READING AND TREATING PEOPLE RIGHT THE FIRST TIME

SNAP SHOT

FROM NEIGHBORS ACROSS THE STREET, TO CLASSROOMS,
TO NEGOTIATION TABLES, TO THE FACE OF A NATION

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CONTENTS

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They Saw It...
Four Short Stories

Ever had to quickly figure out
something about someone? They did.

An entrepreneur in his twenties, Josh had to quickly
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. The negotia-
tions just 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 David knew how
to profile people and read specific human traits.

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.

"Has he ever dragged his feet when following through on details?"

"Yes."

"OK. Send him an email that you are concerned that if the contract
isn't wrapped up soon, some of his key ideas might not be implemented."

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

This is a real case in which David, a young professional, knew how to rapid-fire profile people on the spot using the *Korem Profiling System™* (*KPS*). I developed the *KPS* in the early 1990s, and it was published in my 1997 book *The Art of Profiling—Reading People Right the First Time.*

Making snapshot reads is one component of the *KPS*. A snapshot read isn't a multipage comprehensive profile, which the *KPS* delivers, but a smaller slice of insight. For example: does a person prefer to be conventional or unconventional?

David had learned to identify the comprehensive profile of any company or player in a company, and quickly identify if a behavioral tendency needed to be addressed. In this case, he used just one snapshot read and figured out that the VP preferred to be unconventional in how he approached his work. A benefit of this human trait was that the VP liked change, innovation, and was open-minded. A potential drawback was that he might not follow-up on day-to-day details, like signing a contract, which for him was tedious.

Because of David's skill, Josh closed the deal.

Trevor, in the next case, put his skill to work at home with his wife.

Profiling at Home—Even Better Than Closing Deals

"Snapshot reads improved how I meet my wife's needs and understand her. Before I learned to profile, I wasn't the best."

Trevor is the owner of one of the most successful companies of its kind in North America, and while he uses the *KPS* in his business, he said the most valuable impact was one snapshot read he made in his marriage.

"I realized that my wife prefers to be assertive when she communicates, even when there isn't a conflict. She just has a more commanding tone, while I'm less assertive. Neither is good or bad. We're just different.

"Before I learned to profile, if we had a disagreement, I assumed that

her assertiveness was a call for a verbal fight. Now I realize that all she wants from me is to be just a little bit more assertive, rather than fight, because for her it shows her that I am engaged and listening. And, I can do that. Boy, things are better.

"Thinking about profiling her has also made me pay closer attention to other things, like what she wants—such as keeping the house just a little bit cleaner.

"She's told me, 'I just want someone to notice the mess and signify some kind of intent to do something about it.'

"That's an easy one. I just put up the dishes without prompting and it pays huge dividends. And yes, I've gotten my teenage boys on the page with me.

"And, this all started by learning to profile for my business, and then making the common sense applications with my wife."

Like Trevor's boys, teenagers can also learn to profile like Amber figured out how to work with a teacher.

Student Raises the Bar

Amber thought her science teacher, Ms. Dominguez, didn't like her. No matter how hard Amber tried, Ms. Dominguez never showed any emotion. Amber thought her teacher didn't care about her. Then Amber learned to make snapshot reads and realized Ms. Dominguez had the CONTROL trait (when you see all caps, it's a specific term for making snapshot reads in the *KPS*). She realized that Ms. Dominquez rarely showed much emotion in any positive or negative situation or with anyone. For the first time, Amber learned that some people don't have to show emotion to show that they are pleased with you. Once she learned to profile, Amber noticed Ms. Dominguez's kind words and the occasional pat on the back to assure Amber that she was doing well. Once she understood Ms. Dominguez, Amber worked harder and her grades went up.

A few weeks later, Amber and several students were asked to speak to

a group of school administrators from surrounding districts about how they used their new profiling skills to raise the bar on their campus.

"At the beginning of the year, I didn't quite get along with my AP chemistry teacher. But since I learned to profile, I've used a lot of my skills to change a little bit of how I do things because I realized it really wasn't her that had a problem, but me," Amber explained.

