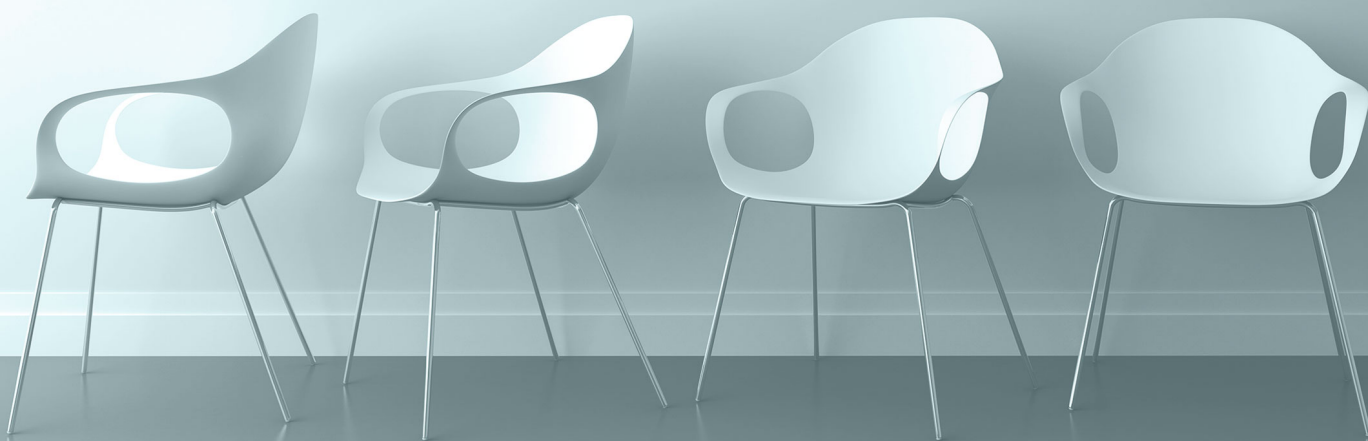




## Sales: Comprehensive Selection Report

One person, one position

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 **\*\* Sample 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>CRITICAL SALES PRACTICES</b> Deeper dive into sales-related practices with candidate 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 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**.

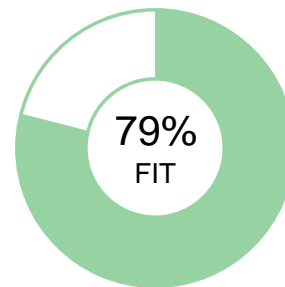
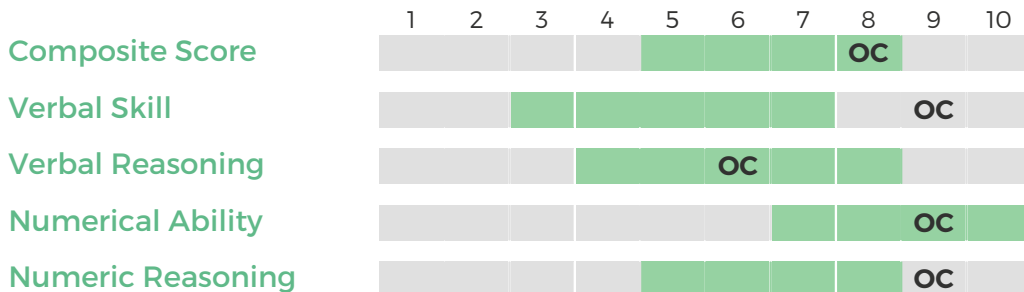
# \*\* SAMPLE POSITION FOR PXT SELECT \*\*

