



Dev Team Case Study

Setup

Team has been operational for 6 months, working remotely from the corporate headquarters of a major multinational corporation in the communications industry. Team's charge is to develop a product that would serve as an early warning system of problems that could shut down or seriously impair production lines in manufacturing companies.

People Issues

- Bill (3493), VP & General Manager, is a young man without a technical background but a proven innovator on a smaller, previously successful company project.
- Susan (6383) was assigned to the project directly from corporate HQ as OD Manager and is widely believed to be a "snitch" and is not trusted.
- Margaret (8633), the HR Manager, is not empowered because of Susan's role.
- Most of the team is composed of engineers coming directly from a major project that failed, but their knowledge is considered essential to the success of this project.
- There is a considerable age difference between young Bill and the more seasoned engineers.

Situation

- Project has high visibility within the corporation and has been well sold internally.
- Several \$M of systems have been pre-sold in the marketplace for future delivery.
- Team has missed the last two milestones and is 90 days behind schedule.
- Meetings are being called more frequently, have become lengthier and more contentious.
- Competing approaches are emerging to jump start the project and at the same time to add more bells and whistles.

Mission

- Helen (6392), who has used your services in a former organization, has recommended you as someone who can come in and facilitate differences and help the team refocus its energy on the corporate goals.
- Using your knowledge of the 3 parts of the mind, identify the issues and prescribe remedies.
- Should you recommend that team members be replaced, use the proper Kolbe approach to identify the job requirements and make recommendations for screening candidates.
- Using the Kolbe Implementation Plan, outline a step-by-step approach to integrate a Kolbe solution spanning 6 months. This needs to include a letter to the Division Manager selling the benefits of using your Kolbe services.



Spreadsheet of Strengths™

DEV Team

Every individual has natural strengths and abilities that contribute to personal success and to the success of the organization as a whole. The diversity of this talent makes the organization stronger and allows varying tasks and assignments to be matched to individuals with the natural strengths to complete them. Explanations of content follows the spreadsheet.

Natural Advtage	Name	Kolbe A Reality	Kolbe B Exptation	Kolbe C Reqmnt	Kolbe C Reqmnt	Title	Impact Factors
	Mike	6 7 3 4	7 6 6 2	8 8 2 3	----	Controller	
	Helen	6 3 9 2	8 3 8 1	8 5 7 2	----	Director	
	Ming Li	7 7 3 3	8 4 6 2	8 5 6 2	----	Director	
	Jorge	5 4 9 2	6 3 8 3	8 5 6 2	----	Director	
	Bill	3 4 9 3	7 3 8 2	----	----	VP and General Manager	
	Elaine	7 5 8 1	8 6 7 1	8 7 2 2	----	Department Manager	
	Susan	6 3 8 3	----	----	----	Org Dev Manager	
	Harold	5 3 9 3	8 4 8 1	8 3 8 2	----	Dir, Strategy	
	Joe	7 6 7 2	7 3 7 3	8 5 7 2	----	Director	
	Bill	6 3 7 3	6 6 7 2	8 5 7 2	----	Director	
	Cathy	7 6 8 1	8 6 4 2	9 6 4 1	----	Department Manager	
	Margaret	8 6 3 3	7 7 4 3	6 8 6 2	----	Human Resources Manager	
	Edith	4 7 8 1	7 4 7 2	8 5 6 2	----	Director	
	Jim	7 8 3 2	5 8 6 2	7 8 4 2	----	Department Manager	
	Paul	5 3 8 3	8 4 7 2	8 5 7 2	----	Director	



Depletion Indicator

DEV Team

(case study 1)

Stress Analysis

GAP = 8% Manageable Team Stress (Strain)	Realities (Kolbe A Indexes)	VS	Employees' Expectations (Kolbe B Indexes)
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GAP: indicates the probability of **Depletion** of mental energy. It is caused by the stress of making efforts which go against the instinctive grain.

