THE ART OF
PROFILING

READING PEOPLE RIGHT THE FIRST TIME

— EXPANDED SECOND EDITION —

DAN KOREM

WHAT'S INSIDE

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—For my Sandy,
You read me from the beginning,
And showed me how to love.
Thirty-nine years . . .

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THREE SHORT STORIES

The Next Level

I prepared one question to identify the football coach's profile. Based on his response, I would make a decision whether or not I would enter into a contract. The coach, who we'll call Steve, had been successful at several Division I college programs. He was now in his first year at a storied top-tier program. One of his assistant coaches, who had seen the success possible when coaches used rapid-fire profiling for recruiting and coaching athletes, asked me to talk to his head coach about bringing this skill into the program.

But, there was a problem.

He said his coach was an extremely cautious decision maker. My experience is that when fearful/cautious decision makers are asked to adopt something new, that is foreign to what they've done in the past, successful implementation is unlikely. They'll either reject the new idea outright or, as soon as a bit of doubt creeps in, they'll bring the new initiative to a halt.

That his head coach wasn't decisive, though, sounded off to me. How

could a coach win if he wasn't confident? Yet, the assistant described how all the coaches were frustrated with Steve's severe over analyzing of most decisions. They respected that Steve was confident in his *knowledge* of the game, but they didn't think he was decisive enough to win at this level when critical decisions had to be made. I was suspicious. This was probably venting by assistant coaches who wanted to see their schemes and strategic objectives installed, but the coach wanted to go in a different direction.

I agreed to meet with Steve. If he was interested and I determined he was also a confident decision maker, then we'd look at implementation.

About halfway through our meeting, I asked the pivotal question.

"If you were convinced that this profiling system could work for you, how many *additional* new blue chip recruits would you like to recruit a year?"

Blue chippers are the premier athletes who are the most heavily recruited. Have enough of them, and they can define the success of a program.

"I'll have to think about that," was his response. He wasn't being coy or testing me, he meant it.

Every coach who I've posed the same question to, who was a confident decision maker, has answered with something like: *Why does there have to be a limit? Let's recruit them all!*

Steve's assistant coaches were right. He was an extremely cautious decision maker, and coaches who are decisive don't like it. They have to make lightning decisions against the clock without second guessing. If you're not committed, hesitation will kill you.

One time Steve called a trick play, and it worked. At half-time, the on-field television analyst asked him about *that risky play.*

"Yes, but it was calculated," Steve responded. Again, he showed that even fast-moving decisions were made out of caution. A confident decision-making coach would have said something like, *You make your best call and you just move forward. We don't second guess our calls.*

While Steve offered me a trial to incorporate profiling into his system, I declined.

Steve was personable, exceedingly bright, and a positive influence on his players. He was a decent guy who genuinely cared about his players. I was convinced, though, that his coaches were right. He wasn't suited for the top-tier job. Steve didn't survive his move up and went on to coach a much smaller program at a fraction of his $1.5 million salary.

Find 1 out of 1,500 in 30 Minutes . . . Tick, Tick, Tick

Her voice with steady, but pointedly alarmed.

"Dan, I need your help. Can you be here at 7:00 a.m. tomorrow morning?"

The superintendent of a large suburban school district that bordered a major military contractor, Dr. Childers had reason to be concerned. Bomb threats had been escalating at the high school for several months, and it was near the end of spring, when stressors are the highest.

A month before, she heard me give a speech about why the needle was at "10" for a potential school massacre attacks in her area, like the 1999 massacre at Columbine High School in Littleton, Colorado.

Calls like Dr. Childers's were frequent. A year before, the head of intelligence of a major police department had a serious threat in another suburb near Dr. Childers. He asked me to train one of this intel officers *on the phone* how to identify the Random Actor profile—the profile of almost every mass school shooter/bomber, as well as most suicide bombers, postal and company shooters, and serial killers. Within two hours of arriving at a 3,000-student, upscale suburban high school, the officer found not one but *two school massacre plots*—and the threats were successfully mitigated.

When I arrived the next morning to meet with Dr. Childers's administrators, they were huddled around the table in the high school principal's conference room.

They immediately began the meeting by telling me about a half a dozen students who might be making the threats.

"If this isn't a prank, and if the threats truly are escalating, it will probably be one of about 90 students in your school," I started.

"About 6% of your students have the Random Actor profile," I explained.

"And, most who are committing attacks have this profile and usually

aren't on anyone's radar. They haven't been arrested or regularly in trouble, like the students you described," I added.

"Here are the two traits in the Random Actor profile.

"First, they're *extremely* unconventional. They like to be *different.* This by itself doesn't mean someone will blow up a school.

"Second, they are *extremely fearful* in their day-to-day decisions. They may be very bright and confident in their competency, but otherwise, most decisions are made out of extreme fear.

