

**Provide a detailed description of the improvements you achieved for a company or individual with an in depth description of the Kolbe solutions you used:**

What a great honor it is to be nominated for this award. I am still trying to figure out who may possibly have done this. People around me know that I am not a self-promoter, and so I find this part of the process very difficult.

I came to know about Kolbe by reading the Wall Street Journal article from February 7, 1990. At that time, I was working as a training consultant for a well-known West Michigan Organizational Development and People Development firm. Our specialty was providing stand up presentation skills training. The statement that intrigued me at the time in the article was, "IQ tests tell you what you can do, she says. Personality tests indicate what you want to do, and the KCI measures what you will or won't do." For me that was the breakthrough statement. It was the missing component as I was observing how participants engaged in our training, and then how easily they were able to actually transfer this training into their job performance.

Over the course of the next several months, my mind would periodically, and then frequently, go back to the article. This is when I became determined to know more and become certified to utilize the Kolbe Concept® in working with individuals and teams. The three days in Phoenix were the impetus to leave my job and start my own company with this breakthrough concept—the world's premier instinct-based assessment system! That was 1990.

What I thought I would do is go back into my Body of Work and share with you the projects that I, along with my team, have done over the course of the last 23 years. I call these the Top 10.

**TEN—Miniature Precision Components**

This is a project that is currently in process and so I choose this as 10, simply because there are more outcomes to come. This was a collaboration effort with Jeff Lane (Kolbe Certified™ Consultant), whose wife is a principal in the company. Our objectives for this work with them are:

- ✓ This would be a difference maker and give us a competitive advantage
- ✓ Understand each other better so we can grow and be profitable
- ✓ Improve interactions and collaboration across department lines
- ✓ Improve our launch process

To date we have worked with 314 employees using Kolbe A™, Kolbe B™ and Kolbe C™ Indexes. Some of the work we have accomplished to date is to determine those in High Risk and to coach their leaders to bring greater alignment with role expectations and natural talents.

## **NINE—Audi Canada**

I chose this as #9 simply because it also is a continuing project. The most memorable part was a presentation I prepared as an overview. It was presented in Montreal with the project manager from Germany to be in attendance. I thought it would be very high touch to begin the presentation in French, simply because the Montreal Audi dealership was the host. Little did I know that the German representative was French. He beamed!

To create the introduction in French, I enlisted the help of my daughter-in-law who is a master of both French and Spanish and teaches those languages to high school students in the core city of Chicago. The following was her translation of the words I wanted to say in the introduction:

Here you go! I tried to make it as phonetic as possible. :)

*Merci pour m'inviter a votre concession pour fournir l'aperçu general pour Kolbe Position Profiling.*

***Mer-see poor man-vee-tay ah vo-truh cone-sess-e-on poor foor-nir lah-pair-sue gay-nay-ral poor Kolbe Position Profiling.***

*Notre organisation est enchantée de participer avec vous comme partenaire dans votre Elite Alliance Initiative pour enchanter des clients dans le monde entier!*

***Noh-truh ohr-gah-nee-sah-see-yon eht ehn-shan-tay duh par-tih-suh-pay ah-vek voo come pahr-tuh-nair dahnz voh-truh Elite Alliance Initiative poor ehn-shan-tay day klee-ahnts dahnz luh mohnd an-tee-yair!***

*Je suis excitée d'être à Montréal. Ceci est ma première visite. J'attendrai avec impatience voir plus de la ville quand nous retournons au mois de Février pour travailler avec les groupes de service aux deux concessions de Montréal.*

***Zuh sweeh ehx-see-tay detruh ah Mon-ree-ahl. Suh-see a mah pruh-mee-yair vee-seet. Zattehn-dray ahvek ahm-pah-see-yan-se vwoi plu duh lah vee kand new ruh-toor-nons o mwois duh Fay-vree-air poor trah-vay-er ahvek lay groups duh suhr-vees o duuh con-sess-e-ons duh Mon-ree-ahl.***

*Je vous remercie!*

***Zuh voo ruh-mer-see!***

PSG's involvement is only part of the whole initiative. Here are the Benefits and Goals they have outlined:

1. More accurate and quicker dealer hiring process
2. Lower dealer staff turnover (increased customer loyalty)
3. More consistent and improved customer treatment at all dealers
4. Better employee placement (right person for the right role)

We have trained six "elite" dealerships so far and are in the process of rolling out the full training to 42 Service Managers and 150 Service Advisors throughout the Audi dealer network in Canada.

