



MCQUAIG PRESENTS

THE QUICK GUIDE TO MANAGING WITH ASSESSMENTS





Introduction

Being a manager doesn't come with an instruction manual. When you're in charge of a team, you have to balance both the needs of the company with the needs of your employees. It can be a tricky line to walk, but when managers are at the top of their game, teams are too. We've all heard the adage, "Employees don't leave bad jobs, they leave bad managers" and while poor management can drive up turnover rates, the damage doesn't stop there. Even before an employee leaves, management style can impact employee engagement, team motivation, and overall productivity levels. But when managers get it right, they can super charge their teams.

People want to stay where they feel seen and appreciated and this eBook aims to help managers achieve that. For those familiar with McQuaig assessments, the following pages will explore how having those assessments results can guide management strategy and support stronger teams. Focus will be placed on how to onboard with assessment support, how to develop better relationships with your direct-reports, and how entire teams can benefit from a better understanding of each other's personalities.

Did you know?

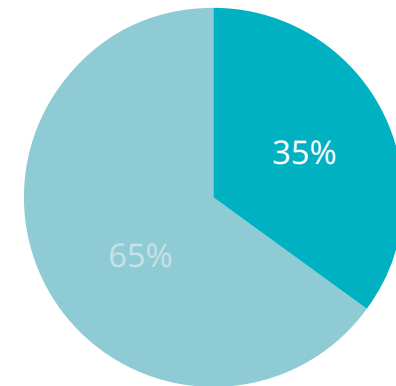
A Gallup study found that managers account for at least 70% of the variance in employee engagement¹



What do the numbers say?

What do we really know about management and teams? Let's look at some recent stats to see what we can learn before we get into more specific tactics.

- 58% of managers report they never received any kind of management training³
- Only 22% of managers believe they've provided a unique employee experience to their teams⁴
- 56% of employees think managers need to adapt their skill in order to better manage a remote team⁵
- 69% of employees report they'd work harder in return for more appreciation⁶
- 89% of employees in North America believe employers should better support their learning and development⁷



It's estimated only **35%** of US managers are engaged in their roles²

The numbers show a pretty clear trend pointing to the importance of appreciating employees and the absence of that support in many companies. When employees feel seen, they are far more likely to be actively engaged a work. Unfortunately managers, even those who are doing their best, don't often receive the training they need to effectively meet employee needs. So given this gap between what managers are doing and what employees want, let's turn to strategies you can use to bridge that divide.



Onboarding with assessments

The best place to start is at the beginning and that's doubly true when it comes to developing strong working relationships with employees. When a new hire joins your team, how are you ensuring they receiving the best onboarding experience they can and how can assessments help?

Personalize the process

Most companies have a standardized approach to onboarding and planning ahead can be very helpful in getting an employee up to speed quickly. But even with a structured onboarding approach, there's room to personalize the process. Adding more personal touches to your onboarding will help employees learn faster and retain information longer. Where can you gain those personal insights? It's time to turn to assessments. If you used an assessment such as the **McQuaig Word Survey** during your hiring process, break it back out for onboarding. Your new hire's assessment results will point to their temperament, motivation, drive, work style, and more. All factors you can leverage to adjust your onboarding approach for better success.

Take learning style into account

If you tailor your training strategies to align with how a new hire learns best, they'll make connections with the material more easily. Think about how you're delivering content, for starters. Is your new employee just reading through endless documents or can you switch up the medium with videos, photos, staff stories, video meetings, etc? Also consider the cadence of information being shared to ensure your new hire doesn't get overwhelmed. Try to structure a new hire's first week or month in advance so that learning modules build on each other to cement the employee's understanding of their role and the company. Frequent check-ins can also be helpful to ensure the employee isn't getting lost and is comfortable asking their manager for help.⁸





What needs to change when hiring remotely?

Talk about work style

Assessments can highlight what your employees think about work and what their preferred style is. During the first week, take some time to talk with your new hire about how they work best instead of assuming what works for you works for them. Some people want a lot of hand-holding in their first month while they figure out the ropes. Others are more independent and would rather find their own way. By talking with your employee, and going over their assessment results, you can figure out how your employee is most comfortable working and discuss whether that aligns with the style of the team or yourself. If there is a misalignment, now is the time to make plans and accommodations so employees feel confident in what they'll be doing once training ends and they're on their own.

