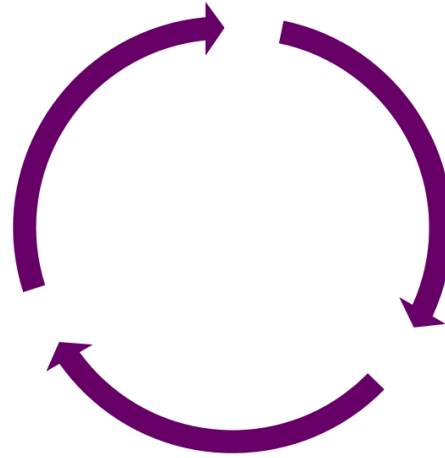# Finding your best fit

Agenda

Wonderlic

KOLBE

Clifton Strength Finders

Sales DNA

Three Parts of the Mind

Thinking
(Cognitive)

IQ
Skills
Reason
Knowledge
Experience
Education

Doing
(Conative)

Drive
Instinct
Necessity
Mental Energy
Innate Force
Talents

Feeling
(Affective)

Desires
Motivation
Attitudes
Preferences
Emotions
Values

The Wonderlic Select Advantage

Better Performance Prediction

- Comprehensive, multi-measure assessment that combines the three most predictive constructs for the most predictive results

- Backed by 85 years of internal and external validation evidence

## Job Specific Profiles– No One-Size-Fits-All Results

- Role-specific results with the greatest prediction of on-the-job-success

- Quickly identify candidates who fit the unique business needs of your role without any customization required. We offer a wide range of off-the-shelf job profiles, providing accurate, job-specific insights to help your organization make better talent decisions.

Powerful Science, User Friendly Experience

- Fair and consistent data points for accurate decision-making during screen-out, including a job-specific single-score for easy review

- Detailed candidate results that make it easy to compare candidates meaningfully

- Easy to use and understand for everyone: HR, managers, and candidates – no certification needed

Wonderlic Select's Job Specific, Multi-Measure Approach

Wonderlic Assessment

PERSONALITY
MOTIVATION
COGNITIVE

JOBS ENGINE

100

0

78
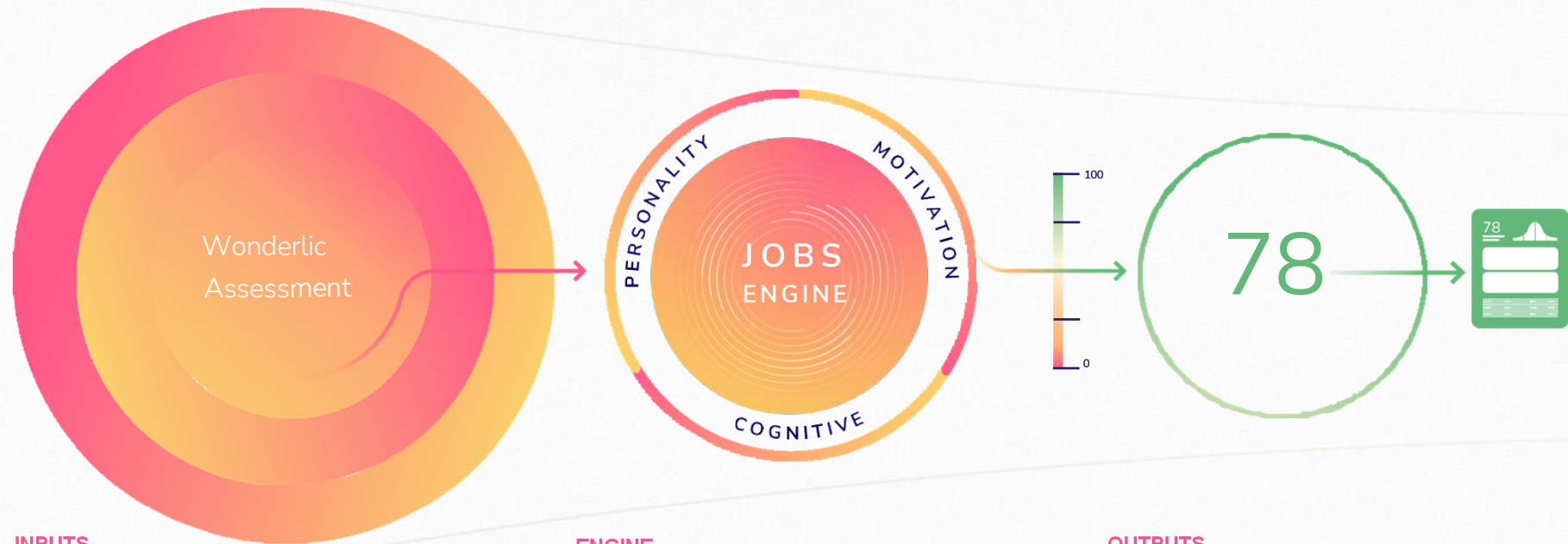
INPUTS

- A comprehensive, multi-measure approach that maximizes prediction

- User-friendly experience, mobile-friendly

- Provides ROI to candidates through immediate candidate feedback

- Better for diversity and inclusion

ENGINE

- Higher on-the-job predictability using a job-specific lens

- The only provider with off-the-shelf profiles covering all existing and emerging jobs in the market today

- Scalable jobs architecture that is regularly updated to reflect the constantly changing demands of today's job requirements

OUTPUTS

- Fair and consistent data points for accurate decision-making during screen-out, including a job-specific single-score for easy review

- Detailed candidate results that make it easy to compare candidates meaningfully

- Easy to use and understand for everyone: HR, managers, and candidates – no paid certification needed

Find better quality talent using the predictive power of Wonderlic's multi-measure assessments

Wonderlic Select assesses the three top predictors of job performance:

Cognitive Ability
Can your candidate do the job?

Motivation
Do they want to do the job?

Personality
How will they do on the job?

Wonderlic Select = cognitive + personality + interests

cognitive ability

motivation / interests

personality

Sackett, P. R., Zhang, C., Berry, C. M., & Lievens, F. (2021). Revisiting meta-analytic estimates of validity in personnel selection: Addressing systematic overcorrection for restriction of range. Journal of Applied Psychology. Advance online publication.

Streamline the Candidate Review Process

Screen Out

Your recruiting team will review applications and resumes, along with Wonderlic Select, to quickly screen out candidates unlikely to be a good fit and focus on candidates with the most potential to succeed in your role.

Structured Interview

Get role-specific insight into a candidate's performance and potential while limiting the introduction of unintentional bias.

Compare Candidates Side-By-Side

Streamline the candidate review process: help recruiters and hiring managers compare your finalists more meaningfully with easy to understand, objective data points that identify critical areas of predictive impact on performance for the role.

Make a Final Candidate Selection

Use detailed candidate insights to focus on the critical data points for selecting the candidate with the highest potential for performance on-the-job.

OVERALL FIT

12

TESTING COMPLETE

This candidate is a weak fit overall, meaning the individual is not likely to be successful in the role. The overall fit score is calculated by combining the results of Cognitive Ability, Motivation and Personality and is based on criteria specific to this position.

