

# The McQuaig Word Survey<sup>®</sup> Report

Sample

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xxxxxxx

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Assessment Date: xxxxxx



## UNDERSTANDING

**A****The Profile**

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.

**B****Interpretation Report**

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.

**C****Leadership Profile**

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.).

**D****Selling Style**

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

**E****Management Overview**

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.

**F****Motivating Factors**

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.

**G****Strategies for Coaching and Developing**

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.

**H****Developmental Learning Style**

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.

**I****Team Approach**

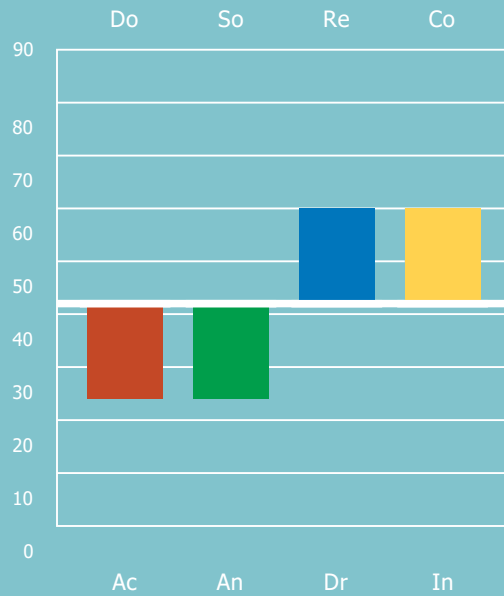
Use this report to understand how she works in a team. If she is currently on your team, you can compare her report with the Team Approach Reports of other members of your team. This will add considerably to your understanding of the team's current dynamics. If she is an applicant, use this report to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



# The Profile

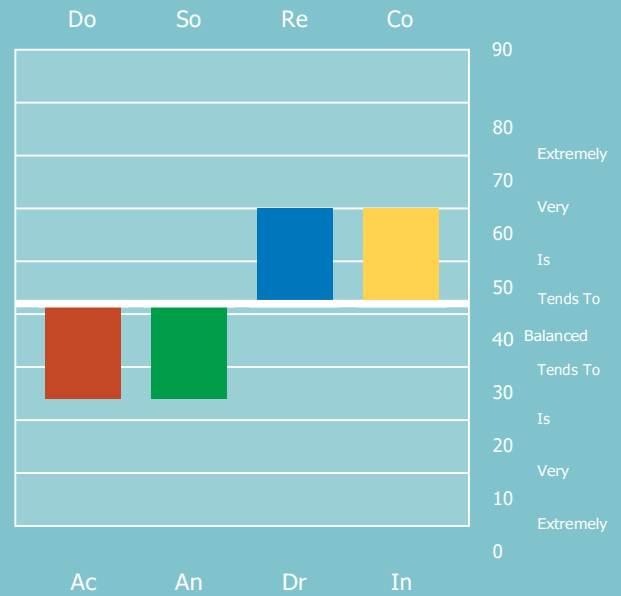
**Sally Sample's  
McQuaig  
profile  
type  
is —**

**Specialist**



Situational

Do	So	Re	Co
24	24	60	60



Real

Do	So	Re	Co
24	24	60	60

### BEHAVIOURAL SCALES



**Dominant** ↔ **Accepting**

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



**Sociable** ↔ **Analytical**

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



**Relaxed** ↔ **Driving**

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



**Compliant** ↔ **Independent**

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

# Interpretation Report

## POTENTIAL ASSETS

1

**A good team player, she works towards consensus in an effort to lessen the potential for friction. She:**

Takes a careful approach to decision making, paying close attention to all available options before moving forward.

Is generally unpretentious and accommodating, without a strong need to be the centre of attention.

Respects authority and keeps a tight focus on her work, concentrating on widening her expertise as she goes.

2

**Logical and realistic, she is likely to think through a problem, weigh the pros and cons and make decisions on facts, rather than on emotions. She:**

Is work oriented, objective, inclined to look at things with a critical eye and may, therefore, save errors.

Tends to be a thinker and planner who, because of her analytical perspective, may come up with more creative ideas than others.

