



# PEARMAN™

PERSONALITY INTEGRATOR

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## Workplace Lens

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for Jane Smith  
September 16, 2015



**Sample Company Name**  
Sample Consultant Name

## Introduction to the Pearman

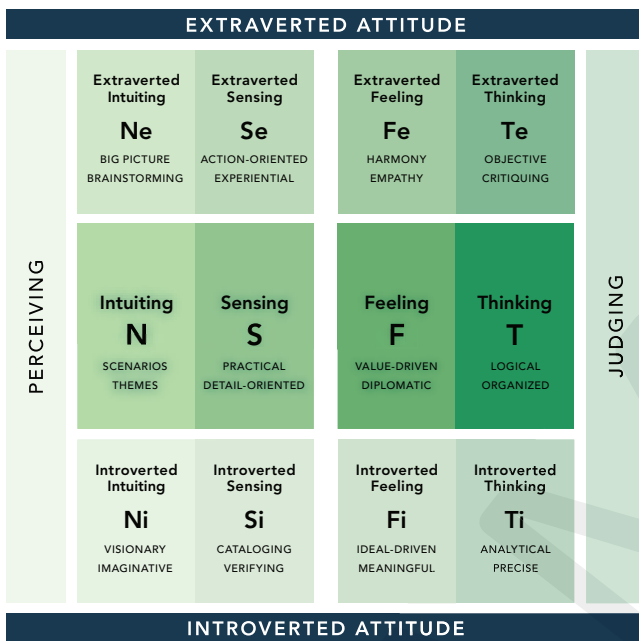
Welcome to your Pearman Personality Integrator report, where you will learn about your personality type and flexibility skills.

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.

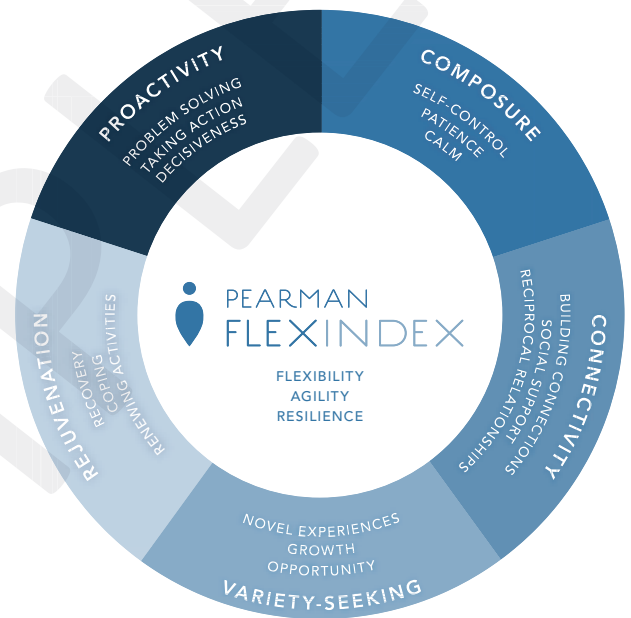
While these two concepts are described independently below, it is through the combination and integration of both of these concepts that the Pearman provides individuals like yourself with personal insight and a greater understanding of how you function in the world.

### 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 FlexIndex 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 FlexIndex 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 with particularly important personality behaviors.

## How to Use This Report

### PART I GRAPHS



### The Circle

The circles provide your personality scores, which contrast 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 have comfort with or use. 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 a greater comfort for or use of extraverted behaviors. The fill of the circle is a visual representation of your circle score.

### Average Response Bar

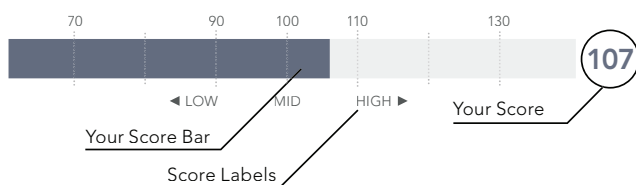
The average response bars help you understand how you got your letters and circle scores. The marker on each bar represents your average responses for each scale (in the example, you can see the average responses for all Extraversion [E] items and all Introversion [I] items). The marker with the higher average score (i.e., the one closest to the right of the bar) will be equal to your letter. In the example, the “E” average is higher than the “I” average, and this resulted in an E in the circle. The size of 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 other extraverts in the Pearman normative group.

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.

### PART II GRAPHS

#### Total Flex Score



### Scores

The Pearman FlexIndex uses a different style 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

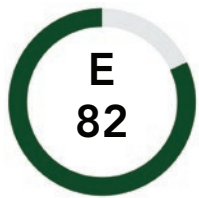
This page provides an overview of your overall attitude, perceiving, and judging functions. Your Overall Attitude reflects how you interact and engage with the world. Your Overall Perceiving function reveals how you observe and take in information. Your Overall Judging function illustrates how you make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

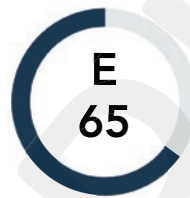
**Extraversion (E)** focuses on external experiences, stimuli in the outer world, and directing energy toward the external world and the people in it.

