

# The McQuaig Self-Development Survey<sup>®</sup> Report

**Tom Sample**

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**Sample Reports**

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# TABLE OF CONTENTS

**A****Introduction****B****Your Behavioural Profile****C****Leveraging Your Strengths****D****Managing Your Development****E****Getting Input from Your Manager or Coach**

# Introduction

## INTRODUCTION

Self-awareness is the foundation for achieving higher levels of performance. Highly successful people are not necessarily blessed with a higher intellect or more charisma than others, but they do know how to make the best use of their talents and how to avoid the pitfalls that could limit their success.

The McQuaig Self-Development Survey Report will help you identify your strengths and become aware of weaknesses that decrease your effectiveness. This knowledge will enable you to improve your performance, increase your job satisfaction and achieve greater success.

The report focuses on your preferred or natural pattern of behaviour. You may feel that some of the Action Items are less relevant to you at this time than others. Some may not apply to you. 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 complete your Personal Action Plans. Then review the report with your manager or coach. Finally, determine the most appropriate plan of action.

Remember, your development starts and ends with you.

# HOW TO GET THE MOST OUT OF YOUR REPORT

## STEP 1

### Read Section A - Your Behavioural Profile

- Review Your Profile Highlights and Understanding Your Behavioural Profile.
- Scan the Action Items.

## STEP 2

### Complete Section B - Leveraging Your Strengths

- Prioritise the items and identify two or three key Strengths that are most important to you at this time.
- Focus on the one priority you want to work on immediately—don't over commit yourself.

## STEP 3

### Complete Section C - Managing Your Developmental Areas

- Again, prioritise the items and identify two or three key Developmental Areas.
- Focus on the one priority you want to work on now.

## STEP 4

### Use Section D - Getting Input from Your Manager or Coach

- Discuss your Personal Action Plans with your manager or coach.
- Gain further insight and ensure that you are getting the support you need.

## STEP 5

### Review your Personal Action Plans Frequently

- Track your progress.
- Remember to revise your Personal Action Plans as you work through each priority.



**Note:** This report is based on an assessment of your temperament and behaviour patterns exclusively. As you are working through this report, remember that your overall performance will also be influenced by other factors, including your attitudes, values, intelligence, aptitudes, emotional maturity, education, skills, etc.

# Your Behavioural Profile

## GRAPHICAL SUMMARY



ACCOMMODATING ↔ COMPETITIVE

*Accommodating*

Preferring to be part of a team, to seek consensus, to be helpful.

*Competitive*

Having the desire to win, to assert yourself and to influence others.

## ANALYTICAL ↔ SOCIABLE

*Analytical**Sociable*

Objective, logical, basing decisions more on facts, numbers.

Empathetic, outgoing and factoring others' feelings into your decisions.

## RESTLESS ↔ PATIENT

*Restless**Patient*

Fast-paced, pressure-oriented and having a desire for change.

Remaining calm, planning ahead and allowing for contingencies.

## INDEPENDENT ↔ STRUCTURED

*Independent**Structured*

Preferring room to maneuver and make decisions; strong-willed.

Systems-oriented, precise, operating within guidelines and policy.

## YOUR PROFILE HIGHLIGHTS

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### ACCOMMODATING ↔ COMPETITIVE



*Accommodating*

*Competitive*

- are extremely goal-oriented and step in to take charge of situations
- are very competitive and need to win
- relish having authority and influence over others
- like to take risks and hold themselves accountable for the consequences

### ANALYTICAL ↔ SOCIABLE



*Analytical*

*Sociable*

- are logical and realistic, factoring in quantifiable data when making decisions
- are task oriented and not easily distracted from their work
- employ a direct, straightforward communication style

## RESTLESS ↔ PATIENT



*Restless*

*Patient*

- tend to be change oriented and interested in a variety of activities
- work well under pressure and deadlines in most situations
- have the sense of urgency required to respond to emergency situations

## INDEPENDENT ↔ STRUCTURED



*Independent*

*Structured*

- are highly self-directed, enjoying freedom of action and room to improvise
- are determined to persist despite obstacles
- are unrestricted by past precedent and come up with innovative solutions
- fit in well in entrepreneurial environments

# UNDERSTANDING YOUR PROFILE

This scale measures the degree to which you are more inclined to be Competitive (assertive and goal oriented) or Accommodating (co-operative and team focused) or a combination of both.



