



Sales: Comprehensive Selection Report

One person, one position

RESULTS SUMMARY
PERFORMANCE MODEL
INTERVIEW QUESTIONS

BETA



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INTRODUCTION

This report is intended to assist you in choosing the candidate(s) who may be the best fit for the position of **Sales Agent**. The Performance Model for this position reflects the attributes typical of high performers in this position. **Willy Loman's** personalized information will be compared to the Performance Model, giving you a detailed understanding of how well he might fit into this role.

What's in this report?

RESULTS SUMMARY	PERFORMANCE MODEL	INTERVIEW QUESTIONS
Candidate's results from the assessment compared to the Performance Model	Range of scores typical for success in the position, with scale and job fit interpretation	Series of personalized questions based on the candidate's fit to the Performance Model

What is a Performance Model?

The Performance Model for **Sales Agent** provides the recommended range of skills and behaviors for the job. This report compares Willy Loman'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 intended to be 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 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, there is a chance that **Willy's answers may not have been candid**. Therefore, we recommend that you put additional weight on the interview process and use at least one interview question from each of the behavioral scales.

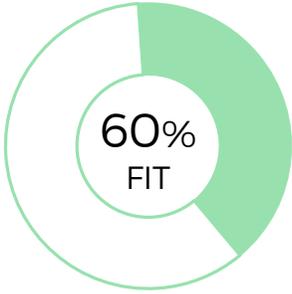
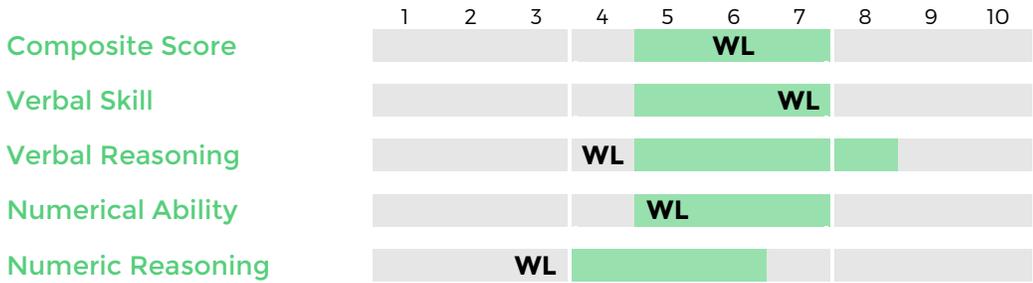
SALES AGENT

Willy Loman

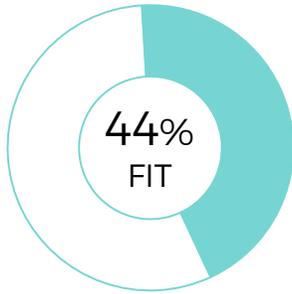
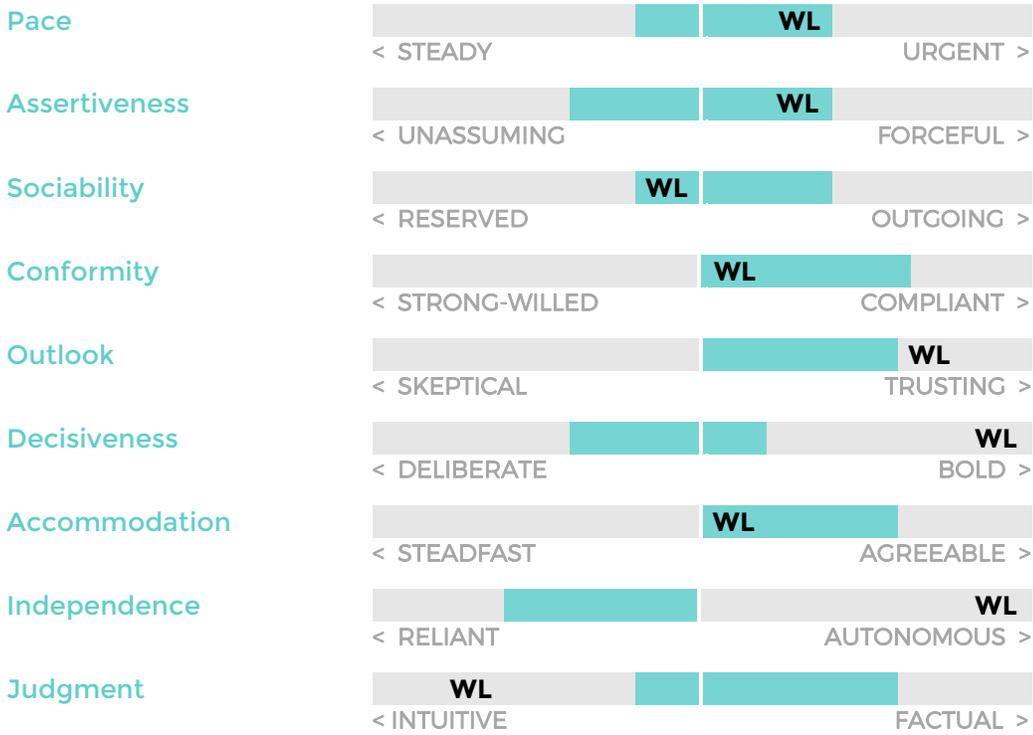
OVERALL FIT: 61 %

