

A vibrant watercolor splash in shades of yellow, orange, red, purple, and blue is positioned on the right side of the page. Overlaid on this splash is a circular graphic with a white center containing a blue location pin icon, surrounded by a ring divided into four segments of varying shades of blue.

  
PEARMAN™  
PERSONALITY INTEGRATOR

 **MHS**™  
ASSESSMENTS



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# The end of Personality Stereotypes



PEARMAN™

PERSONALITY INTEGRATOR

This groundbreaking tool brings a new model of understanding and development to the field of personality type. The combination of Dr. Carl G. Jung's work on psychological types with Dr. Roger Pearman's insights led to the creation of an assessment that examines an individual's personality at multiple levels. The Pearman Personality Integrator™ (Pearman™) allows individuals to understand their full range of personality functioning, as well as how their flexibility and agility skills enable them to operate effectively within and outside of their natural personality type.



## About the Author

Dr. Roger R. Pearman is regarded as one of the world's preeminent experts in the field of personality type, with over 30 years as an active proponent of continued exploration into the nature of psychological type.

As a coach, author, academic, and researcher, he is the recipient of multiple lifetime achievement and contribution awards. His extensive research has provided great insight into personality type, and his work reveals evidence that

more complexity is required in assessments to accurately represent personality type.

The culmination of Dr. Pearman's expertise and insight led to the development of the Pearman Personality Integrator, an assessment built on a strong foundation of theory, empirical data, and practical application.

# More Personality



The Pearman Personality Integrator marks the end of **personality stereotypes** with its capacity to generate over 1,000,000 unique personality type profiles. The Pearman provides a measure of personality that gauges one's natural state (i.e., what is most comfortable) and one's everyday environment (i.e., what is most often demonstrated). Relationships between natural and demonstrated personality types are explored. Further insight is provided by assessing an individual's flexibility, agility, and resilience using the Pearman FlexIndex™.

The Pearman model of personality type is composed of two parts: (I) Pearman Personality (Figure 1), and (II) Pearman FlexIndex (Figure 2). This model integrates personality with psychological flexibility and agility skills relevant to workplace success, leadership, academic success, relationships, conflict resolution, and other domains of functioning.

The Pearman Personality component assesses an individual's personality patterns according to personality type theory, using Jung's work on the eight mental

Figure 1: Pearman Personality

		EXTRAVERTED ATTITUDE					
PERCEIVING	Extraverted Sensing <b>Se</b> ACTION-ORIENTED EXPERIENTIAL	Extraverted Intuiting <b>Ne</b> BIG PICTURE BRAINSTORMING	Extraverted Thinking <b>Te</b> OBJECTIVE CRITIQUING	Extraverted Feeling <b>Fe</b> HARMONY EMPATHY	JUDGING		
	Sensing <b>S</b> PRACTICAL DETAIL-ORIENTED	Intuiting <b>N</b> SCENARIOS THEMES	Thinking <b>T</b> LOGICAL ORGANIZED	Feeling <b>F</b> VALUES-DRIVEN RELATIONAL			
	Introverted Sensing <b>Si</b> CATALOGING VERIFYING	Introverted Intuiting <b>Ni</b> VISIONARY IMAGINATIVE	Introverted Thinking <b>Ti</b> ANALYTICAL PRECISE	Introverted Feeling <b>Fi</b> IDEAL-DRIVEN MEANINGFUL			
		INTROVERTED ATTITUDE					

"Jung said conformity is one part of our reality, and uniqueness is the other. By asking a person what is required of them in their life circumstance, we're asking about the conforming forces they are responding to. Exploring what in a person's own awareness makes them unique helps us understand the individual, including the unique balance of a person's natural and demonstrated behaviors. Because of the integrated way the Pearman is scored, we have created an assessment that can literally generate over one million unique personality profiles, delivered in an intuitive coach and client report layout." - Dr. Roger Pearman

Figure 2: Pearman FlexIndex



functions (i.e., how one interacts with the external and internal world combined with how one takes in information and makes decisions) as the key basis for understanding an individual's personality type.