COGNITIVE ABILITY

100

STRONG SCORE

A candidate scoring in the strong range meets or exceeds the cognitive ability requirements for this position, meaning the individual can:

- Learn the responsibilities of the job very quickly
- Manage the job tasks without difficulty
- Handle the problem solving needs of this job

MOTIVATION

9

WEAK SCORE

Individuals scoring within the weak range are very unlikely to be motivated by this type of work. Their interests and preferences do not align with the types of tasks performed on this job.

- Doesn't have interests that align with the content of the job
- Is very unlikely to put forth a high degree of effort on the job
- Is very unlikely to exhibit career stability in this type of work

PERSONALITY

18

WEAK SCORE

This individual is a weak fit for the role, indicating their behavioral tendencies are unlikely to align with job requirements.

- Lacks the personality traits that contribute to job success
- Is very unlikely to have a high degree of job satisfaction
- Is very unlikely to view the work itself as an extension of how they typically behave

OVERALL FIT

100

TESTING COMPLETE

This candidate is a strong fit overall, meaning the individual is very likely to be successful in the role. The overall fit score is calculated by combining the results of Cognitive Ability, Motivation and Personality and is based on criteria specific to this position.

COGNITIVE ABILITY

99

STRONG SCORE

A candidate scoring in the strong range meets or exceeds the cognitive ability requirements for this position, meaning the individual can:

- Learn the responsibilities of the job very quickly
- Manage the job tasks without difficulty
- Handle the problem solving needs of this job

MOTIVATION

86

STRONG SCORE

Individuals scoring within the strong range are very likely to be motivated by this type of work. Their interests and preferences are highly aligned with the types of tasks performed on this job.

- Has a combination of interests that aligns with the content of the job
- Is very likely to put forth a high degree of effort on the job
- Is very likely to exhibit career stability in this type of work

PERSONALITY

96

STRONG SCORE

This individual is a strong fit for the role, indicating their behavioral tendencies are highly aligned with job requirements.

- Has a combination of personality traits that contribute to job success
- Is very likely to have a high degree of job satisfaction
- Is very likely to view the work itself as an extension of how they typically behave

STRENGTHEN

1. **Learner**
2. **Relator**
3. **Achiever**
4. **Belief**
5. **Arranger**
6. Developer
7. Strategic
8. Analytical
9. Responsibility
10. Positivity

NAVIGATE

11. Individualization
12. Competition
13. Includer
14. Focus
15. Maximizer
16. Significance
17. Consistency
18. Woo
19. Harmony
20. Connectedness
21. Discipline
22. Communication
23. Futuristic
24. Restorative
25. Input
26. Self-Assurance
27. Context
28. Activator
29. Intellection
30. Ideation
31. Adaptability
32. Command
33. Empathy
34. Deliberative

You lead with **Executing** CliftonStrengths themes.

■ **EXECUTING** themes help you make things happen.

■ **INFLUENCING** themes help you take charge, speak up and make sure others are heard.

■ **RELATIONSHIP BUILDING** themes help you build strong relationships that hold a team together.

■ **STRATEGIC THINKING** themes help you absorb and analyze information that informs better decisions.

READ "IDENTIFY YOUR UNIQUE CONTRIBUTION: THE CLIFTONSTRENGTHS DOMAINS" SECTION TO LEARN MORE

Kolbe A™ Index

What it is…

- it identifies the striving instincts that drive your NATURAL behaviors

- it describes "MO"

- it focuses on strengths

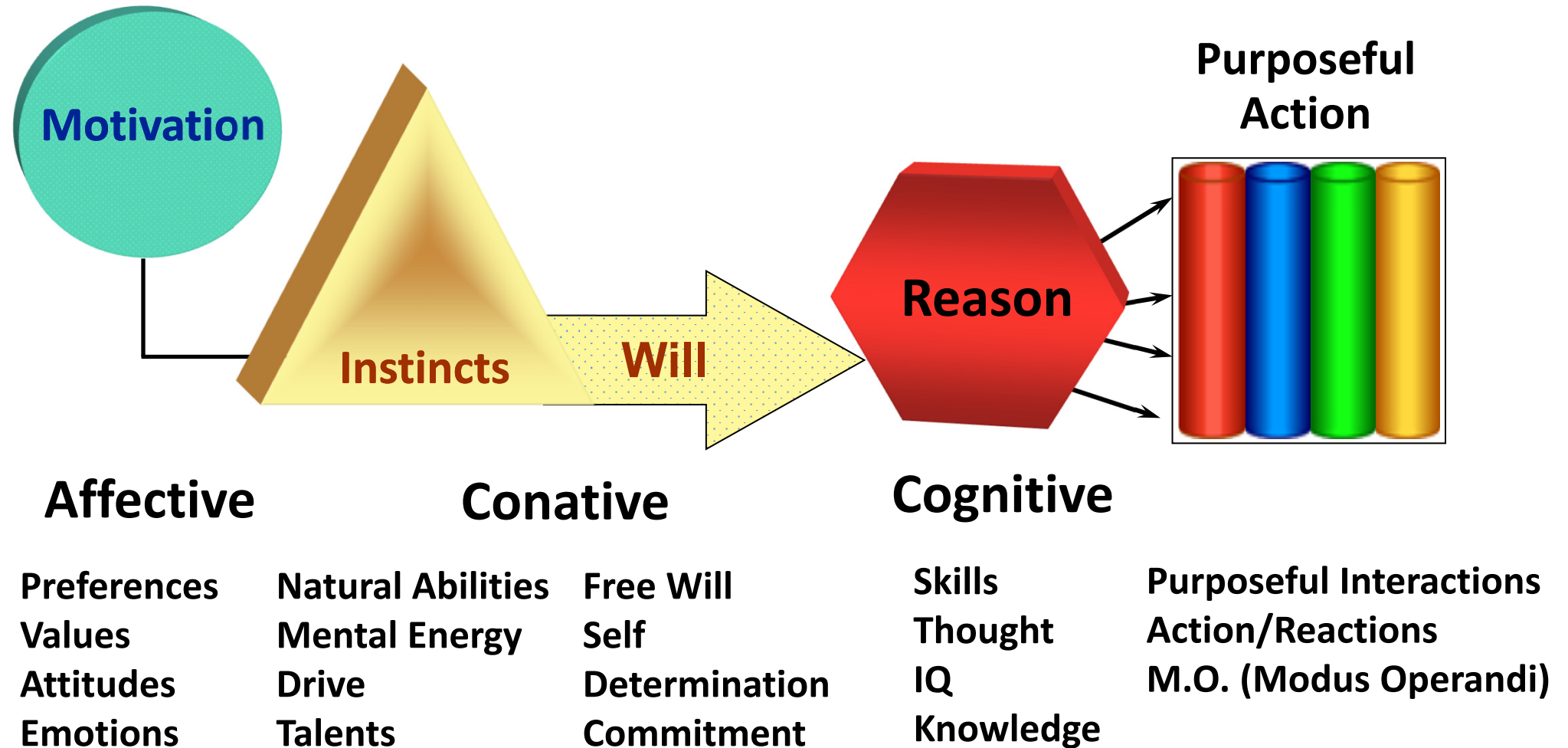- it identifies traits that are universal and equal (unbiased)

Kolbe A™ Index

What the Kolbe Wisdom is not about...

