PXT Select™

Sales: Comprehensive Selection Report

Jeffrey Sample

CONFIDENTIAL

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Performisys LLC
1910 Pacific Avenue
Suite 2000-1061
Dallas, TX 75201
469-387-9772

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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 **Technical Sales Professional**. The Performance Model for this position reflects the attributes typical of high performers in this position. **Jeffrey Sample'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 Candidate's results from the assessment compared to the Performance Model	**CRITICAL SALES PRACTICES** Deeper dive into sales-related practices with candidate interpretation	**INTERVIEW QUESTIONS** Series of personalized questions based on the candidate's fit to the Performance Model

What is a Performance Model?

The Performance Model for Technical Sales Professional provides the recommended range of skills and behaviors for the job. This report compares Jeffrey Sample'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 **Jeffrey answered candidly.**
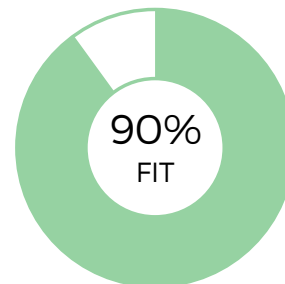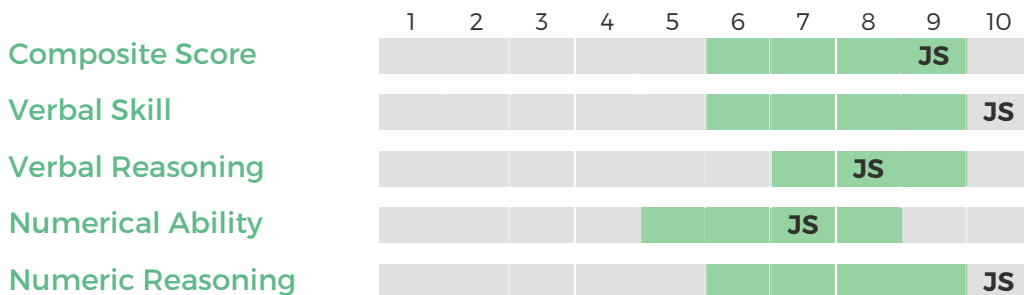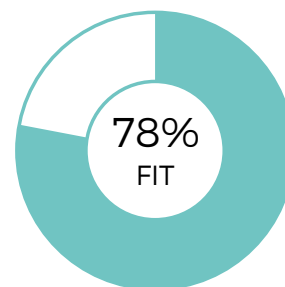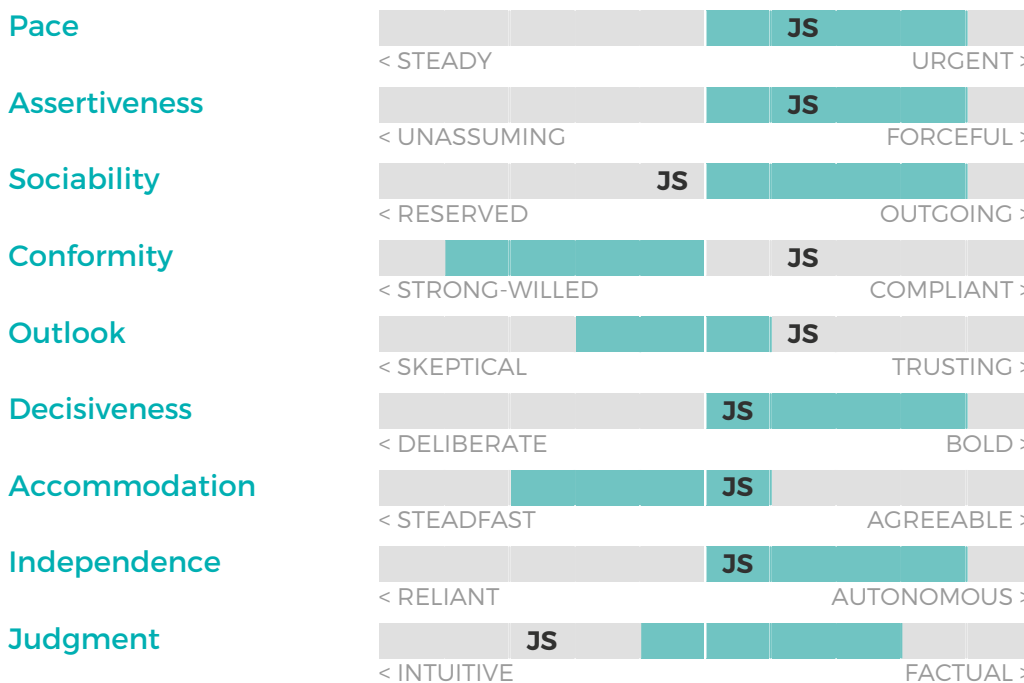
TECHNICAL SALES PROFESSIONAL
Jeffrey Sample

