PEARMAN

PERSONALITY INTEGRATOR

Leadership Lens

for David Sample

August 7, 2018

WITH

EQ-i 2.0

Sample Company Name
Sample Consultant Name

COACH

Participant Summary

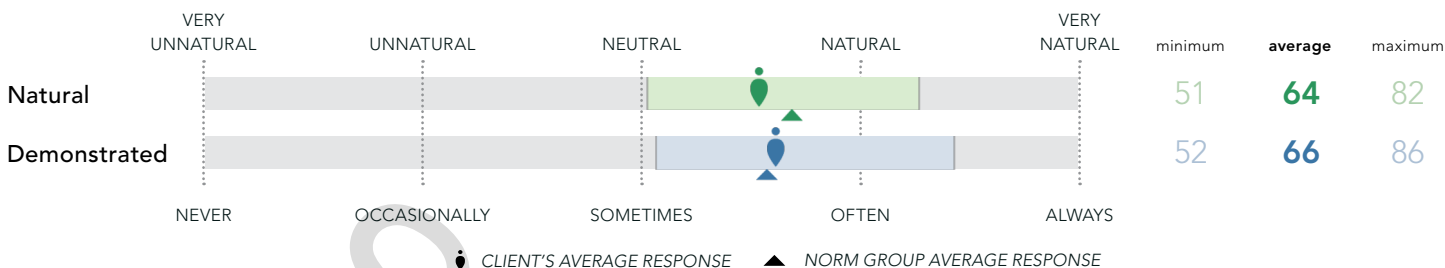|	
Age: 38	Gender: Male
Completion Time: 10 mins.	Date of Completion: August 3, 2018
Norm Region: U.S./Canada	Norm Type: Professional - Overall

PEARMAN PERSONALITY

Response Distribution

	minimum	average	maximum
Natural	51	64	82
Demonstrated	52	66	86

 ⬤ *CLIENT'S AVERAGE RESPONSE*   ▲ *NORM GROUP AVERAGE RESPONSE*

Omitted Items

0   No omitted items in Pearman Personality section.

PEARMAN FLEXINDEX

Response Distribution
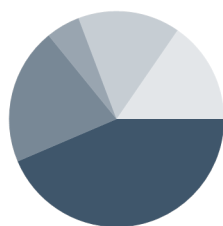
Responses
- ■ Never = 0 %
- ■ Rarely = 44 %
- ■ Sometimes = 21 %
- ■ Often = 5 %
- ■ Almost Always = 15 %
- ■ Always = 15 %
- ■ Omitted = 0 %

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?"*
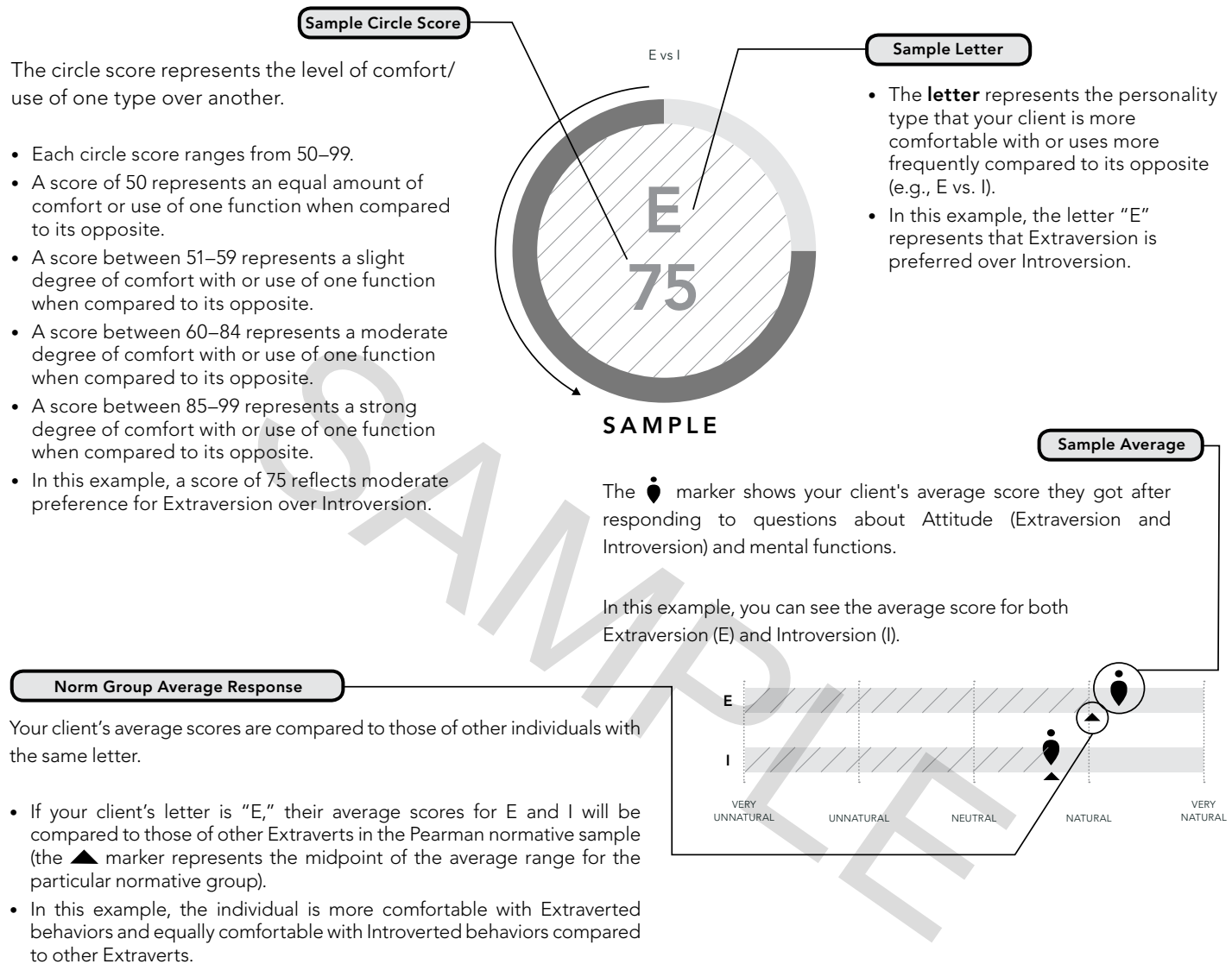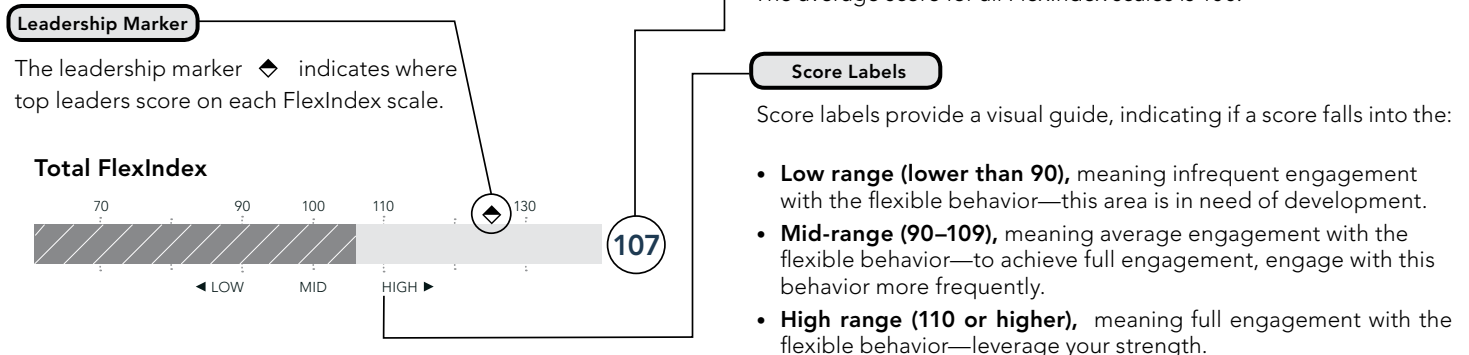
Inconsistency Index

🚩 **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).*

COACH

How to Use This Report

SAMPLE PEARMAN PERSONALITY GRAPHS

Sample Circle Score

The circle score represents the level of comfort/use of one type over another.

