

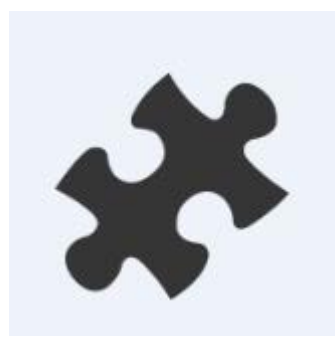


PEARMAN™

PERSONALITY INTEGRATOR

Leadership Lens

for Jane Sample
October 23, 2015



Sample Company Name
Sample Consultant Name

Introduction to the Pearman™

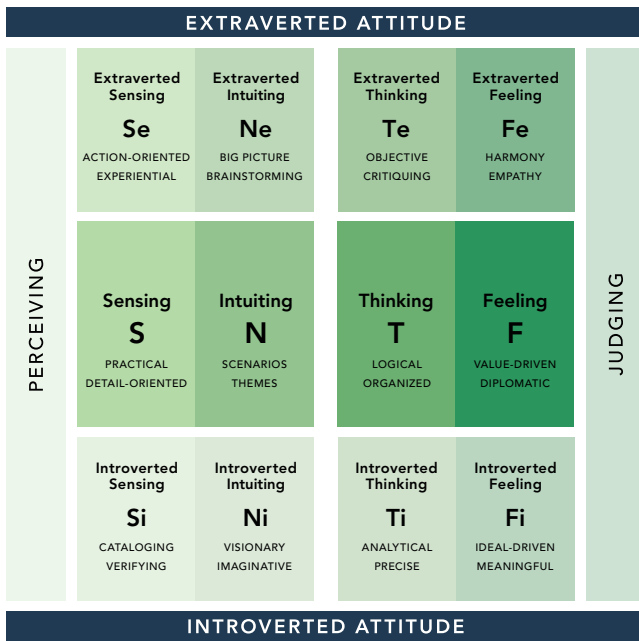
Welcome to your Pearman Personality Integrator™ report, where you will learn about your personality type and flexibility skills.

This page provides an introduction to the Pearman and an overview of the two major sources of information in the report: Part I: Pearman Personality and Part II: Pearman FlexIndex™.

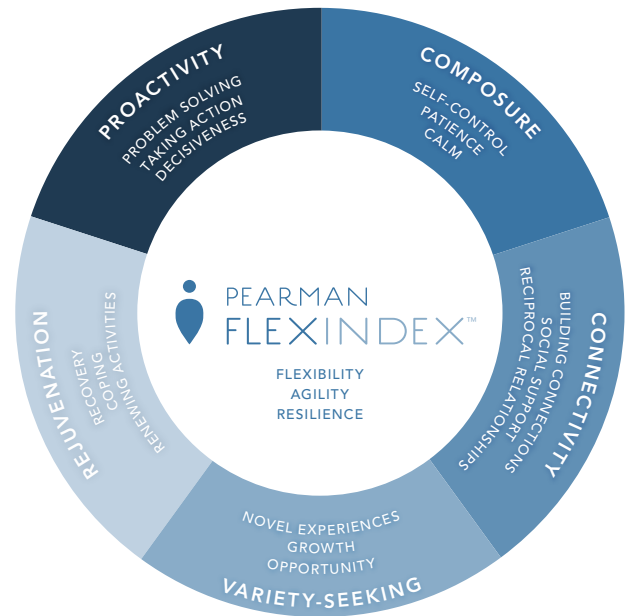
While these two concepts are described independently below, it is through the combination and integration of both of these concepts that the Pearman provides individuals like you with personal insight and a greater understanding of how you function in the world.

THE PEARMAN MODEL

PART I: PEARMAN PERSONALITY



PART II: PEARMAN FLEXINDEX



Part I: Pearman Personality

Pearman Personality provides insight into how you approach the external and internal world (your **overall attitude**, divided into extraversion [E] and introversion [I]), how you understand and perceive information (your **overall perceiving** function, divided into intuition [N] and sensing [S]), and how you evaluate information and make decisions (your **overall judging** function, divided into feeling [F] and thinking [T]).

The Pearman goes one level deeper by providing information on specific behaviors by combining your attitude with your perceiving and judging functions. Labeled **mental functions**, these combinations help you to understand how you take in information or make decisions in the external world (i.e., extraverted perceiving and judging) and the internal world (i.e., introverted perceiving and judging).

Pearman Personality also evaluates what comes naturally to you separately from the behaviors you exhibit in your roles and responsibilities (i.e., what you demonstrate in your daily life).

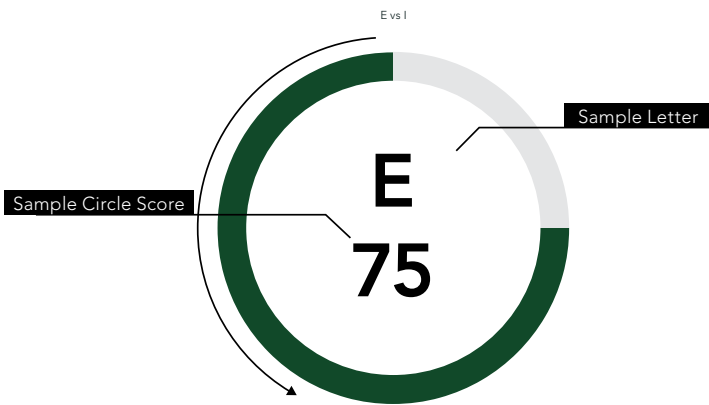
Part II: Pearman FlexIndex

The Pearman Flex Index measures a specific set of skills and competencies that allow you to flex and adapt to meet ever-changing demands, allowing you to understand and improve your effectiveness. On their own, these flexibility skills allow you to leverage psychological resources to take proactive action, remain calm and composed, connect with others, seek out a variety of experiences, and recover and rejuvenate from stress.

The Pearman was also designed to integrate information from your Flex Index with your personality type. Combining these two sources of information enables the Pearman to speak to your potential for improving or leveraging your flex skills to enhance your effectiveness.

How to Use This Report

SAMPLE PART I GRAPHS



The Circle

The circles provide your personality scores, which compare your results for each of the personality types. Each circle contains two components: the letter and the circle score. There are both “Natural” circles and “Demonstrated” circles for each personality attitude or function. The letter represents the personality type that you are more comfortable with or use more. The example on the left shows the letter “E” for “Extraversion”. An individual with that letter is naturally more comfortable with extraverted behaviors than with introverted (I) behaviors.

The circle score (75 in the example) represents the degree of comfort (for Natural) or use (for Demonstrated) of the personality type indicated by your letter. Each circle score ranges from 51-99. A score of 51 would indicate an almost equal comfort with or use of extraverted and introverted behaviors, while a score of 99 would indicate substantially greater comfort for or use of extraverted behaviors. The fill of the circle is a visual representation of your circle score.

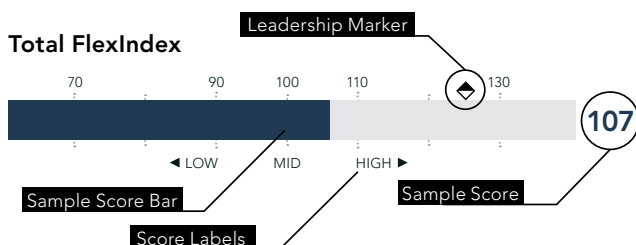
Average Response Bar

The average response bars help you understand how you got your letters and circle scores. The marker () on each bar represents your average response for each scale (in the example, you can see the average response for all Extraversion [E] items and for all Introversion [I] items). The marker with the higher average score (i.e., the one closest to the right of the bar) indicates your letter. In the example, the “E” average is higher than the “I” average, and this resulted in an E in the circle. The distance between the markers is also important. The further apart the markers are, the higher your circle score will be (indicating a higher relative degree of comfort/use of the personality type indicated by your letter).

