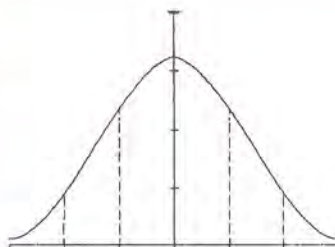


16 PF Newsletter

Here's something that will be new to most of us. . . an instrument that can supplement your existing battery by identifying strengths.

Madeline McGill has been putting it to the test...



better understand our colleagues and ourselves and provides insight into why we work effortlessly with some people and get irritated with others. A manager who understands that his or her direct reports have different instincts will allow them to deploy energy in the most productive way rather than cramping their style by insisting that things be done in a particular way.

Kolbe A, B, and C

THE KOLBE INDEX

Introduction

From ancient times it has been recognised that the mind has a three-part structure, the cognitive element (what one knows and can apply); the affective element (what you want or desire to do) and the conative element (what you instinctively will and will not do). Until recently, because there has been no way of measuring it, the conative element has been largely overlooked.

The Kolbe Index, researched and formulated by Kathy Kolbe, identifies the key factors that explain how we instinctively go about tackling a task/project. It equates creativity with productivity i.e. problem-solving - bringing into being something that has not existed before. It assumes that, if one is allowed to work out of one's strengths, then one must be, by definition, creative. Such creativity involves the whole brain, not merely the right or left. Kolbe suggests that productivity is a combination of four factors

- > Motivation (i.e. the affective domain measured by personality type; social style; what we care about and what engages our energy)
- > Conative or pre-determined instinctive energies or abilities (i.e. 'how' we tackle a task/project as measured by the Index)
- > Intention (i.e. do we have a vague intention i.e. a 'this week, next week, sometime, never attitude' or have we made a half-hearted attempt or are we absolutely committed?)
- > Cognitive reasoning/judgement (i.e. IQ) which helps us to determine whether the circumstances and timing are appropriate.
- > Action

The Importance Of Instinct

The Kolbe Index assesses how we sub-consciously invest our energy, providing a means of predicting the way in which we go about solving problems; that which we strive towards and how we are likely to act in a given situation, independent of whether we are extraverted or introverted or our social style. The theory suggests that, if we are forced by circumstances to work against our 'natural or instinctive grain', we will be subject to conative stress, under-use our talents and be less productive.

By identifying our Kolbe Action Modes, the Index helps us to

There are three versions. The Kolbe A is self-report. When working with a team, the Modes of Operations of team members can be stacked together to generate a Kolbe Synergy Report which can predict the viability of a team to work productively in order to achieve targets to time and to budget. Where a job-holder's expectations of the job have not been realised, the Kolbe B enables an individual to assess the conative requirements of the role and judge whether there is a mismatch between his/her self-profile and the job profile. Where a boss feels that his/her team is not performing at an optimal level or has unrealistic expectations of team members, the Kolbe C allows the boss to look at his/her perceptions of the conative requirements of specific roles. These may be compared with the job-holders' self profiles to look at whether some re-adjustment of roles is necessary or whether the boss needs to adjust his/her expectations.

Maximizing Teamwork

Such an exercise can enable a team to maximise its contribution to organisational effectiveness by capitalising on diversity and working synergistically to capitalise on each other's strengths. It involves recognising that other members of the team will, of course, have different instinctive strengths and needs and that members should be willing to accommodate and capitalise on those differences in the pursuit of getting the job done, rather than imposing their own way of doing things on colleagues. The profiles which emerge from all team members completing the Index helps managers to recognise that people contribute and are productive in different ways. The data they yield provides insight to a manager and encourages him or her to support their people in working with, rather than

NEW VENUE - The Naval Club, 38 Hill St Mayfair, W1

- ① 29th November AM: Creativity and Innovation - Dr Fiona Patterson
- ② 29th November PM: Servant Leadership - Madeline McGill
- ③ 6th February: Meeting to be finalised: AGM

against, their instinctive talents i.e. 'putting square pegs into square holes and round pegs into round holes'.

Modes Of Operation

The Kolbe Index describes four primary Modes of Operation, The Fact Finder; the Follow-Through; the Quick Start and the Implementor. One may Lead/Initiate (i.e. score 7-10); Accommodate/Respond (i.e. score 4~) or Resist/Prevent (i.e. score 1-3) in any of the modes. The scores in each of the four modes combine to tell us about a person's "Natural Advantage".