- Each circle score ranges from 50–99.
- A score of 50 represents an equal amount of comfort or use of one function when compared to its opposite.
- A score between 51–59 represents a slight degree of comfort with or use of one function when compared to its opposite.
- A score between 60–84 represents a moderate degree of comfort with or use of one function when compared to its opposite.
- A score between 85–99 represents a strong degree of comfort with or use of one function when compared to its opposite.
- In this example, a score of 75 reflects moderate preference for Extraversion over Introversion.

E vs I

E
75

SAMPLE

Sample Letter

- The **letter** represents the personality type that your client is more comfortable with or uses more frequently compared to its opposite (e.g., E vs. I).
- In this example, the letter "E" represents that Extraversion is preferred over Introversion.

Sample Average

The 𝄩 marker shows your client's average score they got after responding to questions about Attitude (Extraversion and Introversion) and mental functions.

In this example, you can see the average score for both Extraversion (E) and Introversion (I).

Norm Group Average Response

Your client's average scores are compared to those of other individuals with the same letter.

- If your client's letter is "E," their average scores for E and I will be compared to those of other Extraverts in the Pearman normative sample (the ▲ marker represents the midpoint of the average range for the particular normative group).
- In this example, the individual is more comfortable with Extraverted behaviors and equally comfortable with Introverted behaviors compared to other Extraverts.

E

I

VERY UNNATURAL   UNNATURAL   NEUTRAL   NATURAL   VERY NATURAL

SAMPLE PEARMAN FLEXINDEX GRAPHS

Sample Score

The average score for all FlexIndex scales is 100.

Leadership Marker

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

Total FlexIndex

70   90   100   110   130

◄ LOW   MID   HIGH ►

107

Score Labels

Score labels provide a visual guide, indicating if a score falls into the:

- **Low range (lower than 90),** meaning infrequent engagement with the flexible behavior—this area is in need of development.
- **Mid-range (90–109),** meaning average engagement with the flexible behavior—to achieve full engagement, engage with this behavior more frequently.
- **High range (110 or higher),** meaning full engagement with the flexible behavior—leverage your strength.
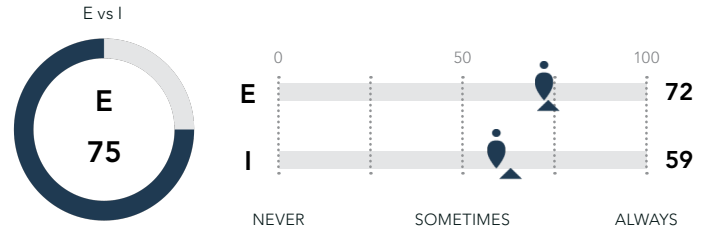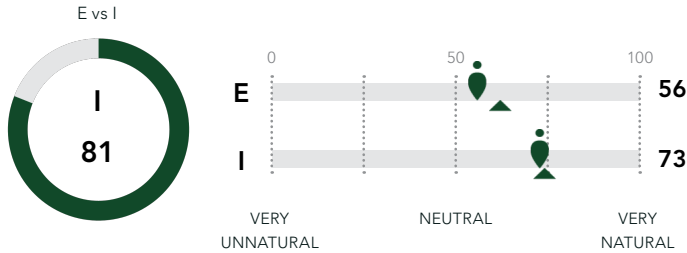
R2.S1

Overview of Your Client's Overall Function Scores

YOUR CLIENT NATURALLY PREFERS
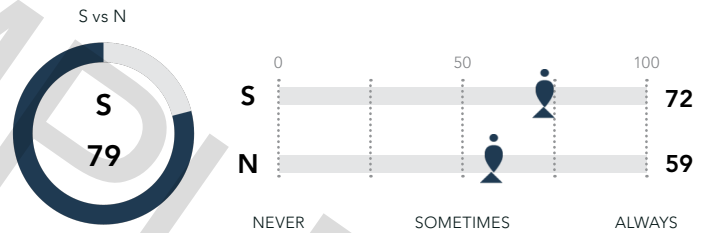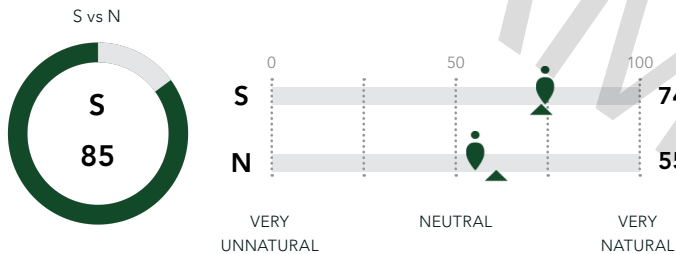**I · S · F**

YOUR CLIENT DEMONSTRATES
E · S · T

Overall Attitude
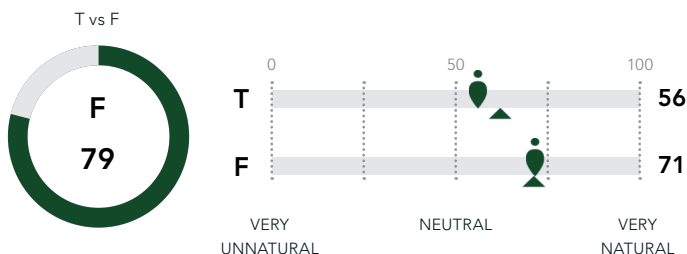**Natural preferences and demonstrated behaviors are:** Misaligned

E vs I (Naturally Prefers)

I
81

E		56
I		73

VERY UNNATURAL — NEUTRAL — VERY NATURAL

Circle score interpretation:

Moderate preference for introverted behaviors over extraverted behaviors.

Response bar interpretation:

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

E vs I (Demonstrates)

E
75

E		72
I		59

NEVER — SOMETIMES — ALWAYS

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

S vs N (Naturally Prefers)

S
85

S		74
N		55

VERY UNNATURAL — NEUTRAL — VERY NATURAL

Circle score interpretation:

Strong preference for sensing behaviors over intuiting behaviors.

Response bar interpretation:

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

S vs N (Demonstrates)

S
79

S		72
N		59

NEVER — SOMETIMES — ALWAYS

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

T vs F (Naturally Prefers)

F
79

T		56
F		71

VERY UNNATURAL — NEUTRAL — VERY NATURAL

Circle score interpretation:

Moderate preference for feeling behaviors over thinking behaviors.

