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The McQuaig Word Survey®

Sample Candidate
Sample Reports



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Management Overview

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Summary: This profile is typical of many top managers and supervisors as well as of people who do exceptionally well in tough production or new business development roles. However, she may lack a diplomatic approach at times.

Potential Assets:	Developmental Considerations:
Extremely competitive, goal-orientated, even aggressive, she thrives on difficult assignments, faces resistance and wants responsibility. Very persistent and decisive, she is independent, self-reliant and determined to get her way. Analytical and realistic, she is work orientated, factual in approach and not overly concerned with impressing others. Somewhat restless, she can work under occasional pressure and deadlines.	She will be dissatisfied unless she is frequently challenged and sees opportunity for advancement. She can hurt people's feelings. She will fight to do things her way and she will be frustrated with too much detail work. She does not work well under supervision. She is more orientated towards working with ideas and methods than people. She is somewhat uncomfortable with routine work, but she can handle it if necessary.

On the Job: She is acting less competitively than is normal for \$him, perhaps in an attempt to come across as a bit less forceful.

Motivating strategies:

Challenge her constantly and give her control and room to manoeuvre. Recognise her accomplishments - both publicly and tangibly. Set ambitious goals and targets with her. Recognise she has strong convictions and let her do things her way when appropriate. Let her know she is in control. Don't hesitate to step in to get her back on track if necessary. Explain the logic, keep to the facts and make sure she understands the people ramifications. Keep your emotions in check. Keep things moving and let her set her own deadlines from time to time. Give her some variety in her job to keep her from becoming bored.

Coaching Guidelines:

- Put her in the spotlight and focus on the big picture.
- Relate assignments to her goals and ambitions.
- Let her try things for herself but explain the importance of rules and procedures, asking for her opinion and listening to it.
- Take a logical, methodical approach, staying low key and unemotional, supplying substance over showmanship.
- Strike a balance between a fast-paced environment and one that is out of control.