Additionally, your average responses are compared to other individuals with the same letter. If your circle letter is “E,” your average responses will be compared to the other extraverts in the Pearman normative group. (Shown with the ▲ symbol.)

In this example, the individual’s comfort with extraverted behaviors is above the average for extraverted individuals. His or her comfort with introverted behaviors is also above the average for extraverted individuals.

SAMPLE PART II GRAPHS



Part II Scores

The Pearman FlexIndex uses a different type of scores. Each FlexIndex skill score is provided on a bar where the average score is 100. Higher scores indicate more flexibility, while lower scores indicate less flexibility. Score labels provide a visual guide, indicating if a score falls into a low (less than 90), mid (90-109), or high (110 or higher) range.

With the selection of the leadership lens, a leadership marker () is provided to indicate where top leaders score on each FlexIndex skill.

Overview of Scores for Part I

This page provides an overview of your overall attitude, perceiving, and judging functions. Your Overall Attitude reflects how you interact and engage with the world. Your Overall Perceiving function reveals how you observe and take in information. Your Overall Judging function illustrates how you make decisions based on the information you have collected.

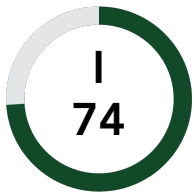
Your circle scores are divided into what you feel most comfortable doing (Natural) and what you do most often (Demonstrated). This is only an overview, it is important that your personality type be examined further by exploring and understanding each of your mental functions found later in this report.

Overall Attitude: Extraversion (E) vs. Introversion (I)

Extraversion (E) focuses on external experiences, stimuli in the outer world, and directing energy toward the external world and the people in it.

Introversion (I) focuses on internal experiences, stimuli in the internal world, and directing energy internally towards ideas, thoughts, and perceptions.

NATURAL



As a Natural introvert:

- You are more comfortable with engaging in one-on-one discussions
- You naturally reenergize by spending time alone
- You prefer to formulate ideas internally before sharing

DEMONSTRATED



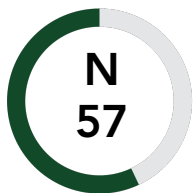
As a demonstrated extravert:

- In your everyday life group interactions are common
- You often initiate discussions with others
- You engage the world outside of yourself

Perceiving Functions: Intuiting (N) vs. Sensing (S)

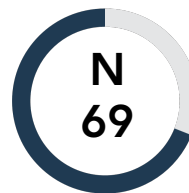
Intuiting (N) is a focus on possibilities, ideas, and big picture thinking. People who are comfortable with or display intuiting behaviors will likely focus on the connections and trends in information over the verifiable facts.

Sensing (S) is a focus on specific details, tangible objects and dealing with the task at hand. People who are comfortable with or display sensing behaviors will likely choose practical information over abstract concepts.



As a Natural intuitor:

- You are naturally inclined to engage in big-picture thinking
- You tend to see connections between ideas
- You prefer to focus on the future and possibilities



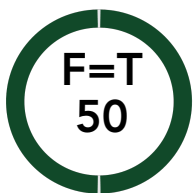
As a Demonstrated intuitor:

- In your day-to-day life you engage in big-picture thinking
- You spend time seeing connections between ideas
- You more often than not focus on the future and possibilities

Judging Functions: Feeling (F) vs. Thinking (T)

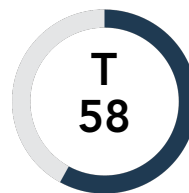
Feeling (F) is an emphasis on using personal values and ideals and arriving at a solution that feels right when weighed against one's personal beliefs.

Thinking (T) is an emphasis on making observations, critiquing findings, and analyzing outcomes. Decisions are evaluated based on alignment with a known theory or logic.



Naturally Blended Judging means:

- You are equally comfortable with your values and with evaluating analytical options
- You prefer to balance results with group harmony
- You naturally prefer complex decisions



As a Demonstrated Thinker:

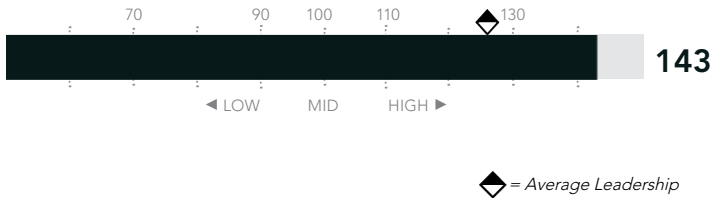
- In your everyday life you make decisions based on logic
- You spend time being analytical and objective
- More often than not you focus on results and precision

≡ *Blended*

Overview of Scores for Part II



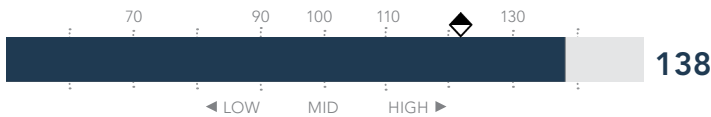
Your Total FlexIndex



The Pearman Flex Index encompasses the skills, abilities, and preferences that provide you with the agility and resilience needed to solve problems, remain composed, connect with others, seek beneficial experiences, and cope with and recover from strain. Your Total Flex Index score indicates that you excel at using these skills. Examine each of your subscales in the *Part II: Flex Index* section of this report to identify areas that may differ from your total score and to harness your skills and implement strategies for leveraging them in alternative contexts.

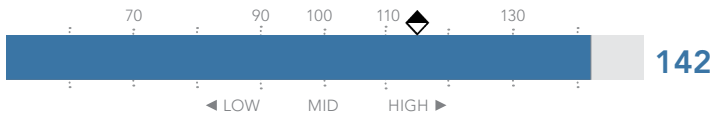
SUBSCALE DESCRIPTIONS

Proactivity



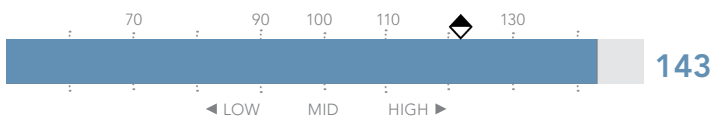
Proactivity refers to the skills necessary for active problem-solving and taking decisive action when you are faced with a challenge. Your score indicates that you are highly proactive. Keep this strength in mind as you move through different sections of this report.

Composure



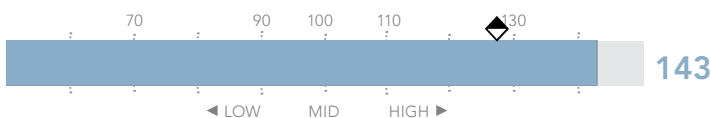
Composure involves being able to remain calm and controlled under times of stress or criticism. Your selected responses indicate that you are able to remain level-headed during high-pressure situations. Think about how different situations test your ability to keep your cool.

Connectivity



Connectivity involves being connected with others, forming beneficial relationships, and seeking and reciprocating social support. Your score indicates that you are almost always able to create and maintain beneficial relationships. You may find some useful tips in this report for fine tuning your skills.

Variety-Seeking



Variety-Seeking refers to the preference for novel experiences, variety over routine, and openness to new opportunities for growth. Your score suggests that you are open to experiences and often seek out new opportunities. This may prove useful as you think about ways to enhance this skill in new situations.

