PEARMAN

PERSONALITY INTEGRATOR

Leadership Lens

for David Sample

August 7, 2018

WITH

EQ-i 2.0

SAMPLE

Sample Company Name

Sample Consultant Name

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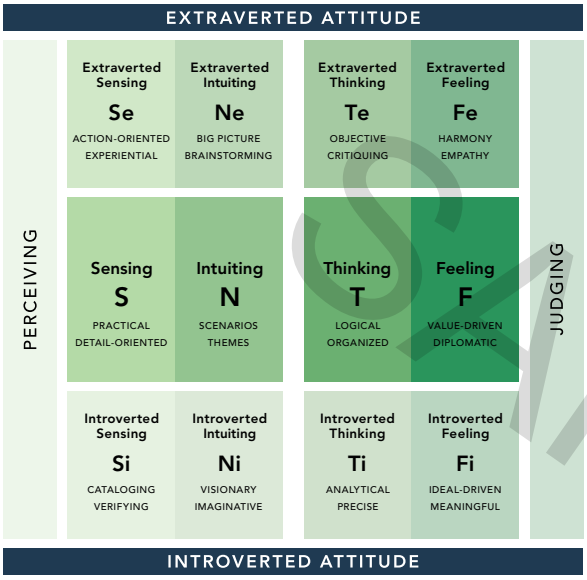
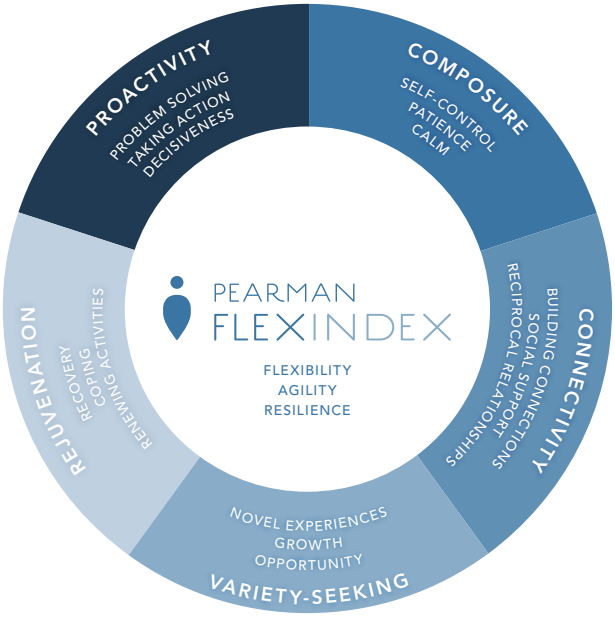
Introduction to the Pearman

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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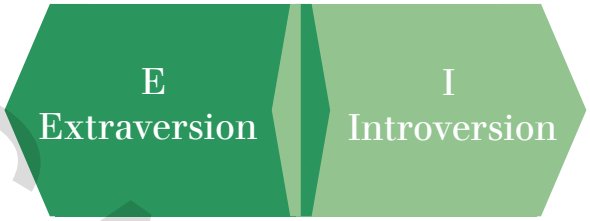
Overall Function Definitions

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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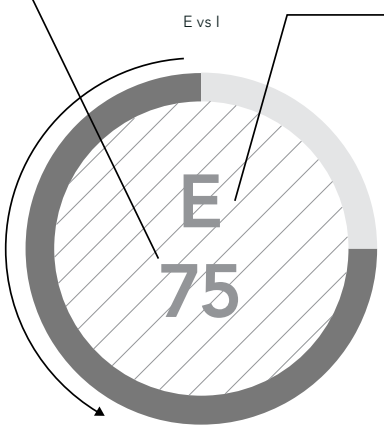
How to Use This Report

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.



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.

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Sample Average

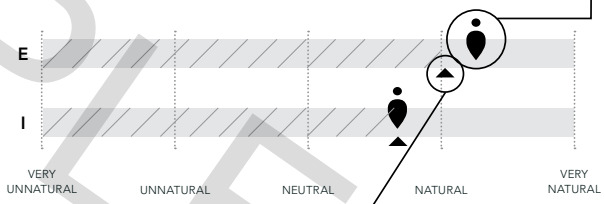
The marker shows the average score you got after responding to questions about how you gain and direct your mental energy (Extraversion and Introversion) and mental functions.

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.

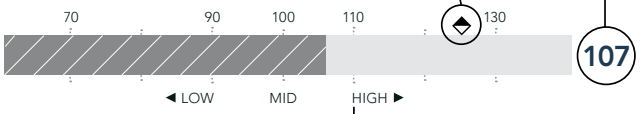


SAMPLE PEARMAN FLEXINDEX GRAPHS

Leadership Marker

The leadership marker ◆ indicates where top leaders score on each FlexIndex scale.