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



Being extraverted means you naturally:

- Focus on the world outside of yourself
- Are energized by interactions
- Initiate discussions
- Seek opportunities to connect



You demonstrate extraversion, meaning you:

- Engage others
- Find ways to take action
- Work with others
- Are social and expressive

### 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.



Being a sensor means you naturally:

- Engage in concrete thinking
- Emphasize efficiency
- Attend to details
- Focus on what's practical and realistic



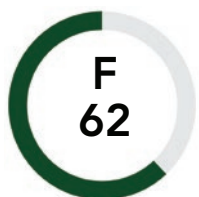
You demonstrate intuiting, meaning you:

- Pursue novelty
- Seek out innovation
- Are an abstract thinker
- Focus on the future

### 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.



Being a feeler means you naturally:

- Make decisions based on principles and values
- Are diplomatic
- Seek harmony
- Understand others' points of view



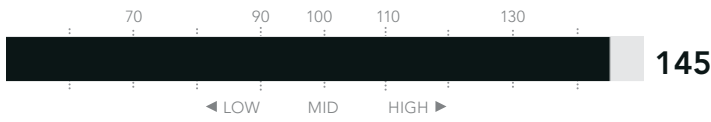
You demonstrate feeling, meaning you:

- Focus on values and impact on others to drive decisions
- Align your actions with your values
- Express regard for others
- Resolve conflict in person-centered ways

## Overview of Scores for Part II



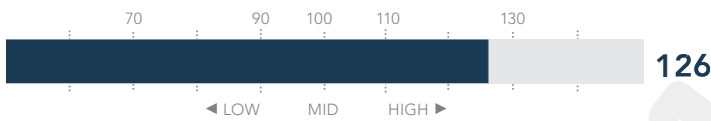
### Your Total FlexIndex



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.

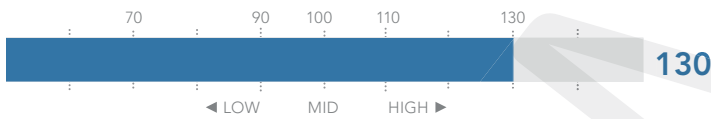
### SUBSCALE DESCRIPTIONS

#### Proactivity



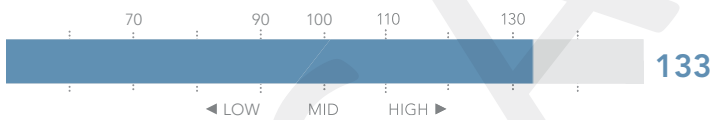
Proactivity refers to the skills necessary for active problem-solving and taking decisive action when you are faced with a challenge. Your score indicates that you are highly proactive. Keep this strength in mind as you move through different sections of this report.

#### Composure



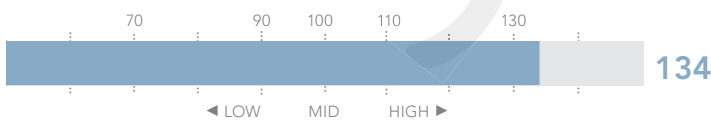
Composure involves being able to remain calm and controlled under times of stress or criticism. Your selected responses indicate that you are able to remain level-headed during high-pressure situations. Think about how different situations test your ability to keep your cool.

#### Connectivity



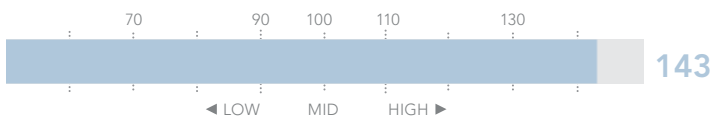
Connectivity involves being connected with others, forming beneficial relationships, and seeking and reciprocating social support. Your score indicates that you are almost always able to create and maintain beneficial relationships. You may find some useful tips in this report for fine tuning your skills.

#### 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 are well equipped to unwind and maintain your overall well-being. As you move through this report, reflect on how these skills can be leveraged or fine-tuned in alternative contexts or situations.