Rejuvenation



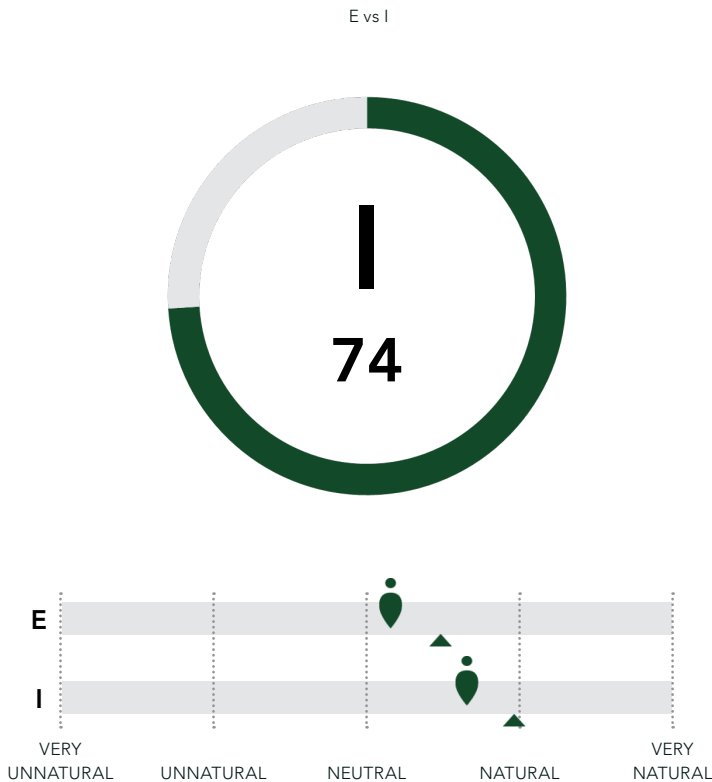
Rejuvenation involves positive coping strategies used to maintain health and minimize stress. You may not be doing enough to recover from the stress and taxing events of your day-to-day life. This skill can be especially important for you to develop if you find yourself in situations that aren't comfortable for you.

Part I: Overall Attitude

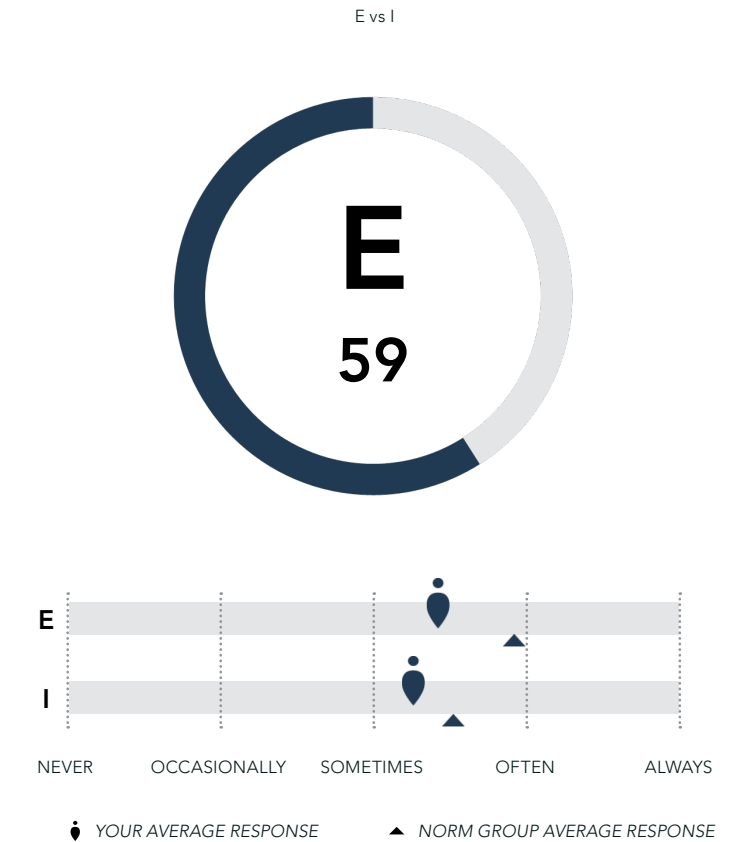
Extraversion (E) - Energized by and directing energy toward the external world and the people in it; sharing connection

Introversion (I) - Energized by and directing energy toward the internal world of ideas and perceptions; independent, reflective

NATURAL



DEMONSTRATED



Natural Attitude

Your Natural circle score indicates that you are moderately more comfortable with introverted than extraverted behaviors. That is, you are somewhat more comfortable with focusing on your internal thoughts than with outward expression.

Demonstrated Attitude

Your Demonstrated circle score indicates that you display slightly more extraverted behaviors than introverted behaviors. That is, you are marginally more likely to display outward expression than you are to focus on your internal thoughts.

INTEGRATION OF NATURAL AND DEMONSTRATED TYPE

You have opposing Natural and Demonstrated Attitudes, indicating that your day-to-day behaviors may not play to your natural preferences. Consider spending some time evaluating this difference, identifying areas where it may affect your behavior, and uncovering any potential strain you might experience as a result.

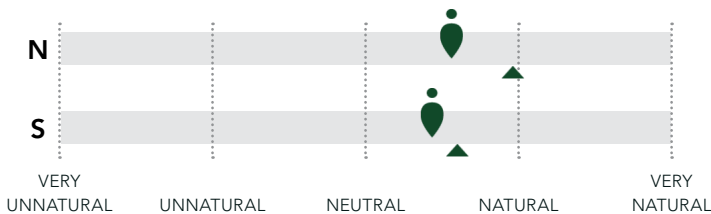
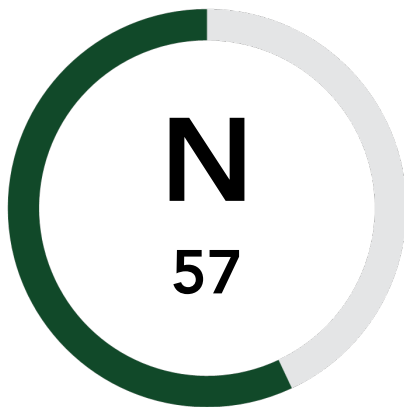
Part I: Overall Perceiving

Intuiting (N) - Perceiving focus on patterns and the big picture; ideas, possibilities

Sensing (S) - Perceiving focus on details and objective facts; concrete, realistic

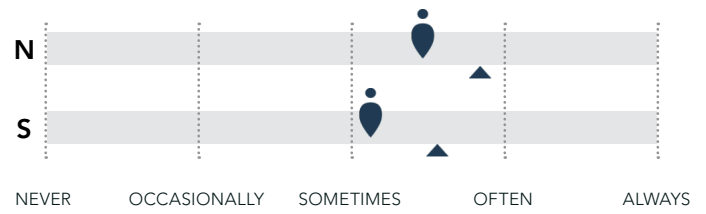
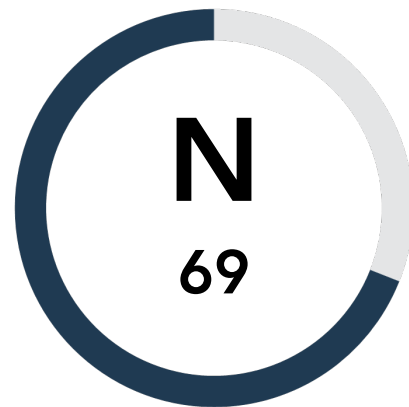
NATURAL

N vs S



DEMONSTRATED

N vs S



📍 YOUR AVERAGE RESPONSE ▲ NORM GROUP AVERAGE RESPONSE

Natural Perceiving

Your Natural circle score indicates that you are only slightly more comfortable with intuiting than sensing behaviors. That is, you are marginally more comfortable with big picture thinking compared to focusing on concrete details.

