



# PEARMAN

PERSONALITY INTEGRATOR

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## Leadership Lens

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for David Sample

August 7, 2018

## Participant Summary

Age: 38

Gender: Male

Completion Time: 10 mins.

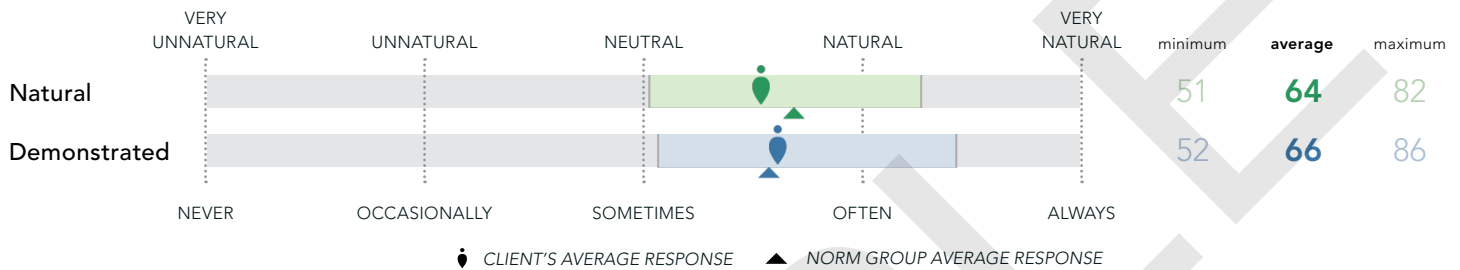
Date of Completion: August 3, 2018

Norm Region: U.S./Canada

Norm Type: Professional - Overall

### PEARMAN PERSONALITY

#### Response Distribution



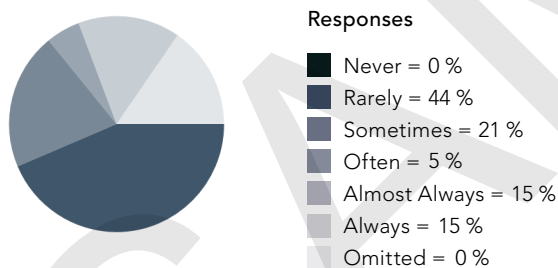
#### Omitted Items

0

No omitted items in Pearman Personality section.

### PEARMAN FLEXINDEX

#### Response Distribution



#### Omitted Items

0

No omitted items in Pearman FlexIndex section.

#### Positive Impression

0

The Positive Impression scale score is lower than 3, indicating that responses were not likely the result of an overly positive response style. You may want to ask: "Tell me about your process for responding to the items." "What did you think of the items? Were any particularly difficult to respond to?"

