



# QUICK REFERENCE GUIDE

Thinking Style / Behavioral Traits / Interests



Impact Business Coaches  
[www.ImpactBusinessCoaches.com](http://www.ImpactBusinessCoaches.com)  
1-844-729-8446  
1-678-353-6066

...creating cultures where people look forward  
to coming to work on Monday. #TGIM

# QUICK REFERENCE GUIDE

## Thinking Style

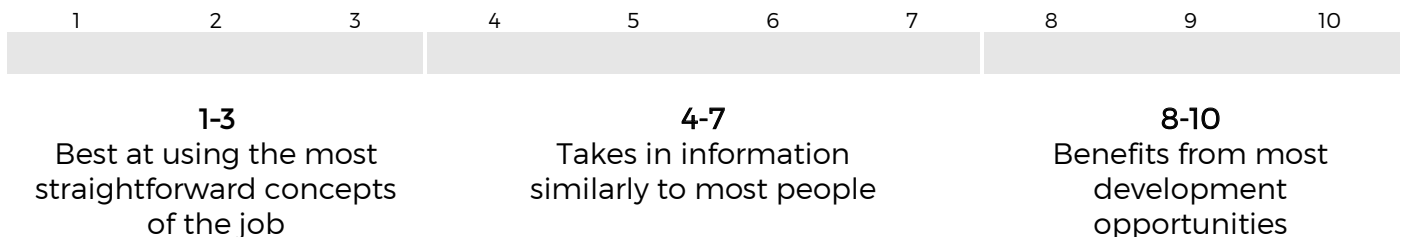
The Thinking Style portion of PXT Select™ measures cognitive ability, or how a person processes and communicates information. Assessment questions test a candidate's base knowledge of vocabulary and mathematical concepts, as well as the application of that knowledge in the workplace. The results measure 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

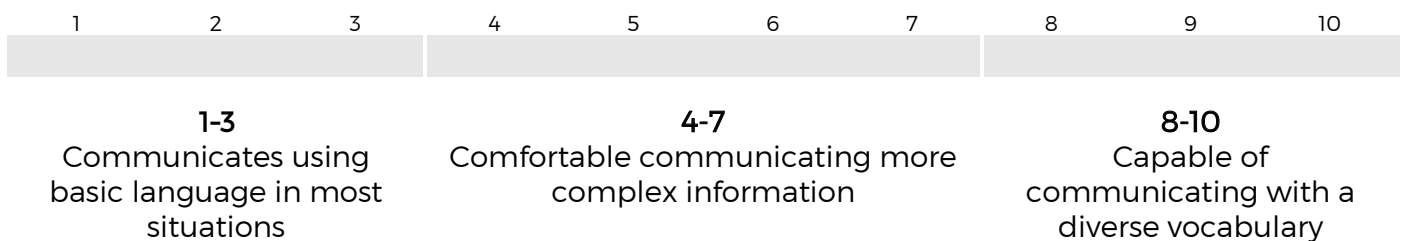
The Composite Score is an aggregate score of the candidate's other four Thinking Style scales: Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning. It paints a general picture of an individual's potential to learn new things, reason, and solve problems.



### Verbal Skill

A measure of vocabulary

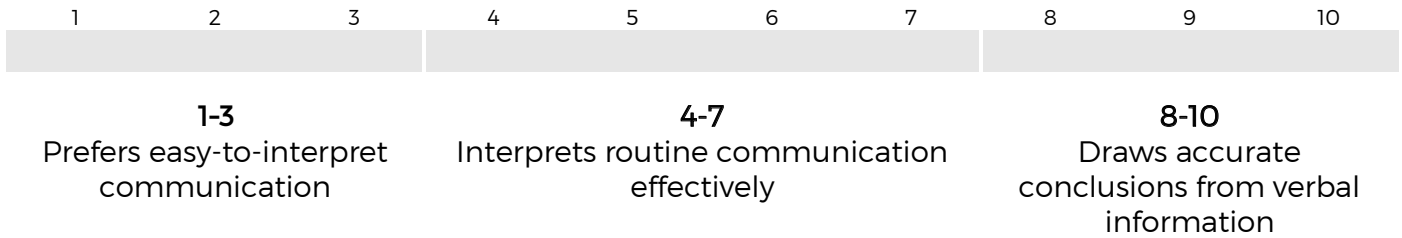
This scale provides a sense of the suitability and effectiveness of the words a person might choose to communicate with others. Unlike the Verbal Reasoning scale, which gauges how someone uses words to problem solve and process information, Verbal Skill simply measures rote knowledge of vocabulary words.



## Verbal Reasoning

Using words for reasoning and problem solving

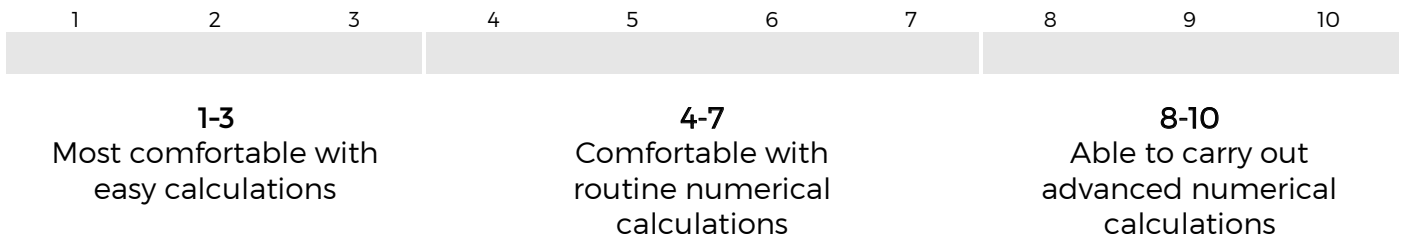
Verbal Reasoning includes an active component: How does someone use words to create relationships between concepts? But it also addresses how someone receives information: how well they process messages from others, reason through what they're hearing or reading, and draw conclusions.



## Numerical Ability

A measure of numerical calculation ability

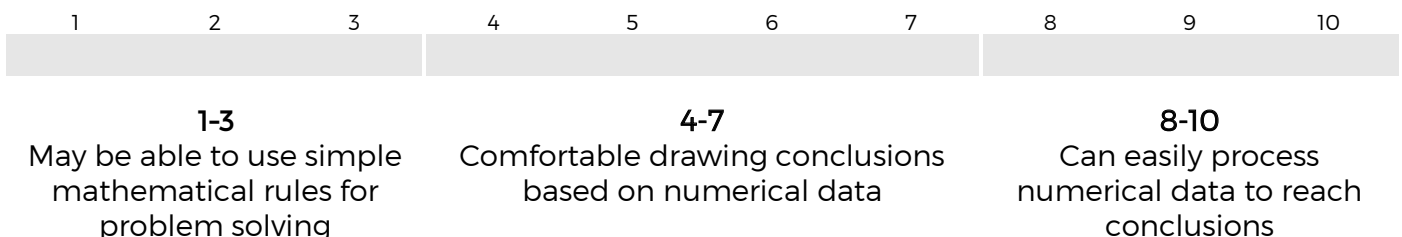
This scale measures whether a person knows how to use various numerical calculations. Think of all those times you had to solve for  $x$  or  $y$  in your high-school algebra class, and you'll have a sense of what this scale measures.



## 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.



## 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

## 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  
Keeps to oneself

Extraverted  
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  
Willingness to question

Conventional  
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  
Cautious

Optimistic  
Accepting

## 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 decisions  
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 supervision

Slow to seek guidance  
Likes to set own direction

## 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

## 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.