PXT Select™
Performance Model Report

Sales Manager

CONFIDENTIAL
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TAKE THE GUESSWORK OUT OF HIRING – DEVELOPING EFFECTIVE LEADERS

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INTRODUCTION

This report presents the Performance Model for **Sales Manager** by indicating the desired range of scores on a variety of scales. The ideal candidate would score within each of the highlighted ranges. Further, this report will provide insight into the meaning of each scale and will help you understand the ideal employee for the role.

What's in this report?		
PERFORMANCE MODEL Range of scores typical for success in the position	**DEFINITIONS** Each of the styles and traits will be defined	**IDEAL CANDIDATE** A statement describing the ideal candidate for this position will appear for each style and trait

What is a Performance Model?

The Performance Model is a tool used to determine the fit between a candidate and a given position. The Model takes into account the abilities and perspectives that correspond to a good job fit and provides the ranges of various measures that are predictive of success in the position. An individual's assessment results can then be compared to the Model to gauge the fit between the person and the position.

The Model consists of a range of scores for the Thinking Style and Behavioral Traits scales where most of the successful performers in this position tend to fall. The farther outside this range (Performance Model) an individual's scores fall, the less likely the individual will fit the role.
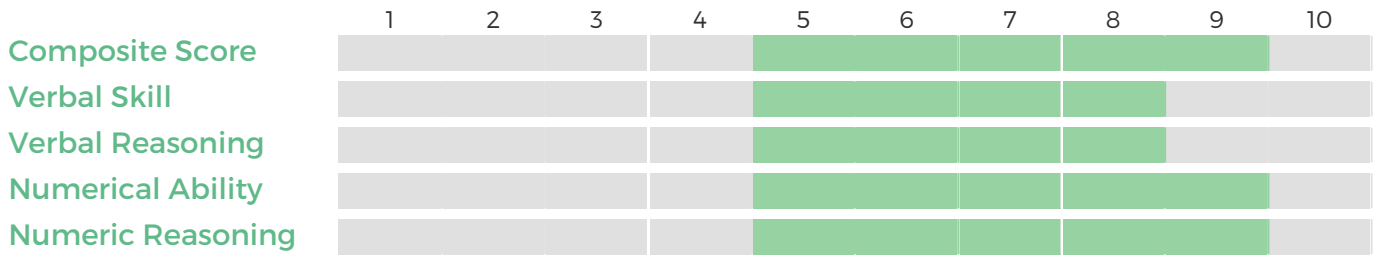
Interests for the Performance Model are based on the interests identified by those most successful in the position. The greater the degree of alignment between the individual's top three interests and the top three in the Performance Model, the more likely he or she is to find the job activities motivating and enjoyable, which could potentially keep him or her more engaged in the position.
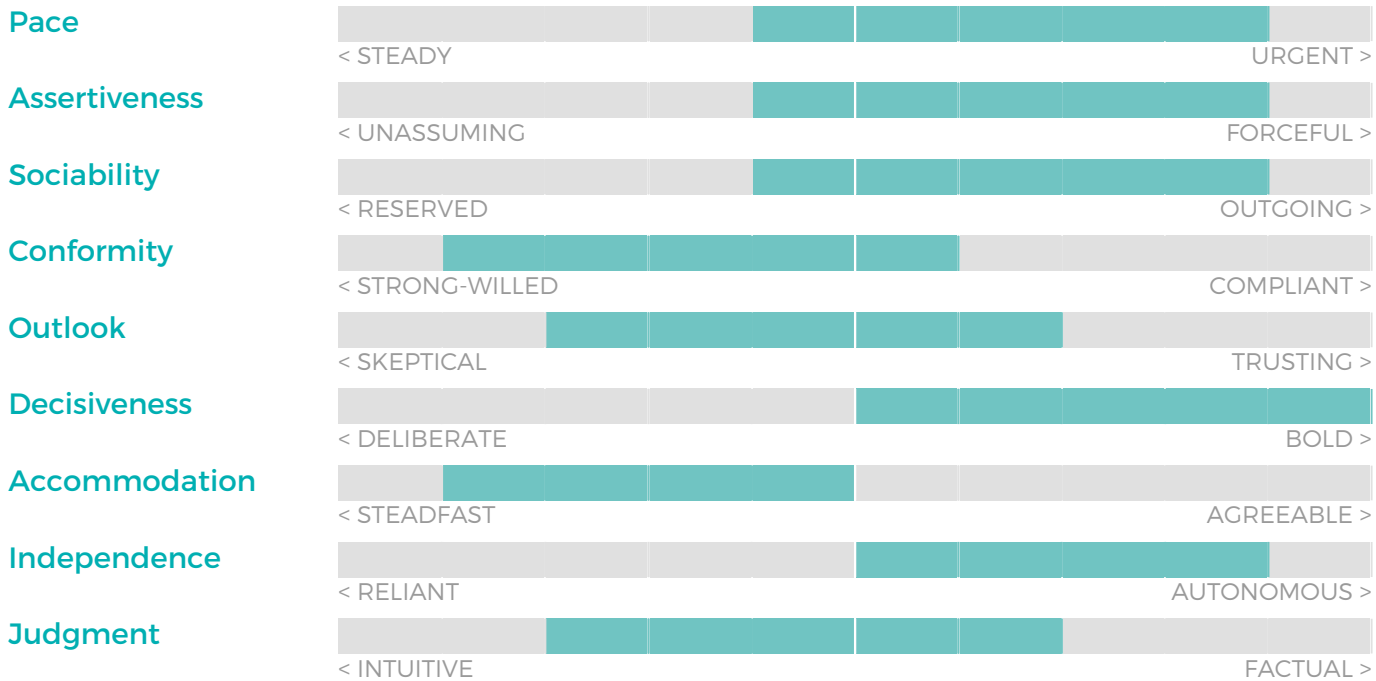
Performance Model
For Sales Manager