OVERALL FIT:	86%

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

THINKING STYLE

	1 2 3 4 5 6 7 8 9 10
Composite Score	JS (6–9)
Verbal Skill	JS (6–10)
Verbal Reasoning	JS (7–9)
Numerical Ability	JS (5–7)
Numeric Reasoning	JS (6–10)

90% FIT

BEHAVIORAL TRAITS

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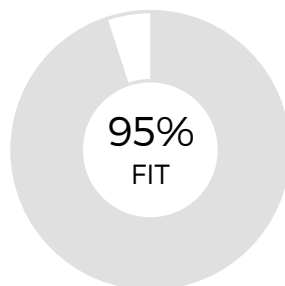**Judgment** — JS — < INTUITIVE ... FACTUAL >

78% FIT

INTERESTS

JEFFREY in rank order
ENTERPRISING
PEOPLE SERVICE
TECHNICAL
CREATIVE] TIED
MECHANICAL
FINANCIAL/ADMIN

PERFORMANCE MODEL in rank order
ENTERPRISING
PEOPLE SERVICE
TECHNICAL

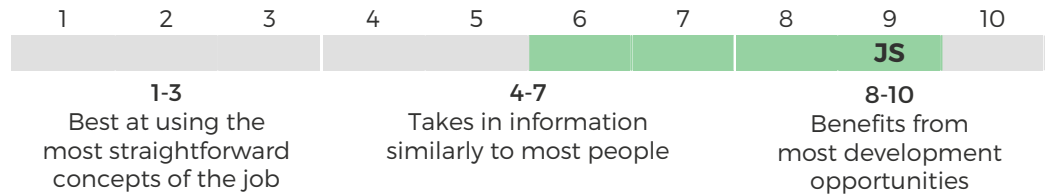**95% FIT**

PERFORMANCE MODEL
For Technical Sales Professional

The highlighted boxes represent the **Technical Sales Professional** Performance Model, reflecting the specific requirements for this position. Jeffrey'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
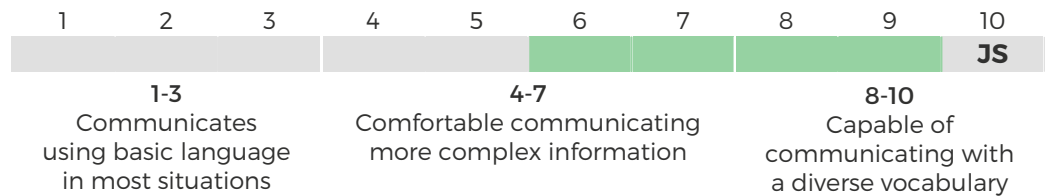
(JS placement at 9)

Ideal Candidate: Salesperson who understands complex sales concepts and techniques without difficulty.

Jeffrey: 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
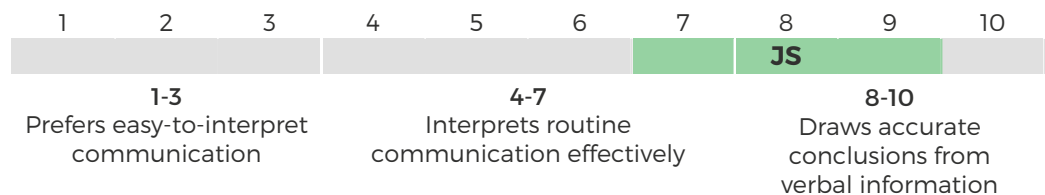
(JS placement at 10)

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

Jeffrey: May experience frustration when required to communicate with less verbally adept clients and coworkers.

