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# The McQuaig Job Survey®

**Sample Role by: Holst Group**  
Sample Reports



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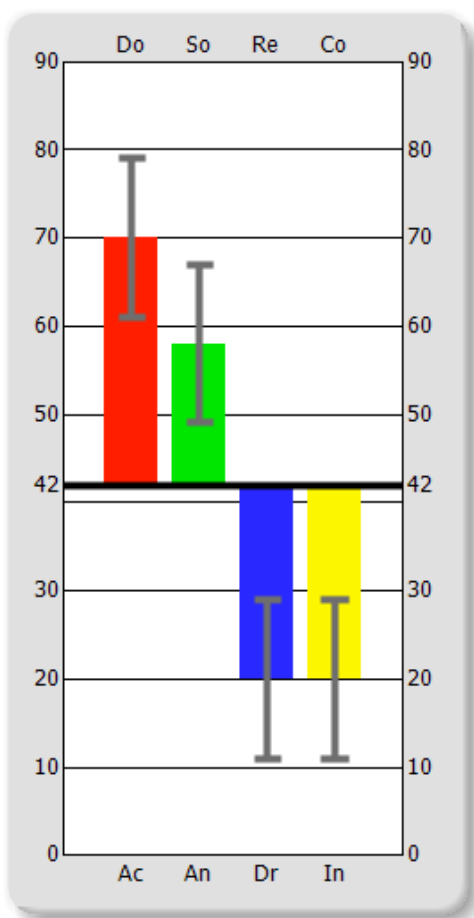


## The Profile

### Sample Role by: Holst Group

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**Do**   **So**   **Re**   **Co**  
70   58   20   20



### Key to Behavioural Scales

	<b>DO</b> minant ↔ <b>AC</b> cepting:	Competitive, Goal Orientated ↔ Deliberate, Cautious
	<b>SO</b> ciable ↔ <b>AN</b> alytical:	Empathetic, Extroverted ↔ Logical, Task Orientated
	<b>RE</b> laxed ↔ <b>DR</b> iving:	Patient, Reliable ↔ Restless, Pressure Orientated
	<b>CO</b> mpliant ↔ <b>IN</b> dependent:	Conscientious, Detail Orientated ↔ Strong Minded, Persistent



## Interpretation Report

### Sample Role by: Holst Group

Sample Reports

#### Behavioural Factors

This job requires an individual who:

- is extremely competitive, ambitious and goal-orientated
- tackles projects and situations aggressively
- wants responsibility for and authority over people
- enjoys overcoming objections/resistance and achieving goals in the face of obstacles
- is very restless, driving and energetic
- has a strong sense of urgency to get things done quickly
- works well under pressure and enjoys meeting tight deadlines
- is very independent, persistent and decisive
- wants to take charge and show initiative
- has the strength to follow through and keep at it until s/he gets results
- is friendly, sociable and out-going
- enjoys working with and selling ideas to people
- is a good communicator, quite optimistic, tending to see the positive side of things

#### Potential Management Considerations

Here are some points for the Manager of this position to keep in mind when selecting an individual who matches these requirements as this job is also being described as requiring an individual who:

- needs constant challenges and opportunities
- resents being supervised
- may take chances to get ahead
- will definitely dislike routine work although may be capable of accepting some of it
- will be impatient from time to time
- will resent having to do detail work although may be able to do some of it
- will be strong minded

#### CV Screening Tips

In reviewing CV's for this position, search for examples of:

- most challenging assignments undertaken and the results
- handling various high pressure situations
- situations where autonomous decisions have been made and implemented
- interpersonal skills demonstrated with internal and external contacts



## Interpretation Report

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#### Sample Reports

- setting and achieving short- and long-term goals
- ability to work effectively in a constantly changing environment
- results of major and minor projects undertaken using own initiative
- types of people problem situations encountered and resolved
- problem solving, motivation and delegation skills
- coping with projects requiring long-term, high energy levels and the outcome
- situations where resistance and obstacles had to be overcome
- work situations where tasks have been performed isolated from others
- steps undertaken to fulfil aspirations
- situations where the candidate's drive and energy have proven contagious
- the best and the worst relations with past managers

### Summary

This position calls for leadership characteristics. Special attention should be paid to the consistency of past behaviour patterns relating to these characteristics in addition to the specific skills, experience and other attributes the candidate may have which would impact job fit.



