PXT Select™
Coaching Report

Oliver Chase
CONFIDENTIAL
Assessment taken: 02.14.24 Printed: 06.16.26

This report is provided by:
TH!NK, LLC
www.think-training.com
info@think-training.com
Honolulu, HI 96815
808-224-6694

PXT Select Authorized Partner:
TH!NK, LLC
www.think-training.com
808-224-6694
info@think-training.com

INTRODUCTION

This report is intended to give you a deeper understanding of **Oliver Chase's** Thinking Style, Behavioral Traits, and Interests in relation to the position of ** **Sample Position for PXT Select** **. Along with some insight into Oliver's motivations and challenge areas, it will provide you with useful tips to aid in training and development.

What's in this report?

RESULTS SUMMARY
Assessment results are compared to the Performance Model, which shows the range of scores typical for success in the position

DEFINITIONS
Thinking Style and Behavioral Traits will be defined on the pages following the results summary

PERSONALIZED FEEDBACK
You will receive feedback personalized for the individual based on the results and how they should be interpreted

What does the assessment measure?

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

- The Interests section may predict motivation and potential satisfaction with various jobs.
- These are ranked in order from the 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 these assessment results, it appears that **Oliver answered candidly.**

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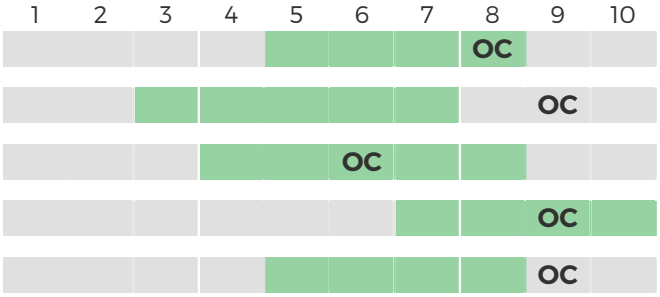
** SAMPLE POSITION FOR PXT SELECT **

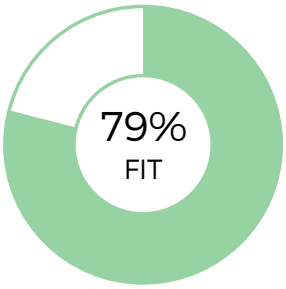
Oliver Chase

OVERALL FIT: 70%

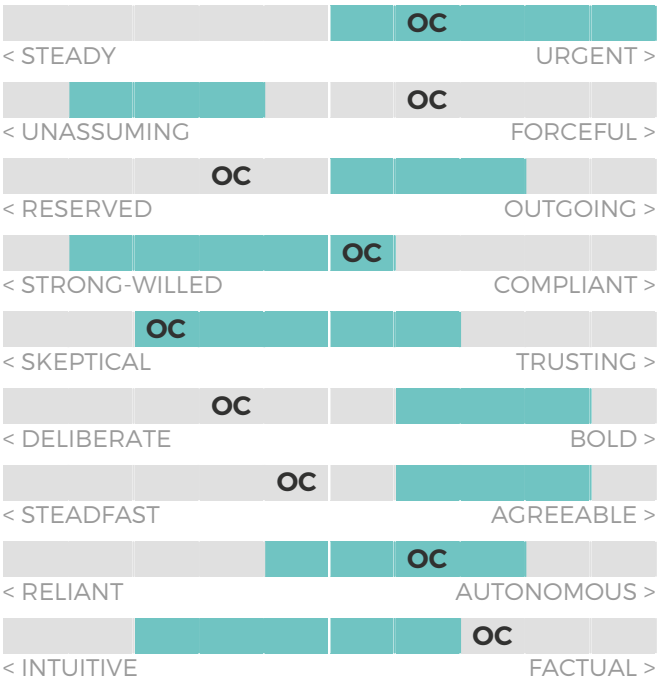
Performance Model = highlighted boxes; Oliver's placement = initials