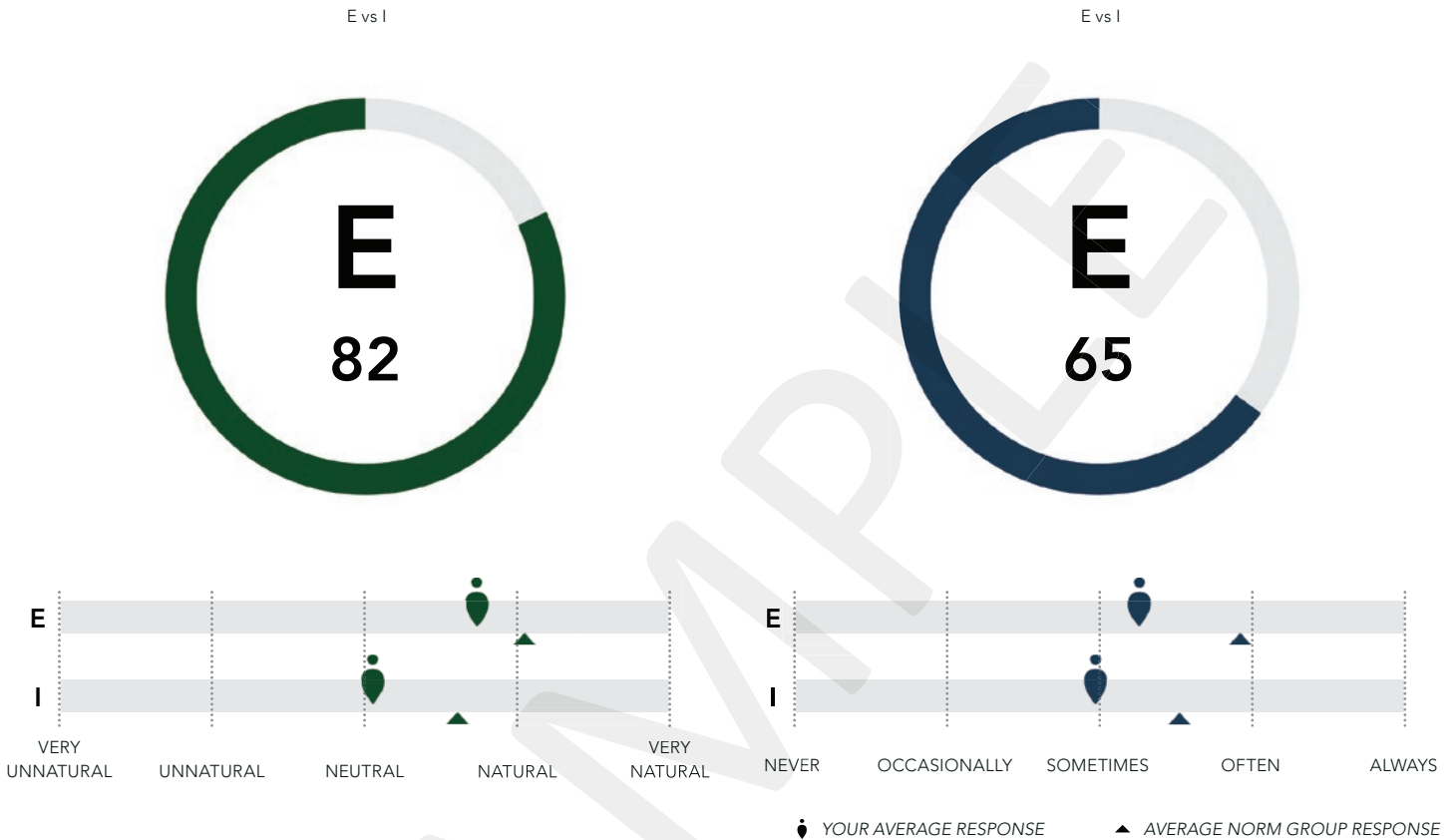
## Part I: Overall Attitude

**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 internal world of ideas and perceptions; independent, reflective

NATURAL

DEMONSTRATED



### Natural Attitude

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

### Demonstrated Attitude

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

### INTEGRATION OF NATURAL AND DEMONSTRATED TYPE

Although you have both a moderate Natural and Demonstrated preference for Extraversion, there is misalignment between your 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.

