

# PXT Select™ Non-Cognitive 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 Non-Cognitive**. 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?

<p><b>RESULTS SUMMARY</b> Candidate's results from the assessment compared to the Performance Model</p>	<p><b>CRITICAL SALES PRACTICES</b> Deeper dive into sales-related practices with candidate interpretation</p>	<p><b>INTERVIEW QUESTIONS</b> Series of personalized questions based on the candidate's fit to the Performance Model</p>
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## What is a Performance Model?

The Performance Model for Sample Sales Position for PXT Select Non-Cognitive provides the recommended range of 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:

### 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**.

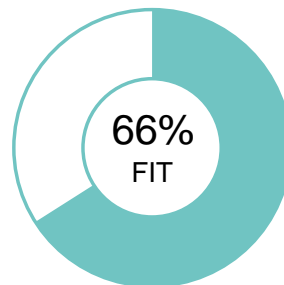
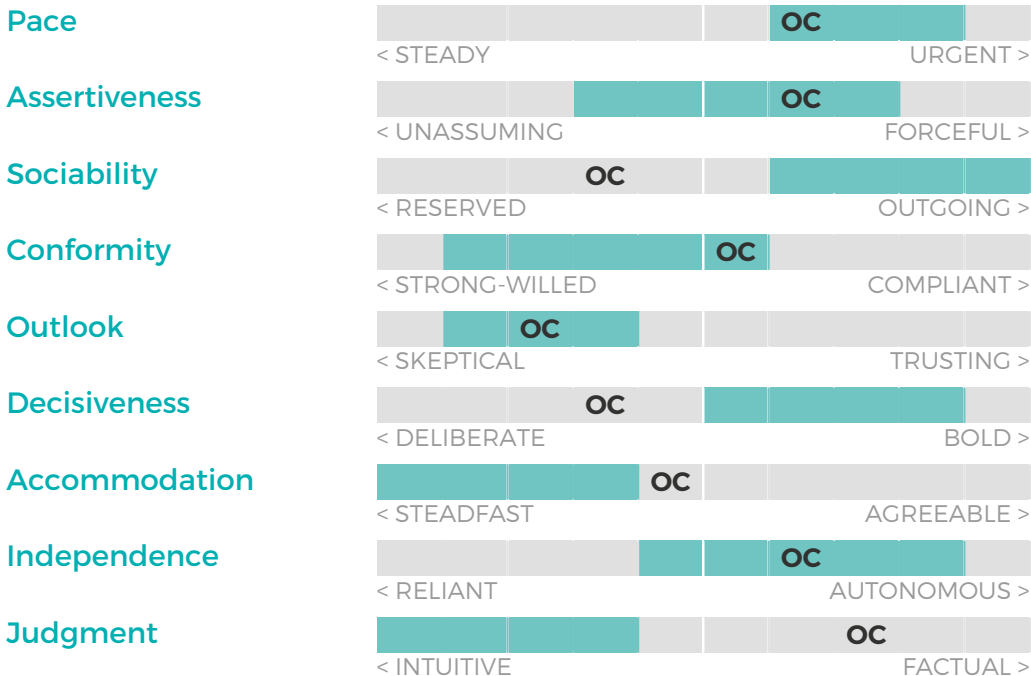
# SAMPLE SALES POSITION FOR PXT SELECT NON-COGNITIVE

Oliver Chase



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

## BEHAVIORAL TRAITS



## INTERESTS

### OLIVER

in rank order

TECHNICAL

CREATIVE

FINANCIAL/ADMIN

ENTERPRISING

PEOPLE SERVICE

MECHANICAL

TIED

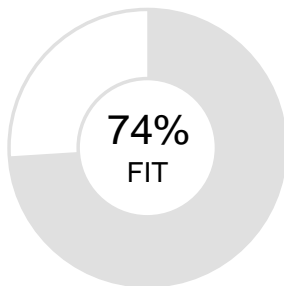
### PERFORMANCE MODEL

in rank order

ENTERPRISING

PEOPLE SERVICE

CREATIVE



# PERFORMANCE MODEL

## For Sample Sales Position for PXT Select Non-Cognitive

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

### BEHAVIORAL TRAITS

#### Pace

Overall rate of task completion



< **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



< **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



**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



**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



**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



**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

					
<	<b>INTUITIVE</b>			<b>FACTUAL</b>	>
	May follow a hunch			Logical	
	Considers emotions			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, because interests are often something that can be satisfied outside of work. 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 Non-Cognitive 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 Non-Cognitive

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 Non-Cognitive 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 Non-Cognitive

### 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 Non-Cognitive.

#### 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 Non-Cognitive.

### 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.

### Pace

#### FITS PERFORMANCE MODEL

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

11. Describe a time when you were working toward an aggressive deadline or closing date. How did you manage your workload?
12. When you are assigned a task to complete without a specific deadline, what are some ways you keep yourself motivated?

## QUESTIONS FOR REMAINING SCALES

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

### Assertiveness

FITS PERFORMANCE MODEL

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

13. 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?
14. 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.**

15. 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?
16. 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.**

17. 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?
18. Describe a time when you were swayed by a colleague's argument. What happened in that interaction?