## DRIVING RESULTS

### Strengths

- You are very self confident and results oriented.
- You are assertive and have a strong desire to succeed.
- You are comfortable expressing your point of view.

## COLLABORATING WITH OTHERS

### Developmental Areas

- You want to be in control of most situations.
- You can come across as overbearing, discouraging input from others, and too focused on your own agenda.

## ACTION ITEMS:

### To leverage your strengths:

- Take stock of your successes. Think of the specific actions you took to achieve great results and recall situations where others helped along the way. Next time you face a challenge, draw on these experiences to guide you.
- Conduct your own performance review. Where are you compared to your goals? Determine what you are doing well and look for areas where a different approach might be beneficial.

### To manage your developmental areas more effectively:

- Take a back seat role. Approach your next project with the idea that you do not have to take complete responsibility for the outcome. Instead, seek out the contributions of others and be prepared to share the credit with them.
- Be the last to speak. In meetings, try not to influence the discussion too early on. Filter your comments by asking "Does this need to be said or do I just want to say it?"

This scale measures the degree to which you are more inclined to be Competitive (assertive and goal oriented) or Accommodating (co-operative and team focused) or a combination of both.



## COMPETING

### Strengths

- You enjoy winning and the success that comes with it.
- You seek out opportunities to compete with your peers.
- You expect recognition.

## ACTION ITEMS:

### To leverage your strengths:

- Encourage competition among your team. You can increase productivity and get everyone engaged with a little healthy rivalry. Look for opportunities to beat the forecast—or your competitors.
- Take charge of your personal development. Meet with your boss/coach to discuss how your job relates to the goals of the organisation and find out what you have to master in your current role to take it to the next level.

## TEAMBUILDING

### Developmental Areas

- Your desire to win the battle can draw you away from the best solution.
- You may create long-term adversaries and discourage future collaboration.

### To manage your developmental areas more effectively:

- Look for a team win. When negotiating, rather than viewing a desired outcome in terms of "What's in it for me?" ask "What's in it for us?" instead.
- Perform an unprovoked act of kindness. For example, send a business opportunity to another division or volunteer to help an associate you do not always see eye to eye with. Create a long-term ally who may help you down the road.

This scale measures the degree to which you are more inclined to be Competitive (assertive and goal oriented) or Accommodating (co-operative and team focused) or a combination of both.



## ASSERTING YOURSELF

### Strengths

- You believe that your solutions and ideas are the best ones.
- You express your opinions without hesitation.

## ACTION ITEMS:

### To leverage your strengths:

- Find a mentor. Pick a person who has had a great impact on your company—someone who does a good job of influencing others while achieving consensus. Seek this person's advice next time you have an idea you want to push through.
- Go to bat for someone else. Use your assertive nature to help out team members who may be struggling with a difficult situation.

## LISTENING TO OTHERS

### Developmental Areas

- At times you may not listen as well as you should.
- You can find yourself formulating a response before your colleague has had a chance to finish.

### To manage your developmental areas more effectively:

- Listen actively. Look your colleagues in the eye and nod to indicate that you understand their point of view. Start your response by summarizing what they have said. Never assume you know what someone is going to say before they say it.
- Solicit feedback. Accept the fact that your ideas may not always be the best ones. Bounce them off someone you trust and listen to his/her opinions before moving forward.

This scale measures the degree to which you are more inclined to be Structured (systems oriented and precise) or Independent (strong willed and self-reliant) or a combination of both.



## ACTING DECISIVELY

### Strengths

- You size up situations and develop your own solutions to problems.
- You keep the big picture in mind and are not deterred by obstacles.