Response bar interpretation:

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

T vs F (Demonstrates)

T
77

T		74
F		60

NEVER — SOMETIMES — ALWAYS

Circle score interpretation:

Displays moderately more thinking behaviors than feeling behaviors.
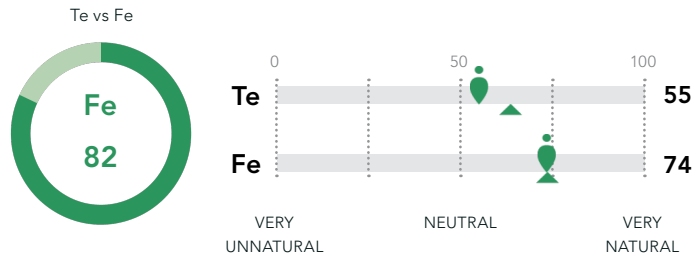
Response bar interpretation:

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

 YOUR CLIENT'S AVERAGE RESPONSE   ▲ *AVERAGE RESPONSE FOR THOSE OF YOUR CLIENT'S TYPE*

COACH

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).

Se Focusing on details and what is immediate and present in the external world — 84 (Natural), 78 (Demonstrated)

Ne Generating and sharing many ideas and possibilities for the future

Si Focusing on reliable and verified information within your internal world and past experiences — 82 (Natural), 74 (Demonstrated)

Ni Imagining the big picture and contemplating possibilities for the future

Te Focusing on facts and logical analysis to organize people and activities in the external world — 82 (Demonstrated)

Fe Focusing on connections with others and understanding their points of view before making decisions — 82 (Natural)

Ti Focusing on internal analysis geared towards understanding root causes — 67 (Demonstrated)

Fi Focusing on personal values and meaningful aspects before making decisions — 70 (Natural)

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
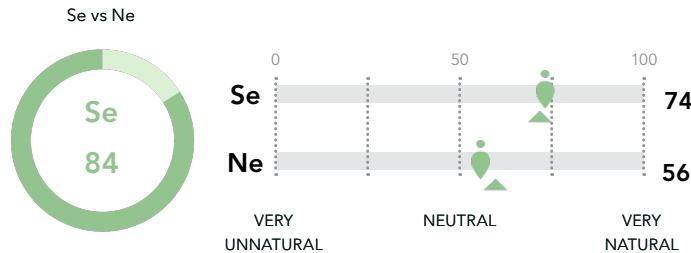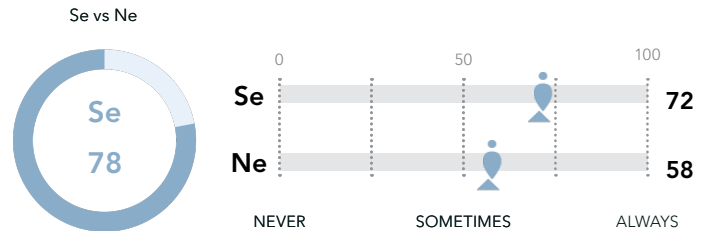
Se vs Ne

Se **84**

	0	50	100	
Se				74
Ne				56

VERY UNNATURAL — NEUTRAL — VERY NATURAL

DEMONSTRATED

Se vs Ne

Se **78**

	0	50	100	
Se				72
Ne				58

NEVER — SOMETIMES — ALWAYS

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

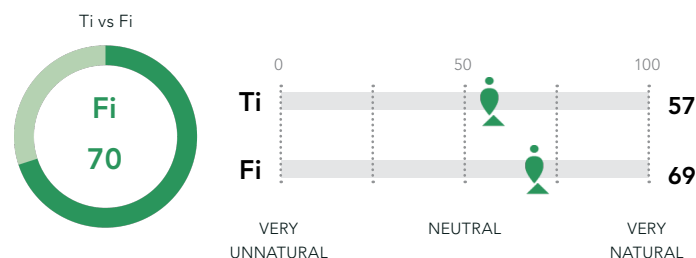**Circle score interpretation:**

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
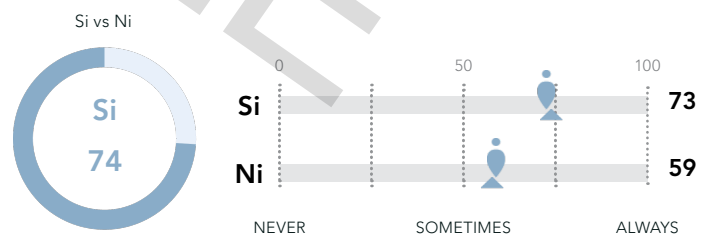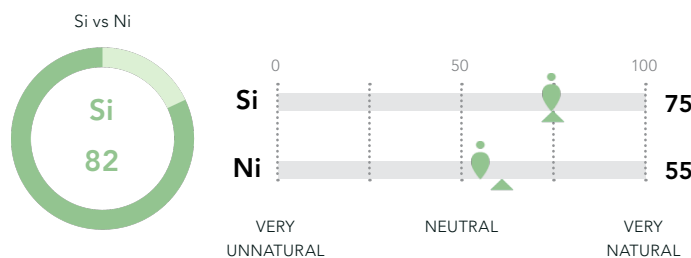
Si vs Ni

Si **82**

	0	50	100	
Si				75
Ni				55

VERY UNNATURAL — NEUTRAL — VERY NATURAL

Si vs Ni

Si **74**

	0	50	100	
Si				73
Ni				59

NEVER — SOMETIMES — ALWAYS

Introverted Perceiving   Natural preferences and demonstrated behaviors are: Aligned

Circle score interpretation:

Moderate preference for introverted sensing behaviors over introverted d intuiting behaviors.

Response bar interpretation:

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

Circle score interpretation:

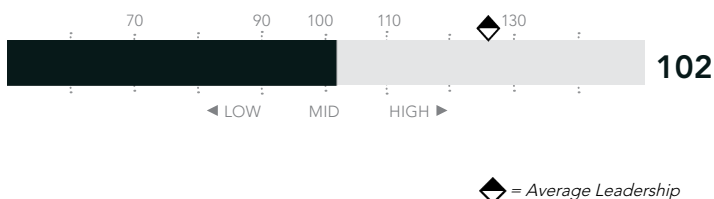Displays moderately more introverted sensing behaviors than introverted intuiting behaviors.

