Kolbe TeamSuccess® Solutions

Member's Report for

Sample Management Team

Kolbe has analyzed your team's unique strengths.

Capitalize on its use of time and energy—and get more done!

Remove Stress

Reduce non-productive conflict

Achieve Success

Increase benefits of collaborative effort
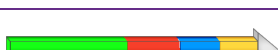
Kolbe evidence-based solutions help every member of the team maximize their contributions. The following reports will:

» Identify the available instinctive strengths within your team

» Analyze where you are most productive when working together

» Diagnose potential challenges and provide practical steps for better results

Spreadsheet of Strengths™

Members 1-14

Kolbe A™ Index

Anthony Parsons MANAGING DIRECTOR EUROPE	4 5 7 4	
Carlos Aguilera MANAGING DIRECTOR LATIN AMERICA	_ * _ _	
Delbert Pride CHIEF TECHNOLOGY OFFICER	8 6 4 2	
Geoff Hyland MANAGING DIRECTOR ASIA	7 5 2 6	
George Vincent DIRECTOR MANUFACTURING OPERATIONS	8 6 2 4	
Georgia Minton CEO	8 6 4 2	
Jimmy Gregory VP SALES	4 4 8 3	
John Alvarez COO	7 5 3 4	
June Stewart VP HR	9 7 2 2	
Marie Munson DIRECTOR SPECIAL PROJECTS	8 5 3 3	
Maxine Hewlett CFO	8 8 3 1	
Nanette Simpson VP CLIENT RELATIONS	7 6 5 2	
Roger Caruso SR. VP GLOBAL SERVICES	5 2 8 4	
Stuart Jefferies SR. VP MARKETING AND GOVERNMENT PROGRAMS	4 3 9 3	

Kolbe A™ Distribution Detail

Fact Finder	Follow Thru	Quick Start	Implementor

CounterAct

Simplify	**Adapt**	**Stabilize**	**Envision**
	Roger C. 2	Geoff H. 2	Maxine H. 1
	Stuart J. 3	George V. 2	Delbert P. 2
		June S. 2	Georgia M. 2
		John A. 3	June S. 2
		Marie M. 3	Nanette S. 2
		Maxine H. 3	Jimmy G. 3
			Marie M. 3
			Stuart J. 3

ReAct

Explain	**Maintain**	**Modify**	**Restore**
Anthony P. 4	Jimmy G. 4	Delbert P. 4	Anthony P. 4
Jimmy G. 4	Anthony P. 5	Georgia M. 4	George V. 4
Stuart J. 4	Geoff H. 5	Nanette S. 5	John A. 4
Roger C. 5	John A. 5		Roger C. 4
	Marie M. 5		Geoff H. 6
	Delbert P. 6		
	George V. 6		
	Georgia M. 6		
	Nanette S. 6		

Initiate Action

Specify	**Systematize**	**Innovate**	**Demonstrate**
Geoff H. 7	June S. 7	Anthony P. 7	
John A. 7	Maxine H. 8	Jimmy G. 8	
Nanette S. 7		Roger C. 8	
Delbert P. 8		Stuart J. 9	
George V. 8			
Georgia M. 8			
Marie M. 8			
Maxine H. 8			
June S. 9			

These figures are based on 13 out of 14 team members' Kolbe A™ Index results.
If an Index is not completed or is in **Transition it is not included**.

Name of people in Transition (1): Carlos A.