Is practical, straightforward and direct, not given to smooth-talking to build her case.

3

**Very patient and steady, she develops routines to complete her tasks. She:**

Is calm, cool and collected, approaches work in an unhurried manner and has a soothing effect on others.

Establishes her own time frames for getting things done and proceeds to work to them.

Is a reliable, dependable and consistent contributor who does not have to make constant changes.

Is patient with people and does not push them around to get results quickly.

4

**Very precise, conscientious and cooperative, she organizes and plans in such a way as to be ready for as many contingencies as possible. She:**

Will research and learn systems, processes, regulations and procedures, developing expertise in her sphere.

Wants to do things right and will, therefore, consult guidelines, doing things the way they should be done, personally checking the details.

Works well within established parameters and responds well to training and coaching.

Puts her emphasis on quality of work.

## DEVELOPMENTAL CONSIDERATIONS

1

**Preferring to build consensus, she may procrastinate when faced with difficult decisions outside her area of expertise. She:**

May not be assertive enough when dealing with others, wants to avoid confrontations and will sometimes back off rather than stepping in and taking charge.

Could refrain from volunteering her ideas if they seem contrary to the ideas of more forceful colleagues.

2

**She is more comfortable working with ideas and methods than with people. She:**

Can sometimes lean more heavily towards why something will not work rather than why it will.

Prefers to keep a professional distance and may, therefore, miss out on important, underlying emotional issues which may need to be addressed.

3

**Very relaxed and at ease, she prefers to do things according to her own schedule and does not respond to pressure very effectively. She:**

Dislikes having her routines interrupted or being rushed to meet deadlines, preferring to have as much time as she needs to do things properly.

Lacks the strong, restless drive to push herself or others to take action without delay.

4

**Very concerned with getting things done properly, she expects specific guidelines/instructions before proceeding and can be too focused on the rules or past precedent to see the big picture. She:**

May not entertain or present alternatives in her desire to ensure that a project/task is done exactly as specified.

Prefers to do the work herself, rather than to delegate, to make sure it is done the way it should be done.

## SITUATIONAL ADJUSTMENT INDICATOR

This individual is not making any significant changes on the job at the moment and is coming across in a manner which is natural for her.



**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

## INTRODUCTION

This report offers key information on the natural style of behaviour of Sally Sample 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

This profile is typical of individuals who, in a leadership position, assume the role of technical team leaders and seek cohesion rather than competition among their staff. Much more comfortable guiding than directing her team, she focuses on setting attainable goals.

She puts a practical, task-oriented focus on leading and has a preference for written status reports over verbal communication.

Careful to avoid reacting hastily, she has a steady-as-you-go approach, wanting to promote a stable environment for herself and her staff.

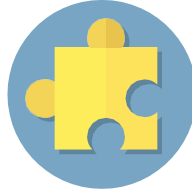
Very supportive of management strategies/policies, she takes an organized, systematic, disciplined approach to administration.





### Motivating and Teambuilding

She prefers to lead by example and focuses on team spirit, seeking consensus and striving to eliminate conflict. She communicates her ideas in a rational, straightforward way. She prefers to maintain somewhat of a professional distance, concerned that becoming too friendly might hamper her ability to treat her team objectively. She shows great patience when coaching others. She is loyal and works hard to ensure she and her team can progress at a comfortable pace. Focused on getting the job done as it should be done, she seeks well-defined, formal parameters for herself and her staff, ensuring that proper procedures are understood and followed.



### Decision Making and Problem Solving

She is risk-averse, taking a "safety first" approach, seeking approval and buy-in when making decisions. She sees herself as a problem solver who:

- Relies on facts, logical thinking and impartial analysis.
- Makes sure she is not rushed into a decision, avoiding knee-jerk reactions to situations.
- Shows a strong respect for company conventions and established precedents when making decisions.



### Leading Change

She approaches change cautiously, enlisting management support, minimizing disruptions to the workflow whenever possible. She is hesitant to alter the status quo, looking to lessen the impact of change on herself and her team by ensuring that realistic deadlines are in place before initiating any change. She will scrutinize the need for change with a critical eye, presenting her findings to management and her team in an objective, fact-based format. She examines the impact of proposed changes on existing systems, wanting to be certain that any change is implemented correctly, providing her team with well-defined guidelines to follow.