- how smart you are

- your capabilities/skill level

- what you can and can't do

- personality

- social style

- what you want to do

Kolbe Creative Process

Motivation

Instincts

Will

Reason

Purposeful Action

Affective

Preferences
Values
Attitudes
Emotions

Conative

Natural Abilities
Mental Energy
Drive
Talents

Free Will
Self
Determination
Commitment

Cognitive

Skills
Thought
IQ
Knowledge

Purposeful Interactions
Action/Reactions
M.O. (Modus Operandi)

Benefits of Kolbe

Individuals
- Improve Efficiency
- Develop Leaders
- Increase Engagement

Teams
- Enhance Communication
- Collaborate Effectively
- Boost Performance

Organization
- Hire & Retain Successfully
- Right People in Right Role
- Amplify Culture

Kolbe Indexes
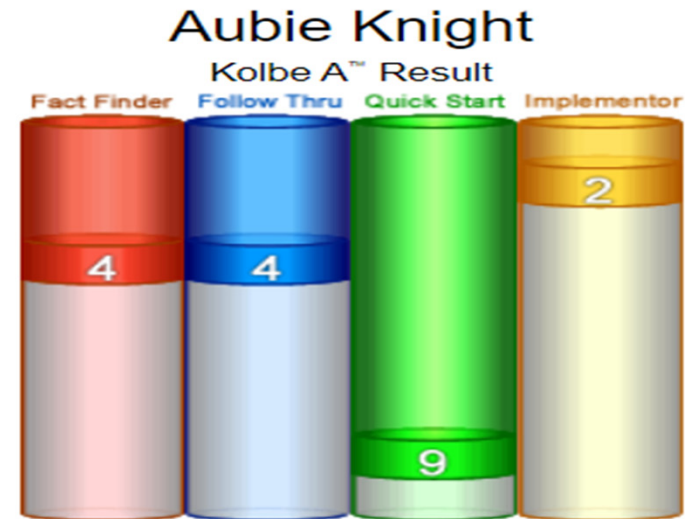

Kolbe A Index
Your Strengths
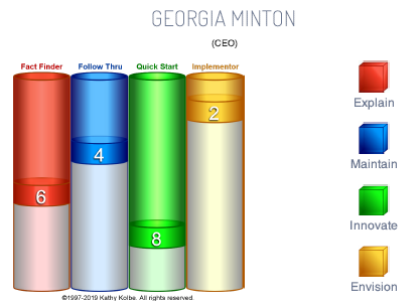
Kolbe B™ Index
Self-expectation of job
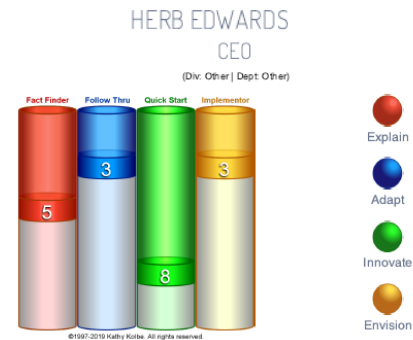
Kolbe C™ Index
External requirement of job

KOLBE Comparisons: A to A

You and Aubie have equally powerful conative Strengths. This report provides insights and tips optimize your collaborative efforts instead of wasting time and energy with disagreements, communication issues, and redundant work efforts.

Jason Sabo
Kolbe A™ Result

Fact Finder	Follow Thru	Quick Start	Implementor
8	7	2	5

Aubie Knight
Kolbe A™ Result

Fact Finder	Follow Thru	Quick Start	Implementor
4	4	9	2

Potential Conflict Level:

How you gather and share information. → high

How you organize. → medium

How you deal with risk and uncertainty. → high

How you handle space and tangibles. → medium

KOLBE Comparisons: A to B

Kolbe A™ Result

Fact Finder: 6
Follow Thru: 6
Quick Start: 3
Implementor: 5
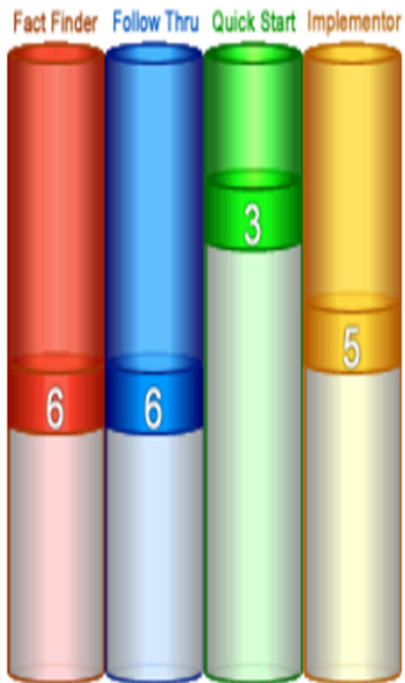
Action Modes® are behaviors driven by your striving instinct — not your personality or IQ.

Your Conative Strengths

Your natural abilities make you capable of being a highly productive and creative person. Results of your Kolbe A Inc validate the specific qualities of your personal instinctive strengths.

You start the problem-solving process by:

Fact Finder
Explaining facts and editing the details

Follow Thru
Maintaining plans and systems that already exist

Implementor
Restoring or fixing physical objects

Quick Start
Stabilizing change

Kolbe B™ Result

Fact Finder: 8
Follow Thru: 6
Quick Start: 3
Implementor: 3
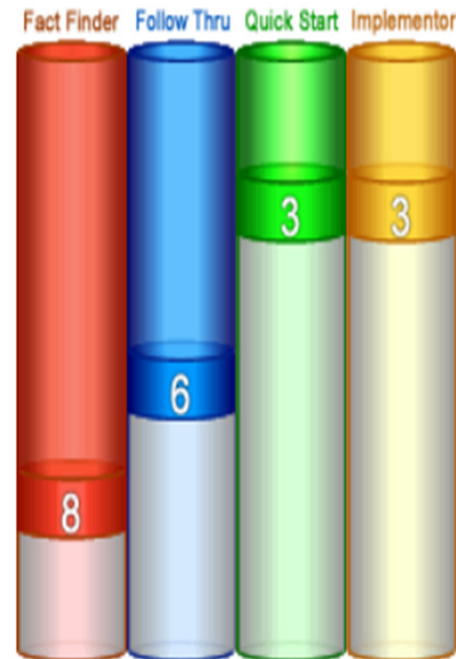
Conative Self-Expectations
(as of 11/30/2023)

Kolbe B results can change over time as your job responsibilities change.

Account Executive

The Role As You See It

You indicated that your job requires methodically examining alternatives and getting the whole picture before starting projects. It is a role you view as needing a practical approach, not straying from the status quo without sufficient evidence. It is not a position that is conducive to taking uncalculated risks or playing hunches.

You've indicated this job takes the instinctive talents to:

Fact Finder
Elaborate, compute, scrutinize, substantiate, validate

Follow Thru
Monitor, combine, accessorize, guide, record

Quick Start
Establish, conform, perpetuate, anchor, institutionalize

Implementor
Conceptualize, symbolize, imagine, envision, infer

KOLBE Comparisons: A to C

Diagnoses TENSION - a type of conative stress - by comparing an individual's instinctive strengths with an evaluator's perception of the conative requirements of the individula's role with stress-mitigating strategies.