Kolbe A™ Distribution
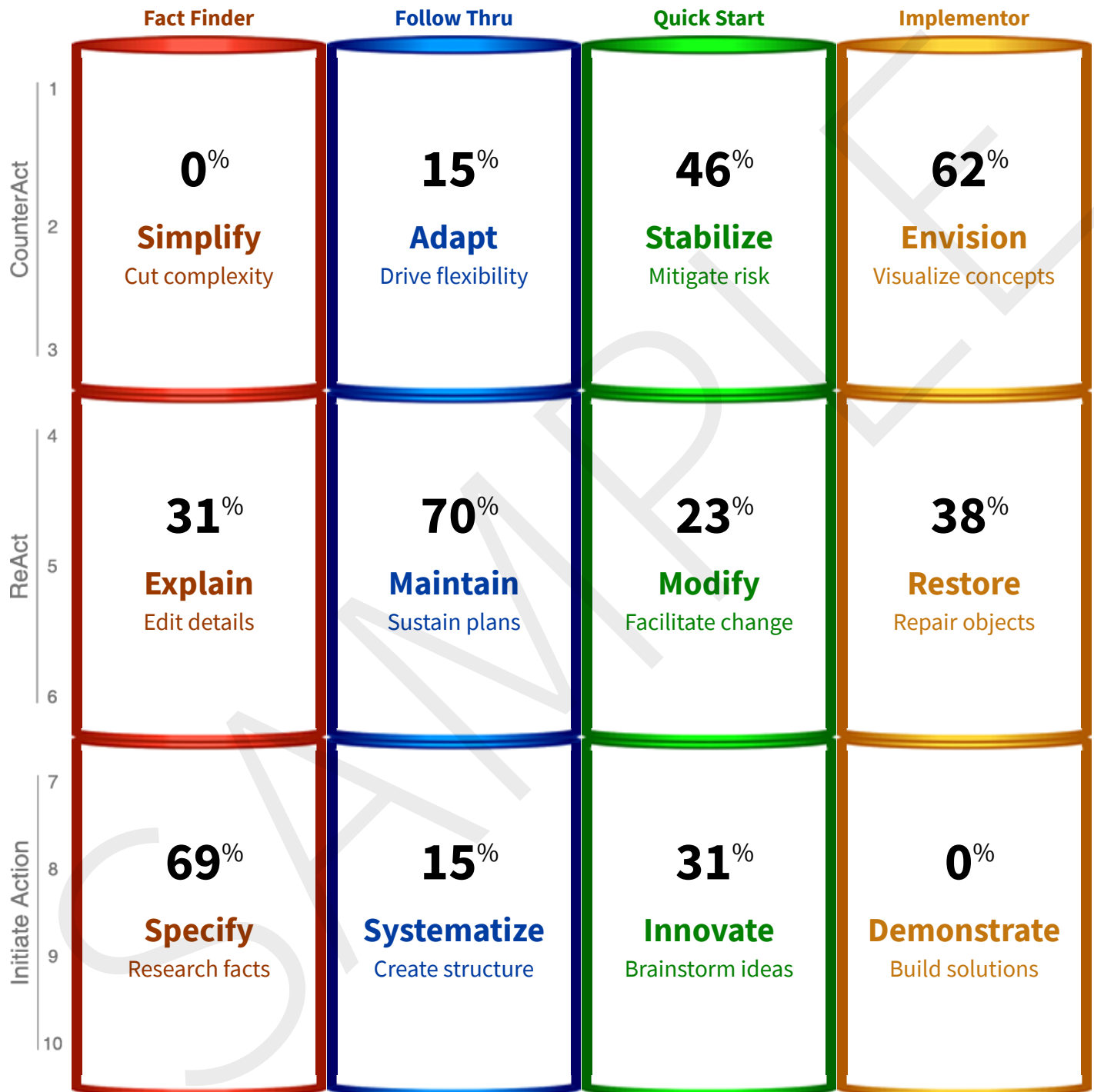
	Fact Finder	**Follow Thru**	**Quick Start**	**Implementor**
CounterAct	**0**% **Simplify** Cut complexity	**15**% **Adapt** Drive flexibility	**46**% **Stabilize** Mitigate risk	**62**% **Envision** Visualize concepts
ReAct	**31**% **Explain** Edit details	**70**% **Maintain** Sustain plans	**23**% **Modify** Facilitate change	**38**% **Restore** Repair objects
Initiate Action	**69**% **Specify** Research facts	**15**% **Systematize** Create structure	**31**% **Innovate** Brainstorm ideas	**0**% **Demonstrate** Build solutions

These figures are based on 13 out of 14 team members' Kolbe A™ Index results.
If an Index is not completed or is in **Transition it is not included**.

Team Collaboration

Your team's combined Kolbe A™ Index results drive how you most naturally solve problems together. The following pages illuminate how your distribution of strengths will affect team dynamics. Included are examples of the types of situations in which your team may thrive or may struggle, and immediate steps you can take to work together more effectively. See below for how to get the most out of this section.

Your team's distribution of energy in this mode

Summary of your team's strengths

Potential pitfalls your team faces because of too little or too much conative energy in a particular area

Customized tips for using team strengths effectively

Ideal Distribution of Team Strengths

When you are collaborating, conative diversity will improve the productivity of the team. The optimal distribution of these problem-solving methods in each mode is:
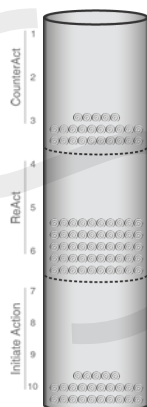
» **25% who <u>CounterAct</u> (1-3)** problems when actions go too far, keeping them from getting entrenched.

» **50% who <u>ReAct</u> (4-6)** to other people's actions or to situations. They facilitate next steps.

» **25% who <u>Initiate Action</u> (7-10)** regardless of what method they use to do it. They get things going.

