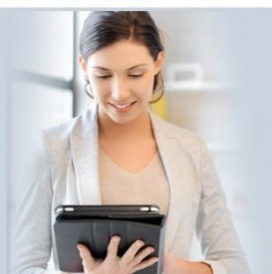




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How Personality Type Can Impact Burnout, Agile Learning, and Team Dynamics

Roger Pearman, CEO, Matrix Insights

Laura Trozzi, Founder and CEO, Branching Out



Presenters



Roger Pearman
CEO, Leadership
Performance Systems, Inc.



Laura Trozzi
Founder and CEO, Branching Out

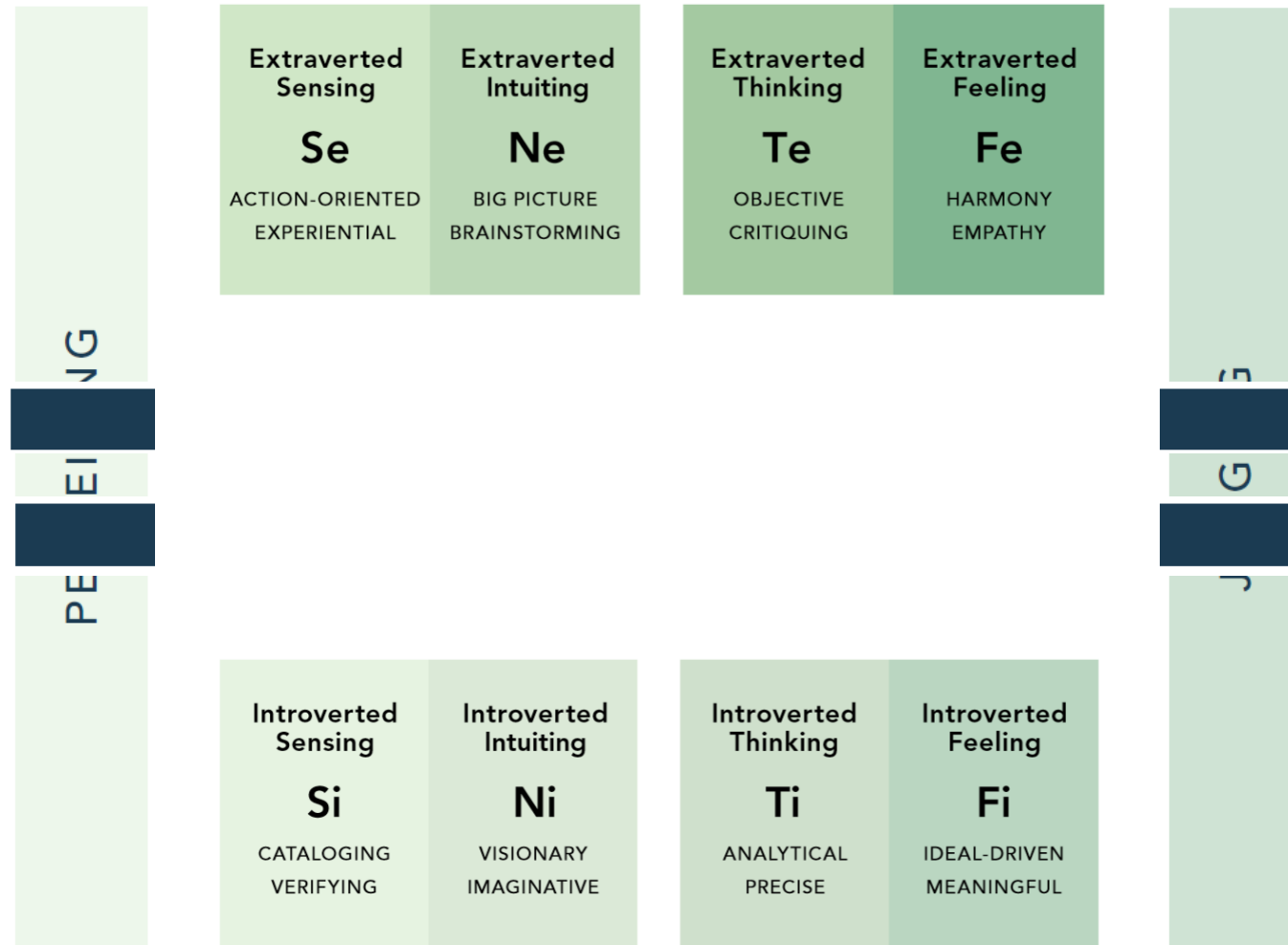
About the Pearman

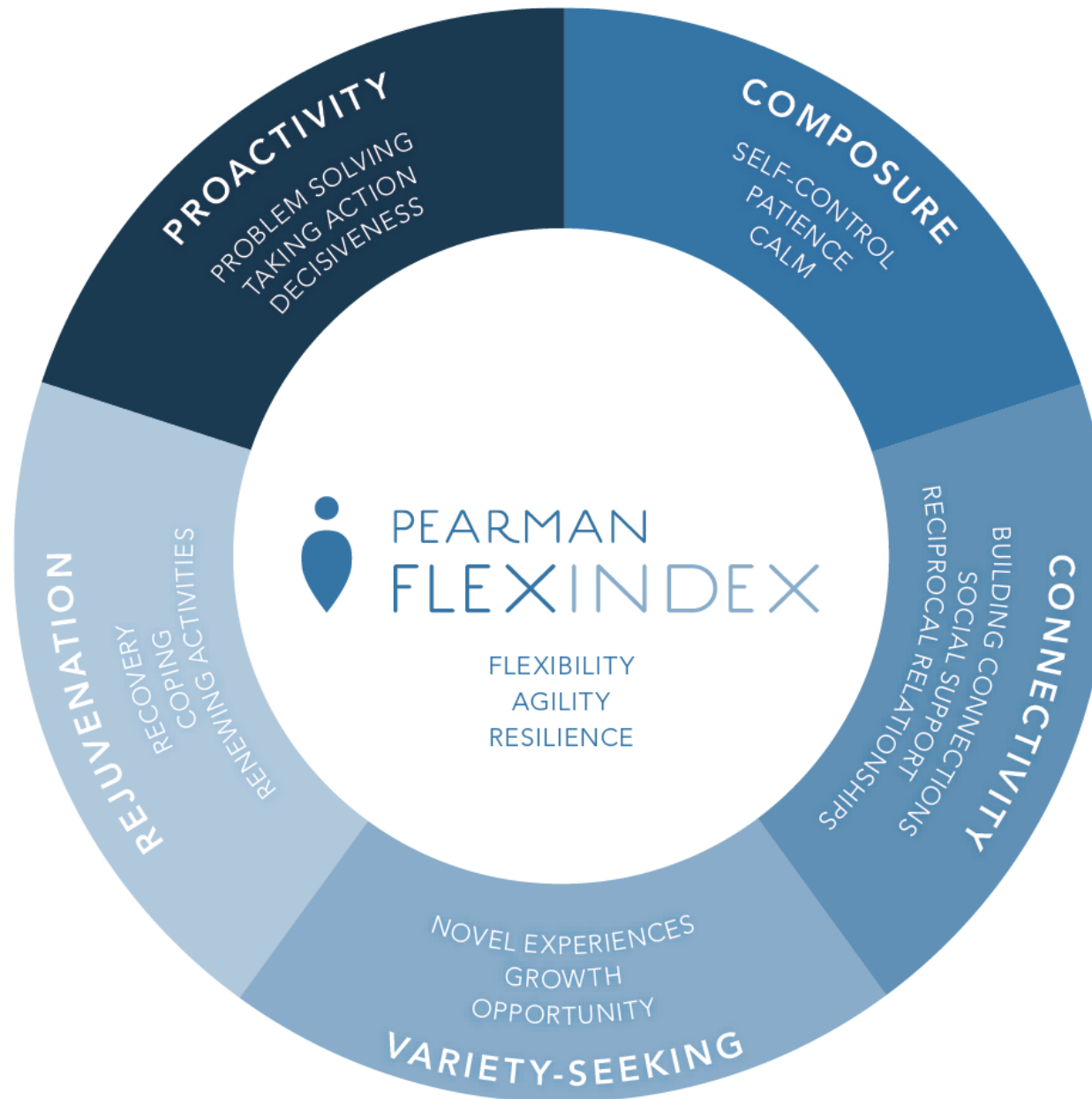


Natural vs. Demonstrated



Pearman Personality Integrator





Introduction to the Pearman™

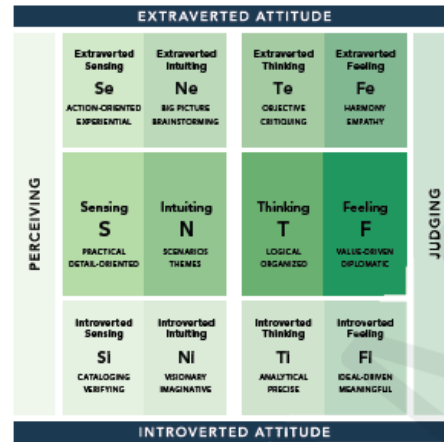
Welcome to your Pearman Personality Integrator™ report, where you will learn about your personality type and flexibility skills.

This page provides an introduction to the Pearman and an overview of the two major sources of information in the report: Part I: Pearman Personality and Part II: Pearman FlexIndex™.

While these two concepts are described independently below, it is through the combination and integration of both of these concepts that the Pearman provides individuals like you with personal insight and a greater understanding of how you function in the world.