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

THINKING STYLE



BEHAVIORAL TRAITS

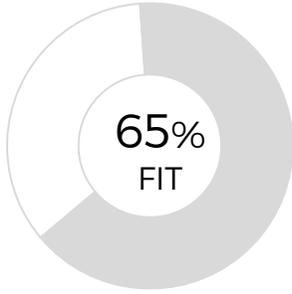


INTERESTS

- WILLY**
in rank order
- CREATIVE
 - ENTERPRISING
 - FINANCIAL/ADMIN
 - PEOPLE SERVICE
 - MECHANICAL
 - TECHNICAL

TIED

- PERFORMANCE MODEL**
in rank order
- CREATIVE
 - TECHNICAL
 - ENTERPRISING



PERFORMANCE MODEL

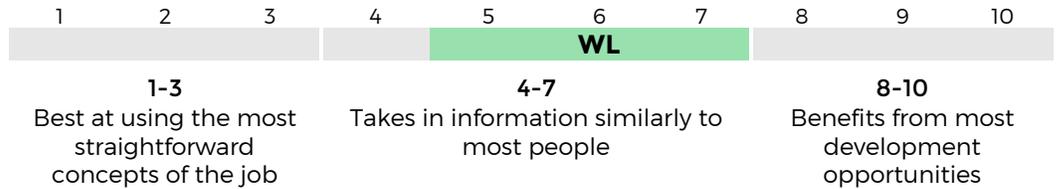
For Sales Agent

The highlighted boxes represent the **Sales Agent** Performance Model, reflecting the specific requirements for this job position. Willy's placement is labeled with his initials.

THINKING STYLE

Composite Score

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

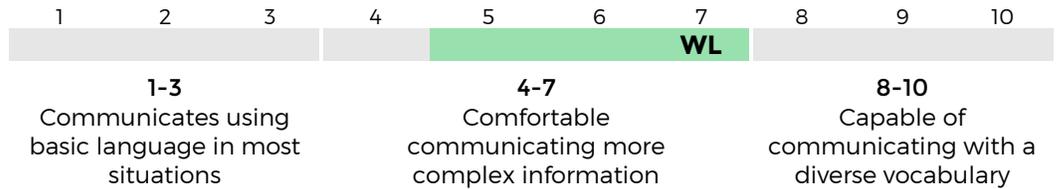


Ideal Candidate: Salesperson who assimilates information with minimal confusion and can pick up new selling concepts and techniques easily.

Willy: Fits the performance model.

Verbal Skill

A measure of vocabulary

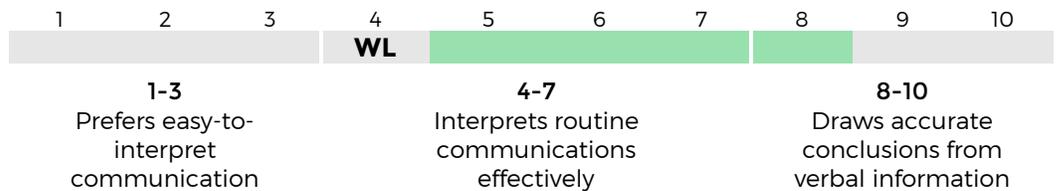


Ideal Candidate: Salesperson who can process moderately complex language and is capable of effectively explaining and marketing a product to a client.

Willy: Fits the performance model.

