

Audrey Cannata:

So if you think about digital growth, at the center of it all is relationships and human connection. And when you understand how people operate, when you understand their motivations and what drives them, then you can better serve and provide those solutions and give them the courage and the competence, because this is all about recognizing it's that self awareness, and it's not just self awareness of yourself, it's the person sitting across the table from you as well.

James Robert Lay:

Greetings and hello, I am James Robert Lay, and welcome to the 124th episode of the Banking on Digital Growth podcast. Today's episode is part of the exponential insight series and I'm excited to welcome Audrey Cannata to the show. Audrey is a content community specialist here at the Digital Growth Institute where she is also a Kolbe certified consultant, which is in fact what we are going to dive deep on together for you today.

James Robert Lay:

Welcome to the show, Audrey. This is going to be a fun, almost really a behind the scenes conversation, one that you and I have multiple times a week because Kolbe is a key tool, it's a resource for financial brands, one that they can use to do two things, really three, to educate, to empower and to elevate their teams to maximize their digital growth potential. So I'm glad you're here.

Audrey Cannata:

Thank you, James Robert. I'm so happy to be here. I have been working behind the scenes with you over, I think, the last 120 plus podcasts, and so it's super cool to be on the other side with you giving everyone a little sneak peek into our daily dialogue so that we can share this with our community.

James Robert Lay:

Absolutely. And before we dive deep into that, my favorite question to always open up with, as you know, as you've mentioned, you've been working behind the scenes here and now we're getting to come front stage a little bit, what are you most excited about right now, either personally, professionally? It's always your pick.

Audrey Cannata:

Well, personally, hey, my kids are back in school, I think we can all get on the same page with that. There's something to be said about having a nice, peaceful, quiet home, especially in this world of remote, an uninterrupted Zoom call is always pretty fantastic and appreciated. So that's what's going well personally. And then professionally, hey, we have a lot of things going on over here that we're working towards, especially when it comes to community. We're doing a lot of good reading, you and I, and the rest of the team, some books there. So excited to see how community is going to play a part in 2022.

James Robert Lay:

Yes. And a big shout out to Aaron Caldwell from MX who was just on the podcast, had a great conversation and dialogue really looking at building digital community and some of the things that they're doing at MX. And we're looking at doing even more over the coming year because when you think about digital growth, it's a journey, it's a journey that you don't have to take on your own. In fact, from our experience, we have found that when working together, not only as a team internally, because there's the internal community, but then also connecting with peers, connecting with colleagues, you're now on this journey. And even you help facilitate these book clubs that we do, and I think that's always

neat, it's the connections, right, that people are making here through these book clubs, and ultimately, through communities.

James Robert Lay:

And when I think about connections and I think about growth, I think about transformation, one of the things that we talk a lot about is the four transformations, transforming the self first and foremost, then you can transform the team, from there the organization, because organizations are made up of teams which are made up of individuals, and then finally, transform the lives of people in the communities that a financial brand serves. And so many times we try to transform the organization, digital transformation, but we're not thinking about transforming the individual. And that's where we can think of ancient philosophy, know thyself, really comes into play and I think that's the whole idea of Kolbe.

James Robert Lay:

And so, to begin with, for context for the dear listener, what is Kolbe? And I think more formally, the Kolbe cognitive index, so that we can give the dear listener a foundation to begin with, because this has been a big area of focus and study for you now over the past few months, more specifically.

Audrey Cannata:

Absolutely. So the Kolbe cognitive index was created by a woman named, Kathy Kolbe. She just so happens to be the daughter of the gentleman who created the Wonderlic test, which is a pretty well known IQ test. So she's been studying, testing in different types of tests and results for quite some time, and what is unique about this particular assessment is that it provides clarity into your natural innate strengths, meaning these are strengths that are simply who you are and have been since birth. And so it gives you a chance to leverage those initiating strengths into both your personal and professional life.

James Robert Lay:

And when I think about natural operating strength, my digital technology mind goes into the OS, the operating system of the mind here. And I'm curious, from your point of view and your perspective, your expertise, why is Kolbe so important for financial brands to consider as a key tool for them to really begin to maximize their future digital growth potential?

