

The McQuaig Word Survey[®] Report

Sample

Sample Reports

Assessment Date: 2020-01-15



UNDERSTANDING

A**The Profile**

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

B**Interpretation Report**

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

C**Leadership Profile**

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

D**Selling Style**

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

RECRUITING/PROMOTING

E**Interview Questions—Management**

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

MANAGING/COACHING TIPS FOR THEIR DIRECT MANAGER

F**Management Overview**

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

G**Motivating Factors**

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

H**Strategies for Coaching and Developing**

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

I**Developmental Learning Style**

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

J**Team Approach**

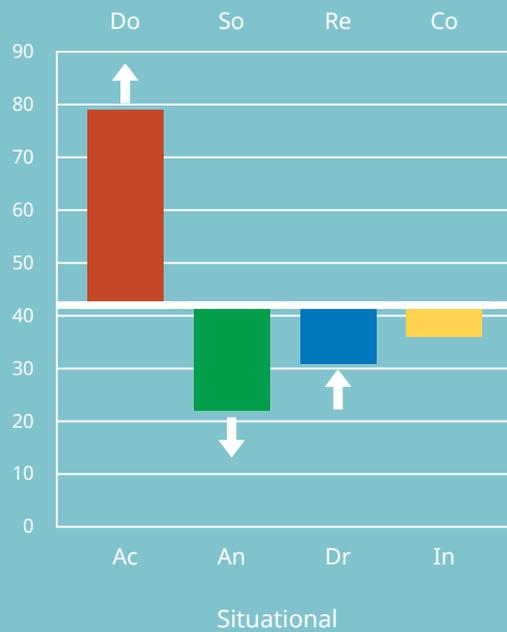
Use this report to understand how they work in a team. If they are currently on your team, you can compare their report with the Team Approach Reports of other members of your team. This will add considerably to your understanding of the team's current dynamics. If they are an applicant, use this report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



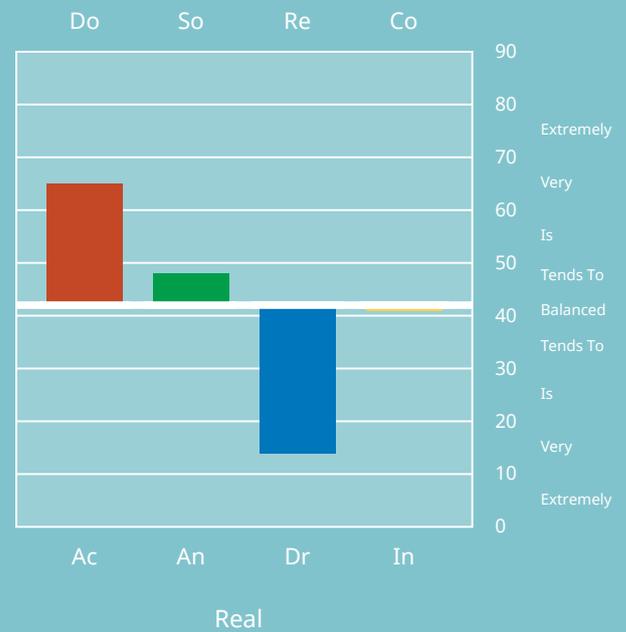
The Profile

**Sample
McQuaig
profile
type
is —**

Generalist



Do	So	Re	Co
79	22	31	36



Do	So	Re	Co
65	48	14	41

BEHAVIOURAL SCALES

- Dominant** ↔ **Accepting**
- Sociable** ↔ **Analytical**
- Relaxed** ↔ **Driving**
- Compliant** ↔ **Independent**

(Competitive, Goal Oriented ↔ Deliberate, Cautious)

(Empathetic, Extroverted ↔ Logical, Task Oriented)

(Patient, Reliable ↔ Restless, Pressure Oriented)

(Conscientious, Detail Oriented ↔ Strong Minded, Persistent)

Interpretation Report

POTENTIAL ASSETS

1

Very energetic and hard driving, they have a strong sense of urgency and are quick to respond to emergency situations. They:

- Prefer to be constantly active, look for variety in their job to keep them stimulated and can juggle many tasks at the same time.
- Work best under deadlines, driving themselves to go full throttle, expecting others to go all out as well.
- Seek change—new approaches and solutions—and adjust well to organisational re-structuring.
- Find pressure exhilarating.

