PXT SELECT™
A Wiley Brand

Report Guide

Simple. Human. Smart.

GENERAL INFORMATION
PXT SELECT™ REPORTS
QUICK REFERENCE GUIDE

PROVIDED BY

Talent Management Initiatives
Hire Smarter-Manage Better
info@talentmanagementinitiatives.com
317-776-2727 office 317-753-9210 cell
www.talentmanagementinitiatives.com

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GENERAL INFORMATION

The Selection Process

Employee selection is the process of placing the right person in the right job by matching organization requirements with the skills and qualifications of candidates. There are many factors to consider when hiring a candidate, and there's a lot at stake. Hiring the wrong person for a job can mean a great deal of pain and hassle for all involved—from the organization to the hiring manager and team to the new employee. In contrast, hiring the right person can open up new opportunities and capabilities for an organization.

Because so much is at stake, many organizations take the selection process very seriously. Depending on the complexity of the position and organization requirements, selection practices may include recruiting, pre-screening, employment testing, selection interviews, drug tests, background checks, placement, and onboarding.

The PXT Select™ assessment is based on over 20 years of research and can provide organizations with a fuller picture of candidates. It provides the hiring manager with insight into a candidate's cognitive abilities, behavioral traits, and interests, including tips about the candidate's potential job fit and relevant job-specific interview questions.

As beneficial as PXT Select is, however, **employers should never make hiring decisions based solely on selection assessment results.** While PXT Select helps fill in the gap between the resume and the interview, no tool can capture that picture completely. As with any other selection assessment, the PXT Select results should account for no more than one-third of a hiring decision. Organizations should also consider the information they gain from other parts of their selection process in choosing a candidate.

The Assessment

PXT Select is a multiple-choice, online assessment that measures the candidate's cognitive abilities, behavioral traits, and interests. To take the assessment, candidates receive an email invitation with a link that directs them to the online Assessment Center. Once there, they will be given instructions on how to proceed.

Most candidates set aside an hour to complete the assessment, though some people need more time while others require less. The candidate's comfort level with the questions and the adaptive nature of the assessment impact how long the assessment will take for each individual.

In order to maximize the assessment's precision with the fewest number of questions, the PXT Select assessment uses **adaptive testing** (AT). This means the system successively selects questions based on what it knows about the candidate from his or her previous responses. From the candidate's perspective, the difficulty of the exam tailors itself to his or her level of ability. No two candidates will have the exact same assessment experience.

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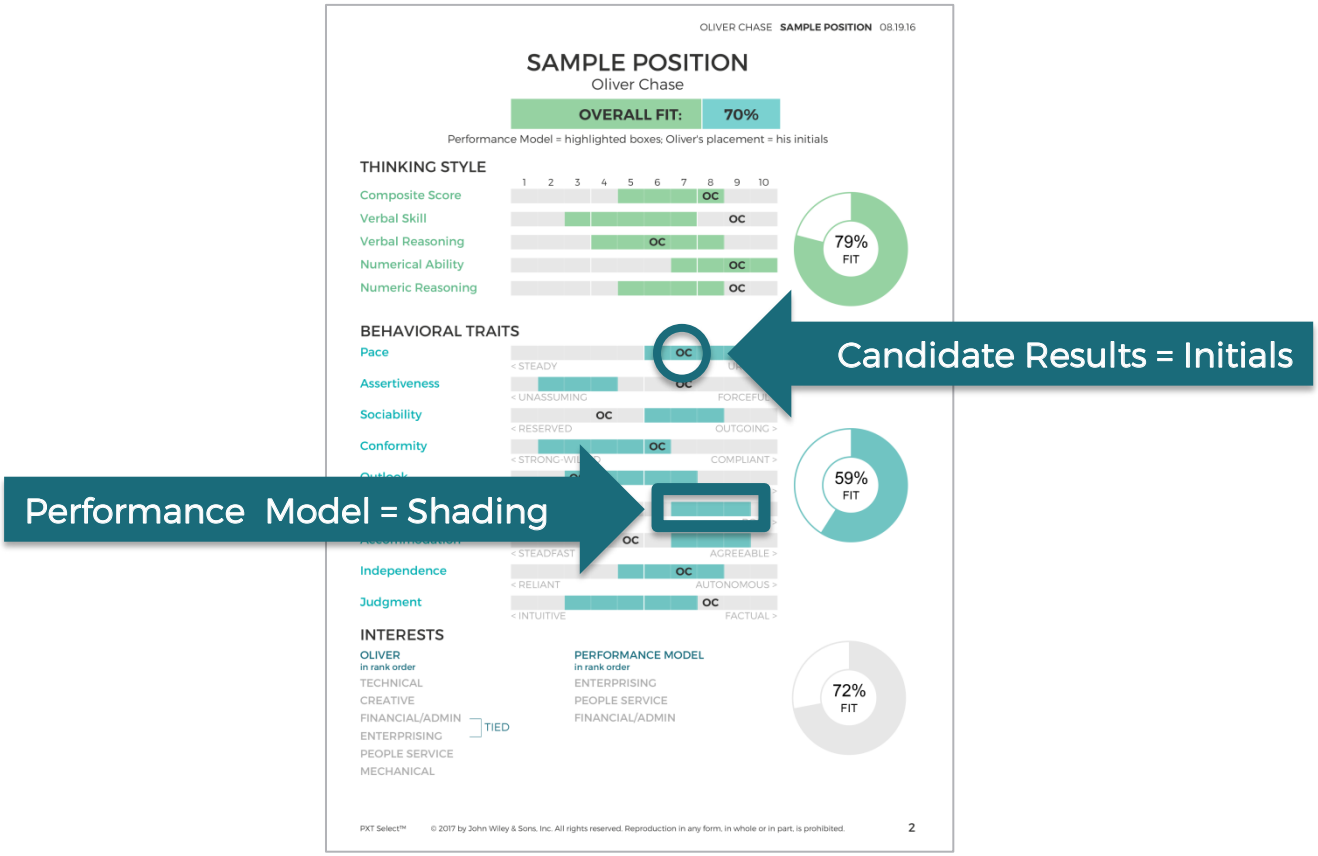
Performance Models

A Performance Model is a snapshot of the preferred traits for a given job. It shows the position's ranges for each of the Thinking Style (cognitive abilities) and Behavioral Traits scales. For example, it will indicate whether the job calls for a more urgent pace or a steadier pace. When reviewing a candidate's PXT Select™ assessment results, you will quickly be able to see whether the candidate falls within or outside the range.

The Performance Model also indicates how the candidate's interests line up with the position. The greater the degree of alignment between the individual's top three interests and the top three interests in the Performance Model, the higher the candidate's percent fit for the interests.



Essentially, the Performance Model puts a candidate's scores in context. Each candidate should be compared to the Performance Model that most closely corresponds to the position for which he or she is applying. PXT Select has an expanding library of Performance Models as well as the flexibility to let a user create a new Performance Model. Each Library Performance Model has been tested to ensure that it reflects the ranges of people who have been successful in that particular job.

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To **build a Performance Model** for a specific position, there are three primary sources of data that may be used:

- Library Performance Models
- Job Analysis Surveys
- Concurrent Study

Some of the Performance Model building methods may be used alone, while others are only supporting methods, as noted in the descriptions below. Regardless of whether the method can be used alone, you have the option of combining it with the other methods. The objective is to use the best information you have available to create the strongest model for job fit.

Library Performance Models (Can be used alone or with other methods)

- The PXT Select™ product includes a growing online library of Performance Models.
- Library models can be used as-is or as a basis for developing a customized model.
- The PXT Select Performance Model Library was developed in two ways: (1) by examining our own data set of tens of thousands of top and bottom performers to understand what traits are common to people who are successful in different positions, ; and (2) by using data about job requirements and successful performance from the U.S. Department of Labor's O*Net database.
- Each Library Performance Model includes a description, which you can use to compare against the target position's job description before selecting the model.
- The Performance Model descriptions are generally aligned with those found in the U.S. government's online occupational directory.

Job Analysis Survey (Can only be used to support other methods)

- The Job Analysis Survey (JAS) allows you to tailor a Library Performance Model to fit an organization's unique requirements for a specific job. It includes questions about different job-related activities.
- A JAS is completed by one or more individuals who supervise the position and who are very familiar with what is required to perform successfully in that position.
- Once completed, the data from the JAS is combined with input from other sources, like a Library Performance Model or top-performer data, to build a new model.
- One or more Job Analysis Surveys may be used in this process.

Concurrent Study (Can be used alone or with other methods)

- The Concurrent Study approach allows you to use PXT Select assessment results from your organization's top performers in the position to build a Performance Model. We recommend using a minimum of 30 participants. The closer you are to 30 or more participants, the more reliable the Performance Model will be.
- Once the participants in your study have completed the assessment, you identify which of the individuals are the top performers. The system will then use this data to build a Performance Model.

As noted above, you may combine methods to create a Performance Model. For example, you could use a Library Performance Model with a JAS. Or, if you're interested in running a concurrent study but don't have 30 participants, you could compare your concurrent model to the corresponding Performance Model in the library and adjust accordingly. Whatever combination you choose, the objective is to use the best data you have on hand to create the model.

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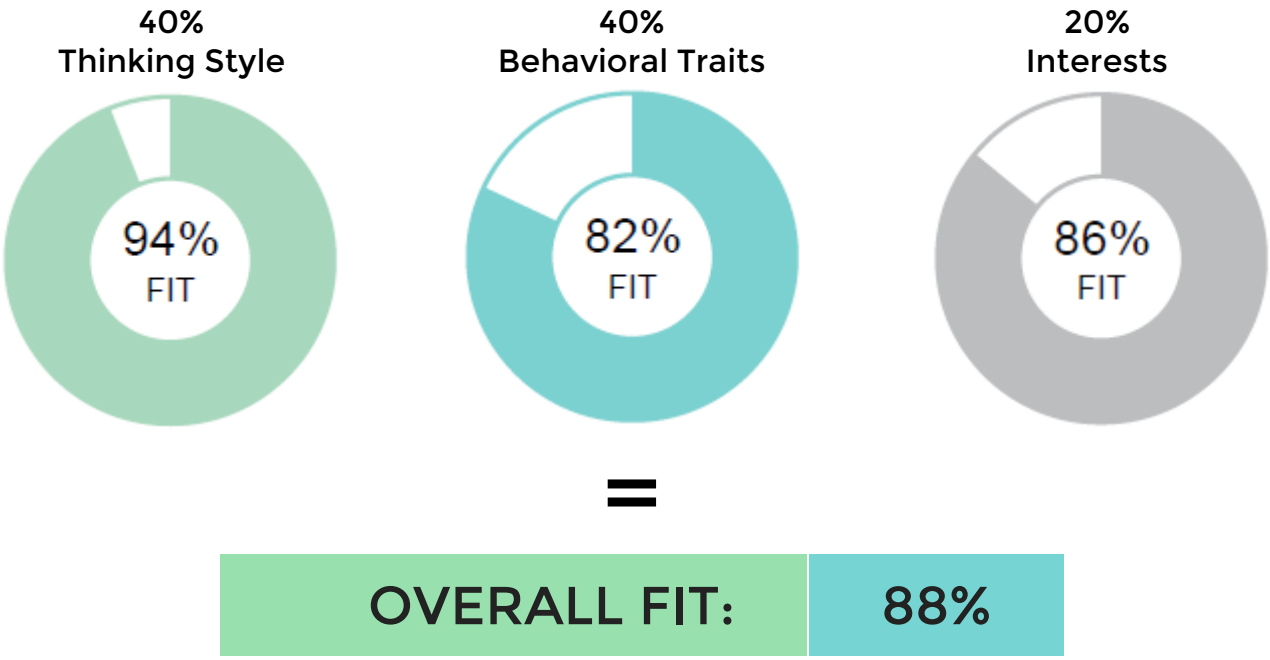
Percent Fit

The Overall Fit percentage indicates how well a candidate aligns with the position's Performance Model as a whole. The Overall Fit that is reported could range from 25 percent to 95 percent. Although the assessment calculates ranges from 1 percent to 100 percent, values below 25 percent and above 95 percent tend to be too extreme to be useful and don't really help predict greater or less success on the job.