The highlighted ranges represent the Sales Manager Performance Model.

THINKING STYLE

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

BEHAVIORAL TRAITS

Pace
< STEADY   URGENT >

Assertiveness
< UNASSUMING   FORCEFUL >

Sociability
< RESERVED   OUTGOING >

Conformity
< STRONG-WILLED   COMPLIANT >

Outlook
< SKEPTICAL   TRUSTING >

Decisiveness
< DELIBERATE   BOLD >

Accommodation
< STEADFAST   AGREEABLE >

Independence
< RELIANT   AUTONOMOUS >

Judgment
< INTUITIVE   FACTUAL >

TOP INTERESTS

1-ENTERPRISING   2-TECHNICAL   3-FINANCIAL/ADMIN
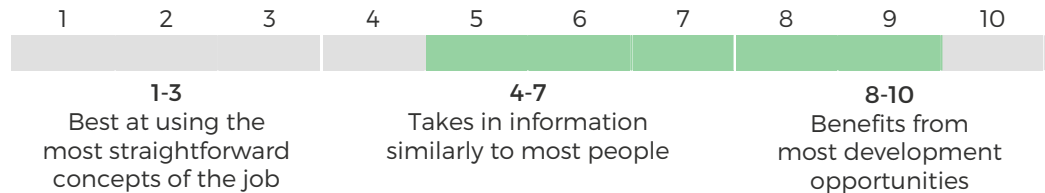
Performance Model
For Sales Manager

THINKING STYLE

A primary resource for learning is the ability to process information from one's environment. In most training situations, this information is in the form of either words or numbers. Each of the following scales measures an aspect of understanding words or numbers and using each as part of the reasoning process. They form the foundation for problem solving, communication, interaction, and learning skills used on the job.
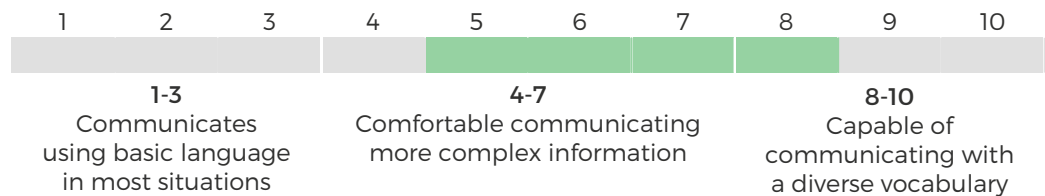
Composite Score

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

Ideal Candidate: Assimilates information with minimal confusion and can handle more complex information processing.

