EXCERPT:

Racial & Ethnic Stereotyping

is the opposite of

Behavioral Profiling which makes

reads based upon actions.

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DISARMING CATASTROPHIC ACTS
AND RESTORING LIVES

RAGE OF THE RANDOM ACTOR

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What Behavioral Profiling Is and Isn't

Behavioral profiling is not a mystical process, as it is often portrayed in the mass media. The ability to read behavioral traits is a learned skill that most anyone can acquire. One's reads are based upon observable actions, and not just how a person is attired, which is easily modified, or "body language," like eye movement, which can be misleading. A stereotype, for example, is that if people can look you in the eye it means they are assertive when they communicate. But when videotaped interviews are reviewed, we find this isn't always true. In some cultures, for example, people are taught that it is rude to make eye contact with elders, so eye contact won't tell you anything about a person's assertiveness. Also, some people don't show assertiveness with eye contact, but rather with the tone of the voice or choice of words or gestures for emphasis—or a combination of these actions.

The *science* behind behavioral profiling is that everyone displays behavioral traits. For example, people from every culture control or express their emotions to one degree or another when they communicate. The *art* of profiling recognizes that there is an unlimited number of ways that people can display and use their traits, influenced by such factors as social, cultural, and home environment, personal preference, career, strategic setting, etc. Therefore, the art of profiling finds strategies to identify the core behavioral trait even though it may manifest itself in many ways.

Thankfully, there *are* an unlimited number of ways that people can use a trait. We are not automatons. That we use our traits with infinite variety is similar to: each snowflake six-pointed, but each variance in nature unique; inimitable waves crash along seashores; ever-changing clouds form in the heavens. Thus, when we see tiny crystal-like objects falling from the sky and each has six points, we identify it as a snowflake, distinguished from pea-sized hail. We also know that snow flakes like to be treated a certain way so they don't melt. They like it when the temperature is below freezing.

Similarly, when we see two specific behavioral traits in a person, we can say that someone has the RANDOM ACTOR profile. We also know that there are three specific things that they would like us to do for them that not only deters their rage, but also guides them out of harm's way (described in Chapters 13–16).

In the popular culture, the movie *Silence of the Lambs* (1991), loosely based upon the early exploits of the FBI's Behavioral Sciences Unit, created the notion that behavioral profiling is the same as *criminal* profiling. Actually, criminal profiling is only a very small corner of behavioral profiling. Effectively, criminal profiling tries to identify predictable patterns of how a specific criminal, such as a sexual predator, is likely to operate, or the tendencies of a criminal who has committed a string of bank robberies.

The mission: catch the bad guy before or after he commits a crime.

Behavioral profiling, however, can be used to boost productivity. Organizations use behavioral profiling when hiring staff or building teams, to find the right person for the right responsibility. Human resource professionals, for example, will administer a written test to identify specific traits that are preferable for a specific work environment. Here, the candidate provides answers to multiple choice questions. Well known self-assessment tests for personnel environments include the Minnesota Multiphasic Inventory, Myers-Briggs Personality Inventory, and others. Self-assessment tests must be used cautiously, however, because a person's traits can change over time, or because inaccuracies can result from poorly phrased questions or culturally irrelevant questions or even from how a person feels on a given day.

As explained in Chapter 2, the *Korem Profiling System* was developed as a system that could be used on the spot, without a written test. Make some target-specific observations, identify a person's traits, and then interact with in a way that person uniquely deserves to be treated. A wide-range survey of professionals revealed that they wanted three critical pieces of information about someone. These were: how a person prefers to communicate, perform tasks, and make decisions. To obtain this profile (approximately two pages of information), four well-accepted gauges were selected and their application refined by behavioral experts. Two gauges identify how a person prefers to communicate and two identify how a person prefers to perform tasks and make decisions.

To enable someone to read these four gauges on the spot, a unique method of instruction was developed. Trainees are shown video clips of real people in real situations (actors aren't used as they typically look affected). Trainees are given ten seconds to make their read, enter their responses in a wireless keypad, and a computer tracks their comprehension and retention. The typical professional, before receiving training, demonstrates an average of 25–35% trait recognition accuracy, which is one of the principal reasons that people disconnect with others. Even psychologists, psychiatrists, and seasoned detectives don't do much better than the average because most have never received this type of instruction. A small percentage, however, performs well without training because of innate intuition.

