



BUILDING SUSTAINABLE EMPLOYMENT RELATIONSHIPS

The missing link in recruitment and successful team creation

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PREFACE

Recruiting people for your company takes a lot of time and money. Whether it's during a time of labour surplus or labour shortage, it's often a time-consuming and expensive process.

The arrival of Artificial Intelligence, Augmented Reality, video applications, and other software, means the application process can be organized more efficiently.

But that still doesn't always lead to the right matches being made. Finding and making the right match remains a difficult challenge for many companies.

In this whitepaper I discuss the causes and consequences of this. In addition, I offer a number of solutions that you can use immediately.

ABOUT ME

For over 20 years I have worked for international companies, in positions where I interfaced with end-users and internal teams to implement new technologies, as well as tool roll-out and adoption. These processes involve testing, planning, and facilitating end-user training programs.

Working for companies such as Fokker Aircraft, AT & T Unisource, Buena Vista Home Entertainment, Nokia Networks and CAE has given me much knowledge of cross-cultural environments and how to deal with cultural differences. This rich experience equips me to develop and lead training programs for small and medium sized businesses, and other business enterprises.

Caring for people, helping them to grow, making them aware of their strengths, empathy and compassion are elements which I not only use in my work as a coach and consultant, but also in my free time.

As for my own journey, I always felt there were a number of unanswered questions about my life. Questions about the way I worked, my personal relationships, my levels of stress. In 2014, my search for answers led me to do the Kolbe™ test.



Doing the test changed my life. I witnessed so many pieces of the puzzle finally fall into place. For once, I was able to understand a number of key aspects about myself: why, for example, some things come so naturally to me, while other things only generate procrastination.

The Kolbe A™ Index test gave me the ability to see that I am good the way I am. Indeed, that the way I am is my blueprint; that these are my talents, and that they are an enduring aspect of me. The Kolbe™ assessment test allowed me to see that we all have our own instinct to act when it comes to solving problems. It is not about right or wrong. And neither is it about weakness or limitation.

Captivated by the potential of these insights, in 2016 I travelled to the US to train as a certified Kolbe™ consultant. And, to date, I am proud to be the only certified Kolbe™ Consultant in the Netherlands. In addition, I am also a Kolbe Youth Specialist™ and an ADHD Coach.

RECRUITMENT

The current recruitment and selection process for many companies goes like this:

A vacancy is created and the job description is drawn up. This job description usually covers matters such as:

- desired work experience
- education achieved
- skills needed
- other competencies

In addition there will be a description of the tasks associated with the position.

Finally, there will be information about the company, possibly the name of a contact person, a salary indication, and a package of fringe benefits—all intended to make it sound as attractive as possible in order to invite applications.

The vacancy is then posted and the responses come in.

Next, an initial selection of candidates is made on the basis of education, experience and skills.

Candidates are invited for an interview. One or more interviews will take place in which the candidate is asked about their employment history, why they are applying for this position. How the candidate would fit within the team in terms of personality is also a consideration. With these boxes ticked, the candidate will be offered a contract.

In some companies, usually at corporates or government agencies, an assessment also forms part of the application procedure. This gives the employer further insight into the skills and personality and behavior of a candidate.

It looks complete, but this is the point where it often goes wrong.

Why does it go wrong?

1. The job description is not up to date

The latest software and technology used, or changes in the range of tasks might not be reflected in the job description. But there may also be changes around the current situation around Covid, with more people working from home.

2. Unclear use of terms

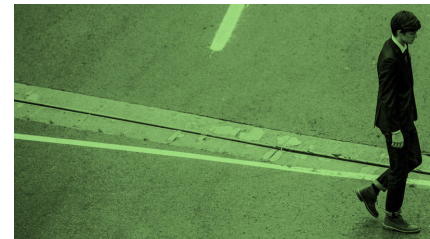
The concepts of skills/skills, competences and talents are often confused. For example, I once came across a vacancy on LinkedIn that stated: **You have the following talents...** Followed by a list of expected talents.

3. Use of clichéd phrases such as: "flexible", "stress-resistant", "no 9 to 5 mentality"

You probably recognize these. But what is really meant by flexible? Are you looking for someone who needs a lot of variety in their position? Or do you expect someone to be willing to work overtime when needed?

5. Unrealistic expectations

Because many company managers find it difficult to match their ideas on paper with someone in reality, false expectations are created.



"Many employees quit leaving behind unmet and unrealistic expectations"

– Leigh Branham

Also, by not having a clear picture of what you are looking for, you can attract the 'wrong' candidates. New employees decide within six months whether to stay or not. And after six months, many employers say they wouldn't re-hire a third of the people they hired!

6. Difficulty in finding good candidates, both in times of labour surplus and labour shortage

This is partly due to (too) high job requirements and minimum required work experience: **“We are looking for a young colleague with a degree and at least 5 years of relevant work experience”**. This can be hard to find in people under 30.

7. Short-term vision

Recently, an HR manager of a company told me: “we work with employment agencies because if it doesn't work out, we can quickly replace them.” Is seasonal work your goal, or a long-term employment relationship with someone?

