



K O L B E
C O R P

P O W E R

“Your natural instinct is perfect,
and the Kolbe Concept[®]
doesn't try to change you. It
helps you focus on your natural
instincts so you can trust
yourself, trust others, and
harness your individual power
for the good of the whole.”

John F. Kelly

Chairman, President, and CEO – Alaska Airlines



KOLBE CORP

The worlds leading provider of performance forecasting software, training, and services.

Mission Statement

To provide innovative products, training, and services that enable individuals and groups to achieve desired results with the highest return on effort, greatest personal freedom of operation, and the strongest organizational viability.



Kolbe Corp Partial Client List

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- Abbott Laboratories
- Acxiom Corporation
- Alaska Airlines
- Alliant Utilities
- Allied Domecq
- American Express
- American Graduate School of International Management
- American Management Association
- American Skandia
- Accenture
- Andersen
- Asiana Airlines (Korea)
- Autodesk
- AT&T
- Baker Installations
- Bancomer SA (Mexico)
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- Lucent Technologies
- Lutheran Brotherhood
- MBF International (UK)
- Management Action Programs
- Management Centre Europe
- Massachusetts Mutual
- Medisca Pharceutique, Inc
- Merrill Lynch
- Met Life
- Mondi Paper (SA)
- Motorola
- New West Energy
- Northwestern Mutual Life
- Northwestern University
- Oracle
- Pfizer
- Price Waterhouse
- ProTrader Group, LP
- Providence Health Systems in America
- Prudential Life
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- Ramm Metals
- Randcoal (SA)
- Royal Bank of Canada
- SAP
- Society for Information Management
- South African Reserve Bank
- Stanford University
- State Farm Insurance
- Sun Microsystems
- Textron
- The Strategic Coach
- TogetherSoft Corp
- Toyota (South Africa)
- United States Army
- Volkswagen of America
- Westcor Partners



What the experts say about Kathy Kolbe and her work:

“Using Kathy Kolbe’s system has made the difference between a mediocre management team, and one that works together and wins all the time.”-- **Richard Weden, President and General Manager, American Express Co. (Mexico)**

“I appreciate the complete integrity in the training and recertification process. Annual updates from Kolbe and the networking with others keep a practical business perspective.”-- **Jon Vogen, Sr. Organizational Specialist, Intel Corporation**

“Kathy Kolbe is on to something all companies need but most have no idea how to do, namely, the harnessing of human instincts to achieve practical goals. Kolbe’s techniques allow true employee empowerment.” -- **Milton Moskowitz, Co-Author The 100 Best Companies to Work For in America**

“Kolbe...adds a rich dimension of understanding to the critical task of job performance and individual success. It should be invaluable in helping to direct one’s own efforts as well as directing the efforts of others.”-- **Steve C. Wheelright, Ph.D., Harvard University, Graduate School of Business Administration**

“Different from IQ or personality measures, the KCI provides clues to a person’s natural advantages in undertaking particular tasks..” -- **The Washington Post**

“...organizations give the KCI test high marks. Psychologists say the KCI is an effective new tool.” -- **The Wall Street Journal**

“Kolbe provides a catalyst that can help you evaluate what you are doing, how you are doing it and whether you should be doing it at all.” -- **The L.A. Times**

“...this work is a landmark on the road to understanding what conditions and situations are necessary for people to do their best.” -- **The Dallas Morning News**

“Kolbe has written a study that enriches and enhances our knowledge of a little understood but important managerial tool: instinct.”-- **Publishers Weekly**

“...an increasing number of Fortune 500 firms are using (Kolbe) to bring enterprise software projects in on time and on budget.”-- **Computerworld**



Management by Instinct Leads the Way to Change

Kathy Kolbe and David Kolbe, J.D.

Despite the best efforts of hundreds of the world's top managers and consultants, creating an effective, repeatable roadmap for navigating major organizational change has been elusive. There have been successes, but they appear driven by the individual, intangible genius of a few business superstars. These leaders not only drive change, but also successfully manage the process of change to solve problems of physical infrastructure, strategic planning, and the riddle of how to adapt and optimize the human capital of their organizations. What do these leaders use to produce results and how can their successes be translated and taught to others? The answer lies in understanding the part of individual, team, and organizational behavior that remains a constant before, during, and after the change process. The answer is instinct.

For years, change management was an issue only for outside consultants. Leaders within organizations relied on the "perspective" of outsiders to identify issues and deliver unpleasant news, such as reductions in force or wholesale changes in the strategic plan only recently adopted and funded. While the tactics, or even the strategy, presented by outsiders often made sense, the implementation usually fell short. Reliance on this approach alone has proven to be an ineffective solution for companies facing change.

What was missing was the expertise to manage change. Little has been done to quantify the problems caused by change, much less the solutions. Most advice on the subject appropriately revolves around the need to operate in the dynamic environment of teams. Even back in 1952 Reinhold Niebuhr recognized this in *Irony of American History*, "Nothing we do, however virtuous, can be accomplished alone." And says Robert Hargrove, a consultant based in Brookline, Massachusetts, and the author of *Mastering the Art of Creative Collaboration*, "More and more of us are faced with having to achieve breakthrough goals and to solve complex problems. You can't do that alone. The only way to meet these kinds of challenges is through collaboration." (*Fast Company*, November 1998).