Demonstrated Perceiving

Your Demonstrated circle score indicates that you display moderately more intuiting behaviors than sensing behaviors. That is, you are somewhat more likely to focus on ideas and possibilities than you are to focus on the details and realities of the situation.

INTEGRATION OF NATURAL AND DEMONSTRATED TYPE

You have a preference for intuiting in both your Natural and Demonstrated Attitude; however, your circle scores are not aligned with each other. You may wish to spend some time evaluating this difference, identifying areas where it may affect your behavior, and uncovering any potential strain you might experience as a result of this difference.

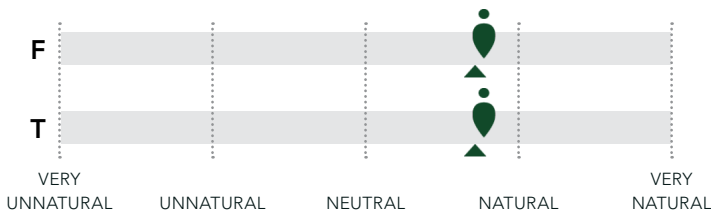
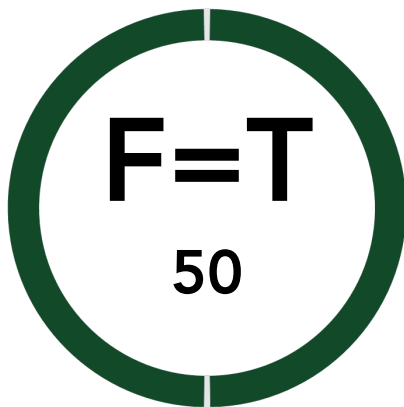
Part I: Overall Judging

Feeling (F) - Decision making strategy based on ideals and values; harmony, connection

Thinking (T) - Decision making strategy based on logic and analytically derived results; evidence, precise

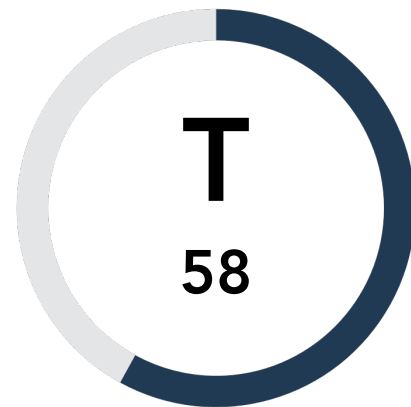
NATURAL

F vs T



DEMONSTRATED

F vs T



👤 YOUR AVERAGE RESPONSE ▲ NORM GROUP AVERAGE RESPONSE

Natural Judging

Your Natural circle score indicates that you are equally comfortable with feeling and thinking behaviors. That is, you are similarly comfortable with making decisions based on ideals and values as well as logic and results.

Demonstrated Judging

Your Demonstrated circle score indicates that you display slightly more thinking behaviors than feeling behaviors. That is, you are marginally more likely to focus on logic and results than you are to focus on ideals and values when making a decision.

INTEGRATION OF NATURAL AND DEMONSTRATED TYPE

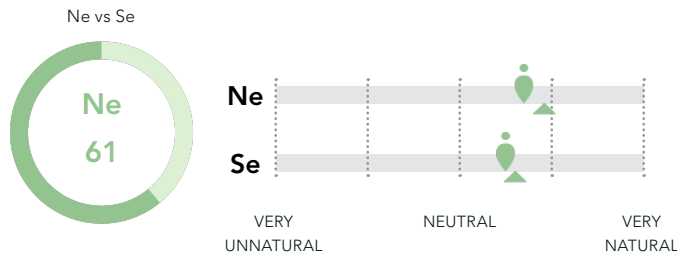
While you show different Attitudes for Natural and Demonstrated, in both cases the score was close to 50, indicating a relatively balanced use of both feeling and thinking and a high degree of alignment between your circle scores. While this minimizes any tension you could feel in your current situation, reevaluate this alignment should you take on additional responsibilities or roles that require you to demonstrate a preference that does not align with your natural comfort.

Part I: Extraverted Perceiving

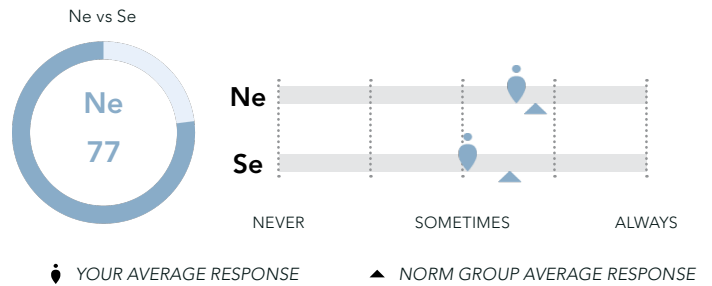
Extraverted Intuiting (Ne) - Sharing ideas about the big picture, discussing possibilities; patterns, broad ideas

Extraverted Sensing (Se) - External focus on the facts and information relevant to the immediate situation; experiential, concrete

NATURAL



DEMONSTRATED



Natural Extraverted Perceiving

Your Natural circle score indicates that you are moderately more comfortable with extraverted intuiting than extraverted sensing behaviors. That is, you are somewhat more comfortable with sharing possibilities than with discussing pragmatic information.

Demonstrated Extraverted Perceiving

Your Demonstrated circle score indicates that you display moderately more extraverted intuiting behaviors than extraverted sensing behaviors. That is, you are somewhat more likely to share broad ideas than you are to share experiential information.

INTEGRATION OF NATURAL AND DEMONSTRATED TYPE IN LEADERSHIP

Your Natural comfort lies with extraverted intuiting behaviors, such as active brainstorming and discussion of new options, establishing tolerance of ambiguity, and bringing an entrepreneurial spirit to your work and teams. Your comfort with these behaviors can be especially useful when navigating new waters as a team or organization, or when working on more creative endeavors. However, there is misalignment between your Natural and Demonstrated extraverted intuition circle scores. You may wish to spend some time evaluating this difference, identifying areas where it may affect your behavior, and uncovering any potential strain you might experience as a result of this difference. Furthermore, your demonstrated circle score appears to be higher than your natural circle score. In leadership positions, it is important to convey a consistent message to your direct reports. Fluctuating between different levels of your Natural and Demonstrated types due to strain and/or unmanageable tension can portray conflicting messages. Letting the situation dictate your behavior can be a useful tactic, but only when you are able to manage it effectively.

