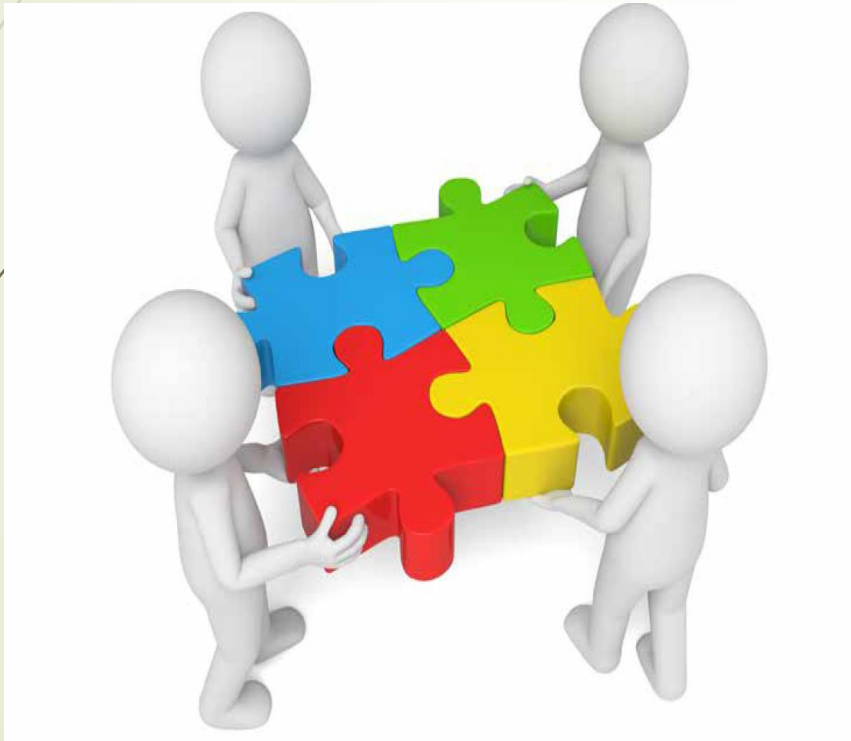


# Behind the Behaviour: Coaching Through a DISC Lens



Not to box you but also to help  
you think outside the box.

**Presented by:** Dr Fatima Shaaria Syed ( PhD)

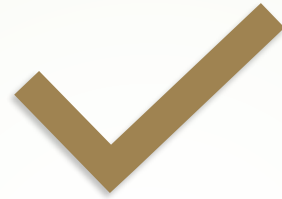
**Email:** fatimashaariasyed@gmail.com

**Linked In:**  
**Instagram**

## Purpose



**Build self-awareness of  
your own default DISC  
cues**



**Identify and adapt  
to a client's likely  
DISC style**



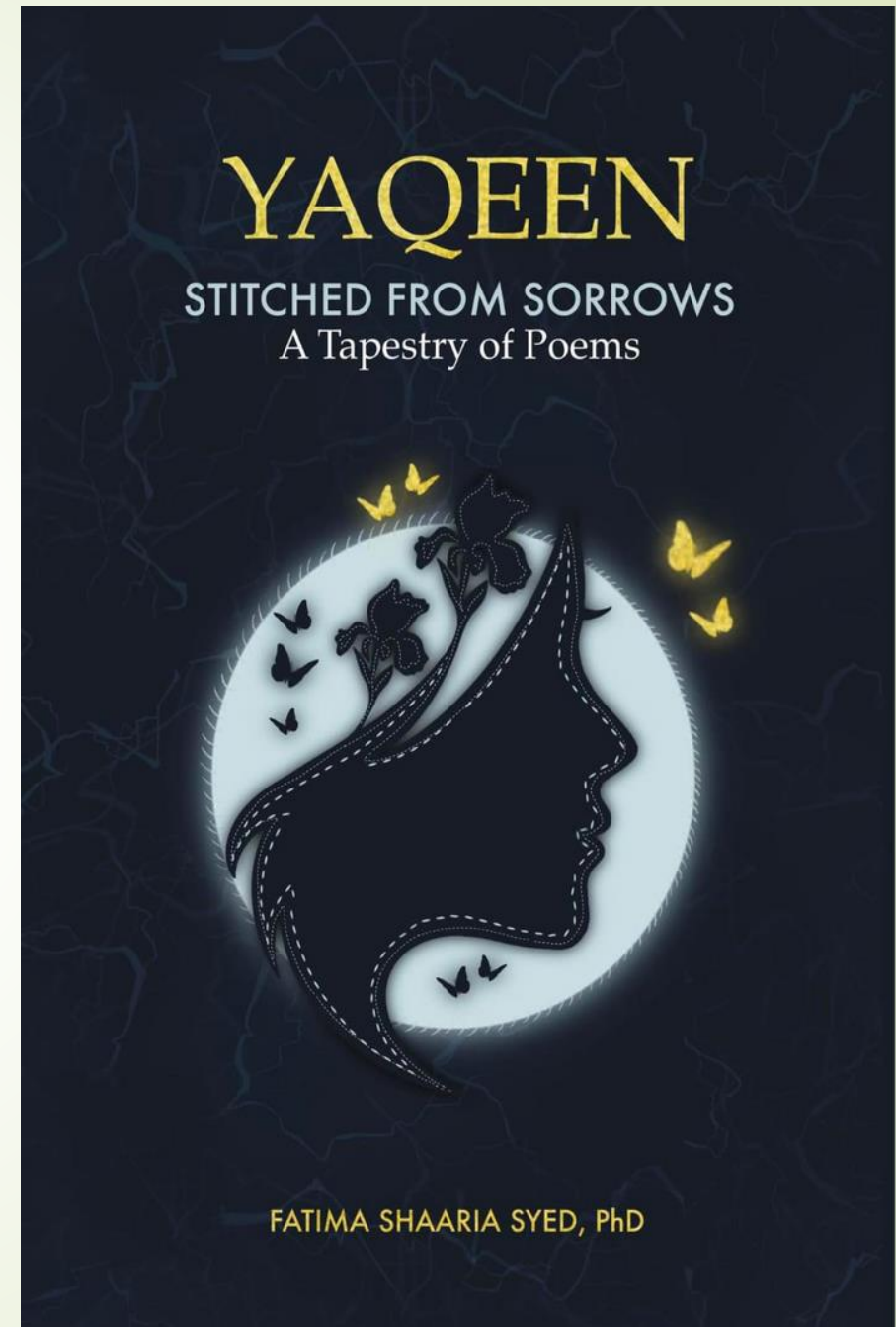
**Frame goals and  
action steps in the  
language that each  
style finds  
motivating**

