



PEARMAN™  
PERSONALITY INTEGRATOR

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## Workplace Lens

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for Jane Sample  
October 23, 2015

Sample Company Name  
Sample Consultant Name

## Introduction to the Pearman™

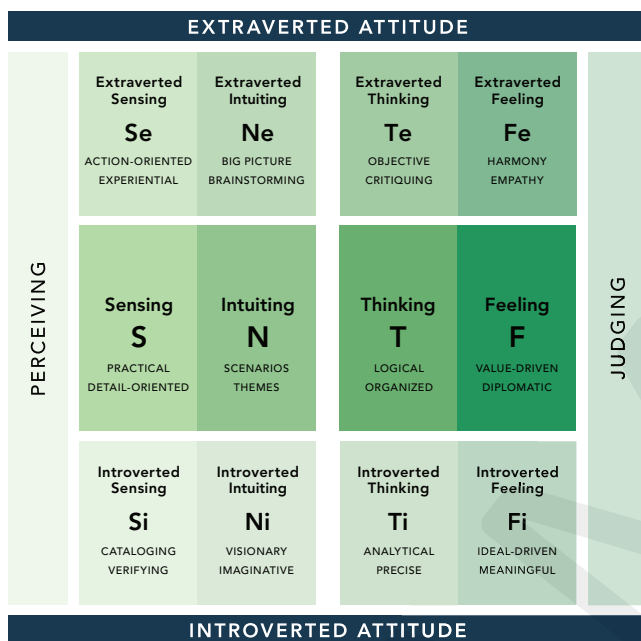
Welcome to your Pearman Personality Integrator™ report, where you will learn about your personality type and flexibility skills.

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



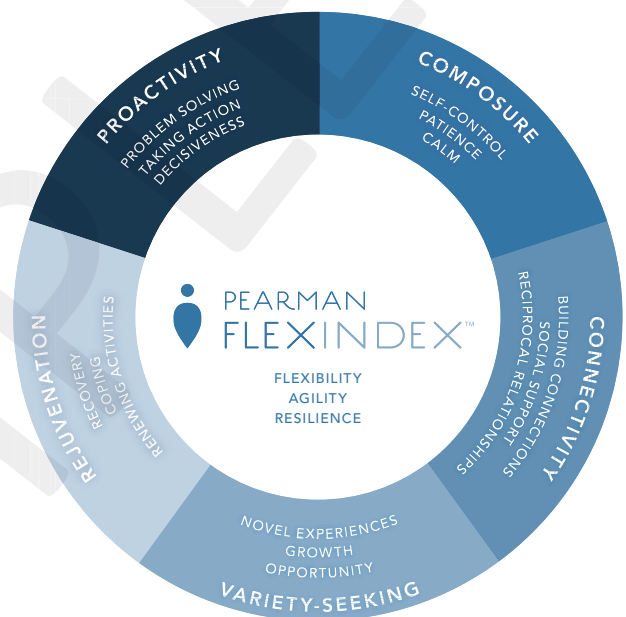
#### Part I: Pearman Personality

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



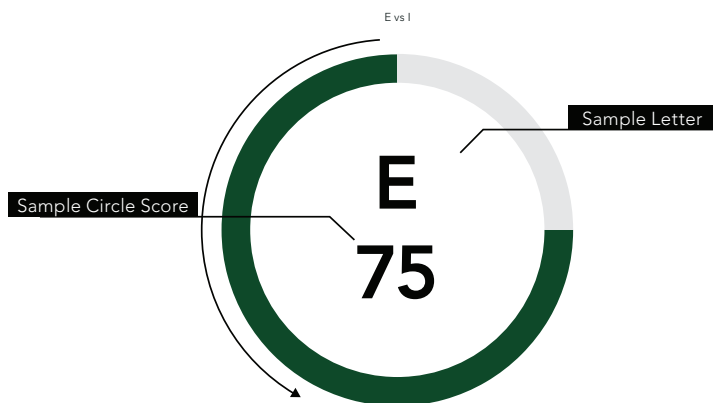
#### Part II: Pearman FlexIndex

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

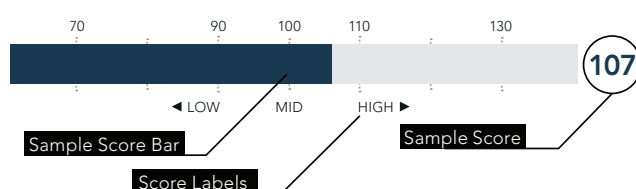
The average response bars help you understand how you got your letters and circle scores. The marker ( ) on each bar represents your average response for each scale (in the example, you can see the average response for all Extraversion [E] items and for all Introversion [I] items). The marker with the 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

#### Total FlexIndex



### 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.

## 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



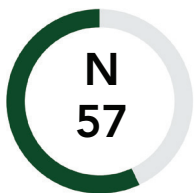
As a demonstrated extrovert:

- 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



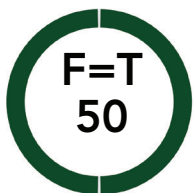
As a Demonstrated intuitor:

- 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)

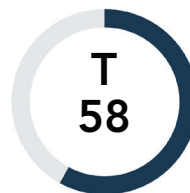
**Feeling (F)** is an emphasis on using personal values and ideals and arriving at a solution that feels right when weighed against one's personal beliefs.

