



PEARMAN™

PERSONALITY INTEGRATOR

Leadership Lens

for John Sample

October 23, 2015

Sample Company Name

Sample Consultant Name

Introduction to the Pearman™

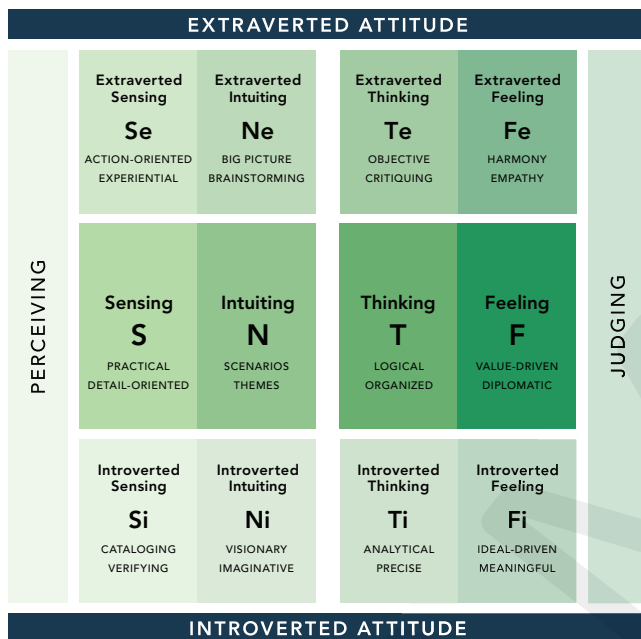
Welcome to your Pearman Personality Integrator™ report, where you will learn about your personality type and flexibility skills.

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

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

THE PEARMAN MODEL

PART I: PEARMAN PERSONALITY



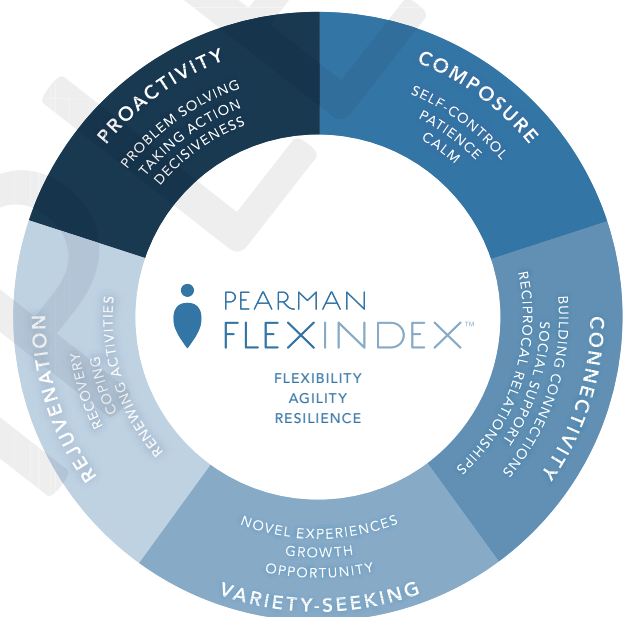
Part I: Pearman Personality

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

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

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

PART II: PEARMAN FLEXINDEX



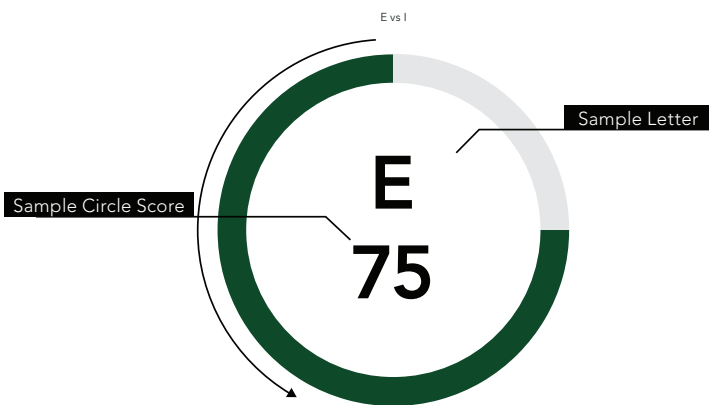
Part II: Pearman FlexIndex

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

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

How to Use This Report

SAMPLE PART I GRAPHS



The Circle

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

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

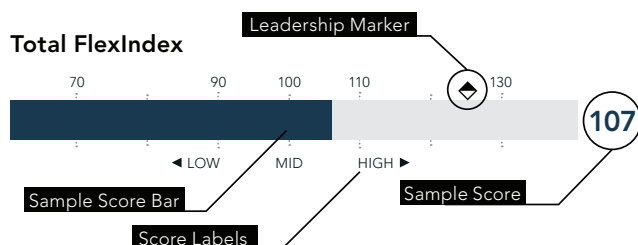
Average Response Bar

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

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

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

SAMPLE PART II GRAPHS



Part II Scores

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

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

Overview of Scores for Part I

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

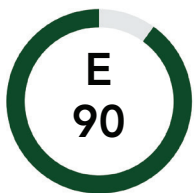
Your circle scores are divided into what you feel most comfortable doing (Natural) and what you do most often (Demonstrated). This is only an overview, it is important that your personality type be examined further by exploring and understanding each of your mental functions found later in this report.

