



Comprehensive Selection Report

One person, one position

RESULTS SUMMARY
PERFORMANCE MODEL
INTERVIEW QUESTIONS



PROVIDED BY

Inspiring Solutions

8290 Boulder Drive
West Des Moines, IA 50266
515.221.2688



PXT Select Authorized Partner:

Inspiring Solutions
West Des Moines, IA 50266
www.InspiringSolutions.com
info@InspiringSolutions.com
515-221-2688

INTRODUCTION

This report is intended to help you choose the candidate(s) who may be the best fit for the position of **Consultant - IS**. The Performance Model for this position reflects the attributes typical of high performers in this position. **Michele Matt's** personalized information will be compared to the Performance Model, giving you a detailed understanding of how well-suited she may be to this role.

What's in this report?

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

The Performance Model for Consultant - IS provides the recommended range of skills and behaviors for the job. This report compares Michele Matt's assessment results to the range of scores to show how well she 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 her assessment results, it appears that **Michele answered candidly**.

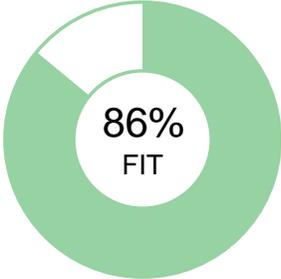
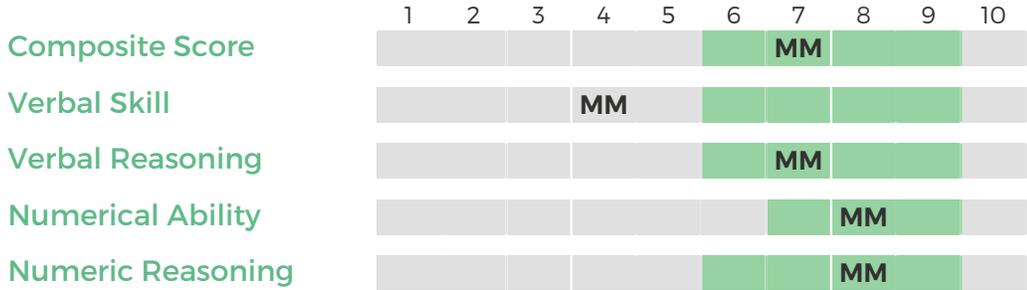
CONSULTANT - IS

Michele Matt

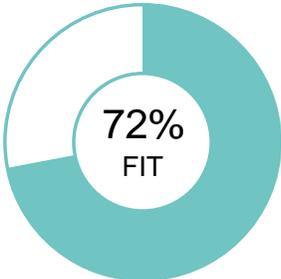
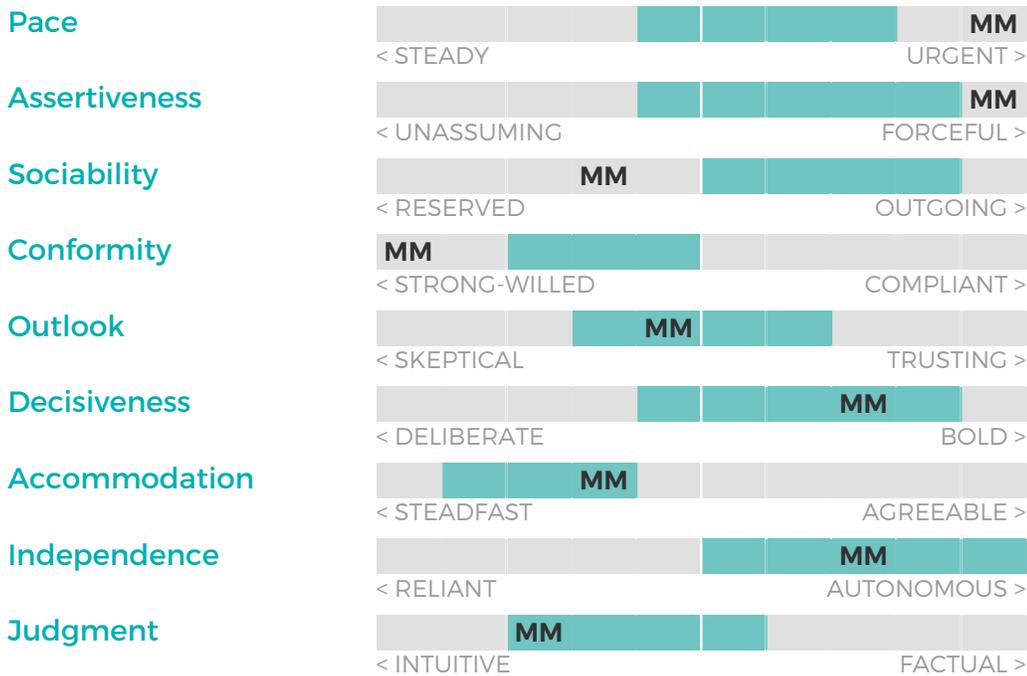


