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**2012**

# The McQuaig Word Survey® Leadership Profile

## **John Candidate**

Prepared by: The Pulse Check



## Table of Contents

### John Candidate

The Pulse Check

#### Understanding

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##### A *The Profile*

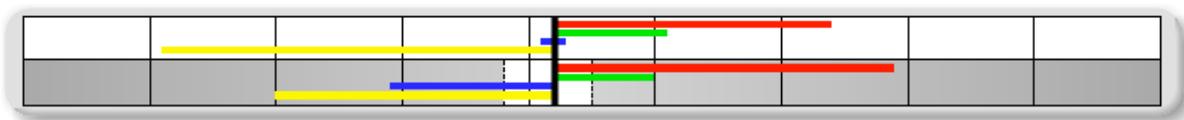
This graph provides trained interpreters with a visual picture of his temperament/behaviour pattern - illustrating his natural style of behaviour and noting any changes he may be making to it because of his current situation.

##### B *Interpretation Report*

Use this report for a comprehensive and fundamental understanding of the potential assets he brings to a job, possible areas for development/concern and an indication of his adjustment to his current situation.

##### C *Leadership Profile*

A summary of his likely behaviour in a leadership role, use this report if he is currently in or is an applicant for a leadership position in your company or if he may be required to assume leadership responsibilities from time to time (e.g., projects, meetings, special assignments, etc.).



