

Taken from *On Kolbe Capabilities and Research*, authored by Laurie Waisel, Ph.D. Found at <https://e.kolbe.com/Kolbe-Capabilities-and-Research-Report>

### **Conative Stress as a Predictor of Retention**

Dr. Richard S. Deems, an independent Kolbe consultant, conducted a study in 1991 in which he used the Kolbe to predict branch manager turnover in a national financial services company. His study included all 483 branch manager trainees hired in 1991, who were divided into three approximately equal groups: 1) a control group which was not given the Kolbe, 2) a study group of trainees given the Kolbe whose scores fell outside the recommended range but whose managers were trained in conation to respond to the conative dissonance, and 3) a study group of trainees whose scores fell within the recommended range. At the end of six months, 11.7% of the group that had not used the Kolbe had left the company for job-related reasons, 5.5% of those who were conatively mismatched, but whose managers tried to mitigate the conative dissonance by using the trainee's Kolbe results had left for job-related reasons, and none of the conatively matched trainees left for job-related reasons. Dr. Deems concluded,

"Selection within the recommended Kolbe range resulted in 100% retention of the desired Branch Manager-trainees."