2

Very ambitious and achievement-oriented, they thoroughly enjoy competing with others and being able to tackle tough assignments. They:

- Are focused on results, go directly to the heart of a problem to get things done and will not be distracted from their goals.
- Think of themselves as a winner and are comfortable pioneering solutions and overcoming obstacles.
- Can accept accountability for both people and the bottom line within clearly defined parameters.
- Readily assume responsibility for the work of others, accept authority over them and will fight for success.

3

Tending to be sociable, they like people, enjoy working with them and see their points of view. They:

Are likely to see the positive side of things and find it relatively easy to communicate their thoughts and ideas.

Are at home with people and normally show confidence in situations involving others.

4

They have an average amount of independence and compliance. They:

Like to be prepared for contingencies and will want to follow through and keep at it until they get results.

Are quite comfortable following rules and regulations, although they want to be able to use their initiative in some situations.

DEVELOPMENTAL CONSIDERATIONS

1

Very restless, they do not accept existing conditions easily, always trying to change things. They:

Like variety, not routine, and quickly get bored by anything repetitive.

Are impatient and can put too much pressure on everyone to keep up with their pace.

2

Very ambitious, they have strong career goals and expect to see that they are progressing towards those goals. They:

Need new mountains to climb, new challenges to meet and they will rapidly become dissatisfied without them.

Seek recognition and will not let their successes go unnoticed.

3

They are somewhat more interested in working with people than with ideas and methods. They:

Like to have people around them and prefer not to work alone.

4

They can make tough decisions, but they may sometimes have more of a tendency to follow past precedent than to think outside the box. They:

Will want to maintain tight control when delegating to others, expecting things to be done to their specifications.

SITUATIONAL ADJUSTMENT INDICATOR

On the job, they are acting:

- More competitively than is normal for them.
- Much more analytically than is normal for them.
- With less drive than is normal for them.



Note: While this assessment of their 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 their capabilities fully. This report should be reviewed in combination with The McQuaig Job Survey® results for this position.

Leadership Profile

INTRODUCTION

This report offers key information on the natural style of behaviour of Sample 3 in a leadership role, starting with their potential assets in that role and concluding with possible areas for development. For a fuller understanding of their 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

This profile is typical of individuals who are very results oriented and adopt an assertive leadership style. Unwavering in their desire to achieve, they take charge and will exhibit the traditional leadership characteristics required in different environments.

Very energetic and hard driving, they respond with quick solutions, cultivating a fast-paced, change-oriented workplace.

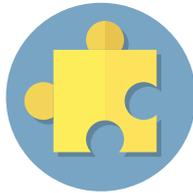
Generally outgoing, they can adopt a participative leadership approach although they may assume a stronger task-focus if necessary.

More detail oriented and thorough than many leaders, they take an organised, structured, disciplined approach to managing.



Motivating and Teambuilding

Results-oriented, they encourage internal competition, setting ambitious, challenging goals. Very energetic, they influence those around them in immediate action. They gather input from others and will balance their approach between motivating based on individual needs and focusing on numeric targets. Although they accept some innovation from their team, they still expect them to follow defined parameters.



Decision Making and Problem Solving

Very self-assured, they readily accept the responsibility for decision making and see themselves as a strong problem solver who:

Know that delay could mean lost opportunities and are quick to rush in to deal with situations while they are hot.

Believe that decisions should evolve from a blend of intuitive thinking and factual analysis.

Feel the best decisions are ones that are balanced by a respect for existing systems and processes.



Leading Change

A risk taker who believes they can make it happen, they embrace opportunities to shape change. They often restrain their innate sense of urgency with the recognition that the quick fix may not always be the best solution. They will attempt to get buy-in and team involvement. They can take a somewhat innovative approach to change so long as procedures are set in place to ensure a successful roll-out.

DEVELOPMENTAL CONSIDERATIONS

While the previous sections have provided key information on the potential assets of Sample 3 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 they have adopted strategies to deal with them.