Response bar interpretation:

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

YOUR CLIENT'S AVERAGE RESPONSE ▲ *AVERAGE RESPONSE FOR THOSE OF YOUR CLIENT'S TYPE*

COACH

Judging Functions

Extraverted Thinking (Te): Managing people and activities, organizing tasks
Extraverted Feeling (Fe): Connecting with others, listening actively

NATURAL

Te vs Fe

Fe 82

	0	50	100	
Te				55
Fe				74

VERY UNNATURAL — NEUTRAL — VERY NATURAL

DEMONSTRATED

Te vs Fe

Te 82

	0	50	100	
Te				76
Fe				58

NEVER — SOMETIMES — ALWAYS
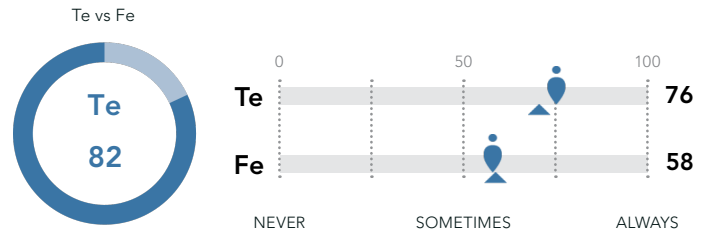
Extraverted Judging

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

Ti vs Fi

Fi 70

	0	50	100	
Ti				57
Fi				69

VERY UNNATURAL — NEUTRAL — VERY NATURAL

Ti vs Fi

Ti 67

	0	50	100	
Ti				73
Fi				63

NEVER — SOMETIMES — ALWAYS
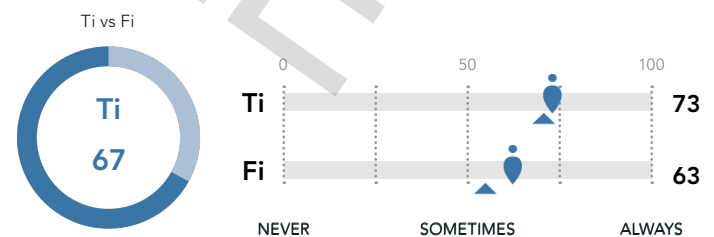
Introverted Judging

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

● *YOUR CLIENT'S AVERAGE RESPONSE* ▲ *AVERAGE RESPONSE FOR THOSE OF YOUR CLIENT'S TYPE*

R2.S1

COACH

Overview of FlexIndex

PEARMAN
FLEXINDEX

Your Total FlexIndex

102

◄ LOW   MID   HIGH ►

◆ = Average Leadership

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

114

◄ LOW   MID   HIGH ►

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

115

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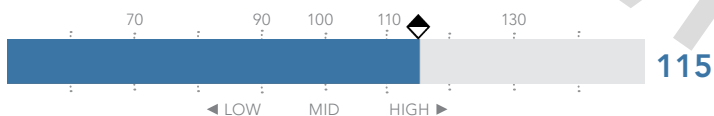
Composure involves being able to remain calm and controlled under times of stress or criticism. Your client's score shows that they are able to remain level-headed during high-pressure situations. Think about how different situations test your client's ability to keep their cool.

Connectivity

89

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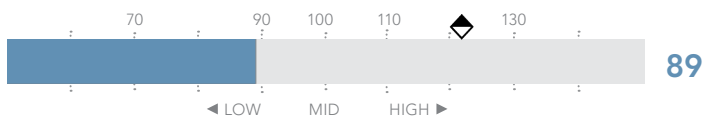
Connectivity involves being connected with others, forming beneficial relationships, and seeking and reciprocating social support. Your client's score indicates a need for more interconnectedness with others, which may influence your client's ability to be effective in the way they expresses themselves.

Variety-Seeking

119

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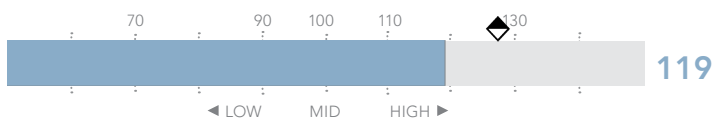
Variety-Seeking refers to the preference for novel experiences, variety, and openness to new opportunities. Your client's score suggests that they are open to experiences and often seek out opportunities. This may prove useful as they think about ways to apply this skill in new situations.

Rejuvenation

71

◄ LOW   MID   HIGH ►

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.
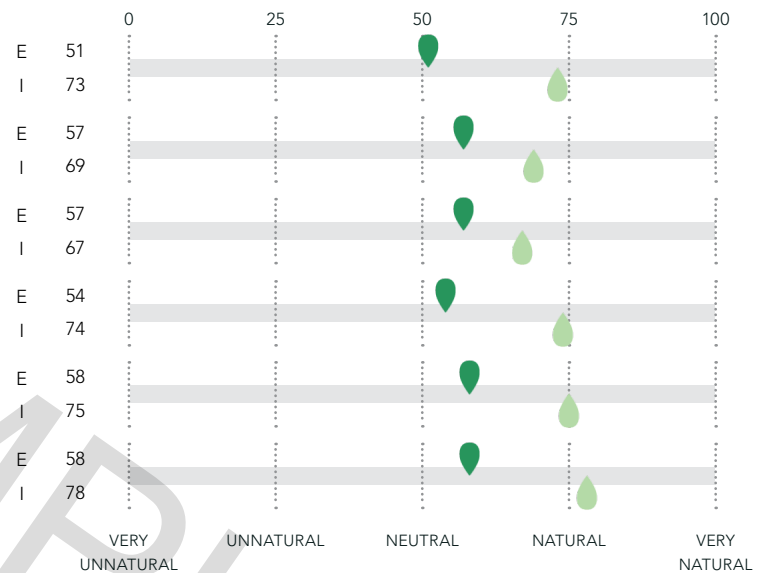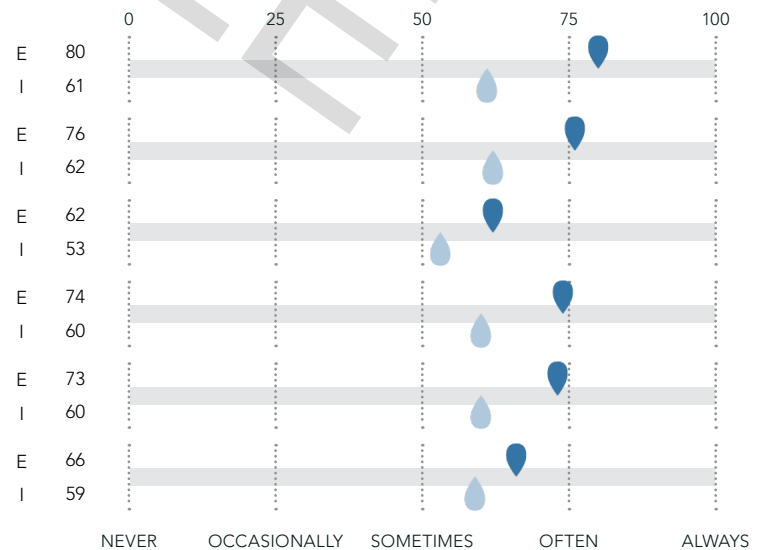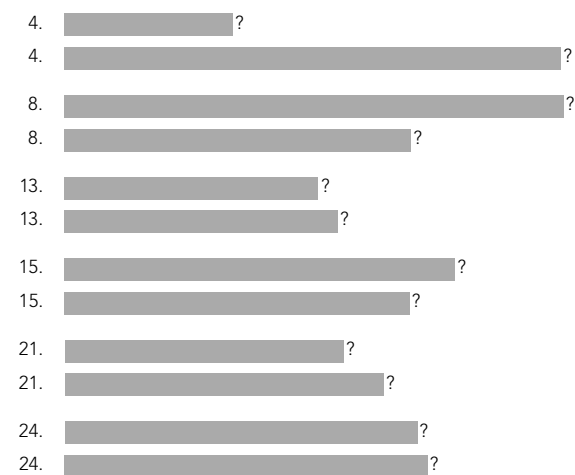
Pearman Personality Item Responses

