

The McQuaig Word Survey®

Jane Doe
Corporate Canary (HR Consulting) Pty Ltd

8 March, 2009

The McQuaig Word Survey® Reports

Jane Doe

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Understanding

The Profile

A

This graph provides trained interpreters with a visual picture of her temperament/behaviour pattern – illustrating her natural style of behaviour and noting any changes she may be making to it because of her current situation.

Interpretation Report

B

Use this report for a comprehensive and fundamental understanding of the potential assets she brings to a job, possible areas for development/concern and an indication of her adjustment to her current situation.

Leadership Profile

C

A summary of her likely behaviour in a leadership role, use this report if she is currently in or is an applicant for a leadership position in your company or if she may be required to assume leadership responsibilities from time to time (e.g., projects, meetings, special assignments, etc.).

Selling Style Report

D

A summary of her likely behaviour in a sales role, use this report if she is currently in or is an applicant for a sales role in your company or if, in her current role, she is expected to sell her ideas or solutions, persuade others to her point of view, etc.

Managing/Coaching Tips for her Direct Manager

Management Overview

E

Use this report on a regular basis as a quick reminder of her profile – but be sure to study the other, fuller reports before giving feedback or making any decisions.

Motivating Factors

F

Use this report to understand her inner needs in order to assess whether they are being met in her current job or if they would realistically be met in a potential new role.

Strategies for Coaching and Developing

G

Use this report for guidance on how to work with her effectively. If you have a copy of your own Do's and Don'ts, comparing your expectations to hers will be especially enlightening.

Developmental Learning Style Report

H

To select the best training approach, use this report if you are training her on a one-to-one basis or are considering formal training courses for her. During her first few weeks on the job, understanding and using this report can make the induction process go much more smoothly.

Team Approach

I

Use this report to understand how she works in a team. If she is currently on your team and you can compare this report with the Team Approach Reports of other members of your team, this will add considerably to your understanding of your team's current dynamics. If she is an applicant, use this report to see how her style might impact those dynamics.

The McQuaig Word Survey®

Company: Corporate Canary (HR Consulting) Pty Ltd

Name: Jane Doe (08/03/09)

Do: 82

Do: 58

So: 36

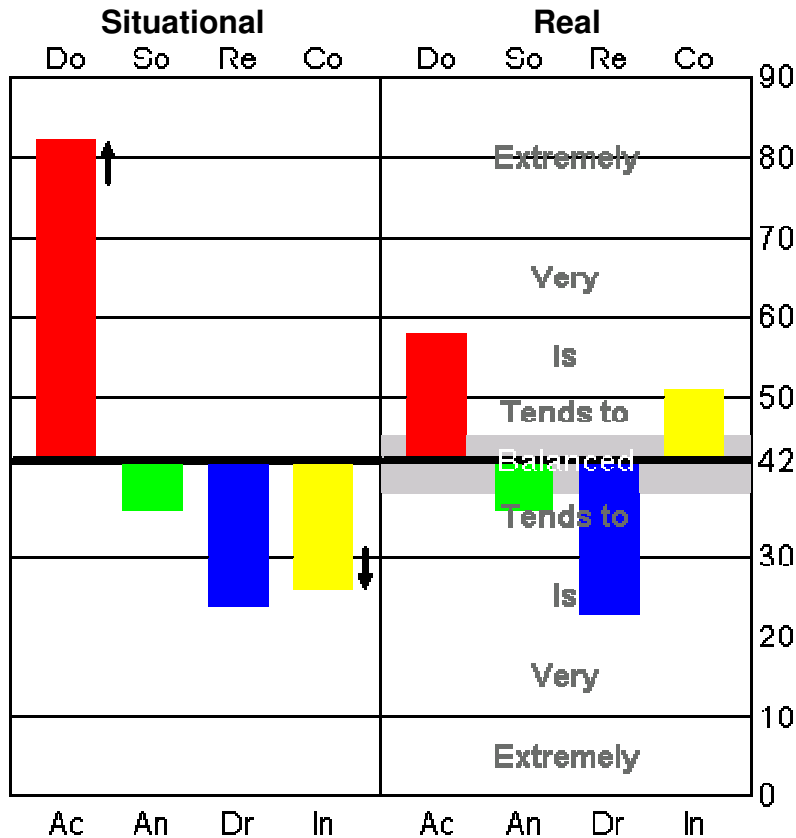
So: 36

Re: 24

Re: 23

Co: 26

Co: 51



Key to Behavioural Scales

DOminant <> ACcepting:

