



PEARMAN

PERSONALITY INTEGRATOR

Workplace Lens

for Jane Sample

August 7, 2018

Sample Company Name

Sample Consulatnt Name

Participant Summary

Age: 28

Gender: Female

Completion Time: 21 mins.

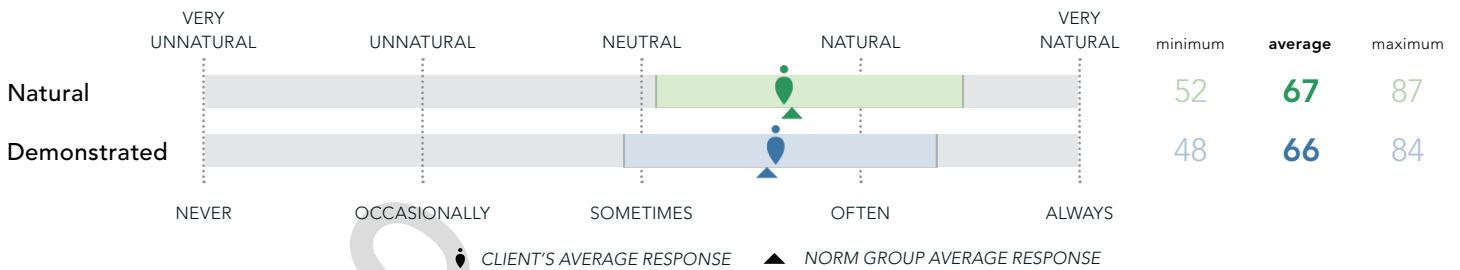
Date of Completion: August 2, 2018

Norm Region: U.S./Canada

Norm Type: Professional - Overall

PEARMAN PERSONALITY

Response Distribution



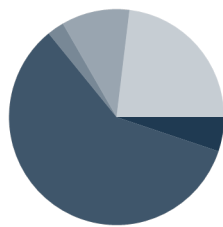
Omitted Items

0

No omitted items in Pearman Personality section.

PEARMAN FLEXINDEX

Response Distribution



Responses

- Never = 5 %
- Rarely = 59 %
- Sometimes = 3 %
- Often = 10 %
- Almost Always = 23 %
- Always = 0 %
- Omitted = 0 %

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?"

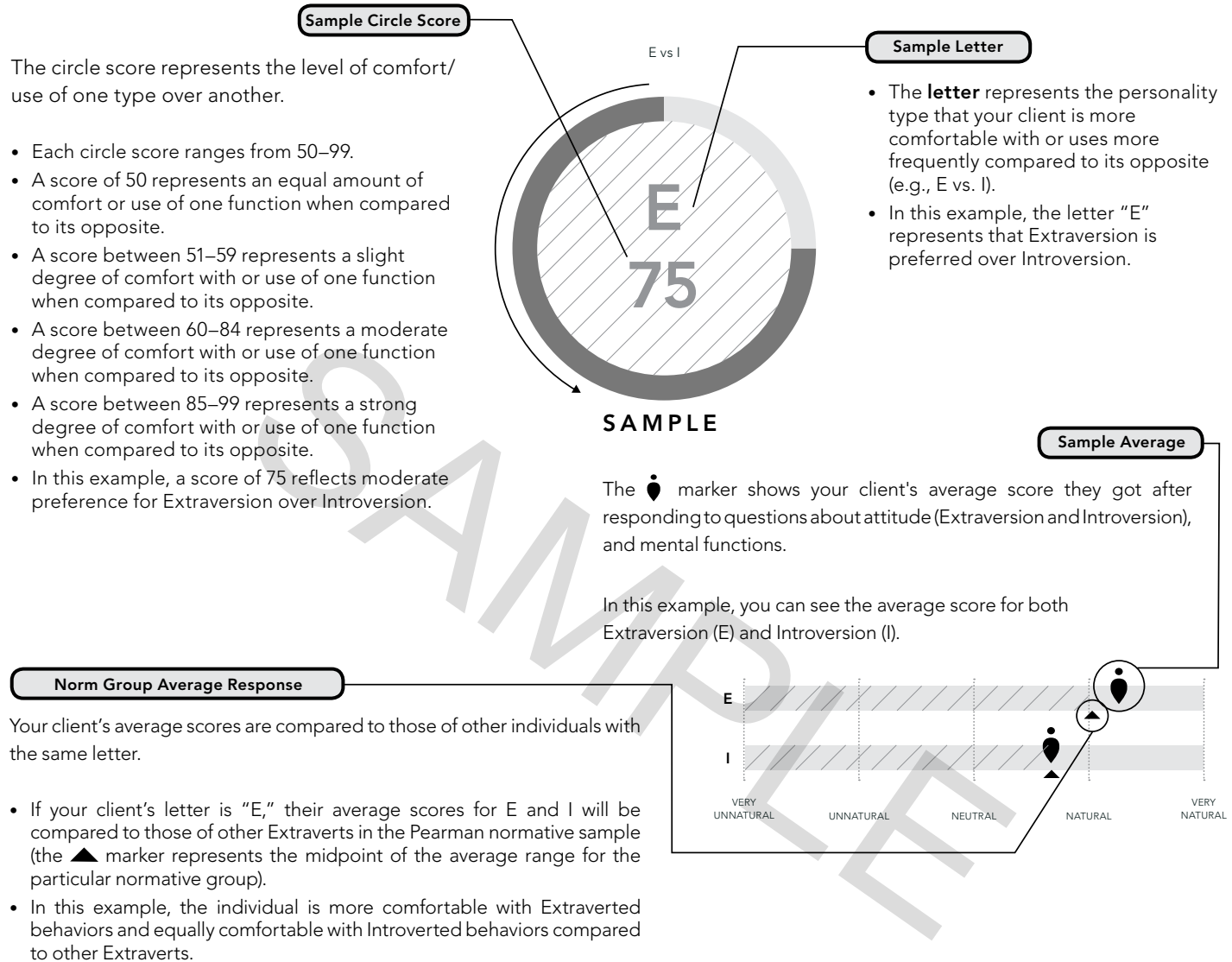
Inconsistency Index

0

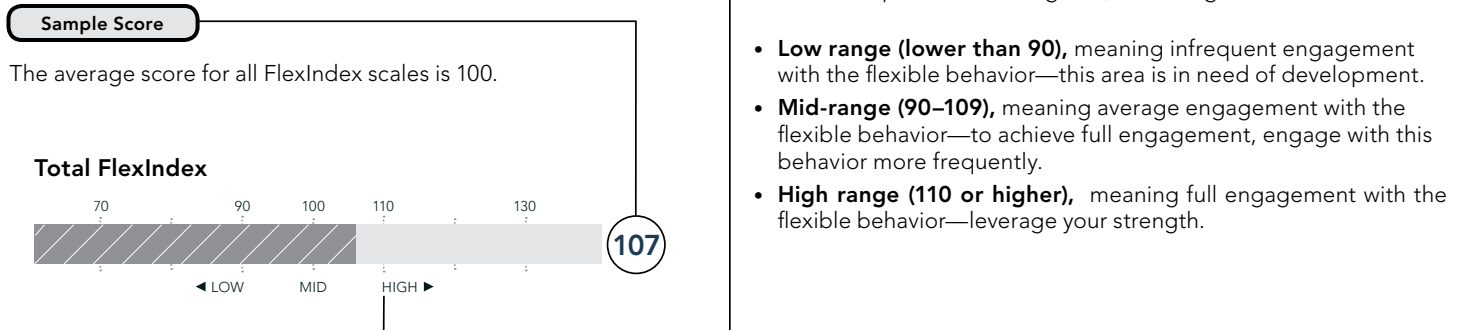
The Inconsistency Index is lower than 8, indicating consistency in responses across pairs of items measuring similar content. However, if the score is greater than zero, you may want to evaluate each individual item pair for inconsistent responses (see the Pearman FlexIndex Item Responses page for more details).