## DEVELOPMENTAL CONSIDERATIONS

While the previous sections have provided key information on the potential assets of Sally Sample 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.

In her need to avoid conflict, she may have trouble asserting her authority and providing the proactive direction her team may require, perhaps accepting low performance standards to avoid confrontation. She may procrastinate when faced with decisions and will struggle to set targets.

Her naturally reticent, just-the-facts approach can lead to communication problems. She is not comfortable giving positive feedback and prefers to remain detached, avoiding involving herself in the personal problems of her team members.

Her unhurried manner can prove to be a disadvantage in fast-paced environments where quick responses are required to meet competitive challenges. It is not in her nature to drive change proactively.

Her focus on the details can lead her to miss the big picture and her by-the-book approach, coupled with her need to monitor her team's activities, can cause her direct reports to feel micro-managed. She will have great difficulty demonstrating the strong determination and initiative often required in entrepreneurial operations.

# Selling Style

## SUMMARY

This profile is typical of people who prefer less aggressive sales roles such as providing follow-up sales support, selling in non-assertive retail environments or dealing with add-on or repeat orders from existing clients but who find new business development difficult.

Introverted and analytical, she prefers to sell by relying on her technical expertise, taking a non-aggressive sales approach.

Very relaxed, she has the patience required for, and is best suited to, longer sales cycles, although sometimes to the detriment of moving a sale along to a close.

Very detail minded, she is thorough in her preparation but will find it difficult to sell against resistance, performing better with prospects who have decided to buy, but who need specific help with complex product specifications.



**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.



### Prospecting

She is more effective with in-bound calls, especially where the caller is seeking further support or information or wishes to place an order. With training, she may have some success prospecting in an uncompetitive environment but this is certainly not her strong suit. She is better suited to an office- or retail-based environment or in a highly structured outside sales position.

She provides expertise and information as opposed to focusing on rapport building—a style more suited to an environment where the key to success is the provision of technical/product data.

Very systematic in approach and lacking the restless drive typically found in more proactive prospectors, she would be best in a prospecting environment with a routine, steady paced call pattern.

She prepares well for her calls, taking a very precise, orderly approach, but she has great difficulty facing opposition, using an innovative approach or closing for appointments.



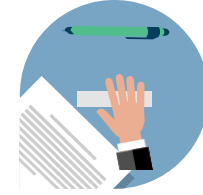
### Presentation

Preferring a consultative role in a presentation, she works best when helping a willing buyer choose from a range of products or services, finding it difficult to maintain control and persuade the customer to her point of view.

Presenting in a direct and factual manner, she puts forth an objective, reasoned argument.

She presents her ideas in a very systematic, laid back fashion—a steady, consistent presentation style that may result in missed opportunities due to her discomfort with deviating from the agenda or picking up the pace.

Given the appropriate knowledge, she can deal with complex products or specifications, certainly more sure of herself when representing tangible, quantifiable benefits as opposed to intangible concepts. Her strong focus on detail can lead her to concentrate more on the fine points rather than the big picture.



### Closing

She is best suited to an environment where the customer makes the buying decision, likely to defer asking for the order if she feels there will be any customer resistance.

Analytical, she focuses on facts when closing, sometimes missing important emotional subtleties.

Slow to act, she is unlikely to display much urgency, dealing more effectively with long-term or repeat order sales, letting the customer dictate the timing of the close.

She will need strong coaching and support to deal with objections and ask for the order.

# Management Overview

## SUMMARY

Basically a specialist, she would be best as an expert in a support role where steadiness, logical thinking, and attention to detail are required.



### Potential Assets

- Cautious and accepting, she does not take chances and will avoid risks.
- Analytical and realistic, she is work oriented, factual in approach and not overly concerned with impressing others.
- Very patient and steady, she likes routine, has her own time frames and does not have to make constant changes.
- Very conscientious cooperative and organized, she follows directions carefully and in detail.