Audrey Cannata:

So if you think about digital growth, at the center of it all is relationships and human connection. And when you understand how people operate, when you understand their motivations and what drives them, then you can better serve and provide those solutions, and give them the courage and the confidence, because this is all about recognizing it's that self awareness, and it's not just self awareness of yourself, it's the person sitting across the table from you as well.

James Robert Lay:

I can hear some people thinking, we're already doing some of this when it comes to talent development and educating and empowering our people, empowering our teams. For example, we might be using DiSC, we might be using Myers-Briggs, we might be using StrengthsFinder. What's the difference here, say between Kolbe and the cognitive part of the brain versus what DiSC and Myers-Briggs and some of these other tools and assessments are looking at? What makes Kolbe so unique?

Audrey Cannata:

Just to back up and give you a little historical perspective as to what makes Kolbe unique is if you look back at ancient philosophers and even modern psychologists, there are three different parts of the mind, you've got your thinking, your feeling, and your doing. And the cognitive part of your mind is the doing,

and that is where you're striving instincts are, your natural way of taking action, your MO, your modus operandi, and identifies those strengths that you've had since birth.

Audrey Cannata:

Now on the flip side, you've got your cognitive side of your mind, and that's going to be your thinking side. So those are going to be your skills, your IQ, it's your knowledge, it's your experience. So that's going to be your Wonderlic test, if you will, or any industry specific assessments. Those can change and they should change. If you take an assessment two years ago, you should improve, I would hope, on a current assessment. So those are designed to improve and change over time.

Audrey Cannata:

The second part of your mind is your effective side, and that's going to be your feeling side. So this is where your desires, and motivation, and your attitudes come into play. And this is where you see, as you mentioned before, your DiSC assessments, your Myers-Briggs assessments. And again, like your thinking side, your intelligent side, these can change as well. I know we've seen and read the book by Dr. Benjamin Hardy, Personality Isn't Permanent. So both of those are designed to change. Now those are both all great assessments and very important parts of the mind, but I think the missing piece that gets overlooked so often is that cognitive side, it's how you're actually going to take action and it's how you use your mental energy and your instincts.

James Robert Lay:

That's a fantastic point, is this idea, your intelligence, your IQ will continue to transform, it'll evolve, the more you know the more you grow kind of a thing. And that's what being a lifelong learner, particularly in this world that we're moving into, a world full of exponential complexity, I think it scares a lot of people because we want that assurance of what is safe, what is secure. And as we've all experienced over the last 12 to 18 months, life has been almost anything but safe and secure. There's always that little bit of doubt in the back of the mind of, I'm longing for January of 2020.

James Robert Lay:

The same thing, personality, Episode Number 26, Dr. Benjamin Hardy as you mentioned, we really went deep into that book, into his thinking there. And he does, he takes on DiSC, he takes on Myers-Briggs, and it's a multi billion dollar industry but he's an organizational psychologist so he's seen the transformation of personalities. And now we have the cognitive, that's built in. When you are beautifully and wonderfully made, that's who you are. And we'll get into this in a moment, what happens when you're not working within these operating strengths.

James Robert Lay:

So I'm really curious here, knowing these three different parts of the mind, when using Kolbe as a tool to educate and empower teams, we look at what are called the four action modes. And this gets really deep, so let's unpack each one of these pretty slowly because I know that this is where someone who is listening to this for the very first time, we've seen it happen when working with our own clients in the program, they start to get a little bit overwhelmed. And so let's just break each one of these. What are these modes and why are they important to know and understand?

Audrey Cannata:

Sure. So the four different operating modes, you've got fact finder, you've got follow through, you have quick start, and you have implementer. And every single one of us has some amount of each of those modes, however, the intensity or the degree varies, which means the effectiveness, or reliability, or your level of stress may change when operating in these modes. So taking this further, and I know we said

we'd touch back on this in a little bit, but when you work outside of your operating modes, that's when you tend to drain your energy. And so it's not that you can't operate outside those modes, it's like the curse of the capable, just because you can do something doesn't mean it's worth your time and energy. So when we identify exactly where we sit on these continuums, we can learn to plan accordingly, we can predict behaviors better, we can be better communicators and be more effective in our personal and professional roles.

