



accelerate 2024

Boost Growth With Growth Partners

Breakout Session:

Building a World-Class Team Using Assessments

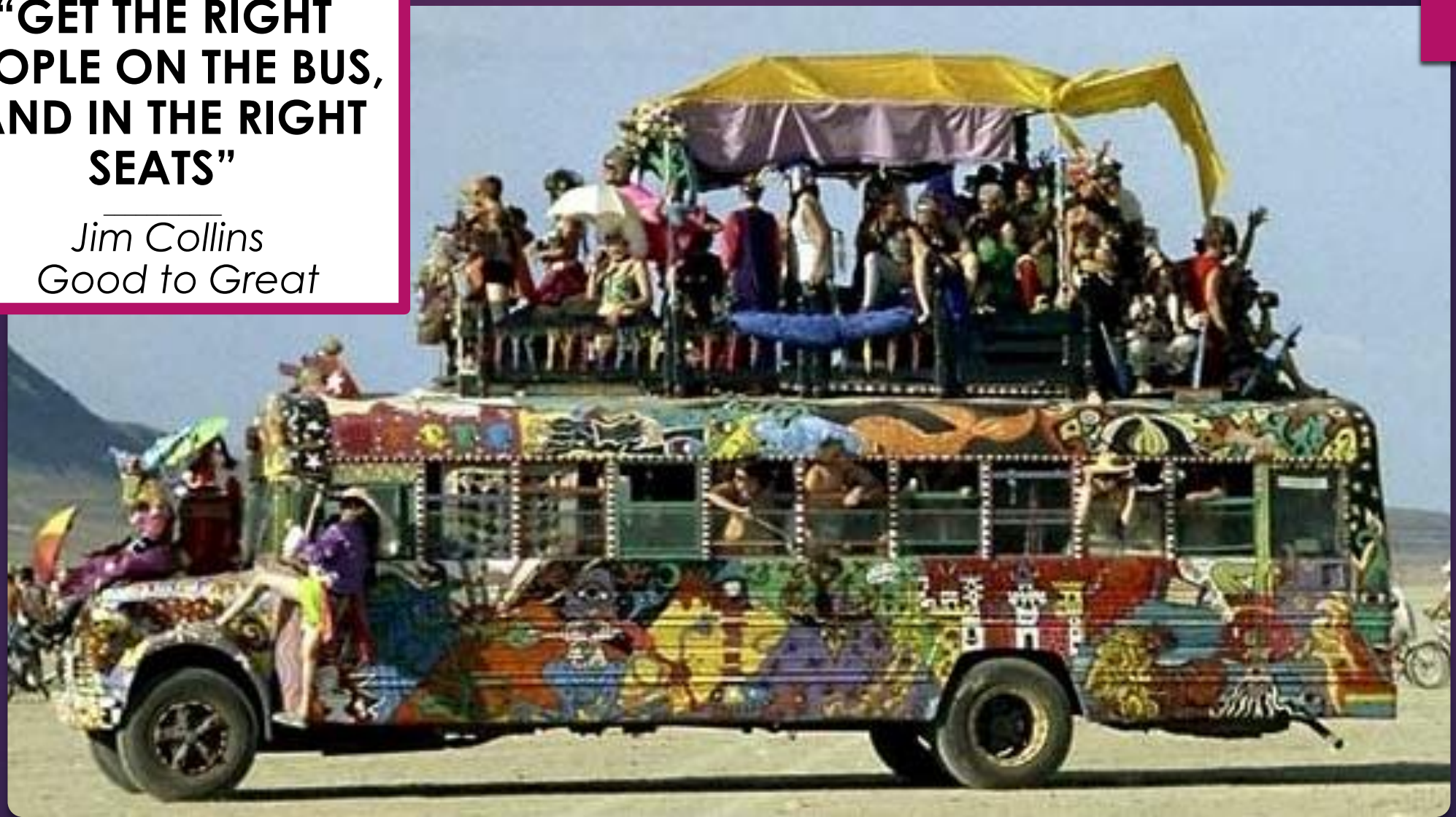
Kari Gillenwater

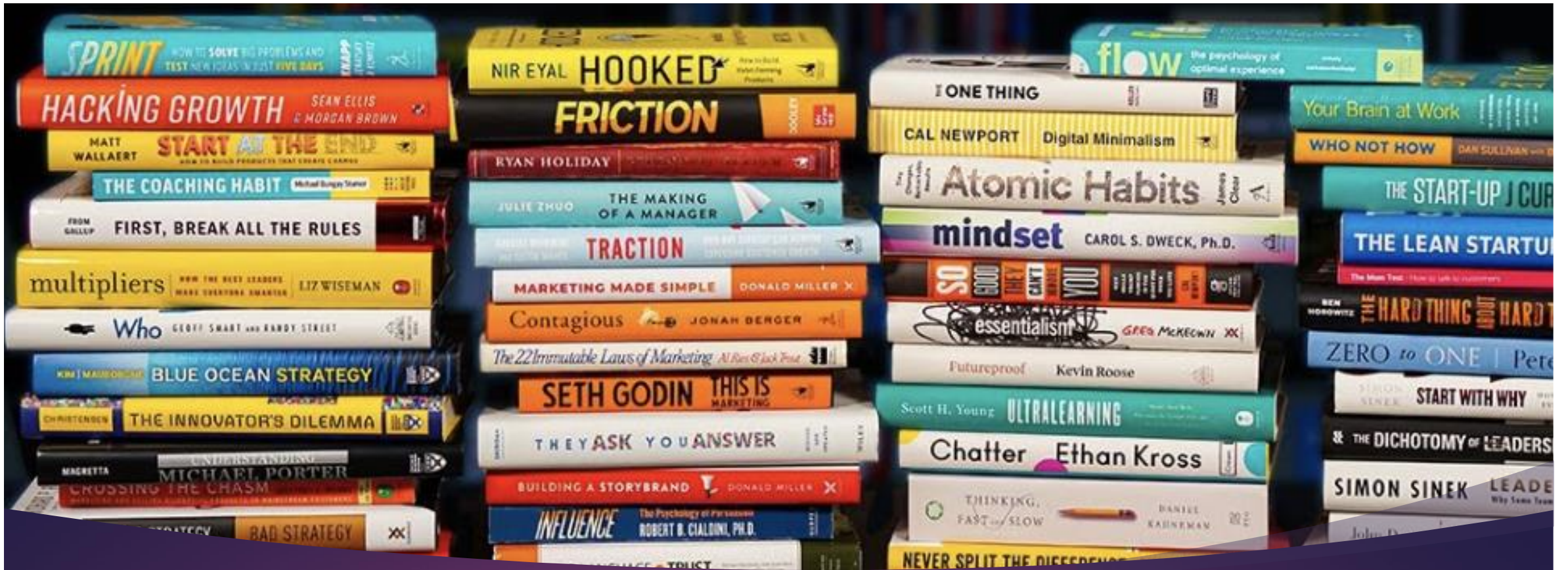
Strategic Business Consultant,
Certified Kolbe™ Consultant, and
Team & Performance Specialist