As mentioned, for a fuller understanding of their 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 their ability to maintain their 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.

Their confidence, ego and natural tendency to challenge others can inhibit input from their team and may lead others to feel they have made up their mind before they ask for opinions. As well, they can sometimes have unrealistic expectations, possibly instilling a crisis mentality in their staff.

Their desire to embrace new ideas and projects coupled with a reluctance to stay focused on the detailed steps needed to take on these projects may lead to a stop-and-start approach, sending mixed messages to the team. Their tendency to leave things to the last minute can create unintended pressure.

Their direct, commanding style can lead to people problems and cause them to overlook morale issues. They may not feel the need to "sell" their ideas or explain decisions to the team, making them feel that their input is not valued.

They may not demonstrate the truly innovative thinking that is often required in highly entrepreneurial settings. Their preference for playing by the rules could be inhibiting when shortcuts are needed to construct inventive solutions or meet targets.



Selling Style

SUMMARY

This profile is typical of people who are naturally suited to new business development. Assertive, they enjoy the challenge of opening up new territories. In an existing account management role, they prefer up-selling activities to on-going account maintenance.

Thriving on pressure, they will push to move the sale along quickly and prefer short-term sales cycles. In long-term sales, they have the drive to keep the sale moving forward, but they will be very impatient if the pace is too slow, shifting their focus to opportunities for more immediate success.

They favour relationship building, but can adopt a more factual approach if needed.

More detailed and thorough than the average salesperson, they prepare carefully for sales calls, presentations and closings. They will take an organised, structured approach to selling.



Note: While this report is based on their temperament and offers key information on their 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 their capabilities fully. This report should be viewed in combination with the full Interpretation Report and The McQuaig Job Survey® results for this position.



Prospecting

Quick and energetic, they can focus on many prospects at once, pushing to meet their call quotas. Their need for constant action, though, may result in activity for its own sake.

Proactive and very competitive, they are able to prospect effectively in most sales territories, although, at times, they may not listen as well as they should.

They prefer responding to referrals and, most of all, networking rather than performing high-rejection activities such as cold calling, but they can cold call when necessary.

They research their prospects thoroughly and may hesitate before proceeding until they feel they have all the relevant data at their command.



Presentation

Driving, they deliver a fast-paced presentation, imparting a sense of urgency in their message although, for the more cautious customer, they may cut to the bottom line too quickly.

A very goal-oriented individual, they set direction, maintain control of the sales interview and will work their presentation to achieve their desired outcome.

In presenting their business case, they gear their presentation to their customer's needs.

They will organise their presentation in advance, wanting to ensure that they are prepared for most contingencies and, while they can cope with the occasional unanticipated question, they do not want to be caught off guard too often.



Closing

They prefer to close early and often, growing very frustrated and bored with long delays—sometimes pushing for the close before the right moment.

Exceptionally success oriented, they will be an aggressive closer.

In closing, they will try to take into account the subtleties of a prospect's emotions but they can use a somewhat more direct, benefits-oriented approach where needed.

Average in terms of persistence, they will ask for the order when they feel the receptivity is right.



Interview Questions

INTRODUCTION

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

In their answers, you should look for concrete, specific, positive examples of how they have 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 they fit the behavioural requirements determined by the job. If they were to behave in this job the way they have 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.

DRIVING

They have described themselves as being very driving and action oriented.

Positive Examples

Have they instilled a sense of excitement in their staff?

Have they been a proactive change agent?

Have they responded well to pressure?

Have they set tight but reasonable deadlines?

Have they managed to keep their energy level up during emergencies?

Negative Examples

Have they taken on a flavour-of-the-month approach to projects?

Have they caused stress among their staff?

Has their last-minute approach caused problems?

Have they taken on more than they can handle?

Have they changed course too often, leading to staff confusion?

INTERVIEW QUESTIONS

Give me an example of the latest situation where you've had to light a fire under your people to get results.

Managers have to react quickly—more now than ever. Tell me about a recent major problem you had to resolve fast.

Tell me about the last time you had to challenge the status quo. What was the result?

