PEARMAN

PERSONALITY INTEGRATOR

Workplace Lens

for Jane Sample

August 7, 2018

SAMPLE

Sample Company Name

Sample Consulatnt Name

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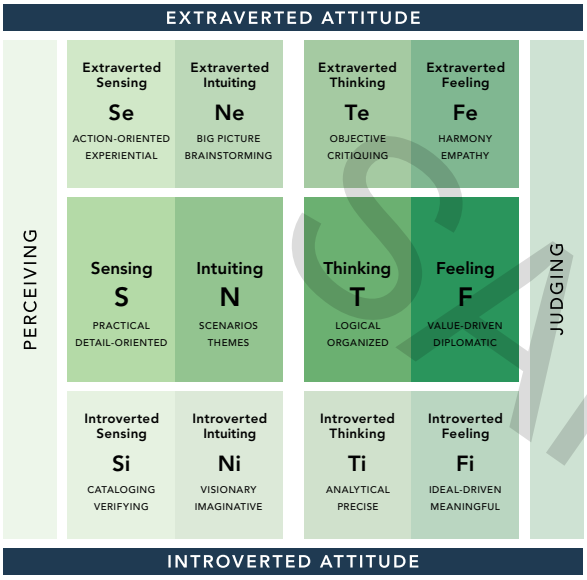
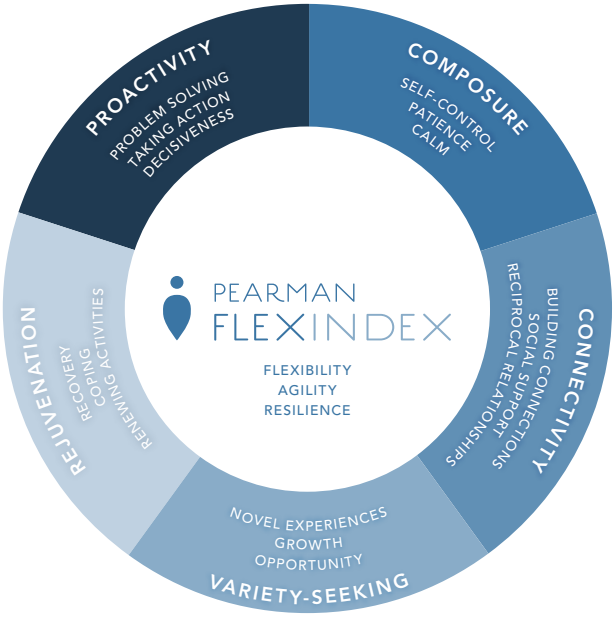
Introduction to the Pearman

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: Pearman Personality and Pearman FlexIndex. These two concepts are described independently below. By combining and integrating both of these concepts, the Pearman helps you understand your natural talents, your learned talents, and how to be more agile in using both of them.

THE PEARMAN MODEL





Pearman Personality

First Look

In the first section of the report, you will learn about your overall personality pattern. This section explores:

- How you gain and direct your mental energy (Extraversion vs. Introversion)
- How you take in and process information (Sensing vs. Intuiting)
- The primary decision-making process you use (Thinking vs. Feeling)

Deeper Understanding

The next section of the report combines how you gain and direct your mental energy with how you take in information and make decisions. These combinations, known as mental functions, help you understand:

- How you take in information from the external world and process it internally
- How you make decisions about the external world and reflect about them internally

Pearman FlexIndex

Flexibility

The Pearman FlexIndex measures a specific set of skills and competencies that allow you to flex and adapt to different situations. These skills allow you to use your psychological resources to take proactive action, remain calm, connect with others, seek out a variety of experiences, and rejuvenate from stress. Flexibility gives you:

- The capacity to recognize coping strategies if the environment is asking you to do something that is beyond your natural inclination
- The potential to minimize the stress that comes with getting out of your comfort zone
- The ability to switch more smoothly between the eight mental functions in order to adapt your natural type to situational demands

Next Steps

The last section of the report gives you tips on how to develop each mental function and your FlexIndex skills. Specifically, this section helps you with:

- Exploring ways to strengthen your underutilized mental functions
- Becoming more flexible and resilient to improve your well-being and personal effectiveness

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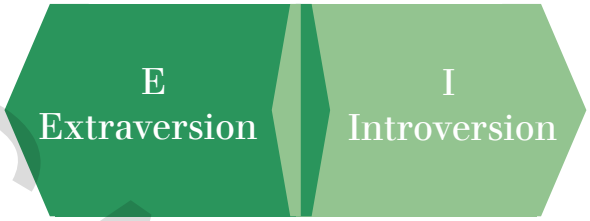
Overall Function Definitions

This section explains how people gain and direct their mental energy (Extraversion vs. Introversion), how they take in and process information (Sensing vs. Intuiting), and the primary strategy they use to make decisions (Thinking vs. Feeling). The way in which individuals gain and direct their mental energy (Extraversion vs. Introversion) affects the kind of information they notice and the way they make decisions. For more information about the differences between Extraversion and Introversion, Sensing and Intuiting, and Thinking and Feeling, please see the following table:

How people gain and direct their mental energy

When Extraversion is a preferred source of energy, individuals tend to direct their energy towards people, places, and things. They spend more time expressing their thoughts and experiences than reflecting on them.



When Introversion is a preferred source of energy, individuals tend to direct their energy towards ideas, thoughts, and concepts. They spend more time listening and reflecting than talking.

The ways people take in and process information

When Sensing is a preferred process, individuals tend to focus on details, specifics, and practical facts. They spend more time collecting tangible information than thinking about theoretical concepts.

When Intuiting is a preferred process, individuals tend to focus on the "big picture," patterns, trends, and future possibilities. They spend more time thinking about theoretical concepts than focusing on tangible details.

The strategies people rely on when making decisions

When Thinking is a preferred process, individuals tend to focus on logic and cause and effect. They spend more time analyzing how to fix a situation rather than how it is going to impact others.