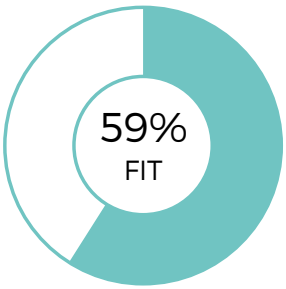
THINKING STYLE





BEHAVIORAL TRAITS





INTERESTS

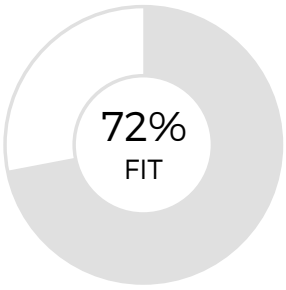
OLIVER
in rank order

TECHNICAL
CREATIVE
FINANCIAL/ADMIN
ENTERPRISING
PEOPLE SERVICE
MECHANICAL

TIED

PERFORMANCE MODEL
in rank order

ENTERPRISING
PEOPLE SERVICE
FINANCIAL/ADMIN



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COMPOSITE SCORE

Thinking Style

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

The Composite Score is the combined score of the four other Thinking Style scales. Because looking at a person's Thinking Style comprehensively is most effective in a coaching context, it is the only Thinking Style scale discussed in this report.

- Oliver fits the Performance Model for the Composite Score.
- Oliver tends to learn quickly and understand complex information without difficulty.

What you need to know about Oliver:

- Oliver is an effective learner who may appreciate a challenge while training on new tasks.
- Oliver solves problems effectively, considering solutions from many different perspectives.
- Without challenge in a training program, you may lose Oliver's full attention.
- Oliver's capacity to adapt to various training situations is very strong.
- Oliver learns easily and can apply that learning to the requirements of a new job situation.

Management tips:

- Keep workload and training opportunities challenging enough so that Oliver doesn't get bored and lose interest.
- Invite Oliver to apply problem-solving skills to challenges within the department or organization.
- If others need more time to learn a shared task, provide Oliver with additional, meaningful work to maintain engagement.

BOTTOM LINE:

Oliver is highly responsive to training at many levels of complexity.

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PACE

Behavioral Traits

Pace Overall rate of task completion

< STEADY URGENT >

OC

- Oliver fits the Performance Model for Pace.
- Oliver tends to be fairly driven and works at a moderate to fast pace.

What you need to know about Oliver:

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

Management tips:

- Work together to set timelines that you're both comfortable with.
- Ask Oliver to slow down when you think more concentration would be beneficial.
- To help keep Oliver engaged, provide opportunities to take on new responsibilities or projects.

BOTTOM LINE:

Oliver responds well to time constraints and generally works at a brisk pace.

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ASSERTIVENESS

Behavioral Traits

Assertiveness Expression of opinions and need for control

< UNASSUMING FORCEFUL >

- Oliver does not fit the Performance Model for Assertiveness.
- Oliver tends to be fairly comfortable sticking up for opinions and needs.

What you need to know about Oliver:

- Oliver tends to be motivated when held accountable for results.
- Oliver is willing to be assertive, to be more of a leader than a follower.
- Oliver typically uses direct statements.
- Oliver will likely present a position with a fair amount of confidence.
- At times, Oliver may be overly assertive when giving direction to others.

Management tips:

- Provide positive feedback when Oliver engages in active listening rather than pushing forth an agenda.
- If you notice that Oliver is too dominating in situations, provide feedback suggesting that others be allowed more opportunity to offer input.
- Provide opportunities to lead discussions if Oliver appears to have a desire to do so.

BOTTOM LINE:

Oliver takes on leadership roles comfortably but is still willing to follow direction from someone else when necessary.

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SOCIABILITY

Behavioral Traits

Sociability Desire for interaction with others

< RESERVED OUTGOING >

- Oliver does not fit the Performance Model for Sociability.
- Oliver tends to be fairly introverted and may often prefer to be alone.

What you need to know about Oliver:

- Oliver may be somewhat uncomfortable as the center of attention.
- Oliver may not always involve others in a discussion about how things should be done.
- Oliver tends to prefer working alone, at least some of the time.
- Oliver may occasionally reach out to others for feedback.
- Oliver can likely work well without relying on strong personal relationships.