**DISC is a starting point for empathy  
Not a Label, but a Language**

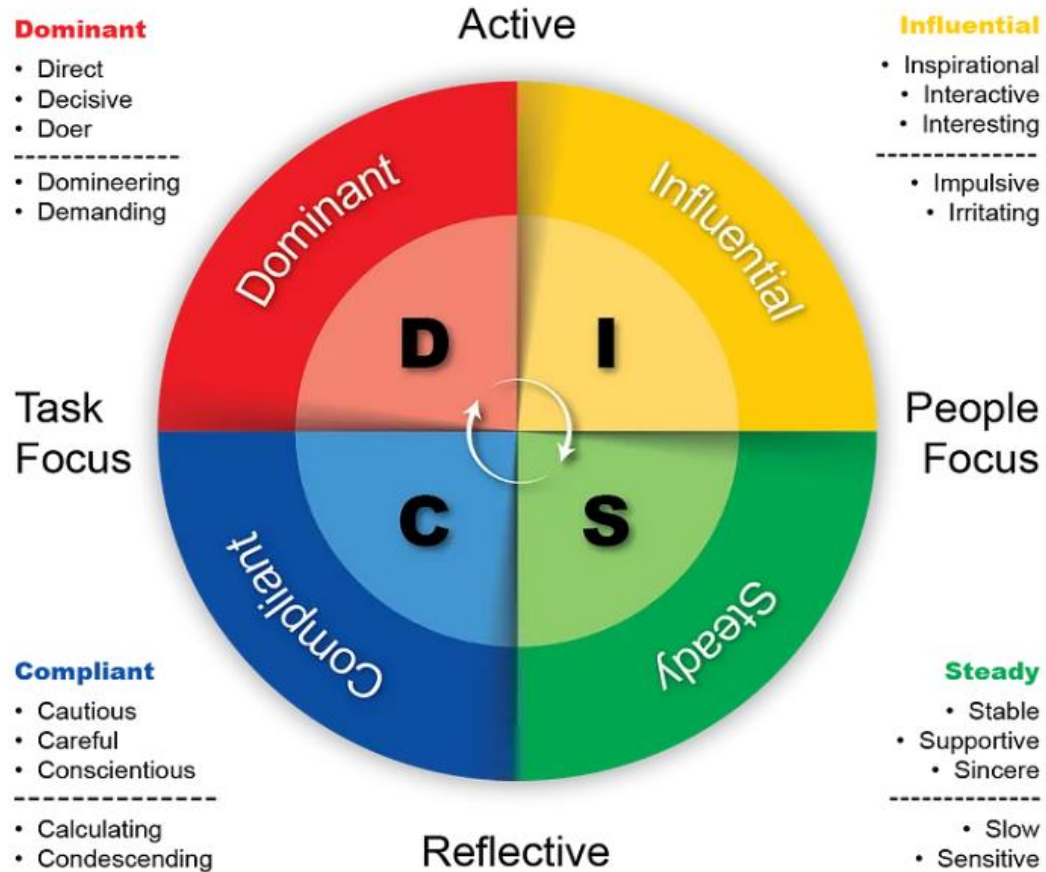
## A bit about myself....

