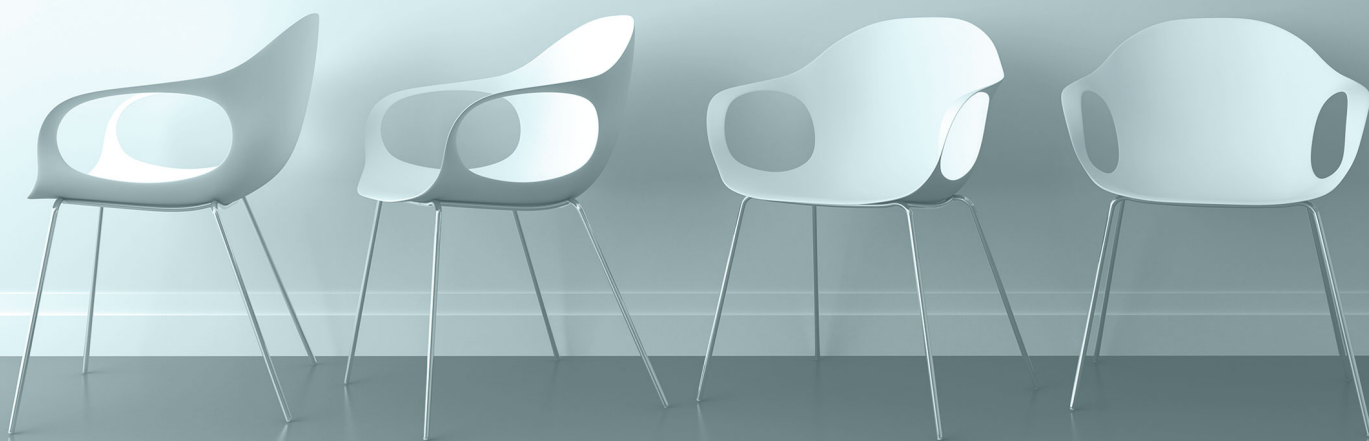# PXT SELECT™

A Wiley Brand

Coaching Report

One person, one position

RESULTS SUMMARY
DEFINITIONS
PERSONALIZED FEEDBACK

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INTRODUCTION

This report is intended to give you a deeper understanding of **Oliver Chase's** Thinking Style, Behavioral Traits, and Interests in relation to the position of **** Sample Position for PXT Select ****. Along with some insight into his motivations and challenge areas, it will provide you with useful tips to aid in his training and development.

What's in this report?

RESULTS SUMMARY	DEFINITIONS	PERSONALIZED FEEDBACK
Assessment results are compared to the Performance Model, which shows the range of scores typical for success in the position	Thinking Style and Behavioral Traits will be defined on the pages following the results summary	You will receive feedback personalized for the individual based on the results and how they should be interpreted

What does the assessment measure?

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

- The Interests section may predict motivation and potential satisfaction with various jobs.
- These are ranked in order from the highest- to lowest-scoring interest.