## ACTION ITEMS:

### To leverage your strengths:

- Share your vision. Others will be more likely to support your decisions and you will benefit from their input—a quick discussion with a colleague may save tremendous time in the long run.
- Free up gridlock. In team settings there is often a tendency to get stalled on issues that will have little impact on the long-term result. Use your big picture outlook to keep things moving forward.

## APPLYING EXISTING SOLUTIONS

### Developmental Areas

- You have such strong opinions that others may feel their ideas are unwelcome or disregarded.
- You approach every problem with a blank page and may not benefit from past experience.

### To manage your developmental areas more effectively:

- Cut and paste. When faced with a new project, look to similar projects that someone else in the organisation may have taken on. See if there is anything you can re-use.
- Learn from your mistakes. If you make a mistake, review it and see if a procedural change might prevent it from happening again.

This scale measures the degree to which you are more inclined to be Structured (systems oriented and precise) or Independent (strong willed and self-reliant) or a combination of both.



## THINKING INDEPENDENTLY

### Strengths

- You are an outside-the-box thinker who develops unique solutions.
- You are not afraid to test authority and bend the rules.

## MAINTAINING HARMONY

### Developmental Areas

- You can be inflexible on issues that you feel strongly about.
- Your inclination to do things your own way can be counter-productive.

## ACTION ITEMS:

### To leverage your strengths:

- Expand your horizons. Meet with your boss to determine where you have the freedom to act and where you need to get approval. Find out what you need to do to attain greater autonomy.
- Choose your battles wisely. Even if your company puts a high value on entrepreneurs, there may be times when it would be better to go with the flow.

### To manage your developmental areas more effectively:

- Look for a win/win. In a discussion, remember to voice your agreement on points raised and, when you disagree, try to seek common ground rather than digging in.
- Play by the rules. If you are tackling something new, send a quick email to all stakeholders to make sure you are not overstepping your bounds.

This scale measures the degree to which you are more inclined to be Structured (systems oriented and precise) or Independent (strong willed and self-reliant) or a combination of both.



## BEING RESOURCEFUL

### Strengths

- You are determined to make things happen.
- You take an innovative approach to problem solving.
- You are comfortable negotiating your own solutions.

## RESPECTING STRUCTURE

### Developmental Areas

- You are more results than process oriented.
- You are focused in the long-term sense, but tend to ignore details you do not see as important.
- Your disregard of the particulars can catch up with you in the end.

## ACTION ITEMS:

### To leverage your strengths:

- Hold brainstorming sessions. Encourage your team to take a more innovative approach to handling issues. Remember to structure the meetings so that everyone contributes and leaves with action items.
- Look for start-up opportunities. Within your company, your natural style is well suited to entrepreneurial projects. Seek them out.

### To manage your developmental areas more effectively:

- Pay attention to process. Make an effort to observe and understand the processes and structures that exist in your workplace. They are there for a reason.
- Make details your ally. Schedule time periodically to take care of the details and outstanding items rather than face the consequences of letting things pile up.

This scale measures the degree to which you are more inclined to be Sociable (empathetic and outgoing) or Analytical (logical and work focused) or a combination of both.



## STAYING OBJECTIVE

### Strengths

- You favour an analytical approach to reviewing new ideas or proposals.
- You offer others realistic feedback.

## GIVING POSITIVE FEEDBACK

### Developmental Areas

- Your pragmatic approach can dampen spirits when optimism is required to boost team morale.
- You may not be a natural at encouraging others.

## ACTION ITEMS:

### To leverage your strengths:

- Promote your critical eye. Be the one that people come to when they want to know if something is feasible. Position yourself as a technical resource.
- Know the numbers. Think beyond your own job and get familiar with the product specifications, financials and business models that make your company tick.

### To manage your developmental areas more effectively:

- Start on a positive note. Begin your evaluation of others' ideas with encouragement. When you need to provide critical feedback, present a potential solution, wherever possible. Start with something like "In order to make this work, let's."
- Use "we" instead of "you." Let your colleagues know that you are on their side when providing critical feedback. Use the word "we" often. For example, "We overlooked two factors here."

