

The McQuaig Self-Development Survey[®] Report

Sample

Sample Reports

Assessment Date: 2020-01-15



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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 B - Your Behavioural Profile

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

STEP 2

Complete Section C - 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 D - 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 E - 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

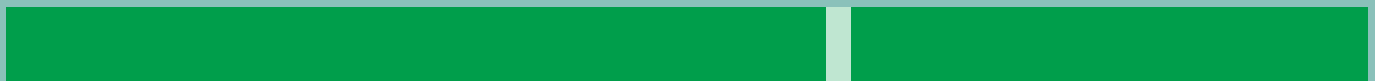
Accommodating

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

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 friendly, sociable and enjoy interacting with others
- are empathetic and develop rapport easily
- prefer to take the people factor into account when making decisions

RESTLESS ↔ PATIENT



Restless

Patient

- are very restless, energetic, change oriented and enjoy new projects
- take a "do it now" approach
- have a strong sense of urgency and enjoy multi-tasking
- set tight deadlines and respond well to pressure

INDEPENDENT ↔ STRUCTURED



Independent

Structured

- are comfortable working independently and do not require a great deal of structure
- tend to enjoy autonomy and making decisions, especially within their area of expertise
- can cope with a some ambiguity

UNDERSTANDING YOUR PROFILE

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 are lively and eager for new projects and have a strong sense of urgency.
- You enjoy fast-paced environments where there is great activity.

STAYING FOCUSED

Developmental Areas

- You may be overly experimental and go off in too many directions at once.
- You may make it difficult for others to keep track, inadvertently hampering productivity.

ACTION ITEMS:

To leverage your strengths:

- Share your enthusiasm. You may be just the shot in the arm that your peers need. Get your team to rally around a new idea—then be the one to 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.



THRIVING ON PRESSURE

Strengths

- You feel the need to get things done quickly and will respond well to emergencies.
- You are deadline oriented.
- You believe you are more productive when the heat is on.

PRIORITISING

Developmental Areas

- Your last-minute approach may cause stress in the workplace.
- You may be disappointed when results do not immediately materialize.
- Your quick remedies may cause problems in the long term.

ACTION ITEMS:

To leverage your strengths:

- Create friendly pressure. Take a team approach to establishing deadlines and priorities—you will find it easier to keep everyone on track.
- Troubleshoot proactively. Use the energy that rallies you in emergency situations to ensure that they do not become emergencies in the first place. Schedule a set time to sit down, anticipate unforeseen events and come up with a contingency plan.

To manage your developmental areas more effectively:

- Set realistic timeframes. When you establish a deadline for yourself or someone else, make sure it is achievable. Unachievable deadlines cause stress and disappointment. Do not over-commit yourself or your colleagues.
- Define your goals. List your goals, the goals of your organisation and your boss' goals. Stay focused on activities that are common to the three lists.

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 seek to change and improve things.
- You have a restless need to explore new opportunities.
- You can keep a number of balls in the air simultaneously.

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 have unrealistic expectations of how many things you can juggle at the same time.
- You become bored quickly.
- You may not demonstrate the discipline required to master responsibilities that do not excite you.

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.

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.

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.

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.

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 Sociable (empathetic and outgoing) or Analytical (logical and work focused) or a combination of both.



FOCUSING ON PEOPLE

Strengths

You believe most problems can be resolved by talking them through but can take a more formal approach when necessary.

FOCUSING ON NUMBERS

Developmental Areas

Unless a hands-on approach is critical, you are comfortable delegating the number crunching to others.

ACTION ITEMS:

To leverage your strengths:

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

Encourage open communication. Set up informal networks and forums so that people can be kept in the loop. These can range from a company newsletter to lunch-and-learn sessions. Provide opportunities for people to belong.

To manage your developmental areas more effectively:

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.

Get technical. Determine areas where special training may be required. If you are in a field that requires a level of technical competency, join a society dedicated to that field.

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.



BUILDING LOYALTY

Strengths

You like people and are probably known by your colleagues as someone they can talk to.

KEEPING IT PROFESSIONAL

Developmental Areas

You may delay negative feedback or unpopular decisions.

ACTION ITEMS:

To leverage your strengths:

Bring others into your group. Act as a welcoming committee for new employees or anyone who is on the perimeter. Your efforts will be appreciated, your team will benefit and you will develop long-term allies.

Play the mediator. Try to spot conflicts and encourage your peers to talk things through with you when they have a problem. Use your natural diplomacy to smooth things out.

To manage your developmental areas more effectively:

Be impartial. Next time you have to make an unpopular decision, first ask yourself if it is fair. In the long run, you will be judged by the fairness of your decisions rather than their popularity at the time.