The Overall Fit percentage is derived from the fit calculations for Thinking Style, Behavioral Traits, and Interests. The relative weighting of each section is as follows: 40 percent for Thinking Style, 40 percent for Behavioral Traits, and 20 percent for Interests.

Weighted:



Looking at a candidate's fit to the expectations of the job can help a hiring manager determine when more information may be required. For example, when a candidate is outside one of the desired ranges, the hiring manager may want to consider how soon the candidate will need to demonstrate proficiency in that particular area or what types of opportunities the position allows for the candidate to adapt and/or refine behavior. The hiring manager may also want to use the interview questions to gather more qualitative data from the candidate and see how the individual has learned to adapt in this area in the past.

Although Overall Fit is an important piece of information, it should never be used as the sole data point in deciding whether to hire someone. As noted earlier, we recommend the assessment results serve as no more than one-third of the overall decision to place a candidate.

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Distortion

When taking the assessment, some candidates may answer in a way that is socially desirable or that makes them look better, rather than respond candidly and risk disapproval. In other words, they may "distort" their responses.

PXT Select™ flags instances when it's possible that a candidate may not have been completely candid in responding to the assessment. Although it's useful to know whether distortion was likely, it cannot be detected with absolute certainty. Therefore, a report of "distortion" should never be treated as absolutely certain. Instead, the possibility of distortion is flagged so that the hiring manager can place extra emphasis on the interview to assess whether the candidate's experiences align with their assessment results.

A statement about distortion will appear in many of the PXT Select reports. If distortion *is* detected, the statement will look like the following example. If distortion is *not* detected, some reports (as noted in the lists below) will still explain what distortion is but state that it wasn't detected for the candidate.

> **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 her assessment results, there is a chance that **Sarah'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.

The following reports include a statement on Distortion **whether or not** it is flagged in a candidate's responses:

- Comprehensive Selection Report
- Sales: Comprehensive Selection Report
- Coaching Report
- Sales: Coaching Report

The following include a statement on Distortion **only** if it is flagged in a candidate's responses:

- Manager-Employee Report
- Multiple Candidates Report
- Multiple Positions Report

The following reports **do not include** a statement on Distortion:

- Individual's Feedback Report
- Sales: Individual's Feedback Report
- Individual's Graph Report
- Performance Model Report
- Team Report

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SELECTION REPORTS

Comprehensive Selection Report

This is the **primary report** to use for selection purposes.

It provides **one candidate's** results in graph and narrative form and compares those results to a **single performance model.**

All **terminology is defined**, so there is no interpretation needed beyond the report itself.

The report includes **customized interview questions**.

This report defines what **Distortion** is and whether it was detected in the candidate's responses.

The PXT Select™ Comprehensive Selection Report is the primary report used for candidate selection. This report provides the most thorough view of the candidate data. The report is organized into three main parts: Results Summary, information about the Performance Model, and Interview Questions.

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

The image above appears on page 1 of the Comprehensive Selection Report

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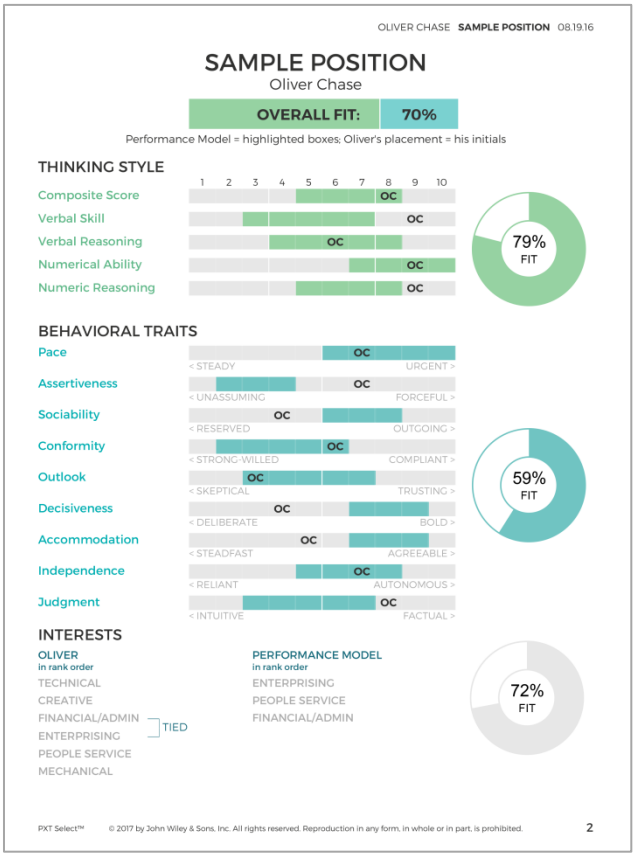
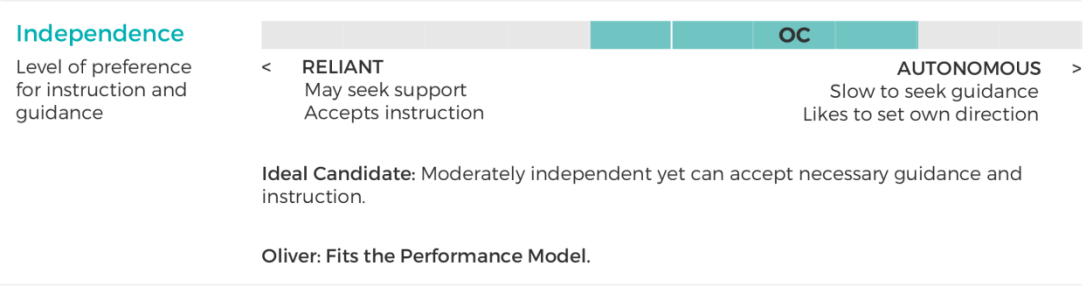
On **page 2**, you will find the assessment **results summary**, where you can see, at a glance, the Performance Model and how the candidate performed on the three sections of the assessment: Thinking Style, Behavioral Traits, and Interests.



In the Interests section, you will see two lists—one for the candidate's interests and one for the Performance Model. PXT Select measures a total of six interests, and all six are shown in the candidate's list. The interests are ordered based on the candidate's responses to the assessment, with the highest scoring interest at the top of the list, and the lowest scoring interest at the bottom. You will also see an indication of any two-way or three-way ties, if they occur. In the Performance Model list, you will only see the top three interests for the position, in rank order from highest to lowest.

On **pages 3-6**, you will find a detailed explanation of the Thinking Style and Behavioral Traits Performance Model ranges. Each also provides statements about the ideal candidate and the participant. On **page 7**, you'll find more information on Interests.

Example of a Thinking Style scale from page 3



Example of a Behavioral Trait scale from page 6

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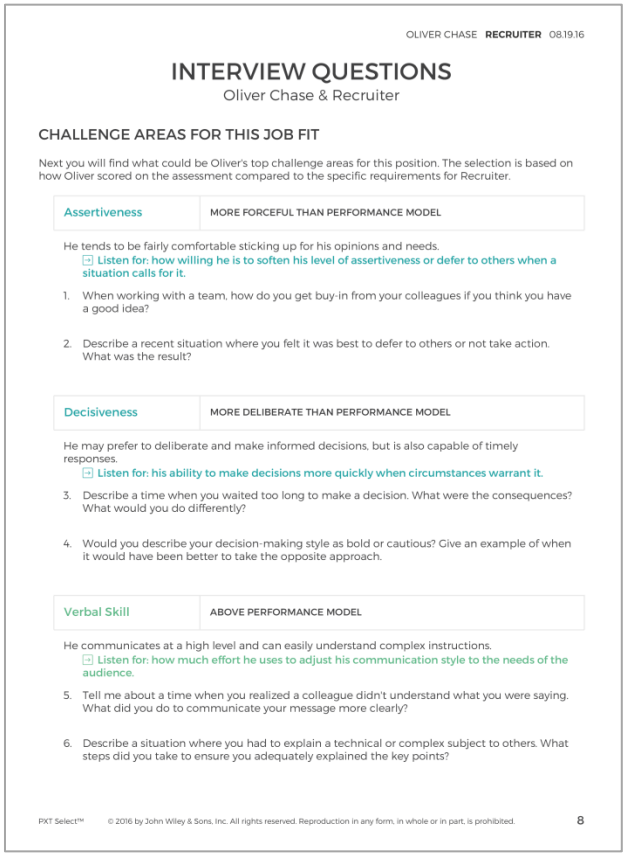
In addition, PXT Select™ provides **Interview Questions** that are tailored to the candidate, based on the individual's assessment results and the Performance Model for the position, to make the interviewing process more effective. The Interview Questions have been reviewed and tested to help you get the best qualitative answers from candidates. For example, if the assessment has identified a candidate as highly assertive when the Performance Model calls for a diplomatic approach, the report provides questions to help you assess how well the candidate has adapted to be diplomatic in the past and to understand how the individual might make such adjustments in the new position.

On **pages 8-12**, you get a comprehensive list of Interview Questions. In addition to the personalized questions that take into account the candidate's fit to the Performance Model, you will see "listen for" tips about what to watch for in the candidate's response.

The questions are organized by the candidate's top three challenge areas (page 8) and top three strengths (page 9), based on the individual's fit to the Performance Model for each scale. Pages 10-12 include questions on all the remaining scales.



OLIVER CHASE **RECRUITER** 08.19.16

INTERVIEW QUESTIONS

Oliver Chase & Recruiter

CHALLENGE AREAS FOR THIS JOB FIT

Next 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 Recruiter.

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 team, how do you get buy-in from your colleagues if you think you have a good idea?
2. Describe a recent situation where you felt it was best to defer to others or not take action. 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 a colleague didn't understand what you were saying. 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 others. What steps did you take to ensure you adequately explained the key points?

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Example of page 9 (varies based on candidate scores)

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Sales: Comprehensive Selection Report

This is the **primary report** to use for selection purposes with a **sales focus.**

It provides **one candidate's** results in graph and narrative form and compares those results to a **single performance model.**

All **terminology is defined** within a **sales context**.

The report includes **customized interview questions** tailored to fit **sales positions**.