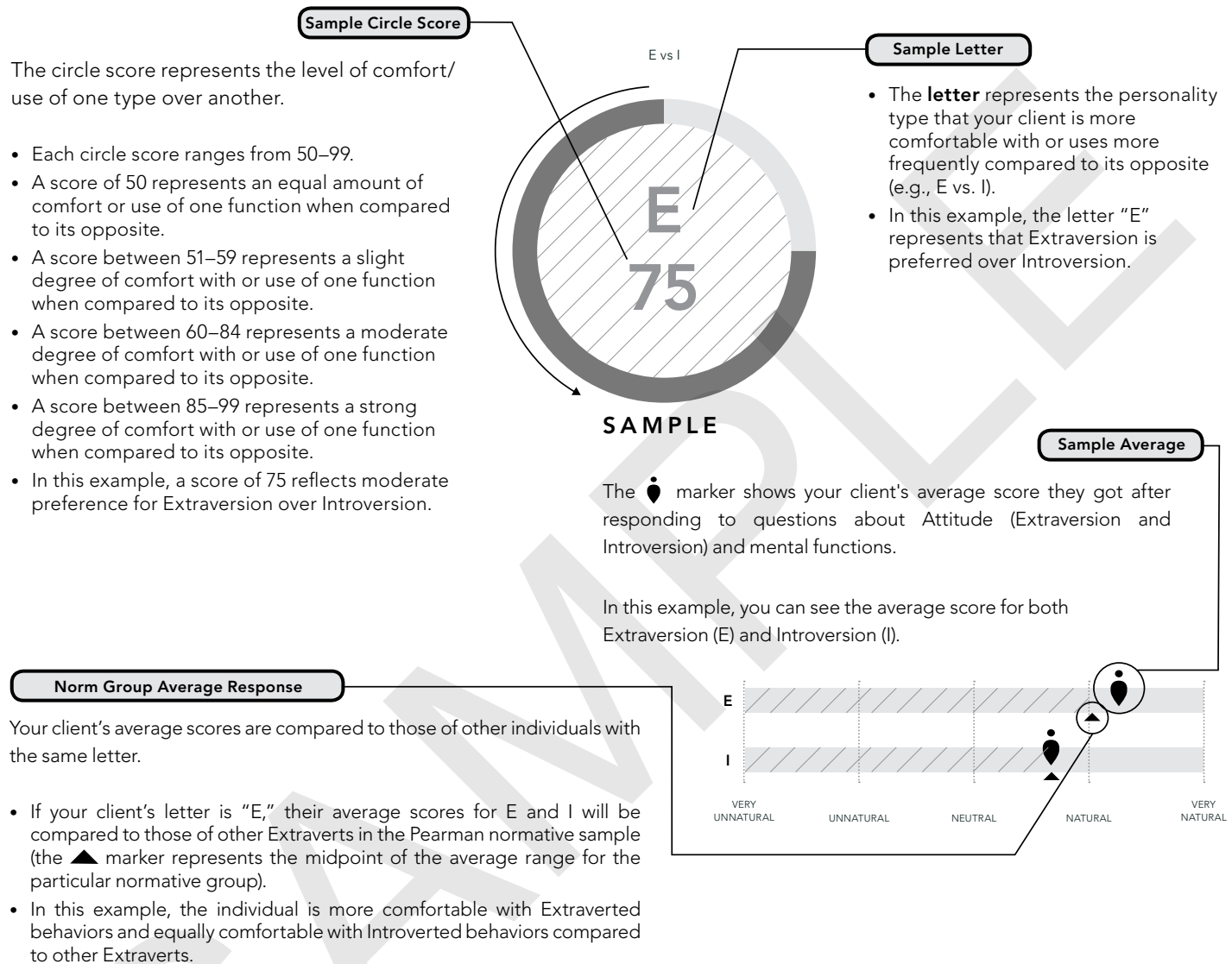
#### Inconsistency Index

13

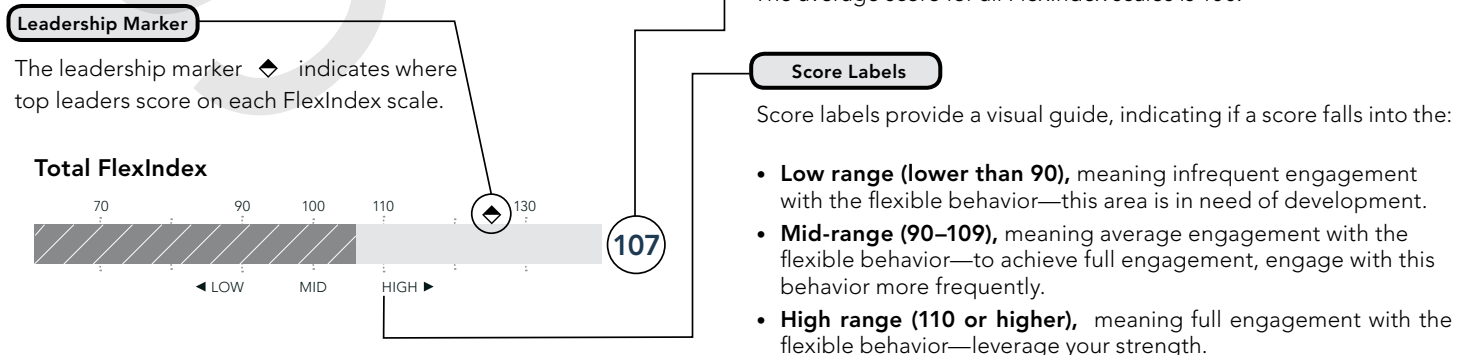
The Inconsistency Index is greater than or equal to 8, indicating a possible inconsistent response style. Results should be interpreted with caution as this person may have rushed the assessment, not taken the task seriously, or been highly swayed by wording subtleties within the item pairs. You may want to check the time to completion and delve into the response discrepancies with the respondent (see the Pearman FlexIndex Item Responses page).

## How to Use This Report

### SAMPLE PEARMAN PERSONALITY GRAPHS



### SAMPLE PEARMAN FLEXINDEX GRAPHS



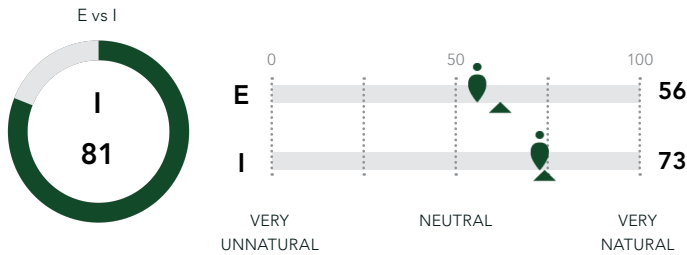
## Overview of Your Client's Overall Function Scores

YOUR CLIENT NATURALLY PREFERS  
I · S · F

YOUR CLIENT DEMONSTRATES  
E · S · T

### Overall Attitude

Natural preferences and demonstrated behaviors are: Misaligned



#### Circle score interpretation:

Moderate preference for introverted behaviors over extraverted behaviors.

#### Response bar interpretation:

Extraversion (E): Within Average  
Introversion (I): Within Average



#### Circle score interpretation:

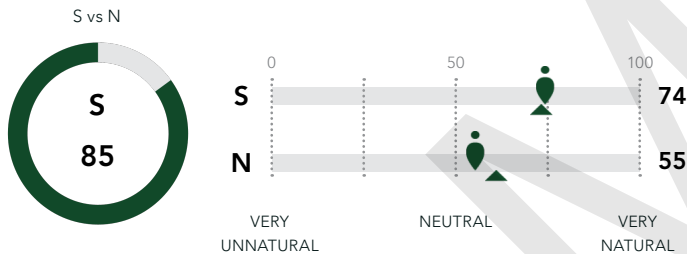
Displays moderately more extraverted behaviors than introverted behaviors.

#### Response bar interpretation:

Extraversion (E): Within Average  
Introversion (I): Within Average

### Overall Perceiving

Natural preferences and demonstrated behaviors are: Aligned

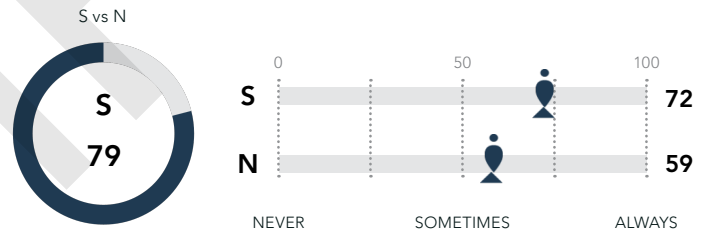


#### Circle score interpretation:

Strong preference for sensing behaviors over intuiting behaviors.

#### Response bar interpretation:

Sensing (S): Within Average  
Intuiting (N): Within Average



#### Circle score interpretation:

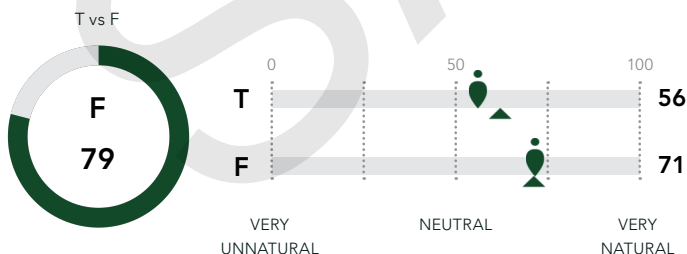
Displays moderately more sensing behaviors than intuiting behaviors.

#### Response bar interpretation:

Sensing (S): Within Average  
Intuiting (N): Within Average

### Overall Judging

Natural preferences and demonstrated behaviors are: Misaligned

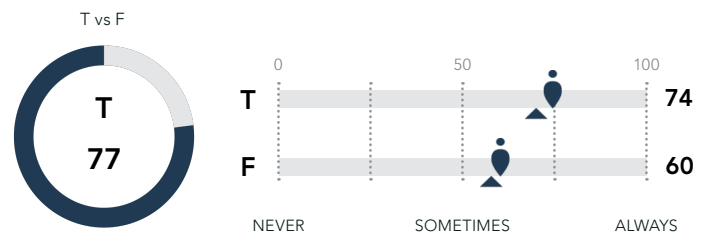


#### Circle score interpretation:

Moderate preference for feeling behaviors over thinking behaviors.

