



The Pearman Personality Integrator provides scores on the use of the eight Jungian mental functions in terms of what feels Natural and what is Demonstrated in day to day life. The individual report also provides a set of overall scores for how Extraversion, Introversion, Sensing, Intuiting, Thinking, and Feeling are utilized.

The following pattern portraits are intended to provide broad general behaviors that are pretty consistent over time for the personality elements that are Natural. Due to contextual pressures, the Demonstrated patterns are likely to adjust from time to time. When necessary, compare your portrait patterns when the Natural and Demonstrated are different to identify commonalities and differences that may illustrate areas of celebration related to your gifts and possible challenges.

These portrait patterns are the result of numerous studies looking at both self-report and multi-rater data. It is useful to consider how these very broad sweeping patterns capture various snap shots of behavior and their impact. The goal of this publication is to both share how these patterns are demonstrated and to encourage further exploration, especially as it relates to learning ways to use all of the mental resources. Throughout all of the Pearman reports and supporting materials, the personality pattern is presented as the way an individual using psychological energy for perceiving and judging experience.

The pattern portraits cover the following areas:

- Key attributes and behavioral elements provide a look at the hallmark behaviors associated with a particular pattern.
- Variations to know which outlines the typical range of behaviors displayed by this personality pattern.
- Flex Tip is designed to highlight the areas of flex within the pattern that would enhance effectiveness.
- Leadership Strengths provides a summary of the key leadership behaviors that are effective for this pattern.
- Leadership Blindsights are those behaviors that often derail or stall this pattern's career.
- Primary Learning Strategy highlights how this pattern approaches new challenges.
- Dealing with Stress Effectively points to the tactics typically relied on by this pattern.
- Competencies Most Associated with this pattern identify the top competencies linked to the pattern of behavior with this portrait.
- Competencies Most in Need of Development are those behaviors that would greatly enhance effectiveness.

I/ST



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PERSONALITY INTEGRATOR

Key attributes/elements <p>Introverted energies driving a Sensing Thinking system for perceiving and judging increases by working on tried and true applied solutions, finding essential flaws to fix that increases efficiency, and working on evidenced based challenges.</p>	While masterful with details and precise, accurate information, often ignores how information weaves together to create patterns and trends. Uses logic to establish reliable and accurate categories of information yet dismisses variations as errors.
Variations to Know <p>Can be either so internally focused on details or an internal analysis of the pros and cons, and logical sequences of things, that key outer world information is lost. Can become so reliant on tried and true ("what has been proven") that novel ideas are completely ignored.</p>	Flex Tip <p>Flexing to an Intuitive lens or Feeling frame will enhance effectiveness. Ask of yourself and others, "I've got a lot of details, what are the trends and patterns?" Identify a "network champion" and have them help you find linkages and personal connections with others. Create lunch gatherings.</p>
Leadership Strengths <ul style="list-style-type: none">• Rely on precise and accurate data• Identify efficient tactics and plans to reach goals• Effective users of standard operating procedures• Use conflict to clarify	Leadership Blindspots/ Stretches <ul style="list-style-type: none">• Being strategic minded• Rarely explicitly encourage others• Seen as micromanaging• Miss key interpersonal cues and needs
Primary Learning Strategy <p>Often finds that linear, practical, utilitarian presented information is quickly absorbed. Tends to avoid the less defined tasks and does not find personal insight disclosure as particularly useful. A visual and kinesthetic learner who needs tactics to allow for repetition to refine the application of information.</p>	Deal with Stress Effectively <p>Typical relies on physical exercise and analytical tactics to make sense of stressors and decide on how to deal with them. Usually doesn't access emotional reactions or personal interactions as a way to release frustrations. Quickly acts to keep stress at a minimum.</p>
Competencies Most Associated with this Portrait <ul style="list-style-type: none">• Informing others timely and accurately• Planning and Prioritizing• Systematic Problem Solving• Perfecting technical skills• Perseverance	Competencies Most in Need of Development <ul style="list-style-type: none">• Dealing with Ambiguity• Interpersonal Savvy• Creativity• Motivating others• Managing vision and purpose

E/ST



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PERSONALITY INTEGRATOR

Key attributes/elements

Extraverted energies driving a Sensing Thinking system for perceiving and judging increases when working on project plans, doing analytical problem solving, and increasing skills to be more competent.