*This is the focus:*

*Service is the standard by which customers will measure our performance. It is not a competitive edge. It is THE competitive edge. Excellent customer service will create and sustain our competitive advantage. To stay ahead, we must distinguish ourselves with eloquent service in today's competitive marketplace. When we deliver that quality of service it will propel us to the top. Our customers' perception of Audi service is their reality; their feelings are fact. Good customer service depends on the employees in our dealerships and how they are managed. Hiring, training and maintaining effective customer service delivery teams are our manager's best means to keep the customer happy.*

*This service excellence begins with whom we hire, how we hire them, and how we bring them into our dealerships. Service leaders turn others into Peak Performers by getting close enough to them to understand their internal needs. Loyalty and commitment are simply the result of a person feeling appreciated for who they are and what they do.*

***How do we understand our service providers internal needs?***

***How do we appreciate them for who they are and what they do?***

*We do that by developing specially designed profiles of the appropriate workplace MOs that describe the repertoire of skills needed for our service team positions. Developing profiles for these recurrent positions can save time and recruiting costs. When people have the tasks down pat, they are free to concentrate on service that delights the customer. It is absolutely the key to providing service that is unexpected, random and memorable.*

## **EIGHT—Clean Burn, Inc.**

This was my very first “big” program. My brother was the Director of Marketing and a huge proponent for our work. He stuck his neck out and contracted with us to deliver their Dealer Conference in May, 1991—just six months after I was certified. It was a smashing success and they have continued to use the principles with each other for over 22 years. We have worked with their leadership team with what were the old Team Management Reports, as they have reorganized several times during those years. This is what the president had to say:

*Since starting the Kolbe assessment in 1990 and working with you, we have become a Kolbe “ized” organization. Kolbe has been instrumental in helping me “get the right people on the bus and get them in the right seats”.*

*With people working in positions that utilize their strengths, the productivity of the team has continually improved over the years and turnover has been minimal. Kolbe has also become a major part of our communication language—“She’s too red for this assignment” or “We need more green and yellow on this team”. Folks around here actually know what we are talking about and accept that it will improve team performance if we get the proper blend of “colors” to fit the task.*

*Mari, your knowledge of the subject and the various tools available have been very useful and your presentation to my staff has always sharpened our skills and knowledge of each other leading to more trust and understanding of the team members. This improves performance.*

*You and Kolbe have had a major positive impact to the Clean Burn/Millcreek organizations.*

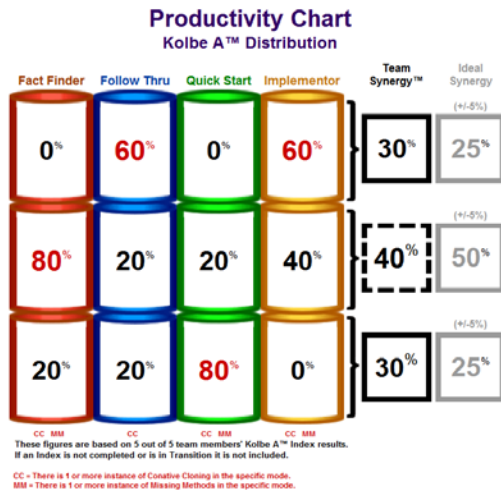
Dave Wolf, retired CEO  
Clean Burn, Inc. & Millcreek Manufacturing Co.  
Leola, PA

## **SEVEN—First of America Bank, Kalamazoo, MI**

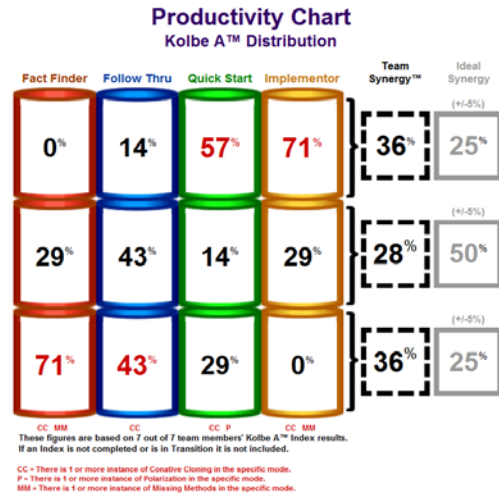
A great friend, Connie Remenschneider was instrumental in paving the way for our involvement with 194 people on various teams within First of America Bank. Connie was the Corporate Quality Officer. We began our work within FOA with a group they called the Young Turks. There were two teams that absolutely needed to work well together and were not. They were in the development of a “secret” product. We believe this was the beginning development of the debit card that was going to be a

“must have” for every bank in 1994. Below you will find the Productivity Chart (Distribution A™) for each of the teams. They were called RCS and FAS.