Don't get too close. Remember that you do not need to be someone's best friend to have an effective business relationship. Sometimes, too much empathy may work against you if performance issues arise. Make sure that your colleagues and direct reports have a clear understanding of your expectations.

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 usually feel you are the best person to make a decision and can keep the big picture in mind when faced with a task.
- You can stand up for what you believe in.

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 may not feel the need to check policy before starting a new project.
- By not reviewing past experience, you may repeat mistakes.

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.



BEING RESOURCEFUL

Strengths

- You are determined to make things happen once a plan of action has been set.
- You seek out solutions and require little direction.

RESPECTING STRUCTURE

Developmental Areas

- You can place too much emphasis on the end result and not enough on the processes to get there.
- You may skip the details and encounter long-term setbacks.

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:

- Become more process oriented. 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.

Leveraging Your Strengths

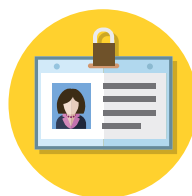
SUMMARY

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
	Driving Results	<ul style="list-style-type: none"> ▮ Take stock of your successes ▮ Conduct your own performance review
	Competing	<ul style="list-style-type: none"> ▮ Encourage competition among your team ▮ Take charge of your personal development
	Asserting Yourself	<ul style="list-style-type: none"> ▮ Find a mentor ▮ Go in to bat for someone else
	Focusing on People	<ul style="list-style-type: none"> ▮ Build bridges ▮ Encourage open communication
	Building Loyalty	<ul style="list-style-type: none"> ▮ Bring others into your group ▮ Play the mediator
	Driving Change	<ul style="list-style-type: none"> ▮ Share your desire for change ▮ Examine the processes your company has in place
	Thriving on Pressure	<ul style="list-style-type: none"> ▮ Create friendly pressure ▮ Troubleshoot proactively
	Exploring New Directions	<ul style="list-style-type: none"> ▮ Foster change ▮ Develop a new skillset
	Acting Decisively	<ul style="list-style-type: none"> ▮ Help develop guidelines ▮ Free up gridlock
	Being Resourceful	<ul style="list-style-type: none"> ▮ Encourage innovative approaches ▮ Look for opportunities

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.

YOUR PERSONAL ACTION PLAN: STRENGTHS

STRENGTH	
<p>DEVELOPING ON-THE-JOB ACTION ITEMS (Review the Action Items that will help you optimise this Strength)</p> <ul style="list-style-type: none"> Personalise the Action Items related to the key Strength you have selected or create your own Action Items below State your desired outcome 	
	TARGET DATE
POTENTIAL OBSTACLES (Identify any potential barriers to success)	WAYS TO OVERCOME OBSTACLES (What might you do to overcome these barriers)
<p>ASSESSING YOUR PROGRESS (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 Strength to achieve greater effectiveness?</p>	

Managing Your Developmental Areas

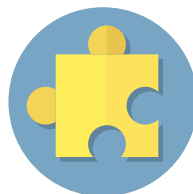
SUMMARY

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
	Collaborating with Others	<ul style="list-style-type: none"> ▮ Take a back seat role ▮ Be the last to speak
	Teambuilding	<ul style="list-style-type: none"> ▮ Look for a team win ▮ Perform an unprovoked act of kindness
	Listening to Others	<ul style="list-style-type: none"> ▮ Listen actively ▮ Solicit feedback
	Focusing on Numbers	<ul style="list-style-type: none"> ▮ Make numbers your friend ▮ Get technical
	Keeping it Professional	<ul style="list-style-type: none"> ▮ Be impartial ▮ Do not get too close
	Staying Focused	<ul style="list-style-type: none"> ▮ Eliminate surprises ▮ Look before you leap
	Prioritising	<ul style="list-style-type: none"> ▮ Set realistic timeframes ▮ Define your goals
	Juggling Tasks	<ul style="list-style-type: none"> ▮ Pace yourself ▮ Develop routine solutions to routine problems
	Applying Existing Solutions	<ul style="list-style-type: none"> ▮ Cut and paste ▮ Get signoff
	Respecting Structure	<ul style="list-style-type: none"> ▮ Become more process oriented ▮ Make details your ally

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>DEVELOPING ON-THE-JOB ACTION ITEMS (Review the Action Items that will help you optimise this Developmental Area)</p> <ul style="list-style-type: none"> Personalise the Action Items related to the key Developmental Area you have selected or create your own Action Items below State your desired outcome 	TARGET DATE
POTENTIAL OBSTACLES (Identify any potential barriers to success)	WAYS TO OVERCOME OBSTACLES (What might you do to overcome these barriers)
<p>ASSESSING YOUR PROGRESS (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

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.