### Developmental Considerations

- She will not want responsibility for others or for decisions and will avoid confrontations with people.
- She is more oriented towards working with ideas and methods than people.
- She does not respond to pressure and lacks the strong, restless drive to take action quickly.
- She is very uncomfortable without structured direction and she is not a good delegator.



### Motivating Strategies

Let her specialize, recognize what she is good at and let her concentrate in that area. Be specific and don't expect her to want to take the lead.

Explain the logic, keep to the facts and make sure she understands the people ramifications. Keep your emotions in check.

Take the time to explain things properly and let her set her own pace. Keep things around her calm and don't keep interrupting her routines. Give her time to prepare.

Give her enough facts so that she can prepare thoroughly. Let her know what you expect and don't assign ill-defined projects to her. Answer her questions fully.



### Coaching Guidelines

Give her training that allows her to add to her specific expertise.

Take a logical, methodical approach, staying low key and unemotional, supplying substance over showmanship.

Supply a relaxed environment, having enough time to cover topics properly, initiating changes carefully.

Give specific, detailed directions, rules and regulations, letting her concentrate on her own work.

# Motivating Factors

## INTRODUCTION

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



**Note:** These are highlights only—for a better understanding, see the full Interpretation Report or contact your McQuaig interpreter.

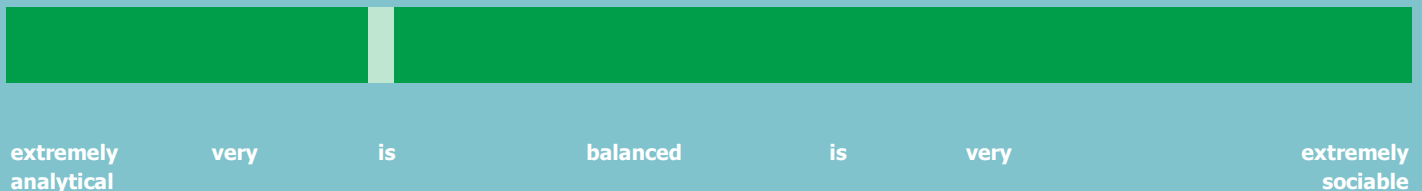
## EGO



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."

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?"

## STATUS

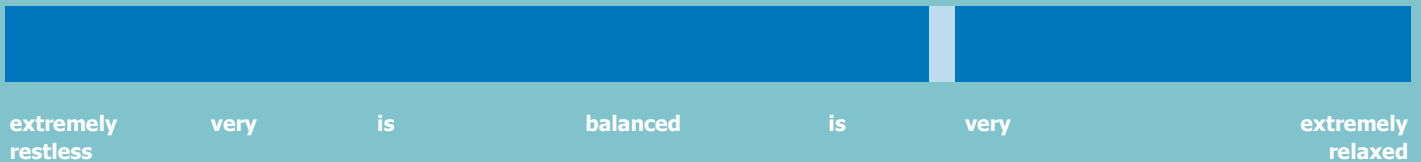


People who are strong in this area take pride in their ability to think rationally, seeking out situations where the ability to analyze objectively and stick to the point are respected attributes. They keep their office and home life separate, disapprove of office politics, are relatively indifferent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

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."



## TIMELINES



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."

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."

## STRUCTURE



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."

People who are strong in this area are systems oriented. They look for proper controls, work within established guidelines, attentive to the fine points. They seek out concrete solutions, wrestling with gray 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."

# Strategies for Coaching & Developing

## DO

- Reach agreement with her on her specific goals.
- Include her as an integral part of your team.
- Foster a respectful environment that reduces the likelihood of conflict.
- Provide the support she requires to handle more demanding situations.
- Actively solicit her perspective in meetings and rely on her specialized focus.
- Communicate with her from a logical perspective and keep to the facts.
- Provide opportunities for her to troubleshoot and use her analytical skills.
- Explain the potential people ramifications of decisions.
- Be professional in your dealings with her.
- Involve her as a sounding board to test the validity of a proposal or idea.
- Confirm timelines when assigning a task.
- Minimize last minute changes and provide flexible timeframes.
- Encourage her to set up her own processes and project plans.
- If it's an emergency, make sure you've communicated the urgency.
- Provide advance warning of up-coming priorities whenever possible.
- Be prepared to take the time to explain things to her satisfaction.
- Provide a well defined structure.
- Provide details and clarify your expectations when delegating to her.
- Provide an overview of her role in relation to the big picture.
- Depend on her to follow through meticulously.
- Rely on her to check details, fact find and do research.
- Spend the time to answer questions about specific aspects of a project.