Verbal Reasoning

Using words for reasoning and problem solving

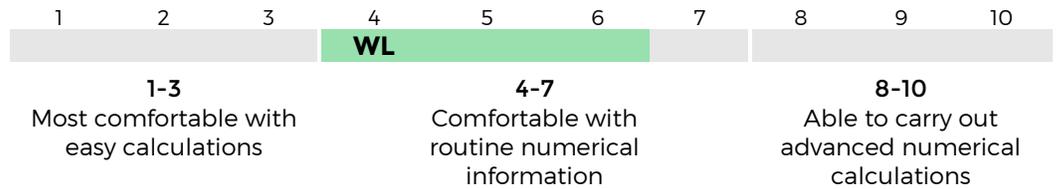


Ideal Candidate: Salesperson who interprets routine communications effectively with an ability to analyze more complex verbal interactions.

Willy: May require more time to assimilate new information of a verbal or written nature.

Numerical Ability

A measure of numeric calculation ability

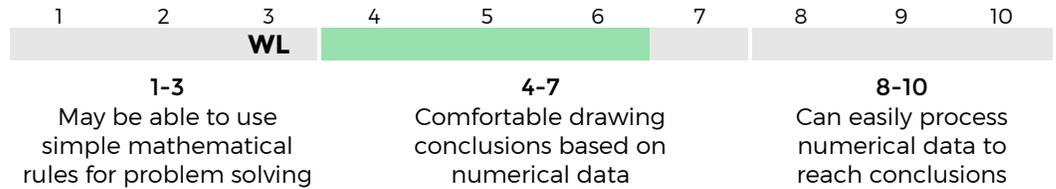


Ideal Candidate: Salesperson who utilizes routine numerical information while selling and may occasionally be able to perform more complex calculations with clients.

Willy: Fits the performance model.

Numeric Reasoning

Using numbers as a basis in reasoning and problem solving



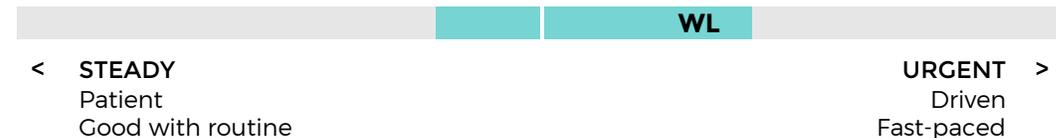
Ideal Candidate: Salesperson who can make sales presentations based on numerical data and understands the basic implications of charts and graphs.

Willy: May overlook the implications derived from a set of numerical data.

BEHAVIORAL TRAITS

Pace

Overall rate of task completion



Ideal Candidate: Salesperson who responds well to demands on his or her time and generally works at a brisk pace.

Willy: Fits the performance model.

Assertiveness

Expression of opinions and need for control



Ideal Candidate: Salesperson who will use a direct approach to selling but still appreciates the more subtle aspects of sales negotiation.

Willy: Fits the performance model.

Sociability

Desire for interaction with others



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

Willy: Fits the performance model.

Conformity

Attitude on policies and supervision

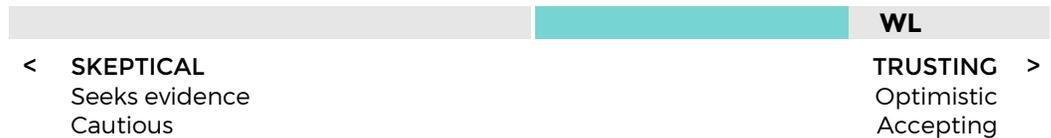


Ideal Candidate: Salesperson who responds well to a structured environment and is willing to accept the leadership of others.

Willy: Fits the performance model.

Outlook

Anticipation of outcomes and motives



Ideal Candidate: Salesperson who demonstrates a positive attitude about the outcome of a sale, but will not be easily misled.

Willy: May be more trusting than is typically required for this position.

Decisiveness

Degree of speed and caution used to make decisions



Ideal Candidate: Salesperson who is capable of making timely responses but is quite comfortable using a methodical approach to making decisions with clients.

Willy: Likes to make quick, bold decisions and may lack patience when clients are overly methodical in weighing options.