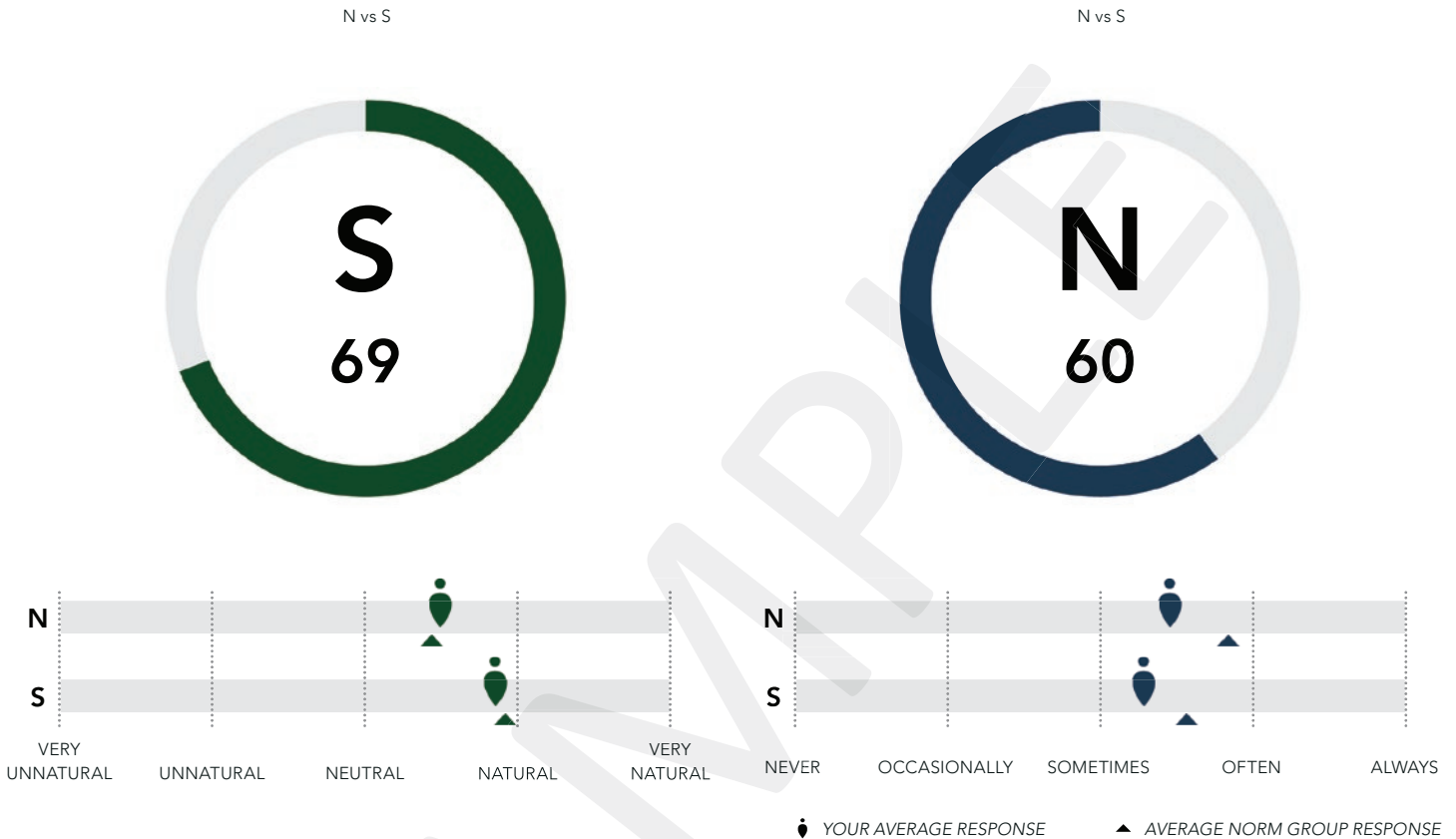
## Part I: Overall Perceiving

**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 moderately more comfortable with sensing than intuiting behaviors. That is, you are somewhat more comfortable with focusing on concrete details compared to focusing on the big picture.

### 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

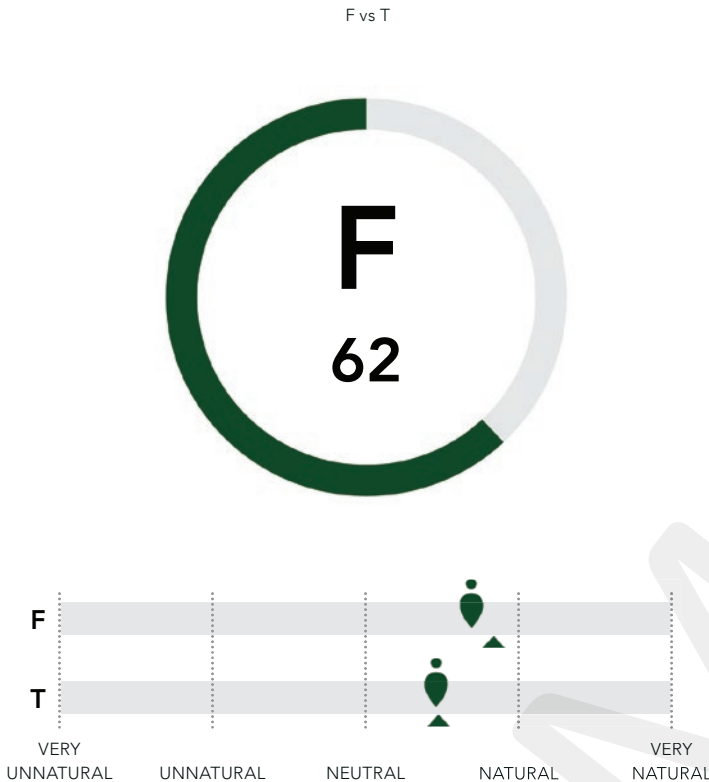
You have opposing Natural and Demonstrated Attitudes, indicating that your day to day behaviors may not play to your natural preferences. Consider spending some time evaluating this difference, identifying areas where it may affect your behavior, and uncovering any potential strain you might experience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

## Part I: Overall Judging

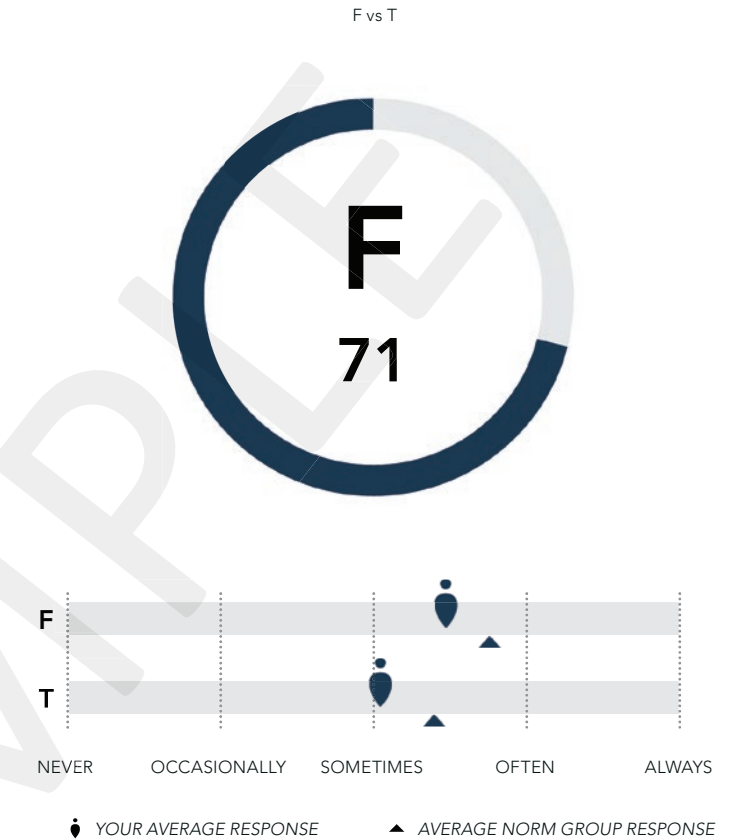
**Feeling (F)** - Decision making strategy based on ideals and values; harmony, connection

**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 moderately more comfortable with feeling than thinking behaviors. That is, you are somewhat more comfortable with making decisions based on ideals and values compared to logic and results.