It also includes eight **Critical Sales Practices** derived directly from the behavioral scales.

This report defines what **Distortion** is and whether it was detected in the candidate's responses.

The PXT Select™ Sales: Comprehensive Selection Report is the primary report used for selection of sales positions. It differs from the Comprehensive Selection Report in that it includes a section on **Critical Sales Practices** and also incorporates sales-related language throughout the report. These differences are highlighted below, but make sure to reference Comprehensive Selection Report on page 8 for a full description of this actionable report.

What's in this report?

RESULTS SUMMARY	CRITICAL SALES PRACTICES	INTERVIEW QUESTIONS
Candidate's results from the assessment compared to the Performance Model	Deeper dive into sales-related practices with candidate interpretation	Series of personalized questions based on the candidate's fit to the Performance Model

The image above appears on page 1 of the Sales: Comprehensive Selection Report

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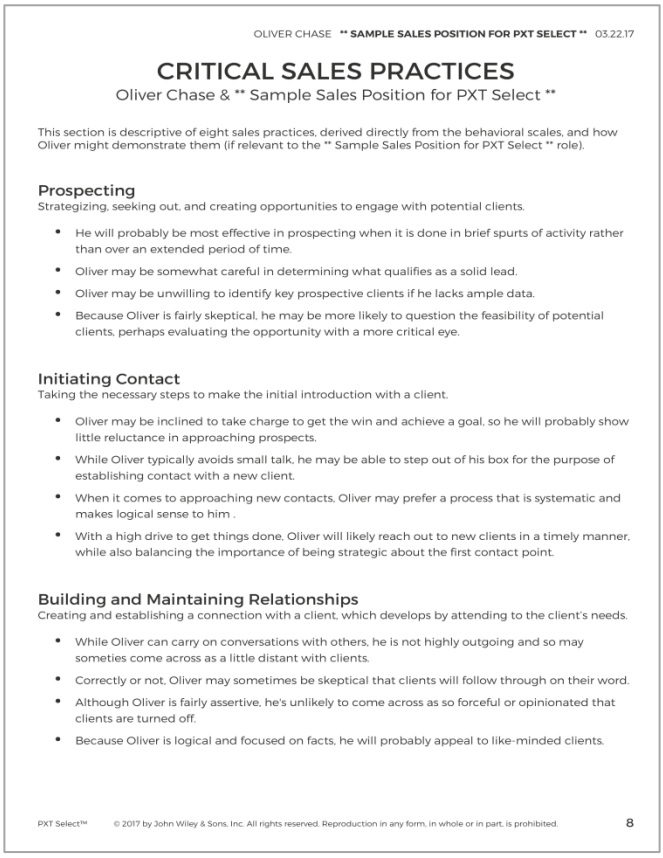
On **pages 9-10,** you will find the **Critical Sales Practices**. This section describes each practice which are derived from a combination of the behavioral scales, and describes how the participant may demonstrate each in a sales role.



OLIVER CHASE ** SAMPLE SALES POSITION FOR PXT SELECT ** 03.22.17

CRITICAL SALES PRACTICES

Oliver Chase & ** Sample Sales 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 Sales 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 someties 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.

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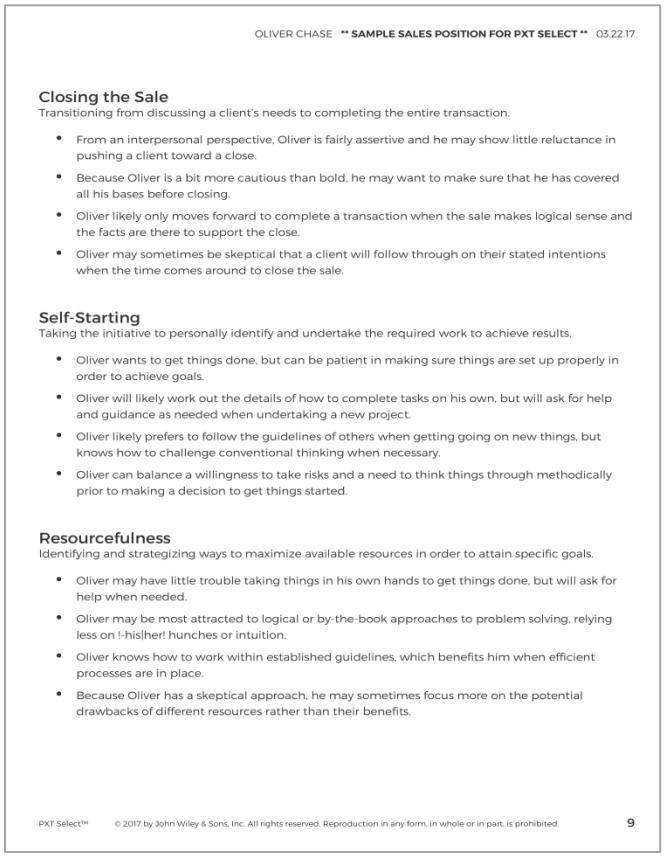

OLIVER CHASE ** SAMPLE SALES POSITION FOR PXT SELECT ** 03.22.17

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|her! 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.

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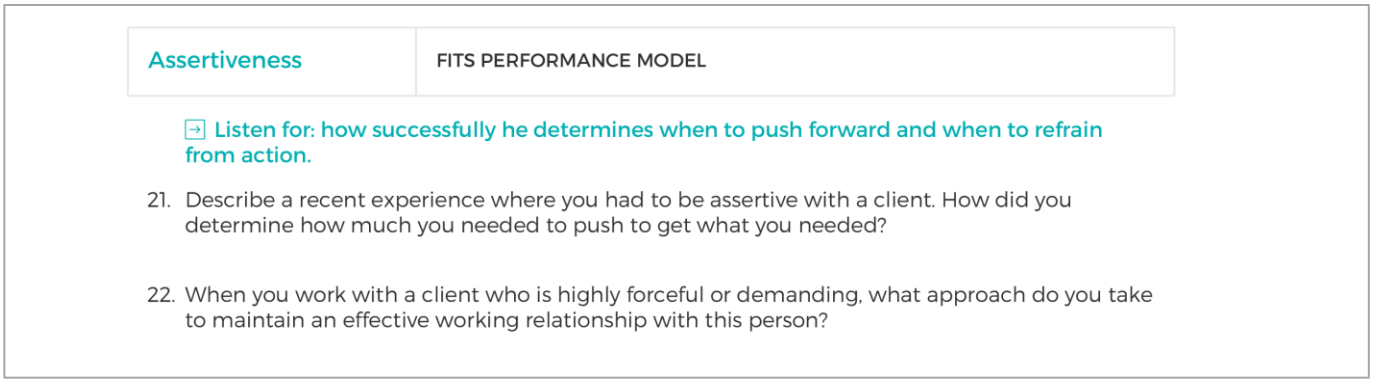
Example of the Critical Sales Practices on pages 9-10.

The Sales version of the Comprehensive Selection Report uses sales-related language and context through the entire report. See here an example of sales-specific interview questions that were dynamically generated based on the participant's assessment results.



Assertiveness	FITS PERFORMANCE MODEL

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 client. How did you determine how much you needed to push to get what you needed?

22. 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?

Example of an interview question from pages 11-15.

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Multiple Candidates Report

This is the report to use to compare **multiple candidates** for **one position.**

It compares the candidates' results in graph form and plots them all on a **single Performance Model.**

The Thinking Style and Behavioral Traits **scales are defined** in the report, as are the three Interests relevant to the Performance Model.

If **Distortion** has been flagged in any of the candidates' results, it is indicated and defined in this report.

When you have multiple candidates to screen or interview for the same position, the Multiple Candidates Report is a helpful tool in the selection process. This report aggregates several candidates into one document and shows the fit percentages for each candidate against the same position's Performance Model. It reports on Thinking Style, Behavioral Traits, and Interests for all the candidates you choose to compare.

What's in this report?

CANDIDATE FIT	COMPARISON	PERFORMANCE MODEL
Each candidate's results from the assessment compared to the Performance Model	Candidates' results for each scale are placed together for easy comparison	Range of scores on each scale typical for success in the position

The image above appears on page 1 of the Multiple Candidates Report

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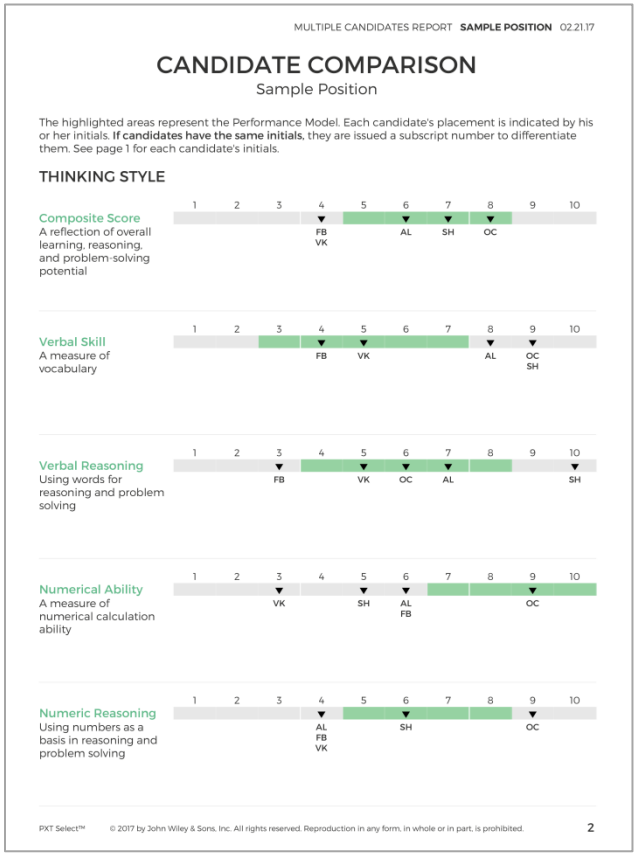
Page 1 will list all of the candidates included in the report ordered by highest Overall Fit score. If candidates have the same initials, they will be issued a subscript number.

If candidates have the same initials, they will be issued a subscript number to differentiate them.

Candidates	% Fit
ANDREW LANGLEY (AL)	**77%**
OLIVER CHASE (OC)	**70%**
FIA BYRD (FB)	**66%**
SAMAIRA HARI (SH)	**65%**
VICTOR KAPUR (VK)	**54%**

Example of list of candidates from Page 1

Pages 2-4 show the candidates' initials placed on each scale for easy comparison. Initials can stack so you have the ability to compare many candidates at once.



MULTIPLE CANDIDATES REPORT **SAMPLE POSITION** 02.21.17

CANDIDATE COMPARISON

Sample Position

The highlighted areas represent the Performance Model. Each candidate's placement is indicated by his or her initials. **If candidates have the same initials**, they are issued a subscript number to differentiate them. See page 1 for each candidate's initials.