**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:

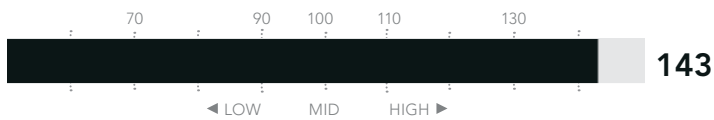
- In your everyday life you make decisions based on logic
- You spend time being analytical and objective
- More often than not you focus on results and precision

== Blended

## Overview of Scores for Part II



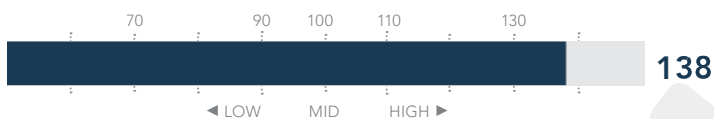
### Your Total FlexIndex



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.

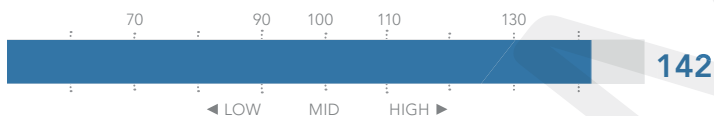
### SUBSCALE DESCRIPTIONS

#### Proactivity



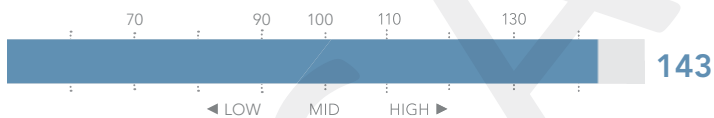
Proactivity refers to the skills necessary for active problem-solving and taking decisive action when you are faced with a challenge. Your score indicates that you are highly proactive. Keep this strength in mind as you move through different sections of this report.

#### Composure



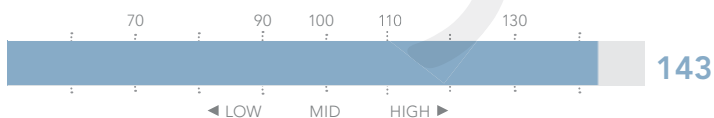
Composure involves being able to remain calm and controlled under times of stress or criticism. Your selected responses indicate that you are able to remain level-headed during high-pressure situations. Think about how different situations test your ability to keep your cool.

#### Connectivity



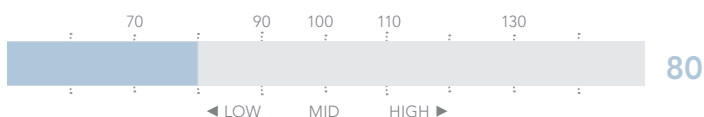
Connectivity involves being connected with others, forming beneficial relationships, and seeking and reciprocating social support. Your score indicates that you are almost always able to create and maintain beneficial relationships. You may find some useful tips in this report for fine tuning your skills.

#### 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



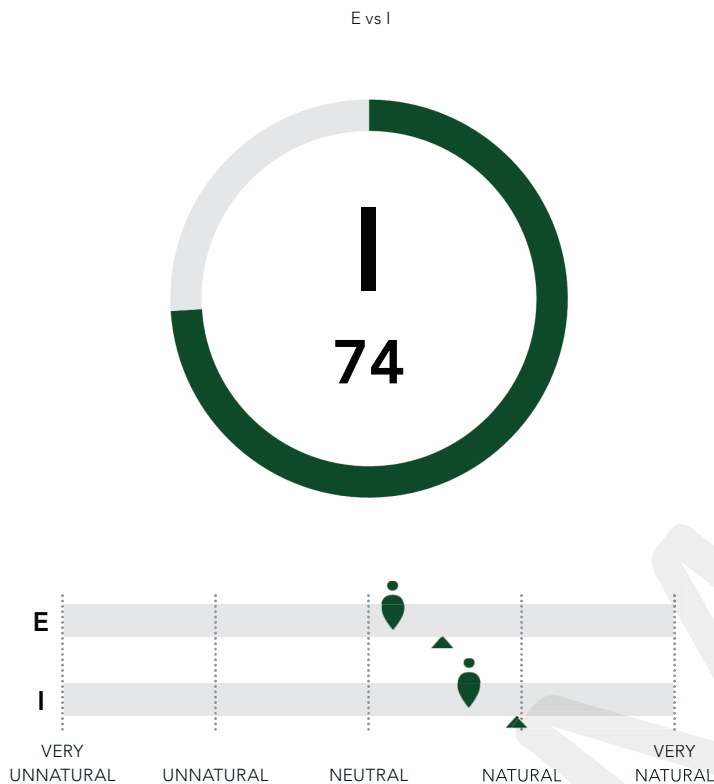
Rejuvenation involves positive coping strategies used to maintain health and minimize stress. You may not be doing enough to recover from the stress and taxing events of your day-to-day life. This skill can be especially important for you to develop if you find yourself in situations that aren't comfortable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