### RCS Team



### FAS Team



A measures of success survey was prepared and the team was asked to rate their current perspective. (A copy of the survey is on the next page.) This was completed again at some point after our work with the team was finalized. I no longer have the completed survey numbers, but I do remember the responses as having greatly improved. One of the prescriptions was to have various members of each team who more closely operated like the culture of the other team to more frequently attend the meetings of the “opposing” team. This small adjustment began to open lines of communication and the two teams began working with each other better, respecting each other’s opinions and were able to get the new product developed and launched. As a result we began working with several teams within FOA. One of those teams was procurement, led by Mike McCarthy.

# FIRST OF AMERICA BANK CORPORATION PROCESS IMPROVEMENT PROJECT:

## FAS/RCS New Product Development Team

### MEASURES OF SUCCESS PRE-PROJECT SURVEY

**Instructions:** Circle the response that best represents your perspective for each statement.  
Circle the unit you represent (FAS or RCS) in the third line at the top of this survey.

- |     |  |                           |                |
|-----|--|---------------------------|----------------|
| 1.  | <b>We work together effectively as a new product development team.</b><br>Strongly Disagree Somewhat Disagree<br>Strongly Agree                                      | Neither Agree or Disagree | Somewhat Agree |
| 2.  | <b>We understand our differences and use them to our advantage.</b><br>Strongly Disagree Somewhat Disagree<br>Strongly Agree   | Neither Agree or Disagree | Somewhat Agree |
| 3.  | <b>We demonstrate respect for all team members as individuals.</b><br>Strongly Disagree Somewhat Disagree<br>Strongly Agree  | Neither Agree or Disagree | Somewhat Agree |
| 4.  | <b>We respect one another's job knowledge, and subject matter expertise.</b><br>Strongly Disagree Somewhat Disagree<br>Strongly Agree                                | Neither Agree or Disagree | Somewhat Agree |
| 5.  | <b>We have an adequate working knowledge of one another's responsibilities for new product development.</b><br>Strongly Disagree Somewhat Disagree<br>Strongly Agree | Neither Agree or Disagree | Somewhat Agree |
| 6.  | <b>FAS understands RCS' role in FIRST OF AMERICA.</b><br>Strongly Disagree Somewhat Disagree<br>Strongly Agree   | Neither Agree or Disagree | Somewhat Agree |
| 7.  | <b>RCS understands FAS' role in FIRST OF AMERICA.</b><br>Strongly Disagree Somewhat Disagree<br>Strongly Agree   | Neither Agree or Disagree | Somewhat Agree |
| 8.  | <b>FAS understands RCS' role in new product development.</b><br>Strongly Disagree Somewhat Disagree<br>Strongly Agree  | Neither Agree or Disagree | Somewhat Agree |
| 9.  | <b>RCS understands FAS' role in new product development.</b><br>Strongly Disagree Somewhat Disagree<br>Strongly Agree  | Neither Agree or Disagree | Somewhat Agree |
| 10. | <b>FAS team members participate in RCS new product development team meetings.</b><br>Never    Seldom    Sometimes    Frequently    Always                            |                           |                |
| 11. | <b>RCS team members participate in FAS new product development team meetings.</b><br>Never    Seldom    Sometimes    Frequently    Always                            |                           |                |
| 12. | <b>RCS involves FAS in the planning and design phases of new product development.</b><br>Never    Seldom    Sometimes    Frequently    Always                        |                           |                |
| 13. | <b>FAS involves RCS in planning and designing the systems to support the new product.</b><br>Never    Seldom    Sometimes    Frequently    Always                    |                           |                |

## **SIX—Deloitte**

Michael McCarthy gave me a call in January 2007 indicating they had just come from doing a Strategic Planning for the upcoming year, and Teambuilding was the most essential professional development item on the list and he couldn't think of a better organization for providing this to their division of Deloitte than PSG. We worked with 121 people across all lines of procurement—the bulk of the people were global conference planners. There were three phases of the project: Personal interpretations of the Kolbe A and Kolbe B Indexes for each of the members of the team; ½ day Kolbe TeamSuccess™ training for all; follow up prescriptive and coaching sessions for all the leaders.