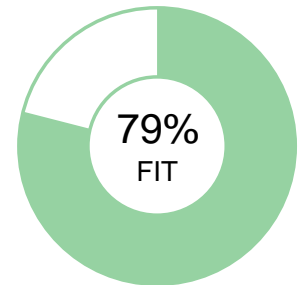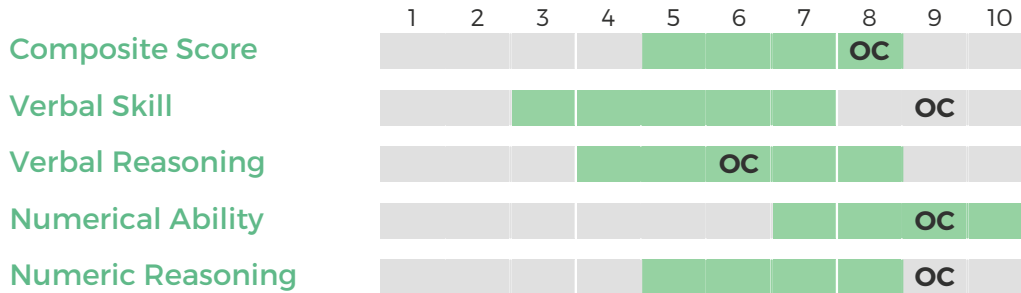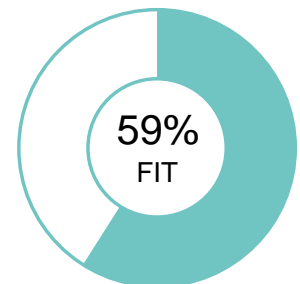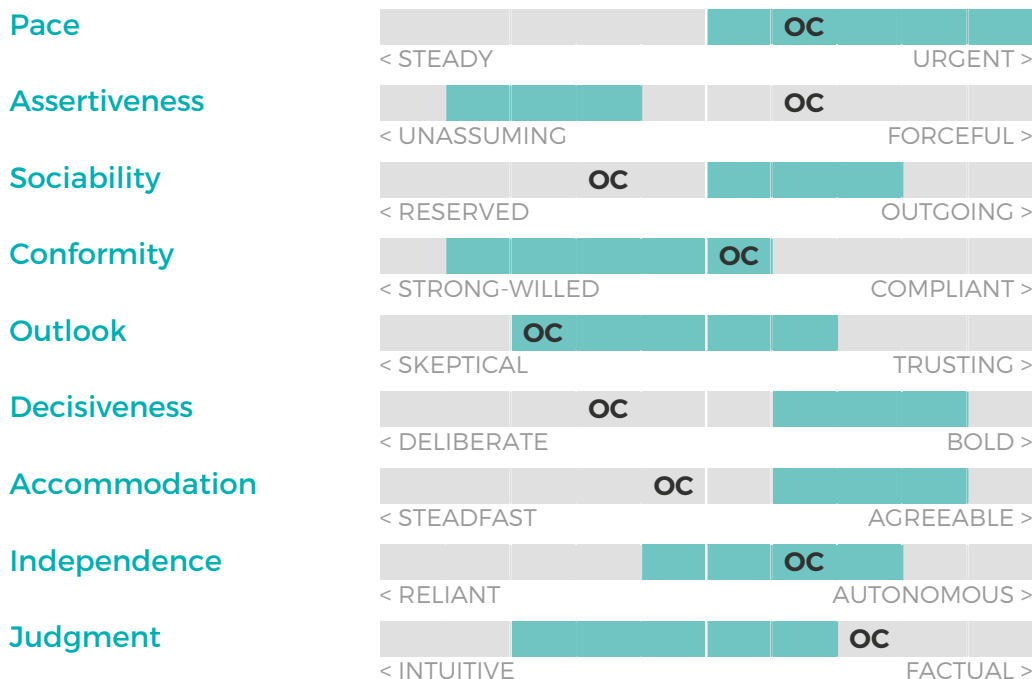## Distortion was not detected in this report. What does that mean?

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 POSITION FOR PXT SELECT **
Oliver Chase

OVERALL FIT:	70%

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		

79% 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 >

59% FIT

INTERESTS

OLIVER
in rank order

TECHNICAL
CREATIVE
FINANCIAL/ADMIN ⎤
ENTERPRISING   ⎦ TIED
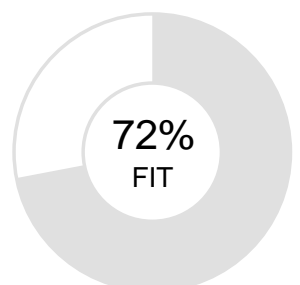PEOPLE SERVICE
MECHANICAL

PERFORMANCE MODEL
in rank order

ENTERPRISING
PEOPLE SERVICE
FINANCIAL/ADMIN

72% FIT

COMPOSITE SCORE
Thinking Style

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

The Composite Score is the combined score of the four other Thinking Style scales. Because looking at a person's Thinking Style comprehensively is most effective in a coaching context, it is the only Thinking Style scale discussed in this report.

1	2	3	4	5	6	7	8	9	10

OC

- Oliver fits the Performance Model for the Composite Score.
- He tends to learn quickly and understand complex information without difficulty.

What you need to know about Oliver:

- He is an effective learner who may appreciate a challenge while training on new tasks.

- He solves problems effectively, considering solutions from many different perspectives.

- Without challenge in a training program, you may lose his full attention.

- His capacity to adapt to various training situations is very strong.

- Oliver learns easily and can apply that learning to the requirements of a new job situation.

Management tips:

- Keep his workload and training opportunities challenging enough so that he doesn't get bored and lose interest.

- Invite Oliver to apply his problem-solving skills to challenges within the department or organization.

- If others need more time to learn a shared task, provide Oliver with additional, meaningful work to keep him engaged.

BOTTOM LINE:

Oliver is highly responsive to training at many levels of complexity.

PACE
Behavioral Traits

Pace Overall rate of task completion

< STEADY		URGENT >
	OC	

- Oliver fits the Performance Model for Pace.
- He tends to be fairly driven and works at a moderate to fast pace.

What you need to know about Oliver:

- He typically acts with a sense of urgency under routine conditions.

- He generally prefers to work at a slightly hurried pace.

- Usually, Oliver starts assignments in a timely manner.

- Most likely, he prefers to avoid sedentary or repetitive work.

- He may seek to implement new ideas with urgency.

Management tips:

- Work together to set timelines that you're both comfortable with.

