

## Arno Profile System Temperament Analysis

### Control: Phlegmatic 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 Phlegmatic Melancholy in Control:

1. Independent and self-motivated.
2. Wants very little control over the lives and behaviors of others and will tolerate very little control over his/her own life and behavior.
3. Realistic about his/her abilities and talents and seldom pushes himself/herself beyond his/her capabilities.

Potential strengths which should be encouraged, used and developed:

1. Very confident in his/her ability to make decisions and take on responsibilities.
2. Has leadership abilities but must be allowed to move at his/her own pace.
3. Makes decisions and takes on responsibilities very well.

Potential weaknesses which should be considered and dealt with:

1. Will tolerate very little interference from others when undertaking tasks.
2. If pushed into making decisions and taking on responsibilities above or outside his/her capabilities, he/she will rebel with a "dry" (sarcastic) sense of humor and stubbornly refuse to move.
3. Must appear competent and in control.
4. Becomes angry if someone tries to interfere with his/her independence or tries to control or tell him/her what to do.
5. Uses dry (sarcastic)sense of humor as a defense against being controlled.
6. Becomes angry if confronted for mistakes, made to look foolish or made to look incompetent -- uses dry sense of humor to counter-attack.
7. Suffers from anxiety if someone is his/her sole responsibility.

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