Accommodation

Inclination to tend to others' needs and ideas

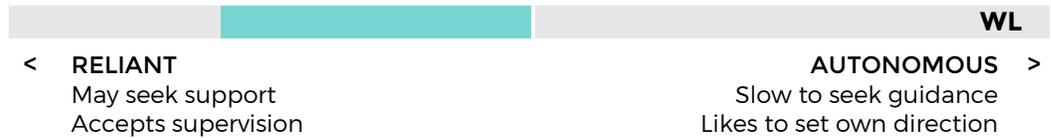


Ideal Candidate: Salesperson who can accommodate the needs of customers and prospects but will occasionally assert his or his own opinions to the client.

Willy: Fits the performance model.

Independence

Level of preference for instruction and guidance



Ideal Candidate: Salesperson who demonstrates some level of independence, but functions best when offered specific instructions and a moderate level of guidance.

Willy: Very self-reliant and may become frustrated by the level of supervisory attention that is typical in this position.

Judgment

Basis for forming opinions and making decisions



Ideal Candidate: Salesperson who is most successful when provided ample information to make objective decisions, yet is capable of relying on intuition when necessary.

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

INTERESTS

The assessment measures six possible Interests, which appear below from Willy'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 Style and Behavioral Traits 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.

WILLY'S ORDER OF INTERESTS

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

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.

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.

TIED

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.

PEOPLE SERVICE

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.

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.

CRITICAL SALES PRACTICES

Sales Agent

This section describes Willy's likely approach regarding eight common sales practices, based on his PXT Select™ assessment results.

PROSPECTING

- More often than not, Willy has the energy to hunt for opportunities.
- He tends to be most effective in prospecting when it is done in brief spurts of activity rather than over an extended period of time.
- He tends to enjoy a great deal of self-sufficiency and flexibility in his approach to developing a list of prospects.

INITIATING CONTACT

- Willy usually doesn't experience much difficulty in initiating contact with prospects or clients.
- Because he tends to push past rejection, he likely shows a consistent level of confidence when reaching out to new clients.
- Because he is driven to pursue and close sales, he is likely very proactive when it comes to initiating contact with potential clients.

BUILDING AND MAINTAINING RELATIONSHIPS

- Willy may stick largely to business and avoid small talk when it comes to building relationships.
- His relatively high energy may give him the momentum and charm to build relationships with clients.
- He may have trouble sacrificing his need for autonomy in order to cater to the needs of his customers and the maintenance of relationships.

CLOSING THE SALE

- Because his confidence and competitiveness are quite high, Willy is usually willing to move toward a close from the very beginning of the process.
- With an average level of persistence and a high level of sales drive, he will likely consistently present his offer in a favorable, compelling light.
- He will likely use a variety of approaches to help the client or customer realize their need for the product or offering.

SELF-STARTING

- Willy tends to look for excitement in his daily work and may be motivated by the bustle and stress that comes with a fast-paced sales position.
- Being energetic and driven, he tends to take initiative and get things going when there is a lull, but he may grow restless if he isn't appropriately challenged.
- Because he tends to be autonomous, he will likely work out the details of how he will complete tasks on his own.

RESOURCEFULNESS

- Willy tends to be agreeable and open-minded, so he will likely consider new ideas and thoughts that differ from his own.
- He tends to act with urgency, so when opportunities present themselves, he will likely jump on them.
- Because he tends to be forceful, he will likely be persistent in reaching his goals, regardless of the obstacles or setbacks that stand in his way.

COACHABILITY

- Willy will likely show an interest in new sales techniques and pick up new skills easily.
- He may regularly seek out, accept, and integrate feedback without becoming defensive.
- He tends to attempt new sales techniques to achieve improved results.

WORKING WITH A TEAM

- Leading others may come easily for Willy, and he is likely interested in directing others toward competitive goals.
- At times, his independence may overshadow his willingness to coordinate with the team and encourage cooperative efforts.
- He may prefer to set his own direction and establish personal methods rather than to simply follow orders.

INTERVIEW QUESTIONS

Willy Loman & Sales Agent

CHALLENGE AREAS FOR THIS JOB FIT

Below you will find what could be Willy's three biggest challenge areas for this position. The selection is based on how Willy scored on the assessment compared to the specific requirements for Sales Agent.

Decisiveness

MORE BOLD THAN PERFORMANCE MODEL

He tends to make quick decisions, even when limited information is available.

⇒ Listen for: whether he can identify when it's beneficial to be more cautious in his decision-making.