What was most enjoyable beyond accomplishing the goal of building greater teamwork within the group, was the ability to work side-by-side with Chris over about an 8 week engagement. During one weekend between two weeks on site, we took a trip up the Hudson River and toured West Point. Since then we have worked with the leader of their team in India. We were invited back to present: Taking Kolbe to the Next Level—a program to reinforce the teambuilding and communication principles they had all learned.

## **FIVE—Holland Hospital**

Judeth Javorek Newham became a great friend when we met at an Open to the Public program I was doing to help leaders recognize the value of Kolbe, and to introduce them to the various applications. Judy had just been promoted from the Chief Nursing Officer to the CEO. The following interview with her on 8/13/99 best describes the work we accomplished at Holland Hospital with 93 leaders and managers.

***When did you become CEO?*** Spring of 1991

***Describe how your executive team functions?*** They make sure that the quality plan gets implemented, year after year. We want to be an integrated health system with the hospital and physicians all connected—one avenue for information flow—from doctor's office to hospital. Central to the team is the plan and they are responsible for the plan's success.

***Why is the team successful?*** They know each other's objectives. They have loyalty to the plan. There are times when they get on each other's nerves, but they overlook the idiosyncrasies with maturity. The team wants to be seen as competent, rather than getting credit for what they have done.

*We have started a new R&D function to continually look at what will be new, where will new revenues come from in the future. Also other team members have given up their roles to look at future focused directions. We have added new team members—Terry CFO and Dale Operations. Again, the Strategic Planning process was a way to refocus with the new team.*

**Why has the team remained so stable?** This is a great environment to work in. Some team members came from environments that weren't so favorable. And they came for different reasons. This was an opportunity for them to be their own people. And we humans are reluctant to give up what's comfortable.

**What information did Kolbe provide that was of significant value as you began to build your team in 91 and 92?** The information was great from the beginning. Great vocabulary. We understood why certain people didn't do certain things. It helped to know how to get the group organized. Also, who would buddy up with which team members. It was a good fit for us. It helped by "taking it out of the personality and putting into the explainable." To some team members they can't have a blank sheet of paper, but something to respond to. It was great.

**Can you translate this into \$ and cents?** Conservatively we saved \$500,000 in costs. With saved opportunities and saved recruiting costs it could "easily be as high as \$1 million." What we have gained strategically is not measurable, but the community has gained a \$27 million Ambulatory Care addition and millions of dollars in gained opportunity.

**What has changed about how you operate from 7 years ago?** We used to have greater flexibility and to be able to indulge our philosophy--our philosophy of Community outreach, youth outreach and parish outreach. It is just harder to do that. Our margins were 8%. Now they are 2%. And we need to continually be delivering on those margins. Our reimbursement levels are plummeting. The balanced budget act will have an accumulative effect that we just won't know for 2-4 years till it rolls out. All of this creates unhappy employees and puts our whole philosophy in question. It's just financially tough.

**What are you most proud of?** Restoring employee trust. Telling the straight scoop. Being a regular Joe. Our community outreach programs. The Community Health Center. And the fact that the team has hung in there.

**What value has PSG provided you specifically?** The ability to coach the individual team members. What is the best way for each leader to grow and enhance their career. How each one can assume responsibility, how they tend to process and make decisions, and how they can be consistent, genuine and authentic.

**What do you want people to know about Holland Hospital?** That the high road is hard to walk. It is tough to expose your true self, when you are the leader. How to make an authentic transition between who you are as a person and who you are as a leader.

This was a very satisfying project. I drive by on most days, and run by on my long weekend run. I look at the Ambulatory Care addition and feel a great sense of pride.



## **FOUR—Fuel Systems-Textron**

Bill Paterson has been one of our tireless proponents of Kolbe for virtually the entire 23 years we have been consultants. Bill was president of Fuel Systems division of Textron Corporation from 1970-1992. He then became president of their Air Foil division as well, until he retired in 1993.

