



June 15  
**2011**

# The McQuaig Word Survey®

**Sample Candidate**  
Sample Reports



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### Understanding

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#### A *The Profile*

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

#### B *Interpretation Report*

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

#### C *Leadership Profile*

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

#### D *Selling Style Report*

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

### Recruiting/Promoting

#### E *Interviewing Questions*

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

### Managing/Coaching Tips for her Direct Manager

#### F *Management Overview*

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



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#### G *Motivating Factors*

Use this report to understand her inner needs in order to assess whether they are being met in her 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 her effectively. If you have a copy of your own Do's and Don'ts, comparing your expectations to hers will be especially enlightening.

#### I *Developmental Learning Style Report*

To select the best training approach, use this report if you are training her on a one-to-one basis or are considering formal training courses for her. During her 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 she works in a team. If she 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 she is an applicant, use this report to see how her style might impact those dynamics.



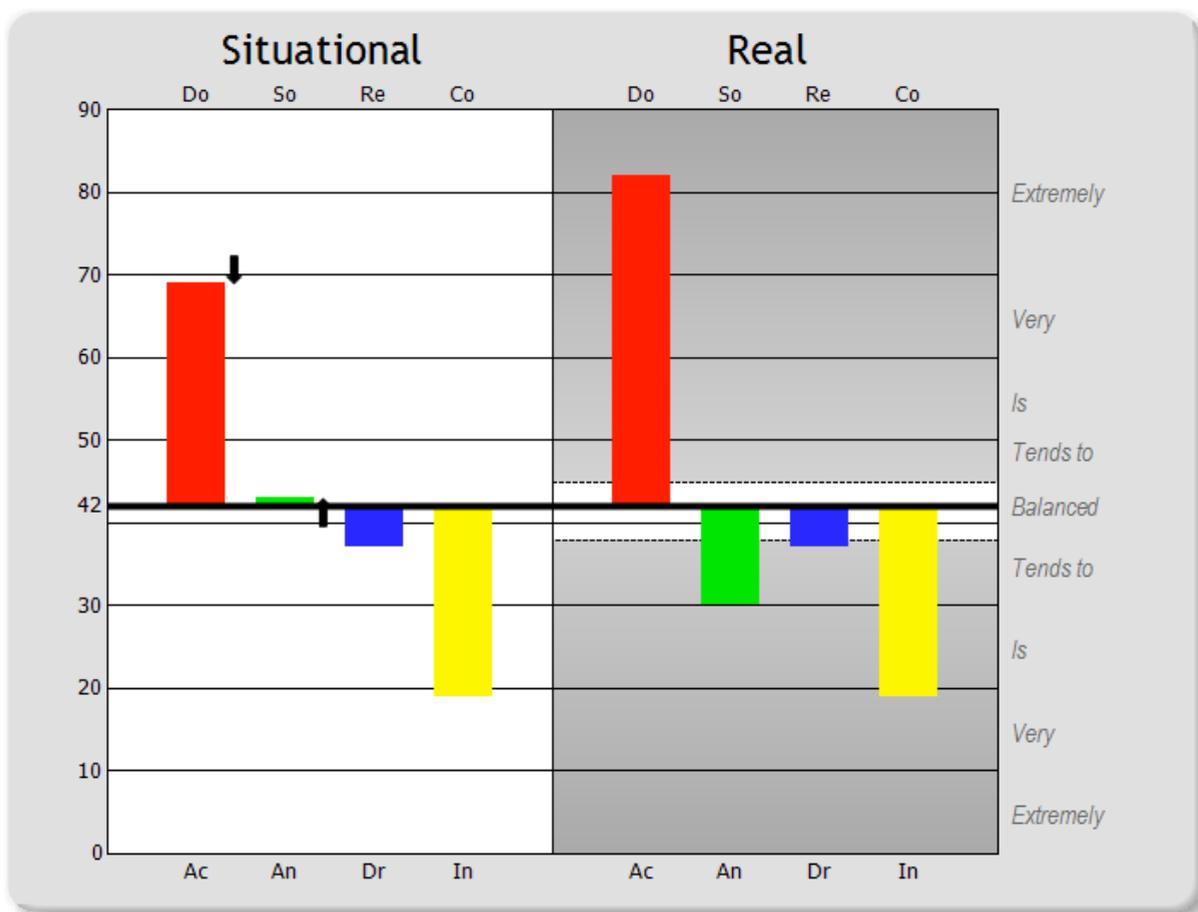
## The Profile

### Sample Candidate

Sample Reports

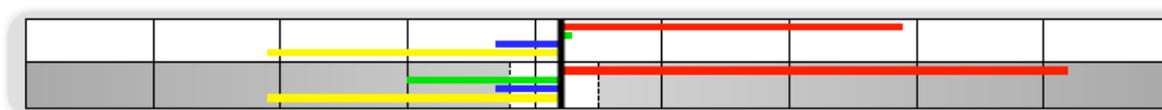
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### Key to Behavioural Scales

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



## Interpretation Report

### Sample Candidate

Sample Reports

#### Potential Assets:

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

- 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, she aims high, determined to attain her 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, she is self-reliant, resolute and determined. She:

- thrives in unstructured environments where she can use her initiative and fight to do things her way, convinced her 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.

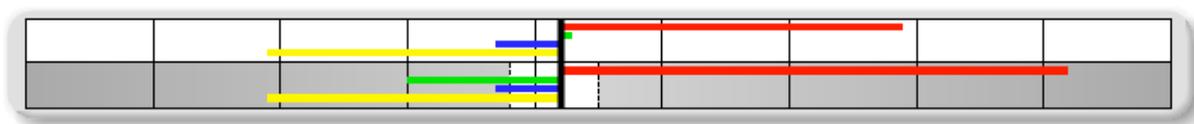
Logical and realistic, she is likely to think through a problem, weigh the pros and cons and make decisions on facts, rather than on emotions. She:

- 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 her analytical perspective, may come up with more creative ideas than others;
- is practical, straightforward and direct, not given to smooth-talking to build her case.

Tending to have a restless nature, she can show a sense of urgency and likes variety in her job. She:

- 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, she is acting more sociably than is normal for her.



## Interpretation Report

### Sample Candidate

Sample Reports

#### Developmental Considerations:

Extremely ambitious, she needs constant challenge and unlimited opportunities for advancement. She:

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

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

Very independent, she wants to do things her way and will fight to do so. She:

- is strong willed, wants to think for herself 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 her time, although she may recognise that it's a necessity.

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

- 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.

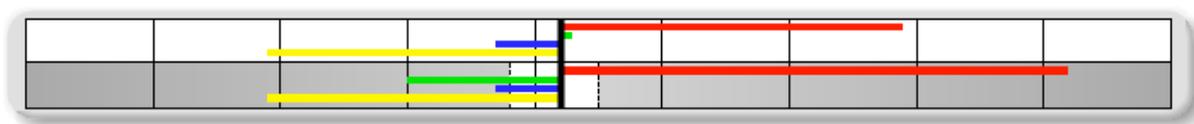
**Note:** She appears to perceive a need to act more sociably than is normal for her on the job right now.

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

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

#### Situational Adjustment Indicator:

This individual is not making any significant changes on the job at the moment and is coming across in a manner which is natural for her.



## Interpretation Report

### Sample Candidate

#### Sample Reports

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



## Leadership Profile

### Sample Candidate

Sample Reports

#### Introduction

This report offers key information on the natural style of behaviour of Sample Candidate in a leadership role, starting with her potential assets in that role and concluding with possible areas for development. For a fuller understanding of her 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 her desire to achieve, she steps up to take charge. She demonstrates the strong leadership characteristics required to face challenging situations.

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

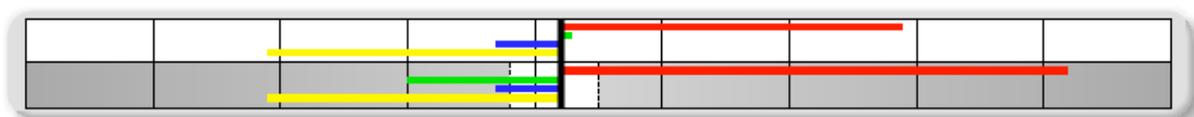
#### Motivating and Teambuilding

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

#### Decision Making and Problem Solving

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

- focuses on the big picture, searching out inventive solutions, firmly believing in her convictions, unafraid to make decisions that rock the boat