In a day or two of instruction, accuracy increases to 75% or higher. With study and/or training[2] and application, most people can recognize a specific trait and interact with a person in a manner that is behaviorally relevant. For example, although there is an unlimited number of ways that people can make decisions out of confidence or caution/fear, with instruction and applying one's skill, one can identify how specific people prefer to make decisions and thus interact with them appropriately.

Racial and Ethnic Stereotyping Is Not Behavioral Profiling

In application, behavioral profiling—the practice of identifying behavioral traits—is the *opposite* of stereotyping. The ability to identify a person's behavioral traits actually retards the impulse to stereotype based upon race and ethnicity. During the aftermath of the 9/11 terrorist attacks on America, Americans of Middle-Eastern descent, who resided in Dearborn, Michigan, pleaded on camera with law enforcement authorities, who descended on their community: *You can profile our behavior, but do not stereotype us by our culture or ethnicity.*

In recent years, media outlets, government officials, politicians, and others, have regularly misapplied the term *behavioral profiling*. This is due, in part, to cases in which law enforcement agencies targeted people solely based upon ethnicity. Law abiding citizens, for example, have been regularly stopped on interstate highways in certain jurisdictions known to be used by drug traffickers because of their ethnicity, their license plate designation, etc. These practices are not *racial profiling*, as misidentified in the press, but *racial or ethnic stereotyping*. And, over time, institutions that use stereotyping will needlessly abuse their power, harm those they are charged to protect, and be justifiably sued.

I was presented with a bizarre request when I lectured at the FBI's National Academy at the invitation of the Behavioral Sciences Unit. My law enforcement host told me that because of political pressure from "Washington" and "the Hill," I couldn't use the word "profiling" during my lecture on behavioral profiling to law enforcement executives. "But, I wrote the book *The Art of Profiling*," I protested. "I know. It's crazy. But those are my orders," was the embarrassed reply.

The Transportation Security Administration (TSA) oversees U.S. transportation security, including airports. People are rightfully irate when grandmothers, who obviously have no intent to kill, are pulled out of line and hand searched. Where TSA and other federal agencies drop the ball is that they don't clearly explain that a concern may be that someone *planted something on* grandmother or a child or a pregnant mother—and that's the reason for the check. People can deal with that, but not an abstract notion that "she fits the profile."

One of the more misguided demonstrations of stereotyping has currently gripped France, where it is illegal for pre-university students in public schools (equivalent of K–12) to wear religious symbols or garb, such as a yarmulke (Jewish), a large cross (Christian), or a headscarf (Muslim) to school.[3] First, the French tradition is that school is a place that you learn, not profess your faith. Second, with the rise of extremist Wahhabi Muslims, who are the perpetrators of many suicide attacks, the notion is that somehow religious attire makes people violent. While the French didn't want to alienate the Arab nations because of their profitable arms

trade, the French saw this as the simplest solution to make the point that extremist Muslims were not wanted in a country where even minorities subscribe to the rule of the majority.

Behavioral recognition skills, however, *retard* stereotyping and also *reduce* conflict. For example, a police officer trainee and his police instructor responded to a disturbance call in a neighborhood where people were more likely to show emotion when they communicated than folks in surrounding neighborhoods. It was a cultural trait—neither negative nor positive. The instructor, however, misread the display of emotion as *hostility* and prepared to take physical action. The trainee, who had grown up in a similar neighborhood, explained to his instructor that they just express emotion more than others and asked to let him take the lead. He did, the disturbance dissipated without aggressive action, and trust in local law enforcement was promoted.

Internationally, different cultures present different behavioral traits in public. Italians, for example, are more likely to display emotion in public than the Swiss. For the Swiss, being reserved isn't positive or negative, it's just a different expectation of public behavior. But, in non-public locales, such as a friend's house, a Swiss citizen who prefers to express emotion in conversation will do so, even though this same person may not show emotion in public. So, when visiting Switzerland, it is sensible to respect the cultural more of restraint in public by being a little more reserved. It shows cultural sensitivity. Such simple modifications can be learned by anyone[4] and erase the stain of the "ugly American" label that often follows insensitive Americans abroad.

