

**CONFIDENTIAL**

The McQuaig Self-Development Survey®

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Corporate Vitality - COMPLIMENTARY

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## Introduction

Self-awareness is the foundation for achieving higher levels of performance. Highly successful people are not necessarily blessed with a higher intellect or more charisma than others, but they do know how to make the best use of their talents and how to avoid the pitfalls that could limit their success.

The McQuaig Self-Development Survey Report will help you identify your strengths and become aware of weaknesses that decrease your effectiveness. This knowledge will enable you to improve your performance, increase your job satisfaction and achieve greater success.

The report focuses on your preferred or natural pattern of behaviour. You may feel that some of the Action Items are less relevant to you at this time than others. Some may not apply to you. Before you disregard any of the items, however, discuss them with someone who knows you well and whose opinion you respect.

This report will provide you with information that will not only make you more effective in your current role but will also give you concrete ideas as you look forward and consider new assignments and roles.

Read the report, absorb its contents and complete your Personal Action Plans. Then review the report with your manager or coach. Finally, determine the most appropriate plan of action.

Remember, your development starts and ends with you.

## How to Get the Most Out of Your Report

### STEP 1: Read Section A – Your Behavioural Profile

- review Your Profile Highlights and Detailed Analysis of Your Strengths and Developmental Areas
- scan the Action Items

### STEP 2: Complete Section B – Optimising Your Strengths

- prioritise the items and identify two or three key Strengths that are most important to you at this time
- focus on the one priority you want to work on immediately – don't over commit yourself

### STEP 3: Complete Section C – Managing Your Developmental Areas

- again, prioritise the items and identify two or three key Developmental Areas
- focus on the one priority you want to work on now

### STEP 4: Use Section D – Getting Input from Your Manager or Coach

- discuss your Personal Action Plans with your manager or coach
- gain further insight and ensure that you are getting the support you need

### STEP 5: Review your Personal Action Plans Frequently

- track your progress
- remember to revise your Personal Action Plans as you work through each priority

***This report is based on an assessment of your temperament and behaviour patterns exclusively. As you are working through this report, remember that your overall performance will also be influenced by other factors, including your attitudes, values, intelligence, aptitudes, emotional maturity, education, skills, etc.***

## A Graphical Summary of Your Behavioural Profile

### Competitive ↔ Accommodating



*Having the desire to win, to assert yourself and to influence others.*

*Preferring to be part of a team, to seek consensus, to be helpful.*

### Sociable ↔ Analytical



*Empathetic, outgoing and factoring others' feelings into your decisions.*

*Objective, logical, basing decisions more on facts, numbers.*

### Patient ↔ Restless



*Remaining calm, planning ahead and allowing for contingencies.*

*Fast-paced, pressure-orientated and having a desire for change.*

### Structured ↔ Independent



*Systems-orientated, precise, operating within guidelines and policy.*

*Preferring room to manoeuvre and make decisions; strong-willed.*

## Your Profile Highlights

Your responses are typical of individuals who...

### Competitive ↔ Accommodating



- are competitive and enjoy a challenge;
- are goal-orientated and ambitious;
- are comfortable in positions of authority and responsibility over others;
- are not afraid to take risks and hold themselves accountable for the results.

### Sociable ↔ Analytical



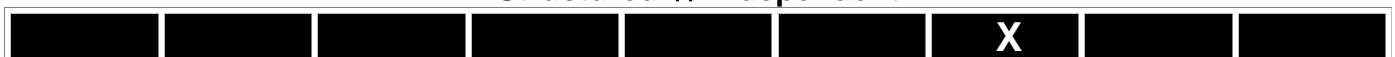
- are extremely friendly and sociable, seeking out plenty of contact with others;
- are highly extroverted, good communicators;
- are very empathetic, building rapport and developing relationships easily;
- place a strong emphasis on people when making decisions, relying on their intuition and feelings to guide them in the right direction;
- are trusting, optimistic and see the best in others.

### Patient ↔ Restless



- are very restless, energetic and take action quickly when things go wrong;
- are change orientated and enjoy new projects;
- take a "do it now" approach;
- set tight deadlines, initiating and responding well to pressure.