## Leadership Profile

### Sample Candidate

#### Sample Reports

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

### Developmental Considerations

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

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

- Her strong confidence, ego and aggressive, challenging nature can be intimidating, inhibiting input from her team, leading them to feel that her mind is made up before she asks for their opinions. She tries to control her environment and can set unrealistic goals, possibly instilling a crisis mentality in her staff.
- She sometimes appears to have a vested interest in her own solutions and is not as open to suggestions as she could be. Given her natural dislike of administrative concerns, problems can occur during the implementation phase of her initiatives because of a lack of a clear and specific plan of action.
- She 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. She does not always recognise the need to provide positive feedback, giving her staff the impression that their work is unappreciated. Hers is more of an authoritarian leadership style.



## Leadership Profile

### Sample Candidate

#### Sample Reports

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



## Selling Style

### Sample Candidate

Sample Reports

#### 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, she enjoys the challenge of opening up new territories and closing new accounts. When dealing with existing customers, she concentrates more on up-selling activities than on-going account maintenance.

- Very strong minded, she is determined to overcome resistance and will take an innovative approach to bring the sale to a positive conclusion. She enjoys autonomy and will dislike structured selling roles.
- Taking a direct, sometimes too direct, and straightforward approach, she 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 her sense of urgency makes her want the sale to move along fairly quickly, she is comfortable with short-to-mid-term sales cycles; but, she can easily adapt to longer term ones if necessary.

#### Prospecting

- Extremely competitive, she prospects proactively in the toughest sales territories, using all the resources at her disposal. However, she sometimes does not listen as well as she should.
- Very independent, she is a tenacious and resolute prospector, even in the face of adversity, and she will not let objections stand in her way.
- Objective, she does not take rejection or resistance personally. However, she 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, she can temper her desire to move quickly with a more systematic approach to prospecting than more strongly driven individuals would.

#### Presentation

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



## Selling Style

### Sample Candidate

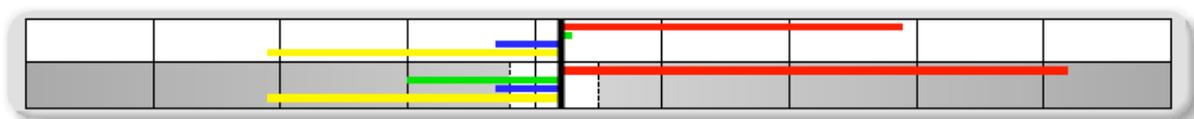
#### Sample Reports

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

## Closing

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

**Note:** While this report is based on her temperament and offers key information on her 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 her 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

#### Sample Reports

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

In her answers, you should look for concrete, specific, positive examples of how she 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 she fits the behavioural requirements determined by the job. If she were to behave in this job the way she 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***

She has described herself as being exceptionally competitive, goal orientated and ambitious.

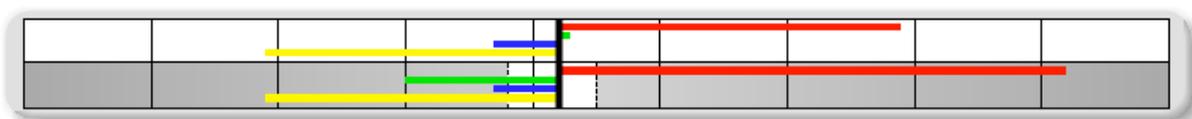
#### *Positive Examples*

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

#### *Negative Examples*

- Has she consistently put herself first?
- Has she had conflicts with her boss/co-workers?
- Has she demonstrated a win-at-all-costs attitude?
- Has she taken unnecessary, irresponsible chances?
- Has she 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.



## Interviewing Questions

### Sample Candidate

#### Sample Reports

#### **Independent**

She has described herself as being very independent and persistent.

#### *Positive Examples*

- Has she displayed the ability to think for herself?
- Has she been able to influence others to accept her point of view?
- Has she made some very tough decisions?
- Has she shown initiative in her response to problems?
- Has she stood up to resistance?

#### *Negative Examples*

- Has she been stubborn?
- Has she come across as opinionated and hard to work with?
- Has she bent the rules too many times?
- Has she had difficulty with follow-through?
- Has she 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**

She has described herself as being work orientated.

