

**CONFIDENTIAL**

The McQuaig Self-Development Survey®

Sandra Weaver  
Graphic Technologies Inc.

## 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 behavior. 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 Behavioral Profile

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

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

- prioritize 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, prioritize 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 behavior 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 Behavioral 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-oriented and having a desire for change.*

### Structured ↔ Independent



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

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

## Your Profile Highlights

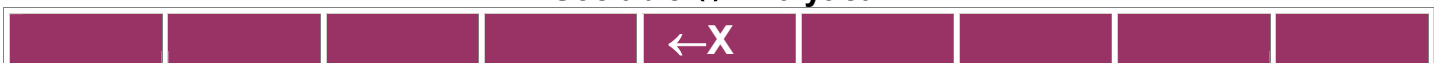
Your responses are typical of individuals who...

### Competitive ↔ Accommodating



- are extremely goal-oriented and step in to take charge of situations;
- are very competitive, need to win and thrive on overcoming obstacles to attain their objectives;
- relish having authority and influence over others;
- seek out challenges and tough problems to tackle;
- like to take risks and hold themselves accountable for the consequences.

### Sociable ↔ Analytical



- combine a somewhat sociable nature with the ability to think analytically;
- favor decisions that make sense logically but also factor in a concern for others.

### Patient ↔ Restless



- are restless, energetic and quick to take action;
- are change oriented, taking on new projects readily;
- work well under pressure and set tight deadlines;
- have a strong sense of urgency.

### Structured ↔ Independent



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

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

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

*Competitive*

*Accommodating*



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

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

| Pushing for Results   | Collaborating with Others   |
|---|---|
| <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>You are highly results oriented, ambitious and assertive.</li> <li>You are unwavering in your desire to succeed.</li> <li>You are very comfortable expressing your point of view.</li> </ul> | <p><b>Developmental Areas</b></p> <ul style="list-style-type: none"> <li>You want control and will automatically take over in many situations.</li> <li>You can be overbearing, discouraging input from others.</li> <li>You may be seen as dominant or self-centered.</li> </ul> |

### Action Items:

#### To leverage 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?"

## Understanding Your Behavioral Profile (cont'd)

*Competitive*

*Accommodating*



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

| Competing  | Teambuilding  |
|--|---|
| <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>You enjoy winning and the success that comes with it.</li> <li>You seek opportunities to go head to head with others and will put a competitive spin on just about anything.</li> <li>You do not hesitate to take on new challenges, especially if the rewards and the risks are high.</li> </ul> | <p><b>Developmental Areas</b></p> <ul style="list-style-type: none"> <li>Your strong desire to "win the battle" may lead you to lose sight of the best solution.</li> <li>You may create long-term adversaries and discourage future alliances.</li> <li>You find it difficult to stay motivated when you do not feel personally challenged.</li> </ul> |

### Action Items:

#### To leverage your strengths...

- Encourage competition among your team. You can increase productivity and get everyone engaged with a little healthy rivalry. Look for opportunities to beat the forecast – or your competitors.
- Take charge of your personal development. Meet with your boss/coach to discuss how your job relates to the goals of the organization and find out what you have to master in your current role to take it to the next level.

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

- Look for a team win. When negotiating, rather than viewing a desired outcome in terms of "What's in it for me?" ask "What's in it for us?" instead.
- Perform an unprovoked act of kindness. For example, send a business opportunity to another division or volunteer to help an associate you do not always see eye to eye with. Create long-term allies who may help you down the road.

## Understanding Your Behavioral Profile (cont'd)

*Competitive*

*Accommodating*



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

| Asserting Yourself  | Listening to Others   |
|---|---|
| <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>You have a great deal of confidence in your abilities.</li> <li>You have definite opinions and believe that your solutions and ideas are the best ones.</li> </ul> | <p><b>Developmental Areas</b></p> <ul style="list-style-type: none"> <li>You may not listen as well as you should.</li> <li>You often find yourself formulating your response before your colleagues have had a chance to finish and can miss opportunities to get buy-in.</li> </ul> |

### Action Items:

#### To leverage your strengths...

- Find a mentor. Pick a person who has had a great impact on your company – someone who does a good job of influencing others while achieving consensus. Seek this person's advice next time you have an idea you want to push through.
- Go to bat for someone else. Use your assertive nature to help out team members who may be struggling with a difficult situation.

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

- Listen actively. Look your colleagues in the eye and nod to indicate that you understand their point of view. Start your response by summarizing what they have said. Never assume you know what someone is going to say before they say it.
- Solicit feedback. Accept the fact that your ideas may not always be the best ones. Bounce them off someone you trust and listen to his/her opinions before moving forward.

