

Motivating Factors

Sample Candidate The Holst Group

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.

X								
extremely competitive		very	is		balanced	is	very	extremely accepting

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.

					X			
extremely sociable		very	is		balanced	is	very	extremely analytical

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."

Sample Candidate

The Holst Group

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 his current situational behaviour.