

The McQuaig Job Survey[®] Report

Sample Job Role

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Sample Reports - not migrated

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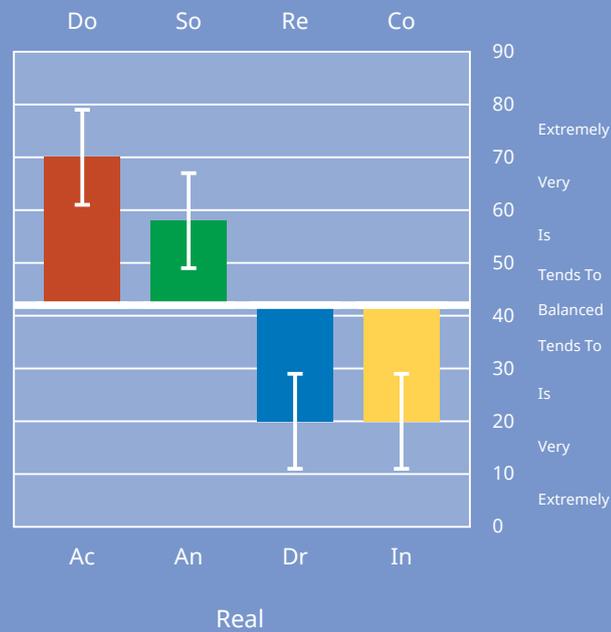
Behaviour-based questions, specifically relating to your Sample Job Role position, designed to elicit responses that will help the candidate describe how s/he has behaved in similar situations in the past.



The Profile

**The Sample Job Role
McQuaig
profile
type
is —**

Generalist



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70	58	20	20

BEHAVIOURAL SCALES

- Dominant** ↔ **Accepting**
- Sociable** ↔ **Analytical**
- Relaxed** ↔ **Driving**
- Compliant** ↔ **Independent**

(Competitive, Goal Oriented ↔ Deliberate, Cautious)

(Empathetic, Extroverted ↔ Logical, Task Oriented)

(Patient, Reliable ↔ Restless, Pressure Oriented)

(Conscientious, Detail Oriented ↔ Strong Minded, Persistent)

Interpretation Report

SUMMARY

This position calls for strong leadership characteristics. Special attention should be paid to the consistency of past behaviour patterns relating to these characteristics in addition to the specific skills, experience and other attributes the candidate may have which would impact job fit.



Behavioral Factors

This job requires an individual who:

- Is extremely competitive, ambitious and goal-oriented.
- Tackles projects and situations aggressively.
- Wants responsibility for and authority over people.



Potential Management Considerations

Here are some points for the manager of this position to keep in mind when selecting an individual who matches these requirements, as this job is also being described as requiring an individual who:

- Needs constant challenges and opportunities.



Résumé Screening Tips

In reviewing résumés for this position, search for examples of:

- Most challenging assignments undertaken and the results.
- Handling various high pressure situations.
- Situations where

Enjoys overcoming objections/resistance and achieving goals in the face of obstacles.

Is very restless, driving and energetic.

Has a strong sense of urgency to get things done quickly.

Works well under pressure and enjoys meeting tight deadlines.

Is very independent, persistent and decisive.

Wants to take charge and show initiative.

Has the strength to follow through and keep at it until they get results.

Is friendly, sociable and outgoing.

Enjoys working with and selling ideas to people.

Is a good communicator, quite optimistic, tending to see the positive side of things.

Resents being supervised.

May take chances to get ahead.

Will definitely dislike routine work although may be capable of accepting some of it.

Will be impatient from time to time.

Will resent having to do detail work, although may be able to do some of it.

Will be strong minded.

autonomous decisions have been made and implemented.

Interpersonal skills demonstrated with internal and external contacts.

Setting and achieving short- and long-term goals.

Ability to work effectively in a constantly changing environment.

Results of major and minor projects undertaken using own initiative.

Types of people problem situations encountered and resolved.

Problem solving, motivation and delegation skills.

Coping with projects requiring long-term, high energy levels and the outcome.

Situations where resistance and obstacles had to be overcome.

Work situations where tasks have been performed isolated from others.

Steps undertaken to fulfill aspirations.

Situations where the candidate's drive and energy have proven contagious.

The best and the worst relations with past managers.

Interactive participation within a work group.



Note: This form has been designed to elicit very strong responses so that key behavioural requirements are spelled out clearly. This report calls for exceptionally strong competitiveness. The degree of strength described may be more extreme than is actually needed. Obviously, though, this is a key factor in describing this particular job and the incumbent should have definite strengths in this area.

Leadership Profile

INTRODUCTION

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® Interview Questions for this position.