## Understanding Your Behavioral 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 oriented) 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 enjoy change and are not wedded to the status quo.</li> <li>You shift focus easily and flourish in fast-paced environments.</li> </ul> | <b>Developmental Areas</b> <ul style="list-style-type: none"> <li>You may jump in without taking the time to plan first.</li> <li>You can go off in too many directions at once.</li> </ul> |

### Action Items:

#### To leverage your strengths...

- Share your sense of urgency. You may be just the shot in the arm that your peers need. Businesses are looking for people who can 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 Behavioral 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 oriented) or a combination of both.

| Exploring New Directions   | Juggling Tasks   |
|--|--|
| <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>You are proactive and look for opportunities to do things differently.</li> <li>You can keep a number of balls in the air at the same time.</li> <li>You look for ways to change and improve things.</li> </ul> | <p><b>Developmental Areas</b></p> <ul style="list-style-type: none"> <li>You can get distracted from a project when something more interesting comes along.</li> <li>Your tendency to leave things until the last minute can create stress.</li> </ul> |

### Action Items:

#### To leverage your strengths...

- Foster change. Join a task force or transition team and draw on your ability to look at things from a fresh perspective. You will not only get the opportunity to shape change, but you may gain a better understanding of why things are the way they are.
- Develop a new skill set. Channel your desire for personal growth by taking a course in an area relevant to your career.

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

- Pace yourself. Drop goals off your list if you need to. Finish three tasks completely instead of semi-completing ten. The next time you are ready to dive into a new opportunity, ask yourself if it is critical or if it is merely exciting.
- Develop routine solutions to routine problems. Routines can help you deal with day-to-day activities efficiently and give you time to tackle more challenging projects.

## Understanding Your Behavioral Profile (cont'd)

*Structured*

*Independent*



This scale measures the degree to which you are more inclined to be **Structured** (systems oriented 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 leverage 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.
- Free up gridlock. 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 organization 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 Behavioral Profile (cont'd)

*Structured*

*Independent*



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

| Being Resourceful   | Respecting Structure  |
|---|---|
| <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>You are determined to make things happen.</li> <li>You seek out solutions and require little direction.</li> </ul> | <p><b>Developmental Areas</b></p> <ul style="list-style-type: none"> <li>You can place too much emphasis on the end result and not enough on the processes to get there.</li> <li>You may skip the details and encounter long-term setbacks.</li> </ul> |

### Action Items:

#### To leverage your strengths...

- Hold brainstorming sessions. Encourage your team to take a more innovative approach to handling issues. Remember to structure the meetings so that everyone contributes and leaves with action items.
- Look for start-up opportunities. Within your company, your natural style is well-suited to entrepreneurial projects. Seek them out.

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

- Become more process oriented. Make an effort to observe and understand the processes and structures that exist in your workplace. They are there for a reason.
- Make details your ally. Schedule time periodically to take care of the details and outstanding items rather than face the consequences of letting things pile up.

## Understanding Your Behavioral 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.

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

| Using Logic  | Communicating Your Message  |
|--|---|
| <b>Strengths</b> <ul style="list-style-type: none"> <li>You can see through to the bottom-line without being too distracted by personal concerns.</li> <li>You prefer to deliver your message in a direct and straightforward manner, without a lot of sugar-coating.</li> </ul> | <b>Developmental Areas</b> <ul style="list-style-type: none"> <li>Your communication style can sometimes be perceived as being too curt, discouraging cooperation.</li> <li>You may discount some very real people issues that need to be addressed before moving forward.</li> </ul> |

### Action Items:

#### To leverage your strengths...

- 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.
- Link your skills to strategy. Find out where the company is going and determine how your skills can best support the company's strategy – and where you may need to upgrade to adapt to future changes.

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

- Start on a positive note. Begin your evaluation of others' ideas with encouragement. When you need to provide critical feedback, present a potential solution wherever possible. Start with something like "In order to make this work, let's...."
- Anticipate emotional concerns. Are there any factors that may interfere with your message? How might your message affect personal factors like self esteem, security, ego, etc.? What sort of mood is your listener in today?

*Note: At the moment, it appears that you are behaving in a way that is even more Sociable than is normal for you – which may temporarily affect the Action Items. Here are some typical reasons for this kind of adjustment:*

- You are in a new environment and want to be liked.
- You feel the need to build even closer bonds with those around you.
- You are trying to understand the motivations of your staff or peers.

