

**CONFIDENTIAL**



The McQuaig Word Survey®  
Full Report

Sample Candidate

[www.trainingontarget.com](http://www.trainingontarget.com) Tel: + 44 (0) 1494 450200

24 June, 2008

## The McQuaig Word Survey® Reports

### *Sample Candidate*

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#### Understanding

##### **The Profile**

**A**

This graph provides trained interpreters with a visual picture of his temperament/behaviour pattern – illustrating his natural style of behaviour and noting any changes he may be making to it because of his current situation.

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##### **Interpretation Report**

**B**

Use this report for a comprehensive and fundamental understanding of the potential assets he brings to a job, possible areas for development/concern and an indication of his adjustment to his current situation.

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##### **Leadership Profile**

**C**

A summary of his likely behaviour in a leadership role, use this report if he is currently in or is an applicant for a leadership position in your company or if he may be required to assume leadership responsibilities from time to time (e.g., projects, meetings, special assignments, etc.).

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##### **Selling Style Report**

**D**

A summary of his likely behaviour in a sales role, use this report if he is currently in or is an applicant for a sales role in your company or if, in his current role, he is expected to sell his ideas or solutions, persuade others to his point of view, etc.

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#### Recruiting/Promoting

##### **Interviewing Questions**

**E**

Behaviourally based Interviewing Questions, use these questions to probe into his past, on-the-job behaviours to allow you to predict his future on-the-job behaviours.

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##### **Assessment of Job Fit**

**F**

Use this report to evaluate the match between his natural style of behaviour and that of the ideal behaviours required for the position of Test Executive(2) as described by Test Executive.

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## **Sample Candidate**

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### **Managing/Coaching Tips for his Direct Manager**

#### **Management Overview**

**G**

Use this report on a regular basis as a quick reminder of his profile – but be sure to study the other, fuller reports before giving feedback or making any decisions.

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#### **Motivating Factors**

**H**

Use this report to understand his inner needs in order to assess whether they are being met in his current job or if they would realistically be met in a potential new role.

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#### **Strategies for Coaching and Developing**

**I**

Use this report for guidance on how to work with him effectively. If you have a copy of your own Do's and Don'ts, comparing your expectations to his will be especially enlightening.

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#### **Developmental Learning Style Report**

**J**

To select the best training approach, use this report if you are training him on a one-to-one basis or are considering formal training courses for him. During his first few weeks on the job, understanding and using this report can make the induction process go much more smoothly.

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#### **Team Approach**

**K**

Use this report to understand how he works in a team. If he is currently on your team and you can compare this report with the Team Approach Reports of other members of your team, this will add considerably to your understanding of your team's current dynamics. If he is an applicant, use this report to see how his style might impact those dynamics.

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# The McQuaig Word Survey®

Company:

Name: Sample Candidate (24/06/08)

Do: 69

Do: 84

So: 45

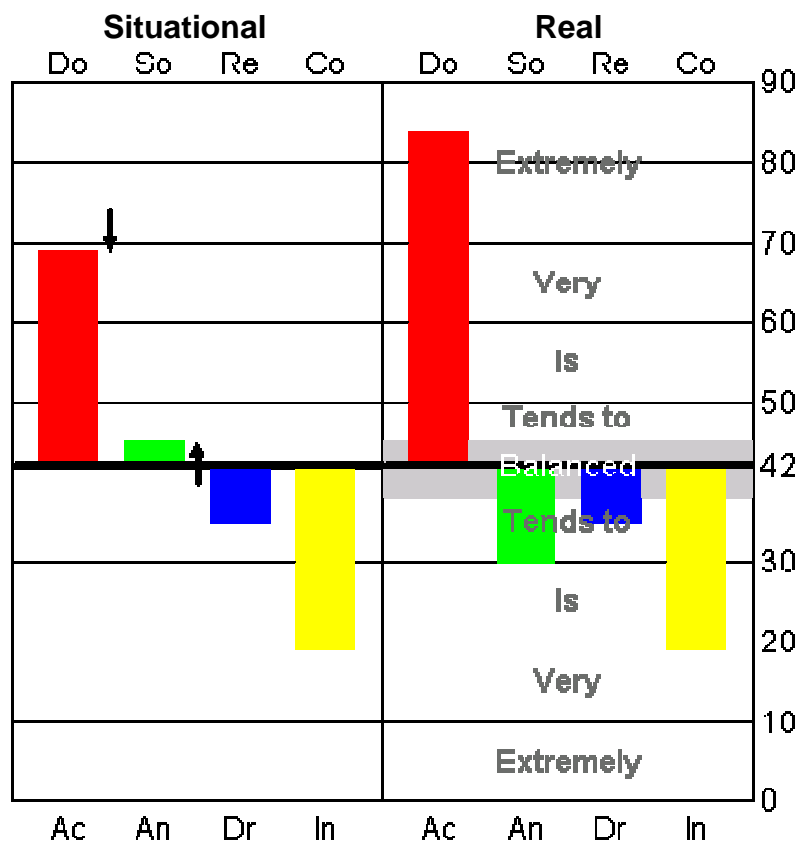
So: 30

Re: 35

Re: 35

Co: 19

Co: 19



## Key to Behavioural Scales

DOminant <> ACcepting:

SOciable <> ANalytical:

RElaxed <> DRiving:

COmpliant <> INdependent:

COmpetitive, GOal Orientated <> DEliberate, CAutious

EMpathetic, EXtroverted <> LOgical, TAsk Orientated

PAtient, REliable <> REstless, PRessure Orientated

COnscientious, DEtail Orientated <> STrong Minded, PErsistent

## Interpretation Report

### *Sample Candidate*

#### Potential Assets:

This is a particularly competitive and goal-orientated individual who can be forceful in resolving uncertainties. He:

- wants to lead the way in facing new challenges and pulls out all the stops to win;
- displays a wide variety of interests, will not hesitate to take chances, assume risks and is comfortable being accountable for getting things done;
- faces troublesome issues, resistance and obstacles willingly and despite them, or maybe because of them, he aims high, determined to attain his goals;
- is ambitious and not only welcomes but expects authority over others as well as responsibility for them;
- is exceptionally assertive and success-orientated.