Total FlexIndex



Sample Score

The average score for all FlexIndex scales is 100.

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 behavio—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 · S · F

Introverted energies driving a Sensing-Feeling system

- Relying on tried and true applied solutions
- Insisting on a methodical course of action when dealing with needs and challenges
- Providing emotional support to others in need

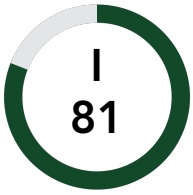
YOU DEMONSTRATE E · S · T

Extraverted energies driving a Sensing-Thinking system

- Taking quick and efficient action
- Using an analytical approach to problems
- Looking at a problem objectively while ignoring personal aspects

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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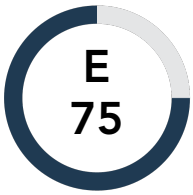
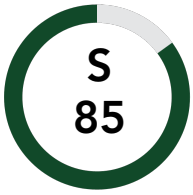


As a Demonstrated extravert:

- 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 sensor:

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

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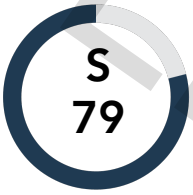
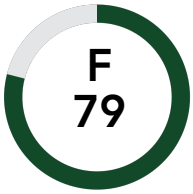


As a Demonstrated sensor:

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

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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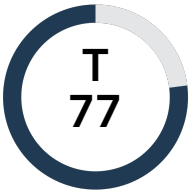

As a Demonstrated thinker:

- 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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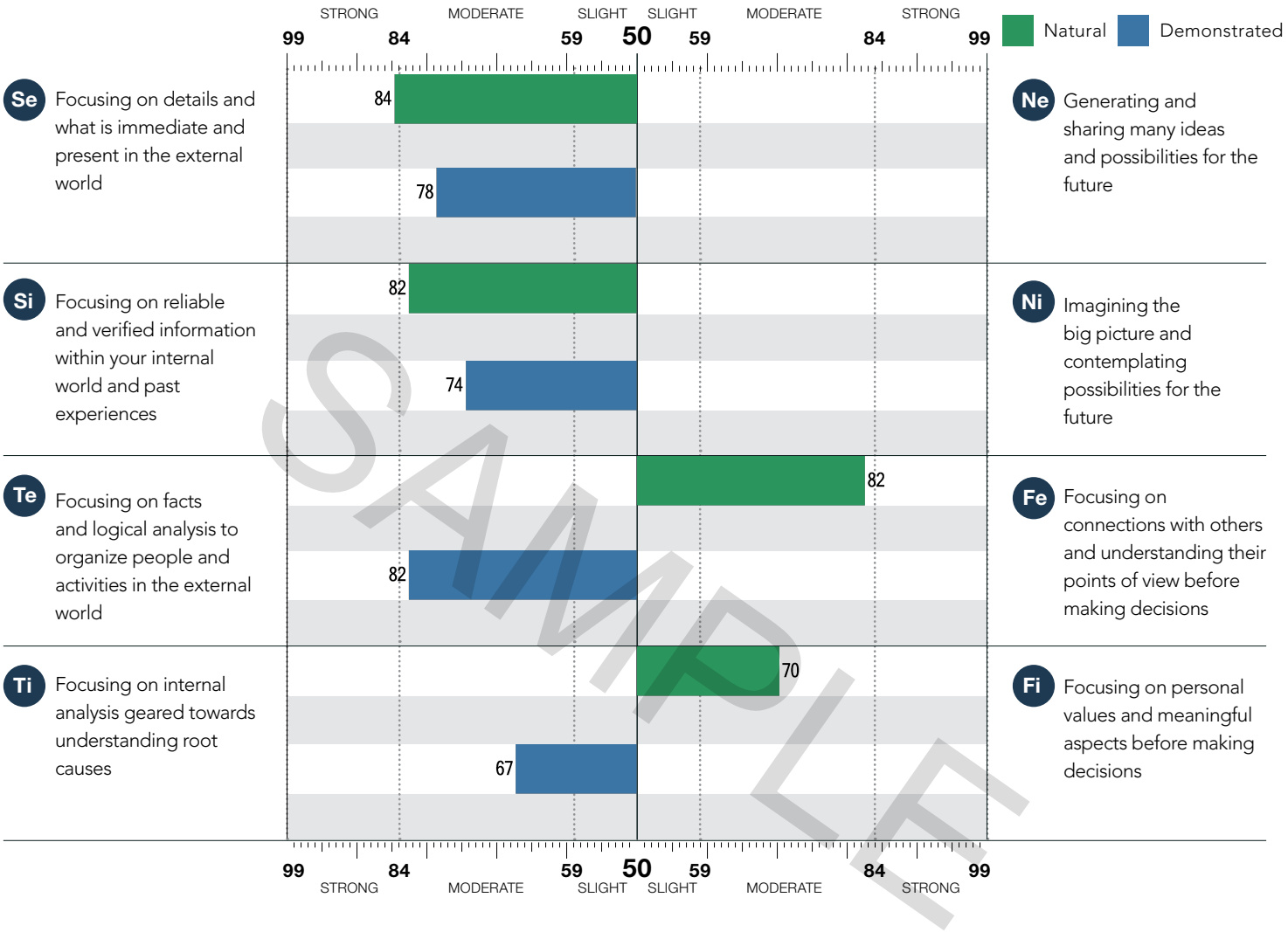
Overview of Your Mental Function Scores