"She understates her relationship with her chemistry teacher," interjected her principal. "It was bad!"

"You say your grade in science went up. How much did it go up?" asked one of the skeptical administrators.

"I had an 87 and right now it's sitting at 98."

Think Amber had an idyllic life? A few years earlier, a RANDOM ACTOR drifter (a profile you'll learn about in Chapter 22) came through Amber's small town and randomly slaughtered her entire family. She survived by hiding.

Amber was diligent and kindhearted; you'd never know this was part of her background. Can you understand why it was important that she thought her teacher cared for her personally? She lost her family. She was a good student and person. She just needed someone to read and treat her right the first time. Not much to ask for. For Amber, learning to profile filled in the gap for understanding others that her parents might have provided if they were still alive.

While snapshot reads are best put to use elevating the lives of others, they can also be a lifesaver.

Just weeks before, Amber's principal used the *KPS* to identify a troubled student who, if triggered, might do something irrational when a former First Lady came to give a speech at the school. The Secret Service, when doing their security sweep, never asked her about students on her campus who have the RANDOM ACTOR traits. In effect, Amber's principal outperformed the Secret Service. She reached out to that student and mitigated his paranoia, while the special agents didn't even know he could be identified as someone that should be "on the radar."

Here's another example where a potentially bad day was averted by other school administrators:

Find One Student Out of 1,500 in 30 Minutes...Tick, Tick, Tick

Her voice was steady, but pointedly alarmed.

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

Dr. Childers, the superintendent of a large suburban school district that bordered a major military contractor, 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 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 his intel officers *on the phone* in 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, which is

consistent for school districts like yours across the country," 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 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 usually won't set them off."

They rattled off three classes.

"Get the rolls 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 was 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 composition class, and within 10 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 15 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 nonthreatening 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 [the 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 council 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.*

Making and Using Snapshot Reads

David, Trevor, Amber and her principal, and Dr. Childers are some of over 40,000 people I've taught how to make snapshot reads using the *KPS*. For me, nothing is more valuable or rewarding than investing in others.

If these four stories have you thinking, *I'd sure like to do that or help someone I know*, you won't be disappointed.

As you learn how to make and use snapshot reads using the *KPS*, use the following three questions to help stimulate yourself to find ways to use your new skill. Be sure to read them again *after* each chapter while the chapter concepts and examples are fresh in your mind, and you'll be surprised what you come up with.

1. **Did it, but don't know how I did it:** When did you intuitively "profile" someone (or a group/company/etc.) in a way that enabled you to produce a significant result and wish you had a system so:
   - You can do it again and produce the same results?
   - You can transfer the skill and teach others how to do it?

2. **Didn't do it, but wished I could have:** When did you wish you could have profiled someone (or a group/company/etc.) in the past so that you could have:
   - Produced a positive result?
   - Solved a problem?
   - Avoided a difficult situation?

3. Will need to do it, don't know how: When will you need to profile someone (or a group/company/etc.) in the future so that you can:
  • Produce a positive result?
  • Solve a problem?
  • Avoid a difficult situation?

What you'll learn is pretty straightforward. First, you'll briefly learn how I developed the *KPS*. Next, you'll learn how it works—with theory kept to a minimum—so you can immediately start making snapshot reads. And then, the rest of the book shows you how others have used their new insight to do amazing things in every area of life, gain remarkable insights, and solve perplexing people puzzles.

Everything that is presented is guided by one goal and philosophy:

<div align="center">
I know who you are.
Good for me. Better for you.
It's the art of treating people right the first time.
</div>

This isn't just a clever saying. It's an attitude about life that's the heartbeat of the best profilers and what you'll learn in this book.

Reading People...
A Natural Reaction

> We all do it.
> We're just not very good at it.