- Ask him to slow down when you think more concentration would be beneficial.

- To help keep him engaged, give him opportunities to take on new responsibilities or projects.

BOTTOM LINE:

Oliver responds well to time constraints and generally works at a brisk pace.

ASSERTIVENESS
Behavioral Traits

Assertiveness Expression of opinions and need for control

< UNASSUMING   FORCEFUL >

	OC

- Oliver does not fit the Performance Model for Assertiveness.
- He tends to be fairly comfortable sticking up for his opinions and needs.

What you need to know about Oliver:

- He tends to be motivated by situations in which he is held accountable for results.

- He is willing to be assertive, to be more of a leader than a follower.

- Oliver typically uses direct statements.

- He will likely present his position with a fair amount of confidence.

- At times, he may be overly assertive when giving direction to others.

Management tips:

- Provide positive feedback when he engages in active listening rather than pushing forth with his agenda.

- If you notice that he is too dominating in situations, provide feedback suggesting that he allow others more opportunity to offer input.

- Give him opportunities to lead discussions if he appears to have a desire to do so.

BOTTOM LINE:

He takes on leadership roles comfortably but is still willing to follow direction from someone else when necessary.

SOCIABILITY
Behavioral Traits

Sociability Desire for interaction with others

<   RESERVED   OUTGOING   >

OC

- Oliver does not fit the Performance Model for Sociability.
- He tends to be fairly introverted and may often keep to himself.

What you need to know about Oliver:

- He may be somewhat uncomfortable as the center of attention.

- He may not always involve others in a discussion about how things should be done.

- Oliver tends to prefer working by himself, at least some of the time.

- He may occasionally reach out to others for feedback.

- He can likely work well without relying on strong personal relationships.

Management tips:

- Ask him how he prefers to be approached when you need him (email, phone, one-on-one, etc.).

- Provide some opportunities for him to socialize with his colleagues, but also recognize that this may be somewhat draining for him.

- Recognize that he appreciates a level of privacy and may be slightly more comfortable working independently or in very small groups.

BOTTOM LINE:

Oliver is comfortable working alone, but willing to collaborate when necessary.

CONFORMITY
Behavioral Traits

Conformity Attitude on policies and supervision

< STRONG-WILLED   COMPLIANT >

| | OC | |

- Oliver fits the Performance Model for Conformity.
- He tends to be cooperative and usually works within the rules.

What you need to know about Oliver:

- He is typically willing to accept guidance and suggestions from others.

- He is friendly, cooperative, and likely fairly easy to manage.

- Oliver demonstrates a positive attitude concerning organizational constraints and restrictions.

- He should be willing to conform to company policies without feeling any loss of personal freedom.

- He will usually accept the advice and criticism of those in authority.

Management tips:

- Encourage free thinking and reward efforts to develop creative solutions to accomplishing tasks, even if they contradict established procedures.

- Acknowledge the importance of procedural requirements, but encourage personal expression in areas that don't need as much regulation.

- Demonstrate in your daily work how it is acceptable to bend the rules within the limits of your organizational culture.

BOTTOM LINE:

He responds well to a regulated environment and is willing to accept external controls.

OUTLOOK
Behavioral Traits

Outlook Anticipation of outcomes and motives

< SKEPTICAL

TRUSTING >

	OC	

- Oliver fits the Performance Model for Outlook.
- He tends to be skeptical and looks for the evidence to back up a claim.

What you need to know about Oliver:

- He typically has a guarded outlook on how well things are likely to turn out.

- Oliver may express doubts about the outcome of some projects, appearing pessimistic.

- He may be skeptical of people who make emotional appeals.

- He may question changes in policies and guidelines and usually prefers to know why they were enacted.

- At times, he may become skeptical or suspicious of others' motives.

Management tips:

- Use his tendency to second-guess as an asset to determine the merit of new ideas.

- Give him opportunities to get to know his colleagues so he may be less questioning of their motivation.

- Encourage him to ask for evidence when problem solving, but don't allow him to dig in his heels and argue just for the sake of argument.

BOTTOM LINE:

Oliver functions best when he is encouraged to use vigilance and caution to regularly question situations.

DECISIVENESS
Behavioral Traits

Decisiveness Use of speed and caution to make decisions

< DELIBERATE   BOLD >

OC

- Oliver does not fit the Performance Model for Decisiveness.
- He prefers to take some time to think carefully before making a decision.

What you need to know about Oliver:

- Oliver is capable of making timely decisions, but may hesitate when under stress.

- He usually takes time to collect supporting information and data before drawing conclusions.

- Most likely, he will carefully weigh the risks of a situation before making a decision.

- If he feels disorganized or ill-prepared, Oliver may delay important decisions.

- He likely prefers to have a reasonable amount of time to consider significant decisions.