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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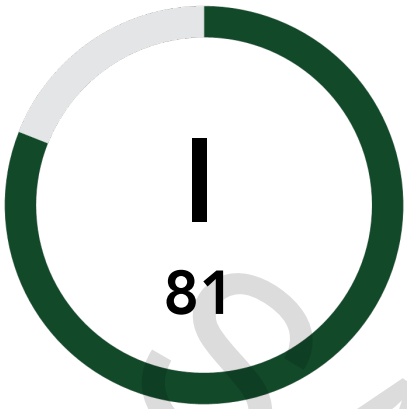
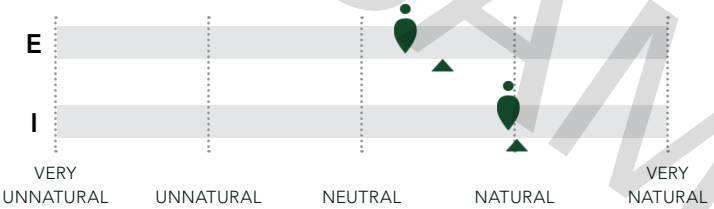
How you gain and direct your mental energy

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

NATURAL

E vs I





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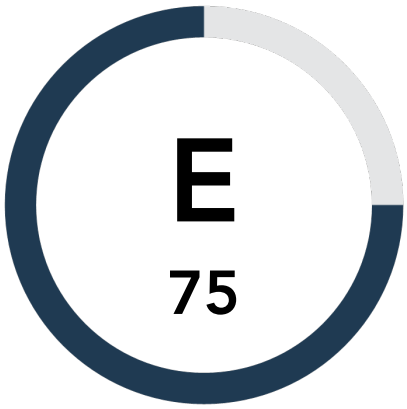
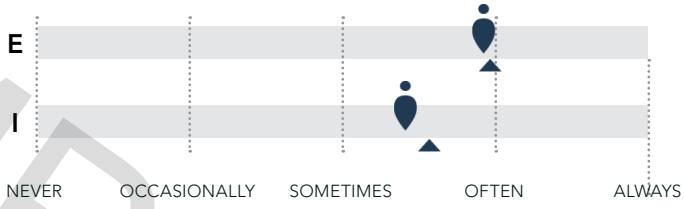
E vs I





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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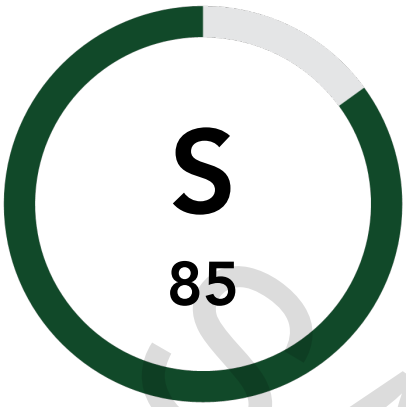
How you take in and process information

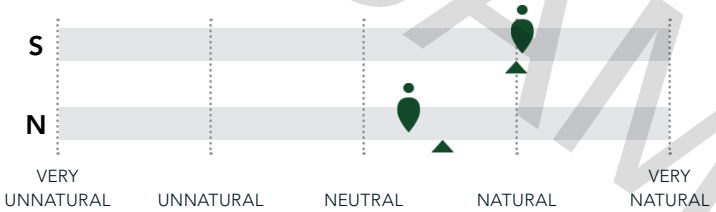
Sensing (S): Concrete, realistic, details