"Do any of these students you've just mentioned have these two traits?" I asked. None of them did, but they had been in fights.

"Where is the wall where the threats were written?" I asked.

They described the location on the second floor and, because of the location of the threat, they knew during which period they were scrawled on the wall. The threats were left several times in the same proximity.

"Which classes on the hall are more structured disciplines like history, math, or language arts," I asked "classes that are more *conventional*, as this can alienate a person with the Random Actor profile who is extremely *unconventional*? In other words, theater, video production, shop and classes that are more unconventional won't set them off."

They rattled off three classes.

"Get the roles from those classes," I instructed, "and tell me which students have the Random Actor traits *and* if they did something that was off. You might not have considered it to be important, but it showed paranoia and/or a comment about harming others—even if it seemed flip."

"Yeah, Jeremy, has that profile, and I remember him making a joke about shooting up the school a couple of years ago, but didn't think much of it at the time," one of the administers remembered. Jeremy wasn't on anyone's list for special attention, let alone a suspect for Random Actor violence.

"Can we get some papers he's written in a composition class?" I asked.

We got lucky. He was in a comp class, and within ten minutes we were poring over his papers, which were filled with despair, isolation, anger, and more.

"If Jeremy is the student, I want Mr. Velka [the principal] to bring him

down and talk to him. Mr. Velka, I need about another fifteen minutes to give you some do's and don'ts of what to say and how to say it."

It was 7:30 a.m.

By 8:00 a.m., Jeremy was in Mr. Velka's office. As instructed, using non-threatening open-ended questions, Mr. Velka asked Jeremy for his insight about the threats. He explained that he heard Jeremy was astute and might be able to shed light from a student's perspective.

"Well, he's not Hispanic," Jeremy jumped in. "He's going to be white, pretty smart, and his parents probably work at the plant [military contractor nearby]. He's had problems with them and he's angry, but I don't think he's going to do anything right now." In effect, Jeremy was describing himself and in an odd way, was letting Mr. Velka know he wasn't going to act now—without admitting he was guilty. He trusted Mr. Velka and his approach.

"Jeremy, I've done a lot reaching out to various student leaders. Is there anyone else you think I should get to help me to make sure that all students feel a part of our school?"

"Well, who did you talk to?" Jeremy asked.

"You know, student counsel leaders, class leaders, and others," Mr. Velka explained.

"Yeah, but what about us students *in the middle*? Who aren't the tops but also aren't always in trouble?" he added.

"About how many students are we talking about?" Mr. Velka asked.

"About 70 or 80," Jeremy said firmly. Mr. Velka was stunned. It was approximately the same number of students with the Random Actor profile I told the administrators were in Mr. Velka's school—and Jeremy knew it without sophisticated training or mentoring.

That day, the threats stopped. Jeremy became part of Mr. Velka's team to reach *all* students, and he did well the rest of the year.

Out of 1,500 students, Jeremy was identified by administrators equipped with only thirty minutes of training. The result: a threat was mitigated, and a young teen's life was restored. Not all students have to go to jail to make a turn for the good. They just need someone to profile them and *treat and lead them right the first time.*

Closing the Deal

Josh, an entrepreneur in his twenties, was trying to solve a puzzle. A major player wanted to do business with his start-up company, but he couldn't get the VP to sign the contract. It seemed to drag on without a specific reason. They wanted his services, could afford it, and there wasn't another competitor interfering. Frustrated, he called his friend, David, for input because he knew how to profile.

David immediately asked, "Is the VP conventional or unconventional."

"Definitely, unconventional."

"How do you know that?"

"He's always talking about pushing the envelope with new ideas."

"What's more important to him, innovation or seeing his ideas implemented?"

"Seeing his ideas implemented," Josh fired back.

"Then send him an email that you are concerned that if the contract isn't wrapped up soon, he might not be able to implement some of his key ideas."

The email went out. The deal closed that day based upon a read made in seconds.

This is a real case in which David, a young professional, was trained to use the *Korem Profiling System* and could profile a company or player in a company and quickly identify if a behavioral snag needed to be addressed. In this case, the VP preferred to be unconventional in what he did, rather than conventional. The uptick is that he liked change, innovation, and was open-minded. A potential down-tick was that he might not follow-up on day-to-day details, which for him was tedious.

David made the accurate read based upon Josh's observations, Josh took target specific action, and the deal closed.

Together, these three stories about everyday people are examples of what you're going to be able to achieve as you learn how to rapid-fire profile using the *Korem Profiling System*.