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

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

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

NATURAL



As a Natural extravert:

- You are more comfortable with engaging in group interactions
- You naturally initiate discussions with others
- You favor a focus on the world outside of yourself

DEMONSTRATED



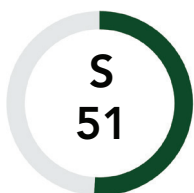
As a demonstrated extravert:

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

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

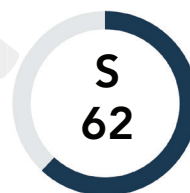
Intuiting (N) is a focus on possibilities, ideas, and big picture thinking. People who are comfortable with or display intuiting behaviors will likely focus on the connections and trends in information over the verifiable facts.

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



As a Natural sensor:

- You naturally engage in concrete thinking
- You are more comfortable emphasizing efficiency
- You tend to focus on what is practical and realistic



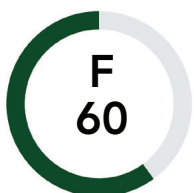
As a Demonstrated sensor:

- You spend more time engaged in concrete thinking
- In your everyday life you emphasize efficiency
- You act on what is practical and realistic

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

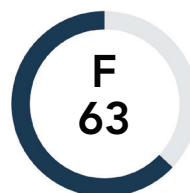
Feeling (F) is an emphasis on using personal values and ideals and arriving at a solution that feels right when weighed against one's personal beliefs.

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.



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' point of view



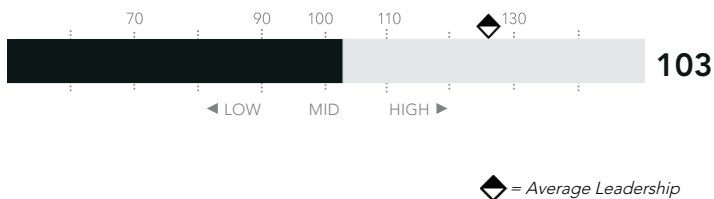
As a Demonstrated feeler:

- Day-to-day you make decisions based on principles and values
- You are diplomatic
- You spend time understanding others' point of view

Overview of Scores for Part II



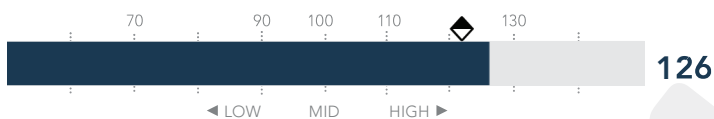
Your Total FlexIndex



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 use these skills in moderate amounts. Be sure to examine the *Part II: Flex Index* section in this report to identify areas in which you can strengthen your skills.

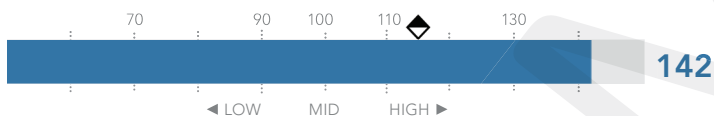
SUBSCALE DESCRIPTIONS

Proactivity



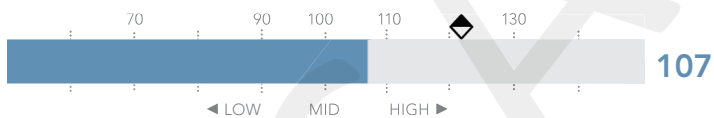
Proactivity refers to the skills necessary for active problem-solving and taking decisive action when you are faced with a challenge. Your score indicates that you are highly proactive. Keep this strength in mind as you move through different sections of this report.

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



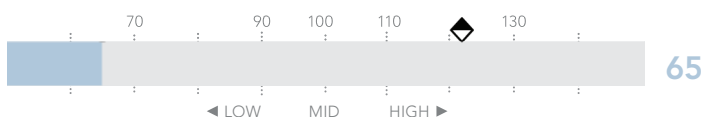
Connectivity involves being connected with others, forming beneficial relationships, and seeking and reciprocating social support. Your score indicates that you sometimes create and maintain beneficial relationships, however you might benefit from the tips in this report to enhance personal connections.

Variety-Seeking



Variety-Seeking refers to the preference for novel experiences, variety over routine, and openness to new opportunities for growth and development. Your score suggests that you might not be open to new experiences, which could affect your ability to adapt to novel situations.

