

McQuaig 360 Leadership Review[®]

Tom Review

McQuaig 360

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A**Introduction**

The Introduction provides a general overview of the 360 Leadership Review and provides insight on how to interpret the document.

B**Competencies Overview**

The Competencies Overview provides a summary of feedback, divided by each competency. Each of the competency values is an average of the responses from all the participants, with the main participant's response broken out separately.

C**Question Highlights**

The Question Highlights are broken into two sections, the least and most extreme average scores. The first section provides a list of the top 5 questions where the respondents indicated the most instances of "Do Much More", while the second section covers the top 5 questions with the most instances of "Do Much Less".

D**All Questions and Comments**

This section provides a list of all questions asked during the assessment, and shows the responses for the main participant, their manager, and the average of their peers and direct reports. The questions are grouped together under the McQuaig 4 Personality Trait Scales that best support the behaviours being assessed. If the respondents provided any commentary feedback, it will also be listed under each question.

E**Notable Discrepancies**

This section provides a summary of the questions where there was a distinctly low amount of agreement from all the participants. It shows each question, and how each respondent answered.

F**Action Planner**

This action planner provides you with space to capture the 3 to 4 behaviors that you want to change, how you will change them and what your desired outcome will be.



Introduction

INTERPRETING THE REPORT

Congratulations! You are about to receive extremely helpful feedback from the people that rely on you as a critical member of their team. Some of these people report to you, you report to them, or they work alongside you. Whatever their role, they are as interested in your personal and professional development as you are. The more effective you are, the more successful the team will be.

This Report will provide you with specific feedback on the degree to which those around you would like you to apply various leadership competencies—less, more, or keep the same. In some cases, the respondents to your McQuaig 360 Leadership Review will have provided you with specific, written recommendations as to how you can be more effective. As you formulate a plan for your personal development, please consider their input carefully.

Some suggested actions may come more naturally to you than others. Responses to each question have therefore been categorized under the headings of The McQuaig 4 Personality Trait Scales. If you know your McQuaig Word Survey Profile, you can easily determine if a behavior will be relatively easy for you to adapt, or if you may require some compensating strategies to aid in your success. If you do not know your McQuaig Word Survey Profile, simply look for the actions that you can take that you believe will come most naturally.

You may feel that some of the suggested action items are less relevant to you than others. Before you disregard any of the items, however, discuss them with someone who knows you well and whose opinion you respect. This report will provide you with information that will not only make you more effective in your current role, but will also give you concrete ideas as you look forward and consider new assignments and roles. Read the report, absorb its contents, and review the report with your manager or coach. Finally, determine the most appropriate plan of action. Remember, your development starts and ends with you.

