



Sales: Comprehensive Selection Report

RESULTS SUMMARY
CRITICAL SALES PRACTICES
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 **Sales (Sample PXT Select Sales Assessment)**. The Performance Model for this position reflects the attributes typical of high performers in this position. **Ian Wilkinson'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>RESULTS SUMMARY Candidate's results from the assessment compared to the Performance Model</p>	<p>CRITICAL SALES PRACTICES Deeper dive into sales-related practices with candidate interpretation</p>	<p>INTERVIEW QUESTIONS 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 Sales (Sample PXT Select Sales Assessment) provides the recommended range of skills and behaviors for the job. This report compares Ian Wilkinson'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 **Ian answered candidly**.

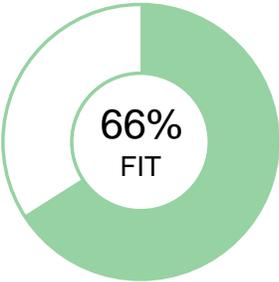
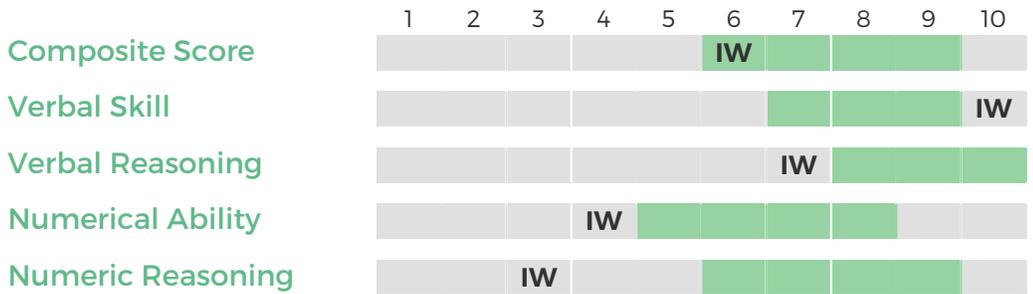
SALES (SAMPLE PXT SELECT SALES ASSESSMENT)

Ian Wilkinson

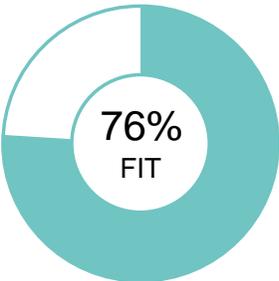
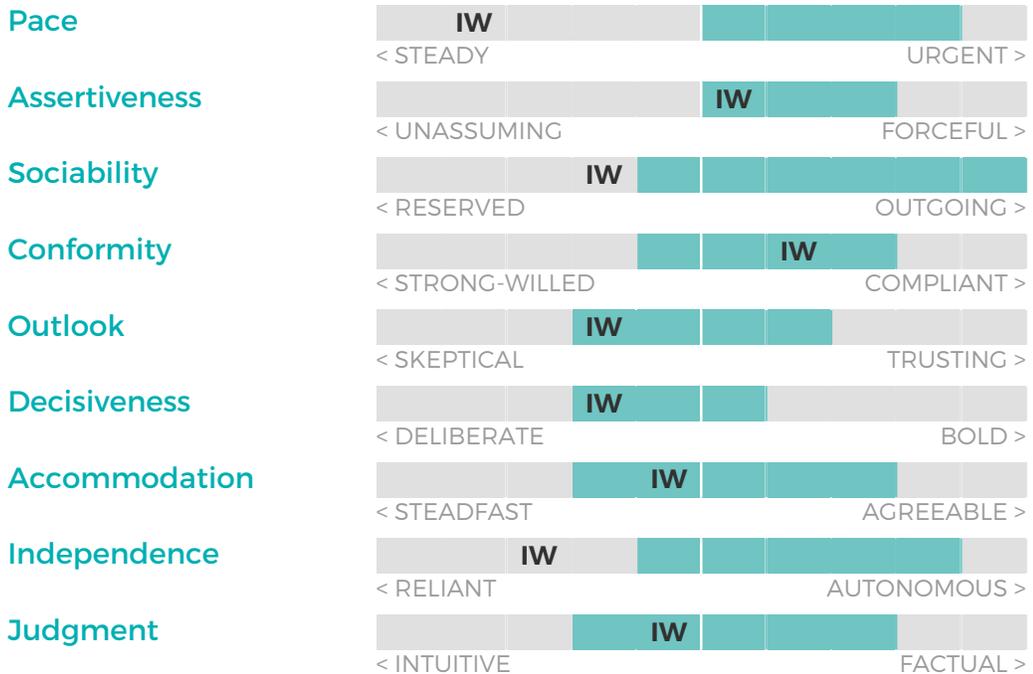


