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## ***Training Changes Behavior***

***"Training must change your behavior, make you smarter, faster, stronger and harder to kill."***

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*"Can I out-think, can I out-mentally maneuver (cognitively overmatch) my opponent. If I can't out-think them, then I may be a victim. Training has to have a cognitive component."*

*—Greg Williams, Director of Training & Innovation: Arcadia Cognerati, Left of Greg Podcast, Episode 1*

So much of our lives are controlled by an over-reliance on technology.

Training has been defined as *"the practical application of educational material,"* by Greg Williams of Arcadia Cognerati (<https://arcadiacognerati.com>), a U.S. Based Training conglomerate based in Colorado.

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**Tim Boehlert**

**Greg Williams of**







*Arcadia Cognerati is a small, agile team of Human Behavior Pattern Recognition & Analysis experts who believe that risk should be mitigated, not managed.*

We all train, and we all have goals that fit our training regimen, our pursuit, and all of us have one tool in common – our brains.

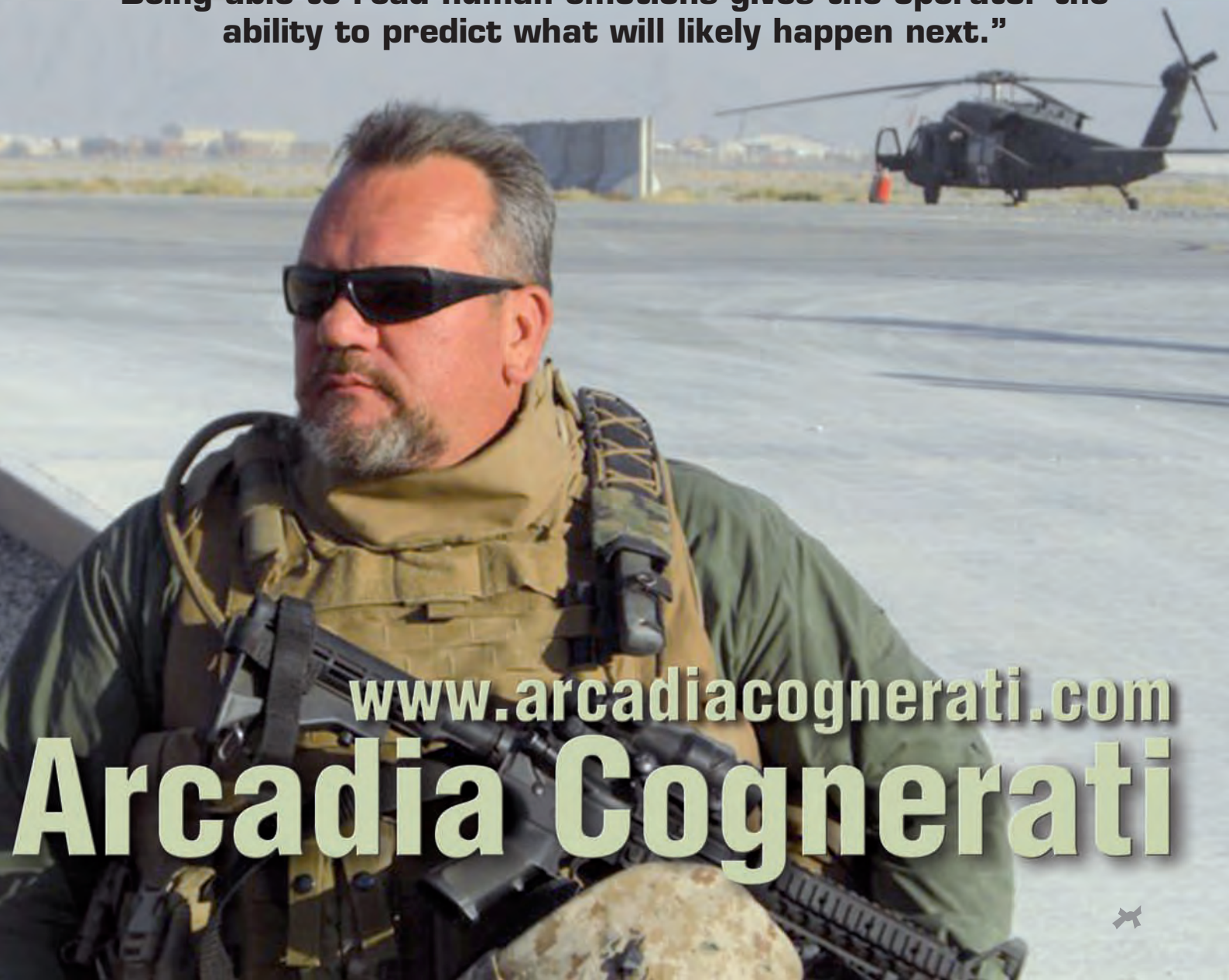
Greg says that all training should be *“Inspirational, memorable, and should also create spirals within our minds”* – that unique ability to be creative, to engage one’s abilities in critical thinking skills, (if/then) scenarios.

When you apply advanced critical thinking skills, you will use visualization - scenario training to enhance your training. This is one skill that I learned to develop many years ago, and while in an environment that required critical thinking and quick decision-making skills, with the ability to physically engage when necessary, and without hesitation.

There were several aspects to consider – and therein was the conundrum. I’d learned through my martial arts training, that questioning every possible application of skill was impossible – the “What if?” that we all find ourselves in at one time or another. I knew what my needs were – I needed something that I couldn’t even define at the time, and I needed it right now!