Virtual teams — those constantly formed and reformed — were supposed to be the answer. They were supposed to be more nimble than the traditional military command and control structure of clear and unbreakable lines of authority. Yet, teams proved a drain on resources when they involved many people getting bogged down in the rehashing of problems. They often didn't justify pulling people away from regular assignments. People more often than not seemed to produce more working on their own than when asked to work cooperatively. "Self-proclaimed 'teams at the top' typically fail to deliver acceptable returns to shareholders or customers." (Katzenbach, Jon R. *Teams at the Top*, 1998, p. 3)

A problem for teams as big as the lack of improved productivity was managers' inability to predict whether a team would succeed. Managers were forced to leave people in roles that were comfortable and predictable or run the risk of shuffling the deck and perhaps being dealt a worse hand. On the one hand was a paradigm that worked well in a static environment; on the other was one that seemed better suited to the increasingly unpredictable business environment but was very risky. Over the past few years evidence that companies simply do not have the luxury of holding on to old systems has become overwhelming. "Within the context of leading a complex enterprise to an increasingly high set of balanced aspirations, team performance is ... the one with the most potential for immediate results — as well as the one that is most neglected within top leadership groups." (Katzenbach, p.213.)



Managers in most industries essentially had no choice but to move toward more flexible structures. But, they still had no way to predict whether a team was likely to succeed. Was it the right group of people? Would they work well together? What kind of conflicts would they have? Would they end up in analysis paralysis? Might they form splinter groups? Would team members obsess on some problems and overlook others? There was no telling what would happen.

The United States Department of the Navy reported in 1998 that goal attainment depends increasingly on the effectiveness of teams, but it noted, "A specific problem in improving team effectiveness is the lack of diagnostic tools to determine which team characteristics need improvement to make the team more effective." (Office of Naval Research, November 1998, <http://www.nprdc.navy.mil/nprdc/dig-tool.htm>)

Retreating to individual cubbyholes is not the answer when we are waging a war with the massive force of change. We must build strength around it and recognize the magnitude that we are attempting to withstand. After all, what Heraclitus said in 420 BC, and Swift, Shelley, and others have oft repeated stands true today, "Nothing endures but change."

Leaders cannot ignore the overwhelming impossibility of employees trying to deal with:

- huge fluctuations in international financial markets;
- consumer mood swings spawned by singular events and spread through instant communication worldwide almost instantaneously;
- the swirling effect of mergers and acquisitions to the point where they may not recall the name of their once local bank or traditional suppliers;
- new compensation and benefit plans requiring expert help to figure out whether they are gaining or losing in the deal;
- millennium fears/opportunities presented without their knowing who knows what they are really talking about;
- technology advances increasing the time it takes to get most anything done even though most parts of the process happen much faster;
- lawsuits changing workplace employment rules without clarifying compliance standards;
- longer life spans influencing health care costs, retirement plans, and quality of life without open discourse on what's wrong with that picture; or
- communication so instantaneous that debate is now a matter of who can type the fastest.

Marketplace victories simply require figuring out how to make teams work.



The longest tradition in team building has been to put people together because

they have the skills or experiences necessary to get the job done. Specialization allowed for success and efficiency. If you were climbing a mountain, it's been understood that you need at least one person who knows about weather conditions, one who manages supplies, someone to do the cooking, and an expert on climbing who knows the terrain as well.

But teams put together with great regard for such learned or cognitive abilities alone often still failed. So the conventional wisdom began to include recognition of the importance of attitude. Organizations spent untold sums on what came to be known as "feel-good" seminars. If you were going to risk your futures together, the message was that you should try to like and trust team members. Programs sprouted up that engaged work groups in everything from walking on coals together to painting pots that symbolized their unity of purpose.

Still, if we do not know how well a group of people is likely to perform without these interventions, how do we know if the dollars spent will improve the odds of success? With few diagnostic tools available to measure team effectiveness, the common sense approach has been to query team members on their satisfaction with the results. Did they get more done working together than they would have accomplished on their own? (They usually say team meetings were a burden and team issues a distraction.)

Team leaders often single out problems that have nothing to do with lack of skills. They believe motivation was high, but decreased over the course of the project, despite their constant efforts to improve attitude. The head of one technology project commented, "I've become a baby-sitter. Instead of doing their own jobs, they want to talk about how it feels to work on a team with people who don't do an equally good job in the other roles."

Skills are essential. Attitudes matter. But the only way we will ever be able to make teams more effective is by putting teams together with the right mix of natural abilities. Managing by instinct makes it possible to predict whether a team will reach its goals. People strive in natural patterns, or MOs. The modus operandi of the individual is ingrained; it's an innate ability. Therefore, you can trust it. Because it doesn't change, it is both predictable and reliable. You know what each team is going to do, regardless of the changes that come about. "It takes a major event to bring ... instincts into play at the top of well-established hierarchies. As a result, it happens all too rarely, and it tends to occur much too randomly; thus significant team opportunities are overlooked." (Katzenbach, p. 66.)

Since team members will perform true to form there is at least one constant that leaders can depend upon. Just as teams require specific skills (the cognitive domain), and shared values (the affective domain), so do they need a diversity of instinctive approaches (the conative domain). Conative actions are those derived from instincts. Striving instincts are subconscious and therefore unmeasurable, but the conative actions derived from them are now quantifiable.

Conative assessment allows us to ensure a team has an appropriate balance between inclinations to innovate and to stabilize, between those who will justify and those who will simplify, between contributions of organized systems and of the ability to adapt systems to change, of tangible and intangible solutions.



Research now proves there is a natural tendency among humans to initiate solutions, prevent problems, and respond to changing needs. Synergy can be quantified as the balance among these three zones of instinctive operation. When these instinctive energies are distributed within a team according to a prescribed natural balance, team members will add productive value to the team over and above what they would have accomplished as individual contributors.

Efficiency of teams is also a matter of managing by instincts. Some members' instinct-based differences in approach can be mediated by others who naturally bridge otherwise divisive gaps in innate processes.

Changes, without recognition of the importance of instincts for dealing with them, can mean a constant churning of roles with such negative affect that retention becomes a pervasive problem. Keeping a team together — viability — relies on leaders being able to assign specific, though changing tasks, that fit the person's MO. Skills can be taught as required, but instincts don't change. Teach people the best ways to utilize their natural abilities and training dollars will be more effectively spent, people will have a greater joy of accomplishment, and productivity rates will improve as much as 200%.