INTEGRATION WITH FLEXINDEX



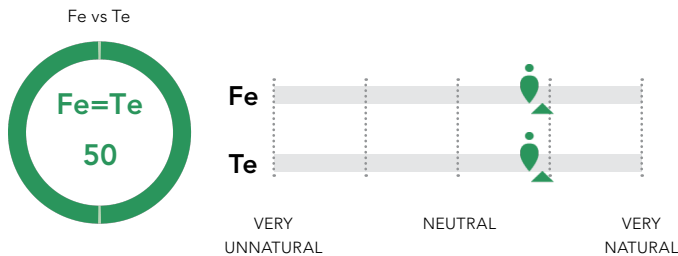
Extraverted Perceiving processes are what you use to identify emerging patterns and possibilities in a situation and communicate concrete facts in the moment. The Rejuvenation and Composure FlexIndex subscales have strong connections to Extraverted Intuiting (Ne) and Extraverted Sensing (Se), respectively. Rejuvenation's role in Extraverted Intuiting (Ne) is to provide the energy needed to innovate and generate ideas. Composure's role in Extraverted Sensing (Se) is to provide greater focus and awareness. By increasing your skills in Rejuvenation and Composure, you will be able to enhance your Extraverted Perceiving mental functions. Additionally, Variety-Seeking can help you develop the skills necessary to flex between the two types of Extraverted Perceiving behaviors. Increased Variety-Seeking provides your Ne and Se mental functions with the wealth of experience needed to form accurate and clear perceptions, and to do so with minimal strain.

Part I: Extraverted Judging

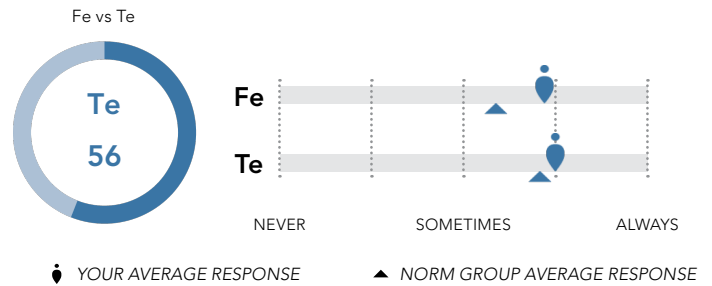
Extraverted Feeling (Fe) - Focus on connecting with others and understanding their point of view; empathy

Extraverted Thinking (Te) - Presentation of objective information, logical understanding, and systematic analysis of results; critique

NATURAL



DEMONSTRATED



Natural Extraverted Judging

Your Natural circle score indicates that you are equally comfortable with extraverted feeling and extraverted thinking behaviors. That is, you are as comfortable with connecting and sharing as you are with outwardly analyzing and critiquing.

Demonstrated Extraverted Judging

Your Demonstrated circle score indicates that you display slightly more extraverted thinking behaviors than extraverted feeling behaviors. That is, you are marginally more likely to share analysis and critique than you are to connect with the values of others.

INTEGRATION OF NATURAL AND DEMONSTRATED TYPE IN LEADERSHIP

Your blended Natural preference for both extraverted feeling and thinking suggests that you equally prefer to take initiative by setting agendas and to look for others' opinions on options proposed to the group. Your equal preference can be useful for when you need to bring groups or teams back on track, or when you need to gather and evaluate everyone's input on a decision. However, in your current role, you indicated that you more often than not display extraverted thinking behaviors, such as delegating tasks with specificity, asserting opinions, and providing precise directions. While you show different functions for Natural and Demonstrated, both scores were close to 50, indicating a relatively balanced use of both extraverted feeling and extraverted thinking behaviors and a high degree of alignment between your circle scores. While this minimizes any tension you could feel in your current situation, re-evaluate this alignment when taking on additional responsibilities or roles that require you to demonstrate a function that does not align with your natural comfort. For leaders, it is important to portray a consistent demeanor and message to your teams. While they appear to be different, your actual alignment allows you to be consistent in your approach. It also ensures that you are not burdened by strain from operating outside of your comfort zone, allowing you to focus on your team and other individuals rather than on managing your own behaviors.

INTEGRATION WITH FLEXINDEX



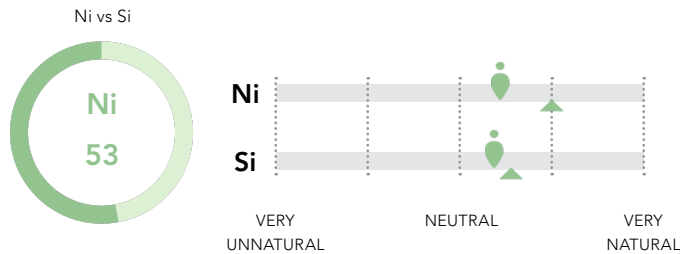
Extraverted Judging processes are what you use to express ideals, foster connections between people, share your observations and solutions, and communicate long-term plans. The Composure and Connectivity FlexIndex subscales have strong connections to Extraverted Feeling (Fe) and Extraverted Thinking (Te), respectively. Composure's role in Extraverted Feeling (Fe) is to provide you with confidence when choosing among alternatives, especially when dealing with difficult decisions. Connectivity's role in Extraverted Thinking (Te) is to provide you with an understanding of the impact of your decisions on others. By developing tactics to remain calm and increasing connectedness with others, you will build the capacity to enhance your Extraverted Judging mental functions. Additionally, Rejuvenation can help you develop the skills necessary to flex between the two forms of Extraverted Judging behaviors. Rejuvenation provides your Fe and Te mental functions with a variety of coping strategies so that you can make tough decisions and recover from stress.

Part I: Introverted Perceiving

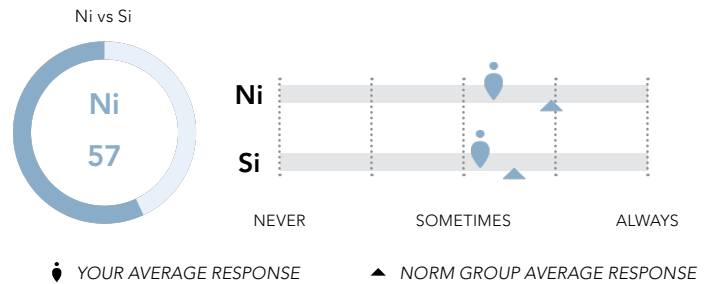
Introverted Intuiting (Ni) - Envisioning connections and understanding associations between scenarios; imaginative, theoretical

Introverted Sensing (Si) - Mental focus on details and tasks and internal verification of information; cataloguing, verifying

NATURAL



DEMONSTRATED



Natural Introverted Perceiving

Your Natural circle score indicates that you are only slightly more comfortable with introverted intuiting than introverted sensing behaviors. That is, you are marginally more comfortable with envisioning connections than with internally verifying information.

Demonstrated Introverted Perceiving

Your Demonstrated circle score indicates that you display slightly more introverted intuiting behaviors than introverted sensing behaviors. That is, you are marginally more likely to envision connections and scenarios than you are to catalogue and verify information.

INTEGRATION OF NATURAL AND DEMONSTRATED TYPE IN LEADERSHIP

Your Natural comfort lies with introverted intuiting behaviors, such as clarifying scenarios, imagining possibilities and choices, and looking for creative pathways. Leaders are often the source of innovation and change, something that you can provide by imagining and looking for alternative approaches. Furthermore, you appear to be demonstrating a very similar amount of introverted intuiting behaviors compared to your natural comfort. There is a high degree of alignment between your Natural and Demonstrated functions, suggesting that you operate in a way that is comfortable for you. This allows you to portray a consistent demeanor and message as a leader. It also ensures that you are not burdened by strain from operating outside of your comfort zone, allowing you to focus on your team and other individuals rather than having to be overly focused on managing your own behaviors. While this minimizes any tension you could feel in your current situation, re-evaluate this alignment should you take on additional responsibilities or roles that require you to demonstrate a function that does not align with your natural comfort.