A Digital Transformation Specialist  
A Coach.  
A Writer.  
A Traveller.  
A Survivor.

**And always —  
A Believer in Becoming...**



# What is DISC ?



**William Moulton Marston, American psychologist:**  
Developed the initial DISC model in his book, *Emotions of Normal People* which categorized behaviors into four primary emotions and associated behavioral responses.

## Four Behavioral Types of Marston's Model:

- Dominance: Direct, decisive, and assertive.
- Inducement (now often called Influence): Outgoing, persuasive, and enthusiastic.
- Submission (now often called Steadiness): Patient, supportive, and accommodating.
- Compliance (now often called Conscientiousness): Analytical, precise, and detail-oriented.

## Evolution of the Model:

While Marston laid the foundation, subsequent psychologists like **John Geier** further developed the DISC assessment into the widely used tool it is today.

# DISC Personalities

- Do you know someone who is assertive, to the point, and wants the bottom line?  
*Some people are forceful, direct, and strong-willed. **This is the D style.***
- Do you have friends who are great communicators and friendly to everyone?  
*Some people are optimistic, friendly, and talkative. **This is the I style.***
- Do you have family members who are good listeners and great team players?  
*Some people are steady, loyal, and practical. **This is the S style.***
- Have you ever worked with someone who is factual, thorough, and detail oriented?  
*Some people are precise, sensitive, and analytical. **This is the C style.***

# Guess the Style



# Benefits of DISC Assessment

Style	Core drive	Pace & focus	Typical coaching need
<b>D — Dominance</b>	Results, control	Fast, task-centred	Channel intensity into clear, mutually agreed goals
<b>I — Influence</b>	Connection, recognition	Fast, people-centred	Convert enthusiasm into sustainable action steps
<b>S — Steadiness</b>	Harmony, security	Measured, people-centred	Strengthen confidence to voice needs and handle change
<b>C — Conscientiousness</b>	Accuracy, quality	Measured, task-centred	Balance analysis with timely decisions and big-picture thinking

## Ethical guard-rails:

- Treat DISC as a **lens, not a label**—behaviour is situational, and people are multifaceted.
- **Avoid stereotyping language** (“You’re such a C”); focus on observed actions and choices.
- **Encourage clients to confirm or refine your style hypothesis**; the insight must resonate with them, not just with the model

# Motivators

**D**

**Motivated  
By...**

New  
challenges  
and problems  
to solve

Power &  
authority  
to take risks

Freedom  
from many  
rules &  
regulations

**I**

**Motivated  
By...**

Flattery,  
praise,  
popularity  
acceptance  
& approval

A friendly  
environment

Freedom  
from many  
rules &  
regulations

**S**

**Motivated  
By...**

Recognition  
for loyalty

A secure  
environment  
with little conflict

No sudden  
changes in  
procedure or  
lifestyle

Activities one  
can start  
and finish

**C**

**Motivated  
By...**

High-quality  
standards

Limited social  
interaction

Detailed  
tasks

# Greatest Fears

Style	Fear 1	Fear 2
D	Being taken advantage of	Failure
I	Rejection	Loss of popularity
S	Loss of security	Change for change's sake
C	Criticism without validation	Conflict

# Understanding All Four Styles

10

Style	Personality Goal
<b>D</b>	Have Control
<b>I</b>	Have fun
<b>S</b>	Have Security
<b>C</b>	Have Perfection

Style	Management Style
<b>D</b>	Force of character “Do it!”
<b>I</b>	Verbal Persuasion “You can do it!”
<b>S</b>	Slowing down “We can do it!”
<b>C</b>	Information “Let’s do it right!”

Style	Under Pressure
<b>D</b>	Blunt; Impatient
<b>I</b>	Over-talkative; Scattered
<b>S</b>	Withdraws ; Avoids conflict
<b>C</b>	Over- analyses; risk averse

## DISC in Teams Situations

Style	Conflict
<b>D</b>	Fix it fast
<b>I</b>	Talk it through
<b>S</b>	Avoid it
<b>C</b>	Analyse before acting