## Leadership Profile

### Sample Role by: Holst Group

#### Sample Reports

**Note:** It is important that this report be considered in combination with an examination of what attitudes, self-motivation, emotional maturity, intelligence, as well as skills and abilities, candidates will bring to the job as these, too, will have a strong influence on an individual's success in this position.

In probing into your candidate's history during your first interview, be sure to use this report in combination with The McQuaig Job Survey® Interviewing Questions for this position.

### Summary

For this position, you are looking for candidates who are highly results orientated and adopt an assertive leadership style. They should be very focused and unwavering in their desire to achieve, stepping up to take charge. They should demonstrate the strong leadership characteristics required to face challenging situations.

- They should be very energetic and hard driving, responding with quick solutions, cultivating a fast-paced, change-orientated workplace.
- They should take an unstructured approach to getting things done, delegating the particulars, willing to look outside the box for answers and opportunities.
- They should be naturally outgoing and persuasive, favouring participative leadership approach where possible.

### Motivating and Teambuilding

They should be strongly focused on winning, promote internal competition and set genuinely ambitious, challenging goals with short timeframes. They should be very energetic and light a fire under their team, motivating them to immediate action. With a focus on the outcome rather than the process, they should maintain a more-or-less hands-off approach generally comfortable with delegating the “how” to their staff. They should gather input from those around them . They should share their knowledge, encourage others to do the same mentor their team and provide positive feedback when needed.

### Decision Making and Problem Solving

They should be completely self-assured and decisive, expecting to make the key decisions, seeing themselves as resourceful, influential problem solvers who:

- know that delay can mean lost opportunities and are quick to rush in to deal with situations while they are hot.



## Leadership Profile

### Sample Role by: Holst Group

#### Sample Reports

- focus on the big picture, searching out inventive solutions, firmly believing in their convictions, unafraid to make decisions that rock the boat.
- rely on their intuitive abilities, believing that the best decisions should take the people factor into account.

### Leading Change

They should be risk takers who believe they can make it happen and embrace opportunities to shape change. They should use their innate sense of urgency to keep the momentum going forward quickly. They should be innovative in their approach, comfortable with putting a non-traditional spin on things. They should have a positive outlook about change, present this viewpoint to their team, involving them in the change process and addressing their concerns early on whenever possible.

### Developmental Considerations

While the previous sections have provided key information on the behaviours candidates should bring to this leadership role, below are some potential Developmental Considerations which may be associated with these behaviours. Care should be taken during the interview process to determine if some of these potential concerns are significant and/or whether your candidates have adopted strategies to overcome them.

Of course, for a fuller understanding of their leadership effectiveness, other personal characteristics (attitudes, self-motivation, emotional maturity, intelligence, skills, abilities, etc.) must be considered as well since these may have a major impact on their ability to overcome these potential Developmental Considerations.

On the other hand, in a leadership role, these behaviours are typical of people whose:

- strong confidence, self-absorption and aggressive, challenging nature can be intimidating, unintentionally inhibiting input from their team, leading their people to feel that their minds are made up before they ask for their team's opinions. They want to control their environment and can set unrealistic goals, possibly instilling a crisis mentality in their staff.
- need for an immediate resolution can sometimes lead to hasty decisions and too much pressure on their team, while their desire to move to new frontiers may result in unfinished projects. They may overlook the long-term ramifications of change initiatives.
- vested interest in their own solutions can lead to the conclusion that they are not as open to suggestions as they at first appear. Given their natural disdain of administrative concerns, problems can occur during the implementation phase of their initiatives because of a lack of a clear and specific plan of action.



