



LEAD WITH HARMONY

define. connect. transform.

Andrea MacKenzie



Kolbe Professional Award

Application and Testimonials

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Dear Kolbe Special Committee On Awards,

Thank you for the nomination and for the opportunity to apply for this award! It has been a fun and eye-opening experience to sum up the ways in which becoming a Kolbe Certified™ Consultant has benefitted me and my clients.

Thank you for your consideration!

Sincerely,
Andrea

Kolbe Services Summary

How Lead With Harmony Uses Kolbe:

Working with One-On-One Clients

When it comes to one-on-one coaching and consulting work, pretty much everything Lead With Harmony does falls under leadership development – from self leadership, to project or team leadership, to leading an entire company. Knowing the Kolbe profiles of these individual clients plays an integral part in helping them understand how to make realistic plans for themselves, what to delegate to others, and how to communicate with their teams and customers in order to reach their goals.

Hiring for Small and Large Businesses

Hiring is one of the most important initiatives to get right in a business. When it goes wrong, it can be costly in so many ways – from the time and money spent hiring and rehiring, to losing folks reporting to the wrong hire, to bottom-line factors such as reductions in productivity and profitability. Using the Kolbe RightFit™ assessment is essential to getting the hiring process right the first time because it predicts how well a person will behave in the job based on input from the actual people who they will be reporting to. It sets expectations early, and, in some cases, can even help companies readjust their expectations when they are looking for someone to wear too many hats.

Team Analysis and Team Building

Using Kolbe A's, A-to-A Comparisons™, and Team Reports can make all the difference in improving communication, reducing conflict, assigning the proper roles and responsibilities, and understanding the true culture of a team. Whether a company is looking to do a full analysis of a team for day-to-day improvements or to assess some key individuals in order to create the best team for a strategic initiative, the awareness of their team's conative strengths is essential to making the best decisions to drive their team's success.

Kolbe Case Studies

The following case studies highlight how Lead With Harmony's clients have used the Kolbe Assessments in various situations and how the assessments have played an important role in the overall success of hiring scenarios, strategic initiatives, and planning across various types of businesses.

Kolbe Case Study 1: Hiring From Within

Situation: A mid-sized distribution company with divisions across the globe was looking to hire a manager from within for a main US distribution center, and, while they had three candidates apply, they were unsure as to who would be the right fit for the job. They asked us to help them assess the candidates in order to hire the right person.

Results: The Kolbe RightFit™ assessment indicated that all three candidates were not a conative fit for the role. They all had the skills and experience required, as well as relationships with the team they would be leading, but the assessment indicated that the person leading the group would require someone much more comfortable with uncertainty and quick decision-making than the candidates at hand. All three of the candidates were short-lined QuickStarts who are very strong leaders for routine day-to-day operations, but were not a fit for the role that need to be filled. They decided to use a regional manager, who was identified as a good fit for the role by the RightFit™ assessment, to lead the group until another candidate was found locally. Almost 2 years later, they found another candidate internally, who was identified as a good fit by the RightFit™ assessment, to take on the role.

Testimonial: *"Andrea introduced me to Kolbe RightFit. At this point I don't think I would hire any other manager or supervisor that didn't go through this assessment. It's allowed me to look at the applicant versus the people that we have on board to ensure that we have the right fit going forward."* –
Corporate Operations Manager

Kolbe Case Study 2: Team Analysis For Change Management Strategies

Situation: A mid-sized distribution company with divisions across the globe was in the midst of a massive change management effort for supply chain optimization, including moving a major distribution center and automating distribution processes. The leader of the operation, the Corporate Operations Manager, asked us to assess about 50 of his key managers and supervisors in order to know what strengths he has within his organization and to strategize about the best way to utilize those strengths in order to facilitate change in the least stressful, most effective way.

Results: By assessing the key managers, we discovered that the management team was very Fact-Finder and Follow-Thru heavy. In fact, they were about 72% initiating Fact-Finders, 84% counter-acting QuickStarts, and 42% initiating Follow-Thru's. Because the Corporate Operations Manager is an initiating QuickStart, as well as a shorter-lined Fact-finder (4), a rare outlier in this type of

organization, we developed ways for him to communicate and set expectations better with his primarily Fact-Finder team. Because of the overwhelming short-lined QuickStart population, we developed ways to focus on what they are doing well and to point out what is staying the same throughout the change initiative, rather than focusing on the excitement of the change and future possibilities, which was the initial gut of the QuickStart leader.