When Feeling is a preferred process, individuals tend to focus on values and ideals. They spend more time thinking about how decisions affect the well-being of others rather than focusing on achieving maximum efficiency.

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Mental Function Definitions

The Pearman is based on a model that presumes there are four functions in the mind devoted to taking in information and four functions the brain uses to make decisions. The assumption is that each person uses all of these mental functions with various levels of intensity and effectiveness. More information about mental functions is provided in the table below.

The ways people take in information from the external world

When Extraverted Sensing is a preferred process, individuals tend to engage in the practical realities as they appear right now—the details about people, places, and things in the present moment. You may hear them say something like, **"The big picture is important, but let's focus on what to do now."**

When Extraverted Intuiting is a preferred process, individuals tend to arrive at the big picture and future possibilities by discussing them with others. You may hear them say something like, **"How does this fit into the big picture?"**

The ways people take in information internally

When Introverted Sensing is a preferred process, individuals tend to reflect on the details of the past rather than the present. They compare their current observations of people, places, and things to their past experiences and observations. You may hear them say something like, **"Based on my previous experience…"**

When Introverted Intuiting is a preferred process, individuals tend to arrive at the big picture and future possibilities by envisioning and reflecting on them internally. You may hear them say something like, **"A little metaphor goes a long way."**

The ways people make decisions in the external world

When Extraverted Thinking is a preferred process, individuals tend to focus on presenting objective information and logical analysis to manage people and activities in the external world. You can often hear them say something like, **"Logically speaking…"**

When Extraverted Feeling is a preferred process, individuals tend to focus on connecting with others and understanding their points of view before making decisions. You may hear them say something like, **"Why can't we all just get along?"**

The ways people make decisions internally

When Introverted Thinking is a preferred process, individuals tend to have a desire to analyze things internally for their own sake and to find the "why" in a situation. You can often hear them say something like, **"Let's dig a little deeper before making a decision."**

When Introverted Feeling is a preferred process, individuals tend to focus on their own values and ideals and what is meaningful to them before making decisions. You can often hear them say something like, **"I feel your pain."**

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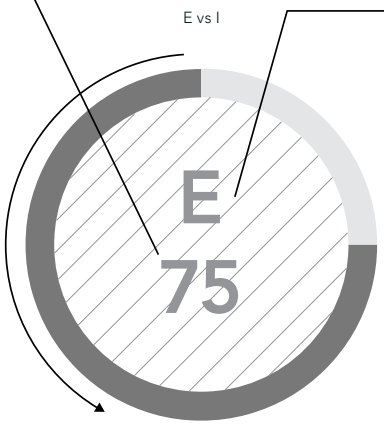
How to Use This Report

SAMPLE PEARMAN PERSONALITY GRAPHS

Sample Circle Score

The circle score represents the level of comfort with or use of one type over another.

- Each circle score ranges from 50–99.
- A score of 50 represents an equal amount of comfort or use of one function when compared to its opposite.
- A score between 51–59 represents a slight degree of comfort with or use of one function when compared to its opposite.
- A score between 60–84 represents a moderate degree of comfort with or use of one function when compared to its opposite.
- A score between 85–99 represents a strong degree of comfort with or use of one function when compared to its opposite.
- In this example, a score of 75 reflects moderate preference for Extraversion over Introversion.



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Sample Letter

- The **letter** represents the personality type that you are more comfortable with or use more frequently compared to its opposite (e.g., E vs. I).
- In this example, the Letter "E" represents that Extraversion is preferred over Introversion.

Sample Average

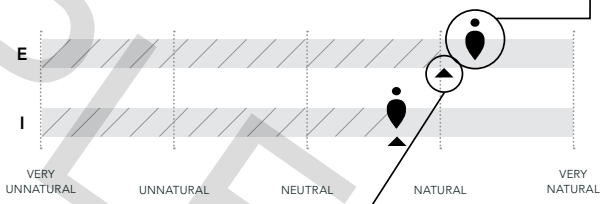
The marker shows the average score you got after responding to questions about how you gain and direct your mental energy (Extraversion and Introversion) and mental functions.

In the example, you can see the average score for both Extraversion (E) and Introversion (I).

Norm Group Average Response

Your average scores are compared to those of other individuals with the same letter.

- If your letter is "E", your average score for E and I will be compared to those of other Extraverts in the Pearman normative sample (the ▲ marker represents the midpoint of the average range for the particular normative group).
- In this example, the individual is more comfortable with Extraverted behaviors and equally comfortable with Introverted behaviors compared to other Extraverts.

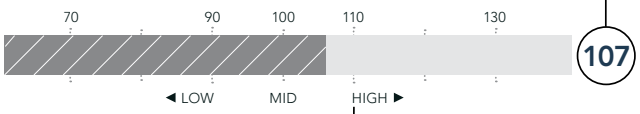


SAMPLE PEARMAN FLEXINDEX GRAPHS

Sample Score

The average score for all FlexIndex scales is 100.

Total FlexIndex



Score Labels

Score labels provide a visual guide, indicating if a score falls into the:

- **Low range (lower than 90),** meaning infrequent engagement with the flexible behavior—this area is in need of development.
- **Mid-range (90–109),** meaning average engagement with the flexible behavior—to achieve full engagement, engage with this behavior more frequently.
- **High range (110 or higher),** meaning full engagement with the flexible behavior—leverage your strength.

