

Arno Profile System Temperament Analysis

Control: Melancholy

Control is the need to establish and maintain a satisfactory relationship with people in respect to control and power. Control asks two questions:

1. How many people do I want to control?
2. How many people will I allow to control *me*?

General description of people who are **Melancholy** in Control:

1. Expresses very little control over the lives and behaviors of others, and will not tolerate control over his/her life and behavior -- highly independent and strong-willed
2. Demands order, truth, reliability and dependability from himself/herself and others -- perfectionistic
3. Must *appear* competent and in control
4. Intellectually oriented -- needs facts, research, information -- when he/she has the necessary information, he/she must act upon it -- will follow individuals whom he/she knows to be intellectually superior (has respect for them as leaders)
5. May become anxious if anyone is his/her sole responsibility

Potential strengths which should be encouraged, used and developed:

1. Independent and self-motivated
2. Makes decisions very well and takes on responsibilities very well when dealing in areas with which he/she is familiar or an expert (areas previously dealt with)
3. Very good leadership capacity if allowed to move into unknown areas of responsibility at his/her own pace

Potential weaknesses which should be considered and dealt with: ***(Reminder: people who are Melancholy tend to focus only on weaknesses because of their perfectionism -- don't forget your strengths, please!)***

1. If pressured into making decisions or taking on responsibility in unknown areas (areas not previously dealt with), he/she tends to procrastinate. If this pressure continues, he/she will rebel and become angry, expressing this anger in ways learned in childhood. For example, if he/she observed adults expressing anger by throwing things, he/she will throw things.
2. Has self doubts -- when moving into unknown areas, needs time to build up self-confidence -- this is viewed by others as procrastination
3. Becomes angry if confronted for mistakes, criticized or made to look foolish

4. Tends to be legalistic, rigid and uncompromising
5. Becomes anxious if someone is his/her sole responsibility

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