Reading people is a natural reaction when we first meet someone. It's a natural tendency to size people up and look for patterns that tell us if we'll like or dislike someone, or the best way to communicate, mentor, lead, or work with someone. The problem is that most of us aren't very good at it. Reading the human factor for most people is difficult and inexact. Not only do they not know what to read, they can't do it with systematic accuracy. Stuck, they resort to educated guesses, gut feel, and reactions. That's when trouble and confusion take over. Sound familiar?

Like Josh, who was trying to close a contract, people can usually read *nonbehavioral situational* factors such as knowledge, skill, ability, and experience—or find someone else who can.

If our child is struggling with math concepts, we can talk to a teacher or school counselor. If we're stymied by a problem at work, we find someone who can fill in the facts about the *situation*. If a head coach needs data on a player, he can go to a player's position coach for a report. If we need a doctor who is a specialist, we can ask friends who have had positive outcomes for referrals. But what do you do when you need to know a specific *human factor*?

For Josh, figuring out how the VP liked to operate between his ears was the deal-closing factor; it was the *human factor* he needed to know. He already knew the key *situational* factors: they wanted and could afford his services, and there wasn't another competitor. But, Josh didn't know how to motivate the VP to move forward because he couldn't identify the VP's profile and how to uniquely motivate him. David, who could profile, did connect the dots and the deal closed.

Before Amber learned to make snapshot reads, she couldn't understand that her teacher *didn't* need to show emotion to show that she cared. Once Amber made just one snapshot read, resistance to her teacher instantly diminished and her grade went up.

The need for making accurate snapshot reads presents itself daily. For example, what if you need a doctor who is not only competent, but who is also open to new ideas and innovation? A doctor who is extremely conventional and isn't inquisitive probably isn't the right one to trust with a shoulder injury that requires a creative approach to rehab.

Believe it or not, in most situations—both personal and professional—accurately reading a person's behavioral traits is usually the easiest part of successfully interacting with someone...if you can rapid-fire profile and make snapshot reads with systematic accuracy.

And, that's what you're going to learn.

First: How to consistently make accurate on-the-spot snapshot reads without stereotyping—even without meeting someone, as David did—*or even if you can't speak their language.*

Second: How to *apply* your new insight and *treat someone right the first time.*

For you teenage and college students, what you're going to learn will not only help you understand your peers and the adults around you, it will separate you from the competition in whatever you're going to do in life. (And yes, it will give you more insight into people you date and even marry!)

Third: You'll be able to profile yourself and consider how others perceive you and how you would prefer to be treated.

Profiling Lite

"Please, I need just one read...today."

"Look," Stephanie, an exec, prodded, "I'll get *The Art of Profiling*, but can you help me with just one quick read? I won't have time to learn your whole system on the plane."

That's how this book started.

She wanted to know how to make one *KPS* snapshot read to select a team leader. She had to be sure that a highly skilled candidate for a team leadership position was a confident decision maker. She thought I could help because one of the *KPS* snapshot reads identifies whether or not a person is confident, cautious, or high fearful.

She had been burned in the past by credentials and experience. She needed someone who was experienced *and* confident to lead a team.

I met Stephanie in 2005 while signing copies of *The Art of Profiling* at the busiest bookstore at Dallas-Fort Worth International Airport. It's one of the only places I do signings because the world walks past your table. Literally.

Once a week, for a few hours a day for several months in a busy terminal, I met thousands on their way to work with top-of-the-mind problems to solve. Hundreds of Stephanies asked me the same question: *Can you show me how to make just one quick read? I'll learn your system later, but I need help now.*

The Stephanies who stopped by had deals to close, critical hires to complete, negotiations in foreign countries, family and personal relationships to enhance or repair, children to guide, and even professional and collegiate athletic teams to coach.

None had the ability to rapid-fire profile.

In the full-blown *KPS*, you make four different on-the-spot snapshot reads, combine them, and you get a two-page comprehensive profile that identifies how a person is likely to communicate, perform tasks, and make decisions...and how to successfully interact with a person or team

order to sell, lead, motivate, confront, and more. It's like a hip-pocket hostage-negotiator's guide. You're in a dynamic situation; you have to make an accurate on-the-spot read, and then take appropriate action. (An example of a COMPREHENSIVE profile is provided in Chapter 16, which also acts as one of two safety checks to confirm the accuracy of your reads.)

