



DOUGLAS "SHAWN" KELSHAW
LEAD USER EXPERIENCE ARCHITECT
& INTERACTION DESIGNER

16Personalities.com

Welcome, Shawn!


PROFILE


FRIENDS


ACADEMY


DISCUSSIONS



Hey Shawn – you are “The Commander”.

Code: ENTJ-A

Role: Analyst

Strategy: People Mastery

Would you like to compare your habits with other people sharing your personality type?

[COMPLETE OUR SURVEYS!](#)

<p>76%</p> <p>EXTRAVERTED</p>	<p>58%</p> <p>INTUITIVE</p>	<p>55%</p> <p>THINKING</p>	<p>66%</p> <p>JUDGING</p>	<p>71%</p> <p>ASSERTIVE</p>
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MIND

This trait determines how we interact with our environment.

76% EXTRAVERTED

INTROVERTED 24%

Extraverted individuals prefer group activities and get energized by social interaction. They tend to be more enthusiastic and more easily excited than introverts. [Read more](#)

ENERGY

This trait shows where we direct our mental energy.

58% INTUITIVE

OBSERVANT 42%

Intuitive individuals are very imaginative, open-minded and curious. They prefer novelty over stability and focus on hidden meanings and future possibilities. [Read more](#)

NATURE

This trait determines how we make decisions and cope with emotions.

55% THINKING

FEELING 45%

Thinking individuals focus on objectivity and rationality, prioritizing logic over emotions. They tend to hide their feelings and see efficiency as more important than cooperation. [Read more](#)

TACTICS

This trait reflects our approach to work, planning and decision-making.

66% JUDGING

PROSPECTING 34%

Judging individuals are decisive, thorough and highly organized. They value clarity, predictability and closure, preferring structure and planning to spontaneity. [Read more](#)

IDENTITY

This trait underpins all others, showing how confident we are in our abilities and decisions.

71% ASSERTIVE

TURBULENT 29%

Assertive individuals are self-assured, even-tempered and resistant to stress. They refuse to worry too much and do not push themselves too hard when it comes to achieving goals. [Read more](#)



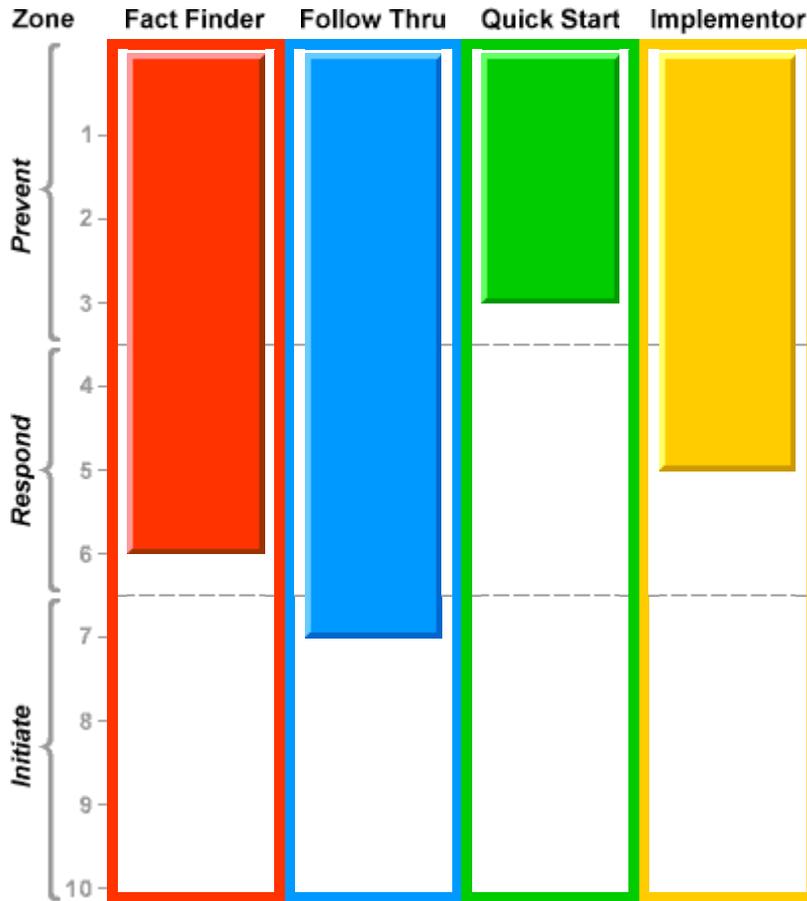
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Kolbe Personality Profile