## Leadership Profile

### Sample Role by: Holst Group

#### Sample Reports

- concern for their team and naturally supportive leadership stance can make it difficult for them to make unpopular decisions or cause them to delay disciplinary actions.





## Selling Style

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#### Summary

For this position, you are looking for candidates who are particularly suited to generating new business in very tough markets. They should be very assertive, even aggressive on occasion, enjoying the challenge of opening up new territories and closing new accounts. When dealing with existing customers, they should concentrate more on up-selling activities than on-going account maintenance or technical problem solving.

- They should thrive on pressure, pushing to move the sale along quickly and preferring short-term sales cycles. In long-term sales, they should have the drive to keep the sale moving forward, but expect them to be very impatient if the pace is too slow and to shift their focus to opportunities for more immediate success.
- They should be very strong minded, determined to overcome resistance and offer an innovative response to bring even the most difficult sale to a positive conclusion. They should enjoy autonomy and flourish in unstructured selling roles.
- They should be outgoing and friendly, enjoying networking and making new contacts, favouring relationship building over a just-the-facts approach.

#### Prospecting

- They should be extremely competitive, prospecting proactively in the toughest sales territories, using all the resources at their disposal. However, this strong competitiveness can mean that, at times, they may be a better talker than listener.
- They should be quick and energetic, focusing on many prospects at once, pushing to meet their call quotas. Candidates with this profile, though, will have a need for constant action which can sometimes result in activity for its own sake.
- They should be very independent, tenacious and resolute prospectors, even in the face of adversity, not letting objections stand in their way.
- During the initial customer contact, they should seek opportunities to build rapport while presenting their business case.

#### Presentation

- They should be very goal-orientated, setting direction, maintaining control of the sales interview and working their presentation to achieve their desired outcome. Note, candidates with this profile have such a firm belief in their own solutions that they can sometimes discount dissenting signals from their customer.
- They should be driving, delivering a fast-paced presentation, imparting a sense of urgency in their message, cutting to the bottom line quickly, even impatiently.
- They should state their ideas and recommendations firmly, resolved to have the customer buy into and accept their point of view. They should present a big picture overview to their customer, leaving the details to someone else.





## Interviewing Questions — Management

### Holst Group

#### Sample Reports

Based on your description of the behaviours required for this job, here are some questions to help you assess whether/how your candidate has exhibited these behaviours in the past, especially if you elaborate with open-ended probes which solicit who, what, when, where, why and how responses.

#### *Dominant*

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

#### *Positive Examples*

- has set challenging goals for self and team
- has encouraged healthy competition among staff
- has taken calculated risks
- has confronted performance issues quickly
- has assumed responsibility
- has fostered team participation.

#### *VS. Too Dominant*

- has been too aggressive with team
- has forged ahead irresponsibly.

#### *Or Not Dominant Enough*

- has avoided competitive situations
- has ignored performance issues
- has been risk-averse.

- Tell me about a risky decision you made within the last year.
- Give me an example of a time when you found it difficult to get staff members to share your vision and goals.
- Tell me about a time that you had to take charge of an unwieldy group.
- Were you ever disappointed with the performance of one of your staff members? How did you handle it?

#### *Driving*

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

#### *Positive Examples*

- has been excited about new opportunities and transferred that excitement to staff
- has acted quickly
- has sought change
- has responded well to pressure
- has set a fast pace
- has set tight, but reasonable deadlines.

#### *VS. Too Driving*

- has over-pressured staff
- has tried to manage too many projects at once.

#### *Or Not Driving Enough*

- has not been a change agent
- has not been able to motivate staff
- has not prioritised.

- Give me an example of a situation where you had to light a fire under your people to get results.