SOciable <> ANalytical:

RElaxed <> DRiving:

COmpliant <> INdependent:

COmpetitive, GOal Orientated <> DEliberate, CAutious

EMpathetic, EXtroverted <> LOgical, TAsk Orientated

PAtient, REliable <> REstless, PRessure Orientated

COnscientious, DEtail Orientated <> STrong Minded, PErsistent

Interpretation Report

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Potential Assets:

This is a restless and driving individual who is energetic, works well under pressure and enjoys working to tight deadlines. She:

- can adjust to change and is quick to respond to new situations;
- has a sense of urgency and likes variety;
- is active, good at juggling different projects and will push herself and others to get results quickly.

Ambitious and goal-oriented, she enjoys competing with others, overcoming objections and taking on difficult assignments. She:

- wants to win and will generally be willing to take chances, make decisions and assume responsibility for getting things done;
- wants to increase productivity and efficiency;
- sets goals for herself and strives to achieve them;

Thorough and conscientious, she likes to be prepared for contingencies. She:

- follows directions carefully, is thorough and good with detail, responds well to guidance and direction;
- learns the systems and procedures, becoming an authority in her field;
- adapts well to situations where she can check the details personally, putting her emphasis on quality of work.

Tending to be logical, she is likely to think through a problem, weigh the pros and cons and she may, therefore, save errors. She:

- is work orientated, can work on her own, and is not overly dependent on others for support and stimulation;
- is inclined to base her decisions on facts, rather than on emotions.

On the job at the moment, she is acting much more competitively and much more independently than is normal for her and she would appear to be stretching herself to a significant degree.

Developmental Considerations:

Restless, she can be impatient and too rushed in how she approaches projects. She:

- dislikes routine work, although she can adjust to some of it, and can become bored if she feels stuck doing the same thing;
- may pressure herself and others to get results too quickly.

Jane Doe

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Challenge and opportunity for advancement are important to her and she needs a job which offers them. She:

- wants recognition and will be disappointed if she does not get it;
- is focused on achieving her goals and can be direct and blunt with people.

Detail oriented, she wants to know the rules and regulations that will give her the comfort level she needs before proceeding. She:

- prefers to do the work herself rather than to delegate it to someone else and she will keep a tight control on others' progress when she does;
- can be more focused on how things were done in the past rather than on potential outside-the-box alternatives.

Note: She appears to perceive a need to show more initiative and is acting more independently than is normal for her on the job at the moment.

She is somewhat more interested in working with ideas and methods than with people. She:

- may initially, when weighing the pros and cons, put more emphasis on the cons, occasionally dampening others' enthusiasm.

In behaving with so much more competitiveness than is normal for her, she may be acting too aggressively on the job at the moment.

Summary:

A review of key behaviours – this individual has an energetic sense of urgency, a results focus, a detail minded awareness and an operationally fact-based style. The factors in this profile are required for effective performance in an expert-based leadership, new business development or production, so long as clear direction is provided. Inclined to be an achiever, although not always smooth or diplomatic, she will strive to succeed in a job setting offering plenty of variety and well defined policies.

If she can keep up her current on-the-job behaviour, she could be an even better producer in a new business development or leadership role, but it could be hard to maintain over a long period.

Caution 1: There is a possibility that this person is going through a non-job related transition period and, if so, when the uncertainties clear up the profile will change. **Caution 2:** Such a big difference between what she thinks she is really like and how she feels others see her warrants special consideration. Please investigate further.

Jane Doe

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Situational Adjustment Indicator:

Because of her stretching on the job and the possibility that she may be in transition, the adjustments she is making in her current situation appear to be significant. Further probing is strongly recommended.

Note: While this assessment of her temperament offers valuable information and focus for your in-depth appraisal, other personal characteristics such as attitudes, self-motivation, stability, emotional maturity, intelligence, etc., as well as skills and abilities, must be probed thoroughly to understand her capabilities fully. This report should be reviewed in combination with The McQuaig Job Survey® results for this position.