Kolbe A™ Index Results

Douglas Kelshaw



MO: **6** **7** **3** **5**

Impact Factors: **Refine** **Organize** **Stabilize** **Renovate**

Natural Advantage: **Systems Analyst . . .**

Your conative creativity is in structuring complexities, planning appropriately and charting probabilities.

To: Douglas Kelshaw
From: Kathy Kolbe

You have terrific talent! 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. This proven, reliable assessment process confirms your Natural Advantage™ -- how you make your best efforts. It helps you excel.

With your Kolbe results you can liberate yourself from the stress of working against your grain. They highlight how you need to get things done -- and how you need to avoid trying to act because it just won't work well for you. They have nothing to do with learned behaviors, stemming from the knowledge-based cognitive part of the mind. We all know people with the skills and intelligence to do something, yet they just don't do it well. Kolbe results also have nothing to do with your personality or social style. People can prefer to act one way, yet perform entirely differently when push comes to shove.

The Kolbe index is the only validated method of measuring instinct-based actions. It is unique from any other mental measurement you may have taken because there truly are no right or wrong, good or bad answers/results, and no biases by gender, age, or race. It will not -- nor could it -- tell you how you need to change. As the great philosopher said, "I am what I am." Yes, Popeye is a worldwide folk hero because he knows something we all need to keep in mind: it is not necessary to be anything other than who you are to achieve your highest goals. Your personal set of striving instincts give you the power to do what has to get done. Popeye knew that when he added, "And that's all that I am." It's true. To be successful, you don't need to be more or less of anything on the Kolbe scales.

Your Kolbe result -- your MO (Mode of Operation) -- is perfect ... for you.

Success comes with the freedom to be yourself. You need opportunities to use the instinctive talent you have. You need to strive, to contribute, to be productive; because through your efforts you convert this innate ability into success. That's how you find a sense of purpose. You can do what you set out to do, so long as you engage the striving instincts Kolbe identifies that you have available in your personal tool box.

Kolbe gives you words to describe your natural strengths. Kolbe also highlights your responsibility to put your talents to work for the shared purposes of those with whom you make a commitment of this tremendous energy.

Unlike learned behavior and social style, it is instinctive. The Kolbe Concept® stems from my discovery of four creative instincts through which we initiate all action. Each produces a distinctive cluster of behaviors or Action Mode®. All goal-oriented action is initiated through one of these Modes. Everyone has equal conative energy, yet individual intensity in any one Mode may vary. These variances give you your distinctive talent.

Action Modes



FACT FINDER: Through which we are a pragmatist, prober, arbitrator, practitioner, researcher, judge, or realist.

FOLLOW THRU: Through which we are a planner, designer, programmer, theorist, systemizer, or pattern maker.

QUICK START: Through which we are a catalyst, generalist, innovator, entrepreneur, promoter, or impressionist.

IMPLEMENTOR: Through which we are a manufacturer, molder, builder, handcrafter, weaver, agriculturist, or handler.

Your Natural Advantage



Your Natural Advantage is determined by the degree of intensity through which you act in each Action Mode. The Kolbe A quantifies this intensity, measuring the extent to which you will, won't or are willing to use the related actions, while at the same time not implying a good or bad, right or wrong result. Based on years of careful observation and documentation, the Kolbe Concept supports the following important conclusions:

- all individuals have equal creative capacity or 100% of conative energy;
- every individual is endowed with some degree of all four Action Modes™, yet has a distinctive pattern of intensity;
- approximately 90% of the results do not vary more than one unit in any one Mode when the Kolbe A is retaken;
- no one initiates through all four Modes, so cooperative effort is essential

A number of prescriptions are included in this report which I hope will help you utilize your Natural Advantage. Among the benefits of discovering your true conative self are the affirmation of your innate talents and a framework to help you thrive in areas of life that are important to you. By depicting your instinctive or natural intensity in each Action Mode, the Kolbe A provides validation for the self, your internal drive, an inner core of talent that cannot be taken from you.

