



Instincts in Business and in Life: Three Parts of the Mind

Cognitive (Thinking mind)

Our cognitive mind is home to our intelligence, learning style, skills and reason. It is here that we process thoughts; here we find our IQ, education, training, and job experience. We use our cognitive mind to edit and direct our efforts based on experiences and knowledge. If we don't use our cognitive mind we would act illogically, deplete our energy, reduce results and leave our emotions unchecked.

When we measure a person's cognitive mind, we use IQ tests, skill assessments, check educational backgrounds, etc. Obviously, employees need to have the cognitive skills, educational level, and intelligence to do the job. Again, the cognitive mind is just one third of the total.

Affective Mind (Feeling mind)

This part of your mind controls emotions, personality, and motivations. It is home to our desires, values, beliefs and attitudes. In private practice using NLP and hypnotherapy tools, we clear out affective blocks that are limiting a person's performance in life, relationships, career, etc. The affective mind ignites energy that comes from our striving instincts. If we did not use our affective mind, we would have no passion or conviction. Mr. Spock, of Star Trek, would be an example of someone with no functioning affective mind; it is, after all "illogical."

Many assessment tools on the market measure the affective mind. While this is an important part of assessing a potential employee, affective assessments tend to be contextual in nature and not have long-term validity. As accurate as many are, they are only measuring one third of a person's mind. The affective mind (mood, attitude) can change very quickly.

Conative Mind (Doing mind)

The most important writer on this part of the mind is Kathy Kolbe, who laid out the concepts in her book, *The Conative Connection*, and developed the Kolbe A™ Index.

[Conation](#) (learn more about "What is Conation" at www.Kolbe.com) describes our striving instincts, our will, our MO (modus operandi – method of operation). We get our energy from our instincts; mental energy, drive, urges, necessity, innate force, and talents are all part of the conative mind. Without other resources, instincts will fade and nothing happens.

Some things to consider about our instincts and conative mind:

We are all truly equal in that we all have instincts. Instincts are our strengths, there are no right or wrong, good or bad, better or worse instincts. They are perfect in each person. Actions reflect instincts. How will you do something if left to do it your own way? Given the freedom to be yourself, how will you solve a problem? When your "back is up against the wall" how will you initiate action? This expression of action is your conative mind showing through.

Like your thumbprint and your DNA, your instincts do not change. Kolbe Corp has the statistical data showing that 90% of test takers show no changes in their natural talents upon retake.

Most companies only "test" for cognitive and affective matches. They neglect to consider conation, which is the driving force behind creativity. Since this aspect of mind does not change and is consistent regardless of environment, doesn't it make sense to know about it? There are many assessments on the market today that provide valuable insight to IQ, learned skills, personality, values, etc. And this information can be valuable to have. The Kolbe A™ Index is the only assessment that measures natural talents that are innate. Striving instincts are not learned; they remain unchanged throughout life. The Kolbe A™ is an extraordinarily predictive index for both personal and business applications. The Kolbe A™ is the only index that will remain a true picture of how a person naturally does things - without the need to retest.

Four Action Modes® of your conative mind

Fact Finder: *The instinctive way we gather and share information*

Follow Thru: *The instinctive way we arrange and design*

Quick Start: *The instinctive way we deal with risk and uncertainty*

Implementor: *The instinctive way we handle space and tangibles*



Your unique combination of all four Action Modes® determines your MO, your modus operandi or method of operation.

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How does this help me? How does this affect my business?

Kolbe A™ Index: How do I take action?
Kolbe B™ Index: How do I see my job?
Kolbe C™ Index: How does my boss/supervisor see my job?

If you are an Initiating Fact Finder download the Kolbe Statistical Handbook:
http://www.warewithal.com/visitors/research_validity/index.cfm. Or email George@JanusCenter.com for the link.

Kolbe A™ Index reliability and validity. Distinct from cognitive and affective measures – Independent of race, gender, age or other criteria – Results showing probability of success are tied to job performance – 90% of modes of insistence remain the same on test-retest – 96% of cases show no change between zones on test-retest – Meets all standards of American Psychological Association's (APA) *Standards of Educational and Psychological Testing* – Meets all EEOC guidelines.

Applications of the Kolbe Indexes

Personal Applications

Kolbe A™ Index – How do you take action?

A typical response upon reviewing a Kolbe A™ is "I always knew that about me... I just didn't have the words to express it..." You certainly have a "gut feel" for how you like to do things and how you best do things. Kolbe goes across all contexts – your striving instincts affect how you use your creative energy whether you are working or playing. The more you can learn about how you do things, the easier it is to accept that others may do it differently...

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"Problems cannot be solved by the level of awareness that created them." - Einstein

and that there is nothing wrong with either of you. Kolbe's philosophy is that all our MOs are strengths. There is no better or worse score. *Celebrate the differences among us and learn to play to your strengths.*

Kolbe A™ - Kolbe B™ analysis – Who you are vs. what your job requires

So much stress is caused when we try to change who we are to fit our job description. Your MO will not change. Why try to move the unmovable MO when we can “massage” the job – or how the job is done to fit your strengths? Think of times when you did things your way – possibly against “conventional wisdom” or even against the rules. And you got great results with less effort. This analysis allows you to identify exactly what (if anything) you need to change in your job description so you can continue to get great results with less effort. *We call that being effective, don't you?*

Kolbe Y™ Index – for children with a 5th grade reading level or higher (and under ~17 – 18 years)