#### *Positive Examples*

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

#### *Negative Examples*

- Has she overlooked the people side of issues and had people problems?
- Has she sometimes come across as unenthusiastic and more critical than need be?
- Has she 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.



## Interviewing Questions

### Sample Candidate

#### Sample Reports

#### ***Driving***

She has described herself as being reasonably driving.

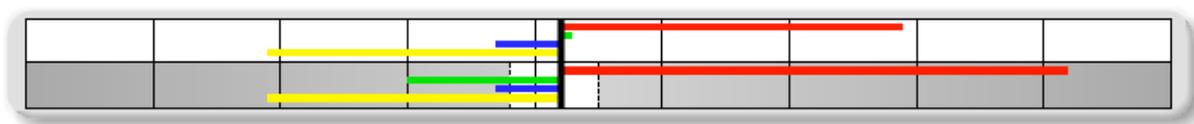
#### *Positive Examples*

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

#### *Negative Examples*

- Has she become bored easily, switching to something “more exciting”?
- Has she put too much pressure on?
- Has she left things to the last-minute, causing delivery problems?
- Has she over-estimated how many balls she 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?



## Interviewing Questions

### Sample Candidate

#### Sample Reports

**Attention:** While the above questions help you, through specific examples from her past history, to understand more fully how she has exhibited her temperament (behaviour pattern) as described by her McQuaig Word Survey®, other personal characteristics such as attitudes, self-motivation, stability, emotional maturity and intelligence must be probed thoroughly to understand her 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 she maintained a positive, optimistic outlook?
- Is she self-confident and do her achievements support this confidence?
- Has she set high personal standards?
- Has she remained ethical in trying circumstances?

##### *Negative Examples*

- Has she shown hesitation and doubt in her own abilities?
- Is she openly critical of previous employers and co-workers?
- Has she cut corners to get things done?
- Is she 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.

#### **Self Motivation**

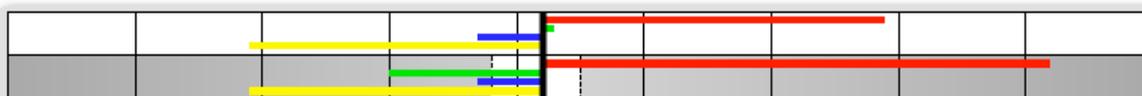
##### *Positive Examples*

- Has she gone beyond what was expected?
- Has she attacked previous work assignments tenaciously?
- Has she been passionate about her work?
- Has she acted without waiting to be told what to do?

##### *Negative Examples*

- Has she had difficulty sustaining a strong effort over time?
- Has she few examples of when she went beyond what was expected?
- Has she demonstrated little dedication in previous jobs?
- Has she defined her 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.



## Interviewing Questions

### Sample Candidate

#### Sample Reports

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

##### *Positive Examples*

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

##### *Negative Examples*

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

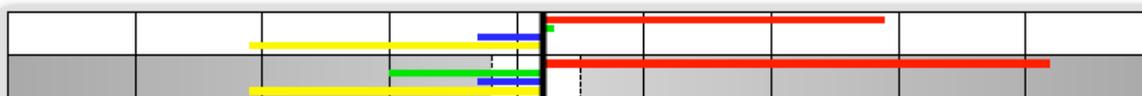
##### *Positive Examples*

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

##### *Negative Examples*

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



## Interviewing Questions

### Sample Candidate

#### Sample Reports

#### *Aptitudes/Capacity to Learn*

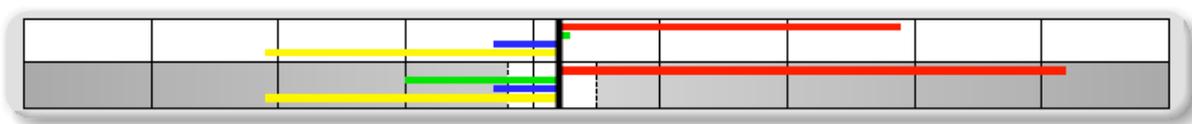
##### *Positive Examples*

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

##### *Negative Examples*

- Has she had difficulty learning new skills or concepts?
- Has she shown limited progress and achievement?
- Does she do little professional or even outside reading?
- Has she 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?