#### Response bar interpretation:

Thinking (T): Within Average  
Feeling (F): Within Average



#### Circle score interpretation:

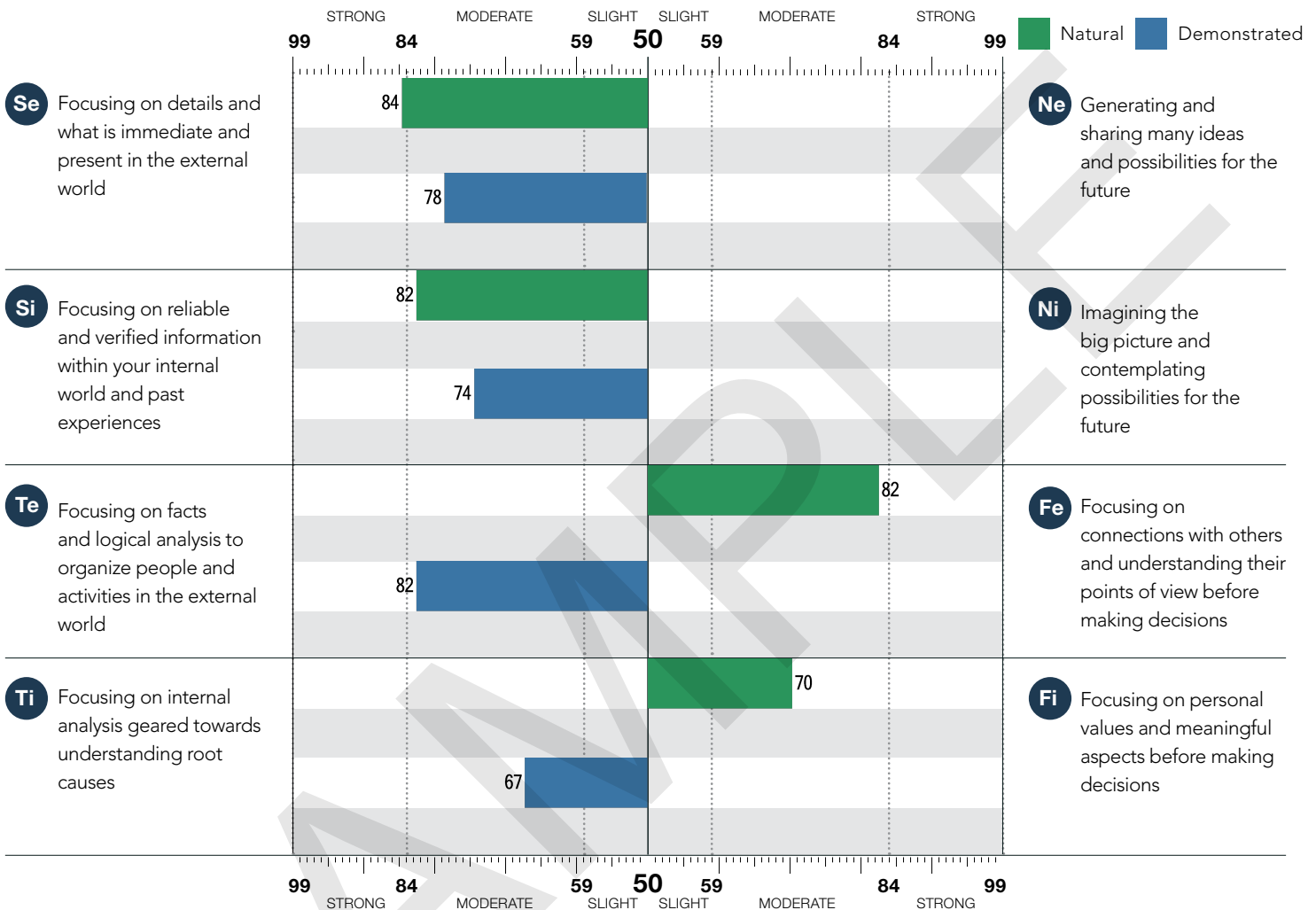
Displays moderately more thinking behaviors than feeling behaviors.

#### Response bar interpretation:

Thinking (T): Within Average  
Feeling (F): Within Average

## Overview of Your Client's Mental Function Scores

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



### UNDERSTANDING YOUR CLIENT'S ALIGNMENT

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

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

# 2

Misalignments between your client's natural preferences and demonstrated behaviors

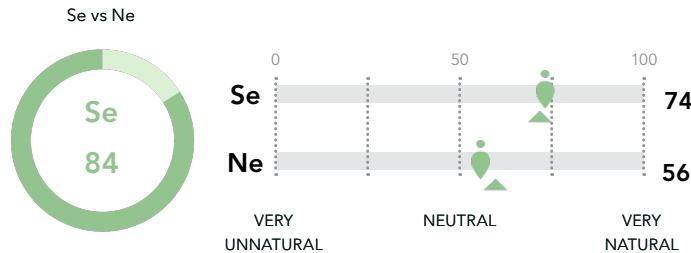
Assist your client to minimize their stress by leveraging and/or developing their FlexIndex skills.

## Perceiving Functions

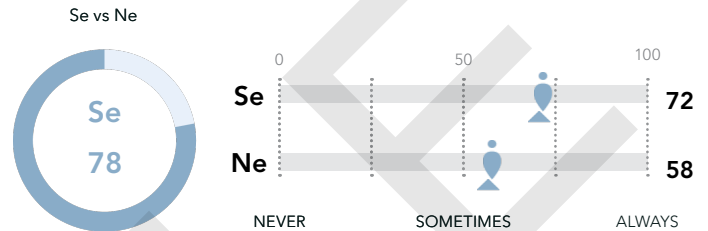
**Extraverted Sensing (Se):** Focusing on details, discussing what to do now

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

### NATURAL



### DEMONSTRATED



#### Extraverted Perceiving

Natural preferences and demonstrated behaviors are: Aligned

##### Circle score interpretation:

Moderate preference for extraverted sensing behaviors over extraverted intuiting behaviors.

##### Response bar interpretation:

Extraverted Sensing (Se): Within Average  
Extraverted Intuiting (Ne): Within Average

##### Circle score interpretation:

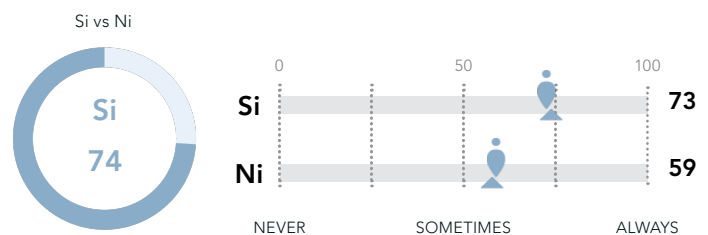
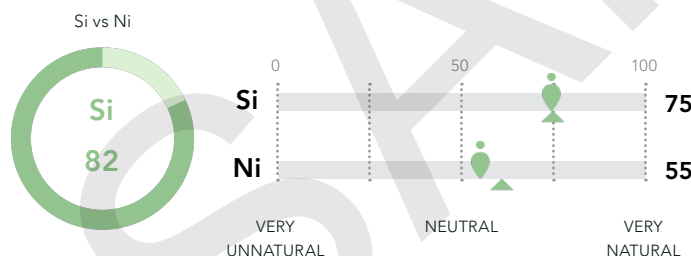
Displays moderately more extraverted sensing behaviors than extraverted intuiting behaviors.

##### Response bar interpretation:

Extraverted Sensing (Se): Within Average  
Extraverted Intuiting (Ne): Within Average

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

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



#### Introverted Perceiving

Natural preferences and demonstrated behaviors are: Aligned

##### Circle score interpretation:

Moderate preference for introverted sensing behaviors over introverted intuiting behaviors.

##### Response bar interpretation:

Introverted Sensing (Si): Within Average  
Introverted Intuiting (Ni): Within Average

##### Circle score interpretation:

Displays moderately more introverted sensing behaviors than introverted intuiting behaviors.