Performance Model = highlighted boxes; Ian's placement = his initials

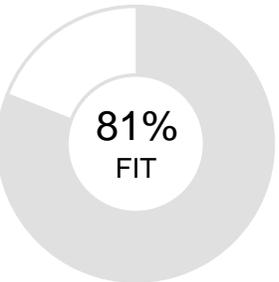
THINKING STYLE



BEHAVIORAL TRAITS



INTERESTS



PERFORMANCE MODEL

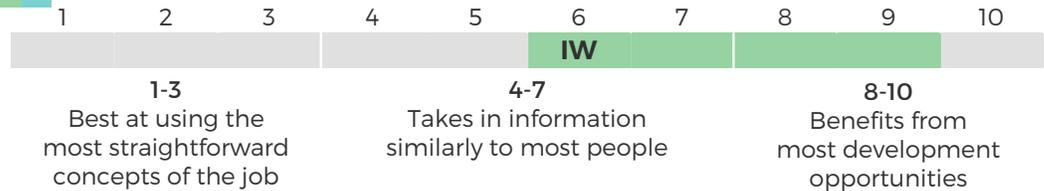
For Sales (Sample PXT Select Sales Assessment)

The highlighted boxes represent the **Sales (Sample PXT Select Sales Assessment)** Performance Model, reflecting the specific requirements for this position. Ian's placement is labeled with his initials.

THINKING STYLE

Composite Score

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

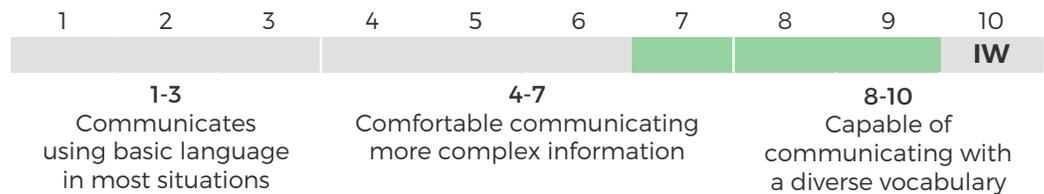


Ideal Candidate: Salesperson who understands complex sales concepts and techniques without difficulty.

Ian: Fits the Performance Model.

Verbal Skill

A measure of vocabulary

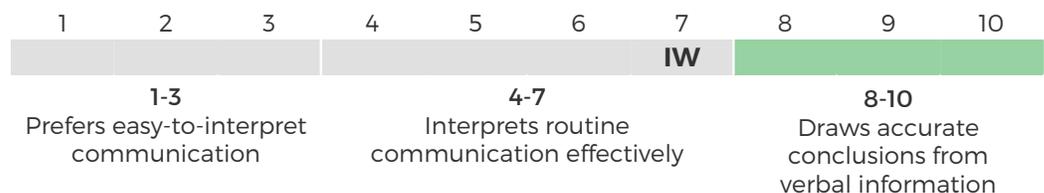


Ideal Candidate: Salesperson who can process complex language and use a wide vocabulary to explain and market a product to a client.

