

PETE BUMGARNER MINISTRIES

A NON-PROFIT CORPORATION
FOUNDED OCTOBER, 1984

PERSONALITY PROFILES

STUDY GUIDE



PERSONALITY EVALUATION

Please read the statements thoroughly, then check the appropriate box.

Agree Disagree

- | | | |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | 1. In a social gathering, I am inclined to seek out people and initiate conversation. |
| <input type="checkbox"/> | <input type="checkbox"/> | 2. I am generally self-restrained, reluctant, or withdrawn. |
| <input type="checkbox"/> | <input type="checkbox"/> | 3. I have a commanding presence when I enter a room of people. |
| <input type="checkbox"/> | <input type="checkbox"/> | 4. When I am around unfamiliar people, especially in a crowd, I am not readily noticeable. |
| <input type="checkbox"/> | <input type="checkbox"/> | 5. Generally speaking, I am full of energy and somewhat animated. |
| <input type="checkbox"/> | <input type="checkbox"/> | 6. I am tactful and sensitive when dealing with others. |
| <input type="checkbox"/> | <input type="checkbox"/> | 7. I have a natural tendency to endure the beliefs and actions of others in order to maintain peace. |
| <input type="checkbox"/> | <input type="checkbox"/> | 8. Generally speaking, I am naturally self-assured and self-confident. |
| <input type="checkbox"/> | <input type="checkbox"/> | 9. I have a tendency to be indifferent to or unaffected by the feelings of others, whether joy, grief, pleasure, or pain. |
| <input type="checkbox"/> | <input type="checkbox"/> | 10. I have a natural tendency to be considerate, courteous, and respectful. |
| <input type="checkbox"/> | <input type="checkbox"/> | 11. I am usually cheerful, and my happiness is easily seen by others. |
| <input type="checkbox"/> | <input type="checkbox"/> | 12. Generally speaking, I enjoy accommodating and helping others. |
| <input type="checkbox"/> | <input type="checkbox"/> | 13. It is important for me to do what is appropriate or suitable. |
| <input type="checkbox"/> | <input type="checkbox"/> | 14. I like to exercise authoritative or dominating influence over others. |
| <input type="checkbox"/> | <input type="checkbox"/> | 15. I tend to motivate and inspire others with my charm and enthusiasm. |
| <input type="checkbox"/> | <input type="checkbox"/> | 16. Generally speaking, I tend to avoid becoming involved in events and participating in activities. |
| <input type="checkbox"/> | <input type="checkbox"/> | 17. I have an inclination to talk more than I listen. |
| <input type="checkbox"/> | <input type="checkbox"/> | 18. I have a tendency to become engrossed in thought. |
| <input type="checkbox"/> | <input type="checkbox"/> | 19. I have a natural tendency to be submissive and willing to follow another's wishes. |

Agree Disagree

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|--------------------------|--------------------------|-----|--|
| <input type="checkbox"/> | <input type="checkbox"/> | 20. | I am forceful; I tend to persuade and convince through power. |
| <input type="checkbox"/> | <input type="checkbox"/> | 21. | Generally speaking, I have a playful behavior and enjoy fun more than work. |
| <input type="checkbox"/> | <input type="checkbox"/> | 22. | When interacting with others, it is very important for me to display proper conduct, which is determined by standards I set for myself. |
| <input type="checkbox"/> | <input type="checkbox"/> | 23. | When others want to engage in activities or events, I generally comply with little or no concern to accommodate and help to promote peace. |
| <input type="checkbox"/> | <input type="checkbox"/> | 24. | I am naturally competitive. |
| <input type="checkbox"/> | <input type="checkbox"/> | 25. | I am generally accepted and appreciated because of my lively personality and positive attitude. |
| <input type="checkbox"/> | <input type="checkbox"/> | 26. | I have a strong inherent nature that often causes others to follow me. |
| <input type="checkbox"/> | <input type="checkbox"/> | 27. | Generally speaking, it is easy for me to agree or work with others harmoniously. |
| <input type="checkbox"/> | <input type="checkbox"/> | 28. | I am loyal and consistent. |
| <input type="checkbox"/> | <input type="checkbox"/> | 29. | I have a tendency to be guarded, giving attention to danger, error, or harm. |
| <input type="checkbox"/> | <input type="checkbox"/> | 30. | Because of my tendency to believe in the integrity of others, some think of me as gullible rather than trusting. |
| <input type="checkbox"/> | <input type="checkbox"/> | 31. | It is easy for me to support others in their endeavors. |
| <input type="checkbox"/> | <input type="checkbox"/> | 32. | I am possessive of people or things, which probably relates to my desire to control. |
| <input type="checkbox"/> | <input type="checkbox"/> | 33. | I have a tendency to carefully estimate and plan predetermined outcomes that advance my own interests. |
| <input type="checkbox"/> | <input type="checkbox"/> | 34. | I usually expect a favorable outcome and I am not easily discouraged. |
| <input type="checkbox"/> | <input type="checkbox"/> | 35. | In most situations or circumstances, I generally see the negative first. |
| <input type="checkbox"/> | <input type="checkbox"/> | 36. | When faced with change or decision-making, I have a tendency to be very apprehensive, anxious, uneasy, or concerned. |

Agree Disagree

- 37. I consider myself to be restrained, operating within ordinary limits and not being excessive or extreme.
- 38. I am basically very energetic; I am full of life and energy.
- 39. I consider myself to be moderate, cautious, and protective.
- 40. I am production-oriented.
- 41. When doing or overseeing a job, I want it done quickly.
- 42. I tend to have more than one project going at a time.
- 43. I tend to be unhurried in action, movement, or manner.
- 44. Generally speaking, I remain focused because of deliberate, concentrated attention.
- 45. I express myself in a direct or straightforward manner.
- 46. When I interact with people, I am inclined to be favorable, warm, sincere, and gracious; I often touch people as I talk to them.
- 47. I am naturally inclined to be well-mannered, polite, and respectful.
- 48. Basically, I am pleasant in attitude and conduct, but not extreme.
- 49. I am eager to volunteer and obligate myself, but I do not always fulfill my commitments.
- 50. I have a natural tendency to look out for my best interest.
- 51. I exercise good judgment to the point that people often trust or depend upon me.
- 52. Generally speaking, I am slow to volunteer and reluctant to get involved.
- 53. With my lively personality, I inspire others with hope and confidence.
- 54. I am inclined to yield or to surrender to another's desires.
- 55. I have the natural ability to stir others to action.
- 56. It is necessary for me to maintain order in my life and in my circle of influence.