Rejuvenation



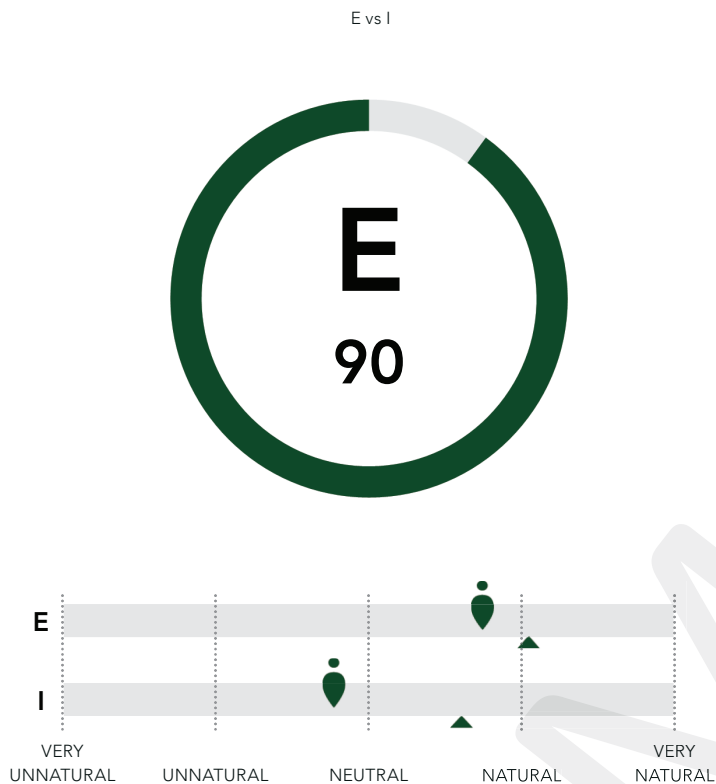
Rejuvenation involves positive coping strategies used to maintain health and minimize stress. You may not be doing enough to recover from the stress and taxing events of your day-to-day life. This skill can be especially important for you to develop if you find yourself in situations that aren't comfortable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

Part I: Overall Attitude

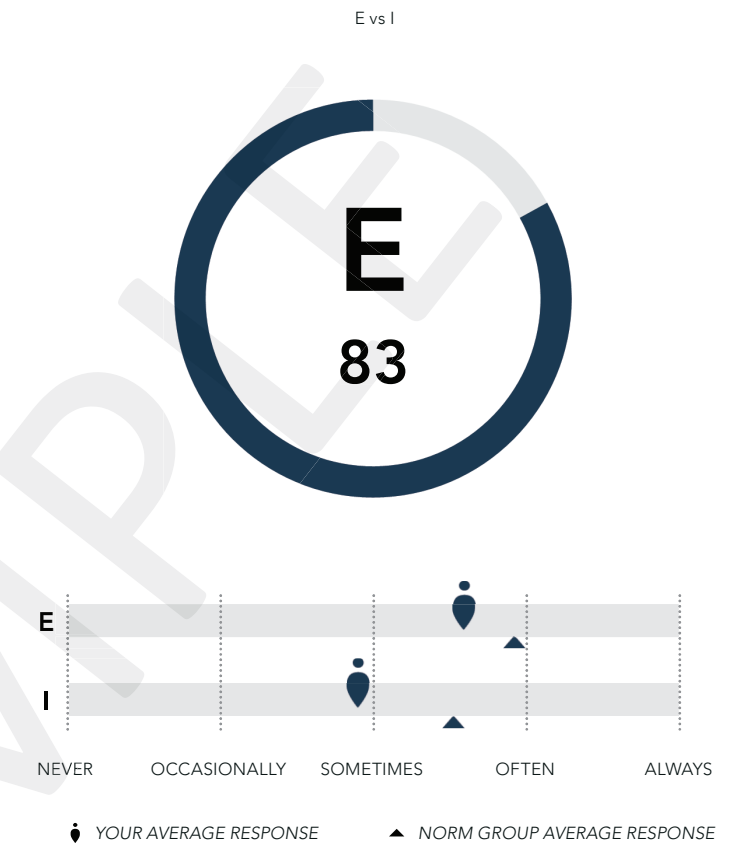
Extraversion (E) - Energized by and directing energy toward the external world and the people in it; sharing connection

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

NATURAL



DEMONSTRATED



Natural Attitude

Your Natural circle score indicates that you are much more comfortable with extraverted than introverted behaviors. That is, you are substantially 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