James Robert Lay:

And that's a great point, it's the curse of the capable, just because you can do something doesn't mean that you should do something. It's an area of study that we're really starting to look at this idea of, what is a person's growth ability? What are those three things that really energize them that they could do 10-12 hours a day? Not advocating for that, in fact, what we're finding is we have to set some boundaries, particularly in this remote world, because we are more than just the work that we do. And that's where I find a lot of financial brand marketing teams, sales teams, and really even leadership teams, they get stuck in the doing and we have to create the space in time to break free to review, to learn, to think and then to do even better through that next round of iterations. So we have these four action modes, let's dive deeper into the first one here being fact finder, what does it actually mean and how can we might apply this within just the own work that the dear listener is doing here?

Audrey Cannata:

Sure. So just to back up a little bit and paint a picture of what these action modes look like and what your results might look like is you're going to receive a number one through 10 in each of these different action modes. So if you think of it as a continuum versus a high versus low. For example, if you receive a three in one area, that's not necessarily ... I mean, it's not a weakness at all, it's actually a strength, it just means you are more resistant in that area, and resistance can be very much at a strength.

Audrey Cannata:

So when you're thinking about these results and you're thinking about your Kolbe score and the numbers that you receive, just know that there are absolutely no weaknesses and it's all strengths in their own different ways. And I'll give you a personal example, I'm a three in Quick Start, which means that I stabilize, I'm very risk averse, I protect what's working. And that's not a bad thing at all, there's many times where we need that, especially when I'm working alongside you, James Robert, who is a nine in Quick Start, we need that counterbalance.

James Robert Lay:

Yes. And we'll come back to our scores here because I think it'll be helpful to provide some context into how we can utilize and apply this knowledge. And that's a great point you make, that this is on a contingency, it's not a good or a bad, it's how you were made, this is your natural operating strengths. And so just because you're high in one area and low in another, it's not a positive or a negative, it's actually what you initiate, if you will, and it's where you get the most energy too, and it's also what cannot drain you on the opposite end of the spectrum. So with that in mind, let's go back to Fact Finder here.

Audrey Cannata:

Sure. So Fact Finder is going to be how you gather and share information. So this is going to be your probing instinct and your need to investigate in depth. So if you find yourself an initiating Fact Finder, you have this need to specify, you tend to need details, you tend to need to know why, you ask questions, you're going to do research before you solve a problem. And what's interesting enough, fact finders tend to have the hardest time filling out the Kolbe assessment because their answers typically

are, well it depends, give me more information. And on the opposite end of the continuum, you have those who counteract in fact finding. And these are people who have a need for simplicity, they don't need a lot of information or details before solving a problem, in fact, they tend to get bogged down in too many details, they get they get overwhelmed with details, they tend to see the big picture or the vision. Think about people like this probably just need an executive summary.

James Robert Lay:

Yes. Yes. And on that note, I'll go ahead and give a little peek behind the curtain, I'm a three fact finder. You talked about that executive summary, that's exactly what I need. And that's one of the reasons when I do research, a lot of it is very high level research and I put together and connect a lot of different sources and look for the patterns, look for the trends, not get too bogged down, because if I'm doing that deeper level research, as a three fact finder, I can absolutely do it but I know it's going to drain my energy. And so that's where we can take Kolbe and these different scores and begin to put them together on a way to work as a team. So now we can begin to balance each other out. So that's Fact Finder. The next one you mentioned was Follow Through.

Audrey Cannata:

Follow Through is going to be how you organize and design systems. This instinct causes those to seek a sense of order. And I think it's important to know that follow through is not the same as execution, it's not whether or not you're going to get it done, it's just how you're going to get it done. And so those who initiate in follow through, this means that you systematize. You're the ones who are going to get that plan in place and keep everyone on track. These individuals are great for growing and scaling businesses because they need a sense of order, and they're naturally going to bring closure. And these individuals also feel the need to check things off a list. And I know, again, another little sneak peek, James Robert, you can attest to my level of list making and how wonderful it is to check things off.