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Overview of Your Overall Function Scores

YOU NATURALLY PREFER I · N · F

Introverted energies driving an Intuiting-Feeling system

- Seeing connections between things that might not be obvious to others
- Imagining alternatives and possibilities for the future
- Organizing activities according to personal values and preferences

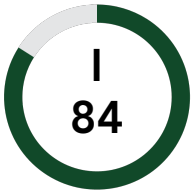
YOU DEMONSTRATE E · N · T

Extraverted energies driving an Intuiting-Thinking system

- Identifying innovative pathways or opportunities
- Debating and critiquing to gain clarity about a situation
- Finding solutions to complex problems

HOW YOU GAIN AND DIRECT YOUR MENTAL ENERGY: Extraversion (E) vs. Introversion (I)

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

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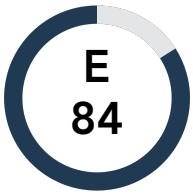
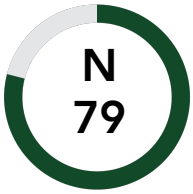


As a Demonstrated extravert:

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

HOW YOU TAKE IN AND PROCESS INFORMATION: Sensing (S) vs. Intuiting (N)

NATURAL



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

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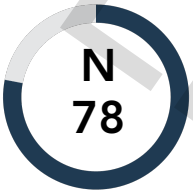
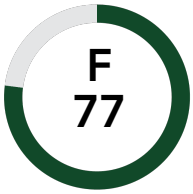


As a Demonstrated intuitor:

- In your day-to-day life, you engage in big-picture thinking
- You spend time seeing connections between ideas
- You focus more often on the future and possibilities

HOW YOU EVALUATE INFORMATION AND MAKE DECISIONS: Thinking (T) vs. Feeling (F)

NATURAL



As a Natural feeler:

- You tend to make decisions based on principles and values
- You are comfortable being diplomatic
- You naturally look to understand others' points of view

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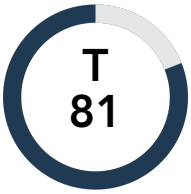

As a Demonstrated thinker:

- In your everyday life, you make decisions based on logic
- You spend time being analytical and objective
- You focus more often on results and precision

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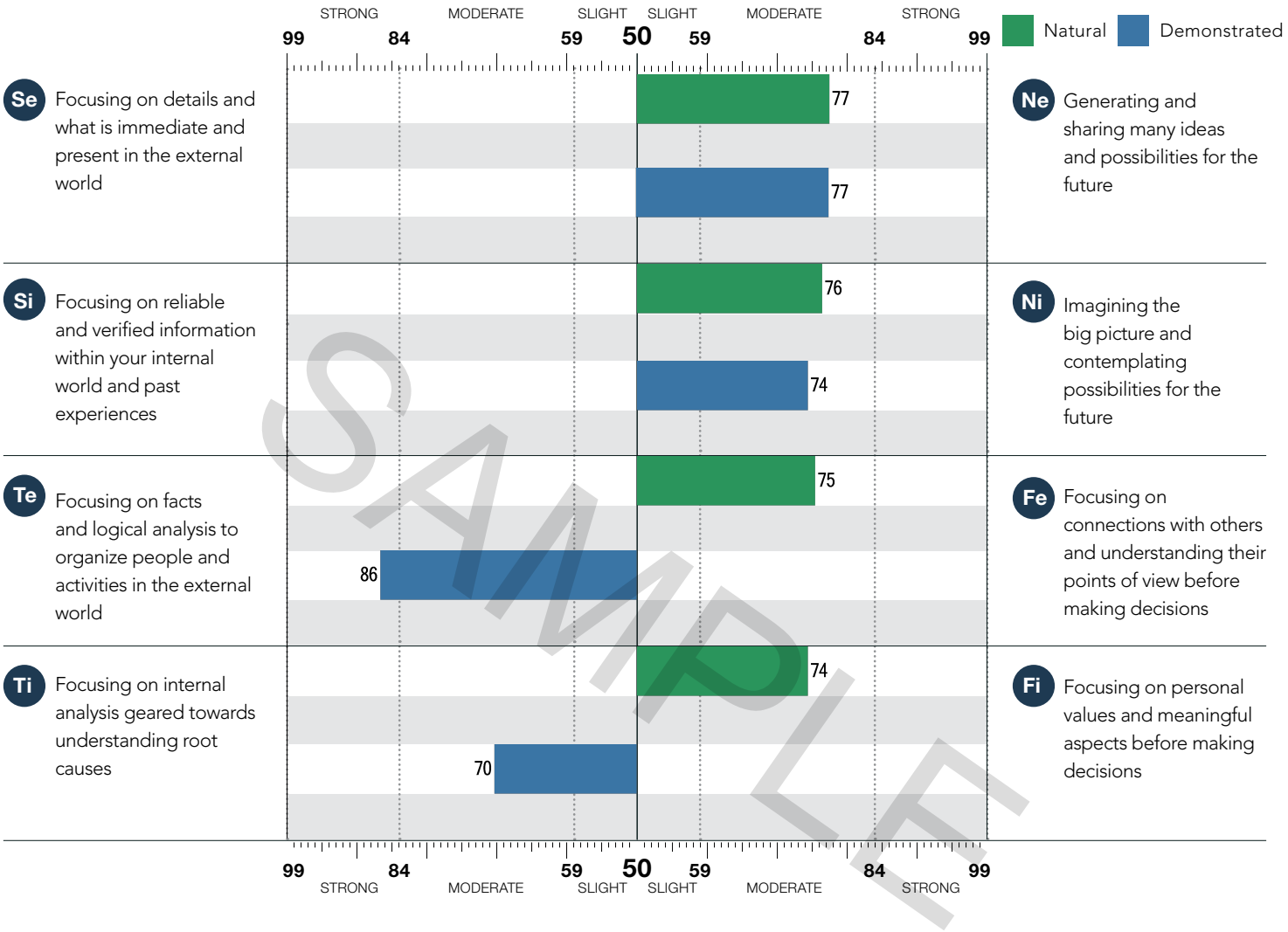
Overview of Your Mental Function Scores

The following table is a summary of your results on the eight mental functions. From the bar graphs, you will learn about the function you are more comfortable with or use more frequently compared to its opposite function (e.g., Se vs. Ne), and the degree to which you feel comfortable with or demonstrate a behavior (e.g., slight, moderate).