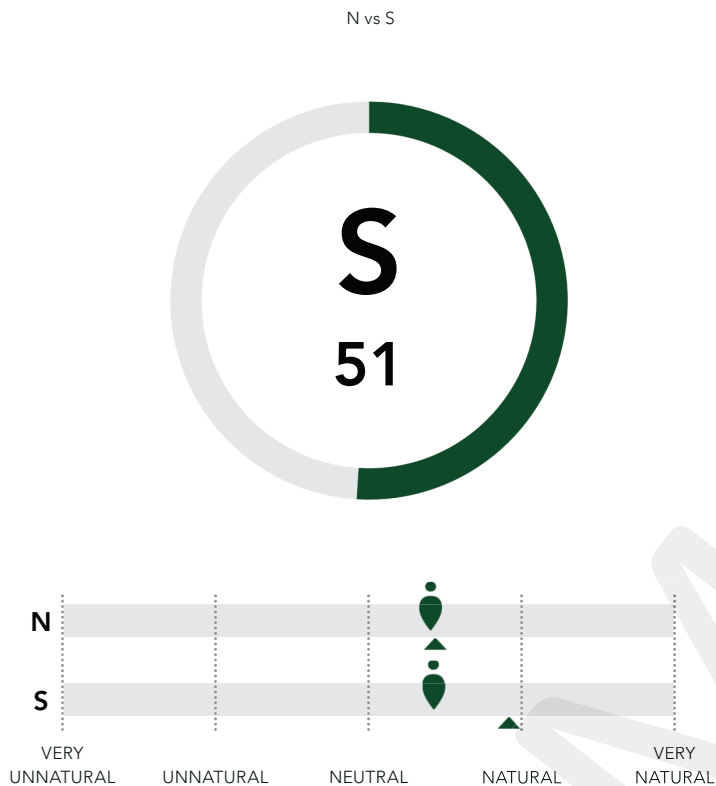
There is a high degree of alignment between your Natural and Demonstrated Attitudes, suggesting that you operate in a way that is comfortable for you. While this minimizes any tension you could feel in your current situation, reevaluate this alignment should you take on additional responsibilities or roles that require you to demonstrate an attitude that does not align with your natural comfort.

Part I: Overall Perceiving

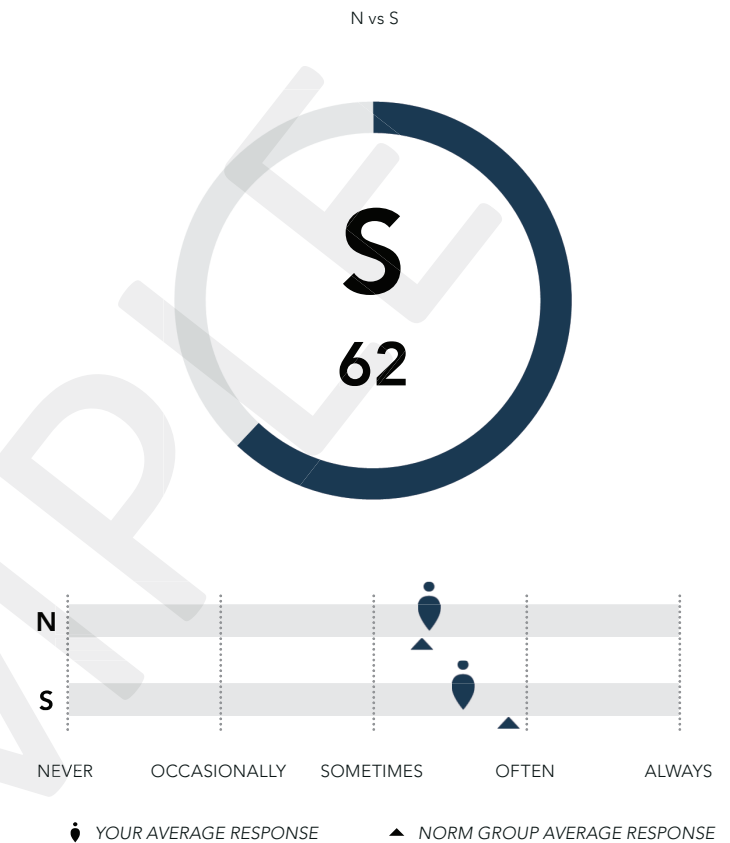
Intuiting (N) - Perceiving focus on patterns and the big picture; ideas, possibilities

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

NATURAL



DEMONSTRATED



Natural Perceiving

Your Natural circle score indicates that you are only slightly more comfortable with sensing than intuiting behaviors. That is, you are marginally 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 sensing behaviors than intuiting behaviors. That is, you are somewhat more likely to focus on the details and realities of the situation than you are to focus on ideas and possibilities.

INTEGRATION OF NATURAL AND DEMONSTRATED TYPE

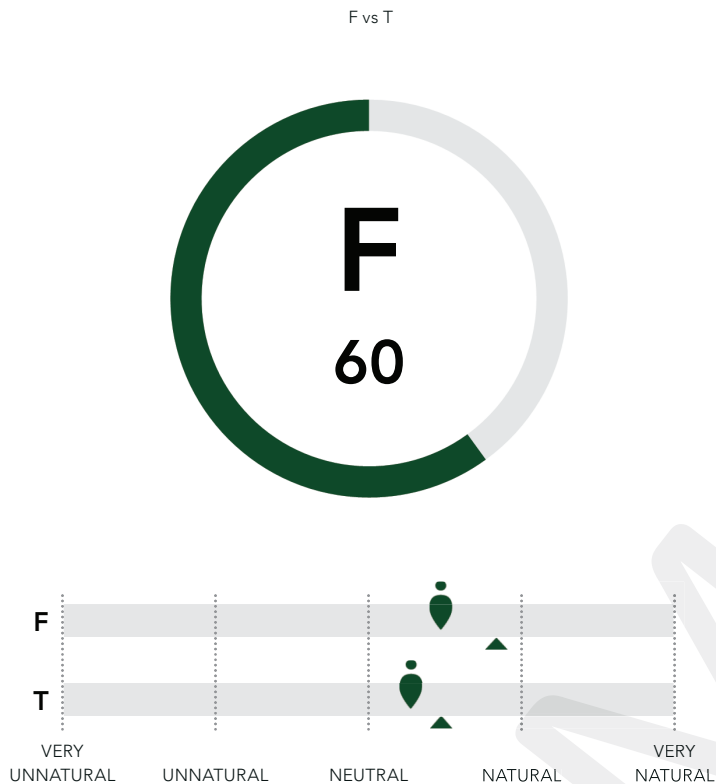
You have a preference for sensing in both your Natural and Demonstrated Attitude; however, your circle scores are not aligned with each other. You may wish to spend some time evaluating this difference, identifying areas where it may affect your behavior, and uncovering any potential strain you might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