##### Response bar interpretation:

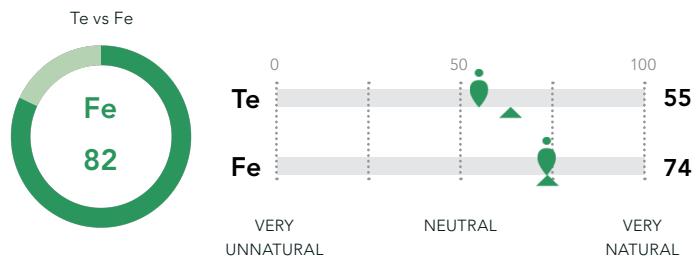
Introverted Sensing (Si): Within Average  
Introverted Intuiting (Ni): Within Average

## Judging Functions

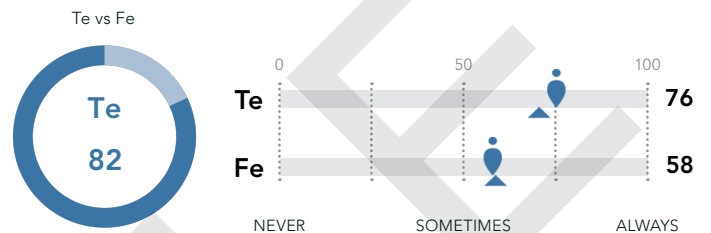
**Extraverted Thinking (Te):** Managing people and activities, organizing tasks

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

### NATURAL



### DEMONSTRATED



#### Extraverted Judging

Natural preferences and demonstrated behaviors are: Misaligned

##### Circle score interpretation:

Moderate preference for extraverted feeling behaviors over extraverted thinking behaviors.

##### Response bar interpretation:

Extraverted Thinking (Te): Within Average  
Extraverted Feeling (Fe): Within Average

##### Circle score interpretation:

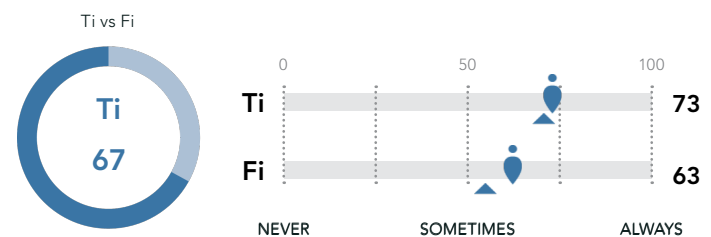
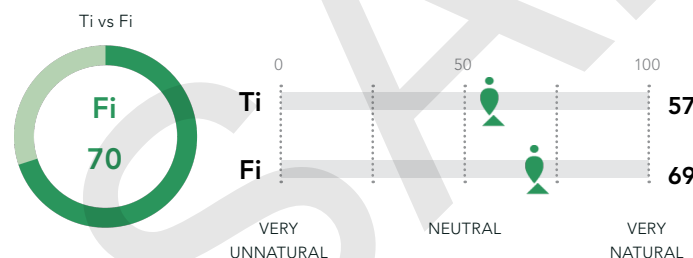
Displays moderately more extraverted thinking behaviors than extraverted feeling behaviors.

##### Response bar interpretation:

Extraverted Thinking (Te): Within Average  
Extraverted Feeling (Fe): Within Average

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

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



#### Introverted Judging

Natural preferences and demonstrated behaviors are: Misaligned

##### Circle score interpretation:

Moderate preference for introverted feeling behaviors over introverted thinking behaviors.

##### Response bar interpretation:

Introverted Thinking (Ti): Within Average  
Introverted Feeling (Fi): Within Average

##### Circle score interpretation:

Displays moderately more introverted thinking behaviors than introverted feeling behaviors.

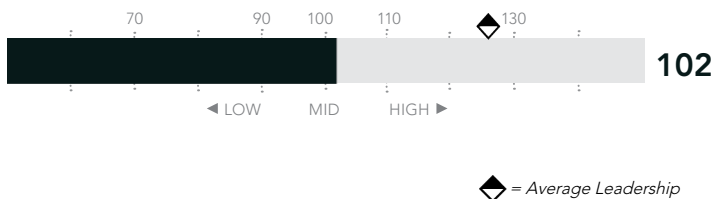
##### Response bar interpretation:

Introverted Thinking (Ti): Within Average  
Introverted Feeling (Fi): Within Average

## Overview of FlexIndex



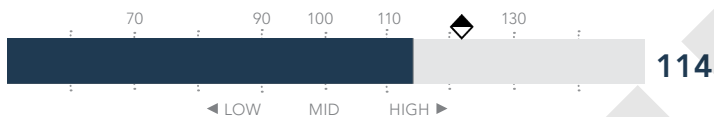
### Your Total FlexIndex



The Pearman FlexIndex encompasses the skills, abilities, and preferences that provide the agility and resilience needed to solve problems, remain composed, connect with others, seek beneficial experiences, and cope with and recover from strain. Your client's Total FlexIndex score indicates that they use these skills in moderate amounts. Be sure to examine the *FlexIndex* section in your client's report to identify areas in which your client can strengthen their skills.

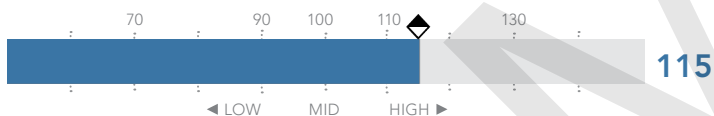
## SUBSCALE DESCRIPTIONS

### Proactivity



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

### Composure



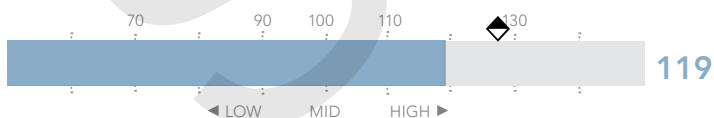
Composure involves being able to remain calm and controlled under times of stress or criticism. Your client's score shows that they are able to remain level-headed during high-pressure situations. Think about how different situations test your client's ability to keep their cool.

### Connectivity



Connectivity involves being connected with others, forming beneficial relationships, and seeking and reciprocating social support. Your client's score indicates a need for more interconnectedness with others, which may influence your client's ability to be effective in the way they expresses themselves.

### Variety-Seeking



Variety-Seeking refers to the preference for novel experiences, variety, and openness to new opportunities. Your client's score suggests that they are open to experiences and often seek out opportunities. This may prove useful as they think about ways to apply this skill in new situations.

### Rejuvenation



Rejuvenation involves positive coping strategies used to maintain health and minimize stress. Your client may not be doing enough to recover from the taxing events of their day-to-day life. This skill can be especially important to develop if your client finds themselves in situations that are not immediately comfortable.



## Pearman Personality Item Responses

### ATTITUDE

Responses to Extraverted (E) and Introverted (I) items are shown on this page. Items are divided into Natural (i.e., "How natural is it for you to...") and Demonstrated (i.e., "How often do you...") ratings. Item text is exactly as it appears on the assessment. If any single

item of a pair (i.e., E or I) is omitted, the entire pair is not included for scoring. However, responses from non-omitted items are shown here for coaching purposes, even if the corresponding item of the pair has been omitted.

