



*David Kolbe*  
*CEO, Kolbe Corp*

*National Defense Industrial Association*  
*February 10, 2015*

# **Battle Leadership**

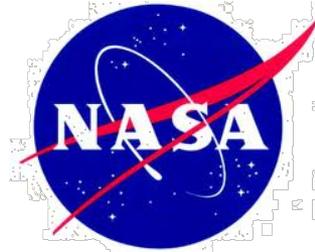
## **By Captain Adolph Von Schell**

“The psychology of the soldier is always important. No commander lacking in this inner knowledge of his men can accomplish great things.”

# Kolbe Corp Mission

To help people understand their own and each other's instinctive strengths, and to use that understanding to improve their lives in the ways they care about most.

# KOLBE Clients



# Three Parts of the Mind

- Plato divided the human psyche into three parts in *The Republic*.
- Immanuel Kant: “Pure Reason”  
“Judgement” and “Practical Reason”
- Roget used this classification to organize language: Intellect; Volition; and Affections

# Roget's Thesaurus: 1852

He called it a system of “verbal classification arranged, not in alphabetical order as they are in a Dictionary, but according to the ideas which they expose.

“The object is exactly the converse to the ordinary dictionary... The idea being to find the words, or words, by which ideas may be most fitly and aptly expressed. →

“Words...classified...strictly according to their signification.” →

PLAN OF CLASSIFICATION.

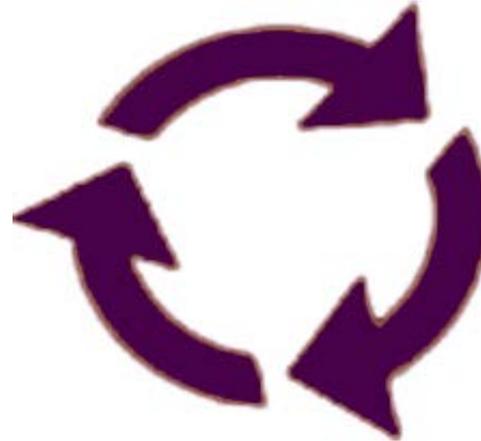
---

	Section.	Nos.
Class. I. ABSTRACT RELATIONS	I. EXISTENCE . . .	1 to 8
	II. RELATION . . .	9— 24
	III. QUANTITY . . .	25— 57
	IV. ORDER . . .	58— 83
	V. NUMBER . . .	84—105
	VI. TIME . . .	106—139
	VII. CHANGE . . .	140—152
	VIII. CAUSATION . . .	153—179
II. SPACE.....	I. GENERALLY . . .	180—191
	II. DIMENSIONS . . .	192—239
	III. FORM . . .	240—263
	IV. MOTION . . .	264—315
III. MATTER.....	I. GENERALLY . . .	316—320
	II. INORGANIC . . .	321—356
	III. ORGANIC. . .	357—449
IV. INTELLECT.....	Division.	
	(I.) FORMATION OF IDEAS	450—515
V. VOLITION.....	(II.) COMMUNICATION OF IDEAS . . .	516—599
	(I.) INDIVIDUAL . . .	600—736
VI. AFFECTIONS.....	(II.) INTERSOCIAL . . .	737—819
	Section.	
	I. GENERALLY . . .	820—826
	II. PERSONAL . . .	827—887
	III. SYMPATHETIC . . .	888—921
IV. MORAL . . .	922—975	
	V. RELIGIOUS . . .	976—1000