Agree Disagree

57. I am passive; I do not feel a need to respond or initiate an action in return for any offense.
58. Because of my emotional tendencies, I am often attracted to people or to worthy causes.
59. It is easy for me to give orders and directives.
60. I perceive and understand situations, explanations, and illustrations because of my analysis.
61. I am one who produces a state of heightened emotion or energy.
62. Generally speaking, I am fully committed to a particular course of thought or action that I perceive as right.
63. I have an inherent drive to provoke or urge others to move forward.
64. I am one who generally does not like change, variation, or fluctuation.
65. I have a natural tendency to demonstrate respect and polite behavior toward people in general.
66. I generally display a pleasant disposition and intermingle easily with people.
67. I can easily adapt to most situations or impositions.
68. I have a tendency to be overly forward and rude.
69. I display childlike innocence, trustfulness, and sincerity.
70. I am confident in my own capabilities, judgments, and resources.
71. I have a tendency to become absorbed in thought that takes me beyond that which is superficial or obvious.
72. I am one who readily adapts for the benefit of others.
73. I have the uncanny ability to set unreasonable or unbelievable goals and attain them.
74. I have a lively and creative imagination.
75. I am naturally realistic, displaying a tendency to see things as they really are.

Agree **Disagree**

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| <input type="checkbox"/> | <input type="checkbox"/> | 76. I am one who hopes for a positive outcome, but I do little to influence the outcome. |
| <input type="checkbox"/> | <input type="checkbox"/> | 77. I am devoted and dependable. |
| <input type="checkbox"/> | <input type="checkbox"/> | 78. I have a pleasing and attractive disposition that stimulates fun. |
| <input type="checkbox"/> | <input type="checkbox"/> | 79. I consider myself to be accessible and personable. |
| <input type="checkbox"/> | <input type="checkbox"/> | 80. It is very difficult for me to change and to accept another's idea. |
| <input type="checkbox"/> | <input type="checkbox"/> | 81. I am one who is easily distracted to the point that I may not follow through with a commitment, which is considered by some as unreliable. |
| <input type="checkbox"/> | <input type="checkbox"/> | 82. I have a tendency to be sluggish. |
| <input type="checkbox"/> | <input type="checkbox"/> | 83. From the perspective of others, I may have unreasonably high standards. |
| <input type="checkbox"/> | <input type="checkbox"/> | 84. I may be perceived as being overbearing, forceful, or controlling. |
| <input type="checkbox"/> | <input type="checkbox"/> | 85. I tend to doubt and distrust the abilities, actions, and motives of others. |
| <input type="checkbox"/> | <input type="checkbox"/> | 86. I lack analytical insight, and I have a tendency to be overly trusting, easily deceived, and sometimes gullible. |
| <input type="checkbox"/> | <input type="checkbox"/> | 87. Generally speaking, I am willing to concede or negotiate in order to resolve conflict. |
| <input type="checkbox"/> | <input type="checkbox"/> | 88. Generally speaking, I am determined to have my own way. |
| <input type="checkbox"/> | <input type="checkbox"/> | 89. I enjoy being engaged in activity or work. |
| <input type="checkbox"/> | <input type="checkbox"/> | 90. I am unorganized and prone to clutter. |
| <input type="checkbox"/> | <input type="checkbox"/> | 91. I am inwardly compelled to be neat and clean. |
| <input type="checkbox"/> | <input type="checkbox"/> | 92. I am slow or maybe even hard to move to action. |
| <input type="checkbox"/> | <input type="checkbox"/> | 93. I tend to act without planning. |
| <input type="checkbox"/> | <input type="checkbox"/> | 94. I have great difficulty making decisions. |
| <input type="checkbox"/> | <input type="checkbox"/> | 95. Some probably perceive me to be an excessive planner, one who gathers and studies the facts before acting. |

Agree Disagree

96. When working with others, I have a tendency to be demanding.
97. I generally ignore principles of logic and follow my feelings.
98. Some may perceive me to be an extremist in organization, requiring order that appears to be beyond acceptable standards.
99. When making decisions or acting upon a decision, it is hard for me to make the transition.
100. I have the natural ability to make very quick decisions.
101. Generally speaking, I am not overly aroused with curiosity, fascination, or concern.
102. I have a tendency to remind others of their errors, maybe even to excess.
103. Lack of interest or diversion often causes me to become forgetful.
104. Before making a decision, I detail excessively to the point that my data, facts, figures, and statistics may become laborious to others.
105. I have unrealistic standards that require excellence that is sometimes beyond reason.
106. I am prone to be careless because of my inattentiveness.
107. Generally speaking, I operate with a non-negotiable policy.
108. Whenever possible, I avoid commitment and responsibility.
109. Some may view me as arrogant, egotistical, or cocky.
110. I have a tendency to be showy or flamboyant.
111. Generally speaking, I am one to whom most issues of life do not matter one way or the other because I am neither for nor against them.
112. I do my best to stay within the confines of policy and structure.
113. I have a tendency to become concentrated to the point of oblivion.
114. I have a tendency to be easily overwhelmed, overcome, confounded, or perplexed.

Agree Disagree

115. I have a tendency to be easily turned aside from a course or direction.
116. I have an inherent compulsion to make things happen.
117. I have a tendency to be slack in self-control and sometimes display a bad temper, especially when things are not going my way.
118. I consider most projects to be too much trouble and not worth the time and effort it would take to complete them.
119. Concern or compassion for the feelings or ideas of others may become a priority for me. My emotions may override sound judgment.
120. I have a tendency to be obsessively systematic and organized.
121. My emotions are easily aroused and often cause me to be controlled by feelings.
122. My natural tendency is to respond rather than to initiate conversation. This tendency may be attributed to my dislike for superficial conversation.
123. Generally speaking, I am one who does not display much excitement or interest.
124. I tend to ignite easily and burn rapidly, sometimes displaying volatile emotions.
125. It is difficult for me to submit to the control or supervision of others.
126. I am generally unpredictable and unsystematic.
127. Others may see me as unreasonable, one who goes beyond the limits of what is good or right in order to get things perfect.
128. I am one who does not like to get involved in most things.
129. I have a tendency to demonstrate lack of concentration, which may be attributed to lack of interest.
130. Others may perceive me as one who does not have concern for their thoughts or feelings.
131. Generally speaking, I prefer to conserve both physical and mental energy.

Agree Disagree

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|--------------------------|--------------------------|------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | 132. | I am quality-oriented; therefore, people may not always be my first priority. |
| <input type="checkbox"/> | <input type="checkbox"/> | 133. | It is easy for me to make a decision and immediately act on it. |
| <input type="checkbox"/> | <input type="checkbox"/> | 134. | I have a tendency to be given to impulsive and unpredictable behavior. |
| <input type="checkbox"/> | <input type="checkbox"/> | 135. | I have a tendency to reason, reflect, and ponder beyond what is sufficient or reasonable. |
| <input type="checkbox"/> | <input type="checkbox"/> | 136. | I am an excessive planner who is extremely slow to implement a course of action because I look for the easiest way to do things. |
| <input type="checkbox"/> | <input type="checkbox"/> | 137. | I have the tendency to be a thoughtless or careless spender who buys things that are not needed. |
| <input type="checkbox"/> | <input type="checkbox"/> | 138. | I have a tendency to act before thoroughly reviewing the facts. |
| <input type="checkbox"/> | <input type="checkbox"/> | 139. | I am reluctant to spend money on that which is not necessary. |
| <input type="checkbox"/> | <input type="checkbox"/> | 140. | Generally speaking, I have a tendency to be inattentive to projects and situations due to a lack of interest or concern. |
| <input type="checkbox"/> | <input type="checkbox"/> | 141. | I detest foolishness and words or actions with unintelligible meaning. |
| <input type="checkbox"/> | <input type="checkbox"/> | 142. | I do my best to remain inoffensive when interacting with people, even though I may not agree with them. |
| <input type="checkbox"/> | <input type="checkbox"/> | 143. | I am dramatic when I talk or make a presentation; I often utilize facial expressions, hand gestures, and voice intonations. |
| <input type="checkbox"/> | <input type="checkbox"/> | 144. | I have a tendency to be intense, forceful, compelling, or driving. |
| <input type="checkbox"/> | <input type="checkbox"/> | 145. | When telling about an event or incident, I tend to exaggerate, overstate, or embellish. |
| <input type="checkbox"/> | <input type="checkbox"/> | 146. | I am one who prefers only the facts, with little regard for speculation or theory. |
| <input type="checkbox"/> | <input type="checkbox"/> | 147. | I have a tendency to reiterate or to be repetitious when proving my point. |
| <input type="checkbox"/> | <input type="checkbox"/> | 148. | Generally speaking, I prefer for my life to be governed by a daily schedule, which helps prevent unnecessary stress. |