Finally, we have what many companies, HR managers and recruiters don't know about: **the missing link** in recruitment.

This is where Kolbe™ can help. This can make the difference between a mismatch and a successful match, enabling you to build a lasting employment relationship.

But I will come back to Kolbe™ later in this whitepaper.

Onboarding

During the trial period, which usually lasts up to to six months, the candidate is trained. Many companies these days will use dedicated 'onboarding' programs to integrate new candidates as quickly and efficiently as possible.

These are standard programs that apply to every new employee. They will receive a package of information about the company, and further information about the department and the position.

A standard program will generally work, especially when it comes to general matters. The idea is that the new employee's training, experience, and personality, among other things, will blend smoothly within the team. However, it is often the case that after two months or so, that **the employee doesn't meet expectations, and themselves feels out of step with their colleagues**.

The question is why? **Empathie Plus** offers you a solution to this, one which can save you a lot of costs and time.

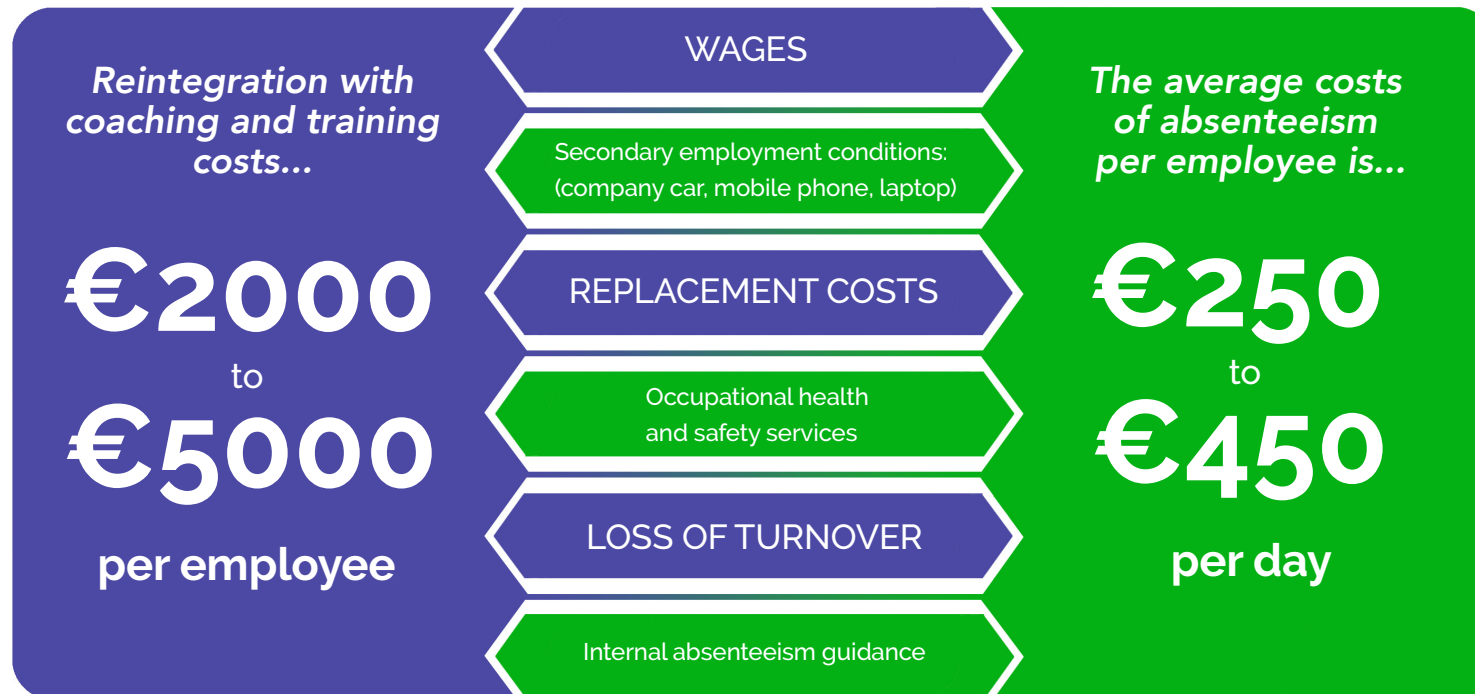
ABSENTEEISM AND WORKPLACE STRESS

The cost of absenteeism is a serious expense for a company.

Work-related
psychological
fatigue among
employees by
gender and
age in 2019

EMPLOYEE AGE	TOTAL % MEN / WOMEN	TOTAL NUMBER	TOTAL LABOUR FORCE
TOTAL OF ALL AGES	17.0	1,521,017	8,952,000
15 to 25 years	12.1	167,101	1,381,000
25 to 35 years	21	393,750	1,875,000
35 to 45 years	17.2	299,452	1,741,000
45 to 55 years	16.7	346,191	2,073,000
55 to 65 years	17.9	289,801	1,619,000
65 to 75 years	9.4	24,722	263,000

THE COSTS OF WORKPLACE STRESS



17%

of the working population
indicate issues related to
work stress...