Performance Model = highlighted boxes; Michele's placement = her initials

THINKING STYLE



BEHAVIORAL TRAITS



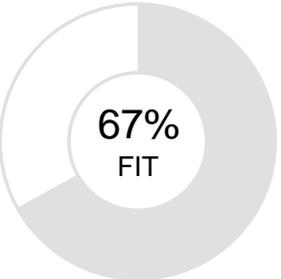
INTERESTS

MICHELE
in rank order

- CREATIVE
- PEOPLE SERVICE
- ENTERPRISING] TIED
- FINANCIAL/ADMIN] TIED
- MECHANICAL
- TECHNICAL

PERFORMANCE MODEL
in rank order

- ENTERPRISING
- TECHNICAL
- FINANCIAL/ADMIN



PERFORMANCE MODEL

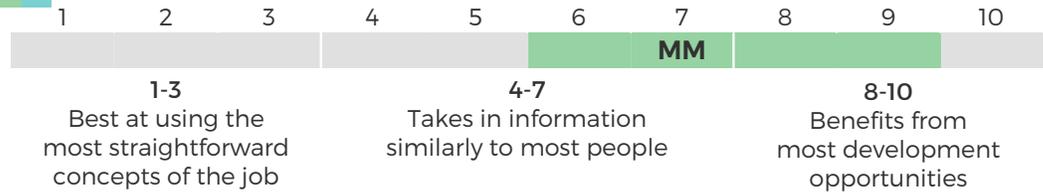
For Consultant - IS

The highlighted boxes represent the **Consultant - IS** Performance Model, reflecting the specific requirements for this position. Michele's placement is labeled with her initials.

THINKING STYLE

Composite Score

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

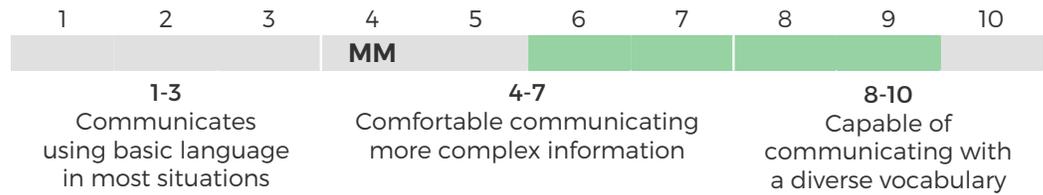


Ideal Candidate: Understands complex concepts or information without difficulty.

Michele: Fits the Performance Model.

Verbal Skill

A measure of vocabulary

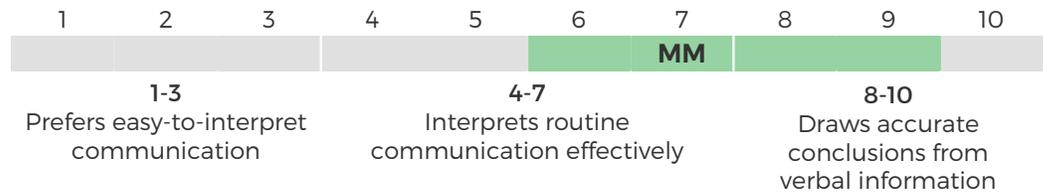


Ideal Candidate: Communicates with a wide vocabulary in a variety of settings and can understand sophisticated language.

Michele: Has a vocabulary that may not be as robust as those who are most successful in this position.

Verbal Reasoning

Using words for reasoning and problem solving

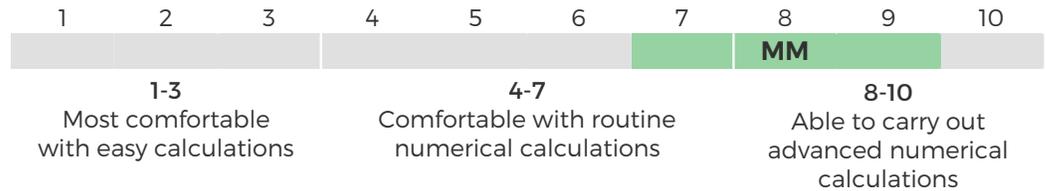


Ideal Candidate: Able to easily analyze complex verbal information and recognize unspoken inferences.

Michele: Fits the Performance Model.