Intuiting (N): Abstract, imaginative, big picture

NATURAL

S vs N



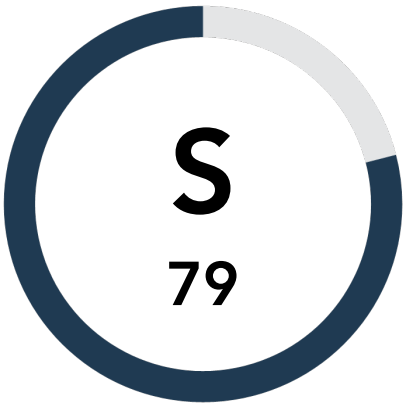


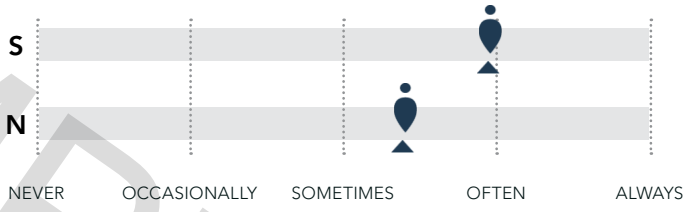
You naturally have a **strong** preference towards sensing behaviors over intuiting behaviors. This means you:

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

DEMONSTRATED

S vs N





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

- Follow step-by-step instructions relatively more than using different methods
- Use a systematic approach in completing your tasks somewhat more than using a creative approach
- Talk about details relatively more than ideas and the big picture

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

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 sensing behaviors compared to intuiting behaviors. This means:

- You may operate in a way that is comfortable for you
- Focusing on details and following step-by-step instructions might come naturally to you
- You may find it useful to discuss the big picture more often

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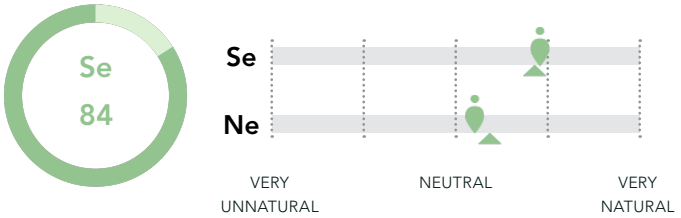
How you take in and process information from the external world

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 sensing behaviors over extraverted intuiting behaviors. This means you:

- Somewhat prefer to focus on actions over facilitating brainstorming options
- Often prefer to encourage others to think about practical applications over bringing an entrepreneurial spirit to your work and team

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

- Focus on actions relatively more than facilitating brainstorming options
- Frequently encourage others to think about practical applications rather than bringing an entrepreneurial spirit to your work and team

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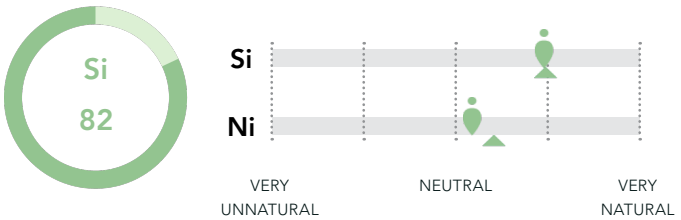
How you take in and process information internally

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 sensing behaviors over introverted intuiting behaviors. This means you:

- Somewhat prefer to be precise with instructions and expectations over focusing on vision and purpose
- Often prefer to be disciplined about processes and procedures over envisioning alternative approaches

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

- Are precise with instructions and expectations somewhat more than being focused on vision and purpose
- Are relatively disciplined about processes and procedures rather than envisioning alternative approaches

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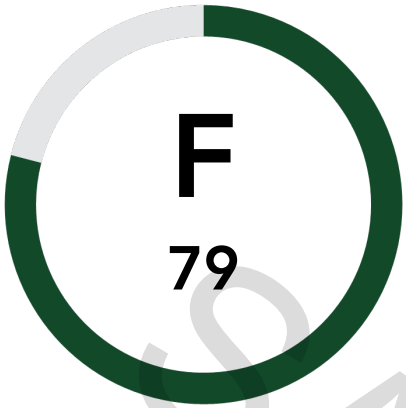
How you evaluate information and make decisions

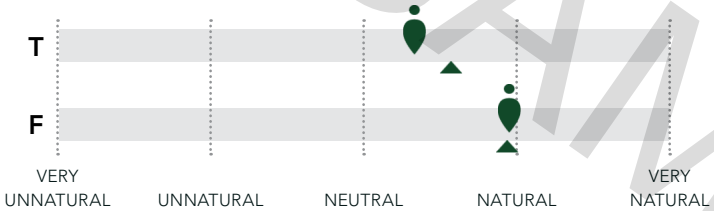
Thinking (T): Logic, cause and effect, fairness