Fact Finder

Those who initiate on Fact-Finding instinctively probe and evaluate. They are concerned to get it right and so gather and document a lot of data about the history, context and primary objectives prior to developing their strategy. They need time for research and preparation and, unless they also initiate or accommodate in Quick Start, resist being asked to brainstorm. It is essential that the reasons for change are articulated and justified before they can take it on board. Given an assignment they will set out, collect and examine relevant data, define goals, weigh the options open to them, establish priorities and document their findings in a precise and expert format, justifying their recommendations, together with the bottom line implications. Once those recommendations are accepted, they will draw up their strategy, specify objectives, co-ordinate resources and deliver within the agreed time frame and to budget.

Follow Through

Those who 'initiate' on Follow-Through are in their element when asked to coordinate, plan and schedule. All they need is an overview and then time to devise a plan, checklist, flowchart, set of guidelines or instructions which they will work through sequentially, preferably without distraction. They will be less productive if a plan is imposed upon them. They need a sense of a beginning, middle and end. Once they have that, they can be depended on to impose order on chaos and see that the underpinnings of any project are put in place. Everything has its place and will be kept in place. Their desks are neat and tidy and they know exactly where to find things. They know immediately when someone has invaded their space.

Quick Start

Those who 'initiate' in Quick-Start constantly experiment and improvise. They are good at brainstorming and so tend to dominate a group, often interrupting other people in their eagerness to surface ideas. They have a missionary zeal for change and, unless they also initiate or accommodate in Follow Through, push to get it implemented yesterday. Unless other modes mitigate Quick Start, they tend not to work in an orderly way, only pulling out their fingers just prior to a

Competencies of call centre staff

Glancing at the IPAT website recently my eye caught a piece about critical competencies in this occupation, and we pass them on to readers at no extra charge. Customer service orientation: A++, C+, F+, and L-; Diplomacy: H+, G+, L-, and N (average); Tolerance for routine tasks: C+, G+, O-, and Q~ -, Communication skills require an emphasis on listening. (Editor's note: And an ability to repeat endlessly, "All our operators are busy. Please wait," without a hint of embarrassment and with machine-like efficiency.)

deadline. If a Quick Start resists on Fact Finder, it is likely to be a waste of energy trying to get them to set priorities. They communicate better via the spoken word rather than in writing. They are not 9-5 people. Those to whom they report need to look at their productivity over a period of time, rather than day to day. They need their creativity to be recognised and appreciated. In the absence of mitigating modes Quick Starts take risks and hence tend not to be valued in a culture that penalises failure. They thrive in a future-oriented environment and are often the people who agree to take on 'impossible' projects. They operate on the hoof and rise enthusiastically to a challenge, setting visionary goals and proposing alternative solutions. If a better deal comes along, they will revise their priorities and re-negotiate any agreement.

Implementor

Those who initiate in Implementor mode are the practical people among us - the 'doers' who produce tangible products and are not averse to getting their hands dirty. They tend to be self-sufficient characters who need to be left alone to get on with things and resent over-management. They take immense pride in what they do, choosing to work with high-quality materials and produce to a high standard, often finding it a chore when expected to conform to tight deadlines. They avoid meetings and therefore their ideas may not be either expressed or sought. They choose to demonstrate what they do rather than talk about it. They are often most valued in their absence, when things break down and no-one is able to fix them. They operate in the here and now and are more concerned about that than the history of a project or what may happen in the future.

Leadership Style

Leadership is about the capacity to influence people to work together collaboratively in pursuit of a shared goal to which all of the team subscribes. Productivity is about having the motivation and commitment to do something and the necessary knowledge and skills to enable one to do what one has set out to do. It follows that no one mode of operation/action mode (MO) is better than any other. The instinctive (or conative way) in which people tackle a task is just as significant as their being motivated and capable of doing whatever they set out to do. Being liberated to exercise our innate strengths not only makes us feel good but also puts us into a position where we can do our best work. The scores on the Action Modes combine in different ways to generate distinct 'Natural Advantages'. These include profiles such as "The Manager"; "The Systems Analyst"; "The Strategic Planner"; "The Entrepreneur"; "The Innovator" plus thirteen more. A cassette tape which describes how one's Natural Advantage influences the way in which one tackles a task is available to supplement the print-out.

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I was trained to use the Kolbe Index by Kathy Kolbe herself some eighteen months ago. I have used it on an experimental basis since then, in a coaching and selection context, alongside measures of personality/character, and motivation and leadership behaviour, in order to ascertain whether the Index adds any significant data to that which I get from the battery which I use, or indeed duplicates it. My conclusion is that it does add valuable information. Its emphasis on working out of one's strengths is also highly congruent with my approach to executive coaching.

If it becomes a tool of choice by business psychologists in the UK the questionnaire, the reports and the manual will, as with many psychometric tools that originated in the US, require some translation from American English into English.