Very independent, persistent and decisive, he is self-reliant, resolute and determined. He:

- thrives in unstructured environments where he can use his initiative and fight to do things his way, convinced his ideas are right;
- can make decisions, act on them and defend them;
- perseveres around obstacles or barriers set up by others;
- has strong opinions and is not afraid to voice them.

Logical and realistic, he is likely to think through a problem, weigh the pros and cons and make decisions on facts, rather than on emotions. He:

- is work orientated, objective, inclined to look on things with a critical eye and may, therefore, save errors;
- tends to be a thinker and planner who, because of his analytical perspective, may come up with more creative ideas than others;
- is practical, straightforward and direct, not given to smooth-talking to build his case.

Tending to have a restless nature, he can show a sense of urgency and likes variety in his job. He:

- prefers to work where there are pressure and deadlines from time to time;
- can usually adjust to change, respond to new situations and work in a changing atmosphere.

On the job at the moment, he is acting more sociably than is normal for him.

## Sample Candidate

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### Developmental Considerations:

Extremely ambitious, he needs constant challenge and unlimited opportunities for advancement. He:

- will be very dissatisfied unless he can achieve his goals;
- is very direct and assertive and, as a result, he can step on toes and hurt people's feelings;
- is a risk-taker who may take chances to get ahead.

Note: He appears to perceive a need to come across less aggressively and is acting less competitively than is normal for him on the job at the moment.

Very independent, he wants to do things his way and will fight to do so. He:

- is strong willed, wants to think for himself rather than be hampered by rules and regulations, and does not work well under supervision;
- does not like detail and will be frustrated if it takes too much of his time, although he may recognise that it's a necessity.

He is more comfortable working with ideas and methods than with people. He:

- can sometimes lean more heavily towards why something will not work rather than why it will;
- prefers to keep a professional distance and may, therefore, miss out on important, underlying emotional issues which may need to be addressed.

Note: He appears to perceive a need to act more sociably than is normal for him on the job right now.

He prefers to avoid too much routine work, but he can handle it if necessary. He:

- may push other people to produce too hastily at times.

### Summary:

A review of key behaviours – this individual has exceptional ambition, firm determination, a direct, realistic approach and some restlessness. These entrepreneurial profile characteristics demonstrate solid potential for challenging, broad-based, commanding management or production responsibilities or tough, direct new business development. Highly achievement-focused, although not necessarily tactful, he will demonstrate natural potential in a job setting offering a relatively varied workload and the authority to work independently.

It should be emphasised again that this individual is much more ambitious than most others and, therefore, he may take chances at times – despite the fact that he is attempting to come across less aggressively.

## **Sample Candidate**

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### **Situational Adjustment Indicator:**

He is making changes on the job and, although these changes do not appear to be causing him an unusual amount of concern, we would recommend probing into the reason behind the adjustments.

**Note:** While this assessment of his temperament offers valuable information and focus for your in-depth appraisal, other personal characteristics such as attitudes, self-motivation, stability, emotional maturity, intelligence, etc., as well as skills and abilities, must be probed thoroughly to understand his capabilities fully. This report should be reviewed in combination with The McQuaig Job Survey® results for this position.

## Leadership Profile

### *Sample Candidate*

This report offers key information on Sample Candidate's natural style of behaviour in a leadership role, starting with his potential assets in that role and concluding with possible areas for development. For a fuller understanding of his leadership effectiveness, other personal characteristics such as attitudes, self-motivation, emotional maturity, intelligence, as well as skills and abilities must be considered along with this report.

In working with this report, be sure to use it in combination with the full Interpretation Report and The McQuaig Job Survey® results for the leadership position in question.

### Summary

Although lacking an especially people-orientated approach, this profile shares the other behavioural characteristics of individuals who are highly results orientated and adopt an assertive, commanding leadership style. Very focused and unwavering in his desire to achieve, he steps up to take charge. He demonstrates the strong leadership characteristics required to face challenging situations.

- He adopts an unstructured approach to getting things done, delegating the particulars, willing to look outside the box for answers and opportunities.
- He offers a practical, task-focused, demanding approach to leadership.
- His sense of urgency makes him want to move things along relatively quickly but he can easily adapt to longer-term projects when necessary.

### Motivating and Teambuilding

With a strong focus on winning, he promotes internal competition and sets genuinely ambitious, challenging goals with short timeframes. Focusing on the outcome rather than the process, he maintains a more-or-less hands-off approach, generally comfortable with delegating the "how" to his staff. With an emphasis on quantifiable results, he communicates his ideas in a bottom-line, straightforward way. He is careful to keep a professional distance from his people except when a more congenial approach is essential to attain his business plan. While he can be a patient coach if the situation warrants it, he can sometimes light a fire under his team when appropriate.