Factor in personal motivation

What motivates your employee to work hard and chase their goals? Understanding the internal motivation of those on your team can allow you to set better goals and select appropriate rewards. During week one, you'll probably be setting some targets for your new hire to achieve over the course of their first three months or even, in some cases, their first year. Instead of doing that alone, bring the employee into the conversation and use their assessment results to discuss how they view motivation and what drives them forward. Not everyone is motivated by the same kinds of rewards.⁹ By understanding what drives your new hire, you can take who they are and how they work into account when making short and long term plans.





Building stronger relationships with employees

Looking beyond an employee's first week or onboarding program, what can you do to strengthen relationships with your staff at any stage of the employee journey? A healthy working relationship can increase productivity and decrease mistakes so connecting with employees on a more personal level can give your management style a boost.

Share assessment results

No two employees are totally alike and what works for one person might not work for another. Use the results of the **McQuaig Word Survey** to take a deeper look at temperament and communication style as both will become vital pieces of the manager-employee relationship. Try sharing your own assessment results with your employees. By comparing the two results side by side, both you and your employee can better understand how you're similar or different. Having an honest conversation about both of your strengths and weaknesses can help employees feel more comfortable with their managers faster and start developing trust earlier.¹⁰

Set boundaries together

Every relationship is a balance and it can be helpful for managers and employees to set boundaries to structure their relationships and establish realistic expectations.¹¹ Your assessments results will highlight management considerations that are useful in guiding conversations about how best to work together. You may want to consider creating rules regarding communication such as how often it's needed and what times of day it's required. You might also want to set expectations around how employees can safely voice disagreement, ask for help if a mistake is made, or bring up a new idea. Talking about these topics will help your employees understand what sort of leader you are and what they can expect from working with you.



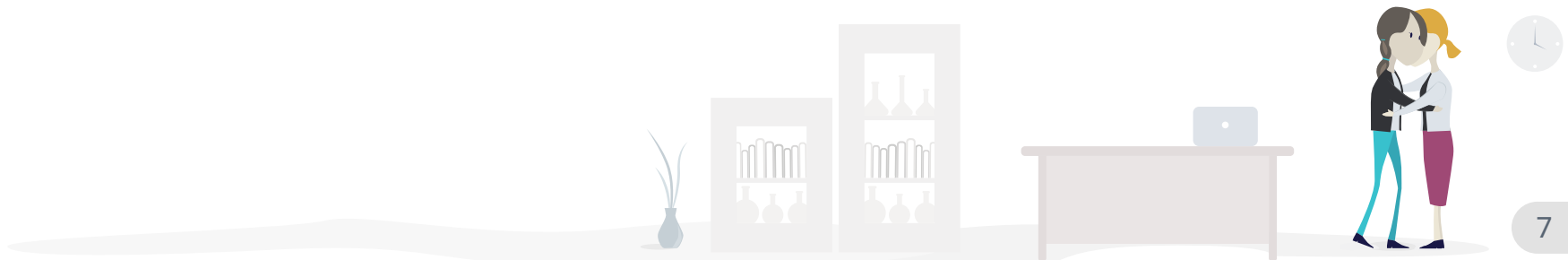
Building stronger relationships with employees

Prioritize both communicating and listening

Employee communication was a problem even before everyone had to work in separate homes. Now maintaining consistent communication and listening to your employees should be a priority for any manager keeping their distance.¹² In a remote world, your employees may not interact with many team members so ensuring they are kept in the loop and aware of what's going on is vital. You also want to make it clear to both new and old employees alike that their voice is being heard so they'll come to you later when they need you. Schedule regular check-in with your employees and try not to make them all about work. Take some time to ask about how employee's are doing and listen to their responses. Different personality types handle stress differently so just because one team mate is doing great, doesn't mean everyone is.

Ask for feedback

Asking your employees for feedback about how you're doing as a leader can be incredibly valuable.¹³ This can be done with an assessment such as the **McQuaig 360 Leadership Review** or through more informal methods, but the aim is to learn what parts of your management style are working and what parts aren't. Being candid with employees about how things are going and asking for input on your own performance can feel a little revealing at first but it will strengthen the relationship with your employee and increase trust and transparency. Building a relationship where employees feel able to give you real feedback creates a culture of psychological safety that strengthens bonds not just between you and your employees, but also between them and their team.





