

Three Parts of the Mind: Performance

What is Conative Stress?

The Kolbe A™ Index result is a valuable piece of information for individuals, their leaders and other members of their team. Once you know an employee's mode of operation (M.O.), you begin to notice when tasks and projects align well with their strengths, but how do you address situations in which a responsibility and an individual's instincts appear to be in conflict?

Leaders often immediately notice changes in employee performance or attitude, but leaders who leverage an understanding of all three parts of the mind recognize potential cognitive, affective and conative causes.

Strain: A type of conative stress in which an individual's instinctive strengths are misaligned to their perception of the conative requirements necessary for success in their role.

While an individual may not know how to do a task (cognitive) or appear not to like the task (affective), there's a chance the task doesn't align with that individual's instinctive approach to problem-solving (conative).

Identify Strain Using the Kolbe B™ Index

The Kolbe B Index is an assessment designed to identify areas of strain and provide strategies for addressing that stress. An individual takes the 26-question assessment that measures how they view the demands of their own role. The Kolbe B asks: *What do you perceive as necessary to succeed in your current role?*

It's important to focus on this question, and not how one wishes the job could be done or how one thinks others believe it could be done.

The Result: A Kolbe B result will show you the role as the employee sees it – their “conative self-expectations.” It will help you understand which of their talents are a natural fit for the job.

Applications for the Kolbe B

How can understanding Kolbe B Index results help an employee experiencing strain?

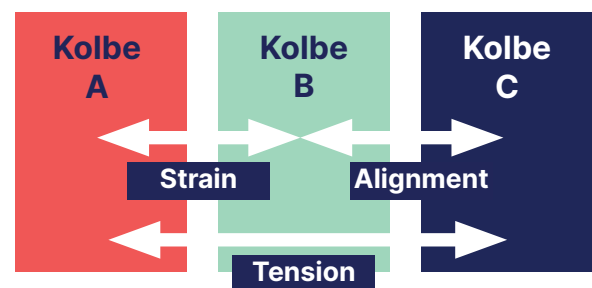
- **Redefine the role:** Empower employees to let their insistent mode(s) drive how they do the job.
- **Use their talents:** Get employees involved in special projects or tasks that suit their M.O.
- **ReAct:** Encourage employees to harness their ReActing strengths to draw on the energies of others.
- **Get real:** Set realistic expectations and avoid relying on employees to initiate in their natural mode(s) of resistance.
- **Work as a team:** Orchestrate your team such that members' strengths can complement others' strain.

Remember, a difference in Kolbe A and B results doesn't create an excuse for not doing a task, but rather identifies and enables new strategies for succeeding in the role. And, unlike the Kolbe A Index, Kolbe B results can change as an employee's role and responsibilities change.

It's All About Perspective(s)

There's more to the performance equation. While an employee can take a Kolbe B assessment about his or her own role, that employee's leader can take a Kolbe C™ Index to identify their perspective on the role.

Kolbe Comparisons:



The combination of a Kolbe A, B and C result has proven to set a path for talent that amplifies individual strengths and inspires creative solutions for working against the grain.

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