



THE ART OF PROFILING

READING PEOPLE RIGHT THE FIRST TIME

FOR LAW ENFORCEMENT AND
MILITARY PROFESSIONALS

Imagine Within Just a Few Minutes of Interaction
Being Able to Predict How Someone is Likely to:

Communicate • Perform Tasks • Make Decisions

Dan Korem, the critically acclaimed author of *The Art of Profiling—Reading People Right the First Time*, and the Korem & Associates (K&A) faculty can teach you how to profile almost anyone within just a few minutes of interaction . . . *Even if you can't speak their language — and without stereotyping*. When law enforcement and military professionals from all disciplines are shown video clips of real people in real situations, they only demonstrate about **25% profiling accuracy** . . . *But with training average accuracy increases to 75%*. Critical applications in which accurate on-the-spot profiling skills will *improve productivity* and *solve key problems*, include:

- Fact-Gathering Interviews (investigative and non-investigative)
- Multi-cultural interactions—distinguish between cultural and behavioral traits without stereotyping
- Leading & Managing Teams
- Detect Lying and Deception
- Recruiting & Hiring Staff
- Thwart Random Actor Terrorism/Violence (suicide terrorists to random shooters/bombers in a school/community/organization)
- Delivering Presentations
- Conflict Resolution

Korem Profiling System: An On-the-Spot Tool

In the late 1980s, the presidents of several major companies challenged Dan Korem, an investigative journalist known for his insightful interviewing skills, to develop an on-the-spot profiling system. They needed a tool to profile anyone, anytime, and anywhere for negotiations to sales to hiring staff. Several years of development resulted in the *Korem Profiling System*, which has been taught to over 25,000 professionals in North America and Europe, including over 4,000 military and law enforcement professionals.

How It Works

Answer four direct questions in your mind about someone and you're able to access a 2-page profile that shows how a person prefers to: **Communicate • Perform Tasks • Make Decisions • Strengths and Shortcomings • How to Sell / Present to This Person • How to Lead or Confront**. You answer the four questions through observations (not body language), interaction, and in many cases you can identify the profile before you meet someone. How is this possible? Through validated interactive training that will increase the accuracy of your reads to **75% or higher** . . .

**25,000
TRAINED . . .**

More professionals have been trained to use the landmark, on-the-spot

**KOREM
PROFILING
SYSTEM**

than any other system in the world.

DELIVERS RESULTS:

Dan Korem's strategies save lives. I used them in Iraq to protect those in my charge and even the lives of over fifty insurgents who wanted to kill and be killed."

— Captain Pedro Rosario
U.S. Armed Forces,
Bronze Star with Valor recipient

Without exception, its acceptance was immediate and its application proven.

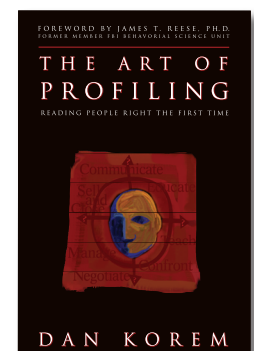
— Dr. James T. Reese
Former Assistant Unit Chief,
FBI Behavioral Sciences Unit
From the Foreword, *The Art of Profiling*

I commanded the Kabul Multi-National Brigade in Kabul, Afghanistan . . . There were 22 different nations that I interacted with . . . their national and tactical commanders . . . and Afghan authorities. [The Korem Profiling System] assisted me in preparing strategies for the many people I interacted with every day . . . influence people for mission success, and assisted me in successfully accomplishing my mission. Thanks.

— Lt. Brigadier General Peter Devlin

PROFESSIONALS TRAINED:

Law enforcement executives
Command officers
Elite military cadres
Hostage negotiators
Detectives



Interactive Keypad Format for Instant Feed-Back & Results

Each workshop utilizes over **\$30,000** of interactive keypad technology to validate your increased accuracy. Your behavioral identification skills are tested as you view video clips of real people in real situations. As you learn the **Korem Profiling System**, you view real video clips of people in real situations and profile them by entering your responses on an interactive touch-key pad. You have 10 seconds to respond, just like in real interactions. The system immediately tracks your response. Collective class responses are then projected on the screen at the front of the room so that you can see how you are progressing in comparison to your colleagues. This also enables the K&A faculty to instantly determine when you need further direction. Additionally, each class is broken out into teams that compete, driving team collaboration. As one participant recently noted: **The interactive keypads were great—there was no shame in an incorrect choice.** This powerful interactive dimension is not only entertaining and keeps everyone involved, but the average participant moves from **25% to 75%** accuracy! (Sustained accuracy is of course determined by daily application).

Do You Need Additional Assistance with Target-Specific Applications?

Reading people quickly and accurately is only half of the equation. The other half is to deliver performance and improve bottom line productivity or solve a key problem. Some organizations know precisely how they will apply their new skill, others don't and require our guidance . . . such as, where and how to make targeted reads . . . or, strategies to apply their profiling insight.

