



## Comprehensive Selection Report

One person, one position

RESULTS SUMMARY  
PERFORMANCE MODEL  
INTERVIEW QUESTIONS



PROVIDED BY

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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?

<p><b>RESULTS SUMMARY</b> Candidate's results from the assessment compared to the Performance Model</p>	<p><b>PERFORMANCE MODEL</b> Range of scores typical for success in the position, with scale and job fit 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** 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**.

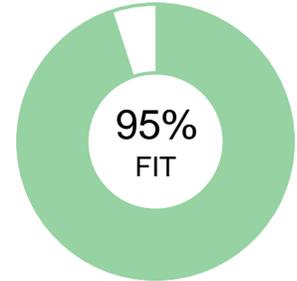
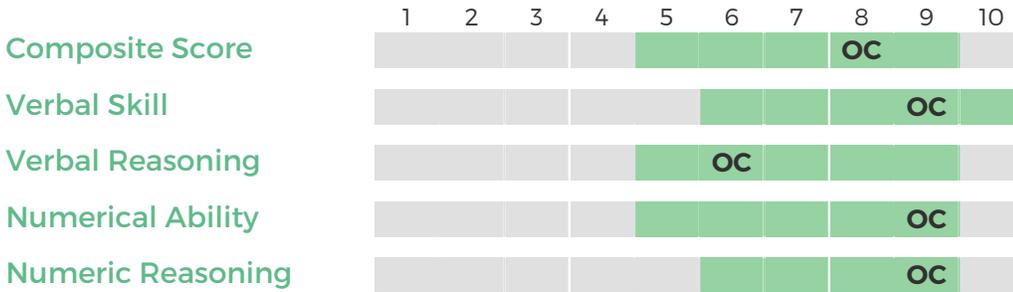
# \*\* SAMPLE SALES POSITION FOR PXT SELECT \*\*

Oliver Chase

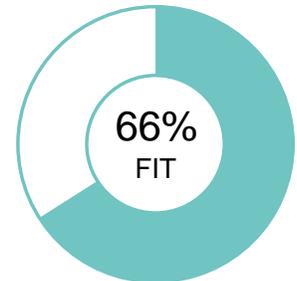
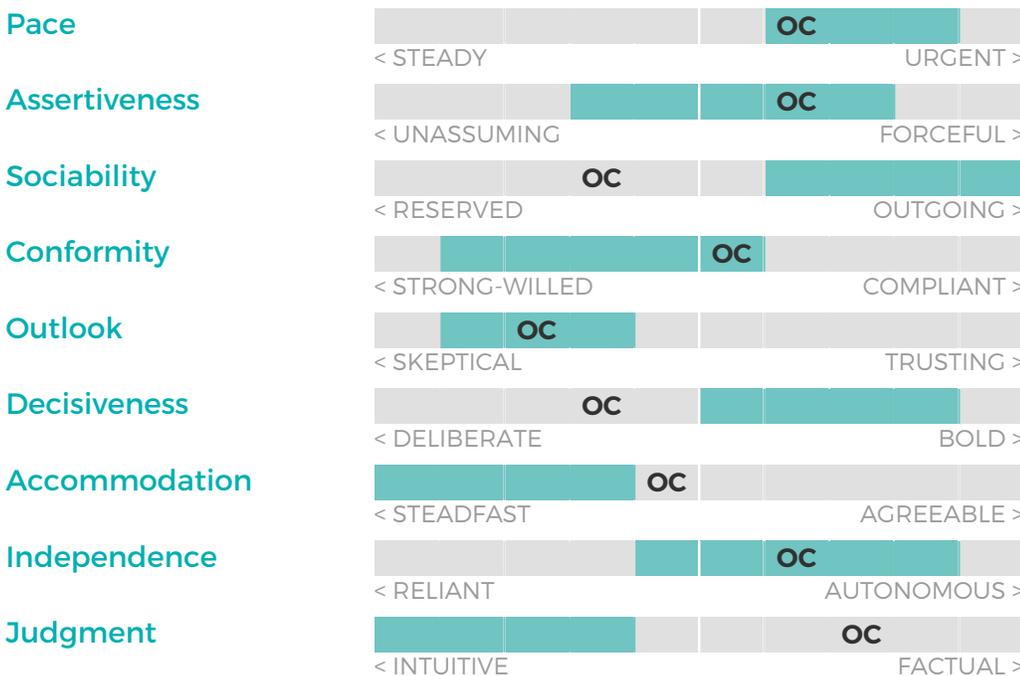


Performance Model = highlighted boxes; Oliver's placement = his initials

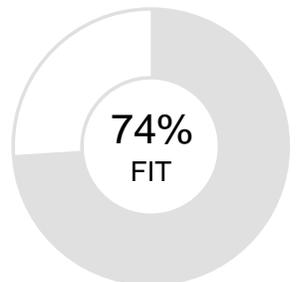
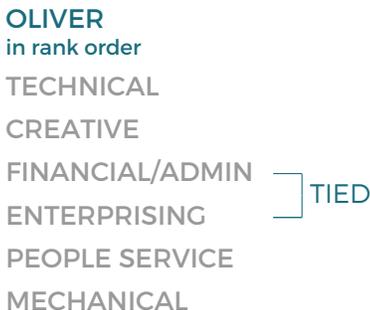
## THINKING STYLE