Competencies Overview

COMPETENCIES

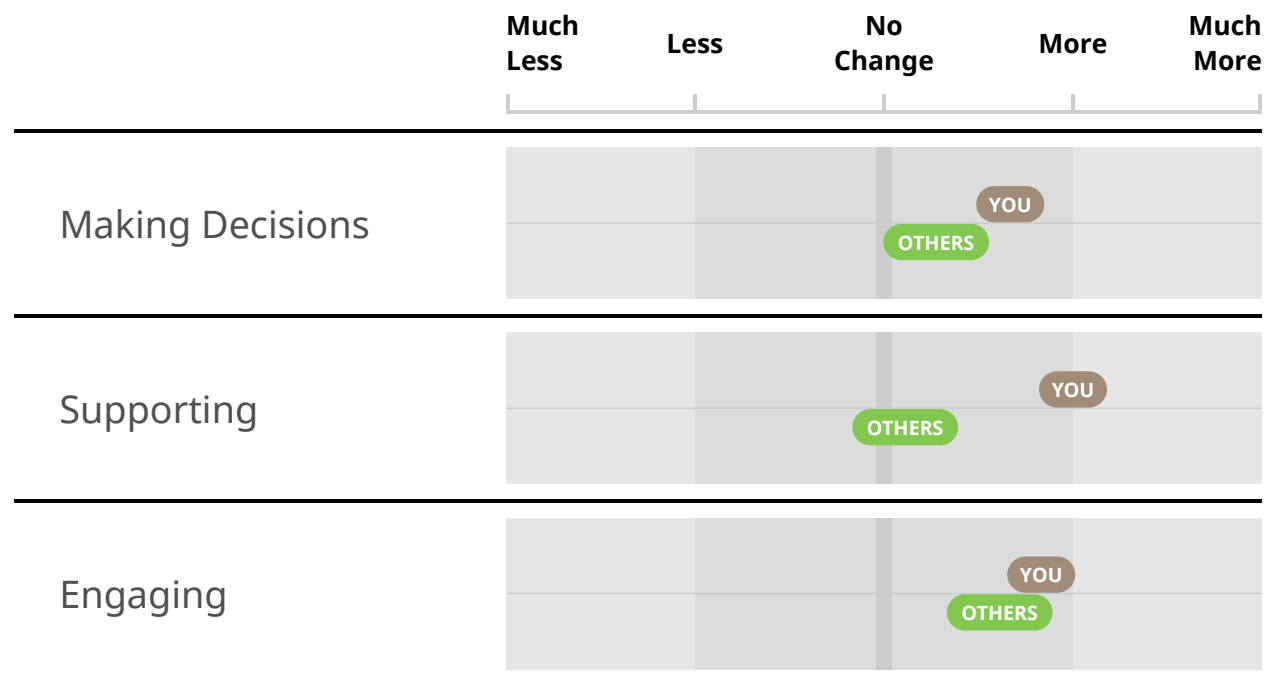
Making Decisions is about taking a firm stand, making the call, and then leading and motivating others to get on board and work out issues that could stand in the way.

Supporting is recognising and embracing the uniqueness of each individual and helping them fulfil their potential, all within the context of supporting the team and their shared aspirations, values and goals.

Engaging is connecting with others, especially new contacts, and demonstrating confidence in influencing, promoting and selling while keeping control of negotiations.