THINKING STYLE

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

Verbal Skill — A measure of vocabulary

Verbal Reasoning — Using words for reasoning and problem solving

Numerical Ability — A measure of numerical calculation ability

Numeric Reasoning — Using numbers as a basis in reasoning and problem solving

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Example page 2 of Multiple Candidates Report

MULTIPLE CANDIDATES REPORT **SAMPLE POSITION** 02.21.17

BEHAVIORAL TRAITS

Pace — Overall rate of task completion (< STEADY … URGENT >)

Assertiveness — Expression of opinions and need for control (< UNASSUMING … FORCEFUL >)

Sociability — Desire for interaction with others (< RESERVED … OUTGOING >)

Conformity — Attitude on policies and supervision (< STRONG-WILLED … COMPLIANT >)

Outlook — Anticipation of outcomes and motives (< SKEPTICAL … TRUSTING >)

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Example page 3 of Multiple Candidates Report

Page 5 shows the top three Interests associated with the Performance Model in descending order, along with definitions of each. If it is also a top Interest for one of the candidates, that candidate's initials will be listed to the right.

An explanation of **distortion** will also be mentioned on page 5 **only if it was detected** in any of the candidates' results.

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Multiple Positions Report

This is the report to use to compare **one candidate** to **several positions** and is especially helpful when you are hiring for multiple positions.

It shows the candidate's results in graph form compared to **each Performance Model** chosen.

The report is organized by fit, from the position with the highest **Overall Fit score** to that with the lowest.

If **Distortion** has been flagged in the candidate's results, it will be indicated and the report will include an appendix with an explanation of Distortion.

The report is useful for both selection and development. In selection, hiring managers can create a comparison to find the best position for a candidate in their database, even positions the candidate did not originally know about or apply for. When used for employee development purposes, the report shows how aligned an individual is to different positions in the organization that may be part of his or her career path. Managers can then use the report to help the employee prepare for future roles.

As long as a candidate or employee has taken the PXT Select™ assessment in the past, the same data can be used to compare him or her to any position.

What's in this report?

% FIT	PERFORMANCE MODELS	CANDIDATE FIT
The candidate's Overall Fit for each of the positions, shown below	Range of scores typical for success in each position	Candidate's results from the assessment compared to the Performance Models

The image above appears on page 1 of the Multiple Positions Report

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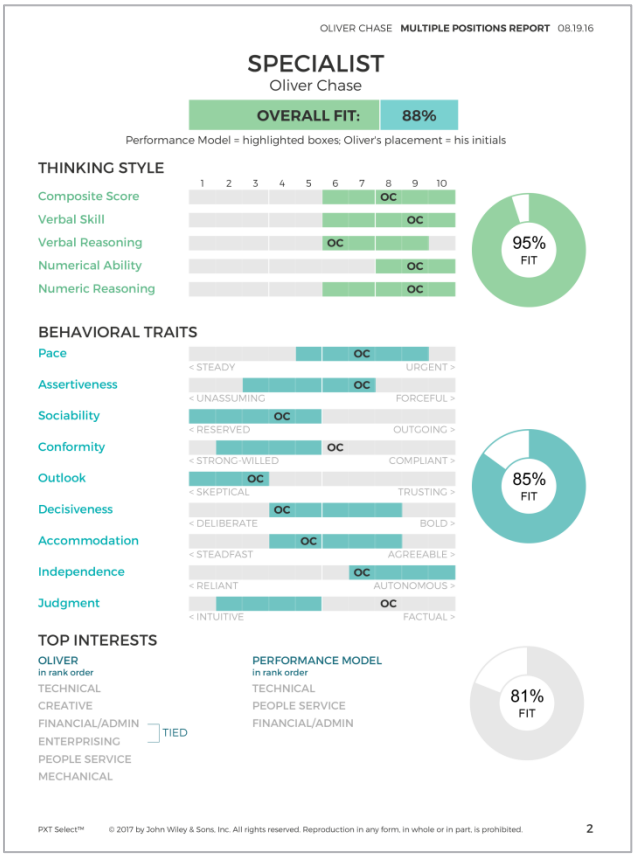
Page 1 will list all of the positions included in the report, ordered from highest Overall Fit score to lowest.

Example of list of positions from page 1

The following pages in the report show the Results Summary with the candidate's or employee's results plotted against the Performance Model for each of the listed positions.



Example of Results Summary used on subsequent pages

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Performance Model Report

This report shows **one Performance Model.**

It illustrates the **desired ranges** for Thinking Style and Behavioral Traits and the top three Interests for a single position.

All **terminology is defined**, so there is no interpretation needed beyond the report itself.

It **does not include** candidate data or Distortion.

This report features the Performance Model for a given position, outlining the position's desired range of scores. The report also provides insight into the meaning of each scale and loosely describes the ideal candidate for the role.

What's in this report?

PERFORMANCE MODEL	DEFINITIONS	IDEAL CANDIDATE
Range of scores typical for success in the position	Each of the styles and traits will be defined	A statement describing the ideal candidate for this position will appear for each style and trait

The image above appears on page 1 of the Performance Model Report

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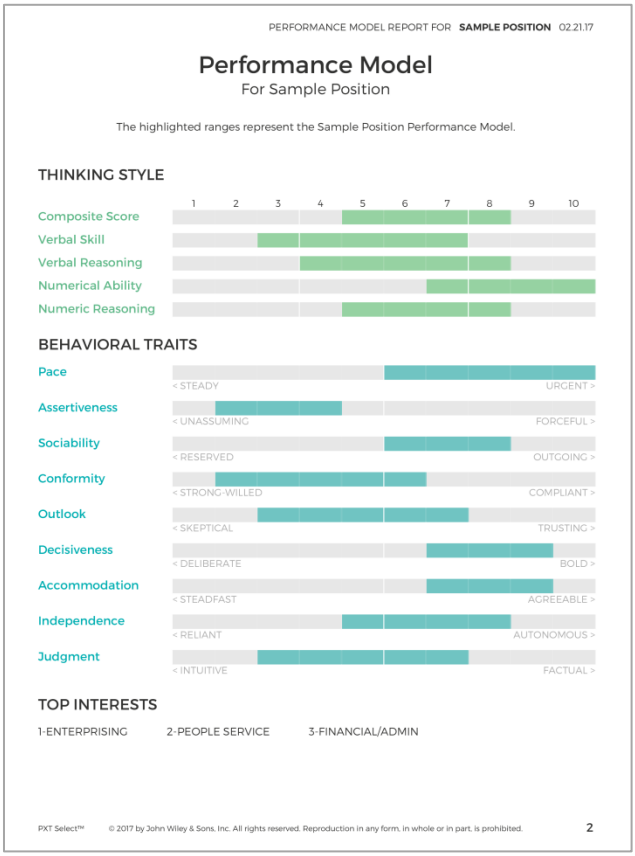
Page 2 shows the desired range of scores for the Thinking Style and Behavioral Traits scales in graphic form. It also lists the top three Interests for the Performance Model in order, from left to right.



PERFORMANCE MODEL REPORT FOR **SAMPLE POSITION** 02.21.17

Performance Model

For Sample Position

The highlighted ranges represent the Sample Position Performance Model.

THINKING STYLE

1 2 3 4 5 6 7 8 9 10

- Composite Score
- Verbal Skill
- Verbal Reasoning
- Numerical Ability
- Numeric Reasoning

BEHAVIORAL TRAITS

- Pace — < STEADY / URGENT >
- Assertiveness — < UNASSUMING / FORCEFUL >
- Sociability — < RESERVED / OUTGOING >
- Conformity — < STRONG-WILLED / COMPLIANT >
- Outlook — < SKEPTICAL / TRUSTING >
- Decisiveness — < DELIBERATE / BOLD >
- Accommodation — < STEADFAST / AGREEABLE >
- Independence — < RELIANT / AUTONOMOUS >
- Judgment — < INTUITIVE / FACTUAL >

TOP INTERESTS

1-ENTERPRISING 2-PEOPLE SERVICE 3-FINANCIAL/ADMIN

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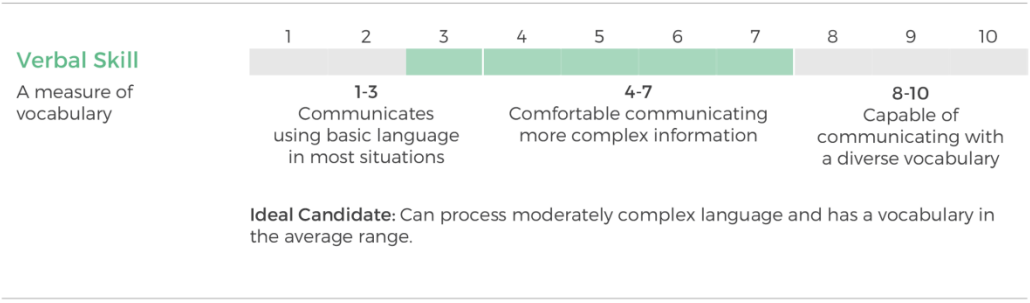
Example page 2 of Performance Model Report

On **pages 3-6**, you will find a detailed explanation of the Thinking Style and Behavioral Traits Performance Model ranges. Each also provides a statement about the ideal candidate for the position. On **page 7**, you'll find more information on Interests.



Verbal Skill

A measure of vocabulary

1 2 3 4 5 6 7 8 9 10

1-3 Communicates using basic language in most situations

4-7 Comfortable communicating more complex information

8-10 Capable of communicating with a diverse vocabulary

Ideal Candidate: Can process moderately complex language and has a vocabulary in the average range.

Example portion of page 3 of Performance Model Report

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PARTICIPANT REPORTS

Individual's Feedback Report

This report provides **one candidate's** results in narrative form.

All **terminology is defined**, so there is no interpretation needed beyond the report itself.

There are no scores and all results are written in a relatively favorable way, so it's **safe to share with applicants.**

The Performance Model and Distortion are **not included** in this report.

The Individual's Feedback Report gives feedback directly to the candidate in narrative form. It does not provide the candidate's scores, nor does it make a comparison of the candidate against the Performance Model. Instead, it explains what the assessment measures and then provides an interpretation of the results in a written format, describing Thinking Style, Behavioral Traits, and Interests. This report is often shared with the candidate or given to the new employee during the onboarding process.

What's in this report?

DEFINITIONS	PERSONALIZED FEEDBACK
On the following pages, each of the styles, traits, and interests that were measured by the assessment will be defined	You will receive personalized feedback based on your results and how they should be interpreted

The image above appears on page 1 of the Individual's Feedback Report

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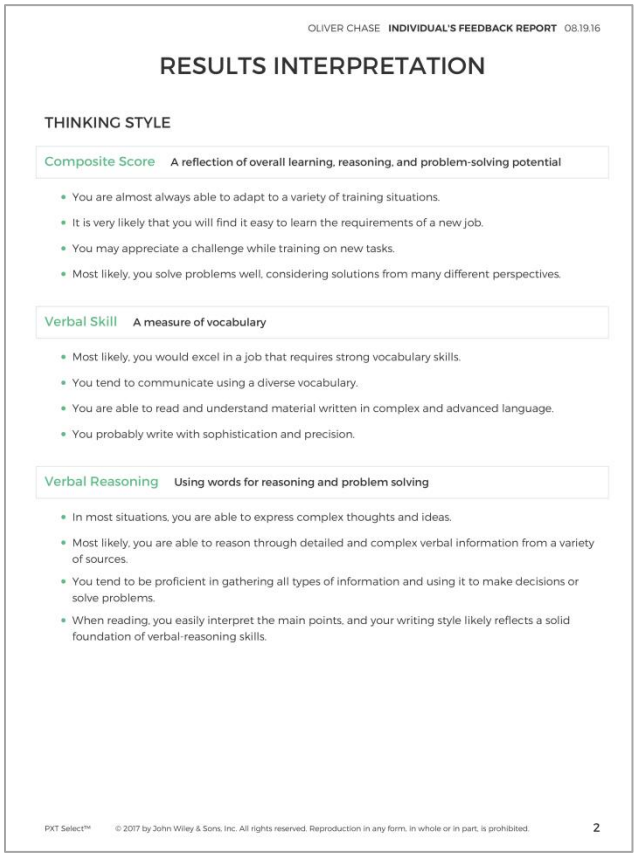
Pages 2-5 give definitions of each scale along with narrative feedback based on the candidate's results. **Page 6** shows the candidate's order of Interests, with detailed definitions of each.