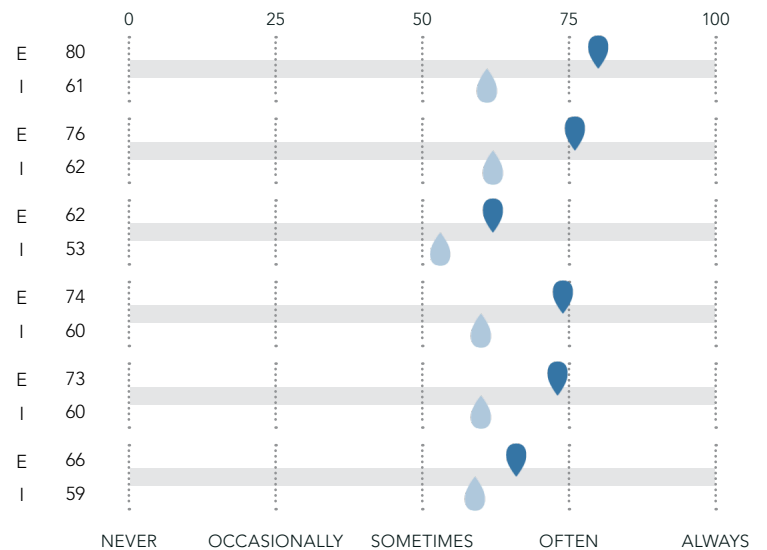
#### How natural is it for you to...

4. [blurred]  
4. [blurred]  
8. [blurred]  
8. [blurred]  
13. [blurred]  
13. [blurred]  
15. [blurred]  
15. [blurred]  
21. [blurred]  
21. [blurred]  
24. [blurred]  
24. [blurred]



#### How often do you...

4. [blurred]  
4. [blurred]  
8. [blurred]  
8. [blurred]  
13. [blurred]  
13. [blurred]  
15. [blurred]  
15. [blurred]  
21. [blurred]  
21. [blurred]  
24. [blurred]  
24. [blurred]



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## Pearman Personality Item Responses

### EXTRAVERTED PERCEIVING

Responses to Extraverted Intuiting (Ne) and Extraverted Sensing (Se) items are shown on this page. Items are divided into Natural (i.e., "How natural is it for you to...") and Demonstrated (i.e., "How often do you...") ratings. Item text is exactly as it appears on the

assessment. If any single item of a pair (i.e., Ne or Se) is omitted, the entire pair cannot be scored. However, responses from non-omitted items are shown here for coaching purposes, even if the corresponding item of the pair has been omitted.

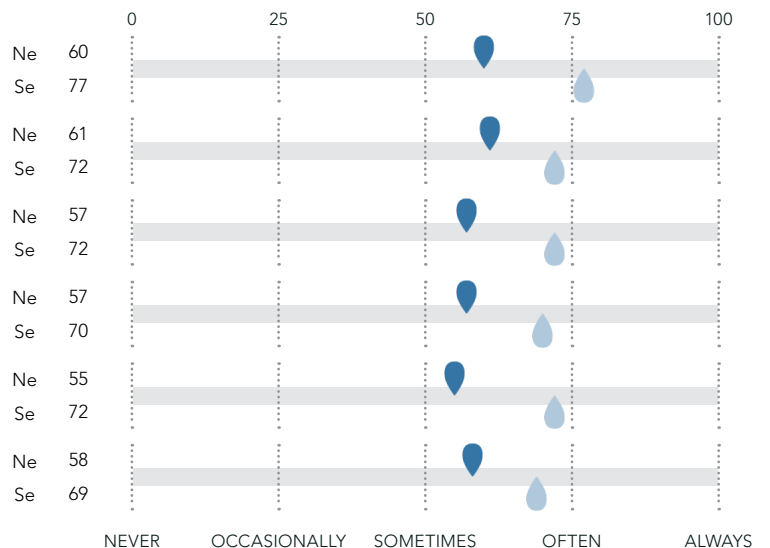
#### How natural is it for you to...

6. [blurred]  
6. [blurred]  
9. [blurred]  
9. [blurred]  
18. [blurred]  
18. [blurred]  
22. [blurred]  
22. [blurred]  
25. [blurred]  
25. [blurred]  
29. [blurred]  
29. [blurred]



#### How often do you...

6. [blurred]  
6. [blurred]  
9. [blurred]  
9. [blurred]  
18. [blurred]  
18. [blurred]  
22. [blurred]  
22. [blurred]  
25. [blurred]  
25. [blurred]  
29. [blurred]  
29. [blurred]



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## Pearman Personality Item Responses

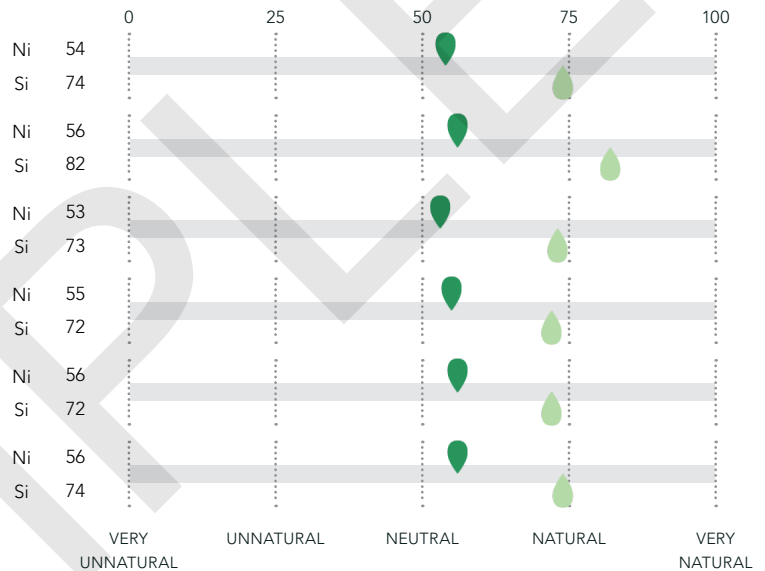
### INTROVERTED PERCEIVING

Responses to Introverted Intuiting (Ni) and Introverted Sensing (Si) items are shown on this page. Items are divided into Natural (i.e., "How natural is it for you to...") and Demonstrated (i.e., "How often do you...") ratings. Item text is exactly as it appears on the

assessment. If any single item of a pair (i.e., Ni or Si) is omitted, the entire pair cannot be scored. However, responses from non-omitted items are shown here for coaching purposes, even if the corresponding item of the pair has been omitted.