21%

of employees between
25 and 35 suffer from a
burnout...

The cost of
absenteeism is

2^{1/2}

times the wage...

Did you know...?

36%

of absenteeism is directly
related to stress, burnout and
overwork (excluding related
physical complaints).

290 days

is the average number a
burned-out employee will be
out of action...

This is why it's useful to look at possible causes:

- Uncertainty in the way of working.*
- The wrong person in the wrong place
- Combination pressure (care for family in combination with work).
- Feeling undervalued (too few compliments).
- Bad relationship or conflict between supervisor and/or colleagues.**
- Fear of losing a job or lack of development opportunities.
- Attitudes in society: people can be over-assertive and demanding.

*We often say to a colleague or employee "You have to do it *this* way, this way works best!" But what works best for one person may not be the best for another.

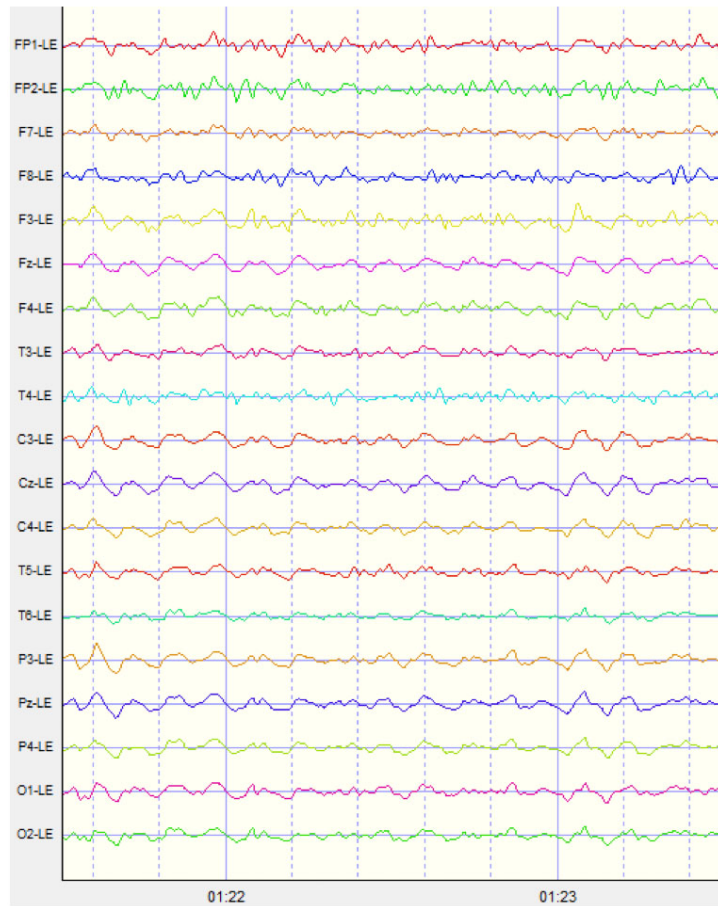
**I often hear that conflicts between supervisor or colleagues arise from the feeling that people don't feel well understood. In addition, people feel judged on what one is not good at (compared to others) and too little attention is paid to how someone's natural talents can be optimally used.

You often see this in appraisal interviews. You will be sent to a course for what you are *not* good at. What you *are* good at is not usually brought into focus.

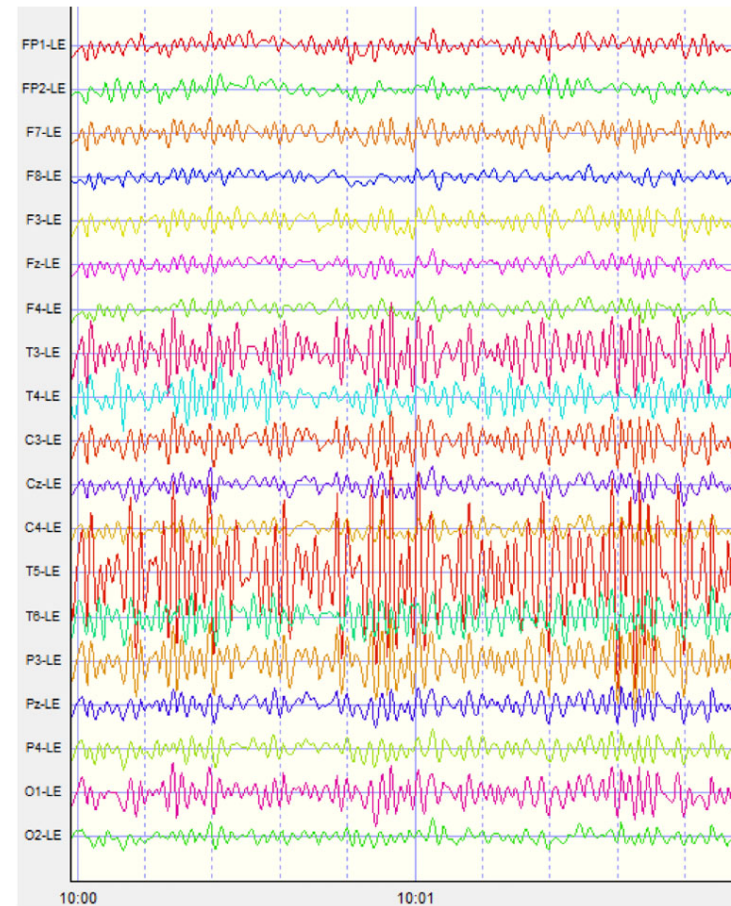
Many of these problems can be prevented by investing in potential employees during the application process.