Oliver Chase

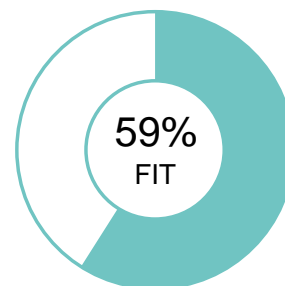
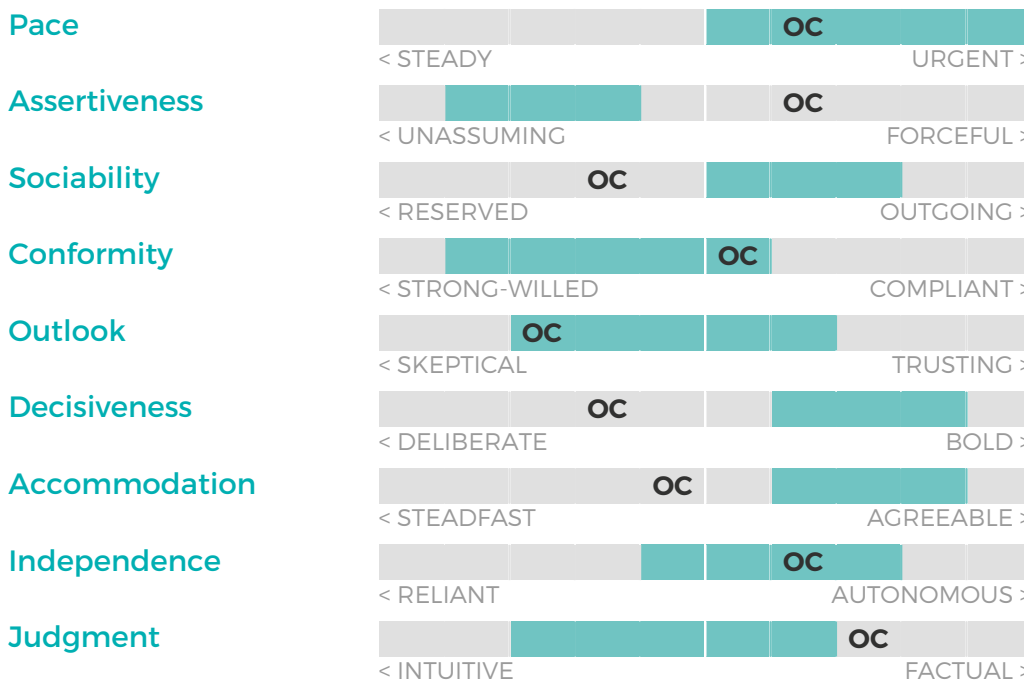


Performance Model = highlighted boxes; Oliver's placement = his initials

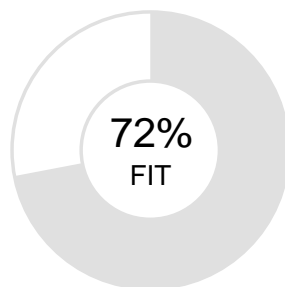
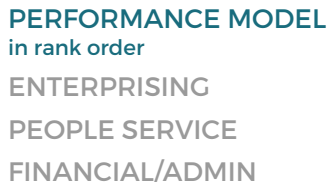
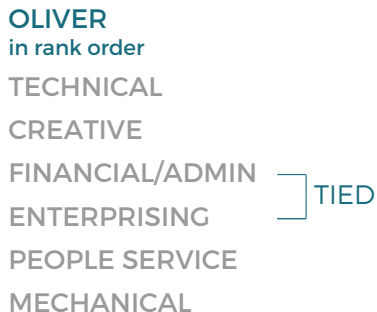
## THINKING STYLE



## BEHAVIORAL TRAITS



## INTERESTS



# PERFORMANCE MODEL

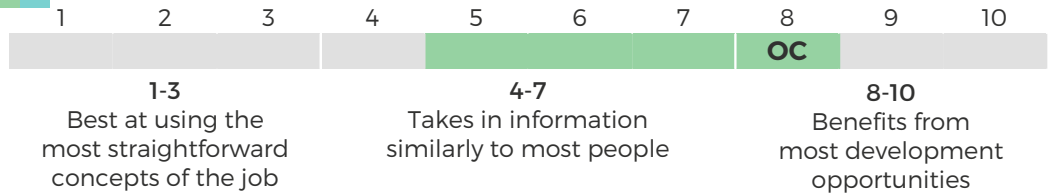
For \*\* Sample Position for PXT Select \*\*

The highlighted boxes represent the \*\* Sample 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

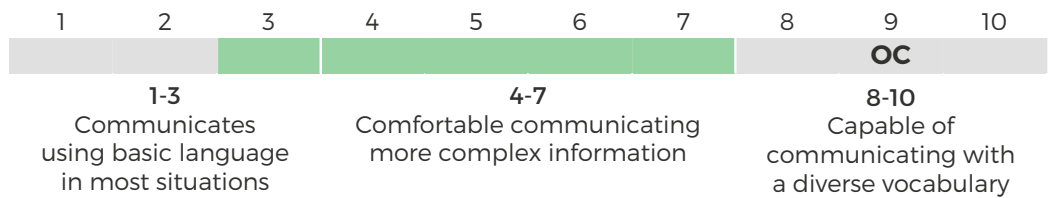


**Ideal Candidate:** Salesperson who assimilates information with minimal confusion and can pick up new selling concepts and techniques easily.