RAPID-FIRE PROFILING:
A POWERFUL TOOL
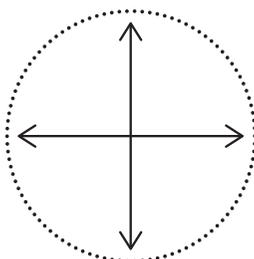
Imagine within just a few minutes of interaction being able to accurately predict how someone is likely to:

- Communicate
- Perform tasks
- Make decisions

These are three of the most valuable pieces of information people would like to know about others professionally or personally. Consider how they affected the outcomes in the three cases you just read in Chapter 1. Obtaining this kind of insight about someone is called behavioral profiling, and the ability to do it on the spot without tests or batteries of questions is called *rapid-fire* profiling. Using the *Korem Profiling System* (*KPS*), you're going to learn how to make four quick behavioral reads and then identify the profile. This is not a thin line descriptor, but up to three pages of information. And, you don't need years of behavioral sciences training to do it.

The term "profiling" is used in various professions to identify many kinds of information. In law enforcement, a criminal profile might identify how and when a felon is likely to commit his next crime. In the media,

reporters do background profiles as a part of feature stories to detail a person's past. I used this skill as an investigative journalist to put people at ease who were victims of crimes, conduct interviews, obtain confessions, assess threats, and even negotiate contracts. Although we didn't call it profiling in the early 1980s, that's what it was, and it helped save lives during life-threatening investigations. Then, in the late 1980s, my career took an unexpected turn.

Members of the Young Presidents Organization (YPO) asked if I could develop a profiling system they could use for high-stakes negotiations abroad. To qualify for membership you had to be the president of a sizable company before the age of forty, and you could remain a member only until you were fifty. Young, aggressive, and often industry leaders, they complained of severe missteps when reading people that had cost them millions of dollars—especially in foreign countries. Intrigued, I asked them specifically what they needed and why.

"For negotiations, we need to size people up quickly like you do without stereotyping or confusing cultural nuances with who a person actually is. For example, someone might appear agreeable at the table, which might be the public, cultural norm, but then you find they are actually extremely forceful in private."

"Why don't you use one of your organizational behavioral experts from HR to help sort it out?" I asked.

"Won't work and would be considered rude. We have to do it ourselves," was their response.

They emphasized that a system had to be tight and compact that would work quickly to develop trust, promote transparent dialogue, and produce a positive outcome for everyone.

"Specifically, what do you want to know?" I probed. Here is what they and hundreds of others I surveyed said.

First, how does someone prefer to communicate? Certainly this was the first priority, as this is how negotiations begin. They gave me many examples where they didn't start off appropriately and the problems and mistrust it caused.

Second, how does someone prefer to operate or perform? This was important so they could do business appropriately and understand and respect someone's comfort zone and potential weaknesses.

Third, how does someone prefer to make decisions? This is also logical because all negotiations have the goal of reaching a decision.

I assumed there was an existing system that could be modified, but there wasn't. All that was available were written tests used for hiring staff. With a clear picture of the three pieces of information that the execs wanted, I recruited corporate and law enforcement behavioral science experts to help me develop the *KPS*. I also added two conditions for using the system that broke new ground.

The first is that the *KPS* gives you the flexibility to profile people before you meet them, which is an invaluable time saver. And second, the *KPS* allows you to profile people without stereotyping even if you can't speak their language. These were two conditions I regularly faced during investigations and which I felt would be indispensable in our speed-driven, tightly knit global community (explained in Chapter 16).

From 1992 to 1995 the system was refined and taught to virtually every type of professional work group in the US and Europe, including leaders of organizations, human resources, audit, sales, law enforcement, and educators. Transferability issues were refined to ensure that anyone could learn and use the system. Then, in January of 1995, I presented the *KPS* to over ninety of the leading police psychologists from the US and Europe at the invitation of the FBI's Behavioral Sciences Unit to flesh out any structural flaws. None were found, and they said the system was structurally, culturally, and instructionally sound.

Although the rapid-fire *KPS* was designed for executives negotiating contracts, since 1992, over 35,000 professionals globally have used their new skill for all kinds of situations as well as in their personal lives when working with kids, being a better parent and spouse, and reaching out to help friends.

Versatile for Many Applications

In the past, profiling skills were only acquired by those with unique professional

needs, such as FBI agents, who track serial killers or terrorists, or human resource managers making hiring and personnel-development decisions. There is also a fascination with how profiling can be used for truth detection.

Rapid-fire profiling, though, can benefit anyone for any type of interactions. The reason most people never learn to profile is they lack a simple and direct system. Even in the human resource arena, over 90% don't have a system for profiling people on the spot without the use of a written personality test (based on surveys I conducted of thousands of professionals at human resource conferences in the US).