Leadership Profile

Jane Doe

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This report offers key information on Jane Doe's natural style of behaviour in a leadership role, starting with her potential assets in that role and concluding with possible areas for development. For a fuller understanding of her leadership effectiveness, other personal characteristics such as attitudes, self-motivation, emotional maturity, intelligence, as well as skills and abilities must be considered along with this report.

In working with this report, be sure to use it in combination with the full Interpretation Report and The McQuaig Job Survey® results for the leadership position in question.

Summary

Although lacking a very independent or an especially people-orientated approach, this profile shares the other behavioural characteristics of individuals who are results orientated and will adopt an assertive, commanding leadership style if the situation warrants it. She is comfortable being in charge and will exhibit many of the leadership characteristics required in a number of different environments, but especially so in her area of expertise.

- Energetic and hard driving, she responds quickly, cultivating a fast-paced, change-orientated workplace.
- She takes an organised, well-ordered approach to getting things done with a good eye for detail and an emphasis on policy and procedures.
- She normally favours a practical, task-focused, demanding approach to leadership.

Motivating and Teambuilding

She encourages some internal competition and sets challenging, yet attainable goals and timeframes. She shares her need for quick action with her team and motivates those around her to fast action. She sets well-defined parameters for her staff, expecting them to set exacting standards in their work. She will impart her focus on quantifiable results to her team and communicates her ideas in a fairly straightforward manner. She is careful to ensure that her relationships with her team members do not stand in the way of achieving her business plan.

Decision Making and Problem Solving

Self-assured, she accepts the responsibility for decision making and sees herself as a problem solver who:

- puts pressure on to respond quickly, sensing a finite window of opportunity exists for action

Jane Doe

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- determines the course of action by an analysis of the situation with respect to current procedures and past precedents
- believes that decisions should evolve from a blend of intuitive thinking and factual analysis

Leading Change

A person of action, she welcomes opportunities to shape change. She uses her innate sense of urgency to keep the momentum going forward quickly. She takes pain to ensure that changes are accompanied by proper procedures, unwilling to accept loose, carelessly thought-through methodologies. She will attempt to get buy-in and team involvement.

Developmental Considerations

While the previous sections have provided key information on Jane Doe's potential assets in a leadership role, below are detailed potential Developmental Considerations which may be associated with this style. Care should be taken during the interview process to determine if some of these potential concerns are significant and/or whether she has adopted strategies to deal with them.

As mentioned, for a fuller understanding of her leadership effectiveness, other personal characteristics (attitudes, self-motivation, emotional maturity, intelligence, skills, abilities, etc.) must be considered along with this report. These may have a major impact on her ability to maintain her capacity to overcome these Developmental Considerations.

Again, in working with this section of the report, be sure to use it in combination with the full Interpretation Report and The McQuaig Job Survey results for the leadership position in question.

- Occasionally, her self-confidence may unintentionally inhibit input from others and her team may sometimes feel she expects too much of them.
- Her need for an immediate resolution can sometimes lead to hasty decisions and too much pressure on her team, while her desire to move to new frontiers may result in unfinished projects. She may overlook the long-term ramifications of change initiatives.
- Her by-the-book approach and need to monitor her team's activities can cause her more independent direct reports to feel micro-managed. As well, she may fail to demonstrate the strong determination, resourcefulness and initiative often required in entrepreneurial operations.
- In her attempt to balance the concerns of her team with the need to meet performance standards, she can send a mixed message, appearing to waver between listening to their opinions and sticking to her own agenda.

Caution: It's possible that this individual may be in transition at the moment, and, if so, when the transition clears up her profile will change. As well, she is currently stretching very hard on

Jane Doe

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the job. Further probing is recommended to ascertain why she is stretching and whether this will impact her current and/or future leadership potential.

Selling Style Report

Jane Doe

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Summary

Although lacking a very independent or an especially people-orientated approach, this profile shares the other characteristics of people who are suited to generating new business as well as to handling existing account management activities.

- She is pressure orientated and will push to move the sale along quickly, preferring short-term sales cycles. In long-term sales, she has the drive to keep the sale moving forward, but she will be impatient if the pace is too slow, shifting her focus to more immediate opportunities.
- Tending to be more detail orientated and thorough but less strong minded than many top salespeople, she may need help to manage difficult prospects.
- Favouring a straightforward and sometimes direct style, she will perform best in more technical sales roles or one-off sales where the key to success is based more on providing information than on long-term relationship building or on a consistently empathetic approach.