Numerical Ability

A measure of numerical calculation ability

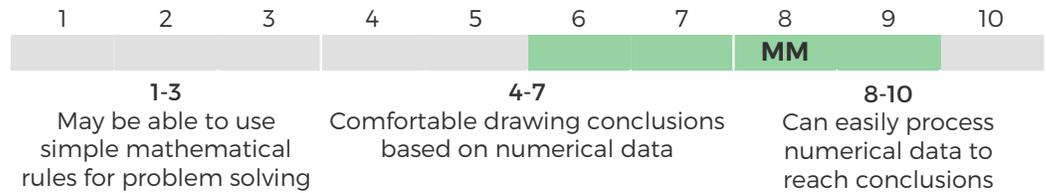


Ideal Candidate: Performs intricate calculations easily and is comfortable communicating complex data to others.

Michele: Fits the Performance Model.

Numeric Reasoning

Using numbers as a basis in reasoning and problem solving



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

Michele: Fits the Performance Model.

BEHAVIORAL TRAITS

Pace

Overall rate of task completion

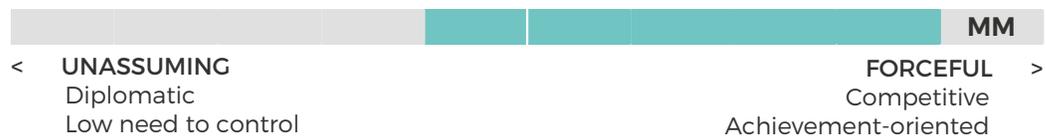


Ideal Candidate: Responds well to time constraints and generally works at a brisk pace.

Michele: Tends to perform at a much brisker pace than the position requires and may lose patience with its more routine and methodical tasks.

Assertiveness

Expression of opinions and need for control



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

Michele: May wish to assert a stronger presence than is typical for this position and have difficulty being as diplomatic as may be necessary.

Sociability

Desire for interaction with others

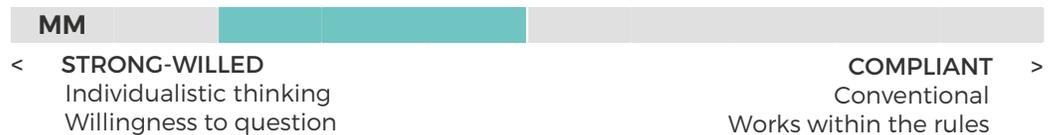


Ideal Candidate: Strongly motivated by the chance to work with others, actively seeking out opportunities for teamwork.

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

Conformity

Attitude on policies and supervision



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

Michele: Tends to be less willing to follow standard procedures than is required for best performance in this position.

Outlook

Anticipation of outcomes and motives

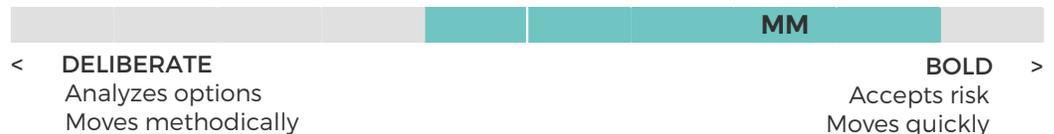


Ideal Candidate: Demonstrates a generally positive attitude, yet will express doubt on occasion.

Michele: Fits the Performance Model.

Decisiveness

Use of speed and caution to make decisions



Ideal Candidate: Balances timeliness and deliberation, but is comfortable making quick decisions when necessary.

Michele: Fits the Performance Model.

Accommodation

Inclination to tend to others' needs and ideas



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

Michele: Fits the Performance Model.

Independence

Level of preference for instruction and guidance



Ideal Candidate: Performs best when provided minimal direction and given the room to make decisions independently.

Michele: Fits the Performance Model.

Judgment

Basis for forming opinions and making decisions



Ideal Candidate: Uses judgment that balances common sense and practical experience.

Michele: Fits the Performance Model.

INTERESTS

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

MICHELE'S ORDER OF INTERESTS

- Ordered from her highest- to lowest-scoring interest
- Consultant - IS Performance Model Interests are indicated
- Ties are indicated if present

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.

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.

TIED

Enterprising [PERFORMANCE MODEL INTEREST]

An Enterprising interest suggests the enjoyment of leadership, presenting ideas, and persuading others. Individuals with this interest may desire responsibility and exercise initiative, ambition, and resourcefulness.

Financial/Admin [PERFORMANCE MODEL INTEREST]

A Financial/Admin interest suggests the enjoyment of working with numbers, organizing information, and office routines such as record-keeping and completing paperwork. It could indicate an eye for detail and a desire for accuracy.