## Part I: Overall Attitude

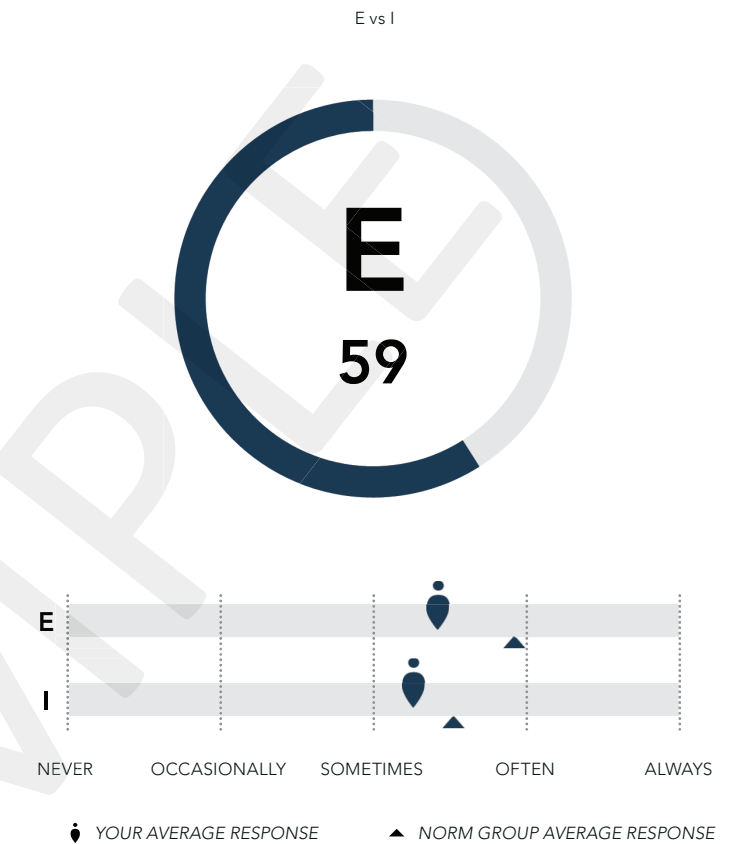
**Extraversion (E)** - Energized by and directing energy toward the external world and the people in it; sharing connection

**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

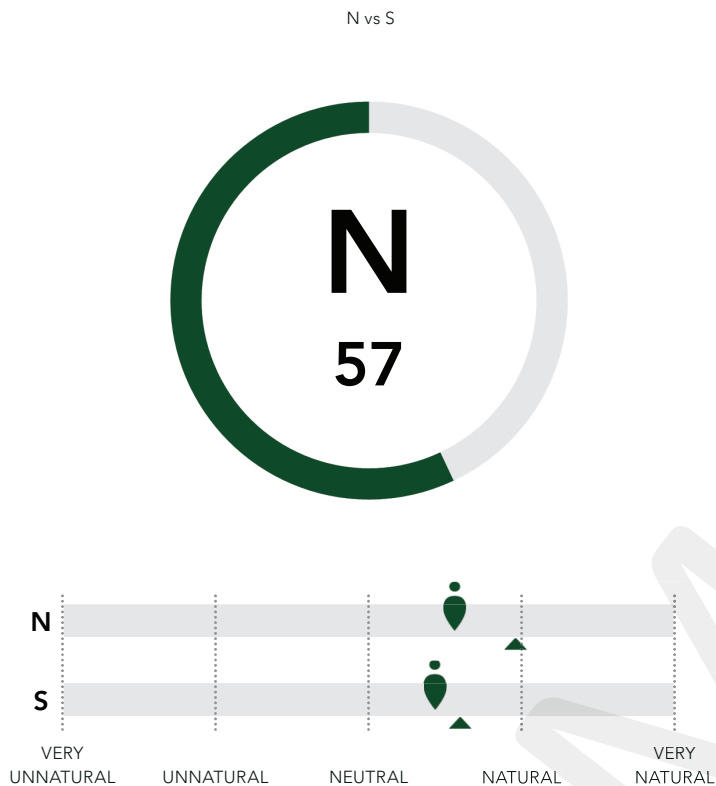
You have opposing Natural and Demonstrated Attitudes, indicating that your day-to-day behaviors may not play to your natural preferences. Consider spending some time evaluating this difference, identifying areas where it may affect your behavior, and uncovering any potential strain you might experience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

