

The Discovery Profile™

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There are three dimensions of the brain.

There are three dimensions of the brain. The affective or feeling dimension includes a person's desires, motivations, attitudes, preferences, emotions, values and beliefs. The cognitive or thinking dimension includes a person's IQ, skills, reason, learning styles, knowledge, experience, thought, education and training. The conative or doing dimension includes a person's drive, instinct, necessity, mental energy, innate force and talents. The indexes utilized in this analysis and their related brain dimensions are as follows:

- Kolbe A™ Conative
- StrengthsFinder 2.0 Cognitive

Kolbe A Index™:

The Kolbe A™ Index measures the conative talents of an individual. Essentially, the Conative dimension of the brain is the filter through which an individual applies their affective and cognitive skills. While life experiences will have an effect on a person's affective and cognitive abilities, their conative striving instincts will never change. These are the natural mental energy and instinctive actions that are applied when striving to solve problems or complete tasks. There are four consistent or characteristic ways of performing. These are termed, Action Modes. These action modes are the talents over which a person has conscious control and which result in observable behavior.

Fact Finder: Methods of Gathering and Sharing Information / Degree of detail, precision, documentation

Follow Thru: Methods of arranging, sequencing, closure

Quick Start: Methods of dealing with risk and uncertainty / Degree of inclination to risk, change, innovation

Implementor: Methods of handling space and tangibles / Dealing with nature, tools, hardware/equipment.

Quick Results: [Fact Finder \[8\]](#)
[Follow Thru \[8\]](#)
[Quick Start \[3\]](#)
[Implementor \[1\]](#)

Fact Finder: [8]

How you gather and share information.

Jim strongly initiates action and is insistent in the Fact Finder mode. Fact Finder talent puts events into historical perspective. It evaluates time and energy in the context of experience and applies past successes and failures to current problems and gauges how much time something will take through historical perspective. Jim naturally possesses an extraordinary ability to understand and manage details. Because of this, prioritization is a natural talent. Prioritization is the natural way Jim will store information. When he defines something, it is in exact terms. If you need to ensure that no stone is left unturned and there is 100% precision, this is the person for the job. Expect questions, layers of questions. Jim will ask them. He will also connect dots that others may not see as affective aspects.

Jim will Specify by the following methods:

- Research in depth
- Establish specific priorities
- Quantify/rank order particulars
- Define Objectives
- Assess probabilities
- Define terms with exactness
- Determine appropriateness
- Provide historical evidence
- Create analogies
- Develop complex strategies

Jim's conative instincts in Fact Finder are best utilized by:

- Supporting his need to ask questions so he gets sufficient background information
- Get his buy-in on objectives, then encourage his to set his own priorities for accomplishing them

- Provide him with opportunities to allocate resources and he will contribute his ability to focus on practicalities
- Remind him of significant deadlines to engage him in decisions to cut off debate that might otherwise be endless

Jim will initiate action through his instinctual insistence to:

- Probe, Allocate, Define, Research, Deliberate, Prove, Formalize, Prioritize, Specify, Justify, Moderate, Judge, Outline, Investigate, Estimate, Calculate, Inquire, Evaluate, Differentiate, Set objectives

Jim should avoid acting:

- From guesswork
- Without defining terms
- Without specific goals
- Without deliberation
- Without appropriateness
- From ignorance
- With incomplete information
- Without necessary evidence

Jim will most naturally begin to solve problems by asking:

- What are the Pros and cons?
- What are the most important do's and don'ts?
- What are the known facts?
- Where can we go for expertise?
- What's the top priority?
- What's the greatest error you can make?
- What does research show?

Follow Thru: [8]

Methods of arranging and designing

Jim initiates and is insistent in the Follow Thru mode. Follow Thru talent involves the internal clock. It is used to sequence events and provide continuity. It is the force that allows individuals to pace themselves. It is the energy that integrates the past, present and future. Continuity and Consistency will be important to Jim. He will thrive on setting deadlines and creating processes. If there are 10 steps to project, he will do all 10 each time and in the proper order. He will naturally set priorities, create processes and will typically beat every deadline given, allowing time for edits and revisions. Jim is a list maker who prioritizes facts in a very timely manner to support informed decisions that are made on time. He will return every phone call and answer every E-mail he receives. He has an internal instinctive obligation to do so.

Jim will Systemize by the following methods:

- Create the plan
- Coordinate needs
- Chart and graph logistics
- Distinguish systems
- Design sequential systems
- Integrate timeliness
- Categorize differences and similarities
- Bring focus and closure
- Contain discrepancies
- Itemize procedures

Jim's conative instincts in Follow Thru are best utilized by:

- Ask him to provide the flow for a project or problem
- Suggest he sort all of the pieces of a situation, assuring everything necessary is available before tackling the problem

- In times of change, help them identify what will stay the same
- Provide as much continuity as possible

Jim will initiate action through his instinctual insistence to:

- Structure, Prepare, Arrange, Consolidate, Discipline, Integrate, Translate, Coordinate, Schedule, Enforce, Economize, Design, Format, Assure, Guarantee, Systematize, Provide Order, Provide service, Plan, Budget, Chart, Interpret, Revises

Jim should avoid acting:

- With interruptions Without Completion
- Without notification Without Disclosure
- Without procedures With disruptions
- Without efficiency Without guidelines

Jim will most naturally begin to solve problems by asking:

- What's the worst-case scenario?
- What are the time frames?
- What has to be done before you can feel you have finished?
- How does this fit into the big picture?
- How can you integrate the solution into what is already happening?
- What would be most efficient?
- Is this consistent with other goals?
- Does it fit the budget?
- Can I make a check list and do one thing at a time?