INTEGRATION WITH FLEXINDEX



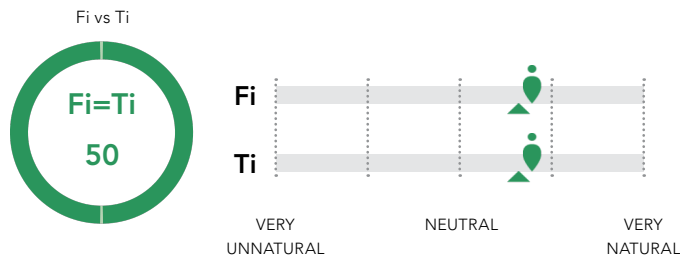
Introverted Perceiving processes are what you use to see possible choices and to notice and internalize specific details. The Rejuvenation and Variety-Seeking FlexIndex subscales have strong connections to Introverted Intuiting (Ni) and Introverted Sensing (Si), respectively. Rejuvenation's role in Introverted Intuiting (Ni) is to provide you with the renewed energy and inspiration to take a fresh look at a situation and find new possibilities. Variety-Seeking's role in Introverted Sensing (Si) is to provide you with a storehouse of experiences to internally cross-reference with new information. By increasing your skills in Rejuvenation and Variety-Seeking, you will build the capacity to enhance your Introverted Perceiving mental functions. Additionally, Proactivity can help you develop the skills necessary to flex between the two types of Introverted Perceiving behaviors. Being proactive can help you learn to anticipate future circumstances, whether through relying on insight and instincts or on evidence and data. Acting ahead to reduce potential difficulties will help you to face challenges with minimal strain.

Part I: Introverted Judging

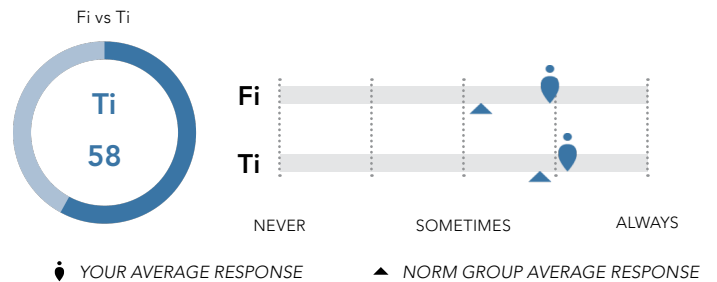
Introverted Feeling (Fi) - Focus on internalized values, ideals, and what is meaningful; growth, values

Introverted Thinking (Ti) - Internal concern with understanding logical/theoretical and underlying basis for information; principles, autonomy

NATURAL



DEMONSTRATED



Natural Introverted Judging

Your Natural circle score indicates that you are equally comfortable with introverted feeling and introverted thinking behaviors. That is, you are just as comfortable with internalizing values and ideals as you are working through logical information and precise details.

Demonstrated Introverted Judging

Your Demonstrated circle score indicates that you display slightly more introverted thinking behaviors than introverted feeling behaviors. That is, you are marginally more likely to analyze logical and precise details than you are to internalize values and ideals.

INTEGRATION OF NATURAL AND DEMONSTRATED TYPE IN LEADERSHIP

Your Natural blended preference for introverted feeling and thinking suggests that you have an equal preference for reflecting on priorities and highlighting conflicting choices. You may also prefer to ask for clarifying perspectives from other leaders. This equal preference can be useful for evaluating all possibilities and not making hasty, one-sided decisions. However, you indicated that more often than not you display introverted thinking behaviors, such as verifying the risk potential of possible actions, providing precision constructive criticism, and looking at the underlying principles. While you show different functions for Natural and Demonstrated, both scores were close to 50, indicating a relatively balanced use of introverted feeling and introverted thinking behaviors and a high degree of alignment between your circle scores. While this minimizes any tension you could feel in your current situation, re-evaluate this alignment when taking on additional responsibilities or roles that require you to demonstrate a function that does not align with your natural comfort. For leaders, it is important to portray a consistent demeanor and message to your teams. While they appear to be different, your actual alignment allows you to be consistent in your approach. It also ensures that you are not burdened by strain from operating outside of your comfort zone, allowing you to focus on your team and other individuals rather than on managing your own behaviors.

INTEGRATION WITH FLEXINDEX

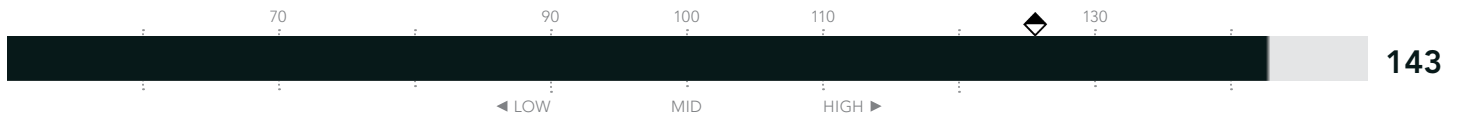


Introverted Judging processes are what you use to evaluate situations within the context of your ideals and values and to reflect on and process information to come to your own conclusions. The Variety-Seeking and Proactivity FlexIndex subscales have strong connections to Introverted Feeling (Fi) and Introverted Thinking (Ti), respectively. Variety-Seeking's role in Introverted Feeling (Fi) is to emphasize understanding of and openness to ideas when making a decision. Proactivity's role in Introverted Thinking (Ti) is to provide multiple plans and anticipate options as a situation unfolds. By increasing your variety of experiences and developing the habit of planning ahead, you will build the capacity to enhance your Introverted Judging mental functions. Additionally, Composure can help you develop the skills necessary to flex between the two types of Introverted Judging behaviors. Being composed can help you remove the internal distress that distorts your ability to make decisions. Developing strategies for internal calm and focus can help minimize the strain of making difficult choices.

Part II: Your FlexIndex



Your Total FlexIndex

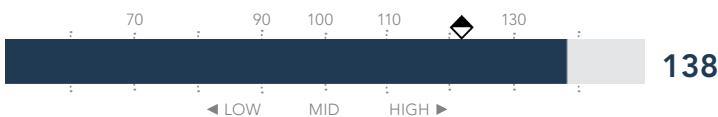


About Your Score

The Pearman Flex Index encompasses the skills, abilities, and preferences that provide you with the agility and resilience needed to solve problems, remain composed, connect with others, seek beneficial experiences, and cope with and recover from strain. Your Total Flex Index score indicates that you excel at using these skills. Be sure to examine each of the subscales independently in order to identify areas in which you can implement strategies for leveraging them in alternative contexts. Your score suggests that you utilize adaptive and flexible behaviors more often than top leaders. You are able to

remain agile, an important skill for today's leaders. You may find some useful tips and tricks associated with each subscale to keep your flex skills sharp. One or more of your subscales appear to be significantly different from your average score. Pay particular attention to subscales that appear much higher or much lower compared to the rest.

Proactivity



Your Score

Your Proactivity responses suggest that you often take action and actively anticipate problems before they arise. Look for ways to leverage your proficiency in new contexts.

Leadership Lens

Leaders who score high on Proactivity are often able to take advantage of opportunities for themselves and their direct reports. Your team may see you as very capable of pre-emptively solving problems and helping them towards a solution with their own difficulties. Other leaders seek to collaborate with you to help anticipate critical opportunities and prepare for possible roadblocks. Your team is likely to benefit from your competency with anticipating issues and generating actionable solutions. As a leader, others see you as very prepared with the knowledge needed to be proactive in your execution of projects, tasks, and delegation.