Part I: Overall Judging

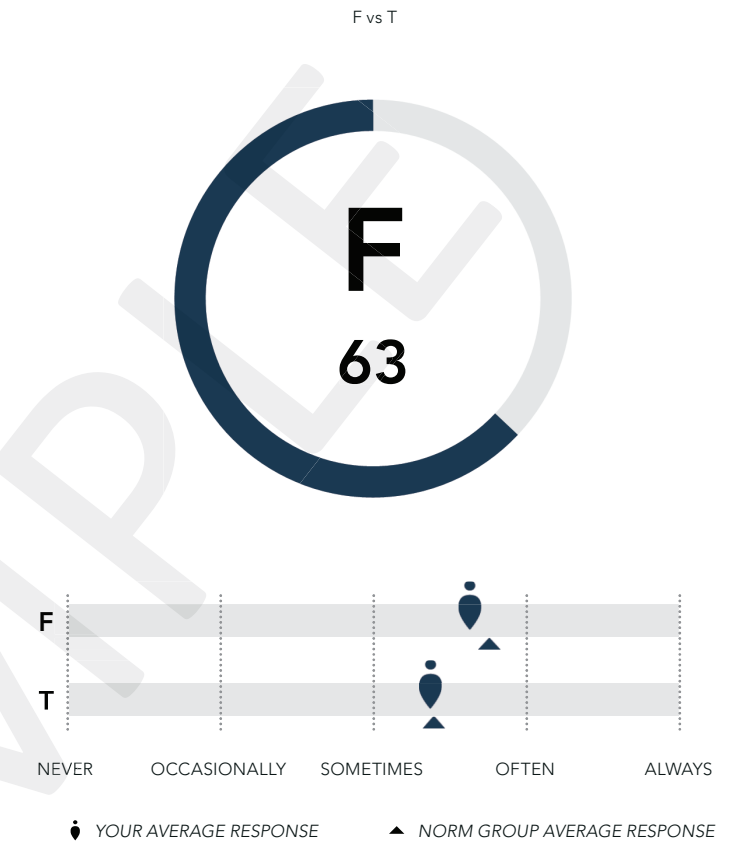
Feeling (F) - Decision making strategy based on ideals and values; harmony, connection

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

NATURAL



DEMONSTRATED



Natural Judging

Your Natural circle score indicates that you are 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

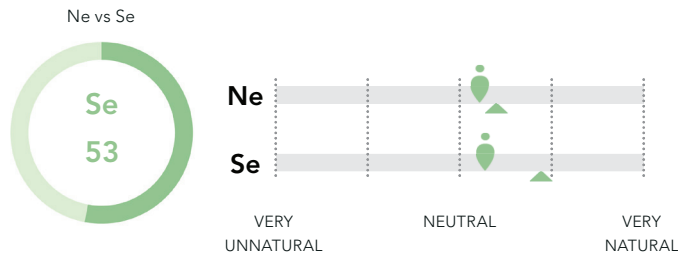
There is a high degree of alignment between your Natural and Demonstrated Attitudes, suggesting that you operate in a way that is comfortable for you. While this minimizes any tension you could feel in your current situation, reevaluate this alignment should you take on additional responsibilities or roles that require you to demonstrate a preference that does not align with your natural comfort.

Part I: Extraverted Perceiving

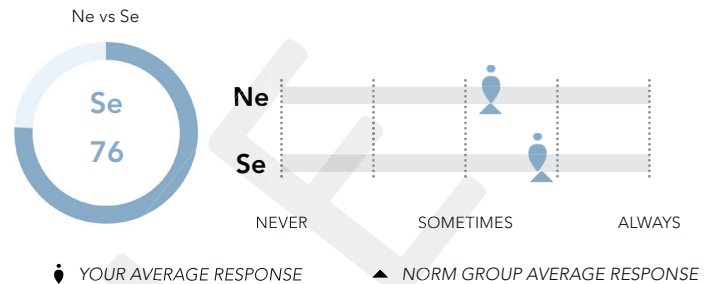
Extraverted Intuiting (Ne) - Sharing ideas about the big picture, discussing possibilities; patterns, broad ideas

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 only slightly more comfortable with extraverted sensing than extraverted intuiting behaviors. That is, you are marginally more comfortable with discussing pragmatic information than with sharing possibilities.