### Decision Making and Problem Solving

Completely self-assured and decisive, he expects to be the one who makes the key decisions, even if unpopular, seeing himself as a resourceful problem solver who:

## Sample Candidate

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- focuses on the big picture, searching out inventive solutions, firmly believing in his convictions, unafraid to make decisions that rock the boat
- believes that the rationale for decisions should be based on facts, logical thinking and impartial analysis
- weighs the pressure to decide quickly against the instinct to proceed at a less hurried pace

## Leading Change

A risk taker who believes he can make it happen, he embraces opportunities to shape change. He uses his basic sense of urgency to keep the momentum going forward quickly. He is innovative in his approach, comfortable with putting a non-traditional spin on things. He focuses on the objective reasons behind the need for change, careful to avoid letting emotional issues cloud his judgment.

## Developmental Considerations

**While the previous sections have provided key information on Sample Candidate's potential assets in a leadership role, below are detailed potential Developmental Considerations which may be associated with this style. Care should be taken during the interview process to determine if some of these potential concerns are significant and/or whether he has adopted strategies to deal with them.**

**As mentioned, for a fuller understanding of his leadership effectiveness, other personal characteristics (attitudes, self-motivation, emotional maturity, intelligence, skills, abilities, etc.) must be considered along with this report. These may have a major impact on his ability to maintain his capacity to overcome these Developmental Considerations.**

**Again, in working with this section of the report, be sure to use it in combination with the full Interpretation Report and The McQuaig Job Survey results for the leadership position in question.**

- His strong confidence, ego and aggressive, challenging nature can be intimidating, inhibiting input from his team, leading them to feel that his mind is made up before he asks for their opinions. He tries to control his environment and can set unrealistic goals, possibly instilling a crisis mentality in his staff.
- He sometimes appears to have a vested interest in his own solutions and is not as open to suggestions as he could be. Given his natural dislike of administrative concerns, problems can occur during the implementation phase of his initiatives because of a lack of a clear and specific plan of action.
- He focuses more on facts than on the emotional side of issues. This, combined with a critical outlook and a "tell it like it is" communication style, can come across as abrasiveness, especially when under pressure. He does not always recognise the need to

## **Sample Candidate**

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provide positive feedback, giving his staff the impression that their work is unappreciated. His is more of an authoritarian leadership style.

- Although he can display a sense of urgency and the ability to adapt to change, in a very fast-paced environment his more tempered approach may sometimes prove to be a disadvantage.

**Caution:** The above is a description of his normal, day-to-day behaviours. However, he is currently making significant on-the-job adjustments. Further probing is recommended to ascertain why he is making these changes and whether they will impact his current and/or future leadership potential.

## Selling Style Report

### Sample Candidate

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#### Summary

Although lacking an especially people-orientated approach, this profile shares the other characteristics of people who are particularly suited to generating new business in tough markets. Very assertive, potentially too assertive and dominating, he enjoys the challenge of opening up new territories and closing new accounts. When dealing with existing customers, he concentrates more on up-selling activities than on-going account maintenance.

- Very strong minded, he is determined to overcome resistance and will take an innovative approach to bring the sale to a positive conclusion. He enjoys autonomy and will dislike structured selling roles.
- Taking a direct, sometimes too direct, and straightforward approach, he emphasises quantifiable benefits and favours sales which do not require much relationship building or an empathetic approach but which are based on providing factual information.
- Because his sense of urgency makes him want the sale to move along fairly quickly, he is comfortable with short-to-mid-term sales cycles; but, he can easily adapt to longer term ones if necessary.

#### Prospecting

- Extremely competitive, he prospects proactively in the toughest sales territories, using all the resources at his disposal. However, he sometimes does not listen as well as he should.
- Very independent, he is a tenacious and resolute prospector, even in the face of adversity, and he will not let objections stand in his way.
- Objective, he does not take rejection or resistance personally. However, he will focus less on developing instant rapport or building on existing relationships, showing a definite preference for providing answers rather than asking questions.
- While somewhat pressure orientated, he can temper his desire to move quickly with a more systematic approach to prospecting than more strongly driven individuals would.

#### Presentation

- A very goal-orientated individual, he sets direction, maintains control of the sales interview and will work his presentation to achieve his desired outcome. His firm belief in his own solutions, though, can sometimes cause him to discount dissenting signals from his customer.
- He states his ideas and recommendations firmly, resolved to have the customer buy into and accept his point of view. His big picture approach may be too general for the more detail-orientated customer.

## Sample Candidate

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- Focused on the objective delivery of information, he makes his points in a businesslike manner but occasionally his lack of sensitivity to the customer's feelings may cause him to miss important clues.
- Somewhat driving, he wants to keep the presentation moving forward, imparting a sense of urgency in his message.

## Closing

- Exceptionally success orientated, he will be an aggressive closer.
- Doggedly persistent, he is not afraid to ask for the order repeatedly and try new approaches if rejected. His occasional lack of attention to detail, though, may result in after-sale problems.
- Analytical, he focuses on facts when closing, sometimes missing important emotional subtleties.
- He is inclined to close quickly, but he can wait for the right moment when necessary.

**Caution:** The above is a description of his normal, day-to-day behaviours. However, he is currently making significant on-the-job adjustments. Further probing is recommended to ascertain why he is making these changes and whether they will impact his current and/or future sales potential.