Instinct-based management is not a vision for the future. Over 500,000 case studies prove it is a capability on which leaders of today can be trained. Leaders of the teams that will take advantage of opportunities for the future will not fear change. Successful leaders control change by giving people the freedom to operate according to their instinctive strengths.



KOLBE GETS ARKLA THE RIGHTFIT™

Most companies would fight to save a 60-year-old tradition --- not Arkla. Instead, the Little Rock, Arkansas power and light company, is looking to the Kolbe system to establish a new tradition.

“We’re trying not to be a utility anymore,” said Steve McKenzie, Manager of Employee Development and Education for Arkla. “We’re trying to be a business. So we’ve got 60 years of history in this regulated mindset and it’s almost like the government where it’s an entitlement mindset. What we’ve done is perpetuate this over the years by hiring people that are entitlement-minded.”

To hire more dynamic employees, Arkla turned to the Kolbe RightFit™ program to match the right person to the right job.

“We need people who don’t need to be told what to do, who can see the need and do what they have to do,” he said. “Using the Kolbe, we’ve been able to say, ‘I think we have a pretty good handle on what we need,’ so now we’re trying to fill these roles as they come up.”

Before discovering the Kolbe, McKenzie had tried a variety of cognitive and affective measurement instruments and none successfully predicted success. He found most of them to be too negative and judgmental in assessing a person’s skills.

“Most of these are, you have the skill or you don’t, then it’s not for you,” he said. “With the Kolbe, there’s a right job for everybody based on your instincts and so you need to find a job for that person which captures those instincts.”

RightFit also has helped Arkla avoid some potentially expensive wrong hires. In one example, an employee with great credentials tried out for an open position. After she took her Kolbe index, McKenzie and his co-workers realized she had the wrong MO for the job. Her rejection caused some dissent in the company. A short time later, however, the candidate was working on a project similar to the job she wanted. Asked if she liked it, the employee said she would hate to have to do the job day-in and day-out.

Catching those potential wrong hires before they happened saved Arkla thousands of dollars.

“If you bring a person in, obviously you have to spend the time in hiring and training them and moving them to another position or even out of the company,” McKenzie said. “If there’s a severance package, you start adding it all up and it gets to \$100,000 for one person alone.”

After its success using RightFit, Arkla is ready to use the Kolbe in team building.

“As we move into getting people into the right jobs, we have to look into the synergy of the team and not leave that out,” McKenzie said. “We’re recommending that all these teams at Arkla that come together be Kolbe synergistic teams.”

“To me it’s a great tool, and it’s kind of like, where have you been all my life?”



KOLBE IS “IT” WITH COCA-COLA

Coca-Cola is more than a soft drink, it's become an American cultural icon the world over.

For millions of consumers around the globe, “Coke is it.” With operations and employees throughout the world, Coca-Cola's Human Resources Department in Atlanta, Georgia has a major challenge in recruitment and retention.

When the company recently faced the even more daunting task of re-engineering its entire data structure using new client-server technology, it turned to Kolbe Corp. By using the Kolbe System, Coca-Cola was able to bridge the communications gap between the HR professionals and the information-systems experts spearheading the re-engineering effort.

Coca-Cola first discovered the Kolbe system through Beverly Freeman, a human resources director for the company. Freeman used the Kolbe to see if her MO was compatible with her special assignment as project manager for the re-engineering plan. She then used the Kolbe to help the company unite two team components --- information systems and HR/ payroll --- to create a strong unit that clearly understood and shared objectives.

“Kolbe clearly contributed to our understanding of each others' needs,” Freeman said.

Kolbe Team Tactix[®] software analyzed each element of the redesign process team and how it could best contribute to the project as a whole. Coca-Cola also used Kolbe Team Tactix presentation materials to diagram the different approaches of the HR and IS people working on the existing re-engineering project, highlighting the most productive ways to break the team into subgroups.

Coca-Cola credits Kolbe for providing it with a competitive advantage. Use of the Kolbe allowed the project team to meet crucial deadlines, thereby holding down costs and providing savings to the company.

As for Freeman, since becoming certified on the Kolbe system, she said the personal and professional benefits have multiplied.

“I know now when I'm in my Quick Start mode,” she said. “And I'm less likely to let it make me impatient. I'm much more willing to listen and see where others are coming from --- so I don't steamroll over people.”

While the ingredients in Coke may be a trade secret, Coca-Cola's recipe for team success isn't. Freeman said she would recommend the Kolbe to any company going through major organization change initiatives such as re-engineering, hiring, downsizing or acquiring new companies.



EASTMAN CHEMICAL AND KOLBE: THE RIGHT MIX

Eastman Chemical Co. knows that different chemicals react when they're mixed together. In taking on the biggest operational challenge in its history, Eastman Chemical learned that mixing different kinds of people causes a reaction too.

For the past two years, Eastman Chemical has been undergoing a major revamping of its business transaction software. Like thousands of companies around the world, Eastman Chemical is racing to be one of the first to install the hot new software, SAP. Thanks to Kolbe systems, Eastman Chemical is within sight of the finish line.

"We had a very aggressive cycle time for implementation and a very tight budget," said Robert Dorsey, Project Director at Eastman Chemical. "Most companies -- in fact every company I know of -- have not met their timelines and has significantly exceeded their budgets. I think we've come closer to meeting our timeline and our budget than anybody else that I know of. I think the competitive advantage it (the Kolbe) gave us enabled us to install the software more quickly and at less cost.

SAP software is designed to keep important information flowing throughout a company--- the missing link to re-engineering. Because implementing SAP requires employees throughout a company to work together, team building is crucial to successful SAP implementation. Kolbe systems' precision team-building techniques and performance forecasting enabled Eastman Chemical to create synergistic teams that bypassed many of the pitfalls other companies attempting to install SAP encountered.