OLIVER CHASE **INDIVIDUAL'S FEEDBACK REPORT** 08.19.16

RESULTS INTERPRETATION

THINKING STYLE

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

- You are almost always able to adapt to a variety of training situations.
- It is very likely that you will find it easy to learn the requirements of a new job.
- You may appreciate a challenge while training on new tasks.
- Most likely, you solve problems well, considering solutions from many different perspectives.

Verbal Skill A measure of vocabulary

- Most likely, you would excel in a job that requires strong vocabulary skills.
- You tend to communicate using a diverse vocabulary.
- You are able to read and understand material written in complex and advanced language.
- You probably write with sophistication and precision.

Verbal Reasoning Using words for reasoning and problem solving

- In most situations, you are able to express complex thoughts and ideas.
- Most likely, you are able to reason through detailed and complex verbal information from a variety of sources.
- You tend to be proficient in gathering all types of information and using it to make decisions or solve problems.
- When reading, you easily interpret the main points, and your writing style likely reflects a solid foundation of verbal-reasoning skills.

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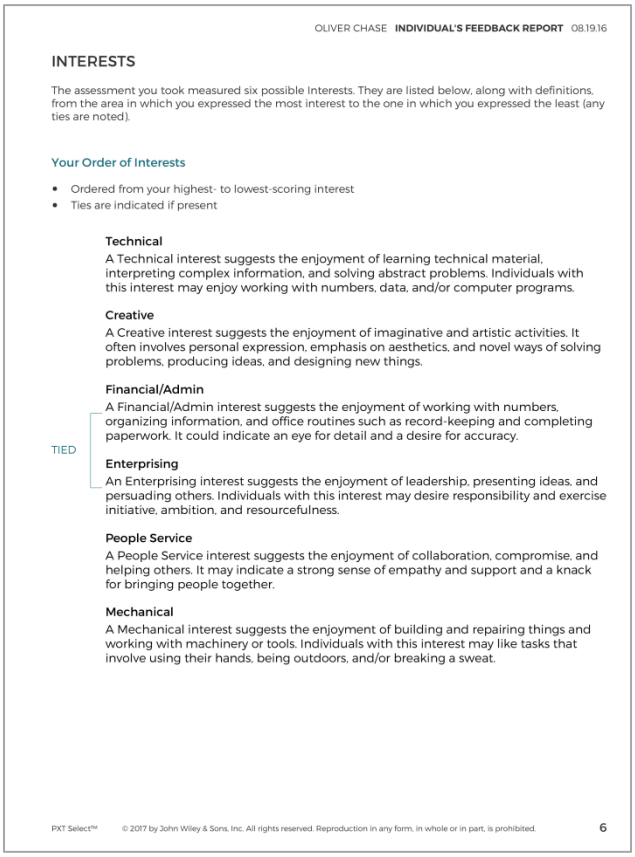
Example page 2 of Individual's Feedback Report



OLIVER CHASE **INDIVIDUAL'S FEEDBACK REPORT** 08.19.16

INTERESTS

The assessment you took measured six possible Interests. They are listed below, along with definitions, from the area in which you expressed the most interest to the one in which you expressed the least (any ties are noted).

Your Order of Interests

- Ordered from your highest- to lowest-scoring interest
- 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
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.

TIED

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.

Enterprising
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
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.

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Example page 6 of Individual's Feedback Report

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Sales: Individual's Feedback Report

This report provides **one candidate's** results in narrative form **with a sales focus**.

All **terminology is defined** within a **sales context**, so there is no interpretation needed beyond the report itself.

There are no scores and all results are written in a relatively favorable way, so it's **safe to share with applicants.**

The Performance Model and Distortion are **not included** in this report.

The PXT Select™ Sales: Individual's Feedback Report gives feedback directly to the candidate in narrative form. Unlike the other Individual's Feedback Report, it uses sales-related language throughout the report. However, the rest of the report remains the same, so you should reference the Individual's Feedback Report on page 19 of the Report Guide to get a complete understanding of this report.

Assertiveness **Expression of opinions and need for control**

- You have a preference for making the hard decisions and determining sales outcomes.
- You can be highly motivated when you are held accountable for meeting sales goals.
- You can close sales with confidence, enforce company policies, and sell with authority.
- You express a strong need to be the leader on a sales team.

Example of sales-related language in the Individual's Feedback Report

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Individual's Graph Report

This report provides **one candidate's** results in graph form.

The Performance Model and Distortion are **not included** in this report.

The Individual's Graph report shows a participant's placement on the Thinking Style and Behavioral Traits scales, as well as an ordered list of his or her Interests, giving a visual representation of the individual's results.

As with the Individual's Feedback Report, you can choose to provide this report during selection or only distribute it as part of onboarding. However, unlike the Individual's Feedback Report, the Individual's Graph does not provide guidance for interpreting the results. Therefore, when you share the Individual's Graph with the candidate or employee, you should be prepared to debrief the results with him or her, in order to answer questions or correct potential misunderstandings.

What's in this report?

RESULTS SUMMARY	DEFINITIONS
Your results are illustrated on a scale for Thinking Style, a continua for Behavioral Traits, and a ranked-order list for Interests	Each of the styles, traits, and interests will be defined on the page following the Results Summary

The image above appears on page 1 of the Individual's Graph Report

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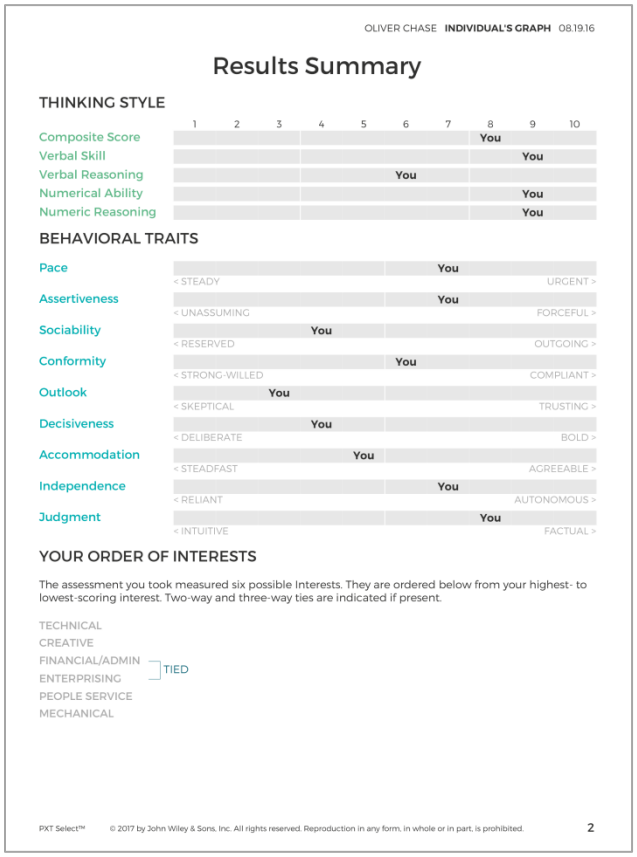
As shown below, **page 2** provides the participant's scores, but does not include the Performance Model or a narrative interpretation of the individual's results. **Page 3** gives short definitions of the scales to explain what the assessment is measuring.



OLIVER CHASE **INDIVIDUAL'S GRAPH** 08.19.16

Results Summary

THINKING STYLE

	1	2	3	4	5	6	7	8	9	10
Composite Score								You		
Verbal Skill									You	
Verbal Reasoning						You				
Numerical Ability									You	
Numeric Reasoning									You	

BEHAVIORAL TRAITS

Pace	< STEADY	URGENT >
Assertiveness	< UNASSUMING	FORCEFUL >
Sociability	< RESERVED	OUTGOING >
Conformity	< STRONG-WILLED	COMPLIANT >
Outlook	< SKEPTICAL	TRUSTING >
Decisiveness	< DELIBERATE	BOLD >
Accommodation	< STEADFAST	AGREEABLE >
Independence	< RELIANT	AUTONOMOUS >
Judgment	< INTUITIVE	FACTUAL >

YOUR ORDER OF INTERESTS

The assessment you took measured six possible Interests. They are ordered below from your highest- to lowest-scoring interest. Two-way and three-way ties are indicated if present.

TECHNICAL
CREATIVE
FINANCIAL/ADMIN] TIED
ENTERPRISING
PEOPLE SERVICE
MECHANICAL

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Example page 2 of Individual's Graph Report

OLIVER CHASE **INDIVIDUAL'S GRAPH** 08.19.16

DEFINITIONS

THINKING STYLE

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

Verbal Skill A measure of vocabulary

Verbal Reasoning Using words for reasoning and problem solving

Numerical Ability A measure of numerical calculation ability

Numeric Reasoning Using numbers as a basis in reasoning and problem solving

BEHAVIORAL TRAITS

Pace Overall rate of task completion

Assertiveness Expression of opinions and need for control

Sociability Desire for interaction with others

Conformity Attitude on policies and supervision

Outlook Anticipation of outcomes and motives

Decisiveness Use of speed and caution to make decisions

Accommodation Inclination to tend to others' needs and ideas

Independence Level of preference for instruction and guidance

Judgment Basis for forming opinions and making decisions

INTERESTS

Enterprising Suggests the enjoyment of leadership, presenting ideas, and persuading others

Financial/Admin Suggests the enjoyment of working with numbers, organizing information, and office routines such as record-keeping and completing paperwork

People Service Suggests the enjoyment of collaboration, compromise, and helping others

Technical Suggests the enjoyment of learning technical material, interpreting complex information, and solving abstract problems

Mechanical Suggests the enjoyment of building and repairing things and working with machinery or tools

Creative Suggests the enjoyment of imaginative and artistic activities

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Example page 3 of Individual's Graph Report

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ONBOARDING/DEVELOPMENT REPORTS

Coaching Report

This report **can be used for** onboarding, coaching, training, and development, in addition to selection.

It provides **one individual's** results in graph and narrative form against a **single Performance Model.**

All **terminology is defined**, so there is no interpretation needed beyond the report itself.

The report includes **coaching tips.**

This report defines what **Distortion** is and whether it was detected in the candidate's responses.