This book is profiling "lite." It's a primer to get you up and running. You'll learn the four snapshot reads and how to immediately put them to use. Later, you can decide whether or not you want to learn the full system. Some issues, though, like those in Chapters 11–14, are explored in more detail because of their significance in our lives.

Throughout the book, a "snapshot read" means you're making rapid-fire, on-the-spot observations of a person's *actions*. The *KPS* shows you where and how to make your reads and how to do it quickly, in seconds or minutes, to ensure accuracy. The read is in effect a two-part call to action: first we observe and then we act based upon the read.

Mastery Doesn't Require 10,000 Hours...Just Days or Weeks

A current competency theory is that we have to invest 10,000 or more hours to become the best in a profession, from music to sports science to running a company. This may be true in some disciplines, but not rapid-fire profiling. In fact, rapid-fire profiling is a more attainable and accessible skill than most of the core disciplines taught in high school and college.

My company, Korem & Associates, has trained over 40,000 people from dozens of countries how to rapid-fire profile. We baseline every-one's accuracy by having them make snapshot reads of video clips of real people in real situations. They have ten seconds to make a snapshot read and enter their responses on an interactive keypad. These are tracked by our computer.

Seventeen years of collecting data shows that globally, the average person who hasn't been trained to profile only has 25–35% accuracy. This

means people are typically ineffective when interacting with others up to 65–75% of the time, which is brutally apparent when video of their everyday interactions is reviewed.

In a two-day training environment, where they learn the whole *KPS*, average accuracy increases to 75–80%. For those who self-tutor using *The Art of Profiling*, high levels of accuracy are attained in two to three months, as demonstrated by Lieutenant General Peter Devlin.

A former deputy commanding general at Fort Hood, and later the chief over all Canadian land forces, Devlin sent me an email when he was earlier deployed to Afghanistan as a colonel in the Canadian army. He explained how he used the *KPS* for leadership and diplomatic interactions.

> Thank you for your book—The Art of Profiling!
>
> My name is Colonel Peter Devlin, a Canadian Infantry Officer who commands the 2 Canadian Mechanized Brigade Group and commanded the Kabul Multi-National Brigade in Kabul, Afghanistan, from July 2003 to January 2004. There were 22 different nations that provided troops to the brigade and I interacted with their national and tactical commanders on a regular basis. I also dealt with Afghan authorities daily, including government officials (federal, provincial and municipal), military leadership, elders, religious leaders, nomads and more. Your book assisted me in preparing strategies for the many people I interacted with every day. The job of a leader is to influence people for mission success and your book assisted me in successfully accomplishing my mission. Thanks.
>
> —Peter Devlin, Colonel, Commander 2 CMBG

Yes, some of us have an intuitive gift. About 5–15% of the population has an intuitive ability to profile people accurately.[1] Some are born with an innate gift, others learn it from a parent, relative, or an adult mentor, while others cultivate the skill to survive. The problem is they don't know how they do it, how to correct a misread, or what they need to do to take

it to the next level and increase accuracy. And, most important, they can't transfer their skill to their colleagues, friends, spouses, or children, like David did when he helped Josh close a contract.

They Needed to Negotiate Without Stereotyping

Since the early 1980s, working as an investigative journalist, reading people accurately across all cultures without stereotyping was a daily necessity for me.

For example, in 1981, three years after the 1978 Jonestown suicidal massacre, which claimed over 900 lives and was the largest in recent history, a famous athlete had fallen into a cultlike group led by a man who used clever deceptions to convince his followers he had powers. The athlete's family asked me to investigate the group, which had similar markings to other suicidal cult groups, though it was in its embryonic stage. That's when I formed a production company and hired one of Dan Rather's former producers at *60 Minutes*, and Hugh Aynesworth, the Pulitzer Prize nominee who had just finished writing *The Only Living Witness*, in which he obtained the confession of serial killer, Ted Bundy.