Leveraging assessments on teams

Lastly, let's consider how assessment can help in a team setting. Understanding your employees better allows you to lead them more effectively so imagine what can happen when your team shares that same level of knowledge about all their colleagues?

Share personal insights with team members

Though you may have shared your assessment report with employees one-on-one, it can also be helpful to have the entire team share their results with each other. This should be done whenever a new teammate joins the group, but this strategy can extend beyond onboarding as well.¹⁴ Healthy team dynamics are important to the long-term success of any team. The more people learn about their peers, the more understanding they can bring to the team and that's where assessments help. By gaining insight into how other teammates see the world, interpersonal understanding increases between colleagues. This can help avoid potential sources of conflict before they arise and allow employees to make room for the individual differences of their peers.

Build a supportive culture

Sharing assessments results as a group points towards what sort of team culture you want to create for your employees. It lays the groundwork for open communication that will hopefully lead to a more productive working environment for everyone. You need to take culture into account when building relationships with team members because it's very easy for it to spiral off track and accidentally start draining engagement.¹⁵ Try to set up a team environment where employees see you leading by example and openly talking about your strengths or developmental areas. The physical distance of remote work can create barriers to growing positive relationships so building a culture of learning and support can help keep people connected when they can't be together.



Leveraging assessments on teams

Be a coach

We're starting to see a shift in leadership style towards a more empathetic, coaching kind of leadership. Managers are stepping up to not only lead their teams through daily tasks but also take a more vested interest in employees' skills and their development. Coaching or mentoring employees can be an effective way to retain top talent, drive development, and create leaders for the future.¹⁶ It shows employees that they are valued and helps them learn new skills and abilities within the workplace which can help combat the ever growing skills gap. Turn to the **McQuaig Word Survey** to find coaching tips on how to manage specific personality types or try the **McQuaig Self-Development Survey** to help your employees learn more about themselves and their next developmental steps. Empowering employees to take charge of their own development can allow them to learn at their own speed while giving them the tools they need to grow.

Support future leaders

Being a good manager isn't just about ensuring your current projects get accomplished, but also about looking to the future. Employees want to feel like they're growing and progressing within a role and assessments are one way of supporting that drive. When thinking about an employee's future, you might try turning to a self-development tool to uncover what potential areas of weakness an employee needs to improve to reach the next level. For leaders looking for feedback about their effectiveness, you could also use the **McQuaig 360 Leadership Review** which is an easy way to collect anonymous feedback from multiple sources about what current leaders are doing well or where they can improve.

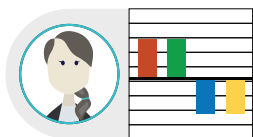




Personality cheat sheet for managers

To finish off this management guide, here's one last tool to help you improve your teams at any stage. Understanding McQuaig assessments and the personality types they reveal can help you guide your interaction with employees, but what should you do when you need help fast? This management cheat sheet will help identify some of the do's and don'ts that align with the 7 McQuaig profile types that might be on your team.

THE GENERALIST GROUP



Classic Generalist

How They Present

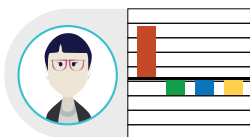
Assertive, goal-oriented, decisive, driving, persuasive

Do's

- Foster an environment where they can use initiative and work independently
- Provide opportunities to interact with others
- Leverage conflict

Don'ts

- Become defensive if they want to change things
- Object if they let things go to the last minute
- Assign too many repetitive tasks



Pioneer

How They Present

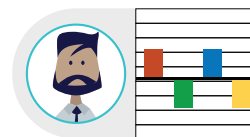
Ambitious, commanding, self-directed, restless, logical

Do's

- Challenge them to excel and set stimulating goals
- Encourage initiative and allow them to work independently
- Accept that they often get impatient and bored with routine

Don'ts

- Control their activities too closely
- Become defensive if they constantly want to change things
- Assign too many repetitive tasks



Administrator

How They Present

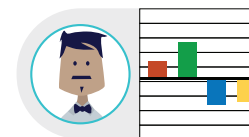
Persistent, analytical, patient, reliable, realistic

Do's

- Welcome their opinions, anticipate their willingness to take a stand
- Communicate from a logical perspective and keep to the facts
- Coach them to adopt a team perspective

Don'ts

- Be too structured in how you want things done
- Control their activities too closely
- Apply unnecessary pressure