## Management Overview

### Sample Candidate

#### Sample Reports

**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, she may lack a diplomatic approach at times.

| Potential Assets:   | Developmental Considerations:  |
|---|--|
| Extremely competitive, goal-orientated, even aggressive, she thrives on difficult assignments, faces resistance and wants responsibility. Very persistent and decisive, she is independent, self-reliant and determined to get her way. Analytical and realistic, she is work orientated, factual in approach and not overly concerned with impressing others. Somewhat restless, she can work under occasional pressure and deadlines. | She will be dissatisfied unless she is frequently challenged and sees opportunity for advancement. She can hurt people's feelings. She will fight to do things her way and she will be frustrated with too much detail work. She does not work well under supervision. She is more orientated towards working with ideas and methods than people. She is somewhat uncomfortable with routine work, but she can handle it if necessary. |

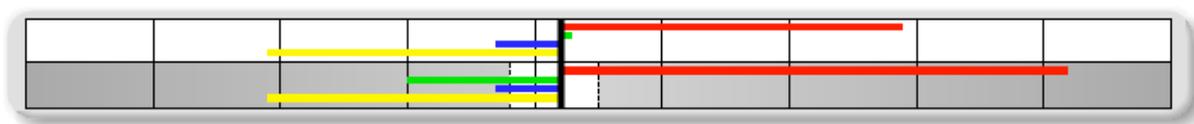
**On the Job:** She is acting less competitively than is normal for \$him, perhaps in an attempt to come across as a bit less forceful.

#### Motivating strategies:

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

#### Coaching Guidelines:

- Put her in the spotlight and focus on the big picture.
- Relate assignments to her goals and ambitions.
- Let her try things for herself but explain the importance of rules and procedures, asking for her 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

#### Sample Reports

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.

#### Ego



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."

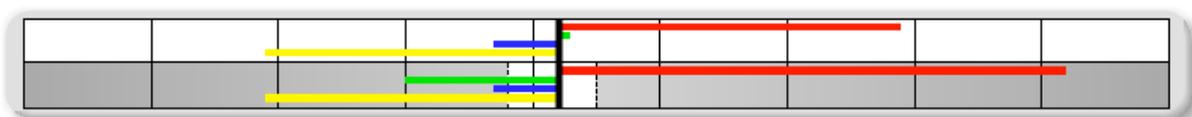
People who are strong in this area are focused on winning. They are drawn to positions where they have the authority to act and get to call the shots without interference. They want to be in control and dislike taking a back seat to anyone for very long. They expect to be recognized and accept rewards 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?"

#### Status



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."



## Motivating Factors

### Sample Candidate

#### Sample Reports

#### Timelines



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.”

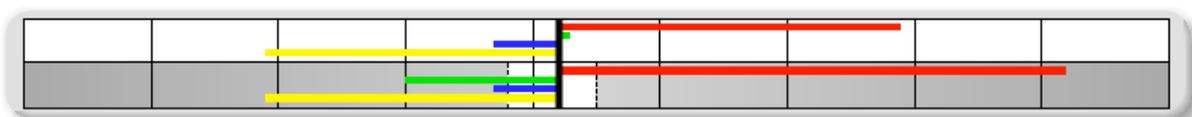
#### Structure



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 orientated. 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.”

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



## Strategies for Coaching and Developing

### Sample Candidate

#### Sample Reports

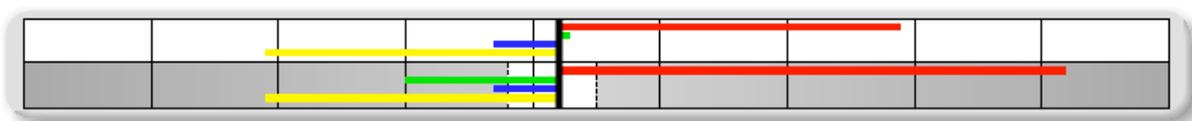
**Note:** These Do's and Don'ts are based on an assessment of her temperament only. Other factors such as level of intelligence, emotional maturity, attitudes and others may influence the relevance of some of these points.