The result was the 1983 documentary, *Psychic Confession*,[2] which contains the first confession of a cultlike figure who made homicidal-suicidal threats and who also claimed to have powers using sleight of hand. Law enforcement credited my accurate reads and interactions with the leader and his followers as a strategic factor that helped avert catastrophe.

Other investigations have followed across more than thirty countries: those at war, those in transition from communism to democracy, newly developing countries, and countries at peace. I spent seven years uncovering why gangs were forming in affluent suburbs and small towns in the U.S. and Europe. I even found an antidote that stops gang formation and suicide ideation, which resulted in my book, *Suburban Gangs—The Affluent Rebels* (1995) and a book for parents on at-risk youth trends, *Streetwise Parents—Fool-Proof Kids* (1992). I've not only tried to uncover

the finest, thinnest wires of what makes us tick for good and evil, but I've also looked for and have applied solutions on a large scale.

Throughout, reading people accurately in all cultures was critical for successful interviews, investigations, consoling victims of crime, and obtaining confessions.

Today, when most people think of profiling, they think of criminal profiling, where behavioral patterns are identified to apprehend a suspect, defuse a hostile situation, and so on. Criminal profiling, however, is just one small corner of behavioral profiling.

A dramatic turn. My life took a dramatic turn when I was asked to use profiling for a very different application.

In the late 1980s, members of the Young Presidents Organization (YPO) asked me if I could develop a rapid-fire on-the-spot profiling system they could use for foreign negotiations, to quickly understand others without succumbing to cultural or ethnic stereotyping. (Members are all presidents of major companies before they're 40 and can remain a member until they're 50.) I had spoken at a number of their conferences in several countries, and they were intrigued with the video clips I showed in which I was able to quickly establish rapport with complete strangers and obtain transparent interviews that revealed lifesaving insights. I had also used my skills when negotiating media contracts, so the YPO members' request didn't seem far-fetched.

After some initial digging, I found that a comprehensive system like they wanted didn't exist. So I recruited behavioral experts from major companies, law enforcement, and psychologists from academia to help me develop and refine what is now known as the *Korem Profiling System*™. Once it was developed, in 1995, I presented the *KPS* to more than ninety leading North American and European police psychologists at the FBI's Behavioral Sciences Unit. They agreed that the *KPS* concepts were sound, and the results produced over the years have demonstrated its effectiveness.

On a personal level. Once it was developed, I started to use the *KPS* in all interactions in my personal life. My wife, Sandy, and I used it when working with hundreds of inner-city youths through an outreach at our church, to more quickly connect with the kids without stereotyping. Sandy, a former labor and delivery nurse, also used her insight as she built a leading catering establishment and gourmet takeaway shops, especially when working with clients and hiring and leading staff—which created lots of pillow talk late into the night. (She also patiently agreed to role-play five different guys' wives during my undercover days of investigating bad guys.) And, we showed our three kids how to use the skill to even help a struggling teacher. Today, all three have become remarkably successful at young ages and trailblazers in their individual fields—each applying their insight into others, a skill they learned while growing up with Mom and Dad.

Is This Like...?

Snapshot reads used for on-the-spot behavioral profiling aren't to be confused with racial or ethnic stereotyping (which government officials *incorrectly* call profiling). Behavioral profiling is based upon reading a person's *actions*, and *never* race or ethnicity.[3] In fact, *if you can't rapid-fire profile, you'll racially or ethnically stereotype out of ignorance* (more on this throughout the book and in Chapter 23).

SNAPSHOT READ
Rapid-fire, on-the-spot observations of a person's actions.

Snapshot reads and rapid-fire profiling are also only slightly similar to a written behavioral self-assessment test you might have filled out when applying for employment, where you answered questions such as: *Are you more expressive or are you more controlled?* These tests are also used for career development, counseling, marriage-prep courses, and so on.