To help them create balance, we identified the outliers so that they could utilize them for their strengths instead of letting them get lost in the shuffle. We also gave them cognitive questions to help them balance out their approaches and decision-making process. Ideally, we recommended finding some more diverse people in their next hiring effort to fill in some gaps wherever possible.

Just bringing awareness to the situation really helped to give them a sense of clarity around why certain problems arise and how to mitigate risks around them.

Testimonial: *"I oversee roughly 500 people throughout the country, and by assessing my top 50 managers, it's allowed me to work with them better on a day-to-day basis, understand them better on a day-to-day basis, and especially when change comes about, ...strategize better in getting the job done."* –Corporate Operations Manager

Kolbe Case Study 3: Engaging a Burnt-Out Employee

Situation: A CEO was in the midst of a growth period and was concerned about one of her employees. The employee had become rather short with her and seemed stressed out, which was uncharacteristic of the employee. The CEO called Lead With Harmony to talk through the issue, with their Kolbe profiles in mind, in order to devise a plan to approach the employee and work out whatever was causing the issues.

Results: After taking a look at the Kolbe A's of the CEO and the employee, we were able to determine that there was a conflict in the QuickStart mode. The CEO, as a QuickStart, thrived on the shorter deadlines that were coming up as a result of this growth period and the employee, a short-lined QuickStart, was becoming very stressed by the uncertainty and quick turnarounds that she was being asked to work towards. We determine how the CEO could give the employee longer lead times and possibly shift some of the tasks around in her organization so that this employee didn't have to deal with as much uncertainty and fast-paced work.

Testimonial: *"I had client needs that had really sped up... one of my team members was just ready to combust and I just wanted to carry on and move forward. I was spending endless nights rolling around in my bed awake at night wondering...are we going to get this work done? ...what could I do?... I don't know how to convince this person to do what I needed her to do at this crisis time. After speaking with Andrea she not only gave me some guidance about how to handle that particular crisis, but also a much deeper understanding, not only of myself, but also of my team members and how to work better to inspire them to a higher level of engagement. It really gave me pause to come back and have a conversation with the team member and to tell her what I had learned about how*

"my Kolbe was sticking out", as I call it, and how that was a little bit different from hers, and we were able to co-negotiate a new way of working together. Without Andrea and might have cost me a really great team member that has done great work for me." –CEO

Kolbe Case Study 4: Managing Start-Up Stress

Situation: A self-employed veterinarian was about to start up a placement service for veterinarians to take on relief work at clinics in her local area. While she was generally aware of how this type of business worked because she had used services like it in the past, she had never created a business entity like it and had always focused on veterinary medicine as her profession. She enlisted Lead With Harmony to help her develop a plan to launch the company.

Results: From her Kolbe A results, it was clear that the business owner had some great strengths to use in Fact-Finder and Follow-Thru modes. We talked about how she could organize her schedule to plan time for research and the consistent follow-up that would be needed to sign-up the vets and clinics to her service. While we had little concern about her following a routine and creating repeatable processes that could eventually be passed on to employees, we needed to deal with her underlying discomfort with the risk involved with starting a business. We talked about how she can calculate and plan for the risks whenever possible, but ideally, she would need to rely on some of the QuickStarts in her life and other cognitive tools to act when she cannot take the time for planning. Ultimately, her business is launched and she is adjusting well to the role of business owner.

Testimonial: "Andrea has played a key role in helping me launch my business. Her experience and education in business combined with her ability to act as a coach is a unique combination that provides me with the right tools when I need them. When it comes to Kolbe, it has been really helpful to understand my own Kolbe make-up in contrast with Andrea's in order to see that we bring very different strengths to the table. She helps me recognize and use the strengths I have and fills in my gaps so that I can make more informed decisions. I am so glad that she is my go-to consultant!"
–Veterinarian and Small Business Owner

Kolbe Video

Click on the link below to view a quick video about how Lead With Harmony's founder, Andrea Mackenzie has used Kolbe assessments to help her clients:

[Click Here for Video](#)

About Lead With Harmony

About the Founder: Andrea MacKenzie, MBA, CPC is committed to helping clients rid the workplace of stress, conflict, and tension, and replace it with a sense of fun, well-being, and purpose that ultimately increases productivity and exceptional results. By coaching, educating, and advising corporate executives, emerging leaders, and their teams she helps organizations and their leaders strengthen their effectiveness, communication, and decision-making abilities. Andrea is not afraid to have open, honest conversations with you about what's working, what's not, and where you truly want to be.