#### Do

- encourage her to excel and set challenging goals
- build accountability into her role
- request her opinions on how a project/task should be handled
- make sure she's aware of the potential for advancement or new responsibilities
- make her accountable for results and entrust her with authority
- let her delegate some of the more intricate details
- ensure tangible rewards/recognition for achievements
- foster an environment where she can display initiative and work independently
- welcome her opinions and her willingness to take a stand
- provide opportunities for her to make decisions
- acknowledge her contributions when you act on one of her suggestions
- coach her to adopt a team perspective
- resolve differences of opinions together
- communicate with her from a logical perspective and keep to the facts
- provide opportunities for her to troubleshoot and use her analytical skills
- explain the potential people ramifications of decisions
- be professional in your dealings with her
- involve her as a sounding board to test the validity of a proposal or idea
- foster a fast changing environment
- involve her in setting deadlines
- provide the opportunity for her to multi-task

#### Don't

- control her activities too closely – she needs to feel self-sufficient
- demand that she report every little detail to you – she prefers to be measured on overall results
- infringe on her authority – she is protective of her autonomy
- overlook her accomplishments – recognition is important to her
- be too structured in how you want things done – she prefers to determine the course of action herself
- insist on your own approach all the time – she will feel micromanaged

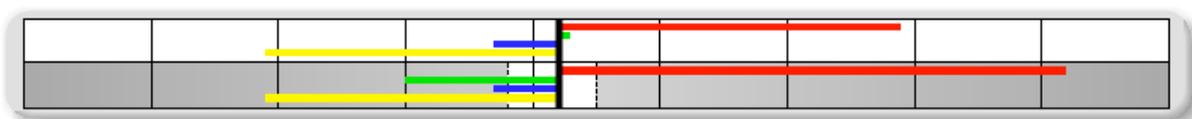


## Strategies for Coaching and Developing

### Sample Candidate

#### Sample Reports

- let her push the envelope too far – she needs to know when she has overstepped bounds
- hesitate to stand up to her when necessary – she can need reminding that there are good reasons why her way is not always the best
- expect her to become an instant friend – she prefers to take her time to get to know someone
- compliment her without being specific – she is not comfortable with superficialities
- get upset if she is a little less than diplomatic at times – she doesn't believe in sugar-coating her responses
- assign her too many repetitive tasks – she gets bored quickly
- become defensive if she constantly wants to change things – she naturally looks for different solutions



## Developmental Learning Style

### Sample Candidate

#### Sample Reports

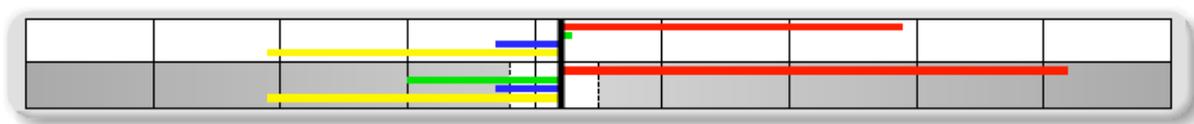
**Note:** This report on her behavioural Learning Style is based on an assessment of her temperament exclusively. It may be advisable to add or delete some statements depending upon her level of intelligence, knowledge, emotional maturity, attitudes and other factors in her present record and past circumstances.

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

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

Because she has an objective and rational perspective, she learns best from programs that present issues in a logical, methodical way. She expects the topics to be explained factually and realistically without an undue amount of selling or motivating. Training can be entertaining, but she will feel that she is wasting her time if the session lacks substance. She 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 her. She likes to see a good variety of topics covered with enough time to set up the routines to handle them each in turn. She looks for and appreciates reasonable timeframes.



## Team Approach

### Sample Candidate

#### Sample Reports

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

#### Attributes

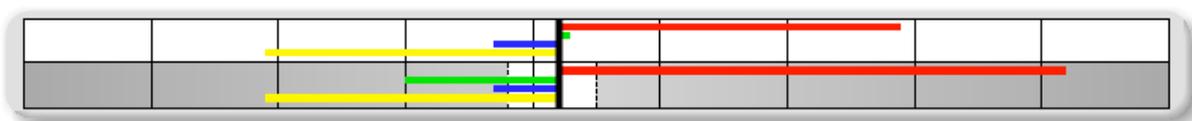
- Naturally very assertive and forceful, she gravitates instinctively towards spearheading projects, helping her fellow team members set immediate and relevant objectives and directions.
- Self-assured and comfortable being in control, she expects to be seen, heard and listened to.
- Her determined,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

#### Developmental Areas

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

#### Managing Guidelines

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



## Team Approach

### Sample Candidate

#### Sample Reports

**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.