While masterful with efficient and thorough action, often ignores cues to review and recheck information and processes that may be flawed. Uses an analytical approach which typically leads to ignoring personal dimensions of a problem.

Variations to Know

May be inclined to act with amazing speed based on an unproven assumption. Can argue the “evidence” for as long as it takes, resulting in disenfranchised listeners. Accurate and precise with immediate situation while missing the long term trends.

Flex Tip

Flexing to reflect on what you are thinking, exploring what is missing, and examining how you want things to go can recalibrate your approach and allow others to catch their breath. Ask what other people know or belief before you tell.

Leadership Strengths

- Quick to decide and act
- Provide direct, accurate feedback
- Develop plans and align resources
- Practical and logical

Leadership Blindspots/ Stretches

- Overlook others' contributions
- Demonstrate impatience and abruptness
- Frequently express negative evaluations
- Too comfortable with tried and true

Primary Learning Strategy

Action oriented, interpersonally engaged learners, they like to talk in practical terms about who, what, where, and when related to using new information or ideas. Usually not as responsive to reflective, “personal meaning” insights as helpful learning. Will tackle new learning with gusto if presented as a more efficient way to get something done.

Deal with Stress Effectively

Talking things through, uses proven checklists, going to previously established precedences and expertise keeps stress to a minimum. Often uses rigorous exercise and physical tasks to burn off steam while making it clear that revisiting stressors for emotional release is useless for them.

Competencies Most Associated with this Portrait

- Directing others
- Fairness to Direct Reports and others
- Managerial Courage
- Negotiating
- Drive for Results

Competencies Most in Need of Development

- Approachability
- Compassion and Patience
- Dealing with Paradox
- Fostering Innovation and Creativity
- Perspective Taking

I/SF



PEARMAN™
PERSONALITY INTEGRATOR

Key attributes/elements

Introverted energies driving a Sensing Feeling system for perceiving and judging becomes focused on working concrete helpful activities, being pragmatic, and working warmly with others.

Having a special concern for using hands-on tactics for helping others with everyday challenges and needs, individuals with this pattern demonstrates appreciation for everyone's efforts.

Variations to Know

May be inclined to insist on a narrow focus or very methodical action when dealing with needs and challenges. Tends to have strong feelings about what is important and helpful, and to rely on reliable (versus speculative) information.

Flex Tip

Flexing to seek out key underlying principles or basic explanations and concepts for the way things work would enhance effectiveness. Need to stretch to develop an analytical strategy and to become more comfortable with debate.

Leadership Strengths

- Pragmatic and hands on
- Attuned to interpersonal needs of others
- Show appreciation at the "right" time
- Values oriented

Leadership Blindspots/ Stretches

- Appear to lack objectivity
- Missing command presence when needed
- Fail to garner support from others
- Difficulty with value differences

Primary Learning Strategy

Learns best with specific, step by step guidance on how to use information. Prefers to deal with information and tasks that have an immediate benefit for others. Learns all aspects of a procedure or method that provides assistance.

Deal with Stress Effectively

Uses both physical activity and connectivity with others as primary tactics to deal with stress. Will ignore an analytical approach or an effort at objectively address stressors. Much more likely to "do" something than read or use fantasy.

Competencies Most Associated with this Portrait

- Approachability
- Caring about others
- Compassion
- Perseverance
- Understanding others

Competencies Most in Need of Development

- Command skills
- Delegation
- Informing
- Dealing with Ambiguity
- Analytical Problem Solving

E/SF



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PERSONALITY INTEGRATOR

Key attributes/elements

Extraverted energies driving a Sensing Feeling system for perceiving and judging becomes active when dealing with hands-on challenges, finding practical solutions, and building harmonious relationships. Effective with immediate action.

Having a natural talent reading others' needs and reactions, individuals with this pattern are natural with finding a course of action that provides a comfortable path forward for all involved. Enjoying working with others, this pattern often is the social "glue" for groups.

Variations to Know

May be inclined to insist on a task list of practical actions and an unambiguous series of steps needed to get things completed. Another tendency is to endlessly ask for more information.

Flex Tip

Flexing from focusing on the concrete to identifying patterns and themes, and knowing when to use an analytical perspective are essential increasing effectiveness.