More information about the Index can be gleaned from the websites www.warewithal.com and www.kolbe.com. On the latter you can also complete the Index (have your credit card ready) and obtain a printout. Should you prefer it, a pen-and-paper edition of the Index is also available. A prompt and efficient processing service is available in the UK. Tapes describing one's Natural Advantage can also be purchased from the same source.

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Job Specifications and the 16PF5

Dr Mike Smith and John Westoby of the Manchester School of Management presented on job specs at the User Group's October meeting in London. They have offered to repeat the session in Manchester if there is sufficient demand. The date has yet to be agreed but those interested should call Ali Fox and register their interest.

Pen Portrait Committee Member Paul Sleight, Treasurer

Before taking himself off to university to become President of Debates and Deputy President of the Students' Union, as well as collecting some kind of degree in psychology, Paul spent five years with the Bank of England, where he reinforced an already well-developed interest in money - an interest which abides to this very day. From university Paul joined the NIIP but after three years, an eagerness to bestow the blessings of psychology on commerce and industry led him to a variety of senior HR positions in engineering, banking and contracting, culminating in ten years with ITT (International Talk and Travel) in an intercontinental role.

Paul asserts that the pleasure of such activities as snorkelling on the Great Barrier Reef, strolling along Copacabana Beach or watching lions chase wildebeest in Kenya is multiplied manifold when undertaken at company expense.

When in 1988 ITT was finally disbanded and there were no more human resources to manage, Paul decided that it would be more constructive to take up psychology again than to take the risk of retiring to some sunny-climed wine growing region so he came back to the land of his forefathers and once again set about enlightening the world of work of the benefits of psychology.

The demands of managing an increasingly complex investment portfolio, as well as various properties, mean that Paul now regards requests for psychological assistance as something of an intrusion though he will, for a price, still undertake the occasional assessment or career guidance case. He is also frequently asked for help with the problem of winning employment interviews and peddles a hot line in self-presentation skills.

Musings

A recent article on willingness to obey, Milosevic as an indicted war criminal, and an unusual 16PF profile. These all combine to make one wonder about our willingness to be cruel. Is it as rare as hen's teeth, or are many of us capable of it?

Milosevic is overthrown. Popular uprising. The Butcher of Serbia. The ethnic cleanser of Albanians. Army and police desert him. Israeli soldier shoots twelve-year-old Palestinian boy.

So run some of the headlines at the time of writing. As usual, appalling atrocities have been committed, and no doubt that as people are brought to justice for their crimes, they will say that they were "only carrying out orders." Sharp reminders of the Holocaust, Vietnam, Cambodia, Angola, Rwanda, and just about any battle that has taken place within our lifetime. Those that commit the crimes are guilty of unbelievable cruelty, often against innocent women and children.

So is cruelty a personality characteristic? There is no 16PF5 factor that equates directly with it. I have never knowingly assessed an obviously cruel person. But what might constitute the ingredients of a cruel disposition - or at least those of someone who might be prepared to commit a cruel act in someone else's name? Well, perhaps, A-, C+, F-, I-, might be a good start. My mind goes back many years to Dr Sam Krug's London seminar during the course of which he referred to rare profiles. Krug classified profiles on a 3 - point scale - low, medium, and high, for each of Extraversion, Anxiety, Tough Poise, and Independence. The rarest that Krug had encountered was 1131 - introversion, low anxiety, high tough poise, and dependency. From a total of nearly 20,000 normal and clinical cases it had appeared only three times. In each instance the subjects were normal males. One of the enigmas of the 1131 profile is how someone so cool and tough (A- and I-), can also be so fearful and threat-sensitive (H-).

The Murderer Who Was 1131

Krug said that he was required to give evidence at the trial of a murderer and found that the accused had this 1131 profile. The accused and another man had planned to rob an isolated farmhouse while the owners were away. Unfortunately the house was occupied. The accomplice told the accused to murder the farmer, and that if he did not do so, he would be killed himself. A gun was aimed at his head by way of emphasis. The accused (task-centred remember), did not hesitate to shoot the farmer. His dependency ensured that he did not query the issue. There was no discussion. And of course since he was Q4 -, he was not too keyed up about it all.

He was a doormat. You want him killed? OK, I'll kill him for you. Just carrying out orders, you understand.

So the 1131 profile is rare. That should mean a scarcity of people to carry out acts of cruelty on others. Is this so?

A Famous And Infamous Experiment

In the 1960s Stanley Milgram, a young social psychologist

SUBMISSION OF MATERIAL

The Editor welcomes contributions from members either as letters or as articles on the use of the 16PF.

Case histories, unusual assignments, as well as unusual profiles are welcome.