"What we had was people who understood how the business process ought to work within their function. Then you had the IS folks who understood how a computer could be programmed to effectively meet business needs, but they weren't necessarily looking at the same solution to the problem. We had to get the IS people and the business people talking the same language," Dorsey said. "We're really having to get people to not only adapt to a computer solution for their business process, but re-engineer that business process at the same time."

"It really does take a lot of interaction of people working effectively together to make that happen. And I think Kolbe helped us achieve something most companies haven't been able to address," he said.

With the SAP implementation almost behind Eastman Chemical, Dorsey said there's still plenty of work for Kolbe systems to do within the company. Future team projects will rely on the Kolbe system's ability to meld a diverse group of people into a highly productive unit.



TEAM XEROX BUILDS TEAMS WITH KOLBE

Xerox knows a little about building teams. It does, after all, call itself “Team Xerox.” So it’s no surprise then that Xerox has turned to the Kolbe system to build a better team.

Xerox’s Quality Service Group recently formed a strategic alliance with Kolbe Corp to train and consult throughout the world. As part of its Team Enhancement Series, Xerox now provides its clients with Kolbe’s pioneering management and TeamSuccess® programs.

John Barr, Senior Managing Partner at Xerox Quality Services, was responsible for bringing the Kolbe system to the company. Benefits to Xerox became apparent almost immediately. Barr said productivity within his own team increased tremendously. His team was able to design and develop a training program in 50 days --- compared to the usual 100 days.

“We work with a lot of senior teams and senior teams, almost by creation, are dysfunctional,” Barr said. “People either clone themselves --- they hire people who are like themselves and they get into group think very quickly -- or people are bred by their function and when they get together as a senior team, they have different world views. World views can’t be communicated effectively because people expect everyone to be just like they are.”

When Xerox spots a dysfunctional senior team, it quickly implements the Kolbe as the center of a team-building program. Sixteen Xerox Quality Consultants have been trained and certified by Kolbe to lead team-building seminars.

“The advantage I see initially, is the fact that people can appreciate and understand each other better,” Barr said. “As a result, they can perform better as a team. And since we are Team Xerox, it makes sense for us to act on behalf of our customers. The only way we can do that well is to act together as a team.”

By recognizing how individuals and teams can accomplish goals through their striving instincts, validating individuals’ innate abilities, communicating instinctive needs and utilizing diversity, Xerox has used the Kolbe to tailor its training programs to fit specific MOs.

“We have one customer where all the “Is” have to be dotted and the “Ts” have to be crossed,” Barr said. “Because we’ve learned about ourselves, about how people learn and about their MOs, we’re able to produce a much better lesson plan and much better training material. For us, that’s a huge win.”



“WAREwithal is a very robust system in terms of presentation and analytical rigor. It’s deceptively simple to use but still provides clients with tremendous capability.”

**Andrew Pek -
Andersen Consulting**

Complete organizational analysis



Kolbe WAREwithal[®]

Organizational Development Software



**Forecast individuals’ and teams’
productivity**

**Reduce and resolve stress and
conflict**



Kolbe WAREwithal® Online Organizational Development Software

Answering questions about your organization such as “How do I know who’s right for this task or this job?”; “This team is filled with smart, skilled people who all get along, so why does it keep failing?” or “What types of people does our organization hire, promote, and reward?” has been a challenging and often subjective task in the past.

Kolbe WAREwithal Online software has proven effective in answering these questions — scientifically and objectively. Online, easy-to-use modules combine employee profile results from the Kolbe indexes and a set of highly unique algorithms to help you assess, understand, and **do something** about your organizational development needs, whether those are selection/retention, team building, coaching, strategic analysis, or corporate culture needs. Kolbe WAREwithal Online software offers solutions to organizational issues such as:

- How should we combine work teams and redistribute responsibilities during change?
- What is the likelihood a team will succeed?
- How does our organizational culture affect how things get done?
- How can I improve my odds of hiring the right people?
- How can I figure out why people are in stress and how to resolve the conflict?
- Are there people within the organization with the right stuff for a position whom we’re overlooking?
- What would happen to our productivity if we reorganized departments?
- Why do we agree on what needs to be done but it doesn’t work?
- What is our talent makeup? How can I quickly inventory it?
- How can we improve communication within our organization?



People-Oriented Solutions with Breakthrough Technology

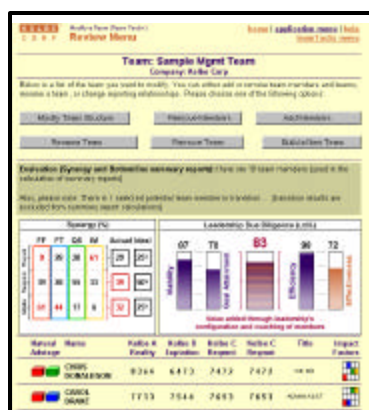
Take indexes and organize results with your database management module.



Query your database by many different criteria for varying snapshots of your organization.



Create Ranges of Success™ and match job candidates without bias of race, age, or gender.

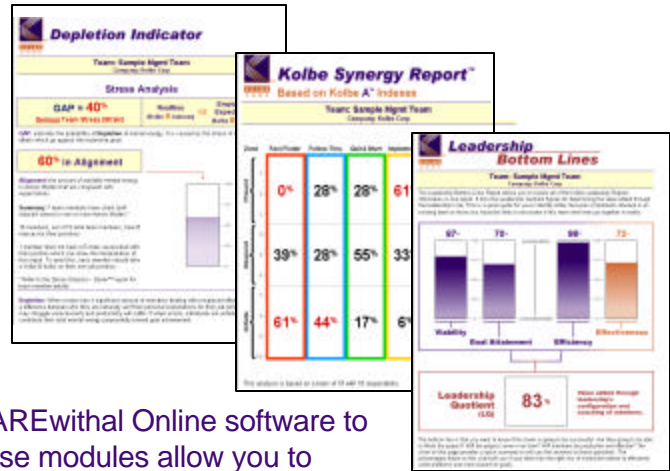


Reduce risks of change management by conducting “what-if” scenarios before actual process.