Agree Disagree

149. I am often prompted by instinct that is often displayed with spontaneous action.
150. I prefer someone else to make decisions for me, thereby allowing me to avoid the stress or anxiety of decision-making.
151. I have a tendency to make promises and not follow through.
152. Generally speaking, I prefer for my life to be governed by a daily schedule, which prevents me from making unnecessary decisions.
153. Generally speaking, I do not follow a pattern or logical principles.
154. I tend to assume that decisions and assessments must follow a pre-determined method or means that has been documented.
155. When striving to reach a goal, I believe that the end justifies the means.
156. I am usually predictable, and in most cases, I use procedures that do not deviate from normal routine.
157. I am analytical; I usually make determinations with a step-by-step approach.
158. Generally speaking, my life follows a prescribed pattern or plan from which I do not like to deviate.
159. Others may view me as one who is closed-minded and will not tolerate their opinions or beliefs.
160. Often, I have a tendency to take an unwise course of action because of my spontaneity.

PERSONALITY PROFILES

I. INTRODUCTION

- A. Our primary objective for this study is to give you a better understanding of yourself and others by helping you to understand your personality traits.
- B. Our secondary objective is to reveal to you strengths and weaknesses in your personality so that you can develop the strengths and diminish the weaknesses.
- C. This study is not designed to prefer one personality over another; it is intended to be beneficial to all personalities.
- D. The purpose for this study is to assist you in interacting with others who do not share your personality traits.
- E. We cannot excuse bad behavior to personality traits.
- F. Regardless of personality, we are all responsible for obeying the Word of God. Accountability is not optional; it is inevitable.
- G. We want you to begin this study with a self-evaluation. The purpose of this evaluation is to identify your personality.
 - 1. In order for this profile to be accurate and beneficial, you must be honest.
 - 2. Honesty is the key to identifying, understanding, and developing in the positive aspects of our personality traits.

II. PERSONALITY EVALUATION

- A. Please carefully read the statements and check the appropriate box.
- B. If you do not understand a statement, please ask for an explanation.
- C. Once you have completed the evaluation, we will score it and identify your personality profile.
- D. All the checked boxes in the "disagree" column will be disregarded.

- E. We will score the “agree” column by identifying the appropriate personality category.
 - 1. The category with the highest score is the primary or dominant personality blend of an individual.
 - 2. The category with the next highest score is the secondary personality blend, which greatly influences the overall personality.
 - 3. If you score in more than two categories, there is probably a legitimate reason, which we will explore.
- F. Identify your personality blends.

III. PERSONALITY EXPLANATION

- A. Personality is the organization of traits or characteristics within an individual.
 - 1. Each particular personality can be expected to act and react in a somewhat predictable way.
 - 2. Each individual is born with a particular personality. We refer to this personality as the normal personality.
 - 3. Environment or circumstances may affect an individual's personality. We refer to this personality as an acquired or imposed personality. One can take on a personality that is not natural to him/her.
- B. The four personality temperaments used in this study are extracted from the extensive research conducted by Hippocrates.
 - 1. Hippocrates is believed to have lived in the 460 BC - 377 BC time period.
 - 2. Hippocrates was a Greek physician who is known as the “Father of Medicine.”
 - 3. The four personality profile names, **sanguine**, **choleric**, **melancholy**, and **phlegmatic** are related to human anatomy.
 - 4. According to Hippocrates' theory, each of these four body humors is produced as a result of a physiological imbalance.

- a. According to Hippocrates, the sanguine personality is attributed to excessive red blood.
 - b. According to Hippocrates, the choleric personality is attributed to excessive yellow bile, which is a secretion of the liver stored in the gall bladder. (An extreme amount of yellow bile results in a condition known as jaundice.)
 - c. According to Hippocrates, the melancholy personality is attributed to excessive black bile, which is congealed blood from the spleen.
 - d. According to Hippocrates, the phlegmatic personality is attributed to excessive phlegm, which is a secretion of mucus from the respiratory passages.
5. According to Hippocrates, all people can find their identity somewhere in these four categories: sanguine; choleric; melancholy; phlegmatic.
- a. *The New American Heritage Dictionary* defines **sanguine** (sang'-gwin) as follows: **1.a.** *Color.* Of the color of blood; red. **b.** Of a healthy, reddish color; ruddy. **2. Archaic.** **a.** Having blood as the dominant humor in terms of medieval physiology. **b.** Having the temperament and ruddy complexion formerly thought to be characteristic of a person dominated by this humor; passionate. **3.** Cheerfully confident; optimistic.
 - b. *The New American Heritage Dictionary* defines **choleric** (ka-ler'-ik) as follows: **1.** Easily angered; bad-tempered. **2.** Showing or expressing anger.
 - c. *The New American Heritage Dictionary* defines **melancholy** (mel'-an-kol'-e) as follows: **1.** Sadness or depression of the spirits; gloom. **2.** Pensive reflection or contemplation. **3. Archaic.** **a.** Black bile. **b.** An emotional state characterized by sullenness and outbreaks of violent anger, believed to arise from black bile. — **mel·an·chol·y** *adj.* **1.** Affected with or marked by depression of the spirits; sad. **2.** Tending to promote sadness or gloom. **3.** Pensive; thoughtful.

- d. *The New American Heritage Dictionary* defines **phlegmatic** (fleg-mat'-ik) as follows: **1.** Of or relating to phlegm; phlegmy. **2.** Having or suggesting a calm, sluggish temperament; unemotional.
 - e. Hippocrates associated the characteristics of a person with four body fluids. He associated the **sanguine** personality with **red blood**. He associated the **choleric** personality with **yellow bile**. He associated the **melancholy** personality with **black bile**. He associated the **phlegmatic** personality with **phlegm**.
 - f. After extensive study of human characteristics versus body fluids, Hippocrates concluded that an individual's personality was directly related to these four body fluids.
- C. We are not interested in proving or disproving Hippocrates' theory. We are interested in developing a better understanding of temperaments.
 - D. We will use Hippocrates' terminology of the temperaments in this study strictly for the purpose of categorization.