How to Use This Report

SAMPLE PEARMAN PERSONALITY GRAPHS



SAMPLE PEARMAN FLEXINDEX GRAPHS

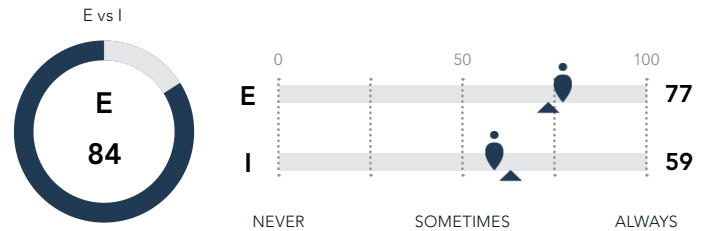
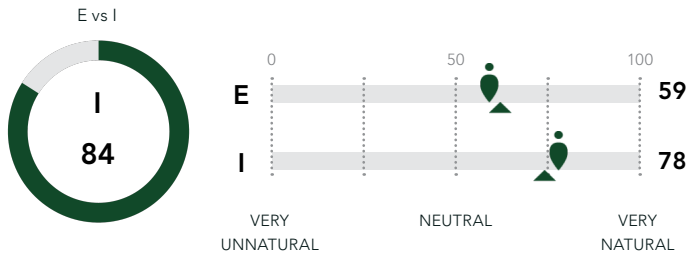


Overview of Your Client's Overall Function Scores

YOUR CLIENT NATURALLY PREFERS
I · N · FYOUR CLIENT DEMONSTRATES
E · N · T

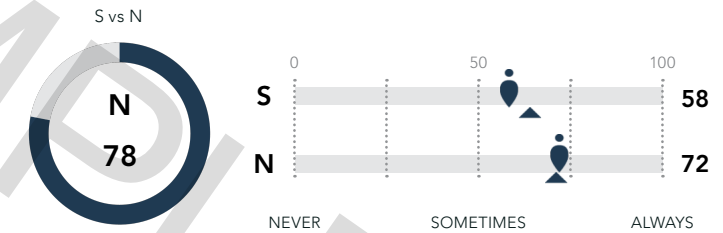
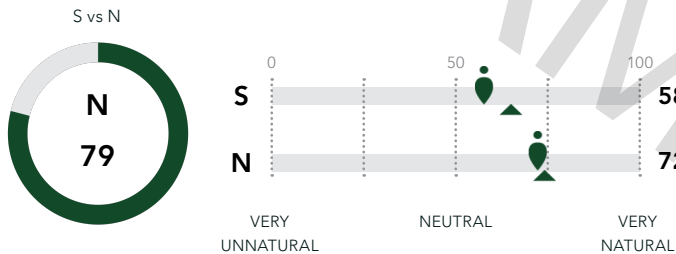
Overall Attitude

Natural preferences and demonstrated behaviors are: Misaligned



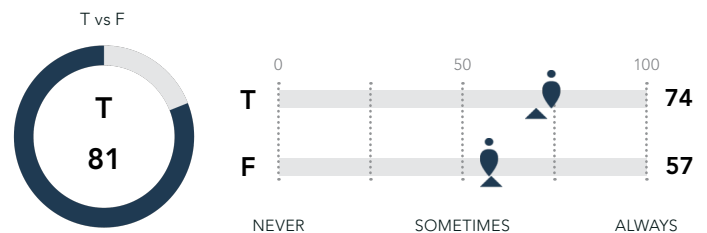
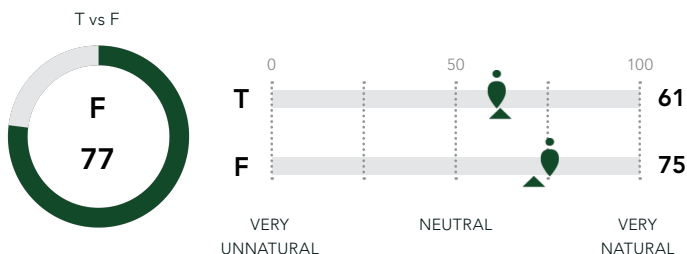
Overall Perceiving