Build, Merge & Assess Teams

Your organization is going through the change management process, but you don't want to risk a loss in productivity with the outcome.

Use the organizational analysis modules of Kolbe WAREwithal Online software to predict and help you improve team performance. These modules allow you to produce a large quantity of practical reports including analyses of Synergy, Inertia, Efficiency, Profitability, Viability, Return on Effort, and of various forms of job-related stress. You can also customize management reports for your specific internal and changing needs. These analyses provide insights that help you make strategic decisions and data which makes change management a more precise process.



Select People Who Will Stay & Be Productive

The last couple of people you've hired for a position seemed right during the interview, but just didn't seem cut out for the job once they got into it.

The placement module of Kolbe WAREwithal Online software assists you in the selection, placement and retention process, to ensure you bring into the organization and keep people who will add value and not detract from the synergy you may already have in place. It also assures that you make an informed decision regarding appropriateness of a job candidate's natural abilities and requirements of specific jobs, without bias by gender, age, or race. Guessing how well a prospective candidate will perform just doesn't cut it. You need to make sure the candidate has the necessary skills, but once you've screened those people out, what's the next step? Before the interviewing process, Kolbe's method of selection will help you rate each candidate and provide you with the information to determine how he/she would take action and the probability of success within the job.

The screenshot shows a 'Rate-A* Candidate(s) Summary' report. It includes a table with columns: 'Natural Advantage', 'Name', 'Kolbe A* Index', 'Grade*', 'Synergy Impact', and 'View Print Page(s)'. The data is as follows:

Natural Advantage	Name	Kolbe A* Index	Grade*	Synergy Impact	View Print Page(s)
Blue	Troy Engel	6 6 3 3	A-	No Data	Print
Blue	DELA CHAVEZ	5 9 4 2	F	No Data	Print
Blue	VALERIE DALGREEN	5 9 4 4	D+	No Data	Print
Blue	CECIL DOMAGUES	4 7 4 4	C-	No Data	Print
Blue	ESTELLE EPSTEIN	6 6 6 4	C*	No Data	Print
Blue	Jane Golden	5 2 6 9	B	No Data	Print

Determine Natural Talent

Communication and respect for differing work styles has been lacking. You need a way to get people talking and making conscious efforts to understand others.



Our software includes a database management module for all Kolbe results. This is the module which allows you to score, store, and sort all forms of the Kolbe index, and to track the applications by employee and job titles.



A message – and a money-back guarantee – from Kathy Kolbe



More than 20 years ago, I started my own business to help companies take better advantage of their most valuable resources – their people!

Over the past two decades, I've learned all about the challenges we face as small business owners to keep our organizations thriving. That's why I feel so rewarded when other business owners tell me how they've used the Kolbe system to reach new levels of productivity and performance.

Here at Kolbe Corp, we get close to our clients and take great care to make sure they get exactly what they need from the variety of software, training, and coaching services we offer.

My bottom line is to help your bottom line. And if we can't improve the productivity of your business, we're simply not doing our job. I've offered a money-back guarantee for our services from the very beginning, and I'm happy to say that none of our clients have ever asked for their money back. To me, that's the most important testimonial of all.

I look forward to a productive relationship with you and your company.

Sincerely,

Kathy Kolbe

CEO



Using the Kolbe system to enhance your small business

“The Kolbe system is remarkable! By avoiding the consequences of bad hires and the hassles of employee politics, Kolbe helps small business owners focus on the things that got them excited about having a business in the first place.”

Dan Sullivan President and Founder – The Strategic Coach

The new small business algorithm from Kolbe Corp – a proven approach to ensure success.

Kolbe Corp’s unique approach to improving productivity and performance is based on a solid foundation of research and practical application. It has a proven track record of more than 20 years, and is the only system that can guarantee results for your business.

The Kolbe system is so effective because it deals with people’s unchanging, natural creative instincts. Time and again, business owners who’ve embraced Kolbe’s scientific system have increased productivity up to 225%. They know firsthand how effectively Kolbe solutions can be to:

- Bring together people with the right chemistry for high performance
- Take the guess work out of hiring the right people.
- Prevent turnover
- Complete projects on time and under budget

Our commitment to small business means that you can take advantage of our system as you need it, instead of buying the entire software package and running it in-house. And that puts you on a level playing field with some of the world’s largest companies – like Intel, Xerox, Chase Manhattan, and Alaska Airlines – who are using the Kolbe system to improve their productivity.

Whether your business consists of 5, 50, or 150 people, a Kolbe sales representative will help you tailor a Kolbe solution to meet your company’s needs.

Kolbe Corp is committed to helping small business compete and success. We hope we can earn the opportunity to help you.



GROWTH
“With Kolbe, we’ve seen a growth in individuals that’s really benefiting the company. I’m just one example of someone who has moved to a better-suited position after taking the Kolbe Index.”

Debbie Harris

Treasurer – Lease Tracking Services, Inc.

Call Kolbe Corp today at
1 800 642-2822
or visit us at
www.kolbe.com
www.warewithal.com

“Thanks to Kolbe, I adore getting up in the morning to do work I truly love. I can now delegate without feeling guilty, understanding that the people who are performing these roles love what they do, too. This testing should be a mandatory part of any company’s selection process.”

Mary Ann Metcalf

President – Real Investment Properties, Ltd.

Creative instincts – the keys to productivity

Kolbe Corp’s proprietary research has shown that our natural creative instincts shape how we accomplish tasks and solve problems using four Action Modes®:

- Fact Finder – the instinct to gather
- Follow Thru – the instinct to structure
- Quick Start – the instinct to transform
- Implementor – the instinct to demonstrate

Know your people

People initiate solutions, respond to situations, and prevent problems in Four Action Modes® - Fact Finder, Follow Thru, Quick Start, and Implementor. The right mix of instinctive approaches means greater productivity in the workplace.

