

# The McQuaig Job Fit Interview Guide



**Sample**

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**Sample Reports**

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



# INTERVIEWER CHECKLIST

This report is designed to help you compare the profile of Sample 5 to the behavioural job demands for the role of Sample. It will assist the interviewer in developing an interview strategy that probes more deeply into on-the-job behaviours.

## 1. BEFORE THE INTERVIEW

1

Review job requirements, the candidate's resume and The McQuaig Word Survey®.

2

Telephone screen the candidate to clarify skills and fit.

3

Review the interview questions and get an understanding of what to expect in the responses.

## 2. INTERVIEW STRUCTURE (1 HOUR INTERVIEW)

**FIRST 5 MINUTES:**

Offer a refreshment, develop rapport; make the candidate feel comfortable, discuss areas of common interest.

**NEXT 5 MINUTES:**

Inform candidate of interview structure; provide a brief overview of your company and the role but do not describe specific qualities that you seek in the ideal candidate.

**NEXT 40 MINUTES:**

Candidate provides information about job history. If the candidate has questions, defer to the end of the interview.

**FINAL 10+ MINUTES:**

Candidate asks questions. Discuss the great opportunity that your company provides, but also make them aware of the possible challenges the successful candidate may face.

## TIPS

- | Be on time and ensure no interruptions from phones, email, or people.
- | Do not read questions to the candidate—ask them in a casual, friendly tone.
- | Be non-judgemental—the interview is for information gathering, not decision-making.
- | The candidate should be doing 80% of the talking.
- | Take brief notes, but maintain eye contact and smile often.

## 3. AFTER THE INTERVIEW

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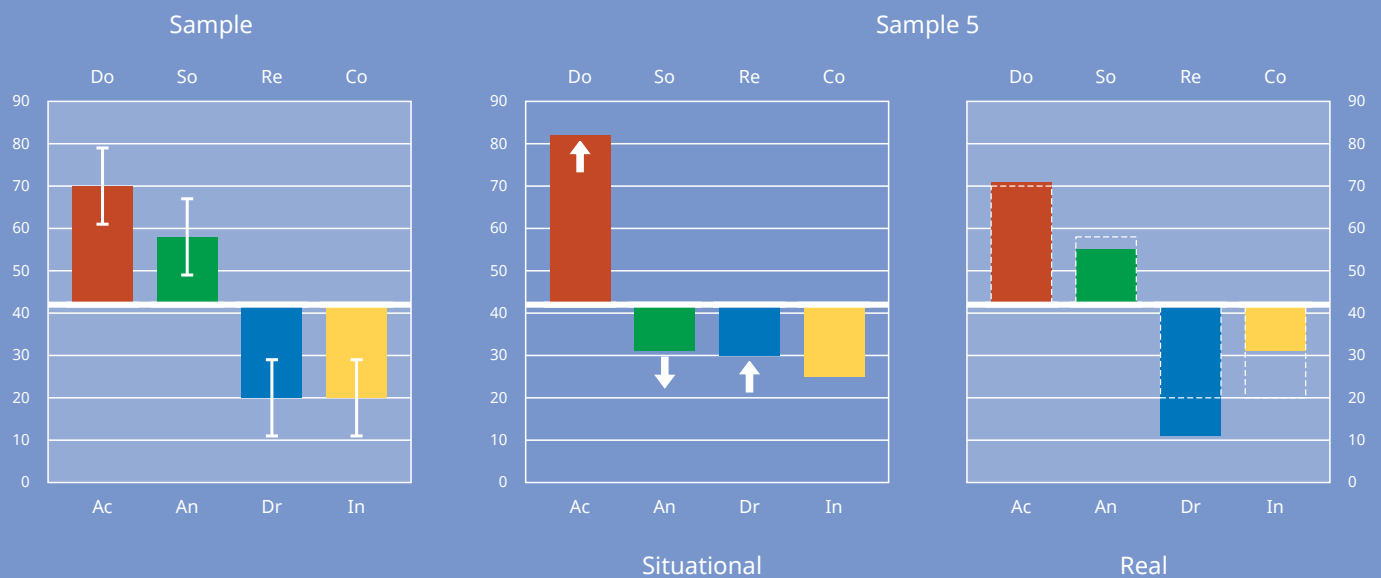
Review your notes, add detail, score responses and make a recommendation.



**Note:** In most countries, human rights or equal opportunity legislation makes it unlawful to ask or record anything that would indicate the candidate's age, sex, marital or family status, etc.

# GRAPHICAL SUMMARY

This report compares the profile for the position of Sample to The McQuaig Word Survey® results for Sample 5.