James Robert Lay:

Absolutely. And on the opposite end of the spectrum, so you're what we would say is a seven on that follow through, so you're seven out of 10 and looking at getting into that building systematizing your thinking. I'm a two follow through on that scale of one to 10. I'm going to go in there and find ways to break systems, find shortcuts. And even if I know that you're supposed to do A then B then C then D, I'm probably not going to do that just because it's just not how I naturally operate. And if you want me to build a system, once again, I can do it, I'm going to get drained, I'm going to get tired, I'm going to get grumpy.

Audrey Cannata:

In addition to that though, James Robert, being in this resistant follow through area, you're very adaptable and you're very flexible. And so, you don't follow the plan because you don't need to follow the plan, you don't want to get boxed in.

James Robert Lay:

And that's a great point. When you start to look and identify these different scores and patterns, there are certain "skills sets" or certain roles that you begin to fall and to operate within that natural operating strength. And so when you look at, say, my profile, and I'll go ahead and just share it for everyone, I'm a three Fact Finder, I'm a two Follow Through, I'm a nine Quick Start, which we'll dive deep into this here in a moment, and then I'm a four Implementer. That three, two, nine, that is very typical from an entrepreneur, that's very typical from someone in marketing or even in sales.

James Robert Lay:

And that brings us to the next point, it's that nine Quick Start, I mean, you can only go one higher, which would be the 10, and so you're on the other end of that spectrum, you're a three, as we mentioned before. Once again, one is not better than the other, there's not a good, there's not a bad. Let's talk about Quick Start here and how this is important to understand where an individual falls and then we can bring the team in for a bigger conversation.

Audrey Cannata:

Sure. So Quick Start is going to be how you deal with risk and uncertainty. So it's not about the speed, it's not about how quick or how fast you move, it's how you deal with the future, it's your innovating instinct, it's your willingness to experiment. And so when you've got someone like you who's initiating quick start, it's going to be our natural innovators, it's the ones who can brainstorm ideas, they tend to be able to work last minute, they work under pressure. If you give them a deadline, they'll probably wait to the last minute because that's when they get their most energy, that's when they work most efficiently when they have that sense of urgency. Again, these tend to be entrepreneurs.

James Robert Lay:

I know I drive event organizers up the wall because they're always wanting to get a slide deck. And I'm typically like you said, it's last minute because that's just where that thought flows. And seeing and living through this COVID experience has been a very ... I would say having had COVID myself, overall, it's been a positive experience, not having COVID that is, but just being adaptable really just jumping in and just figuring it out and then working with financial brands as a sounding board, as a coach, as a guide to them because we're going to come back and identify some of the patterns, which is almost the antithesis, it's the exact opposite of what we're talking here with just me personally, that three, two, nine, four. Let's talk about the four, that's implementer, what does that mean? Because I think when you say the word implementer people like follow through, they get confused as to what that means.

Audrey Cannata:

Yes, absolutely. I appreciate you bringing that up because being an implementer it's not the same as following through, this is more of a literal, tangible, how do you work with space and visuals physical. So this is going to be more of your concrete versus abstract, your physical problem solving. So tools, maybe charts and graph. Also the need for the space around you. A lot of implementers are going to be those who they don't like getting boxed in, they need to be able to walk around and move. And so if you are looking at maybe just some different roles, doctors or carpenters, those who work with their hands, they're going to be those high-

James Robert Lay:

Car mechanics.

Audrey Cannata:

Car mechanics, they're going to be those higher implementers. And so we don't really get to talk a whole lot about this operating mode when we are specific to the financial industry because we really aren't doing a lot of tangible work, it's a lot of services that we're selling here. So we don't get a whole lot but I think when you're thinking about just personally how you communicate your ideas, whether or not if you're on the lower end, you're more of that visionary, your ideas are in your head. If you're initiating, you've got to write those out and draw them out, get your whiteboard out, and also, you probably prefer more face to face interaction which is pretty interesting.

James Robert Lay:

And and this is why understanding your Kolbe index, and more specifically, there are different indexes within Kolbe, there's the Kolbe A index, and that's that personal perspective here. I had no idea why I hated, hated, absolutely boarded putting together IKEA furniture.