**“GET THE RIGHT
PEOPLE ON THE BUS,
AND IN THE RIGHT
SEATS”**

*Jim Collins
Good to Great*





60,000

4 Key Areas That Can Make or Break Your Team

1. Team Communication and Productivity
2. Job Alignment and Retention
3. Team Engagement and Performance
4. Identifying & Hiring Right-Fit Talent



**“80% OF EMPLOYEE
TURNOVER IS CAUSED
BY BAD HIRING
DECISIONS”**

HARVARD BUSINESS REVIEW



**“THE ESTIMATED COST
TO REPLACE ONE
EMPLOYEE IS 30% OF
THAT EMPLOYEE’S
ANNUAL SALARY.”**

DEPARTMENT OF LABOR

Identifying and Hiring Right-Fit Talent

Have you ever hired someone and then regretted that decision 3 weeks later?

- **One in four senior managers admitted to making a bad hire in the past year (Robert Half, 2024).**
- **38% of people (*more than 1/3*) quit within their first year at a job – and 40% of them do it within the first 90 days.**
- **It is more expensive now to replace someone, and it takes longer, an average of 44 days.**
- **Replacing an employee who quits usually costs between 33% to 50% of their salary in the immediate. However, some estimates say the total cost associated with turnover could range from 90% to 200% of that salary.**

Most Common Hiring Mistakes

Blind focus on experience & skills

Hiring someone just like you or who you like

Not having objective measures in place

Not enough clarity on role requirements



THE SHIFT IN WHAT EMPLOYEES WANT



Past

Future



My Paycheck

My Satisfaction

My Boss

My Annual Review

My Weaknesses

My Job



My Purpose

My Development

My Coach

My Ongoing Conversations

My Strengths

My Life

Current Landscape – A Blend of In-Office & Remote

Now that the pandemic is four years behind us, **organizations are calling employees back to the office** — including JPMorgan Chase, Amazon, Blackrock, Disney and many more.

A report from *Resume Builder* found that **90% of companies plan to implement return-to-work policies by the end of 2024**. With the most popular option being 3+ days back in office.

In a survey from EY, the number of U.S. respondents reported that **full-time remote work has plummeted from 34% in 2022 to 1% in 2023**.





ASSESSMENTS



The right assessments can help you identify and hire right-fit talent.

THREE PARTS OF THE MIND

Cognitive

IQ
Skills
Experience
Education
Reason

Affective

Motivation
Likes, Values
Preferences
Emotions



Conative

Striving Instincts
Problem-Solving
Decision Making
Taking Action

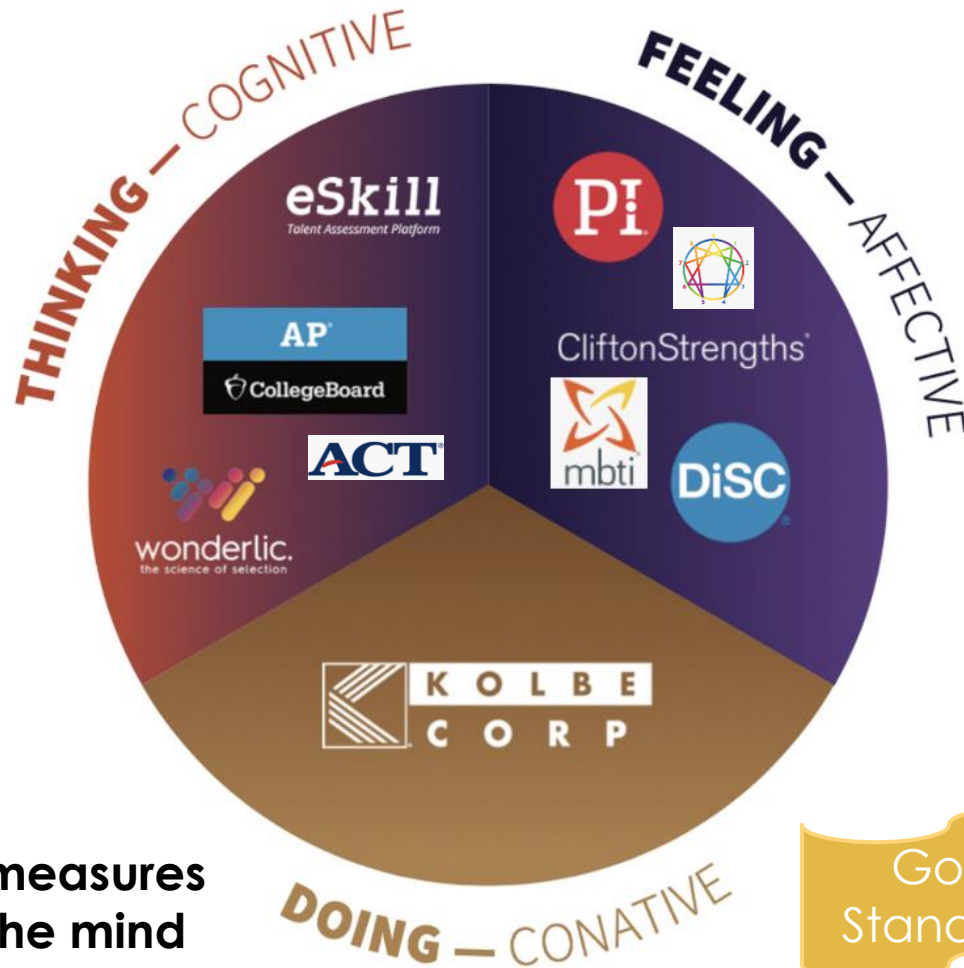
Different Types of Assessments

Cognitive = Thinking

Affective = Feeling

Conative = Doing

THREE PARTS OF THE MIND



Only Kolbe measures the part of the mind that predicts how your people take action.