Demonstrated Extraverted Perceiving

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

INTEGRATION OF NATURAL AND DEMONSTRATED TYPE IN LEADERSHIP

Your Natural comfort lies with extraverted sensing behaviors, such as a preference for doing rather than thinking and being excited by results. This can be especially useful for you when you need to, or when you need others in your organization to focus on achieving and producing. However, there is misalignment between your Natural and Demonstrated extraverted sensing circle scores. You may wish to spend some time evaluating this difference, identifying areas where it may affect your behavior, and uncovering any potential strain you might experience as a result of this difference. Furthermore, your demonstrated circle score appears to be higher than your natural circle score. In leadership positions, it is important to convey a consistent message to your direct reports. Fluctuating between different levels of your Natural and Demonstrated types due to strain and/or unmanageable tension can portray conflicting messages. Letting the situation dictate your behavior can be a useful tactic, but only when you are able to manage it effectively.

INTEGRATION WITH FLEXINDEX



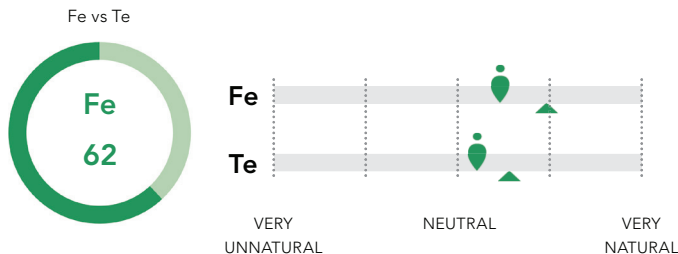
Extraverted Perceiving processes are what you use to identify emerging patterns and possibilities in a situation and communicate concrete facts in the moment. The Rejuvenation and Composure FlexIndex subscales have strong connections to Extraverted Intuiting (Ne) and Extraverted Sensing (Se), respectively.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

Part I: Extraverted Judging

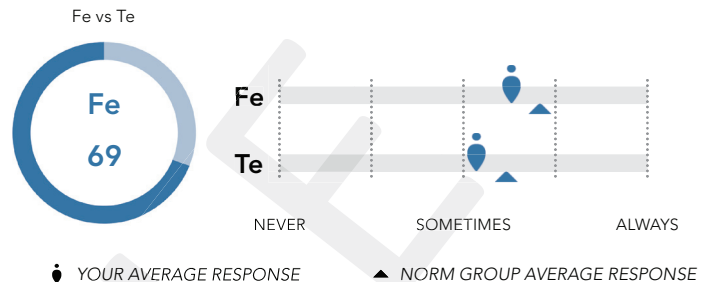
Extraverted Feeling (Fe) - Focus on connecting with others and understanding their point of view; empathy

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

NATURAL



DEMONSTRATED



Natural Extraverted Judging

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

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 LEADERSHIP

Your Natural comfort lies with extraverted feeling behaviors, such as building teams that focus on relationship qualities and care. Your natural disposition is to focus on inspiration and building relationships across boundaries. This can be especially useful as leadership in modern organizations is often about managing and building relationships. Imparting that importance to your team and direct reports can build a foundation for success. Furthermore, you appear to demonstrate a very similar amount of extraverted 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 allows you to portray a consistent demeanor and message as a leader. It also ensures that you are not burdened by strain from operating outside of your comfort zone, allowing you to focus on your team and other individuals rather than having to be overly focused on managing your own behaviors. While this minimizes any tension you could feel in your current situation, re-evaluate this alignment should you take on additional responsibilities or roles that require you to demonstrate a function that does not align with your natural comfort.

INTEGRATION WITH FLEXINDEX



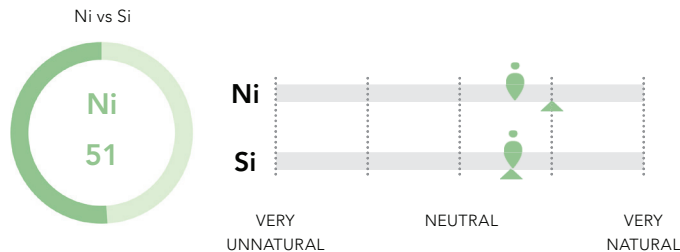
Extraverted Judging processes are what you use to express ideals, foster connections between people, share your observations and solutions, and communicate long-term plans. The Composure and Connectivity FlexIndex subscales have strong connections to Extraverted Feeling (Fe) and Extraverted Thinking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