### Structured ↔ Independent



- are decisive and persevere against obstacles;
- value freedom of action and appreciate having room to manoeuvre;
- are unconstrained by past precedent and can be resourceful in developing solutions;
- work well in unstructured environments.

## Understanding Your Behavioural Profile (Ranked in order of Strength)

**Note:** From this page on, the strongest aspect of your behavioural profile will be described first, followed by the second strongest, and so on.

**Sociable**

**Analytical**



This scale measures the degree to which you are more inclined to be **Sociable** (empathetic and outgoing) or **Analytical** (logical and work focused) or a combination of both.

### Detailed Analysis of Your Strengths and Developmental Areas:

Focusing on People	Focusing on Numbers
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>You enjoy interaction and believe everyone should work towards a common goal.</li> <li>You believe that a positive attitude and a dedicated team can overcome all odds.</li> <li>You would much prefer to clarify issues by talking to someone rather than by reviewing documentation.</li> </ul>	<p><b>Developmental Areas</b></p> <ul style="list-style-type: none"> <li>You can lose interest in in-depth analyses.</li> <li>You may be too willing to trust others on the details behind technical or financial issues.</li> <li>You emphasise qualitative results – like improved morale – over quantitative ones.</li> <li>You resolve issues instinctively, sometimes despite the facts.</li> </ul>

### Action Items:

#### To optimise your strengths...

- Build bridges. Use your networking ability to raise the profile of your team and your company. Reach out and build a network of partners with whom you can cultivate mutually beneficial relationships.
- Encourage open communication. Set up informal networks and forums so that people can be kept in the loop. These can range from a company newsletter to lunch-and-learn sessions. Provide opportunities for people to belong.

#### To manage your developmental areas more effectively...

- Make numbers your friend. Get to know percentages, figures and bottom line financial details – any information that is important to success in your role and the success of your organisation.
- Get technical. Determine areas where special training may be required. If you are in a field that requires a level of technical competency, join a society dedicated to that field.

## Understanding Your Behavioural Profile (cont'd)

*Sociable*

*Analytical*



This scale measures the degree to which you are more inclined to be **Sociable** (empathetic and outgoing) or **Analytical** (logical and work focused) or a combination of both.

Building Loyalty	Keeping It Professional
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>Your initial reaction to people and ideas is warm and encouraging.</li> <li>Your genuine concern for others can inspire loyalty.</li> <li>You want colleagues to know that your door is always open and that they can confide in you.</li> <li>You make friends easily and like to have fun.</li> </ul>	<p><b>Developmental Areas</b></p> <ul style="list-style-type: none"> <li>In an effort to keep everyone on side, you have difficulty making unpopular decisions.</li> <li>You can be too quick to give others a second chance, compromising your ability to take a hard line.</li> <li>When discussing problems, you can put such a positive spin on things that you mask the gravity of your intended message.</li> </ul>

### Action Items:

#### To optimise your strengths...

- Bring others into your group. Act as a welcoming committee for new employees or anyone who is on the perimeter. Your efforts will be appreciated, your team will benefit and you will develop long-term allies.
- Play the mediator. Try to spot conflicts and encourage your peers to talk things through with you when they have a problem. Use your natural diplomacy to smooth things out.

#### To manage your developmental areas more effectively...

- Be impartial. Next time you have to make an unpopular decision, first ask yourself if it is fair. In the long run, you will be judged by the fairness of your decisions rather than their popularity at the time.
- Don't get too close. Remember that you do not need to be someone's best friend to have an effective business relationship. If being too friendly seems to be getting in the way of achieving objectives, meet with your colleagues and direct reports to define expectations.

## Understanding Your Behavioural Profile (cont'd)

*Sociable*

*Analytical*



This scale measures the degree to which you are more inclined to be **Sociable** (empathetic and outgoing) or **Analytical** (logical and work focused) or a combination of both.

Staying Positive	Developing a Critical Eye
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>You can see the best in others and view most situations with an open mind.</li> <li>You work hard to get the team on board.</li> <li>You trust your instincts when making decisions and, if your gut says yes, you go for it.</li> </ul>	<p><b>Developmental Areas</b></p> <ul style="list-style-type: none"> <li>Your optimism may hinder your ability to see the inherent problems in a situation.</li> <li>You may explore an opportunity based on a hunch rather than on its technical merit.</li> </ul>

### Action Items:

#### To optimise your strengths...

- Help others see the bright side. Often an event that appears negative – such as a failed project or a business downturn – can contain a silver lining. Help put a positive twist on things.
- Speak publicly. Seek opportunities to use your communication skills and natural optimism to inspire others. Organise and structure your presentation for maximum impact.

