

DOCUMENT 03 // EXPERT INTERPRETATION OF PROFILE

Expert Interpretation of Profile

DOMINANT / CONTROLLER -- Alex Morrison -- June 13, 2026

This document contains the licensed psychologist's expert reading of this client's behavioral profile -- written specifically for use before the first meeting, during the design process, and at moments of conflict. It is calibrated to the Dominant / Controller profile as identified through the PreForma intake questionnaire.

WHO THIS CLIENT IS

You're sitting across from someone who is used to controlling outcomes -- and who doesn't extend trust freely at the start. Not because you're the problem, but because for them, trust is not a starting point; it's a destination reached over time. With high anxiety in the mix, every ambiguity in the process reads as a warning signal. They may not tell you this directly -- you'll notice it in the number of questions, in the same question asked in different ways, in the need to always have an alternative in front of them. That's not pettiness. That's how this person processes uncertainty.

It's important to understand that this combination -- high control need, high anxiety, low trust -- is not a difficult personality. It's a personality for whom a system equals safety. If they see that you have structure, that every step is methodical, that you know what comes next -- they calm down. Not because they've backed down, but because they've received what they actually needed from the beginning.

WHAT DETERMINES THE SUCCESS OF THIS PROJECT

This is a combination that drains you if you don't have a system designed for it. They'll be present at every step, and any delay -- even one that falls within the normal ebb and flow of a project -- will be read as a signal that something is wrong. It's not that they have no patience -- they do, but only for things that are on track. The moment the plan slips, even by a centimeter, the response is swift.

Build a structure that pre-empts questions. A weekly brief update, same format, same day -- that won't feel like tedious bureaucracy, that will be your protection. Every change must be announced before it happens, not explained after. 'We need to push the schedule' is not how you tell this client about a change -- that's how you activate the worst scenario they've been imagining. Instead: 'I've identified a risk and I have a solution, can we talk for five minutes?'

You set boundaries once, at the beginning, without apology. They read defensive responses as weakness and proactive ones as professionalism -- and that difference defines the entire project.

AESTHETIC PREFERENCES AND PRESENTATION LANGUAGE

Aesthetically, this client doesn't buy beauty -- they buy the logic of the space. A material must have a reason, a color must have a function, a layout must have a justification. A presentation that opens with 'I fell in love with this stone because it looks incredible' doesn't work. A presentation that opens with 'I chose this stone because it's wear-resistant, low-maintenance, and holds temperature' -- and then adds that it looks great -- that's the language they understand. Aesthetics with this client enters through the back door of functional argument.

Sava Pivnicki, Licensed Psychologist -- PreForma -- psihotrot@gmail.com