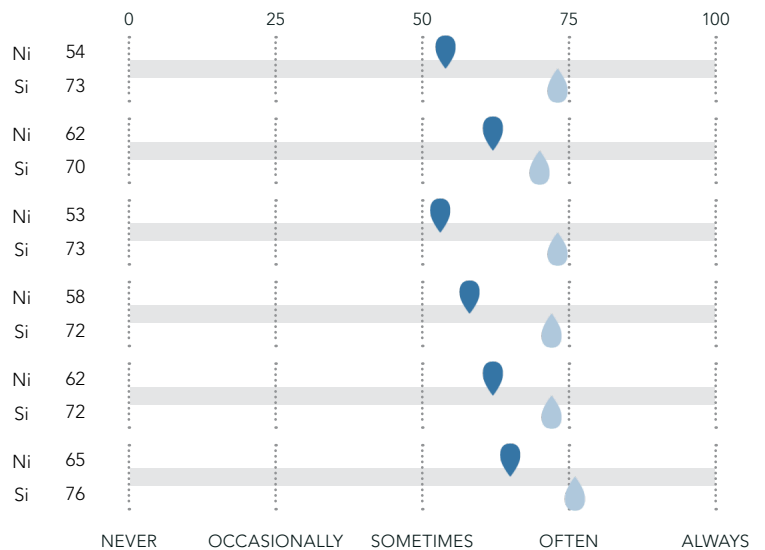
#### How natural is it for you to...

3. [blurred]  
3. [blurred]  
7. [blurred]  
7. [blurred]  
12. [blurred]  
12. [blurred]  
17. [blurred]  
17. [blurred]  
20. [blurred]  
20. [blurred]  
27. [blurred]  
27. [blurred]



#### How often do you...

3. [blurred]  
3. [blurred]  
7. [blurred]  
7. [blurred]  
12. [blurred]  
12. [blurred]  
17. [blurred]  
17. [blurred]  
20. [blurred]  
20. [blurred]  
27. [blurred]  
27. [blurred]



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## Pearman Personality Item Responses

### EXTRAVERTED JUDGING

Responses to Extraverted Feeling (Fe) and Extraverted Thinking (Te) items are shown on this page. Items are divided into Natural (i.e., "How natural is it for you to...") and Demonstrated (i.e., "How often do you...") ratings. Item text is exactly as it appears on the

assessment. If any single item of a pair (i.e., Fe or Te) is omitted, the entire pair is not included for scoring. However, responses from non-omitted items are shown here for coaching purposes, even if the corresponding item of the pair has been omitted.

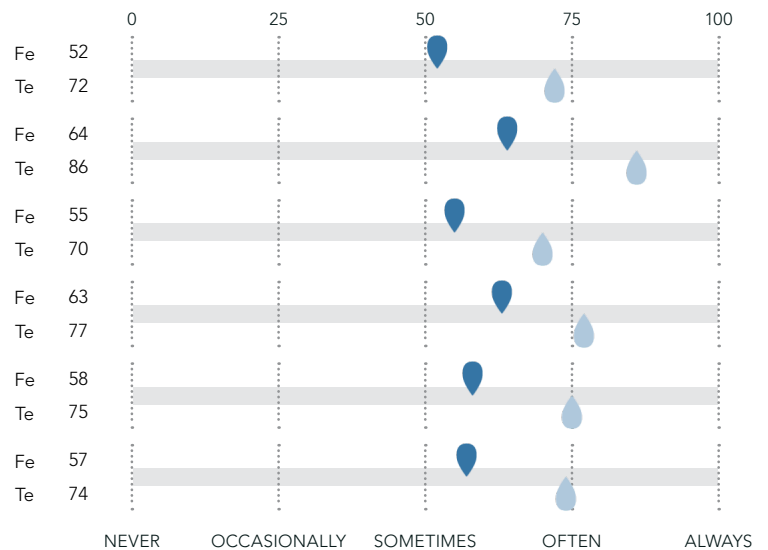
#### How natural is it for you to...

1. [blurred]
1. [blurred]
10. [blurred]
10. [blurred]
14. [blurred]
14. [blurred]
19. [blurred]
19. [blurred]
23. [blurred]
23. [blurred]
30. [blurred]
30. [blurred]



#### How often do you...

1. [blurred]
1. [blurred]
10. [blurred]
10. [blurred]
14. [blurred]
14. [blurred]
19. [blurred]
19. [blurred]
23. [blurred]
23. [blurred]
30. [blurred]
30. [blurred]



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## Pearman Personality Item Responses

### INTROVERTED JUDGING

Responses to Introverted Feeling (Fi) and Introverted Thinking (Ti) items are shown on this page. Items are divided into Natural (i.e., "How natural is it for you to...") and Demonstrated (i.e., "How often do you...") ratings. Item text is exactly as it appears on the

assessment. If any single item of a pair (i.e., Fi or Ti) is omitted, the entire pair is not included for scoring. However, responses from non-omitted items are shown here for coaching purposes, even if the corresponding item of the pair has been omitted.

#### How natural is it for you to...

2. [blurred]  
2. [blurred]  
5. [blurred]  
5. [blurred]  
11. [blurred]  
11. [blurred]  
16. [blurred]  
16. [blurred]  
26. [blurred]  
26. [blurred]  
28. [blurred]  
28. [blurred]



#### How often do you...

2. [blurred]  
2. [blurred]  
5. [blurred]  
5. [blurred]  
11. [blurred]  
11. [blurred]  
16. [blurred]  
16. [blurred]  
26. [blurred]  
26. [blurred]  
28. [blurred]  
28. [blurred]



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## Pearman FlexIndex Item Responses



Responses are shown by item on the following two pages. Items are shown by subscale and are exactly as they appear on the assessment. The higher the response indicated, the more frequent the behavior.

0 = Never  
1 = Rarely  
2 = Sometimes

3 = Often  
4 = Almost Always  
5 = Always

? = Omitted

### Proactivity

4.		5
9.		4
12.		4
20.		5
27.		2
31.		3
36.		5

### Composure

3.	1
10.	1
17.	1
19.	2
22.	1
30.	1
32.	1
37.	1
39.	2

### Connectivity

7.	1
11.	1
14.	2
18.	1
24.	2
28.	1
34.	5
38.	5

### Variety-Seeking

2.	5
6.	4
13.	4
16.	4
21.	4
33.	1

### Rejuvenation

1.	2
5.	1
15.	1
23.	2
25.	1
29.	1
35.	1

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## Pearman FlexIndex Item Responses



0 = Never

1 = Rarely

2 = Sometimes

3 = Often

4 = Almost Always

5 = Always

? = Omitted

## POSITIVE IMPRESSION

3.		1	26.		3
8.		2	28.		1
10.		1	37.		1

## INCONSISTENCY INDEX

4.	5	30.	1
27.	2	39.	2
6.	4	7.	1
16.	4	38.	5
20.	5	18.	1
31.	3	34.	5
29.	1		
35.	1		

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## Leadership Integration

This page integrates your client's 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.

### Primary Subscales

**Proactivity.** Compared to top leaders, your client appears to be engaging in fewer proactivity behaviors. Your client is almost always able to anticipate needs and tasks ahead of time and take action. This means that they are almost never left pressed for time, making it easy to find time to develop and mentor team members. This also means that your client is able to anticipate difficulties, be future-oriented, and question long-term assumptions.

**Connectivity.** Your client's responses indicate that they engage in fewer connectivity behaviors compared to top leaders. Your client may have trouble forming deep relationships with direct reports. This can affect their 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 client's responses indicate that they engage in less variety-seeking behaviors compared to top leaders. Your client's openness may make it easier to inspire others with a transparent vision and to learn from risky opportunities. It also allows them to nurture others who would benefit from creative growth opportunities and outside-the-box inspiration.