THE PEARMAN MODEL

PART I: PEARMAN PERSONALITY



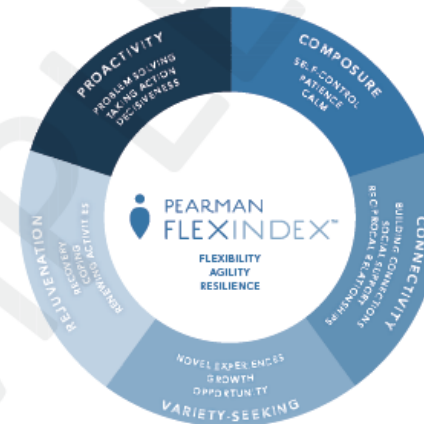
Part I: Pearman Personality

Pearman Personality provides insight into how you approach the external and internal world (your **overall attitude**, divided into extraversion [E] and introversion [I]), how you understand and perceive information (your **overall perceiving** function, divided into intuition [N] and sensing [S]), and how you evaluate information and make decisions (your **overall judging** function, divided into feeling [F] and thinking [T]).

The Pearman goes one level deeper by providing information on specific behaviors by combining your attitude with your perceiving and judging functions. Labeled **mental functions**, these combinations help you to understand how you take in information or make decisions in the external world (i.e., extraverted perceiving and judging) and the internal world (i.e., introverted perceiving and judging).

Pearman Personality also evaluates what comes naturally to you separately from the behaviors you exhibit in your roles and responsibilities (i.e., what you demonstrate in your daily life).

PART II: PEARMAN FLEXINDEX



Part II: Pearman FlexIndex

The Pearman Flex Index measures a specific set of skills and competencies that allow you to flex and adapt to meet ever-changing demands, allowing you to understand and improve your effectiveness. On their own, these flexibility skills allow you to leverage psychological resources to take proactive action, remain calm and composed, connect with others, seek out a variety of experiences, and recover and rejuvenate from stress.

The Pearman was also designed to integrate information from your Flex Index with your personality type. Combining these two sources of information enables the Pearman to speak to your potential for improving or leveraging your flex skills to enhance your effectiveness.

Case 1 - Coaching Burnout & Renewal

**49 year old Global Product Quality Executive,
responsible for quality processes in 37
manufacturing operations in 19 countries**

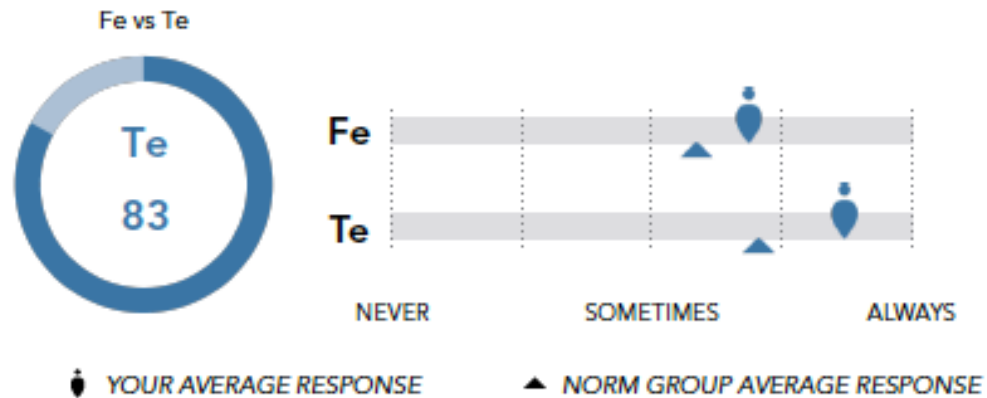
Case 1 - Coaching Burnout & Renewal

Sought executive coaching to manage complexity of work and facilitate awareness of working across boundaries