IV. PERSONALITY EXPOSITION

- A. We will begin our personality study by analyzing the **sanguine** personality.
 - 1. Sanguines are exciting people who like to have fun; consequently, they are usually popular.
 - 2. Sanguines are generally very talkative.
 - 3. Sanguines are somewhat naive, and they generally have a good sense of humor.
 - 4. Sanguines are emotionally demonstrative, and they have a changeable disposition.
 - a. They can easily laugh or cry.
 - b. They can be friendly or hostile.
 - c. Their emotions are quickly displayed, whether positive or negative.

5. Sanguines are animated; often, they talk with their hands and physically touch the one with whom they are speaking.
6. Sanguines are very enthusiastic and expressive.
7. Sanguines are generally cheerful and full of energy.
8. Sanguines are curious and inquisitive.
9. Sanguines tend to live in the present and give little thought to planning for the future. They enjoy the moment.
10. Sanguines never grow up. They always have a child-like heart that is susceptible to deception and hurt.
11. Sanguines are quick to volunteer for jobs, but they do not always finish what they start.
12. Sanguines seem to have a short attention span; consequently, they are constantly searching for new activities.
13. Sanguines are generally very enthusiastic and dramatic.
14. Sanguines have a way of inspiring and charming others to work.
15. Because of their extroverted personality, sanguines make friends easily.
16. Sanguines love people; consequently, they do not like to be alone.
17. Sanguines thrive on compliments, and they expect to hear them.
18. Sanguines do not hold grudges. They get mad easily, but they get over it quickly.
19. Sanguines are quick to apologize.
20. Sanguines like spontaneous activities, and they try to prevent dull moments.
21. Sanguines look good on the outside, but on the inside they are generally unorganized.

22. Sanguines tend to elaborate and exaggerate in an attempt to embellish the subject.
23. Sanguines often dwell on trivia. They have the uncanny ability to take things far beyond the normal expectations.
24. Sanguines are too happy for some people and tend to scare them away.
25. Sanguines tend to have restless energy. This restless energy is often referred to as hyperactivity (hyper), which may also be seen in the choleric personality.
26. Because sanguines are naive, people often take advantage of them.
27. Sanguines can generally be picked out in a crowd because of their enthusiasm and laugh. They are uninhibited.
28. Often, sanguines are controlled by circumstances.
29. Sanguines may seem phony to some because they maintain a child-like innocence.
30. Sanguines are easily distracted and often waste time talking when they should be working.
31. Often, sanguines forget their obligations. Disorganization may contribute to this weakness.
32. Often, sanguines are undisciplined and have their priorities out of order.
33. Sanguines tend to lose their confidence quickly, depending upon their personality blend.
34. Generally, sanguines make their decisions based upon feelings rather than logic.
35. Sanguines want to be popular; consequently, they do things that draw attention.
 - a. Often they dominate conversations and interrupt when others are talking.

- b. Since listening does not draw attention, sanguines are not very good listeners.
 - c. The blend of the personality affects this weakness, either in a positive or negative way.
36. Sanguines need credit for the things that they do.
 37. Often, sanguines answer for others.
 38. Generally, sanguines are fickle and forgetful.
 39. Sanguines tend to make excuses for anything that they have done wrong. They always seem to have a reason for their mistake.
 40. Often, sanguines repeat stories because of a compulsive need to talk.
 41. The following words best summarize the sanguine personality: playful; talkative; naive; animated; unorganized; enthusiastic; spontaneous; social extrovert.
- B. Now we will look at the **choleric** personality, beginning with its strengths.
1. Choleric are born leaders; they cherish control.
 2. Choleric are dynamic and active, with a compulsive need for change.
 3. Choleric are goal-oriented, not people-oriented.
 4. Choleric are strong-willed and decisive.
 5. Choleric are not known for their affections; consequently, they are able to make difficult management decisions that affect people in a negative way.
 6. Choleric are not easily discouraged.
 7. Choleric are generally independent and self-sufficient.
 8. Choleric display extreme confidence. They are powerful.

9. Because of an insatiable desire for control, choleric want to take charge of most everything.
10. Because choleric like to lead and coordinate, they focus on group activities.
11. Choleric organize through delegation. They delegate tasks and responsibilities, but they seldom delegate authority.
12. Choleric delegate work and insist on production.
13. Choleric seek practical solutions, and they move to action very quickly.
14. Generally, choleric reach their goals.
15. Choleric stimulate activity and thrive on opposition. They are very competitive.
16. Because of quick action and control, the choleric excels in emergencies.
17. Choleric find it necessary to correct wrongs. The secondary personality blend can greatly affect this trait.
18. The choleric has little need for friends; however, the personality blend can affect this trait.
19. The predominant weakness of the choleric is denial of weaknesses.
20. Choleric are bossy, impatient, quick-tempered, and they often find it difficult to relax.
21. Choleric have a tendency to move too fast. They may go into action before gathering all the facts.
22. Choleric seem to enjoy controversy and arguments.
23. Choleric will not give up when losing.
24. Generally, choleric are inflexible and come on too strong.
25. Choleric are not genuinely complimentary, and they dislike tears and emotional displays.

26. Basically, choleric are unsympathetic, but the personality blend will affect this trait.
27. Choleric have little tolerance for mistakes.
28. Choleric do not analyze details because trivia bores them.
29. Too often, choleric make rash decisions.
30. Choleric tend to be rude and tactless.
31. Choleric are very demanding of others, and they tend to manipulate people.
32. Choleric have a basic philosophy that the end justifies the means.
33. Choleric may often allow work to become their god.
34. Choleric demand loyalty in the ranks, and they tend to use people for their own advantage.
35. Choleric dominate others and often decide for others.
36. Choleric tend to think that they know everything, and they think they can do anything.
37. Choleric are too independent.
38. Choleric tend to be possessive of friends and mate.
39. Choleric have a difficult time saying, "I'm sorry."
40. Choleric may often be right, but they may also be unpopular.
41. The following words best summarize the choleric personality: controlling; powerful; quick to act; decisive; exudes confidence; competitive; tactless.

C. The next personality we will explore is the **melancholy**.

1. Melancholies have an insatiable desire for perfection.
2. Melancholies are deep and thoughtful.

3. Melancholies are analytical and deliberate rather than spontaneous.
4. Melancholies are serious and purposeful.
5. Melancholies are very appreciative of things that help or appeal to them.
6. Melancholies are sensitive to others; consequently, they will sacrifice for others.
7. Melancholies are conscientious as well as idealistic.
8. Melancholies are schedule-oriented. They detest being late.
9. Melancholies set high standards and strive for perfection.
10. Melancholies are detail-conscious, persistent, and thorough.
11. Generally, melancholies are orderly, organized, and neat.
12. Generally, melancholies are economical.
13. Melancholies have the ability to see problems and find solutions.
14. Melancholies feel an intense need to finish what they start. The personality blend may influence this trait.
15. Melancholies like charts, graphs, figures, lists, outlines, etc.
16. Melancholies tend to remember the negatives.
17. Melancholies are often moody and depressed.
18. Due to extreme concentration, melancholies may at times seem to be in another world.
19. Melancholies tend to have a low self-image, which may be attributed to the high standards that they set and do not reach. The personality blend will influence this tendency either positively or negatively.
20. Melancholies seem to have selective hearing, which probably is the result of deep thought.