Change often frightens people. Tell me about a recent situation where you helped your people cope with changes you or your company implemented.

DOMINANT

They have described themselves as being very competitive and ambitious.

Positive Examples

Have they set ambitious, challenging goals for themselves and their team?

Have they encouraged a healthy sense of competition in their staff?

Have they taken acceptable risks?

Have they tackled performance issues head on?

Have they made tough decisions?

Negative Examples

Have they been overly aggressive in their dealings with others?

Have they set unattainable goals?

Have they intimidated their team?

Have they been difficult to control?

Have they stifled team spirit?

Have they put their own agenda above all others'?

INTERVIEW QUESTIONS

- Tell me about the most difficult situation that you had to manage recently.
- Tell me about the most ambitious goal that you've ever set for yourself and your team.
- Tell me about a time when you felt senior management had put up a roadblock. How did you handle it?
- Tell me about the most difficult member of your team. How do you manage that individual?

SOCIABLE

They have described themselves as being fairly sociable.

Positive Examples

Have they been able to impart a positive message in times of trouble?

Have they handled staff problems tactfully?

Have they been involved without losing perspective?

Have they built good relationships and inspired team loyalty?

Negative Examples

Have they had difficulty focusing on the bottom-line?

Have they relied on "gut" feelings?

Have they had trouble making unpopular decisions or disciplining others?

Have they avoided tackling technical problems?

INTERVIEW QUESTIONS

Some people have difficulty getting along. Tell me about a situation recently where you had to resolve a conflict in the workplace.

It can be difficult to keep feelings separate from responsibilities. Tell me about a recent decision where you had to fight to stay objective.

INDEPENDENT/COMPLIANT

They have described themselves as having an average amount of independence and conscientiousness.

Positive Examples

Have they displayed initiative while adhering to policy?

Have they shown determination without being obstinate?

Have they allowed their direct reports leeway even as they set parameters?

Negative Examples

Have they been careless with follow-through?

Do they have a tendency to micromanage their team's output?

Have they been too opinionated?

Have they been reluctant to stand up to resistance?

INTERVIEW QUESTIONS

- Tell me about a situation recently where you had to run a project with little or no direction.
- Tell me about a time recently when you had to handle a difficult member of your team.



Attention: While the above questions help you, through specific examples from their past history, to understand more fully how they have exhibited their temperament (behaviour pattern) as described by their McQuaig Word Survey®, other personal characteristics such as attitudes, self-motivation, stability, emotional maturity and intelligence must be probed thoroughly to understand their 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

Have they kept their team positive in times of crisis?

Have they set high departmental standards?

Have they fostered a strong sense of commitment in their team?

Have they handled "grey areas" in an ethical manner?

Negative Examples

Do they doubt their own abilities?

Are they openly critical of their staff/company?

Have they been more focused on what went wrong rather than right?

Have they cut too many corners? Are they distrustful of others?

INTERVIEW QUESTIONS

Tell me about a recent assignment or project at work that demonstrated the standards you've set for yourself and your team.

Tell me about a time when you had to stay positive to keep your team on track.

Sometimes it is tough to keep our spirits up. Tell me about a time when you felt really down in your job.

Can you describe a situation where you exercised particularly good judgement?

Sometimes we have to bend the rules. Tell me about your experience in this regard.

SELF MOTIVATION

Positive Examples

Have they gone beyond what was expected?

Have they shown a strong, inner driving force?

Have they tackled problems proactively?

Have they been able to pick themselves and their team up after a major setback?

Have they been tenacious?

Negative Examples

Do they show little interest in, enthusiasm for, or intensity about previous work/projects?

Have they displayed little initiative in their assignments?

Have they relied heavily on management for direction?

Have they defined their role narrowly?

INTERVIEW QUESTIONS

- Tell me about a situation where you had to stay really pumped up to get the job done.
- Tell me about a time when you were really excited by a project or assignment.
- Can you describe a situation where you felt you went above and beyond the call of duty?
- How about a situation when you felt you were stretched to the limit?
- Do you think of yourself as more internally driven than most managers? Why do you say that?