Natural preferences and demonstrated behaviors are: Aligned



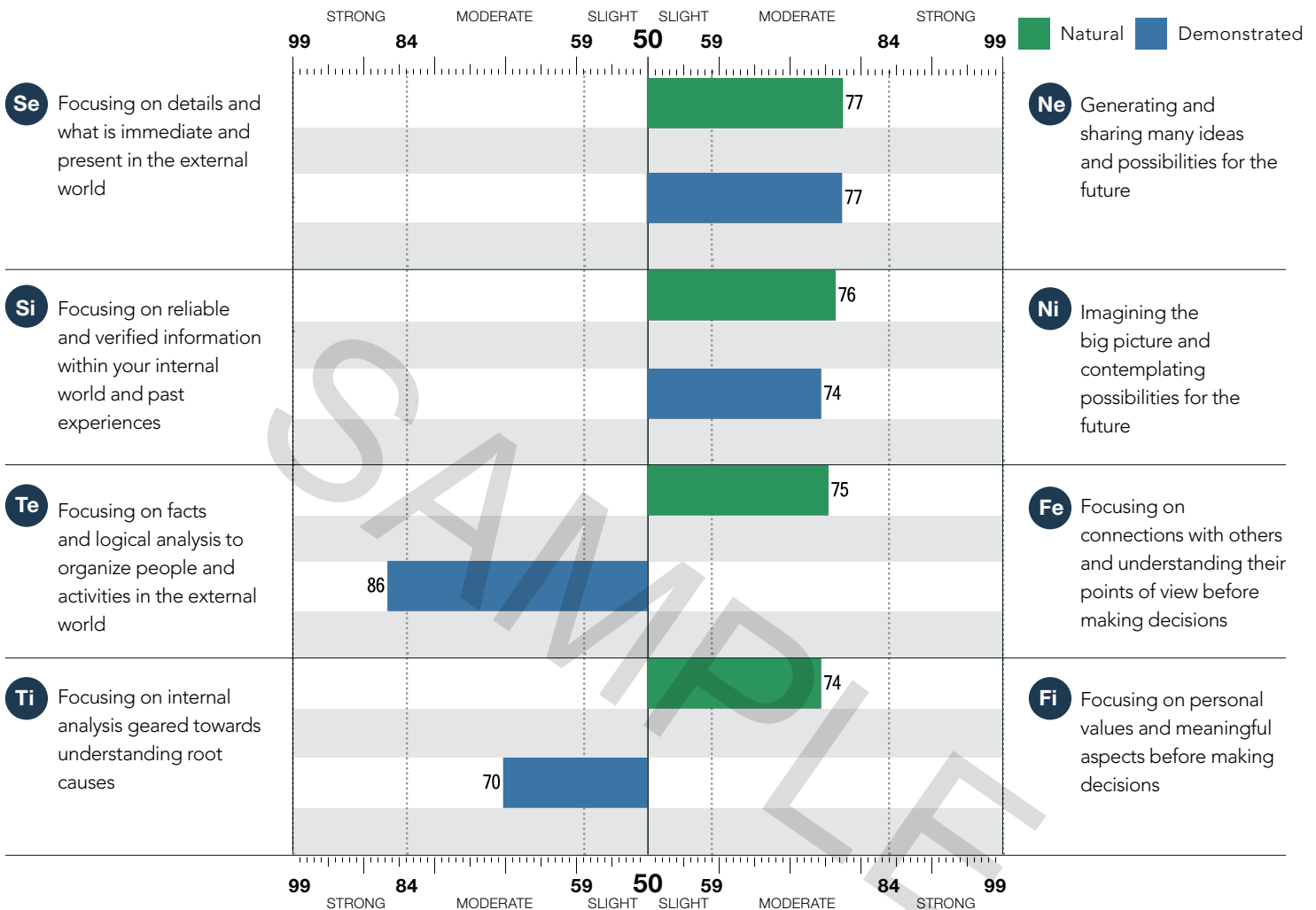
Overall Judging

Natural preferences and demonstrated behaviors are: Misaligned



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

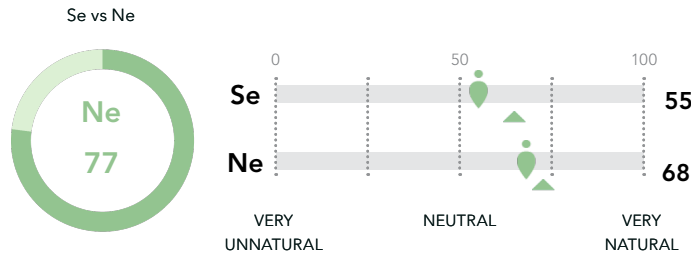
Assist your client to minimize their stress by leveraging and/or developing their FlexIndex skills.

Perceiving Functions

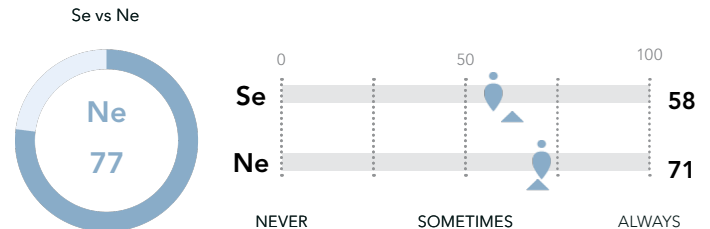
Extraverted Sensing (Se): Focusing on details, discussing what to do now

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 intuiting over extraverted sensing behaviors.

Response bar interpretation:

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

Circle score interpretation:

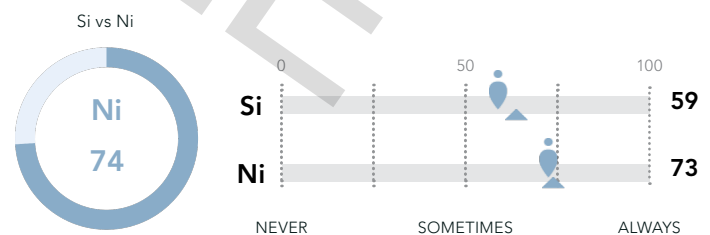
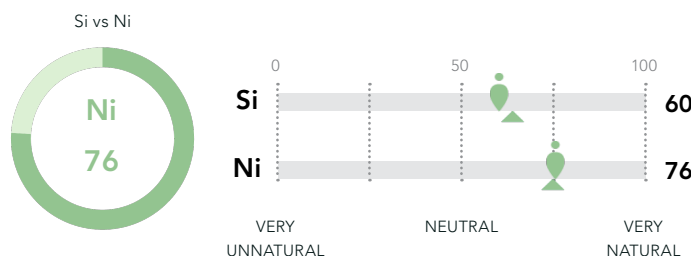
Displays moderately more extraverted intuiting behaviors than extraverted sensing behaviors.

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 intuiting behaviors over introverted sensing behaviors.

Response bar interpretation:

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

Circle score interpretation:

Displays moderately more introverted intuiting behaviors than introverted sensing behaviors.

Response bar interpretation:

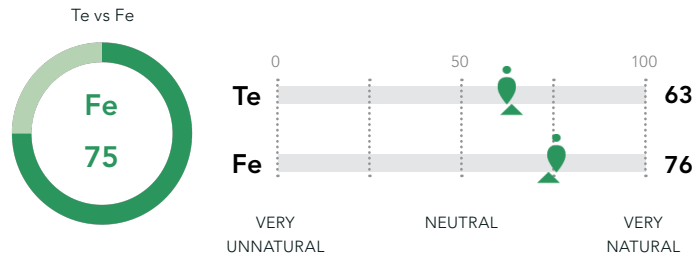
Introverted Sensing (Si): Within Average
Introverted Intuiting (Ni): Within Average

Judging Functions

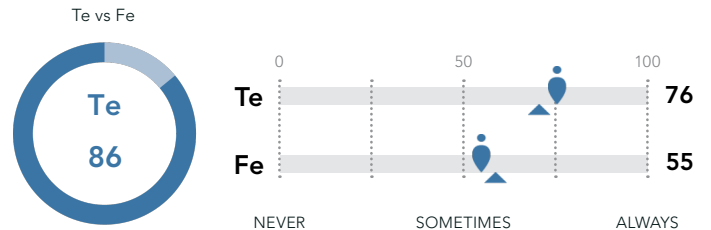
Extraverted Thinking (Te): Managing people and activities, organizing tasks

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:

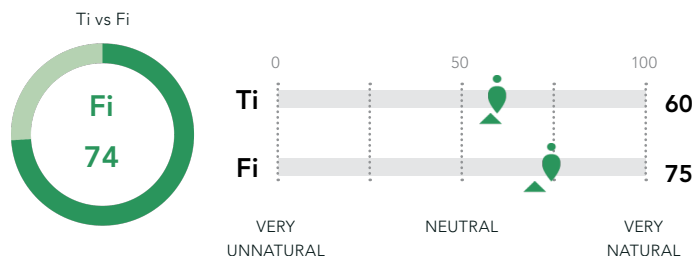
Displays many more extraverted thinking behaviors than extraverted feeling behaviors.

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.

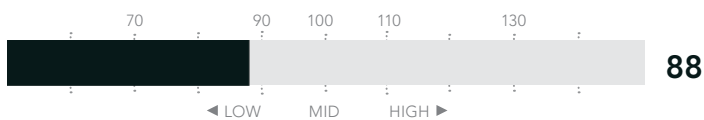
Response bar interpretation:

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

Overview of FlexIndex



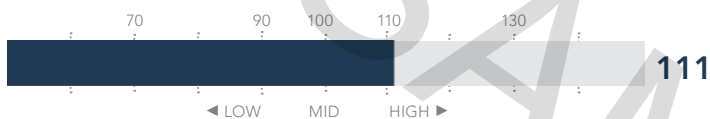
Your Total FlexIndex



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 may have trouble with some of these areas. Be sure to examine the *FlexIndex* section in your client's report to identify areas in which your client can focus their development efforts.