Kolbe Corp, in collaboration with Arizona State University, has conducted research into the effects of working against nature on your brain activity. The following images show this. When you work against your nature, brain activity increases significantly and thus leads to stress. And too much stress leads to psychological fatigue complaints such as burnout.

Brain activity after working *with* your conative strengths



Brain activity after working *against* your conative strengths



Turnover

High employee turnover is harmful to companies.

Replacing one employee costs on average one gross annual salary (international figures can put this as much as 3 times the annual salary). This is especially true when the employee had particular skills or non-transferable knowledge and competences.

It is useful to consider that:

...replacement costs on average

100%

of the gross annual salary

...it takes about

1 year

for someone to work
to full productivity

86%

of new employees
decide in the first 6
months whether to stay

35%

of new employees
leave within 2 years

The 2 main reasons for turnover are:

1. Satisfaction

Employee satisfaction is the extent to which employees are happy and content with their work and the associated environment. A satisfied employee is less likely to leave the organization voluntarily.

2. Involvement

Employee engagement refers to the extent to which employees are engaged with their work and the organization. An engaged employee is more likely to go that 'extra mile' when necessary.

In addition, matters such as length of employment, salary, performance, career opportunities and level of education play a role.

SUCCESSFUL RECRUITMENT

—how do I achieve that?

Successful recruiting starts with a good job description. I cannot repeat that often enough. To write a good job description, it is important to know that the mind consists of three parts:

Cognitive

- skills
- experience
- knowledge and education
- reasoning



Affective

- motivation
- preferences
- emotions
- values

Conative

- striving instincts
- problem-solving methods
- innate strengths
- purposeful actions

Cognitive and **affective** will sound familiar, these are the parts that are discussed in an application procedure at 99% of companies. But it is precisely the latter that can make the difference between a match and a mismatch.

It is essential to ask yourself: "what exactly am I looking for?"

This is not often entirely clear. And thus the cause of many problems.

When it comes to replacing a successful person, our immediate reaction is often something like: "There must be a new Jan!"
Or: "We have to find someone who is more extroverted!"

The use of assessments

There are hundreds of assessments on the market to gain more insight into potential employees.

These assessments can be divided into 3 main groups:

Cognitive assessments

These measure what you can do. Think of IQ tests, skills tests (spatial insight, abstract reasoning, analogies).

Affective assessments

These measure what you want. Think of personality tests and tests that measure your social style. Examples of these assessments are MBTI, DISC, Insights, Management Drives, Enneagram, Rose of Leary and Birkman.

Conative assessments

These measure what you will or will not do. The Kolbe A Index is the only validated assessment that measures this—your natural, instinctive way of acting.

What questions do these types of assessments answer?

Cognitive

These tests ask: What skills, knowledge or experience does a candidate have? Cognitive tests are often industry/sector-related and answer questions such as: Does this person have the right competencies and training to fulfill this position?

Affective

These tests ask: Which norms, values and personality traits can motivate this potential employee? Affective assessments give the recruiter insight into what motivates them and answer questions such as: Is this person motivated by external appreciation and team success, or by intrinsic motivation to be successful?

Conative

These tests ask: Which instinctive course of action will help this candidate achieve results? A conative assessment helps individuals and teams to operate at a higher level and answers questions such as: I hired someone who is very smart and motivated, but why are they not more productive or able to realize their potential?

It is also good to know that not every type of assessment is suitable in an application procedure.

Despite their popularity, personality assessments are limited in their reliability. This is measured by test-retest reliability. What does this mean? A test is reliable if at least 80% of the retest has the same results.

In addition, the predictive validity is another important indicator. This is the ability to predict the future. This gives an indication of the value of the assessment.

The results of most personality assessments can be used for a maximum of one year, partly because preferences and interests change. The time frame of your decisions should match the time frame of the tool you are using. There are many variants of DISC in circulation that give different results, all of which vary in reliability and validity.

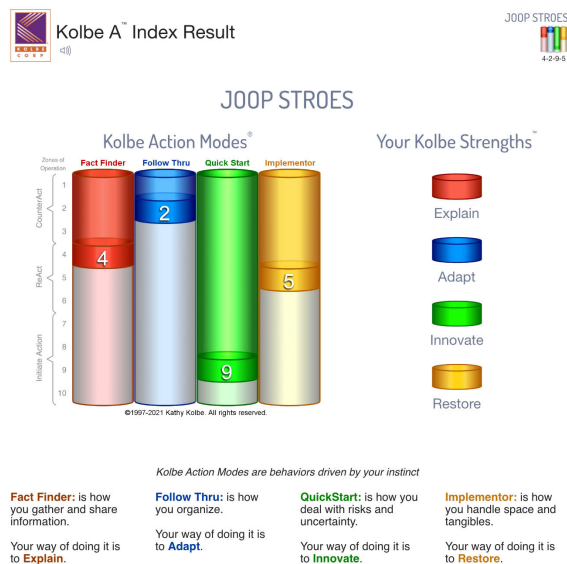
MBTI also states on their website that their test is just an 'indicator'. Personality assessments are therefore more suitable for use within existing teams than during application procedures, outplacement processes or career coaching.