1. Tell me about a decision you made that you regret. How long did you deliberate before you made that decision?
2. What types of decisions do you feel are appropriate to make quickly, and what decisions are better suited to extra research or analysis? Give me examples of each.

Verbal Reasoning

BELOW PERFORMANCE MODEL

He responds best to unambiguous communications.

⇒ Listen for: how willing he is to learn from miscommunication and how he has improved his approach.

3. How have you handled situations in which your client's or customer's explanation of an idea seemed unclear or difficult to understand?
4. Tell me about a time when there was a misunderstanding because a client or customer used overly complex or advanced language. What did you do to prevent such a misunderstanding from happening again?

Numeric Reasoning

BELOW PERFORMANCE MODEL

May have difficulty using numbers as a basis in reasoning.

⇒ Listen for: his experience with different numerical problem-solving techniques and what he does if a problem is too complex.

5. What different ways do you use numbers—such as estimates, budgets, inventory counts, etc.—to make recommendations or decisions in your work?
6. Tell me about a recent example of a problem you solved using numbers or data. What steps did you take to determine the best solution?

AREAS OF STRENGTH FOR THIS JOB FIT

Next, you will find what could be Willy's three biggest areas of strength for this position. The selection is based on how Willy scored on the assessment compared to the specific requirements for Sales Agent.

Pace	FITS PERFORMANCE MODEL
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He responds well to demands on his time and generally works at a brisk pace.

⇒ Listen for: how willing he is to adjust his own work pace to adapt to the needs of his clients.

7. Describe a time when you were working toward an aggressive deadline or closing date. How did you manage your own workload?
8. 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?

Numerical Ability	FITS PERFORMANCE MODEL
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He may be able to perform more complex calculations.

⇒ 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 the most important aspects of the data and correctly applied it?
10. When you are asked to use new mathematical processes at work, such as pricing or distances, how long does it take for you to feel comfortable with it?

Sociability	FITS PERFORMANCE MODEL
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He tends to be somewhat introverted and may keep to himself at times.

⇒ Listen for: how he recognizes when to be more or less outgoing to fit the needs of the situation.

11. Describe a time when you had to be more or less outgoing than is natural for you. What did you do to adapt?
12. Do you prefer to work with others on sales assignments or to pitch the sale by yourself? Tell me about a sales process that best fits your work style.

QUESTIONS FOR REMAINING SCALES

You will find interview questions correlating to the remaining scales below.

Verbal Skill	FITS THE PERFORMANCE MODEL
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He may be comfortable communicating more complex information.

⇒ Listen for: how he uses successful strategies for dealing with miscommunication.

13. How do you decide when it's appropriate to use advanced, technical, or specific language instead of communicating more casually or simply?
14. What do you do to ensure that your written reports, emails, or other communications are correct, clear, and easy for people to understand?

Independence	MORE AUTONOMOUS THAN THE PERFORMANCE MODEL
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He seldom seeks guidance and likes to set his own direction.

⇒ Listen for: whether he is frustrated with too much guidance or a lack of freedom in his work.

15. Tell me about a time when it was beneficial to follow a highly structured procedure in your work. In other cases, have you seen drawbacks to adhering to strict guidelines?
16. Describe a time when you received too much oversight or guidance from a sales manager. How did you cope with this situation?

Assertiveness	FITS PERFORMANCE MODEL
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He tends to be fairly comfortable taking charge of situations when needed.

⇒ Listen for: how he recognizes when he needs to take action and how he achieves the desired result.

17. 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?
18. 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 THE PERFORMANCE MODEL**

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

- ⇒ Listen for: whether he can temper his own opinions and goals without being too frustrated or resentful.

19. 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?

20. Describe a situation where you had to push repeatedly for your opinion. Would you handle the situation differently today? Why or why not?

Outlook**MORE TRUSTING THAN THE PERFORMANCE MODEL**

He tends to be very optimistic and trusting.

- ⇒ Listen for: how willing he is to give others the benefit of the doubt.

21. 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?

22. 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?

Judgment**MORE INTUITIVE THAN THE 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.

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

24. What are the benefits of basing decisions on "gut instincts"? When might this approach be problematic?

Accommodation**FITS PERFORMANCE MODEL**

He tends to be fairly agreeable and willing to go along with the group.

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

25. Which is more important in the workplace—conflict or compromise? Why? Give me examples from your own experience.

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