This scale measures the degree to which you are more inclined to be Sociable (empathetic and outgoing) or Analytical (logical and work focused) or a combination of both.



## FOCUSING ON THE TASK

### Strengths

- You use logic to tackle complex technical problems.
- You are task orientated and not easily distracted by office politics.

## ACTION ITEMS:

### To leverage your strengths:

- Share your knowledge. Take the time to brief your team on solutions you have developed and progress you have made. You will reinforce your own knowledge and develop partners that may help with future solutions.
- Keep the team focused. There are times when morale issues or office politics can distract people and hurt performance. By helping set practical, short-term objectives you can get the team back on track.

## BUILDING RELATIONSHIPS

### Developmental Areas

- You may overlook the need for others to be kept in the loop and reduce your ability to be involved in decisions.
- Your focus on specifics may not be of as much interest to your colleagues.

### To manage your developmental areas more effectively:

- Get involved. Look for opportunities to develop mutually beneficial relationships—help organise company functions, do lunch.
- Put yourself in your listener's shoes. When discussing a product, process or financial analysis, ask yourself whether your audience needs all the details or if they would prefer a more broad-stroked explanation.

This scale measures the degree to which you are more inclined to be Patient (consistent and reliable) or Restless (energetic and pressure oriented) or a combination of both.



## DRIVING CHANGE

### Strengths

- You prefer moderate- to fast-paced environments.
- You usually respond well to multiple priorities.

## STAYING FOCUSED

### Developmental Areas

- You may not spend enough time on planning activities.
- You tend to be bored with too much routine and sometimes move on before completion.

## ACTION ITEMS:

### To leverage your strengths:

- Share your sense of urgency. You may be just the shot in the arm that your peers need. Businesses are looking for people who can step in and make things happen.
- Examine the processes your company has in place. There may be policies and procedures that have not changed with the times. You can look for ways to improve them, but first take the time to understand why they are there in the first place.

### To manage your developmental areas more effectively:

- Look before you leap. Before jumping into something, take the time to think through the full ramifications of what you are about to do. List the pros and cons.
- Eliminate surprises. Respect that others may not share your desire for something new. Make sure that everyone is on the same page prior to starting new activities.

This scale measures the degree to which you are more inclined to be Patient (consistent and reliable) or Restless (energetic and pressure oriented) or a combination of both.



## EXPLORING NEW DIRECTIONS

### Strengths

- You enjoy change and do not feel particularly wedded to the status quo.
- You look for new opportunities and experiences.

## ACTION ITEMS:

### To leverage your strengths:

- Foster change. Join a task force or transition team and draw on your ability to look at things from a fresh perspective. You will not only get the opportunity to shape change, but you may gain a better understanding of why things are the way they are.
- Develop a new skill set. Channel your desire for personal growth by taking a course in an area relevant to your career.

## JUGGLING TASKS

### Developmental Areas

- You may take on too many projects—some priorities may get overlooked.
- Your preference to try different approaches may lead to false starts.

### To manage your developmental areas more effectively:

- Pace yourself. Drop goals off your list if you need to. Finish three tasks completely instead of semi-completing ten. The next time you are ready to dive into a new opportunity, ask yourself if it is critical or if it is merely exciting.
- Develop routine solutions to routine problems. Routines can help you deal with day-to-day activities efficiently and give you time to tackle more challenging projects.

# Leveraging Your Strengths

## SUMMARY

On the chart on the next page, check off those Strengths that are critical to your success and that you want to leverage to improve your performance. Consider these areas:



### Organisational

What competencies has your organisation identified as critical to its future success?



### Career

What do you need to do to be more successful in your current and future roles?



### Motivational

What are you passionate about? What values, interests and goals are important to you?