## Interviewing Questions — Management

### Holst Group

#### Sample Reports

- Tell me about a recent major problem you had to resolve fast.
- Tell me about a time you had to challenge the status quo. What was the result?
- Tell me about a recent situation where you helped your people adapt to a change in direction.

#### *Independent*

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

#### *Positive Examples*

- has faced up to resistance
- has made difficult decisions
- has shown determination while remaining open to others' ideas
- has kept team focused
- has been innovative and encouraged outside-the-box thinking in his/her team.

#### *VS. Too Independent*

- has been stubborn
- has been too opinionated to foster open communication.

#### *Or Not Independent Enough*

- has not been strong in defending the team
- has given in
- has rarely challenged procedures.

- Tell me about the last truly difficult decision you made.
- Give me an example of where you took the initiative to institute change.
- Tell me about a time when you felt overwhelmed by paperwork.
- Have you ever had a team member who was too entrepreneurial? Tell me about it.

#### *Sociable*

This job calls for a leader who is sociable.

#### *Positive Examples*

- has focused on the good in people while maintaining objectivity
- has handled staff problems tactfully
- has shown good interpersonal skill and leveraged relationships at all levels
- has built strong team loyalty.

#### *VS. Too Sociable*

- has become too friendly with staff
- has lost sight of time and budget
- has relied on instinct.

#### *Or Not Sociable Enough*

- has not had positive relations with team
- has overlooked staff concerns.

- Tell me about a recent accomplishment where your people skills made the difference.
- Tell me about a situation recently where you had to make a decision that you felt isolated you from your staff.



## Interviewing Questions — Management

### Holst Group

#### Sample Reports

**Note:** While the above questions assess the temperament requirements as described by The McQuaig Job Survey®, other personal characteristics such as attitudes, self-motivation, stability, emotional maturity and intelligence must be probed thoroughly to understand the candidate's 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 proven to be a positive, optimistic, enthusiastic leader
- has expected the best from direct reports and received it
- has set high departmental standards
- confidence in abilities has resulted in achievements
- has fostered a strong loyalty in his/her team.

##### *Negative Examples*

- has shown hesitation and doubt in own abilities
- has low record of achievement
- is openly critical of his/her staff
- has displayed a worrisome and pessimistic outlook
- has demonstrated little commitment once trouble ensues

- 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.

#### **Self Motivation**

##### *Positive Examples*

- went beyond what was expected
- attacked previous work assignments with energy
- has been passionate about work and activities and communicated that enthusiasm to team
- strong, inner driving force
- has taken the initiative

##### *Negative Examples*

- no sustained, strong work effort over time
- did minimum required
- little enthusiasm or intensity demonstrated in previous work/projects
- has shown little initiative
- has become bored easily
- has relied heavily on management for direction

- Tell me about a situation where you had to stay really pumped up to get the job done.



## Interviewing Questions — Management

### Holst Group

#### Sample Reports

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

#### ***Stability and Persistence***

##### *Positive Examples*

- has a history of consistent interests, goals and activities over time
- has stood up to resistance
- has maintained morale and effort despite obstacles
- has a history of completing tasks
- has accepted setbacks as learning opportunities
- has kept staff on track

##### *Negative Examples*

- has backed away from adversity
- has not stayed the course
- has given up when going got tough
- has taken the path of least resistance
- has not provided focused, consistent direction
- has switched gears often, leading to staff confusion

- 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?

#### ***Maturity and Judgement***

##### *Positive Examples*

- has made good judgement calls
- has taken a common sense approach
- has accepted personal responsibility and responded well to constructive criticism
- has foregone short-term rewards for longer term benefits
- has shared credit with the team

##### *Negative Examples*

- has acted with little forethought
- has had difficulty controlling temper
- avoided responsibility
- never his/her fault, blames others — including direct reports
- has been closed minded and inflexible
- has kept staff in line through intimidation.

- 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?