The Coaching Report contains an individual's assessment results as well as coaching tips about how he or she may approach different aspects of the position. The report can be used as part of the selection process, but it is often used for onboarding, coaching, 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 positions	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

The image above appears on page 1 of the Coaching Report

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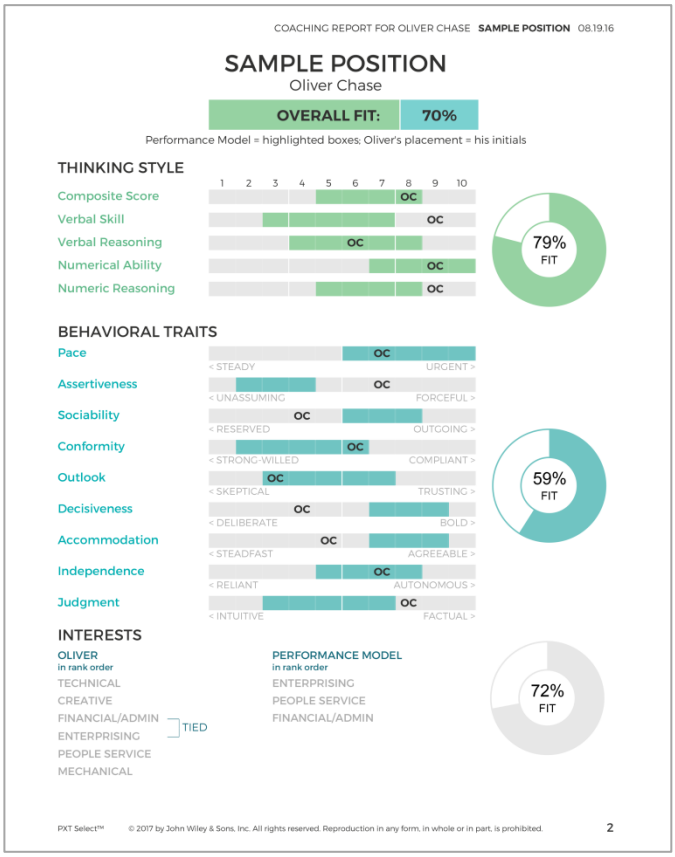
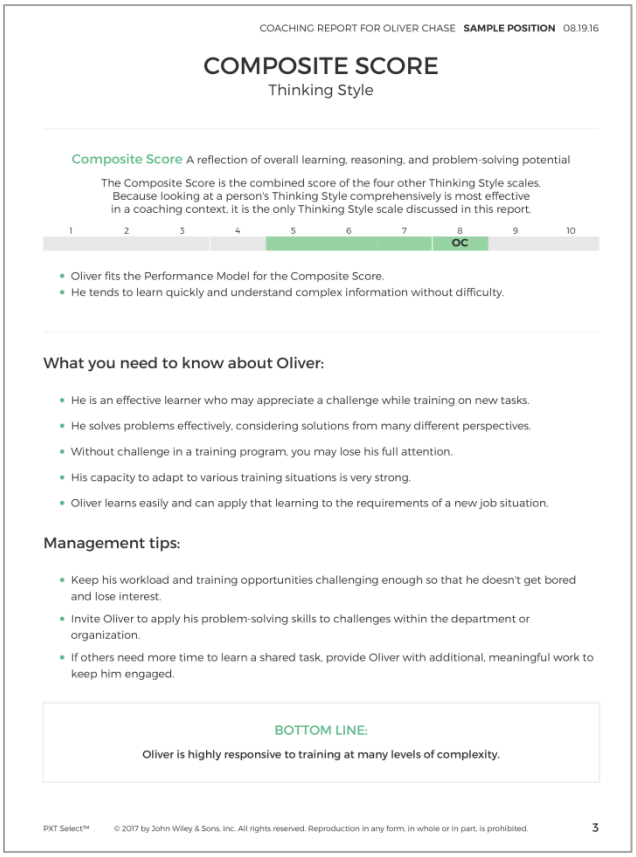
As with most PXT Select™ reports, on **page 2**, you will find the **results summary** where you can see, at a glance, the Performance Model and how the candidate scored on the three sections of the assessment: Thinking Style, Behavioral Traits, and Interests.



Example page 2 of the Coaching Report



Example page 3 of the Coaching Report

Beginning on page 3, you can find detailed narrative feedback on each of the scales that highlights how the individual may be inclined to approach the role and where he or she could benefit from coaching. Since the Composite Score is the combined score of the four other Thinking Style scales, it is the only Thinking Style scale featured in this report.

For each scale, there is "Bottom Line" advice about the person's results on the scale. These statements zero in on a critical behavior that might make the greatest difference in the individual's job performance as it relates to that scale.

Interests are discussed on **page 13.** This section also includes a "Bottom Line" statement.

With the Coaching Report, a manager can coach a new employee up to his or her full potential or help current employees identify their challenges and improve their job performance.

Overall, the Coaching Report helps managers accelerate and maximize the performance of their employees.

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Sales: Coaching Report

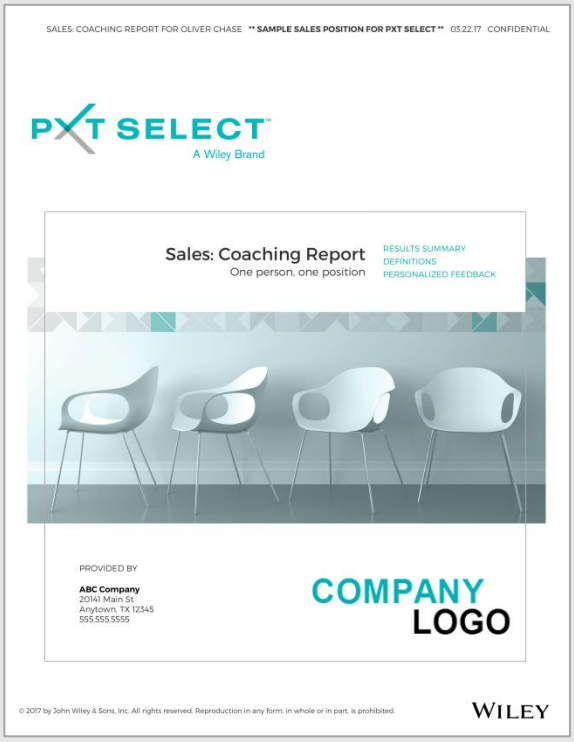
This report **can be used for** onboarding, coaching, training, and development, in addition to selection for a **sales-related** position.

It provides **one individual's** results in graph and narrative form against a **single Performance Model.**

All **terminology is defined** within a **sales context**, so there is no interpretation needed beyond the report itself.

The report includes **sales-related coaching tips.**

This report defines what **Distortion** is and whether it was detected in the candidate's responses.



The PXT Select™ Sales: Coaching Report contains an individual's assessment results as well as coaching tips about how he or she may approach different aspects of a sales position. It uses sales-related language throughout the report. However, the rest of the report remains the same, so you should reference the Coaching Report on page 24 of this Report Guide to get a complete understanding of the Sales: Coaching Report.

What you need to know about Oliver:

- He typically acts with a sense of urgency under routine sales conditions.
- He generally prefers to work at a slightly hurried pace.
- Usually, Oliver starts sales assignments in a timely manner.
- Most likely, he prefers to avoid sedentary or repetitive work.
- He may seek to implement new ideas with urgency.

Example of sales-related language in the Coaching Report

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Manager-Employee Report

This report **can be used for** onboarding, coaching, and relationship building, in addition to selection.

It **compares** the individual's results to the manager's in graph and narrative form.

Feedback is **written to the manager**.

Results focus solely on **Behavioral Traits**, which are defined in the report.

If **Distortion** has been flagged in the candidate's results, it is indicated and defined in this report.

The Manager-Employee Report compares an individual's results on the Behavioral Traits scales with those of a manager. It helps build an understanding of how the manager approaches the job of supervising others and how an employee prefers to be managed, allowing the manager and employee to build a more effective relationship. The report is frequently used as an onboarding or coaching tool to help the manager and employee work more effectively together. Managers often use this to start off on the right foot with new employees or to improve their relationship with individuals they are already managing.

What's in this report?

RESULTS	FEEDBACK	REFLECTION
Your assessment results are compared to the employee's on nine different scales	You will receive personalized feedback based on how your results compare to the employee's	Along with a quick review, you will be given questions to answer and use as an action plan

The image above appears on page 1 of the Manager-Employee Report

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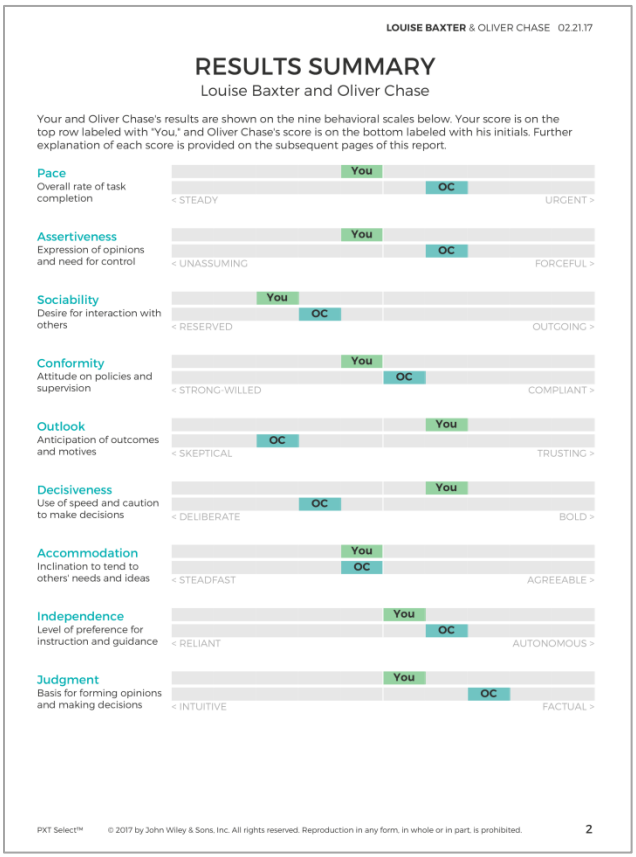
The report includes a summary on **page 2** that is different from the typical results summary. The first difference is that it only includes the Behavioral Traits scales. Second, it also places the manager on each scale, along with the employee or candidate,



LOUISE BAXTER & OLIVER CHASE 02.21.17

RESULTS SUMMARY

Louise Baxter and Oliver Chase

Your and Oliver Chase's results are shown on the nine behavioral scales below. Your score is on the top row labeled with "You," and Oliver Chase's score is on the bottom labeled with his initials. Further explanation of each score is provided on the subsequent pages of this report.