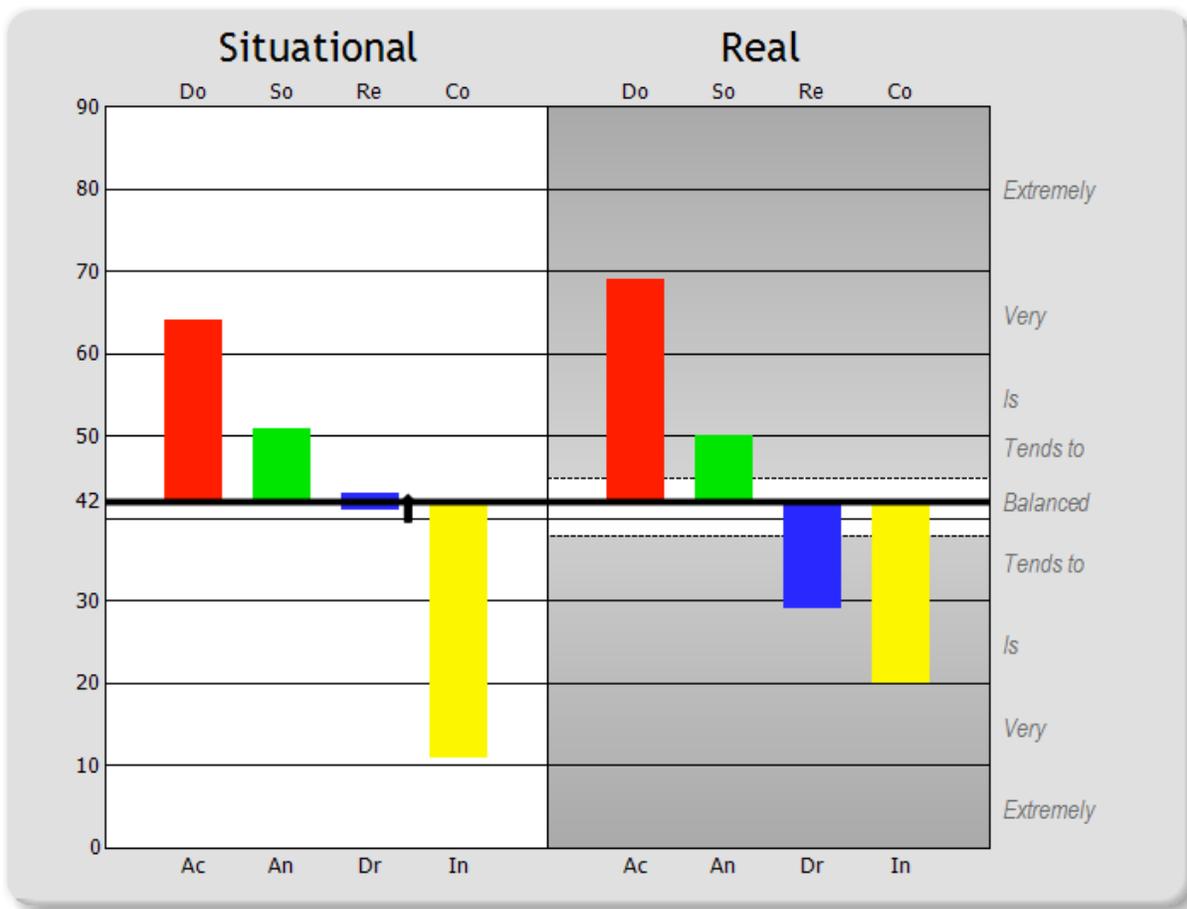
# The Profile

## John Candidate

The Pulse Check

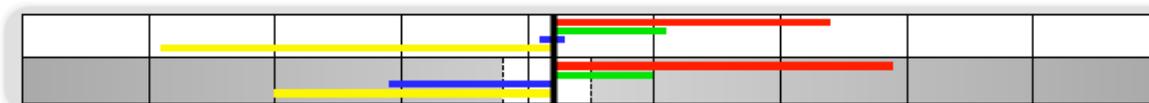
**Do** 64   **So** 51   **Re** 42   **Co** 11

**Do** 69   **So** 50   **Re** 29   **Co** 20



### Key to Behavioural Scales

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



## Interpretation Report

### John Candidate

The Pulse Check

#### Potential Assets:

This is a very ambitious, achievement-oriented individual who thoroughly enjoys competing with others and being able to tackle tough assignments. He:

- is focused on results, goes directly to the heart of a problem to get things done and will not be distracted from his goals;
- thinks of himself as a winner and is comfortable pioneering solutions and overcoming obstacles;
- can accept risks, face resistance, take chances and be accountable for the bottom line;
- readily assumes responsibility for the work of others, accepts authority over them and will fight for success.

Very independent, persistent and decisive, he is self-reliant, resolute and determined. He:

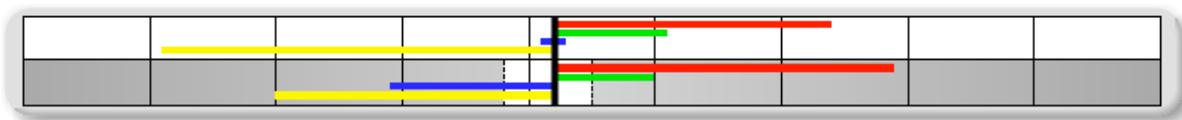
- thrives in unstructured environments where he can use his initiative and fight to do things his way, convinced his ideas are right;
- can make decisions, act on them and defend them;
- perseveres around obstacles or barriers set up by others;
- has strong opinions and is not afraid to voice them.

Restless and driving, he is energetic, works well under pressure and enjoys working to tight deadlines. He:

- can adjust to change and is quick to respond to new situations;
- has a sense of urgency and likes variety;
- is active, good at juggling different projects and will push himself and others to get results quickly.

Sociable and outgoing, he understands people, sees their points of view and gets along well with others. He:

- is optimistic, trusting and shows confidence in situations involving others;
- is persuasive, makes a good impression, enjoys influencing and selling ideas to others;
- can usually motivate people because he relates well to them.



## Interpretation Report

### John Candidate

The Pulse Check

#### Developmental Considerations:

Very ambitious, he has strong career goals and expects to see that he is progressing towards those goals. He:

- needs new mountains to climb, new challenges to meet and he will rapidly become dissatisfied without them;
- seeks recognition and will not let his successes go unnoticed.

Very independent, he wants to do things his way and will fight to do so. He:

- is strong willed, wants to think for himself rather than be hampered by rules and regulations, and does not work well under supervision;
- does not like detail and will be frustrated if it takes too much of his time, although he may recognize that it's a necessity.

Restless, he can be impatient and too rushed in how he approaches projects. He:

- dislikes routine work, although he can adjust to some of it, and can become bored if he feels stuck doing the same thing;
- may pressure himself and others to get results too quickly.

