INTRODUCTION TO DISC PERSONALITY PROFILING
Introduction

"In order to be understood, we must first seek to understand."
Steven Covey

If a person communicates to you according to your behavioural preference, you are more likely to be receptive and respond positively. When we appreciate both differences and similarities in people, we are more likely to lay aside 'wrong' and 'right' labels.

DISC opens the doorway to effective communication allowing you to modify your language and behaviour to manage people in any given environment. People respond better to people they like an understand. People are different but they are predictably different.

- What is DISC?

DISC is:

- A psychometric test which is affected by ENVIRONMENT
- One of the most highly validated instruments of its kind
- A tool that identifies the interaction of four factors (D, I, S and C)
- A system that opens a doorway of communication

DISC measures the needs driven motivation portion of our personality.

DISC style can identify:

- Motivational drivers
- Preferred environments
- Goal setting preferences
- How an individual may set out to achieve goals
- Decision making strategies
- How an individual likes to be communicated with
- How an individual prefers to communicate with others
- Greatest fears
- Possible challenge areas

DISC will not identify abnormal behaviour.
## The JOHARI Window

The JOHARI Window is a simple and useful tool for illustrating and improving self-awareness and mutual understanding between individuals within a group. The JOHARI Window tool can also be used to assess and improve a group's relationship with other groups.

The JOHARI Window model was developed by American psychologists Joseph Luft and Harry Ingram and is named after them both.

<table>
<thead>
<tr>
<th>Arena</th>
<th>Blind Spots</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open communication</td>
<td>Self-discovery</td>
</tr>
<tr>
<td>&quot;You know... I know&quot;</td>
<td>&quot;You know... I don't know&quot;</td>
</tr>
<tr>
<td>Mask</td>
<td>Potential</td>
</tr>
<tr>
<td>Hidden</td>
<td>Unknown</td>
</tr>
<tr>
<td>&quot;I know... You don't know&quot;</td>
<td>&quot;I don't know... You don't know&quot;</td>
</tr>
</tbody>
</table>
The four JOHARI regions explained

The Arena

This is the area of open communication. It contains information about a person – their behaviour, attitude, feeling, emotion, knowledge, experience, skills, views etc. This area contains information KNOWN by the individual and KNOWN by others. The aim of any group should be to develop this area for every person, for greater productivity.

Blind spots

This is the area that contains what others KNOW about an individual, but is UNKNOWN by the individual him/herself. By seeking feedback from others, the aim should be to reduce this area and increase the ARENA. A blind spot is not an effective or productive space for individuals or groups. The blind area could be referred to as ignorance about oneself.

Mask

This is the area that is KNOWN about us but kept hidden and therefore UNKNOWN to others. This hidden or avoided self represents information, feelings etc that the individual knows about him/herself, which is not revealed or is kept hidden from others. The hidden area could also include sensitivities, fears, hidden agendas, manipulative intentions and secrets – anything that a person knows and does not reveal, for whatever reason.

It is natural for personal and private information to remain hidden and many things have no bearing on work and should remain hidden. However, a lot of hidden information is not personal, it is work or performance related and would be better positioned in the ARENA.

Potential

This area contains information, feelings, latent abilities, aptitudes, experiences etc that are UNKNOWN to the individual and UNKNOWN to others in the group. These unknowns can take a variety of forms: they can be feelings, behaviour, attitudes, capabilities and aptitudes, which can be quite close to the surface and which can be positive and useful, or they can be deeper aspects of an individual's personality that may influence behaviour to a larger degree.