#### Demonstrated Judging

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

### INTEGRATION OF NATURAL AND DEMONSTRATED TYPE

There is a high degree of alignment between your Natural and Demonstrated Attitudes, suggesting that you operate in a way that is comfortable for you. 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.

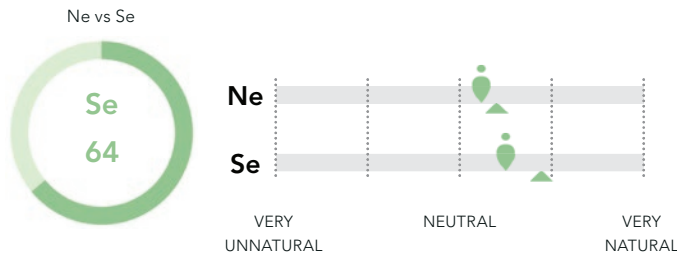


## Part I: Extraverted Perceiving

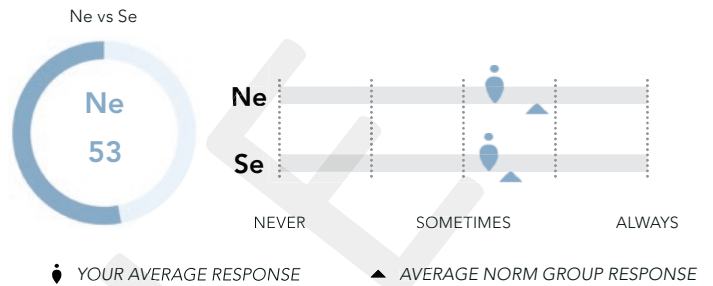
**Extraverted Intuiting (Ne)** - Sharing ideas about the big picture, discussing possibilities; patterns, broad ideas

**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 sensing than extraverted intuiting behaviors. That is, you are somewhat more comfortable with discussing pragmatic information than with sharing possibilities.

#### Demonstrated Extraverted Perceiving

Your Demonstrated circle score indicates that you display slightly more extraverted intuiting behaviors than extraverted sensing behaviors. That is, you are marginally 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 for extraverted sensing suggests that you are keen on focusing on achievement, action, and being available for any type of situation that comes up. These types of behaviors are beneficial for when you need to collaborate on different types of projects or in roles where you need to produce results. In your role, your Demonstrated type suggests that you offer options and choices when presenting your deliverables, are tolerant of differences in opinions and views in team settings, and display openness 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. You have opposing Natural and Demonstrated functions, indicating that your day-to-day behaviors may not play to your natural preferences. 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. Also, 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.

### INTEGRATION WITH FLEXINDEX



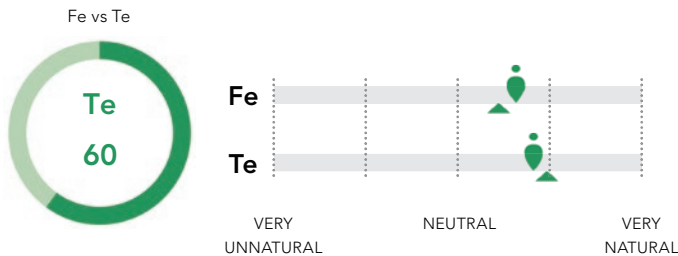
Extraverted Perceiving processes are what you use to identify emerging patterns and possibilities in a situation and communicate concrete facts in the moment. The Rejuvenation and Composure FlexIndex subscales have strong connections to Extraverted Intuiting (Ne) and Extraverted Sensing (Se), respectively.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

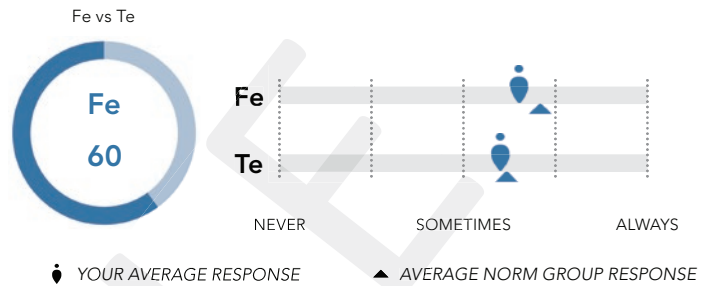
**Extraverted Feeling (Fe)** - Focus on connecting with others and understanding their point of view; connection; empathy

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

### NATURAL



### DEMONSTRATED



#### Natural Extraverted Judging

Your Natural circle score indicates that you are only moderately more comfortable with extraverted thinking than extraverted feeling behaviors. That is, you are somewhat more comfortable with outwardly analyzing and critiquing than with connecting and sharing.