**Note:** While this report is based on his temperament and offers key information on his potential for success in sales, other personal characteristics such as attitudes, self-motivation, stability, emotional maturity, intelligence, etc., as well as skills and abilities, must be probed thoroughly to understand his capabilities fully. This report should be viewed in combination with the full Interpretation Report and The McQuaig Job Survey® results for this position.

## Interviewing Questions

### **Sample Candidate**

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This candidate has described himself as possessing certain behaviours. These questions will help you to assess how he has exhibited these behaviours in the past and whether he has consistently lived up to his full potential. For best possible results, elaborate with open-ended probes which solicit who, what, when, where, why and how responses.

In his answers, you should look for concrete, specific, positive examples of how he has exhibited the behaviours in question and, remember, since many candidates will initially respond with generalities, the deeper you probe, the better.

Most of your interview should centre around how he fits the behavioural requirements determined by the job. If he were to behave in this job the way he has behaved in the past, would this be a good fit?

Always be careful to avoid asking any questions relating to age, sex, marital status, cultural background, religion, etc., in your interview.

#### **Dominant**

*He has described himself as being exceptionally competitive, goal orientated and ambitious.*

#### **(positive examples)**

*Has he consistently demonstrated a strong need to win and a healthy sense of competition? Has he set ambitious goals? Has he stepped up to take charge self-confidently? Has he taken calculated risks to achieve results? Has he worked effectively with people?*

#### **(negative examples)**

*Has he consistently put himself first? Has he had conflicts with his boss/co-workers? Has he demonstrated a win-at-all-costs attitude? Has he taken unnecessary, irresponsible chances? Has he alienated people by being too egocentric?*

- Can you tell me about a time when you took a big risk to achieve a goal?
- What's the most challenging project you tackled last year?
- What do you consider the least personally rewarding aspect of your job?
- Tell me about the last time you had to work with a particularly difficult associate.

## Sample Candidate

### Independent

*He has described himself as being very independent and persistent.*

#### **(positive examples)**

*Has he displayed the ability to think for himself? Has he been able to influence others to accept his point of view? Has he made some very tough decisions? Has he shown initiative in his response to problems? Has he stood up to resistance?*

#### **(negative examples)**

*Has he been stubborn? Has he come across as opinionated and hard to work with? Has he bent the rules too many times? Has he had difficulty with follow-through? Has he had problems working towards a compromise solution?*

- Did you ever have a really good idea only to have it shot down in flames initially? What did you do about it?
- Tell me about a time when you worked for someone who was too controlling. How did you handle it?
- Sometimes we can be too strong willed for our own good. Tell me about a time where you could have been more flexible.
- Paperwork sometimes seems to keep us from doing our jobs. Tell me about the last time you had to work hard to get out from under.

### Analytical

*He has described himself as being work orientated.*

#### **(positive examples)**

*Has he analysed problems in a rational and logical manner? Has he avoided distractions to focus on his work? Has he taken a diagnostic approach to decision-making? Has he brought a level of objectivity to emotional issues?*

#### **(negative examples)**

*Has he overlooked the people side of issues and had people problems? Has he sometimes come across as unenthusiastic and more critical than need be? Has he had trouble establishing good working relationships?*

- Tell me about a time when you had to analyse the pros and cons of a problem before making a decision.
- Tell me about the last time you had to deal with an overly emotional colleague.

## Sample Candidate

### Driving

*He has described himself as being reasonably driving.*

#### **(positive examples)**

*Has he demonstrated a sense of urgency? Has he sought opportunities for change? Has he reacted well in emergencies? Has he responded to pressure and deadlines in a timely fashion? Has he multi-tasked effectively?*

#### **(negative examples)**

*Has he become bored easily, switching to something "more exciting"? Has he put too much pressure on? Has he left things to the last-minute, causing delivery problems? Has he over-estimated how many balls he can juggle?*

- Can you give me an example from your recent past where you demonstrated a sense of urgency?
- What's the most routine job you ever had? How did you handle it?

**Attention:** While the above questions help you, through specific examples from his past history, to understand more fully how he has exhibited his temperament (behaviour pattern) as described by his McQuaig Word Survey®, other personal characteristics such as attitudes, self-motivation, stability, emotional maturity and intelligence must be probed thoroughly to understand his capabilities fully. The following are some suggested interviewing questions to use to probe all or a selection of these important areas.

### Attitudes and Beliefs

#### **(positive examples)**

*Has he maintained a positive, optimistic outlook? Is he self-confident and do his achievements support this confidence? Has he set high personal standards? Has he remained ethical in trying circumstances?*

#### **(negative examples)**

*Has he shown hesitation and doubt in his own abilities? Is he openly critical of previous employers and co-workers? Has he cut corners to get things done? Is he distrustful of others' motivations?*

- Tell me about a recent assignment or project at work that demonstrated the standards you've set for yourself and your work.
- Tell me about a time when you had to stay positive to get a project completed, despite obstacles?

## Sample Candidate

### Self Motivation

**(positive examples)**

*Has he gone beyond what was expected? Has he attacked previous work assignments tenaciously? Has he been passionate about his work? Has he acted without waiting to be told what to do?*

**(negative examples)**

*Has he had difficulty sustaining a strong effort over time? Has he few examples of when he went beyond what was expected? Has he demonstrated little dedication in previous jobs? Has he defined his role narrowly?*

- Tell me about a project that you felt passionate about.
- Tell me about a time when you were really excited by a project or assignment.

