

Arno Profile System Temperament Analysis
Control: Sanguine

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 **Sanguine** in Control:

1. Dependent/independent conflict -- swings like a pendulum from needing to take on responsibilities and make decisions *to* being totally dependent.
 - a. When he/she is in the independent mode, he/she can function as a capable, effective leader and/or decision maker and takes on responsibilities and performs well.
 - b. When he/she is in the dependent mode, he/she needs other people to control his/her life and make all the decisions. During this time he/she is selfish and self-indulgent.
2. Is usually driven from independence to dependence when approval is withheld -- will be whichever gets more "strokes"
3. When in the dependent mode, he/she begins to feel guilty, selfish and worthless. These negative feelings cause him/her to swing back to into the independent mode.

Potential strengths which should be encouraged, used and developed:

1. When in the independent mode, he/she is very capable, dependable, and performs with a high degree of excellence.
2. Can be an effective leader if encouraged and rewarded for independent, capable behavior

Potential weaknesses which should be considered and dealt with: ***(Reminder: because Sanguines long for the approval of others, they have a hard time considering their weaknesses.)***

1. Will take on large amounts of responsibilities or volunteer for services in order to receive recognition -- and then may not perform what he/she has promised.
2. When in the independent mode, he/she has a tendency to take on too much responsibility and to refuse any assistance. This causes him/her to feel used.
3. When he/she draws near to burn out and the project is too much, he/she swings into the dependent mode (self-indulgent and selfish), which may

include overeating, spending too much, sexual sins, drinking, drugs, gambling, etc. Feelings of guilt then cause him/her to swing back into the independent mode. *He/she needs to learn positive means of self-indulgence such as exercise, naps, recreation, etc., to counteract this tendency.*

4. When in the dependent mode, he/she is weak-willed and easily swayed. He/she can be controlled by someone who is tempting him/her with inappropriate self-indulgence.

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