Feeling (F): Values, ideals, harmony

NATURAL

T vs F





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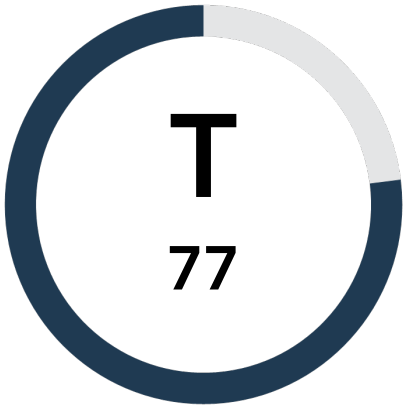
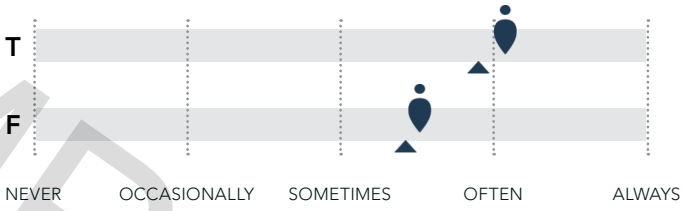
T vs F





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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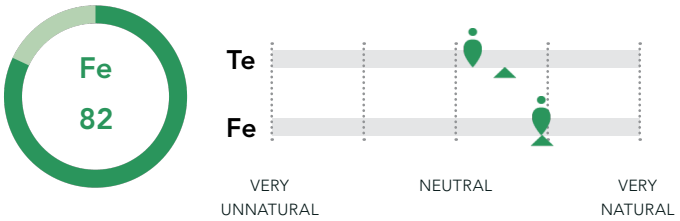
How you make decision about the external world

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 asserting your opinion
- Often prefer to build teams that focus on harmony over delegating specific tasks

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

- Assert your opinion somewhat more than asking for others' ideas and perspectives
- Frequently delegate specific tasks rather than building teams that focus on harmony

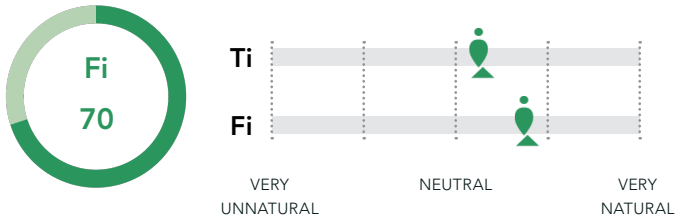
How you make decisions through internal reflection

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

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

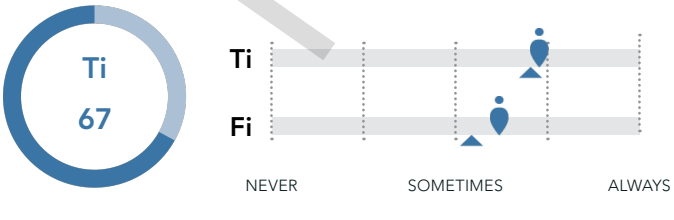
NATURAL

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 align your choices with your values over taking a detached, objective approach
- Often prefer to identify others' talents over pinpointing issues that need to be fixed

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

- Take a detached, objective approach somewhat more than aligning your choices with your values
- Frequently pinpoint issues that need to be fixed instead of identifying others' talents

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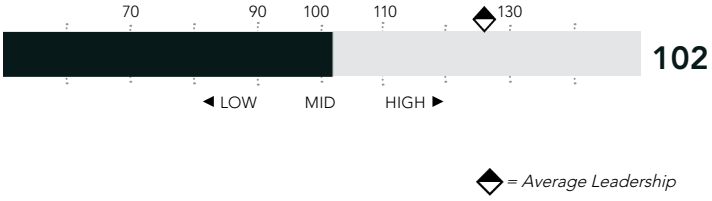
Overview of FlexIndex

PEARMAN FLEXINDEX

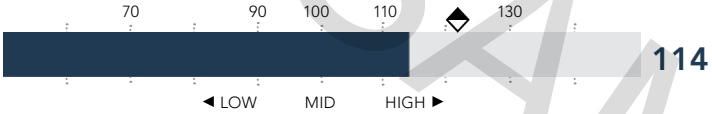
Your Total FlexIndex



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 use these skills in moderate amounts. Be sure to examine the *FlexIndex* section in this report to identify areas in which you can strengthen your skills.

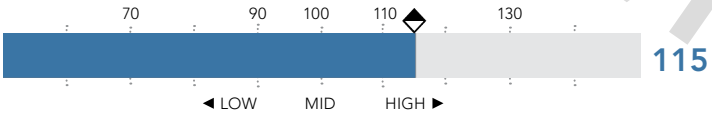
SUBSCALE DESCRIPTIONS

Proactivity



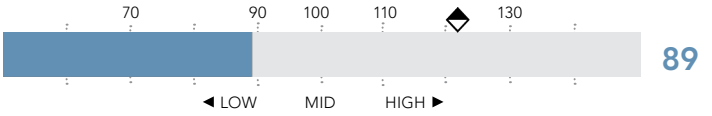
Proactivity refers to the skills necessary for active problem-solving and taking decisive action when you are faced with a challenge. Your score indicates that you are highly proactive. Keep this strength in mind as you move through different sections of this report.