This information can be uncovered through self-discovery, observation by others or mutual discovery through outward bound courses or other intensive group work.
Examples of unknown factors would be:

- An ability that is underestimated or untried through lack of opportunity, encouragement or training
- A natural ability or aptitude an individual does not know they possess

A note of caution: The potential area could also include repressed or subconscious feelings rooted in formative events and traumatic past experience, which can stay unknown for a lifetime. In a work or organisational context, the JOHARI Window should not be used to address issues of a clinical nature.
Marston's DISC Behavioural Model
Marston's DISC Behavioural Model – Part 1

- Outgoing
  - Fast Paced
  - Optimistic
  - Energetic
  - Involved
  - Positive
  - Enthusiastic

- Reserved
  - Slower Paced
  - Cautious
  - Conscientious
  - Reflective
  - Critical thinkers
  - Creative

Marston's DISC Behavioural Model – Part 2

- Task
  - Procedure
  - Plans
  - Projects
  - Process

- People
  - Relational
  - Caring
  - Sharing
  - Emotions
Marston's DISC Complete Behavioural Model

D = Outgoing + Task
I = Outgoing + People
S = Reserved + People
C = Reserved + Task
Style-by-style analysis: D style – outgoing + task

- **General characteristics**

  Strong willed  Resolute
  Productive  Impetuous
  Decisive  Exerts sound leadership
  Practical  Establishes goals
  Visionary  Can be too busy for family
  Optimistic  Impatient with poor performance
  Courageous  Knows the right answer
  Likes to lead  Has little need for friends
  Compulsive need for change  Very independent
  Must correct wrongs  Reluctant to say "I'm sorry"
  Not easily discouraged  Excels in emergencies
  Won't give up when losing  May be right, but unpopular
  Independent and self sufficient

- **Can be perceived as:**

  Overly dominant  Argumentative and impatient
  Unsympathetic and cold  Opinionated
  Insensitive and inconsiderate  Crafty
  Blunt and sarcastic  Not complimentary or emotional
  Unforgiving  Quick to anger
  Self-sufficient and domineering

- **Occupational characteristics**

  Organises well  Low tolerance for error
  Seeks practical solutions  Doesn't analyse details
  Moves quickly to action  Bored by trivia
  Delegates work  Rash decision maker
  Insists on production  Rude or tactless
  Stimulates activity  Manipulative and demanding
  Thrives on opposition  End justifies the means
  Goal orientated  Demands loyalty in the ranks
  Sees the whole picture  Work may become all consuming
• **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 a 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 may be quick to anger.

The low D is slower to anger.

• **D style overview**

<table>
<thead>
<tr>
<th>Motivated by:</th>
<th>Power and authority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management style:</td>
<td>Directing</td>
</tr>
<tr>
<td>Communication style:</td>
<td>Tells</td>
</tr>
<tr>
<td>Method of control:</td>
<td>Force of character</td>
</tr>
<tr>
<td>Value to the organisation:</td>
<td>Drive for results</td>
</tr>
</tbody>
</table>
Style-by-style: I style – outgoing + people

- **General characteristics**
  - Outgoing
  - Charismatic
  - Warm
  - Friendly
  - Talkative
  - Life of the party
  - Compassionate
  - Demonstrative
  - Generous
  - Sincere at heart
  - Good sense of humour
  - Positive
  - Memory for stories
  - Enthusiastic
  - Expressive
  - Good on stage
  - Wide eyed
  - Innocent
  - Lives in the present
  - Changeable disposition
  - Compulsive talker
  - Exaggerates
  - Optimistic

- **Can be perceived as:**
  - Undisciplined
  - Weak willed
  - Restless
  - Naive
  - Disorganised
  - Unproductive
  - Undependable
  - Over optimistic
  - Egocentric
  - Dwells on trivia
  - Controlled by circumstances
  - Angers easily

- **Occupational characteristics**
  - Volunteers for jobs
  - Thinks up new activities
  - Looks great on the surface
  - Creative and colourful
  - Has energy and enthusiasm
  - Starts in a flashy way
  - Inspires others to join in
  - Charms others to work
  - Wastes time talking
  - Would rather talk than work
  - Forgets obligations
  - Does not follow through
  - Easily distracted
  - Confidence fades fast
  - Undisciplined
  - Does not always prioritise
  - Decides by feelings
- **Intensity**

The higher the I value, the more active, verbal and persuasive an individual will be whilst overcoming problems and obstacles.

The lower the I value, the more the person will use data and facts with a tendency to be more non-verbal.

- **In an antagonistic environment**

High I types will respond actively and may try to negotiate an agreement.

- **Emotion**

The I factor measures the emotion of optimism. Extremely high Is are joyful and optimistic. Low Is tend to be pessimistic.

