PXT Select™

Sales: Comprehensive Selection Report

Oliver Chase

CONFIDENTIAL

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INTRODUCTION

This report is intended to help you choose the candidate(s) who may be the best fit for the position of **
Sample Sales Position for PXT Select **. The Performance Model for this position reflects the attributes
typical of high performers in this position. **Oliver Chase's** personalized information will be compared to
the Performance Model, giving you a detailed understanding of how well-suited he may be to this role.

What's in this report?

RESULTS SUMMARY	CRITICAL SALES PRACTICES	INTERVIEW QUESTIONS
Candidate's results from the assessment compared to the Performance Model	Deeper dive into sales-related practices with candidate interpretation	Series of personalized questions based on the candidate's fit to the Performance Model

What is a Performance Model?

The Performance Model for ** Sample Sales Position for PXT Select ** provides the recommended range
of skills and behaviors for the job. This report compares Oliver Chase's assessment results to the range of
scores to show how well he might fit the position. The Performance Model includes:

THINKING STYLE

- Thinking Style is the ability to process information.
- It includes problem-solving, communication, interaction, and learning skills.
- Results are illustrated on scales ranging from 1 to 10.
- A higher score is not necessarily the best indicator of on-the-job performance.

BEHAVIORAL TRAITS

- Behavioral Traits are commonly observed actions that help define who someone is.
- Each scale is defined by two opposing, but equally valuable, end points.
- One side of the continuum is not better than the other.

INTERESTS

- This section may indicate a person's motivation and potential satisfaction with various jobs.
- These are ranked in order from the person's highest- to lowest-scoring interest.

Distortion was not detected in this report. What does that mean?

Some candidates may answer in a way that is socially desirable or to make themselves look
better, rather than respond candidly and risk disapproval. Based on his assessment results, it
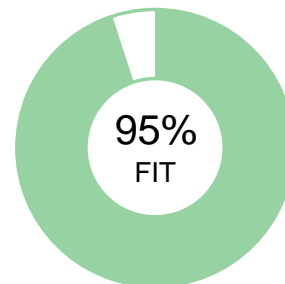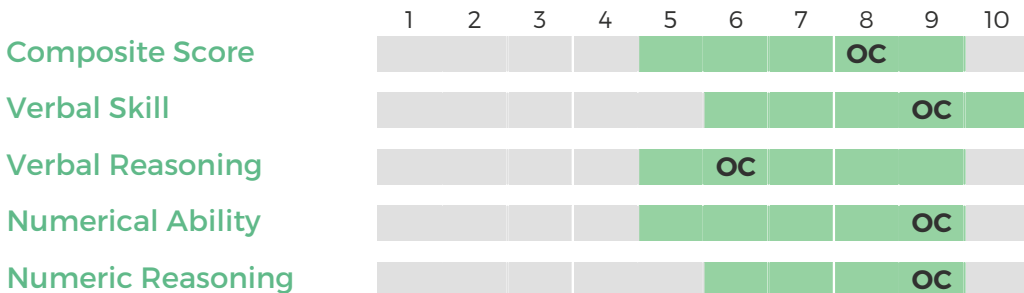appears that **Oliver answered candidly.**