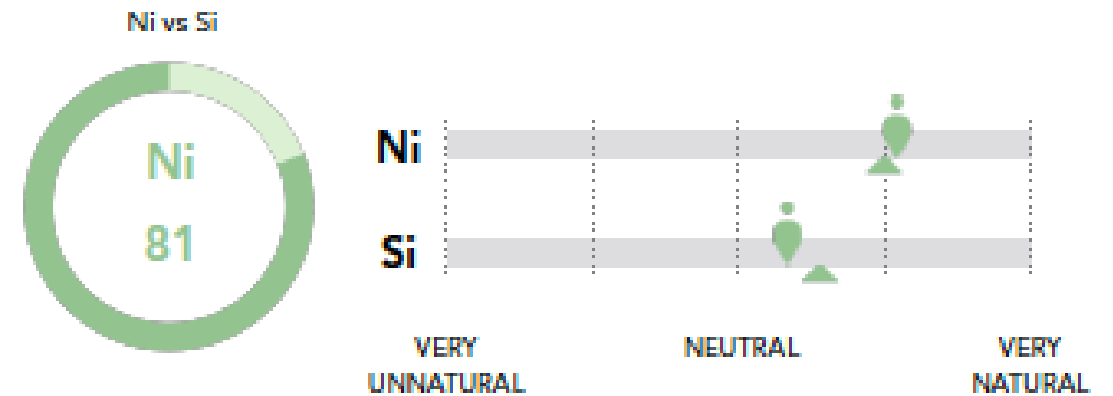


Mental Functions

DEMONSTRATED

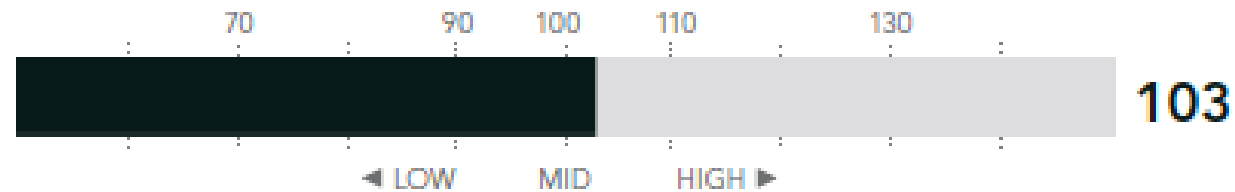


NATURAL

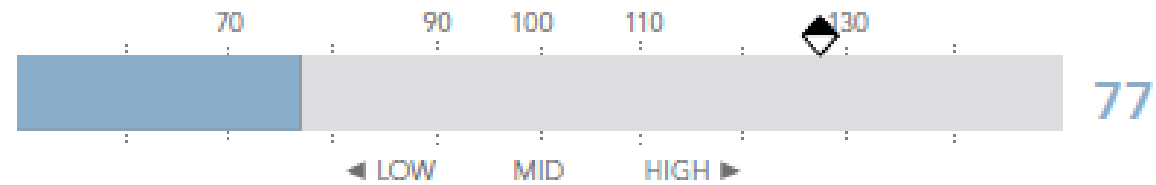




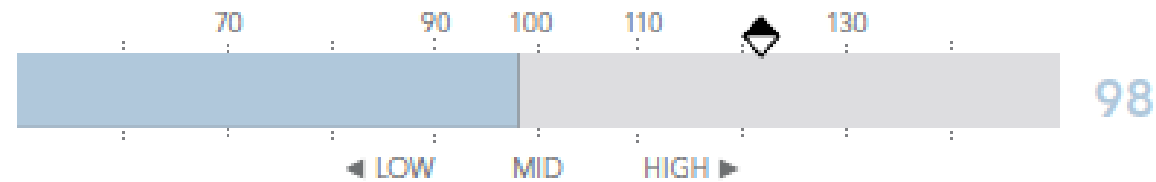
Your Total FlexIndex



Variety-Seeking



Rejuvenation



Action Plan

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

Have your client write down up to five skills or behaviors to further develop in his/her own action plan. Then, transfer your client's goals into the action plan template below. The information provided throughout his or her 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).

Remember to use the SMART goal-setting criteria for each goal.

SPECIFIC
MEASUREABLE
ACTION-ORIENTED
REALISTIC
TIMELY

START



STOP



GROW



ACTION PLANNER TEMPLATE

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

Follow-Up Questions

PART I: 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 Part I: Pearman Personality and by subscale for Part II: Pearman FlexIndex.

Extraverted Sensing (Se)

1. When you need a complete and thorough strategy, how do you slow down decision-making?

Extraverted Thinking (Te)

1. How can you invite others to engage in mentorship and offer their suggestions?



Case 2 – Teams & Building Trust

Five member product launch team for manufacturing company; 19 months behind on newest launch.



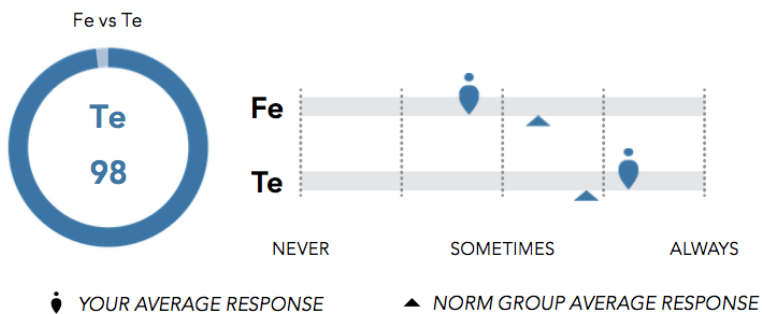
Case 2 – Teams & Building Trust

Manager reports constant conflict and team engagement issues; team has regularly gone through team development training on setting agendas, monitoring progress, etc.