## Interviewing Questions — Management

### Holst Group

#### Sample Reports

#### *Aptitudes/Capacity to Learn*

##### *Positive Examples*

- has demonstrated the ability to communicate new projects easily
- has absorbed and shared information and ideas readily
- has proven ability to solve complex problems
- progress and achievements are significant
- has fostered an on-going learning milieu

##### *Negative Examples*

- has had difficulty learning new skills or concepts and avoided complex issues
- limited progress and achievement
- little outside reading
- has not kept up with developments
- has discouraged on-going training and development for staff

- 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?



## Reference Checking Questions — Management

### Holst Group

#### Sample Reports

**Note:** You will want to ask specific background/technical information questions before broaching these behaviourally based questions. Review the results of your McQuaig Job Survey® and, since your time will be limited, we suggest you select a few questions that are particularly key to the job and concentrate on fleshing them out thoroughly. Remember, to gain richer information, elaborate with open-ended probes which solicit who, what, when, where, why and how responses.

We have analysed some of the behaviours needed for this job and would appreciate your co-operation in helping us to understand how this candidate may have demonstrated these behaviours in the past.

#### *Dominant*

This job calls for a leader with a very high level of competitiveness.

#### *Positive Examples*

- has set ambitious, challenging goals for self and team
- has encouraged healthy competition among staff
- has taken calculated risks to achieve results
- has tackled performance issues head on
- has assumed responsibility naturally
- has encouraged team participation

#### *VS. Too Dominant*

- has been too aggressive with team and viewed colleagues as competition to be bested
- has plunged in irresponsibly

#### *Or Not Dominant Enough*

- has avoided competitive situations
- has refused to address staff problems
- has shunned risks

- Tell me about the riskiest decision s/he made.
- Tell me about a major challenge s/he set for his/her team.
- What would you say s/he considered the least attractive part of the job? How did s/he manage it?
- Can you give me an example of how s/he handled a difficult staff member.





## Reference Checking Questions — Management

### Holst Group

#### Sample Reports

#### *Driving*

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

#### *Positive Examples*

- has been excited about new opportunities and spread that excitement to staff
- has dived in quickly
- has sought out opportunities for change
- has responded well to pressure-cooker situations
- has set a fast pace for his/her people
- has set tight, but reasonable deadlines for self and team

#### *VS. Too Driving*

- has espoused change for change sake
- has over-pressured staff
- has tried to keep too many projects on the go

#### *Or Not Driving Enough*

- has not been a change agent
- has not been able to motivate staff to act quickly
- has not managed priorities

- Can you give me an example of when s/he pushed hard for results?
- What was the most difficult change s/he had to implement or cope with recently?
- Did s/he put the pressure on his/her team consistently? Can you give me an example?
- Can you give me an example of how s/he coped with routine?

#### *Independent*

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

#### *Positive Examples*

- has encouraged initiative in staff
- has faced up to resistance
- has been able to make difficult decisions without relying on others
- has shown determination while remaining open to others' ideas
- has kept team on track without intimidating them
- has mastered the art of follow-through

#### *VS. Too Independent*

- has persisted to the point of being stubborn
- has been too opinionated to foster open communication

#### *Or Not Independent Enough*

- has not been strong in defending team
- has given in, even when right
- has rarely challenged procedures

- What did s/he do when his/her ideas were not being heard? How far did s/he take it?
- What was the most innovative thing s/he did last year?
- Tell me about the most unpopular decision s/he made.
- Most Managers don't like paperwork. Tell me about a time when s/he got snowed under.



## Reference Checking Questions — Management

### Holst Group

#### Sample Reports

#### *Sociable*

This job calls for a leader who is sociable.

#### *Positive Examples*

- is a proven team leader
- has focused on the good in people while maintaining objectivity
- has handled staff problems tactfully
- has been involved without losing perspective or control
- has built good personal relationships and team loyalty

#### *VS. Too Sociable*

- has become too “chummy” with staff
- has lost sight of time and money
- has relied too heavily on “gut” feelings

#### *Or Not Sociable Enough*

- has not had good relations with team
- has ignored staff concerns
- has avoided emotional issues

- Tell me about an accomplishment s/he couldn't have achieved without his/her people skills.
- Tell me about a situation where s/he had to make a decision that s/he felt isolated him/her from his/her team.