STABILITY AND PERSISTENCE

Positive Examples

Does their history show consistent interests, and activities over time?

Have they stood up to resistance?

Have they been able to win people over to their point of view, even when initially considered controversial?

Negative Examples

Have they backed away from adversity and had difficulty staying the course?

Have they taken the path of least resistance?

Have they switched gears often, leading to staff confusion?

Have they let performance issues slide?

INTERVIEW QUESTIONS

- Would you tell me about a time when you really had to be tenacious to reach your targets?
- Can you tell me about a time when you faced a number of setbacks in your job? How did you handle it?
- How do you respond when your staff do not seem to be pulling their own weight?
- Tell me about an important long-term goal you set for yourself or your staff. How did it go?
- Can you describe a time when things got to be too much for you? How did that come about?

MATURITY AND JUDGEMENT

Positive Examples

Have they made good judgement calls?

Have they used common sense to solve problems?

Have they accepted responsibility and responded well to constructive criticism?

Have they foregone short-term rewards for longer term benefits?

Negative Examples

Have they acted with little forethought?

Have they had difficulty controlling their temper?

Have they avoided responsibility?

Do they blame others—including direct reports?

Do they take all the credit?

Do they refuse to admit mistakes?

INTERVIEW QUESTIONS

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?

Sometimes we make mistakes. Can you give me an example of such a situation?

Can you describe a situation where you exercised particularly good judgement?

Tell me about a recent success, or failure.

APTITUDES/CAPACITY TO LEARN

Positive Examples

Have they solved complex problems?

Have they been able to take difficult, multifaceted projects and compartmentalise them so that their team can tackle them effectively?

Have they fostered an on-going learning milieu for their team?

Negative Examples

Have they had difficulty learning new skills or concepts?

Do they do little professional reading or studying to keep themselves up to date?

Have they been unable to keep up with technological changes?

INTERVIEW QUESTIONS

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?

What efforts do you make to keep yourself up to date?

Tell me about a complex problem you had to resolve. How did it go?

Can you tell me about a project that you worked on where it was a struggle to keep the "big picture" in mind?

Management Overview

SUMMARY

This profile is typical of many managers and supervisors as well as of people who are in production or new business development roles.



Potential Assets

- Very energetic and hard driving, they are quick to respond and work best under pressure and deadlines.
- Very ambitious and results-oriented, they will not be distracted from their goals, will fight for success and accept responsibility for others.
- Basically sociable, they like people and enjoy working with them.
- They have an average amount of



Developmental Considerations

- They can be hasty, too impatient and dislike anything repetitive.
- They will be very discontented unless they are progressing towards their goals.
- They are basically more interested in working with people than with ideas and methods.
- Depending upon the job function, more independence may be an asset.

independence and compliance.



Motivating Strategies

Keep things moving and use their sense of urgency to get things done quickly. Set deadlines and put them under pressure. Make sure they finish what they start.

Challenge them often and give them responsibility and room for advancement. Tie their rewards to their achievements. Don't try to control them too closely.

Provide opportunities for people interaction. Don't expect them to enjoy working alone all the time.

Make sure they know the rules without trying to control their every move.

Coaching Guidelines

Work quickly, matching their sense of urgency, putting the pressure on and keeping the excitement going.

Allow them to shine, focus on the overview and bring it all back to their needs.

Allow for some interaction with others as well as concentration time.

Provide details without going into overload.

Motivating Factors

INTRODUCTION

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



Note: These are highlights only—for a better understanding, see the full Interpretation Report or contact your McQuaig interpreter.

EGO



**extremely
accepting**

very

is

balanced

is

very

**extremely
competitive**

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."

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 recognised 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?"

STATUS



**extremely
analytical**

very

is

balanced

is

very

**extremely
sociable**

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."

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."

TIMELINES



**extremely
restless**

very

is

balanced

is

very

**extremely
relaxed**

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."

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."

STRUCTURE



**extremely
independent**

very

is

balanced

is

very

**extremely
conscientious**

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."

People who are strong in this area are systems oriented. They look for proper controls, work within established guidelines, attentive to the fine points. They seek out concrete solutions, wrestling with gray 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."