For some, profiling skills seem too "fuzzy" to be easily learned. Be assured, even if you have a difficult time reading others, with practice, the *KPS* will enable you to significantly increase your accuracy. We've found that the average person when tested has only 25–35% accuracy when shown video clips of real people in real situations. Even those with behavioral sciences backgrounds have the same limited accuracy because they also haven't been trained to rapid-fire profile. This means that most people 65–75% of the time ineffectively start interactions, which is painfully obvious when you video record their interactions. In a day or two of workshop training or two to three months of self-study, however, the average accuracy increases to 75–80% or higher.

If you are blessed with keen intuitive insight, you might ask: *Why do I need to learn to profile? I'm pretty good at reading people.* If this fits you, ask yourself three questions:

1. Can I teach others how to make the same intuitive reads with systematic accuracy?
2. Do I specifically know what I need to do to increase my accuracy?
3. When I misread someone, can I identify the source of the misread, correct it, and ensure that I don't repeat the same mistake?

If you answered with a negative to two of the questions, you have your answer: You need a dependable on-the-spot profiling system. (Additionally, our data shows that most people who think they can read people accurately have the same low accuracy as everyone else.)

My experience is that people usually don't consider learning how to profile until they've had a negative experience—a bad hire, they've been lied to, or to the extreme, someone threatens their life. You may have purchased this book because of a difficult situation, but the more potent way to use profiling is to improve people's lives, provide wiser counsel and leadership, and improve productivity. Be proactive, not reactive. With this in mind, here is a short list where profiling is an indispensable tool for professional and personal needs, followed by specific ways people have used the *KPS*.

PROFESSIONAL APPLICATIONS

- Lead teams/boards
- Negotiate and sell
- Consult clients
- Deliver presentations
- Diffuse confrontations
- Teach and educate
- Recruit, hire, and develop staff
- Sharpen communication skills
- Conduct interviews
- Select career path
- Work with diverse cultures
- Provide counsel

PERSONAL APPLICATIONS

- Provide encouragement, motivation, and direction
- Uniquely respond to the needs of spouses, friends, and others
- Reduce conflict
- Understand those whom we love and care about
- Recognize how you are perceived so that you can quickly adapt to difficult situations.
- Nurture and discipline our children to help them reach their potential

Senior Leadership

Communicate Vision and Expectations—All organizations have a profile (as do groups, countries, and regions). Convey big-picture themes, vision, and bottom-line expectations in a way that is target-specific to your audience (a skill often used by leading athletic coaches).

Senior Level Interactions—Efficiently work with a hard-to-read or difficult partner/board member/colleague.

Mergers and Acquisitions—Extremely useful for mergers and acquisitions to ensure seamless transitions.

Lead Teams—Make better selections of who should lead and how a team should be led.

Human Resource Management

Recruiting and Hiring—Excellent check on written self-assessment tests which all have inaccuracy. Chapter 16 describes how to integrate profiling when screening and interviewing candidates.

Team Leadership—Lead diverse personalities and improve interactions while simultaneously reducing unstated biases against specific personality types—"those who are different from us." This enables team players to broaden the range of personality types with whom they can effectively perform.

Personnel Development and Selection—Identify those in an organization best equipped to take on new responsibilities.

Educators and Counselors

Instruction—Teachers, pastors, medical professionals, and social workers can identify an individual's or a group's profile and modify instruction to immediately increase comprehension and retention.

Identify Allies—Teachers, counselors, and probation officers can quickly assess whether a specific parent, guardian, or caregiver will effectively assist in the disciplining and nurturing of a youth.

Avoid and Diffuse Conflict—Recognize how you are perceived so that you can quickly adapt to difficult environments.

Cross-cultural Interactions

Separate cultural nuances from a person's actual profile—All cultures have a behavioral profile and specific customs, which can be identified separate from a person's actual profile. This insight can be utilized to quickly establish communication. (Chapter 16)

Law Enforcement, Security, and Safety

Confrontations—Quickly identify how to confront different profiles and diffuse potential threats.

Investigations—Better predict criminal strategies and obtain information during interviews.

RANDOM ACTOR Violence Prevention—This volatile profile, which is the profile of most company and school attackers who commit massacres as well as homicide-suicide terrorists, is explained, as well as themes to prevent incidents. (Chapters 9 and 15)

Sales, Negotiators, and Communicators

Close Sales—Determine who makes confident or cautious decisions and modify approach to bring closure.

Reduce Cancellations—Predict who is and isn't likely to keep appointments. (Chapter 8)

Sharpen Presentations—Predict when one should present more or fewer options to a client or audience.

Quickly Establish Trust—Reduce the time to establish.

Office Management

Temporary Help—Quickly identify strengths and weaknesses to optimize performance.

Customer Relations—Modify message, improve customer satisfaction.

Interviewing Skills

Confrontational Interviews—Auditors, law enforcement, and security can decrease the amount of time to collect data and actionable intelligence without inciting hostile retaliation.