21. Melancholies are introverts; however, the personality blend can affect this trait.
22. Melancholies often suffer from a persecution complex. They may feel that people or "the system" is against them.
23. Many melancholies become hypochondriacs. This weakness may be attributed to their deep concentration on pain or discomfort.
24. Melancholies may be more project-oriented than people-oriented.
25. Melancholies often become depressed because of imperfections.
26. Generally, melancholies choose difficult work.
27. Melancholies are slow to start projects because they spend a great deal of time planning. The secondary personality blend can affect this trait.
28. Melancholies tend to prefer analysis to work. The secondary personality blend may affect this trait, either positively or negatively.
29. Melancholies are very hard to please because they want everything perfect.
30. Often, melancholies set their standards too high to attain.
31. Melancholies have a deep need for approval since they are not satisfied with themselves.
32. Melancholies tend to be socially insecure. Often, they are withdrawn and remote. They are more apt to respond than to initiate.
33. Melancholies have a tendency to be critical of others.
34. Melancholies are notorious for withholding affection when things have not gone well for them.
35. Melancholies dislike people who oppose them.
36. Generally, melancholies are suspicious of people.

37. Melancholies are very skeptical of compliments.
38. Melancholies tend to be unforgiving.
39. Melancholies tend to be antagonistic and vengeful.
40. The following words best summarize the melancholy personality: perfectionist; organized; depressed; scheduled; unforgiving; a planner.

D. Finally, we will examine the **phlegmatic**.

1. Phlegmatics have a very low-key personality.
2. Phlegmatics are easy-going, relaxed, calm, cool, collected, patient, and well-balanced.
3. Phlegmatics live a consistent, even-keel life.
4. Phlegmatics are quiet but witty.
5. Phlegmatics are sympathetic and kind, but usually they keep their emotions hidden.
6. Phlegmatics are happily reconciled to life.
7. Phlegmatics are basic, all-purpose people.
8. Phlegmatics are competent and steady.
9. Phlegmatics are peaceful and agreeable.
10. Phlegmatics are not easily excited.
11. Phlegmatics tend to mediate problem situations. They are cautious to avoid conflict.
12. Phlegmatics are usually good under pressure.
13. Phlegmatics always look for the easy way, whether at work or play.
14. Phlegmatics do not threaten other personalities.
15. Phlegmatics are usually pleasant, enjoyable, and inoffensive.

16. Phlegmatics are excellent listeners.
17. Phlegmatics enjoy watching people.
18. Phlegmatics are known for their dry sense of humor.
19. Phlegmatics display compassion and concern; consequently, they have many friends.
20. Phlegmatics are unenthusiastic, fearful, worried, and indecisive. Phlegmatics seemingly take "forever" to make a decision.
21. Generally, phlegmatics avoid responsibility.
22. Phlegmatics have a quiet will that can be extremely strong; this trait can be seen when they are pushed too far.
23. Phlegmatics can be selfish and self-righteous.
24. Generally, phlegmatics are shy and compromising.
25. Phlegmatics are people-oriented, not goal-oriented; consequently, they often struggle trying to reach goals.
26. Phlegmatics lack self-motivation; they are usually hard to get moving.
27. Phlegmatics have a tendency to be lazy and careless, and they strongly resent being pushed.
28. Phlegmatics have the ability to discourage others. They would rather watch than participate.
29. Phlegmatics tend to dampen enthusiasm.
30. Phlegmatics prefer to stay uninvolved--it prevents stress and conserves energy.
31. Phlegmatics are often indifferent to plans.
32. Phlegmatics tend to judge or evaluate others. They can be very sarcastic.
33. Phlegmatics resist change. The phlegmatic sees change as unnecessary effort.

34. The phlegmatic personality pursues peace, and if necessary, he/she will compromise what is right for the sake of peace.

Note: We have given you a thorough look at each personality type. Remember! Not all of these traits fit everyone with that particular personality. Now we will summarize each of these personality categories.

V. PERSONALITY PROFILE SUMMARY

- A. **Sanguines** are popular, playful, talkative, dramatic, animated, emotional, child-like, gullible, happy, and full of energy; they are extroverts who tend to exaggerate and dwell on trivia.
- B. **Cholerics** are powerful, domineering, compulsive, strong-willed, independent, competitive, bossy, impatient, and quick to act; they excel in emergencies and must be in control.
- C. **Melancholies** are analytical, deep and thoughtful, serious and purposeful, self-sacrificing, schedule-oriented, detail-conscious, unforgiving, vengeful, and easily depressed; they are perfectionists.
- D. **Phlegmatics** are peaceful, easy-going, consistent, quiet, sympathetic, compassionate, unenthusiastic, and uninvolved; they are all-purpose people, mediators, and good listeners. Phlegmatics resist change, lack motivation, and have a quiet but strong will.
- E. Each of these four personality categories can be compared to the ocean.
1. Sanguines are like waves; they crest and crash. They are either high or low, but they recover quickly from lows.
 2. Melancholies are like the tide; they systematically move in and out. Depressed melancholies recover slowly.
 3. Cholerics are like the tempest; they force and control.
 4. Phlegmatics are like calm seas; they invite others to take advantage of them.
 5. Remember! Each individual will most likely identify with two of these personality categories.

Note: By developing a good understanding of each of these personalities, we can enhance our relationships with one another.

VI. NATURAL PERSONALITY COMBINATIONS

- A. The sanguine/choleric or choleric/sanguine personality combination is a normal and common personality mix.
- B. Also the sanguine/phlegmatic or phlegmatic/sanguine personality combination is a normal mix.
- C. The melancholy/phlegmatic or phlegmatic/melancholy personality is a normal and common personality mix.
- D. Also the melancholy/choleric or choleric/melancholy personality combination is a normal mix.
- E. These combinations may vary in different individuals. Some may be equally divided in personality categories, while others may be much more dominant in one of their personality categories.

VII. UNNATURAL PERSONALITY COMBINATIONS

- A. The sanguine and melancholy personalities are opposite personalities.
 - 1. It is unnatural for an individual to possess primary and secondary characteristics in these conflicting personality categories; however, traits can be learned.
 - 2. One who scores high in both of these personality categories has probably succumbed to imposed personality traits.
- B. The choleric and phlegmatic personalities are also opposite personality categories.
 - 1. It is unnatural for an individual to possess primary and secondary characteristics in these conflicting personality categories; however, traits can be learned.
 - 2. One's environment and the strong personalities in that environment can cause an individual to alter his/her personality for self-preservation or peace.

- C. One who scores high in unnatural personality combinations is probably a victim of suppression. The unnatural personality mix is the result of adaptation.