## Part I: Overall Perceiving

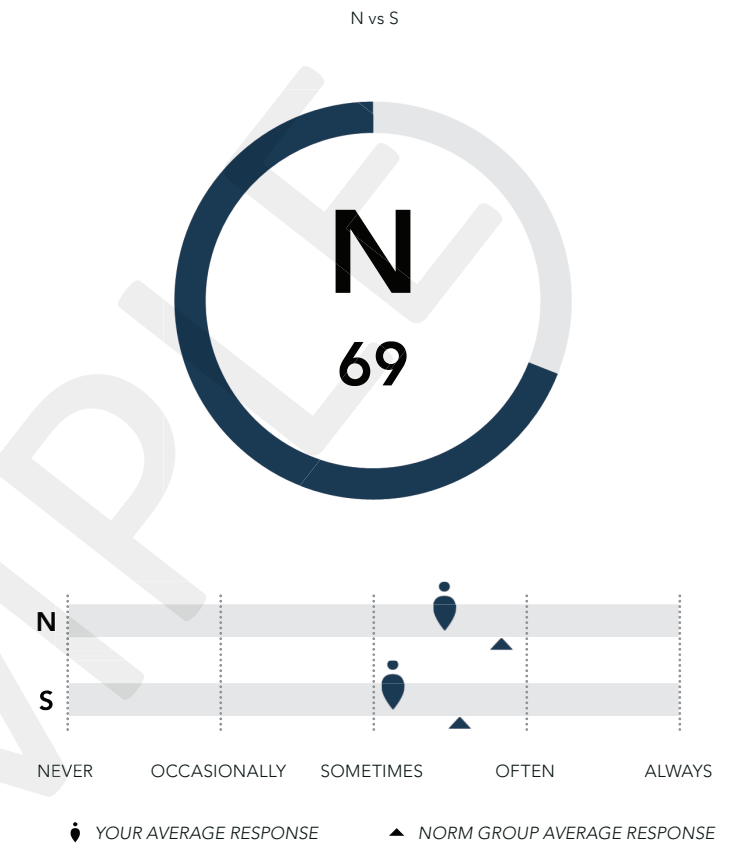
**Intuiting (N)** - Perceiving focus on patterns and the big picture; ideas, possibilities

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

### NATURAL



### DEMONSTRATED



#### 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

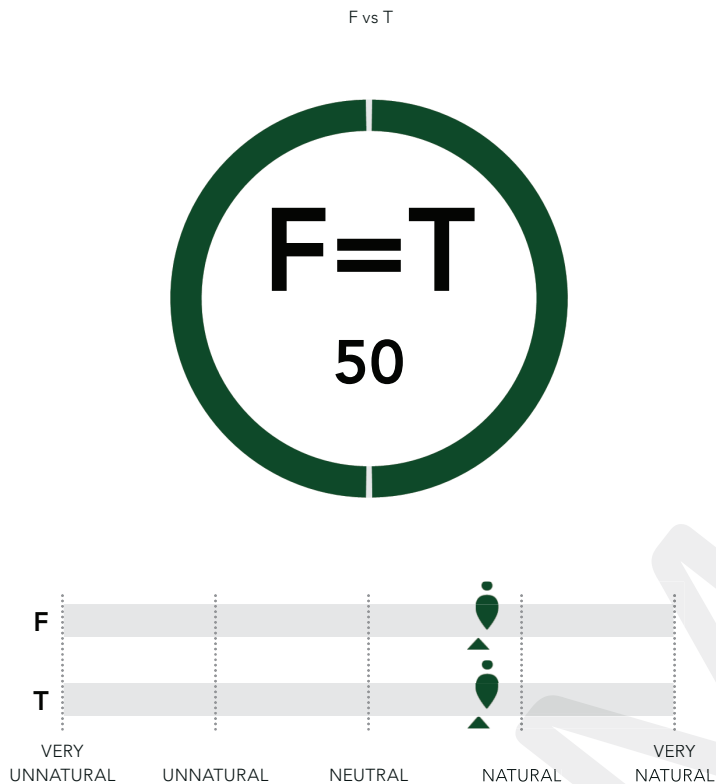
You have a preference for intuiting in both your Natural and Demonstrated Attitude; however, your circle scores are not aligned with each other. You may wish to spend some time evaluating this difference, identifying areas where it may affect your behavior, and uncovering any potential strain you might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