Leadership Strengths

- Quick to see what is needed in a situation
- Stimulate others to action
- Prompt rewards and acknowledgement of others
- Emphasize accurate details plans

Leadership Blindspots/ Stretches

- Fail confront others when needed
- Take feedback personally
- Miss big picture implications of actions
- Disinterested in innovations

Primary Learning Strategy

Learns best when systematically and factually approaching an issue or topic. Finds that learning new information requires methodical attention and focus. Finds theory and conceptual topics of less interest and requires extra effort.

Deal with Stress Effectively

Relies on consulting with others, networks, and trusted relationships to sort through stressors and challenges. Likes physical activity to reduce stress and restore energy. Could extend and deepen stress management and coping strategies by analyzing and problem-solving.

Competencies Most Associated with this Portrait

- Caring about and developing others
- Informing
- Compassion
- Interpersonal skills
- Priority Setting

Competencies Most in Need of Development

- Conflict management
- Innovation management
- Negotiating
- Strategic Agility
- Managing vision and purpose

I/INF



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PERSONALITY INTEGRATOR

Key attributes/elements

Introverted energies driving an Intuiting Feeling system for perceiving and judging becomes more engaged when focusing on issues of meaning and value, finding alignment of actions with ideals, and exploring creative outlets.

Masterful with seeing symbols, meaning, and important ethical challenges, and missing important details or identifying the importance of information because it seemed “too pragmatic”.

Variations to Know

Sometimes the love for complexity and interconnections is so strong, that focusing on the here and now is a challenge. Some are acutely attuned to the ethical and moral paradoxes in a situation and become blind to quick wins.

Flex Tip

Flexing to simplify complexity and identify basic facts, will bring clarity in communicating with others. Knowing when to shift from how “ideals” frame issues to articulate a logical rationale with causes and effects will enhance effectiveness.

Leadership Strengths

- Inspire and initiate passion in others
- Listen generously and deeply
- Facilitate consensus
- Align ideals with actions

Leadership Blindspots/ Stretches

- Avoid giving tough feedback
- May over-complicate vision and plan
- Fail to delegate when needed
- Struggle to simplify to achieve a practical goal

Primary Learning Strategy

Learns best when starting with personal meaning and emotional reactions to information. Builds an internal frame of reference or model for understanding the value of new information or experiences often comes at the expense of trial and error learning or analytical critique.

Deal with Stress Effectively

Reduces stress by finding and eliminating the apparent disharmony or discord between what they believe is going on and is ideal. While they recognize that connecting with others is a useful strategy, they only do so highly selectively. Usually put physical activity way down the list.

Competencies Most Associated with this Portrait

- Creativity
- Listening and Patience
- Perspective taking
- Building Effective Teams
- Understanding Others

Competencies Most in Need of Development

- Directing others
- Informing and Presentation Effectiveness
- Negotiating
- Organizing
- Planning

E/NF



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PERSONALITY INTEGRATOR

Key attributes/elements

Extraverted energies driving an Intuiting Feeling system for perceiving and judging becomes more engaged when working with others, facilitating mutual understanding, and finding new harmonious paths for working together.

Generating ideas and innovating new possibilities are natural talents of this pattern. Easily facilitates discussions about ideas and fosters brainstorming with others. Seeks to align and affirm individual talents when working with others.

Variations to Know

Some with this pattern are inclined to spend time organizing activities according to personal values and priorities. Others persistently find ways to generate ideas and expressively engage others. Prioritizing by possibilities varies by personal values.

Flex Tip

Flexing from the ease of generating open-ended possibilities to debating critical options in decision making is important for increased effectiveness. Especially knowing when to take a firm stand, even if conflict results, is important to increase influence.

Leadership Strengths

- Generate ideas, possibilities, options
- Facilitate mutual understanding and support
- Identify potential in others' capabilities
- Comfortable with ambiguity

Leadership Blindspots/ Stretches

- Making vision and passion tangible
- Fail to provide clear structure and direction
- Assume the "rightness" of their assumptions
- Intrusive and over disclose from time to time

Primary Learning Strategy

Learns by testing ideas and contrasting possibilities, typically while engaged in discussions with others. Less likely to approach learning through an analytical, systematic approach, this pattern will find linkages with known frames or perspectives to strengthen understanding new information or material.

Deal with Stress Effectively

Leveraging personal networks and reaching out to connect with others for consultation and sympathetic understanding are tactics employed by this pattern. While some physical activity to diminish some levels of stress, they are more likely to increase exercise by engagement with a class or an exercise partner.