Quick Start: [3]

How you deal with risk and uncertainty

Jim is preventive in the Quick Start mode. Quick Start Talent allows individuals to deal with events ahead of time and focus on the future. By forecasting on what could be, it helps the individual deal with change. Jim will always be a stabilizing force. The “tried and true” is his friend. Chaos is something that must be controlled and he has the natural instinct to provide structure and order. Risk is something that must be measured. He will be resistant to being rushed and won’t get caught up in competitive deadlines or distracting challenges. He will provide a stable force that resists constant change.

Jim will Stabilize by the following methods:

- Create undeviating standards
- Decide what will/can stay the same
- Protect the status quo
- Create precedents
- Clarify deadlines
- Stick with what is familiar
- Reduce unexpected events
- Limit the options
- Establish outside limits
- Conform to accredited concepts

Jim’s conative instincts in Quick Start are best utilized by:

- Count on him to keep things on track
- Seek his involvement in critiquing possibilities for change and he will prevent chaos
- Seek his view of the benefits of sticking with the status quo
- Avoid creating an unnecessary sense of urgency and short deadlines or – if those are the realities – protect him from those frustrations as much as possible
- Always try to emphasize what is constant and unchanging

Jim when striving to reach a goal, needs to prevent:

- Acting at the last moment, Chaos, Flying by the seat of their pants, Deadlines, Unnecessary risk taking, Ad-libbing, Too many unknowns, Constant change, Leaping before looking, Change for change’s sake

Jim can kick-start his problem solving abilities by asking:

- Am I trying to do too many things at once?
- Am I biting off too many things to chew?
- Am I trying to do it too fast?
- What would happen if I waited until later?
- Will the solution be easier if I eliminate some of the variables?
- Is this too bizarre?
- Will my solution cause turmoil?
- Might we win the battle and lose the war?

Implementor: [1]

How you handle space and tangibles.

Jim is preventive in the implementor mode. Implementor talent is grounded in the present and is the energy that equips individuals for creating demonstrations of an enduring quality. It is also the talent that is the most physical in nature as it also deals with the use of tools or implements. Jim's energy focus will be more toward the abstract than the concrete. He will detach from involvement in some current matters. He won't squander time on what is presently taking place; his energy is freed to work on more abstract matters. He will naturally understand and explain concepts without needing to utilize tools, models, or spatial reference.

Jim will Imagine by the following methods:

- Create abstract images
- Conceptualize solutions
- Envision circumstances
- Capture essence
- Portray symbolically
- Find intangible methods
- Create temporary fixes
- Mass produce
- Deal with abstractions
- Seem to concoct out of thin air

Jim's conative instincts in Implementor are best utilized by:

- Praise his for his ability to "see" an idea or concept without the physical piece

- Allow them to judge a concept based on what he knows in his head
- Don't force his to build a model to show what he thinks will or won't work; allow his to simply describe it in written or verbal form.
- Take his suggestions for cost- and time-saving materials into account.

When striving to meet a goal, Jim needs to prevent:

- Physically demonstrating, Building a prototype, Operating mechanical equipment, Dealing with tangibles, Expressing in concrete terms, Using concrete examples, Providing hands-on solutions, Expending manual effort, Relying on their sense of spatial relationships

Jim can "kick-start" his problem solving abilities by asking the following questions:

- Do we need to go to the trouble to build it?
- Can we just get the idea without seeing it in person?
- Can we do it by phone?
- What would happen if we did it with less expensive materials?
- So what if it only lasts a little while?
- Does it have to be just perfect?
- Would it work to "gerry-rig" a solution?
- Does it have to fit together just so?

Summary

The available Conative mental energy Jim will have in each mode is as follows:

- 40%: Fact Finder: Deals with the PAST
- 40%: Follow Thru: Involves PAST, PRESENT & FUTURE
- 15%: Quick Start: Targets the FUTURE
- 5%: Implementor: Deals with the HERE-AND-NOW

Jim will naturally spend 40% of his time and energy dealing with the past, to uncover historic, traditional, and previously proven examples and documented evidence. He will then integrate the past into the present and future through the systems available.

The Conative energy through which Jim communicates breaks down as follows:

- 40%: Written words with data, citations, analogies, case studies, verifications
- 40%: Visuals with graphs, charts, diagrams, posters, outlines, maps, similes, patterns
- 15%: Spoken words with ad-libs, improvised metaphors, visuals, bullet points, intense colors
- 5%: Tangibles with props, models, demonstrations, texture, machinery, body language

He will naturally include detailed information and historical examples in his communication with others. He will then integrate the past into the present and future through the systems available.