SUMMARY

For this position, you are looking for candidates who are highly results oriented 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-oriented workplace.

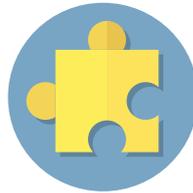
- They should take an unstructured approach to getting things done, delegating the particulars, willing to look outside the box for answers and opportunities.

- They should be naturally outgoing and persuasive, favouring a participative leadership approach.



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, influencing those around them toward 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 and build consensus. 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.

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, 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.

Determination to get their own way would not be followed up by the high-powered approach needed to bring others on side. Given their natural dislike 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.



Selling Style

SUMMARY

For this position, you are looking for candidates who are particularly suited to generating new business in very tough markets. They should be very assertive, even aggressive on occasion, enjoying the challenge of opening up new territories. When dealing with existing customers, they should concentrate more on up-selling activities than on-going account maintenance or technical problem solving.

They should thrive on pressure, pushing to move the sale along quickly and preferring short-term sales cycles. In long-term sales, they should have the drive to keep the sale moving forward, but expect them to be very impatient if the pace is too slow and to shift their focus to opportunities for more immediate success.

They should be very strong minded, determined to overcome resistance and offer an innovative response to bring even the most difficult sale to a positive conclusion. They should enjoy autonomy and flourish in unstructured selling roles.

They should be outgoing and friendly, enjoying networking and making new contacts, favouring relationship building over a just-the-facts approach.



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



Prospecting

They should be extremely competitive, prospecting proactively in the toughest sales territories, using all the resources at their disposal. However, this strong competitiveness can mean they sometimes do not listen as well as they should.

They should be quick and energetic, focusing on many prospects at once, pushing to meet their call quotas. Candidates with this profile, though, will have a need for constant action which can sometimes result in activity for its own sake.

They should be very independent, tenacious and resolute prospectors, even in the face of adversity, not letting objections stand in their way.

They should focus on referrals and networking but it should be noted that candidates with this profile may suffer call reluctance when met with resistance from new prospects.



Presentation

They should be very goal-oriented, setting direction, maintaining control of the sales interview and working their presentation to achieve their desired outcome. Note, candidates with this profile have such a firm belief in their own solutions that they can sometimes discount dissenting signals from their customer.

They should be driving, delivering a fast-paced presentation, imparting a sense of urgency in their message, cutting to the bottom line quickly, even impatiently.

They should state their ideas and recommendations firmly, resolved to have the customer buy into and accept their point of view. They should present a big picture overview to their customer, leaving the details to someone else.

They should concentrate on building rapport and establishing good customer relations, but, note that candidates with this profile may try to avoid situations where they might be confronted or presentations where they are likely to face a non-receptive audience.



Closing

They should be exceptionally success oriented and be an aggressive closer.

They should need to close early and often, even to the extent of growing very frustrated and bored with long delays.

They should be doggedly persistent and not afraid to ask for the order repeatedly and try new approaches if rejected. Note, candidates with this profile can show an occasional lack of attention to detail which may result in after-sale problems.

They should understand the subtleties of a prospect's emotions, capitalising on the personal relationship they have built with their customer, trying to minimise anxiety and pressure when closing, even to the extent of avoiding asking for the order until the customer is ready.



Interview Questions

INTRODUCTION

Based on your description of the behaviours required for this job, here are some questions to help you assess whether/how your candidate has exhibited these behaviours in the past, especially if you elaborate with open-ended probes which solicit who, what, when, where, why and how responses.

DOMINANT

This job calls for someone with a very high level of dominance and competitiveness.

Positive Examples

Has set challenging goals for self and team.

Has encouraged healthy competition among staff.

Has taken calculated risks.

Has confronted performance issues quickly.

Has assumed responsibility.

Has fostered team participation.

Vs. Too Dominant

Has been too aggressive with team.

Has forged ahead irresponsibly.

Or Not Dominant Enough

Has avoided competitive situations.

Has ignored performance issues.

Has been risk-averse.

INTERVIEW QUESTIONS

Tell me about a risky decision you made within the last year.

Give me an example of a time when you found it difficult to get staff members to share your vision and goals.

Tell me about a time that you had to take charge of an unwieldy group.

Were you ever disappointed with the performance of one of your staff members? How did you handle it?

REFERENCE CHECKING QUESTIONS

Tell me about the riskiest decision s/he made.

Tell me about a major challenge s/he set for his/her team.

What would you say s/he considered the least attractive part of the job? How did s/he manage it?

Can you give me an example of how s/he handled a difficult staff member?

DRIVING

This job calls for someone with a high degree of drive.