- **I style overview**

<table>
<thead>
<tr>
<th>Motivated by:</th>
<th>Praise and recognition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management style:</td>
<td>Motivating and inspirational</td>
</tr>
<tr>
<td>Communication style:</td>
<td>Sells</td>
</tr>
<tr>
<td>Method of control:</td>
<td>Verbal persuasion</td>
</tr>
<tr>
<td>Value to the organisation:</td>
<td>Working well with people and generating enthusiasm</td>
</tr>
</tbody>
</table>
Style-by-style analysis: S style – reserved + people

- **General characteristics**

  - Likable
  - Efficient
  - Dependable
  - Practical
  - Low key personality
  - Relaxed
  - Well balanced
  - Sympathetic
  - Keeps emotion hidden
  - Diplomatic
  - Organised
  - Conservative
  - Reluctant leader
  - Easy going
  - Patient
  - Quiet but witty
  - Kind
  - Happily reconciled to life

- **Can be perceived as:**

  - Unmotivated
  - Spectator
  - Indecisive
  - Unenthusiastic
  - Avoids responsibility
  - Too compromising
  - Blase
  - Self-protective
  - Fearful
  - Reticent
  - Passive resistance
  - An observer

- **Occupational characteristics**

  - Competent
  - Peaceful
  - Has administrative ability
  - Avoids conflicts
  - Resents being pushed
  - Not goal orientated
  - Steady
  - Agreeable
  - Mediates problems
  - Finds the easy way
  - Lacks self-motivation
  - Desire to complete tasks

- **Intensity**

  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.

  The higher the S, the more resistant to change.

  The lower the S value, the faster the pace and the greater the desire for change.

- **In an antagonistic environment**

  High S types will respond passively/aggressively and seek to blend in.
- Emotion

The S factor measures emotional expression.

The higher the S factor, the more difficult it is to read an individual. The lower the S value, the more emotionally expressive.

- S style overview

<table>
<thead>
<tr>
<th>Motivated by:</th>
<th>Security</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management style:</td>
<td>Organising</td>
</tr>
<tr>
<td>Communication style:</td>
<td>Listens</td>
</tr>
<tr>
<td>Method of control:</td>
<td>Slowing down</td>
</tr>
<tr>
<td>Value to the organisation:</td>
<td>Service and support</td>
</tr>
</tbody>
</table>
Style-by-style analysis: C style – reserved + task

- **General characteristics**
  - Analytical  
  - Perfectionist  
  - Loyal  
  - Self-sacrificing  
  - Serious  
  - Genius prone  
  - Creative  
  - Musically gifted  
  - Idealistic  
  - Conscientious  
  - Sensitive  
  - Self-disciplined  
  - Purposeful  
  - Talented  
  - Artistic  
  - Philosophical

- **Can be perceived as:**
  - Moody  
  - Critical  
  - Legalistic  
  - Revengeful  
  - Theoretical  
  - Becoming depressed over imperfections  
  - Hard to please  
  - Negative  
  - Rigid  
  - Sensitive to criticism  
  - Unsociable  
  - Impractical  
  - Not people orientated

- **Occupational characteristics**
  - Schedule orientated  
  - High standards  
  - Persistent  
  - Orderly  
  - Economical  
  - Finds creative solutions  
  - Likes charts, graphs and figures  
  - Can spend too much time planning  
  - Perfectionist  
  - Detail orientated  
  - Thorough  
  - Organised  
  - Sees the problem  
  - Needs to finish what he/she starts  
  - Prefers analysis to work  
  - Deep need for approval

- **Intensity**
  
  The higher the C value, the more the person will comply with rules set by others.
  
  The lower the C value, the more an individual will challenge rule and seek independence.

- **In an antagonistic environment**
  
  High C types will respond passively/aggressively and seek to justify their actions.
- **Emotion**

The C factor measures caution. The higher the C factor, the more an individual moves cautiously and analytically forward. The lower the C factor, the more fearless the individual.