Prospecting

- Proactive and competitive, she can be an effective prospector but she may not respond too well if met with hostility.
- Her energetic approach helps her prospect actively and thrive under the pressure of meeting her quotas.
- She will prepare thoroughly for her prospecting activities, but she may have difficulty closing for appointments when met with objections.
- Her analytical style will help her present an objective business case but she may lack the strong sociability required to build instant rapport.

Presentation

- Goal-orientated, she can set direction, maintain control of the sales interview and show some confidence in moving the presentation along.
- Driving, she delivers a fast-paced presentation, imparting a sense of urgency in her message.
- She can deal with complex products, especially of a technical nature, and will prepare in advance, wanting to ensure that she can respond to most questions that arise. However, the customer who is more interested in the big picture may find her approach to be too detail orientated.
- Focused on the objective delivery of information, she makes her points in a businesslike manner but occasionally her lack of sensitivity to the customer's feelings may cause her to miss important clues.

Jane Doe

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Closing

- Success orientated, she will show above average strength in asking for the order, but her conscientious nature will cause her to try to avoid upsetting the customer in the process.
- She prefers to close early and often, growing frustrated and bored with long delays.
- Less persistent than many top closers, she may need coaching and support to deal with objections and resistance in bringing the sale to a close.
- She tends to focus more on facts when closing the sale than on appealing to the buyer's emotions.

Caution: It's possible that this individual may be in transition at the moment, and, if so, when the transition clears up her profile will change. As well, she is currently stretching significantly on the job. Further probing is recommended to ascertain why she is stretching and whether this will impact her current and/or future sales potential.

Note: While this report is based on her temperament and offers key information on her potential for success in sales, other personal characteristics such as attitudes, self-motivation, stability, emotional maturity, intelligence, etc., as well as skills and abilities, must be probed thoroughly to understand her capabilities fully. This report should be viewed in combination with the full Interpretation Report and The McQuaig Job Survey® results for this position.

Management Overview

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Summary: Although lacking a strongly independent or people orientated approach, this profile is representative of many managers and supervisors as well as of people who are in production or new business development roles. Be aware she may be in transition which could alter her future behaviour. Be sure to note the "on the job" comment below.

Potential Assets: Restless and driving, she likes to get things done quickly and can work under pressure. Reasonably ambitious, she wants to win and can face some obstacles to do so. Conscientious, she takes her duties seriously and is good with detail. Basically logical, she will be inclined to weigh the pros and cons, making decisions on facts, rather than on emotions.

Developmental Considerations: She can be impatient and dislikes routine work, but she can adjust to some of it. She will be disappointed if she does not get recognition. She may have occasional people problems. She prefers to do things herself rather than to delegate and she wants to know the rules. She is basically more interested in working with ideas and methods than people.

On the Job: In stretching so significantly right now, she may be feeling over-challenged – how long can she maintain this behaviour? As well, she may be coming across as aggressive.

Motivating Strategies:

Keep things moving and get her to set her own deadlines. Give her a variety of assignments and don't load on too much routine. Challenge her, let her set some of her own goals and give her the freedom to work to them. Keep control, but don't let her know it too often. Depend on her to check details and resource the pros and cons. Don't expect her to make big decisions by herself. Concentrate on the facts and logic of a situation. Keep a professional, unemotional approach to a problem.

Note: Different strategies may apply right now due to her situational behaviour.

Coaching Guidelines:

- Cover a variety of topics in a relatively fast-paced manner, giving her some deadlines to meet.
- Let her be the centre of attention occasionally and tie what she's learning to her goals.
- Explain what you want clearly, specifically and in some detail, giving her some well structured guidance.
- Allow for some interaction with others as well as concentration time.

Note: Her situational behaviour may impact her receptivity to training at this time.

Motivating Factors

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Ego

These descriptions relate to characteristics at their most extreme and may require some modification. If the "X" falls in the boxes described as balanced, then expect this individual to display a flexible balance between the characteristics described in the right and left paragraphs. But, the further the "X" is to the right or left, the more the description in the paragraph directly below the "X" will apply.