#### Demonstrated Extraverted Judging

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

### INTEGRATION OF NATURAL AND DEMONSTRATED TYPE IN THE WORKPLACE

Your Natural preference for extraverted thinking means that you prefer to talk through the logical aspects of a scenario, look for multiple ways to structure tasks, and ask questions to bring group discussions back on point when they wander. Preference for these types of behaviors allows you seek out efficiencies in your processes and help others recognize where the logical piece might be missing. In the workplace, your demonstration of extraverted feeling behaviors suggests that you listen attentively to others, display enthusiasm when joining a new team or project, and look towards others' needs and concerns. These behaviors are useful for developing respect among colleagues and understanding everyone's perspective before landing on a final decision. You have opposing Natural and Demonstrated functions, indicating that your day-to-day behaviors may not play to your natural preferences. 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. Also 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.

### INTEGRATION WITH FLEXINDEX



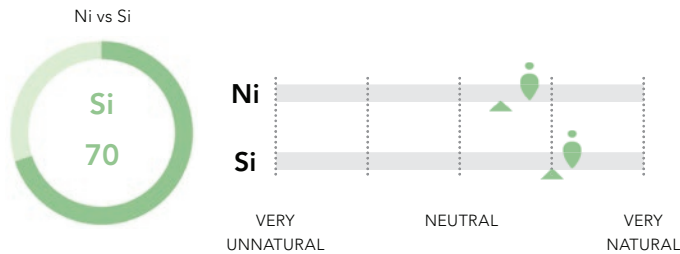
Extraverted Judging processes are what you use to express ideals, foster connections between people, share your observations and solutions, and communicate long-term plans. The Composure and Connectivity FlexIndex subscales have strong connections to Extraverted Feeling (Fe) and Extraverted Thinking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

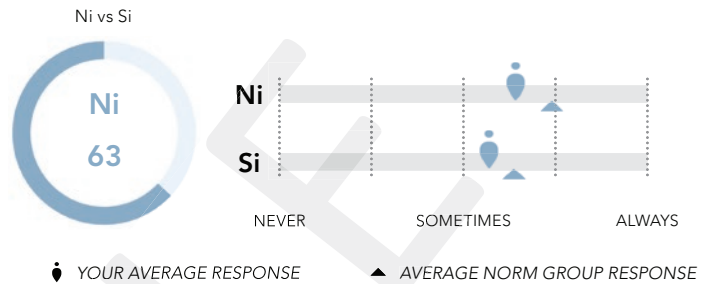
**Introverted Intuiting (Ni)** - Envisioning connections and understanding associations between scenarios; imaginative, theoretical

**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 moderately more comfortable with introverted sensing than introverted intuiting behaviors. That is, you are somewhat more comfortable with internally verifying information than with envisioning connections.

#### Demonstrated Introverted Perceiving

Your Demonstrated circle score indicates that you display moderately more introverted intuiting behaviors than introverted sensing behaviors. That is, you are somewhat 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 verify information and you gravitate towards discipline and focus. This means that you are likely to keep accurate records of discussions and ensure that your work is organized and structured efficiently. This preference can help you become a trusted source of information and helps others see you as dependable and resourceful. Your demonstration of introverted intuiting suggests that you clarify scenarios, imagine possibilities and choices, and look for creative pathways over more detail-focused behaviors. This allows you to generate innovative ideas and spend independent time brainstorming the future of your work, the organization, or even just the task at hand. You have opposing Natural and Demonstrated functions, indicating that your day-to-day behaviors may not play to your natural preferences. 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. Also 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.

### 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.

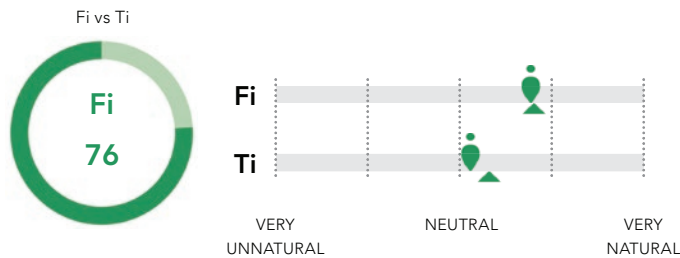
Additionally, Proactivity can help you develop the skills necessary to flex between the two types of Introverted Perceiving behaviors. Being proactive can help you learn to anticipate future circumstances, whether through relying on insight and instincts or on evidence and data. Acting ahead to reduce potential difficulties will help you to face challenges with minimal strain.

## Part I: Introverted Judging

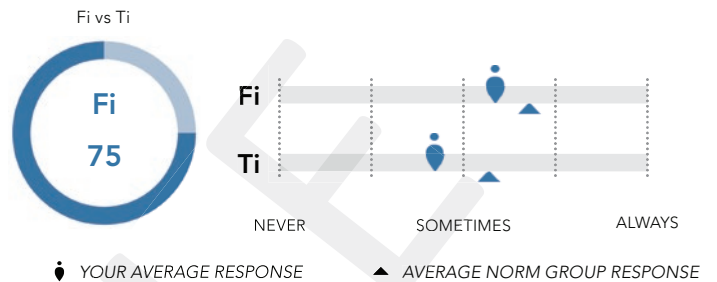
**Introverted Feeling (Fi)** - Focus on internalized values, ideals, and what is meaningful; growth, values

**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 only moderately more comfortable with introverted feeling than introverted thinking behaviors. That is, you are somewhat more comfortable with internalizing values and ideals than you are working through logical information and precise details.