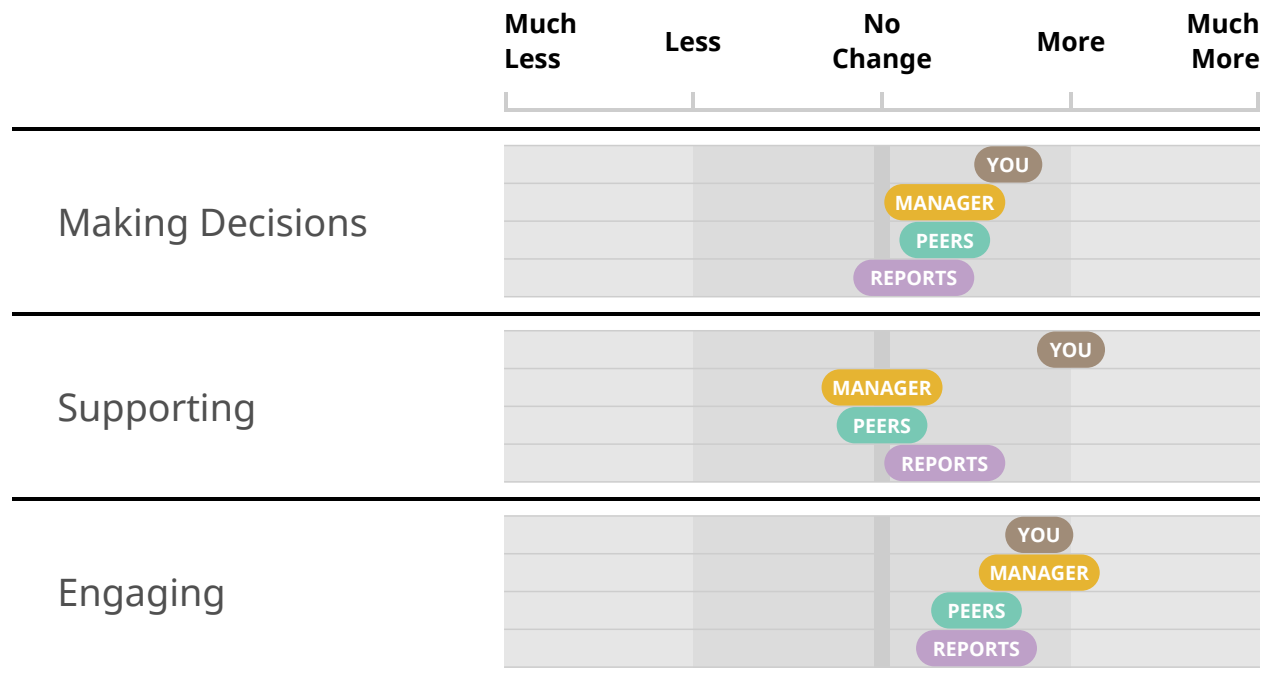
YOU VS. AVERAGE RESPONSE

This section provides you with the broadest possible view of your feedback, as the results are based on the average rating of all respondents to all questions found under each competency. Of most interest is how you compared to all others on the "do more / do less" scale.



YOU VS. RATER CATEGORIES

This section provides you with the second broadest view of your feedback, as the results are based on the average rating of each respondent group to all questions found under each competency. Of most interest is how you compared to each group, and how each group may differ on the "do more / do less" scale.



