

Arno Profile System Temperament Analysis

Control: Melancholy Phlegmatic

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 Phlegmatic** in Control:

1. Independent
2. Expresses very little or no control over the lives and behaviors of others and will tolerate very little control imposed upon him/her by others
3. Will become angry if someone interferes with his independence, tries to control him/her or tell him/her what to do
4. Has moderate doubts about his/her ability to approach unfamiliar areas of responsibility
5. "Dry" sense of humor (sometimes witty, often sarcastic) is used as a defense mechanism
6. Requires ample time before making a decision in unknown areas
7. Moderate fear of the unknown (not as great as a Melancholy)

Potential strengths which should be encouraged, used and developed:

1. In known areas of responsibility, tends to be quite confident and capable of making decisions and taking on responsibilities
2. Self-motivated

Potential weaknesses which should be considered and dealt with:

1. Tends to procrastinate because of lack of confidence -- procrastination is ventilated in the form of stubbornness
2. Becomes stubborn if someone attempts to motivate him/her by promise of reward or threat of punishment
3. Moderate fear of being socially exposed for being incompetent and out of control of his/her circumstances
4. Will become angry if made to look foolish, confronted for mistakes, or made to look like a failure -- anger is ventilated by "dry" humor, sarcastic remarks
5. Under certain circumstances, can be legalistic, rigid, stubborn and uncompromising

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