

## Leadership Profile

### **Sample Candidate** **The Holst Group**

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This report offers key information on Sample Candidate's natural style of behaviour in a leadership role, starting with his potential assets in that role and concluding with possible areas for development. For a fuller understanding of his 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 an especially people-orientated approach, this profile shares the other behavioural characteristics of individuals who are highly results orientated and adopt an assertive, commanding leadership style. Very focused and unwavering in his desire to achieve, he steps up to take charge. He demonstrates the strong leadership characteristics required to face challenging situations.

- He adopts an unstructured approach to getting things done, delegating the particulars, willing to look outside the box for answers and opportunities.
- He offers a practical, task-focused, demanding approach to leadership.
- His sense of urgency makes him want to move things along relatively quickly but he can easily adapt to longer-term projects when necessary.

#### Motivating and Teambuilding

With a strong focus on winning, he promotes internal competition and sets genuinely ambitious, challenging goals with short timeframes. Focusing on the outcome rather than the process, he maintains a more-or-less hands-off approach, generally comfortable with delegating the "how" to his staff. With an emphasis on quantifiable results, he communicates his ideas in a bottom-line, straightforward way. He is careful to keep a professional distance from his people except when a more congenial approach is essential to attain his business plan. While he can be a patient coach if the situation warrants it, he can sometimes light a fire under his team when appropriate.

#### Decision Making and Problem Solving

Completely self-assured and decisive, he expects to be the one who makes the key decisions, even if unpopular, seeing himself as a resourceful problem solver who:

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- focuses on the big picture, searching out inventive solutions, firmly believing in his convictions, unafraid to make decisions that rock the boat
- believes that the rationale for decisions should be based on facts, logical thinking and impartial analysis
- weighs the pressure to decide quickly against the instinct to proceed at a less hurried pace

### **Leading Change**

A risk taker who believes he can make it happen, he embraces opportunities to shape change. He uses his basic sense of urgency to keep the momentum going forward quickly. He is innovative in his approach, comfortable with putting a non-traditional spin on things. He focuses on the objective reasons behind the need for change, careful to avoid letting emotional issues cloud his judgment.

### **Developmental Considerations**

**While the previous sections have provided key information on Sample Candidate'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 he has adopted strategies to deal with them.**

**As mentioned, for a fuller understanding of his 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 his ability to maintain his 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.**

- His strong confidence, ego and aggressive, challenging nature can be intimidating, inhibiting input from his team, leading them to feel that his mind is made up before he asks for their opinions. He tries to control his environment and can set unrealistic goals, possibly instilling a crisis mentality in his staff.
- He sometimes appears to have a vested interest in his own solutions and is not as open to suggestions as he could be. Given his natural dislike of administrative concerns, problems can occur during the implementation phase of his initiatives because of a lack of a clear and specific plan of action.
- He focuses more on facts than on the emotional side of issues. This, combined with a critical outlook and a "tell it like it is" communication style, can come across as abrasiveness, especially when under pressure. He does not always recognise the need to

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provide positive feedback, giving his staff the impression that their work is unappreciated. His is more of an authoritarian leadership style.

- Although he can display a sense of urgency and the ability to adapt to change, in a very fast-paced environment his more tempered approach may sometimes prove to be a disadvantage.

**Caution:** The above is a description of his normal, day-to-day behaviours. However, he is currently making significant on-the-job adjustments. Further probing is recommended to ascertain why he is making these changes and whether they will impact his current and/or future leadership potential.