During that time he introduced Kolbe to 636 employees within both divisions. He utilized the Kolbe A/B and C indexes with the goals of:

- Adding value to the company
- Developing an increased understanding of the job
- Reducing stress in the performance of the job

(on the following page there is an Objectives Statement we developed together)

Hank Van Kampen, their Continuous Improvement Champion was certified as an Internal Kolbe Specialist. Hank and I co-taught and consulted together on numerous trainings within both of the divisions. Bill has indicated that Kolbe was the tool with “the most” impact. He says, “It’s been effective for us in increasing our competitiveness, improving our manufacturing systems, and helping our people understand each other better to work more effectively together. For FS-T the Kolbe Concept® gave us new insight into getting people committed to a project and maximizing the input of all participants.”

Bill retired in 1993 and became very involved in F.I.R.S.T. (First Robotics) by developing 55 school/business partnerships throughout the state of Michigan. He continues to support start-up businesses and their needs through the S.C.O.R.E. program of our local Chamber of Commerce.



**Fuel Systems Textron**  
**Objectives for the Application of the Kolbe System™**

**1. Adding value to the company**

- Knowing and understanding my energy and talents
- Organizing teams for success
- Improving performance through self-management

**2. Developing an increased understanding of the job**

- Identifying opportunities to use my strengths and how to plug into those around me for synergy. (1+1=3)
- Defining the supervisor's understanding and expectation of the position. Reaching higher achievement by focusing energies for maximum benefit.
- Management focusing on what the position contributes to the company.

**3. Reducing stress in the performance of the job**

- Building a reliance on team members. Each individual obtains support by utilizing the strengths of all involved. We can move to pro-active thinking and avoid wasting efforts.
- Achieve exceptional results causing us to meet or exceed the customers' expectations.
- Allowing individuals to "Play with Abandon" in the team environment. In the past, we have done a good job of combining individuals intuitively and we can become increasingly competitive through applying the Kolbe System™ to organizational development

### **THREE—Johnson Controls Interiors (Automotive Experience)**

Our involvement with JCI started through a local Chamber of Commerce relationship with Bruce Los, their Director of Training and Development. In 1992 they were a privately held company called Prince Corporation. Prince was leading the way in the early 1990s by providing an overall Team Building program called “Team Principles.” For certain Business Unit teams and Launch teams PSG was pulled in to provide Kolbe A, Kolbe B and Productivity Charts (Distribution A and B) for each team. After our session with the GM Business Unit leaders, Donn VanDerSchie, VP—GM Business Unit (he later became their VP for all of Engineering) was ready to reconfigure teams “the Kolbe Way.” Right at the top of his proposed teams it read: **GM – The Kolbe Way.**

These are Donn’s (6734) words about the impact of Kolbe in his areas of responsibility from 1993 to 1998: “We found out about ourselves. We found that people who were doing a function in which they excelled were innately wired to do that job, so we reorganized around that premise. The people enjoyed their new rotation, and results appeared. There were portions of GM where we just weren’t getting orders. Sales came now where before we were just treading water.”

Donn continues, “since our session I’ve had the privilege of hiring many people and placing them on teams. With unbalanced teams, we miss deliverables. When we have the right team make-up, we reach our deliverables with the right price, and profit goes up! This gives us a competitive advantage.” He concludes, “give me the data to work with, a tool or mechanism to develop people and teams, and the results will be there.” Donn has found them – **The Kolbe Way.**

Attached are several documents that will show the depth that PSG was involved with these high impact teams, along with a brief chronological history of PSG’s work with JCI from 1992-2003. Documents are titled: People Principles @ Prince and History of Work with JCI.

One of my greatest delights was presenting to John Arnold their VP for Launch the predictions for 16 launch teams. Kolbe accurately predicted the Top Third, Middle Third and Lower Third performing teams, almost identically as John had rated them independently.

We have worked with 1177 employees using Kolbe A, Kolbe B, Kolbe C and the previous Team Management Reports.

## TWO—Ottawa County

A good friend of Chris', Don Disselkoe, (the former mayor of Zeeland and now actively involved in Michigan politics) introduced us to AI in 2005. AI took the Kolbe A Index (7382) and immediately identified the tool as the missing link he had been looking for in the hiring process. Within Ottawa County, no senior level or manager level employees are hired or promoted without developing a RightFit™ Report and Range of Success™ for that position.

We have worked with several teams within the County since then: Executive Team, Board of Commissioners, Treasurer's Team; Accounting and Administration Team, Register of Deeds Team, Community Action Agency, MI Works, IT, and most recently the ERP Committee. The above projects included 150 As; 91 Bs; 46 Cs; and 39 RightFits.