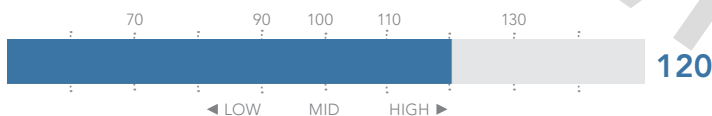
SUBSCALE DESCRIPTIONS

Proactivity



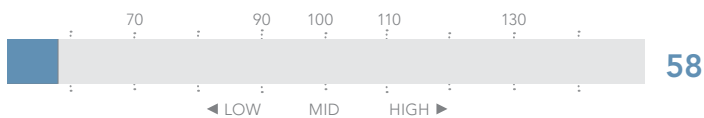
Proactivity refers to the skills necessary for active problem-solving and taking decisive action when faced with a challenge. Your client's score indicates that they are highly proactive. Keep this strength in mind as your client moves through different sections of their report.

Composure



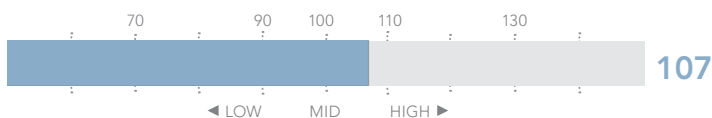
Composure involves being able to remain calm and controlled under times of stress or criticism. Your client's score shows that they are able to remain level-headed during high-pressure situations. Think about how different situations test your client's ability to keep their cool.

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 over routine, and openness to new opportunities. Your client's score suggests that they are sometimes open to new experiences. Your client's report provides a number of strategies for improving their ability to manage new events.

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.

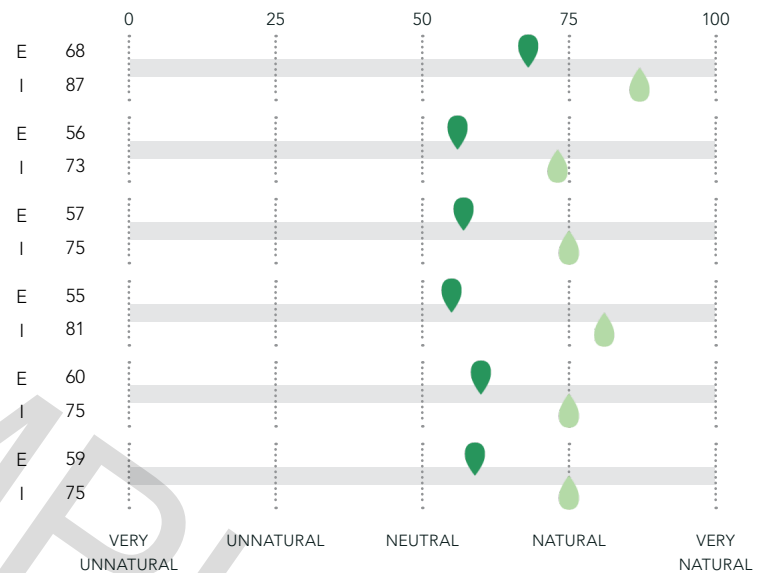
Pearman Personality Item Responses

ATTITUDE

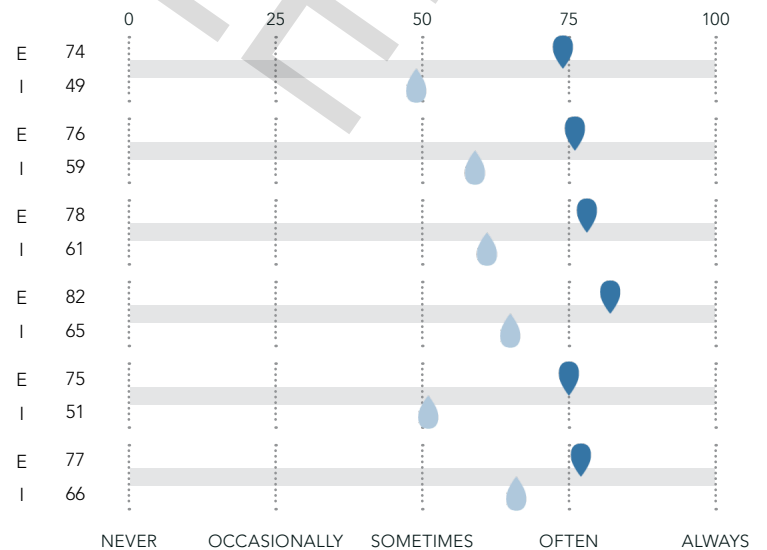
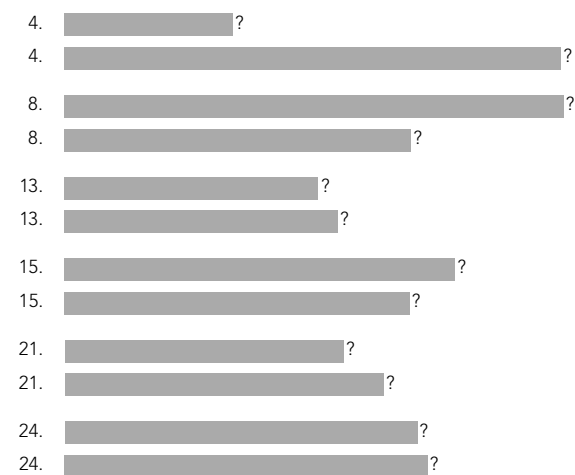
Responses to Extraverted (E) and Introverted (I) items are shown on this page. Items are divided into Natural (i.e., "How natural is it for you to...") and Demonstrated (i.e., "How often do you...") ratings. Item text is exactly as it appears on the assessment. If any single

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...



How often do you...



This section of the report contains copyrighted items and information that are not intended for public disclosure. If it is necessary to provide a copy of the report to anyone other than the assessor, **this section must be removed.**