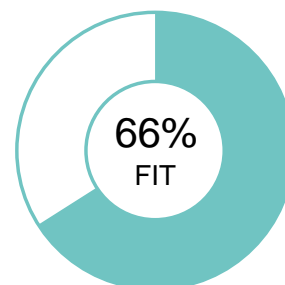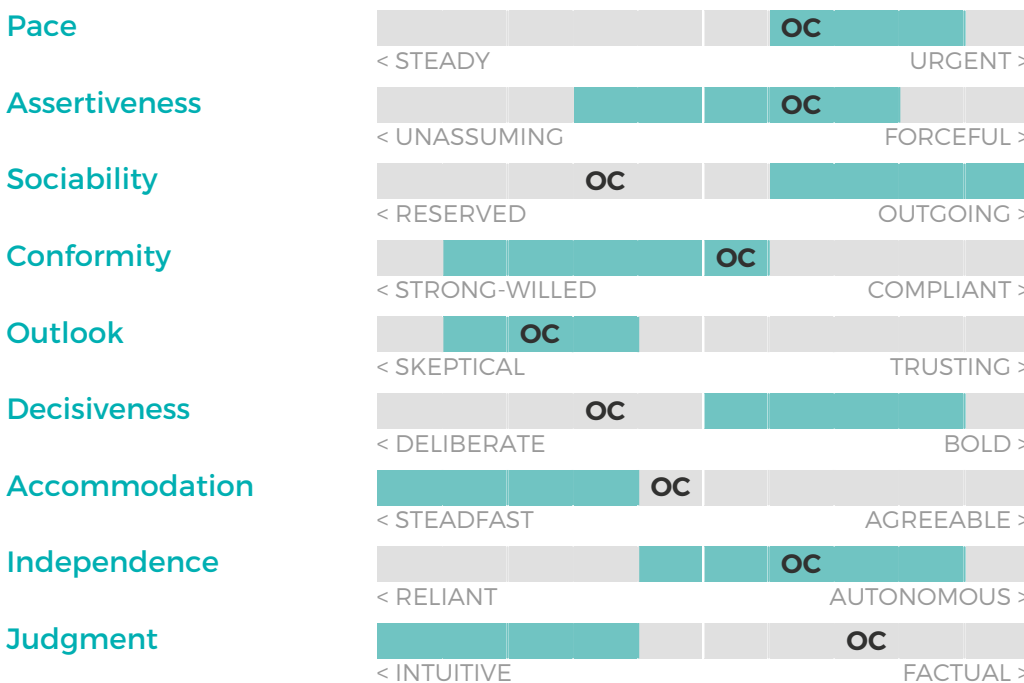# ** SAMPLE SALES POSITION FOR PXT SELECT **
Oliver Chase

| OVERALL FIT: | 79% |

Performance Model = highlighted boxes; Oliver's placement = his initials

THINKING STYLE

	1	2	3	4	5	6	7	8	9	10
Composite Score								OC		
Verbal Skill								OC		
Verbal Reasoning					OC					
Numerical Ability								OC		
Numeric Reasoning								OC		

95% FIT

BEHAVIORAL TRAITS

Pace — OC — < STEADY ... URGENT >
Assertiveness — OC — < UNASSUMING ... FORCEFUL >
Sociability — OC — < RESERVED ... OUTGOING >
Conformity — OC — < STRONG-WILLED ... COMPLIANT >
Outlook — OC — < SKEPTICAL ... TRUSTING >
Decisiveness — OC — < DELIBERATE ... BOLD >
Accommodation — OC — < STEADFAST ... AGREEABLE >
Independence — OC — < RELIANT ... AUTONOMOUS >
Judgment — OC — < INTUITIVE ... FACTUAL >

66% FIT

INTERESTS

OLIVER in rank order
TECHNICAL
CREATIVE
FINANCIAL/ADMIN ⎤ TIED
ENTERPRISING ⎦
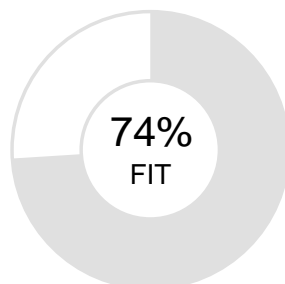PEOPLE SERVICE
MECHANICAL

PERFORMANCE MODEL in rank order
ENTERPRISING
PEOPLE SERVICE
CREATIVE

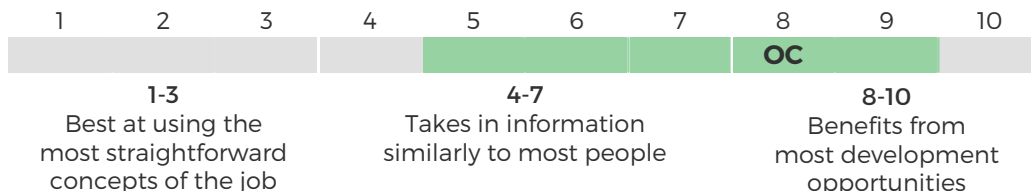**74% FIT**

PERFORMANCE MODEL
For ** Sample Sales Position for PXT Select **

The highlighted boxes represent the **** Sample Sales Position for PXT Select **** Performance Model, reflecting the specific requirements for this position. Oliver's placement is labeled with his initials.

