

# Kolb's Nine Learning Styles

	Experiencing	Imagining	Reflecting	Analyzing	Thinking	Deciding
<b>Description</b>	engaged, connected, warm, intuitive	caring, trusting, empathetic, creative	patient, careful, reserved, allow others to take center stage	structure, methodical, precise	skeptical, structured, linear, controlled	realistic, accountable, direct
<b>Strengths</b>	excel in teamwork, trusting relationships, comfortable with emotional expression, manage emotions well	self-awareness, empathy, comfortable in unknown, help others, generate new ideas, future plans	open-minded, gather information, use many sources, view from other perspectives, identify problems	plan ahead for mistakes, get full picture, critical thinking skills, methodical in analyzing details and data	use quantitative tools to analyze problems, frame arguments with logic, communicate effectively, make independent judgments	practical solutions, set performance goals, commit to one focus, technical tasks over interpersonal
<b>Key Skills</b>	establish trusting relationships, involved and engaged, connect personally while communicating, comfortable with emotional expression	generate new ideas, empathy, seek opinions of others, imagine possibilities	open minded, information gatherer from many sources, identify problems and issues, view varying perspectives	minimize mistakes thorough planning, organize information to get the full picture, analyzing data, use theories to explain issues.	use data to analyze solutions, frame arguments with logic, critical thinking for objective communication, independent judgments	practical solutions to problems, goal commitment, decision making, problem solving, take a stand on controversial issues
<b>Dreaded Word</b>	Objectivity	Choose	Urgent	Improvisation	Emotional	Brainstorm
<b>Weakness</b>	overly emotional, depends on inner circle of friends	indiscriminate, undervalues practical results	missed opportunities for need for perfection, holds back from speaking up	micromanage, misses 'forest for the trees'	loner, lives dispassionately	disdain for ambiguity, hates lack of focus
<b>Communication</b>	emotions, feelings, sensitive language, stories, metaphors	words to convey empathy and trust, brainstorm	communicate slowly, thoughtful, pause, process, reflect	concise, logical language, details. Organize facts, plan	communication rationally and logically, focus on facts and issues, quantitative	clear, direct, pragmatic language; practical approach, critical feedback, strong direction
<b>In Conversation</b>	open, listen, accept, help, include, empathize	asking questions, encourage, listen to understand, listen to understand, include everyone	ask questions to dig deeper, listen carefully, think before speak	details, theories, conceptual models	logical progression of facts, back up claims with numbers	practical results, measuring success, committed to one goal
<b>Communication Tips</b>	Key Phrase: "Something feels off." "How is everyone feeling?"	Key Phrase: "How can I help?" "Let's imagine possibilities." "What other information do we need?"	Key Phrase: "Let me explore this further." "Can I get back to you?"	Key Phrase: "Let's focus on the details." "What models explain this?"	Key Phrase: "What numbers prove this point?" "What evidence do you have?"	Key Phrase: "Here's our goal." "How well we know if we succeed?" "Take this direction."

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	Experiencing	Imagining	Reflecting	Analyzing	Thinking	Deciding
	Conflict: Make it personal and warm.	Conflict: Makes a personal connection using values.	Conflict: slow, ask questions	Conflict: focus on facts, value expertise and contribution	Conflict: get to point, facts, figures, skeptical	Conflict: efficient use of time, clear, direct, purposeful, skeptic
	When Things Get Tense: acknowledge emotions, desire to feel good.	When Things Get Tense: warm, easy going, approachable, empathize, appeal to values	When Things Get Tense: be patient, take it easy, allow time before making decisions	When Things Get Tense: command for content, use theories to guide, value uniqueness, do not become emotional	When Things Get Tense: be objective, step back, downplay emotions, remain logical	When Things Get Tense: set clear, practical goals; technical problem solving, clear standards of success, comparisons, focus on reaching a mutual goal
<b>Leadership</b>	being aware of the situation, focus on relationships, provide connection, environmental support	generating ideas, include others, include opinions, provide inspiration and inclusion	analyze problems, review options, patience, perspective	synthesize, plan, minimize mistakes, organize data, structure to approach	analyze solutions, reach conclusions, provide skepticism and logic	make practical decisions, converge on a goal, measure progress, practicality, commitment
<b>Questions for Growth</b>	Am I experienced in this issue? What is my intuition telling me? What am I feeling? Where is my attention? Am I engaged in this?	What are my possibilities? What is my vision? How do I feel about this situation? What do others think? What do I imagine will happen?	What is another way of looking at this? What are my assumptions? What information is most meaningful? What else do I need to consider?	What is my plan? Can I create a scenario about what will happen? How can I minimize mistakes? Is my reasoning conceptually sound? What processes will support consistency?	Am I being objective? What do the numbers tell me? Am I accurate and thorough? Have I put my feelings aside? Is this a logical approach?	What is my goal? What is my cost to benefit? What is the bottom line? What is my decision? What is the most practical solution? What is working and not working?
<b>Checklist for Growth</b>	Mindfulness. Intentional Attention. Focusing to tune into feelings and physical sensations. Empathize with others. What problem are you facing? What is happening now?	Brainstorm different responses. What are the possibilities concerning your feeling and sensations? What can you learn from the experiences of others? What are some possibilities for the ideal outcome?	Connect sensations with general ideas to make sense of them. Seek the perspectives of others you trust and admire. Have your experiences revealed new aspects of your situation? Do you have new questions you need to ask before moving forward?	Compile all informatino you need to make a decision. Organize it. Use the information to create a plan. Do you have all the information needed to make a decision?	Connect information to broader information you have. How does your experience fit in with prior experiences? Or experiences of others? Shouuld you take any of the information into account?	Set a goal. Starting small. Figure out the first step to take. Determine how you will measure your progress. Do you need to build in reminders to check in with yourself and be accountable?