Tension Analysis

Tension occurs when there is a significant gap between how an evaluator believes a job needs to be done and the way the person in the role naturally approaches doing it.

Unmitigated Tension leads to job stress that can greatly reduce productivity, cause absenteeism, and lead to unnecessary turnover.

Kolbe C: 01/13/2023; Learning Experience Manager

Overall Level of Tension

LOW

Kolbe A™ Result

Conative Strengths

Kolbe C™ Result
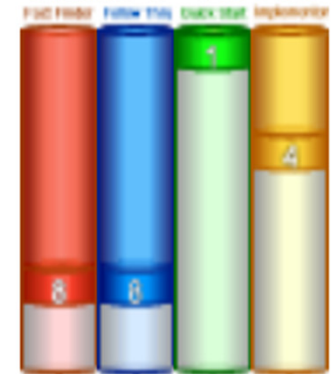
Conative Requirements

Kolbe A™ Index

**Your MO
(mode of operation)
is your natural pattern
of behavior when free
to be yourself and
taking purposeful
action**

GEORGIA MINTON

Kolbe Action Modes®

Your Kolbe Strengths™

Zones of Operation	Fact Finder	Follow Thru	Quick Start	Implementor

CounterAct — ReAct — Initiate Action

8 6 4 2

©1997-2019 Kathy Kolbe. All rights reserved.

Specify
Maintain
Modify
Envision

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

Kolbe Strengths Represent Behaviors on a Continuum

Fact Finder
gathers and shares information

Simplify

Specify

8

Follow Thru
organizes and designs

Adapt

Systematize

6

Quick Start
deals with risk and uncertainty

Stabilize

Innovate

4

Implementor
handles space and tangibles

Envision

Demonstrate

2

Three Operating Zones

CounterAct
(1-3)

ReAct
(4-6)

Initiate Action
(7-10)

Prevent problems

Accommodate opportunities

Start problem solving
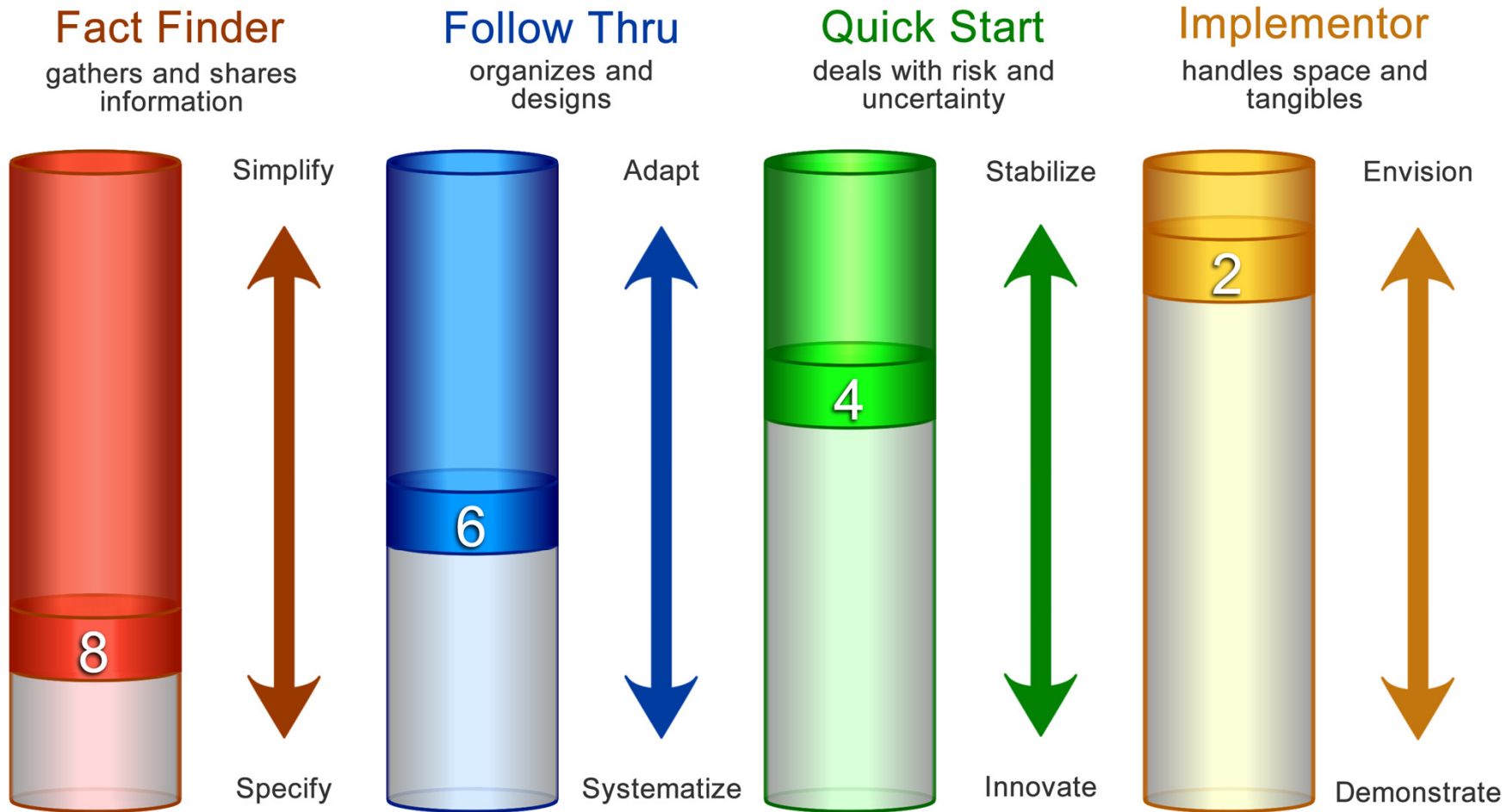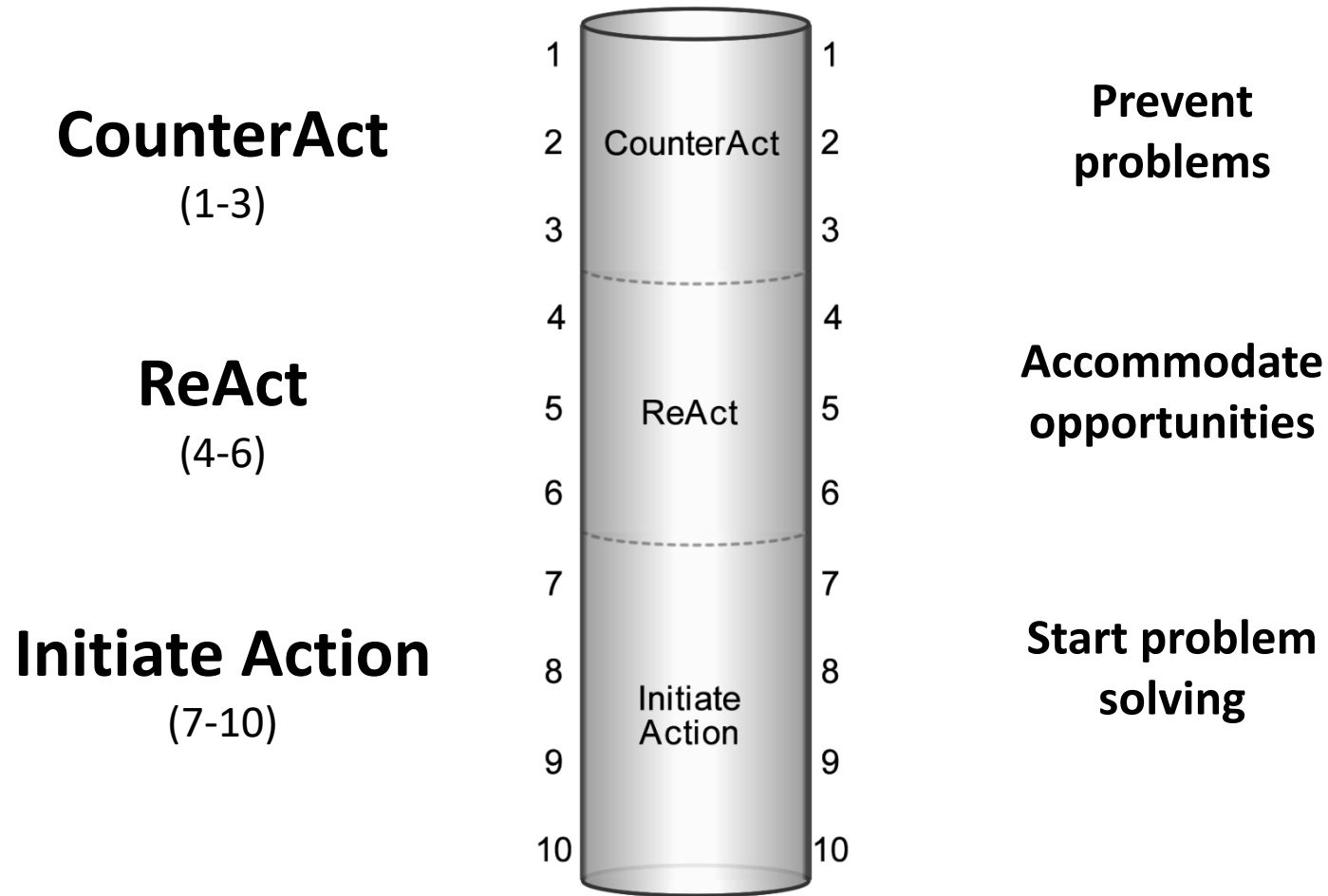
12 Kolbe Strengths