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
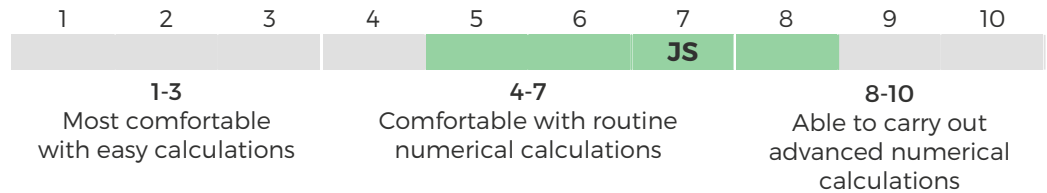
(JS placement at 8)

Ideal Candidate: Salesperson who can easily analyze complex verbal information and recognize clients' unspoken inferences.

Jeffrey: Fits the Performance Model.

Numerical Ability

A measure of numerical calculation ability

1	2	3	4	5	6	7	8	9	10
						JS			

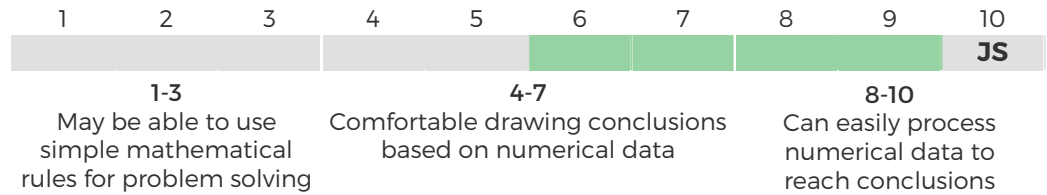| 1-3	4-7	8-10
Most comfortable with easy calculations	Comfortable with routine numerical calculations	Able to carry out advanced numerical calculations

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

Jeffrey: 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
									JS

| 1-3	4-7	8-10
May be able to use simple mathematical rules for problem solving	Comfortable drawing conclusions based on numerical data	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.

Jeffrey: Can work with numerical data at a more advanced level than the position requires, suggesting that he may have unused talents in this area.

BEHAVIORAL TRAITS

Pace

Overall rate of task completion

					JS				

< **STEADY**
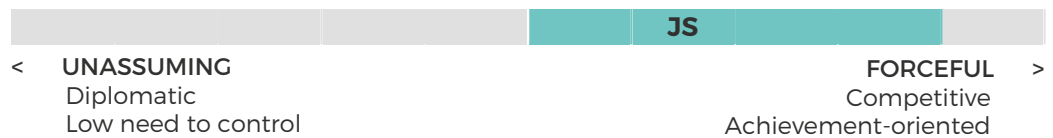Patient
Good with routine

URGENT >
Driven
Fast-paced
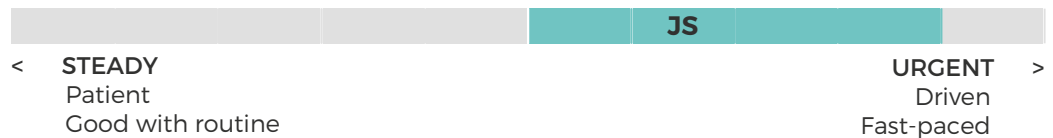
Ideal Candidate: Salesperson who can juggle the demands of multiple tasks at once and generally works at a brisk pace.

Jeffrey: Fits the Performance Model.

Assertiveness

Expression of opinions and need for control

					JS				

< **UNASSUMING**
Diplomatic
Low need to control
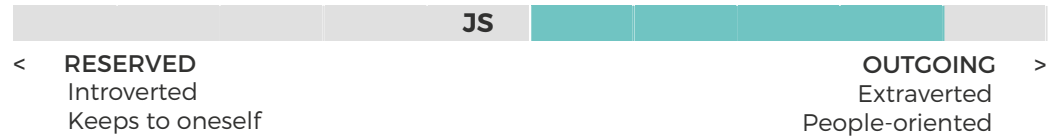
FORCEFUL >
Competitive
Achievement-oriented

Ideal Candidate: Salesperson who enjoys competitive situations and winning the sale by being direct and persuasive.