## Part I: Overall Judging

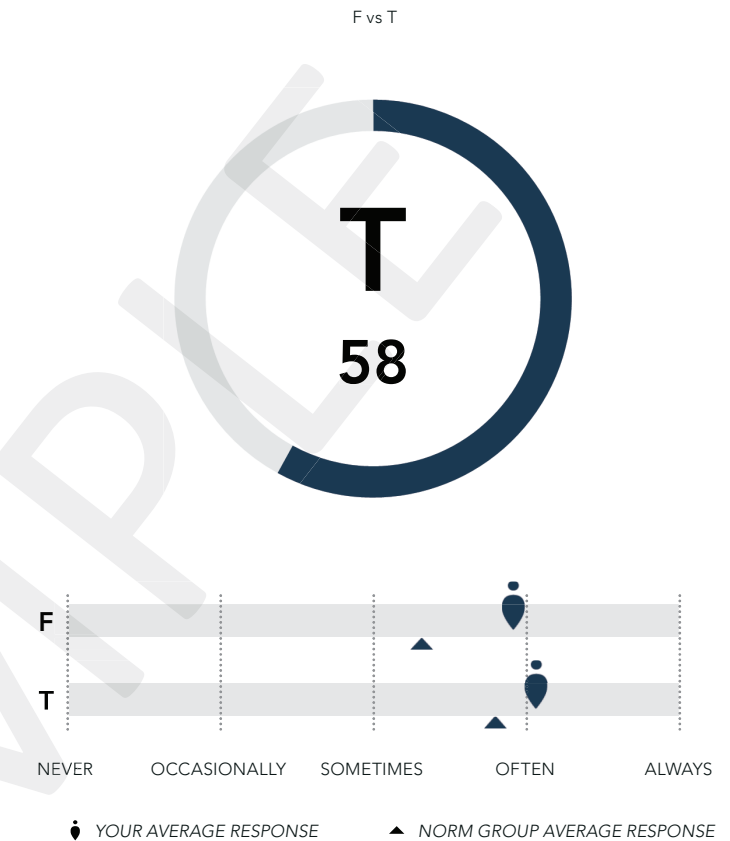
**Feeling (F)** - Decision making strategy based on ideals and values; harmony, connection

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

### NATURAL



### DEMONSTRATED



#### 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.

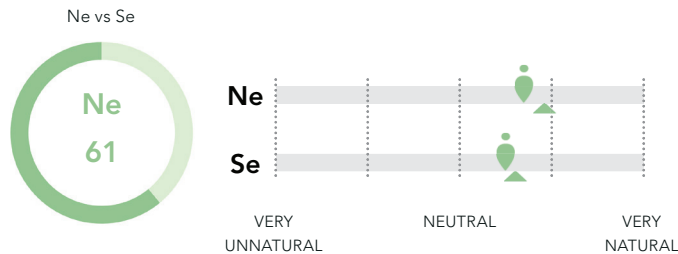


## Part I: Extraverted Perceiving

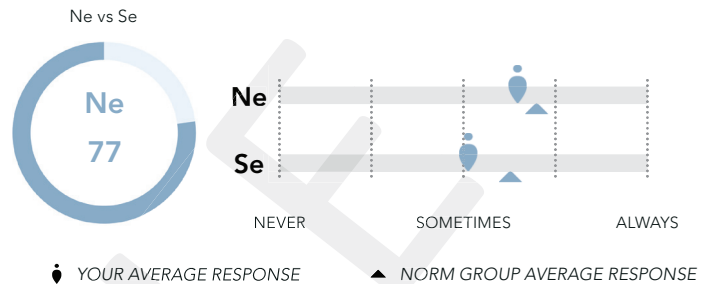
**Extraverted Intuiting (Ne)** - Sharing ideas about the big picture, discussing possibilities; patterns, broad ideas

**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 THE WORKPLACE

Your Natural preference suggests that you offer options and choices when presenting your deliverables, are tolerant of differences in opinions and views in team settings, and are open to new ways of approaching your tasks. These behaviors are especially important when working with projects, or within an environment, where change occurs frequently and quickly. However, your demonstrated circle score appears to be higher than your natural circle score. While you have a preference for extraverted intuition in both your Natural and Demonstrated function, there is misalignment between your circle scores. Contrasting personality preference and use can expose potential sources of stress in your position at work. Be especially mindful of your natural comfort with certain tasks during high-pressure situations, tight deadlines, or when taking on new opportunities. 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.

### INTEGRATION WITH FLEXINDEX



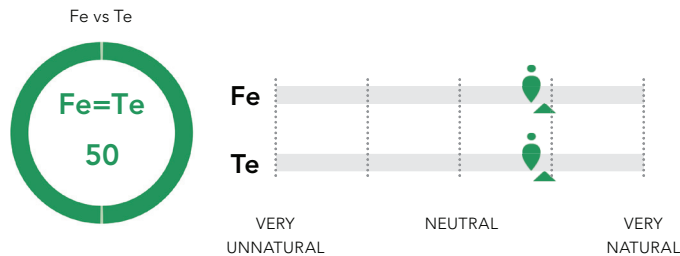
Extraverted Perceiving processes are what you use to identify emerging patterns and possibilities in a situation and communicate concrete facts in the moment. The Rejuvenation and Composure FlexIndex subscales have strong connections to Extraverted Intuiting (Ne) and Extraverted Sensing (Se), respectively. 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