The Pearman FlexIndex component assesses the skills and abilities needed to function effectively within and outside of an individual's personality. Shaped by specific contexts (e.g., workplace or leadership), the Pearman provides actionable information and specific development strategies for the client to develop their flexibility. The coach receives a wealth of information in order to ensure development efforts are efficient and consequential.

Coaching is facilitated by both Coach and Client reports, which allow participants to readily see connections between personality factors and their behavior. Important insights are highlighted throughout the results, and the information is presented in a logical and concise flow.

# More Flexibility



06

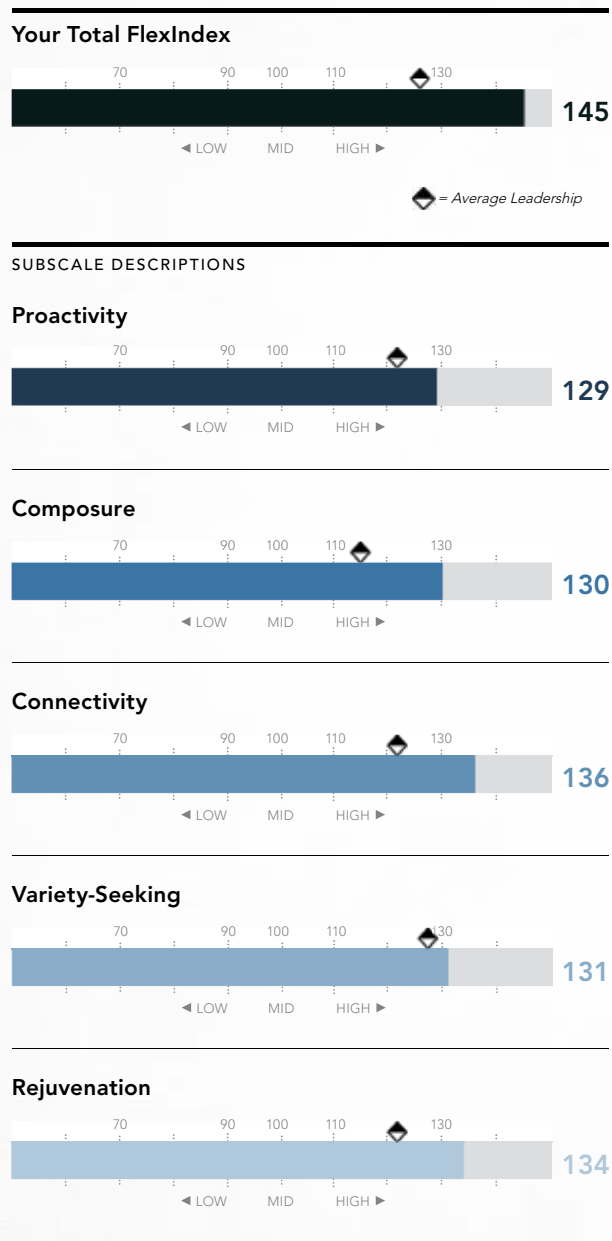
Successfully responding to the demands of everyday life requires using natural strengths and accessing other resources as needed. To be able to use a range of psychological resources, an individual needs to be able to flex in the way he or she perceives and responds. When an individual cannot flex, he or she may be misaligned with the demands of the situation. An individual with greater flexibility has the opportunity to be more integrated in his or her use of psychological resources.

Imagine the individual who is extremely comfortable with the Introverted Sensing function and is unable to flex his or her perception to see patterns, trends, and possibilities (Introverted Intuiting behaviors) or at least to ask the kind of questions that can elicit the appropriate information from others (Extraverted Intuiting behaviors). This kind of inflexibility would create persistent blind spots and might limit the effectiveness of an individual's contributions. On the other hand, the flexible individual knows what to do to suit a given situation and thus can increase his or her overall effectiveness.