During a recent installation of a new ERP system, the leader determined that Kolbe would be very helpful to kick off the process, insure that people were aligned with the right roles that played to their strengths, and that teams were built (based on the pool of conative talent available) with ideal synergy and conative balance in the zones of operation. Six months into the process we had each committee member retake the Kolbe B™ Index to insure that their job demands were not creating strain. As a result, one employee's role was actually changed, and she became part of AI's Executive Team to capitalize on her Quick Start initiating talents.

AI has become a real proponent of Kolbe over the years inviting PSG to present at Michigan Conferences for County Executives on two occasions. At the MLGMA Winter Institute Conference, AI kicked off my keynote presentation, "Solving the Mysteries of Human Performance," with the Power Point slide below. The Three Legged Stool has become his mantra within the County for their hiring process, professional development, team building, project assignment, and team composition.

AI is currently leading a county-wide development initiative called, "The Ottawa County Way" and includes four key components: Communication—Customer Service—Creativity—Culture. PSG will be working with Ottawa County over the next eighteen months to provide Kolbe TeamSuccess™ sessions for the remaining 850 employees. Kolbe is viewed as one of their key professional development tools that can impact all four Cs.



Alan G. Vandenberg, 2007

## **ONE—Paterson Family**

Bill (4284) and Henri (5194) Paterson have been supporters of our work for nearly all of the 23 years we have been in business with Kolbe Wisdom™ as the foundation of our consulting services. Henri, prior to her death, was known as the most successful realtor in Holland, MI. Henri was instrumental in having us work with several of the partner teams of her real estate company. Henri was also the influencer her finally convinced Bill that Fuel Systems-Textron needed Kolbe.

There are projects that elevate communication. There are projects that improve teamwork. There are projects that identify work-related stressors and provide prescriptions. There are projects that align strengths with the right roles. There are projects that help to build the right teams, right, the first time. But the project that has captured my heart, is the one that “saved a life.”

After hearing of their daughter, Andrea’s terrifying experience with anorexia, I convinced Henri that we should have their two daughters complete the Kolbe A and have a family time for sharing this feedback. Andrea (7733) had been battling anorexia for several years and was receiving counseling after having been hospitalized for several months. The turning point was near heart failure when she reached her lowest weight of 85 pounds.

We met at their home on a Saturday morning and I began by telling Bill and Henri what was important to Andrea and the environment that would allow her to thrive. This was not the environment that Bill and Henri were providing at the time. Bill was traveling intensely and not home much. As a very active realtor, Henri’s schedule was constantly changing. So a specific mealtime often was over ruled by anxious buyers coming into town and wanting to view several homes. There were schedules that were changed, overruled, eliminated, ignored and forgotten. On a recent trip to Paris where the itinerary was completely sporadic and last minute, Andrea was told, “can’t you just fit into our family.” When her family was ignoring her most basic needs of structure, schedules, timelines and plans she rebelled by showing them she could discipline herself so well in her eating habits, and thus gain control. Within an hour, all five of us (another daughter Michele is 2485) were bawling our eyes out. Bill said, “I have paid doctors thousands of dollars over months and years, and in this short time you have given us a greater understanding of the root cause of Andrea’s disease and methods to improve our home life and our relationships. You have saved my daughter’s life.”

**Please list any awards and/or honors you've received:**

I was given the Mari Martin award in 2005. LAADSV (Lakeshore Alliance for Domestic and Sexual Violence) stunned me at our annual dinner to honor police officers with the first annual Mari Martin award. It is awarded annually to a community member who gives significantly of their time and resources to help prevent domestic and sexual violence in our community. For over a decade I served alongside their key decision makers and influencers to assist them in getting the right people in the right roles, to build their Executive Committee with the right talents to keep moving their initiatives forward and to help them develop and execute their annual Strategic Plan.

Another award I received is just very fun for me. Some people know I run and have run several marathons. In 2010 I bought a Nike Plus band. It is a pretty easy way to log miles, keep track of my pace, and the length of my runs. I have just flipped over to "the black." This means that from April 2010 to July 2013 I have logged on the Nike Plus Band (every now and then a run doesn't get logged accurately—it's sort of primitive) over 3107 miles (5000 kilometers). I am very proud of my "black" status.