Work groups with the right mix of instinctive chemistry will:

- Communicate more effectively
- Initiate solutions
- Avoid and eliminate problems
- Bring products to market faster
- Be more profitable

Kolbe Impact Factors™

Fact Finder	Follow Thru	Quick Start	Implementor
Simplify	Adapt	Stabilize	Imagine
Refine	Rearrange	Revise	Renovate
Justify	Organize	Improvise	Construct

Within each Action Mode there are three ways in which a person can take action. These add up to the 12 Kolbe Impact Factors™ universal approaches to creative problems solving. Everyone instinctively uses four of these Impact Factors to reach peak performance, and businesses are most effective when team members are able to work according to their instincts.

The Kolbe indexes – how you find your instincts.

The Kolbe indexes are the tools we use to determine a person’s unique combination of creative instincts and to put together groups of people who will perform successfully

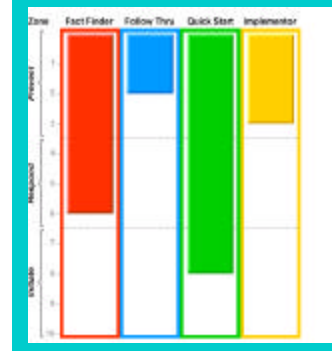
Kolbe A™ index measures a person’s instinctive method of operation (MO) which allows him or her to be most productive.

Kolbe B™ index measures a person’s self expectations on the job. Comparing Kolbe A and B index results helps people recognize when they are performing contrary to their natural abilities.

Kolbe C™ index identifies the characteristics needed to succeed in a specific job. This index is filled out by a supervisor. Comparing Kolbe A and C index results identifies when job-related stress is caused by conflicting demands.

Each Kolbe index consists of 36 questions requiring a most/least response. There are no right of wrong answers – everyone brings a valuable combination of instincts to the table.

Sample Results for the Kolbe A™ Index



“Everyone should know this stuff. It’s probably the most promising development in human resources management that I’ve seen in my 20-plus years of business experience.”

Thomas Sherman

President – Buschman Corp.

SUCCESS

"I don't have time to hire people who won't succeed. With Kolbe, I avoid hiring people that down the road I'd have to replace."

*Gordon Pirie
General Manager –
EZ Communications*

Performance solutions for small businesses.

Using Kolbe index results – which are stored by Kolbe on Kolbe WAREwithal® software – you can bring out the best in your people. You can also bring in new people who will become valuable assets to your team. When an employee, manager, or potential hire takes a Kolbe index, we analyze the results and present them in concise, easy-to-read Management Reports that can help your business compete and succeed.

How well does a specific group work together?

The Kolbe **Team Synergy Report™** shows you, and gives specific steps that each unique group can take to improve it's productivity. Ideally, 25% of a group's efforts should go into initiating solutions, 50% into responding to opportunities, and 25% into preventing problems. When a group's talents are misaligned, effort is stymied.

How do I know a potential hire will stay with the company?

Kolbe RightFit™ can dramatically reduce your risk in hiring people by evaluating candidates according to their natural abilities and the requirements of the job.

- **Unique positions.** When you're looking for just the right person to fill a specific position, Kolbe software can identify the right mix of instincts needed by a candidate to fit in with the group.
- **Replicated positions.** Where success is determined by cloning the right mix of instincts, Kolbe software can help you find candidates with the same natural abilities as high performers.

We give you quick results and an accurate analysis based on your specific recruitment and team-building needs, helping you rank prospective candidates according to who will best contribute to your business. The Kolbe system is bias-free and can be validated for any position in any industry.

How can I make my work environment stress-free?

Stress can occur when there's a gap between a person's on-the-job reality and his or her self expectations, or when there's tension between the person setting job requirements and the person trying to comply against his or her natural instincts. Kolbe's **Stress Detector™** reports identify work-related stress and provide specific solutions to relieve it.

Kolbe training programs and coaching materials.

In addition to the Kolbe indexes and Management Reports generated by Kolbe software, there are lots of other ways your business can work with Kolbe to increase your productivity.

TeamSuccess™ seminars - These full- or half-day sessions allow you to meet with a Kolbe consultant in person to explore how a specific team works and how synergy can be improved. Based on your teams Kolbe A, B, and C indexes, you'll learn specific strategies for team members and managers.

Kolbe Certification™ training - Businesses that are growing rapidly may benefit from having a trained Kolbe expert on-site at all times. Our three-day Certification training program teaches a representative from your company how to implement the Kolbe system

Books, tapes, and videos - We provide an extensive selection of printed, audio, and video coaching materials which are cost-effective for small businesses. Our TeamSuccess video, for example, is a less expensive way of participating in the TeamSuccess seminar exercises. And our Improving on Perfection Audio Tapes are a great, inexpensive way to start maximizing the individual talents of the people in your company.

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MOTIVATION

"Kolbe is really great for growth-oriented companies like ours. We're using it for recruitment, internal moves and promotions, and team assessments. It's gotten everybody motivated and keeps the stress level down."

Marianne McCalin

*Administration Manager –
Baker Installations*



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Breakthrough Software from Kolbe Corp

- Strategic organizational tools
- Private, secure, password-protected site
- No downloading time – run the software directly from the Web
- Use any computer with Internet access
- Compatible with all browsers

“The real value of Kolbe WAREwithal[®] is in helping you predict success on the front end so that you increase your probabilities.”

*Dr. Robert Dorsey, CIO
Eastman Chemical*

**For more information, call (800) 642-2822
or visit our websites:**

www.kolbe.com

www.warewithal.com

Free Demo!

Go to www.warewithal.com and enter
Username: Guest Password: user
and try our software!



Putting the Kolbe team management system to work for your business.

“For the first time ever, we can define what makes a team perform successfully. And this has a tremendous impact on the success of our business.”