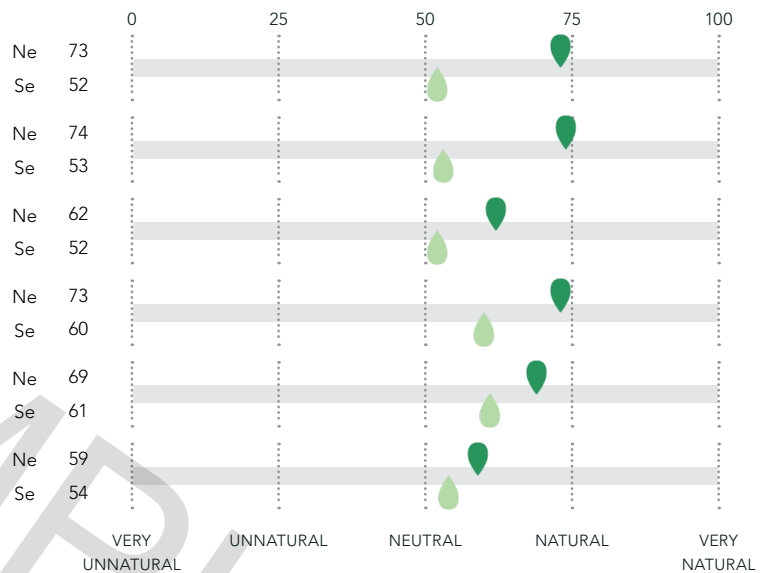
Pearman Personality Item Responses

EXTRAVERTED PERCEIVING

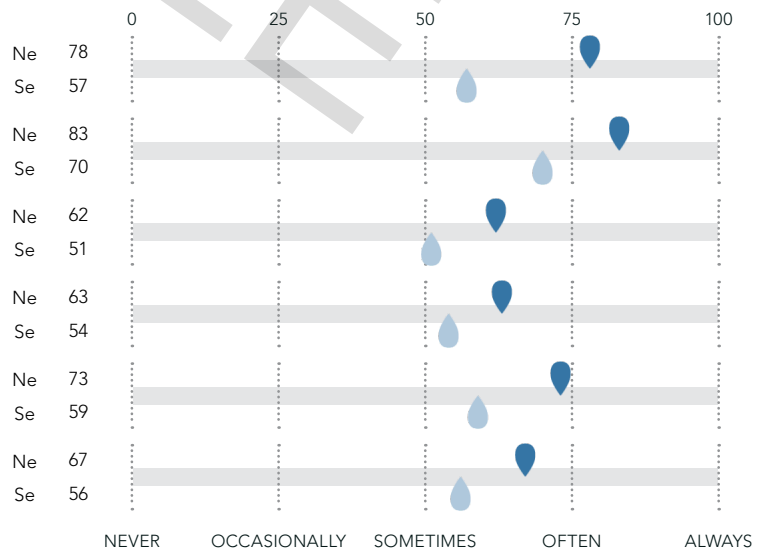
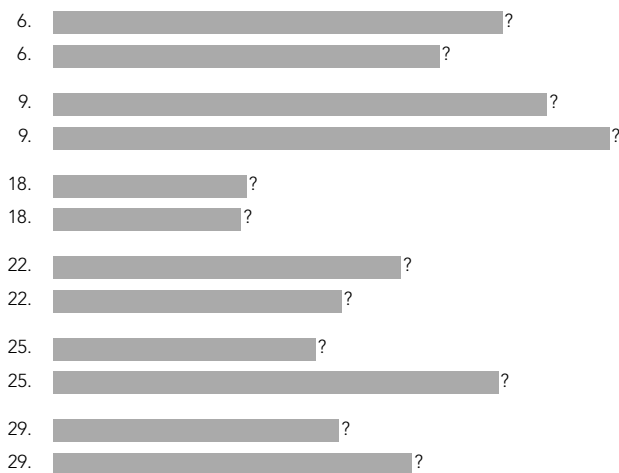
Responses to Extraverted Intuiting (Ne) and Extraverted Sensing (Se) items are shown on this page. Items are divided into Natural (i.e., "How natural is it for you to...") and Demonstrated (i.e., "How often do you...") ratings. Item text is exactly as it appears on the

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...



How often do you...



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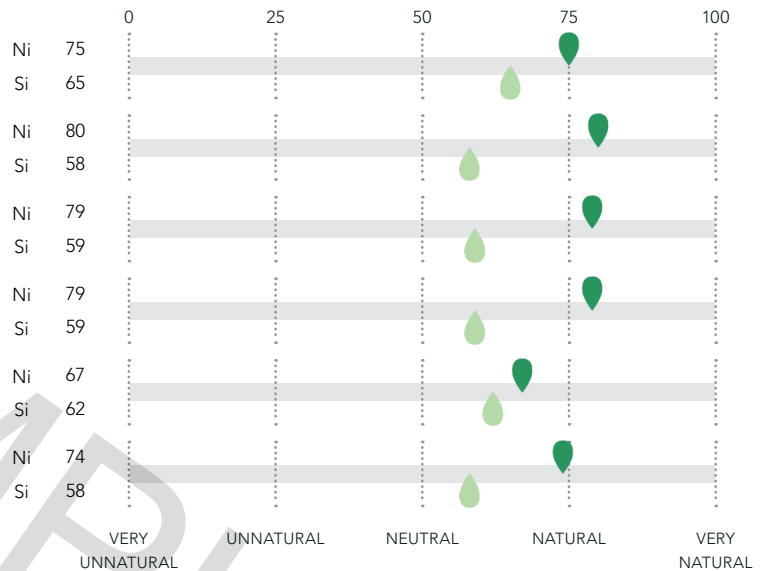
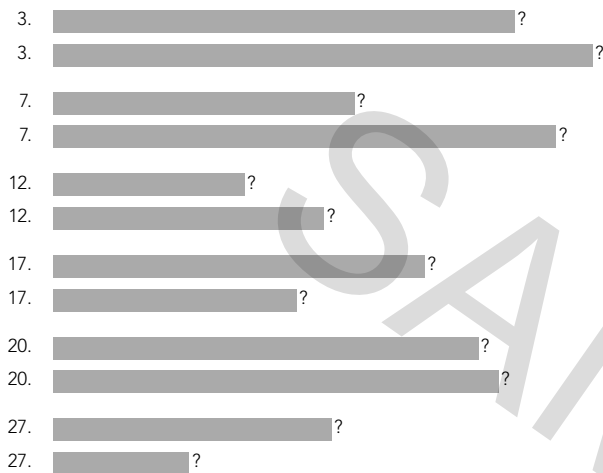
Pearman Personality Item Responses

INTROVERTED PERCEIVING

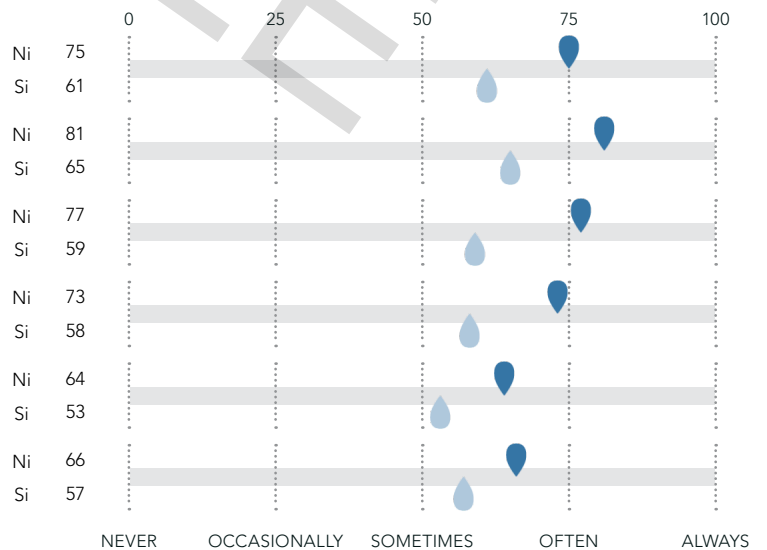
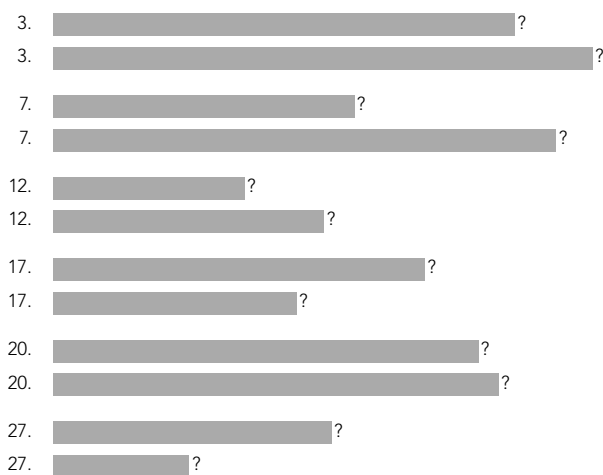
Responses to Introverted Intuiting (Ni) and Introverted Sensing (Si) items are shown on this page. Items are divided into Natural (i.e., "How natural is it for you to...") and Demonstrated (i.e., "How often do you...") ratings. Item text is exactly as it appears on the

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...



How often do you...