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

Verbal Reasoning

Using words for reasoning and problem solving

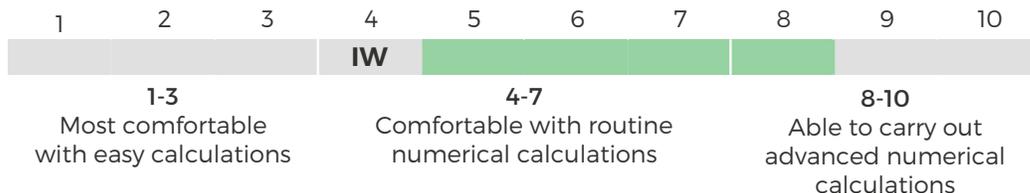


Ideal Candidate: Salesperson who can easily analyze complex verbal information and recognize clients' unspoken inferences.

Ian: Sometimes experiences difficulty in interpreting more complex messages and instructions that may be typical for this position.

Numerical Ability

A measure of numerical calculation ability

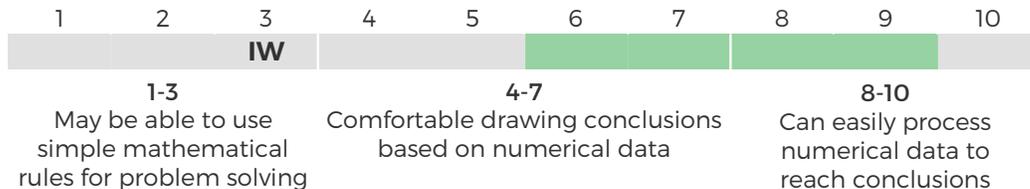


Ideal Candidate: Salesperson who is proficient with basic numerical equations and may be able to perform some complex sales-related calculations.

Ian: May not be as proficient as the position requires in working with data and performing calculations, which could lead to some frustration.

Numeric Reasoning

Using numbers as a basis in reasoning and problem solving



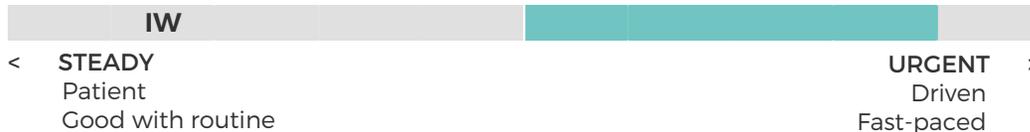
Ideal Candidate: Salesperson capable of analyzing even the most complex numerical data to reach sophisticated conclusions and can use the data in sales presentations.

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

BEHAVIORAL TRAITS

Pace

Overall rate of task completion



Ideal Candidate: Salesperson who can juggle the demands of multiple tasks at once and generally works at a brisk pace.

Ian: Tends to work very steadily and may have trouble keeping up with the quick pace of this position.

Assertiveness

Expression of opinions and need for control



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

Ian: Fits the Performance Model.

Sociability

Desire for interaction with others



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

Ian: 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: Salesperson who responds well in a structured environment and does not mind following the leadership of others.

Ian: 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.

Ian: Fits the Performance Model.

Decisiveness

Use of speed and caution to make decisions



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

Ian: Fits the Performance Model.

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 own opinions to the client.

Ian: Fits the Performance Model.

Independence

Level of preference for instruction and guidance



Ideal Candidate: Salesperson who functions best when allowed to work independently of direction and guidance, but also knows when to rely on the support and advice of others.

Ian: May seek more guidance and instruction from others than is typical for best performance 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.

Ian: Fits the Performance Model.

INTERESTS

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

IAN'S ORDER OF INTERESTS

- Ordered from his highest- to lowest-scoring interest
- Sales (Sample PXT Select Sales Assessment) Performance Model Interests are indicated
- Ties are indicated if present

Financial/Admin [PERFORMANCE MODEL INTEREST]

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.

TIED

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

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

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.

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.