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UNDERSTANDING YOUR ALIGNMENT

Based on Natural and Demonstrated circle scores, you demonstrate **Extraverted Thinking** behaviors (e.g., analyzing and critiquing situations), but your scores show that you have a preference for Extraverted Feeling behaviors (e.g., creating personal connections and maintaining team harmony).

Based on Natural and Demonstrated circle scores, you demonstrate **Introverted Thinking** behaviors (e.g., investigating underlying reasons behind a problem), but your scores show that you have a preference for Introverted Feeling behaviors (e.g., focusing on aligning actions with personal values).

2 Misalignments between your natural preferences and demonstrated behaviors.

Minimize your stress by leveraging and/or developing your FlexIndex skills.

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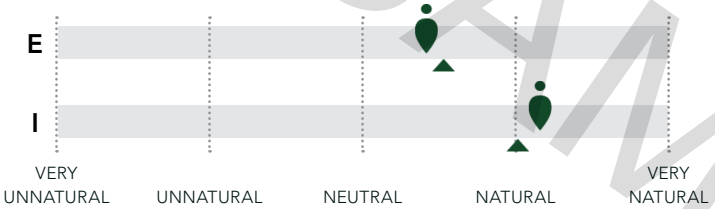
How you gain and direct your mental energy

Extraversion (E): External experiences, actions, expression
Introversion (I): Internal awareness, ideas, reflection

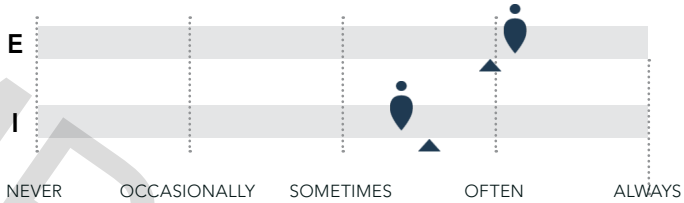
NATURAL

E vs I



DEMONSTRATED

E vs I



YOUR AVERAGE RESPONSE *AVERAGE RESPONSE FOR THOSE OF YOUR TYPE*

You naturally have a **moderate** preference for introverted behaviors over extraverted behaviors. This means you:

- Somewhat prefer to spend time alone over engaging in group interaction
- Often prefer to come up with ideas by reflecting on them first before discussing them with others
- Often prefer to be cautious and hesitant before taking action

You display **moderately** more extraverted behaviors than introverted behaviors. This means that in your daily life you:

- Engage in group interaction somewhat more than spending time alone
- Often develop ideas by talking them through rather than reflecting on them
- Are relatively quick to take action rather than being cautious and hesitant

INTEGRATION OF NATURAL AND DEMONSTRATED TYPE

When Demonstrated and Natural scores are significantly different, this discrepancy may create a sense of strain or loss of energy in the individual as a result of constantly doing things that are not naturally satisfying.

You have opposing Natural and Demonstrated scores, indicating that your day-to-day behaviors may not correspond with your natural preferences. This means:

- You may feel strained because you are not getting to spend time alone or to reflect on your ideas as much as you would like
- Your daily life might require you to express yourself emotionally and intellectually which might be stressful and tiring for you
- Using renewing practices during the day could reduce your stress, especially when you are interacting with others

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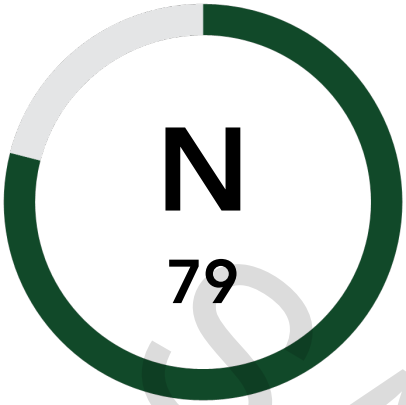
How you take in and process information

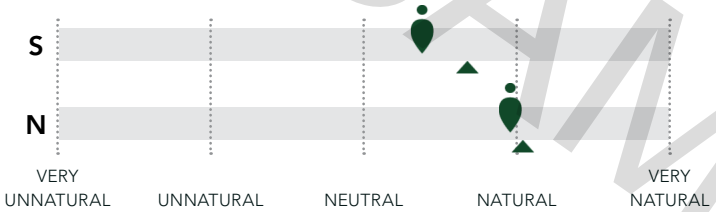
Sensing (S): Concrete, realistic, details

Intuiting (N): Abstract, imaginative, big picture

NATURAL

S vs N



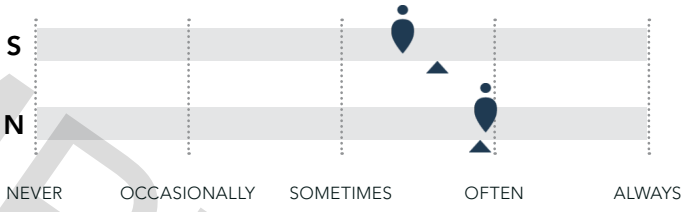


You naturally have a **moderate** preference towards intuiting behaviors over sensing behaviors. This means you:

- Somewhat prefer being open to different methods over following step-by-step instructions
- Often prefer to use a creative approach in completing your tasks rather than a systematic approach
- Often prefer to talk about ideas and the big picture over details

DEMONSTRATED

S vs N



YOUR AVERAGE RESPONSE *AVERAGE RESPONSE FOR THOSE OF YOUR TYPE*

You display **moderately** more intuiting behaviors than sensing behaviors. This means that in your daily life you:

- Use different methods somewhat more often than following step-by-step instructions
- Often use a creative approach in completing your tasks over a systematic approach
- Talk about ideas and the big picture relatively more than the details

INTEGRATION OF NATURAL AND DEMONSTRATED TYPE

When Demonstrated and Natural scores are significantly different, this discrepancy may create a sense of strain or loss of energy in the individual as a result of constantly doing things that are not naturally satisfying.