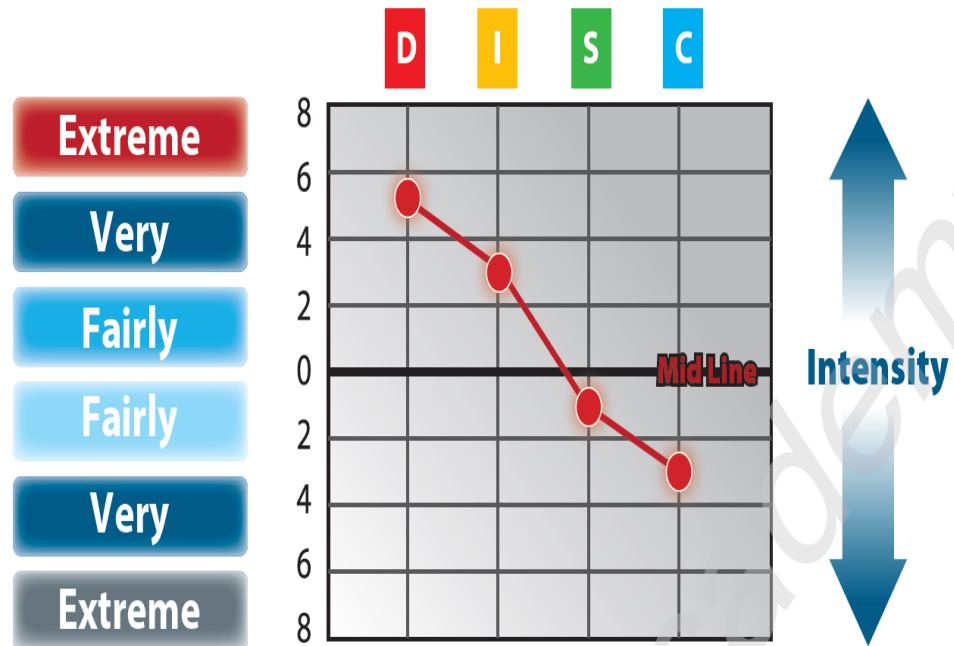
Style	Silence in Group Chat
<b>D</b>	Assumes agreement
<b>I</b>	Sends emojis to lighten the mood
<b>S</b>	Wonders if people are okay
<b>C</b>	Think before replying

Style	Sudden Deadline Change
<b>D</b>	Push through
<b>I</b>	Improvise
<b>S</b>	Feel stressed by change
<b>C</b>	Worry about quality

# DISC Style Blends

There are 41 style blends and 12 special patterns

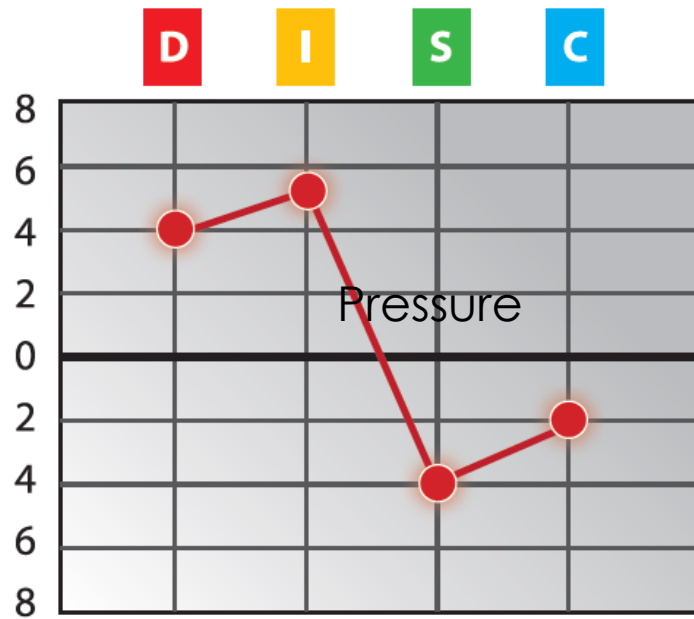
## Intensity Matters



Style	High Intensity	Low Intensity
<b>D</b>	Decides for all	Decides NOT to decide
<b>I</b>	You won't get a word IN	You won't get a word OUT
<b>S</b>	No changes please	Will change in an instant
<b>C</b>	Lots of data	Do not bore me with the facts