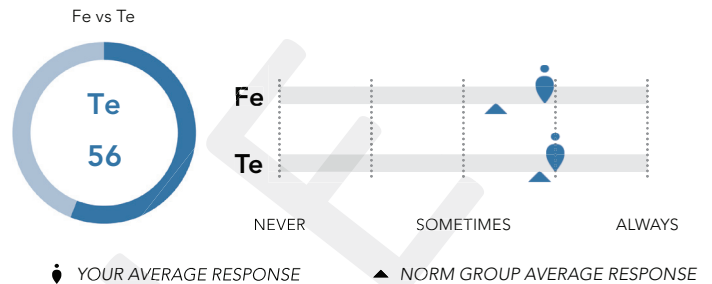
### NATURAL



#### 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



#### 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 THE WORKPLACE

Your blended Natural preference and very slight relative demonstration of Extraverted Thinking can be an asset, as you remain neutral in your comfort with extraverted feeling and extraverted thinking behaviors. Keep this alignment in mind as you move into more opportunities and juggle more tasks, so that you are not burdened by the stress of operating in a way that is less natural for you. Evaluate those opportunities to understand if the day-to-day requirements will continue to allow you to operate smoothly and within your natural preference. While you show different functions for Natural and Demonstrated, in both cases the score was close to 50, indicating a relatively balanced use of both extraverted feeling and extraverted thinking and a high degree of alignment between your circle scores. This suggests that you prefer and try to communicate a positive perspective, which is useful for increasing morale and creating a happy and productive work environment. You also try to balance enthusiasm and optimism with holding others accountable for their work, which, when leveraged for the right person and right situation, can be extremely motivating and helpful in developing your competence as a potential emerging leader. 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



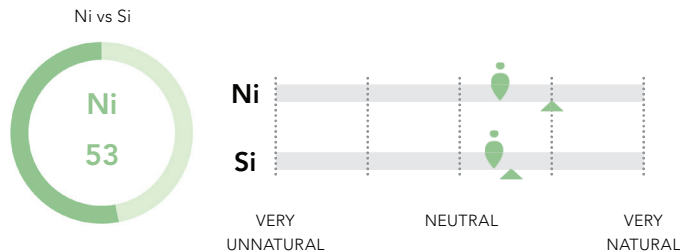
Extraverted Judging processes are what you use to express ideals, foster connections between people, share your observations and solutions, and communicate long-term plans. The Composure and Connectivity FlexIndex subscales have strong connections to Extraverted Feeling (Fe) and Extraverted Thinking (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

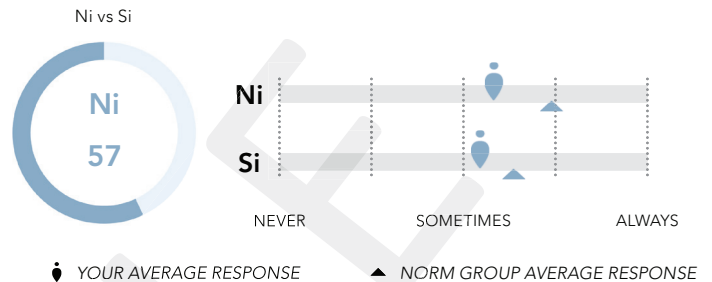
**Introverted Intuiting (Ni)** - Envisioning connections and understanding associations between scenarios; imaginative, theoretical

**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 THE WORKPLACE

Your Natural preference suggests that you prefer to clarify scenarios, imagine possibilities and choices, and look for creative pathways over more detail-focused behaviors. This focus allows you to feel more comfortable when you need to generate innovative ideas and spend independent time brainstorming the future of your work, the organization, or even just the task at hand. 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 alignment suggests that you operate smoothly in your current role. This allows you to transition easily between what you find comfortable and what you need to do in the workplace, minimizing strain and preventing you from feeling unsure about the behaviors required of you. 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



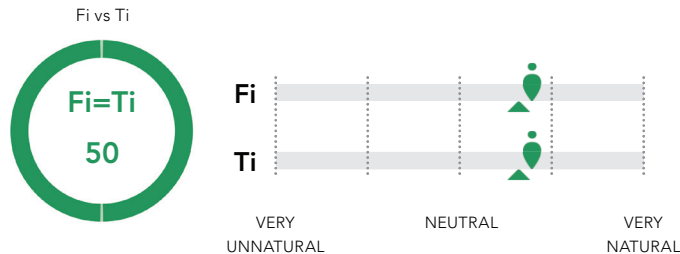
Introverted Perceiving processes are what you use to see possible choices and to notice and internalize specific details. The Rejuvenation and Variety-Seeking FlexIndex subscales have strong connections to Introverted Intuiting (Ni) and Introverted Sensing (Si), respectively. Rejuvenation's role in Introverted 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