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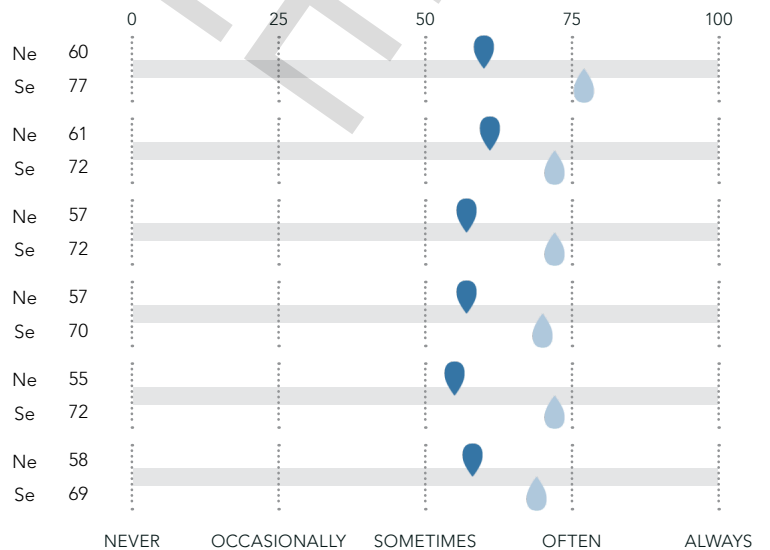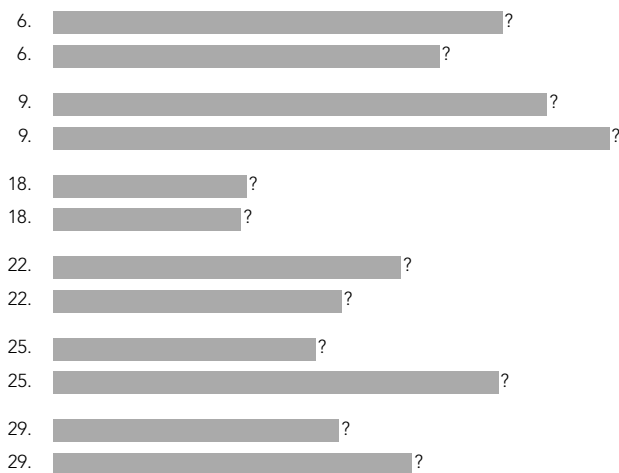
Responses to Extraverted (E) and Introverted (I) items are shown on this page. Items are divided into Natural (i.e., "How natural is it for you to…") and Demonstrated (i.e., "How often do you…") ratings. Item text is exactly as it appears on the assessment. If any single item of a pair (i.e., E or I)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

Item		E/I	Score
4.	?	E	51
4.	?	I	73
8.	?	E	57
8.	?	I	69
13.	?	E	57
13.	?	I	67
15.	?	E	54
15.	?	I	74
21.	?	E	58
21.	?	I	75
24.	?	E	58
24.	?	I	78

Scale: 0 — 25 — 50 — 75 — 100

VERY UNNATURAL | UNNATURAL | NEUTRAL | NATURAL | VERY NATURAL

How often do you...

Item		E/I	Score
4.	?	E	80
4.	?	I	61
8.	?	E	76
8.	?	I	62
13.	?	E	62
13.	?	I	53
15.	?	E	74
15.	?	I	60
21.	?	E	73
21.	?	I	60
24.	?	E	66
24.	?	I	59

Scale: 0 — 25 — 50 — 75 — 100

NEVER | OCCASIONALLY | SOMETIMES | OFTEN | ALWAYS

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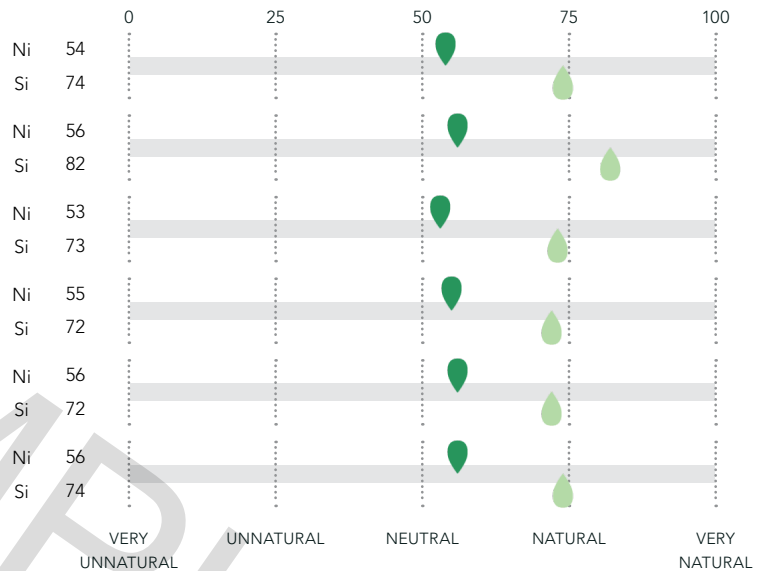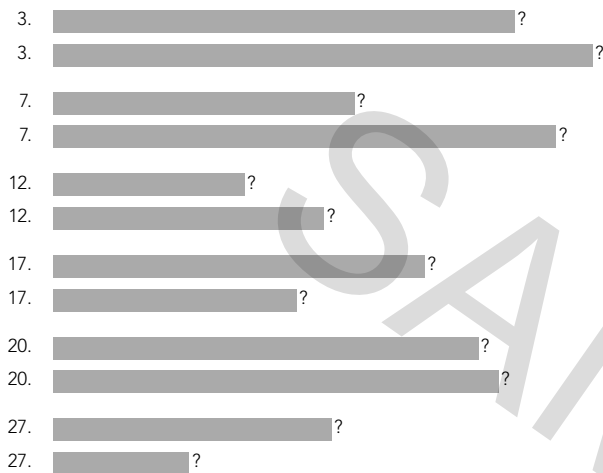
R2.S1

PEARMAN | Summary | Overview | Information | Decision | FlexIndex | Item Responses | Integration | Follow-up | Action | Feedback