THE MISSING LINK

Where there are hundreds of assessments on the cognitive and affective level, the Kolbe A™ Index is the only validated instrument that measures how a person will or will not naturally act. And thus providing longer term insights.

For example, my own natural course of action is pictured below. We always start with the highest score in an Action Mode™—so in my case, we begin in Quick Start. That means that I start with, among other things, improvising, brainstorming and taking risks.



As you can see, each Action Mode™ consists of 3 zones. In each Action Mode™ you can get a score from 1 to 10, where a 1 is not bad and a 10 is not good. Kolbe™ is not about right or wrong. Or about weaknesses. It only indicates how you act within that Action Mode™.

Because your natural, instinctive way of acting is innate and unchanging, this score will hardly change. Research by Kolbe™ (in collaboration with Arizona State University) on the reliability and the predictive validity has shown that 96% of people score in the same zone on a retest.

So in every Action Mode™ we are in a zone. We can act outside that zone, but this won't be our natural way of acting. So this would be going against our nature. If that takes too long and happens too often, it can lead to stress with all the consequences we have seen.

Think of a rower rowing upstream. It's okay at first, but it gets harder as it goes on.

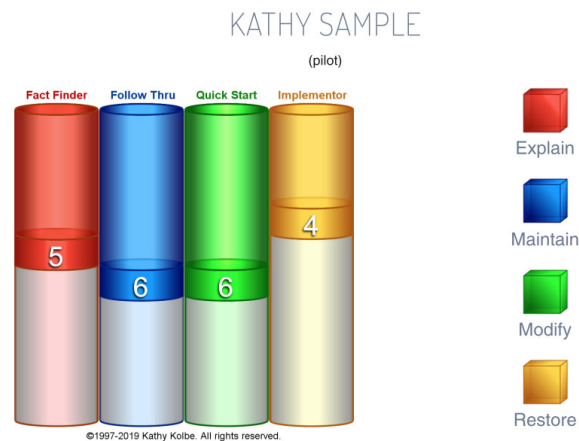
In addition to the Kolbe A™ Index, there is also the Kolbe B™ Index and the Kolbe C™ Index.

The Kolbe B™ Index shows which talents the job holder considers necessary to be successful in the job. This can change due to functional aspects, use of tools, hybrid working (home versus office). It's good to have the Kolbe B™ Index to redo once at times.

The Kolbe C™ Index shows which talents the manager or direct supervisor considers necessary to be successful.

My advice to companies is therefore to fill in a Kolbe C™ Index when there is a vacancy and to keep it next to your job profile.

EXAMPLE OF A KOLBE B™ INDEX

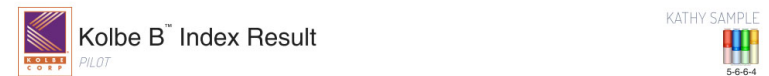


Conative Self-Expectations

Kathy Sample, this Kolbe B Index result indicates your conative requirements for the position of pilot.

The Role As You See It

You indicated that your job requires the talents of a mediator who can coordinate contrasting approaches. It is a great role for a team player who is willing to accommodate varying needs without vying for one methodology. This is a job that means having to be all things to all people.



Different Jobs Require Different Conative Abilities

Action Modes

Fact Finder



Explain

You've indicated this job takes the instinctive talent to:

Paraphrase reports	Use terms properly
Review the data	Respond appropriately
Edit the details	Test analogies
Work within priorities	Clarify specifics
Start with the highest probability	Rewrite and fact-check written material

Follow Thru



Maintain

You've indicated this job takes the instinctive talent to:

Package things together that fit	Draft guidelines
Adjust procedures	Provide transitions and segues
Monitor policies	Identify inconsistencies
Realign objectives	Meet the need for closure
Coordinate schedules	Maintain order

Quick Start



Modify

You've indicated this job takes the instinctive talent to:

Participate in experiments	Navigate through uncertainty
Create responses to challenges	Interject spontaneously
Try out new ideas	Adjust deadlines
Sustain innovations	Reduce risks
Use metaphors	Mediate between the vision and the given