Your Natural and Demonstrated circle scores indicate that you feel more comfortable with and demonstrate more intuiting behaviors compared to sensing behaviors. This means:

- You may operate in a way that is comfortable for you
- Generating big picture ideas and following your inspiration might feel natural to you
- You may find it beneficial to consider key, detailed, and reliable information in order to prioritize your ideas

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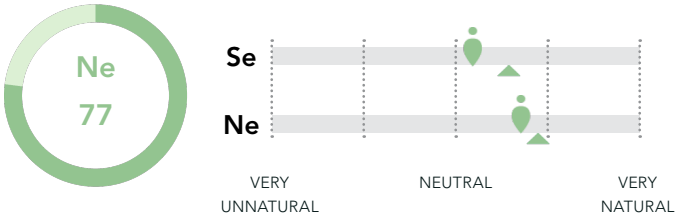
How you take in and process information from the external world

Extraverted Sensing (Se): Focusing on details, discussing what to do now

Extraverted Intuiting (Ne): Discussing future possibilities, sharing big picture ideas

NATURAL

Se vs Ne



DEMONSTRATED

Se vs Ne

YOUR AVERAGE RESPONSE ▲ *AVERAGE RESPONSE FOR THOSE OF YOUR TYPE*

You naturally have a **moderate** preference for extraverted intuiting behaviors over extraverted sensing behaviors. This means you:

- Somewhat prefer to explore different options over taking action quickly
- Often prefer to discuss future ideas instead of discussing what to do now

You display **moderately** more extraverted intuiting behaviors than extraverted sensing behaviors. This means in your daily life you:

- Somewhat explore different options rather than taking action quickly
- Discuss future ideas relatively more than discussing what to do now

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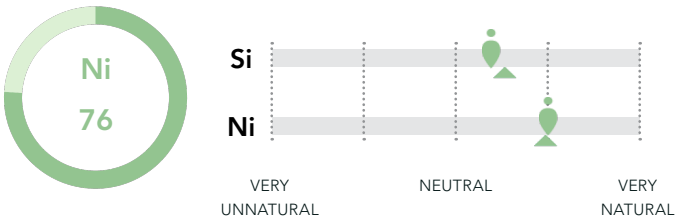
How you take in and process information internally

Introverted Sensing (Si): Verifying reliable detailed information internally, cataloging information for later recall and use

Introverted Intuiting (Ni): Envisioning future outcomes, anticipating next steps

NATURAL

Si vs Ni



DEMONSTRATED

Si vs Ni

YOUR AVERAGE RESPONSE ▲ *AVERAGE RESPONSE FOR THOSE OF YOUR TYPE*

You naturally have a **moderate** preference for introverted intuiting behaviors over introverted sensing behaviors. This means you:

- Often prefer to look at key trends or strategic insights instead of gathering details and verifying information
- Somewhat prefer to imagine possibilities and alternative choices instead of focusing on reliable information

You display **moderately** more introverted intuiting behaviors than introverted sensing behaviors. This means in your daily life you:

- Look at key trends or strategic insights somewhat more than gathering details and verifying information
- Frequently imagine possibilities and alternative choices instead of focusing on reliable information

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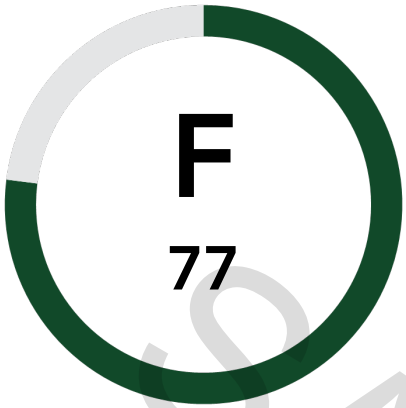
How you evaluate information and make decisions

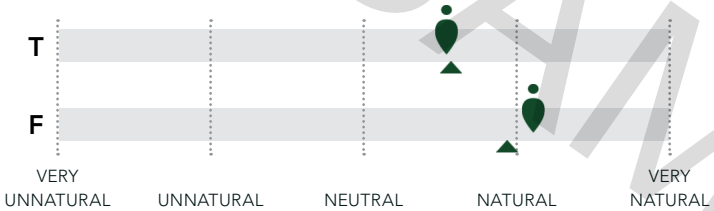
Thinking (T): Logic, cause and effect, fairness

Feeling (F): Values, ideals, harmony

NATURAL

T vs F





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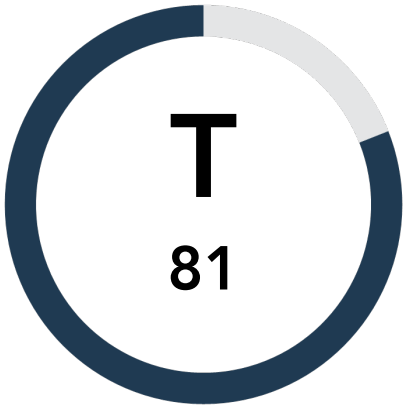
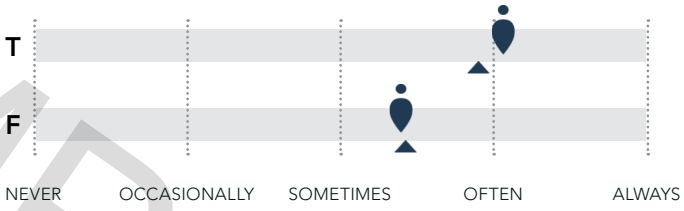
T vs F





YOUR AVERAGE RESPONSE *AVERAGE RESPONSE FOR THOSE OF YOUR TYPE*

You naturally have a **moderate** preference towards feeling behaviors over thinking behaviors. This means you:

- Somewhat prefer to consider a decision's impact on the people involved over analyzing the pros and cons of a decision objectively
- Often prefer to identify what you can appreciate over what needs to be corrected
- Somewhat prefer to focus on harmony and relationships rather than on logical choices and objectivity

You display **moderately** more thinking behaviors over feeling behaviors. This means you:

- Objectively consider the pros and cons of a decision somewhat more than its impact on the people involved
- Often identify what needs to be corrected rather than what you can appreciate
- Focus relatively more on logical choices and objectivity than on harmony and relationships

INTEGRATION OF NATURAL AND DEMONSTRATED TYPE

When Demonstrated and Natural scores are significantly different, this discrepancy may create a sense of strain or loss of energy in the individual as a result of constantly doing things that are not naturally satisfying.