I started to learn from resources that seemed to be farther and farther away from my martial arts training. Along the way, I discovered the concept of visualization. “Well, that doesn’t seem like it’s too useful – seems to be more like daydreaming and fantasizing to me!” It turned out to be one of the *best* tools I have ever picked up and used.

**“All humans will repeat behaviors when given the choice. Being able to read human emotions gives the operator the ability to predict what will likely happen next.”**



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Brian Marren, VP of Operations, and host of the **Left of Greg Podcast** says this:

*What's the "so what? What's in it for me? Why do I need this?" factor in the material being presented to this class. My bottom line is that I need to understand so that I know how to apply it conceptually."*

When looking at any training, ask yourself – "How is this useful to me?"

### ***Visualization Is Training:***

You are learning to train your mind. My methodology was simple: It was never negative; it was always with a positive outcome for me. I would look at an aggressor and visualize the best way to overcome his abilities. It was never "can I?" but always "how will I?"

*"You need training that's going to enhance your ability to make those hard decisions when the alarms are sounding."*

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### **Training vs. Education:**

The skillset that Arcadia Cognerati can give you is based on some very simple logic:  
*"The difference is that training changes behaviors. Education passes knowledge. If you can't change the behavior, that is NOT training."*

According to Greg, good trainers use these three things:

### **Cognitive Task Analysis:**

[1] As trainers, we need to understand what it is that we are trying to train.

[2] We need to know that there is a need for that training.

[3] What specific skills do we wish to pass along?

### **Enabling Learning Objectives:**

What pieces are essential to getting that core task across to the student?

### **Terminal Learning Objectives:**

[1] What is it that we want the student to take away?

[2] As trainers, we need to transfer a skill to those students.

[3] Those skills need to be tangible skills – skills that they didn't know *before* the training, then after the training they *did* know.

In Greg's **Combat Hunter** program, developed for the USMC, he'd put together an observation technique:  
*"Our algorithm is simple: Baseline + Anomaly = Decision. Anytime you have 3 or more anomalies you need to make a decision. (Obviously if the anomaly is strong enough you don't have to wait for 3.) The algorithm can be broken down this way: Baseline – what is normal in this environment or scenario? Anomalies – what doesn't fit or what is missing from the baseline? As an example, watch for body language and physical cues."*

This can all be stretched across a timeline – and again is defined by Greg as **Left of Bang** (pre-event), Bang (moment

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of act), and Right of Bang (post-event.) Greg also defines anomalies in two states: *Above the baseline* are defined as indicators that are there that should not be there, and *Below the baseline* are defined as indicators that aren't there that should be there.

It's a great tool for everyday use. It's all tied into observation skills, and it's universal – you can do this in any environment, in any culture, anywhere in the world – it's that universal.

Greg teaches one simple concept: All decisions must be legal, moral, and ethical. His teaching relies on science and human history to backup the methodology that they employ.

### **Profiling:**

Profiling as used in their training “has nothing to do with human pedigree or lineage, but everything to do with how humans interact as a species. Using context and relevance and measuring against a baseline anywhere in the world, the profiler can make a moral decision, a legal decision and an ethical decision. It's the first non-material solution that up-armors the brain.”

**Cody Bandars**, trainer, describes it this way: “information in the human terrain is there for the taking.”

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Greg continues: *"clusters of cues are orbiting us 24 hours a day, everywhere that we go. When we had to rely on reading those environmental cues we were much more in tune with our personal safety and security. We've devolved. Those skills have retarded over time because we haven't used them."*

*"If you can outthink a human, if you can predict their next likely move, you can save lives on the battle space."*  
Mindset is everything.

### **Reality-based Training:**

While discussing a shoot, no-shoot scenario where one chair in a room was labeled 'cover' and an identical chair next to it was labeled 'concealment' Greg expressed his thoughts:

*"Your brain knows bullshit and your brain will call bullshit with that type of training and it will put that into your pre-frontal cortex, and it will say, 'that was really good training, and it's helpful to a point, but, training for the real event you'll need to train your brain 'what would I do in that situation.'"*

Training needs to be a continuous commitment.

Brian uses this mental rehearsal mantra daily. It's simple. It wakes up the brain: *"Someone may try to kill me today."* That simple statement preloads his survival instincts.



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**Human Behavior Pattern Recognition & Analysis  
Making Order Out of Chaos**

*"All people, events, and vehicles give off certain 'signals' when they are measured against context, relevance, and societal or environmental baselines. Once learned, the operator can read these 'signals' as anomalies or as benign behaviors.*

*Learning how to quickly establish a baseline and then detecting and acting on these anomalies are the essence of Human Behavior Pattern Recognition & Analysis."*

**Understanding a "Left Of Bang" Mindset**

*"While the majority of training and education throughout the globe provides individuals with the skills necessary to REACT to high-stress incidents (IED's, sniper, crowd violence, individual violence, border incidents, security breaches and the like), only HBPR&A trains individuals to be both predictive and proactive, thereby completely avoiding or mitigating the catastrophic event."*

*"HBPR&A is the only vetted, tested, and validated method currently available that is proven to increase your situational awareness all while promoting advanced critical thinking. This skillset will give you the ability to 'read' human behavior. That means you can predict danger if you can read these pre-event cues and clusters."*

*"Whether you're fighting on the battlefield, the boardroom, or on the playground, our programs will give you the cognitive edge you need to be successful!"*



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