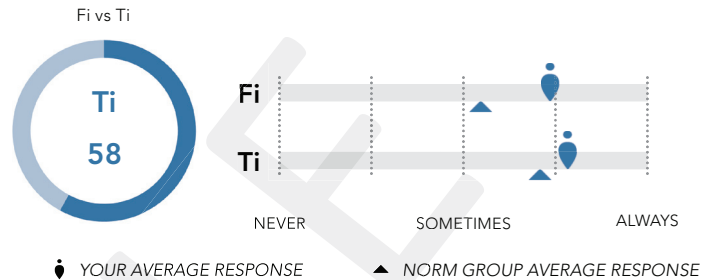
**Introverted Feeling (Fi)** - Focus on internalized values, ideals, and what is meaningful; growth, values

**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 THE WORKPLACE

Your blended Natural preference and very slight relative demonstration of Introverted Thinking can be an asset, as you remain neutral in your comfort with introverted feeling and introverted thinking behaviors. Keep this alignment in mind as you move into more opportunities and juggle more tasks, so that you are not burdened by the stress of operating in a way that is less natural for you. Evaluate those opportunities to understand if the day-to-day requirements will continue to allow you to operate smoothly and within your natural preference. While you show different functions for Natural and Demonstrated, in both cases the score was close to 50, indicating a relatively balanced use of both introverted feeling and introverted thinking and a high degree of alignment between your circle scores. This suggests that you are likely to cross-reference the association of tasks with people according to their talents and interests. This allows you to think analytically about others and their tasks while also maximizing their interests and values. Your reflection on the outcomes of your work and actions is likely to focus on what is most probable as well as the effects on others in your organization. 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

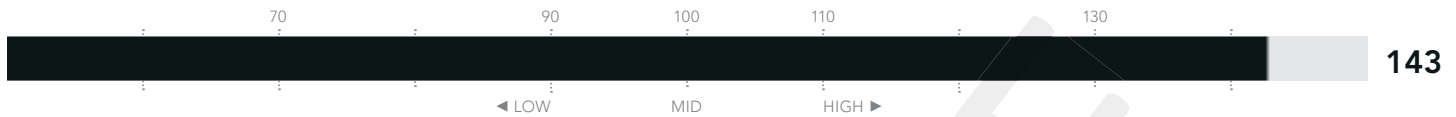


Introverted Judging processes are what you use to evaluate situations within the context of your ideals and values and to reflect on and process information to come to your own conclusions. The Variety-Seeking and Proactivity FlexIndex subscales have strong connections to Introverted Feeling (Fi) and 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

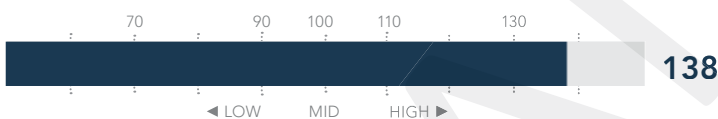


### About Your Score

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. 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.

### Workplace Lens

People who score high on Proactivity often succeed in taking advantage of opportunities at work and are thus able to change a situation to their favor. You tend to use a methodical approach to achieving objectives and solving problems. Others seek to collaborate with you or delegate important tasks to you as they are confident in your ability to envision and overcome roadblocks along the path. You may also be seen as being ahead of others in terms of looking towards solutions to problems that have yet to be encountered. Anticipating issues and generating innovative solutions lets others view you in a leadership capacity as this skill is central to a leader's toolbox.

### Workplace Development

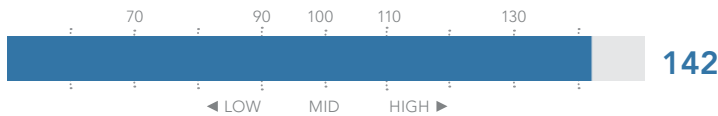
Your approach to pre-emptively addressing challenges and issues is likely methodical and ongoing. While your results speak of a well-developed ability to generate solutions to complex problems, further refinement is always a positive approach.

- After the fact, evaluate your understanding of a challenge and your solution to it. Were there any blind spots?
- Evaluate all possible solutions but prioritize action to only the most probable outcomes so that you are not preparing for unlikely scenarios.

## Part II: Your FlexIndex



### Composure



#### 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.

#### Workplace Lens

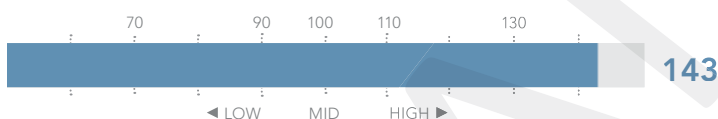
Composure, the ability to remain calm and controlled under times of stress or criticism, is often one of the biggest differentiators between high-potentials and average performers. Being able to perform well under pressure shows others that you are well-equipped to manage your behavior positively and effectively. Your result indicates that you are able to keep a level head and work through any criticism you may receive. Others see you as composed as you are unfazed by difficult scenarios and challenging conversations. Your proficiency with Composure ensures that you are able to exhibit patience when facing criticism or controversy and be relied on to handle tough projects. Also consider your Rejuvenation result, and ensure that you have appropriate outlets for stress outside of the workplace.