92% in Alignment

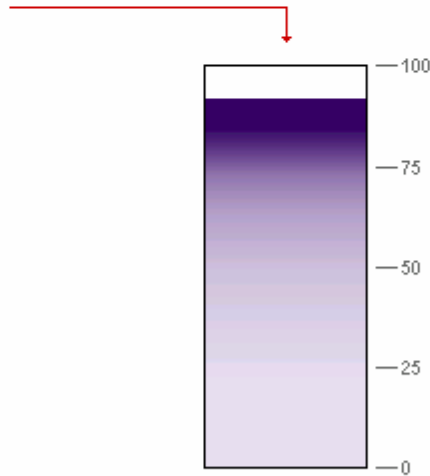
Alignment: the amount of available mental energy in Action Modes that are congruent with expectations.

Summary: 2 team members have strain (self-induced stress) in one or more Action Modes.*

14 members, out of 15 total team members, have B indexes for their positions.

1 member does not have a B index associated with their position which can skew the interpretation of this report. To avoid this, each member should take a Kolbe B Index on their own job position.

* Refer to the Stress Detector - Strain™ report for team member details.



Depletion: When a team has a significant amount of members dealing with misplaced efforts because of a difference between who they are naturally and their personal expectations for their job (strain), the team may struggle unnecessarily and productivity will suffer. If strain exists, individuals are unable to contribute their total mental energy purposefully toward goal achievement.



Meltdown Probability™

DEV Team

(case study 1)

Stress Analysis

GAP = 14% Manageable Team Stress (Tension)	Realities (Kolbe A Indexes) VS Evaluator's Requirements (Kolbe C Indexes)
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GAP: indicates the probability of **Meltdown** of the team. It is caused by the stress of exhausting efforts working contrary to required processes.

86% in Alignment

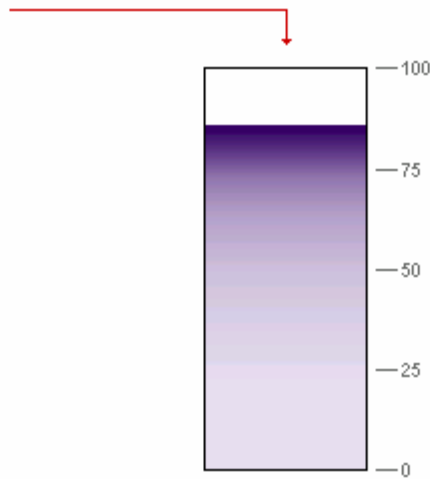
Alignment: the amount of available mental energy in Action Modes that are congruent with requirements.

Summary: 3 team members have tension (external stress) in one or more Action Modes.*

13 members, out of 15 total team members, have C indexes for their positions.

2 members do not have C indexes associated with their positions which can skew the interpretation of this report. To avoid this, the supervisor of each member should take a Kolbe C Index on the member's job position.

* Refer to the Stress Detector - Tension™ report for team member details.



Meltdown: Imagine the stress of being in a position where your evaluator's requirements were completely against your natural ways of doing things (called tension). Now imagine a whole bunch of people on the same team in the same kind of stress. The result is the team would be far from the height of productivity and progress toward the team's goals is likely waning.