# The 3 Graphs – Full DISC Assessment

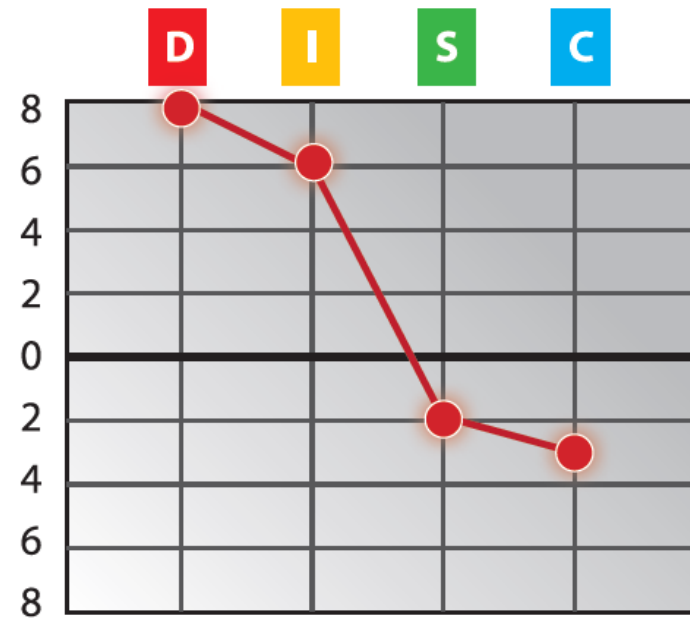
**Graph 1**



**Public Perception**

Mask

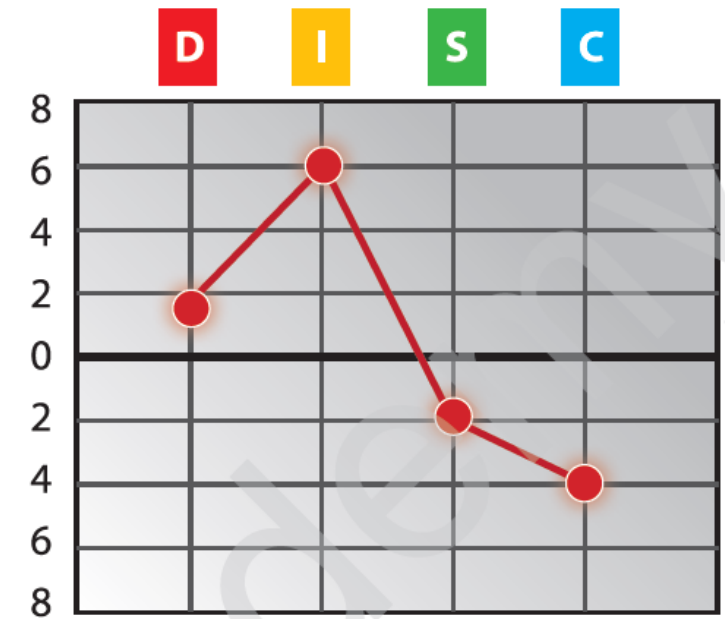
**Graph 2**



**Stress Perception**

Pressure

**Graph 3**



**Self Perception**

Mirror



# Discussion



**HOW CAN WE USE DISC TO  
BUILD TRUSTING  
RELATIONSHIPS WITH OUR  
CLIENTS?**

**ONE INSIGHT YOU'RE TAKING  
AWAY  
ONE THING YOU WILL DO  
DIFFERENTLY**

**It is not that I'm so smart. But I stay with the questions  
much longer."**

**Albert Einstein**

# Further Information

## ➤ [Free DISC Test - DISC Personality Testing](#)

Short online free assessment with your questions focused on work environment. There are many other free ones available too.

## ➤ [DISC Personality Profiling | The Coaching Academy](#)

Where I got my DISC practitioner accreditation although there are many providers of DISC practitioner course.

### **Disclaimer**

External links are offered for convenience and do **not** imply endorsement. Content and policies may change—review each site's terms before use. Free DISC quizzes are illustrative only and not a substitute for accredited assessments. Confirm any certification meets your professional-body requirements.



# **Key characteristics of different Styles**

## D Style – Outgoing + Task General Characteristics

- |                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Strong Willed</li> <li>• Productive</li> <li>• Decisive</li> <li>• Practical</li> <li>• Visionary</li> <li>• Optimistic</li> <li>• Courageous</li> <li>• Likes to Lead</li> <li>• Compulsive need for change</li> <li>• Must correct wrongs</li> <li>• Not easily discouraged</li> <li>• Won't give up when losing</li> <li>• Independent and self sufficient</li> </ul> | <ul style="list-style-type: none"> <li>• Impetuous</li> <li>• Exerts sound leadership</li> <li>• Establishes goals</li> <li>• Can be too busy for family</li> <li>• Impatient with poor performance</li> <li>• Knows the right answer</li> <li>• Has little need for friends</li> <li>• Very independent</li> <li>• Reluctant to say 'I'm sorry'</li> <li>• Excels in emergencies</li> <li>• May be right, but unpopular</li> <li>• Resolute</li> </ul> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Can be perceived as

- |                                                                                                                                                                                                                                                 |                                                                                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Overly dominant</li> <li>• Unsympathetic and cold</li> <li>• Insensitive and inconsiderate</li> <li>• Blunt and sarcastic</li> <li>• Unforgiving</li> <li>• Self sufficient and domineering</li> </ul> | <ul style="list-style-type: none"> <li>• Argumentative and impatient</li> <li>• Opinionated</li> <li>• Crafty</li> <li>• Not complimentary or emotional</li> <li>• Quick to anger</li> </ul> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Occupational Characteristics

- |                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Organises well</li> <li>• Seeks practical solutions</li> <li>• Moves quickly to action</li> <li>• Delegates work</li> <li>• Insists on production</li> <li>• Stimulates activity</li> <li>• Thrives on opposition</li> <li>• Goal orientated</li> <li>• Sees the whole picture</li> </ul> | <ul style="list-style-type: none"> <li>• Low tolerance for error</li> <li>• Doesn't analyse detail</li> <li>• Bored by Trivia</li> <li>• Rash decision maker</li> <li>• Rude or tactless</li> <li>• Manipulative and demanding</li> <li>• End justifies the means</li> <li>• Demands loyalty in the ranks</li> <li>• Work may become all consuming</li> </ul> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Intensity