#### To manage your developmental areas more effectively...

- Find a critical resource. Seek advice from a peer who takes a more diagnostic approach to solving problems.
- Stick to the facts. When making a decision, list the pros and cons and highlight the factors that are concrete and backed up by facts. Ask how your decision might be different using these factors only.

## Understanding Your Behavioural Profile (cont'd)

*Patient*

*Restless*



This scale measures the degree to which you are more inclined to be **Patient** (consistent and reliable) or **Restless** (energetic and pressure orientated) or a combination of both.

### Detailed Analysis of Your Strengths and Developmental Areas:

Driving Change	Staying Focused
<b>Strengths</b> <ul style="list-style-type: none"> <li>You are active and eager for new experiences.</li> <li>You have a strong and immediate need for action.</li> <li>You enjoy fast-paced environments where there is great activity.</li> </ul>	<b>Developmental Areas</b> <ul style="list-style-type: none"> <li>You would rather not plan things in advance.</li> <li>You change focus quickly, making it difficult for others to keep track.</li> <li>You can get bored easily and are always looking for the next fire to put out.</li> </ul>

### Action Items:

#### To optimise your strengths...

- Share your enthusiasm. You may be just the shot in the arm that your peers need. Get your team to rally around a new idea – then be the one to step up and make things happen.
- Examine the processes your company has in place. There may be policies and procedures that have not changed with the times. Challenge them, but first take the time to understand them.

#### To manage your developmental areas more effectively...

- Eliminate surprises. Respect that others may not share your sense of adventure. Make sure that everyone is on the same page prior to starting new activities.
- Look before you leap. Before jumping into something – and dragging everyone else in with you – take the time to think through the full ramifications of what you are about to do. List the pros and cons.

## Understanding Your Behavioural Profile (cont'd)

*Structured*

*Independent*



This scale measures the degree to which you are more inclined to be **Structured** (systems orientated and precise) or **Independent** (strong willed and self-reliant) or a combination of both.

### Detailed Analysis of Your Strengths and Developmental Areas:

Acting Decisively	Applying Existing Solutions
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>You usually feel you are the best person to make a decision and can keep the big picture in mind when faced with a task.</li> <li>You can stand up for what you believe in.</li> </ul>	<p><b>Developmental Areas</b></p> <ul style="list-style-type: none"> <li>You may not feel the need to check policy before starting a new project.</li> <li>By not reviewing past experience, you may repeat mistakes.</li> </ul>

### Action Items:

#### To optimise your strengths...

- Share your vision. Others will be more likely to support your decisions and you will benefit from their input – a quick discussion with a colleague may save tremendous time in the long run.
- Release log-jams. In team settings there is often a tendency to get stalled on issues that will have little impact on the long-term result. Use your big picture outlook to keep things moving forward.

#### To manage your developmental areas more effectively...

- Cut and paste. When faced with a new project, look to similar projects that someone else in the organisation may have taken on. See if there is anything you can re-use.
- Learn from your mistakes. If you make a mistake, review it and see if a procedural change might prevent it from happening again.

## Understanding Your Behavioural Profile (cont'd)

**Competitive**

**Accommodating**



This scale measures the degree to which you are more inclined to be **Competitive** (assertive and goal orientated) or **Accommodating** (co-operative and team focused) or a combination of both.

### Detailed Analysis of Your Strengths and Developmental Areas:

Driving Results	Collaborating with Others
<b>Strengths</b> <ul style="list-style-type: none"> <li>You are results orientated and seek out opportunities to compete with others.</li> <li>You place a high priority on targets and expect to achieve them.</li> </ul>	<b>Developmental Areas</b> <ul style="list-style-type: none"> <li>You prefer to have control over your immediate environment.</li> <li>In focusing on your own agenda, you may pay less attention to the needs of others.</li> </ul>

### Action Items:

#### To optimise your strengths...

- Take stock of your successes. Think of the specific actions you took to achieve great results and recall situations where others helped along the way. Next time you face a challenge, draw on these experiences to guide you.
- Conduct your own performance review. Where are you compared to your goals? Determine what you are doing well and look for areas where a different approach might be beneficial.