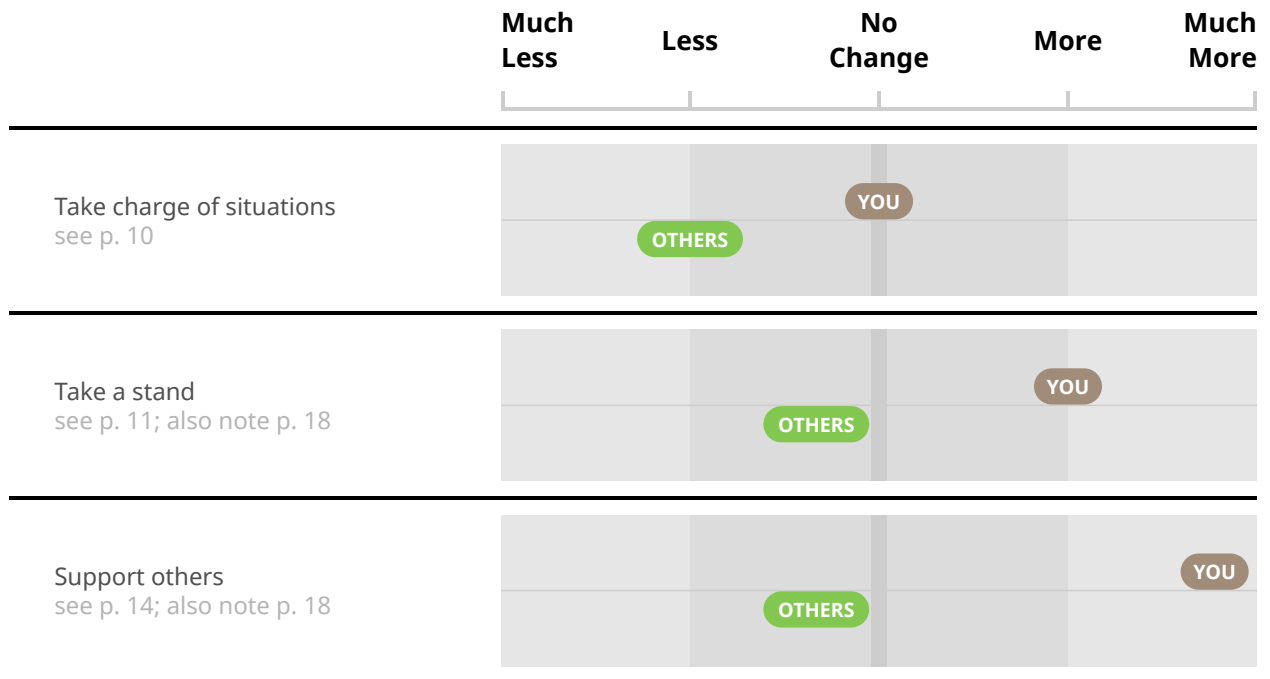
Question Highlights

TOP 5 DO MORE





TOP 5 DO LESS



All Questions and Comments

ACCEPTING

DOMINANT

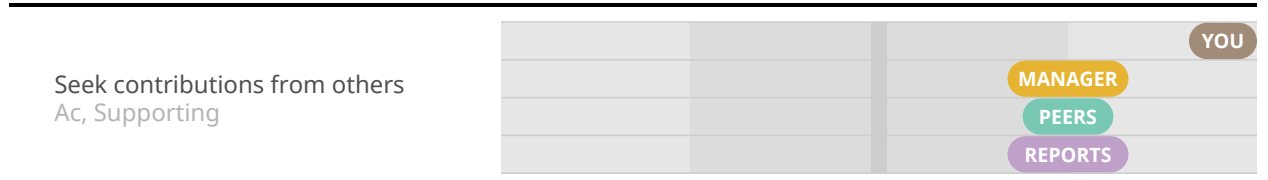
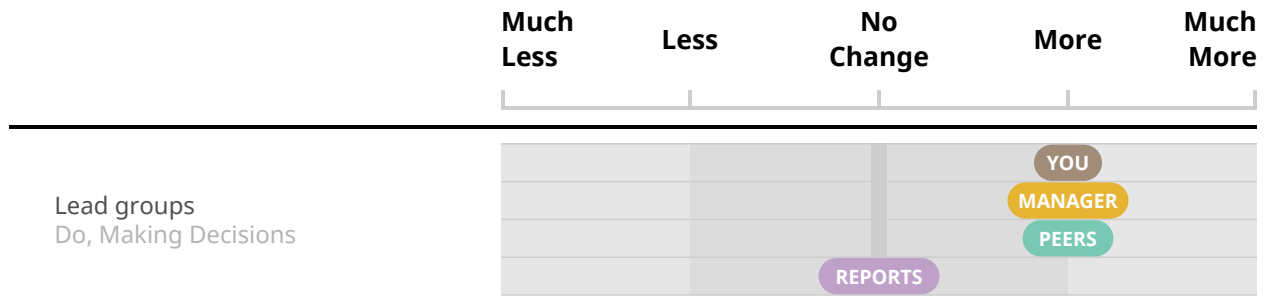


"Ac" behaviours come more naturally to you.

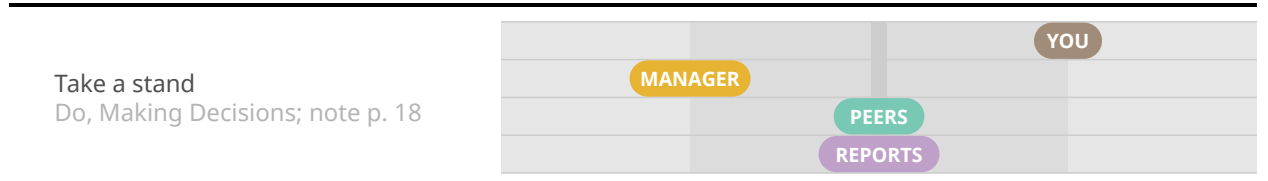
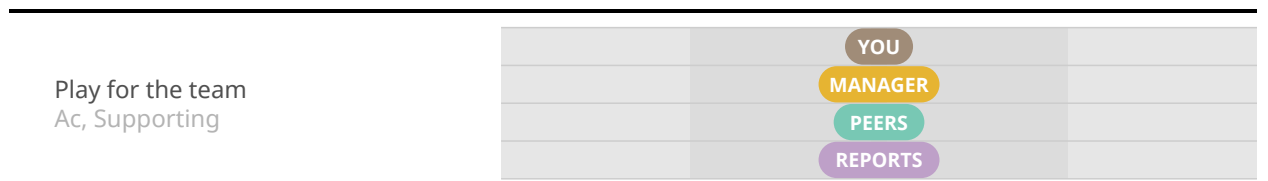
"Do" behaviours come more naturally to you.