THINKING STYLE

Composite Score

A reflection of overall learning, reasoning, and problem-solving potential

1	2	3	4	5	6	7	8	9	10

1-3
Best at using the most straightforward concepts of the job

4-7
Takes in information similarly to most people

8-10
Benefits from most development opportunities
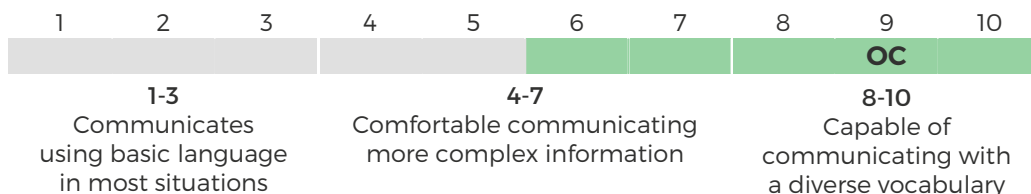
(OC placement at 8)

Ideal Candidate: Salesperson who assimilates information with minimal confusion and can pick up new selling concepts and techniques easily.

Oliver: Fits the Performance Model.

Verbal Skill

A measure of vocabulary

1	2	3	4	5	6	7	8	9	10

1-3
Communicates using basic language in most situations

4-7
Comfortable communicating more complex information

8-10
Capable of communicating with a diverse vocabulary
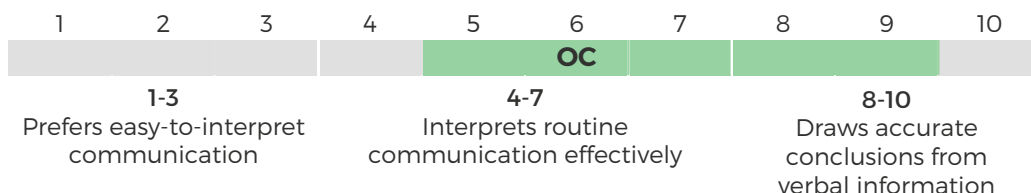
(OC placement at 9)

Ideal Candidate: Salesperson who can process complex language and use a wide vocabulary to explain and market a product to a client.

Oliver: Fits the Performance Model.

Verbal Reasoning

Using words for reasoning and problem solving

1	2	3	4	5	6	7	8	9	10

1-3
Prefers easy-to-interpret communication

4-7
Interprets routine communication effectively

8-10
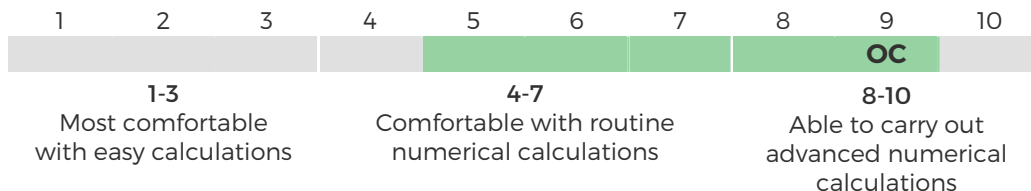Draws accurate conclusions from verbal information

(OC placement at 6)

Ideal Candidate: Salesperson who interprets routine communications effectively with an ability to analyze more complex verbal interactions.

Oliver: Fits the Performance Model.

Numerical Ability

A measure of numerical calculation ability

1	2	3	4	5	6	7	8	9	10

OC (at 9)

1-3
Most comfortable with easy calculations

4-7
Comfortable with routine numerical calculations

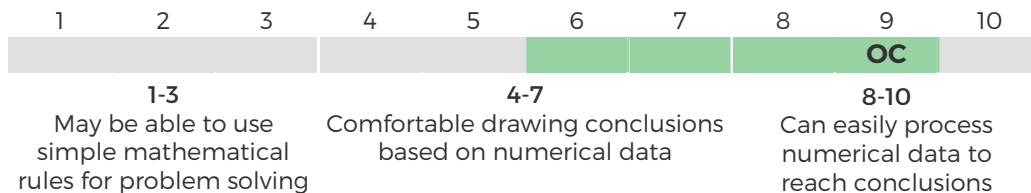**8-10**
Able to carry out advanced numerical calculations

Ideal Candidate: Salesperson who is proficient with basic numerical equations and may be able to perform some complex sales-related calculations.

