



January 30  
**2015**

# The McQuaig Job Survey®

**Sample Role by: Sample Role**  
Sample Reports



## Leadership Profile

### Sample Role by: Sample Role

#### Sample Reports

**Note:** *It is important that this report be considered in combination with an examination of what attitudes, self-motivation, emotional maturity, intelligence, as well as skills and abilities, candidates will bring to the job as these, too, will have a strong influence on an individual's success in this position.*

*In probing into your candidate's history during your first interview, be sure to use this report in combination with The McQuaig Job Survey® Interviewing Questions for this position.*

### Summary

For this position, you are looking for candidates who are highly results orientated and adopt an assertive leadership style. They should be very focused and unwavering in their desire to achieve, stepping up to take charge. They should demonstrate the strong leadership characteristics required to face challenging situations.

- They should be very energetic and hard driving, responding with quick solutions, cultivating a fast-paced, change-orientated workplace.
- They should take an unstructured approach to getting things done, delegating the particulars, willing to look outside the box for answers and opportunities.
- They should be naturally outgoing and persuasive, favouring participative leadership approach where possible.

### Motivating and Teambuilding

They should be strongly focused on winning, promote internal competition and set genuinely ambitious, challenging goals with short timeframes. They should be very energetic and light a fire under their team, motivating them to immediate action. With a focus on the outcome rather than the process, they should maintain a more-or-less hands-off approach generally comfortable with delegating the “how” to their staff. They should gather input from those around them . They should share their knowledge, encourage others to do the same mentor their team and provide positive feedback when needed.

### Decision Making and Problem Solving

They should be completely self-assured and decisive, expecting to make the key decisions, seeing themselves as resourceful, influential problem solvers who:

- know that delay can mean lost opportunities and are quick to rush in to deal with situations while they are hot.
- focus on the big picture, searching out inventive solutions, firmly believing in their convictions, unafraid to make decisions that rock the boat.



## Leadership Profile

### Sample Role by: Sample Role

#### Sample Reports

- rely on their intuitive abilities, believing that the best decisions should take the people factor into account.

### Leading Change

They should be risk takers who believe they can make it happen and embrace opportunities to shape change. They should use their innate sense of urgency to keep the momentum going forward quickly. They should be innovative in their approach, comfortable with putting a non-traditional spin on things. They should have a positive outlook about change, present this viewpoint to their team, involving them in the change process and addressing their concerns early on whenever possible.

### Developmental Considerations

While the previous sections have provided key information on the behaviours candidates should bring to this leadership role, below are some potential Developmental Considerations which may be associated with these behaviours. Care should be taken during the interview process to determine if some of these potential concerns are significant and/or whether your candidates have adopted strategies to overcome them.

Of course, for a fuller understanding of their leadership effectiveness, other personal characteristics (attitudes, self-motivation, emotional maturity, intelligence, skills, abilities, etc.) must be considered as well since these may have a major impact on their ability to overcome these potential Developmental Considerations.

On the other hand, in a leadership role, these behaviours are typical of people whose:

- strong confidence, self-absorption and aggressive, challenging nature can be intimidating, unintentionally inhibiting input from their team, leading their people to feel that their minds are made up before they ask for their team's opinions. They want to control their environment and can set unrealistic goals, possibly instilling a crisis mentality in their staff.
- need for an immediate resolution can sometimes lead to hasty decisions and too much pressure on their team, while their desire to move to new frontiers may result in unfinished projects. They may overlook the long-term ramifications of change initiatives.
- vested interest in their own solutions can lead to the conclusion that they are not as open to suggestions as they at first appear. Given their natural disdain of administrative concerns, problems can occur during the implementation phase of their initiatives because of a lack of a clear and specific plan of action.
- concern for their team and naturally supportive leadership stance can make it difficult for them to make unpopular decisions or cause them to delay disciplinary actions.

