

M The McQuaig 360 Leadership Review Competency Question Definitions

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Making Decisions

Competency facet	Question	Definition	Word Survey Trait
Directing	Leads groups	To plan, motivate and direct others	Dominant
Directing	Motivates others	Provides others with a reason to act	Sociable/Dominant
Directing	Empowering others	To enable someone else with the ability to act	Sociable/Dominant
Initiating	Takes charge of situations	Takes command of circumstances	Dominant
Initiating	Makes speedy decisions	Uses sound judgement to make determinations quickly	Driven/Dominant
Initiating	Taking a stand	Remains firm or steadfast in their position	Dominant/Independent
People Focused	Seeks contributions from others	Looks to others to help to achieve goals and solve problems	Accepting/Sociable
People Focused	Plays for the team	Contributes to, and shares the glory with, all that are involved	Accepting/Sociable
People Focused	Supporting others	Takes the time to understand others and help them achieve goals	Accepting/Sociable
Principled Focused	Is transparent in motivation and action	It is easy to see what they are doing and why	Compliant
Principled Focused	Makes and promotes equitable decisions	Pushes for decisions that are fair, just and reasonable	Compliant
Principled Focused	Embracing diversity	Sees value in all others and eagerly includes them	Compliant
Networking	Lively in groups	Brings a vital energy when working with people	Sociable
Networking	Connects with new people	Takes the opportunity to establish relationships with different people	Sociable
Networking	Making new contacts	Proactively expands network	Sociable
Persuading	Confident in influencing	Sure of one's own ability to move or urge a person to action	Sociable/Dominant
Persuading	Promotes and sells	Encourages the acceptance of ideas, products or services	Sociable/Dominant
Persuading	Keeping control of negotiations	Uses people, process and influence to manage negotiations	Sociable/Dominant
Analysis	Gets to the core of an issue	Uncovers the central facts of a situation	Analytical
Analysis	Focusing on the key points	Keeps one's attention on the important elements of a situation	Analytical
Analysis	Spotting errors others miss	Staves off future problems by ensuring accuracy now	Compliant/Analytical
Expertise	Uses theory to guide practice	Leverages knowledge of situation to determine the correct way forward	Analytical
Expertise	Translating the technical to the practical	Explains in terms that can more easily be understood and applied	Analytical
Expertise	Giving clear advice	Provides recommendations that are easily seen and sharply defined	Analytical

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Supporting

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Engaging

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Interpreting

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Conceptualising

Competency facet	Question	Definition	Word Survey Trait
Innovation	Introduces new ways of thinking	Presents different reasoning or thought process	Dominant/Independent
Innovation	Putting creative solutions forward	Present methods to solving problems	Dominant/Independent
Innovation	Questioning convention	Challenges current methods and processes	Independent
Strategy	Takes a long term perspective	Sees meaningful relationships between current actions and future outcomes	Dominant/Independent
Strategy	Linking initiatives to vision and mission	Articulates how current activities and efforts support long term goals	Dominant/Independent
Strategy	Keeping the bigger picture in mind	Constantly considers what is required now to achieve future objectives	Dominant/Independent

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Execution

Planning	Plans with clear steps	Designs a logical method of acting or doing from one stage to the next in sequence	Relaxed/Compliant
Planning	Completing on time	Ensures that committed timelines are met	Relaxed/Compliant
Planning	Ensuring resources support plans	Understands, secures and provides the appropriate people,skills, budget and time to execute a plan effectively	Relaxed/Compliant
Results	Delivers results that are promised	To carry out as one committed to	Dominant/Analytical
Results	Ensuring results speak for themselves	Creates outcomes that have true value and integrity	Dominant/Analytical
Results	Delivering in line with expectations	Ensures that results satisfy the requirements	Dominant/Analytical

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Change Orientation

Adapting	Embraces new experiences	Eagerly accepts first time encounters, challenges and opportunities	Drive/Independent
Adapting	Taking on new methods of working	Can learn and implement different procedures and techniques	Drive/Independent
Adapting	Working with new approaches	Develops and applies skill in setting about tasks and solving problems	Drive/Independent
Coping	Maintains a positive mindset	Is able to stay upbeat and confident	Drive
Coping	Recovering quickly from setbacks	Able to spring back / recover in very little time	Drive
Coping	Controlling emotions	Does not allow strong feelings to agitate or sway them	Drive

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Performing

Enterprising	Thinks commercially	Reasons and acts with business acumen to drive profit or success	Dominant
Enterprising	Being driven by competition	Is under compulsion to succeed or excel ahead of rivals	Dominant
Enterprising	Be business savvy	Well informed and shrewd about commerce	Dominant
Goal Oriented	Sets stretching goals for others	Provides challenging but achievable targets for people	Dominant/Driven
Goal Oriented	Seeking progression	Wants movement in initiatives and / or status	Dominant
Goal Oriented	Achieving against self imposed targets	Self selects challenging goals and reaches them	Dominant