Kolbe TeamSuccess® Solutions

Collaboration in Fact Finder

How your team gathers and shares information

Actions in this mode range from gathering detailed information to simplifying and minimizing complexity.

**Your Team's
Fact Finder Energy**

0% **Simplify**

31% **Explain**

69% **Specify**

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What's great about your team:

Your team shines when thorough and strategic decision-making is needed. Together, you will naturally gather detailed information and build on what's worked in the past.

Opportunities to improve performance:

Your team has the potential to get so deep in the weeds that you miss the big picture. Compounding this problem, you lack people who naturally cut through this complexity. Focus on avoiding analysis paralysis that can slow down your decision-making.

Tips for maximizing productivity:

- Prioritize and set time limits for agenda items so that the most important things will be handled when discussions get lengthy.

- Break into smaller groups or work independently to speed up decision-making when research or assessing probabilities is required.

- Hand out agendas or tasks prior to meetings, allowing for information gathering to occur before getting together.

- When making decisions, stop and ask yourselves, "What is the bottom line?" or "How can we simplify this information?"

- Find someone who is a 1-3 in Fact Finder to work with your team when you're collaborating – either by borrowing them from another team, hiring, or using a consultant.

Collaboration in Follow Thru

How your team organizes and designs

Actions in this mode range from creating systems and structure to adapting and driving a flexible approach.

Your Team's
Follow Thru Energy

CounterAct

15[%]
Adapt

ReAct

70[%]
Maintain

Initiate Action

15[%]
Systematize

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What's great about your team:

Your team excels when maintaining order and carrying out plans that are already in place. Together, you maximize efforts by effectively using processes to enable project completion.

Opportunities to improve performance:

Your team's strong need to accommodate existing systems can lead to settling for established processes that aren't working anymore or may not work moving forward.

Tips for maximizing productivity:

- Instead of designing them yourselves, use existing systems and adjust them to facilitate straightforward solutions.

- Allow your stakeholders to drive the amount of structure that is needed so you can accommodate it and make adjustments as needed.

- Since you have an abundance of people who naturally bridge competing strengths in Follow Thru, don't let this energy go to waste. Loan it to others who need it.

- When your team is mired in redundant processes, challenge yourselves by asking, "What procedures are we using that are no longer effective?"

Collaboration in Quick Start

How your team deals with risk and uncertainty

Actions in this mode range from driving change and innovation to stabilizing and preventing chaos.

**Your Team's
Quick Start Energy**

CounterAct
1
2
3

46%
Stabilize

ReAct
4
5
6

23%
Modify

Initiate Action
7
8
9
10

31%
Innovate

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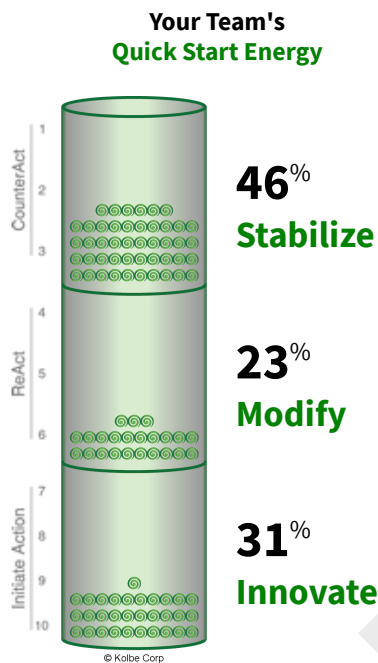
What's great about your team:

Your team members have diverse strengths in the way you deal with risk and uncertainty. You all benefit from having both the natural innovators who drive change and those who will push back when it becomes too risky.

Opportunities to improve performance:

Because you all have opposing needs, your team has the potential for conflict about how much change is optimal and when to try something original. With the scales tipped toward those who need to keep things stable, your group is more likely to discourage experimentation that can lead to growth. Beware of team members pitting their energy against one another rather than working together to advance toward shared goals.
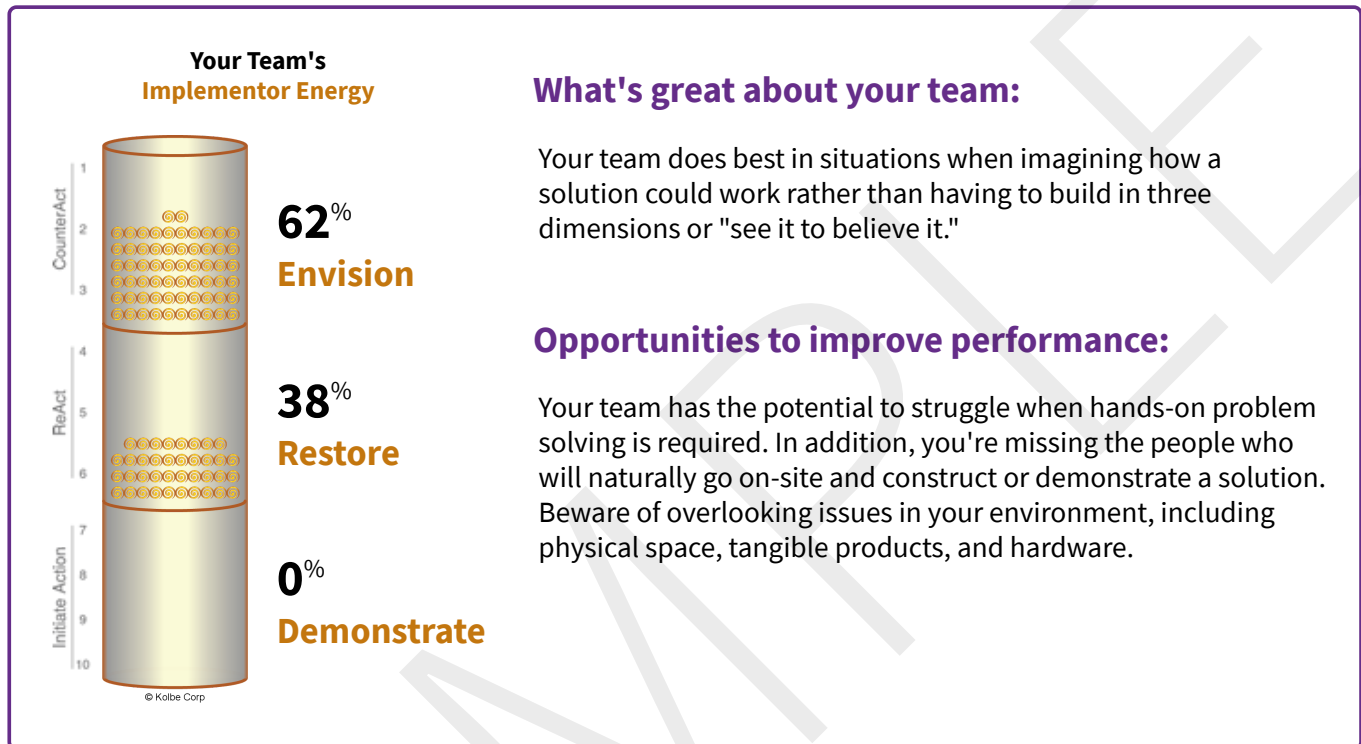
Tips for maximizing productivity:

- Divide and conquer. Separate out the people who naturally Innovate (7-10) to brainstorm new initiatives, then leverage the opposing group of natural Stabilizers (1-3) to identify which options pose the greatest risk.

- Recognize conflict is not just about personality. Don't waste too much time on team-building activities (e.g., games, happy hours). Instead, focus on improving your problem solving.

- Bridge the gap between the people who have opposing needs in the Quick Start mode. Hire or temporarily add people who naturally facilitate differences (4-6).

- Create sub teams with a diverse mix of strengths instead of perpetuating the inefficiencies that occur when the whole team collaborates.

- Use your stakeholders to drive the amount of change needed, and focus your time and energy on meeting those requirements.

Collaboration in Implementor

How your team deals with space and tangibles

Actions in this mode range from building concrete solutions to imagining the abstract.

Your Team's
Implementor Energy

CounterAct
1
2
3

ReAct
4
5
6

Initiate Action
7
8
9
10

© Kolbe Corp

62% **Envision**

38% **Restore**

0% **Demonstrate**

What's great about your team:

Your team does best in situations when imagining how a solution could work rather than having to build in three dimensions or "see it to believe it."

Opportunities to improve performance:

Your team has the potential to struggle when hands-on problem solving is required. In addition, you're missing the people who will naturally go on-site and construct or demonstrate a solution. Beware of overlooking issues in your environment, including physical space, tangible products, and hardware.

Tips for maximizing productivity:

- When you are stuck with repairs or a durable solution is required, don't waste time and effort attempting it yourself. Buy a prebuilt solution or hire a professional.

- Use your stakeholders to drive how often to meet face-to-face or when to provide a physical demonstration of your solutions.

- Focus on the appropriate time to remain in the conceptual realm, finding the right people to deal with the tangible components.

- When your team is working together, stop and ask yourselves, "How can we make our solution long-lasting?" or "How can we demonstrate how this will actually work?"

- Find someone who is a 7-10 in Implementor to work with your team when you're collaborating – either by borrowing them from another team, hiring, or using a consultant.