Making rapid-fire snapshot reads is different. Rapid-fire profiling is reading people on the fly *without* a test.

The biggest drawback to tests is that they have limitations and can

produce inaccuracies without providing a way to check accuracy. First, because people have to agree to take a test and fill it out truthfully. Inaccuracy occurs because not everyone tests well, or maybe they just had a bad day. Others may give dodgy answers to be perceived a certain way,[4] and some tests are just poorly constructed.

In other "profiling" methods, people verbally answer a battery of questions. Using the *KPS* to make snapshot reads doesn't use tests or batteries of questions; to do so in most cases would be intrusive and offensive. Imagine meeting someone professionally or personally for the first time and asking them to take a test or answer a battery of questions so you can better understand them. Not a smart play and unlikely to promote trust.

Inaccurate reads and avoiding disastrous results. In the early 1990s, executive officers of the Chicago and Los Angeles chapters of the Society for Human Resource Management (SHRM), contacted me and said that the *KPS* was the first practical check on written tests they had encountered, and as a result we trained over 2,000 SHRM professionals. Their consensus was not to discard assessment tests, but rather balance them with rapid-fire reads to check the accuracy of the tests.

Sometimes clients ask us to review a key executive hire or promotion. While not in the placement business, they want us to kick the tires on reads from a test. We regularly find important reads are completely off.

A common example is when a candidate's test identifies them as having high innovator tendencies, which means he or she has the UNCONVENTIONAL trait. When we meet the candidate, though, in minutes it is apparent the candidate is CONVENTIONAL. They don't like to innovate, but they can sustain and lead a situation. In other words, the candidate is *adaptable* and can *adjust* to a new situation. This is completely different from innovating and creating a new situation or solution. Imagine placing a new leader into a situation where you expect innovation but what you get is adapting to current or new situations. The results can be disastrous.

Or, what if a school counselor makes the same misread based on a

standardized test and tells you that your child is an innovator, but it never shows up in his schoolwork? Now agonizing efforts are focused on solving a "lack-of-creativity problem" when the real issue is an inaccurate read. The reality is that your child isn't hardwired to be exceptionally creative—and there is nothing wrong with that. Teachers have shared with me the misery of trying to solve the unsolvable before they learned to make accurate snapshot reads.

In short, snapshot reads are used when you have to understand someone now, *without* tests or batteries of questions. Another significant difference between the rapid-fire *KPS* and tests and lists of questions is that *KPS* has two quick safety checks to ensure your accuracy, if you choose to learn them.

Additionally, on-the-spot profiling is also a powerful tool to *rule out* the human factor. For example, what if the VP Josh was trying to close a deal with demonstrated that he *was* a follow-through guy who didn't drop the ball? Then Josh could quickly eliminate a behavioral pothole and look at nonbehavioral factors, such as the possibility that: the company had other priorities, couldn't afford the project, etc.

How Are You Going to Use Your New Skill?

Will you use snapshot reads for professional needs, to improve a personal relationship, or to mentor a teen or child? Or are you a teenager trying to figure out how to navigate your parents, a teacher, or a friend? (Be sure to *reread* the three questions in Chapter 1 *after* you finish each chapter to stimulate your imagination and bring something to mind you might have missed.)

Remember, you'll even be able to profile people *before* you meet them—even if you *can't speak their language*, which is invaluable if you travel abroad for business or pleasure, or interact with diverse cultures for any reason. You'll also learn how to make reads *separate* from cultural customs, to avoid racial and ethnic stereotyping (Chapter 23).

Don't make the most common mistake. Most people first focus on using snapshot reads to avert or diminish difficult or disastrous situations. You may have been harmed in the past or are afraid of trouble in the future. I've written quite a bit on that subject, and we'll look at some important reads you can make to prevent catastrophic events.

It's far better, though, to first focus on reading others for positive reasons. This will help you resist the temptation to only profile others when there is trouble.