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.

CRITICAL SALES PRACTICES

Ian Wilkinson & Sales (Sample PXT Select Sales Assessment)

This section is descriptive of eight sales practices, derived directly from the behavioral scales, and how Ian might demonstrate them (if relevant to the Sales (Sample PXT Select Sales Assessment) role).

Prospecting

Strategizing, seeking out, and creating opportunities to engage with potential clients.

- More often than not, Ian is deliberate in his approach to identifying new leads.
- Because Ian is more reliant than independent, it's likely that he'll prefer guidance when determining who qualifies as a valuable lead.
- Ian may be somewhat careful in determining what qualifies as a solid lead.
- Ian is likely most successful in creating new opportunities when established procedures are in place for identifying new clients.

Initiating Contact

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

- Ian is probably most comfortable with a steady approach and, so, he may reach out to new clients at a more systematic, deliberate pace.
- If the organization's process for reaching out to prospects is ambiguous, Ian may look to his manager or coworkers for a lot of support and guidance.
- Ian 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 Ian typically avoids small talk, he may be able to step out of his box for the purpose of establishing contact with a new client.

Building and Maintaining Relationships

Creating and establishing a connection with a client, which develops by attending to the client's needs.

- While Ian can carry on conversations with others, he is not highly outgoing and so may sometimes come across as a little distant with clients.
- Although Ian is fairly assertive, he's unlikely to come across as so forceful or opinionated that clients are turned off.
- Although Ian tends to be fairly steadfast in his opinions, he will probably bend appropriately to meet the needs of his clients.
- Since he is inclined to be wary in new relationships until trust is built, Ian may, at times, have challenges establishing strong connections.

Closing the Sale

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

- Because Ian has a lower sense of urgency, he may not always push to close a transaction sooner rather than later.
- He has a preference for guidance and, therefore, may sometimes consult with others to confirm that he is progressing appropriately with a client.
- From an interpersonal perspective, Ian is fairly assertive and he may show little reluctance in pushing a client toward a close.
- Because Ian is a bit more cautious than bold, he may want to make sure that he has covered all his bases before closing.

Self-Starting

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

- Ian likely is very patient in getting things going, making sure to identify what is needed to complete the task.
- Because he tends to rely on others, Ian will likely seek out others' advice and input before getting started on something new.
- Ian likely prefers to follow the guidelines of others when getting going on new things, but knows how to challenge conventional thinking when necessary.
- Ian can balance a willingness to take risks and a need to think things through methodically prior to making a decision to get things started.

Resourcefulness

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

- Because Ian may often wait for input from others, he may not always take it upon himself to figure out which resources are needed to get the job done.
- Ian knows how to work within established guidelines, which benefits him when efficient processes are in place.
- Ian may be most attracted to tried-and-true methods, but may be open to more risky options when encouraged by others.
- Ian likely balances his own instincts with the available facts, making him quite efficient in completing tasks.

Coachability

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

- Ian functions best when provided with support and instruction, and so may actively seek out guidance.
- Because Ian typically responds well to structure set by others, he is generally willing to run with the advice others provide.
- Because Ian tends to be relatively steadfast in his opinions, he may sometimes become defensive when he feels that his autonomy is being threatened.
- Because of his inclination to push for his own ideas, Ian may push back when others try to provide feedback.

Working with a Team

Working collectively and cooperatively to achieve a shared goal.

- Ian may rely heavily on his teammates for support and guidance.
- Ian may routinely work at a slower, more methodical pace than many of his colleagues.
- It is possible that his skepticism could, in small ways, contribute to more cynicism on the team.
- Generally speaking, Ian will probably stick by his opinions, but also be willing to bend when it is for the good of the team.

INTERVIEW QUESTIONS

Ian Wilkinson & Sales (Sample PXT Select Sales Assessment)

CHALLENGE AREAS FOR THIS JOB FIT

Below you will find what could be Ian's top challenge areas for this position. The selection is based on how Ian scored on the assessment compared to the specific requirements for Sales (Sample PXT Select Sales Assessment).