Gold Standard



Different Types of Assessments

Cognitive = Thinking

Affective = Feeling

Conative = Doing

IT'S LIKE HAVING AN INSTRUCTION MANUAL — ABOUT YOURSELF!

The **Kolbe A Index** measures *how* you get things done when you're free to be yourself. After you answer the scientifically-validated questions, you'll get a 4-number result called your MO and an interactive guide full of tips and tricks for better performance. Think of it as a custom instruction manual to yourself and how you most naturally take action every day.

TAKE THE KOLBE A INDEX

www.Kolbe.com



"The day I got my Kolbe results was one of the most liberating days of my life. My productivity shot through the roof!"



DAN SULLIVAN, FOUNDER,
STRATEGIC COACH



Your Kolbe Profile



Rachel

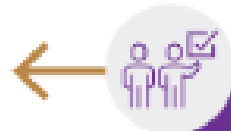
- Do**
- See solutions in your mind
- Visualize possibilities
- Conceptualize what could be
- Have discussions without having to be deep in topic
- Make decisions without having tangible evidence
- Don't**
- Take responsibility for maintaining equipment
- Demonstrate the use of mechanical stuff
- Take expert-level experiences
- Fix broken parts
- Build many physical models

THE KOLBE SYSTEM™

KOLBE HELPS YOU ACHIEVE WHAT YOU CARE ABOUT MOST

EXPAND

Drive growth by hiring the right people.



IDENTIFY

Capitalize on the power of instinctive strengths.



ALIGN

Boost productivity by matching strengths to job requirements.



OPTIMIZE

Maximize teamwork by strategically combining talents.



3 MAIN TYPES OF KOLBE ASSESSMENTS

A



**Kolbe A
HOW YOU SHOW UP
NATURALLY**

B



**Kolbe B
HOW YOU HAVE TO SHOW
UP AT WORK**

C



**Kolbe C
WHAT STRENGTHS THE
ROLE REQUIRES**

Kolbe Action Modes®

Fact Finder:

Gather and share information

Follow Thru:

Organize and design

Quick Start:

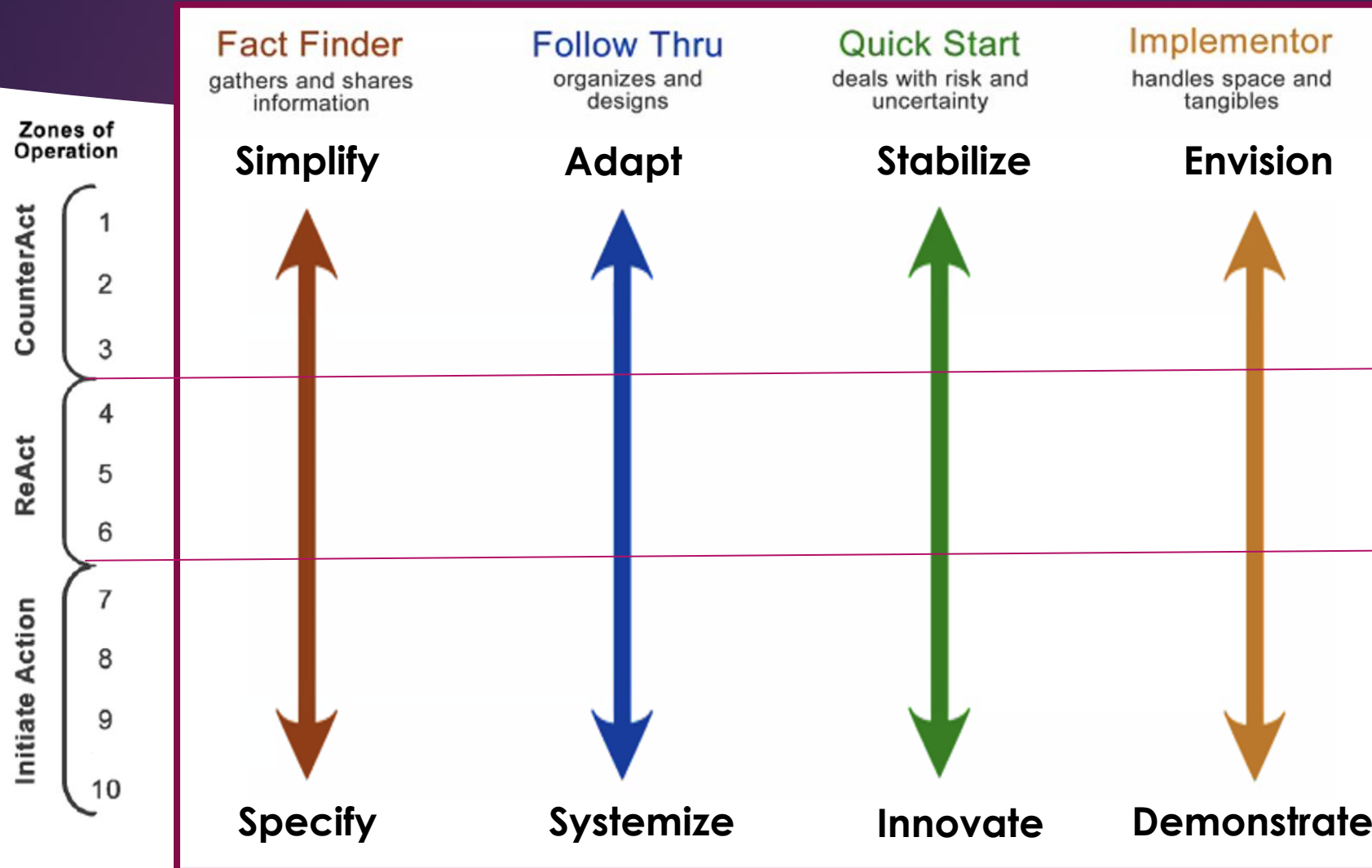
Deal with risk and uncertainty

Implementor:

Handle space and tangibles

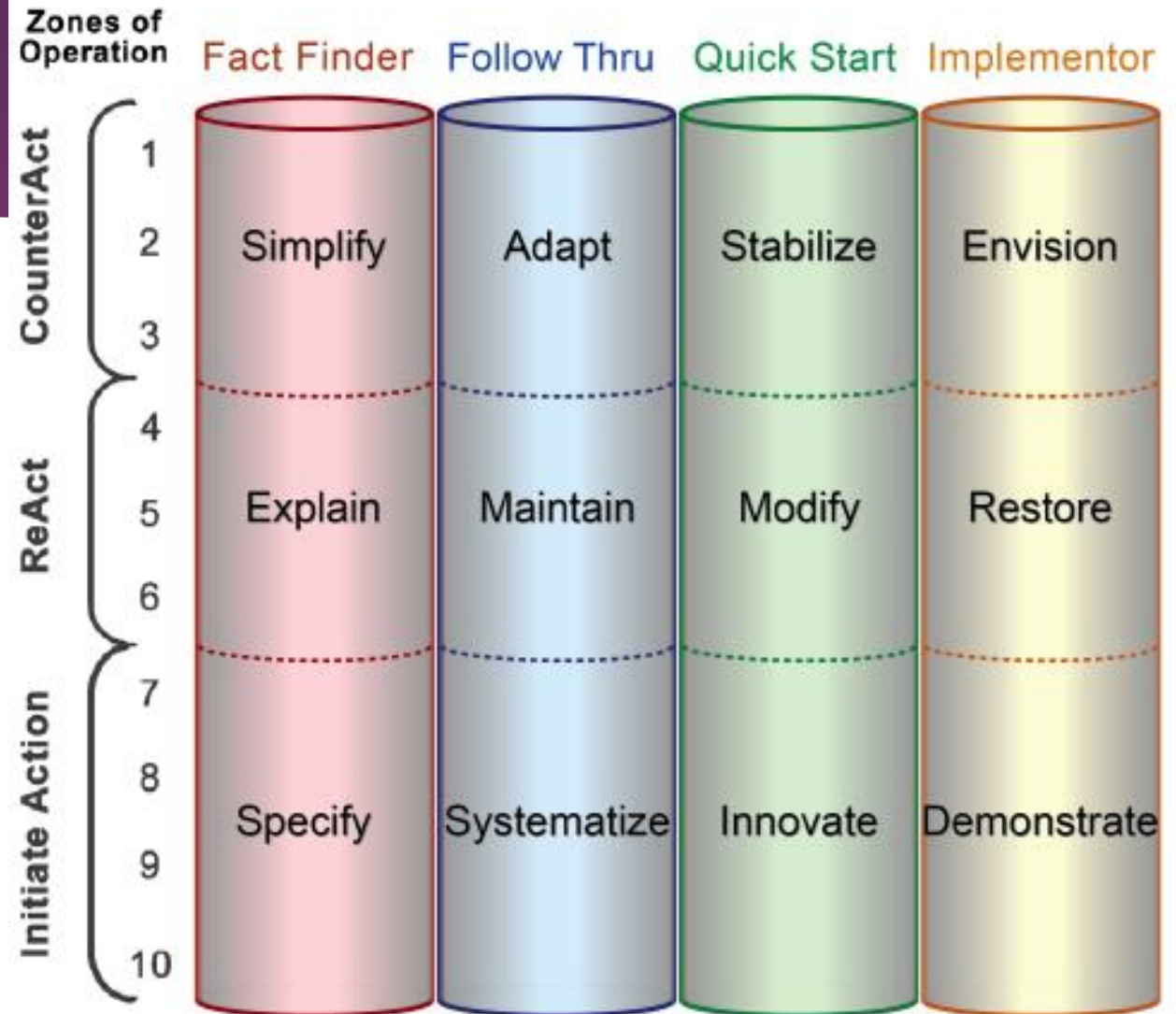
4 Action Modes

4 Continuums



Kolbe Strengths or Problem-Solving Methods

- You are capable of using any of the 12 Kolbe Strengths.
- You have 4 that are most natural for you.