Most of the examples you'll learn focus on positive ways to elevate performance, improve relationships, and assist people who are struggling. You'll even be able to teach young teens how to make snapshot reads and use them. All my kids could rapid-fire profile by the time they were 14, and you'll learn amazing things kids have accomplished with their new insight.

The case examples I've selected are from people I've mentored or consulted, some of whom were trained by us, and others who simply read *The Art of Profiling.* As a courtesy, names and places have been changed when appropriate. Here are some examples:

Sales. Only one life insurance agent in the entire industry was trained to make one snapshot read when setting appointments. Using the read and one slight modification, in just three weeks, cancellations dropped 13%, and he became the number two first-year-out-of-college performer for one of the top North American companies (Chapter 8).

Leadership. With one snapshot read, you'll learn how to identify a true leader separate from his or her expertise, an invaluable skill for team environments (Chapter 20). You'll also learn how a coach made a snapshot read and applied a slight modification that enabled a team with one predominant profile to follow a leader who had a completely different profile, producing their best results in years (Chapter 8).

Kids and education. A high school student made one snapshot read of a struggling first-year calculus teacher, suggested one small change, and her class took off (Chapter 8).

Teachers solve the ADHD riddle. Teachers, who could profile, made one read that solved the riddle of why most of their students were misdiagnosed as ADHD and what the teachers did (without medication) that immediately restored classroom performance (Chapter 12).

Increasing capacity to make CONFIDENT decisions. Parents and kids, in 30 minutes, learned how to increase their capacity to make confident decisions *separate* from their giftedness or training and do some amazing stuff (Chapter 19).

Develop trust. Learn a simple technique to quickly develop trust when first meeting someone. The former VP of one of the world's largest property-management firms reduced the time it took to establish rapport with a person she met for the first time, from 15 minutes to just five (Chapter 4).

Golfers, news broadcasters, lawyers, and others who suddenly can't perform something they've done all their lives. One of the most celebrated pitchers in collegiate history suddenly couldn't throw to first base. Coaches call it the "thang," and it became a national sports story. With one snapshot read, an adjustment was made *off the field* that had nothing to do with the mechanics of throwing a ball, and overnight the pitcher could throw to first base. A similar phenomenon, called the yips, afflicts professional and amateur golfers and is also corrected off the course. This same phenomenon also suddenly afflicts news broadcasters who can't read the news, lawyers who suddenly can't write technical briefs, and others (Chapter 13).

Identify why a teacher is gifted so that quality/skill can be immediately transferred to another teacher. One read identified why one of the world's elite golf coaches can shorten the time for comprehension, retention, and ability to execute—a concept any teacher can apply (Chapter 7).

Getting a job. A graduating law student profiled the law firms and partners where he applied, wrote letters, and conducted his interviews based upon their profiles. He received more offers at a higher dollar than any other graduating law student in his class (Chapter 8).

Stronger families. Throughout the book you'll pick up insights on how to better nurture, discipline, guide, and direct kids and teens.

Travels to distant lands. As you'll learn through many examples in many chapters, snapshot reads can peel back the surface of a culture and the fascinating people you meet and places you visit for business and pleasure. For example, I uncovered an extraordinary story while on holiday in Normandy, France—all because I made a snapshot read of someone in a painting (Chapters 23 and 24).

Predicting the collapse of a giant. I addressed the partners of one of the nation's leading firms, made one snapshot read, and predicted the company's collapse several years before the demise. Few believed it when I said that Andersen, the cash-flush accounting giant with 100,000 employees and generating nine billion dollars a year, would collapse (Chapter 9).

Law enforcement. In seconds, a police chief made just two quick reads and averted the first mass attack of 2008 on U.S. soil by a former military professional. Six previous agencies that couldn't make snapshot reads had engaged the suspect and saw nothing suspicious. These same two reads have been used to mitigate many school rampage attacks and threats, and homicide-suicide terrorist attacks (Chapter 22).

One snapshot read that increases your ability to detect lying. A little known read that anyone can make (Chapter 15).