Positive Examples

Has been excited about new opportunities and transferred that excitement to staff.

Has acted quickly.

Has sought change.

Has responded well to pressure.

Has set a fast pace.

Has set tight, but reasonable deadlines.

Vs. Too Driving

Has over-pressured staff.

Has tried to manage too many projects at once.

Or Not Driving Enough

Has not been a change agent.

Has not been able to motivate staff.

Has not prioritised.

INTERVIEW QUESTIONS

- Give me an example of a situation where you had to light a fire under your people to get results.
- Tell me about a recent major problem you had to resolve fast.
- Tell me about a time you had to challenge the status quo. What was the result?
- Tell me about a recent situation where you helped your people adapt to a change in direction.

REFERENCE CHECKING QUESTIONS

- Can you give me an example of when s/he pushed hard for results?
- What was the most difficult change s/he had to implement or cope with recently?
- Did s/he put the pressure on his/her team consistently? Can you give me an example?
- Can you give me an example of how s/he coped with routine?

INDEPENDENT

This job calls for someone with a high degree of independence.

Positive Examples

Has faced up to resistance.

Has made difficult decisions.

Has shown determination while remaining open to others' ideas.

Has kept team their focused.

Has been innovative and encouraged outside-the-box thinking in their team.

Vs. Too Independent

Has been stubborn

Has been too opinionated to foster open communication.

Or Not Independent Enough

Has not been strong in defending the team.

Has given in.

Has rarely challenged procedures.

INTERVIEW QUESTIONS

- Tell me about the last truly difficult decision you made.
- Give me an example of where you took the initiative to institute change.
- Tell me about a time when you felt overwhelmed by paperwork.
- Have you ever had a team member who was too entrepreneurial? Tell me about it.

REFERENCE CHECKING QUESTIONS

- What did s/he do when his/her ideas were not being heard? How far did s/he take it?
- What was the most innovative thing s/he did last year?
- Tell me about the most unpopular decision s/he made.
- Most managers don't like paperwork. Tell me about a time when s/he got snowed under.

SOCIABLE

This job calls for someone who is sociable.

Positive Examples

Has focused on the good in people while maintaining objectivity.

Has handled staff problems tactfully.

Has shown good interpersonal skill and leveraged relationships at all levels.

Has built strong team loyalty.

Vs. Too Sociable

Has become too friendly with staff.

Has lost sight of time and budget.

Has relied on instinct.

Or Not Sociable Enough

Has not had positive relations with team.

Has overlooked staff concerns.

INTERVIEW QUESTIONS

Tell me about a recent accomplishment where your people skills made the difference.

Tell me about a situation recently where you had to make a decision that you felt isolated you from your staff.

REFERENCE CHECKING QUESTIONS

Tell me about an accomplishment s/he couldn't have achieved without his/her people skills.

Tell me about a situation where s/he had to make a decision that s/he felt isolated him/her from his/her team.

INTRODUCTION

While the above questions help you, through specific examples from their past history, to understand more fully how they have exhibited their temperament (behaviour pattern) in relation to the McQuaig Job Survey®, other personal characteristics such as attitudes, self-motivation, stability, emotional maturity and intelligence must be probed thoroughly to understand their capabilities fully. The following are some suggested interviewing questions to use to probe all or a selection of these important areas.

ATTITUDES AND BELIEFS

Positive Examples

Have they kept their team positive in times of crisis?

Have they set high departmental standards?

Have they fostered a strong sense of commitment in their team?

Have they handled "grey areas" in an ethical manner?

Negative Examples

Do they doubt their own abilities?

Are they openly critical of their staff or company?

Have they been more focused on what went wrong rather than right?

Have they cut too many corners?

Are they distrustful of others?

INTERVIEW QUESTIONS

Tell me about a recent assignment or project at work that demonstrated the standards you've set for yourself and your team.

Tell me about a time when you had to stay positive to keep your team on track.

Sometimes it is tough to keep our spirits up. Tell me about a time when you felt really down in your job.

How would you assess your team (or company)?

Sometimes we have to bend the rules. Tell me about your experience in this regard.

REFERENCE CHECKING QUESTIONS

- How would you describe his/her attitude? What was s/he like as a manager?
- Tell me about a time when his/her confidence seemed to infect his/her team.
- Sometimes it is tough to keep our spirits up. Tell me about a time when s/he seemed really down on the job.
- How would you describe his/her views on his/her staff—or company?
- We all have to make compromises. Tell me about some of the compromises s/he made to get the job done.

SELF MOTIVATION

Positive Examples

Have they gone beyond what was expected?

Have they shown a strong, inner driving force?

Have they tackled problems proactively?