- The higher the D value the more active and aggressive an individual will be whilst overcoming problems and obstacles

- The lower the D value the less of a need to be in control or in lead position

### In an antagonistic environment:

- High D types will respond aggressively and decisively

### Emotion

- The D factor can also measure the emotion of anger
- The High D will be quick to anger

- The Low D will be slow to anger

### D Style Overview

Motivated by	Power and Authority
Management style	Directing
Communication style	Tells
Method of control	Force of character
Value to organisation	Drive for results

### I style – Outgoing + People General Characteristics

- |                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Outgoing</li> <li>• Charismatic</li> <li>• Warm</li> <li>• Friendly</li> <li>• Talkative</li> <li>• Life of the party</li> <li>• Compassionate</li> <li>• Demonstrative</li> <li>• Generous</li> <li>• Sincere at Heart</li> <li>• Good sense of humour</li> <li>• Positive</li> </ul> | <ul style="list-style-type: none"> <li>• Memory for stories</li> <li>• Enthusiastic</li> <li>• Expressive</li> <li>• Good on stage</li> <li>• Wide-eyed</li> <li>• Innocent</li> <li>• Lives in the Present</li> <li>• Changeable disposition</li> <li>• Compulsive talker</li> <li>• Exaggerates</li> <li>• Optimistic</li> </ul> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

#### Can be perceived as:

- |                                                                                                                                                                               |                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Undisciplined</li> <li>• Weak willed</li> <li>• Restless</li> <li>• Naïve</li> <li>• Disorganised</li> <li>• Unproductive</li> </ul> | <ul style="list-style-type: none"> <li>• Undependable</li> <li>• Over-optimistic</li> <li>• Egocentric</li> <li>• Dwells on Trivia</li> <li>• Controlled by circumstance</li> <li>• Angers easily</li> </ul> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

#### Occupational Characteristics

- |                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Volunteers for jobs</li> <li>• Thinks up new activities</li> <li>• Looks great on the surface</li> <li>• Creative and colourful</li> <li>• Has energy and enthusiasm</li> <li>• Starts in a flashy way</li> <li>• Inspires others to join in</li> <li>• Charms others to work</li> <li>• Wastes time talking</li> </ul> | <ul style="list-style-type: none"> <li>• Would rather talk than work</li> <li>• Forgets obligations</li> <li>• Does not follow through</li> <li>• Easily distracted</li> <li>• Confidence fades fast</li> <li>• Undisciplined</li> <li>• Does not always prioritise</li> <li>• Decides by feelings</li> </ul> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Intensity	
<ul style="list-style-type: none"> <li>• The higher the I value the more the active, verbal and persuasive an individual will be whilst overcoming the problems and obstacles</li> </ul>	<ul style="list-style-type: none"> <li>• The lower the I value the more the person will use data and facts with a tendency to be more non-verbal.</li> </ul>
In an antagonistic environment:	
<ul style="list-style-type: none"> <li>• High I types will respond actively and may try and negotiate an agreement</li> </ul>	
Emotion	
<ul style="list-style-type: none"> <li>• The I factor measure the emotion of optimism. Extremely High I are joyful and optimistic</li> </ul>	<ul style="list-style-type: none"> <li>• Low I tend to be more pessimistic</li> </ul>
I style Overview:	
Motivated by:	Praise and recognition
Management style:	Motivating and inspirational
Communication style:	Sells
Method of control:	Verbal persuasion
Value to organisation:	Working well with people and generating enthusiasm

### S Style – Reserved + People General Characteristics

<ul style="list-style-type: none"> <li>• Likeable</li> <li>• Efficient</li> <li>• Dependable</li> <li>• Practical</li> <li>• Low-key personality</li> <li>• Relaxed</li> <li>• Well Balanced</li> <li>• Sympathetic</li> <li>• Keeps emotions hidden</li> </ul>	<ul style="list-style-type: none"> <li>• Diplomatic</li> <li>• Organised</li> <li>• Conservative</li> <li>• Reluctant Leader</li> <li>• Easy going</li> <li>• Patient</li> <li>• Quiet, but witty</li> <li>• Kind</li> <li>• Happily reconciled to life</li> </ul>
Can be perceived as:	
<ul style="list-style-type: none"> <li>• Unmotivated</li> <li>• Spectator</li> <li>• Indecisive</li> <li>• Unenthusiastic</li> <li>• Avoids responsibility</li> <li>• Too compromising</li> </ul>	<ul style="list-style-type: none"> <li>• Blasé</li> <li>• Self-protective</li> <li>• Fearful</li> <li>• Reticent</li> <li>• Passive resistance</li> <li>• An observer</li> </ul>
Occupational Characteristics	
<ul style="list-style-type: none"> <li>• Competent</li> <li>• Peaceful</li> <li>• Has administrative ability</li> <li>• Avoids conflict</li> <li>• Resents being pushed</li> <li>• Not goal oriented</li> </ul>	<ul style="list-style-type: none"> <li>• Steady</li> <li>• Agreeable</li> <li>• Mediate problems</li> <li>• Finds the easy way</li> <li>• Lacks self motivation</li> <li>• Desire to complete tasks</li> </ul>