Audrey Cannata:

Exactly.

James Robert Lay:

I can't stand it because I'm a four on this implementer scale. Don't ask me to take a car apart and put it back together, it just is not happening, I'm already exhausted with that IKEA project. I remember in early marriage we had a foot that we got from IKEA, and it was an all day project. That's why now apps like Handy come in handy because I just know if you're wanting me to work with my hands and be very tangible, it's going to lead to some friction and frustration for sure.

James Robert Lay:

So I want to get a little bit more personal here with you, what's your Kolbe profile? We've already alluded to some of this, but now that we have clarity into Fact Finder, Follow Through, Quick Start and then Implementer, the four action modes. Unpack your Kolbe profile for us.

Audrey Cannata:

So I am a six fact finder, a seven follow through, which is my initiating strength, so that's where I'm going to naturally take action. I am a three quick start, which means I'm going to resist and counteract here. And then I am just like you, I'm a four implementer.

James Robert Lay:

And once again, I'm a three fact finder, I'm a two follow through, I am a nine quick start, so that is my initiating strength, and then I'm a four implementer. When you think about yourself, what have been the greatest lessons that you've learned from knowing your Kolbe profile?

Audrey Cannata:

Well that is actually pretty easy and I think you were there for this, I guess, awakening, I was a teacher for about seven years. Great, wonderful experience, it was rewarding, I felt like I was really great at what I did, but I would come home mentally exhausted every single day. By the time my day was done I had nothing left to give my family, it was very taxing and it started to become very stressful and frustrating. I wasn't happy anymore. And I felt bad, I felt terrible that I was giving up on this career and then I felt like I was giving up on these students. But it wasn't until, James Robert, you and I said and I think one of our very first Kolbe workshops that we went to together that I realized that I had spent seven years working outside of my natural operating mode.

Audrey Cannata:

I have to tell you, I had a Pinterest classroom, I was organized, my lesson plans were incredible, I had a system for everything, and that's because my initiating strength is being a follow through. And what teaching requires is adaptability, change, experimenting. Well, that's in initiating quick start, I'm a counter at quick start. So the requirements of teaching it was draining me and I didn't understand why and now I was able to adapt and change, but it took the wind out of me. So it was a really great personal dissatisfaction to know that is why the course went the way it did.

James Robert Lay:

And that's a great point. If you're working outside of your natural OS, your natural operating strength, it is going to take a toll on your sole, there are no ifs, ands, or buts about that. And I've experienced it myself personally, whenever I have had to really work in more of that higher level fact finder, higher level follow through and I'm working outside of that initiating quick start, I really do feel that brain drain, that energy drain. And so knowing that, once again, how we started this conversation, that know thyself, I'm going to pick on you here for a little bit because I literally ... And this is why, and maybe you can provide some more context to this, but this is why not only knowing your own Kolbe profile, but then also that of your team why this is so critical and really, I would say, different than say a DiSC or a Myers-Briggs because it's not about personality, it comes down to operating strengths.

James Robert Lay:

And so I sent you a text message about this podcast. And it was yesterday and I said, "You up for me to interview on the podcast tomorrow?" I said, "I'm thinking Kolbe." And you said, "Yes, I can handle that." I said, "Perfect, this is going to be fun. I've been wanting to do this show for a while with you now, such an important topic." You said, "Sounds good. Yes, maybe we can talk through a quick framework on the convo so that I'm prepared." And I said, "No, just quick start it." But knowing that you're a three quick start, I'm a nine quick start, I know that would put you in a little bit of an uncomfortable situation because it does come down to the adaptability back to the story that you just shared of just your teaching experience.

James Robert Lay:

So how has it been helpful to know and understand my Kolbe profile when working together as a team? And even some of our other team members here, how is it helpful to really have that clarity of working together say whenever if you didn't have that knowledge what might that look like?