You are capable of using any of the 12 Kolbe Strengths.

You have 4 that are most natural for you.

Kolbe Action Modes®

Zones of Operation	Fact Finder	Follow Thru	Quick Start	Implementor
CounterAct (1, 2, 3)	Simplify	Adapt	Stabilize	Envision
ReAct (4, 5, 6)	Explain	Maintain	Modify	Restore
Initiate Action (7, 8, 9, 10)	Specify	Systematize	Innovate	Demonstrate
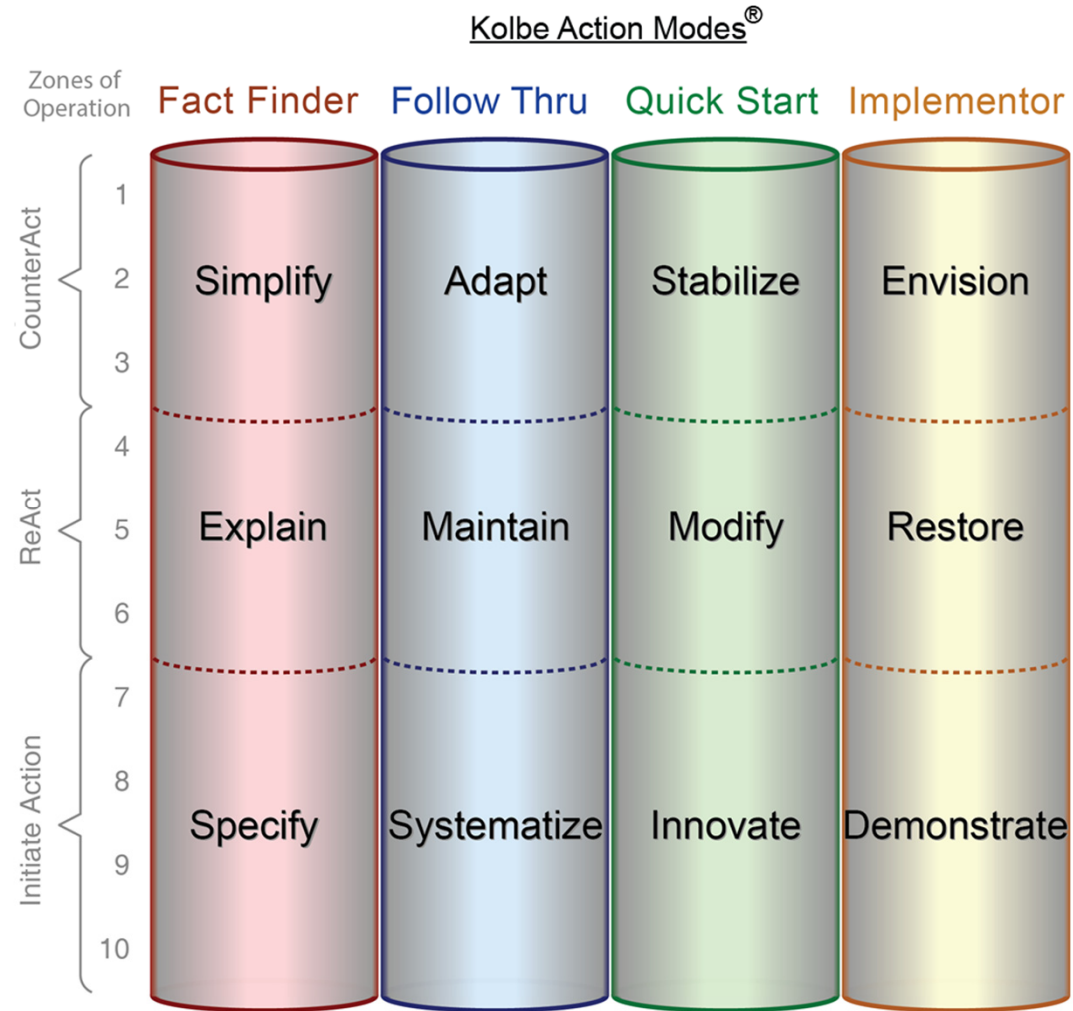
Leadership