#### To manage your developmental areas more effectively...

- Take a back seat role. Approach your next project with the idea that you do not have to take complete responsibility for the outcome. Instead, seek out the contributions of others and be prepared to share the credit with them.
- Be the last to speak. In meetings, try not to influence the discussion too early on. Filter your comments by asking "Does this need to be said or do I just want to say it?"

## Optimising Your Strengths – Summary

On the chart below, check off those Strengths that are critical to your success and that you want to optimise to improve your performance. Consider these areas:

- Organisational: What competencies has your organisation identified as critical to its future success?
- Career: What do you need to do to be more successful in your current and future roles?
- Motivational: What are you passionate about? What values, interests and goals are important to you?

Identify 2 or 3 Strengths. Then select the one that you want to work on immediately.

(√)	Strengths	Action Items	Page
	<b>Focusing on People</b>	<ul style="list-style-type: none"> <li>• Build bridges.</li> <li>• Encourage open communication.</li> </ul>	A-3
	<b>Building Loyalty</b>	<ul style="list-style-type: none"> <li>• Bring others into your group.</li> <li>• Play the mediator.</li> </ul>	A-4
	<b>Staying Positive</b>	<ul style="list-style-type: none"> <li>• Help others see the bright side.</li> <li>• Speak publicly.</li> </ul>	A-5
	<b>Driving Change</b>	<ul style="list-style-type: none"> <li>• Share your enthusiasm.</li> <li>• Examine the processes your company has in place.</li> </ul>	A-6
	<b>Thriving on Pressure</b>	<ul style="list-style-type: none"> <li>• Create friendly pressure.</li> <li>• Troubleshoot proactively.</li> </ul>	A-7
	<b>Exploring New Directions</b>	<ul style="list-style-type: none"> <li>• Foster change.</li> <li>• Develop a new skill.</li> </ul>	A-8
	<b>Acting Decisively</b>	<ul style="list-style-type: none"> <li>• Share your vision.</li> <li>• Release log-jams.</li> </ul>	A-9
	<b>Being Resourceful</b>	<ul style="list-style-type: none"> <li>• Hold brainstorming sessions.</li> <li>• Look for start-up opportunities.</li> </ul>	A-10
	<b>Driving Results</b>	<ul style="list-style-type: none"> <li>• Take stock of your successes.</li> <li>• Conduct your own performance review.</li> </ul>	A-11
	<b>Asserting Yourself</b>	<ul style="list-style-type: none"> <li>• Find a mentor.</li> <li>• Go in to bat for someone else.</li> </ul>	A-12

**NOTES:**

## Creating Your Personal Action Plan – Strengths

On the next page, you will begin to complete your Personal Action Plan.

- First, transfer the key Strength that you selected on the preceding page.
- Then, use the suggested Action Items to help you set personalised, on-the-job Action Items.

Here's an example of how you might do this:

### ***Suppose your Strength is "THINKING LOGICALLY" and your Action Item is...***

Build a solid business case. Use your talent with facts and figures to help your peers or boss build a quantifiable business case for their arguments.

### ***Your own Action Item might translate into...***

Help the national director prepare a business case for his territory realignment proposal in time for the conference in June.

### ***Your Desired Outcome might be...***

The territory realignment proposal gains acceptance and is fast-tracked for approval.



## Your Personal Action Plan – Strengths

<b>STRENGTH</b> _____	
<b>DEVELOPING ON-THE-JOB ACTION ITEMS</b> (Review the Action Items that will help you optimise this Strength).	<b>TARGET DATE</b>
<ul style="list-style-type: none"> <li><i>Personalise the Action Items related to the key Strength you have selected or create your own Action Items below</i></li> <li><i>State your desired outcome.</i></li> </ul>	
<b>POTENTIAL OBSTACLES</b> ( <i>Identify any potential barriers to success</i> )	<b>WAYS TO OVERCOME OBSTACLES</b> ( <i>What might you do to overcome these barriers?</i> )
<b>ASSESSING YOUR PROGRESS</b> ( <i>To be completed once you have had the opportunity to implement your Action Plan</i> ). <i>How did it go? What was the outcome? In what ways could you further optimise this Strength to achieve greater effectiveness?</i>	

## Managing Your Developmental Areas – Summary

On the chart below, check off the critical Developmental Areas that you want to address. Consider these factors:

- **Organisational:** *What competencies has your organisation identified as critical to its future success?*
- **Career:** *What do you need to do to be successful in your current and future roles?*
- **Motivational:** *What are you passionate about? What values, interests and goals are most important to you?*

Identify 2 or 3 Developmental Areas. Then select the one that you want to work on immediately.