Flexibility has multiple dimensions that encompass the skills needed to be flexible and agile (Figure 3). The FlexIndex encompasses the skills and abilities that provide an individual with the agility and resilience to solve problems proactively (Proactivity), remain calm and level-headed under pressure (Composure), form functional connections with others (Connectivity), seek out new and beneficial experiences (Variety-Seeking), and cope with and recover from stress (Rejuvenation).

The power and importance of the FlexIndex is revealed in the empirical relationship between this scale and transformational leadership, job and relationship satisfaction, and measures of maladaptive behavior. The individual with the greatest flexibility achieves more, is more psychologically well, and adapts with greater effectiveness. Flexibility is also a key skill in one's movement from a current state of behavior to a new, desired set of habits. Openness to variety and feedback and the ability to understand and leverage psychological resources are fundamental to the success of a given individual's career path.

Figure 3: Overview of FlexIndex Scores



“Studies show that the largest derailment factor in an individual’s career path is their ability to be flexible in their role and their changing career environments. Flexibility is absolutely essential for a person to be successful in the various management roles, from front line supervisor all the way to the C suite Executive. Managers on all levels are being called upon to increase their flexibility, and helping them understand what that means to them is going to be very important. The Pearman FlexIndex is going to give a direct line to the kinds of strategies that an individual can learn to employ, in order to enrich one’s flexibility.” - Dr. Roger Pearman

# More Freedom



The Pearman approach is to allow individuals to freely express their level of comfort with and use of each of the eight mental functions. These are very specific behavioral statements that promote insightful responding, leading to personalized profiles that make your clients feel the resonance of their results.

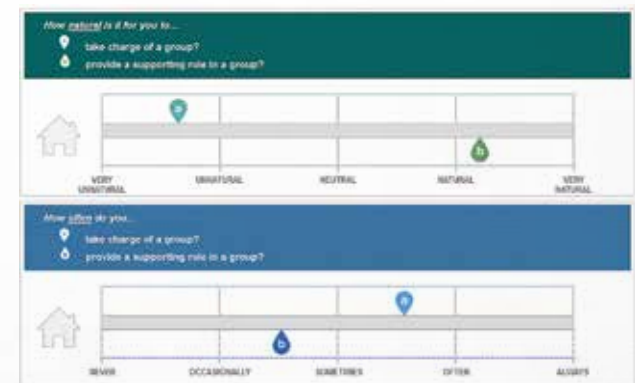
The Pearman provides the freedom of representing personality along a continuum (Figure 4) and does not require choosing one personality type over another.

Clients indicate an answer by moving the  $\text{a}$  and  $\text{b}$  markers anywhere along the horizontal bar to a response indicating how natural a behavior feels and how often an action occurs.

For questions asking “How natural is it for you to...” the markers can be moved along a continuum from Very Unnatural to Very Natural.

For questions asking “How often do you...” the markers can be moved along a continuum from Never to Always.

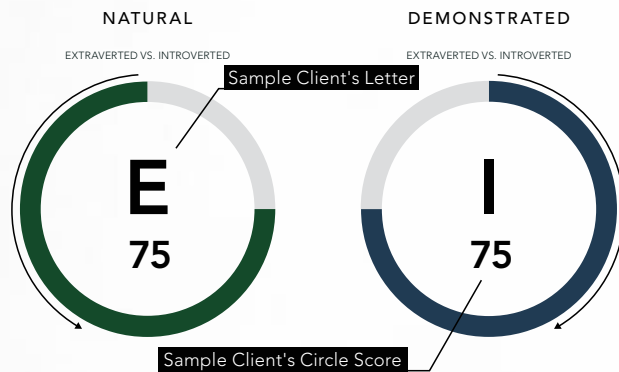
Figure 4: Paired Response Continuum





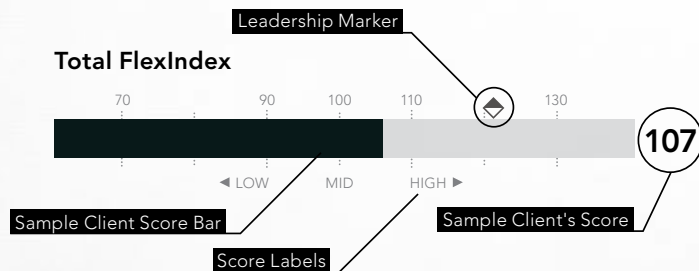
# More Insight

Figure 5: Part I: Pearman Personality Scores



The circles provide your client's personality scores, contrasting his or her results for each of the personality types. Each circle contains two components: the letter classification 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 your client has more comfort with or uses more frequently. The example on the left shows the letter "E" for "Extraversion." An individual with that letter classification is naturally more comfortable with extraverted behaviors than with introverted (I) behaviors.

