

YOUR GUIDE TO THE POWER OF PEARMAN



WHAT IS MHS' PEARMAN PERSONALITY INTEGRATOR® (PEARMAN)?

MHS' Pearman Personality Integrator is an assessment designed to uncover personality preferences and patterns, including their comfort with and use of mental functions and their ability to flex between them. It consists of two components: **Pearman Personality (Part 1)** and **Pearman FlexIndex (Part 2)**. The Pearman Personality identifies an individual's **natural** tendencies versus **demonstrated** behaviors reflecting an individual's personality type profile, and the Pearman FlexIndex evaluates one's psychological **flexibility** and **agility** skills.

HOW DOES A PERSONALITY-BASED ASSESSMENT HELP WITH COMMON CHALLENGES IN OUR WORKFORCE?

SUCCESSFULLY LEAD THROUGH CHANGE

Your ability to be flexible and resilient influences how you respond to changes at work, whether it's a team restructuring or the implementation of a new business strategy.

From a leadership perspective, facilitating these changes with a team is better achieved through leveraging interpersonal skills. According to [a recent Harvard Business Review article](#), managers are struggling to balance the needs of their senior leaders and their employees' expectations. As a result, only 57% of managers reported being able to balance their daily work while supporting their teams through change. **How can managers enhance their teams' resilience to change by cultivating their own flexibility and agility, yielding improved results?**



HOW THE PEARMAN CAN HELP:

The Pearman FlexIndex measures flexibility and agility through five different subscales. Two particular subscales that can be measured to help improve a manager's response to change in the workplace are Proactivity and Rejuvenation. Proactivity encompasses the skills necessary to actively problem-solve and confidently take decisive action. Rejuvenation includes the ability to recover from daily stress using positive coping strategies.

DEVELOPMENT TIPS FROM THE PEARMAN REPORT:

A leader with a low Proactivity score may struggle to build their team's confidence in their ability to anticipate and resolve roadblocks. According to the Pearman, one effective way to be perceived as a leader by others is to enhance your foresight capabilities.

Rejuvenation plays a critical role in performance at work. Taking active measures to enhance work-life balance is critical for managing positions with greater responsibility. A higher score in Rejuvenation means individuals can deal with traditional sources of stress and, perhaps, can also handle new layers of stress when added. **For better performance and well-being, consider measuring essential stress management indicators over time.**

OPTIMIZING TEAM PERFORMANCE



Delivering performance feedback effectively is vital for optimizing a team's performance. Consider your preferred style of receiving feedback, such as frequent and detailed feedback from your manager. Reflect on the type of thinking that motivates you, whether it's envisioning the big picture or focusing on day-to-day aspects. A report from Gallup indicated that employees are 3.6 times more likely to feel motivated to go above and beyond when their manager provides daily (versus annual) feedback.

According to Gallup, frequent feedback creates agility in performance, where people can make real-time adjustments and remain competitive. **How can leaders better understand how their team prefers to receive feedback and level up team and individual productivity?**

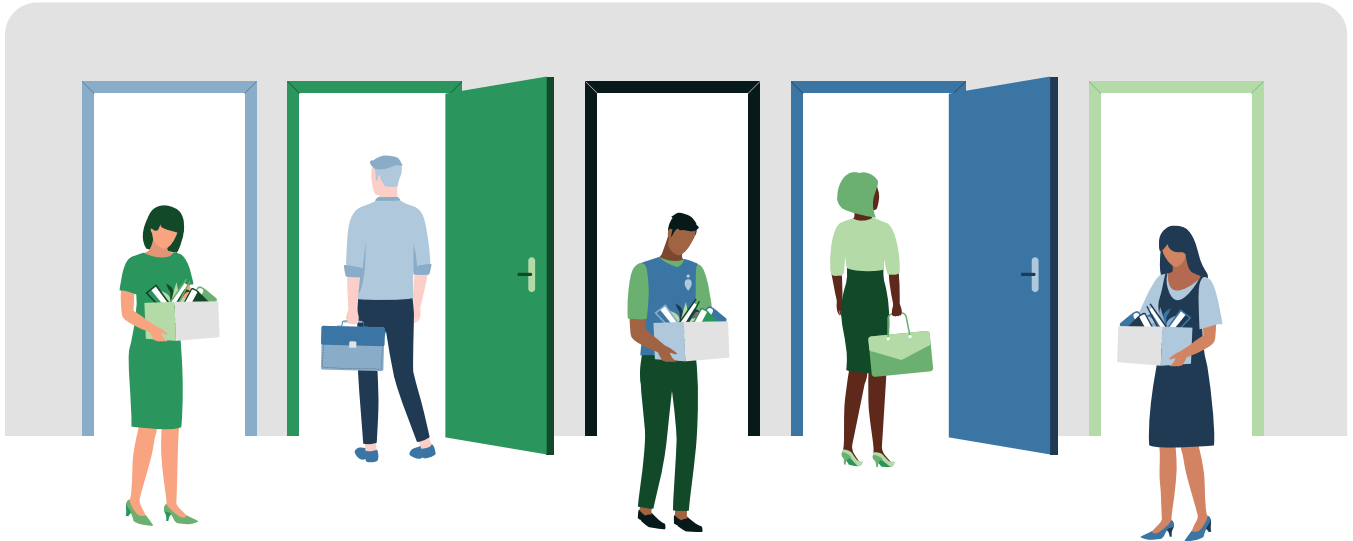
HOW THE PEARMAN CAN HELP:

The Pearman Personality Integrator measures how you take in and process information with content about *Sensing versus Intuiting*. The major difference between the two processes is whether it feels more natural to focus on details, concrete and tangible problems, and the present, or whether it feels more natural to think "big picture" and consider patterns, associations, and future possibilities. To motivate individuals to perform at their best, managers need to understand their team members' preferred information-gathering process.