Oliver: Fits the Performance Model.

Numeric Reasoning

Using numbers as a basis in reasoning and problem solving

1	2	3	4	5	6	7	8	9	10

OC (at 9)

1-3
May be able to use simple mathematical rules for problem solving

4-7
Comfortable drawing conclusions based on numerical data

8-10
Can easily process numerical data to reach conclusions

Ideal Candidate: Salesperson capable of analyzing even the most complex numerical data to reach sophisticated conclusions and can use the data in sales presentations.

Oliver: Fits the Performance Model.

BEHAVIORAL TRAITS

Pace

Overall rate of task completion

OC

< **STEADY**
Patient
Good with routine

URGENT >
Driven
Fast-paced

Ideal Candidate: Salesperson who can juggle the demands of multiple tasks at once and generally works at a brisk pace.

Oliver: Fits the Performance Model.

Assertiveness

Expression of opinions and need for control

OC

< **UNASSUMING**
Diplomatic
Low need to control

FORCEFUL >
Competitive
Achievement-oriented

Ideal Candidate: Salesperson who enjoys a direct approach to selling but also appreciates the more subtle aspects of sales negotiation.

Oliver: Fits the Performance Model.

Sociability

Desire for interaction with others

< **RESERVED**
Introverted
Keeps to oneself
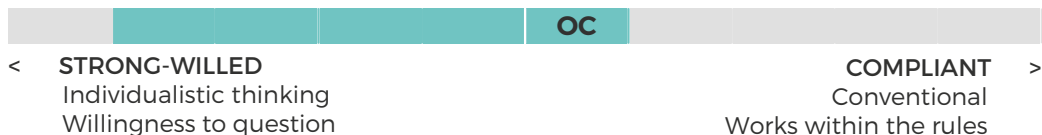
OUTGOING >
Extraverted
People-oriented

Ideal Candidate: Salesperson who is social and motivated by the opportunity to present his ideas and products to new prospects.

Oliver: Probably prefers a little less interaction with others than is typically required for success in this position.

Conformity

Attitude on policies and supervision

< **STRONG-WILLED**
Individualistic thinking
Willingness to question

COMPLIANT >
Conventional
Works within the rules

Ideal Candidate: Salesperson who is effective without direct supervision, yet welcomes some structure and supervision as needed.

Oliver: Fits the Performance Model.

Outlook

Anticipation of outcomes and motives
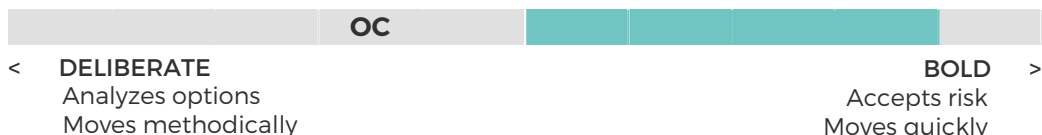
< **SKEPTICAL**
Seeks evidence
Cautious

TRUSTING >
Optimistic
Accepting

Ideal Candidate: Salesperson who keeps an eye out for problems and challenges throughout the entire sales process.

Oliver: Fits the Performance Model.

Decisiveness

Use of speed and caution to make decisions

< **DELIBERATE**
Analyzes options
Moves methodically

BOLD >
Accepts risk
Moves quickly

Ideal Candidate: Salesperson who makes quick and timely decisions and is typically willing to takes risks in order to get the sale.

Oliver: May have more difficulty taking decisive action when under pressure from fast-paced clients.

Accommodation

Inclination to tend to others' needs and ideas

< STEADFAST
Willing to express disagreement
Defends priorities and beliefs

AGREEABLE >
Harmonious
Amenable

Ideal Candidate: Salesperson who holds firm in his opinions when working with customers and prospects.

Oliver: Tends to be hesitant to challenge or be direct with clients, which could be problematic in this position.

Independence

Level of preference for instruction and guidance

< RELIANT
May seek support
Accepts instruction

AUTONOMOUS >
Slow to seek guidance
Likes to set own direction

Ideal Candidate: Salesperson who functions best when allowed to work independently of direction and guidance, but also knows when to rely on the support and advice of others.

