Predicting Debilitating Stress

Over a ten-year period of time, hundreds of CEOs were given Kolbe A and B Indexes, and interviewed regarding stress levels. Those found to have closely aligned index results reported significantly lower levels of stress. One specific study consisted of a sample group of fourteen group vice presidents and the CEO of a large national corporation. The group vice presidents had overview responsibility for subsidiary companies. All participants completed both a Kolbe A Index and a Kolbe B Index but were not shown their results. In addition, the CEO completed a Kolbe C Index for the job of group vice president. The A, B, and C indexes were analyzed using Kolbe software. Based on these analyses, one person in the sample group was judged to be suffering intolerable amounts of stress and tension, and his performance was expected to reflect this. This person had a significant difference in three Action Modes between his Kolbe A Index and his Kolbe B Index (the Kolbe A vs. Kolbe B analysis indicates the degree of internal stress based on conative differences between a person's instincts and his self-expectations). He also had significant differences in all four Action Modes between his Kolbe A Index and the Kolbe C Index filled out by the CEO (the Kolbe A vs. Kolbe C analysis indicates the amount of tension between the employee and his supervisor based on conative differences between a person's instincts and the supervisor's expectations). Within a year of the Kolbe analyses, the individual suffering from this conative stress was no longer able to function on the job and was unable to continue working for the company. The other members of the sample group were retained or promoted or reached retirement age.