- Jim is likely to criticize an idea or project if it:
 - Lacks importance or depth
 - Has concepts that are not fully developed
 - Is like something else that didn't work in the past

StrengthsFinder 2.0® Results

The StrengthsFinder 2.0 is based on over 40 years of Gallup polling information and the work of Donald O. Clifton, the Father of Strengths Psychology. It is a broad overview of an individual's strengths. The index is based on 34 individual cognitive strength themes and focuses its results on a person's five top strength themes. Jim's top five themes are:

| | |
|--------------|------------|
| Deliberative | Task based |
| Achiever | Task based |
| Analytical | Task based |
| Focus | Task based |
| Maximizer | Task based |

Jim's principle cognitive skills will be overwhelmingly task oriented. Collectively, these strength themes suggest that Jim is well equipped to tackle whatever is in front of him. Simply stated, the sum of these themes indicates that Jim will keep everything ordered and protected. He will have to accomplish something every day. He will be very thorough and intentionally create proven solutions. He will stay on course and everything he does will have to be an improvement over what has been done in the past. The individual descriptions of each strength theme are as follows:

Deliberative

Jim is careful and vigilant. He is a private person. Jim knows that the world is an unpredictable place. Everything may seem in order, but beneath the surface he senses the many risks. Rather than denying these risks, he draws each one out into the open. Each risk can then be identified, assessed and ultimately reduced. Thus, he is a fairly serious person who approaches life with a certain reserve. For example, he likes to plan ahead so as to anticipate what might go wrong. He selects his friends cautiously and keeps his own counsel when the conversation turns to personal matters. Jim is careful not to give too much praise and recognition, lest it be misconstrued. If some people don't like Jim it is because he is not as effusive as others, then so be it. For Jim, life is not a popularity contest. Life is something of a minefield. Others can run through it recklessly if they so choose, but Jim takes a different approach. Jim will identify the danger, weigh their relative impact and then place his feet deliberately. Jim walks with care.

Achiever

Jim's achiever theme helps explain his drive. Achiever describes a constant need for achievement. Jim feels as if every day starts at zero. By the end of the day he must achieve something tangible in order to feel good about himself. By "every day", he means every single day; workdays, weekends, vacations. No matter how much he may feel he deserve a day of rest, if the day passes without some form of achievement, no matter how small, Jim feels dissatisfied. Jim has an internal fire burning inside. It pushes him to do more, to achieve more. After each accomplishment is reached, the fire dwindles for a moment, but very soon it rekindles itself, it forces him toward the next accomplishment. It brings Jim the energy he needs to work long hours without burning out. It is the jolt that Jim can always count on to get started on new tasks

and new challenges. It is the power supply that causes him to set the pace and define the levels of productivity for his work group. It is the theme that keeps Jim moving.

Analytical

Jim's analytical theme challenges other people: "Prove it. Show me why what you are claiming is true." In the face of this kind of questioning some will find that their brilliant theories wither and die. For Jim, this is precisely the point. He does not necessarily want to destroy other people's ideas, but insists that their theories be sound. Jim sees himself as objective and dispassionate. He likes data because it is value free. Data has no agenda. Armed with this data, Jim searches for patterns and connections. He wants to understand how certain patterns affect one another. How do they combine? What is their outcome? Does this outcome fit with the theory being offered or the situation being confronted? These are Jim's questions. He peels the layers back until, gradually, the root cause or causes are revealed.

Focus

Jim will ask himself, "Where am I headed?" He asks this question every day. Guided by this theme of focus, he needs a clear destination. Lacking one, his life and his work can quickly become frustrating. So each year, each month and even each week, Jim will set goals. These goals then serve as his compass, helping him determine priorities and make the necessary corrections to get back on course. His focus is powerful because it forces him to filter and instinctively evaluate whether or not a particular action will help to move toward his goal. Those that don't are ignored. In the end, his focus forces him to be efficient. Naturally, the flip side of this is that it causes Jim to become impatient with delays, obstacles and even tangents no matter how intriguing they appear to be. This makes Jim an extremely valuable team member. When others start to wander down other avenues, Jim brings them back to the main road.

Maximizer

Excellence, not average is Jim's measure. Taking something from below average to slightly above average takes a great deal of effort and in his opinion is not very rewarding. Transforming something strong into something superb takes just as much effort but is much more thrilling. Strengths, whether his or someone else's, fascinate him. Like a diver after pearls, Jim seeks them out, watching for the telltale signs of strength. A glimpse of untutored excellence, rapid learning, and a skill mastered without recourse to steps are all clues that a strength may be in play. Having found a strength, Jim feels compelled to nurture it, refine it and stretch it toward excellence. He polishes the pearl until it shines. Jim is attracted to people who seem to have found and cultivated their own strengths. Jim capitalizes on the gifts with which he has been blessed.