



## Case Study Identifying Potential Leaders/Managers.

### Supervisors: firm claims 100% success

Bad supervisors are among the most expensive mistakes a works manager can make. Yet, as our supervisor survey showed, managers often fail to pick the right people for the right job.

Two years ago this was exactly the problem facing Ray Engineering, a Bristol based company which employs 100 people making Rencol tolerance rings, handles, handwheels and knobs.

People with the right qualifications and relevant experience all too often turned out to be the wrong choice after six months in the job. The commonest problems were indecision, inability to cope with change or unwillingness to take risks, according to managing director Adrian Joyner.

"It was becoming enormously expensive, mostly because of the six months wasted each time," he says. "We are a small, privately owned, dynamic company and we are expanding rapidly - we simply couldn't afford ineffective people.

Today, Joyner claims a 100 per cent success rate with all of his managerial and supervisory appointments. So what has changed?

The answer lies in the adoption of a selection technique developed by the McQuaig Institute in Canada.

The McQuaig method involves two tests. One, the Occupational Test, measures practical intelligence by assessing a candidate's ability to think, learn, adapt and adjust. The other, the Word Survey, claims to provide an accurate profile of an applicant's temperament and so a clear indication of how they will tackle the job and interact with others.

The Word Survey is a 15-minute self-evaluation exercise.

Joyner had Svend Holst carry out the test on four people whose temperaments he knew well. "The results were so accurate that the other directors couldn't believe it wasn't a set-up - they really thought I'd cooked it up." The company signed a contract immediately.

It tested all its existing staff and began to build temperament profiles for specific jobs. Ray Engineering now uses the McQuaig method for all supervisory and management positions.

Joyner uses it as a screening mechanism. He and the other director trained in the technique will then spend anything up to four hours interviewing the short-listed candidates and using the test results to probe any areas of concern.

Getting onto the shortlist depends almost entirely on the results of the McQuaig test, irrespective of the interviewer's "gut feeling", or instinct, says Joyner.

Someone with the right test results, but no experience, would be in a stronger position than an experience candidate with the wrong temperament. "It's far better to begin with good raw material and train. We've learned never to take the best of a bad bunch," says Joyner.

Users of the technique pay a fee based on numbers employed. For that they get regular training, access to a consultant from Svend Holst Associates.

Joyner claims the technique has saved his company considerable time and money. "There has been an enormous improvement in management - we have not had a single failure in the last two years among the people we've taken on by using this method."

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