- **C style overview**

<table>
<thead>
<tr>
<th>Motivated by:</th>
<th>Systems and procedures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management style:</td>
<td>Rule enforcement</td>
</tr>
<tr>
<td>Communication style:</td>
<td>Writes</td>
</tr>
<tr>
<td>Method of control:</td>
<td>Information</td>
</tr>
<tr>
<td>Value to the organisation:</td>
<td>Quality and standards</td>
</tr>
</tbody>
</table>
## DISC traits

<table>
<thead>
<tr>
<th>Style</th>
<th>Fears</th>
<th>Motivation</th>
<th>Management style</th>
<th>Personality goals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>D</strong></td>
<td>Being taken advantage of Failure</td>
<td>Challenge Power/authority</td>
<td>Force of character &quot;Do it!&quot;</td>
<td>Have control</td>
</tr>
<tr>
<td><strong>I</strong></td>
<td>Rejection Loss of popularity</td>
<td>Praise and recognition Fun Freedom from rules</td>
<td>Verbal persuasion &quot;You can do it&quot;</td>
<td>Have fun</td>
</tr>
<tr>
<td><strong>S</strong></td>
<td>Loss of security Change</td>
<td>Harmony Time to adjust to change</td>
<td>Slowing down &quot;We can do it&quot;</td>
<td>Have security</td>
</tr>
<tr>
<td><strong>C</strong></td>
<td>Criticism Conflict</td>
<td>Time to analyse details Precision and way of working</td>
<td>Information &quot;Let's do it right&quot;</td>
<td>Have perfection</td>
</tr>
</tbody>
</table>
Personal growth areas

Go from your comfort zones into your growth zones! Effective teamwork requires team members to modify their behavioural style to some degree. Openness and adaptability will reduce conflict and stress as well as enhance communication.

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 a 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 orientated
- 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 with following through with tasks

If you are an S:
- Be more open to change
- Be more direct in your 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
Extreme scores in the DISC patterns

Extremely high (+6 or above) or low (-6 or below) should be looked for in the candidate graphs. This is neither a positive or a negative factor but it does show a very strong preference that will be evident in workplace behaviours and has to be taken into account when considering the global result and graph results.

<table>
<thead>
<tr>
<th>D</th>
<th>I</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extreme high D</td>
<td>Extreme high I</td>
</tr>
<tr>
<td>A very assertive and aggressive style</td>
<td>A very social and talkative style</td>
</tr>
<tr>
<td>Task orientated</td>
<td>Favours upbeat positive work environments where more emphasis is put on relationships rather than tasks</td>
</tr>
<tr>
<td>Very competitive</td>
<td></td>
</tr>
<tr>
<td>Puts goals ahead of relationships</td>
<td></td>
</tr>
<tr>
<td>Depicts rapid movement and quick response to challenge</td>
<td>Extreme ranges may have a hard time with proper time usage and goal accomplishment</td>
</tr>
<tr>
<td>Extreme high ranges may sometimes be seen as overly aggressive</td>
<td></td>
</tr>
<tr>
<td>Extreme low D</td>
<td>Extreme low I</td>
</tr>
<tr>
<td>A passive, less competitive style</td>
<td>A less social and relational style</td>
</tr>
<tr>
<td>Slow to take action and avoids direct conflict or confrontation</td>
<td>A non-verbal style</td>
</tr>
<tr>
<td>Extreme low ranges may be seen as overly passive</td>
<td>Extreme low ranges may have a hard time allowing quick rapport and relationships to be built</td>
</tr>
</tbody>
</table>

Team interaction
<table>
<thead>
<tr>
<th><strong>S</strong></th>
<th><strong>C</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Extreme high S</strong></td>
<td><strong>Extreme high C</strong></td>
</tr>
<tr>
<td>A very relational and team orientated style</td>
<td>A detail orientated style that can slow a process down until they obtain all the facts</td>
</tr>
<tr>
<td>The high S symbolises a high need for security and maintaining of tradition</td>
<td>Very conscientious and compliant with rules and regulations and extreme high C may have problems dealing with situations that are contrary to standard methods of completion</td>
</tr>
<tr>
<td><strong>Extreme low S</strong></td>
<td><strong>Extreme low C</strong></td>
</tr>
<tr>
<td>A low S symbolises the desire for change</td>
<td>A less detailed style, an extreme low C may lack attention to details and obtaining enough facts before making critical decisions</td>
</tr>
<tr>
<td>An extreme low S may indicate a lack of patience or perseverance in situations that require consistent, steady action</td>
<td></td>
</tr>
</tbody>
</table>
Building an effective relationship

This worksheet can be used for teams in the workplace, on a family level or in any other situation where group interaction is required.