Persuader

How They Present

Sociable, independent, competitive, restless

Do's

- Provide opportunities to interact with others
- Welcome their opinions, anticipate their willingness to take a stand
- Listen to their opinions

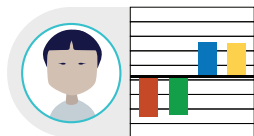
Don'ts

- Shut them out, they need to be heard
- Be unenthusiastic - they're naturally optimistic
- Be too structured in how you want things done - they may have good alternatives



Personality cheat sheet for managers

THE SPECIALIST GROUP



Classic Specialist

How They Present

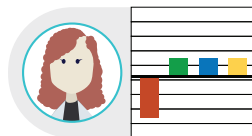
Organized, structured, accurate, accommodating

Do's

- Include as an integral part of your team
- Provide the necessary information required to do the job
- Rely on them to check details, fact find and research projects

Don'ts

- Apply unnecessary pressure
- Expect them to make big decisions easily
- Leave things to the last minute



Cooperator

How They Present

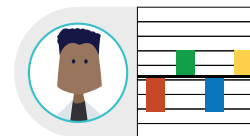
Supportive, thoughtful, easy-going, patient

Do's

- Include as an integral part of your team
- Provide details, clarify expectations so they can prepare
- Depend on them to follow through carefully

Don'ts

- Give vague instructions - they prefer specifics
- Expect them to make tough people decisions
- Let them feel they are on their own



Enthusiast

How They Present

Cooperative, team player, outgoing, sensitive, helpful

Do's

- Provide the necessary information required to do the job
- Involve them in setting deadlines
- Provide the opportunity to work on a wide variety of projects

Don'ts

- Expect them to make big decisions quickly or easily
- Let them feel they are on their own
- Be insincere - they can accept the good and the bad in people

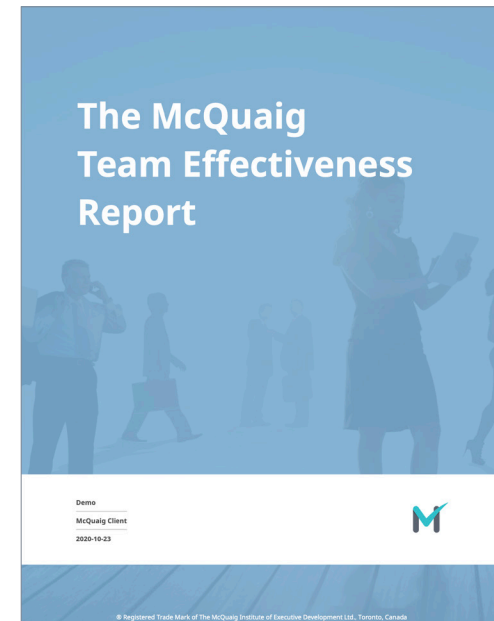


Try McQuaig's Team Effectiveness Workshop

While there are multiple ways to improve how a team works together, McQuaig has a workshop that can get you started on the right foot. If your team is currently struggling to work together, you might want to consider our half-day workshop ***Maximize Team Effectiveness with the McQuaig Platform.***

This session is designed to help teams start working more effectively together and gain a better understanding of their peers. Through an exploration of your team members' unique personality traits, an analysis of the team's overall personality composition, and a focus on leveraging each teammate's strengths, your team will develop strategies to support each other, manager group weaknesses, and ultimately become a more positive, cohesive unit. By moving personal insights into team insights, employees can take a more active role in their own development process to better contribute to their team's overall effectiveness.

To learn more about our team workshop or assessments, please visit www.mcquaig.com.





Conclusion

Becoming a great manager isn't going to happen by accident. It takes time, effort, and intention to really learn what makes your team tick. Assessments can be one way of jump starting that process and collecting insight into who your team members really are. That knowledge can pave the way to a smoother onboarding process, stronger working relationship, and a healthier team culture to drive productivity.

Don't be afraid to share with your team. Leading by example sends a powerful message and when it comes to positive team dynamics, it can make all the difference. Your aim should be to create a team that supports each other and makes room for individual differences. When employees gain more awareness of both themselves and their teammates, it leads to a decrease in conflict and an increase in communication and collaboration. So next time you use assessments as part of your hiring process, don't toss them away once hiring is over. Use them to build strong long-term relationships and watch how your employees thrive.

"The conventional definition of management is getting work done through people, but real management is developing people through work." – Agha Hasan Abedi¹⁷



Notes

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