*Note: While the above questions assess the temperament requirements as described by The McQuaig Job Survey®, other personal characteristics such as attitudes, self-motivation, stability, emotional maturity and intelligence must be probed thoroughly to understand the candidate's capabilities fully. The following are some suggested reference-checking questions to use to probe all or a selection of these important areas.*

#### *Attitudes and Beliefs*

#### *Positive Examples*

- has proven to be a positive, optimistic, enthusiastic leader
- has expected the best from direct reports and received it
- has set high departmental standards
- confidence in abilities has resulted in achievements
- has fostered a strong loyalty in his/her team

#### *Negative Examples*

- has shown hesitation and doubt in own abilities
- has low record of achievement
- is openly critical of his/her staff
- has displayed a worrisome and pessimistic outlook
- has demonstrated little commitment once trouble ensues

- How would you describe his/her attitude? What was s/he like as a Manager?



## Reference Checking Questions — Management

### Holst Group

#### Sample Reports

- Tell me about a time when his/her confidence seemed to infect his/her team.

#### *Self Motivation*

##### *Positive Examples*

- went beyond what was expected
- attacked previous work assignments with energy
- has been passionate about work and activities and communicated that enthusiasm to team
- strong, inner driving force
- does not wait to be told what to do

##### *Negative Examples*

- no sustained, strong work effort over time
- did minimum required
- little enthusiasm or intensity demonstrated in previous work/projects
- has shown little initiative
- has become bored easily
- has relied heavily on management for direction

- Would you describe him/her as a self-motivated Manager? Can you give me an example to illustrate why you say that.
- Tell me about a time when s/he was really excited by a project or assignment.

#### *Stability and Persistence*

##### *Positive Examples*

- has a history of consistent interests, goals and activities over time
- has stood up to resistance
- has maintained morale and effort despite obstacles
- has a history of completing tasks
- has accepted setbacks as learning opportunities
- has kept staff on track

##### *Negative Examples*

- has backed away from adversity
- has not stayed the course
- has given up when going got tough
- has taken the path of least resistance
- has not provided focused, consistent direction
- has switched gears often, leading to staff confusion

- Would you describe him/her as being a tenacious Manager? Can you explain.
- Can you tell me about a time when s/he faced a number of setbacks? How did s/he handle them?



## Reference Checking Questions — Management

### Holst Group

#### Sample Reports

#### *Maturity and Judgement*

##### *Positive Examples*

- has made good judgement calls in the past
- has taken a common sense approach
- has accepted personal responsibility and responded well to constructive criticism
- has foregone short-term rewards for longer term benefits
- has shared credit with the team

##### *Negative Examples*

- has acted with little forethought
- has had difficulty controlling temper
- avoided responsibility
- never his/her fault, blames others - including direct reports
- has been closed minded and inflexible
- has kept staff in line through intimidation

- Tell me about a time when s/he had to make a sacrifice despite little short-term gain.
- Tell me about a time when s/he received criticism that s/he felt was unjust. What did s/he do?

#### *Aptitudes/Capacity to Learn*

##### *Positive Examples*

- has demonstrated the ability to communicate new projects easily
- has absorbed and shared information and ideas readily
- has proven ability to solve complex problems
- progress and achievements are significant
- has fostered an on-going learning milieu

##### *Negative Examples*

- has had difficulty learning new skills or concepts and avoided complex issues
- limited progress and achievement
- little outside reading
- has not kept up with developments
- has discouraged on-going training and development for staff

- When s/he started his/her last job, how quickly did s/he get up to speed? Can you elaborate?
- Tell me about a time when s/he had trouble grasping a new concept.