Jeffrey: Fits the Performance Model.

Sociability

Desire for interaction with others

	JS	

< **RESERVED**
Introverted
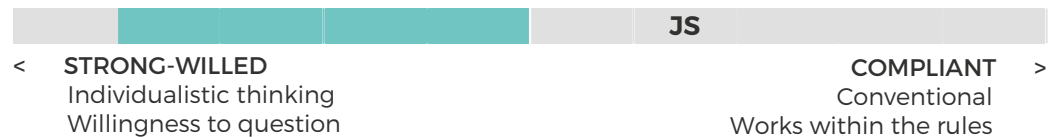Keeps to oneself

OUTGOING >
Extraverted
People-oriented

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

Jeffrey: 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.

Jeffrey: May be less willing to question the status quo than others who have had success in this position.

Outlook

Anticipation of outcomes and motives

< **SKEPTICAL**
Seeks evidence
Cautious

TRUSTING >
Optimistic
Accepting

Ideal Candidate: Salesperson who raises meaningful questions throughout the sales process to avoid being misled, but can maintain a positive attitude at times.

Jeffrey: Tends to be less willing to point out flaws and express doubt than others who have been successful in this position.

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.

Jeffrey: Fits the Performance Model.

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 prefers to assert his own opinions to customers and prospects but knows how to balance this against the value of accommodating a client's needs.

Jeffrey: Fits the Performance Model.

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 performs best when provided little direction and given the space to form his own opinions.

Jeffrey: 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 provided ample information to make objective decisions, yet is capable of relying on intuition when necessary.

Jeffrey: May allow intuition to override hard facts when making decisions.

PXT Select™ 6

INTERESTS

The assessment measures six possible Interests, which appear below from Jeffrey'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.

JEFFREY'S ORDER OF INTERESTS

- Ordered from his highest- to lowest-scoring interest
- Technical Sales Professional Performance Model Interests are indicated
- Ties are indicated if present

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.

Technical [PERFORMANCE MODEL INTEREST]

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.

TIED

Creative

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.

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.

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.

CRITICAL SALES PRACTICES
Jeffrey Sample & Technical Sales Professional

This section is descriptive of eight sales practices, derived directly from the behavioral scales, and how Jeffrey might demonstrate them (if relevant to the Technical Sales Professional 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.

- Jeffrey tends to be a little more bold than deliberate in his approach to identifying new clients, which, at times, may increase the chances that time is wasted on low-probability leads.

- When Jeffrey gets a good feeling about a list of potential leads, he will typically pursue them based on gut instinct.

- Jeffrey likely prefers to make his own determination regarding potential leads, but is willing to heed the advice of others.

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

- Jeffrey 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 Jeffrey 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 reaching out to clients, Jeffrey will probably rely more on his instincts than on a logical system.

- With a high drive to get things done, Jeffrey 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 Jeffrey can carry on conversations with others, he is not highly outgoing and so may sometimes come across as a little distant with clients.

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

- Jeffrey will likely let his gut guide how he feels toward a client, which may at times cause him to misinterpret a client's intent or needs.

- When clients express their needs, Jeffrey will probably do a good job at bending to meet those needs.

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

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

- Jeffrey is likely comfortable taking a few calculated risks in order to close a sale with a client.

- Jeffrey relies on instinct during interactions with clients, so he may move to close the sale when his gut tells him it's time.

- Jeffrey can usually balance the needs of clients with making sure that the sales process continues to move forward.

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

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

- Jeffrey 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.

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

- Jeffrey can balance thinking through things methodically and taking risks prior to making a decision to get things started.

Resourcefulness

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

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

- Jeffrey is most inclined to follow his intuition, and so may rely on hunches to find the resources that he needs.

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

- Jeffrey will probably be open to bolder options when addressing a problem, especially when encouraged by others.

Coachability

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

- Given that Jeffrey is a very intuitive thinker, he may be most open to feedback when the giver has made a powerful, emotional case for the input.

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

- Because Jeffrey 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.

- Since Jeffrey is typically amenable to others' opinions, he is likely inclined to listen to and accept advice.

Working with a Team

Working collectively and cooperatively to achieve a shared goal.