COACH

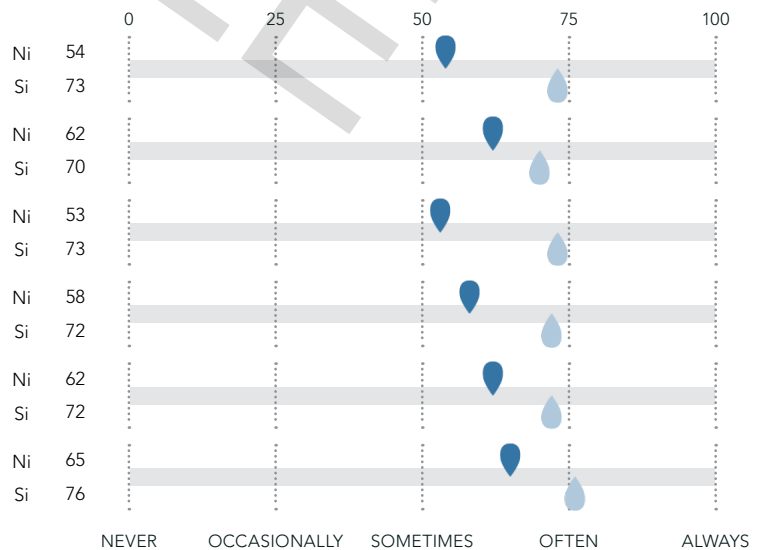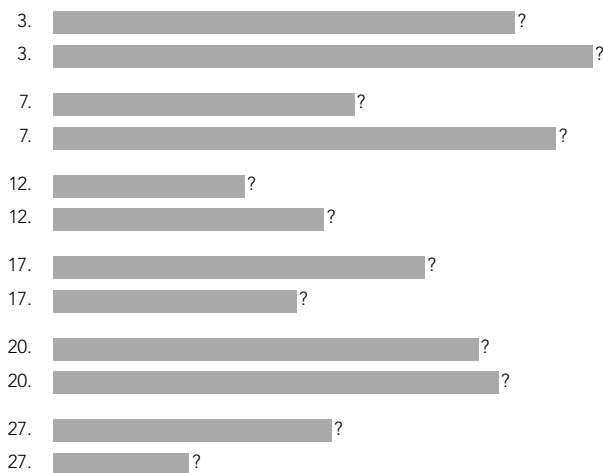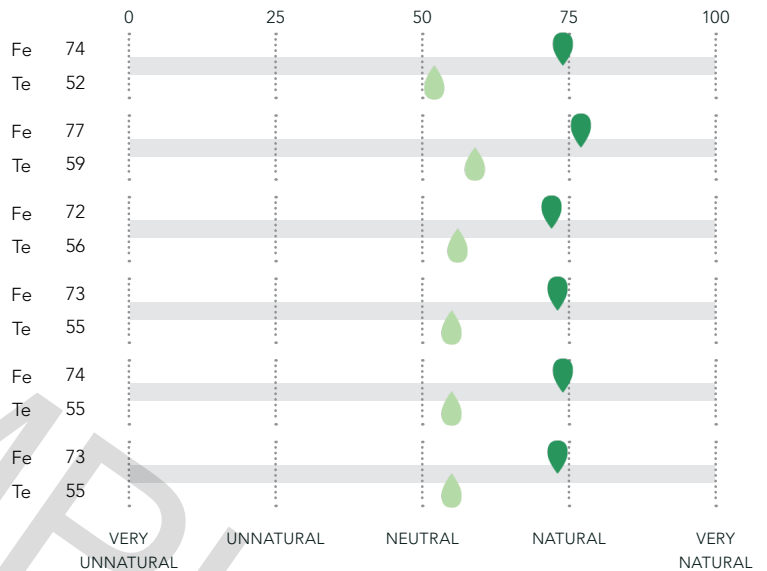# Pearman Personality Item Responses

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.	?	Ne 57
6.	?	Se 76
9.	?	Ne 59
9.	?	Se 78
18.	?	Ne 52
18.	?	Se 70
22.	?	Ne 54
22.	?	Se 71
25.	?	Ne 57
25.	?	Se 74
29.	?	Ne 56
29.	?	Se 72

Scale: 0 — 25 — 50 — 75 — 100
VERY UNNATURAL | UNNATURAL | NEUTRAL | NATURAL | VERY NATURAL

How often do you...

#		
6.	?	Ne 60
6.	?	Se 77
9.	?	Ne 61
9.	?	Se 72
18.	?	Ne 57
18.	?	Se 72
22.	?	Ne 57
22.	?	Se 70
25.	?	Ne 55
25.	?	Se 72
29.	?	Ne 58
29.	?	Se 69

Scale: 0 — 25 — 50 — 75 — 100
NEVER | OCCASIONALLY | SOMETIMES | OFTEN | ALWAYS

MHS
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David Sample 10
Sample Company Name

R2.S1

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.
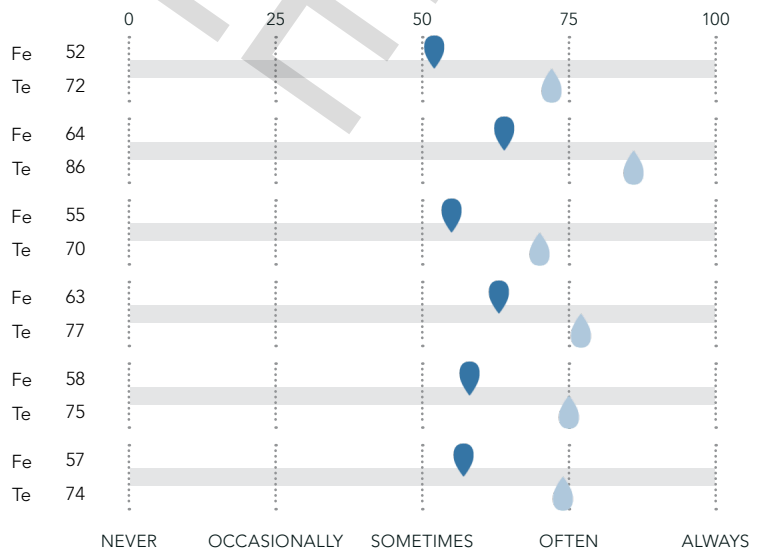
How natural is it for you to...

Item		Type	Score
3.	?	Ni	54
3.	?	Si	74
7.	?	Ni	56
7.	?	Si	82
12.	?	Ni	53
12.	?	Si	73
17.	?	Ni	55
17.	?	Si	72
20.	?	Ni	56
20.	?	Si	72
27.	?	Ni	56
27.	?	Si	74

Scale: VERY UNNATURAL — UNNATURAL — NEUTRAL — NATURAL — VERY NATURAL

How often do you...

Item		Type	Score
3.	?	Ni	54
3.	?	Si	73
7.	?	Ni	62
7.	?	Si	70
12.	?	Ni	53
12.	?	Si	73
17.	?	Ni	58
17.	?	Si	72
20.	?	Ni	62
20.	?	Si	72
27.	?	Ni	65
27.	?	Si	76