VIII. PERSONALITY SIMILARITIES

- A. The sanguine and choleric personalities are spontaneous, extroverted, quick-tempered, and they sometimes turn people off.
- B. The melancholy and choleric personalities want things done a certain way.
- C. The melancholy and phlegmatic personalities are somewhat withdrawn, and they are very deliberate when making a decision.
- D. The choleric and phlegmatic personalities have strong wills.
- E. Both sanguine and phlegmatic personalities are friendly.
- F. Both melancholy and phlegmatic personalities are introverts.
- G. The melancholy and phlegmatic personalities try to conduct themselves in an inoffensive way.
- H. Neither the phlegmatic nor the melancholy personality is optimistic.

IX. MISUNDERSTANDING INDIVIDUAL PERSONALITIES

- A. Not everyone functions with his/her natural personality; some mask as another personality.
- B. "Masking" is appearing to be something that you are not.
- C. People mask because of environmental or circumstantial pressures.
 - 1. The environment in which one lives may not be conducive to his natural personality; consequently, this individual may develop another personality for the sake of self-preservation or preservation of the home.

- a. A choleric child may grow up in a home dominated by a powerful choleric parent. The child who finds himself constantly submitting for self-preservation may grow up masking as a **miserable** phlegmatic.
 - b. Too often, parents suppress the natural personality of a child because they cannot relate to his/her behavior. A **strong** choleric father and a frustrated phlegmatic mother may attempt to control and calm a **strong** sanguine or choleric child.
 - c. Have you ever heard of "Ritalin?" Do you know what it does? The potential for abuse exists if the drug is used by those who do not understand the **strong** choleric and sanguine personalities.
2. "Escape and Rescue" can be another reason for masking an unnatural personality.
- a. Often in a marriage, the husband or wife may escape from his/her duties or obligations, leaving the mate with no alternative but to move in and rescue the family.
 - b. When "Escape and Rescue" takes place in a family, one or both parties may take on unnatural personalities. For instance, the no-conflict phlegmatic may mask as a controlling choleric.
 - c. Although "Escape and Rescue" may save the family, the "Escapee" and "Rescuer" will not be happy or content masking unnatural personalities.

X. OPPOSITE PERSONALITIES ATTRACT

- A. The popular, fun-loving, extroverted sanguine is attracted to the analytical, perfectionist, introverted melancholy.
- B. The powerful, domineering, quick-to-act choleric is attracted to the peaceful, compromising, slow-to-move phlegmatic.
- C. The contrasting melancholy personality is attracted to the sanguine, and the contrasting phlegmatic personality is attracted to the choleric.
- D. Why are the opposite personalities attracted to one another?

1. Opposite personalities have the potential to bring completion to a partnership, whether it be business or marital.
2. The happy-go-lucky sanguine is attracted to the stable melancholy.
3. The socially handicapped melancholy is attracted to the popular sanguine.
4. The control-seeking choleric is attracted to the compromising, no-conflict phlegmatic.
5. The unmotivated phlegmatic is attracted to the quick-to-act choleric.
6. The talker needs the thinker, and the thinker needs the talker.
7. The powerful needs the peaceful, and the peaceful needs the powerful.

E. Attractions are often potential problems.

1. Oddly enough, the "thing" that attracts a person often becomes a major problem in the relationship.
2. The talking, fun-loving, unorganized sanguine may become disenchanted with the thinking, serious, perfectionist melancholy.
3. The thinking melancholy may get annoyed with the non-thinking, but always talking, sanguine.
4. The motivated choleric may get agitated with the non-motivated phlegmatic.
5. The peaceful phlegmatic may get upset with the bossy choleric.
6. These problems can be resolved if each individual will diligently work to eliminate his/her personality weaknesses.

XI. CHOOSING THE BEST PARTNER

- A. The sanguine/melancholy is a healthy combination for partnership, but the secondary personality blend must also be considered.
- B. The choleric/phlegmatic is also a healthy combination for partnership, but the secondary personality blend can create conflict.
- C. Personality mixes greatly affect compatibility. Complete opposites are a problem waiting to happen.
 - 1. Partners with opposite primary personality categories seem to be the most compatible when they have secondary personality traits in common.
 - 2. An extrovert primary personality can be better understood and appreciated by a partner with extrovert secondary traits.
 - 3. An introvert primary personality can be better understood and appreciated by a partner with introvert secondary traits.
 - 4. An extrovert primary and secondary personality partnered with an introvert primary and secondary personality will have a difficult time understanding and cooperating with one another.
- D. Don't forget the variations in personality combinations! Two strong secondary personality blends can create conflict, even with the ideal personality combinations.
- E. Potential problem partners would be the sanguine united with a phlegmatic or the choleric united with a melancholy.
- F. The best advice we can give anyone is to seek God for the right partner, in both business and marital relationships.
 - 1. People and circumstances will deceive you; God will not.
 - 2. Even God-ordained partnerships have problems. Anytime two people work or live together, they will have differences of opinion.

XII. CULTURAL INFLUENCE

- A. One of the definitions of culture is: "Development of the intellect through training or education."
- B. From this definition, we realize that there are many cultural differences among people who grew up in the same community and went to the same school.
- C. One who grew up poor with uneducated parents will act differently from one who grew up wealthy in an educated family.
- D. A refined melancholy will act differently from an unrefined melancholy. Each one will try to conduct himself/herself properly, but his/her perception of proper is determined by the belief system that has been developed under the influence of his/her environment. Some fight with fists; some fight using lawyers.
- E. Even though the personality categories may seem to match for potential partners, major problems can occur because of different cultural backgrounds.
- F. Whether choosing a business or marital partner, one should consider cultural background; otherwise, major conflict (that could have been avoided) may occur.
- G. Cultural intermingling has potential problems that should be resolved before one enters an extended or permanent relationship.

XIII. PERSONALITY CONFUSION

- A. Identifying personality traits can be somewhat confusing; therefore, it is imperative that one not over or under analyze the evaluation statements.
- B. We tend to categorize personalities by generalization, which may be confusing to some. Before concluding our study, we will attempt to bring more clarity to some of these general statements that are often used when referring to certain personality categories.
- C. Generally, we identify the sanguine personality as the talker; however, all personality categories talk.

1. Sanguines talk to talk. They often process their thoughts vocally.
 2. Choleric talk to control.
 3. Melancholies talk to convey messages and correct.
 4. Phlegmatics talk to be friendly.
- D. Generally, we identify the choleric personality as the controller; however, any personality can control.
1. The choleric controls by force or power.
 2. The sanguine controls by charm.
 3. The melancholy controls by intimidation.
 4. The phlegmatic controls by manipulation.
- E. Generally, we identify the melancholy personality as the thinker; however, every personality thinks.
1. The melancholy thinks to analyze and process.
 2. The sanguine thinks when necessary.
 3. The choleric thinks for his/her advantage.
 4. The phlegmatic thinks for peace and ease.
- F. Generally, the phlegmatic personality is identified as the peaceful personality; however, any personality can desire or pursue peace.
1. The phlegmatic is peaceful to avoid conflict and discomfort.
 2. The sanguine is peaceful when receiving attention or having fun.
 3. The melancholy is peaceful when his/her circle of influence is operating properly and efficiently.
 4. The choleric is peaceful when things are going his/her way.