#### Demonstrated Introverted Judging

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

### INTEGRATION OF NATURAL AND DEMONSTRATED TYPE IN THE WORKPLACE

As a Natural Introverted Feeler, your preference suggests that you feel more comfortable cross-referencing tasks with people according to their talents and interests, reflecting on the personal outcomes of your work and their effects on yourself and others, and discussing your work with a close colleague or friend. Your holistic preference regarding your work suggests that you want to develop trusting relationships and craft meaning in your work. Furthermore, you appear to be demonstrating a very similar amount of introverted feeling 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

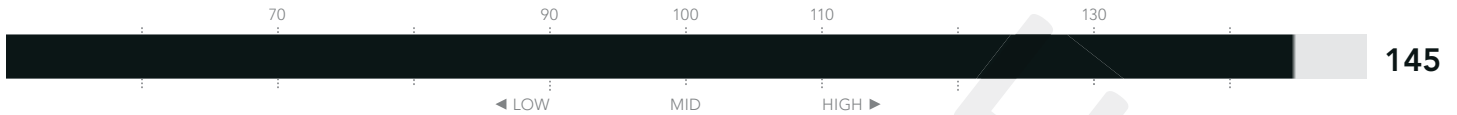


Introverted Judging processes are what you use to evaluate situations within the context of your ideals and values and to reflect on and process information to come to your own conclusions. The Variety-Seeking and Proactivity FlexIndex subscales have strong connections to Introverted Feeling (Fi) and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



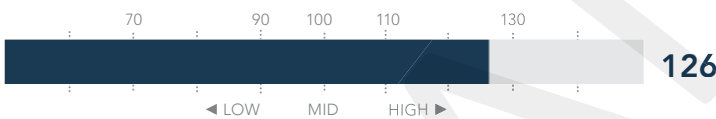
### Your Total FlexIndex



### 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.

### 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

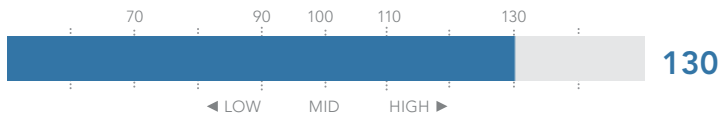
Your approach to preemptively addressing challenges and issues is likely methodical and ongoing. While your results speak of a well-developed ability to generate solutions to complex problems, further refinement is always a positive approach.

- 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



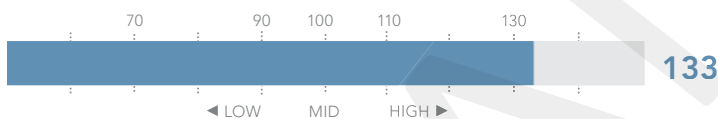
### Composure



### 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 stoic 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.

### Connectivity



### 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.

### Your Score

Your results suggest that you consistently showcase a calm and collected demeanor that assures and motivates others. Look for ways to leverage this proficiency in new contexts.

### 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.

### Your Score

Your Connectivity result suggests that you are consistently able to develop valuable relationships. Look for ways to leverage your relationships in new contexts.

### Workplace Development

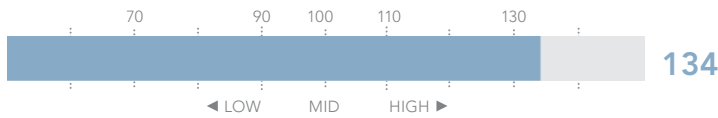
Most of the work in an organization gets done through collaborative efforts. While you are likely already seen as a strong collaborator, use these strategies to supplement your high Connectivity.

- 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



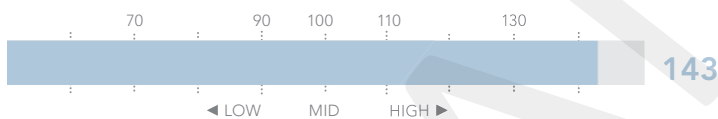
### Variety-Seeking



#### 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.

### Rejuvenation



#### 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. You appear to be well equipped to handle any source of stress that comes at you, and make the time to find regenerating activities. Rejuvenation is a multi-faceted skill; you make sure that your mind and body are fresh for whatever comes your way at work. Others in your organization, even leaders, may look to you as a model of coping and relaxation, leaning on your methods and proficiency to help them tackle the stress in their lives.

#### Your Score

Your Variety-Seeking result suggests that you are consistently able to benefit from variety and growth opportunities. Look for ways to leverage this in your organization.

#### 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.

#### Your Score

Your Rejuvenation result suggests that you are consistently able to benefit from regenerative activities. Look for ways to leverage this ability within your organization.

#### 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. These strategies might also help you to become more efficient in how you rejuvenate outside of work.

- Think about the stress levels of those around you and the impact this stress has on you.
- Look for effective times to rejuvenate. For example, doing yoga at lunch time not only benefits the body, it also releases any stress from the morning.
- Track your food and drink intake to understand how it affects your overall well-being and productivity.
- Diversify your recovery activities to benefit maximally from each.