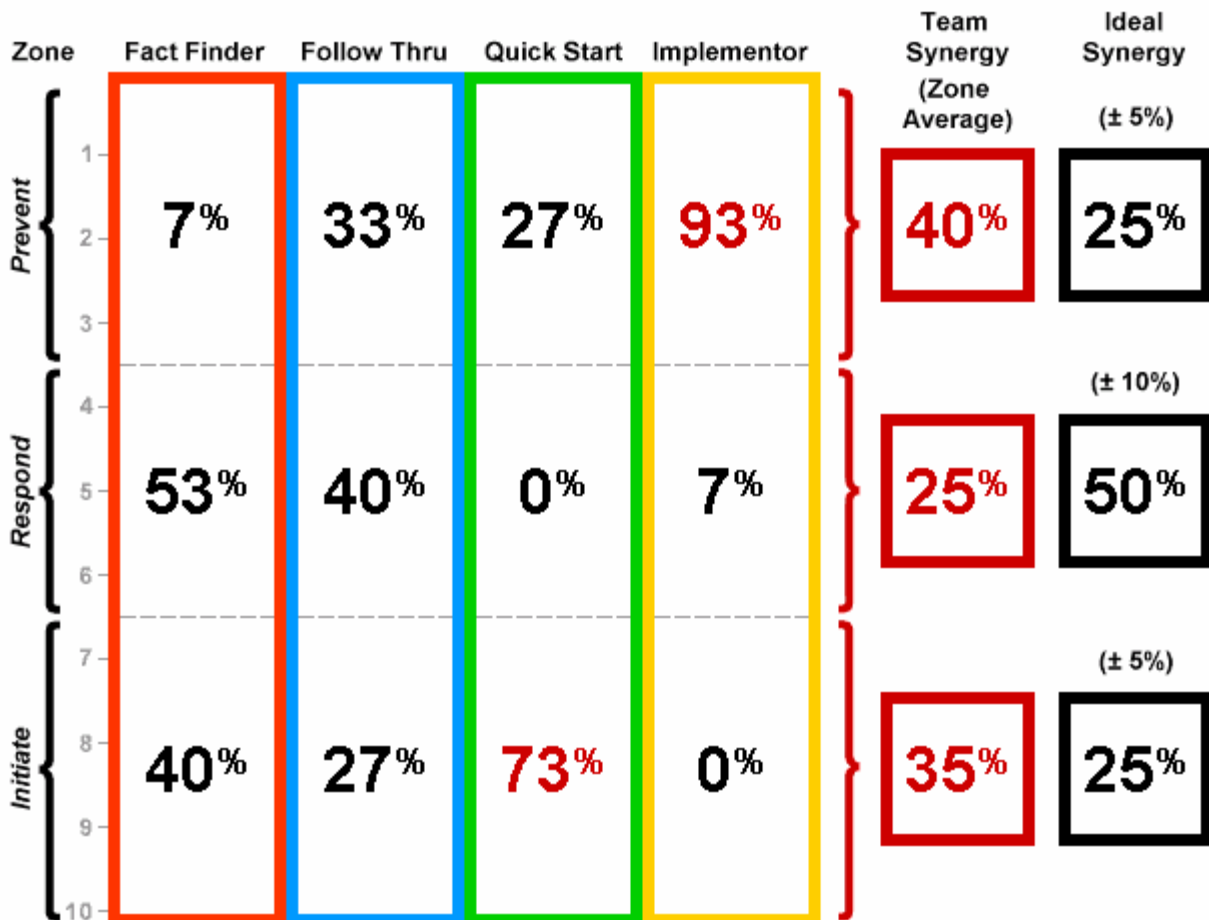


Kolbe Synergy Report™

Based on Kolbe A™ Indexes

DEV Team

(case study 1)



This analysis is based on a team of 15 with 15 respondents.