People who are strong in this area are focused on winning. They are drawn to positions where they have the authority to act and get to call the shots without interference. They want to be in control and dislike taking a back seat to anyone for very long. They expect to be recognized and accept rewards for their work as their right. Spurred on by a strong desire for personal gain and success, their motto could be, "What's in it for me?"

People who are strong in this area are team players who want their team to work together in harmony and will support their team's efforts on projects that provide little personal gain. They seek out positions that provide them with security, good leadership and sound fiscal management. Disliking risky situations, they proceed carefully and prudently, deliberating cautiously before making decisions. Their motto could be, "Let's be careful out there."

Status

These descriptions relate to characteristics at their most extreme and may require some modification. If the "X" falls in the boxes described as balanced, then expect this individual to display a flexible balance between the characteristics described in the right and left paragraphs. But, the further the "X" is to the right or left, the more the description in the paragraph directly below the "X" will apply.



People who are strong in this area are open and friendly. They want to be popular and bask in the affection that comes from being likeable. They need to belong and be where there is genuine warmth and emotional commitment. They enjoy the outward signs of success (nice office, plaques on the walls), do not want to be left out and find it hard to identify with people who prefer to keep to themselves. Their motto could be, "Let's talk."

People who are strong in this area take pride in their ability to think rationally, seeking out situations where the ability to analyse objectively and stick to the point are respected attributes. They keep their office and home life separate, disapprove of office politics, are relatively indifferent to the trappings of success and are uncomfortable with people who expect to be instant friends. Their motto could be, "Let's be logical."

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Timelines

These descriptions relate to characteristics at their most extreme and may require some modification. If the "X" falls in the boxes described as balanced, then expect this individual to display a flexible balance between the characteristics described in the right and left paragraphs. But, the further the "X" is to the right or left, the more the description in the paragraph directly below the "X" will apply.



People who are strong in this area are easy-going and unflappable. They believe in taking the time to smell the roses. They flourish in stable, family-like surroundings, working with colleagues who share their methodical approach to time management. They appreciate established routines that are not constantly or needlessly changed and become uncomfortable when they feel pressured to meet unreasonable deadlines. Their motto could be, "Haste makes waste."

People who are strong in this area thrive on putting out fires – emergencies are exciting, change is good. They rush through life at utmost speed, enjoying any opportunity to shake up the status quo and stir things up. They are excited by plenty of activity, lots of priority juggling. They get bored quickly, lose interest once something becomes routine and believe everyone should share their sense of urgency. Their motto could be, "Let's do it now."

Structure

These descriptions relate to characteristics at their most extreme and may require some modification. If the "X" falls in the boxes described as balanced, then expect this individual to display a flexible balance between the characteristics described in the right and left paragraphs. But, the further the "X" is to the right or left, the more the description in the paragraph directly below the "X" will apply.



People who are strong in this area are systems orientated. They look for proper controls, work within established guidelines, attentive to the fine points. They seek out concrete solutions, wrestling with grey areas until clearly defined. Good planners, they can be relied on to implement detailed procedures. They dislike imprecise instructions, unfocused leadership or lack of structure. Their motto might be, "If it's worth doing, it's worth doing right."

People who are strong in this area believe in their opinions and are not afraid to express them or stick to their guns when opposed. They want the freedom to act independently and the authority to make their own decisions in an environment that listens to and, most often, adopts their point of view. They dislike being told what to do, resist authority and think rules are made to be, if not broken, at least bent. Their motto might be, "I know what to do."

Note: The above are highlights only – for a better understanding, see the full Interpretation Report or contact your McQuaig interpreter, especially in view of her current situational behaviour and her possible transition, which may be causing her to feel somewhat conflicting needs at the present time.

Strategies for Coaching and Developing

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Note: These Do's and Don'ts are based on an assessment of her temperament only. Other factors such as level of intelligence, emotional maturity, attitudes and others may influence the relevance of some of these points.