Pace Overall rate of task completion	< STEADY	URGENT >
Assertiveness Expression of opinions and need for control	< UNASSUMING	FORCEFUL >
Sociability Desire for interaction with others	< RESERVED	OUTGOING >
Conformity Attitude on policies and supervision	< STRONG-WILLED	COMPLIANT >
Outlook Anticipation of outcomes and motives	< SKEPTICAL	TRUSTING >
Decisiveness Use of speed and caution to make decisions	< DELIBERATE	BOLD >
Accommodation Inclination to tend to others' needs and ideas	< STEADFAST	AGREEABLE >
Independence Level of preference for instruction and guidance	< RELIANT	AUTONOMOUS >
Judgment Basis for forming opinions and making decisions	< INTUITIVE	FACTUAL >

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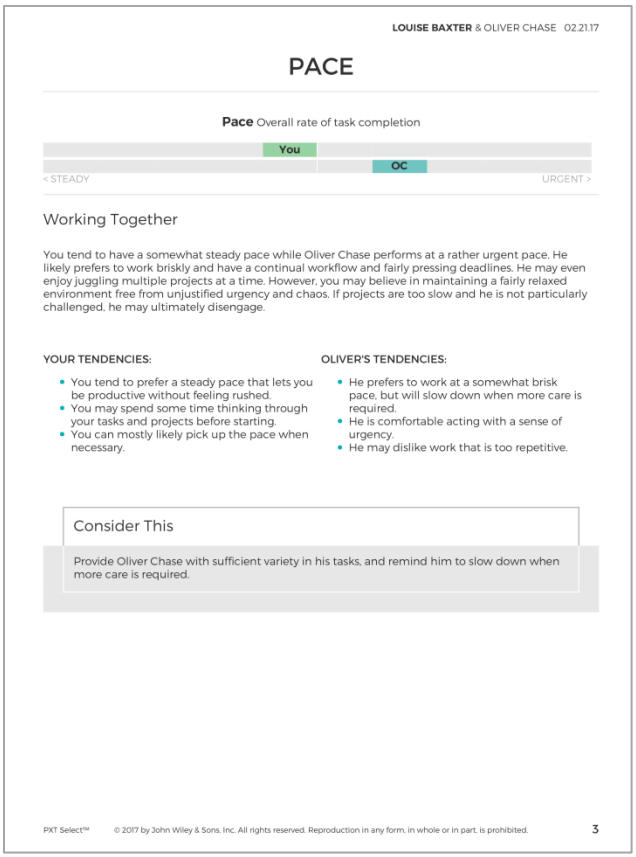
Example page 2 of the Manager-Employee Report



LOUISE BAXTER & OLIVER CHASE 02.21.17

PACE

Pace Overall rate of task completion

You

OC

< STEADY URGENT >

Working Together

You tend to have a somewhat steady pace while Oliver Chase performs at a rather urgent pace. He likely prefers to work briskly and have a continual workflow and fairly pressing deadlines. He may even enjoy juggling multiple projects at a time. However, you may believe in maintaining a fairly relaxed environment free from unjustified urgency and chaos. If projects are too slow and he is not particularly challenged, he may ultimately disengage.

YOUR TENDENCIES:

- You tend to prefer a steady pace that lets you be productive without feeling rushed.
- You may spend some time thinking through your tasks and projects before starting.
- You can mostly likely pick up the pace when necessary.

OLIVER'S TENDENCIES:

- He prefers to work at a somewhat brisk pace, but will slow down when more care is required.
- He is comfortable acting with a sense of urgency.
- He may dislike work that is too repetitive.

Consider This

Provide Oliver Chase with sufficient variety in his tasks, and remind him to slow down when more care is required.

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Example page 3 of the Manager-Employee Report

On **pages 3 to 11,** you will find a full page narrative for each Behavioral Trait scale, including an explanation of both the manager's and the employee's tendencies and a tip, or idea, for working with the employee more effectively.

The report also includes a **Summary and Reflection** worksheet on **page 12.** It provides questions to help the manager and employee apply what they've learned about each other.

SCALE	REFLECTION
PACE You're somewhat steady. He is somewhat urgent.	How do your differences in pace affect your ability to work together effectively?
ASSERTIVENESS You're somewhat unassuming. He is somewhat forceful.	What impact does his somewhat forceful nature have on your relationship?

Example portion of page 12 of the Manager-Employee Report

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Team Report

This report **can be used for** onboarding and development in addition to selection.

It displays **team results** in graph and narrative form.

Feedback is **written to each team member**.

Results focus solely on **Behavioral Traits**, which are defined in the report.

Distortion is not included in this report.

The Team Report can help team leaders and team members address the group's dynamics in a constructive way. It consists of multiple employees' results on the Behavioral Traits scales, as well as narrative feedback about what those results may mean for a team. It is designed so that each team member can receive a personalized report, with the feedback written to him or her, rather than a single team report where the narrative is written solely to the manager.

The report is sometimes used in the selection process to see how a new employee might affect team dynamics, but it's more often used for onboarding or development, to help the members of a team understand their similarities and differences.

What's in this report?

RESULTS	FEEDBACK	ACTION
Each team member's assessment results placed together on nine behavioral scales	Feedback for each scale based on your and the team's responses	Team averages and personalized tips

The image above appears on page 1 of the Team Report

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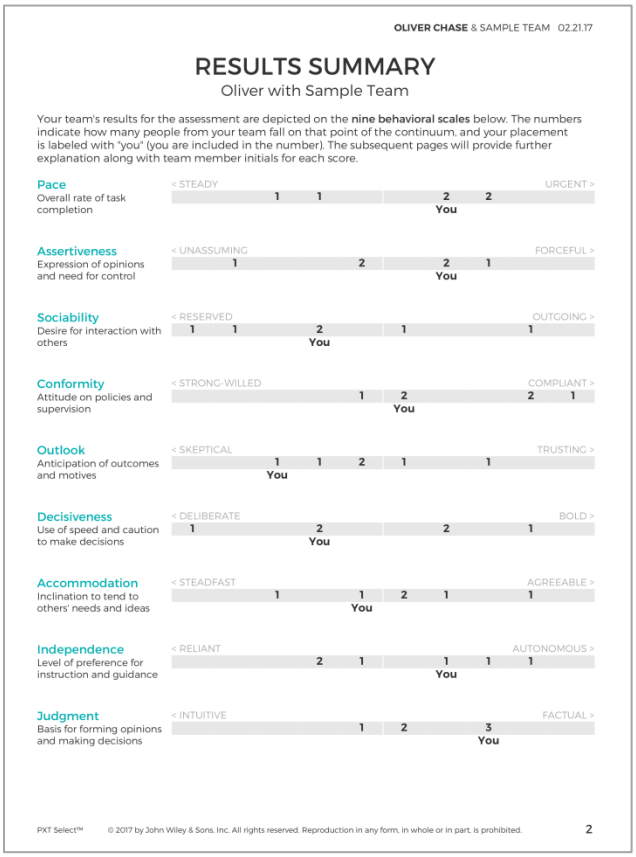
The summary on **page 2** is an at-a-glance view of the distribution of team members along each behavioral scale, which can provide some insight into the culture of the team.



OLIVER CHASE & SAMPLE TEAM 02.21.17

RESULTS SUMMARY

Oliver with Sample Team

Your team's results for the assessment are depicted on the **nine behavioral scales** below. The numbers indicate how many people from your team fall on that point of the continuum, and your placement is labeled with "you" (you are included in the number). The subsequent pages will provide further explanation along with team member initials for each score.

Pace	Overall rate of task completion	< STEADY … URGENT >
Assertiveness	Expression of opinions and need for control	< UNASSUMING … FORCEFUL >
Sociability	Desire for interaction with others	< RESERVED … OUTGOING >
Conformity	Attitude on policies and supervision	< STRONG-WILLED … COMPLIANT >
Outlook	Anticipation of outcomes and motives	< SKEPTICAL … TRUSTING >
Decisiveness	Use of speed and caution to make decisions	< DELIBERATE … BOLD >
Accommodation	Inclination to tend to others' needs and ideas	< STEADFAST … AGREEABLE >
Independence	Level of preference for instruction and guidance	< RELIANT … AUTONOMOUS >
Judgment	Basis for forming opinions and making decisions	< INTUITIVE … FACTUAL >

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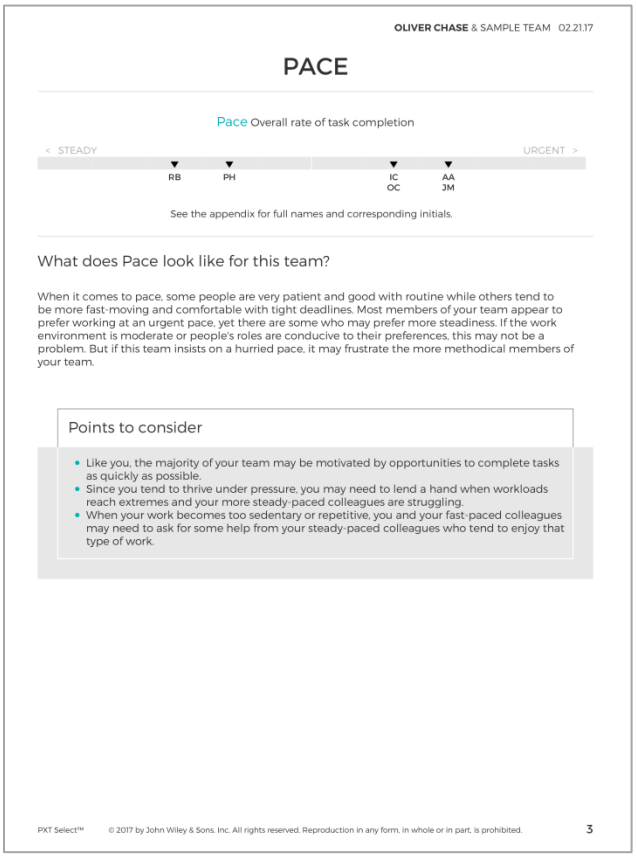
Example page 2 of the Team Report



OLIVER CHASE & SAMPLE TEAM 02.21.17

PACE

Pace Overall rate of task completion

< STEADY … URGENT >

RB, PH, IC, OC, AA, JM

See the appendix for full names and corresponding initials.

What does Pace look like for this team?

When it comes to pace, some people are very patient and good with routine while others tend to be more fast-moving and comfortable with tight deadlines. Most members of your team appear to prefer working at an urgent pace, yet there are some who may prefer more steadiness. If the work environment is moderate or people's roles are conducive to their preferences, this may not be a problem. But if this team insists on a hurried pace, it may frustrate the more methodical members of your team.

Points to consider

- Like you, the majority of your team may be motivated by opportunities to complete tasks as quickly as possible.
- Since you tend to thrive under pressure, you may need to lend a hand when workloads reach extremes and your more steady-paced colleagues are struggling.
- When your work becomes too sedentary or repetitive, you and your fast-paced colleagues may need to ask for some help from your steady-paced colleagues who tend to enjoy that type of work.