Implementor



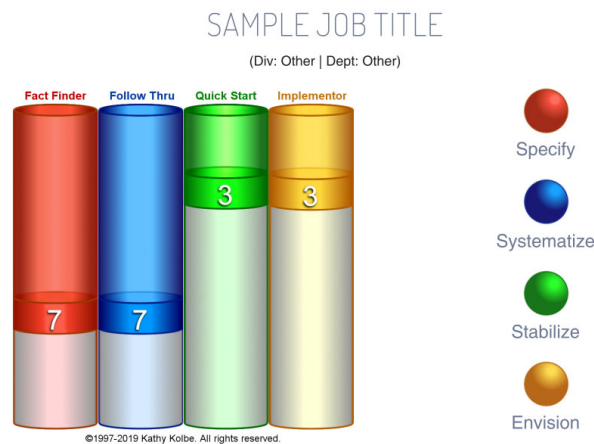
Restore

You've indicated this job takes the instinctive talent to:

Relocate and refurbish	Remove obstacles - real and imagined
Renovate structures	Utilize mechanical equipment
Test ingredients	Interpret sign and body language
Fix moving parts	Reinforce tangibles
Convert space	Connect concrete paths

Kolbe B results can change over time as your job responsibilities change.

EXAMPLE OF A KOLBE C™ INDEX



Conative Requirements

Sample Supervisor's Kolbe C Index result indicates the conative requirements for the position of Sample Job Title.

Defining The Opportunity

You view this opportunity as suited for a traditionalist who follows objective guidelines in structuring high-probability solutions. This is a role you see for a person able to prevent unnecessary errors and omissions by managing systems. This role would be frustrating for an intuitive risk taker who would be ready to explore without first studying the map and seeking an historical perspective.



Every Kolbe Strength Is Equally Positive

Action Modes

Fact Finder



Specify

Success in this position depends on someone's natural ability to:

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

Follow Thru



Systematize

Success in this position depends on someone's natural ability to:

Create the plan
Coordinate needs
Chart and graph logistics
Integrate past, present, and future
Distinguish patterns

Design sequential systems
Categorize differences and similarities
Bring focus and closure
Organize information and materials
Itemize procedures

Quick Start



Stabilize

Success in this position depends on someone's natural ability to:

Create undeviating standards
Decide what will/can stay the same
Protect the status quo
Create precedents
Stick with what's familiar

Clarify deadlines
Reduce unexpected events
Minimize risk factors
Establish outside limits
Conform to accredited concepts

Implementor



Envision

Success in this position depends on someone's natural ability to:

Create virtual presentations
Conceptualize solutions
Envision circumstances
Capture the essence
Portray symbolically

Find intangible methods
Jury-rig fixes
Sketch ideas
Simulate actual situations
Concoct out of thin air

Learned behaviors can enhance or mask natural strengths.

Comparison between a Kolbe A™ Index and Kolbe B™ Index

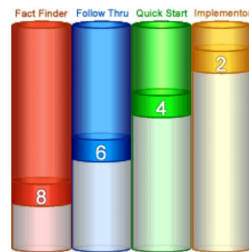


Comparisons: A to B™ Report

Summary

Georgia Minton

Kolbe A™ Result



Action Modes® are behaviors driven by your striving instinct — not your personality or IQ.

Your Conative Strengths

Your natural abilities make you capable of being a highly productive and creative person. Results of your Kolbe A Index validate the specific qualities of your personal instinctive strengths.

You start the problem-solving process by:

Fact Finder

Researching the details and getting the specifics

Follow Thru

Maintaining plans and systems that already exist

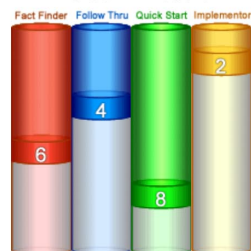
Quick Start

Modifying changes and adjusting deadlines

Implementor

Envisioning how to solve the problem

Kolbe B™ Result



Conative Self-Expectations
(as of 02/16/2005)

Kolbe B results can change over time as your job responsibilities change.

CEO

The Role As You See It

To do this job to your satisfaction requires managing rapidly changing priorities. It takes a person committed to testing the waters and taking qualified risks to succeed in this role. It is not ideally suited for a systematic worker who needs to act according to standard procedures, but rather for one who willingly takes calculated risks.

You've indicated this job takes the instinctive talents to:

Quick Start

Speculate, discover, originate, promote, customize

Fact Finder

Review, confirm, report, substantiate, amend

Follow Thru

Monitor, combine, accessorize, guide, record

Implementor

Conceptualize, symbolize, imagine, envision, infer

Comparison between a Kolbe A™ Index and Kolbe C™ Index



Comparisons: A to C™ Report

CEO

Job Holder: Georgia Minton

Evaluator: Herb Edwards

Diagnoses TENSION - a type of conative stress - by comparing an individual's instinctive strengths with an evaluator's perception of the conative requirements of the individual's role with stress-mitigating strategies.

Tension Analysis

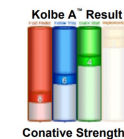
Overall Level of Tension

HIGH

Tension occurs when there is a significant gap between how an evaluator believes a job needs to be done and the way the person in the role naturally approaches doing it.

Unmitigated Tension leads to job stress that can greatly reduce productivity, cause absenteeism, and lead to unnecessary turnover.

Kolbe C: 06/28/2016; CEO



Conative Strengths



Conative Requirements

How do I retain successful people?