Strategies for Coaching & Developing

DO

- Foster a fast changing environment.
- Involve them in setting deadlines.
- Provide the opportunity for them to multi-task.
- Accept that they often get impatient and bored with routine.
- Together, build a strategy for them to stay focused on priorities.
- Utilise their ability to move things forward.
- Encourage them to excel and set challenging goals.
- Build accountability into their role.
- Request their opinions on how a project/task should be handled.
- Make sure they are aware of the potential for advancement or new responsibilities.
- Make them accountable for results and entrust them with authority.
- Let them delegate some of the more intricate details.
- Provide opportunities for them to interact with others.
- Make the most of their ability to communicate and build relationships.
- Solicit their input to gauge morale and resolve conflict.
- Make sure they know the policies and guidelines.

- Foster an environment where they can show initiative occasionally.
- Ensure that they have access to pertinent information.

DON'T

- Assign them too many repetitive tasks—they get bored quickly.
- Become defensive if they constantly want to change things—they naturally look for different solutions.
- Discourage their desire to go off on a tangent—sometimes they will come up with unexpected options.
- Object if they let things go to the last minute—they work best under pressure.
- Control their activities too closely—they need to feel self-sufficient.
- Demand that they report every little detail to you—they prefer to be measured on overall results.
- Infringe on their authority—they are protective of their autonomy.
- Overlook their accomplishments—recognition is important to them.
- Keep them out of the loop—they need to feel they are one of the team.
- Be insincere—they value relationships built on trust.
- Leave them totally on their own—while they can work independently from time to time, they are more comfortable with backup support.
- Push them to make unprecedented decisions—they prefer to follow existing systems and procedures.



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



Learning Style

SUMMARY

They thrive in a fast-paced, plenty of action, happening atmosphere. They do their best work when the training is exciting and when they can see the momentum building. They expect training programs to match their own sense of urgency—moving quickly, energetically, keeping the pressure up, tackling a wide variety of topics all at once. They welcome the opportunity to be physically active during the session—moving around, joining new breakout groups, etc.

Naturally competitive and goal-oriented, they will respond best to training that lets them rise above the crowd and show others what they can accomplish. They are a big picture thinker who likes to have an understanding of, and a sense of control over, where the training is going. They want to know how their participation will contribute to achieving their goals. Programs that give them an opportunity to try things for themselves will generate the best results.

Genuinely outgoing, they will profit from interesting, entertaining and enjoyable training situations in which they have plenty of opportunity to interact with others. They want to discuss what they are learning as they are learning it, participate in role playing simulations and use their people skills to help facilitate breakout sessions. Training that takes an upbeat approach and stresses the positive will appeal to their optimistic nature.

They adapt well to training that provides sufficient detail while leaving some room for innovation. They understand process without having to spend a lot of time on it. They are fairly comfortable voicing their opinions about issues, although they may keep their own counsel if faced with strong opposition.



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

Team Approach

SYNOPSIS

Overall, they would be most effective in a strong leadership role, assuming responsibility for the group's direction and/or special projects.



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.



Attributes

Their active desire to resolve problems and tackle issues immediately and their high, almost contagious energy level can help their fellow team members handle each item on the agenda quickly.

Purposeful, self-confident and resolved to achieve their own ambitions, they lend their team a strong focus, influencing them to address specific goals and stay on track.

While inclined to enjoy the interaction within a group to some extent, they also appreciate being able to solo on their own projects.

They prefer to know the parameters for the team's activities, but they can, at times, accommodate themselves to a fresh new approach.



Developmental Areas

Their impatience with how long it takes to get things moving and their unwillingness to accept that some things do take time can make less driven members resent their prodding.

They do like to be in command and will not find it easy to share the spotlight with, or defer direction of their team to, someone else.

Their focus on bottom line issues may triumph over their concern for their impact on people.

They will likely refer to past precedents to reach decisions but they can look for alternatives when necessary.



Managing Guidelines

They are inclined to want some freedom, so give them responsibility for at least part of the project. Don't expect them to demand unlimited authority over a large group, but capitalise on their basic leadership tendencies.