**Oliver: Fits the Performance Model.**

### Verbal Skill

A measure of vocabulary

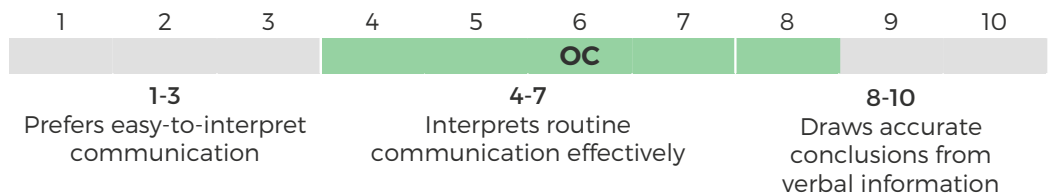


**Ideal Candidate:** Salesperson who can process moderately complex language and uses an average vocabulary to explain and market a product to a client.

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

### Verbal Reasoning

Using words for reasoning and problem solving

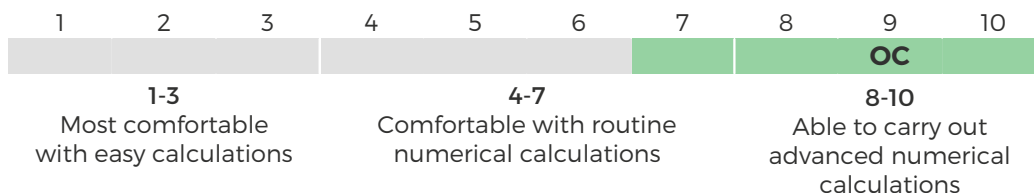


**Ideal Candidate:** Salesperson who interprets routine communications effectively with an ability to analyze more complex verbal interactions.

**Oliver: Fits the Performance Model.**

### Numerical Ability

A measure of numerical calculation ability

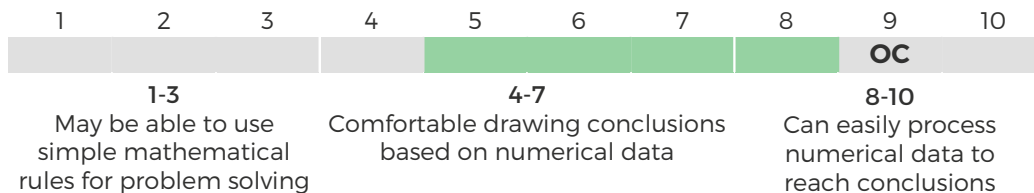


**Ideal Candidate:** Salesperson who performs intricate calculations easily and is comfortable working with complex data when interacting with clients.

**Oliver:** Fits the Performance Model.

### Numeric Reasoning

Using numbers as a basis in reasoning and problem solving



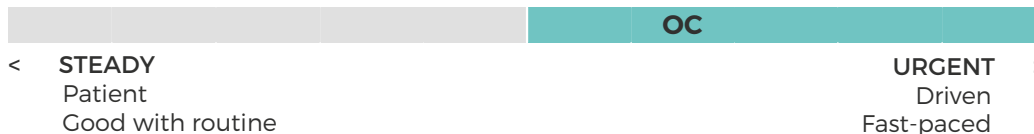
**Ideal Candidate:** Salesperson who is reasonably efficient in using numerical data in decision making and selling and requires little assistance in processing charts and graphs.

**Oliver:** Can work with numerical data at a more advanced level than the position requires, suggesting that he may have unused talents in this area.

## 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.

**Oliver:** Fits the Performance Model.

### Assertiveness

Expression of opinions and need for control

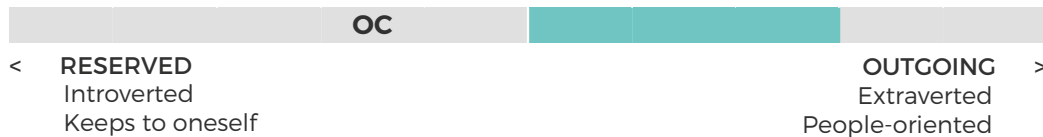


**Ideal Candidate:** Salesperson who is content to follow direction in an amicable environment and appreciates a more subtle and softer approach to selling.

**Oliver:** May wish to assert a stronger presence than is typical for success in this position.

### Sociability

Desire for interaction with others

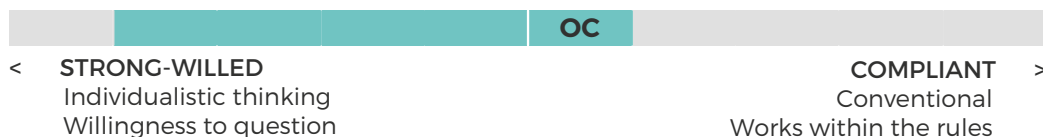


**Ideal Candidate:** Salesperson who is motivated to present his ideas and products to new prospects and can comfortably carry on meaningful conversations with others.