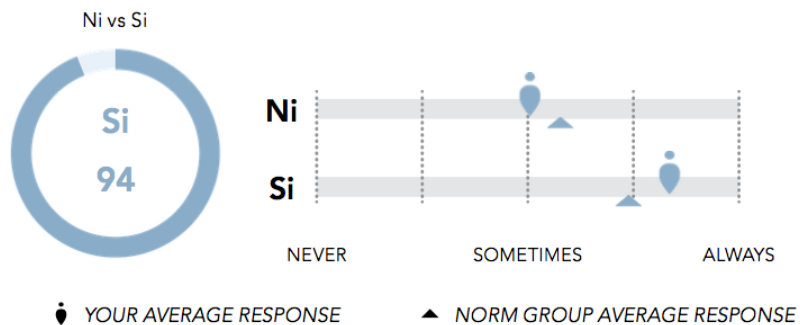
Case 2 – Teams & Building Trust

Interviews with team members indicated serious trust and communication challenges with lots of presumptions about what people's agenda.

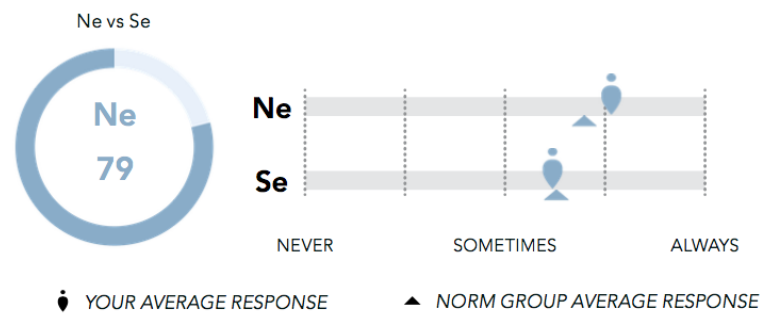
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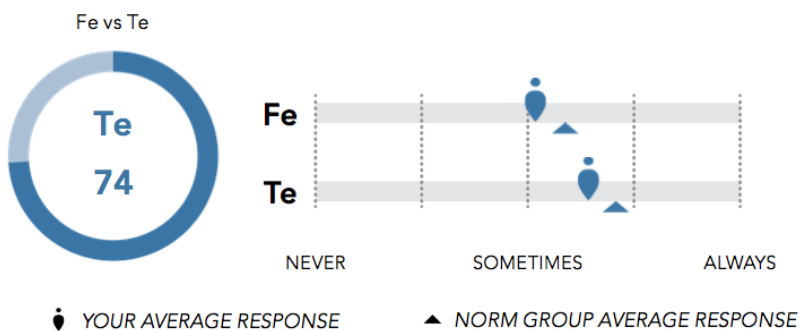
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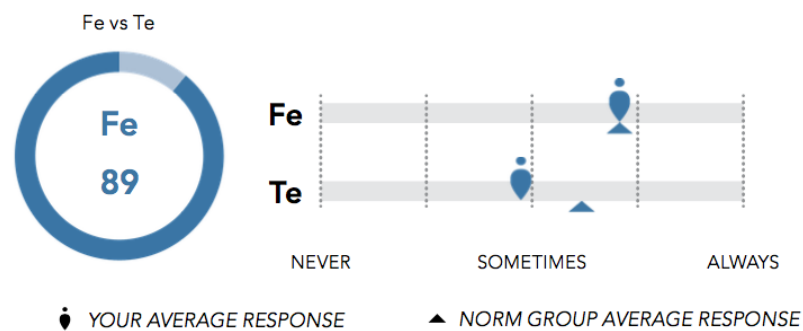
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DEMONSTRATED



DEMONSTRATED



Team FlexIndex Aggregates

	Average	Range
Overall	105	89 – 118
Proactivity	94	91 – 101
Composure	88	75 – 102
Connectivity	109	101 – 126
Variety-seeking	115	105 – 128
Rejuvenation	94	91 – 98

Case 2 – Teams & Building Trust

(2) **Extraverted Thinking**
(1) **Extraverted Feeling**
(1) **Extraverted Intuiting**
(1) **Introverted Sensing**