Douglas Kelshaw, your Natural Advantage is... **Systems Analyst** 

Trust Your Instincts



You have a superb ability to organize details into smoothly-operating systems that function within appropriate boundaries. Your knack for putting matters into context allows you to be well-prepared for contingencies. You instinctively evaluate and edit out mistakes. You know what does and doesn't fit the pattern. This innate quality helps you to delete discrepancies and transcribe materials with great accuracy. You can be counted on to design efficient forms of evaluation and to create methodologies that are both practical and accountable.

Use Time and Energy Productively



Ferret out the glitches before you design your service-oriented procedures. Assess the probabilities of a program working to fruition before committing resources to it. To finish a project most successfully, use your creative capability for finding out what needs to be done. By taking charge of the schedule, you can be sure others don't jump in before enough facts have been gathered. You prevent mistakes by initiating checks and balances. To maximize your efforts:

- schedule your time and use of mental energy to accomplish your top priorities.
- resolve inconsistencies and probe until gaps in information are filled.
- establish and carry out a practical sequence with as few interruptions as possible.
- clear up ambiguities and conduct preliminary studies of complete sample projects before making full-blown commitments.
- assess trends and put your efforts into a historical context so you can evaluate what is and isn't necessary.
- complete essential tasks by defining specific objectives.

How You Communicate Most Effectively



Explain how you need to accomplish goals. With your systematic approach to identifying problems and your ability to justify your plans, others may feel you are trying to impose your will on them. Integrate others' needs with your own by clarifying expectations. Realize your responsibility for communicating information.

You may offer more specifics than others require because of your need for the complete picture. Try starting at the bottom-line and working backwards, filling in details as necessary. Write out and chart information that provides a condensed format that may help team efforts. Find out how complete and thorough another person needs you to be and tailor your response accordingly. Keep records of your process of decision-making, as you may need to refer to it when incorporating your conclusions into future efforts.

How You Avoid Stress



There are three forms of conative stress:

- **CONFLICT:** arises from interactions between two people with significantly different intensities within any one Mode.
- **STRAIN:** results from unrealistic self-expectations for how you will act.
- **TENSION:** stems from another person requiring you to function out of your MO.

It is possible to respect someone else's methodology without adopting it yourself. Conflicts can be turned into synergistic effort by not trying to change each other, by having a sense of humor about differing approaches, and by staying true to yourself while nurturing the other person's talents. Success for an individual is defined by the Kolbe Concept as the freedom to be yourself. Success in a team situation or personal relationship stems from nurturing those innate qualities which provide such freedom for all involved.

AVOID STRESS BY:

- designing sufficient alternatives so your systems are "user friendly".
- preparing for interruptions based on your experience of their probable cause.
- clarifying what will stay the same and what can be disrupted, whether it be schedules, places or things.
- graphing or flow-charting activities so that opportunities are brought into clearer focus.
- minimizing situations that require you to physically demonstrate or play hunches.
- focusing on long-term service rather than "quick fixes".
- not having too many "irons in the fire" without closure.
- chunking off pieces of work in order to have a sense of completion.