Competencies Most Associated with this Portrait

- Approachability
- Creativity
- Caring about and developing others
- Innovation Management
- Motivating others

Competencies Most in Need of Development

- Directing others
- Composure
- Delegation
- Negotiating
- Managerial courage

I/INT



PEARMAN™
PERSONALITY INTEGRATOR

Key attributes/elements <p>Introverted energies driving an Intuiting Thinking system for perceiving and judging becomes more engaged as innovative possibilities emerge, long term problem solving, and theoretical or conceptual framing is clarified.</p>	Masterful at precise problem solving and finding key underlying principles in situations, while also missing the personal impact of their approaches on others. Attracted to theory and analysis, can get absorbed in unfolding insights at the expense of recognizing practical actions to take.
Variations to Know <p>Can be so driven for precise analysis and alignment with theory that all other considerations are ignored. A passion for seeing the whole interdependent factors in a context can lead to scenarios without priorities.</p>	Flex Tip <p>Flexing to look for practical, hands-on solutions can accelerate effectiveness. Recognizing that being wrapped up proving a point may close oneself to new information or perspectives is to begin to flex what comes naturally with what may be required in an array of circumstances.</p>
Leadership Strengths <ul style="list-style-type: none">• Articulate well researched rationales and models• Easily imagine alternatives and options• See systems and interdependencies• Analyze choices rigorously	Leadership Blindspots/ Stretches <ul style="list-style-type: none">• Over analyze to the point of indecision• Too theoretical for others to be motivated• Fail to articulate essential details• Inattentive to building strong relationships
Primary Learning Strategy <p>Researching, using expertise, analyzing topics at complex levels drives this portrait to learn. Connection with others who have expertise to offer on a topic is valued. Starts with concepts and theories before drilling to details.</p>	Deal with Stress Effectively <p>Through mental discipline, methodological review of stressors, and analysis of issues reduces stressors. While recognizing the importance of physical activity and networking, will engage in these without prompting.</p>
Competencies Most Associated with this Portrait <ul style="list-style-type: none">• Dealing with ambiguity• Analytical Decision Making• Managerial Courage• Organizational agility• Strategic agility	Competencies Most in Need of Development <ul style="list-style-type: none">• Compassion• Developing others• Interpersonal Savvy• Motivating others• Managing and measuring work

E/NT



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PERSONALITY INTEGRATOR

Key attributes/elements

Extraverted energies driving an Intuiting Thinking system for perceiving and judging increases as complex problems, system challenges, and strategic issues are being tackled.

Masterful at finding solutions to complex problems and identifying innovative pathways or opportunities, may find that energy wanes with dealing with the typical, standard, and conventional.

Variations to Know

Sometimes the passion for innovation and the angst to be competent at the cutting edge creates a strong sense of urgency. Arguing and questioning for the sake of gaining clarity can be seen as domineering and arrogant when in fact there is a pursuit of full understanding.

Flex Tip

Flexing to carefully listen to the needs of others may seem like a strain but usually pays off. Learning to view different approaches as variations in perspective rather than on a continuum of competence will enable exploring details and practical tactics which might be ignored.

Leadership Strengths

- Analyze, prioritize, and implement
- Find multiple ways to get things done
- Proactive in a logical, rational way
- Quick to see and grab opportunities

Leadership Blindspots/ Stretches

- Seems intimidating and arrogant
- Over confident perspectives leads to ignoring others ideas and suggestions
- Judge others' competence too quickly thus discounting others' potential contribution
- Argumentative

Primary Learning Strategy

Debate, critique, logical analysis and with complex challenges boost learning capacity. Enjoying repartee as a way of testing ideas and examining limits of propositions comes as a natural learning tactic. Variety of challenges is essential to accelerate learning. Less likely to test trial and error tactics, emotional insight tactics, or hands-on activities as learning methods.

Deal with Stress Effectively

Will slice and dice issues and stressors to logically organize and prioritize which items to address first. Dealing with stress with active problem solving will likely engage others to help deal with challenges. Is often physically competitive and will use exercise to address a feeling of competence and release frustration. Tends to see little value in interpersonal disclosure.

Competencies Most Associated with this Portrait

- Action Orientation
- Dealing with Ambiguity
- Decision Quality
- Organizing
- Strategic Agility

Competencies Most in Need of Development

- Approachability
- Developing self and others
- Building an Effective Team
- Patience
- Understanding others