TIED

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 [PERFORMANCE MODEL INTEREST]

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.

INTERVIEW QUESTIONS

Michele Matt & Consultant - IS

CHALLENGE AREAS FOR THIS JOB FIT

Next you will find what could be Michele's top challenge areas for this position. The selection is based on how Michele scored on the assessment compared to the specific requirements for Consultant - IS.

Verbal Skill	BELOW PERFORMANCE MODEL
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She communicates using basic concepts and responds best to straightforward instruction.

➔ **Listen for: what strategies she uses to prevent miscommunication.**

1. When reading complex and detailed instructions, how do you make sure that you have identified and understood the most important points?
2. When you receive verbal guidance or instruction, how do you verify that you understand what needs to be done?

Pace	MORE URGENT THAN PERFORMANCE MODEL
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She tends to be driven and fast-paced.

➔ **Listen for: how willing she is to accommodate her colleagues' work pace and adjust to it.**

3. Describe a situation in which you were working on an assignment with someone who prefers a slower pace than you do. How did you work together, and how did it turn out?
4. Tell me about a time when you had to motivate others to meet an urgent deadline. What was the result?

Sociability	MORE RESERVED THAN PERFORMANCE MODEL
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She tends to be fairly introverted and may often keep to herself.

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

5. What are some practices you've used to develop and maintain strong workplace relationships?
6. Tell me about a work situation that required you to be very outgoing. What was challenging and what did you enjoy about this experience?

AREAS OF STRENGTH FOR THIS JOB FIT

Next you will find what could be Michele's top areas of strength for this position. The selection is based on how Michele scored on the assessment compared to the specific requirements for Consultant - IS.

Numerical Ability

FITS PERFORMANCE MODEL

She can perform complex calculations on a regular basis.

☞ **Listen for: her comfort with numerical calculations, including using new methods of calculating data.**

7. 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?
8. How long does it take for you to feel comfortable using new mathematical processes at work?

Numeric Reasoning

FITS PERFORMANCE MODEL

She can efficiently base her decisions on numerical data.

☞ **Listen for: the complexity of the numerical problem-solving techniques used and how readily she can explain the details of those techniques.**

9. Describe a situation where there were changes to the way you had to work with or report data. What did you do to make the adjustment and to ensure accuracy?
10. Tell me about a time when you used numerical data to find a solution to a problem or convince others to change the way they were doing things.

Independence

FITS PERFORMANCE MODEL

She seldom seeks guidance and likes to set her own direction.

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

11. 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?
12. Describe an example of the ideal level of guidance you received at the start of a new assignment. Tell me about a time when you were frustrated with the level of guidance.

QUESTIONS FOR REMAINING SCALES

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

Verbal Reasoning

FITS PERFORMANCE MODEL

She is able to analyze more complex verbal information.

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

13. Describe a situation in which you received instructions that seemed to lack key steps or were incomplete. What did you do to fix the situation and make sure that you were completing the task correctly?
14. Tell me about a time when you discovered there had been a miscommunication. How did you figure out there was a problem, and what did you do to resolve the issue?

Assertiveness

MORE FORCEFUL THAN PERFORMANCE MODEL

She tends to be very comfortable sticking up for her opinions and needs.

☞ **Listen for: how willing she is to soften her level of assertiveness or defer to others when a situation calls for it.**

15. When working with a team, how do you get buy-in from your colleagues if you think you have a good idea?
16. Describe a recent situation where you felt it was best to defer to others or not take action. What was the result?

Conformity

MORE STRONG-WILLED THAN PERFORMANCE MODEL

She may dispute procedures and policies, particularly if she doesn't agree with them.

☞ **Listen for: whether she can temper her own opinions and goals without becoming too frustrated or resentful.**

17. Tell me about a time when you had to work with a leader you didn't respect. How did that relationship evolve over time?
18. Describe a time when you didn't agree with the direction a project was taking, but couldn't change it. How did you react to that situation?

Outlook**FITS PERFORMANCE MODEL**

She tends to be fairly skeptical and often looks for the evidence to back up a claim.

➔ **Listen for: whether she 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.

Decisiveness**FITS PERFORMANCE MODEL**

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

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

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

Accommodation**FITS PERFORMANCE MODEL**

She is usually willing to express disagreement and defend her opinions.

➔ **Listen for: how she determines when to state her own position and when to compromise.**

23. Which is more important in the workplace—disagreement or compromise? Why? Give me examples from your own experience.
24. How do you typically resolve a conflict between you and a colleague?

Judgment**FITS PERFORMANCE MODEL**

She probably relies on her intuition and experiences to make decisions.

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

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