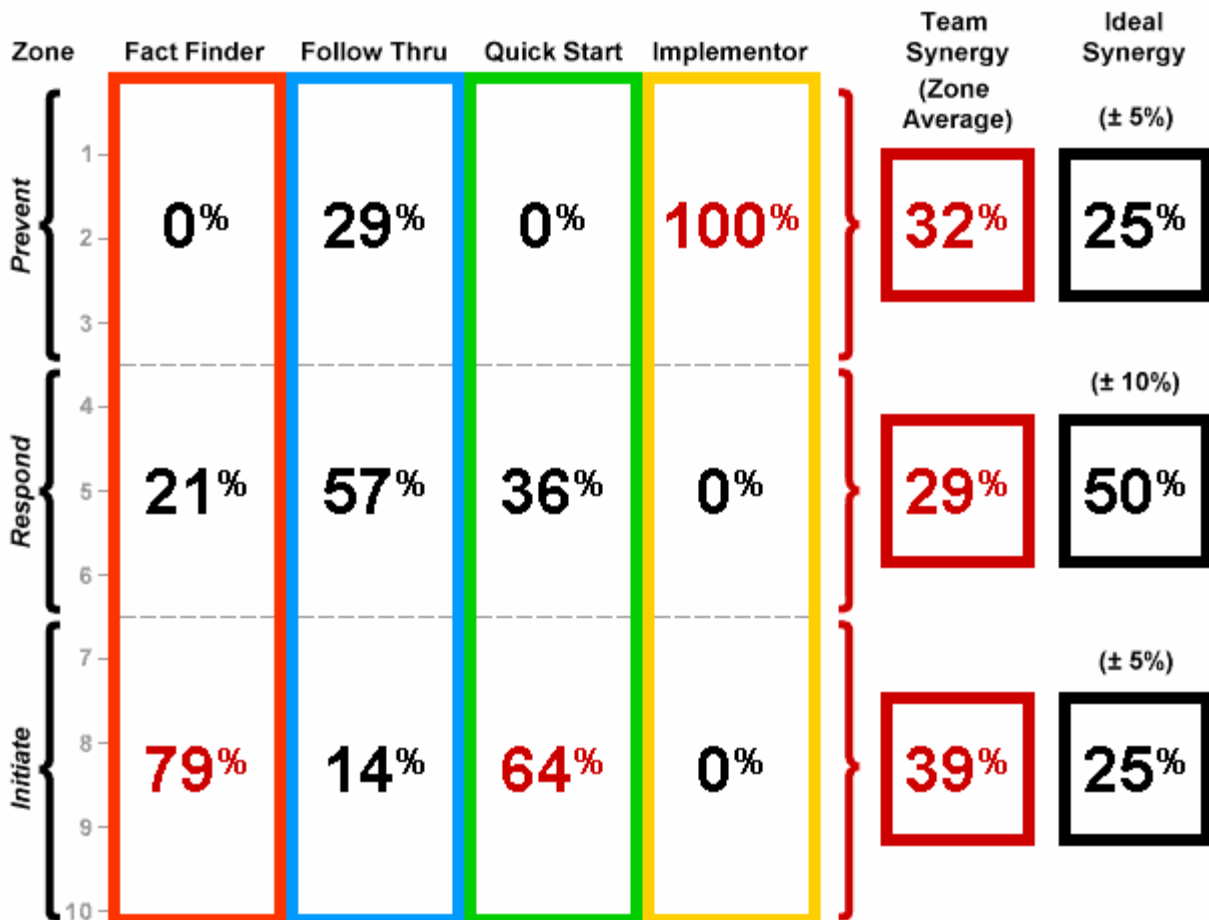


Kolbe Synergy Report™

Based on Kolbe B™ Indexes

DEV Team

(case study 1)



This analysis is based on a team of 15 with 14 respondents.

