

# The McQuaig Word Survey<sup>®</sup> Report

**Sample 3**

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**Sample Reports**

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**Assessment Date: 2020-01-15**





# Interview Questions

## INTRODUCTION

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

In their answers, you should look for concrete, specific, positive examples of how they have exhibited the behaviours in question and, remember, since many candidates will initially respond with generalities, the deeper you probe, the better.

Most of your interview should centre around how they fit the behavioural requirements determined by the job. If they were to behave in this job the way they have behaved in the past, would this be a good fit?

Always be careful to avoid asking any questions relating to age, sex, marital status, cultural background, religion, etc., in your interview.

## DRIVING

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

### Positive Examples

Have they instilled a sense of excitement in their staff?

Have they been a proactive change agent?

Have they responded well to pressure?

Have they set tight but reasonable deadlines?

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

### Negative Examples

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

Have they caused stress among their staff?

Has their last-minute approach caused problems?

Have they taken on more than they can handle?

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

## INTERVIEW QUESTIONS

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

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

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

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

## DOMINANT

They have described themselves as being very competitive and ambitious.

### Positive Examples

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

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

Have they taken acceptable risks?

Have they tackled performance issues head on?

Have they made tough decisions?

### Negative Examples

Have they been overly aggressive in their dealings with others?

Have they set unattainable goals?

Have they intimidated their team?

Have they been difficult to control?

Have they stifled team spirit?

Have they put their own agenda above all others'?

## INTERVIEW QUESTIONS

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

## SOCIABLE

They have described themselves as being fairly sociable.

### Positive Examples

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

Have they handled staff problems tactfully?

Have they been involved without losing perspective?

Have they built good relationships and inspired team loyalty?

### Negative Examples

Have they had difficulty focusing on the bottom-line?

Have they relied on "gut" feelings?

Have they had trouble making unpopular decisions or disciplining others?

Have they avoided tackling technical problems?

## INTERVIEW QUESTIONS

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

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

## INDEPENDENT/COMPLIANT

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

### Positive Examples

Have they displayed initiative while adhering to policy?

Have they shown determination without being obstinate?

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

### Negative Examples

Have they been careless with follow-through?

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

Have they been too opinionated?

Have they been reluctant to stand up to resistance?

## INTERVIEW QUESTIONS

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



**Attention:** While the above questions help you, through specific examples from their past history, to understand more fully how they have exhibited their temperament (behaviour pattern) as described by their McQuaig Word Survey®, other personal characteristics such as attitudes, self-motivation, stability, emotional maturity and intelligence must be probed thoroughly to understand their capabilities fully. The following are some suggested interviewing questions to use to probe all or a selection of these important areas.

## ATTITUDES AND BELIEFS

### Positive Examples

Have they kept their team positive in times of crisis?

Have they set high departmental standards?

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

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

### Negative Examples

Do they doubt their own abilities?

Are they openly critical of their staff/company?

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

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

## INTERVIEW QUESTIONS

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

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

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

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

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

## SELF MOTIVATION

### Positive Examples

Have they gone beyond what was expected?

Have they shown a strong, inner driving force?

Have they tackled problems proactively?

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

Have they been tenacious?

### Negative Examples

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

Have they displayed little initiative in their assignments?

Have they relied heavily on management for direction?

Have they defined their role narrowly?

## INTERVIEW QUESTIONS

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

## STABILITY AND PERSISTENCE

### Positive Examples

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

Have they stood up to resistance?

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

### Negative Examples

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

Have they taken the path of least resistance?

Have they switched gears often, leading to staff confusion?

Have they let performance issues slide?

## INTERVIEW QUESTIONS

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

## MATURITY AND JUDGEMENT

### Positive Examples

Have they made good judgement calls?

Have they used common sense to solve problems?

Have they accepted responsibility and responded well to constructive criticism?

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

### Negative Examples

Have they acted with little forethought?

Have they had difficulty controlling their temper?

Have they avoided responsibility?

Do they blame others—including direct reports?

Do they take all the credit?

Do they refuse to admit mistakes?

## INTERVIEW QUESTIONS

Can you tell me about a time when you've had to make a sacrifice that had little reward in the short-term?

Tell me about a time when you received criticism that you felt was unjust. What did you do?

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

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

Tell me about a recent success, or failure.

## APTITUDES/CAPACITY TO LEARN

### Positive Examples

Have they solved complex problems?

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

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

### Negative Examples

Have they had difficulty learning new skills or concepts?

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

Have they been unable to keep up with technological changes?

## INTERVIEW QUESTIONS

- When you started your last job, what things came to you naturally and what areas did you really have to apply yourself to understand?
- Can you give me an example of a time you had difficulty grasping a new concept?
- What efforts do you make to keep yourself up to date?
- Tell me about a complex problem you had to resolve. How did it go?
- Can you tell me about a project that you worked on where it was a struggle to keep the "big picture" in mind?