#### Workplace Development

Being composed is viewed externally as a passive attribute but often requires substantial internal management. The more you perfect your skill, the more effective you become.

- Even though you are proficient in remaining composed, there is a limit. Monitor how you are feeling and ensure you are not over-extending yourself.
- Letting passion through your self-regulation filter will show you're involved and willing to fight for what is right.
- An objective point of view, coupled with a smile, goes a long way in displaying confidence and putting others at ease, especially when tension is rising.
- Remaining extremely composed for long periods of time may necessitate rejuvenating activities that let you blow off steam.

### Connectivity



#### 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.

#### Workplace Lens

Connectivity is an integral part of being an effective contributor in the workplace and can benefit those who are skilled at building bonds and developing mutually beneficial relationships. Your result suggests that you are quite capable of making positive connections with others in your organization. You have few superficial relationships, and are likely to have a network of friends and colleagues in the workplace who you can share personal information with, and ask to help flush out difficult situations. Collaborative work is important in the workplace and being able to share with and learn from others is expected, especially if you wish to move up and into leadership positions. Putting in the effort to nurture those connections will allow you to leverage them throughout your career and into leadership positions.

#### Workplace Development

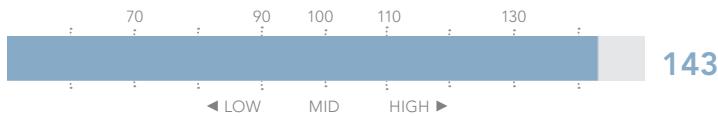
Most of the work in an organization gets done through collaborative efforts. While you are likely already seen as a strong collaborator, use these strategies to supplement your high Connectivity.

- The more you ask about an individual, the more they will offer up.
- Make sure to thank and reciprocate after you receive assistance from a colleague or friend.
- Seek connections with individuals outside of your field in order to gain perspective and challenge your thinking.
- Taking time out of your busy days to acknowledge and celebrate others' successes forges deeper and more personal connections.

## 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.

### Workplace Lens

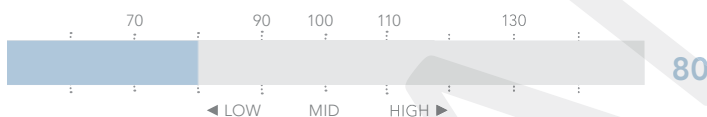
Being agile and open to new experiences and change is part of the fast-paced work culture that most high-performance teams and organizations encourage. Even if your organization does not have such a culture, your well-defined proficiency with Variety-Seeking can help cement yourself as a quick learner who is willing to take on new challenges, learn from them, and apply that knowledge to your current work. Your Variety-Seeking responses indicate that leaders can be confident in giving you tasks that stretch your abilities and your role. You are very likely to be seen as willing to take on innovative projects, to grow and develop your own abilities, and to move further outside of your comfort zone, which will help you to emerge as a leader.

### Workplace Development

Variety-seeking behavior allows others to see you as an innovation leader and a champion of change. Harness these strategies to put your proficiency into action.

- Reflect on any lessons gained from your experiences outside of work that you can bring to your organization.
- Ask your peers in other roles if there are tasks you can help with in order to embrace new experiences and incorporate variety into your daily routine.
- Look to leaders for insight on future change in the organization for which you can build momentum for at the ground level.
- Take a step back and evaluate the outcomes and impacts of new ideas before diving head first into them.

### 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.

### Workplace Lens

Rejuvenation involves the positive coping strategies that help to minimize the normal occurrence of occupational stress and maintain your health in the face of significantly distressing events. Your score suggests that you may have difficulty relieving stress and coming back to work refreshed. You may have trouble taking care of your mind and body inside and outside of the workplace to allow yourself to restore energy and minimize the impact of stressful events. Leaders will notice when your productivity dips as a result of your stress levels. Your peers may be able to see the impact of stress on your behavior and efficiency, compromising your collaborative work.

### Workplace Development

Managing your work-life balance and taking care of your stress levels is a critical skill to develop for moving up and into positions with more responsibility. Developing your Rejuvenation will help facilitate that.

- 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.



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

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### MY PERSONAL DEVELOPMENT GOALS

My action plan includes the following goals:

Due Date

1.	
2.	
3.	
4.	

Your Signature \_\_\_\_\_

Your Coach's Signature \_\_\_\_\_

## Summary

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### 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.