### Putting It All Together

As a leader, it is your client's 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 client's FlexIndex subscales encompass a wide range of skill levels. Targeting development to bring their lower performing subscales in line with the rest will better equip your client with the skills needed to create an environment where passion and learning thrive.

### Secondary Subscales

**Composure.** The degree to which your client is capable of remaining composed when under pressure and facing criticism is similar to that of top leaders. In high-pressure environments where stress and ingenuity create an element of risk, your client is exceptionally skilled at remaining calm and collected in order to communicate a clear vision, and at being patient to inspire others towards innovative breakthroughs.

**Rejuvenation.** Developing your client's rejuvenating strategies can help bring them closer in line with top leaders. Your client may find that ingenuity and innovation are hard to find and instill in others when they have little time to renew their health and refocus their mind. Maintaining enthusiasm for a vision may also prove difficult.



## Type and FlexIndex Integration

### EXTRAVERTED ATTITUDE

PERCEIVING	EXTRAVERTED ATTITUDE				JUDGING
	EXTRAVERTED SENSING (Se)	EXTRAVERTED INTUITING (Ne)	EXTRAVERTED THINKING (Te)	EXTRAVERTED FEELING (Fe)	
	<b>Se &amp; PROACTIVITY</b> Describe the facts of a situation in detail	<b>Ne &amp; PROACTIVITY</b> Come up with a new approach to an old problem	<b>Te &amp; PROACTIVITY</b> Plan out the logical outcomes of a situation	<b>Fe &amp; PROACTIVITY</b> Ask for others' perspectives and ideas when solving a problem	
	<b>Se &amp; COMPOSURE</b> Observe your emotions and reactions when you are agitated	<b>Ne &amp; COMPOSURE</b> Brainstorm new ways of calming your mind when dealing with stressful situations	<b>Te &amp; COMPOSURE</b> Use your objectivity to remove your emotion from the situation and remain calm	<b>Fe &amp; COMPOSURE</b> Observe others who stay calm under pressure to see what they do differently	
	<b>Se &amp; CONNECTIVITY</b> Pay attention to people's reactions and recognize body language and facial expressions	<b>Ne &amp; CONNECTIVITY</b> Generate ideas on how to make genuine connections with others	<b>Te &amp; CONNECTIVITY</b> Analyze the benefits of forming positive connections with others	<b>Fe &amp; CONNECTIVITY</b> Show appreciation for things people do in order to create a positive connection	
	<b>Se &amp; VARIETY-SEEKING</b> Take bigger risks and observe the positive impact your decisions have in the present moment	<b>Ne &amp; VARIETY-SEEKING</b> Try to be more creative with your ideas and try alternative ways of doing daily tasks	<b>Te &amp; VARIETY-SEEKING</b> Review your daily routine and think about what you can do differently	<b>Fe &amp; VARIETY-SEEKING</b> Join new networking events that you haven't attended before	
	<b>Se &amp; REJUVENATION</b> Take a few minutes to breathe in and out slowly when you are agitated or stressed out	<b>Ne &amp; REJUVENATION</b> Look for new and creative ideas on how to recover from stress	<b>Te &amp; REJUVENATION</b> Use a systematic approach for dealing with a taxing situation	<b>Fe &amp; REJUVENATION</b> Talk about challenging situations with a person who can relate	
	INTROVERTED SENSING (Si)	INTROVERTED INTUITING (Ni)	INTROVERTED THINKING (Ti)	INTROVERTED FEELING (Fi)	
	<b>Si &amp; PROACTIVITY</b> Reflect on past experiences and leverage tried-and-true methods to solve a problem	<b>Ni &amp; PROACTIVITY</b> Keep track of novel ideas that occur to you, and refer to them when solving a problem	<b>Ti &amp; PROACTIVITY</b> Critically analyze the pros and cons of a situation and take action on the effective solution	<b>Fi &amp; PROACTIVITY</b> Think about your ideals and values and how these are linked to your choices when solving a problem	
	<b>Si &amp; COMPOSURE</b> During conflict, reflect on past similar experiences where you remained calm and had positive outcomes	<b>Ni &amp; COMPOSURE</b> Generate alternative ways of calming your mind and body	<b>Ti &amp; COMPOSURE</b> Reflect on the factors that agitate you	<b>Fi &amp; COMPOSURE</b> Reflect on and internalize the values and benefits of staying calm under pressure	
	<b>Si &amp; CONNECTIVITY</b> Recall good memories with people to sustain a long lasting connection	<b>Ni &amp; CONNECTIVITY</b> Envision social settings and positive interactions that will allow you to create new relationships	<b>Ti &amp; CONNECTIVITY</b> Look for practical approaches to improve your work relationships	<b>Fi &amp; CONNECTIVITY</b> Examine how your current actions fit with the mission and values of the individuals involved	
	<b>Si &amp; VARIETY-SEEKING</b> Review processes at work and try to improve them using your past experiences	<b>Ni &amp; VARIETY-SEEKING</b> Keep track of ideas for trying new things	<b>Ti &amp; VARIETY-SEEKING</b> Create a list of new skills that could help you be more effective at work	<b>Fi &amp; VARIETY-SEEKING</b> Create a list of new skills or experiences that can be used to benefit others	
	<b>Si &amp; REJUVENATION</b> Reflect on tried-and-true methods during stressful situations	<b>Ni &amp; REJUVENATION</b> Try visualizing positive scenarios to relieve your stress	<b>Ti &amp; REJUVENATION</b> Take a systematic approach to fit relaxation time into your daily schedule	<b>Fi &amp; REJUVENATION</b> Read books and watch movies that resonate with your values	

### INTROVERTED ATTITUDE

## Follow-Up Questions

### MENTAL FUNCTIONS

The following questions are suggestions to help you to probe further into your client's results. Questions are listed by mental function for Pearman Personality and by subscale for Pearman FlexIndex.

#### Extraverted Sensing (Se)

1. [Blurred text]
2. [Blurred text]
3. [Blurred text]
4. [Blurred text]

#### Extraverted Intuiting (Ne)

1. [Blurred text]
2. [Blurred text]
3. [Blurred text]
4. [Blurred text]

#### Extraverted Thinking (Te)

1. [Blurred text]
2. [Blurred text]
3. [Blurred text]
4. [Blurred text]

#### Extraverted Feeling (Fe)

1. [Blurred text]
2. [Blurred text]
3. [Blurred text]
4. [Blurred text]

#### Introverted Sensing (Si)

1. [Blurred text]
2. [Blurred text]
3. [Blurred text]
4. [Blurred text]

#### Introverted Intuiting (Ni)

1. [Blurred text]
2. [Blurred text]
3. [Blurred text]
4. [Blurred text]

#### Introverted Thinking (Ti)

1. [Blurred text]
2. [Blurred text]
3. [Blurred text]
4. [Blurred text]

#### Introverted Feeling (Fi)

1. [Blurred text]
2. [Blurred text]
3. [Blurred text]
4. [Blurred text]

## Follow-Up Questions

### FLEXINDEX

#### Proactivity

1. I usually do more than I am asked to do.
2. I usually do more than I am asked to do.
3. I usually do more than I am asked to do.
4. I usually do more than I am asked to do.