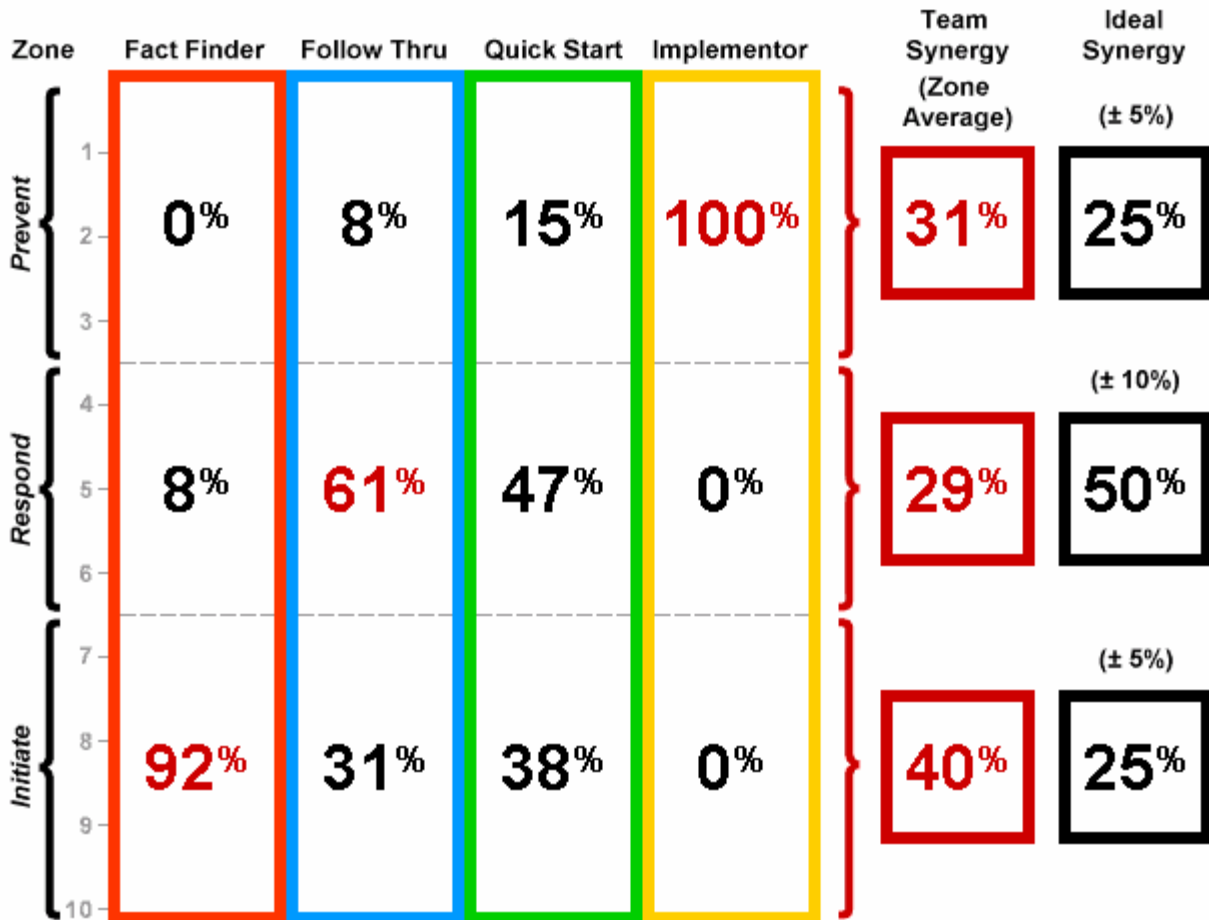


Kolbe Synergy Report™

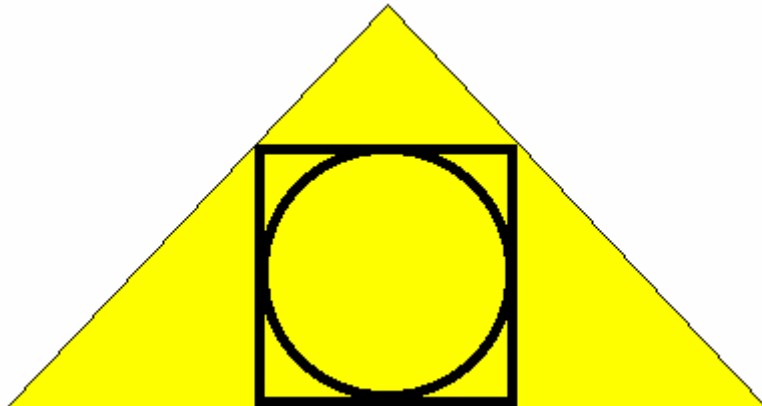
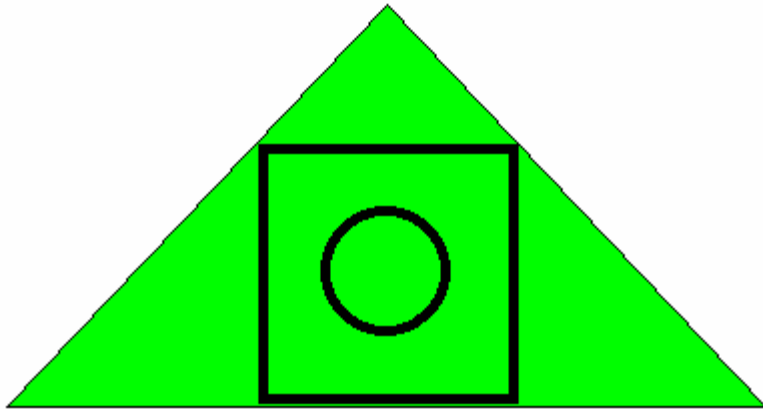
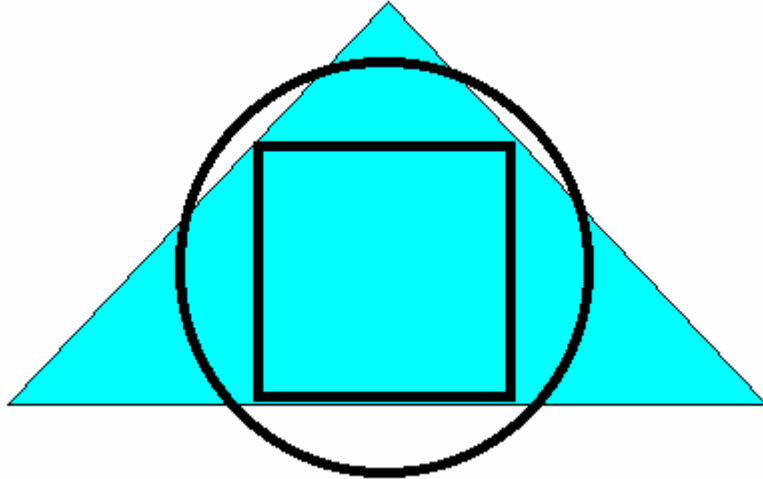
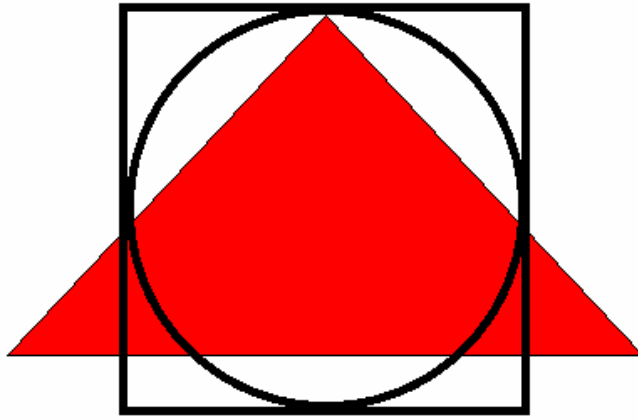
Based on Kolbe C™ Indexes

DEV Team

(case study 1)



This analysis is based on a team of 15 with 13 respondents.