Case 3 - Agile/Dynamic Learner

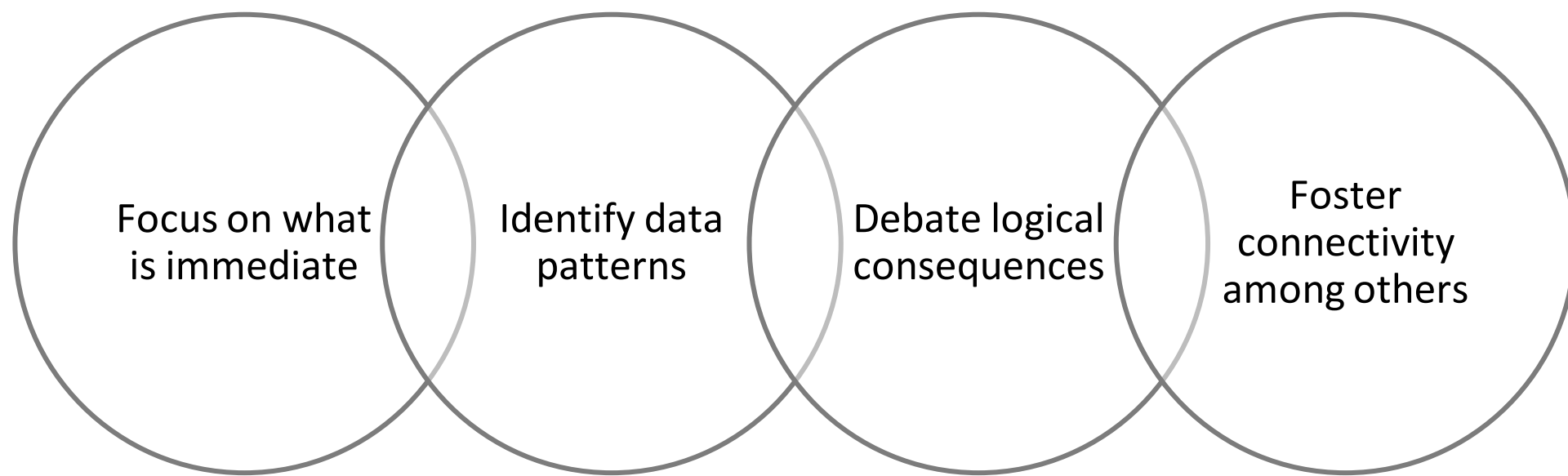
24 High Potential Middle Managers in an annual Leadership Development program; goal is to stimulate awareness on being learning agile as core to career development

Case 3 - Agile/Dynamic Learner

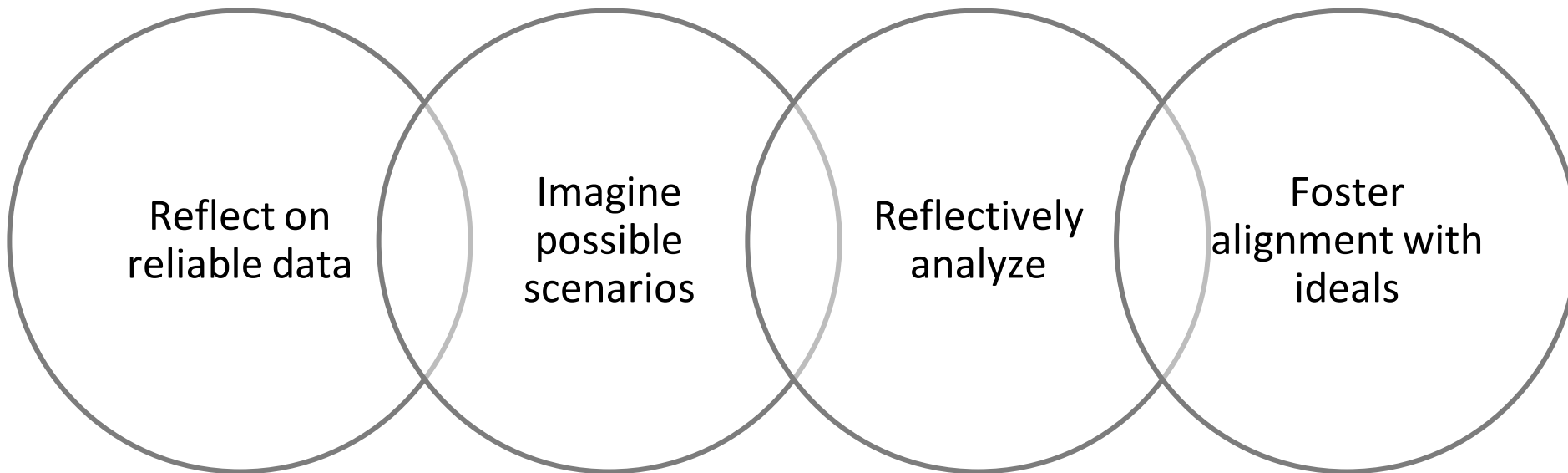
Leadership development module 6 hours with 6 hours of follow-up coaching