**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:** Salesperson who is effective without direct supervision, yet welcomes some structure and supervision as needed.

**Oliver:** Fits the Performance Model.

### Outlook

Anticipation of outcomes and motives



**Ideal Candidate:** Salesperson who raises meaningful questions throughout the sales process to avoid being misled, but can maintain a positive attitude at times.

**Oliver:** Fits the Performance Model.

### Decisiveness

Use of speed and caution to make decisions



**Ideal Candidate:** Salesperson who makes quick and timely decisions and is typically willing to take risks in order to get the sale.

**Oliver:** May have more difficulty taking decisive action when under pressure from fast-paced clients.

### Accommodation

Inclination to tend to others' needs and ideas



**Ideal Candidate:** Salesperson who strives to accommodate the needs of customers and prospects.

**Oliver:** May be less willing to compromise with a client and let go of his perspectives than is typical for those most successful in this position.

### 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.

**Oliver:** Fits the Performance Model.

### Judgment

Basis for forming opinions and making decisions



**Ideal Candidate:** Salesperson who is most successful when relying on intuition, yet knows the value of considering objective information to make decisions.

**Oliver:** Could overlook the 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 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. Salespeople with this interest may enjoy promoting technical improvements and high-tech gadgetry.

#### 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.

#### 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

#### 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.

#### 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.

#### 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.



# CRITICAL SALES PRACTICES

## Oliver Chase & \*\* Sample Position for PXT Select \*\*

This section is descriptive of eight sales practices, derived directly from the behavioral scales, and how Oliver might demonstrate them (if relevant to the \*\* Sample Position for PXT Select \*\* role).

### Prospecting

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

- He will probably be most effective in prospecting when it is done in brief spurts of activity rather than over an extended period of time.
- Oliver may be somewhat careful in determining what qualifies as a solid lead.
- Oliver may be unwilling to identify key prospective clients if he lacks ample data.
- Because Oliver is fairly skeptical, he may be more likely to question the feasibility of potential clients, perhaps evaluating the opportunity with a more critical eye.

### Initiating Contact

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

- Oliver 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 Oliver typically avoids small talk, he may be able to step out of his box for the purpose of establishing contact with a new client.
- When it comes to approaching new contacts, Oliver may prefer a process that is systematic and makes logical sense to him .
- With a high drive to get things done, Oliver will likely reach out to new clients in a timely manner, while also balancing the importance of being strategic about the first contact point.

### Building and Maintaining Relationships

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

- While Oliver can carry on conversations with others, he is not highly outgoing and so may sometimes come across as a little distant with clients.
- Correctly or not, Oliver may sometimes be skeptical that clients will follow through on their word.
- Although Oliver is fairly assertive, he's unlikely to come across as so forceful or opinionated that clients are turned off.
- Because Oliver is logical and focused on facts, he will probably appeal to like-minded clients.

## Closing the Sale

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

- From an interpersonal perspective, Oliver is fairly assertive and he may show little reluctance in pushing a client toward a close.
- Because Oliver is a bit more cautious than bold, he may want to make sure that he has covered all his bases before closing.
- Oliver likely only moves forward to complete a transaction when the sale makes logical sense and the facts are there to support the close.
- Oliver may sometimes be skeptical that a client will follow through on their stated intentions when the time comes around to close the sale.

## Self-Starting

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

- Oliver wants to get things done, but can be patient in making sure things are set up properly in order to achieve goals.
- Oliver will likely work out the details of how to complete tasks on his own, but will ask for help and guidance as needed when undertaking a new project.
- Oliver likely prefers to follow the guidelines of others when getting going on new things, but knows how to challenge conventional thinking when necessary.
- Oliver 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.

- Oliver may have little trouble taking things in his own hands to get things done, but will ask for help when needed.
- Oliver may be most attracted to logical or by-the-book approaches to problem solving, relying less on his hunches or intuition.
- Oliver knows how to work within established guidelines, which benefits him when efficient processes are in place.
- Because Oliver has a skeptical approach, he may sometimes focus more on the potential drawbacks of different resources rather than their benefits.