#### Composure

1. I usually do more than I am asked to do.
2. I usually do more than I am asked to do.
3. I usually do more than I am asked to do.
4. I usually do more than I am asked to do.

#### Connectivity

1. I usually do more than I am asked to do.
2. I usually do more than I am asked to do.
3. I usually do more than I am asked to do.
4. I usually do more than I am asked to do.

#### Variety-Seeking

1. I usually do more than I am asked to do.
2. I usually do more than I am asked to do.
3. I usually do more than I am asked to do.
4. I usually do more than I am asked to do.

#### Rejuvenation

1. I usually do more than I am asked to do.
2. I usually do more than I am asked to do.
3. I usually do more than I am asked to do.
4. I usually do more than I am asked to do.

## Action Plan

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

Have your client write down up to five skills or behaviors to further develop in their own action plan. Then, transfer your client's goals into the action plan template below. The information provided throughout their report may be useful for determining individual actions that your client can either begin to do (START), do less of (STOP), or do more of (GROW).



START



STOP



GROW

### ACTION PLAN TEMPLATE

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

I commit to this action plan \_\_\_\_\_

Your Client's Signature

## Development Commitment

The Development Commitment is a tool to help hold your client accountable for accomplishing the goals outlined in the 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 client's objectives here and ensuring that your client does the same in their report, you help your client to be more accountable to reach their personal goals.

### MY CLIENT'S DEVELOPMENT GOALS

My client's action plan includes the following goals:

	Due Date
1.	
2.	
3.	
4.	

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

Your Client's Signature \_\_\_\_\_

## Coach's Guide to a Pearman Feedback Session

### PREPARING THE DEBRIEF

After the report has been generated, the interpretation work begins. Both the Coach and Client Reports have been designed to intuitively follow the recommended interpretation sequence. The interpretive sequence provided here is a condensed version of that found in the *Understanding the Results* section of the Pearman User's Handbook available online.

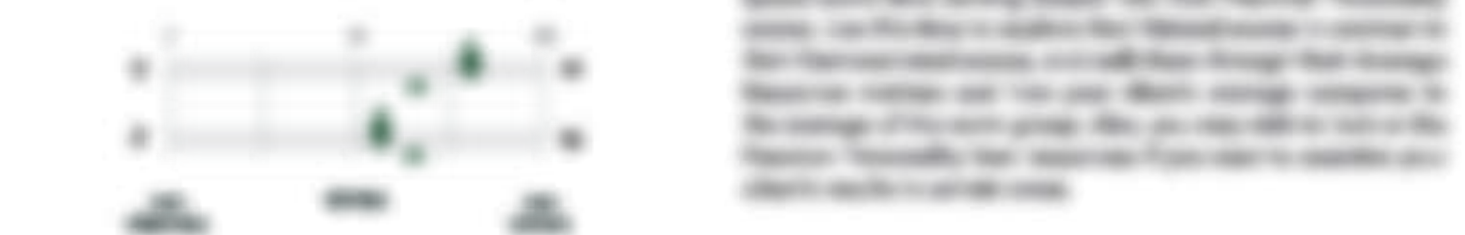
#### 1. Assess the Validity of the Results



#### 2. Interpret Pearman Personality



#### 3. In-depth Interpretation of Pearman Personality



## Coach's Guide to a Pearman Feedback Session

### PREPARING THE DEBRIEF

#### 4. Interpret Pearman FlexIndex



#### 5. Type and FlexIndex Integration

EXPERIMENTAL DESIGNING AND	EXPERIMENTAL DESIGNING AND
<b>No. &amp; PROPORTION</b> Describe the facts of evidence in detail	<b>No. &amp; PROPORTION</b> Compare up with a new design to an old problem

#### 6. Additional Sources of Information

It is important to consider the context of the data and the design of the study. The data should be interpreted in light of the research question and the design of the study. The design of the study should be considered in light of the research question and the data.

The data should be interpreted in light of the research question and the design of the study. The design of the study should be considered in light of the research question and the data.



## Coach's Guide to a Pearman Feedback Session

### CONDUCTING THE DEBRIEF

The steps laid out on this page and the next provide a guideline for conducting a debrief with your client. These stages of the debrief should be used as guidelines in conjunction with the information found in the User's Handbook and the *Preparing the Debrief* pages of this report. Other sources of information should be used to ensure best practices and ethical guidelines are followed.

STAGE	NOTES
<p>1. Review the report with the client.</p> <p>2. Discuss the report's findings and the client's response to the report.</p> <p>3. Discuss the report's findings and the client's response to the report.</p> <p>4. Discuss the report's findings and the client's response to the report.</p> <p>5. Discuss the report's findings and the client's response to the report.</p>	<p>1. Review the report with the client.</p> <p>2. Discuss the report's findings and the client's response to the report.</p> <p>3. Discuss the report's findings and the client's response to the report.</p> <p>4. Discuss the report's findings and the client's response to the report.</p> <p>5. Discuss the report's findings and the client's response to the report.</p>
<p>6. Discuss the report's findings and the client's response to the report.</p> <p>7. Discuss the report's findings and the client's response to the report.</p> <p>8. Discuss the report's findings and the client's response to the report.</p> <p>9. Discuss the report's findings and the client's response to the report.</p> <p>10. Discuss the report's findings and the client's response to the report.</p>	<p>6. Discuss the report's findings and the client's response to the report.</p> <p>7. Discuss the report's findings and the client's response to the report.</p> <p>8. Discuss the report's findings and the client's response to the report.</p> <p>9. Discuss the report's findings and the client's response to the report.</p> <p>10. Discuss the report's findings and the client's response to the report.</p>
<p>11. Discuss the report's findings and the client's response to the report.</p> <p>12. Discuss the report's findings and the client's response to the report.</p> <p>13. Discuss the report's findings and the client's response to the report.</p> <p>14. Discuss the report's findings and the client's response to the report.</p> <p>15. Discuss the report's findings and the client's response to the report.</p>	<p>11. Discuss the report's findings and the client's response to the report.</p> <p>12. Discuss the report's findings and the client's response to the report.</p> <p>13. Discuss the report's findings and the client's response to the report.</p> <p>14. Discuss the report's findings and the client's response to the report.</p> <p>15. Discuss the report's findings and the client's response to the report.</p>



## Coach's Guide to a Pearman Feedback Session

### CONDUCTING THE DEBRIEF

<p>1. Review the client's feedback session with the coach.</p> <p>2. Discuss the client's feedback session with the coach.</p> <p>3. Discuss the client's feedback session with the coach.</p> <p>4. Discuss the client's feedback session with the coach.</p>	<p>1. Review the client's feedback session with the coach.</p> <p>2. Discuss the client's feedback session with the coach.</p> <p>3. Discuss the client's feedback session with the coach.</p> <p>4. Discuss the client's feedback session with the coach.</p>
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