Do

- foster a fast changing atmosphere
- involve her in setting deadlines
- provide the opportunity for her to work on a wide variety of projects
- accept that she often gets impatient
- together, build a strategy for her to stay in focus
- challenge her to excel and set stimulating goals
- build accountability into her role
- ask for and listen to her opinions on how a project/task should be done
- if there is room for advancement, make sure she's aware of the potential
- entrust her with authority
- ensure a well defined, clear structure
- provide details and clarify your expectations so she can prepare properly
- provide an overview of her role in relation to the whole
- depend on her to follow through carefully
- rely on her to check details, fact find and research projects
- communicate with her from a logical perspective and keep to the facts
- provide opportunities for her to work on her own
- openly discuss the people ramifications

Don't

- assign her too many routine, repetitive tasks – she gets bored quickly
- become defensive if she constantly wants to change things – she naturally looks for different solutions
- control her activities too closely – she enjoys freedom
- demand that she report every little detail to you – she prefers to be measured on overall results
- expect results before she has finished the project – her thorough approach requires that she complete assignments fully
- ask for decisions in areas outside her expertise – instead, let her become your expert advisor
- expect her to become an instant friend – she prefers to take her time to get to know someone
- compliment her unless there is a good reason – she is not comfortable with superficialities

Jane Doe

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- get upset if she is a little less than diplomatic at times – she sometimes lets her intensity obscure the possible impact

Caution: Something on the job right now appears to be causing her to stretch herself much more than normal for her. Could it be that her current job is pulling her farther than she is comfortable going or is it something else? An investigation into the causes would be helpful as the results might influence which Do's and Don'ts are most appropriate under the current circumstances.

Developmental Learning Style

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This individual thrives in a fast-paced, plenty of action, happening atmosphere. She does her best work when the training is exciting and when she can see the momentum building. She expects training programs to match her own sense of urgency – moving quickly, energetically, keeping the pressure up, tackling a wide variety of topics all at once. She welcomes the opportunity to be physically active during the session – moving around, joining new breakout groups, etc.

Naturally competitive and goal-orientated, she will respond best to training that lets her rise above the crowd and show others what she can accomplish. She is a big picture thinker who likes to have an understanding of and a sense of control over where the training is going. She wants to know how her participation will contribute to achieving her goals. Programs that give her an opportunity to try things for herself will generate the best results.

Meticulous and conscientious, she will be most comfortable in well structured, organised training programs that focus on process and cover off the details. She wants to know exactly what is going on, the who, what, when, where, why and how of it – specific information rather than general parameters. She concentrates on her own assignments, reviews her work carefully to ensure accuracy and does not search out responsibility for someone else's.

She can relate to training that offers a good blend of interactive group activities and lectures. Sessions that stress the positive while dealing realistically with the negative will have more impact on her than those that emphasise one over the other. She enjoys entertaining training programs that provide relevant content.

Note: This person appears to be experiencing some challenges on the job right now. It might be best, if possible, to ascertain what these challenges are and whether they are impacting her current receptivity to training.

Team Approach

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Synopsis: Overall, she would be most effective in a limited frontline role in which she could assume responsibility and control for at least part of the group's direction and/or for special projects.

Attributes

- Her sense of urgency and ability to identify and react to deadlines will help her to spur her fellow team members to quick action.
- With a desire to accomplish her goals and get the job done, she prefers to assume a key role in a team but can defer to others especially if the team's course is on track with her own.
- Her precise, careful way of investigating a project, assimilating information and scrutinising options can be a valuable contribution to her team's efforts.
- While inclined to enjoy the interaction within a group to some extent, she also appreciates being able to solo on her own projects.

Developmental Areas

- Her desire to get things done fast may cause problems in a group that needs to proceed more slowly.
- Unless she has some responsibility and can share credit for its success, she may not be that committed to a project or a team.
- Her competitive, occasionally blunt manner may cause friction in the group.
- Her methodical thoroughness can slow down the decision-making process with an overload of data.
- Her focus on bottom line issues may triumph over her concern for their impact on people.

Managing Guidelines

She is inclined to want some freedom, so give her responsibility for at least part of the project. However, don't expect her to want unlimited authority over a large group and do expect occasional people problems. Capitalise on her production-orientated leadership tendencies.

Attention: She appears to be stretching herself significantly right now and this attempt to come across much stronger than she really is will quite likely impact on how she interacts in a team.

Note: A study of this individual's behaviour style is not sufficient to ensure team fit. Other characteristics such as attitude, motivation, maturity, experience and past history need to be assessed in order to make an informed decision. To get the fullest understanding of this individual's behaviour in a team situation, review this report with a trained and experienced McQuaig Interpreter.