Management tips:

- Ask Oliver what types of communication are preferred (email, phone, one-on-one, etc.).
- Provide some opportunities for socializing with colleagues, but also recognize that this may be somewhat draining for Oliver.
- Recognize that Oliver appreciates a level of privacy and may be slightly more comfortable working independently or in very small groups.

BOTTOM LINE:

Oliver is comfortable working alone, but willing to collaborate when necessary.

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CONFORMITY

Behavioral Traits

Conformity Attitude on policies and supervision

< STRONG-WILLED COMPLIANT >

- Oliver fits the Performance Model for Conformity.
- Oliver tends to be cooperative and usually works within the rules.

What you need to know about Oliver:

- Oliver is typically willing to accept guidance and suggestions from others.
- Oliver is friendly, cooperative, and likely fairly easy to manage.
- Oliver demonstrates a positive attitude concerning organizational constraints and restrictions.
- Oliver should be willing to conform to company policies without feeling any loss of personal freedom.
- Oliver will usually accept the advice and criticism of those in authority.

Management tips:

- Encourage free thinking and reward efforts to develop creative solutions to accomplishing tasks, even if they contradict established procedures.
- Acknowledge the importance of procedural requirements, but encourage personal expression in areas that don't need as much regulation.
- Demonstrate in your daily work how it is acceptable to bend the rules within the limits of your organizational culture.

BOTTOM LINE:

Oliver responds well to a regulated environment and is willing to accept external controls.

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OUTLOOK

Behavioral Traits

Outlook Anticipation of outcomes and motives

< SKEPTICAL TRUSTING >

- Oliver fits the Performance Model for Outlook.
- Oliver tends to be skeptical and looks for the evidence to back up a claim.

What you need to know about Oliver:

- Oliver typically has a guarded outlook on how well things are likely to turn out.
- Oliver may express doubts about the outcome of some projects, appearing pessimistic.
- Oliver may be skeptical of people who make emotional appeals.
- Oliver may question changes in policies and guidelines and usually prefers to know why they were enacted.
- At times, Oliver may become skeptical or suspicious of others' motives.

Management tips:

- Consider Oliver's tendency to second-guess to be an asset when determining the merit of new ideas.
- Provide opportunities to get to know colleagues so Oliver may be less questioning of their motivation.
- Encourage Oliver to ask for evidence when problem solving, but don't allow digging in of heels or argument just for the sake of argument.

BOTTOM LINE:

Oliver functions best when encouraged to use vigilance and caution to regularly question situations.

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DECISIVENESS

Behavioral Traits

Decisiveness Use of speed and caution to make decisions

< DELIBERATE BOLD >

- Oliver does not fit the Performance Model for Decisiveness.
- Oliver prefers to take some time to think carefully before making a decision.

What you need to know about Oliver:

- Oliver is capable of making timely decisions, but may hesitate when under stress.
- Oliver usually takes time to collect supporting information and data before drawing conclusions.
- Most likely, Oliver will carefully weigh the risks of a situation before making a decision.
- If Oliver feels disorganized or ill-prepared, important decisions may be delayed.
- Oliver likely prefers to have a reasonable amount of time to consider significant decisions.

Management tips:

- Encourage Oliver to find a constructive way to evaluate ideas, such as listing pros and cons.
- Set a clear deadline for when you require an answer.
- Give Oliver opportunities to make smaller or less critical decisions in a more timely fashion.

BOTTOM LINE:

Oliver prefers to make careful, informed decisions, but can be convinced to draw quicker conclusions when urgency is required.

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ACCOMMODATION

Behavioral Traits

Accommodation Inclination to tend to others' needs and ideas

< STEADFAST AGREEABLE >

- Oliver does not fit the Performance Model for Accommodating.
- Oliver is willing, in most circumstances, to express disagreement and defend opinions.

What you need to know about Oliver:

- Most of the time, Oliver will take a stand for what Oliver feels is right.
- While usually willing to listen to others' perspectives, Oliver will likely stand by a position if there is disagreement.
- Oliver probably won't let others take advantage.
- Oliver can be agreeable and cooperative on occasion, but does not go along just to get along.
- Oliver might be less likely than others to avoid arguments, disagreements, and/or conflict.