How are your kids doing in school? Have they been labeled ADD or ADHD. Here's something to think about. A person who initiates in Quick Start (QS) and resists in Follow Thru (FT) will have lots of ideas and options and the need to stay open ended. They will resist organizing their thoughts and need to express themselves verbally. Sound like an “ADD kid” (Attention Deficit Disorder) to you? If your child initiates in QS is resistant in FT and Fact Finder (FF) and accommodates or initiates in Implementor (IM) they will have a need to move constantly. Ask them a question and they'll say “Let me show you...” as they are getting up out of their chair. Their ideas flow as they consider options, they “bottom line” decisions with little information (resistant FF) and have a need to demonstrate physically (initiating IM). These kids are labeled ADHD (Attention Deficit Hyperactivity Disorder). *If this describes your family, please call or email George Gillas TODAY so we can discuss some exciting options... without drugs!*

Kolbe A™ - Kolbe A™ comparison – You and your significant other (or even your entire family)

No surprise that you do things differently. He cooks dinner and brings it to the table. She is paying the bills. Dinner is set down and the plates are full... and cooling off. She continues to work and he is getting hotter by the minute. He thinks “I have to fix this in her” or “I have to fix this in me.” Either way, there is a presumption of something being broken... something that needs to be “fixed.” If he is a *resistant* FT, he could easily put the checks aside and enjoy dinner as soon as it hit the table. If she is an *initiating* FT, she has a need to take the task to conclusion. It's not that she'd “like” to find a spot to stop and it's not that she isn't smart enough to stop... she simply has a need (FT) to complete the task. And going against that need creates stress and tension that will eventually come out another time.

Comparing and understanding each other's Kolbe A™ helps eliminate the tension. No drugs. No counseling. Nobody trying to change the other person or change himself or herself to fit the other person's expectations... just understanding and acceptance. *I bet your thinking about some interesting differences right now, aren't you...?*

Business Applications

Partnerships and small firms

Having read the Personal Applications above, you now have a greater understanding of the Kolbe A™ Index. Imagine a small two-person business where a recurring point of irritation is how each partner does his/her job. “If only s/he would do it this way...” When all parties understand that they do it differently – and it's OK to do it that way, tension goes down and communication and productivity increase.

Let's take it to another level and have each of the partners (or management team) also take the Kolbe B™ Index and see how they each see their own job. That could open some eyes, couldn't it?

And if they are sincere about becoming the best they can be, we'll kick it up another level and have each take a Kolbe C™ Index on the other person's job.

The Kolbe C™ Index evaluates how the supervisor or boss sees the position. Usually we use this to build a profile for hiring (see below) but in the case of a small firm consider how much communication improves when each partner understands exactly what the other expects of him/her? That information along with the Kolbe A™ and Kolbe B™ Indexes, and our coaching, creates the foundation for explosive growth.

Hiring the right person

What is the cost in hard and “soft” dollars of a bad hire? How much time, energy, and aggravation goes into interviewing, testing, training, lost time, etc. to get the best person in the job; only to discover they are not producing the way you need them to produce? If getting the right person in the job is important to you; please contact George Gillas directly (602.527.0142 or george@JanusCenter.com) to learn about the Kolbe RightFit™ program. This is too important and detailed to fully explain here; let me give you a brief summary so you’ll have well thought out questions when we do talk.

The Kolbe RightFit™ software creates conative profile for the job based on high performers who were in or are in the job (Kolbe A™) and the owner, boss or supervisor’s Kolbe C™ of the position. So now we know what it takes to excel and what the expectations are for excellence. Applicants take a Kolbe A™ Index and are evaluated against the profile built for that position. You (the client) receive a letter grade for each applicant ranging from A to F. Kolbe recommends only interviewing those who are B- or above. According to a Wall Street Journal report 10/10/1994, interviewing has a validity of predicting job performance of 14%. Cognitive test scores rank 53%. Statistical data utilizing the Kolbe A™ Index and the RightFit™ program move predictability of success to 82%.

As a Kolbe Certified™ Consultant, George Gillas will work with you to build a comprehensive job profile using the RightFit™ software together with interviews.

If you are hiring – we need to have this conversation. It is costing you too much not to explore the possibilities.

Team Success

Your company has done the “team building” exercises and retreats... and everyone ‘feels good’ about each other for a little while but productivity goes back to where it was after a short time. Or maybe you’ve noticed that some teams seem to get tremendous results while others stagnate. If your teams are matched conatively, they will perform with more creativity and synergy than if they are mismatched or assembled randomly. Again, there is too much information to cover it all here. If you are planning to roll out a new product, campaign, service, etc. your risk and exposure is too high not to take the time to assemble the best team for the job. If you want your current teams or departments to excel, we can help there too. Think about your sales team... and the untapped potential for growth.

Picture this: a team of initiating Fact Finders... will do more research even if they “know” it is time to move on (analysis paralysis). A team of initiating Follow Thrus will spend its time organizing and creating flow charts and systems. The room of initiating Quick Starts will sound like a party, and the team of initiating Implementors... well, they’ll all go outside because they won’t be able to stay seated around the table. Get the picture? Kolbe can solve this for you. And your team will be ecstatic that you took the initiative to ensure their success from the start.

We can also provide a four-hour workshop called Kolbe TeamSuccess® seminar. Wouldn’t you prefer a team-building exercise that has long-term positive effects? Participants receive Kolbe A™, Kolbe B™, and Kolbe C™ Indexes along with a full explanation of what these mean – and some “hands on” exercises which demonstrate in remarkably memorable ways, how understanding Kolbe Indexes will improve communication and performance.

Decide to find out more about Kolbe TeamSuccess® and how it can reduce turnover, increase productivity, morale, communication and understanding in your business.

Other services include Sales coaching (for sales managers), executive coaching, communication workshops, Lunch and Learn programs... and more.

*“Prescription without diagnosis is malpractice.” We don’t know if what we offer can help you.
It won’t cost anything to find out and it could be very expensive to not ask. Let’s connect.*