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

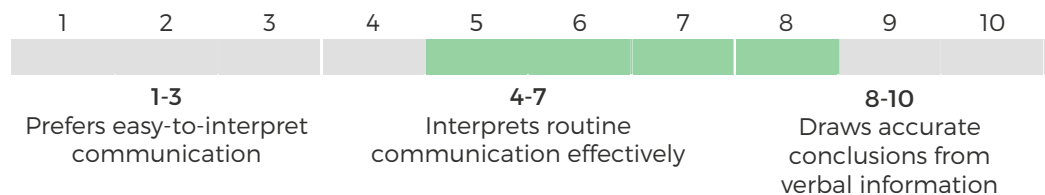**8-10**
Capable of communicating with a diverse vocabulary

Ideal Candidate: Can process fairly complex language and has a vocabulary in the above average range.
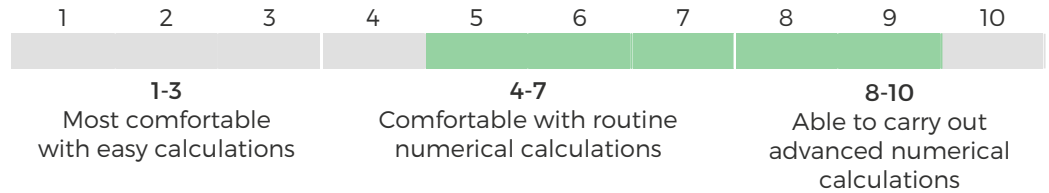
Verbal Reasoning

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

Ideal Candidate: Capable of analyzing and understanding the nuances contained in complex communication.

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Numerical Ability

A measure of numerical calculation ability

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

1-3
Most comfortable with easy calculations

4-7
Comfortable with routine numerical calculations

8-10
Able to carry out advanced numerical calculations
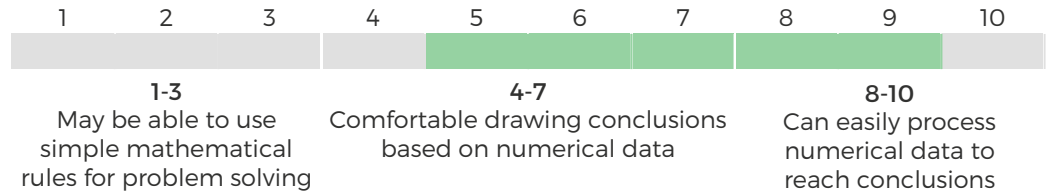
Ideal Candidate: Proficient with basic numerical equations and is fairly comfortable with complex calculations.

Numeric Reasoning

Using numbers as a basis in reasoning and problem solving

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

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: Reasonably efficient when using numerical data in decision making and requires little assistance in processing charts and graphs.

BEHAVIORAL TRAITS

Behavioral Traits help define who we are by influencing our behaviors. As our strengths and the combinations of our behavioral traits vary, so do our behaviors. The following are some of the traits that have been shown to be important in work settings.

Pace

Overall rate of task completion

< **STEADY**
Patient
Good with routine

URGENT >
Driven
Fast-paced

Ideal Candidate: Responds well to time constraints and generally works at a brisk pace.

Assertiveness

Expression of opinions and need for control

< **UNASSUMING**
Diplomatic
Low need to control

FORCEFUL >
Competitive
Achievement-oriented

Ideal Candidate: Enjoys influencing others but is still willing to follow direction from someone else when necessary.