## Kolb's Nine Learning Styles

	Acting	Initiating	Balancing
<b>Description</b>	on-time, assertive, achievement oriented, courageous	outgoing, spontaneous, shrug off failure	identify blind spots, bridge differences between people
<b>Strengths</b>	committed to goals and objectives, find ways to accomplish things with a deadline, implement choices with limited resources	try again, seize opportunities, participate without holding back, act on gut feelings	resourceful, adapt to shifting priorities
<b>Key Skills</b>	meet deadlines, make things happen, goal-oriented actions, implement plans with limited resources	flexible, influencing and motivating others, recognizing new opportunities, bouncing back	identify blindspots, adapt to shifting priorities, display resourcefulness, bridging differences
<b>Dreaded Word</b>	Wait	Status Quo	Commit
<b>Weakness</b>	over risk-taking, cling to one way to get things done	impulsive, pushy, impatient	people pleasing, fails to form an opinion
<b>Communication</b>	communicates dynamically, rapid, takes action, commanding tone, result oriented	persuasive, improvise, adjust, inspiring and energetic language	flexible, balances conversation, variety, holistic, adaptive
<b>In Conversation</b>	checklists, completion, complete things immediately, getting things accomplished	making connections and seize the opportunities	show verbal and non-verbal flexibility
<b>Communication Tips</b>	Key Phrase: "Let's do this." "Time is money." "What is one action we can take now?"	Key Phrase: "Let's go with it." "Don't miss out." "You can do it."	Key Phrase: "On the other hand ..." "we have a blindspot."

# Kolb's Nine Learning Styles

	Acting	Initiating	Balancing
	Conflict: purposeful, direct, concern for people and issues, getting things done	Conflict: optimism, enthusiasm, use humor that is non-judgmental	Conflict: appreciate, cheerful, kind, adaptable
	When Things Get Tense: take a walk together; move towards resolution, discharge feelings, do not take personally.	When Things Get Tense: be open to change, spontaneity, face situations quickly and directly	When Things Get Tense: identify options, collaborate, share solutions
<b>Leadership</b>	implement a plan, execute for completion, keep time, drive for results	seize opportunities, initiate action, provide optimism and influence	monitor for blind spots, adapting, bridge gaps when perspectives differ
<b>Questions for Growth</b>	How can I implement this plan? How much time do I have? What resources do I need? What are the next steps? Who can help me make progress?	What action should I take now? How do I start? Where are the next opportunities? Can I take a chance on this? How can I motivate others?	Is there a blind spot? Have I considered all possibilities? Do I need to change my approach?
<b>Checklist for Growth</b>	Begin executing your plan. Start with the first step. Are you able to implement you plan with existing resources?	Seek out new opportunities to implement your plan, build new capabilities, refine approach and engage others. What new experiences could you seek out to help you to continue to grow? What do you need to change as you try again?	Ask yourself whether your approach is working as well as it could be. Should you consider shifting to a new learning style? Practice mindfulness. Return to your experience. The cycle begins again in a lifelong process of learning and growth.