Composure



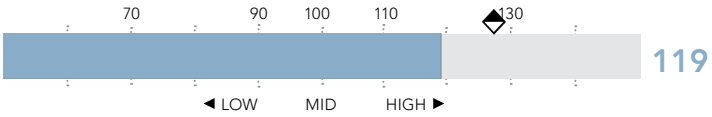
Composure involves being able to remain calm and controlled under times of stress or criticism. Your selected responses indicate that you are able to remain level-headed during high-pressure situations. Think about how different situations test your ability to keep your cool.

Connectivity



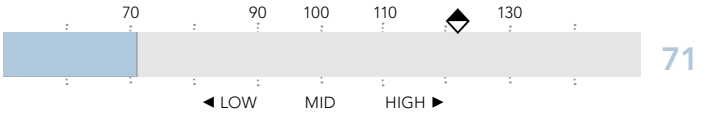
Connectivity involves being connected with others, forming beneficial interpersonal relationships, and seeking and reciprocating social support. Your score indicates a need for more interconnectedness with others, which may influence your ability to be effective when coordinating efforts with others.

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 open to experiences and often seek out new opportunities. This may prove useful as you think about ways to enhance this skill in new situations.

Rejuvenation



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

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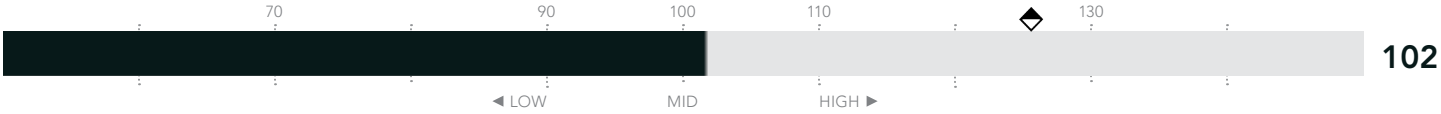
Your FlexIndex

PEARMAN FLEXINDEX

Your Total FlexIndex

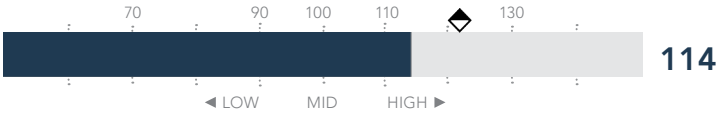


About Your Score

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 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.

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.

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.

Development — Being a Top Leader

Your results speak of a well-developed ability to generate solutions to complex problems. However, compared to top leaders, you appear to be engaging in fewer 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.

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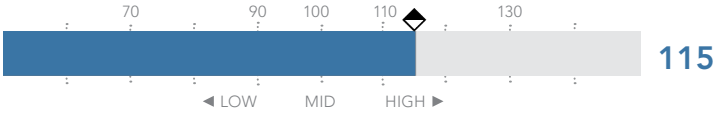
Your FlexIndex

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.

Leadership Lens

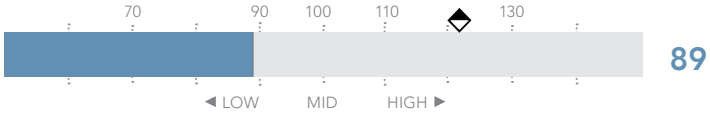
Composure allows a leader to become a role model of poise and self-regulation when encountering multiple sources of stress or criticism. Your score suggests you show extreme patience in demanding situations and remain very calm when dealing with a range of stressors. Your team's view of your composure 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.

Development — Being a Top Leader

The degree to which you are capable of remaining composed when under pressure and facing criticism is similar to that of top leaders. 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 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 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.

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 this area of being a leader may be challenging for you. You might be struggling to build connections among leaders and with your team that rest on open communication, shared achievements, and putting forth effort to show you believe in others' talents and are willing to learn from them. Other leaders may see you as unwilling to build reciprocal relationships and therefore likely to view your requests as one-sided.

Development — Being a Top Leader

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

- Bridge connections with direct reports by scheduling biweekly or monthly one-on-one discussions.
- Help your direct reports and other leaders achieve their goals in order to initiate a mutually beneficial relationship.
- Even if someone's idea is not successful, make sure to show that you appreciate their input and believe in their abilities.
- Observe how leaders in your organization interact with you compared to other leaders.

SAMPLE

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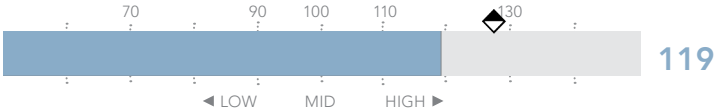
Your FlexIndex

PEARMAN FLEXINDEX

Variety-Seeking



Your Score

Your result suggests that, relative to some of your other subscales, Variety-Seeking is a strength for you. You are consistently able to benefit from variety and growth opportunities.