Scale: NEVER — OCCASIONALLY — SOMETIMES — OFTEN — ALWAYS

*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.***
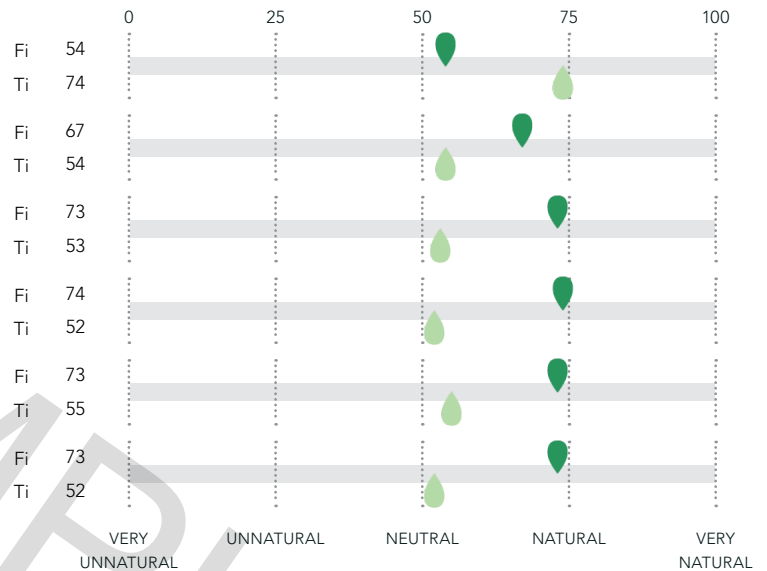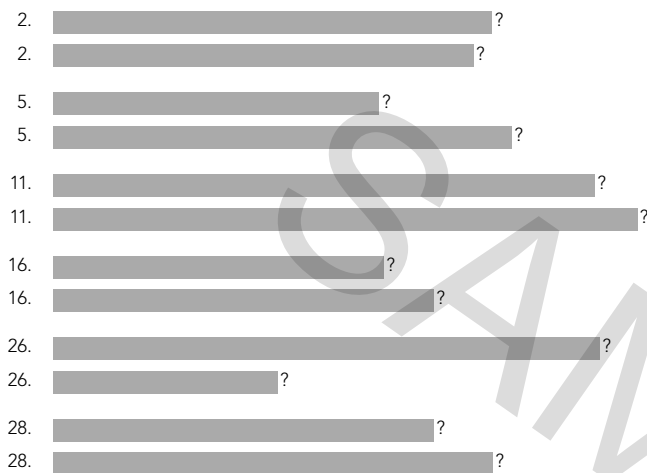
Pearman Personality Item Responses
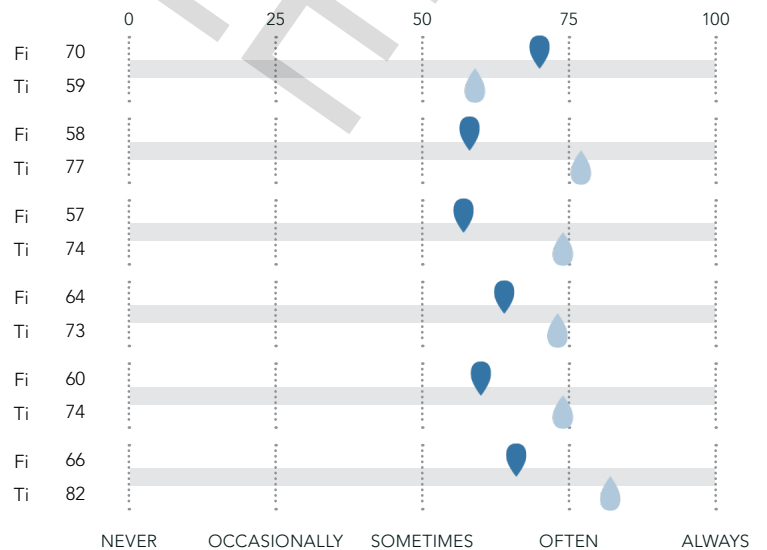
EXTRAVERTED JUDGING

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...

#	Response
1.	?
1.	?
10.	?
10.	?
14.	?
14.	?
19.	?
19.	?
23.	?
23.	?
30.	?
30.	?

	0	25	50	75	100
Fe	74				
Te	52				
Fe	77				
Te	59				
Fe	72				
Te	56				
Fe	73				
Te	55				
Fe	74				
Te	55				
Fe	73				
Te	55				

VERY UNNATURAL — UNNATURAL — NEUTRAL — NATURAL — VERY NATURAL

How often do you...

#	Response
1.	?
1.	?
10.	?
10.	?
14.	?
14.	?
19.	?
19.	?
23.	?
23.	?
30.	?
30.	?

	0	25	50	75	100
Fe	52				
Te	72				
Fe	64				
Te	86				
Fe	55				
Te	70				
Fe	63				
Te	77				
Fe	58				
Te	75				
Fe	57				
Te	74				

NEVER — OCCASIONALLY — SOMETIMES — OFTEN — ALWAYS

R2.S1

Pearman Personality Item Responses
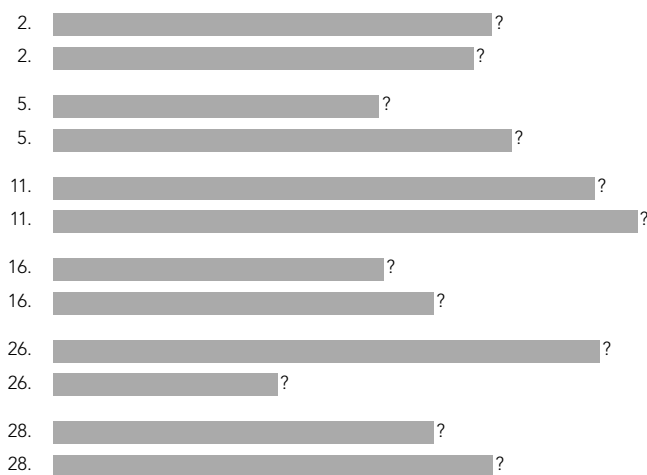
INTROVERTED JUDGING

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...

Item		
2.	?	
2.	?	
5.	?	
5.	?	
11.	?	
11.	?	
16.	?	
16.	?	
26.	?	
26.	?	
28.	?	
28.	?	

		0	25	50	75	100
Fi	54					
Ti	74					
Fi	67					
Ti	54					
Fi	73					
Ti	53					
Fi	74					
Ti	52					
Fi	73					
Ti	55					
Fi	73					
Ti	52					

VERY UNNATURAL — UNNATURAL — NEUTRAL — NATURAL — VERY NATURAL

How often do you...

Item		
2.	?	
2.	?	
5.	?	
5.	?	
11.	?	
11.	?	
16.	?	
16.	?	
26.	?	
26.	?	
28.	?	
28.	?	

		0	25	50	75	100
Fi	70					
Ti	59					
Fi	58					
Ti	77					
Fi	57					
Ti	74					
Fi	64					
Ti	73					
Fi	60					
Ti	74					
Fi	66					
Ti	82					

NEVER — OCCASIONALLY — SOMETIMES — OFTEN — ALWAYS

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R2.S1

Pearman FlexIndex Item Responses

PEARMAN FLEXINDEX

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   3 = Often   ? = Omitted
1 = Rarely   4 = Almost Always
2 = Sometimes   5 = Always

Proactivity

Item		Value
4.	?	**5**
9.	?	**4**
12.	?	**4**
20.	?	**5**
27.	?	**2**
31.	?	**3**
36.	?	**5**

Composure

Item		Value
3.	?	**1**
10.	?	**1**
17.	?	**1**
19.	?	**2**
22.	?	**1**
30.	?	**1**
32.	?	**1**
37.	?	**1**
39.	?	**2**

Connectivity

Item		Value
7.	?	**1**
11.	?	**1**
14.	?	**2**
18.	?	**1**
24.	?	**2**
28.	?	**1**
34.	?	**5**
38.	?	**5**

Variety-Seeking

Item		Value
2.	?	**5**
6.	?	**4**
13.	?	**4**
16.	?	**4**
21.	?	**4**
33.	?	**1**

Rejuvenation

Item		Value
1.	?	**2**
5.	?	**1**
15.	?	**1**
23.	?	**2**
25.	?	**1**
29.	?	**1**
35.	?	**1**

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Pearman FlexIndex Item Responses

PEARMAN FLEXINDEX

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

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** |

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

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COACH

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.

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.

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.