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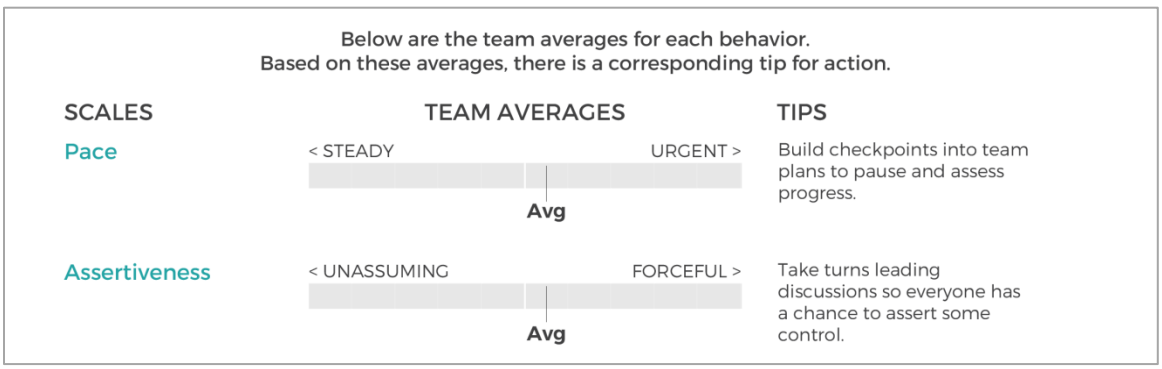
Example page 3 of the Team Report

Pages 3-11 provide a full-page analysis of each behavioral scale, along with team members' initials to indicate where the different team members fall along the continuum. Each of these pages also includes a brief narrative explaining how the team may approach the trait, based on members' collective assessment results for that scale. Finally, in the *Points to Consider* section of the page, each team member will find a personalized narrative that explains how his or her preferences and tendencies might interact with the rest of the team's.

Page 12 is a Summary and Action page, which provides the team's average score for each scale and personalized tips based on the team's collective scores.



Below are the team averages for each behavior.
Based on these averages, there is a corresponding tip for action.

SCALES	TEAM AVERAGES	TIPS
Pace	< STEADY … URGENT > (Avg)	Build checkpoints into team plans to pause and assess progress.
Assertiveness	< UNASSUMING … FORCEFUL > (Avg)	Take turns leading discussions so everyone has a chance to assert some control.

Example portion of page 12 of the Team Report

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QUICK REFERENCE GUIDE

Thinking Style

The Thinking Style portion of PXT Select™ measures cognitive ability, or how a person processes and communicates information. Assessment questions test a candidate's base knowledge of vocabulary and mathematical concepts, as well as the application of that knowledge in the workplace. The results measure the candidate's understanding of the relationships between concepts, and the abilities to solve problems, draw conclusions, and communicate that knowledge to others.

Thinking Style measures four cognitive abilities: Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning. Results will consist of measurements for each of these four scales, plus a composite score based on the aggregation of those measurements. A score between 1 and 10 is received for each scale. Keep in mind that a higher score isn't necessarily better than a lower score. Every position calls for different skills and abilities.

Composite Score

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

The Composite Score is an aggregate score of the candidate's other four Thinking Style scales: Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning. It paints a general picture of an individual's potential to learn new things, reason, and solve problems.

1-3
Best at using the most straightforward concepts of the job

4-7
Takes in information similarly to most people

8-10
Benefits from most development opportunities

Verbal Skill

A measure of vocabulary

This scale provides a sense of the suitability and effectiveness of the words a person might choose to communicate with others. Unlike the Verbal Reasoning scale, which gauges how someone uses words to problem solve and process information, Verbal Skill simply measures rote knowledge of vocabulary words.

1-3
Communicates using basic language in most situations

4-7
Comfortable communicating more complex information

8-10
Capable of communicating with a diverse vocabulary

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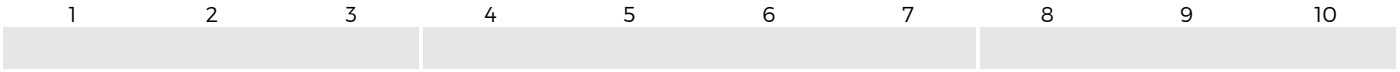
Verbal Reasoning

Using words for reasoning and problem solving

Verbal Reasoning includes an active component: How does someone use words to create relationships between concepts? But it also addresses how someone receives information: how well they process messages from others, reason through what they're hearing or reading, and draw conclusions.



1-3
Prefers easy-to-interpret communication

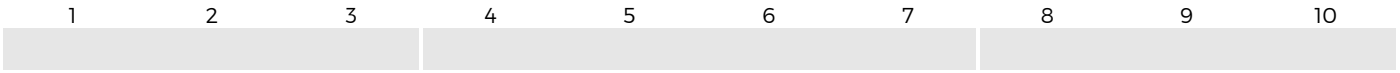
4-7
Interprets routine communication effectively

8-10
Draws accurate conclusions from verbal information

Numerical Ability

A measure of numerical calculation ability

This scale measures whether a person knows how to use various numerical calculations. Think of all those times you had to solve for x or y in your high-school algebra class, and you'll have a sense of what this scale measures.



1-3
Most comfortable with easy calculations

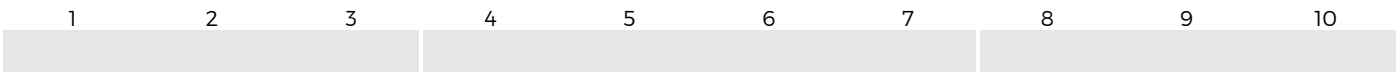
4-7
Comfortable with routine numerical calculations

8-10
Able to carry out advanced numerical calculations

Numeric Reasoning

Using numbers as a basis in reasoning and problem solving

The Numeric Reasoning scale measures how well a person can apply his or her understanding of numbers and calculations to solve problems. In other words, it looks at whether you can process numerical data and use the information to draw accurate conclusions.



1-3
May be able to use simple mathematical rules for problem solving

4-7
Comfortable drawing conclusions based on numerical data

8-10
Can easily process numerical data to reach conclusions

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Behavioral Traits

The Behavioral Traits portion of PXT Select™ measures behavioral preferences. These preferences help define who we are by influencing our behaviors. As our strengths and the combinations of our behavioral traits vary, so do our behaviors.

Behavioral Traits measures nine traits: Pace, Assertiveness, Sociability, Conformity, Outlook, Decisiveness, Accommodation, Independence, and Judgment.

Scores are placed on a continuum with two opposing ends. Keep in mind that one end of the continuum isn't necessarily better than the other. Every position calls for different abilities and preferences.

Pace

Overall rate of task completion

People who prefer a **steady** pace are usually reflective and prefer to think things through before acting. And because routine is important to them, they probably find rushing from one activity to the next stressful, believing that it's more important to work carefully than quickly.

People who prefer an **urgent** pace can become frustrated when results don't come quickly. If a project stalls, they don't have trouble picking up the slack. They prefer to multitask, moving swiftly from one thing to the next, and frequently get restless if they have little to do.

< STEADY	URGENT >
Patient Good with routine	Driven Fast-paced

Assertiveness

Expression of opinions and need for control

Unassuming individuals tend to feel comfortable letting others take the lead while they sit comfortably behind the scenes. It's likely they prefer to keep their opinions to themselves unless someone asks for them and don't like feeling pressured to offer their point of view.

Forceful individuals feel compelled to express their opinions, even if it causes tension. The phrase "demanding of oneself and others" accurately describes them. Forceful candidates often push for the ideas they believe in and don't give in easily.

< UNASSUMING	FORCEFUL >
Diplomatic Low need to control	Competitive Achievement-oriented

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Sociability

Desire for interaction with others

People who are very **reserved** tend to prefer to keep to themselves and are very private, often avoiding small talk. Consequently, some may think they are difficult to get to know. These individuals may find it tiring to interact in large groups or talk to people all day every day.

More **outgoing** individuals probably never tire of meeting new people and participating in social events. They're likely very comfortable starting up conversations with total strangers and sharing information, often making time to socialize with others at work.

< RESERVED	OUTGOING >
Introverted	Extraverted
Keeps to oneself	People-oriented

Conformity

Attitude on policies and supervision

Strong-willed individuals may sometimes feel that excessive advice and feedback can be a barrier to productivity. They see rules and regulations as restrictive and prefer to do things their own way. They won't go along with a plan they don't believe in just because they're told to.

Individuals who are more **compliant** tend to follow the rules, staying within policies and guidelines. They believe most organizational hierarchies are fair and lenient. And even if an organization's rules don't seem to make sense, they feel compelled to adhere to them.

< STRONG-WILLED	COMPLIANT >
Individualistic thinking	Conventional
Willingness to question	Works within the rules

Outlook

Anticipation of outcomes and motives

Skeptical people tend to be more realistic than optimistic. They can be wary, generally suspicious, and slow to trust others. They may get irritated when having to work with illogical people and often have trouble tolerating incompetence.

Trusting people are optimistic and probably believe that if someone works hard, they will almost always get what they deserve. They are more likely to be called "too gullible" than "too critical." In general, they believe that most people are honest and good.

< SKEPTICAL	TRUSTING >
Seeks evidence	Optimistic
Cautious	Accepting

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Decisiveness

Use of speed and caution to make decisions

More **deliberate** individuals value methodical analysis when making decisions. Even in trivial matters, they like to take as much time as they need to feel comfortable moving forward. Often, they will rely heavily on other people's opinions to make the right choices.

People who are **bold** prefer to make decisions quickly, even when more time is available, and have a high tolerance for taking risks. They feel comfortable making decisions with minimal information and don't feel the need to consult others before moving forward.

< DELIBERATE	BOLD >
Analyzes options Moves methodically	Accepts risk Moves quickly

Accommodation

Inclination to tend to others' needs and ideas

Steadfast people probably have very strong opinions about how things should be done, and others may describe them as tough-minded. They may be harder to persuade about the merits of an idea contrary to their own, but that does not mean it's impossible to do so.

Agreeable individuals tend to look out for the needs of others, and they are usually very easygoing. Even when faced with blatant rudeness, they tend to let it go without saying anything. Consequently, some people may view those who are more agreeable as too lenient.

< STEADFAST	AGREEABLE >
Willing to express disagreement Defends priorities and beliefs	Harmonious Amenable

Independence

Level of preference for instruction and guidance

Reliant individuals would rather have too much supervision than too little. They probably prefer checking in with their manager or team members to working independently. It's likely that they'd feel better having a lot of guidelines to help them shape their choices.

More **autonomous** individuals may be bothered when another person is making decisions that directly impact their jobs. They'd much rather have the freedom to make their own decisions and come and go as they please.

< RELIANT	AUTONOMOUS >
May seek support Accepts instruction	Slow to seek guidance Likes to set own direction

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Judgment

Basis for forming opinions and making decisions

Intuitive individuals trust their feelings and may believe that a good decision cannot be made without emotional reasoning. It's likely that they believe facts and figures are not sufficient to explain everything and often consider the "human element" when making a decision.

Those who have a more **factual** style of judgment are probably very analytical. It's likely they are rarely swayed by emotional arguments. They tend to think that decisions should be made systematically and logically and that feelings should be left out of the equation.

< INTUITIVE	FACTUAL >
May follow a hunch Considers emotions	Logical Focuses on facts

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Interests

We've identified six interest areas that are effective in describing people's motivation and potential satisfaction with their jobs. Each interest area reflects a group of related aspects of a job or task.

Creative
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.

Enterprising
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.

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.

People Service
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.

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.

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