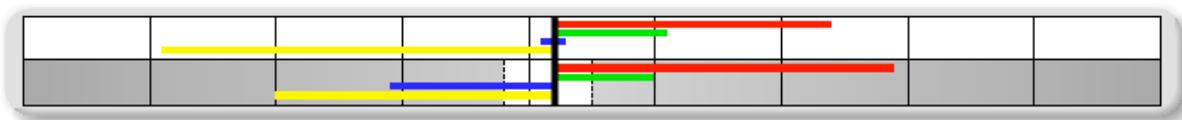
He is more oriented towards working with people than with ideas and methods. He:

- likes to have people around him and prefers not to work alone;
- may not listen as well as he could.

Currently, in his work, he is acting with less drive than is normal for him.

#### Situational Adjustment Indicator:

This individual is not making any significant changes on the job at the moment and is coming across in a manner which is natural for him.

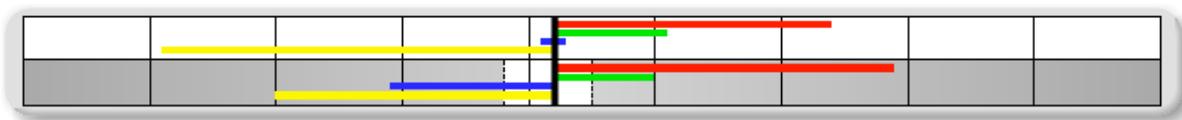


## Interpretation Report

### John Candidate

The Pulse Check

**Note:** While this assessment of his temperament offers valuable information and focus for your in-depth appraisal, other personal characteristics such as attitudes, self-motivation, stability, emotional maturity, intelligence, etc., as well as skills and abilities, must be probed thoroughly to understand his capabilities fully. This report should be reviewed in combination with The McQuaig Job Survey® results for this position.



## Leadership Profile

### John Candidate

The Pulse Check

#### Introduction

This report offers key information on the natural style of behaviour of John Candidate 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

This profile is typical of individuals who are very results oriented and adopt an assertive leadership style. Unwavering in his desire to achieve, he takes charge and will exhibit the traditional leadership characteristics required in different environments.

- He adopts an unstructured approach to getting things done, delegating the particulars, willing to look outside the box for answers and opportunities.
- Energetic and hard driving, he responds quickly, cultivating a fast-paced, change-oriented workplace.
- Naturally outgoing and persuasive, he prefers to adopt a more participative leadership approach.

#### Motivating and Teambuilding

Results-oriented, he encourages internal competition, setting 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. He shares his excitement with his team and motivates those around him to fast action. He gathers input from those around him and builds consensus. He shares his knowledge, encourages others to do the same, mentors his team and provides positive feedback when needed.



## Leadership Profile

### John Candidate

The Pulse Check

#### Decision Making and Problem Solving

Very self-assured, he readily accepts the responsibility for decision making and sees himself as a strong, influential problem solver who:

- focuses on the big picture, searching out inventive solutions, firmly believing in his convictions, unafraid to make decisions that rock the boat
- puts pressure on to respond quickly, sensing a finite window of opportunity exists for action
- relies on his intuitive abilities and believes that the best decisions should take the people factor into account

#### Leading Change

A risk taker who believes he can make it happen, he embraces opportunities to shape change. He uses his innate 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 sees the positive side of things, presents this viewpoint to his team, involving them in the change process and addressing their concerns early on.

#### Developmental Considerations

While the previous sections have provided key information on the potential assets of John Candidate 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 confidence, ego and natural tendency to challenge others can unintentionally inhibit input from his team and may lead them to feel he has made up his mind before he asks



## Leadership Profile

### John Candidate

#### The Pulse Check

their opinions. As well, he can sometimes have unrealistic expectations, 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 at first appears. 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.
- His need for an immediate resolution can sometimes lead to hasty decisions and too much pressure on his team, while his desire to move to new frontiers may result in unfinished projects. He may overlook the long-term ramifications of change initiatives.
- His concern for his team and naturally supportive leadership stance can make it difficult for him to make unpopular decisions or cause him to delay disciplinary action