(√)	Developmental Areas	Action Items	Page
	<b>Focusing on Numbers</b>	<ul style="list-style-type: none"> <li>• <i>Make numbers your friend.</i></li> <li>• <i>Get technical.</i></li> </ul>	A-3
	<b>Keeping It Professional</b>	<ul style="list-style-type: none"> <li>• <i>Be impartial.</i></li> <li>• <i>Don't get too close.</i></li> </ul>	A-4
	<b>Developing a Critical Eye</b>	<ul style="list-style-type: none"> <li>• <i>Find a critical resource.</i></li> <li>• <i>Stick to the facts.</i></li> </ul>	A-5
	<b>Staying Focused</b>	<ul style="list-style-type: none"> <li>• <i>Eliminate surprises.</i></li> <li>• <i>Look before you leap.</i></li> </ul>	A-6
	<b>Prioritising</b>	<ul style="list-style-type: none"> <li>• <i>Set realistic timetables.</i></li> <li>• <i>Define your goals.</i></li> </ul>	A-7
	<b>Juggling Tasks</b>	<ul style="list-style-type: none"> <li>• <i>Pace yourself.</i></li> <li>• <i>Develop routine solutions to routine problems.</i></li> </ul>	A-8
	<b>Applying Existing Solutions</b>	<ul style="list-style-type: none"> <li>• <i>Cut and paste.</i></li> <li>• <i>Learn from your mistakes.</i></li> </ul>	A-9
	<b>Respecting Structure</b>	<ul style="list-style-type: none"> <li>• <i>Become more process orientated.</i></li> <li>• <i>Make details your ally.</i></li> </ul>	A-10
	<b>Collaborating with Others</b>	<ul style="list-style-type: none"> <li>• <i>Take a back seat role.</i></li> <li>• <i>Be the last to speak.</i></li> </ul>	A-11
	<b>Listening to Others</b>	<ul style="list-style-type: none"> <li>• <i>Listen actively.</i></li> <li>• <i>Solicit feedback.</i></li> </ul>	A-12

**NOTES:**

## Getting Input from Your Manager or Coach

It is critical that you get input and buy-in from your manager or coach on your Personal Action Plans. Outlined below is the suggested agenda for a one-to-one meeting:

### **STEP 1: Review Section A – Understanding Your Behavioural Profile**

- prior to the meeting, highlight a handful of key Strengths and Developmental Areas to address
- in the meeting, discuss these with your manager

### **STEP 2: Review Section B – Optimising Your Strengths**

- get your manager's agreement on the key Strength you have selected – in what areas will this change make the most positive contribution?
- make note of additions/deletions

### **STEP 3: Review Section C – Managing Your Developmental Areas**

- get your manager's agreement on the key Developmental Area you have selected
- make note of additions/deletions

### **STEP 4: Review Your Personal Action Plans Frequently.**

- get your manager's agreement on your Action Items, target dates and outcomes
- use the extra Personal Action Plan sheets to re-draft if necessary
- agree on how your manager can help you implement your Personal Action Plan and measure results
- set a date to review your progress

***This is your meeting... make the most of it!***

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"In working with many successful people over the years, I've learned that understanding your own strengths and weaknesses is more important to career success than education, intelligence or charisma. Successful people know themselves and consciously play to their strengths. The good news is that we can all learn to do this."

*Jack H. McQuaig,  
Founder,  
The McQuaig Institute®*

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Remember:

- Review your Personal Action Plans with your manager or coach.
- Get the most out of your talents.
- Be patient and persistent.
- Change happens over time, as you establish new habits.
- Even subtle changes can make a difference to your success.

**Additional Action Planners are attached.**