Figure 6: Part II: Pearman FlexIndex Scores



The FlexIndex scores are provided on a bar with an average score of 100. Higher scores indicate more proficiency, while lower scores indicate less proficiency. With the selection of the Leadership Lens, a leadership marker is provided to indicate where top leaders score on each FlexIndex skill.

# More Coachable Moments

The Pearman Personality Integrator features both Coach and Client reports. These reports have been developed to ensure that your client fully understands his or her personality type and flexibility skills as well as how the two parts of the assessment can be integrated to further develop his or her abilities. You can also discuss your client's scores relative to a representative population (Figure 7), providing the context necessary to understand the full scope of their personality and flex. Finally, hone developmental targets further through exploration of your client's item responses provided in the Coach report.

## Customizability

The Pearman Coach and Client reports can be customized according to the individual user's needs. Options are provided for specific statistics, contextual text, additional content (e.g., Leadership Lens), and the integration of scores from another assessment (e.g., EQ-i 2.0®).

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As a Coach, you have the choice to include or exclude any of these **tools** as part of the **Coach's Report**:

- the **Coach's Guide** to a feedback session, which is a condensed version of the recommended interpretation sequence found in the User's Handbook;
- **Follow-Up Questions** for each mental function and FlexIndex subscale that are useful when more insight is required during the debrief session;
- a **Development Commitment Table** where clients identify their goals and the steps they'll take to achieve them;
- **Confidence Intervals** that provide a range of scores at a specific level of probability, within which an individual's true score is expected to fall; and

- an **Action Plan** (Figure 8) to help the participant identify and achieve goals indicated by the Pearman assessment.

Figure 7: Client's Results vs Norm Group

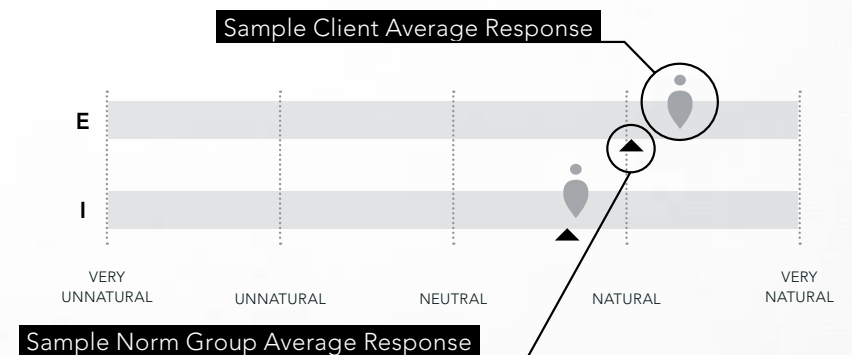


Figure 8: Action Plan

**Action Plan**


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

Have your client write down up to five skills or behaviors to further develop in his/her own action plan. Then, transfer your client's goals into the action plan template below. The information provided throughout his or her report may be useful for determining individual actions that your client can either begin to do (START), do less of (STOP), 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

**“The Pearman Personality Integrator opens the door to new and empowering learning opportunities. Clients will feel a high degree of confidence in the Pearman Personality Integrator when they receive confirmation on their Natural state. They will then clearly see an exciting path forward when they realize the development potential the FlexIndex gives through an individualized view of their engagement with the world around them.” - Ed Hennessy, MHS Training Partner & CEO Leadership Call**

**Developmental Opportunities**

The Pearman FlexIndex provides information on engaging with one’s personality type. Development opportunities are discussed with an emphasis on understanding how to leverage or develop Pearman FlexIndex skills in order to be effective within and outside of an individual’s personality type.