Management tips:

- Encourage him to find a constructive way to evaluate ideas such as listing pros and cons.

- Set a clear deadline for when you require an answer.

- Give him opportunities to make smaller or less critical decisions in a more timely fashion.

BOTTOM LINE:

He prefers to make careful, informed decisions, but can be convinced to draw quicker conclusions when urgency is required.

ACCOMMODATION
Behavioral Traits

Accommodation Inclination to tend to others' needs and ideas

< STEADFAST   AGREEABLE >

| | OC | | | |

- Oliver does not fit the Performance Model for Accommodating.
- He is willing, in most circumstances, to express disagreement and defend his opinions.

What you need to know about Oliver:

- Most of the time, he will take a stand for what he feels is right.

- While he will usually listen to others' perspectives, he will likely stand by his position if he disagrees.

- He probably won't let anyone take advantage of him.

- He can be agreeable and cooperative on occasion, but does not go along just to get along.

- Oliver might be less likely than others to avoid arguments, disagreements, and/or conflict.

Management tips:

- When necessary, remind him that his colleagues bring different perspectives and strengths to the team that are worth considering.

- Reward any attempts he makes to seek out the agreement of the team.

- Recognize the value of expressing a differing opinion, but be mindful that this doesn't create a hurtful or negative environment.

BOTTOM LINE:

He responds appropriately to the needs of others but rarely suppresses his opinions.

INDEPENDENCE
Behavioral Traits

Independence Level of preference for instruction and guidance

< RELIANT   AUTONOMOUS >

		OC	

- Oliver fits the Performance Model for Independence.
- He often likes to set his own direction.

What you need to know about Oliver:

- He generally prefers minimal supervision when carrying out important tasks.

- On occasion, he may want more guidance and instruction.

- Oliver is usually self-sufficient and willing to take on new developments or challenges on his own.

- He prefers to decide his own course of action in most situations.

- He is comfortable solving problems and handling situations independently when necessary.

Management tips:

- Give him a reasonable amount of control over his work.

- If he is working independently, check in from time to time to make sure he is on track.

- When you need to limit his freedom, make sure you explain why it's necessary.

BOTTOM LINE:

Oliver is moderately independent but still accepts necessary guidance and instruction.

JUDGMENT
Behavioral Traits

Judgment Basis for forming opinions and making decisions

<   INTUITIVE   FACTUAL   >

		OC

- Oliver does not fit the Performance Model for Judgment.
- He tends to base decisions wholly on the facts of the matter.

What you need to know about Oliver:

- He probably needs to see the evidence or proof behind a decision to feel good about it.

- He exceedingly relies on objective data when determining appropriate solutions.

- Oliver may frequently discount the value of personal feelings and circumstances when making decisions.

- He attends to potential problems by examining factual information.

- Oliver has a tendency to take a very objective view to reach conclusions.

Management tips:

- If he is required to make a decision without the benefit of hard data, encourage him to express any concerns or caveats associated with his decision.

- Show him the value of gathering subjective opinions, including his own, to make well-rounded decisions.

- When there is too much information to sift through or all options seem to be favorable, encourage him to make decisions based on his overall impressions.

BOTTOM LINE:

He heavily focuses on the factual information available to make judgment calls and decisions.

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INTERESTS

OLIVER'S ORDER OF INTERESTS
Ordered from his highest- to lowest-scoring interest
Interests from the ** Sample Position for PXT Select ** Performance Model are bolded
Ties are indicated if present

TECHNICAL

CREATIVE

FINANCIAL/ADMIN

ENTERPRISING

TIED

PEOPLE SERVICE

MECHANICAL

What is Oliver most interested in?

Technical: Technical aspects of the job appear to interest Oliver. Most likely, he will pursue activities that involve research, theories, and the application of technical information. He may be particularly interested in analytical or conceptual tasks that require critical thinking.

Creative: Creativity is one of Oliver's top interests. This means that he is probably motivated by innovative or imaginative pursuits. Whether it involves designing new things, coming up with ideas, or figuring out a way to do something better, this type of work can help enhance his job satisfaction.

Financial/Admin: Oliver appears to be interested in Financial or Administrative tasks. Therefore, he is likely to seek out activities that involve organizing or otherwise dealing with budgets, information, and/or supplies. A main source of motivation for him may be in classifying and managing information.

Enterprising: Seeking out Enterprising pursuits or leadership may be one of Oliver's primary interests. It's likely that he will look for opportunities to use persuasiveness to achieve goals or lead others toward the victory line. Also, he will probably be attracted to activities that let him network or find new opportunities.

BOTTOM LINE:

Oliver will likely enjoy the Enterprising and Financial/Administrative aspects of the job. However, he may not find People Service activities as motivating as others who have been successful in this position.