Nonconfrontational Fact-gathering—Auditors, journalists, financial analysts, and doctoral students can increase the precision and scope of information gathered during interviews.

Medical Personnel

Structured Follow-up—Identify patients who need more or less structure and guidance to adhere to follow-up recommendations, such as remembering when to take medications, following rehabilitation regimens, etc. (Chapter 8)

Personal Use

Social Contacts—Shorten the time required to establish relationships.
Respecting One's Spouse—Understand and more effectively communicate with your spouse and adapt to his or her weaknesses and strengths.
Raising Children—Direct and instruct children based upon their unique profiles.

These are just a few of the ways in which people have used the *KPS*. The *KPS* and other research I've developed has been used to prevent school massacres, mass company shootings, terrorist attacks, and more. These attacks are usually committed by those with the RANDOM ACTOR profile, which you'll learn about in Chapters 9 and 15 (detailed cases and prevention strategies are found in my book, *Rage of the Random Actor—Disarming Catastrophic Acts and Restoring Lives*). While safety and security are certainly important, the greater good is achieved by using profiling for uplifting others and productivity-building pursuits.

What follows are actual cases in which profiling was the difference between success and failure. Each case will be expanded later in the text. (Because this text is designed for an international audience, the male pronoun will be applied when appropriate as this is the currently accepted convention, although examples will employ both male and female gender.)

Case #1—An outside consultant is working with a creative work group in the audit industry. Every time the consultant makes a proposal the staff wants to initiate, the group's manager throws up illogical roadblocks that nearly derail the project. What course of action did the consultant take to save the project? (Chapter 13)

Case #2—Marc was pursuing a lucrative contract with XYZ Inc., a Fortune 1000 company, when he encountered an unusual challenge. XYZ's CEO requests an exploratory meeting with Frank and tells him that under no conditions can any of Marc staff make contact with anyone at XYZ before the first meeting. Then, the day of the meeting, the CFO slams the boardroom door shut and screams at his subordinates,

while Marc and his staff stand outside the door within earshot of the CFO's loud barks. What action did Marc take, based upon the CFO's actions, that increased his company's chances of securing a future contract? (Chapter 13)

Case #3—In Zurich, Switzerland, several doctors used the *KPS* to identify more accurately those patients who require more or less regimen for follow-up to treatments, taking medicine, etc. What did the doctors and their nurses profile in each patient that enabled them to uniquely meet the needs of each patient? (Chapter 8)

Case #4—The leader of a cult-like group, who has a criminal record including kidnapping and robbery, knows the police are likely to arrest him on a stolen guns charge. He has threatened to kill others and himself if he is apprehended, reminiscent of other cult leaders like Jim Jones and David Koresh. There is only one opportunity to engage this individual tactically so a bloody siege doesn't take place. What key element was addressed during the confrontation which enabled this dangerous individual to be successfully apprehended and a confession obtained? (Chapter 9)

Profile Information Provided: Three Options

The *KPS* enables you to access up to three pages of profile information, including potential strengths, shortcomings, and suggestions for how to interact. To see how much information is provided, review the SERGEANT–MANAGER profile, the first profile in Chapter 12. (Another half page of "type" information is also provided that will be introduced later.) Since you won't need all the information available for every interaction, you have three choices of how much you want to access.

Snapshot Read—A short two-line description, useful in many short-term, noncritical interactions. (Chapter 10)

Fine-tuned Read—Details of specific positive and negative actions—

useful for critical long-term interactions. (Chapter 10)

Comprehensive Profile—20 profiles provided, useful for long- and short-term interactions. (Chapter 12)

The Profiler's Tools: A Compass and a Map

When people say they want to be able to profile, they're really asking for two pieces of information.

First, they want to identify someone's profile, such as how a person is likely to communicate and perform and make decisions in a given situation. Second, they want to know *what to do* with that information. The *KPS* provides you with a compass and a map that will help you accomplish both. The profile not only provides insight into a person, it also provides suggestions for how to interact with someone based upon your needs.

The Compass: Four questions/wires—A compass points a backpacker in the direction that he should hike. The *KPS* utilizes four questions that will be your profiling compass and point out the profile. You won't ask someone these four questions, rather you'll answer them in your own mind. The questions help identify four of the thinnest wires of human behavior that are found in everyone, regardless of age or culture. The questions, which we'll also refer to as traits, wires or gauges, aren't complicated and can be answered by anyone without specialized training.

Two questions (traits/wires/gauges) identify how a person communicates. We call these the communication or "talk" traits, and they are:

- CONTROL or EXPRESS: Does a person typically control or express his emotions when he communicates? (Chapter 4)

- ASSERTIVE or NONASSERTIVE: Does a person prefer to be assertive or nonassertive when he communicates? (Chapter 5)

If you think about it, everyone displays these actions. We usually prefer to either control or express our emotions, or be assertive or nonassertive when we communicate. Yes, we can vary some, but usually we tilt in one direction or the other.