Leadership Development

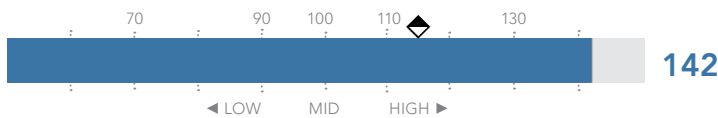
Your results speak of a well-developed ability to generate solutions to complex problems. Compared to top leaders, you appear to be engaging in even more proactivity behaviors. Further development will refine your proficiency.

- Pursue a deeper understanding of tasks before jumping into action mode.
- Evaluate what truly needs pre-emptive resolution and what can be resolved later.
- Get a second perspective: make a list of questions direct reports can use to evaluate a situation.
- Anticipate the types of behavior needed of your upcoming appointments and meetings and mentally prepare yourself.

Part II: Your FlexIndex



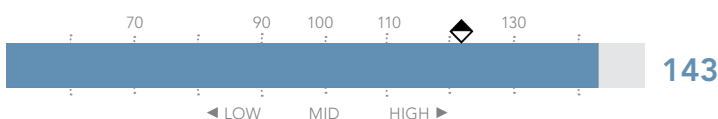
Composure



Leadership Lens

Composure allows a leader to become a role model of poise and self-regulation when encountering multiple sources of stress or criticism. Your score suggests you show extreme patience in demanding situations and remain very calm when dealing with a range of stressors. Your team's view of your composure can instill confidence in their own ability to take command of a situation with patience and understanding. Other leaders may come to you with problems and opportunities as they see you're able to remain composed under any workload or stressors. However, occasionally letting others see some passion behind your words and actions can empower your ability to lead others and engage followers.

Connectivity



Leadership Lens

For a leader, Connectivity means being approachable and open, helping others, building productive teams that can communicate clearly, developing strong working relationships, and maintaining relationships at all levels of an organization. Your result suggests that you are very successful in this area of leadership. The time that you devote to building connections among leaders and with your team that rest on open communication and shared achievements directly results in being able to lean on these individuals in difficult situations. Other leaders will appreciate that you build reciprocal relationships and are therefore likely to open up and devote resources to your endeavors.

Your Score

Your result suggests that, relative to some of your other subscales, Composure is a strength for you. You consistently display a calm and collected demeanor that assures and motivates others.

Leadership Development

Compared to top leaders, you appear to be even more capable of remaining composed when under pressure and facing criticism. You naturally appear composed and leaders tend to rely on you to be present in high-level meetings and tough discussions.

- Letting passion through your self-regulation filter will allow other leaders to see you're as involved and willing to fight for what is right, and inspiring them to do the same.
- Focus on modifying your behavior rather than trying to control an uncomfortable situation.
- Remaining extremely composed for other leaders and your team for long periods of time may necessitate rejuvenating activities that let you release any pent-up stress.

Your Score

Your result suggests that, relative to some of your other subscales, Connectivity is a strength for you. You are consistently able to develop valuable relationships.

Leadership Development

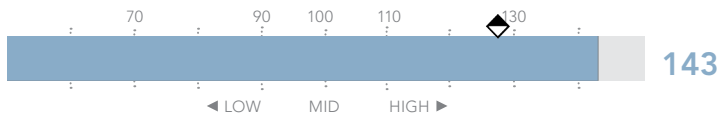
As a leader you are expected to be and to help others become more connected within the organization. Your responses indicate that you are extremely proficient in Connectivity and that you engage in more connectivity behaviors compared to top leaders.

- Spend time developing relationships, even when you are busy or not in need of assistance.
- Top leaders often have an extensive network outside of their organization; look to leadership groups to diversify your connections and gain insight from outside perspectives.
- Sometimes the best view is from outside of your own industry. Leverage your personal network of friends and family for additional perspective.
- Set up opportunities for your team to showcase their success and talent to show them that you believe in their abilities.

Part II: Your FlexIndex



Variety-Seeking



Your Score

Your result suggests that, relative to some of your other subscales, Variety-Seeking is a strength for you. You are consistently able to benefit from variety and growth opportunities.

Leadership Lens

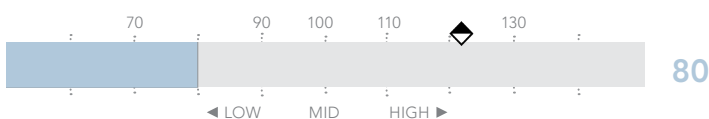
Variety-seeking behavior positions leaders with the ability to pivot to meet the demands of the situation and learn quickly when conditions change. Your responses to the Variety-Seeking items suggest that you are very likely to seek novel experiences. This can be extremely beneficial to your ability to make connections between emerging ideas and relate them to your experiences inside and outside of your organization. Further, you are very willing to make decisions that could upset the traditional balance of your team or your organization. This is crucial as leaders often need to accept some element of risk in order to embrace uncertain advances in innovation.

Leadership Development

Your Variety-Seeking is higher than top leaders. Leaders like you, who embrace innovation are seen as spearheading the future of an organization and leading it forward.

- Evaluate the potential outcomes before having your team dive head first into a new opportunity.
- Use your enthusiasm for variety and change to build buy-in with your team and other leaders.
- Harness your proclivity for quick learning and acceptance of new ideas to showcase cutting-edge innovation to fellow leaders.
- Look for opportunities to highlight new processes and unfamiliar methods to others.

Rejuvenation



Your Score

Your Rejuvenation responses suggest that, relative to some of your other subscales, it is especially important for you to focus your developmental efforts on this skill area.

Leadership Lens

Leaders often face immense pressure from all directions. Your score suggests that you may not be well equipped to succeed under the pressure of being a leader in a modern organization. Others may see you as unable to manage the stress and find it creeping into your work and your ability to lead. Your stress may have a trickle-down effect on your direct reports, increasing their stress levels. Other leaders may interpret your stress levels as a sign of incompatibility with the work and the position. Difficulty in releasing pent-up energy and stress after work leaves you vulnerable to the accumulating negative effects of stress.

Leadership Development

Leaders can often be overwhelmed by the amount of responsibilities pulling them in every direction. Developing your rejuvenating strategies can help bring them closer in line with top leaders.

- Look for ways to incorporate exercise into your daily routine, as if it were as important as showing up for work.
- Manage your stress continually through relaxing activities, not just when it gets too much to handle.
- Track your food and drink intake to understand how it affects your overall well-being and productivity.
- Researching and practicing the principles of sleep hygiene can help ensure you are refreshed for each day.

Leadership Integration

This page integrates your Flex Index scores with a model of leadership based on four competencies: authenticity, coaching, insight, and innovation. Particular Flex Index subscales are associated with stronger performance in certain leadership competencies and thus have been divided into primary and secondary subscales. Those subscales related to all four leadership competencies are labeled as primary. Those related to only one or two competencies are labeled as secondary.

Authenticity

An authentic leader serves as a role model for moral and fair behavior. A transparent approach commands esteem and confidence from employees.

Coaching

A leader who coaches effectively is seen as a mentor who supports employee growth. Employees are nurtured towards achieving their highest levels of performance.

Insight

A leader provides insight by sharing a purpose and hopeful vision for colleagues to follow. Employees are compelled and inspired to exceed goals.

Innovation

An innovative leader focuses on taking risks, spurring colleagues' ingenuity and autonomous thought. Knowledge is valued and challenges are viewed as learning opportunities.

Primary Subscales

Proactivity. You are almost always able to anticipate needs and tasks ahead of time and take action. This means that you are almost never left pressed for time, making it easy for you to find time to develop and mentor your team members. This also means that you are able to anticipate difficulties, be future-oriented, and question long-term assumptions.