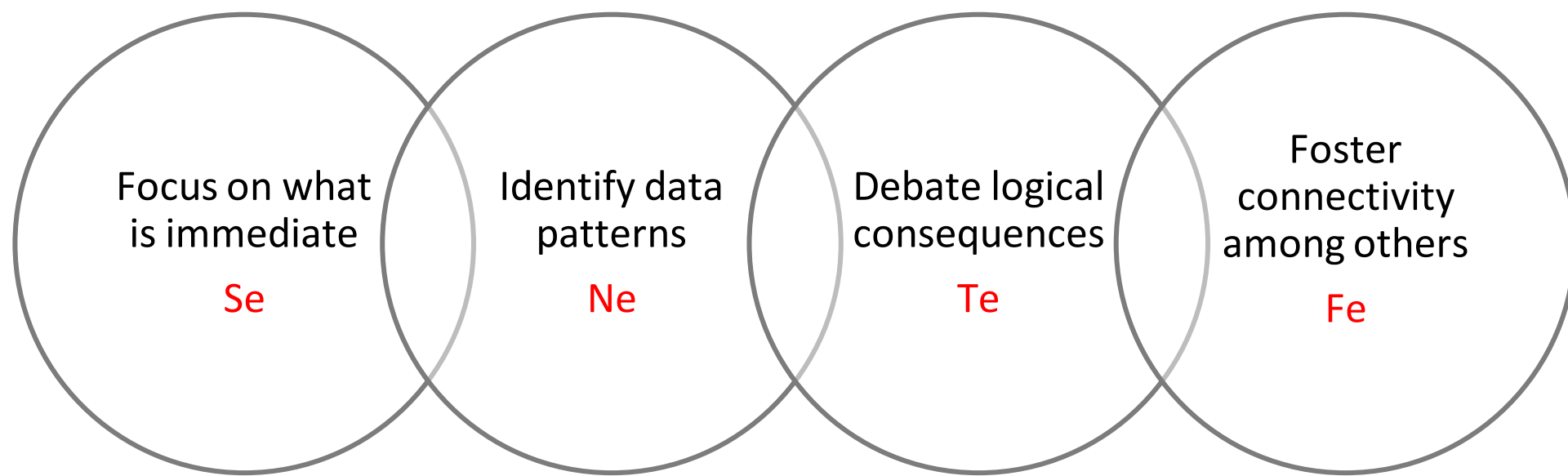
Case 3 - Agile/Dynamic Learner

Tactic: exploring capability and willingness associated with learning agility

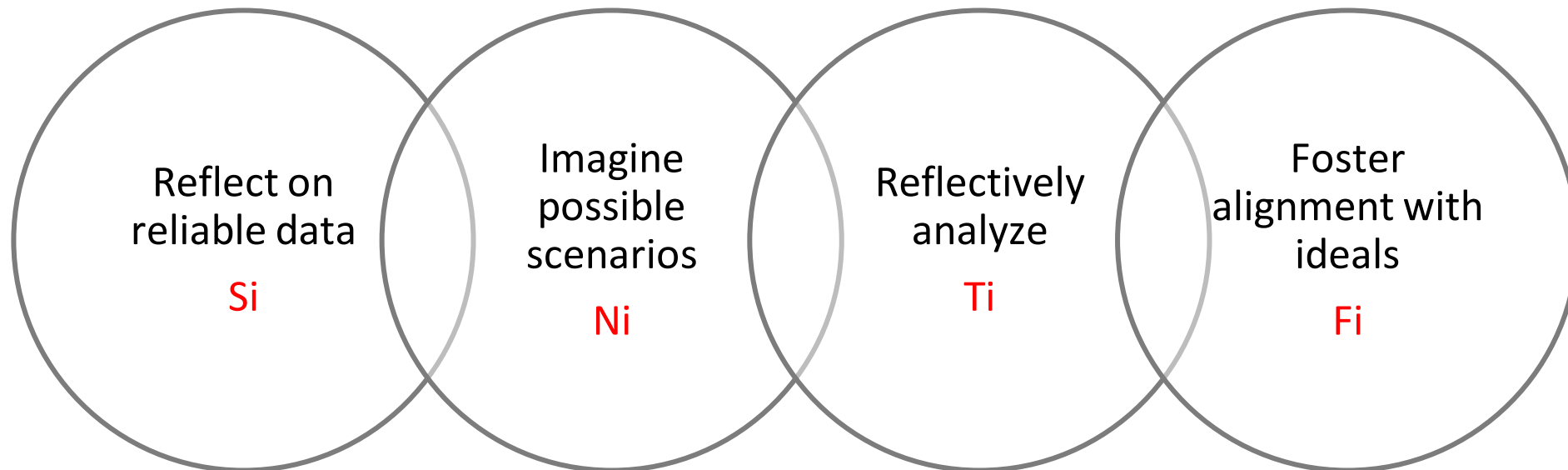


Processes & Functions – When Leading a Meeting do you...





Processes & Functions – When Leading a Meeting do you...



How natural is it for you to...

a take charge of a group?

b provide a supporting role in a group?



VERY
UNNATURAL

UNNATURAL

NEUTRAL

NATURAL

VERY
NATURAL

How often do you...

a take charge of a group?

b provide a supporting role in a group?



NEVER

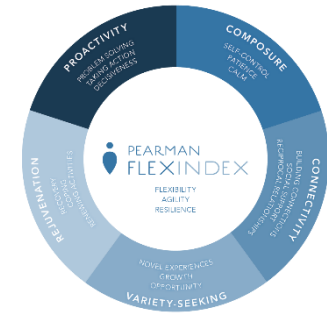
OCCASIONALLY

SOMETIMES

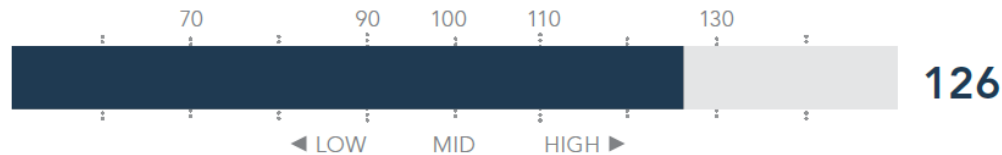
OFTEN

ALWAYS

Pearman FlexIndex



Proactivity



Your Score

Your Proactivity responses suggest that you often take action and actively anticipate problems before they arise. Look for ways to leverage your proficiency in new contexts.