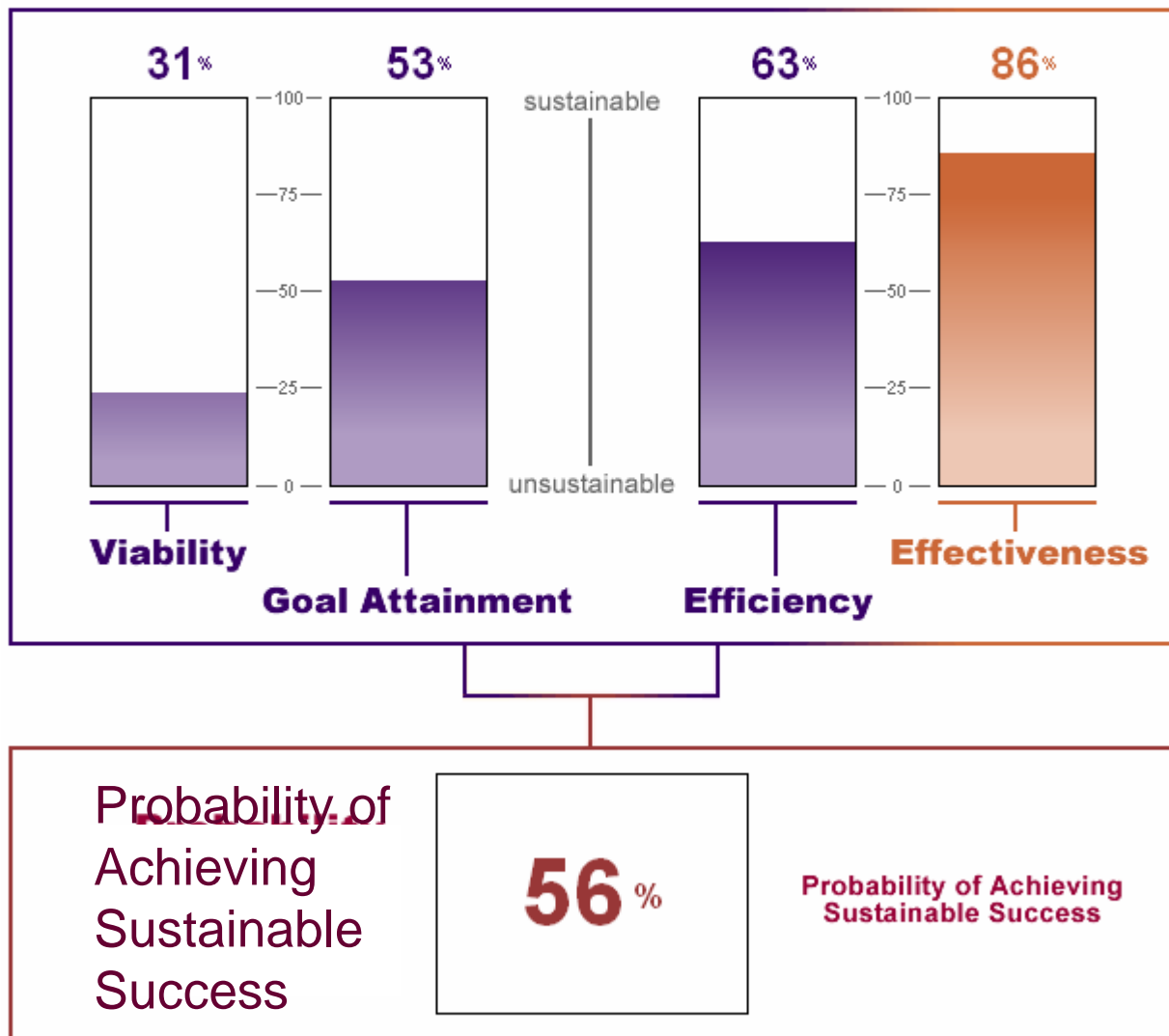


Leadership Bottom Lines

DEV Team

(case study 1)

The Leadership Bottom Lines Report allows you to receive all of the Kolbe Leadership Reports information in one report. It lists the Leadership Bottom Lines figure, as well as each of the components that make up this figure. This is a quick guide for you to identify either the types of problems inherent in an existing team or those you would be likely to encounter if this team were ever put together in reality.



The bottom line is that you want to know if this team is going to be successful. Are they going to be able to finish the project? Will the project come in on time? Will members be productive and effective? The chart on this page provides a quick summary to tell you the answers to these questions. The percentages listed on this chart tell you if your team has the right mix of instinctive talents to effectively solve problems and move toward its goals.