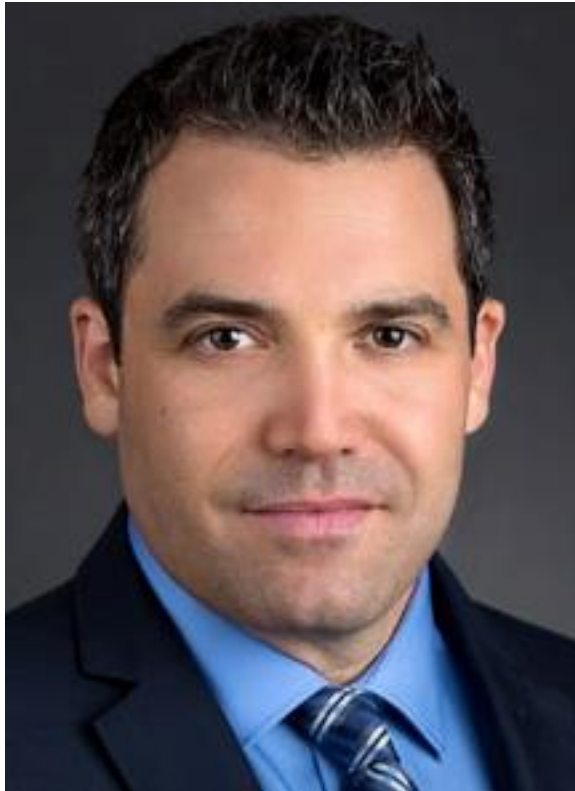


How He
Naturally
TAKES
ACTION

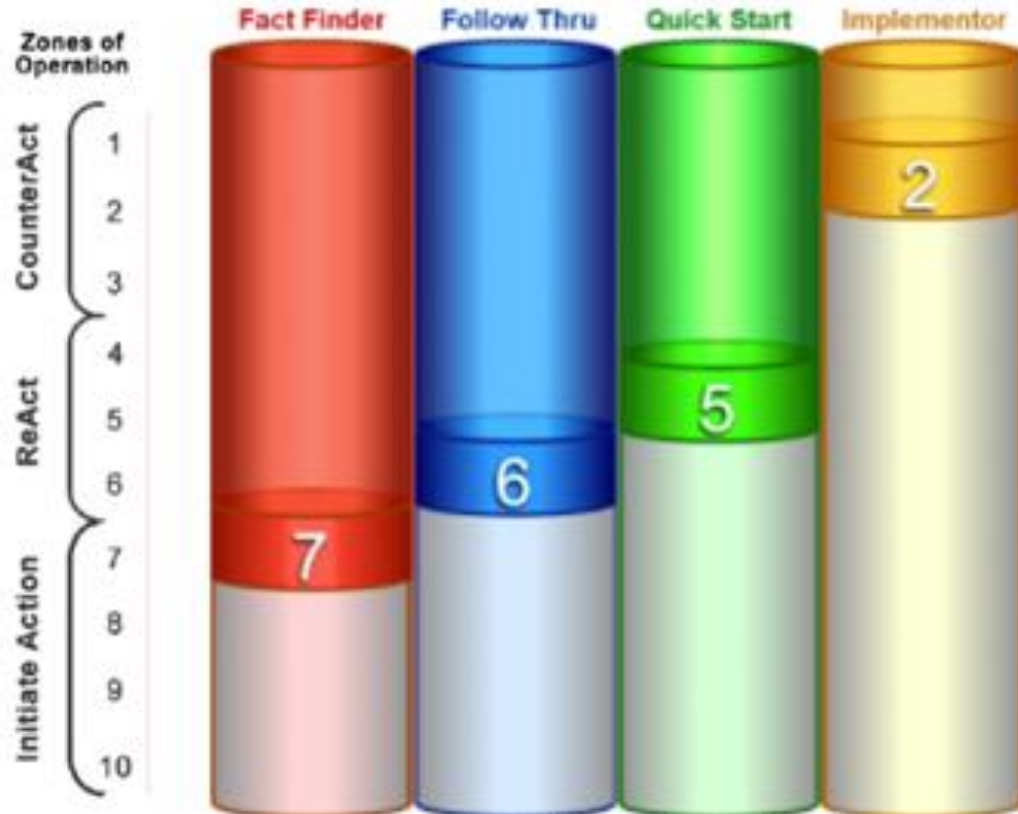
Kolbe A Index Results

Michael Ramirez **7652**

How you instinctively show up when striving at work.



7652



©1997-2022 Kathy Kolbe. All rights reserved.

TEAM DASHBOARD OF KOLBE A SCORES

Robert



3393

Yenni



6482

Michael



7652

Angela



8534

Yvette



8724

Blake



8842



How Kolbe™ Can Help Identify & Hire Right-Fit Talent

RESUME

Career Objectives

As a highly motivated and energetic professional, I am seeking a position where I can utilize my skills and experience to contribute to the success of the organization. I am confident that my strong background in [industry] and my commitment to excellence will allow me to make a significant impact in your organization.

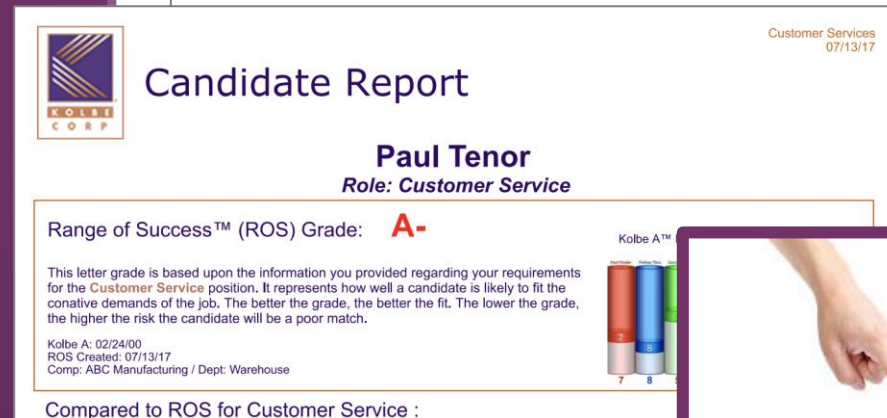
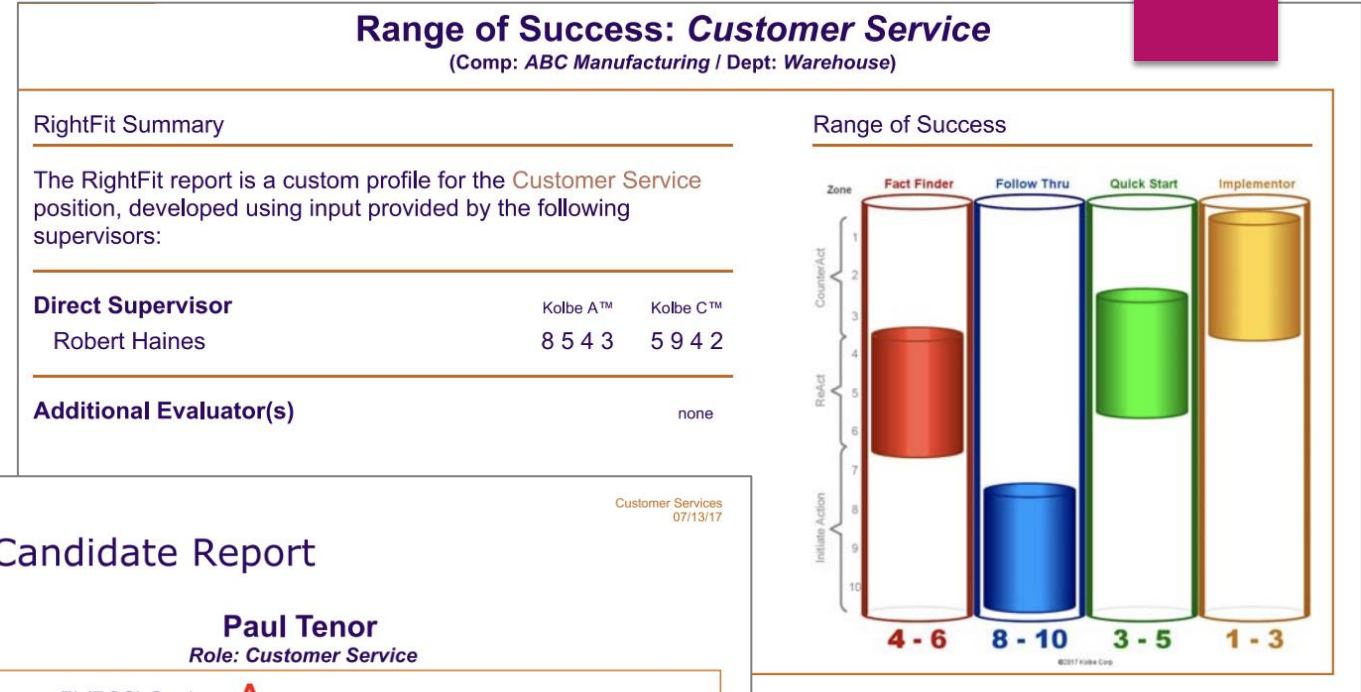
My professional goals are centered around continuous learning, professional development, and contributing to the growth and success of the organization. I am particularly interested in roles that offer challenges and opportunities for advancement.