Intensity	
<ul style="list-style-type: none"> <li>• The higher the S value, the slower a person will undertake activities. The more the person prefers to start and complete one project at a time.</li> <li>• The higher the S the more resistant to change</li> </ul>	<ul style="list-style-type: none"> <li>• The lower the S value, the faster the pace and greater the desire for change.</li> </ul>
In an antagonistic environment:	
<ul style="list-style-type: none"> <li>• High S types will respond passive/aggressively and seek to blend in</li> </ul>	
Emotion	
<ul style="list-style-type: none"> <li>• The S factor measures emotional expression. The higher the S value the more difficult it is to read an individual.</li> </ul>	<ul style="list-style-type: none"> <li>• The lower the S value, the emotionally expressive the person is.</li> </ul>
S style Overview:	
Motivated by:	Security
Management style:	Organising
Communication style:	Listens
Method of control:	Slowing down
Value to organisation:	Service and support

C style – Reserved + Task General Characteristics	
<ul style="list-style-type: none"> <li>Analytical</li> <li>Perfectionist</li> <li>Loyal</li> <li>Self-sacrificing</li> <li>Serious</li> <li>Genius prone</li> <li>Creative</li> <li>Musically gifted</li> </ul>	<ul style="list-style-type: none"> <li>Idealistic</li> <li>Conscientious</li> <li>Sensitive</li> <li>Self disciplined</li> <li>Purposeful</li> <li>Talented</li> <li>Artistic</li> <li>Philosophical</li> </ul>
Can be perceived as:	
<ul style="list-style-type: none"> <li>Moody</li> <li>Critical</li> <li>Legalistic</li> <li>Revengeful</li> <li>Theoretical</li> <li>Becoming depressed over imperfections</li> </ul>	<ul style="list-style-type: none"> <li>Negative</li> <li>Rigid</li> <li>Sensitive to criticism</li> <li>Unsociable</li> <li>Impractical</li> <li>Not people orientated</li> <li>Hard to please</li> </ul>
Occupational Characteristics	
<ul style="list-style-type: none"> <li>Schedule oriented</li> <li>High standards</li> <li>Persistent</li> <li>Orderly</li> <li>Economical</li> <li>Finds creative solutions</li> <li>Likes charts, graphs and figures</li> <li>Can spend too much time planning</li> </ul>	<ul style="list-style-type: none"> <li>Perfectionist</li> <li>Detail orientated</li> <li>Thorough</li> <li>Organised</li> <li>Sees the problem</li> <li>Needs to finish what he/she starts</li> <li>Prefers analysis to work</li> <li>Deep need for approval</li> </ul>

Intensity	
<ul style="list-style-type: none"> <li>The higher the C value the more the person will comply with rules set by others</li> </ul>	<ul style="list-style-type: none"> <li>The lower the C value, the more an individual will challenge rules and seek independence</li> </ul>
In an antagonistic environment:	
<ul style="list-style-type: none"> <li>High C types will respond passive/aggressively and seek to justify their actions</li> </ul>	
Emotion	
<ul style="list-style-type: none"> <li>The C factor measure caution. The higher the C factor the more an individual moves cautiously and analytically forward</li> </ul>	<ul style="list-style-type: none"> <li>The lower the C factor, the more fearless the individual</li> </ul>
C style Overview:	
Motivated by:	Systems and procedure
Management style:	Rule enforcement
Communication style:	Writes
Method of control:	Information
Value to organisation:	Quality and standards

# Growth areas...

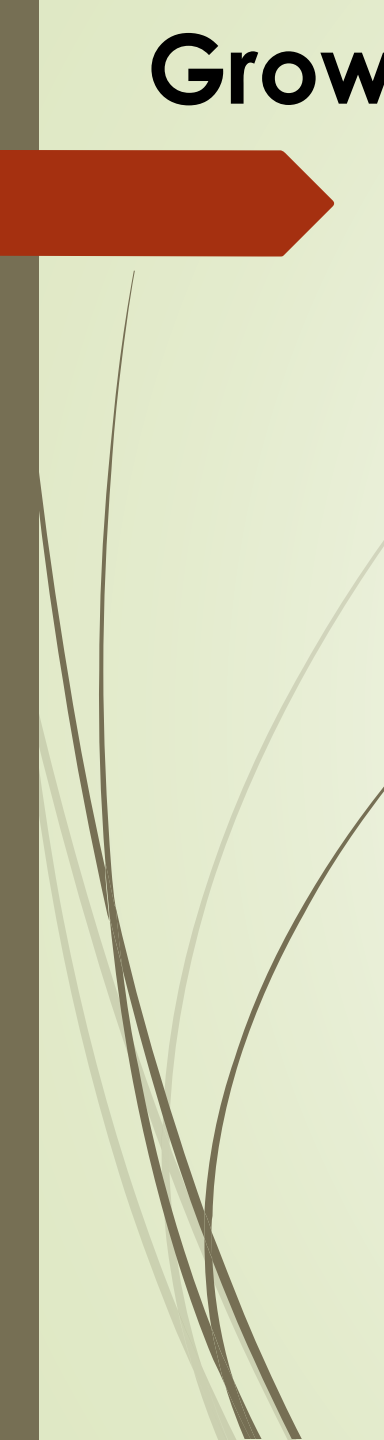
If you are a D:

- Strive to be an 'active' listener
- Be attentive to other team members' ideas until everyone reaches a consensus
- Be less controlling and domineering
- Develop greater appreciation for the opinions, feelings and desires of others.
- Put more energy into personal relationships and courtesy
- Show your support for other team members
- Take time to explain the why of your statements and proposals
- Be friendlier and more approachable

If you are an I:

- Weigh the pros and cons before making a decision; be less impulsive
- Be more results oriented
- Exercise control over your actions, words and emotions
- Focus more on details and facts
- Remember to slow down your pace for other team members
- Talk less; listen more
- Consider and evaluate ideas from other team members
- Concentrate on following through with tasks

# Growth areas...



If you are an S:

- Be more open to change
- Be more direct in more interactions
- Focus on overall goals of the team rather than specific procedures
- Deal with confrontation constructively
- Develop more flexibility
- Increase pace to accomplish goals
- Show more initiative
- Work at expressing your thoughts, opinions and feelings

If you are a C:

- Concentrate on doing the 'right' things, not just doing things right
- Be less critical of others approaches and methods
- Respond more quickly to team goals
- Strive to build relationships with team members
- Be more decisive
- Focus less on facts and more on people
- Take risks along with other members



**How can we recognise DISC styles?**



# How recognise a D-style

The High D Observable Behaviours – (i.e. Alan Sugar)

- Strong handshake
- Probably running behind schedule
- Impatient and impulsive
- Tries to dominate or take over – very direct
- Will have a 'can do' attitude
- Will interrupt you while you are talking
- Will do something else while you are talking (read, make a phone call)
- Will use challenging questions
- Desk may be untidy
- Office will be functional rather than stylish
- Will put paperwork in piles not files
- Will give direct, steady eye contact
- Will lean forward if interested and lean back if not
- Will use finger pointing gestures to make a point
- Will be keen to sort out problems immediately

# How recognise a I-style

## The High I Observable Behaviours – (i.e. Will Smith)

- Very friendly handshake – may pump or hold
- Very enthusiastic & friendly
- Extremely verbal – telling stories whenever possible
- Very trusting
- Happy to share their feelings
- Friendly and sociable
- Very positive and optimistic
- Office may be disorganised and untidy
- May have pictures of self and/or awards openly displayed
- Likely to have the latest executive toy or gadget
- Friendly eye contact that is steady – they can ‘smile’ with their eyes
- Very expressive facially
- Will use hand gestures (even when describing something on the phone)
- Will prefer to persuade rather than demand
- May delay decisions if they feel it will be unpopular

# How recognise a S-style

## The High S Observable Behaviours – (i.e. Michael Parkinson)

- Security conscious – often reluctant to change the status quo. Needs time to adjust to change and the decision to change
- Will prefer to manage or 'smooth' a situation rather than make an aggressive decision
- May have a slow pace or response
- Will be a good listener
- Friendly, firm and sincere handshake – not aggressive
- Office will be well organised with neat piles of paper
- May have a name plate on the door and will have family possessions and pictures on display
- Furnishings could well be worn but comfortable
- Tends to dress for comfort rather than fashion
- Tends to question in order to clarify a situation or request
- Sincere eye contact and excellent listening skills. They will listen carefully and considerately

# How recognise a C-style

## The High C Observable Behaviours – (i.e. Bill Gates)

- Loose, brief handshake (sometimes nervous)
- Normally very polite and diplomatic
- Well prepared, unhurried, organised and punctual
- Time disciplined and diplomatic
- Detailed, logical, precise questions. Very fact and detail and evidence orientated – if not totally satisfied will be reluctant to make a decision
- Will probably have a neat orderly office (almost impersonal) The desk may well be clear apart from the item they are currently working on
- Everything neatly filled in a system that works
- Tends to avoid a lot of eye contact, particularly in an aggressive or hostile situation. Therefore may have fleeting eye contact
- Tends not to share personal feelings
- Tends not to show feelings though facial expression
- Can get defensive when threatened
- Will quote facts, policy, rules when in conflict