Oliver: Fits the Performance Model.

Judgment

Basis for forming opinions and making decisions

< INTUITIVE
May follow a hunch
Considers emotions

FACTUAL >
Logical
Focuses on facts

Ideal Candidate: Salesperson who is most successful when encouraged to rely on his intuition to form opinions and make decisions about customers and prospects.

Oliver: Could overlook the potential value of instinct when making decisions.

INTERESTS

The assessment measures six possible Interests, which appear below from Oliver's highest- to lowest-scoring interest. The **top three Interests for the Performance Model** are noted. Two-way and three-way ties are indicated if present.

This list of interests is obviously not exhaustive, and because interests are often something that can be satisfied outside of work, they make up only 20% of the candidate's overall job fit score (Thinking and Behavioral each make up 40% of the overall score). Still, a person's interests can sometimes provide insight into how easily motivated he or she will be concerning different tasks, and how much enjoyment he or she may find in a particular role.

OLIVER'S ORDER OF INTERESTS

- Ordered from his highest- to lowest-scoring interest
- ** Sample Sales Position for PXT Select ** Performance Model Interests are indicated
- Ties are indicated if present

Technical

A technical interest suggests the enjoyment of learning technical material, interpreting complex information, and solving abstract problems. Salespeople with this interest may enjoy promoting technical improvements and high-tech gadgetry.

Creative   [PERFORMANCE MODEL INTEREST]

A Creative interest suggests the enjoyment of imaginative and artistic activities. Salespeople with this interest may appreciate sales activities or presentations that involve innovative thinking, personal expression, and product appeal.

Financial/Admin

A Financial/Admin interest suggests the enjoyment of working with numbers and organizing sales-related information in order to make the selling process more efficient. It could also indicate an eye for detail and a desire for accuracy.

TIED

Enterprising   [PERFORMANCE MODEL INTEREST]

An Enterprising interest suggests the enjoyment of leadership, presenting ideas, and using persuasiveness. Salespeople with this interest may be motivated by competitive sales objectives and exercise initiative, ambition, and resourcefulness.

People Service   [PERFORMANCE MODEL INTEREST]

A People Service interest suggests the enjoyment of collaboration, compromise, and helping others. It may indicate a salesperson who seeks out sales activities that involve working with and serving others, whether team members or clients.

Mechanical

A Mechanical interest suggests the enjoyment of building and repairing things and working with machinery or tools. Salespeople with this interest may seek out sales activities that involve practical objectives and product utility.

CRITICAL SALES PRACTICES
Oliver Chase & ** Sample Sales Position for PXT Select **

This section is descriptive of eight sales practices, derived directly from the behavioral scales, and how Oliver might demonstrate them (if relevant to the ** Sample Sales Position for PXT Select ** role).

Prospecting
Strategizing, seeking out, and creating opportunities to engage with potential clients.

- He will probably be most effective in prospecting when it is done in brief spurts of activity rather than over an extended period of time.

- Oliver may be somewhat careful in determining what qualifies as a solid lead.

- Oliver may be unwilling to identify key prospective clients if he lacks ample data.

- Because Oliver is fairly skeptical, he may be more likely to question the feasibility of potential clients, perhaps evaluating the opportunity with a more critical eye.

Initiating Contact
Taking the necessary steps to make the initial introduction with a client.

- Oliver may be inclined to take charge to get the win and achieve a goal, so he will probably show little reluctance in approaching prospects.

- While Oliver typically avoids small talk, he may be able to step out of his box for the purpose of establishing contact with a new client.

- When it comes to approaching new contacts, Oliver may prefer a process that is systematic and makes logical sense to him .

- With a high drive to get things done, Oliver will likely reach out to new clients in a timely manner, while also balancing the importance of being strategic about the first contact point.

Building and Maintaining Relationships
Creating and establishing a connection with a client, which develops by attending to the client's needs.

- While Oliver can carry on conversations with others, he is not highly outgoing and so may sometimes come across as a little distant with clients.

- Correctly or not, Oliver may sometimes be skeptical that clients will follow through on their word.

- Although Oliver is fairly assertive, he's unlikely to come across as so forceful or opinionated that clients are turned off.