**Paired Items**

Items in Part I of the assessment are presented in pairs. Pairing items in this fashion provides a frame of reference in which to interpret and rate each item. Contrasting each item with its functional opposite allows for an accurate and robust evaluation of each mental function and attitude.

**Natural vs. Demonstrated**

Individuals can function much more effectively and efficiently if they are always operating within their natural personality type. Unfortunately, what comes naturally does not always match the demands of one’s role or needs, and that lack of congruence can cause strain. The Pearman gives respondents a looking glass to reflect on how they operate in their lives. Discrepant individuals (i.e., those who often operate in a way that does not come naturally to them) may face increased challenges in their day-to-day lives and roles. Understanding individuals’ natural behavior is the first step towards more productive and fulfilling experiences in work, academics, relationships, or life in general.

# More Applications

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The Pearman Personality Integrator is a versatile tool that can be used in a variety of settings. It can be used by employers (e.g., through administrators working in human resources and organizational development, consultants, psychologists, or Pearman-certified users) in a variety of contexts to provide greater insight into employees' and leaders' personality preferences and the skills that they need to be effective inside and outside of the work environment.

The Pearman can be used to help evaluate current functioning, gain understanding of how patterns of behavior are influencing the way one works, and leverage flexibility when developing skills in areas of opportunity. Further, employees and organizations may be interested in understanding how personality and flexibility skills can be aligned with their organization to help achieve success.

Leaders' and executives' decisions and interactions can have an immense impact both within and outside of an organization. Providing training and coaching on individual personality type and flexibility skills will allow them to move and interact more fluidly within the organization. It will also help them to understand how their behavioral preferences influence staff and external stakeholders and to manage the often competing goals within their roles.

The Pearman can also be used within group or team environments. A large part of effective and cohesive teamwork is understanding how individual members operate. Leveraging of individual patterns of behavior and differences can increase group functioning. Knowing how individual members of a team evaluate information and communicate with others can have a large impact on the success of the group, thus improving and strengthening group membership and efficiency.

## The Pearman Personality Integrator is available on the MHS Talent Assessment Portal ([mhs.com/TAP](https://mhs.com/TAP))

The Talent Assessment Portal provides you with an information-rich site for administration, scoring, invaluable resources and networking.

Talent Assessment Portal features include:

- quick and easy navigation — access your records in fewer clicks;
- automated invitations — send participants a universal link to take assessments via the built-in email system, with no access codes or passwords required;
- an easy purchase method — redeem your purchased tokens for any new report to generate and pay for reports as needed; and
- customization — create your reports to suit business needs with branding, logos, and on/off report options, saving you time and effort.

The Pearman is also suitable for use with students (18 years and older). It can be used in high schools, technical schools, colleges, and universities to help educate students and provide insight into their behaviors, effectiveness, and how they function among their peers and within the educational environment. The Pearman can also be used as the foundation for a discussion on career and vocational planning. Providing students with insight into their preferences for taking in information, evaluating it, and making decisions can be a very powerful tool in understanding what professions and work environments may be best suited for a particular individual.

### Applications & Settings

- Workplace
  - Employees
  - Leaders
    - △ Leadership Development
    - △ Executive Coaching
    - △ Succession Planning
  - Groups & Teams
- Student Success & Retention
- Many **More...**



# More Science

Like all MHS products, the Pearman brings you rigorous scientific accuracy in an assessment with a sophisticated, professional, and intuitive design. As a normed assessment (Table 1) complete with scores, validity indicators, item-level information, and strong psychometric backing, the Pearman brings a scientific approach to personality type assessment. As a certified user of the Pearman Personality Integrator, you can depend on the robust and meticulous scientific methods used in the development of the assessment.

