

Arno Profile System Temperament Analysis

Control: 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 **Phlegmatic** in Control:

1. Independent, self-motivated
2. Expresses a moderate amount of control over the lives and behaviors of others and will allow only a moderate amount of control over his/her life and behavior
3. Capable of making decisions and taking on responsibilities, but prefers to share responsibilities and decisions rather than doing it alone -- prefers team work
4. Very democratic -- expects others to work as hard as he/she does and to carry their end of the load
5. When he/she must take a stand against popular opinion, he/she will attempt to motivate others to take action because he/she lacks the energy to take any real action himself/herself
6. Uses a "dry" (sometimes witty, often sarcastic) sense of humor as a defense mechanism to prevent others from motivating him/her -- this is to protect his/her low energy reserve

Potential strengths which should be encouraged, used and developed:

1. Good team player/worker

Potential weaknesses which should be considered and dealt with:

1. Extremely stubborn to change
2. Stubbornly refuses to move or change when asked to carry more than what he/she believes to be his/her fair share, will also stubbornly refuse to take on responsibilities or make decisions that are not his/hers

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