John Barr

Senior Managing Partner – Xerox Quality Services

SUCCESS

“The guessing game is over for people who use the Kolbe team management system. A recent study showed a correlation of over 90% between predicted and actual team success. Such predictive validity is dramatically higher with Kolbe than with any other technique or test.”

Dr. Ryan Thomas, LLD Vice President Student Services – Utah Valley State College

Call Kolbe Corp today at
1 800 642-2822
or visit us at
www.kolbe.com
www.warewithal.com

The new business algorithm from Kolbe Corp – a proven approach to ensure success.

Kolbe Corp’s unique team management algorithm – or system - is based on a solid foundation of research and practical application among large and small companies. It is the only system that can guarantee results.

Kolbe team management is so effective because it deals with people’s unchanging, natural creative instincts. Other so-called “team building” programs, such as feel-good seminars and motivational speakers, may offer an immediate moral boost but often leave nothing of lasting value. Personality tests, interest inventories, and other employee assessment methods are equally unpredictable, because they measure volatile factors such as emotions and social styles.

Time and again, companies who embrace Kolbe’s scientific team management system increase their productivity up to 225%, by using Kolbe solutions to:

- Complete projects on time and under budget
- Build teams with the right chemistry for high performance
- Prevent turnover
- Attract the right people.
- Clone top producers

Through the flexibility of our Kolbe WAREwithal® suite of software, Kolbe Corp offers tailored, cost-effective team management solutions to meet your company’s specific needs.

We provide individualized consulting services to help implement our team management system within your company. And we encourage our clients to obtain in-house expertise in the Kolbe system by taking advantage of our intensive, three-day Kolbe Certification™ training program. Through this transfer of knowledge, the Kolbe system can be used strategically throughout your organization for maximum benefit.

INSTINCTS

"We were about to let someone go who just wasn't working out. When we all took the Kolbe indexes, however, we saw that this person's instincts could be a tremendous asset – she was the only one who could keep us organized. We redesigned her job and now she's indispensable."

*Peter Nichols
Chief of Personnel – World Bank*

Using creative instincts to enhance team performance

Kolbe Corp's proprietary research has shown that our natural creative instincts shape how we accomplish tasks and solve problems using four Action Modes®:

- Fact Finder – the instinct to gather
- Follow Thru – the instinct to structure
- Quick Start – the instinct to transform
- Implementor – the instinct to demonstrate

Kolbe Impact Factors™			
Fact Finder	Follow Thru	Quick Start	Implementor
Simplify	Adapt	Stabilize	Imagine
Refine	Rearrange	Revise	Renovate
Justify	Organize	Improvise	Construct

Within each Action Mode there are three possible ways in which a person can take action most effectively, adding up to the 12 universal paths of creative problem solving. Everyone uses four of these methods to achieve peak performance, and teams are most effective when as many of these methods are represented as possible.

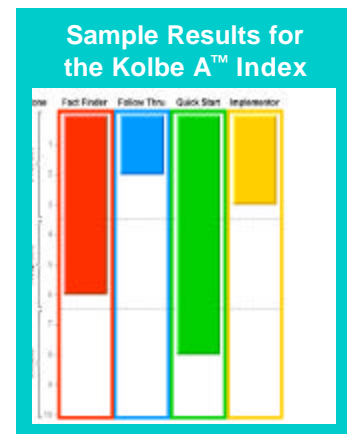
The Kolbe indexes

The Kolbe indexes are the tools we use to determine a person's unique combination of creative instincts and to put together groups of people who will perform successfully

Kolbe A™ index measures a person's instinctive method of operation (MO) which allows him or her to be most productive.

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Kolbe C™ index identifies the characteristics needed to succeed in a specific job. This index is filled out by a supervisor. Comparing Kolbe A and C index results identifies when job-related stress is caused by conflicting demands.



Each Kolbe index consists of 36 questions requiring a most/least response. There are no right or wrong answers – everyone brings a valuable combination of instincts to the table.

VALUE

"The real value of Kolbe Team Leadership reports is in helping you predict success on the front end so that you increase your probability of achieving and exceeding your goals. Any organization that depends on teams will find tremendous advantages from this capability.

*Dr. Robert Dorsey Vice
President/Chief Information
Officer – Eastman Chemical
Company*

Kolbe performance solutions

Using results from the Kolbe indexes – which are stored by Kolbe on Kolbe WAREwithal® software – you can accurately predict the success of existing teams and help your company put together new teams with the right chemistry for high performance.

Software performance solutions

The Kolbe Team Tactix® module of Kolbe WAREwithal software can pinpoint whether a particular team will succeed – even before it starts working. Data from the Kolbe A, B, and C indexes is run through the program, generating objective management reports that diagnose team strengths and prescribe ways to increase synergy and effectiveness.

Kolbe Team Tactix® looks beyond specific teams into the entire organizational structure. By keeping an up-to-date database on all of your available talent, Team Tactix can quickly determine the best leadership and team member mix, the type of people (both inside and outside the company) needed to fill open positions, and the outcome of all types of organizational restructuring, including mergers, acquisitions, divestitures, and down-sizing.

Training programs for performance solutions

Kolbe TeamSuccess™ seminars are dynamic full- or half-day sessions that provide an interactive way to explore the workings of specific teams within your company. By analyzing the results of a team's Kolbe A, B, and C indexes, these intensive seminars offer strategies for team members and show managers how to leverage innate strengths and reduce turnover.

At Kolbe Corp, we believe we can help you the most when we transfer knowledge and ability to you directly. That's why we offer our three-day Kolbe Certification training program, which teaches you how to interpret Kolbe results, implement the Kolbe WAREwithal software, and act as an in-house team management expert for your organization. A trained, on-site Kolbe expert allows for better team management and coaching decisions with less reliance on outside consultants.

Coaching materials for performance solutions

As part of our ongoing client support, we provide an extensive selection of printed, audio, and video coaching materials designed to help you explain and work with the Kolbe team management system.