### Stability and Persistence

**(positive examples)**

*Does he have a history of consistent interests, goals and activities over time? Has he stood up to resistance? Has he kept his morale up and maintained effort despite obstacles? Has he viewed setbacks as learning opportunities?*

**(negative examples)**

*Has he had difficulty staying the course? Has he given up when the going got tough? Does he have a history of uncompleted projects? Has he taken the path of least resistance? Has he changed focus frequently?*

- Would you tell me about a time when you really had to be tenacious to get the job done?
- Can you tell me about a time when you faced a number of setbacks in your job? How did you handle it?

### Maturity and Judgement

**(positive examples)**

*Has he employed a common sense approach? Has he accepted responsibility for both good and bad? Has he learned from his mistakes? Has he foregone short-term rewards for longer term benefits? Does he share credit?*

**(negative examples)**

*Has he acted with little forethought? Has he shown a lack of self discipline? Does he blame others? Has he made bad judgement calls? Does he rationalise? Does he refuse to admit it when he is wrong?*

- Can you tell me about a time when you've had to make a sacrifice that had little reward in the short-term?
- Tell me about a time when you received criticism that you felt was unjust. What did you do?

## Sample Candidate

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### **Aptitudes/Capacity to Learn**

**(positive examples)**

*Has he absorbed and adapted to new ideas and/or tasks readily? Does he have a proven ability to solve complex problems? Has he shown a commitment to on-going learning? Has he volunteered for new assignments?*

**(negative examples)**

*Has he had difficulty learning new skills or concepts? Has he shown limited progress and achievement? Does he do little professional or even outside reading? Has he had problems with technology?*

- When you started your last job, what things came to you naturally and what areas did you really have to apply yourself to understand?
- Can you give me an example of a time you had difficulty grasping a new concept?

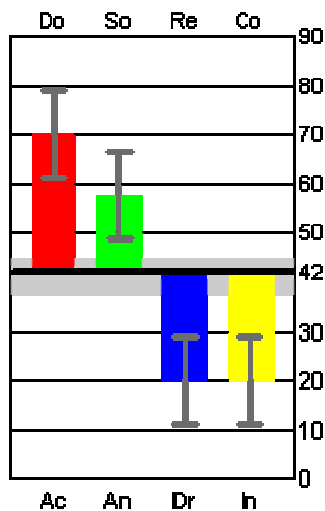
## Assessment of Job Fit: Test Executive(2)

### TEST COMPANY

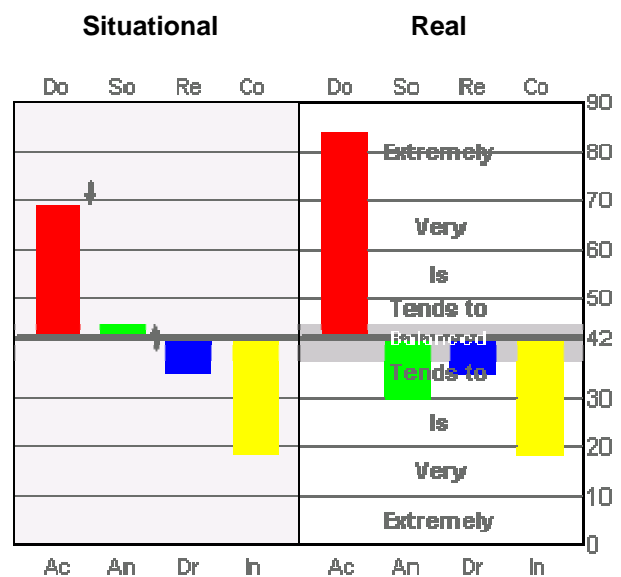
#### Graphical Summary

This report compares The McQuaig Job Survey® results for the position of **Test Executive(2)** (as described by **Test Executive**, on November 15, 2007) to **Sample Candidate's** McQuaig Word Survey® results.

#### Test Executive(2)



#### Sample Candidate



#### Key to Behavioural Scales

DOMinant <> ACcepting:

SOciable <> ANalytical:

RELaxed <> DRiving:

COMpliant <> INdependent:

Competitive, Goal Orientated <> Deliberate, Cautious

Empathetic, Extroverted <> Logical, Task Orientated

Patient, Reliable <> Restless, Pressure Orientated

Conscientious, Detail Orientated <> Strong Minded, Persistent

#### Summary of Job Fit: STRONG MATCH

Sample Candidate's profile and factor scores produce a strong temperament match to The Job Survey. However, other factors such as learned behaviours, knowledge, skills and abilities must be probed thoroughly to understand his capabilities fully.

## ***Test Executive(2) by Test Executive*** ***Sample Candidate***

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### **Analysis of Job Fit**

Below we compare Sample Candidate's Real profile to the behavioural job demands.

**Dominant ⇔ Accepting: Strong match**

Sample Candidate falls within the desired range on this scale.

**Compliant ⇔ Independent: Strong match**

Sample Candidate falls within the desired range on this scale.

**Relaxed ⇔ Driving: Potential match**

Sample Candidate is just outside of the desired range on this scale.

**Sociable ⇔ Analytical: Does not match**

Sample Candidate is well outside of the desired range on this scale.