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

JUDGING

### INTROVERTED ATTITUDE





**Name: Jane Smith**

Your Pearman report includes a summary and interpretation of your EQ-i 2.0 results as they pertain to your Pearman personality type. This page summarizes the scores from your EQ-i 2.0 assessment. This integration allows connections to be made that detail the interplay of personality and emotional intelligence (EI) competencies. Understanding how your Overall Attitude,

Perceiving, and Judging connect with particular EI skills can shape development and illuminate blind spots. Your scores suggest that you are very proficient in most of the emotional and social skills that influence the way you perceive and express yourself, develop and maintain social relationships, cope with challenges, and use emotional information in an effective and meaningful way.

**OVERALL SCORES**

**TOTAL EI**



**SELF-PERCEPTION COMPOSITE**



Self-Regard Respecting oneself; confidence



Self-Actualization Pursuit of meaning; self-improvement



Emotional Self-Awareness Understanding own emotions



**SELF-EXPRESSION COMPOSITE**



Emotional Expression Constructive expression of emotions



Assertiveness Communicating feelings, beliefs; non-offensive



Independence Self-directed; free from emotional dependency



**INTERPERSONAL COMPOSITE**



Interpersonal Relationships Mutually satisfying relationships



Empathy Understanding, appreciating how others feel



Social Responsibility Social consciousness; helpful



**DECISION MAKING COMPOSITE**



Problem Solving Find solutions when emotions are involved



Reality Testing Objective; see things as they really are



Impulse Control Resist or delay impulse to act



**STRESS MANAGEMENT COMPOSITE**



Flexibility Adapting emotions, thoughts and behaviors



Stress Tolerance Coping with stressful situations



Optimism Positive attitude and outlook on life



**HAPPINESS** Satisfied with life; content

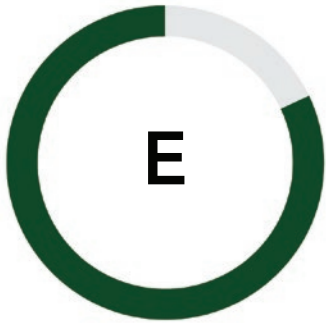


LOW RANGE      MID RANGE      HIGH RANGE

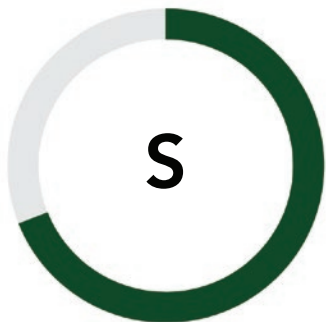


PEARMAN AND EQ -i 2.0 INTEGRATION

This page serves to integrate your overall attitude, overall perceiving, and overall judging functions with specific subscales from your EQ-i 2.0. Chosen based on theory and research, the specific EQ-i 2.0 subscales highlighted for each attitude and function allow you to understand the connection between your natural personality type and related aspects of your emotional and social functioning.



As an extravert, Impulse Control can be useful in helping you become more selective in what you share with the group and when you share it. Picking the right time to speak up and act is useful when attempting to get others to see your point of view or establish buy-in on new ideas. Your Impulse Control score suggests that you are very capable of resisting the temptation to act or immediately share what you are thinking with others. This skill allows you to pause and think about the situation to determine if what you are about to say or do can be saved for a time when it would have a bigger impact or a more effective reception.



As a sensor, Flexibility and Self-Actualization can impact how your natural preference plays out in your behavior. Your Flexibility responses suggest that you are able to move away from rigidity in your thinking to embrace new ideas and alternative approaches to understanding information. Integrating your skill with Flexibility into your sensing behaviors will ensure that the source and context of information dynamically determine your approach to understanding it, as opposed to being predetermined to evaluate the practical details. Your Self-Actualization scores suggest that you are very skilled at looking beyond the immediate and concrete situation to evaluate the future, understand the impact of your work, and establish goals that strive to provide deeper meaning. Integrating this with your sensing behavior can mean an increased sense of significance and commitment to tasks that may at first appear to be less impactful.



As a feeler, Problem Solving and Independence are important skills that can modify how you make decisions. Your Problem Solving score suggests that you are very capable of channeling emotions towards effective solutions. Using this skill alongside your feeling behaviors will allow you to effectively manage your behavior so that you can choose the best time to bring your ideals and principles into your decisions. Your Independence score suggests that you are quite self-directed when making decisions. You are conscious of seeking others' input as it can be easy to focus too much on aligning decisions with their values. Integrating your proficiency into your feeling preference allows you to balance your focus on operating autonomously with appeasing everyone's opinions and ideas.

## 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 Client's Signature \_\_\_\_\_

## Summary

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### YOUR REPORT

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

This page summarizes 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 FlexIndex 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 FlexIndex 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 a wide variety of 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 and 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 and 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.

### RESOURCES

#### Video:

##### Name of video

Description of video  
Description of video  
Location of video

#### Website:

##### Name of website

Description of website  
Description of website  
Link

#### Course:

##### Name of course

Description of course  
Description of course  
Contact information

#### Additional Resource:

##### Resource Information

Resource Information  
Resource Information  
Resource Information