Recruitment and placement

Interviewing and hiring are two of the biggest investments companies make – and the returns are great when you match the right people with the right positions.

Kolbe Corp offers a highly reliable, cost effective, and bias-free recruitment and placement system that can be validated for any position in any industry. We use the results of Kolbe A, B, and C indexes to assess how specific applicants will succeed in a given position.

Software for recruitment and placement

The **Kolbe RightFit™** module of Kolbe **WAREwithal®** software leverages traditional skills testing and personal interviews by evaluating candidates according to their natural abilities and the requirements of the job. **RightFit** has two components designed to help you make the best hiring decisions.

Hi Potential Hire™ creates a profile of an ideal candidate for a unique position. The software uses Kolbe A index results from existing co-workers, plus the supervisor's Kolbe C index results, to identify the right mix of instincts needed to fit within the group. Kolbe A index results from prospective candidates are reviewed to see who is likely to add the most to team synergy.

Success MO™ creates a profile of an ideal candidate for a replicated position. Where success is determined by cloning the right mix of instincts, this software can find candidates who have the same natural abilities as high performers in a given position.

Training programs for recruitment and placement

A trained, on-site Kolbe expert allows for better recruitment and placement decisions with less reliance on outside consultants. Our three-day Kolbe Certification™ training program teaches you how to interpret Kolbe results, implement Kolbe software, and act as an in-house expert for your organization.

Coaching materials for recruitment and placement

To help you implement the Kolbe system for your human resources needs, we offer a wide variety of printed, audio, and video materials.

Getting started with Kolbe team management

Whether you want to integrate the Kolbe team management system throughout your corporate culture, or just test it out on a specific project that relies on team success, we can tailor a program to meet your company's specific needs.

During the past 20 years of providing large and small business with effective team management solutions, we've found that the best place to start is usually at the top, by bringing key corporate executives together for a **TeamSuccess® Seminar**.

This way beginning has several benefits for the organization we help. First of all, you give your highest-level people the wherewithal to work more effectively as a management team. And second, by choosing the most visible team in your company, you pave the way for easy acceptance of the Kolbe system throughout your organization.

To find out how you can implement the Kolbe team management system in your company, please call us today. It could be the best business decision you'll ever make.

PLACEMENT
The Kolbe indexes have played a critical role in verifying the "right fit" of an individual into the "right position". That's a critical challenge in today's business world.

Rob Takamoto
Manager, Human
Resources – Quaker
Oats Company

INSIGHT

“The Kolbe system goes far beyond what we had been doing traditionally. I now have completely new insights into the way people perform.”

David Marsing
Expansion Manager -
Intel

How Kolbe team management guarantees the highest probability of success in the workplace.

For more than 20 years, Kolbe Corp has helped companies large and small meet their greatest challenge – getting people to work together synergistically for the good of the entire organization.

Our one-of-a-kind system is based on an idea so simple, it's revolutionary. We discovered that natural, unchangeable, creative instincts determine how people approach problems. When these instincts are allowed to thrive in the workplace, and when teams are built with the right chemistry around these instincts, individuals will work together in remarkable ways.

By using this information about creative instincts systematically, Kolbe Corp has created a totally new team management algorithm. Our unique system is based on a solid foundation of scientific research, and consistently helps organizations increase their productivity by as much as 225%.

To help you better understand what we do and the impact we can have on your business, here are some of the frequently asked questions we get from people – before they become our clients – and our answers:

QUESTION
I get lots of calls from consultants. What makes Kolbe Corp unique?

ANSWER
Skills can be taught, personalities can change, but instincts are hardwired into every individual. And because the Kolbe team management system is based on unchangeable instincts, it's the only proven way companies can accurately:

- Forecast how teams will perform
- Create teams with the most synergistic mix of people
- Determine whether or not particular candidates are right for the job

Our team management tools are completely unbiased and are 100% more accurate and effective than so-called “employee assessment” tests or “team-building” programs. And unlike most consulting firms, we encourage a direct transfer of knowledge so you can benefit from Kolbe expertise in-house.

QUESTION
How do you find out how people approach problems?

ANSWER
Kolbe's proprietary research has identified 12 instinctive methods of creative problem solving. Effective teams require a wide representation of these methods, with emphasis on those that are appropriate for the tasks at hand.

Kolbe Corp determines people's instincts and creates synergistic teams using the Kolbe indexes, diagnostic tools which provide accurate information about how people initiate solutions, respond to situations, and prevent problems.

There are no right or wrong answers to any of the Kolbe indexes. Everyone brings a valuable combination of instincts to the table and Kolbe index results help teams build on individual strengths.

QUESTION

OK, so we know about people's instincts. What's the big deal?

ANSWER

Mismatched jobs and instincts are the reason for most workplace stress. We help companies realize that **understanding, maximizing, and leveraging instincts is the key to the success of all work groups, teams, and organizations.**

We also help our clients use information about instincts to save time and money and improve productivity by:

- Making sure teams are composed of people with the right mix of complementary instincts.
- Finding the best hires
- Helping individuals relieve stress and avoid burnout

QUESTION

How will this affect my bottom line?

ANSWER

Companies that integrate the Kolbe system into their cultures and give their people the freedom to be themselves have received tremendous bottom-line payoffs. Here are some recent examples:

- Xerox Quality Services cut its training design and development time by 50%.
- A national, multi-branch financial institution saved \$10 million in hiring and training loss
- Eastman Chemical Company completed a major SAP software implementation on time, under budget, and with zero turnover.

QUESTION

Can you create a solution for my business?

ANSWER

Kolbe Corp offers a wide range of products and services for both large and small companies in all types of industries. We would be privileged to develop a team management solution tailored to meet the specific needs of your company. For more information, please call us at 1-800-642-2822 or visit our Web site at www.kolbe.com -or- www.warewithal.com