AGE GROUP (YEARS)	MEN		WOMEN		TOTAL
	N	%	N	%	
18–29	200	16.7	200	16.7	400
30–39	275	22.9	275	22.9	550
40–49	275	22.9	275	22.9	550
50–59	275	22.9	275	22.9	550
60+	175	14.6	175	14.6	350
Total	1,200	100.0%	1,200	100.0%	2,400

Table 1: Pearman Norm Group

The intuitive framework coupled with sound psychometric properties positions the Pearman to be one of the most effective personality type and development tools in the field. You can rely on the scientific backing that connects your client's responses with personal and professional development opportunities. In its creation and reporting of results, the Pearman provides theoretical completeness, measurement accuracy, and sound scientific methodology.

## Psychometric Reliability and Validity

The Pearman was constructed by generating items to fit specific pre-defined constructs, and the final item selection was based on statistical item analysis using empirical data as well as the opinions of a panel of experienced personality type practitioners. The Pearman has extensive empirical evidence (see manual for more information) supporting its development and use.

Scientific advantages of using the Pearman assessment include:

- ✓ a large normative database of 2,400 participants that provides a representative sample of a professional population;
- ✓ the effective integration of Dr. Carl Jung's original work with over 30 years of Dr. Roger Pearman's expertise and research;
- ✓ a multidimensional scope providing scores for higher-order personality attitudes and functions, mental functions, the Total FlexIndex score, and the five subscales of the Pearman FlexIndex;
- ✓ five indicators for interpreting the validity of results;
- ✓ strong evidence of statistical reliability and validity;
- ✓ versatility and applicability across multiple domains, with effective use in corporate, educational, clinical, medical, and research settings;
- ✓ an extensive and growing library of supporting resource options.



# More Integration



The Pearman integrates personality type with an individual's flexibility to provide a complete picture of an individual's functioning.

It is not about changing what's primary, but about extending and utilizing the rest of the resources that an individual may not have defined or recognized until now. The Pearman gives you the chance to identify those functions and learn to utilize them as a situation might require. Other personality type tools give you neither the whole picture nor the template pattern of responses. The Pearman gives you a unique set of responses, a unique report, and an opportunity to understand how you can access and use the whole system of personality type.

The Pearman reports are able to provide powerful connections between personality type and flexibility behaviors. Detailed, visually impactful reports give a balanced view of behavioral preferences and one's potential for efficacy and success. You will understand how specific and developable FlexIndex skills relate

to each mental function and how those skills can be used to access abilities within and across functions with greater ease.

You can also add the EQ-i 2.0 module to import your client's EQ-i 2.0 results to further explore personality type and emotional intelligence from an integrated perspective.



**EQ-i** 2.0<sup>®</sup>

# Pricing & Quick Facts



North American Pricing	\$1 = 1 Token
Pearman Personality Integrator Report - Leadership Lens	90 Tokens
Pearman Personality Integrator Report - Workplace Lens	60 Tokens
Pearman Personality Integrator EQ-i 2.0 Module	20 Tokens
Pearman Subscale Cards - PEACRD (19 Laminated Color Cards 5 1/2" x 4 1/4")	\$25
Pearman Model Poster - PEAPOS (Laminated Color Poster 24" x 24")	\$25

Pearman Personality Integrator™ Quick Facts	
Age	18 years and older
Administration Type	Self-report
Administration Time	20-30 Minutes
Language	US English
Qualification Level	Level-B
Format	Online
Number of Items	99
Reading Level	7th-grade
Complementary Assessment	EQ-i 2.0
Reports	Leadership Lens, Workplace Lens
Report Types	Coach and Client
Norm	North American Professional Population



# Certification & Partner Information

The Pearman Personality Integrator is a B-level assessment requiring certification or pre-qualification.

Certification is required of those who are not otherwise qualified in order to gain access to administer the tool.