The last two questions (traits/wires/gauges) identify how people like to operate and make decisions—what we call the performance or "walk" traits. They are:

- CONVENTIONAL or UNCONVENTIONAL: Does a person prefer to be conventional or unconventional? (Chapter 8)

- CONFIDENT or CAUTIOUS/FEARFUL: Does a person make decisions confidently, cautiously, or out of extreme fear? (Chapter 8)

Talk versus walk—An important innovation in the *KPS* is you'll always be able to read how people communicate—their "talk"—*separate* from how people prefer to perform tasks and make decisions—their "walk."

Statistically, the number one source for misreads is a confusing communication trait with a performance trait. The *KPS* works by *always reading them separately*. No exceptions.

All of us have been fooled by someone who talks confidently but, when called on to perform, operates out of fear. The talk looks and sounds great, but the walk is something completely different.

Similarly, it's easy to be fooled by people whose talk is shy and retiring, but when called upon to perform, they perform confidently.

One Tweak Immediately Increases Accuracy 20–30%—Statistically, I found with just one slight modification in how we make our reads, accuracy immediately increases 20–30%—and in any culture. It works like this.

If you ask yourself "Is John CONTROL or EXPRESS," the tendency is to make a subjective decision and your accuracy will vary. Imagine, however, if we put a famous person who represents the extreme end of each wire like Queen Elizabeth II, who typically controls her emotions to the extreme when she communicates, and actor/comic Jim Carrey, who expresses his emotions to the extreme in most of his roles. Now, instead of thinking, Is John CONTROL or EXPRESS, we think: *Does he communicate more like the Queen or Jim Carrey? Which way does he tilt?* It's amazing, but every group in the world in any culture immediately increases their accuracy because they are comparing John to two extremes rather than making a subjective

read based upon two descriptors. The details of how this works is explained in Chapter 4 when you learn how to use your first wire.

The COMPREHENSIVE profile Is your map—When backpacking, you need a map to plot out the best route toward your destination, gauge distances, and point out natural obstacles to avoid, such as swamps and impassable gorges. When profiling, your map will be the COMPREHENSIVE PROFILE (Chapter 12) that identifies typical strengths, weaknesses, and tendencies of each person's profile as well as suggestions for interactions. The twenty profiles include strengths, shortcomings, and interaction suggestions such as how to sell and present ideas/products, lead and motivate, and how to diffuse a confrontation. Graphically, the relationship between your profiling compass and map is shown below.
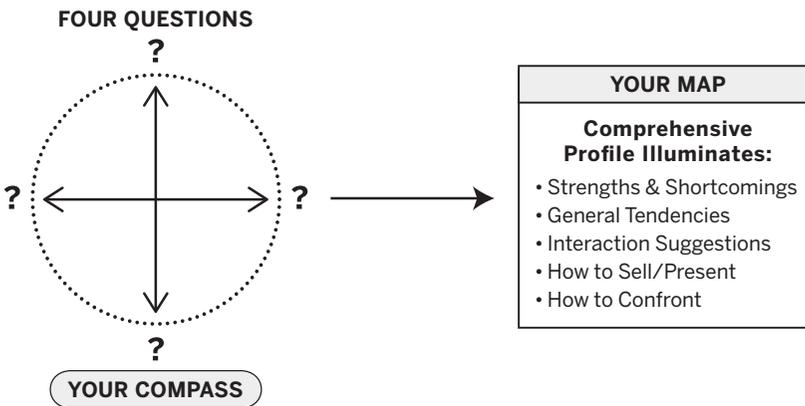
Two safety checks for misreads—You're probably wondering what happens if you misread someone. Another important innovation has been added to the *KPS* that gives you two safety checks. As will be explained in Chapters 6 and 12, it is now possible to quickly identify a misread and then correct the misread on the fly. Additionally, common reasons for misreads and how to avoid them are detailed in Chapter 11.

Rapid-fire Profiling When Tests Fail or Aren't Appropriate

When you look at one of the COMPREHENSIVE profiles in Chapter 12, you

might think, "This looks similar to a personality test I took when I applied for a job." The difference is the *KPS* isn't a written or oral test. The profile is identified by rapid-fire profiling. Written tests have their place and I've used them in my business, but they have limitations.

First, someone has to agree to take the test. Second, you have to depend upon the person to provide truthful/accurate answers. Third, you can't make adjustments when the results are off. Some people, for example, have learned how to distort their answers to match a desired profile. Other people don't test well. And for others, results can be skewed by a bad day or life stresses, which I personally experienced with employees.