- Because Oliver is logical and focused on facts, he will probably appeal to like-minded clients.

Closing the Sale

Transitioning from discussing a client's needs to completing the entire transaction.

- From an interpersonal perspective, Oliver is fairly assertive and he may show little reluctance in pushing a client toward a close.

- Because Oliver is a bit more cautious than bold, he may want to make sure that he has covered all his bases before closing.

- Oliver likely only moves forward to complete a transaction when the sale makes logical sense and the facts are there to support the close.

- Oliver may sometimes be skeptical that a client will follow through on their stated intentions when the time comes around to close the sale.

Self-Starting

Taking the initiative to personally identify and undertake the required work to achieve results.

- Oliver wants to get things done, but can be patient in making sure things are set up properly in order to achieve goals.

- Oliver will likely work out the details of how to complete tasks on his own, but will ask for help and guidance as needed when undertaking a new project.

- Oliver likely prefers to follow the guidelines of others when getting going on new things, but knows how to challenge conventional thinking when necessary.

- Oliver can balance a willingness to take risks and a need to think things through methodically prior to making a decision to get things started.

Resourcefulness

Identifying and strategizing ways to maximize available resources in order to attain specific goals.

- Oliver may have little trouble taking things in his own hands to get things done, but will ask for help when needed.

- Oliver may be most attracted to logical or by-the-book approaches to problem solving, relying less on his hunches or intuition.

- Oliver knows how to work within established guidelines, which benefits him when efficient processes are in place.

- Because Oliver has a skeptical approach, he may sometimes focus more on the potential drawbacks of different resources rather than their benefits.

Coachability

A willingness to improve or adapt existing skills in order to excel or achieve peak performance.

- Because Oliver is a little more skeptical in nature, he may be most open to feedback when it is backed up by ample evidence.

- Oliver may be most open to feedback that is backed by logic and data.

- Because Oliver typically responds well to structure set by others, he is generally willing to run with the advice others provide.

- Because Oliver can be slow to ask for help and likes to do things on his own, he may be slow to seek out guidance when stuck.

Working with a Team

Working collectively and cooperatively to achieve a shared goal.

- It is possible that his skepticism could, in small ways, contribute to more cynicism on the team.

- Generally speaking, Oliver will probably stick by his opinions, but also be willing to bend when it is for the good of the team.

- Oliver may be more inclined to follow his own path; however, he is usually able to work with others to achieve a goal if necessary.

- Oliver is likely able to adapt his pace to that of the team's, making getting things done together much easier.

INTERVIEW QUESTIONS
Oliver Chase & ** Sample Sales Position for PXT Select **

CHALLENGE AREAS FOR THIS JOB FIT

Below you will find what could be Oliver's top challenge areas for this position. The selection is based on how Oliver scored on the assessment compared to the specific requirements for ** Sample Sales Position for PXT Select **.

Judgment	MORE FACTUAL THAN PERFORMANCE MODEL

He may base decisions mostly on observable behaviors and information.
→ **Listen for: his ability to make decisions given available information, even if it is not based on fact.**

1. In your experience, what are the benefits of basing decisions on facts alone? When might this approach be problematic?

2. If you need to make a decision without as much factual information or hard evidence as you'd like, how do you proceed?

Sociability	MORE RESERVED THAN PERFORMANCE MODEL

He tends to be fairly introverted and may often keep to himself.
→ **Listen for: how willing he is to socialize and engage when a task or client calls for it.**

3. What are some practices you've used to develop and maintain strong relationships with clients and customers?

4. Tell me about a situation that required you to be very outgoing when working with a client. What was challenging and what did you enjoy about this experience?

Decisiveness	MORE DELIBERATE THAN PERFORMANCE MODEL

He may prefer to deliberate and make informed decisions, but is also capable of timely responses.
→ **Listen for: his ability to make decisions more quickly when circumstances warrant it.**

5. Describe a time when you waited too long to make a decision. What were the consequences? What would you do differently?

6. Would you describe your decision-making style as bold or cautious? Give an example of when it would have been better to take the opposite approach.