Identify 2 or 3 Strengths. Then select the one that you want to work on immediately.

x	Strengths	Action Items
	<b>Driving Results</b>	<ul style="list-style-type: none"> <li>▮ Take stock of your successes</li> <li>▮ Conduct your own performance review</li> </ul>
	<b>Competing</b>	<ul style="list-style-type: none"> <li>▮ Encourage competition among your team</li> <li>▮ Take charge of your personal development</li> </ul>
	<b>Asserting Yourself</b>	<ul style="list-style-type: none"> <li>▮ Find a mentor</li> <li>▮ Go in to bat for someone else</li> </ul>
	<b>Staying Objective</b>	<ul style="list-style-type: none"> <li>▮ Promote your critical eye</li> <li>▮ Know the numbers</li> </ul>
	<b>Focusing on the Task</b>	<ul style="list-style-type: none"> <li>▮ Share your knowledge</li> <li>▮ Keep the team focused</li> </ul>
	<b>Driving Change</b>	<ul style="list-style-type: none"> <li>▮ Share your desire for change</li> <li>▮ Examine the processes your company has in place</li> </ul>
	<b>Exploring New Directions</b>	<ul style="list-style-type: none"> <li>▮ Foster change</li> <li>▮ Develop a new skillset</li> </ul>
	<b>Acting Decisively</b>	<ul style="list-style-type: none"> <li>▮ Help develop guidelines</li> <li>▮ Free up gridlock</li> </ul>
	<b>Thinking Independently</b>	<ul style="list-style-type: none"> <li>▮ Expand your horizons</li> <li>▮ Choose your battles wisely</li> </ul>
	<b>Being Resourceful</b>	<ul style="list-style-type: none"> <li>▮ Encourage innovative approaches</li> <li>▮ Look for opportunities</li> </ul>

notes

## CREATING YOUR PERSONAL ACTION PLAN: STRENGTHS

On the next page, you will begin to complete your Personal Action Plan.

1

First, transfer the key Strength that you selected on the preceding page.

2

Then, use the suggested Action Items to help you set personalised, on-the-job Action Items.

Here's an example of how you might do this:

1

**Suppose your Strength is FOCUSING ON PEOPLE and your Action Item is...**

Build bridges. Use your networking ability to raise the profile of your team. Reach out and build a network of partners with whom you can cultivate mutually beneficial relationships.

2

**Your own Action Item might translate into...**

Set-up monthly, informal meetings with our outside service team to get a better understanding of their challenges.

3

**Your Desired Outcome might be...**

Twelve well-attended meetings in the next year. Greater team spirit among outside team with policy changes to address challenges.



# Managing Your Developmental Areas

## SUMMARY

On the chart on the next page, check off those Developmental Areas that are critical to your success and that you want to leverage to improve your performance. Consider these areas:



### Organisational

What competencies has your organisation identified as critical to its future success?



### Career

What do you need to do to be more successful in your current and future roles?



### Motivational

What are you passionate about? What values, interests and goals are important to you?

Identify 2 or 3 Developmental Areas. Then select the one that you want to work on immediately.

x	Developmental Areas	Action Items
	<b>Collaborating with Others</b>	<ul style="list-style-type: none"> <li>▮ Take a back seat role</li> <li>▮ Be the last to speak</li> </ul>
	<b>Teambuilding</b>	<ul style="list-style-type: none"> <li>▮ Look for a team win</li> <li>▮ Perform an unprovoked act of kindness</li> </ul>
	<b>Listening to Others</b>	<ul style="list-style-type: none"> <li>▮ Listen actively</li> <li>▮ Solicit feedback</li> </ul>
	<b>Giving Positive Feedback</b>	<ul style="list-style-type: none"> <li>▮ Start on a positive note</li> <li>▮ Use we instead of you</li> </ul>
	<b>Building Relationships</b>	<ul style="list-style-type: none"> <li>▮ Get connected</li> <li>▮ Use a little sweetener</li> </ul>
	<b>Staying Focused</b>	<ul style="list-style-type: none"> <li>▮ Eliminate surprises</li> <li>▮ Look before you leap</li> </ul>
	<b>Juggling Tasks</b>	<ul style="list-style-type: none"> <li>▮ Pace yourself</li> <li>▮ Develop routine solutions to routine problems</li> </ul>
	<b>Applying Existing Solutions</b>	<ul style="list-style-type: none"> <li>▮ Cut and paste</li> <li>▮ Get signoff</li> </ul>
	<b>Maintaining Harmony</b>	<ul style="list-style-type: none"> <li>▮ Look for a win-win</li> <li>▮ Play by the rules</li> </ul>
	<b>Respecting Structure</b>	<ul style="list-style-type: none"> <li>▮ Become more process oriented</li> <li>▮ Make details your ally</li> </ul>