About Lead With Harmony: When you work with Lead With Harmony, you receive the value of Andrea's more than 15 years of experience in both corporate and consulting roles as well as her education in business, coaching, and technology. Lead With Harmony's mission is to help companies recognize that people are the key to success, and that success is much greater when people use their natural strengths, communicate effectively, and value diversity as an important advantage.

Additional Testimonials

"I was extremely leery of my next hire after the experience of firing a team member on my small team who had become a friend but wasn't a good fit at all for the role, the reporting structure, or the work. Andrea gave me exactly what I needed to get comfortable with ensuring my next hires were the right fit. It was like a blueprint with special instructions, and both of the new team members I've hired have been wonderful fits for their roles. It's so much less time-consuming as a CEO to have the right team in place. I would highly recommend having Andrea facilitate the Kolbe assessment to anyone looking to hire new employees or even to gain an understanding of how it's best to lead and interact with your current team. Thank you, Andrea, for helping me create my dream-team!" -Kyla Ledlow, CEO and Founder of Engage and Retain, LLC.

"I took the Kolbe A assessment before I met Andrea in order to learn more about myself; however, since meeting her, I now see there can be a much broader application of Kolbe concepts in situations such as hiring, team building and conflict resolution. Her patient explanation of the Kolbe concepts underlying several different interpersonal business challenges I have discussed with her has given me considerable insight into how a person's natural strengths, gaps, and conflicts can play into the group dynamics of many business problems. Andrea is nonjudgmental in her interpretation of Kolbe results. She is able to quickly identify the important contribution to the team that each person makes doing things in their own unique way, and, in so doing, Andrea keeps the human component front and centre in what could become a very cut and dried numbers exercise. Andrea's refreshing analysis brings something new to the table during each of our discussions." -Barbara Lawson, Leadership Coach in Financial Services

"Andrea's work with my project team lead to a 70% increase in team effectiveness, a 100% increase in my decision-making skills as team lead, and 110% increase in the innovation of our solutions." - Operations Manager, Major Motion Picture and Television Studio



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"Andrea supported me as a professional partner and coach to my coaching business for over a year. As a Kolbe expert and excellent coach, her weekly feedback and input has encouraged me to build on my strengths and instincts. She's given me new ideas that raised my game and gave me frequent "kicks in the butt" to propel the development of my business. She's my trusted -- and very smart -- business advisor and I highly recommend her consulting and coaching work." –Cathy Norris, CEO and President, Sensational Leadership

"Andrea's style is energetic, direct and challenging. She manages progress and accountability well, and provides direct 'experiential feedback, which in our case was a source of significant learning. Andrea [also] helped me focus my energy and attention, [which] has been tremendously motivating. In short, Andrea is professional. She is positive, upbeat, direct, accountable, supportive, challenging and results oriented. In addition, she is organized, communicative, proactive and flexible around the management of our coaching relationship. This made my experience working with Andrea very impactful.

Andrea's likable nature, her ability to manage progress and accountability, her positive, upbeat, direct, accountable, supportive, challenging and results oriented coaching style, and her organized, communicative, proactive and flexible approach to the business relationship made our time together a very positive one. Working with Andrea helped me to define a goal, then focus my energy and attention on it. The result of this is that I am making significantly more progress than prior to working with Andrea." –T.W., Principal Consultant, People and Organization Development

"Andrea is truly a gifted coach! She partnered with me and helped me break through long held fears – fears that were blocking my path to my goals. She helped me discover techniques that fulfilled my desire to live a more mindful life. Andrea was my biggest cheerleader – celebrating each step I took, no matter how small. She is smart, compassionate and inspiring. I am appreciative for all that Andrea helped me to achieve!" –Gayle DeCarlo, Professional Health and Wellness Coach and Entrepreneur

"I appreciate all of the support we received from Andrea with our internal [Kolbe] assessments. She made the process easy to facilitate and understand. I highly recommend her and Lead with Harmony if you want to better understand yourself and your team!" –Porschia Parker, Millennial Performance Institute

"Andrea was instrumental in helping me create consciousness in the way I was currently living and clarity in aspects of my life where I wanted to initiate change. Her strategic focus helped me to pinpoint specific areas and identify key actions I need to undertake in order to move forward. She challenged me to maintain my momentum and honor [my] commitments... Her guidance resulted in me initiating key changes which have helped me begin a higher level of engagement in both my professional and personal lives. Thank you Andrea!" –Carolyn Knafelc, Strategic HR Advisor, Ignite HR Consulting and Coaching