Have they been able to pick themselves and their team up after a major setback?

Have they been tenacious?

Negative Examples

Do they show little interest in, enthusiasm for or intensity about previous work/projects?

Have they displayed little initiative in their assignments?

Have they relied heavily on management for direction?

Have they defined their role narrowly?

INTERVIEW QUESTIONS

- Tell me about a situation where you had to stay really pumped up to get the job done.
- Tell me about a time when you were really excited by a project or assignment.
- Can you describe a situation where you felt you went above and beyond the call of duty?
- How about a situation when you felt you were stretched to the limit?
- Do you think of yourself as more internally driven than most managers? Why do you say that?

REFERENCE CHECKING QUESTIONS

- Would you describe him/her as a self-motivated manager? Can you give me an example to illustrate why you say that.
- Tell me about a time when s/he was really excited by a project or assignment.
- Can you describe a situation where you felt s/he went above and beyond the call of duty.
- Can you give me an example of a situation where you felt s/he was stretched to the limit?
- Does s/he seem to be more internally driven than most managers? Why do you say that?

STABILITY AND PERSISTENCE

Positive Examples

Does their history show consistent interests, and activities over time?

Have they stood up to resistance?

Have they been able to win people over to their point of view, even when initially considered controversial?

Negative Examples

Have they backed away from adversity and had difficulty staying the course?

Have they taken the path of least resistance?

Have they switched gears often, leading to staff confusion?

Have they let performance issues slide?

INTERVIEW QUESTIONS

- Would you tell me about a time when you really had to be tenacious to reach your targets?
- Can you tell me about a time when you faced a number of setbacks in your job? How did you handle it?
- How do you respond when your staff do not seem to be pulling their own weight?
- Tell me about an important long-term goal you set for yourself or your staff. How did it go?
- Can you describe a time when things got to be too much for you? How did that come about?

REFERENCE CHECKING QUESTIONS

- Would you describe him/her as being a tenacious manager? Can you explain?
- Can you tell me about a time when s/he faced a number of setbacks? How did s/he handle them?
- How did s/he respond when his/her team seemed to be experiencing morale problems?
- Tell me about an important long-term goal s/he set for him/herself or his/her staff. How did it work out?
- Can you describe a time when despite a very good effort, s/he finally had to give up?

MATURITY AND JUDGEMENT

Positive Examples

Have they made good judgement calls?

Have they used common sense to solve problems?

Have they accepted responsibility and responded well to constructive criticism?

Have they foregone short-term rewards for longer term benefits?

Negative Examples

Have they acted with little forethought?

Have they had difficulty controlling their temper?

Have they avoided responsibility?

Do they blame others—including direct reports?

Do they take all the credit?

Do they refuse to admit mistakes?

INTERVIEW QUESTIONS

- Can you tell me about a time when you've had to make a sacrifice that had little reward in the short-term?
- Tell me about a time when you received criticism that you felt was unjust. What did you do?
- Sometimes we make mistakes. Can you give me an example of such a situation?
- Can you describe a situation where you exercised particularly good judgement?
- Tell me about a recent success, or failure.

REFERENCE CHECKING QUESTIONS

- Tell me about a time when s/he had to make a sacrifice despite little short-term gain.
- Tell me about a time when s/he received criticism that s/he felt was unjust. What did s/he do?
- All of us make mistakes. What was his/her reaction when s/he made one? Can you give me an example.
- Can you describe a situation where s/he exercised particularly good judgement.
- Tell me about a recent success? Or failure?

APTITUDES/CAPACITY TO LEARN

Positive Examples

Have they solved complex problems?

Have they been able to take difficult, multifaceted projects and compartmentalise them so that their team can tackle them effectively?

Have they fostered an on-going learning milieu for their team?

Negative Examples

Have they had difficulty learning new skills or concepts?

Do they do little professional reading or studying to keep themselves up to date?

Have they been unable to keep up with technological changes?

INTERVIEW QUESTIONS

- When you started your last job, what things came to you naturally and what areas did you really have to apply yourself to understand?
- Can you give me an example of a time you had difficulty grasping a new concept?
- What efforts do you make to keep yourself up to date?
- Tell me about a complex problem you had to resolve. How did it go?
- Can you tell me about a project that you worked on where it was a struggle to keep the "big picture" in mind?

REFERENCE CHECKING QUESTIONS

- When s/he started his/her last job, how quickly did s/he get up to speed? Can you elaborate?
- Tell me about a time when s/he had trouble grasping a new concept.
- What efforts did s/he make to keep up to date?
- Tell me about a complex problem s/he had to resolve. How did it work out?
- Was s/he a "big picture" thinker? What makes you say that?