- G. Through wisdom and understanding, our personality blends can be realized and utilized for the benefit of all concerned.

XIII. SUMMARY

- A. If we do not accurately evaluate our personalities, we cannot properly improve our personalities. Masking an unnatural personality will hinder the personality development process.
- B. The purpose of this study is to better understand ourselves and others, and to improve our personality by developing our strengths and minimizing our weaknesses.
- C. Now that we have identified our personalities, we must develop the strengths and minimize the weaknesses.
- D. If you feel that you have united with the wrong personality combination in a partnership, adapt and make life more enjoyable for the two of you. Adaptation is not masking; it is wisdom.
- E. Believe it or not, we can adapt without compromising our masculinity or femininity.

XIV. CONCLUSION

- A. Each of us is born with a special uniqueness that is manifested in our personality and purpose. God designed us that way, right down to the smallest detail. No two individuals have the same set of fingerprints, and no two individuals have the same identical personality traits. (Psalm 139:13-17)
- B. We often miss the blessings God sends our way by misunderstanding or overlooking the strengths in others, while focusing on their weaknesses.
- C. Conversely, we tend to see only our strengths and often deny any weaknesses of our own.
- D. There is also another extreme in which one sees only his/her weaknesses, thereby limiting himself/herself to a fraction of his/her true potential. He/she believes that others received "all" the good qualities, the talents and abilities, and he/she was left with very little to offer.

- E. Not one of us has all strengths or all weaknesses. We are a singular combination of both.
 - 1. Where we are strong, God will use those attributes to enhance the lives of others.
 - 2. Where we are weak, God will show us ways to adjust and adapt to His standard, not being hindered or disabled by those shortcomings, but improving ourselves as we grow in Him.
- F. We are, as believers in Christ, members of His Body. We are vital to Him as well as to all other members of His Body.
 - 1. Where one member is weak, another has a compensating strength to bring wholeness and function to the Body.
 - 2. God has deliberately arranged us to need one another, as each part of the physical body needs the other parts.
- G. It has been our objective in these study sessions to give you a better understanding of the personality traits of others as well as to reveal the strengths and weaknesses of your own personality.
 - 1. We trust that you will develop the strengths and diminish the weaknesses of your personality.
 - 2. Above all, we desire that you come to the understanding that the uniqueness of your personality was designed by God for the benefit, not detriment, of yourself and others.
- H. Rome was not built in a day; neither will you change in a day, but you can begin in a day.
- I. Do not leave here with a determination to change others. Leave with a determination to change yourself.
- J. Not only do our personalities affect our ministries, but they also affect our homes, jobs, and social relationships.
- K. We are called to conform to the image of Jesus Christ. Let's begin today.
- L. The most critical problem with relationships is lack of fellowship with the Lord.

1. One who is unhappy inside is not likely to be pleasant and cooperative outside.
 2. When one's relationship to Jesus is correct, he/she can better relate to and tolerate imperfections in others.
- M. Good communication is vital to the health and harmony of all relationships.
- N. We encourage you to function with the unique personality that God designed and placed within you and, at the same time, allow others to function with the unique personality that God has placed within them.

PERSONALITY PROFILE SUMMARY

SANGUINE

Complusive Talker
Popular & Playful
Chooses the Fun Way
Needs Attention & Approval
Wants to be Happy and have Fun

Sanguines make good salesmen, public speakers, politicians, public relations, etc.

The sanguine may be classified by some as global.

- Desire: Sanguines desire to have fun.
- Emotional Needs: Sanguines need attention, affection, approval, and acceptance.
- Key Strengths: Sanguines are inspiring and expressive; they have a creative imagination. They are optimistic, and they can talk about most anything, at anytime and at any place with or without information. Sanguines have an irrepressible personality. They have a good sense of humor and often laugh at themselves. They have good storytelling ability, and they like people.
- Key Weaknesses: Sanguines are often disorganized. They may not appear to be serious enough for some. Sanguines have a tendency to be gullible and naive. They may not remember details. They tend to exaggerate and embellish. Too often, they trust others to do the work while they talk.
- Depressed: When life is no fun and no one seems to pay attention to him/her, or when receiving too much criticism, a sanguine can become depressed.
- Fearful: Sanguines are afraid of being unpopular, bored, having to live by the clock or having to keep accurate records.
- Likes People: Sanguines like people who listen, laugh, praise, and approve.

Dislikes People:	Sanguines dislike people who criticize, or do not respond to his/her humor, or do not think that he/she is charming.
Valuable In Work:	Sanguines are valuable in work because they have a creative imagination; they are optimistic, they have the ability to cheer others; they are also excellent at entertaining.
Could Improve:	Sanguines could improve if they would get organized, not talk so much, and learn to tell time.
Partnership:	Sanguines tend to enter partnerships with melancholies who are sensitive, serious, and pessimistic. Sanguines quickly become tired of having to cheer them up all the time, and they do not like to be portrayed as inadequate or stupid.
Reaction To Stress:	Sanguines react to stress by leaving the scene. They enjoy shopping and fun groups or activities. Sanguines may relieve themselves from stressful settings by making excuses or blaming others.
Recognize By:	A sanguine can be recognized by his/her compulsive talking, lack of restraint, pleasant countenance, moving hands, animation, enthusiasm, and ability to mix easily.

CHOLERIC

The Worker (Often addicted to job)
 The Powerful
 Desires his/her Way
 Needs to Achieve and to be Appreciated
 Wants to have Control

Cholerics make excellent leaders; they get results, although some are negative.

Cholerics may be classified by some as obnoxious or overbearing.

Desire: Cholerics want to have control.

Emotional Needs: Cholerics need people to obey them, to appreciate them for their accomplishments, and to give them credit for their ability.

Key Strengths:	Cholerics have the ability to take charge of most things instantly, and they have the ability to make quick judgments.
Key Weaknesses:	Cholerics have a tendency to be too bossy, domineering, autocratic, insensitive, and impatient. They are usually unwilling to delegate authority or to give credit to others.
Depressed:	Cholerics get depressed when life is out of control and people will not do things their way, or when they are not appreciated.
Fearful:	Cholerics are fearful of losing control of such things as their job or position. They may also be afraid of being passed over for promotion, or becoming seriously ill, or having rebellious children, or having an unsupportive partner.
Likes People:	Cholerics like people who are supportive and submissive, see things their way, cooperate quickly and let them take credit.
Dislikes People:	Cholerics dislike people who are lazy and not interested in working constantly. They do not like people who buck their authority, or get independent, or are not loyal.
Valuable In Work:	Cholerics are valuable in work because they can accomplish more than anyone else, in a shorter period of time. Cholerics are often right in their decisions, but they can create problems for others.
Could Improve:	Cholerics could improve if they allowed others to make decisions, if they delegated authority, if they would become more patient, and if they would not expect everyone to produce as they do.
Leadership:	Cholerics have a natural feel for being in charge. They have a natural instinct for what will or will not work. They have a sincere belief in their ability to achieve, and they may overwhelm less aggressive people.