The tectonic shift in the Earth's behavioral profile. You'll learn how the Earth's behavioral profile has shifted almost overnight in the last 30 years and the dramatic impact this shift will continue to have on your personal and professional life (Chapter 8).

In addition to practical ways you can use snapshot reads, your new insight will give you a bigger, more complete picture of the world—things in life you'd completely miss unless you could profile.

Other Tools

This book is the companion to *The Art of Profiling*, the expanded second edition of which contains over 70 pages of additional profiles and strategies. I recommend that you read *Snapshot* first, as it quickly presents core concepts you can immediately use. As already noted, *The Art of Profiling* teaches the complete *KPS*. If you choose to learn the *KPS*, I recommend referring back to *Snapshot* for ways to use your four reads, as most of the application examples are different. *Snapshot* is also a useful quick refresher of the core concepts.

While I've written this book as an entry point to learn how to make and use snapshot reads, please read the "Source Notes" if you like more details, insights, and historical perspectives. Regarding stylistic conventions: as this book is written for an international audience, the male pronoun will be applied when appropriate, as it is the current standard. Also, 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've also added chapter reference "reminders" throughout the book to make it easier to locate concepts you have or will read.

Another valuable tool is the **Pocket PeopleReader**,™ which can be loaded onto your cell phone. It automates the *KPS* and provides all 20 comprehensive profiles. Four taps on your app and up pops a person's profile, with guidance how to lead, motivate, sell/present, defuse a confrontation, and more. (Details on the Korem Associates website: koremassociates.com.)

As needed, updated examples and *KPS* developments are provided on the "Live Addendum" update for this book on the IFP website: ifpinc.com.

So here you are at "my table." What do you have on your mind today? Business, repairing a personal relationship, leading a team, coaching an athlete? Maybe you're just curious, or perhaps you're a teenager just trying to figure others out. It doesn't matter. In about the time it takes to fly from Dallas to Los Angeles or New York, you'll put a couple of quick snapshot reads in your pocket that you can use when you land. Promise. I know you have a plane to catch, homework to finish, or kids to put to sleep, so let's get started.

AUTHOR

Dan Korem has worn some pretty diverse hats that together have helped people in so many situations. . .

Best known for developing the *Korem Profiling System*™, he and the Korem and Associates faculty have trained over 40,000 people how to rapid-fire profile—more than any other firm. His consulting clients globally include: professional and collegiate athletic coaches, corporate executives and professionals, entrepreneurs, educators, law enforcement, and military units. He also spends time showing people how to use profiling to enrich their personal lives and retard stereotyping. Each year he trains high school and college student leaders how to profile and use their skill to improve campus academics, lead students, reduce behavioral issues, and more.

As an investigative journalist, he produced the documentary *Psychic Confession* (1983), in which he obtained the first confession of a suicidal cult-like leader who claimed to have psychic powers—viewed by over 200 million globally. The *Los Angeles Times* wrote: "It's an altogether fascinating study..."

A frequent keynote speaker and distinguished lecturer for groups in over thirty countries, he uses these opportunities to hunt for answers to all kinds of issues and uncover the unexpected.

Before 1981, he was a professional sleight-of-hand magician who used his skills to educate and protect the public from threatening deceptions and was often called by law enforcement for assistance. It's how he transitioned to investigative journalism, and he often times uses effects he has invented in speeches and lectures.

For thirty years he has worked with at-risk youth as an expression of his Christian faith to "care for the widows and the orphans in their affliction." While researching his 1995 book, *Suburban Gangs—The Affluent Rebels*, he developed and applied the "Missing Protector Strategy" to over 400 inner-city youth. For six years, not one student joined a gang or became pregnant. The strategy has been used to stop gang formation and suicide—including suicides in the military during the wars in Iraq and Afghanistan.

An avid golfer, he has been married for forty-two years to his wife Sandy, one of America's premier caterers and owner of The Festive Kitchen®. They have three children, three grandchildren, and reside in the Dallas area.