## BEHAVIOURAL SCALES

- Dominant** ↔ **Accepting**
- Sociable** ↔ **Analytical**
- Relaxed** ↔ **Driving**
- Compliant** ↔ **Independent**

*(Competitive, Goal Oriented ↔ Deliberate, Cautious)*

*(Empathetic, Extroverted ↔ Logical, Task Oriented)*

*(Patient, Reliable ↔ Restless, Pressure Oriented)*

*(Conscientious, Detail Oriented ↔ Strong Minded, Persistent)*

## SUMMARY OF JOB FIT

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### **Strong Match —**

**The profile and factor scores of Sample 5 produce a strong behavioural match to the reference profile. However, other factors such as attitudes, emotional maturity, intelligence, skills and abilities must be probed thoroughly to understand their capabilities fully.**

## ANALYSIS OF JOB FIT

<b>DOMINANT ↔ ACCEPTING</b>	<b>STRONG MATCH</b>
<b>SOCIABLE ↔ ANALYTICAL</b>	<b>STRONG MATCH</b>
<b>RELAXED ↔ DRIVING</b>	<b>STRONG MATCH</b>
<b>COMPLIANT ↔ INDEPENDENT</b>	<b>POTENTIAL MATCH</b>

### Success in this position requires someone who is...

Extremely competitive, ambitious, goal oriented, even aggressive, needing constant challenges and opportunities.

Very restless, driving and energetic, very impatient with the status quo, disliking routine work.

Very independent, persistent and decisive, very uncomfortable being supervised.

Friendly and sociable, more interested in people than in ideas and methods.

### Sample 5 is...

Extremely competitive, ambitious, goal oriented, even aggressive, needing constant challenges and opportunities.

Very restless, driving and energetic, very impatient with the status quo, disliking routine work.

Basically independent, preferring to avoid working under supervision.

Friendly and sociable, more interested in people than in ideas and methods.

## STRENGTH ANALYSIS: DOMINANT-ACCEPTING

Sample 5 has scored within the desired range on the Dominant-Accepting scale.

The following questions will help you determine whether Sample 5 uses their dominance in a productive way. Positive and negative examples of the trait have been provided to help interpret the responses. Probe to ensure that you get specific, detailed responses.

### Positive Examples

Have they demonstrated a need to win and a healthy sense of competition?

Have they set ambitious, challenging goals?

Have they stepped up to take charge?

Have they taken calculated risks to achieve results?

Have they worked effectively with people?

### Vs. Too Dominant

Have they been too aggressive and competitive?

Have they taken irresponsible chances?

### Or Not Dominant Enough

Have they been too unassertive and submissive?

Have they avoided confronting uncomfortable situations?

- ▮ Tell me about a time when you set an aggressive goal for yourself.
- ▮ What's the most challenging project you tackled last year?
- ▮ Give me an example of a time when the team was moving in a direction that you didn't fully support.
- ▮ Tell me about the last time you had to deal with a particularly difficult associate.

Indicate your level of agreement with the statement "The candidate shows evidence that they use this trait effectively".

1	2	3	4	5	6	7
Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree

## STRENGTH ANALYSIS: SOCIABLE-ANALYTICAL

Sample 5 has scored within the desired range on the Sociable-Analytical scale.

The following questions will help you determine whether Sample 5 uses their sociability in a productive way. Positive and negative examples of the trait have been provided to help interpret the responses. Probe to ensure that you get specific, detailed responses.

### Positive Examples

Have they demonstrated good communication skills?

Have they remained positive and optimistic in difficult times?

Have they handled people problems tactfully?

Have they become involved without losing perspective?

Have they built harmonious relationships?

### Vs. Too Sociable

Have they been distracted easily?

Have they reacted emotionally?

Have they had problems listening?

### Or Not Sociable Enough

Have they not developed good relationships?

Have they overlooked people concerns?

Have they been distant?

- ▮ Tell me about a recent accomplishment where your people skills were really put to the test.
- ▮ Were you ever in a situation where you were not kept in the loop on a key decision? Tell me about it.

Indicate your level of agreement with the statement "The candidate shows evidence that they use this trait effectively".

1	2	3	4	5	6	7
Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree



## STRENGTH ANALYSIS: RELAXED-DRIVING

Sample 5 has scored within the desired range on the Relaxed-Driving scale.

The following questions will help you determine whether Sample 5 uses their driving nature in a productive way. Positive and negative examples of the trait have been provided to help interpret the responses. Probe to ensure that you get specific, detailed responses.

### Positive Examples

Have they consistently shown a restless, driving sense of urgency?

Do they have a history diving in quickly?

Have they searched out opportunities for change?

Have they responded well to intense pressure and deadlines?

### Vs. Too Driving

Have they rejected the status quo?

Have they put too much pressure on?

Have they been very "last-minute"?

### Or Not Driving Enough

Have they reacted negatively to short timeframes?

Have they been slow to respond to emergencies?

- ▮ Tell me about a situation where you had to push hard to accomplish something.
- ▮ Tell me about the most significant change you had to adapt to in your last job.
- ▮ Tell me about a time you challenged the status quo.
- ▮ Tell me about an associate who was slow to respond. How did you handle the situation?

Indicate your level of agreement with the statement "The candidate shows evidence that they use this trait effectively".

1	2	3	4	5	6	7
Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree

## GAP ANALYSIS: COMPLIANT-INDEPENDENT

Sample 5 has scored just outside the desired range on the Compliant-Independent scale.

The reference profile calls for someone who is more independent than they are.