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Pearman Personality Item Responses

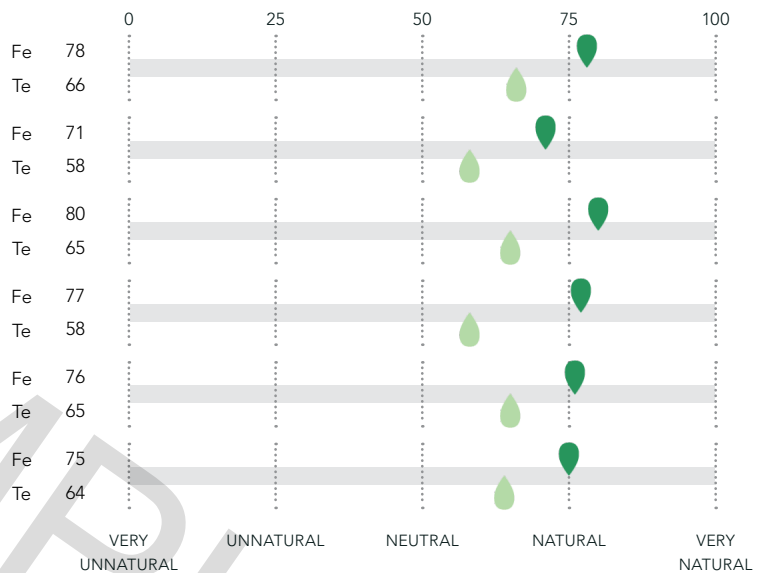
EXTRAVERTED JUDGING

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.

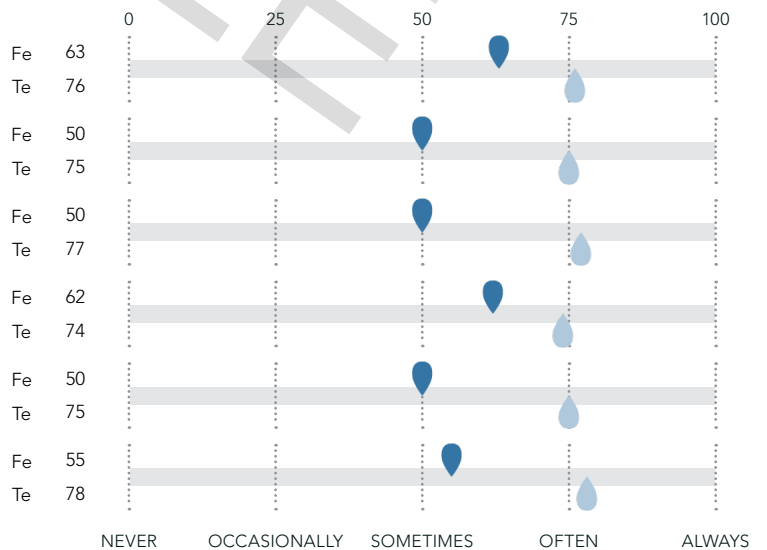
How natural is it for you to...

1. [redacted] ?
1. [redacted] ?
10. [redacted] ?
10. [redacted] ?
14. [redacted] ?
14. [redacted] ?
19. [redacted] ?
19. [redacted] ?
23. [redacted] ?
23. [redacted] ?
30. [redacted] ?
30. [redacted] ?



How often do you...

1. [redacted] ?
1. [redacted] ?
10. [redacted] ?
10. [redacted] ?
14. [redacted] ?
14. [redacted] ?
19. [redacted] ?
19. [redacted] ?
23. [redacted] ?
23. [redacted] ?
30. [redacted] ?
30. [redacted] ?



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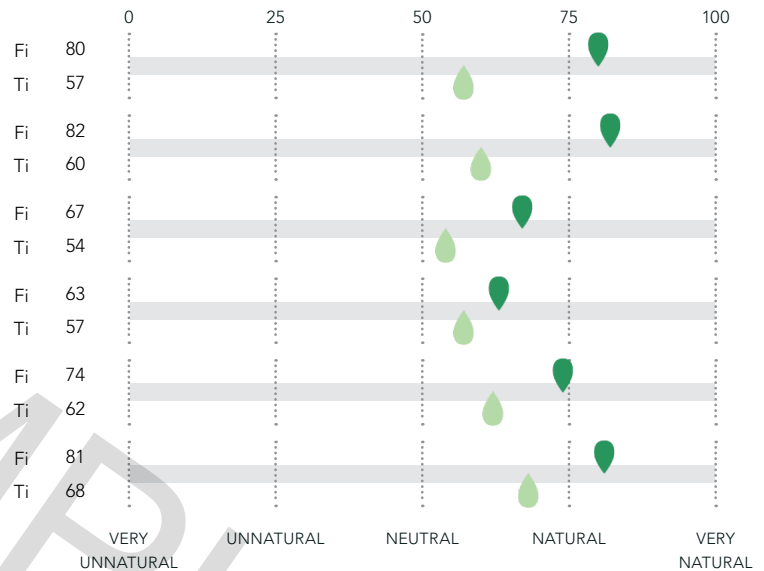
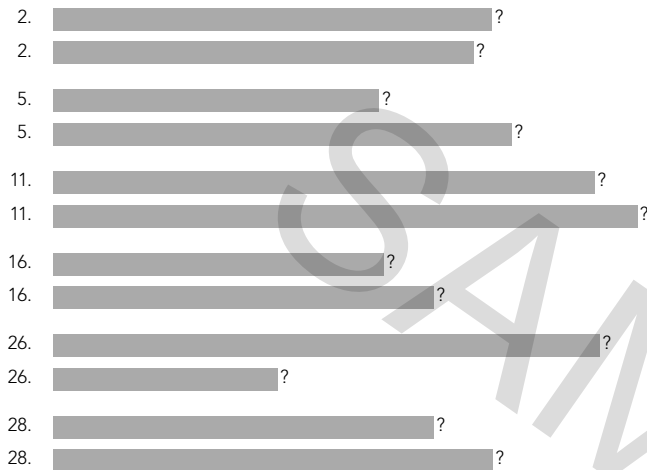
Pearman Personality Item Responses

INTROVERTED JUDGING

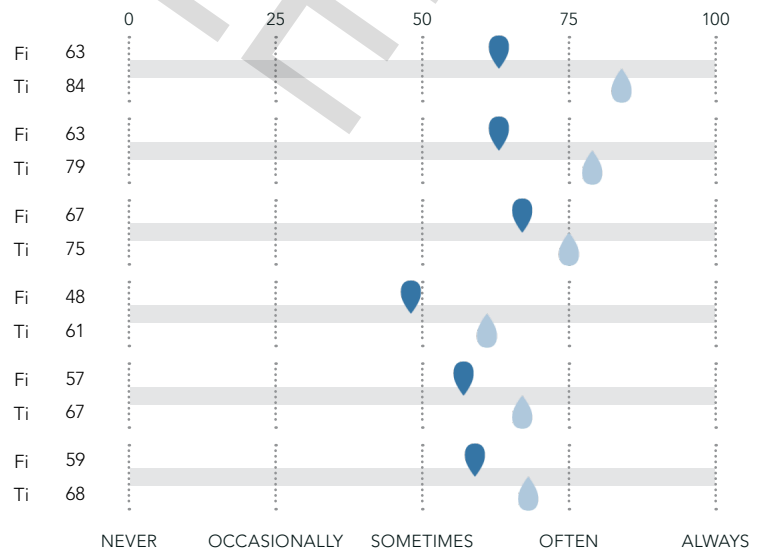
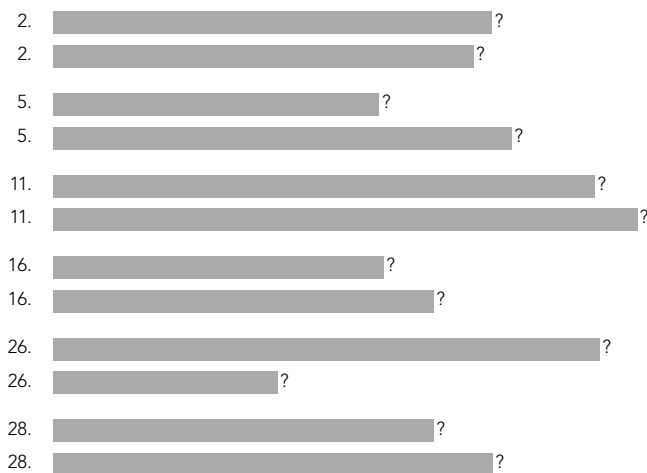
Responses to Introverted Feeling (Fi) and Introverted Thinking (Ti) items are shown on this page. Items are divided into Natural (i.e., "How natural is it for you to...") and Demonstrated (i.e., "How often do you...") ratings. Item text is exactly as it appears on the