Why salary and fringe benefits alone are not enough

Companies do everything they can to get people on board. In addition to a generous salary, you can also think of these secondary employment conditions:

- companies that provided housing
- companies that gym training during working hours
- taking your pet to work
- a billiard table in the cafeteria
- the weekly Friday afternoon drink

These are all things that might convince people to apply, but it is no guarantee that they will remain loyal to your organization.

The most important thing is that people have a goal, that they get satisfaction from their work. And that is only possible if all three parts of the mind can be used optimally.

If people can't be themselves, can't use their natural talents, and have to work in a way that goes against their nature, sooner or later they will start to feel 'stuck'.

Or they will simply leave.

The same applies if they do not have the right skills or experience, are not motivated and/or their standards and values do not match those of the company.

Deploying and utilizing talents

Everything starts with motivation

When motivation is there, your instinctive drives, your natural talents come into action. You will be using your skills, knowledge and experience. And all of this leads to targeted action.

Not being able to use your natural talents demonstrably causes stress that can lead to a lack of motivation. Lack of knowledge and skills can also lead to lack of motivation and loss of self-confidence.

It is therefore essential that people can apply their **natural talents**, their instinctive way of acting in their work.

This leads to greater job satisfaction and higher productivity. Due to a reduction in costs (recruitment, absenteeism, training costs) and improved productivity, the operating result improves significantly.

Facilitate what is necessary to be able to do the work properly

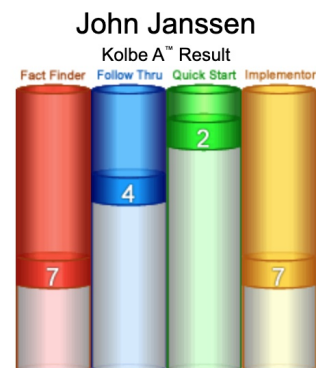
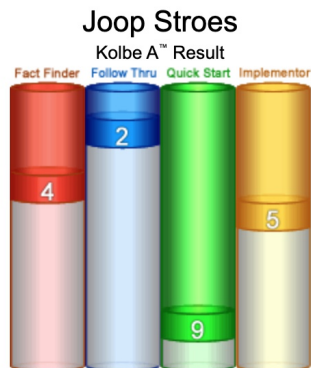
When we know a person's natural talents, we are better able to utilize that person's potential. Natural talents may include the need:

- to explore
- to prioritize
- to structure
- to complete tasks
- for variety
- to experiment
- to avoid risk
- to conceptualize
- to demonstrate through tangibles

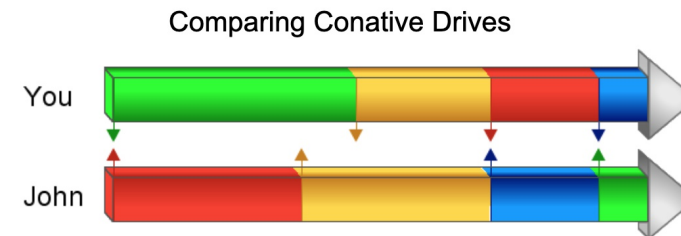
When you know these things about yourself and your colleagues, you complement and strengthen each other. Can you use each other's talents and possibly delegate or exchange tasks—and so bring out the best in yourself and each other.

The results below clearly show how two people have their own natural, instinctive way of acting.

You and John have equally powerful conative Strengths. This report provides insights and tips to optimize your collaborative efforts instead of wasting time and energy with disagreements, communication issues, and redundant work efforts.



Identifying someone's natural way of acting helps us to see which skills someone can develop. This helps to reduce training costs.



When free to use your Strengths, you'll start the problem solving process through the Action Modes in which you have the highest number.

- You**
1. You begin a project by brainstorming.
 2. Next, you test the strength and durability of available materials.
 3. Then, you check facts.
 4. Finally, Joop, you look for several alternative routes.

- John**
1. John begins a project by fact checking and determining practical and appropriate priorities.
 2. Next, John sees what materials are needed.
 3. Then, John looks for ways to fit the project into the system.
 4. Finally, John will assess and reduce risk.

SUCCESSFUL TEAMS

—how do I build them?

There are three types of teams. To illustrate this, we can draw a parallel with sport:

Collaborating teams

These consist of individuals who interact to achieve common goals. For example, basketball teams and software development teams.

Independent teams

These consist of individuals working independently to achieve shared goals. For example, swimming teams and sales teams.

Hybrid teams

These consist of individuals who work both together and independently, at least 30% of the time each. For example, baseball teams and management teams.

To find out what kind of team you have, complete this short free team survey.

It's only 7 questions.

[Click here to begin the survey.](#)



Team dynamics and team synergy

Team dynamics and team synergy are concepts that are often confused. In team dynamics we are actually talking about the mutual manners, norms and values within a team.

Four phases in this dynamic can be distinguished:

- clear goals and responsibilities
- mutual coordination of activities
- creating good manners
- bringing out the best in each other

Team synergy is about working together. How you complement each other in such a way, that the result is greater than the sum of individual team members. Only when the team synergy is in order can you start working on team dynamics.

With the knowledge you have of the natural talents of all team members, the better you can assign tasks to the individual team members.