Fact Finder	Follow Thru	Quick Start	Implementor
Simplify (1–3)	**Adapt**	**Stabilize**	**Envision**
• Sets sights guided by bottom line	• Cuts through bureaucracy	• Resists straying from proven paths	• Conceptualizes solutions
• Starts with end in mind	• Brings flexibility to plans	• Brings stability out of chaos	• Finds intangible methods to solve problems
• Limits involvement in meetings designed to get buy-in	• Resists being boxed into rigid approaches	• Avoids unnecessary sense of urgency	• Explores abstract enhancements to initiatives
• Avoids analysis paralysis	• Creates shortcuts from established path	• Brings focus by limiting options	• Visualizes results without concrete proof completing build out
• Sees big picture	• Changes solutions as opportunities change	• Exercises caution with unknowns	• Pushes past realities toward unseen possibilities
Explain (4–6)	**Maintain**	**Modify**	**Restore**
• Assesses risk with existing data	• Coordinates timing and tempo	• Responds to essential risks	• Bridges differences between abstract and concrete
• Edits detailed data into usable summaries	• Identifies inconsistencies in plans	• Adjusts deadlines as situations change	• Participates in hands-on technical demonstrations
• Fact checks data to create priorities	• Smooths out workflow by realigning process/ procedures	• Builds in flexibility and options	• Utilizes technology to facilitate change
• Uses balanced approach to help ensure buy-in	• Adjusts plans for incremental change	• Responds to opportunities as presented	• Creates simulations of physical action
• Works within priorities	• Uses solutions in place or tweaks to meet small variations	• Mediates between the vision and the given	• Uses tangible talent in projects or field assignments
• Starts with the highest probability			
Strategize (7–10)	**Systematize**	**Innovate**	**Protect**
• Needs time to evaluate in strategic terms	• Brings closure as absolute need	• Drives experimentation and change	• Needs to try equipment or materials in a real time, tangible way
• Rank orders to prioritize initiatives	• Needs to factor in worst-case scenario and plan accordingly	• Initiates brainstorming	• Transforms abstract notions into concrete solutions
• Captures historical evidence to build solid initiatives	• Develops uniform procedures for group	• Operates with sense of urgency	• Works to ensure quality equipment/machinery is properly utilized
• Strives to become an expert on issues	• Resists open-ended initiatives	• Imposes intense deadlines on suppliers and team members	• Solves mechanical problems
• Uses appropriate approaches to leadership situations	• Designs sequential systems to meet timelines	• Executes innovative solutions to problems	• Asks "What does it look like when it's done or when we get there?"
		• Needs options for optimal solutions	

Collaborating with Others

Includes:

- Reducing Conflict
- Communicating Effectively
- Collaborating Strategically

Conative Snapshot™

Kolbe A™ Result

Name / Role	Result
Amy Johnson Account Executive	8 7 2 4
Barbra Abrahams Staff	5 4 7 3
Brittani Moore Account Executive	8 8 2 2
Cathy Hurley Staff	7 7 3 4
David Eveland Account Executive	7 6 4 3
Earl McDuffie Account Executive	6 6 3 5
Imani Graham Staff	9 5 3 3
Jo Lemons Account Executive	8 6 2 5
Kathy Lakey Staff	7 8 3 2
Lisa Weatherly Staff	4 2 8 6
Liz Hale Staff	8 4 5 2
Mitchell DeHaven Director of Digital Solutions	6 3 7 4
Sherry Sloan Account Executive	6 8 2 4

[Members 1 - 13]

Inventory of Strengths on Your Team

Conative Communication

FACT FINDER

Communication Methods:

written words

Keywords:

researched, proven, exact

FOLLOW THRU

Communication Methods:

charts, graphs and lists

Keywords:

process, system, coordinate

QUICK START

Communication Methods:

spoken words, ad libs

Keywords:

new, unique, challenge

IMPLEMENTOR

Communication Methods:

props, demonstrations and face-to-face

Keywords:
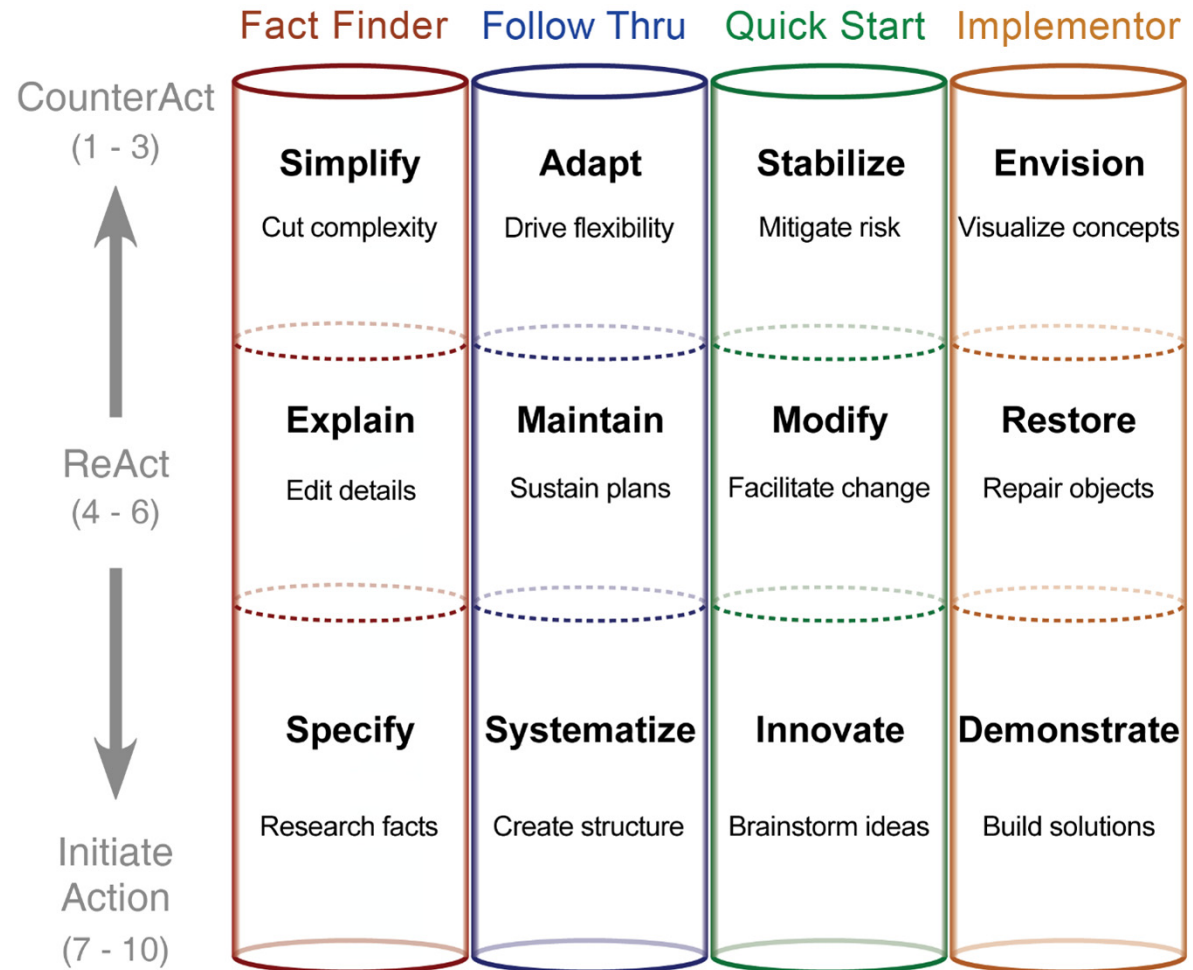
quality, concrete, physical

Exercise

Consider your strengths and fill in the blank.