You have opposing Natural and Demonstrated scores, indicating that your day-to-day behaviors may not correspond with your natural preferences. This means:

- You may feel stressed or tired when you demonstrate thinking behaviors because your score indicates that you have a natural tendency towards feeling behaviors
- Your daily life might require you to make decisions based on logic, which might be stressful and tiring for you
- Using renewing practices during the day could reduce your stress, especially when you are analyzing a situation

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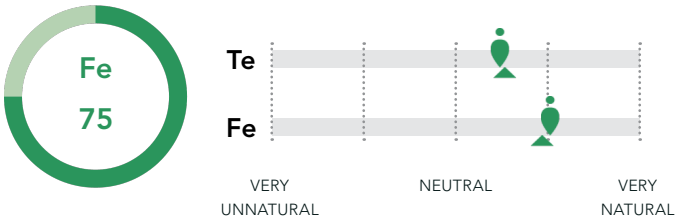
How you make decision about the external world

Extraverted Thinking (Te): Managing people and activities, organizing tasks

Extraverted Feeling (Fe): Connecting with others, listening actively

NATURAL

Te vs Fe



DEMONSTRATED

Te vs Fe

YOUR AVERAGE RESPONSE ▲ *AVERAGE RESPONSE FOR THOSE OF YOUR TYPE*

You naturally have a **moderate** preference towards extraverted feeling behaviors over extraverted thinking behaviors. This means you:

- Somewhat prefer to ask for others' ideas and perspectives over making analytical arguments
- Often prefer to show appreciation for things people do over critiquing and offering challenging arguments

You display **many more** extraverted thinking behaviors than extraverted feeling behaviors. This means in your daily life you:

- Almost always make analytical arguments rather than asking for others' ideas and perspectives
- Typically critique and offer challenging arguments rather than showing appreciation for things people do

SAMPLE

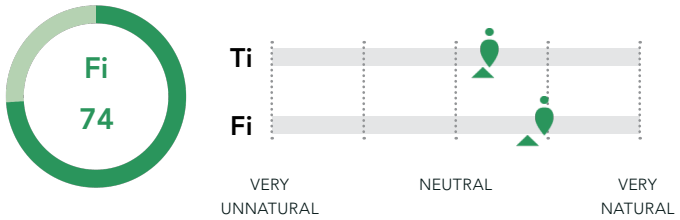
How you make decisions through internal reflection

Introverted Thinking (Ti): Analyzing through internal reflection, finding the why in a situation

Introverted Feeling (Fi): Aligning actions with personal ideals, what is meaningful

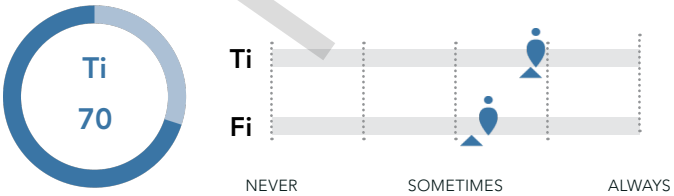
NATURAL

Ti vs Fi



DEMONSTRATED

Ti vs Fi



YOUR AVERAGE RESPONSE ▲ *AVERAGE RESPONSE FOR THOSE OF YOUR TYPE*

You naturally have a **moderate** preference towards introverted feeling behaviors over introverted thinking behaviors. This means you:

- Somewhat prefer to look at how a situation impacts others over looking at factors that cause the situation
- Often prefer to respond to a situation in alignment with your values over taking a detached, objective approach

You display **moderately** more introverted thinking behaviors than introverted feeling behaviors. This means in your daily life you:

- Look at factors that cause a situation somewhat more than looking at how a situation impacts others
- Frequently take a detached, objective approach to daily challenges instead of responding in alignment with your values

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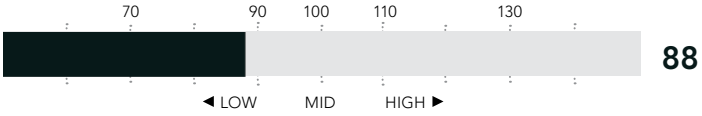
Overview of FlexIndex

PEARMAN FLEXINDEX

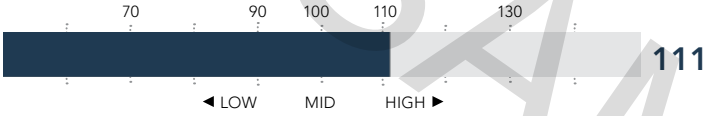
Your Total FlexIndex



The Pearman FlexIndex 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 FlexIndex score indicates that you may have trouble in some of these areas. Be sure to examine the *FlexIndex* section in this report to identify areas in which you can focus your development efforts.

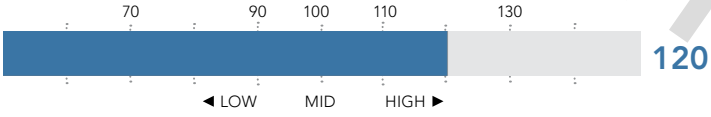
SUBSCALE DESCRIPTIONS

Proactivity



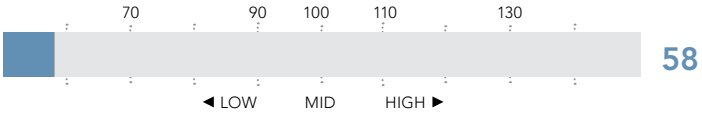
Proactivity refers to the skills necessary for active problem-solving and taking decisive action when you are faced with a challenge. Your score indicates that you are highly proactive. Keep this strength in mind as you move through different sections of this report.

