

Arno Profile System Temperament Analysis

Inclusion: Phlegmatic Choleric

Inclusion is the need to establish and maintain a satisfactory relationship with people in the area of surface relationships, association and socialization (parties, social gatherings, and people who come in and out of our lives every day). Inclusion asks two questions:

- How many people do *I* approach for socializing?
- How many people do I want to approach *me* for socializing?

General description of people who are **Phlegmatic Choleric** in Inclusion:

- Extrovert of a highly selective nature
- Uses moderate ability to socialize to screen out those individuals with whom he/she wishes to socialize -- the people with whom he/she associates must meet criteria which are in his/her mind
- Has indirect behavior and appears to want to socialize when in reality, he/she does not
- Task-oriented -- relates better to tasks and has little understanding of people
- Tends to be slow-paced -- prefers working at a slow, steady pace and loses momentum as the day progresses -- tires very easily because he/she has a low energy reserve
- Surface relationships are few and far between

Potential strengths which should be encouraged, used and developed:

- Very good mind for envisioning projects
- Perfectionist with high standards -- *Downside* = expects more from others than from himself

Potential weaknesses which should be noted and dealt with:

- Uses people to meet his needs
- "Dry" (often sarcastic) sense of humor which irritates others -- uses his/her sense of humor against those whom he/she does not want to be around)
- Does not accept punishment -- he/she reverses it
- Extremely stubborn