## Coachability

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

- Because Oliver is a little more skeptical in nature, he may be most open to feedback when it is backed up by ample evidence.
- Oliver may be most open to feedback that is backed by logic and data.
- Because Oliver typically responds well to structure set by others, he is generally willing to run with the advice others provide.
- Because Oliver can be slow to ask for help and likes to do things on his own, he may be slow to seek out guidance when stuck.

## Working with a Team

Working collectively and cooperatively to achieve a shared goal.

- It is possible that his skepticism could, in small ways, contribute to more cynicism on the team.
- Generally speaking, Oliver will probably stick by his opinions, but also be willing to bend when it is for the good of the team.
- Oliver may be more inclined to follow his own path; however, he is usually able to work with others to achieve a goal if necessary.
- Oliver is likely able to adapt his pace to that of the team's, making getting things done together much easier.

# INTERVIEW QUESTIONS

Oliver Chase & \*\* Sample 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 Position for PXT Select \*\*.

### Assertiveness

MORE FORCEFUL THAN PERFORMANCE MODEL

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

→ Listen for: how willing he is to soften his level of assertiveness or defer to others when a situation calls for it.

1. When working with a client, how do you get buy-in if you think that you have a better solution to meet the client's needs than what the client has in mind.
2. Describe a recent situation where you felt it was best to defer to others or not take action with a particular client. What was the result?

### 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.

3. Describe a time when you waited too long to make a decision. What were the consequences? What would you do differently?
4. 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.

### Verbal Skill

ABOVE PERFORMANCE MODEL

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.

5. 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?
6. 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?

## 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 Position for PXT Select \*\*.

### Verbal Reasoning

FITS PERFORMANCE MODEL

→ Listen for: how he assesses and applies information for different settings, tasks, and clients.

7. Describe a situation in which you received information from a client or customer that seemed to be missing key elements. What did you do to fix the situation and make sure that you fully and correctly understood the message being conveyed?
8. Tell me about a time when you discovered there had been a miscommunication between you and a client or customer. 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.

9. 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 ?
10. When you are asked to use new mathematical processes at work, such as pricing or measurements, how long does it take for you to become comfortable with them?

### Pace

FITS PERFORMANCE MODEL

→ Listen for: how willing he is to adjust his own pace to meet the needs of his clients.

11. Describe a time when you were working toward an aggressive deadline or closing date. How did you manage your workload?
12. When you are assigned a task to complete without a specific deadline, what are some ways you keep yourself motivated?

## QUESTIONS FOR REMAINING SCALES

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

### Numeric Reasoning

#### ABOVE PERFORMANCE MODEL

He can efficiently base his decisions on numerical data.

☞ Listen for: how successfully he communicates numerical concepts, or if he gets frustrated when working with people with different numerical skill levels.

13. If you analyze numerical data and find that it calls for a change—such as reallocating resources or adjusting a process—how would you convince others that the change is needed?
14. Tell me about a time you had to use mathematical concepts or reasoning to solve a problem. How did you communicate your message for those with different levels of training or skill?

### 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.

15. What are some practices you've used to develop and maintain strong relationships with clients and customers?
16. 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?

### Conformity

#### FITS PERFORMANCE MODEL

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

17. 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?
18. Describe a situation where you had to push repeatedly for your opinion. Would you handle the situation differently today? Why or why not?

**Outlook****FITS PERFORMANCE MODEL**

He tends to be skeptical and looks for evidence to back up a claim.

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

19. When considering others' ideas, what steps do you take to evaluate the ideas? Give me some specific examples.
20. 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.

**Accommodation****MORE STEADFAST THAN PERFORMANCE MODEL**

He may be inclined to express disagreement and defend his opinions, but will go along with the group to avoid too much disruption.

➔ **Listen for: how willing he is to compromise with a client when his own ideas differ.**

21. Tell me about a time when you were swayed by a client's argument regarding a product or the sales process. What was the outcome?
22. How can conflict be a positive factor in the workplace? Give me examples from your own experience.

**Independence****FITS PERFORMANCE MODEL**

➔ **Listen for: the level of guidance he prefers and whether he has been satisfied with guidance in the past.**

23. 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?
24. Describe an example of the ideal level of guidance you'd like to receive from a sales manager before you start working with a new client.

**Judgment****MORE FACTUAL THAN PERFORMANCE MODEL**

He may base decisions mostly on observable behaviors and information.

☞ **Listen for: his ability to make decisions given available information, even if it is not based on fact.**

25. In your experience, what are the benefits of basing decisions on facts alone? When might this approach be problematic?
26. If you need to make a decision without as much factual information or hard evidence as you'd like, how do you proceed?