Management tips:

- When necessary, remind Oliver that colleagues bring different perspectives and strengths to the team that are worth considering.
- Reward any attempts Oliver makes to seek out the agreement of the team.
- Recognize the value of expressing a differing opinion, but be mindful that this doesn't create a hurtful or negative environment.

BOTTOM LINE:

Oliver responds appropriately to the needs of others but rarely suppresses personal opinions.

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INDEPENDENCE

Behavioral Traits

Independence Level of preference for instruction and guidance

< RELIANT AUTONOMOUS >

- Oliver fits the Performance Model for Independence.
- Oliver often likes to set the direction.

What you need to know about Oliver:

- Oliver generally prefers minimal supervision when carrying out important tasks.
- On occasion, Oliver may want more guidance and instruction.
- Oliver is usually self-sufficient and willing to independently take on new developments or challenges.
- Oliver prefers to decide the course of action in most situations.
- Oliver is comfortable solving problems and handling situations independently when necessary.

Management tips:

- Give Oliver a reasonable amount of control over work.
- If Oliver is working independently, check in from time to time to make sure everything is on track.
- When you need to limit Oliver's freedom, make sure you explain why it's necessary.

BOTTOM LINE:

Oliver is moderately independent but still accepts necessary guidance and instruction.

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JUDGMENT

Behavioral Traits

Judgment Basis for forming opinions and making decisions

- Oliver does not fit the Performance Model for Judgment.
- Oliver tends to base decisions wholly on the facts of the matter.

What you need to know about Oliver:

- Oliver probably needs to see the evidence or proof behind a decision to feel good about it.
- Oliver exceedingly relies on objective data when determining appropriate solutions.
- Oliver may frequently discount the value of personal feelings and circumstances when making decisions.
- Oliver attends to potential problems by examining factual information.
- Oliver has a tendency to take a very objective view to reach conclusions.

Management tips:

- If Oliver is required to make a decision without the benefit of hard data, encourage the expression of any concerns or caveats associated with the decision.
- Show Oliver the value of gathering subjective opinions, including Oliver's own, to make well-rounded decisions.
- When there is too much information to sift through or all options seem to be favorable, encourage Oliver to make decisions based on overall impressions.

BOTTOM LINE:

Oliver heavily focuses on the factual information available to make judgment calls and decisions.

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INTERESTS

OLIVER'S ORDER OF INTERESTS

Ordered from highest- to lowest-scoring interest
Interests from the ** Sample Position for PXT Select ** Performance Model are bolded
Ties are indicated if present

TECHNICAL

CREATIVE

FINANCIAL/ADMIN ┐ TIED

ENTERPRISING ┘ TIED

PEOPLE SERVICE

MECHANICAL

What is Oliver most interested in?

Technical: Technical aspects of the job appear to interest Oliver, who will most likely pursue activities that involve research, theories, and the application of technical information. Oliver may be particularly interested in analytical or conceptual tasks that require critical thinking.

Creative: Creativity is one of Oliver's top interests. This means that Oliver is probably motivated by innovative or imaginative pursuits. Whether it involves designing new things, coming up with ideas, or figuring out a way to do something better, this type of work can help enhance job satisfaction.

Financial/Admin: Oliver appears to be interested in Financial or Administrative tasks and is therefore likely to seek out activities that involve organizing or otherwise dealing with budgets, information, and/or supplies. Classifying and managing information may be a main source of motivation.

Enterprising: Seeking out Enterprising pursuits or leadership may be of primary interest. It's likely that Oliver will look for opportunities to use persuasiveness to achieve goals or lead others toward the victory line. Also, Oliver will probably be attracted to activities that allow for networking or the finding of new opportunities.

BOTTOM LINE:

Oliver will likely enjoy the Enterprising and Financial/Administrative aspects of the job. However, Oliver may not find People Service activities as motivating as others who have been successful in this position.

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