"The most helpful tip I could give to someone who is working with me is _____"

Team Problem Solving

Understanding the combination of strengths on your team is critical to problem solving.
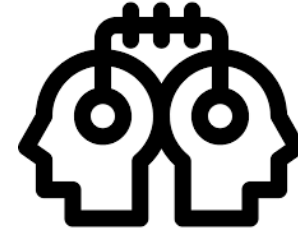
Kolbe A™ Distribution Detail

(red)	(blue)	(green)	(orange)	
	Lisa W. 2 Mitchell D. 3	Amy J. 2 Brittani M. 2 Jo L. 2 Sherry S. 2 Cathy H. 3 Earl M. 3 Imani G. 3 Kathy L. 3	Brittani M. 2 Kathy L. 2 Liz H. 2 Barbra A. 3 David E. 3 Imani G. 3	CounterAct (1 - 3)
Lisa W. 4 Barbra A. 5 Earl M. 6 Mitchell D. 6 Sherry S. 6	Barbra A. 4 Liz H. 4 Imani G. 5 David E. 6 Earl M. 6 Jo L. 6	David E. 4 Liz H. 5	Amy J. 4 Cathy H. 4 Mitchell D. 4 Sherry S. 4 Earl M. 5 Jo L. 5 Lisa W. 6	ReAct (4 - 6)
Cathy H. 7 David E. 7 Kathy L. 7 Amy J. 8 Brittani M. 8 Jo L. 8 Liz H. 8 Imani G. 9	Amy J. 7 Cathy H. 7 Brittani M. 8 Kathy L. 8 Sherry S. 8	Barbra A. 7 Mitchell D. 7 Lisa W. 8		Initiate Action (7 - 10)

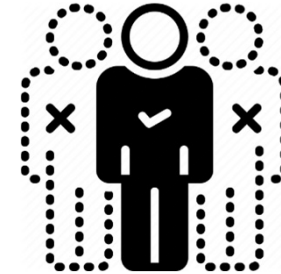# Kolbe A™ Index Distribution of Talents by Name

Most Common Team Fit Issues

Too much of the same energy

(Conative Cloning)