- Partnership: Choleric tend to enter into partnerships with phlegmatics, who quietly obey and do not buck their authority; however, they never accomplish enough or get excited enough about the choleric's projects.
- Reaction To Stress: Choleric react to stress by tightening their control, or working harder, or becoming more active, or getting rid of the offender.
- Recognize By: Choleric can be recognized by their fast-moving approach, controlling inclination, self-confidence, restlessness, and their overpowering attitude.

MELANCHOLY

Perfectionist
 Excessive Thinker
 Wants Things Done the Right Way
 Needs Order and Sensitivity
 Wants Everything Right

Melancholies make excellent detail employees or leaders.

Melancholies are often viewed as unreasonable.

- Desire: Melancholies want everything right.
- Emotional Needs: Melancholies are very stable, but they need space, silence, sensitivity, and support.
- Key Strengths: Melancholies have an uncanny ability to organize. They know how to set long-range goals and go toward them. Their standards and ideals are extremely high. Melancholies analyze deeply.
- Key Weaknesses: Melancholies can become depressed easily when they become too focused on details. By nature, melancholies are suspicious of others, and they remember negatives. Melancholies have a tendency to spend too much time on preparation.
- Depressed: Melancholies get depressed when life is out of order, or standards are not met, or no one seems to care.

Fearful:	Melancholies may become fearful if no one seems to understand how they really feel, or if they make a mistake, or if they have to compromise their standards.
Likes People:	Melancholies like people who are serious, intellectual, deep, and who carry on a sensible conversation.
Dislikes People:	Melancholies dislike people who are superficial, forgetful, late, disorganized, prevaricating, and unpredictable.
Is Valuable In Work:	Melancholies are valuable for their sense of detail, love of analysis, follow-up, high standards of performance, and compassion for the hurting.
Could Improve:	Melancholies could improve if they were not so serious and if they did not insist that others be perfectionists.
Leadership:	Melancholies organize and manage well. They are sensitive to people's feelings, and they strive for quality performance.
Partnership:	Melancholies choose to partner with sanguines because of their social skills and candid behavior, but the compulsive talking can become annoying. They want their partner to respect schedules and accuracy.
Reaction To Stress:	Melancholies react to stress by withdrawing; they may get lost in a book or project, or they may retreat from the cause. Melancholies have a tendency to meditate on offences, criticism, or lack of support.
Recognize By:	Melancholies are recognized by their serious, sensitive nature and their well-mannered approach. They tend to be self-deprecating. They are generally meticulous and well-groomed in appearance; however, certain categories of people may not adhere to this common standard. The idea of correct appearance may vary with non-conforming intellectuals, musicians, poets, etc.

PHLEGMATIC

Peaceful
Mediator
Likes to do Things the Easy Way
Needs Respect and Self-Worth
Tries to Avoid Conflict

Phlegmatics make good no-conflict employees, but they are not self-motivated.

Phlegmatics may be classified by some as passive.

- Desire: Phlegmatics desire to have no conflict and to stay in a peaceful environment.
- Emotional Needs: Phlegmatics need to be respected; they need to be understood; they need emotional support; they need harmony; and they need to feel needed.
- Key Strengths: Phlegmatics are balanced people with an even disposition, dry sense of humor, and pleasing behavior.
- Key Weaknesses: Phlegmatics are indecisive, and they lack enthusiasm and energy. They do not possess obvious offensive flaws; however, they do possess a quiet but extremely strong will.
- Depressed: Phlegmatics may become depressed when life is full of conflict or contention, or when they have to face personal confrontation, or when no one wants to help them, or when responsibility forces them to make decisions.
- Fearful: Phlegmatics are fearful of having to deal with major issues or personal problems. They are fearful of being forced to make decisions, and they are fearful of making major changes.
- Likes People Who: Phlegmatics like people who will recognize their strengths, will not ignore them, and will make decisions for them.
- Dislikes People Who: Phlegmatics dislike people who are too pushy or expect too much of them.

Is Valuable In Work:	Phlegmatics are valuable in work because they cooperate. They have a calming influence, which enables them to keep peace. Phlegmatics mediate well between contentious people, and they can objectively solve problems.
Could Improve If:	Phlegmatics could improve if they would set goals and become self-motivated. They need to be willing to do more and to move faster. They must learn to face and handle their own problems as well as they do the problems of others.
Leadership:	Phlegmatics are basically calm, cool, and collected; they do not make impulsive decisions. They are well liked; they are inoffensive; and they will not cause trouble; however, they do not come up with many new, brilliant ideas.
Partnership:	Phlegmatics tend to partner with choleric because of their strength and decisiveness, but later become tired of being pushed around and viewed as inferior.
Reaction To Stress:	Phlegmatics react to stress by hiding from or ignoring it; they may watch TV; they may eat; or they may get lost in some type of entertainment.
Recognize By:	Phlegmatics can be recognized by their calm approach and relaxed position. They like to sit or lean whenever possible.

MOST COMMON INDIVIDUAL PERSONALITY COMBINATIONS

Sanguine - Choleric (Popular/Playful - Powerful/Controlling)
 Melancholy - Phlegmatic (Perfectionist - Peaceful)

NORMAL INDIVIDUAL PERSONALITY COMBINATIONS

Melancholy - Choleric (Perfectionist - Powerful/Controlling)
 Choleric - Melancholy (Powerful/Controlling - Perfectionist)
 Sanguine - Phlegmatic (Popular/Playful - Peaceful)
 Phlegmatic - Sanguine (Peaceful - Popular/Playful)
 Choleric - Sanguine (Powerful/Controlling - Popular/Playful)
 Phlegmatic - Melancholy (Peaceful - Perfectionist)

UNNATURAL INDIVIDUAL PERSONALITY COMBINATIONS

Sanguine - Melancholy (Popular/Playful - Perfectionist)
Melancholy - Sanguine (Perfectionist - Popular/Playful)
Choleric - Phlegmatic (Powerful/Controlling - Peaceful)
Phlegmatic - Choleric (Peaceful - Powerful/Controlling)

INDIVIDUAL PERSONALITY CONFLICTS

Sanguine - Melancholy - Extrovert/Introvert - Unorganized/Organized - Playful
Serious

Choleric - Phlegmatic - Extrovert/Introvert - Control/Compromise - Power-
ful/Peaceful

BEST PARTNERS

Sanguine - Melancholy
Choleric - Phlegmatic

PROBLEM PARTNERS (Dominant Personalities)

Sanguine - Phlegmatic - Active versus Inactive
Sanguine - Choleric - Compete for Attention
Melancholy - Choleric - the Right Way versus His/Her Way
Melancholy - Phlegmatic - the Right Way versus the Easy Way

PERSONALITY CATEGORIES

BODY HUMORS

Choleric

Melancholy

Sanguine

Phlegmatic

ANIMALS

Lion

Beaver

Otter

Golden Retriever

COMPASS

North

East

West

South

COLORS

Green

Gold

Orange

Blue

EQUIVALENTS

Choleric - Lion - North - Green

Melancholy - Beaver - East - Gold

Sanguine - Otter - West - Orange

Phlegmatic - Golden Retriever - South - Blue