# Three Parts of the Mind

## Thinking *(Cognitive)*

IQ  
Skills  
Reason  
Knowledge  
Experience  
Education



## Feeling *(Affective)*

Desires  
Motivation  
Attitudes  
Preferences  
Emotions  
Values

## *Doing* **(Conative)**

Drive  
Necessity  
Innate Force

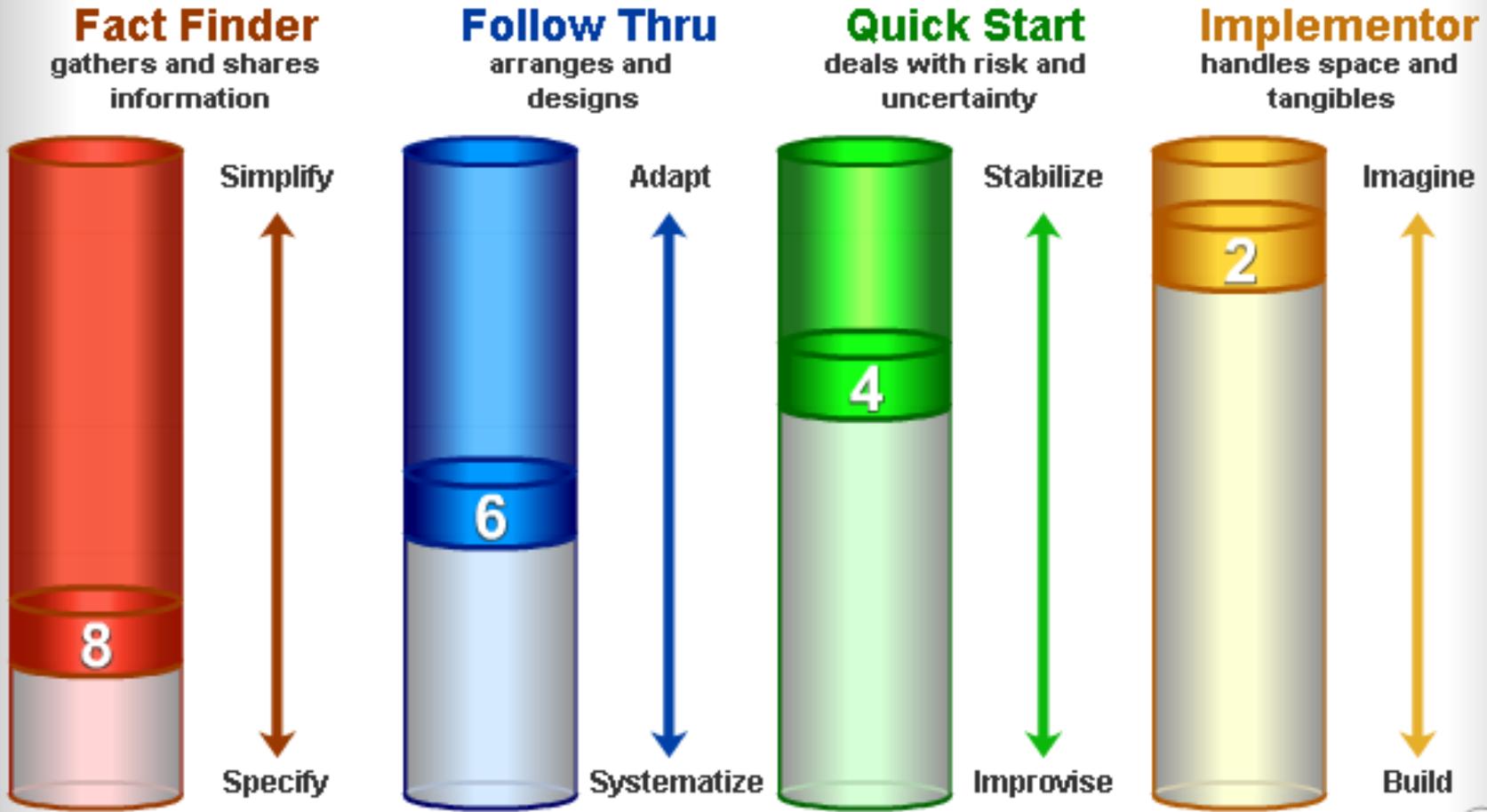
Instinct  
Mental Energy  
Talents

# The Conative Faculty

- Action derived from instinct
- Persistence against obstacles
- Purposeful mode of striving; volition



