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The McQuaig Job Survey®

Sample Report



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Recruiting/Promoting/Team Building

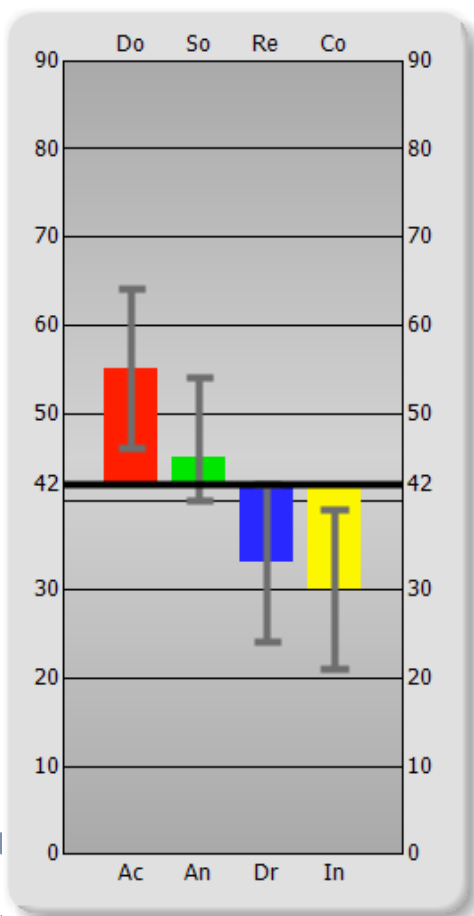
- A *The Profile*
A visual picture of the specified temperament/behaviour pattern for this position.
- B *Interpretation Report*
An overview of expectations for high performance in this job along with specific behavioural factors, potential considerations for managers and some CV screening tips.
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An overall summary of the leadership requirements for this position, followed by a breakdown of how candidates should approach motivating and teambuilding; decision making and problem solving, leading change and, finally, a description of the developmental considerations that would be associated with these behaviours.
- D *Selling Style Report*
An overall summary of the behavioural requirements for this sales position, followed by a breakdown of how candidates should approach prospecting, presenting and closing.
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Behaviour-based questions, specifically relating to your Sales manager position, designed to elicit responses from a Reference Giver which will illustrate how the candidate has behaved in similar situations in the past.







The Profile

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Do	So	Re	Co
55	45	33	30



Key to Behavioural Scales

	DO minant ↔ AC cepting:	Competitive, Goal Orientated ↔ Deliberate, Cautious
	SO ciable ↔ AN alytical:	Empathetic, Extroverted ↔ Logical, Task Orientated
	RE laxed ↔ DR iving:	Patient, Reliable ↔ Restless, Pressure Orientated
	CO mpliant ↔ IN dependent:	Conscientious, Detail Orientated ↔ Strong Minded, Persistent



Leadership Profile

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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 results orientated and adopt an assertive leadership style if the situation warrants it. They should be comfortable being in charge and exhibit many of the leadership characteristics required in a number of different environments.

- They should take a fairly non-structured leadership approach, delegating the particulars, open to different opinions and new methods for getting things done.
- They should have a sense of urgency that makes them want to move things along relatively quickly but easily adapt to longer-term projects when necessary.
- Although they should be able to balance task orientation with concern for people, they should usually adopt a participative leadership approach.

Motivating and Teambuilding

They should encourage some internal competition and set challenging, yet attainable goals and timeframes. 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. While they should be a patient coach if the situation warrants it, they should be able to light a bit of a fire under their team when appropriate. They should communicate their ideas in a fairly straightforward, yet pleasant manner.

Decision Making and Problem Solving

They should be self-assured, accepting the responsibility for decision making and seeing themselves as problem solvers who:

- focus on the big picture, searching out inventive solutions, firmly believing in their convictions, unafraid to make decisions that rock the boat.
- weigh the pressure to decide quickly against the instinct to proceed at a less hurried pace.



Leadership Profile

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- believe that decisions should evolve from a blend of intuitive thinking and factual analysis.

Leading Change

Being people who want to get things done, they should welcome opportunities to shape change. They should use their basic 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 attempt to get buy-in and team involvement.

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:

- self-confidence may unintentionally inhibit input from others occasionally and whose team may sometimes feel they expect too much.
- vested interest in their own solutions can lead to the conclusion that they are not as open to suggestions as they could be. Given their natural distain 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.
- more tempered approach may prove to be a disadvantage in a fast-paced environment, even though they can display some sense of urgency and do have the ability to adapt to change occasionally.
- attempt to balance the concerns of their team with the need to meet performance standards can send a mixed message, appearing to waver between listening to the team's opinions and ignoring them.



Selling Style

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Summary

For this position, you are looking for candidates who are suited to generating new business in most markets as well as to handling existing account management activities.

- They should be strong minded, determined to bring the sale to a positive conclusion. They should enjoy autonomy and prefer unstructured selling roles.
- They should have a sense of urgency that makes them want the sale to move along fairly quickly, comfortable with short-to-mid-term sales cycles; yet, they should be able to adapt fairly easily to longer term ones if necessary.
- They should recognise the need to build relationships while presenting information in a factual, straightforward way, adapting their communication style to accommodate a range of buyers.

Prospecting

- They should be proactive and competitive, able to be an effective prospector; however, without the high level of competitiveness found in many top prospectors, they may not respond too well if met with hostility.
- They should be independent and tenacious in their prospecting activities and be good objection handlers.
- While they should be somewhat pressure orientated, they should also be able to temper their desire to move quickly with a more systematic approach to prospecting than more strongly driven individuals might use.
- During the initial customer contact, they should tend to seek opportunities to build rapport while presenting their business case.

Presentation

- They should be goal-orientated, setting direction, maintaining control of the sales interview and showing confidence in moving the presentation to a desired outcome.
- 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 be somewhat driving, wanting to keep the presentation moving forward, imparting a sense of urgency in their message.
- In presenting their business case, they should be able to gear their presentation to their customer's needs.



Selling Style

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Closing

- They should be success orientated and show above average strength in asking for the order.
- 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 be inclined to close quickly, yet be able wait for the right moment when necessary.
- They should be able to close using logic or emotions.

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® Interviewing Questions for this job.

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Reference Checking Questions

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