Workplace Lens

People who score high on Proactivity often succeed in taking advantage of opportunities at work and are thus able to change a situation to their favor. You tend to use a methodical approach to achieving objectives and solving problems. Others seek to collaborate with you or delegate important tasks to you as they are confident in your ability to envision and overcome roadblocks along the path. You may also be seen as being ahead of others in terms of looking towards solutions to problems that have yet to be encountered. Anticipating issues and generating innovative solutions lets others view you in a leadership capacity as this skill is central to a leader's toolbox.

Workplace Development

Your approach to pre-emptively addressing challenges and issues is likely methodical and ongoing. While your results speak of a well-developed ability to generate solutions to complex problems, further refinement is always a positive approach.

- After the fact, evaluate your understanding of a challenge and your solution to it. Were there any blind spots?
- Evaluate all possible solutions but prioritize action to only the most probable outcomes so that you are not preparing for unlikely scenarios.

Leadership Competencies



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

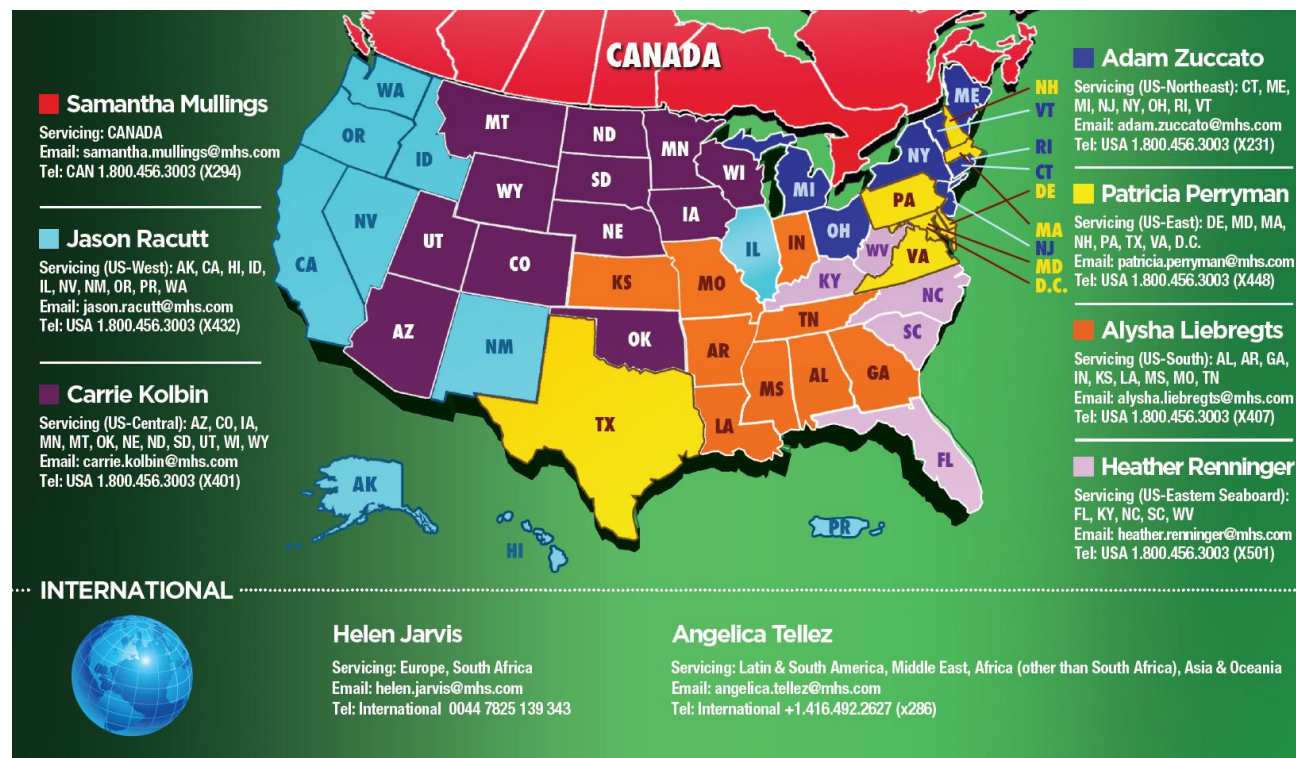
An innovative leader focuses on taking risks, spurring colleagues' ingenuity and autonomous thought. Knowledge is valued and challenges are viewed as learning opportunities.



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