## BEHAVIORAL TRAITS



## INTERESTS



# PERFORMANCE MODEL

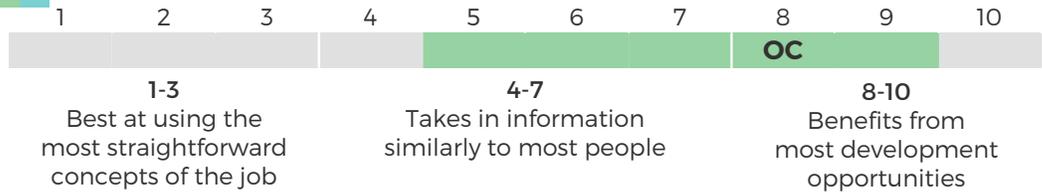
For \*\* Sample Sales Position for PXT Select \*\*

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

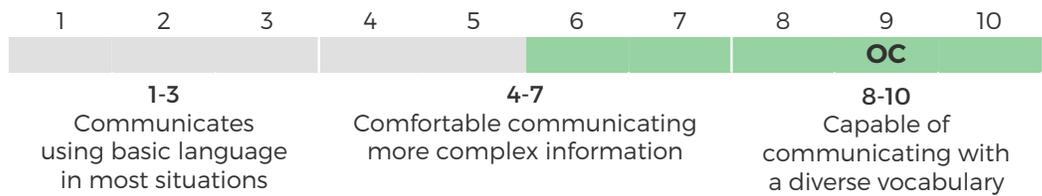


**Ideal Candidate:** Assimilates information with minimal confusion and can handle more complex information processing.

**Oliver: Fits the Performance Model.**

### Verbal Skill

A measure of vocabulary

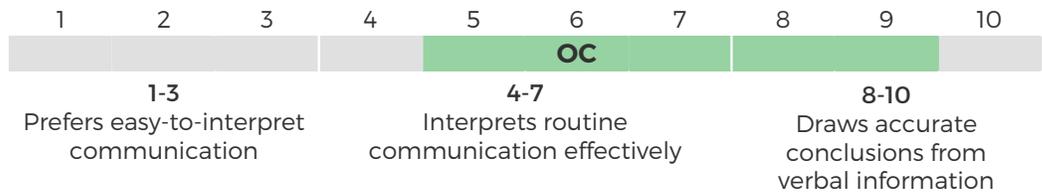


**Ideal Candidate:** Communicates with a wide vocabulary in a variety of settings and can understand sophisticated language.

**Oliver: Fits the Performance Model.**

### Verbal Reasoning

Using words for reasoning and problem solving

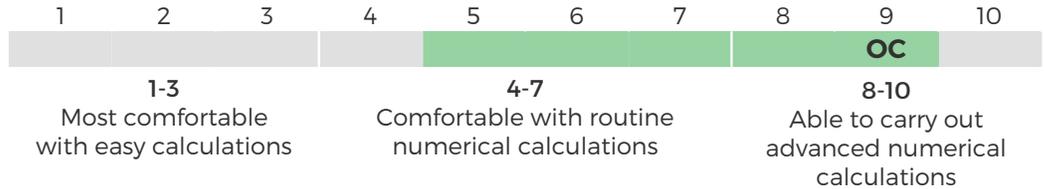


**Ideal Candidate:** Capable of analyzing and understanding the nuances contained in complex communication.

**Oliver: Fits the Performance Model.**

### Numerical Ability

A measure of numerical calculation ability

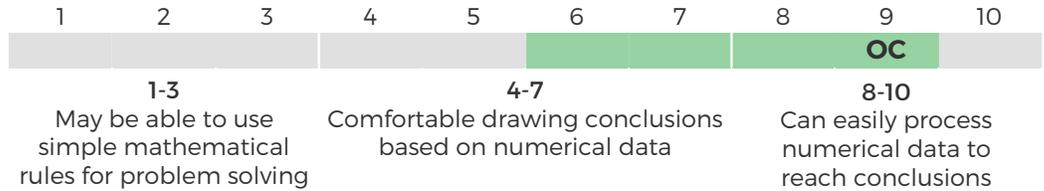


**Ideal Candidate:** Proficient with basic numerical equations and is fairly comfortable with complex calculations.

**Oliver:** Fits the Performance Model.

### Numeric Reasoning

Using numbers as a basis in reasoning and problem solving



**Ideal Candidate:** Very capable of analyzing even the most complex numerical data and arriving at accurate and sophisticated conclusions as a result.