DEVELOPMENT TIPS FROM THE PEARMAN REPORT:

The Pearman Personality Integrator sheds light on what people find meaningful, which provides insight on how to tailor feedback in ways that best meet their needs. A natural sensor, for example, prefers details over ideas and follows step-by-step instructions, and may appreciate hearing feedback that is similarly specific and linear. Additionally, the Pearman helps identify how you prefer to receive and process information from the outside world. For example, when faced with the external world, the term "Extraverted Sensing" is defined by the preference to discuss what to do in the present moment rather than discussing future ideas. **Ensure that your team responds positively to feedback in order to maximize the impact of performance improvement.**

REDUCING EMPLOYEE CHURN



Modern life is challenging, and the influx of virtual and non-traditional work opportunities has given people the ability to consider jobs that align better with their personality patterns than the options available previously. As some skills rise in demand, it's hard to retain top talent. In a recent Workplace Learning Report released by LinkedIn Learning, 93% of organizations consider employee retention a pain point. **How can organizations effectively reduce employee turnover and retain valuable talent?**

HOW THE PEARMAN CAN HELP:

The Pearman Personality Integrator contains multiple sections of the report that provides insight on a person's mental functions and what we rely on when we interact with our environment. When a person's natural behaviors and tendencies align with the demands of their job, they are more likely satisfied with those demands. For example, an individual who is naturally introverted may dislike a job that requires them to demonstrate extraversion very frequently on the job, such as a role in sales or a news anchor.

DEVELOPMENT TIPS FROM THE PEARMAN REPORT:

A naturally introverted person with a high score in demonstrating extraversion indicates that there is a discrepancy between what is natural to them and what they are required to do in their role. The discrepancy can create a sense of strain or loss of energy in the person, which affects their motivation in pursuing the role. **Consider finding a good match between a person's natural preferences and the job requirements of an open role to hire more effectively.**

UNLOCK NEW PATHWAYS IN DECISION-MAKING

Change remains constant in organizational development, as does the need for effective decision-making. Instead of handing over all decision-making to a select group of people in leadership positions, consider involving individual contributors to increase ownership and invite new perspectives. In a recent survey conducted for Deloitte's 2023 Global Human Capital Trends report, organizations who claimed to co-create with their employees are 1.8 times more likely to have a highly engaged workforce, two times as likely to achieve innovation, and 1.6 times more likely than their peers to anticipate and respond to change effectively. **How can you better prepare teams for involvement in decision-making and co-creating?**



HOW THE PEARMAN CAN HELP:

The Pearman Personality Integrator measures how you evaluate information and make decisions, providing greater insight into patterns of thinking. Are you a *thinker* or a *feeler*? It may sound obvious that anyone *can* think for themselves, but the less obvious observation is what influences them to make decisions. Thinking involves logic, cause, and effect, and considering fairness. Feeling involves values, ideals, and considering harmony. While some individuals in a group may focus on identifying right and wrong by following explicit laws or rules, others may prioritize following what feels right and wrong according to their own morals or an organization's mission and values. Understanding your teams' thinking patterns can allow you to better allocate roles and provide training to gear teams to operate effectively when striving toward organizational goals.

DEVELOPMENT TIPS FROM THE PEARMAN REPORT:

An individual with a high score in *Feeling* often prefers to consider a decision's impact on the people involved over objectively reviewing the decision's pros and cons. A person with a natural tendency for *Feeling* may still be able to demonstrate moderate *Thinking* patterns when being tasked with decision-making. For example, they can demonstrate the ability to objectively identify what needs to be corrected in a work-related situation over what they would personally appreciate. **Remember that change begins with understanding the "mental engines" driving the decision-making process. It enables us to appreciate different approaches to decision-making, leverage individual strengths, and foster a balanced and creative decision-making process.**

PERSONALIZE LEARNING AND DEVELOPMENT

Personalized learning makes it easier to discover the content people will respond best to in order to build the right skills at the right time. This type of learning helps maximize engagement from your workforce and improves training success. For instance, in a recent report released by SHRM, 32% of individuals reported that they prefer training to have a social element and like to interact with others. **How can leaders better understand their teams' varying learning styles and maximize the investment of these opportunities?**



HOW THE PEARMAN CAN HELP:

The Pearman Personality Integrator measures your overall personality patterns and how you gain and direct your mental energy. These personality patterns are identified in two different mental states:

- Are you *naturally* Introverted or Extraverted?
- Do you *demonstrate* Introversion or Extraversion?

DEVELOPMENT TIPS FROM THE PEARMAN REPORT:

As stated in the report, in contrast to introverted behaviors such as contemplating ideas alone, a person with a *natural* preference for extraverted behaviors is more likely to gravitate towards discussing ideas with others. Additionally, that same person can demonstrate extraversion in the workplace by engaging in group interactions rather than spending time alone. **Consider the make-up of your team and individual preferences to maximize the impact of training and development in your organization.**



Have questions? Get in touch with a member of our Customer Service Team. Scan the QR code.

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