### **Overview**

**Job: Test Executive(2)**

**Success in this position requires someone who is...**

- Extremely competitive, ambitious, goal orientated, even aggressive, needing constant challenges and opportunities
- Very restless, driving and energetic, very impatient with the status quo, disliking routine work
- Very independent, persistent and decisive, very uncomfortable being supervised
- Friendly and sociable, more interested in people than in ideas and methods

**Candidate: Sample Candidate**

**Sample Candidate is...**

- Extremely competitive, ambitious, goal orientated, even aggressive, needing constant challenges and opportunities
- Basically restless, able to adapt to routine work but only if necessary
- Very independent, persistent and decisive, very uncomfortable being supervised
- Logical and analytical, more interested in ideas and methods than people

The section entitled *Strengths Analysis* will delve into areas where there is a strong match. The section entitled *Gap Analysis* will address potential gaps.

## **Test Executive(2) by Test Executive Sample Candidate**

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### **Strengths Analysis**

Sample Candidate has scored within the desired range on the **Dominant ↔ Accepting** Scale.

The following questions will help you determine whether Sample Candidate uses his dominance in a productive way. Positive and negative examples of the trait have been provided to help interpret the responses. Probe to insure that you get specific, detailed responses.

#### **Dominant**

This job calls for someone with a very high level of dominance and competitiveness.

##### **(positive examples)**

*has demonstrated a need to win and a healthy sense of competition; has set ambitious, challenging goals; has stepped up to take charge; has taken calculated risks to achieve results; has worked effectively with people.*

##### **(vs. too dominant)**

*has been too aggressive and competitive; has taken irresponsible chances.*

##### **(or not dominant enough)**

*has been too unassertive and submissive; has avoided confronting uncomfortable situations.*

- Tell me about a time when you set an aggressive goal for yourself.
- What is the most challenging project you tackled last year?
- Give me an example of a time when the team was moving in a direction that you didn't fully support.
- Tell me about the last time you had to deal with a particularly difficult associate.

## **Test Executive(2) by Test Executive Sample Candidate**

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### **Strengths Analysis**

Sample Candidate has scored within the desired range on the **Compliant ↔ Independent** Scale.

The following questions will help you determine whether Sample Candidate uses his independence in a productive way. Positive and negative examples of the trait have been provided to help interpret the responses. Probe to insure that you get specific, detailed responses.

#### **Independent**

This job calls for someone with a high degree of independence.

##### **(positive examples)**

*has offered an independent, determined approach; has faced up to resistance; has shown an ability to express views without alienating others; has been decisive innovative and adaptable.*

##### **(vs. too independent)**

*has persisted to the point of being inflexible; has been opinionated; has disregarded rules.*

##### **(or not independent enough)**

*has not been assertive, even when right; has had difficulty showing initiative.*

- Did you ever have a really good idea only to have it shot down initially? What did you do about it?
- Tell me about a time when you worked for someone who was too controlling. How did you handle it?
- Can you think of an instance where you may have been too strong-willed?
- Tell me about a time when you felt held back by paperwork.

## **Test Executive(2) by Test Executive Sample Candidate**

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### **Gap Analysis**

Sample Candidate has scored just outside the desired range on the **Relaxed** ↔ **Driving** Scale.

The Job Survey calls for someone who is more driving than he is. To determine how this will impact job performance ask the questions below.

Explore his past looking for examples where he needed to behave with more drive and how it affected his performance. Positive and negative examples of the trait have been provided below. Probe to insure that you get specific, detailed responses.

#### **Driving**

This job calls for someone with a high degree of drive.

##### **(positive examples)**

*has consistently shown a restless, driving sense of urgency; has a history of diving in quickly and energetically; has searched out opportunities for change; has responded well to intense pressure and deadlines.*

##### **(vs. too driving)**

*has rejected the status quo; puts too much pressure on; has been very "last-minute".*

##### **(or not driving enough)**

*has reacted negatively to short timeframes; has been slow to respond to emergencies.*

- Tell me about a situation where you had to push hard to accomplish something.
- Tell me about the most significant change you had to adapt to in your last job.
- Tell me about a time you challenged the status quo.
- Tell me about an associate who was slow to respond. How did you handle the situation?

## **Test Executive(2) by Test Executive Sample Candidate**

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### **Gap Analysis**

Sample Candidate has scored well outside the desired range on the **Sociable** ↔ **Analytical** Scale.

The Job Survey calls for someone who is much more sociable than he is. To determine how this will impact job performance ask the questions below.

Explore his past looking for examples where he needed to behave much more sociably and how it affected his performance. Positive and negative examples of the trait have been provided below. Probe to insure that you get specific, detailed responses.

#### **Sociable**

This job calls for someone who is sociable.

##### **(positive examples)**

*has demonstrated good communication skills; has remained positive and optimistic in difficult times; has handled people problems tactfully; has become involved without losing perspective; has built harmonious relationships.*

##### **(vs. too sociable)**

*has been distracted easily; has reacted emotionally; has had problems listening.*

##### **(or not sociable enough)**

*has not developed good relationships; has overlooked people concerns; has been distant.*

- Tell me about a recent accomplishment where your people skills were really put to the test.
- Were you ever in a situation where you were not kept in the loop on a key decision? Tell me about it.

## Management Overview

### **Sample Candidate**

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**Summary:** This profile is typical of many top managers and supervisors as well as of people who do exceptionally well in tough production or new business development roles. However, he may lack a diplomatic approach at times.

**Potential Assets:** Extremely competitive, goal-orientated, even aggressive, he thrives on difficult assignments, faces resistance and wants responsibility. Very persistent and decisive, he is independent, self-reliant and determined to get his way. Analytical and realistic, he is work orientated, factual in approach and not overly concerned with impressing others. Somewhat restless, he can work under occasional pressure and deadlines.