## Benefits of Pearman Certification

- Learn about the theory behind the Pearman Personality Integrator
- Learn how to interpret a Pearman Report
- Learn how to provide meaningful feedback to your clients
- Understand how the Pearman Report provides leadership-focused results
- Understand how the science behind the tool ensures the results are reliable and valid
- Learn how to use the results as a starting point for development planning
- Gain tips and best practices on marketing and selling the Pearman

## What Does Certification Include?

- The ability to take the assessment yourself and receive feedback from an experienced coach

- Free tokens, which allow you to generate reports after you are certified
- A certificate that authorizes you to purchase and administer the Pearman
- A free online account where you can administer and score assessments
- Access to resources on the Pearman and personality type in general

## Pearman Certification Program Components

- A blended learning solution that enables you to do parts of the certification online, saving you time and travel costs
- A two-day interactive in-class portion focused on building the skills you need in order to use the Pearman with confidence, delivered in-person or virtually from your own computer
- An online platform where you access eLearning pre-work as well as the online exam
- A certificate of completion that you automatically receive once certification is complete

## Where Do I Get Certified?

Visit [mhs.com/PearmanCert](https://mhs.com/PearmanCert) for more information on registration, and up-to-date certification options.



## Pre-Qualification Defined

The Pearman requires that the administrator has completed graduate-level courses in tests and measurement at a university or has received equivalent documented training.

## Grow your Business & Become a Partner

To utilize personality assessments with your clients, partner with MHS by contacting [growyourbusiness@mhs.com](mailto:growyourbusiness@mhs.com).



# About MHS



## MHS ASSESSMENTS AND SERVICES



### TALENT

Measure and manage talent, ideal for use in coaching, organizational and leadership development, selection, and succession planning.



### CLINICAL

Ideal for clinicians and mental health professionals to assess, monitor, and evaluate a variety of mental health disorders across the lifespan.



### EDUCATION

For school psychologists, special education, and counselors to assess and initiate intervention plans for mental health, behavior, and learning concerns in K-12.



### PUBLIC SAFETY

Assessments designed to help correctional, probation, parole, law enforcement, and child welfare professionals identify, measure, and manage risks to public safety.

of Service suite of assessments. These products have demonstrated our commitment to innovation and quality. From selecting and developing the best talent to helping parole boards determine who is granted release from incarceration, MHS Assessments are used in a wide range of critical decision-making processes. Our clinical tools are trusted to inform psychological diagnoses that can impact prescribed medication, therapy, or treatment programs for children and adults. In the workplace, MHS Talent Assessments help inform hiring decisions, develop staff, and improve organization and team dynamics.

MHS has been named one of Canada's Best Managed Companies since 2013. The best managed designation is a recognized symbol of excellence for Canadian businesses.

Since 2012, MHS has partnered with the Toronto Kiwanis Boys & Girls Clubs, a charity that provides a safe haven for at-risk children and youth to develop social, behavioral, and educational skills. Each year, MHS fundraises over \$25,000 and donates over 600 volunteer employee hours. Additionally, every summer, MHS provides internships in different areas of the business for two young adults from the Club.

To inquire further about MHS or about how our products can help you achieve the results you need, please contact us at any time.

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government, military, pharmaceutical, and research settings. MHS has grown to become an international company with products sold in more than 75 countries and translated into over 50 languages. With offices in North America and partners around the world, MHS is dedicated to strong product growth, an optimal user experience, and creating digitally and globally driven products.

MHS has developed leading products such as the Emotional Quotient Inventory (EQ-i 2.0® & EQ 360®), the Conners suite of ADHD assessments, and the Level

A leading publisher of scientifically validated assessments for more than 30 years, Multi-Health Systems Inc. (MHS) serves clients in corporate, educational, clinical, public safety,

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EQ-i<sup>2.0</sup> EQ 360

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“Everything good is costly, and the development of personality is one of the most costly of all things. It is a matter of saying yea to oneself, of taking oneself as the most serious of tasks, of being conscious of everything one does, and keeping it constantly before one’s eyes in all its dubious aspects—truly a task that taxes us to the utmost.”  
- Jung, The Collected Works of C.G. Jung, Vol. 13, para. 24



Find out **More** at [info.mhs.com/Pearman-info](http://info.mhs.com/Pearman-info)  
USA Tel: 1.800.456.3003 / CAN Tel: 1.800.268.6011  
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