Explore their past looking for examples where they needed to behave more independently, and how it affected their performance. Positive and negative examples of the trait have been provided below. Probe to ensure that you get specific, detailed responses.

### Positive Examples

Have they offered an independent, determined approach?

Have they faced up to resistance?

Have they shown an ability to express views without alienating others?

Have they been decisive, innovative and adaptable?

### Vs. Too Independent

Have they persisted to the point of being inflexible?

Have they been opinionated?

Have they disregarded rules?

### Or Not Independent Enough

Have they not been assertive, even when right?

Have they had difficulty showing initiative?

- ▮ Did you ever have a really good idea only to have it shot down 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?
- ▮ Can you think of an instance where you may have been too strong-willed?
- ▮ Tell me about a time when you felt held back by paperwork.

Indicate your level of agreement with the statement "The candidate shows evidence that they use this trait effectively".

1	2	3	4	5	6	7
Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree

## ATTITUDES AND BELIEFS

### Positive Examples

Have they maintained a positive, optimistic outlook?

Are they self-confident and do their achievements support this confidence?

Have they set high personal standards?

Have they remained ethical in trying circumstances?

### Negative Examples

Have they shown hesitation and doubt in their own abilities?

Are they openly critical of previous employers and co-workers?

Have they cut corners to get things done?

Are they 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.

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

How would you assess your current boss (or company)?

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

Indicate your level of agreement with the statement "The candidate shows evidence that they use this trait effectively".

1	2	3	4	5	6	7
Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree

## SELF MOTIVATION

### Positive Examples

Have they gone beyond what was expected?

Have they attacked previous work assignments tenaciously?

Have they been passionate about their work?

Have they acted without waiting to be told what to do?

### Negative Examples

Have they had difficulty sustaining a strong effort over time?

Do they have few examples of when they went beyond what was expected?

Have they demonstrated little dedication in previous jobs?

Have they defined their 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.
- ▮ Can you describe a situation where you felt you went above and beyond the call of duty?
- ▮ Tell me about a situation when you felt you were stretched to the limit?
- ▮ Do you feel you are more internally driven than most? Why do you say that?

Indicate your level of agreement with the statement "The candidate shows evidence that they use this trait effectively".

1	2	3	4	5	6	7
Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree

## STABILITY AND PERSISTENCE

### Positive Examples

Do they have a history of consistent interests, goals and activities over time?

Have they stood up to resistance?

Have they kept their morale up and maintained effort despite obstacles?

Have they viewed setbacks as learning opportunities?

### Negative Examples

Have they had difficulty staying the course?

Have they given up when the going got tough?

Do they have a history of uncompleted projects?

Have they taken the path of least resistance?

Have they 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?
- ▮ How do you respond when others around you are not pulling their weight?
- ▮ Tell me about an important goal you set. How did you do?
- ▮ Can you tell me about a time when things got to be too much for you? How did that come out?

Indicate your level of agreement with the statement "The candidate shows evidence that they use this trait effectively".

1	2	3	4	5	6	7
Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree

## MATURITY AND JUDGEMENT

### Positive Examples

Have they employed a common sense approach?

Have they accepted responsibility for both good and bad?

Have they learned from their mistakes?

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

Do they share credit?

### Negative Examples

Have they acted with little forethought?

Have they shown a lack of self discipline?

Do they blame others?

Have they made bad judgement calls?

Do they rationalise?

Do they refuse to admit it when they are 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?

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.

Indicate your level of agreement with the statement "The candidate shows evidence that they use this trait effectively".

1	2	3	4	5	6	7
Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree

## APTITUDES/CAPACITY TO LEARN

### Positive Examples

Have they absorbed and adapted to new ideas and/or tasks readily?

Do they have a proven ability to solve complex problems?

Have they shown a commitment to on-going learning?

Have they volunteered for new assignments?

### Negative Examples

Have they had difficulty learning new skills or concepts?

Have they shown limited progress and achievement?

Do they do little professional or even outside reading?

Have they 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?

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?

Indicate your level of agreement with the statement "The candidate shows evidence that they use this trait effectively".

1	2	3	4	5	6	7
Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree

## BEHAVIOURAL SUMMARY

Score the level of fit based on Word Survey Results and responses to Questions.						
Dominant ↔ Accepting Scale						
1	2	3	4	5	6	7
Compliant ↔ Independent Scale						
1	2	3	4	5	6	7
Relaxed ↔ Driving Scale						
1	2	3	4	5	6	7
Sociable ↔ Analytical Scale						
1	2	3	4	5	6	7
Skills/Experience Summary						
1	2	3	4	5	6	7
Attitudes and Beliefs						
1	2	3	4	5	6	7
Self Motivation						
1	2	3	4	5	6	7
Stability and Persistence						
1	2	3	4	5	6	7
Maturity and Judgement						
1	2	3	4	5	6	7
Aptitudes/Capacity to Learn						
1	2	3	4	5	6	7
References						
1	2	3	4	5	6	7



# SUMMARY



## NEXT STEPS:



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## COMMENTS:



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