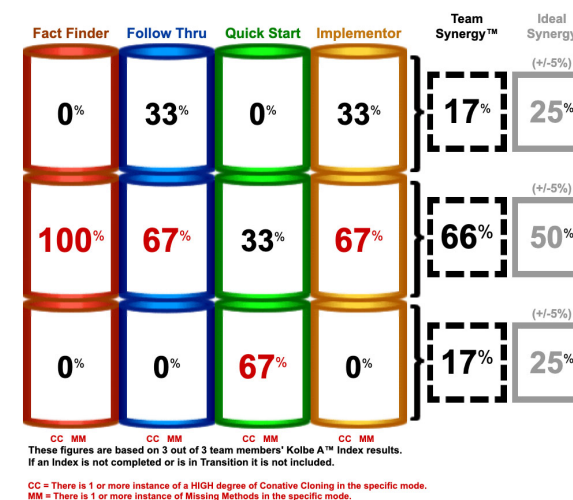
You are then able to bring out the best in yourself and each other!

The right mix of talents

So it is important to know what talents you have in a team, and what you are looking for if you have to replace someone, or need to expand your team. It is also important to know which type of team you have when you begin looking for talent.

In the image below you can see what the team synergy is within a certain team, which talents are present, which ones are missing, but also what the current team synergy is and what the ideal synergy is.

Kolbe A™ Distribution
Available Talent from your Kolbe A Results



WHY EMPATHIE PLUS?

As the only certified Kolbe™ consultant in the Netherlands, am I uniquely placed to interpret your personal results.

In the Netherlands and Belgium I have already helped dozens of companies and hundreds of people. In both 1-on-1 coaching and team coaching I teach you what your specific talents are and how you can apply them.



WHAT DO CUSTOMERS SAY?

In recent years I have been able to help and guide many satisfied customers in discovering and applying their natural talents.

Here are some reviews:

"I can't imagine life without Kolbe anymore, Kolbe is in everything and everyone around you. For some time I toyed with the idea of making a Kolbe test, these can be bought online at Kolbe, but then you only have English written feedback.

Then I started looking for a Kolbe coach who could give me more tools for making and interpreting the test; I found this one in Joop. The entire team has now been tested and we know what each other's talents (read strengths) are. By recognizing and recognizing these, we can complement each other and make use of each other's talents.

As a result, we have not only started working as a team with more pleasure, but also more productively. It has given me a better insight into my own actions and it gives me much more peace and understanding instead of frustration in the daily dealings with my team. When an applicant takes a Kolbe test, I know in advance whether someone is really suitable for the job or not. This could also be a fun part of a company outing or team building day!"

John Janssen, Lerta Technique

"It was very useful to find out what my MO is because it was both a confirmation of what I had always thought about myself, but it also made it clearer due to the colorful diagrams and the precise and simple, yet meaningful explanations therein.

Since I took the test, I find it easier to organize the day and understand myself better when I might get frustrated over a particular task or conversation, for example. provide a nice overview and they somehow communicate in a gentle way the do's and don'ts, playing on your conative mind. It does feel truly natural, and you know immediately that's who you are when you get the results... just that you were not able before to express it so neatly and comprehensive.

It just so happens that I have the perfect job according to the results and I guess that makes sense as I feel very happy with my current job. I could see though how taking this test - especially if you are not sure what the best job for you should be - it could help you take an informed decision.

I think you would read job descriptions differently and would know what questions to ask during a job interview, questions that would make you decide upon a job that matches you.

After all... we spend most of our lives working, right? We might as well choose a job that matches our conative brain so we can go to work feeling fulfilled. I believe that Kolbe can help know yourself a bit better and I recommend taking the test, for sure. Enjoy! And thank you, Joop!"

Ioana Ciobanasu—Vice Director of the Int. Business Law LL.M. Program at Faculty of Law of VU University Amsterdam

"Joop is an extremely talented professional, patient and solicitous. His work helped me to recognize the innate problem-solving abilities I always knew I had but never knew how to put into words. Another important lesson I learned throughout the coaching sessions was how to strategically rephrase "negatives" into "positives".

As a result, I feel confident as ever about how I introduce myself professionally, speak about my passions and explain how they motivate me to advance in my career".

Giovanna Pontes—Science Communicator LUMC

CLOSING THOUGHTS

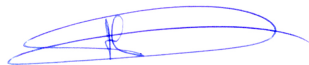
With this whitepaper I hope to have given you some information and insight on how to build sustainable employment relationships.

Namely, the importance of a correct job profile, and how you can save significantly at the back by investing at the front—not only on recruitment and selection costs, but also on training costs, reducing turnover, and absenteeism.

And crucially how you can also increase productivity and, thus, results.

There are companies that, by applying Kolbe in their organization, have seen their results increase by 500%.

What is it worth to you to build sustainable employment relationships with your staff? Plan a free discovery call [here](#) to see if you are making the most of your employees' talents.



Joop Stroes | Empathie Plus

Sources:

- CBS: *Work-related stress and fatigue*
- Aegon: *what does a sick employee cost*
- Kolbe Corp: *Team Success*