Audrey Cannata:

Gosh, I can think of so many different areas that Kolbe has played into just our communication styles, the way we get things done and hold each other accountable. Just off the top of my head, you being and initiating quick start, you're going to come every day rattling off a new idea, something else you want to do, something you want to implement this week. And so what I have been able to do is, number one, be able to field you some questions. All right, James Robert, is this a priority? Is this a today action item? Is this a next week action item? Or is this a next quarter action item? And most of the time, it'll be a, put it on the next quarter. But it's important that I understand that because if I didn't have that clarification or if you didn't come to me with that clarification, it'd be on my to do list and I'd be delivering it in a couple days.

James Robert Lay:

And I think you would start running dry because you would always have to be then moving into a higher initiating quick start area, which you can do for a short term, but if you're doing that day in and day out, it's going to drain you. So now on the flip side, knowing that you're a three, I'm a nine, I can come to you with a new idea, a new opportunity, but I really try to just say, hey, this is going to go on the innovation jar, it's something that we're going to come back and I'm going to probably get some more clarity around it so that I can communicate what that ideal future state is versus just, hey, here's the idea and then it takes you off focus, which isn't fair.

James Robert Lay:

And thinking about that, just between the two of us and then other team members, where might there be conflict? Because you're working in the community in your own coaching calls, where might there be conflict at a financial brand that could probably be easily resolved if there was just clarity around Kolbe



and then applying that knowledge? Because it's one thing to know, it's another thing to actually apply that, act on it and grow.

Audrey Cannata:

When we have looked at all of the different Kolbes, and I know you had mentioned the amount of assessments that we've given over the years, we've been able to see some definite trends. And generally speaking, we tend to see initiating fact finders and counteracting quick starts, which makes perfect sense, you're dealing with people's money and that's a good thing, we want them to be risk averse. But I think recognizing this and knowing how we can make adjustments and surround ourselves with people who are in those other operating modes, we can use those strategies and use our strengths together. And when you look at other departments, like sales and marketing, that's where you tend to see your initiating quick starts.

Audrey Cannata:

And so it's important to be able to fill all of these gaps and have team synergy, but the problem is, is when we have so many say high fact finders, there could be, what we've seen a lot of is, analysis paralysis. You get in the weeds, everyone gets bogged down, we never make a decision because we're always asking questions, and so that's something that we've given some suggestions when you're going into a meeting, hey, bring an agenda, pick your top three items, have a timekeeper and implement that 80% rule.

James Robert Lay:

Yes.

Audrey Cannata:

Yes.

James Robert Lay:

And I want to come back to that point because we've been utilizing Kolbe here as part of our program for really the last four or five years. It's something that I learned about it through an executive coaching program that I'm in and it opened up my eyes in just completely new ways that I wish I would have learned this 10, 15, 20 years ago, I think it would have prevented a lot of pain, not only for myself, but for others that I was just working with.

James Robert Lay:

And when you look at the almost 1,000 profiles that we've looked at over the last four to five years, you do see the initiating fact finder, you do see the initiating follow through, and if you are missing that quick start internally, I understand why whenever a new idea or digital transformation is introduced into the organization, it does create some tension, it does create some conflict, and back to your point, it's the paralysis by analysis. It's why the decision making cycles are so long, sometimes six, 12, 18 months to make a decision on something. But that can be almost deadly in today's world of just digital and the speed.

James Robert Lay:

And so that's where we've been operating on shorter cycles, these what I call 90 day growth cycles, the 90 day growth method, it's a way to really break a larger conversation topic up into these smaller chunks. How might that help just from your own perspective, say, an initiating fact finder or an initiating follow through feel a little bit more comfortable when you take something large, because we do annual

planning and we have a three to five year horizon which I think is outdated at this point, COVID has shown us that, but you break it up into these 90 day cycles, 90 day growth methods?

Audrey Cannata:

Yes, I think, I mean, it goes back to what the analogy you have said or the reference, excuse me, you've made so many times from Shel Silverstein, Melinda Mae who ate the whale, bite by bite, and I think because these high fact finders need so much information and they need to do all this research, if you break it up into these 90 day gross spreads, where you just focus on say your top three initiatives, you'll give them that whole 90 days to do all the research they want, just on those top three initiatives.