Pace

MORE STEADY THAN PERFORMANCE MODEL

He tends to be very patient and good with routine.

➔ Listen for: how he uses different strategies for negotiating workload, due dates, and resources.

1. Tell me about a time when you had a lot of work and clients to manage and additional assignments just kept coming. How did you handle and balance the workload?
2. Describe the last time you worked on closing a sale that demanded a lot of initiative and self-motivation. What was challenging and what did you enjoy about this experience?

Numeric Reasoning

BELOW PERFORMANCE MODEL

He may be able to use simple mathematical rules for problem solving.

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

3. What different ways do you use numbers—such as estimates, budgets, inventory counts, etc.—to make recommendations or decisions in your work?
4. 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?

Independence

MORE RELIANT THAN PERFORMANCE MODEL

He tends to seek support and easily accepts direction.

➔ Listen for: whether he seems uncomfortable or frustrated with undefined or unstructured assignments.

5. Tell me about a time when you had to make a decision or bend the rules to keep your work moving forward. What did you take away from the experience?
6. What type of information do you like to have before you begin working with a new client? What do you do if you feel you haven't received enough guidance from a sales manager?

AREAS OF STRENGTH FOR THIS JOB FIT

Next you will find what could be Ian's top areas of strength for this position. The selection is based on how Ian scored on the assessment compared to the specific requirements for Sales (Sample PXT Select Sales Assessment).

Assertiveness

FITS PERFORMANCE MODEL

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

7. 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?
8. 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 PERFORMANCE MODEL

☞ Listen for: whether he recognizes when to push back and when to comply, given the situation.

9. 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?
10. Describe a situation where you had to push repeatedly for your opinion. Would you handle the situation differently today? Why or why not?

Accommodation

FITS PERFORMANCE MODEL

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

11. What roles do both compromise and disagreement play in the sales process? Give me examples from your own experience.
12. How do you typically resolve a conflict between you and a colleague?

QUESTIONS FOR REMAINING SCALES

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

Verbal Skill	ABOVE PERFORMANCE MODEL
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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.**

13. 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?
14. 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?

Verbal Reasoning	BELOW PERFORMANCE MODEL
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He is capable of discerning the important elements in basic communications.

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

15. How have you handled situations in which your client's or customer's explanation of an idea seemed unclear or difficult to understand?
16. 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?

Numerical Ability	BELOW PERFORMANCE MODEL
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He can use basic calculations, but may not be as comfortable with complex data.

☞ **Listen for: whether he identifies a personal limitation with numerical calculations and seeks help when needed.**

17. Tell me about a time when you've gotten stuck in your work when trying to figure out a calculation. What did you do to solve it? How did you ensure the results were accurate?
18. Describe the last time you had to make a calculation on the spot with a client or customer. How did you do it? Were you on target?

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.**

19. What are some practices you've used to develop and maintain strong relationships with clients and customers?
20. 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**FITS PERFORMANCE MODEL**

➔ **Listen for: whether he thinks critically about others' ideas without dismissing them prematurely or accepting them too readily.**

21. When considering others' ideas, what steps do you take to evaluate the ideas? Give me some specific examples.
22. 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.

Decisiveness**FITS PERFORMANCE MODEL**

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

23. How would you handle having to make an important decision without being given enough time to deliberate?
24. If you had to make a difficult decision, would you rather do it right away or have a week to think it over? Why?

Judgment**FITS PERFORMANCE MODEL**

➔ **Listen for: his preference to use either facts or intuition when making decisions, depending on the circumstances.**

25. Some people make decisions based on facts, while others use their intuition. When working with clients of different decision-making styles, what do you find to be the most constructive approach?
26. How would you make a decision if the facts pointed you toward one choice, but your instincts pointed you in the opposite direction?