Example: Your goal is to reduce attrition rates or improve team performance. We will ask you in which **specific part(s)** of your process are you seeking improvement, and where do you think that applying profiling will increase your productivity? If we don't find that behavioral profiling will help you meet a specific goal, we'll tell you. If we do, target-specific objectives will be identified and we will help you implement your profiling skills seamlessly into your **existing** processes to meet your objectives which can be quantified and save time and resources.

Concepts You Will Use Immediately

Training formats are typically one- to three-day formats. The curriculum is designed so that anyone can learn the **Korem Profiling System**, from senior staff to a new team member. Additionally, training and implementation can be customized to meet your unique needs to improve bottom line productivity or solve key problems. Below is a typical two-day format.

DAY ONE

- Four key questions that will enable you to quickly profile people from virtually any culture.
The 2-page comprehensive profile includes typical:
 - Strengths & Shortcomings
 - General Tendencies
 - How to sell / present to that person
 - Interaction Suggestions
 - Performance Suggestions
 - How to diffuse a confrontation
- Guidelines for systematic profiling accuracy that extend beyond intuition and reading "body language".
- How to profile people who have been coached to project an image or have put on a "game face."
- How to identify the RANDOM ACTOR behavioral traits and a proven three-point intervention that averts incidents.

DAY TWO

- How to ask behavioral questions to identify a person's profile when conducting a hiring interview or conducting an investigation.
- How to profile people before you meet them.
- How to detect lying.
- How to profile people from different cultures—even if you can't speak the language.
- Target specific applications where your profiling skills will be applied, such as delivering presentations to boards.
- How to use the Korem Profiling System to more effectively lead and manage teams.

Train the Trainer Available

- Your staff can be trained to deliver training and curriculum customized to meet your unique applications.
- Interactive technology allows the K & A staff to validate the effectiveness of every workshop each's participant's profiling accuracy.

About Korem & Associates

Korem & Associates is the world's leader when training North American and European professionals on-the-spot profiling. The president, **Dan Korem**, is an independent investigative journalist, the author of several books, and a documentary producer whose programs have been seen by over 150 million people worldwide. The K&A faculty regularly trains professionals worldwide how to use profiling for hiring, team management, sales, cross-cultural interactions, education, investigative, and violent confrontation applications. A much sought-after speaker for corporate, education, law enforcement, and university groups in North America and Europe, Dan Korem has been a keynote speaker and distinguished lecturer for many organizations, including:

- International Association of Campus Law Enforcement Administrators
- FBI National Academy—Behavioral Sciences Unit
- American Society for Industrial Security
- Over 200 colleges and universities in North America and Europe
- Airline Pilots Association, security conference
- Canadian Chiefs of Police
- Zurich Police (Switzerland)

Dan Korem's most recent books are *Age of the Random Actor* (2005), *The Art of Profiling—Reading People Right the First Time* (1997), *Suburban Gangs—The Affluent Rebels* (1994), and *Streetwise Parents, Foolproof Kids* (2d. ed.) (early 2006). For more about Dan Korem or the K & A faculty, please see our website.

A WORD ABOUT BEHAVIORAL RECOGNITION SKILLS

With the rise in new forms of crime, law enforcement agencies often attempt to predict who is most likely to commit a crime or who is currently engaged in criminal activity. Efforts to profile these individuals has at times been very successful. There have been cases, however, in which people are solely identified based upon ethnicity, the car they drive, their license plates, and so on. This is called **stereotyping**, and some of these attempts have resulted in lawsuits. It is important to note that the latter is **not** behavioral profiling. The behavioral recognition strategies used in the Korem Profiling System are sound and are regularly used by Fortune 500 companies when hiring personnel and managing teams.

For example, the behavioral traits of the RANDOM ACTOR identified by the **Korem Profiling System** is based upon core behavioral traits. In most of the recent random school shootings and bombings and suicide terrorist attacks, most of these individuals possessed the RANDOM ACTOR profile identified by the **Korem Profiling System**. Law enforcement, education, and legal professionals believe that this system can be successfully used to identify the RANDOM ACTOR because it is reliable and it avoids the previous pitfalls of other identification attempts, which can lead to the violation of an individual's civil rights. When a person is identified as a RANDOM ACTOR, what is applied to diffuse his/her desire to commit acts of violence are strategies any responsible manager or educator would naturally apply to help someone perform better in the classroom or on the job—without stigmatization or removing a student from his or her school. The effectiveness of the training and methodology has resulted in the following:

- 1) Over 20,000 professionals have received training who have interacted with hundreds of thousands of other individuals without even a letter of complaint.
- 2) Threatening situations have been thwarted without violation of civil rights.
- 3) Students who were **misidentified** by professionals who didn't have behavioral recognition skills received relief. In one national case in which K&A assisted, a student was suspended and was able to return to school and a substantial lawsuit was averted. In another national case, a youth who had been incarcerated, had been freed and returned to his family. Legal experts warn that without recognition skills, institutions and organizations are actually more likely to fall prey to misidentification, stereotyping, and legal action.