- Because Jeffrey has a relatively positive outlook, he may help, at least in small ways, contribute to a more optimistic attitude on the team.

- Generally speaking, Jeffrey will probably show a healthy mix of sticking by his opinions and bending to meet the needs of his teammates.

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

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

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INTERVIEW QUESTIONS
Jeffrey Sample & Technical Sales Professional

CHALLENGE AREAS FOR THIS JOB FIT

Below you will find what could be Jeffrey's top challenge areas for this position. The selection is based on how Jeffrey scored on the assessment compared to the specific requirements for Technical Sales Professional.

Conformity	MORE COMPLIANT THAN PERFORMANCE MODEL

He tends to be cooperative and almost always works within the rules.
→ **Listen for: whether he has challenged supervisors, clients, or systems when the situation called for it.**

1. Describe a situation where you felt like you had to speak out about a problem, even though no one else wanted to address it. What was challenging about that for you?

2. Tell me about a time when you had to repeatedly push back against a colleague or supervisor because you thought he or she was wrong. How would you handle it differently today?

Judgment	MORE INTUITIVE THAN PERFORMANCE MODEL

He probably relies on his intuition and experiences to make decisions.
→ **Listen for: his level of frustration when asked to disregard his instincts and base a decision solely on facts.**

3. Describe a time when you had to put aside your strong sense of the right direction and make a decision about a sale based purely on facts. What happened, and how did you feel about it?

4. What are the benefits of basing decisions on gut instincts? When might this approach be problematic during the sales process?

Verbal Skill	ABOVE PERFORMANCE MODEL

He communicates at a high level and can easily understand complex instructions.
→ **Listen for: how much effort he uses to adjust his communication style to the needs of the audience.**

5. Tell me about a time when you realized you were speaking at a more advanced level than a client or prospect could understand. What did you do to communicate your message more clearly?

6. Describe a situation where you had to explain a technical or complex subject to a client or prospect. What steps did you take to ensure you adequately explained the key points?

AREAS OF STRENGTH FOR THIS JOB FIT

Next you will find what could be Jeffrey's top areas of strength for this position. The selection is based on how Jeffrey scored on the assessment compared to the specific requirements for Technical Sales Professional.

Verbal Reasoning	FITS PERFORMANCE MODEL

He can easily analyze complex verbal information and make reliable interpretations.
➡ **Listen for: how he assesses and applies information for different settings, tasks, and clients.**

7. 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?

8. 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

➡ **Listen for: his comfort with numerical calculations, including using new methods of calculating data.**

9. 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?

10. 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?

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.

Numeric Reasoning	ABOVE PERFORMANCE MODEL

He can efficiently base his decisions on numerical data.
> → Listen for: how successfully he communicates numerical concepts, or if he gets frustrated when working with people with different numerical skill levels.

13. If you analyze numerical data and find that it calls for a change—such as reallocating resources or adjusting a process—how would you convince others that the change is needed?

14. Tell me about a time you had to use mathematical concepts or reasoning to solve a problem. How did you communicate your message for those with different levels of training or skill?

Assertiveness	FITS PERFORMANCE MODEL

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

15. 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?

16. 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?

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.

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

18. 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?

Outlook	MORE TRUSTING THAN PERFORMANCE MODEL

He tends to be fairly optimistic and trusting.

→ **Listen for: whether he thinks critically about others' ideas, rather than accepting them too readily.**

19. Describe a situation where you were asked to critique someone else's work. How did you feel about this task, and what was the outcome?

20. Tell me about a time when you were skeptical about a decision that had been made. How did you voice your concern to your colleagues?

Decisiveness	FITS PERFORMANCE MODEL

→ **Listen for: whether he can identify when to adapt his decision-making style to suit the circumstances.**

21. How would you handle having to make an important decision without being given enough time to deliberate?

22. If you had to make a difficult decision, would you rather do it right away or have a week to think it over? Why?

Accommodation	FITS PERFORMANCE MODEL

→ **Listen for: how he determines when to state his own position and when to compromise.**

23. What roles do both compromise and disagreement play in the sales process? Give me examples from your own experience.

24. How do you typically resolve a conflict between you and a colleague?

Independence	FITS PERFORMANCE MODEL

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

25. 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?

26. 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.

PXT Select™ 14