Part I: Introverted Perceiving

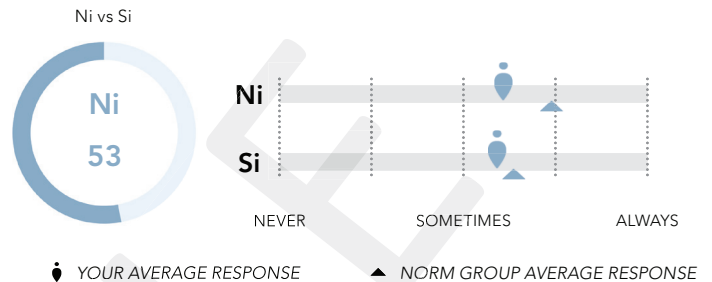
Introverted Intuiting (Ni) - Envisioning connections and understanding associations between scenarios; imaginative, theoretical

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

NATURAL



DEMONSTRATED



Natural Introverted Perceiving

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

Demonstrated Introverted Perceiving

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

INTEGRATION OF NATURAL AND DEMONSTRATED TYPE IN LEADERSHIP

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

INTEGRATION WITH FLEXINDEX



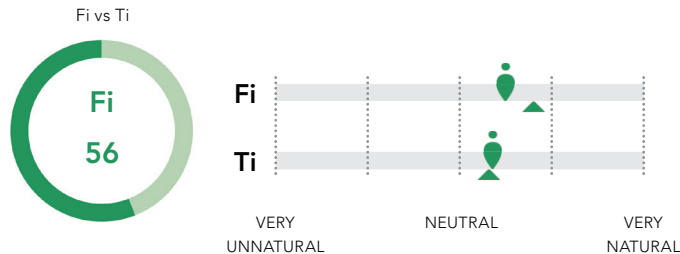
Introverted Perceiving processes are what you use to see possible choices and to notice and internalize specific details. The Rejuvenation and Variety-Seeking FlexIndex subscales have strong connections to Introverted Intuiting (Ni) and Introverted Sensing (Si), respectively. Rejuvenation's role in Introverted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

Part I: Introverted Judging

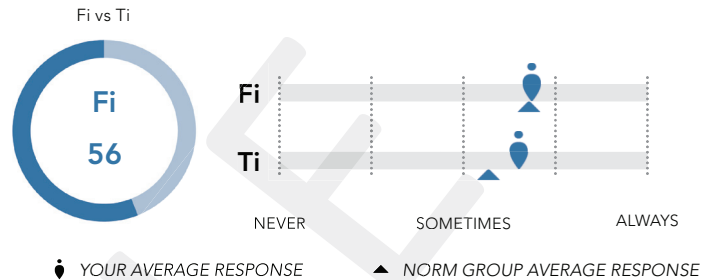
Introverted Feeling (Fi) - Focus on internalized values, ideals, and what is meaningful; growth, values

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

NATURAL



DEMONSTRATED



Natural Introverted Judging

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

INTEGRATION OF NATURAL AND DEMONSTRATED TYPE IN LEADERSHIP

Your Natural comfort lies with introverted feeling behaviors, such as aligning your choices with the mission of the organization, identifying others' talents, and clarifying and aligning options with values. These behaviors can be useful in terms of creating a team environment where employees are engaged with their work and the impact of their work is understood and appreciated. 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 allows you to portray a consistent demeanor and message as a leader. It also ensures that you are not burdened by strain from operating outside of your comfort zone, allowing you to focus on your team and other individuals rather than having to be overly focused on managing your own behaviors. While this minimizes any tension you could feel in your current situation, re-evaluate this alignment should you take on additional responsibilities or roles that require you to demonstrate a function that does not align with your natural comfort.

INTEGRATION WITH FLEXINDEX

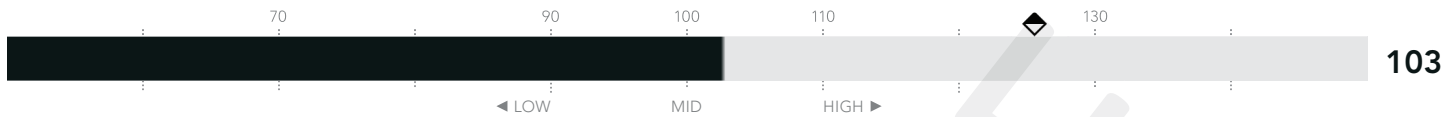


Introverted Judging processes are what you use to evaluate situations within the context of your ideals and values and to reflect on and process information to come to your own conclusions. The Variety-Seeking and Proactivity FlexIndex subscales have strong connections to Introverted Feeling (Fi) and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

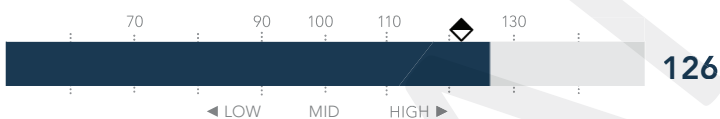


About Your Score

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 use these skills in moderate amounts. Be sure to examine each of the subscales independently in order to identify areas in which you can strengthen your skills. Your score suggests that you utilize adaptive and flexible behaviors less often than top leaders. These skills and competencies are needed in order to become agile as a

leader. Look to each subscale for actionable strategies in order to develop your overall level of flexibility. One or more of your subscales appear to be significantly different from your average score. Pay particular attention to subscales that appear much higher or much lower compared to the rest.