One of my staff, for example, took the popular DISC test, which I used for hiring. When I reviewed her results, they were off. I knew they weren't a match for her because I'd known her for several years. She agreed to take the test again a week later, and the results were a match. When we discussed the tests, she explained that a distracting personal situation was probably the reason for the severe discrepancy. For people experiencing a life-changing circumstance, their traits may be exaggerated or concealed due to uncharacteristic stress. Today, because of the dramatic increase in social deterioration over the past thirty years, more people are going through life-changing events, which can translate into decreased test accuracy.

Finally, the most obvious limitation with written tests is they aren't appropriate for most situations. Imagine starting a meeting with: "Mr. Johnson, before we negotiate this contract, I want you to fill out this test truthfully so that I will have an accurate bead on your profile." Or, "Ms. Dean, we haven't met, so before we start this audit evaluation, would you mind filling out this test so that I can identify your profile?" With rapid-fire reads, you control when and where you want to profile someone. You don't have to ask for permission or rely upon truthful/accurate answers.

Also, a need for a check on written tests—In light of this instability factor, there was a perceived need in the HR community for a rapid-fire, on-the-spot profiling system that can be used as a check on written tests. The Chicago chapter of the Society of Human Resource Management

(SHRM) asked me to provide training for its members because "you've developed the first reliable and practical check on a written assessment." As word spread through their community, we trained over 1,500 HR professionals nationally, and Korem & Associates was the first to combine rapid-fire reads with behavioral interviewing (Chapter 16).

How the System was Refined

During the early and mid-1980s, as an independent investigative journalist, I investigated a number of individuals and groups that posed a criminal threat. They ranged from youth gangs to cults to sophisticated con artists. I preferred to focus on long-term issues, rather than the latest scam.

Often, I was in critical situations, needing guidance and reassurance I was profiling each person or group with pinpoint accuracy. An inappropriate action because of a misread could put myself or others in harm's way. In fact, several times law enforcement followed my lead because of the unique nature of the individuals or groups I was investigating. The two people I most relied upon for guidance were Hugh Aynesworth and Margaret Singer, Ph.D. They were my profiling mentors.

In 1981, Hugh, a four-time Pulitzer Prize nominee, agreed to help me with my first investigative television documentary, *Psychic Confession*. He had just finished coauthoring *The Only Living Witness*, in which he detailed how serial killer Ted Bundy murdered over thirty women. It was one of the first confessions of a serial killer, and his interview tapes are archived at the FBI's Behavioral Sciences Unit.

For the documentary, we investigated a cult-like individual, James Hydrick from Salt Lake City, who had the same background profile as Waco cult leader David Koresh. Like Koresh, Hydrick was from an abusive home, was obsessed with weapons, threatened to kill others and himself, embraced a contrived religious dogma, and was a pedophile. The investigation culminated in the first confession of a cult-like leader. Hydrick detailed how he deceived millions of people into believing that he had powers and how others wanted to use him to control people. During the eighteen-month investigation, Hugh helped me refine my interviewing skills.

Three years later, the late Margaret Singer, internationally respected for her knowledge of psychopathic behavior, thought reform techniques, and interviewing skills, continued where Hugh left off, further shaping my concepts of profiling. If I could place only one call to one person in a potentially life-threatening situation, Margaret would get the call. She never failed to provide concise, reliable, and easily digested guidance.

During one harrowing investigation in a small logging town in upstate Washington in 1987, my production crew, feeling the pressure, fled. They were spooked by threats made by a couple of former Vietnam vets who had a history of instability. (I didn't have time to prescreen the crew as I hired them with only one day's notice.) Alone, I called Margaret for advice on how to engage the volatile and unstable group. With razor precision, she helped me tailor each interview question so that it would uniquely relate to both the scoundrels, the victims, and the heroes that I interviewed. After hiring a new crew, not only did we successfully capture the story without incident, but as important, no one was hurt after the interviews—when volatile individuals had time to mull over what I had asked. Margaret's profiling insight was what provided me with the tools that enabled me to help others safely.

Investigating cases shaped my perspective of rapid-fire profiling. I always profiled key people or interviews before meeting them, relying on the observations of others, my own unobtrusive observations, their past history, how they handled specific situations in the past, and so on. Obtaining this information is essential because most criminals will not voluntarily divulge needed information. Being prepared reduced risk and improved the quality of the content during interviews. It also enabled me to enlist the help of others. (You'll learn more about how to profile people before you meet them in Chapters 7, 16 and 17.)

All interviews I conducted were video recorded, which meant I could see first-hand if I did or didn't do my job and whether or not I was pre-pared. It's excruciating to watch footage of what happens when you don't treat people uniquely based upon their profile. They don't open up, or, if they do provide insight, their answer looks affected, forced, or unconvinc-

ing. More than once I had to scrap an interview that had excellent content, but the person didn't come across as believable or they just looked off. On a practical level, profiling helped us facilitate more interviews a day because people were more cooperative more quickly which kept the budgets in line and gave me more options for how to proceed.