# How you take action in these four instinct-based Action Modes defines your M.O.



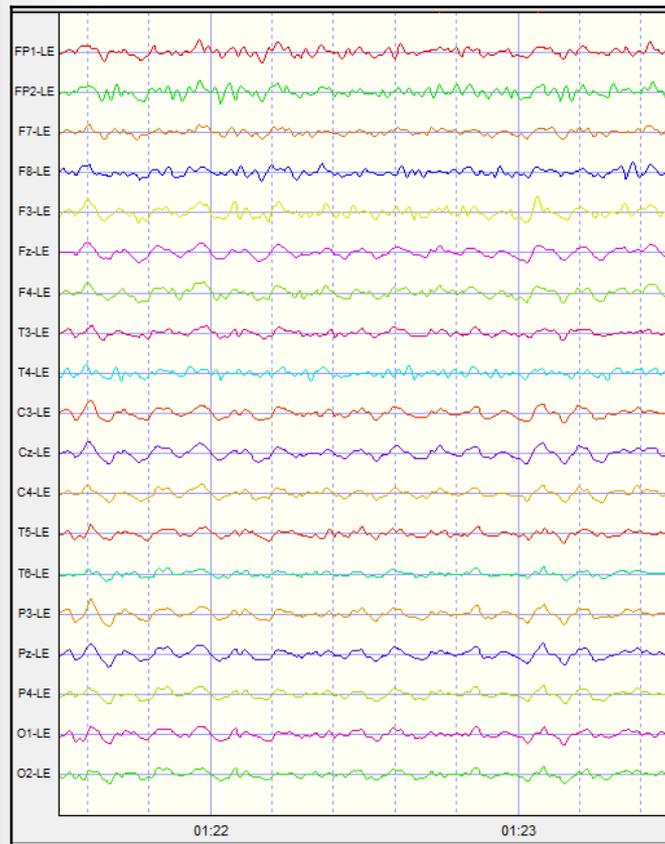
*Every ring on a Kolbe Continuum represents an equally positive trait*

# Driving Human Performance

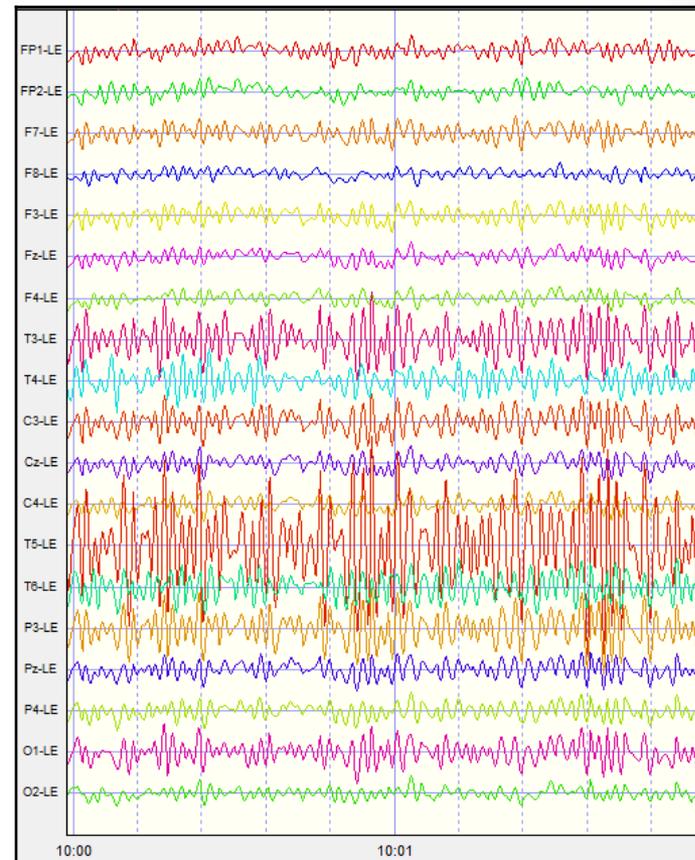
- The integrated operation of the mind drives human behavior.
- Individuals operate within the context of their own mental framework.
- Leaders understand the importance of people's mental framework, and leverage it to achieve better results.