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...



How often do you...



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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

Composure

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

Variety-Seeking

2.		?	4
6.		?	3
13.		?	3
16.		?	3
21.		?	4
33.		?	1

Proactivity

4.		?	4
9.		?	4
12.		?	4
20.		?	4
27.		?	4
31.		?	3
36.		?	4

Connectivity

7.		?	1
11.		?	1
14.		?	1
18.		?	1
24.		?	1
28.		?	1
34.		?	0
38.		?	0

Rejuvenation

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

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Pearman FlexIndex Item Responses



0 = Never 3 = Often ? = Omitted
 1 = Rarely 4 = Almost Always
 2 = Sometimes 5 = Always

POSITIVE IMPRESSION

3. [redacted] ?	1	26. [redacted] ?	2
8. [redacted] ?	4	28. [redacted] ?	1
10. [redacted] ?	1	37. [redacted] ?	1

INCONSISTENCY INDEX

4. [redacted] ?	4	30. [redacted] ?	1
27. [redacted] ?	4	39. [redacted] ?	1
6. [redacted] ?	3	7. [redacted] ?	1
16. [redacted] ?	3	38. [redacted] ?	0
20. [redacted] ?	4	18. [redacted] ?	1
31. [redacted] ?	3	34. [redacted] ?	0
29. [redacted] ?	1		
35. [redacted] ?	1		

≠ INDICATES INCONSISTENT RESPONSES (with a difference of two or more points)

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Type and FlexIndex Integration

EXTRAVERTED ATTITUDE

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

Extraverted Intuiting (Ne)

1. Do you normally generate lots of ideas but have a hard time prioritizing your ideas?
2. Describe a time when you found new ways to solve a complex issue.
3. Does generating ideas and possibilities come easy to you?
4. Do you see any benefits in finding original and novel options? Tell me about a time you came up with creative solutions.

Extraverted Thinking (Te)

1. How do you influence others? Do you make analytical arguments when trying to convince others of your ideas?
2. Describe a time when you used a methodical approach to overcome a challenge.
3. Do you ask for others' ideas before offering your perspective? How can you ensure others' perspectives are valued before making a final decision?
4. Describe a situation where you objectively analyzed a situation and came up with logical solutions.

Extraverted Feeling (Fe)

1. What strategies do you use to create harmony among team members?
2. Can you think of a time when your sensitivities to others' feelings may have gotten in the way of working through a difficult conversation? What did you do about it?
3. What do you do to encourage cooperation when conflict is persistent among a group?
4. Describe a situation where you considered the impact of your decision on the well-being of others.

Introverted Sensing (Si)

1. Can you describe an instance where you used a past experience to help guide you through a challenge you were facing? What were the outcomes (positive and negative) of using that approach versus not using it?
2. Before taking an action for a challenge you are dealing with, what kind of information do you usually collect and rely on? Is it important whether the information is reliable and verifiable or if it is hypothetical?
3. Do you prefer to follow instructions and procedures or try new approaches when completing a task?
4. Do you prefer working on projects that value previously reliable solutions, or do you enjoy ones that are more risky and require out-of-the-box thinking?

Introverted Intuiting (Ni)

1. Describe a time when you had hunches or ideas that suddenly occurred to you. Do you tend to ignore your hunches and ideas or do you communicate them with others?
2. Tell me about a time that you were able to come up with alternatives and creative options to solve a challenging situation.
3. Do you find yourself to be in the present moment mostly, or do you spend your time forecasting the future?
4. Describe a situation where you were able to connect the dots and see the whole picture in a situation.

Introverted Thinking (Ti)

1. Do you normally look for a theory or framework to explain a situation?
2. Do you find it easy to pinpoint the underlying factors causing a situation?
3. Describe a situation when you questioned assumptions and inconsistent data.
4. Tell me about a time when you outlined all the probable outcomes before making a decision.

Introverted Feeling (Fi)

1. What tactics do you use to balance your focus between your long term goals and daily tasks?
2. How do you communicate your vision and values to others?
3. How do you manage when the situation you are in calls for behavior that puts you in conflict with your values?
4. Describe a time where you provided emotional support to others in need.

Follow-Up Questions

FLEXINDEX

Proactivity

1. How do you plan for the future when you have very limited information?
2. When do you monitor and evaluate your decisions about the future?
3. As you approach a challenge, what tactics do you use to strengthen your choices?
4. What prevents you from taking initiative to address a long-term problem when you feel that action is needed?

Composure

1. What do you do to remain calm and level-headed in high stress situations?
2. When you are getting really tough feedback, how do you identify the information you need to move forward?
3. What are the advantages or disadvantages of your self-regulation?
4. When you do lose your composure, what do you do to regain self-control?

Connectivity

1. What do you do to quickly build relationships with others?
2. How do you keep beneficial relationships growing through conflict or difficult situations?
3. When others do not reciprocate, how do you foster relationships?
4. What tactics do you use to interact with others in remote locations?

Variety-Seeking

1. What are ways you encourage others to consider new experiences to jolt them out of routines?
2. What conditions, if any, reduce your openness to new information or experiences?
3. How do you balance between following standard procedures and exploring new and different paths?
4. What are you doing to explore your opportunities?

Rejuvenation

1. Which coping tactics do you use the most—physical, emotional, relational, mental, or spiritual? What would it take to learn more about other tactics and to use them more frequently?
2. What are the situations or stressors that drain you the most? How can you manage these better?
3. What are the early indicators to you that you are really stressed?
4. What are the strategies you use to manage your energy effectively during the day?

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

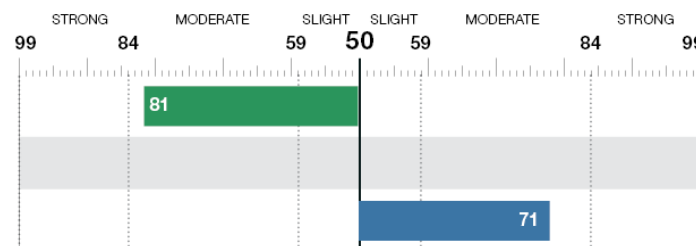
The validity of an individual's Pearman results needs to be evaluated before delving into further interpretation. All validity information is presented on the first page of the Coach Report, called *Participant Summary*. This page provides a snapshot of the validity indicators that indicate any concerns with how your client responded to the items in the Pearman Personality and Pearman FlexIndex sections.