How data was collected—To teach the *KPS*, I've used video clips from my investigations as well as other footage of real people in real situations. Students watch a video clip, are given ten seconds to profile the person(s) in the clip, then enter their response on an interactive keypad tracked by our computer. Fascinating pieces of data emerged which helped refine with precision which strategies worked and didn't work and why. (These findings are explained in *Did You See It?*, the companion to this book.)

For example, I found that there are people from specific professions, countries, and age groups who, when tested, almost always attain 90% profiling accuracy, and there is a consistent theme across all these groups as to why they can do it. I then found ways to accelerate these themes for almost anyone. Anytime statistics are quoted in this book, the source is the keypad inputs of over 35,000 professionals from dozens of countries who have been trained.

When people are tested, the average
profiling accuracy level is only 25–35%.

This means that most people ineffectively start their
interactions 65% of the time or more.

In a day or two of training or two to three months
of self-study, profiling accuracy increases to 75–80% or higher.

Two Additional Tools

The companion to this book, *Did You See It? Lightning Reads and Extraordinary Results*, is a quick-read primer of how rapid-fire profiling works, accompanied by extraordinary stories of people who made just one read using the *KPS* with amazing results. If you're a big-picture person, you

may prefer to read it first, as you'll be able to immediately produce results without prolonged study. Others will want to read *Did You See It?* for its many applications that aren't in this text and as a quick refresher. Whether you read it now or later, references are provided throughout this book of new applications in *Did You See It?* for you to review.

App available—After several years of requests, we developed the Pocket People Reader™. It automates the entire *KPS* and places all the profiles and suggestions for interaction at one's fingertips. For more information please see the page at the back of this book or visit KoremAssociates.com.

Road Map to This Book

Throughout the book, I will "lift the hood" and show you how the profiling engine works. Theory will be kept to a minimum, and you'll never be in doubt about how the different parts work and work together.

Like any new lifetime skill, it takes a few weeks, depending upon your background, to feel comfortable. That's okay. What makes learning profiling really fascinating is that it starts with your profile. This requires a little reflection. I promise that if you'll just go chapter by chapter, you will discover amazing things about yourself as you profile others. Please don't skip chapters, as each chapter builds on the ones before. Here are those building blocks by chapter (chapter references are also provided throughout the book for ease of navigation):

1. Learn how to read the four "wires" making ten-second reads. (Chapters 4, 5, and 8)
2. Learn how to combine the four wires (questions) to identify the nine different "types." (Chapters 6 and 9)
3. Profiling tips and advanced applications. (Chapters 7, 11, 16, and 17)
4. Additional concepts include:
   • Profiling in a foreign country or new culture—invaluable for those who travel abroad or work with culturally diverse groups. (Chapter 16)

- How to profile and interact with the potentially volatile and even dangerous RANDOM ACTOR profile. (Chapters 9 and 15)

You'll note that specific terms are provided in all-caps format to avoid confusion. The term ASSERTIVE, for example, only designates someone who is assertive when communicating, rather than the broader dictionary definition. I also provide chapter references throughout to remind you where specifics concepts can be quickly located.

If possible, I recommend that you learn to profile with a partner, who can be a sounding board, which can add to your enjoyment, insight, and even help you connect in a fresh way.

Lastly, updates, insights, and errata regarding the *KPS* are posted on the "Live Addendum" for this book on the IFP website (ifpinc.com).

The Goal and Philosophy

The foundation of this book is rooted in the idea of treating others as you would like to be treated. This means working to understand the other person and trying to meet their needs.

Statistically, those who have the highest profiling accuracy when tested are those who are considered honest and transparent by their peers. The reason for this is that people are willing to trust them with more parts of their lives. Thus the transparent person starts with more data points when it comes to profiling people accurately.

Accurately reading people isn't the goal. The goal and philosophy is:

I know who you are.
Good for me, better for you.
It's the art of *treating* people right the first time.

This isn't just a clever saying. It's an attitude about life that's the heartbeat of the best profilers.

WHAT PROFILERS REALLY DO . . .

"Pappa D, what do you do for a living," my wide-eyed ten-year-old granddaughter asked me.

"Well, what do you think I do?"

"Well, I know you're a profiler," Hannah said.

"But what do you think that is?" I asked, smiling at the wheels turning.

"I guess you file papers for your job," she said, arching her brow.

"Why do you say that?" I asked, wondering what she had seen.

"Well I always see these papers and files everywhere," she said, pointing her finger across the room at the always present stacks "for the next book."

Aha. Pro filer. Well, at least she thought I *was* professional!

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