Leadership Lens

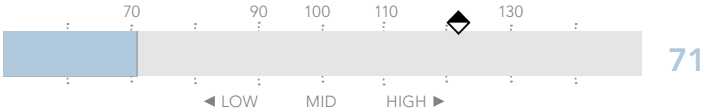
Variety-seeking behavior positions leaders with the ability to pivot to meet the demands of the situation and learn quickly when conditions change. Your responses to the Variety-Seeking items suggest that you are very likely to seek novel experiences. This can be extremely beneficial to your ability to make connections between emerging ideas and relate them to your experiences inside and outside of your organization. Further, you are very willing to make decisions that could upset the traditional balance of your team or your organization. This is crucial as leaders often need to accept some element of risk in order to embrace uncertain advances in innovation.

Development — Being a Top Leader

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

- Evaluate potential outcomes before having your team dive head first into a new opportunity.
- Use your enthusiasm for variety and change to build buy-in with your team and other leaders.
- Harness your proclivity for quick learning and acceptance of new ideas to showcase cutting-edge innovation to fellow leaders.
- Look for opportunities to highlight new processes and unfamiliar methods to others.

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.

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.

Development — Being a Top Leader

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.

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Leadership Integration

This page integrates your FlexIndex scores with a model of leadership based on four competencies: authenticity, coaching, insight, and innovation. Particular FlexIndex 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.

SAMPLE

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. You may have trouble forming deep relationships with your direct reports. This can affect your ability to be seen as a role model, provide growth opportunities for hidden competencies, inspire others, and recognize who to let operate autonomously.

Variety-Seeking. Your openness may make it easier to inspire others with a transparent vision and learn from risky opportunities. It also allows you 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 FlexIndex 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.

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Next Steps

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

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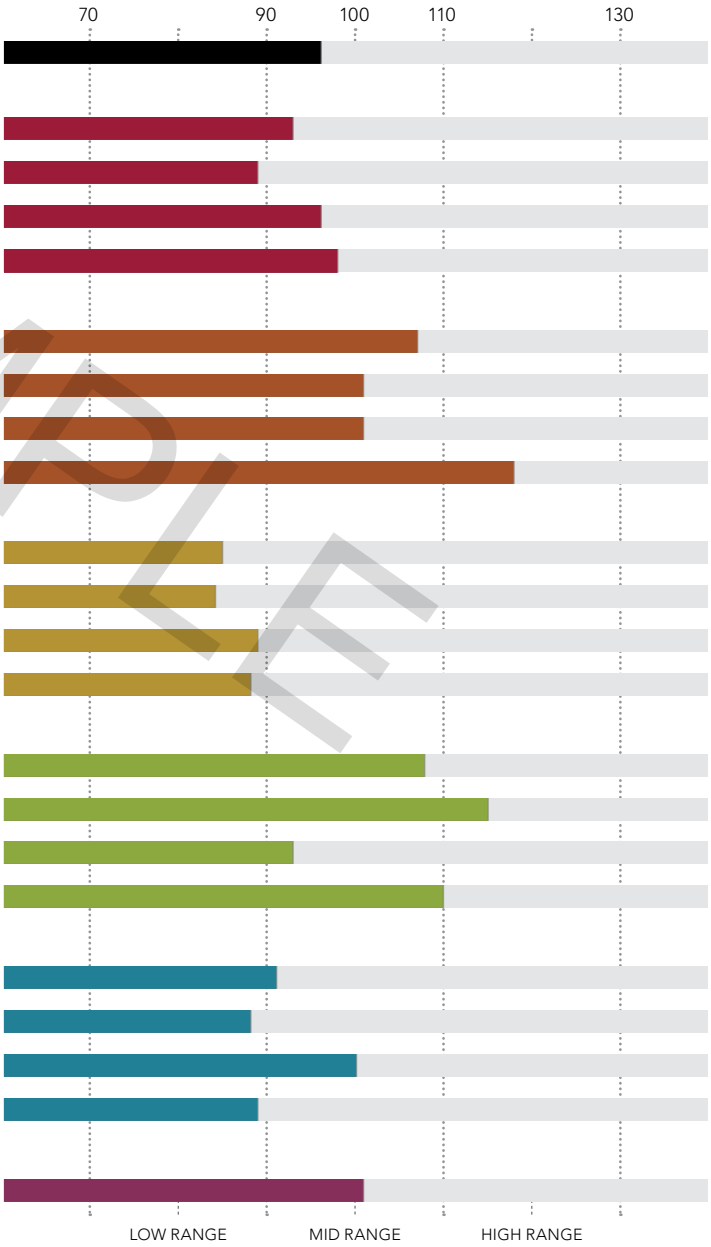
EQ-i 2.0