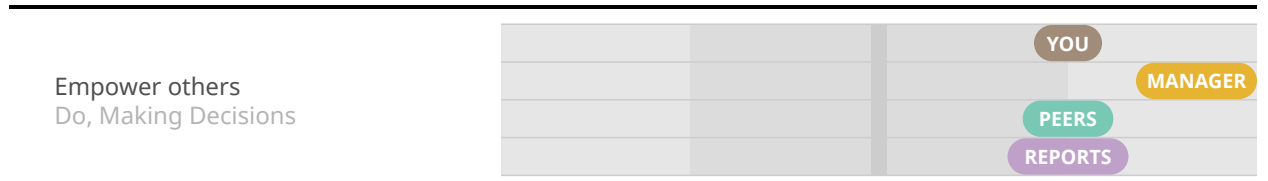
"Tom is a very dynamic leader. He has also been promoted to leadership in the same work center where he was the 'expert engineer'. This makes him a very strong asset to the dept but challenges his ability to let other take charge of situations where it would be appropriate. If Tom can let others take charge, they will learn more effectively and his team will begin to develop the respect from the floor that he has already gained."



"Show others that he values their input."



"Tom is very capable and willing to take a stand, but sometimes too quickly. Sometimes he needs to slow down and listen to other points of view before taking a stand."



"Needs to support others more with less negative input, help them to succeed not force them too."

"Tom is an excellent engineer and very results-oriented. The challenge that comes from these strengths is that in his new role he has to move away from the doer /expert role and develop stronger skills in coaching, motivating and empowering his team."

	Much Less	Less	No Change	More	Much More
Keep control of negotiations Do, Engaging			YOU		
			MANAGER		
			PEERS		
			REPORTS		

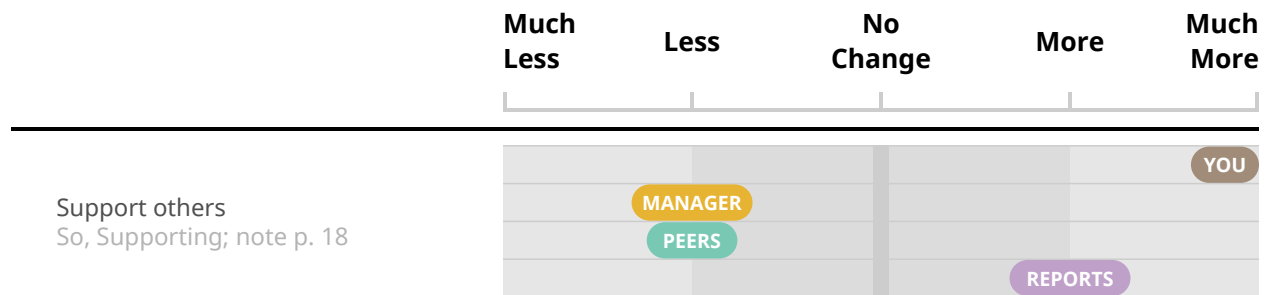
ANALYTICAL

SOCIALABLE

"An" behaviours come more naturally to you.

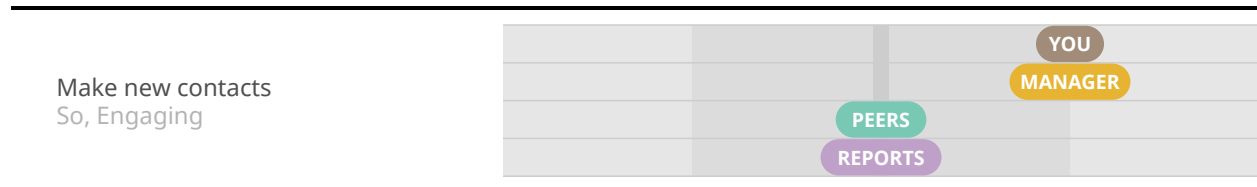
"So" behaviours come more naturally to you.