Professional Experience

- Managing financial plans
- Planning, controlling, and reporting budgets
- Preparing and presenting financial reports to management
- Analyzing financial data to identify trends and opportunities
- Collaborating with cross-functional teams to ensure financial goals are met
- Maintaining accurate financial records and ensuring compliance with regulations
- Providing strategic advice to management on financial matters

Using Kolbe™ to Identify and Hire Right-Fit Talent

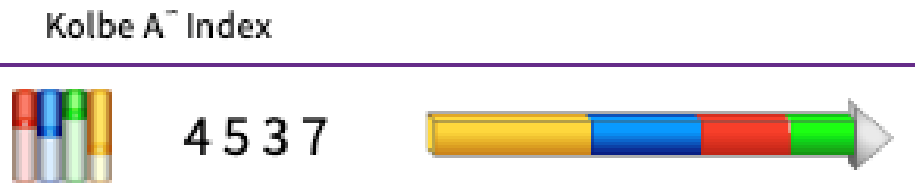
- ▶ Direct Report completes a KOLBE C to clearly define skills needed to do the ROLE
- ▶ Determine RANGE OF SUCCESS with Kolbe Right-Fit™
- ▶ Screen Candidates
- ▶ Hire candidate with highest viability for success



CASE STUDY

CEO HIRING FOR AN EXECUTIVE ASSISTANT

▶ **CANDIDATE 1 NIKKY**



▶ **CANDIDATE 2 TIFFANY**

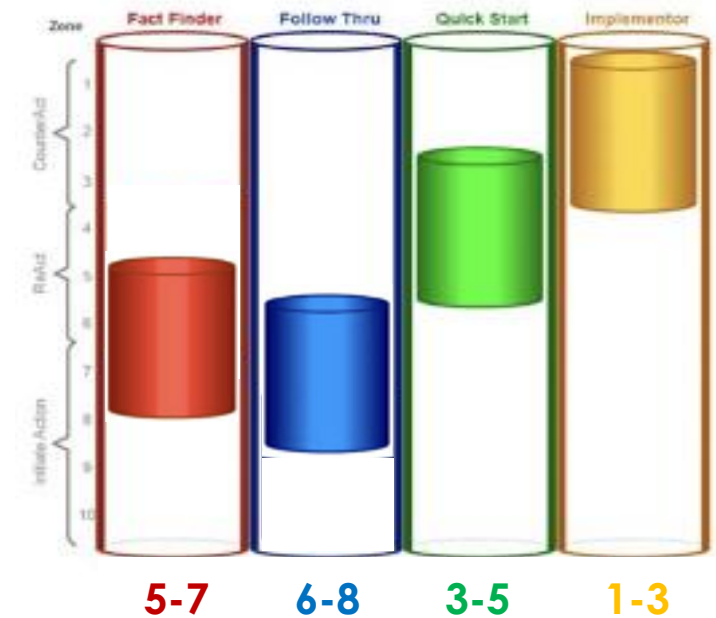


▶ **CANDIDATE 3 SKYLER**



KOLBE C

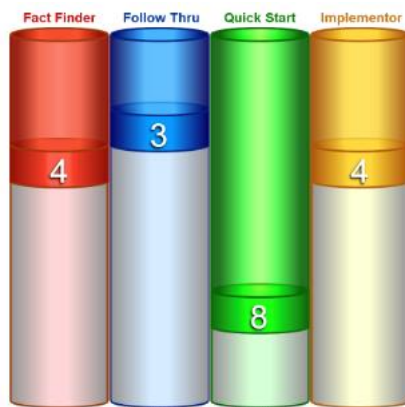
Range of Success



CEO



4384



©1997-2024 Kathy Kolbe. All rights reserved.



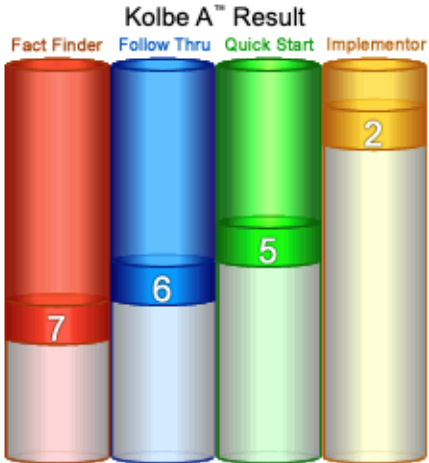
TIFFANY MOST VIABLE FIT - 7 7 3 3

Kolbe A to A Index Results

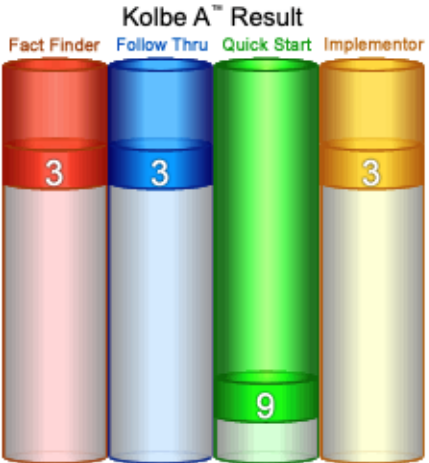


Michael 7652
 Robert 3393
 ~ 4341

Michael



Robert



Potential Conflict Level:

- How you gather and share information.
- How you organize.
- How you deal with risk and uncertainty.
- How you handle space and tangibles.

