

Arno Profile System Temperament Analysis

Inclusion: Phlegmatic

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** in Inclusion:

- Extrovert/introvert - relates well to tasks, systems and ideas and also relates well to people and is able to socialize when the need arises
- Best suited for tasks which require precision and accuracy
- Very tough-minded -- when his/her mind is made up, it is hard to change it
- Tries to inspire others to do something about injustices because he/she lacks the energy to do it
- Self-motivated -- will make changes or move from the present state only when his mind commands
- Slow-paced -- prefers working at a slow, steady pace -- loses momentum as the day progresses

Potential strengths which should be encouraged, used and developed:

- Able to function in an unfriendly and even hostile social environment
- Has a dry sense of humor that can be very witty
- Very good mind for seeing injustice

Potential weaknesses which should be considered and dealt with:

- Has a dry sense of humor which can be irritating to others
- Tires very easily because he/she has a low reserve of energy -- expends little energy becoming involved in life -- a "spectator" or "observer" of life

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