**Oliver:** Fits the Performance Model.

## BEHAVIORAL TRAITS

### Pace

Overall rate of task completion



**Ideal Candidate:** Very active and results-driven with the ability to juggle the demands of several tasks at once.

**Oliver:** Fits the Performance Model.

### Assertiveness

Expression of opinions and need for control



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

**Oliver:** Fits the Performance Model.

### Sociability

Desire for interaction with others



**Ideal Candidate:** Strongly motivated by the chance to work with others, actively seeking out opportunities for teamwork.

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

### Conformity

Attitude on policies and supervision



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

**Oliver:** Fits the Performance Model.

### Outlook

Anticipation of outcomes and motives

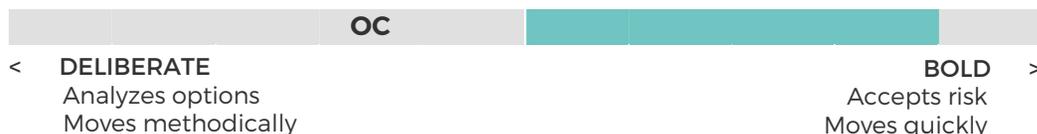


**Ideal Candidate:** Tends to be vigilant and on the lookout for potential problems.

**Oliver:** Fits the Performance Model.

### Decisiveness

Use of speed and caution to make decisions



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

**Oliver:** May have more difficulty taking decisive action under pressure than is typical for those most successful in this position.

### Accommodation

Inclination to tend to others' needs and ideas



**Ideal Candidate:** Works best when encouraged to persistently pursue objectives and freely defend opinions.

**Oliver:** Tends to be hesitant to challenge the opinions of others, which could be problematic in this position.

### Independence

Level of preference for instruction and guidance



**Ideal Candidate:** Moderately independent yet can accept necessary guidance and instruction.

**Oliver:** Fits the Performance Model.

### Judgment

Basis for forming opinions and making decisions



**Ideal Candidate:** Relies on intuition and experience to strategize solutions and make decisions.

**Oliver:** Could overlook 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. Individuals with this interest may enjoy working with numbers, data, and/or computer programs.

#### Creative [PERFORMANCE MODEL INTEREST]

A Creative interest suggests the enjoyment of imaginative and artistic activities. It often involves personal expression, emphasis on aesthetics, and novel ways of solving problems, producing ideas, and designing new things.

#### 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.

TIED

#### Enterprising [PERFORMANCE MODEL INTEREST]

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.

#### People Service [PERFORMANCE MODEL INTEREST]

A People Service interest suggests the enjoyment of collaboration, compromise, and helping others. It may indicate a strong sense of empathy and support and a knack for bringing people together.

#### Mechanical

A Mechanical interest suggests the enjoyment of building and repairing things and working with machinery or tools. Individuals with this interest may like tasks that involve using their hands, being outdoors, and/or breaking a sweat.

# 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 data.

➔ **Listen for: his ability to make decisions given available information, even if it is incomplete or unclear.**

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.

➔ **Look for: how willing he is to socialize when a task calls for it.**

3. What are some practices you've used to develop and maintain strong workplace relationships?
4. Tell me about a work situation that required you to be very outgoing. 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 the 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

He often likes to set his own direction.

→ **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 received at the start of a new assignment. Tell me about a time when you were frustrated with the level of guidance.

### 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 skill.**

11. 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 other communications are correct, clear, and easy for your audience to understand?

## QUESTIONS FOR REMAINING SCALES

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

### Verbal Reasoning

#### FITS PERFORMANCE MODEL

He is able to analyze more complex verbal information.

☞ Listen for: how he assesses and applies information for different settings, tasks, and people.

13. Describe a situation in which you received instructions that seemed to lack key steps or were incomplete. What did you do to fix the situation and make sure that you were completing the task correctly?
14. Tell me about a time when you discovered there had been a miscommunication. 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. How long does it take for you to feel comfortable using new mathematical processes at work?

### Numeric Reasoning

#### FITS PERFORMANCE MODEL

He can efficiently base his decisions on numerical data.

☞ Listen for: the complexity of the 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**

He tends to be fairly driven and works at a moderate to fast pace.

☞ **Listen for: how willing he is to adjust his own work pace and help others achieve a team goal.**

19. Describe a time when you and your colleagues were working toward an aggressive deadline. How did you manage your own workload? How did you help your team meet the goal?
  
20. When you are assigned a task to complete without a specific deadline and with little oversight or supervision, what are some ways you keep yourself motivated?

**Assertiveness****FITS PERFORMANCE MODEL**

He tends to be fairly comfortable sticking up for his opinions and needs.

☞ **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 colleague. How did you determine how much you needed to push to get what you needed?
  
22. When you work with someone who is highly forceful or demanding, what approach do you take to maintain an effective working relationship with this person?

**Conformity****FITS PERFORMANCE MODEL**

He tends to be cooperative and usually works within the rules.

☞ **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 is usually willing to express disagreement and defend his opinions.

☞ Listen for: whether he is willing to engage in difficult situations or conflict when the situation calls for it.

25. Tell me about a time when another person really tried your patience. Specifically, talk about a time when you were angry or frustrated.
  
26. Describe a time when you acted as a mediator between two of your team members. What was the outcome?