- high
- medium
- high
- low

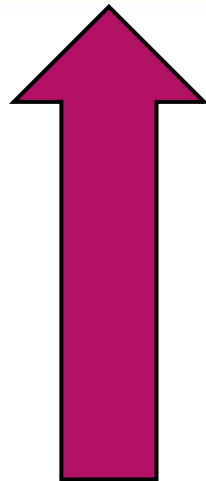
Kolbe[®] A to B Comparisons

Michael Ramirez

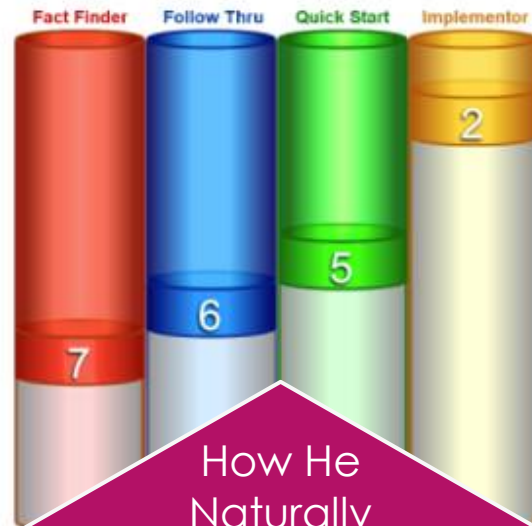
Kolbe A to B Index Results



A 7652
B 6393
~ 1341



KOLBE A



How He
Naturally
TAKES
ACTION

KOLBE B



©1997-2022 Kathy Kolbe. All rights reserved.

How he
feels he has
to show up
AT WORK

Using Kolbe™ to Lead your Teams

Leadership Reports:
How to Use Your Strengths as a Leader

Kolbe Management July 2022
Kolbe Corp.

Kolbe Optimization for Leaders

Leadership Instincts Summary

Amy Bruske (3 5 8 3)

Your team wins when you capitalize on your leadership instincts and are able to stay in your strengths zone. The following information gives you insight into how to best spend your time and take action your way.

How You Naturally Lead

You lead best when you:

- INNOVATE** Drive change by generating ideas and creating a sense of urgency
- MAINTAIN** Make the most of established systems while realigning plans
- SIMPLIFY** Start with the end in mind and move goals forward by preventing analysis paralysis
- ENVISION** Imagine solutions that aren't limited by tangible resources or don't require hands-on activities

How to Maximize Your Efforts

All leaders have to work contrary to their strengths some of the time, but doing so depletes your mental energy, decreases effectiveness and may negatively impact your team. Combat this by limiting the time you spend on tasks that take you out of your zone.

To minimize your stress and frustration:

- Avoid getting mixed in details and having to justify too many of your decisions.

Amy, your optimized strengths are critical to team success!

	Fact Finder	Follow Thru	Quick Start	Implementor
1	Simplify Jac C. 3	Adapt Amber H. 3 Ian L. 3 Jac C. 3 Steven P. 3	Stabilize Ashley W. 2 Clay K. 3 Jerid S. 3 Theresa N. 3	Envision Ian L. 2 Adam K. 3 Caila H. 3 Clay K. 3 Ian G. 3 Jac C. 3 Joan S. 3 Lisa M. 3 Reed D. 3
2				
3				
4	Explain Amber H. 4 Jerid S. 4 Steven P. 4 Troy A. 4 Ian L. 6 Reed D. 6	Restore Alexis Chu OTHER Richard Dennison OTHER Denice Douglas OTHER Alexandra Gurnee OTHER Yolanda Lerma OTHER Adrina Movsesian OTHER Julian Movsesian ADMIN Chandre Richard OTHER Joseph Robles OTHER Michael Rothman OTHER Gwen Vo OTHER Brian Whitmore OTHER Mark Williams OTHER Danielle Williamson OTHER Michael Wurth OTHER		
5				
6				
7	Specify Adam K. 7 Ashley W. 7 Joan S. 7 Lisa M. 7 Caila H. 8 Clay K. 8 Ian G. 8 Theresa N. 8			
8				
9				
10				

Individual Coaching Reports:
Tips on how to help each team member thrive

6455	7742	7732	5763	8723	6374	7634	7373	7824	4492	4843	8433	8814	4781	7283
------	------	------	------	------	------	------	------	------	------	------	------	------	------	------

Josh & Genevieve

How Your Drive Affects Your Performance

Comparing Conative Drives

When free to use your Strengths, you'll start the problem solving process through the Action Modes in which you have the highest number.

You (6536):
1. You begin a project by checking facts.
2. Next, you test the strength and durability of available materials.
3. Then, you look for ways to fit the project into the system.
4. Finally, you...

Genevieve (8543):
1. Genevieve begins a project by fact checking and determining and appropriateness.

Not Just Engagement, Stress Reduction

Comparisons: A to B™ Report

Summary

June Stewart

Your Conative Strengths
Your natural abilities make you capable of being a highly productive and creative person. Results of your Kolbe A Index validate the specific qualities of your personal instinctive strengths.
You start the problem-solving process by:
Fact Finder Researching the details and getting the specifics
Follow Thru Systematically tasks and planning out ideas or projects
Quick Start Stabilizing changes
Implementor Envisioning how to solve the problem

Kolbe A™ Result
Action Modes™ are behaviors chosen by your existing instinct — not your personality or IQ.