Connectivity. Your extreme proficiency lets you form deeper relationships with your direct reports, allowing you to be seen as a role model, provide growth opportunities for hidden competencies, tailor your vision to selectively inspire, and understand who to let operate autonomously and when to spur ideas.

Variety-Seeking. Your openness may make it easier to inspire others with a transparent vision and learn from risky opportunities. It also allows you to nurture others who would benefit from creative growth opportunities and outside-the-box inspiration.

Putting It All Together

As a leader, it is your responsibility to promote positive skill development and establish an environment that encourages transparency, shared purpose, ingenuity, and autonomy. Crafting a truly innovative and inspiring culture is challenging work that requires forward thinking, a calm demeanor, relationship management, openness, and a fresh perspective. Your Flex Index subscales encompass a wide range of skill levels. Targeting development to bring your lower performing subscales in line with the rest will better equip you with the skills needed to create an environment where passion and learning thrive.

Secondary Subscales

Composure. In high-pressure environments where stress and ingenuity create an element of risk, you are exceptionally skilled at remaining calm and collected so you can communicate a clear vision, and being patient so you can inspire others towards innovative breakthroughs.

Rejuvenation. You may find that ingenuity and innovation are hard to find and instill in others when you have little time to renew your health and refocus your mind. Maintaining enthusiasm for your vision may also prove difficult.

Type and FlexIndex Integration



Being flexible and agile is useful to your personality type in two ways: (1) **within mental function** flexibility means that you are flexible enough to use the full range of talents of the function; and (2) **across mental function** flexibility means you are able to constructively use the opposite of your natural type. Developing your **FlexIndex** can help you increase your within mental function and across mental function flexibility.

EXTRAVERTED ATTITUDE

PERCEIVING	EXTRAVERTED SENSING (Se)		EXTRAVERTED INTUITING (Ne)		EXTRAVERTED THINKING (Te)		EXTRAVERTED FEELING (Fe)	
	WITHIN FUNCTION FLEXIBILITY: focusing on immediate awareness and identifying tangible experiences.		WITHIN FUNCTION FLEXIBILITY: focusing on possibilities, patterns, and finding themes and trends.		WITHIN FUNCTION FLEXIBILITY: focusing on the results of a situation and identifying options to achieve long-term outcomes.		WITHIN FUNCTION FLEXIBILITY: focusing on connecting with others and being comfortable with interpersonal differences.	
	ACROSS FUNCTION FLEXIBILITY: accessing Intuiting to identify possibilities and innovations.		ACROSS FUNCTION FLEXIBILITY: accessing Sensing to catalog methods and processes for developing ideas.		ACROSS FUNCTION FLEXIBILITY: accessing Feeling to understand connections between individuals and acknowledge other perspectives.		ACROSS FUNCTION FLEXIBILITY: accessing Thinking as a way to investigate probable outcomes of solutions and choices.	
	FLEXINDEX GROWTH: develop Composure which will allow you to redirect your energy as needed.		FLEXINDEX GROWTH: developing Rejuvenation will ensure that energy is not depleted when brainstorming or innovating.		FLEXINDEX GROWTH: developing Connectivity will assist in the creation of networks for practical reasons.		FLEXINDEX GROWTH: developing Composure will help to provide calm and patience for effective analysis.	
	INTROVERTED SENSING (Si)		INTROVERTED INTUITING (Ni)		INTROVERTED THINKING (Ti)		INTROVERTED FEELING (Fi)	
	WITHIN FUNCTION FLEXIBILITY: focusing on concrete details and cataloging information to be retrieved from memory.		WITHIN FUNCTION FLEXIBILITY: developing a full awareness of scenarios that emerge and identifying meaningful symbols.		WITHIN FUNCTION FLEXIBILITY: focusing on logic and abstracting underlying principles or models.		WITHIN FUNCTION FLEXIBILITY: focusing on ideals and values, and using universal principles for making decisions.	
ACROSS FUNCTION FLEXIBILITY: accessing Intuiting so that trends and patterns in the data begin to become evident.		ACROSS FUNCTION FLEXIBILITY: accessing Sensing to anchor details and specific observations about situations.		ACROSS FUNCTION FLEXIBILITY: accessing Feeling to consider ideals and the consequences of decisions for others.		ACROSS FUNCTION FLEXIBILITY: accessing Thinking as a way to deduce the logical outcomes of a course of action.		
FLEXINDEX GROWTH: developing Variety-Seeking will help in accessing more experiences and ideas.		FLEXINDEX GROWTH: developing Rejuvenation will allow for more energy to stretch and use creativity.		FLEXINDEX GROWTH: developing Proactivity will prompt an examination of consequences for other people in situations.		FLEXINDEX GROWTH: developing Variety-Seeking will provide experience to expand understanding of possible actions.		
JUDGING								

INTROVERTED ATTITUDE

Action Plan

The steps that you take towards achieving your goals will determine whether or not success is realized. Use this step-by-step activity plan to help guide you closer to your goals.

Write down up to five skills or behaviors that you would like to further develop. The information provided throughout your report may be useful for determining individual actions that you can either do less of (STOP), begin to do (START), or do more of (GROW).

Remember to use the SMART goal-setting criteria for each goal.

SPECIFIC
MEASURABLE
ACTION-ORIENTED
REALISTIC
TIMELY

START



STOP



GROW



ACTION PLANNER TEMPLATE

SMART GOAL	TIME FRAME	BENEFITS	MEASURE OF SUCCESS	SUPPORT AND RESOURCES NEEDED	POTENTIAL BARRIERS

I commit to this action plan _____
Signature

Development Commitment

The Development Commitment is a tool to help hold you accountable for accomplishing the goals outlined in your Action Plan. As we all too often know, our plans for personal growth and development often fall by the wayside when we get engrossed in all of our tasks

and responsibilities. By outlining your objectives here and leaving a copy with your coach, you are made more accountable to reach your personal goals.

MY PERSONAL DEVELOPMENT GOALS

My action plan includes the following goals:

Due Date

1.	
2.	
3.	
4.	

Your Signature _____

Your Coach's Signature _____

Summary

YOUR REPORT

Congratulations on completing the Pearman Personality Integrator and reaching the end of your personalized report!

This page concludes your experience with the Pearman and provides some reflection opportunities for you as you move forward with the wealth of information provided in this report. Now that you are equipped with new insight into your Pearman personality type and your Flex Index skills, how you choose to put this information into action is up to you.

You have been provided with a vast amount of information about your Pearman personality type and your Flex Index skills. One key to getting the most out of your Pearman report results is to think about your next steps. Whether you have created (or will create) an action plan or a development commitment, or you prefer to consider some simple steps you want to incorporate into your everyday life, it is important to remember that personal growth is always an ongoing process.

You may choose to reflect on your Pearman results as time goes by, and when you encounter situations that engage different mental functions and flexibility skills. Thinking about your own predispositions and flexibility skills will help fortify the information in this report and provide numerous opportunities to apply what you have learned.

As you continue on your journey of self-discovery, stop periodically to ask yourself some critical questions. What inherent function/attitude am I using in this situation? How does this impact the information I focus on? How does this impact the judgments I make? How can I implement or develop my flexibility skills to be more successful across a variety of situations?

Further, as you become more in tune with your own functioning, try to think about others' functioning as well. Understanding others' personality types and flexibility skills will provide deeper insight into your own personality and skills and will allow you to communicate, operate, and collaborate more effectively.