Sociability

Desire for interaction with others

< **RESERVED**
Introverted
Keeps to oneself

OUTGOING >
Extraverted
People-oriented
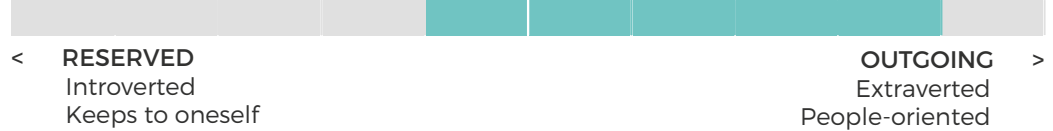
Ideal Candidate: Generally outgoing and capable of working effectively in a team environment.

Conformity

Attitude on policies and supervision

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

COMPLIANT >
Conventional
Works within the rules

Ideal Candidate: Effective without direct management, yet welcomes some structure and supervision as needed.

Outlook

Anticipation of outcomes and motives

< **SKEPTICAL**
Seeks evidence
Cautious

TRUSTING >
Optimistic
Accepting

Ideal Candidate: Has a bit of a skeptical side and will withhold buy-in until given the chance to scrutinize information.
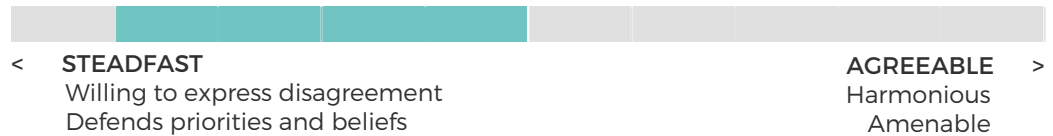
Decisiveness

Use of speed and caution to make decisions

< **DELIBERATE**
Analyzes options
Moves methodically

BOLD >
Accepts risk
Moves quickly

Ideal Candidate: Is comfortable making quick decisions, even when limited information is available.
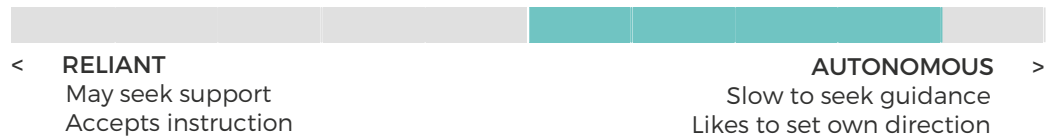
Accommodation

Inclination to tend to others' needs and ideas

< **STEADFAST**
Willing to express disagreement
Defends priorities and beliefs

AGREEABLE >
Harmonious
Amenable

Ideal Candidate: Responds appropriately to the needs of others but strongly defends his or her opinions.

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: Performs best when provided minimal direction and given the room to make decisions independently.

Judgment

Basis for forming opinions and making decisions

< **INTUITIVE**
May follow a hunch
Considers emotions

FACTUAL >
Logical
Focuses on facts

Ideal Candidate: Uses judgment that balances common sense and practical experience.

INTERESTS

The Interests section may indicate an individual's motivation and potential satisfaction with various positions. The top three interests for this model, based on the interests of people who have been most successful in this position, are listed below in descending order.

1 - ENTERPRISING

An Enterprising interest suggests the enjoyment of leadership, presenting ideas, and persuading others. Individuals with this interest may desire responsibility and exercise initiative, ambition, and resourcefulness.

2 - TECHNICAL

A Technical interest suggests the enjoyment of learning technical material, interpreting complex information, and solving abstract problems. Individuals with this interest may enjoy working with numbers, data, and/or computer programs.

3 - FINANCIAL/ADMIN

A Financial/Admin interest suggests the enjoyment of working with numbers, organizing information, and office routines such as record-keeping and completing paperwork. It could indicate an eye for detail and a desire for accuracy.

Ideal Candidate: Motivated by business management, organization, and the application of technologies and ideas. High-tech positions may be most interesting to this individual.