**Developmental Considerations:** He will be dissatisfied unless he is frequently challenged and sees opportunity for advancement. He can hurt people's feelings. He will fight to do things his way and he will be frustrated with too much detail work. He does not work well under supervision. He is more orientated towards working with ideas and methods than people. He is somewhat uncomfortable with routine work, but he can handle it if necessary.

**On the Job:** He is acting less competitively than is normal for him, perhaps in an attempt to come across as a bit less forceful.

### **Motivating Strategies:**

Challenge him constantly and give him control and room to manoeuvre. Recognise his accomplishments – both publicly and tangibly. Set ambitious goals and targets with him. Recognise he has strong convictions and let him do things his way when appropriate. Let him know he is in control. Don't hesitate to step in to get him back on track if necessary. Explain the logic, keep to the facts and make sure he understands the people ramifications. Keep your emotions in check. Keep things moving and let him set his own deadlines from time to time. Give him some variety in his job to keep him from becoming bored.

### **Coaching Guidelines:**

- Put him in the spotlight and focus on the big picture.
- Relate assignments to his goals and ambitions.
- Let him try things for himself but explain the importance of rules and procedures, asking for his opinion and listening to it.
- Take a logical, methodical approach, staying low key and unemotional, supplying substance over showmanship.
- Strike a balance between a fast-paced environment and one that is out of control.

## Motivating Factors

### Sample Candidate

#### Ego

These descriptions relate to characteristics at their most extreme and may require some modification. If the "X" falls in the boxes described as balanced, then expect this individual to display a flexible balance between the characteristics described in the right and left paragraphs. But, the further the "X" is to the right or left, the more the description in the paragraph directly below the "X" will apply.

<b>X</b>								
extremely competitive		very	is	balanced	is	very		extremely accepting

People who are strong in this area are focused on winning. They are drawn to positions where they have the authority to act and get to call the shots without interference. They want to be in control and dislike taking a back seat to anyone for very long. They expect to be recognized and accept rewards for their work as their right. Spurred on by a strong desire for personal gain and success, their motto could be, "What's in it for me?"

People who are strong in this area are team players who want their team to work together in harmony and will support their team's efforts on projects that provide little personal gain. They seek out positions that provide them with security, good leadership and sound fiscal management. Disliking risky situations, they proceed carefully and prudently, deliberating cautiously before making decisions. Their motto could be, "Let's be careful out there."

#### Status

These descriptions relate to characteristics at their most extreme and may require some modification. If the "X" falls in the boxes described as balanced, then expect this individual to display a flexible balance between the characteristics described in the right and left paragraphs. But, the further the "X" is to the right or left, the more the description in the paragraph directly below the "X" will apply.

						<b>X</b>		
extremely sociable		very	is	balanced	is	very		extremely analytical

People who are strong in this area are open and friendly. They want to be popular and bask in the affection that comes from being likeable. They need to belong and be where there is genuine warmth and emotional commitment. They enjoy the outward signs of success (nice office, plaques on the walls), do not want to be left out and find it hard to identify with people who prefer to keep to themselves. Their motto could be, "Let's talk."

People who are strong in this area take pride in their ability to think rationally, seeking out situations where the ability to analyse objectively and stick to the point are respected attributes. They keep their office and home life separate, disapprove of office politics, are relatively indifferent to the trappings of success and are uncomfortable with people who expect to be instant friends. Their motto could be, "Let's be logical."

## Sample Candidate

### Timelines

These descriptions relate to characteristics at their most extreme and may require some modification. If the "X" falls in the boxes described as balanced, then expect this individual to display a flexible balance between the characteristics described in the right and left paragraphs. But, the further the "X" is to the right or left, the more the description in the paragraph directly below the "X" will apply.

					X			
extremely relaxed		very	is	balanced		is	very	extremely restless

People who are strong in this area are easy-going and unflappable. They believe in taking the time to smell the roses. They flourish in stable, family-like surroundings, working with colleagues who share their methodical approach to time management. They appreciate established routines that are not constantly or needlessly changed and become uncomfortable when they feel pressured to meet unreasonable deadlines. Their motto could be, "Haste makes waste."

People who are strong in this area thrive on putting out fires – emergencies are exciting, change is good. They rush through life at utmost speed, enjoying any opportunity to shake up the status quo and stir things up. They are excited by plenty of activity, lots of priority juggling. They get bored quickly, lose interest once something becomes routine and believe everyone should share their sense of urgency. Their motto could be, "Let's do it now."

### Structure

These descriptions relate to characteristics at their most extreme and may require some modification. If the "X" falls in the boxes described as balanced, then expect this individual to display a flexible balance between the characteristics described in the right and left paragraphs. But, the further the "X" is to the right or left, the more the description in the paragraph directly below the "X" will apply.

							X	
extremely conscientious		very	is	balanced		is	very	extremely independent

People who are strong in this area are systems orientated. They look for proper controls, work within established guidelines, attentive to the fine points. They seek out concrete solutions, wrestling with grey areas until clearly defined. Good planners, they can be relied on to implement detailed procedures. They dislike imprecise instructions, unfocused leadership or lack of structure. Their motto might be, "If it's worth doing, it's worth doing right."

People who are strong in this area believe in their opinions and are not afraid to express them or stick to their guns when opposed. They want the freedom to act independently and the authority to make their own decisions in an environment that listens to and, most often, adopts their point of view. They dislike being told what to do, resist authority and think rules are made to be, if not broken, at least bent. Their motto might be, "I know what to do."