When submitting material, please enclose a 3 1/2" disk together with the printed copy. This saves re-typing and minimises the risk of mistakes.

at Yale, conducted experiments to see whether people would be prepared to carry out acts of cruelty when ordered to do so. These experiments were to become celebrated - infamous - and both made Milgram's name, and some might say, destroyed his academic career. He attracted volunteers who were told that they were taking part in experiments to see what effect pain might have on learning. The experiment consisted of a "learner" who was strapped into a chair, and a volunteer who was told to give increasingly powerful electric shocks to the learner each time he failed to answer a question correctly. The learner screamed in mock pain since the electrical apparatus was not connected to the chair at all. Milgram wanted to find out just how far an ordinary person would go to carry out the orders of another. The electrical apparatus had a line of around thirty switches ranging from 15 volts to 450 volts. Labelling read SLIGHT SHOCK at one end and DANGER - SEVERE SHOCK at the other. The learner was asked to memorise word pairs, and each mistake was punished. Milgram told the volunteer that if the learner were punished, he would start to pay more attention. Thus, the real motive behind the experiment was concealed from the volunteer. When the "learner" groaned in simulated pain, the volunteer started to object, but the experimenter simply told him to carry on and ignore it. The volunteer was infuriated but he did as he was told. Eventually, he just blew up and said he could not continue. When the experiment was over, and the "victim" came into the room smiling, the volunteer was told that that he had inflicted no pain on the subject. Later, he realised that the experiment was about obedience.

High Shock Waves

So what were Milgram's conclusions? He was amazed at the results. He had expected that it would be difficult to get compliance out of the volunteers. In one form of the experiment, where the volunteer could hear thumping but no cries of pain, sixty-five percent of volunteers continued past the switches that read DANGER - SEVERE SHOCK. When the experiment was modified so that the volunteer could hear the learner demanding to be set free, sixty-two percent still obeyed all the way. In yet another variation, when the learner and victim were in the same room, forty percent were still fully compliant.

When Milgram had discussed his experiment with psychiatrists and asked them to guess the outcome, they imagined that only those with psychopathic tendencies would give the highest shocks. Milgram's experiments however, showed that a majority of Americans were willing to do so.

There were of course inevitable links with the Holocaust, and the timing of the experiments aided this comparison: in 1960 Adolf Eichmann was arrested and put on trial the following year. Part of his defence was that he was only carrying out orders. Milgram's argument was that his study showed that ordinary people were capable of obeying orders that were destructive; people obeying orders committed the Holocaust atrocities, and therefore those people might be considered as "ordinary". He was therefore equating ordinary Americans with Nazis.

Acknowledgement

The 16PF User Group gratefully acknowledges financial support from ASE NFER - NELSON, directed at defraying the production costs of the Newsletter. The Newsletter remains independent, and views expressed do not necessarily represent the views of ASE NFER - NELSON, or the Editor.

Lack Of Support

The experiments became well known and were quoted outside the world of academic psychology. Theology, medicine and law each used the findings to their own advantage, but the controversy of Milgram's ethics in conducting the experiments affected his career. One psychologist described his work as vile, and later, his Harvard colleagues failed to support him. His academic career never really recovered, yet his findings are still quoted world-wide.

I have one further anecdote. Last week I learned of a former engineering machinist who was brought up in the East End of London, at the time when the Kray twins ruled that area. He was told to make a part for a gun to be used by the Krays, probably in the murder for which they were later convicted. He said, "You didn't disobey the Krays." He made the piece, moved two hundred miles away, and never returned to the East End.

So there we have it. The atrocities of war with which we are all familiar; Sam Krug's rare 1131 profile of the murderer who just carried out orders; and Milgram's findings which point to the ubiquity of a disposition to be cruel in the carrying out orders.

One final point: how rare might the 1131 profile be in reality? What I didn't tell you earlier was that when I attended Krug's seminar I had gone straight to London from a large group testing session and still had the 16PF profiles with me. That night I ploughed through the results. To my amazement I found an 1131 profile. I rang the man's boss. "Yes," he said "Good worker He'll have 12 - 15 pints of beer a night and then come home and give his wife a really hard time. But he's always in the next morning. Never late. Very dependable. Always does as he's told."

For a full account of Stanley Milgram's experiment see Ian Parker's piece in the autumn edition of Granta Number 71. The 1131 profile referred to in the Final paragraph was the 4th edition of 16PF with the following scores: A2, B 6, C9, E5, F2, G8, H3, 12, L5, M4, N6, O5, Q'3, Q2 7 Q3 8 and Q4 3

David Roberts, Editor

Remember Literary Quotes?

What might be the 16PF characteristics that gave rise to these utterances?

Low C, Low E, Low F Low H, High I

"Sweet are the uses of adversity"

As You Like it

High E, High H, Low O.

"Man, proud man, drest in a little brief authority "

Measure for Measure

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