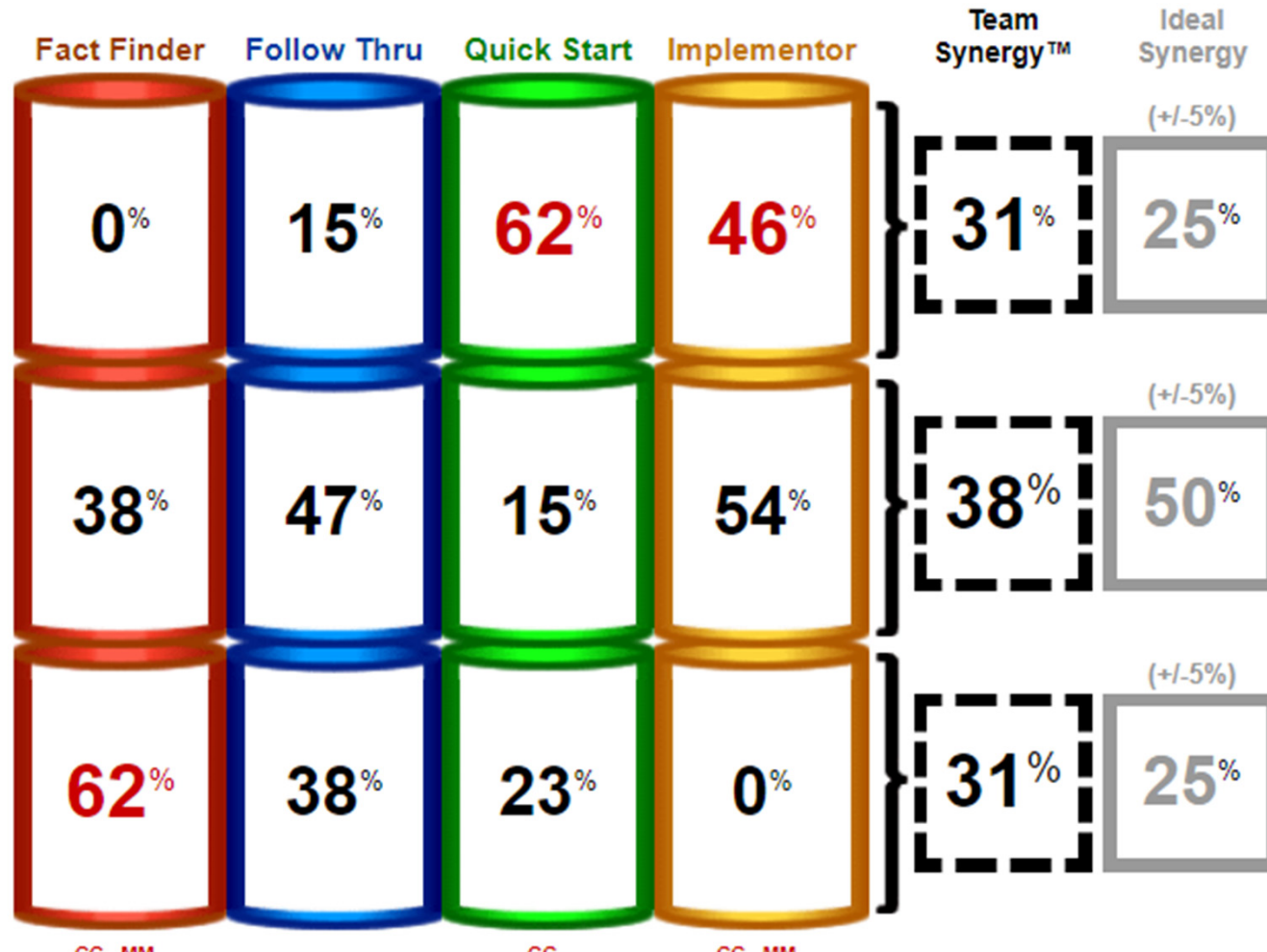Not enough of any given Strength

(Missing Methods)
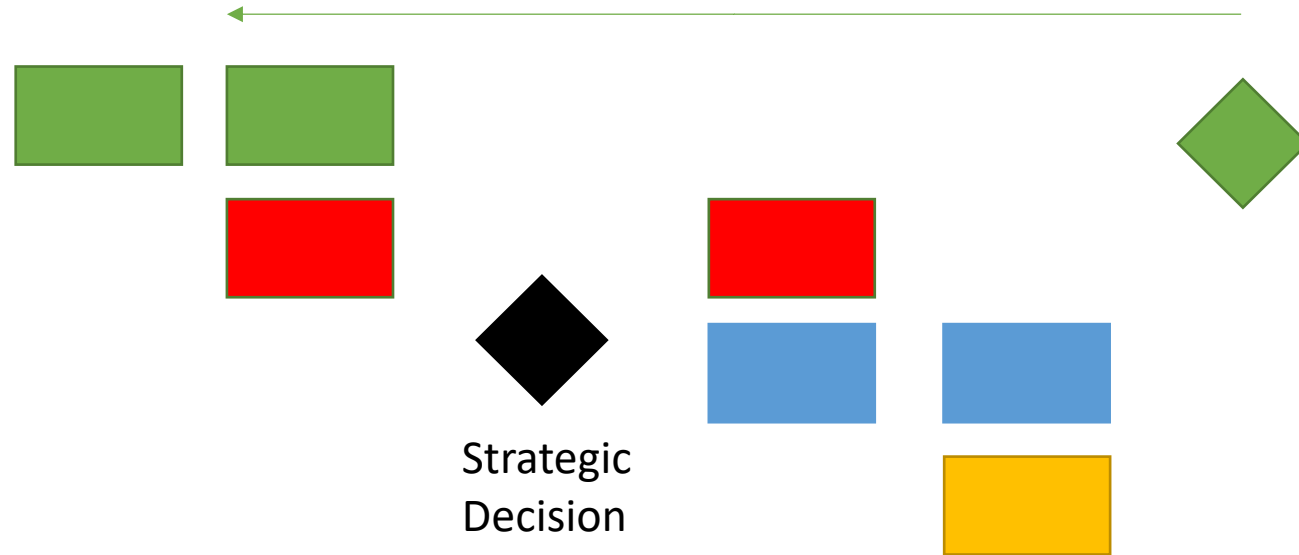
Group conflict

(Polarization)

© 1987 – 2021 Kolbe Corp and Kathy Kolbe. All Rights Reserved

Kolbe Project Plan Process

Strategic Decision

JASON SABO

Kolbe Action Modes®

Zones of Operation

	Fact Finder	Follow Thru	Quick Start	Implementor
CounterAct (1-3)			2	
ReAct (4-6)				5
Initiate Action (7-10)	8	7		

Your Kolbe Strengths™

Specify

Systematize

Stabilize

Restore
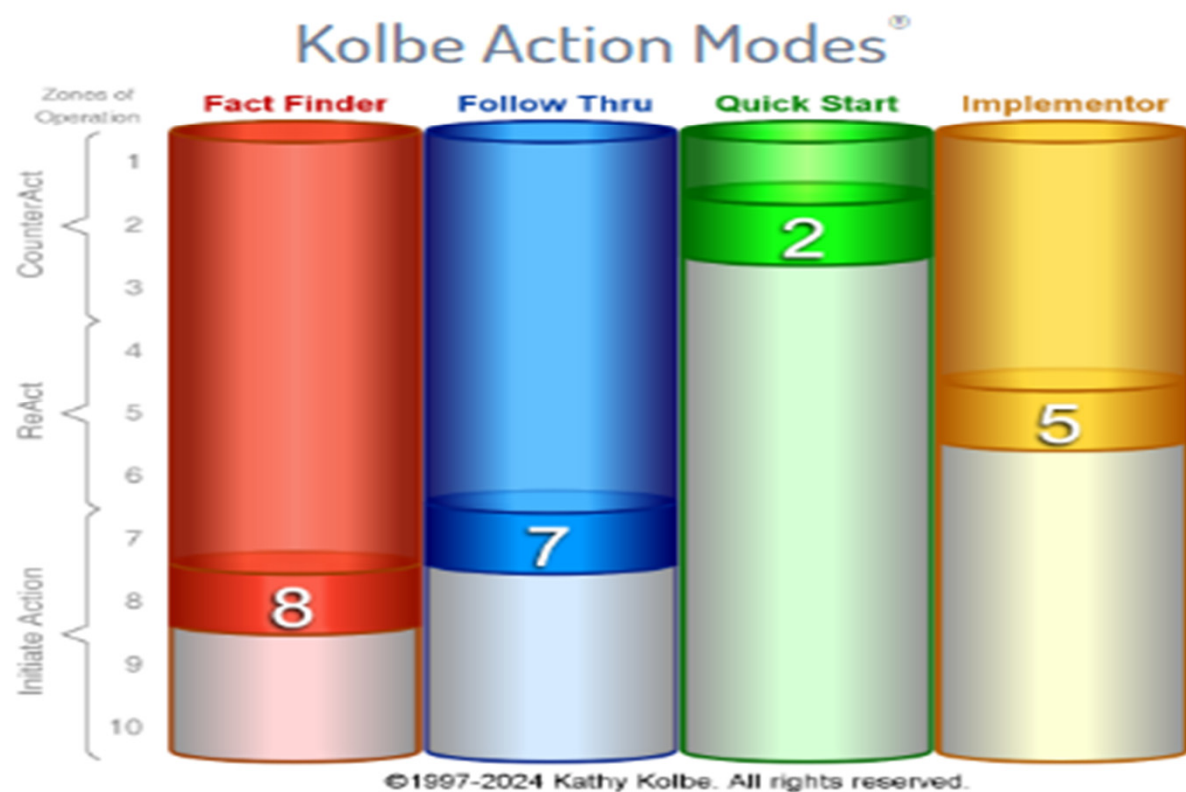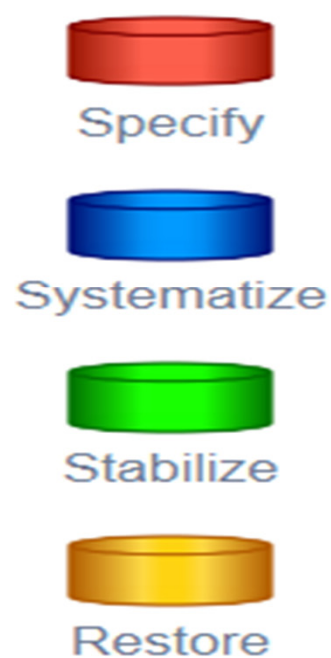
Kolbe Action Modes are behaviors driven by your instinct

Fact Finder: is how you gather and share information.

Your way of doing it is to **Specify**.

Follow Thru: is how you organize.

Your way of doing it is to **Systematize**.

QuickStart: is how you deal with risks and uncertainty.

Your way of doing it is to **Stabilize**.

Implementor: is how you handle space and tangibles.

Your way of doing it is to **Restore**.

Will to Sell — 79

Desire — 93
Target 60

Commitment — 60
Target 60

Outlook — 100
Target 75

Responsibility — 100
Target 50

Motivation — 85
Target 67

Sales DNA — 73
Target 74

Doesn't Need Approval — 88
Target 86

Stays in the Moment — 67
Target 88

Supportive Beliefs — 78
Target 86

Supportive Buy Cycle — 29
Target 70

Comfortable Discussing Money — 100
Target 66

Handles Rejection — 94
Target 50

Tactical — 62
Target 67

Hunting — 44
Target 67

Reaching Decision-Makers — 84
Target 67

Relationship Building — 75
Target 50

Consultative Selling — 46
Target 67

Selling Value — 73
Target 67

Qualifying — 79
Target 67

Presentation Approach — 83
Target 67

Closing — 44
Target 67

Sales Process — 10
Target 67

Sales Technology — 83
Target 67

- Jason Sabo
- Director of Agency Development
- jsabo@iianc.com

empowering our members
to rise above the competition

iianc
INDEPENDENT INSURANCE AGENTS
OF NORTH CAROLINA

Trusted Choice®