**Note:** The above are highlights only – for a better understanding, see the full Interpretation Report or contact your McQuaig interpreter, especially in view of his current situational behaviour.

## Strategies for Coaching and Developing

### Sample Candidate

**Note:** These Do's and Don'ts are based on an assessment of his temperament only. Other factors such as level of intelligence, emotional maturity, attitudes and others may influence the relevance of some of these points.

#### Do

- challenge him to excel and set stimulating goals
- build accountability into his role
- ask for and listen to his opinions on how a project/task should be done
- if there is room for advancement, make sure he's aware of the potential
- entrust him with authority
- urge him to delegate some of the more intricate details
- ensure tangible rewards/recognition for achievements
- foster an environment where he can use his initiative and work independently
- welcome his opinions and anticipate his willingness to take a stand
- provide opportunities for him to make decisions
- acknowledge his contributions when you act on one of his suggestions
- coach him to adopt a team perspective
- resolve differences of opinions together
- communicate with him from a logical perspective and keep to the facts
- provide opportunities for him to work on his own
- openly discuss the people ramifications
- be professional in your dealings with him
- involve him as a sounding board to test the validity of an argument or case you're developing
- foster a fast changing atmosphere
- involve him in setting deadlines
- provide the opportunity for him to work on a wide variety of projects

#### Don't

- control his activities too closely – he enjoys freedom
- demand that he report every little detail to you – he prefers to be measured on overall results
- encroach on his authority – he is protective of his autonomy
- take credit for his ideas/work – recognition is important to him
- be too structured in how you want things done – he may have some good alternatives
- insist on your own way all the time – his different approach may be better occasionally
- let him get away with anything he shouldn't – his independence may get the better of him at times

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- hesitate to stand up to him when necessary – he can need reminding that there are good reasons why his way is not always the best
- expect him to become an instant friend – he prefers to take his time to get to know someone
- compliment him unless there is a good reason – he is not comfortable with superficialities
- get upset if he is a little less than diplomatic at times – he sometimes lets his intensity obscure the possible impact
- assign him too many routine, repetitive tasks – he gets bored quickly
- become defensive if he constantly wants to change things – he naturally looks for different solutions

## Developmental Learning Style

### *Sample Candidate*

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**Note:** This report on his behavioural Learning Style is based on an assessment of his temperament exclusively. It may be advisable to add or delete some statements depending upon his level of intelligence, knowledge, emotional maturity, attitudes and other factors in his present record and past circumstances.

As a naturally competitive and goal-orientated individual, he will respond best to training that lets him rise above the crowd and show others what he can accomplish. He is a big picture thinker who likes to have an understanding of and a sense of control over where the training is going. He wants to know how his participation will contribute to achieving his goals. Programs that give him an opportunity to try things for himself will generate the best results.

Experimenting, thinking for himself, doing things his own way, these things come naturally to this strong-minded, determined person. He has his own opinions and will express them freely. He much prefers training that focuses more on the overall concept than on the details or the process, but he can stay on track if the rationale for their existence makes sense. Overall, though, he learns best in programs that offer him the opportunity to fill in the blanks for himself.

Because he has an objective and rational perspective, he learns best from programs that present issues in a logical, methodical way. He expects the topics to be explained factually and realistically without an undue amount of selling or motivating. Training can be entertaining, but he will feel that he is wasting his time if the session lacks substance. He excels when given an opportunity to analyse the pros and cons to come up with creative solutions to problems.

Training programs that move things along at a sensible, but not overly hectic pace are perfect for him. He likes to see a good variety of topics covered with enough time to set up the routines to handle them each in turn. He looks for and appreciates reasonable timeframes.

## Team Approach

### Sample Candidate

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**Synopsis:** Overall, he would be most effective in a strong commanding role in which he could assume responsibility for the group's direction and control and/or for difficult projects.

#### Attributes

- Naturally very assertive and forceful, he gravitates instinctively towards spearheading projects, helping his fellow team members set immediate and relevant objectives and directions.
- Self-assured and comfortable being in control, he expects to be seen, heard and listened to.
- His determined, sometimes unorthodox approach to problems and solutions should inspire his fellow team members to adopt a broader based thinking process.
- Able to see the pros and cons of a group's activities and ideas, his objectivity and ability to critique issues add to his team input.
- Granting that he enjoys the odd spur-of-the-moment team project, he also appreciates a core of regular activities.

#### Developmental Areas

- He will not be overly interested or active in a team that does not play to his own agenda, especially if he cannot re-orient its direction.
- His aggressive, sometimes confrontational style may hamper co-operation among his fellow team members.
- His strong willed, even dogmatic style can be counterproductive, causing resentment in the group because of his perceived obstinacy.
- While he may be able to empathise, he may be somewhat uncomfortable when faced with emotional displays from others.
- He likes group work to keep moving, but not at such a fast pace that he feels overly rushed.

#### Managing Guidelines

He has leadership potential, so give him as much responsibility as possible – if not for the whole project, at least for part of it. However, don't expect him to be contented with a simple support role and do be prepared for people problems. Capitalise on his production-orientated facilitating style.

**Note:** A study of this individual's behaviour style is not sufficient to ensure team fit. Other characteristics such as attitude, motivation, maturity, experience and past history need to be assessed in order to make an informed decision. To get the fullest understanding of this individual's behaviour in a team situation, review this report with a trained and experienced McQuaig Interpreter.