"He does not know when to say no to tasks that should otherwise be handled by others. He just does the task without complaint or issue. these should be delegated to others in many circumstances."

"He tends to take the task on himself vs delegating to others in his own team or other departments. If he were to simply offer support & provide guidance to those in other departments, this would allow those who are actually responsible to take charge, vs the thought that "well, Tom will take care of it so I don't need to worry about it"."



DRIVING

RELAXED



"Dr" behaviours come more naturally to you.

"Re" behaviours come more naturally to you.

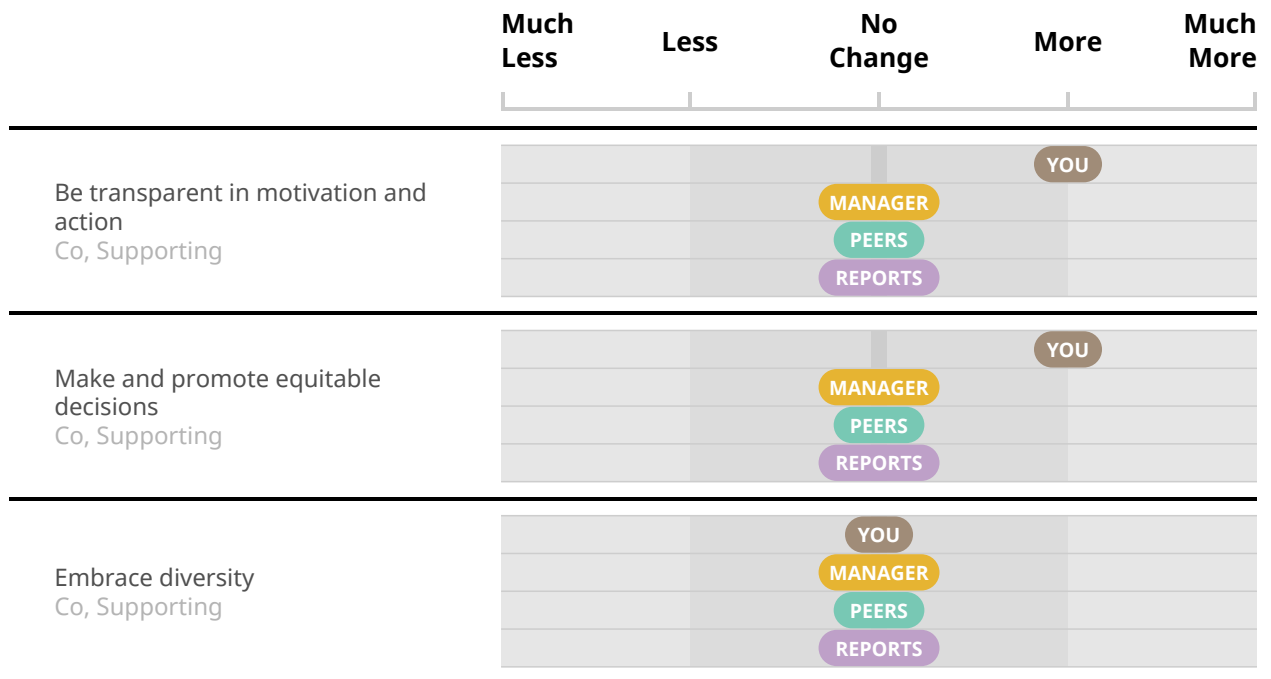


INDEPENDENT

COMPLIANT

"In" behaviours come more naturally to you.

"Co" behaviours come more naturally to you.