James Robert Lay:

And that gives them a deadline of sorts so that it doesn't continue to go on and on and on, because you know after that 90 days a decision has to be made one way or another for you to continue to move forward. And back to your point about Melinda Mae, I'm thinking about that poem and it's a great action item for the dear listener, go Google it, print it out, put it on your wall. I've had so many that I've coached and have advised over the years, do just this because when you think about digital growth, it is so much to take on all at once. And the poem is this from Shel Silverstein, Have you heard of tiny Melinda Mae who ate the monstrous whale? She thought she could, she said she would, so she started right at the tail. And everyone said "Melinda, you're much too small", but that didn't bother Melinda at all. She took little bites and chewed very slow just like a good girl should. And it was Melinda Mae eating that well bite by bite by bite.

James Robert Lay:

As we wrap up, and this has been a fantastic conversation today, Audrey, thank you so much for your perspective, your insights, your expertise around such an important subject, let's play the game of start and stop, specifically when it comes to thinking about Kolbe. All growth, all progress begins with a very simple first step forward. What is one thing that you would recommend financial brands consider, their marketing team, their sales team, their leadership teams consider when it comes to applying the thinking that we've shared here today?

Audrey Cannata:

Well, I would first start by recommending, if you haven't already, visit [kolbe.com](http://kolbe.com), K-O-L-B-E, and take the assessment. I would possibly start with just one department, maybe round up your marketing department or round up even if you can get your leadership team, take your individual assessments. And what's great is when you take these assessments, you're provided with an entire analysis, a breakdown, Kathy Kolbe herself will give you a recording and explanation of each of the operating modes with different action items, different ways to combat stress and conflict. So if you have not already, I highly recommend taking your Kolbe profile.

James Robert Lay:

And I want to do something special, I want to do something special for the dear listener, text 832-549-5792 and the first 10 people that text that number and say, I want my Kolbe profile, this is something that we're going to do for you because we do so much of this already with financial brands, text 832-549-5792 and Audrey will actually work with you to get your Kolbe profile so that you can know yourself even that much better going forward. So we'll do that for the first 10 listeners that text 832-549-5792 say, I want my Kolbe profile, would love to make that a reality. So that's a great starting point. What would be something that you, because if we're going to start something new, what would be a recommendation for you to say, you know what, if we're going to start this, we need to stop this over here so that we can create the space and time to begin to focus on creating this new reality?

Audrey Cannata:

Well, not to dig the other assessments that you're probably taking in-house, but maybe consider and compare the different value that it's bringing. I know a lot of people are working pretty heavily in DiSC and Myers-Briggs and possibly ask yourself and do a little bit of research. I know you can go on to Kolbe.com. and they've got some great research and findings if you're curious and want to know more. And swap it out. Maybe instead of for that quarter try this assessment.

James Robert Lay:

That's a fantastic point. And knowing that this industry over index is in fact finding and over index is in follow through, we know that this is probably just going to be the first initial touch point. I mean, we've done half day workshops on this subject and that's just the first step because then you can get into what are called Kolbe A to A comparisons, that's where you take your individual profile and then compare it to a team member that you're working with to go even deeper.

James Robert Lay:

And back to your point, I don't think it's a dig at all at these other assessments, it's just a different way of looking at the world. And you might even be able to use these as complimentary, but knowing, back to the works of Dr. Benjamin Hardy, personality isn't permanent. Personality can change over time based on so many different variables where you look at the cognitive part of the brain, the operating system, the natural operating strengths, those are pretty fixed.

Audrey Cannata:

Mm-hmm (affirmative).

James Robert Lay:

So we've covered a lot today, Audrey. This has been an area of focus for you, it's been an area of growth for you, it's been something, like I said, we've been doing for the last four to five years as an organization. But if someone wants to connect with you to say hello, what's the best way for them to find you?

Audrey Cannata:

Absolutely. You can reach out to me at [audrey@digitalgrowth.com](mailto:audrey@digitalgrowth.com) or you can find me on LinkedIn at Audrey.Cannata.

James Robert Lay:

Fantastic. Well, Audrey, this has been a lot of fun, different perspective going inside today to bring some additional thinking outside to the dear listener to continue to educate, empower and elevate you as always. And until next time, be well, do good and make your bed.