## DON'T

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- Give her vague instructions—she prefers clear direction.
- Put her in situations where she has responsibility for difficult people—she may yield too much authority in an effort to get agreement.
- Expect her to become an instant friend—she prefers to take her time to get to know someone.
- Compliment her without being specific—she is not comfortable with superficialities.
- Get upset if she is a little less than diplomatic at times—she does not believe in sugarcoating her responses.
- Put pressure on her unnecessarily—she works best in a predictable environment.
- Leave everything to the last minute—respect her need to schedule tasks in advance.
- Give her too many things at once—she prefers to handle projects sequentially.
- Change things without good rationale—she can resist change, especially if she does not understand the reasons behind it.
- Expect her to run with an assignment that is ill-defined—take the time to explain your expectations clearly.
- Expect quick decisions in areas outside her expertise—she needs to be more familiar with all of the issues.
- Become frustrated if she becomes too caught up in the fine points—that kind of attention to detail can sometimes prevent mistakes.
- Expect her to provide you with a guesstimate—she needs to know all the specifics before committing to something.



**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.

# Learning Style

## SUMMARY

She takes her careful and unassuming approach into any training situation. She will benefit most from programs that allow her to add to her expertise. Overviews that cover a topic too broadly, without taking time for specifics, are not for her. She will ask questions, probe, seek direction to satisfy herself that she understands and has the answers she requires. She recognizes the value in being an individual contributor and does not feel a need to compete for a team leader role.

Because she has an objective and rational perspective, she learns best from programs that present issues in a logical, methodical way. She expects the topics to be explained factually and realistically without an undue amount of selling or motivating. Training can be entertaining, but she will feel that she is wasting her time if the session lacks substance. She excels when given an opportunity to analyze the pros and cons to come up with creative solutions to problems.

She relates well to training situations that give her an opportunity to try things more than once so that she can become comfortable with the routine and have enough time to assimilate what is being taught before moving on. If topics are covered too quickly, she may have difficulty keeping up; therefore, pressure and deadlines are better kept to a minimum. She prefers to see things moving at a steady, consistent pace and does not need nor want lots of excitement.

Meticulous and conscientious, she will be most comfortable in well structured, organized 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.



**Note:** This report on her behavioural Learning Style is based on an assessment of her temperament exclusively. It may be advisable to add or delete some statements depending upon her level of intelligence, knowledge, emotional maturity, attitudes and other factors in her present record and past circumstances.

# Team Approach

## SYNOPSIS

Overall, she would be most effective in a specialized role where she can employ her expertise to maximum advantage.



**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.



### Attributes

Cautious and uncontentious, she sees herself assuming a resource role in a team, adding her expertise to the group's endeavours.

Able to see the pros and cons of a group's activities and ideas, her objectivity and ability to critique issues add to her team input.

Because her naturally patient, easy-going manner helps her to maintain her composure, even when others are losing theirs, she can be a steadying influence in a group, diffusing unnecessary time pressures.

Taking a detail-oriented, organized approach to her role, she can bring a sense of order and systemization to her team's assignments, helping the group to stay focused on the task at hand.



### Developmental Areas

She is inclined to go with the flow and to avoid confrontations, sometimes to the extent of taking a back seat on important issues.

She is usually a quiet, self-contained presence in group situations so she may need encouragement to speak out.

While she may be able to empathize, she may be somewhat uncomfortable when faced with emotional displays from others.

Her deliberate, slow pace may cause frustrations among the faster movers on the team.

Her insistence on rules, past procedures, etc., can lessen initiative in terms of developing new ways of identifying unusual solutions and accomplishing results.



### Managing Guidelines

She is a solid team player with a penchant for analytical thinking and rational analysis, so make sure she is able to add her expertise to the project. Look for ways to make use of her ability to compromise to maintain team harmony.