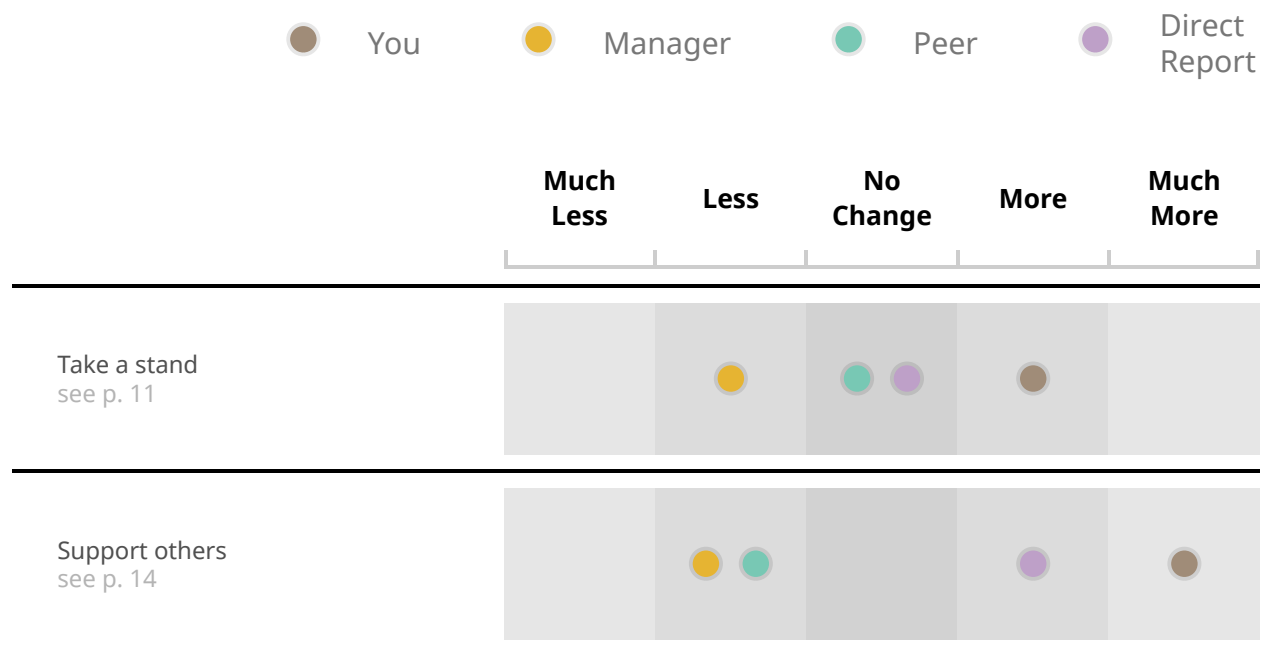
FINAL COMMENTS

"Needs to coach his direct reports in a way that helps them develop their talents instead of causing lack of confidence in their abilities."

"Tom clearly has a vision for the future of his team but struggles to spend time putting the processes needed in place to steer toward that vision. He struggles at times to set in motion tactical steps that will drive to the long term vision he has. Tom should lean on his peers for coaching and input on this front."

Notable Discrepancies

NOTABLE DISCREPANCIES



Action Planner

ACTION PLANNER

Use this section to capture 3 or 4 actions that you will take to improve your effectiveness as a leader. To do this:

1. First, write down the behavior (from section D, All Questions and Comments) that you will do more, or less of. For example, I want to do more of "seeking contribution from others."
2. Write the specific action(s) that you will take to "do more" or "do less" of this behavior. For example, "prior to team meetings, I will seek out individual team members ideas on important issues. Then, during team meetings I will encourage them to share their thoughts and ideas."
3. Finally, note your desired outcome(s) from this behavior change and action. For example, "in each team meeting we will hear thoughts and ideas from at least three team members."

Specific behaviour (do more / do less):

Action(s) to do more / less of this behaviour:

Desired Outcome(s):

Specific behaviour (do more / do less):

Action(s) to do more / less of this behaviour:

Desired Outcome(s):

Specific behaviour (do more / do less):

Action(s) to do more / less of this behaviour:

Desired Outcome(s):

Specific behaviour (do more / do less):

Action(s) to do more / less of this behaviour:

Desired Outcome(s):