Concrete Experience

Abstract Conceptualization

Active Experimentation

Reflective Observation

Adapted from the early work of David Kolb
Working/Thinking/Learning Styles

There are nine sets of four words listed below. Rank order each set of four words assigning a 4 to the word which best characterizes you, a 3 to the word which next best characterizes you, a 2 to the next most characteristic word, and a 1 to the word that is least characteristic of you. Be sure to assign a different rank number to each of the four words in each set. Do not make ties.

1. ___discriminating     ___tentative     ___involved     ___practical
2. ___receptive          ___relevant     ___analytical   ___impartial
3. ___feeling            ___watching    ___thinking     ___doing
4. ___accepting          ___risk-taker  ___evaluative   ___aware
5. ___intuitive          ___productive  ___logical      ___questioning
6. ___abstract           ___observing   ___concrete     ___active
7. ___pressure-oriented  ___reflecting  ___future-oriented ___pragmatic
8. ___experience         ___observation ___conceptualization ___experimentation
9. ___intense            ___reserved    ___rational     ___responsible

FOR SCORING ONLY

CE_____________  RO_____________  AC_____________  AE_____________
234578           136789           234589           136789
"The Stretching Egg" - Balancing Our Act

Think through the details

Organize
Seek Facts
Value strategic thinking
Listen without fixing
RESPECT DETAILS
Reflect
Appreciate Procedures

Respect the Process
Take time to know people
CREATE!!

Brainstorm Ideas
Reflect ♦ Listen
Be Sympathetic
Develop Trust

If you live in this quadrant, your “work-out” must include...

Make
Try Something-New!!
Organize ♦ Structure
Think through how something works
Plan Ahead
Deal with conflict

WELCOME
CHANGE!
Think of people

Motivate others
Become comfortable with chaos

RISK
Deal With Conflict

Share Feelings
Share before it is perfect

Connect with people

If you live in this quadrant, your “work-out” must include:

Do Something

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The Egg—A Description of Working, Thinking, Learning Styles

### What if?

- **CRISIS**
- **Intuitive**
- **ADAPTABLE**
- **Entrepreneurial**

- **Risk Taker**
  - Enthusiastic!!!
  - Leads by Energizing People
  - Holds up Vision

- **Active**
- **Problem Solving**

- **SYMPATHETIC**
  - Brings Harmony
  - Leads by Trust and Participation
  - Observes Others

- **LEADS BY PERSONAL MEANING**
  - Sensitive
  - Reflective
  - Helpful
  - Directed by Feelings and Emotions

- **LEADS BY TRUST AND PARTICIPATION**
  - Takes problems by first reflecting alone, then brainstorming

- **Learns by trial and error**
- **LOVES THE BIG PICTURE**

### Why?

- **Active Experimentation**

- **Firm Minded**
- **LEADS BY PRINCIPLES AND PROCEDURES**

- **Reflective Observation**

- **Planner**
  - Driven by intellect—“What do the experts say?”

### How does this work?

<table>
<thead>
<tr>
<th>Active Experimentation</th>
<th>Reflective Observation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leads by personal forcefulness</td>
<td>Learn by thinking through ideas</td>
</tr>
<tr>
<td>Values Strategic Thinking</td>
<td>Firm Minded</td>
</tr>
<tr>
<td>Practical Literal Precise</td>
<td>Learns by thinking through ideas</td>
</tr>
<tr>
<td>Seeks analytical solutions to problems</td>
<td>Reflective</td>
</tr>
<tr>
<td>Thrives on plans and timelines</td>
<td>Makes decisions impersonally</td>
</tr>
<tr>
<td><strong>PRODUCTIVE STEADY</strong></td>
<td><strong>LEADS BY PRINCIPLES AND PROCEDURES</strong></td>
</tr>
<tr>
<td><strong>Limited tolerance for fuzzy ideas</strong></td>
<td><strong>Driven by intellect—“What do the experts say?”</strong></td>
</tr>
</tbody>
</table>

### Abstract Conceptualization

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