Regarding law enforcement, military, and security matters, if a "white" male suspect has broken into a home in a small town that is predominantly white, it isn't racial stereotyping to look for a white male. Similarly, if there are Middle-Eastern al Qaeda operatives trying to penetrate our borders, it isn't stereotyping to take a closer look at those from a Middle-Eastern background coming through immigration. But solely interrogating these persons absent behavioral recognition skills, leads to an ugly "treat them all the same" mentality, which is stereotyping. It's also bad business. In the absence of stable behavioral recognition skills through late 2004, flight attendants on major airlines noted a significant reduction in Middle-Eastern passengers—both foreign and U.S. citizens—on many routes because of insensitive, ineffective screening of passengers. Treating people in a way they uniquely deserve to be treated promotes trust, cooperation, is always more time efficient in security screenings and investigations, and more important, it's the right thing to do.

After the U.S. Embassy take-over in Tehran in 1979, and Americans were held hostage through early 1981, many Middle-Eastern U.S. citizens were senselessly attacked and stereotyped. An Iranian graduate dental

student in Dallas told me how thankful he was that there were more Dallasites who *didn't* stereotype his heritage than the few who did. On the other hand, after 9/11, an angered patron at a Dallas restaurant walked up to another Iranian friend of ours, a U.S. citizen, and angrily demanded, "What are you doing here?" Kindly, our friend replied, "I'm an Iranian by birth, an American by adoption, and a Christian by the grace of our Lord and Savior Jesus Christ. I love this country more than you can imagine, and I love this country like you do." Stunned and embarrassed, the man sheepishly walked away without apologizing. Reading a person's core behavioral traits *separate* from his ethnicity and culture places the nature and intent of behavioral profiling in its proper context, distinct from stereotyping. Now let's look at the RANDOM ACTOR traits in detail.

A Behavioral Profiling Schematic

The four traits selected for the *Korem Profiling System* are noted below.

<p align="center"><u>COMMUNICATION or Talk traits</u></p>

- **CONTROL – EXPRESS:** Does a person typically prefer to CONTROL or EXPRESS emotions when communicating?
- **ASSERTIVE – NON-ASSERTIVE:**[5] Does a person typically prefer to be ASSERTIVE or NON-ASSERTIVE when communicating?

<p align="center"><u>PERFORMANCE or Walk traits</u></p>

- **PREDICTABLE – UNPREDICTABLE**: When performing tasks, does a person prefer to operate conventionally (PREDICTABLE) or unconventionally (UNPREDICTABLE)?
- **CONFIDENT – FEARFUL**: Is a person typically CONFIDENT or FEARFUL when making decisions?

These traits are identified through observation, interaction, and past behavior. And, as already noted, the RANDOM ACTOR traits are identified by directing one's reads at the PERFORMANCE traits.

The following schematic illustrates how behavioral profiling works. At the baseline, we observe people's actions. When we observe several similar *actions*, this reveals a trait. For example, if we observe that a person prefers to control or express emotions when he or she communicates, then we would say that this person possesses an EXPRESS trait, shown on the left side of the illustration.

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                        ┌─────────────────────────┐
                        │  Comprehensive Profile  │
                        └─────────────────────────┘
        "TALK"                                          "WALK"
┌─────────────────────────┐                  ┌─────────────────────────┐
│   COMMUNICATION Type     │                  │    PERFORMANCE Type      │
└─────────────────────────┘                  └─────────────────────────┘
        (Combine Traits)                              (Combine Traits)
┌──────────────┬──────────────┐          ┌──────────────┬──────────────┐
│Control—Express│Assertive—Non-│          │Confident—    │Predictable—  │
│Emotions Trait │Assertive Trait│          │Fearful Trait │Unpredictable │
│              │              │          │              │Trait         │
└──────────────┴──────────────┘          └──────────────┴──────────────┘
┌─────────────────────────────────────────────────────────────────────┐
│                     Observe Similar Actions                           │
└─────────────────────────────────────────────────────────────────────┘
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