Proactivity



Your Score

Your 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.

Leadership Lens

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

Leadership Development

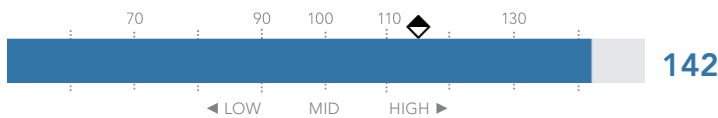
Your results speak of a well-developed ability to generate solutions to complex problems. Compared to top leaders, you appear to be engaging in a similar amount of proactivity behaviors. Further development will refine your proficiency.

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

Part II: Your FlexIndex



Composure



Your Score

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

Leadership Lens

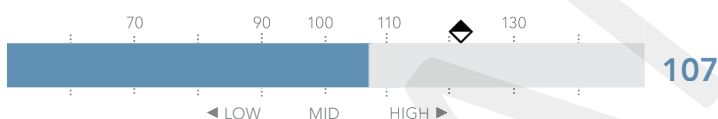
Composure allows a leader to become a role model of poise and self-regulation when encountering multiple sources of stress or criticism. Your score suggests you show extreme patience in demanding situations and remain very calm when dealing with a range of stressors. Your team's view of your composure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

Leadership Development

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

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

Connectivity



Your Score

Your result indicates that you are generally able to connect with others. Focusing your developmental efforts here will allow you to consistently form valuable relationships.

Leadership Lens

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

Leadership Development

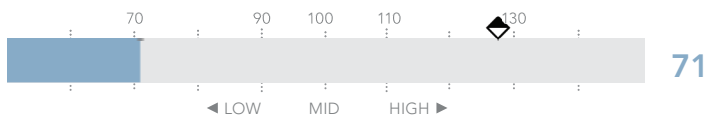
As a leader you are expected to be and to help others become more connected within the organization. However, your responses indicate that you engage in fewer connectivity behaviors compared to top leaders.

- Offer up your assistance to leaders (inside or outside your organization) that may be struggling with a problem.
- Exhibit the connectivity skills you would like to see in an ideal leader, and become a role model for your team.
- Initiate informal conversations with other leaders to get to know them more personally.
- Giving a more personalized and in-depth acknowledgment of the accomplishments of your direct reports and peers goes a long way towards developing a deeper connection.

Part II: Your FlexIndex



Variety-Seeking



Leadership Lens

Variety-seeking behavior positions leaders with the ability to pivot to meet the demands of the situation and learn quickly when conditions change. Your responses to the Variety-Seeking items suggest that you are not likely to seek novel experiences. This can be detrimental to your ability to make connections between emerging ideas and relate them to your experiences inside and outside of your organization. Further, you may be less likely to make decisions that could challenge the traditional balance of your team or your organization. Leaders often need to accept some element of risk in order to embrace uncertain advances in innovation.

Your Score

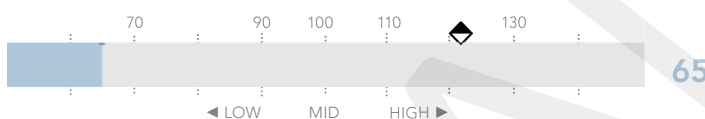
Your Variety-Seeking responses suggest that, relative to some of your other subscales, it is especially important to focus your developmental efforts on this skill area.

Leadership Development

Leaders who embrace innovation are seen as spearheading the future of an organization and leading it forward. Use these strategies to bring your Variety-Seeking in line with top leaders.

- Encourage your direct reports to seek opportunities to develop their skills and help them find ways to do so within the organization.
- At the end of each project, schedule time with your team to reflect on how tasks were approached and to consider other approaches that may be beneficial.
- Ask other leaders and executives in your organization what stretch assignments you can take on to develop and grow within your current position.
- Spend some time imagining what the future of the organization looks like and what you can do to get it there.

Rejuvenation



Leadership Lens

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

Your Score

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

Leadership Development

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

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

Leadership Integration

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

Authenticity

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

Coaching

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

Insight

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

Innovation

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

Primary Subscales

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

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

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

Secondary Subscales

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

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

Putting It All Together

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

Type and FlexIndex Integration



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

EXTRAVERTED ATTITUDE

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

INTROVERTED ATTITUDE

Action Plan

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

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

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

SPECIFIC
MEASUREABLE
ACTION-ORIENTED
REALISTIC
TIMELY

START



STOP



GROW



ACTION PLANNER TEMPLATE

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

I commit to this action plan _____

Signature

Development Commitment

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

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

MY PERSONAL DEVELOPMENT GOALS

My action plan includes the following goals:

Due Date

1.	
2.	
3.	
4.	

Your Signature _____

Your Coach's Signature _____

Summary

YOUR REPORT

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

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

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

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

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

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