Composure



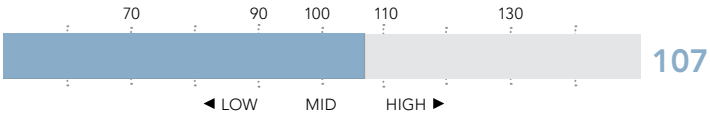
Composure involves being able to remain calm and controlled under times of stress or criticism. Your selected responses indicate that you are able to remain level-headed during high-pressure situations. Think about how different situations test your ability to keep your cool.

Connectivity



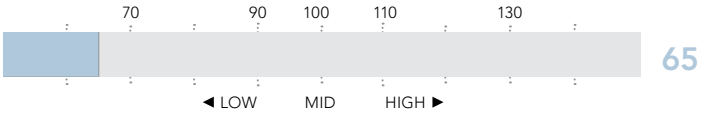
Connectivity involves being connected with others, forming beneficial interpersonal relationships, and seeking and reciprocating social support. Your score indicates a need for more interconnectedness with others, which may influence your ability to be effective when coordinating efforts with others.

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 sometimes open to new experiences. This report provides a number of strategies for improving your ability to manage new events.

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.

SAMPLE

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Your FlexIndex

PEARMAN FLEXINDEX

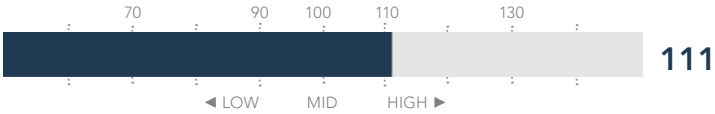
Your Total FlexIndex

About Your Score

The Pearman FlexIndex 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 FlexIndex score indicates that you may have trouble with some of these areas represented by the FlexIndex. Be sure to examine each of the subscales independently in order to identify areas in which you can focus your development efforts. 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.

SAMPLE

Proactivity



Your Score

Your responses suggest that, relative to some of your other subscales, Proactivity is a strength for you. You take action when it is needed and anticipate problems before they arise.

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.

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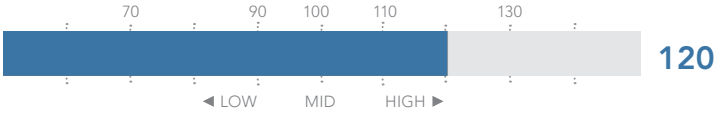
Your FlexIndex

PEARMAN 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

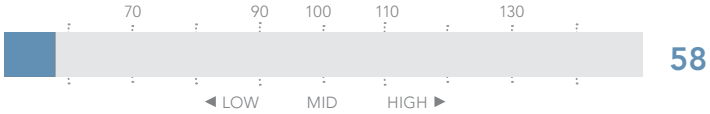
Composure, the ability to remain calm and controlled under times of stress or criticism, is often one of the biggest differentiators between high-potentials and average performers. Being able to perform well under pressure shows others that you are well-equipped to manage your behavior positively and 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 Connectivity responses suggest that, relative to some of your other subscales, it is important for you to focus your developmental efforts on this skill area.

Workplace Lens

Connectivity is an integral part of being an effective contributor in the workplace. Those who are not as skilled at building bonds and developing mutually beneficial relationships can be isolated. Your result suggests that you have trouble making positive connections with others in your organization. While you may have established connections, there may not be many people in your workplace who you can share personal information with, or 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. Developing those connections will allow you to nurture them throughout your career and into leadership positions.

Workplace Development

Most of the work in an organization is accomplished through collaborative efforts. Without strong connectivity skills, you may be limiting your potential as a strong collaborator. Use these strategies to increase your proficiency in this area.

- Try to initiate relationships by focusing on what you can do to help others achieve their goals rather than what they can do to help you.
- Use your colleagues to help flush out your ideas and show them you value their opinion on tough problems.
- Devote entire conversations to learning more about an individual by asking a lot of questions.
- Take the time to send a thank you note after someone has gone out of their way to assist or support you.

SAMPLE

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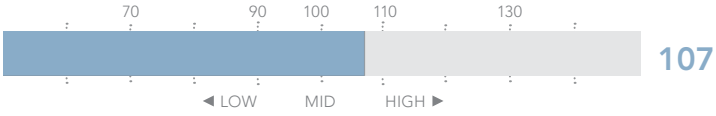
Your FlexIndex

PEARMAN FLEXINDEX

Variety-Seeking



Your Score

Your result indicates that you are generally open to new experiences. Focusing your developmental efforts here will allow you to benefit from variety in your organization and from growth opportunities.

Workplace Lens

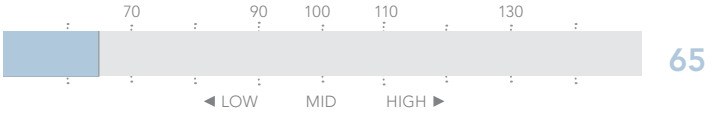
Being agile and open to new experiences and change is part of the fast-paced work culture that most high-performance teams and organizations encourage. Even if your organization does not have such a culture, development of your Variety-Seeking can help you establish yourself as a quick learner and someone 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 may also be seen as willing to take on innovative projects. Variety-Seeking can help others view you as more willing to grow and develop your own abilities and move outside of your comfort zone.

Workplace Development

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

- When developing options and brainstorming, think of multiple pathways to the outcome. Rank them from most innovative to least and be prepared to discuss the merits of each.
- Ask leaders in your organization what stretch assignments you can take on to develop and grow within your current role.
- Look to experiences outside of your organization for opportunities to develop related skills.
- Embrace new experiences as challenges to be mastered.