# Stress Shows in Brain Activity

Brain activity (qEEG) working **with** your Conative Strengths



Brain activity (qEEG) working **against** your conative strengths



# Personality and Social Psychology Bulletin

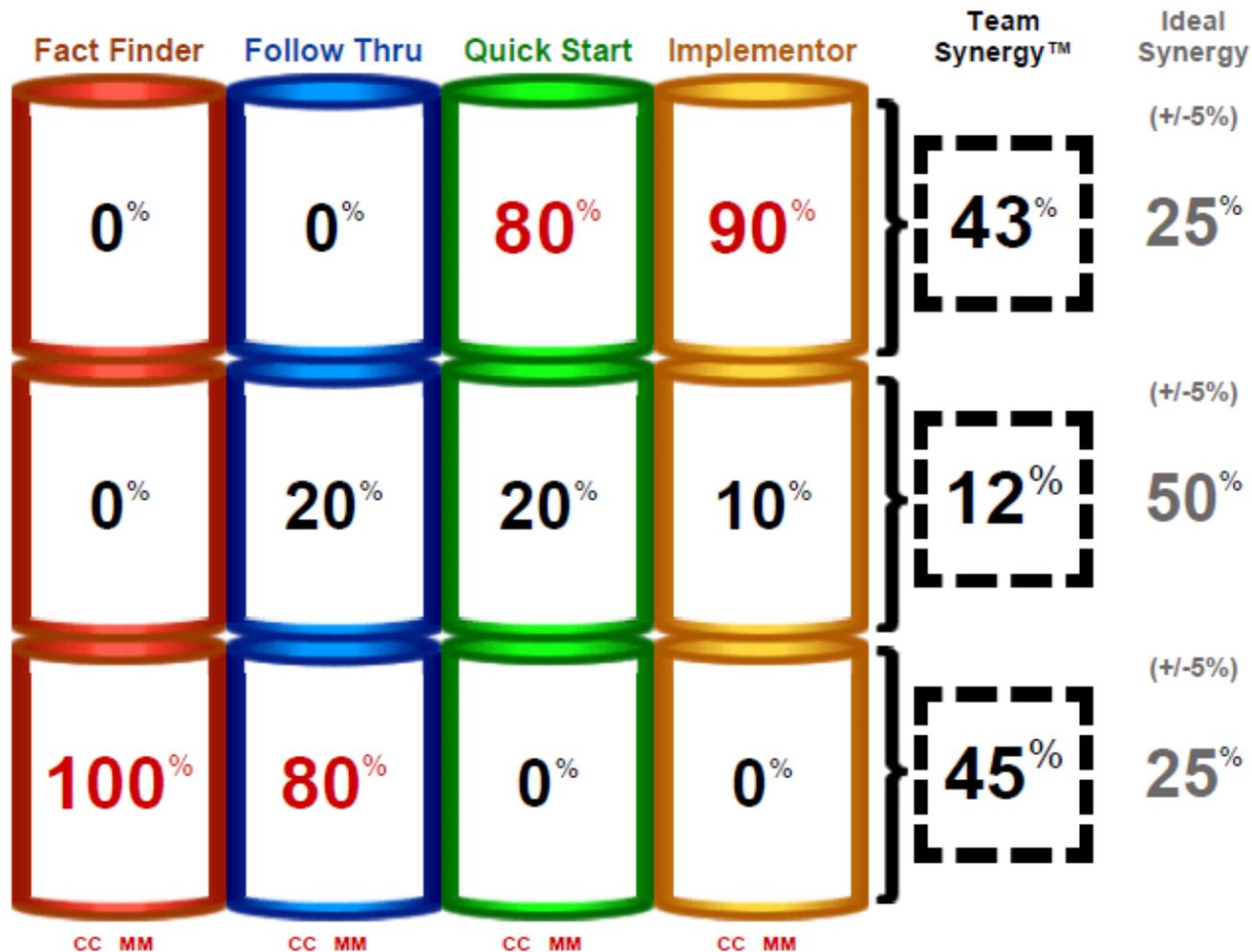
**Stanford, BYU, Northwestern Business Schools found:**

- Presence of newcomer turned stagnant thinking into good ideas
- Diverse teams were more likely to solve problems correctly and faster
- Like-minded groups reported they worked well together -- even though they failed

As reported by Time.com, March 2009

# Productivity Chart

## Kolbe A™ Distribution



These figures are based on 10 out of 10 team members' Kolbe A™ Index results.  
If an Index is not completed or is in Transition it is not included.

CC = There is 1 or more instance of Conative Cloning in the specific mode.  
MM = There is 1 or more instance of Missing Methods in the specific mode.

# Conclusions

- Military and civilian leaders must incorporate an understanding of all three parts of the mind to effectively lead people and organizations.
- “Conation is likely to play a large role in how humans interact with technologies as well as with each other.”



**David Kolbe**  
**602-840-9770 Ext. 120**  
**dkolbe@kolbe.com**  
**[www.kolbe.com](http://www.kolbe.com)**