MHS

David Sample 16
Sample Company Name

R2.S1

◦ PEARMAN

Summary | Overview | Information | Decision | FlexIndex | Item Responses | **Integration** | Follow-up | Action | Feedback

Type and FlexIndex Integration

COACH

EXTRAVERTED ATTITUDE

PERCEIVING

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

JUDGING

INTROVERTED ATTITUDE

David Sample 17
Sample Company Name

R2.S1

COACH

EQ-i 2.0

Name: David Sample

Completion Date: August 3, 2018

Time to Completion: 11:56

Norm Type: Professional - Overall

Norm Region: U.S./Canada

Inconsistency Index: 0   Positive Impression: 0

Negative Impression: 0   Omitted Items: 0 %

This page summarizes the scores from your client's EQ-i 2.0 assessment. Your client's scores suggest that they are proficient in most of the emotional and social skills that influence the way your client perceives and expresses, develops and maintains social relationships, copes with challenges, and uses emotional information in an effective and meaningful way.

OVERALL SCORES

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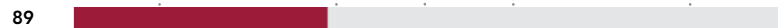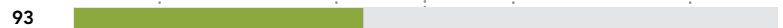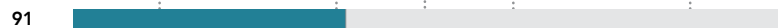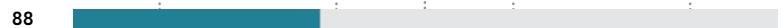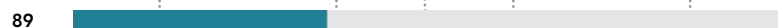
LOW RANGE   MID RANGE   HIGH RANGE

R2.S1

EQ-i ²·⁰

## PEARMAN AND EQ -i 2.0 INTEGRATION

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

I

Interpersonal Relationships
LOW   MID   HIGH

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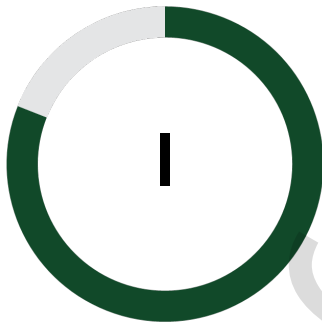
As an introvert, Interpersonal Relationships and Assertiveness skills can be especially useful in ensuring that your client is able to craft emotionally meaningful and authentic relationships and express thoughts and ideas firmly when necessary. Your client's Interpersonal Relationships score suggests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

S

Flexibility
LOW   MID   HIGH

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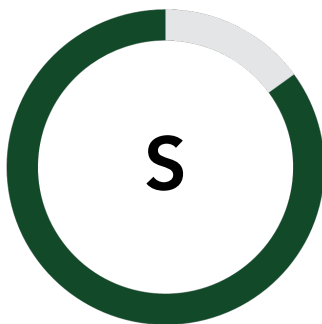
As a sensor, Flexibility and Self-Actualization can impact how your client's natural preference plays out in their behavior. Your client's Flexibility responses suggest that they may have difficulty moving away from rigidity in their thinking and embracing new ideas and alternative approaches to understanding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

F

Problem Solving
LOW   MID   HIGH

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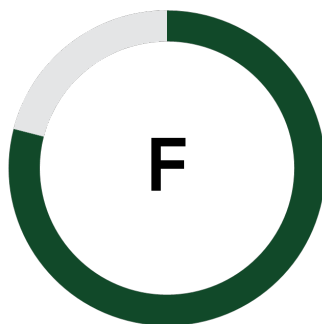
As a feeler, Problem Solving and Independence are important skills that can modify how your client makes decisions. Your client's Problem Solving score suggests that they are very capable of channeling emotions towards effective solutions. Using this skill alongside feeling behaviors will allow your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

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?

COACH

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

David Sample 22
Sample Company Name

R2.S1

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 _____

R2.S1

● PEARMAN | Summary | Overview | Information | Decision | FlexIndex | Item Responses | Integration | Follow-up | Action | **Feedback** |

COACH

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

STRONG	MODERATE	SLIGHT	SLIGHT	MODERATE	STRONG
99 84	59	**50**	59	84	99

81

71
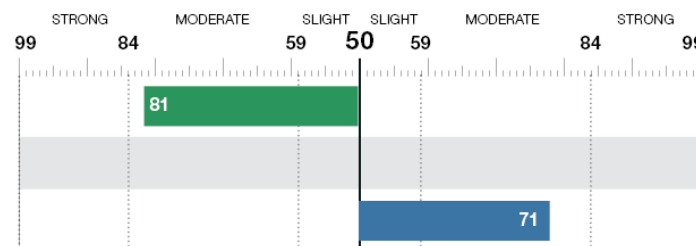
After assessing the validity of the scores, the next step is to examine the Pearman Personality scores at a macro level. Use the Overview pages (Overview of Overall Functions and Overview of Mental Functions pages) in the Coach report to assist with this step. Pay attention to the Natural and Demonstrated 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

	0	50	100	
T			●	79
F		●		56

VERY
UNNATURAL

NEUTRAL

VERY
NATURAL
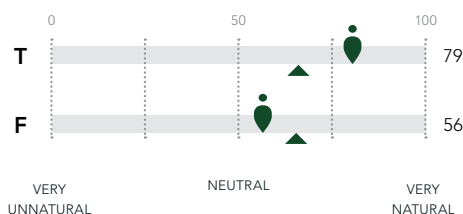
Once your client has a solid grasp of their overall Pearman results, spend some time delving deeper into their Pearman Personality scores. Use this time to explore their Natural scores in contrast to their Demonstrated scores, and walk them through their Average Response markers and how your client's 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.
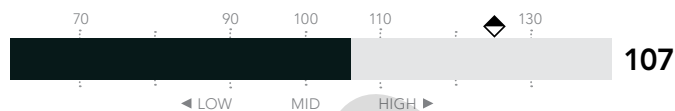
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R2.S1

● PEARMAN   Summary | Overview | Information | Decision | FlexIndex | Item Responses | Integration | Follow-up | Action | Feedback

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Coach's Guide to a Pearman Feedback Session

PREPARING THE DEBRIEF

4. Interpret Pearman FlexIndex

● PEARMAN
FLEXINDEX

Your Total FlexIndex

| 70 | 90 | 100 | 110 | 130 |

◄ LOW   MID   HIGH ►

107

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)	EXTRAVERTED INTUITING (Ne)
Se & PROACTIVITY Describe the facts of a situation in detail	**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.

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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.	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: • 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.	Remind the client that this is a self-report and that it represents how they responded to the assessment on that day. 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: • 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? Follow the hierarchy of understanding results found on the *Preparing the Debrief* pages as well as *Understanding the Results* in the User's Handbook.
3. Make Connections and Address Results (So What) Uncover challenges that may be present, probe for details to clarify thoughts, feelings, opinions, and expectations.	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. • 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.

David Sample 26
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R2.S1

Coach's Guide to a Pearman Feedback Session

CONDUCTING THE DEBRIEF

4. Create a Plan (Now What) Guide the client to create a concrete action plan and determine barriers to success and ways to overcome them.	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. 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). Ask your client: • *What/who might hinder you in achieving this goal?* • *What/who might help you in achieving this goal?* • *How often are you going to report back on your progress, and to whom?*
5. Transition A discussion on next steps and establishing the client's commitment to continue working with you.	Let the client know that the discussion is coming to a close and ask if they have any immediate questions. If you are continuing a relationship with the client, here is a sample wrap-up: • 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. If you are not meeting the client again, here is a sample wrap-up: • 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. Make sure to provide the client with any follow-up resources that might be useful.

David Sample 27
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R2.S1