VP HR

The Role As You See It
To do this job to your satisfaction requires managing rapidly changing priorities. It takes a person committed to "seeing" the vision and being qualified to be successful in this role. We are ideally suited for a systematic worker who needs to get according to standard procedures, but rather for one who is highly lateral and uncalculated risk.
You've indicated this job uses the instinctive talents to:
Quick Start Research, discover, organize, promote, customize
Fact Finder Screen, confirm, report, substantiate, amend
Follow Thru Monitor, continue, assess/analyze, guide, record
Implementor Conceptualize, synthesize, imagine, envision, infer

Kolbe B™ Result
Conative Self Expectations in #12/05/2020
Kolbe B results can change over time as your job responsibilities change.

Team Reports: Analytics
showing Team Strengths & Synergies

Why Use Assessments?

Key Take Aways

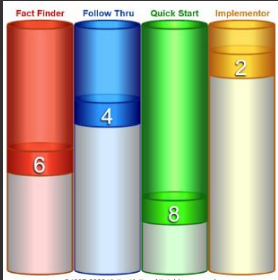
No matter what role you are hiring for, assessments will optimize your screening processes, save time and money, ultimately lead to better hiring outcomes and help you connect quickly with new hires.

Top Reasons to use assessments to identify and hire right-fit talent:

1. **Improve Hiring Accuracy**
2. **Reduce Turnover**
3. **Enhance Objectivity**
4. **Increase Efficiency**- AKA - *Save Time & Money*
5. **Predict Job Performance**
6. **Improve Candidate Experience**
7. **Strengthen Team Dynamics**
8. **Enhance Data-Driven Decisions** – *no more emotional hires*



What are your numbers?



6482

\$\$\$



Thank you to the **visionlink** team for inviting me to participate in Accelerate 2024.

If you'd like more information email kari@gc3c.com for:

- ▶ Kolbe Strengths™ Sales Sheet
- ▶ Kolbe Strengths™ Leadership
- ▶ Tips for Working Virtually

Kari Gillenwater
 Gillenwater Consulting Group
 Certified Kolbe™ Consultant
 501-952-0998
www.GC3C.com
 Connect with me on LinkedIn



Kolbe Strengths™ Sales

Fact Finder	Follow Thru
Simplify Won't • Require detailed client files • Need exhaustive data to present • Get bogged down in technical details • Insist on credentials • Be tied to traditional compensation • Need to justify through expertise • Over-research client base • Require specific instructions	Adapt Won't • Require sales tracking system • Be confined by rules • Need closure on case before taking on a routine • Get stuck with a sales process • Stick with established prospecting system • Need a consistent plan
Explain Willing to • Review client files • Go with the data • Consult product/technical resources • Maintain credentials • Respond to appropriate compensation • Use expertise • Consult account history • Give specifics • Review instructions • Accept the priorities	Maintain Will • Use a sales shepherd • Maintain complete records • Stay with the pattern • Advise proactively
Specify Will • Develop detailed client files • Require complete data • Read product manuals • Seek credentials • Insist on appropriate job title • Become an expert • Establish account history • Need a thorough approach • Give detailed instructions • Establish business priorities	

Kolbe Strengths™ Leadership

Fact Finder	Follow Thru	Quick Start	Implementor
Simplify • Moves company goals guided by bottom line • Starts with end in mind • Limits involvement in meetings leading to debates • Avoids analysis paralysis • Sees big picture • Condenses the data	Adapt • Cuts through bureaucracy • Brings flexibility to plans to adjust accordingly • Resists being boxed into rigid approaches • Creates shortcuts from established path • Changes solutions as opportunities arise • Uses diverse approaches to problem solving	Stabilize • Resists straying from proven paths • Brings stability out of chaos • Protects status quo • Avoids unnecessary sense of urgency • Brings focus by limiting options • Exercises caution with unknowns	Envision • Conceptualizes solutions • Finds intangible methods to solve problems • Explores abstract enhancements to initiatives • Visualizes results without concrete proof • Pushes past realities toward unseen possibilities
Explain • Fact checks data to create priorities • Assesses risk with existing data • Edits detailed data into usable summaries • Uses balanced approach to help ensure buy-in • Works within priorities • Starts with the highest probability	Maintain • Coordinates timing and tempo • Identifies inconsistencies in plans • Smooths out workflow by realigning process/procedures • Adjusts plans for incremental change • Tweaks systems in place to small variations	Modify • Responds to essential risks • Adjusts deadlines as situations change • Builds in flexibility and options • Accommodates new ideas • Mediates between the vision and the given • Controls improvised solutions	Restore • Bridges differences between abstract and concrete • Participates in hands-on technical demonstrations • Utilizes technology to facilitate change • Creates simulations of physical action • Uses tangible talent in projects or field assignments • Reproduces models
Specify • Takes time to evaluate in strategic terms • Rank orders to prioritize initiatives • Captures historical evidence to build solid company initiatives • Strives to become an expert on critical issues • Develops complex strategies	Systematize • Brings closure as absolute need • Needs to factor in worst-case scenario and plan accordingly • Develops uniform procedures for group • Resists open-ended initiatives • Designs sequential systems to meet timelines	Innovate • Drives experimentation and change • Initiates brainstorming • Operates with sense of urgency • Imposes intense deadlines • Executes innovative solutions • Needs options for optimal decision-making	Demonstrate • Drives quality and focuses on safety • Solves mechanical problems • Asks "What does it look like when it's done or when we get there?" • Communicates by demonstrating • Transforms abstract ideas into concrete solutions

© 1987 - 2019, Kathy Kolbe

TIPS FOR WORKING VIRTUALLY

Use the 4 numbers from your Kolbe A™ Index result to identify which tips are relevant for you.

Information

Best Practices

- Keep detailed information digitally accessible
- Request formal and informal meetings to ask and answer questions

Practices

- Process documents; hold frequent collaborative project reviews
- Use focus time at work; set your priorities with others
- Use online spaces or live chats for quick questions
- Use countdown clocks; have timers, and/or involve partners
- Use pictures/videos or photos to illustrate points
- Get in-person (for critical decisions, or for a more complete reading of body language)

THE 7-10 RANGE

- Share priorities, plans, and what's not getting done
- Understand what