The completion time, omitted items, Positive Impression, and Inconsistency Index sections of the *Participant Summary* page each have a validity flag that is shown when the response pattern indicates a possible validity concern. There is no validity flag for response distribution. Use the provided interpretive text to help you understand each of the validity indicators.

2. Interpret Pearman Personality

YOUR CLIENT NATURALLY PREFERS I·N·F

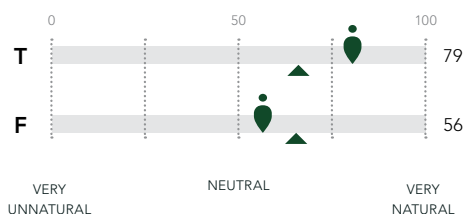
YOUR CLIENT DEMONSTRATES I·S·F



After assessing the validity of the scores, the next step is to examine the Pearman Personality scores at a macro level. Use the Overview pages (Overview of Overall Functions and Overview of Mental Functions pages) in the Coach report to assist with this step. Pay attention to the Natural and Demonstrated circle letters, and be sure to consider when the Natural and Demonstrated behaviors are not aligned.

Use the Circle Scores (appearing on the bar graphs on the Overview of Mental Functions page) to provide your client with a broad interpretation of their Pearman results. Be sure to consider when the Demonstrated and Natural scores are significantly different, and if these create a strain that requires managing energy and awareness. If your client's Natural scores are significantly higher than Demonstrated, consider if your client feels strain because they are not getting to utilize a mental function that is very satisfying when they use it. If your client's Natural score is significantly lower than Demonstrated, consider if your client feels strain because they are using a behavior regularly outside their comfort zone. In either case, attention to renewal and restoration are essential to your client's well-being.

3. In-depth Interpretation of Pearman Personality



Once your client has a solid grasp of their overall Pearman results, spend some time delving deeper into their Pearman Personality scores. Use this time to explore their Natural scores in contrast to their Demonstrated scores, and walk them through their Average Response markers and how your client's average compares to the average of the norm group. Also, you may wish to look at the Pearman Personality item responses if you want to examine your client's results in certain areas.

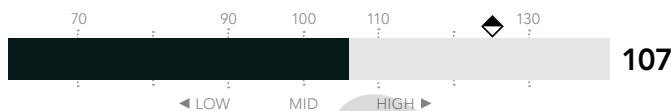
Coach's Guide to a Pearman Feedback Session

PREPARING THE DEBRIEF

4. Interpret Pearman FlexIndex



Your Total FlexIndex



Examine the Pearman FlexIndex scores at a macro level. Use the score bars in the FlexIndex section to provide your client with a broad interpretation of their Pearman results.

Further interpretation of the Pearman FlexIndex should be provided beyond the initial examination of the subscale scores. For example, you should look for highly consistent patterns across FlexIndex skills, look for strengths and weaknesses among the skills, and evaluate any extremely high scores. Also, you may wish to look at the Pearman FlexIndex item responses if you want to examine your client's results in certain areas.

5. Type and FlexIndex Integration

EXTRAVERTED SENSING (Se)

Se & PROACTIVITY

Describe the facts of a situation in detail

EXTRAVERTED INTUITING (Ne)

Ne & PROACTIVITY

Come up with a new approach to an old problem

Help your client to form connections between their personality type and FlexIndex results. Once your client has a full understanding of their personality type and FlexIndex results, spend some time creating an action plan for development.

Use the tips on the Type and FlexIndex Integration page to guide your client in improving their mental functions and flexibility. For the action plan, pick two or three mental functions that your client underuses and practice the corresponding flexibility components so they can strengthen these functions with minimal stress.

6. Additional Sources of Information

In order to augment findings obtained with the Pearman, coaches should use additional sources of information to paint a clearer picture of the client's functioning. Combining multiple assessments into an assessment battery can be helpful in informing self-awareness and development initiatives with a

client. By integrating the Pearman with the Emotional Quotient Inventory (EQ-i 2.0®; MHS, 2011), Pearman reports provide supplemental information on combining your client's personality type with their emotional and social functioning.

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
1. Set the Stage and Build Rapport Create a sense of ease and establish common goals between you and your client.	<p>Ideally, you will want to set aside at least an hour of uninterrupted time. Provide your client with any relevant prep material at least a week ahead of time. Opening the discussion:</p> <ul style="list-style-type: none"> • Confirm the objectives of the session (e.g., to review results, to discuss development opportunities, etc.). • Explain how the feedback will be structured and how long it will take. • Remind the client of the confidentiality agreement and who owns the data. • Ask the client about their experience taking the assessment: How did they find it? Are there any questions about the process? • Use the introductory pages of the Client Report to define personality type and review the Pearman model and key concepts (e.g., FlexIndex, Natural vs. Demonstrated).
2. Validate Facts and Ensure Understanding (What) Confirm that results are accurate from your client's perspective.	<p>Remind the client that this is a self-report and that it represents how they responded to the assessment on that day.</p> <p>On the overview pages, briefly describe what they are seeing, and what that may mean—confirm with the client that the results are accurate before continuing. The following questions may be useful:</p> <ul style="list-style-type: none"> • Does this resonate for you? What feedback have you been given that supports this? Can you give me an example of what this looks like for you? <p>Follow the hierarchy of understanding results found on the <i>Preparing the Debrief</i> pages as well as <i>Understanding the Results</i> in the User's Handbook.</p>
3. Make Connections and Address Results (So What) Uncover challenges that may be present, probe for details to clarify thoughts, feelings, opinions, and expectations.	<p>Guide the client in self-discovery and personal understanding. Also help your client to determine which areas are working well, and which areas are creating barriers to success.</p> <ul style="list-style-type: none"> • Use follow-up questions to probe these areas more. • Link results to the work your client does and probe for examples of how the results show up at work and at home. • Connect results to performance metrics and organizational competencies, highlighting areas of alignment and disconnect.

Coach's Guide to a Pearman Feedback Session

CONDUCTING THE DEBRIEF

<p>4. Create a Plan (Now What)</p> <p>Guide the client to create a concrete action plan and determine barriers to success and ways to overcome them.</p>	<p>Guide the client in determining what two to three things they would like to work on based on what was uncovered in the feedback session.</p> <p>Create an action plan using the template provided if appropriate. Pay special attention to areas that need to be initiated (START), areas that need to be monitored (STOP), and areas that need to be developed (GROW).</p> <p>Ask your client:</p> <ul style="list-style-type: none">• <i>What/who might hinder you in achieving this goal?</i>• <i>What/who might help you in achieving this goal?</i>• <i>How often are you going to report back on your progress, and to whom?</i>
<p>5. Transition</p> <p>A discussion on next steps and establishing the client's commitment to continue working with you.</p>	<p>Let the client know that the discussion is coming to a close and ask if they have any immediate questions.</p> <p>If you are continuing a relationship with the client, here is a sample wrap-up:</p> <ul style="list-style-type: none">• You will need time to absorb and integrate the information you uncovered today and you may have more questions for me.• Let's book a follow-up discussion for one week from now to review the plan, discuss anything that has come up since this meeting, and determine our path going forward. <p>If you are not meeting the client again, here is a sample wrap-up:</p> <ul style="list-style-type: none">• Once you have time to reflect on the results and our discussion today, you may have more questions. Please contact me and we can discuss them.• Contact your coach soon so you can begin to put your action plan in place and work on your development opportunities. <p>Make sure to provide the client with any follow-up resources that might be useful.</p>