AREAS OF STRENGTH FOR THIS JOB FIT

Next you will find what could be Oliver's top areas of strength for this position. The selection is based on how Oliver scored on the assessment compared to the specific requirements for ** Sample Sales Position for PXT Select **.

Outlook	FITS PERFORMANCE MODEL

He tends to be skeptical and looks for evidence to back up a claim.
→ **Listen for: whether he thinks critically about others' ideas without dismissing them prematurely or accepting them too readily.**

7. When considering others' ideas, what steps do you take to evaluate the ideas? Give me some specific examples.

8. What impacts have you seen from a lack of trust in the workplace? What benefits have you seen when trust is high? Give me some examples of both scenarios.

Independence	FITS PERFORMANCE MODEL

→ **Listen for: the level of guidance he prefers and whether he has been satisfied with guidance in the past.**

9. For work you've done in the past, when has following a very structured procedure been beneficial? When has it been better to develop your own approach?

10. Describe an example of the ideal level of guidance you'd like to receive from a sales manager before you start working with a new client.

Verbal Skill	FITS PERFORMANCE MODEL

He communicates at a high level and can easily understand complex instructions.
→ **Listen for: how he connects with others who have different levels of verbal skills.**

11. When working with clients, how do you decide when it's appropriate to use advanced, technical, or specific language instead of communicating more casually or simply?

12. What do you do to ensure that your written reports, emails, or others communications are correct, clear, and easy for your clients to understand?

QUESTIONS FOR REMAINING SCALES

You will find suggested interview questions for the remaining scales below.

Verbal Reasoning	FITS PERFORMANCE MODEL

> ⤷ **Listen for: how he assesses and applies information for different settings, tasks, and clients.**

13. Describe a situation in which you received information from a client or customer that seemed to be missing key elements. What did you do to fix the situation and make sure that you fully and correctly understood the message being conveyed?

14. Tell me about a time when you discovered there had been a miscommunication between you and a client or customer. How did you figure out there was a problem, and what did you do to resolve the issue?

Numerical Ability	FITS PERFORMANCE MODEL

He can perform complex calculations on a regular basis.
> ⤷ **Listen for: his comfort with numerical calculations, including using new methods of calculating data.**

15. Describe a situation where you had to consider different types of numerical information. How did you ensure that you understood and correctly applied the most important aspects of the data?

16. When you are asked to use new mathematical processes at work, such as pricing or measurements, how long does it take for you to become comfortable with them?

Numeric Reasoning	FITS PERFORMANCE MODEL

He can efficiently base his decisions on numerical data.
> ⤷ **Listen for: the complexity of numerical problem-solving techniques used and how readily he can explain the details of those techniques.**

17. Describe a situation where there were changes to the way you had to work with or report data. What did you do to make the adjustment and to ensure accuracy?

18. Tell me about a time when you used numerical data to find a solution to a problem or convince others to change the way they were doing things.

Pace	FITS PERFORMANCE MODEL

→ Listen for: how willing he is to adjust his own pace to meet the needs of his clients.

19. Describe a time when you were working toward an aggressive deadline or closing date. How did you manage your workload?

20. When you are assigned a task to complete without a specific deadline, what are some ways you keep yourself motivated?

Assertiveness	FITS PERFORMANCE MODEL

→ Listen for: how successfully he determines when to push forward and when to refrain from action.

21. Describe a recent experience where you had to be assertive with a client. How did you determine how much you needed to push to get what you needed?

22. When you work with a client who is highly forceful or demanding, what approach do you take to maintain an effective working relationship with this person?

Conformity	FITS PERFORMANCE MODEL

→ Listen for: whether he recognizes when to push back and when to comply, given the situation.

23. Tell me about a time when your supervisor made a decision and you disagreed with it. How would colleagues describe your reaction to the situation?

24. Describe a situation where you had to push repeatedly for your opinion. Would you handle the situation differently today? Why or why not?

Accommodation	MORE AGREEABLE THAN PERFORMANCE MODEL

He tends to be fairly agreeable and willing to go along with the group.
→ Listen for: whether he is willing to hold firm or be more direct with clients when situations call for it.

25. Tell me about a time when a client really tried your patience. Specifically, talk about a time when you were angry or frustrated. How did you handle it?

26. Describe a time when you were swayed by a colleague's argument. What happened in that interaction?