Name: David Sample

Your Pearman report includes a summary and interpretation of your EQ-i 2.0 results as they pertain to your Pearman personality type. This page summarizes the scores from your EQ-i 2.0 assessment. This integration allows connections to be made that detail the interplay of personality and emotional intelligence (EI) competencies. Understanding how you gain your mental energy, take in information, and make decisions connect with particular EI skills can shape development and illuminate blind spots. Your scores suggest that you are proficient in most of the emotional and social skills that influence the way you perceive and express yourself, develop and maintain social relationships, cope with challenges, and use emotional information.

OVERALL SCORES

TOTAL EI	**96**
SELF-PERCEPTION COMPOSITE	**93**
Self-Regard Respecting oneself; confidence	**89**
Self-Actualization Pursuit of meaning; self-improvement	**96**
Emotional Self-Awareness Understanding own emotions	**98**
SELF-EXPRESSION COMPOSITE	**107**
Emotional Expression Constructive expression of emotions	**101**
Assertiveness Communicating feelings, beliefs; non-offensive	**101**
Independence Self-directed; free from emotional dependency	**118**
INTERPERSONAL COMPOSITE	**85**
Interpersonal Relationships Mutually satisfying relationships	**84**
Empathy Understanding, appreciating how others feel	**89**
Social Responsibility Social consciousness; helpful	**88**
DECISION MAKING COMPOSITE	**108**
Problem Solving Find solutions when emotions are involved	**115**
Reality Testing Objective; see things as they really are	**93**
Impulse Control Resist or delay impulse to act	**110**
STRESS MANAGEMENT COMPOSITE	**91**
Flexibility Adapting emotions, thoughts and behaviors	**88**
Stress Tolerance Coping with stressful situations	**100**
Optimism Positive attitude and outlook on life	**89**
HAPPINESS Satisfied with life; content	**101**



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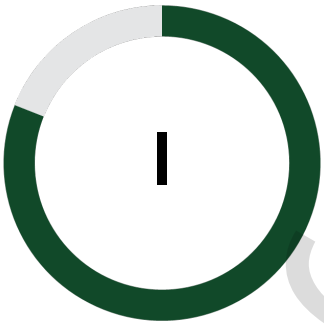
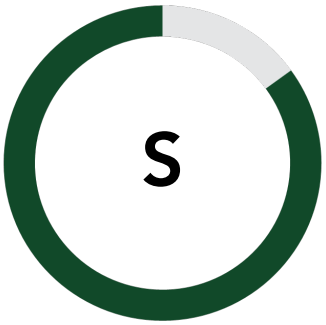
EQ-i 2.0

PEARMAN AND EQ -i 2.0 INTEGRATION

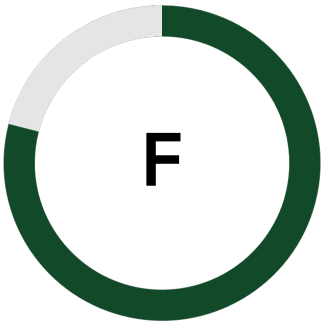
This page serves to integrate your overall functions with specific subscales from your EQ-i 2.0. Chosen based on theory and research, the specific EQ-i 2.0 subscales highlighted for each function allow you to understand the connection between your natural personality type and related aspects of your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



As an introvert, Interpersonal Relationships and Assertiveness skills can be especially useful in ensuring that you are able to craft emotionally meaningful and authentic relationships and express thoughts and ideas firmly when necessary. Your Interpersonal Relationships score suggests that further development of this skill can help establish relationships built on trust that do not suffer when you need to recharge your batteries and spend some time in your own space. Your Assertiveness score suggests that you are mostly protected from being too passive and not expressing your thoughts and ideas when in group situations. Further development of your assertiveness can ensure that when you do get lost in your own thoughts and ideas that you are always able to pull those suggestions out and get them heard.



As a sensor, Flexibility and Self-Actualization can impact how your natural preference plays out in your behavior. Your Flexibility responses suggest that you may have difficulty moving away from rigidity in your thinking and embracing new ideas and alternative approaches to understanding information. A more developed Flexibility skill lets the source and context of information dynamically determine your approach to understanding it, rather than being predetermined to evaluate the practical details. Your Self-Actualization scores suggest that you are sometimes able to look beyond the immediate and concrete situation to evaluate the future, understand the impact of your work, and establish goals that strive to provide deeper meaning. Fine-tuning this skill can mean an increased sense of significance and commitment to tasks that may at first appear to be less impactful.



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

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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

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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.	

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.

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