Know Your WILL and WON'T



The conative part of your mind is your striving mechanism, your will or the effort you make to reach goals. When you act on your thoughts or feelings, your conative will is engaged. It is not enough to want something or know it needs to be done. You must act. You, therefore, control your conative will and the allocation of your creativity. HOW you will succeed is instinctive. You determine why, when, where, what and with whom you will use this talent. You are a self-starter who initiates action through your conative insistence to:

	STRUCTURE	PREPARE	ARRANGE	PLAN
	CONSOLIDATE	DISCIPLINE	INTEGRATE	BUDGET
	TRANSLATE	COORDINATE	SCHEDULE	CHART

While you initiate activity in those ways, you are willing to use your mental energy to respond:

	STUDIOUSLY	DELIBERATELY	THOROUGHLY
	PRACTICALLY	CONCLUSIVELY	APPROPRIATELY
	EXPERTLY	DISCERNINGLY	STRATEGICALLY

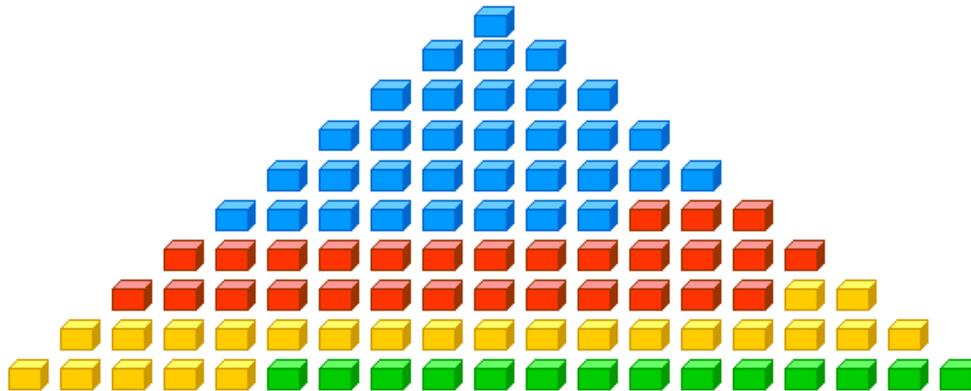
	SKILLFULLY	TECHNICALLY	HANDILY
	TANGIBLY	MECHANICALLY	DEXTEROUSLY
	DEMONSTRABLY	STURDILY	STRENUOUSLY

Recreation involves pursuing goals and, therefore, engages the conative will. Recreational effort will utilize your most intense Action Modes. Leisure, on the other hand, is non-striving behavior which is more likely to use unspent energy or the lowest levels of your conative intensity.

Since no one is a "10" in every Mode, part of your strength or Natural Advantage is to avoid striving in your resistant Mode. It is not that you can't operate through a resistance, but doing so is simply an unproductive use of your talent and a drain on your mental energy. Therefore, when striving to reach a goal, you need to avoid:

	ACTING AMIDST CHAOS
	FLYING BY THE SEAT OF YOUR PANTS
	JUMPING IN AT THE LAST MOMENT
	AD LIBBING
	TAKING UNNECESSARY RISKS
	WORKING AGAINST DEADLINES
	DEALING WITH TOO MANY UNKNOWNNS
	ENVIRONMENTS OF CONSTANT CHANGE

Striving Instincts



There are 100 squares. Each one is 1% of your mental energy or creativity. Everyone has the same amount. We are all equal. The colors at the top explain how you start the problem solving process. The ones in the middle are how you respond. The ones toward the bottom are the methods you use to prevent problems or stay out of trouble.

Career Paths of Others with Your MO



"Systems Analyst" is not a job title, but rather a Mode of Operation (MO). It is a broad approach to how you solve problems and the talent you bring to a task. You will succeed in roles that allow you to use this Natural Advantage.

The following is a partial list of job titles that people with your Natural Advantage have identified as positive outlets for their talents. Their reasons for success have tied, in part, to these careers giving them the freedom to act according to the advice given in the previous sections of this report. Keep in mind, though, that this isn't a list of jobs we're saying you should do. They may be a good fit for you but other factors like your educational background and your interests should be part of your decision-making when it comes to choosing a career.

MARKET RESEARCHER	INFORMATION COORDINATOR
HISTORIAN	COMPUTER PROGRAMMER
PROGRAM MANAGER	COSTUMER
FINANCIAL ANALYST	LIBRARIAN
LAB TECHNICIAN	ORCHESTRATOR
SERVICE MANAGER	STOCK BROKER
BOOKKEEPER	DATA PROCESSOR
AMBULANCE DRIVER	DRAFTSMAN
TRAFFIC ENGINEER	DECODER