<table>
<thead>
<tr>
<th>Name</th>
<th>Perceived style</th>
<th>What may cause tension and conflict?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What can we do to develop a better relationship?</td>
<td>What can we do to communicate better?</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>---------------------------------------</td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Action plan – Person 1

These are things I will try to do:

Action plan – Person 2

These are things I will try to do:

Action plan – Person 3

These are things I will try to do:

Action plan – Person 4

These are things I will try to do:
People exhibit different styles in different situations

It is not a case of 'one person... one style'.

Styles change in different environments and the styles also change over time. Therefore, do not lock them into one style of behaviour.

- **Style intensity**

<table>
<thead>
<tr>
<th></th>
<th>High... Decides for everyone</th>
<th>Low... Decides not to decide</th>
</tr>
</thead>
<tbody>
<tr>
<td>D</td>
<td>Decide ... Procrastinate</td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>High... You won't get a word in</td>
<td>Low... You won't get a word out</td>
</tr>
<tr>
<td></td>
<td>Talk ... Listen</td>
<td></td>
</tr>
<tr>
<td>S</td>
<td>High... No changes please</td>
<td>Low... Change in an instant</td>
</tr>
<tr>
<td></td>
<td>Routine ... Change</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>High... Tons of data, no conflict</td>
<td>Low... Don't bore with facts and details</td>
</tr>
<tr>
<td></td>
<td>Facts ... Seat of pants</td>
<td></td>
</tr>
</tbody>
</table>

**Task and statements**

<table>
<thead>
<tr>
<th></th>
<th>D: Fastest way possible</th>
<th>I: Fun way</th>
<th>S: Easiest way</th>
<th>C: Best, most efficient way</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>&quot;Trust me&quot;</td>
<td>&quot;Like me&quot;</td>
<td>&quot;Assure me&quot;</td>
<td>&quot;Inform me&quot;</td>
</tr>
</tbody>
</table>

**Methods of control**

<table>
<thead>
<tr>
<th></th>
<th>D: Force of character</th>
<th>I: Verbal persuasion</th>
<th>S: Slowing down</th>
<th>C: Information</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>&quot;Do it!&quot;</td>
<td>&quot;You can do it&quot;</td>
<td>&quot;We can do it&quot;</td>
<td>&quot;Let's do it right&quot;</td>
</tr>
</tbody>
</table>

**Communication pitfalls**

<table>
<thead>
<tr>
<th></th>
<th>D: Too forceful and aggressive</th>
<th>I: Tends to talk too much</th>
<th>S: Too permissive of poor performance</th>
<th>C: Talks too little, too intellectual</th>
</tr>
</thead>
</table>
The high D

The high D personality may appear restless and fidgety. If the individual has a high D/I combination they will be smartly dressed. If the combination is D with a low I, they will dress appropriately for the environment.

- **Observable behaviours**

  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 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 in 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
The high I

The high I will be smartly/fashionably dressed with good colour co-ordination. Can start the day looking smart and professional.

The high I type has an open and relaxed style and will touch or hold as a sign of friendship.

- **Observable behaviours**

  Very friendly handshake – may pump or hold
  Very enthusiastic and 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
The high S

The high S personality tends to dress appropriately. They usually dress for comfort rather than for fashion. Men in particular wear comfortable, functional clothes they have had for a long time.

- Observable behaviours

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 well 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
The high C

The high C personality may have a more conservative dress sense but will be very smart, wearing the appropriate clothes for the environment.

- **Observable behaviours**

  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, detail and evidence orientated – it 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 filed 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 through facial expression
  Can be defensive when threatened
  Will quote facts, policy and rules when in conflict