notes

## CREATING YOUR PERSONAL ACTION PLAN: DEVELOPMENTAL AREAS

On the next page, you will begin to complete your Personal Action Plan.

1

First, transfer the key Developmental Area that you selected on the preceding page.

2

Then, use the suggested Action Items to help you set personalised, on-the-job Action Items.

Here's an example of how you might do this:

1

**Suppose your Developmental Area is FOCUSING ON NUMBERS and your Action Item is...**

Make numbers your friend. Get to know percentages, dollar figures and bottom-line financial details—any information that is important to success in your role and the success of your organisation.

2

**Your own Action Item might translate into...**

Be prepared to make a better contribution at the next quarterly review. Study the YTD financials and clarify any figures I don't understand with the Controller.

3

**Your Desired Outcome might be...**

Use specific elements from the YTD financials in my presentation at the quarterly review.

## YOUR PERSONAL ACTION PLAN: DEVELOPMENTAL AREAS

DEVELOPMENTAL AREA	
<p><b>DEVELOPING ON-THE-JOB ACTION ITEMS</b> (Review the Action Items that will help you optimise this Developmental Area)</p> <ul style="list-style-type: none"> <li>Personalise the Action Items related to the key Developmental Area you have selected or create your own Action Items below</li> <li>State your desired outcome</li> </ul>	<b>TARGET DATE</b>
<b>POTENTIAL OBSTACLES</b> (Identify any potential barriers to success)	<b>WAYS TO OVERCOME OBSTACLES</b> (What might you do to overcome these barriers)
<p><b>ASSESSING YOUR PROGRESS</b> (To be completed once you have had the opportunity to implement your Action Plan). How did it go? What was the outcome? In what ways could you further optimise this Developmental Area to achieve greater effectiveness?</p>	



# Getting Input from Your Manager or Coach

## GETTING INPUT FROM YOUR MANAGER OR COACH

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It is critical that you get input and buy-in from your manager or coach on your Personal Action Plans. Outlined below is the suggested agenda for a one-on-one meeting:

### STEP 1

#### Review Section A: Understanding Your Profile

- Prior to the meeting, highlight a handful of key Strengths and Developmental Areas to address.
- In the meeting, discuss these with your manager.

### STEP 2

#### Review Section B: Leveraging Your Strengths

- Get your manager's agreement on the key Strength you have selected—in what areas will this change make the most positive contribution?
- Make note of additions/deletions.

### STEP 3

#### Review Section C: Managing Your Developmental Areas

- Get your manager's agreement on the key Developmental Area you have selected.
- Make note of additions/deletions.

## STEP 4

**Review your Personal Action Plans Frequently**

- Get your manager's agreement on your Action Items, target dates and outcomes.
- Use the extra Personal Action Plan sheets to re-draft if necessary.
- Agree on how your manager can help you implement your Personal Action Plan and measure results.
- Set a date to review your progress.



**Remember:** This is your meeting... make the most of it!



In working with many successful people over the years, I've learned that understanding your own strengths and weaknesses is more important to career success than education, intelligence or charisma. Successful people know themselves and consciously play to their strengths. The good news is that we can all learn to do this.

*Jack H. McQuaig, Founder  
The McQuaig Institute®*



**Remember:**

- Review your Personal Action Plans with your manager or coach.
- Get the most out of your talents.
- Be patient and persistent.
- Change happens over time, as you establish new habits.
- Even subtle changes can make a difference to your success.