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.

SAMPLE

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Next Steps

SAMPLE

Improving Your Flexibility and Areas That Need Development

Understanding how you use your eight mental functions is important so that you can become fully aware of your natural tendencies, as well as the behaviors that don't come naturally to you, but that you have learned to demonstrate in order to deal with daily demands. All eight mental functions are active and working for you, regardless of how aware you are of them; learning to be more conscious and to use these mental functions intentionally enables you to address the many challenges you face.

To be more successful and effective, you need to work on the functions that you underuse and overuse. To appropriately use your mental functions, you need to also work on your flexibility. You need to be psychologically flexible between functions and between what feels natural to you and what you demonstrate.

Flexibility gives you the mental capacity to appropriately deploy the functions you need. Effectiveness is knowing what to do and then doing it. To appropriately deploy your eight mental functions, you need to know how they work and the kind of behavior that is expressive of their use. There are times when you are required to use mental functions that are not natural to the way you operate, which generates stress and strain. At times, shifting from one mental function to another can cause strain. The strain created in either case can be reduced through greater flexibility.

On the next page, we provide you with some tips on how to improve each mental function and your flexibility. For your action plan, pick two or three mental functions that you underuse and practice the corresponding flexibility components so you can strengthen these functions with minimal stress.

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Type and FlexIndex Integration

EXTRAVERTED ATTITUDE

PERCEIVING

EXTRAVERTED SENSING (Se)

Se & PROACTIVITY
Describe the facts of a situation in detail

Se & COMPOSURE
Observe your emotions and reactions when you are agitated

Se & CONNECTIVITY
Pay attention to people's reactions and recognize body language and facial expressions

Se & VARIETY–SEEKING
Take bigger risks and observe the positive impact your decisions have in the present moment

Se & REJUVENATION
Take a few minutes to breathe in and out slowly when you are agitated or stressed out

EXTRAVERTED INTUITING (Ne)

Ne & PROACTIVITY
Come up with a new approach to an old problem

Ne & COMPOSURE
Brainstorm new ways of calming your mind when dealing with stressful situations

Ne & CONNECTIVITY
Generate ideas on how to make genuine connections with others

Ne & VARIETY–SEEKING
Try to be more creative with your ideas and try alternative ways of doing daily tasks

Ne & REJUVENATION
Look for new and creative ideas on how to recover from stress

EXTRAVERTED THINKING (Te)

Te & PROACTIVITY
Plan out the logical outcomes of a situation

Te & COMPOSURE
Use your objectivity to remove your emotion from the situation and remain calm

Te & CONNECTIVITY
Analyze the benefits of forming positive connections with others

Te & VARIETY–SEEKING
Review your daily routine and think about what you can do differently

Te & REJUVENATION
Use a systematic approach for dealing with a taxing situation

EXTRAVERTED FEELING (Fe)

Fe & PROACTIVITY
Ask for others' perspectives and ideas when solving a problem

Fe & COMPOSURE
Observe others who stay calm under pressure to see what they do differently

Fe & CONNECTIVITY
Show appreciation for things people do in order to create a positive connection

Fe & VARIETY–SEEKING
Join new networking events that you haven't attended before

Fe & REJUVENATION
Talk about challenging situations with a person who can relate

JUDGING

INTROVERTED SENSING (Si)

Si & PROACTIVITY
Reflect on past experiences and leverage tried-and-true methods to solve a problem

Si & COMPOSURE
During conflict, reflect on past similar experiences where you remained calm and had positive outcomes

Si & CONNECTIVITY
Recall good memories with people to sustain a long lasting connection

Si & VARIETY–SEEKING
Review processes at work and try to improve them using your past experiences

Si & REJUVENATION
Reflect on tried-and-true methods during stressful situations

INTROVERTED INTUITING (Ni)

Ni & PROACTIVITY
Keep track of novel ideas that occur to you, and refer to them when solving a problem

Ni & COMPOSURE
Generate alternative ways of calming your mind and body

Ni & CONNECTIVITY
Envision social settings and positive interactions that will allow you to create new relationships

Ni & VARIETY–SEEKING
Keep track of ideas for trying new things

Ni & REJUVENATION
Try visualizing positive scenarios to relieve your stress

INTROVERTED THINKING (Ti)

Ti & PROACTIVITY
Critically analyze the pros and cons of a situation and take action on the effective solution

Ti & COMPOSURE
Reflect on the factors that agitate you

Ti & CONNECTIVITY
Look for practical approaches to improve your work relationships

Ti & VARIETY–SEEKING
Create a list of new skills that could help you be more effective at work

Ti & REJUVENATION
Take a systematic approach to fit relaxation time into your daily schedule

INTROVERTED FEELING (Fi)

Fi & PROACTIVITY
Think about your ideals and values and how these are linked to your choices when solving a problem

Fi & COMPOSURE
Reflect on and internalize the values and benefits of staying calm under pressure

Fi & CONNECTIVITY
Examine how your current actions fit with the mission and values of the individuals involved

Fi & VARIETY–SEEKING
Create a list of new skills or experiences that can be used to benefit others

Fi & REJUVENATION
Read books and watch movies that resonate with your values

INTROVERTED ATTITUDE

SAMPLE

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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 begin to do (START), do less of (STOP), or do more of (GROW).

START

STOP

GROW

ACTION PLAN TEMPLATE

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

SAMPLE

I commit to this action plan _____

Signature

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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 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.	

SAMPLE

Your Signature _____ Your Coach's Signature _____

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Summary

YOUR REPORT

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

This page concludes your experience with the Pearman and provides some reflection opportunities for you as you move forward with the wealth of information provided in this report. Now that you are equipped with new insight into your Pearman personality type and your 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 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 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?

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.

SAMPLE

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