## Leveraging Your Strengths – Summary

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

- Organizational: What competencies has your organization 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>Pushing for Results</b>      | <ul style="list-style-type: none"> <li>• Take stock of your successes.</li> <li>• Conduct your own performance review.</li> </ul>               | A-3  |
|     | <b>Competing</b>                | <ul style="list-style-type: none"> <li>• Encourage competition among your team.</li> <li>• Take charge of your personal development.</li> </ul> | A-4  |
|     | <b>Asserting Yourself</b>       | <ul style="list-style-type: none"> <li>• Find a mentor.</li> <li>• Go to bat for someone else.</li> </ul>                                       | A-5  |
|     | <b>Driving Change</b>           | <ul style="list-style-type: none"> <li>• Share your sense of urgency.</li> <li>• Examine the processes your company has in place.</li> </ul>    | A-6  |
|     | <b>Exploring New Directions</b> | <ul style="list-style-type: none"> <li>• Foster change.</li> <li>• Develop a new skill set.</li> </ul>  | A-7  |
|     | <b>Acting Decisively</b>        | <ul style="list-style-type: none"> <li>• Share your vision.</li> <li>• Free up gridlock.</li> </ul>   | A-8  |
|     | <b>Being Resourceful</b>        | <ul style="list-style-type: none"> <li>• Hold brainstorming sessions.</li> <li>• Look for start-up opportunities.</li> </ul>                    | A-9  |
|     | <b>Using Logic</b>              | <ul style="list-style-type: none"> <li>• Build a solid business case.</li> <li>• Link your skills to strategy.</li> </ul>                       | A-10 |

### 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 personalized, on-the-job Action Items.

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

***Suppose your Strength is "FOCUSING ON PEOPLE" and your Action Item is...***

Build bridges. Use your networking ability to raise the profile of your team. Reach out and build a network of partners with whom you can cultivate mutually beneficial relationships.

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

Set-up monthly, informal meetings with our outside service team to get a better understanding of their challenges.

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

Twelve well-attended meetings in the next year. Greater team spirit among outside team with policy changes to address challenges.

## Your Personal Action Plan – Strengths

|   |  |
|---|--|
| <b>STRENGTH</b> _____   |  |
| <b>DEVELOPING ON-THE-JOB ACTION ITEMS</b> (Review the Action Items that will help you leverage this Strength).  | <b>TARGET DATE</b>   |
| <ul style="list-style-type: none"> <li>• <i>Personalize 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. How did it go? What was the outcome? In what ways could you further leverage 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:

- **Organizational:** What competencies has your organization 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>Collaborating with Others</b>   | <ul style="list-style-type: none"> <li>• Take a back seat role.</li> <li>• Be the last to speak.</li> </ul>                  | A-3  |
|     | <b>Teambuilding</b>                | <ul style="list-style-type: none"> <li>• Look for a team win.</li> <li>• Perform an unprovoked act of kindness.</li> </ul>   | A-4  |
|     | <b>Listening to Others</b>         | <ul style="list-style-type: none"> <li>• Listen actively.</li> <li>• Solicit feedback.</li> </ul>                            | A-5  |
|     | <b>Staying Focused</b>             | <ul style="list-style-type: none"> <li>• Eliminate surprises.</li> <li>• Look before you leap.</li> </ul>                    | A-6  |
|     | <b>Juggling Tasks</b>              | <ul style="list-style-type: none"> <li>• Pace yourself.</li> <li>• Develop routine solutions to routine problems.</li> </ul> | A-7  |
|     | <b>Applying Existing Solutions</b> | <ul style="list-style-type: none"> <li>• Cut and paste.</li> <li>• Learn from your mistakes.</li> </ul>                      | A-8  |
|     | <b>Respecting Structure</b>        | <ul style="list-style-type: none"> <li>• Become more process oriented.</li> <li>• Make details your ally.</li> </ul>         | A-9  |
|     | <b>Communicating Your Message</b>  | <ul style="list-style-type: none"> <li>• Start on a positive note.</li> <li>• Anticipate emotional concerns.</li> </ul>      | A-10 |

### NOTES:

## Creating Your Personal Action Plan – Developmental Areas

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

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

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

***Suppose your Developmental Area is "FOCUSING ON NUMBERS" and your Action Item is...***

Make numbers your friend. Get to know percentages, dollar figures and bottom-line financial details – any information that is important to success in your role and the success of your organization.

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

Be prepared to make a better contribution at the next quarterly review. Study the YTD financials and clarify any figures I don't understand with the Controller.

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

Use specific elements from the YTD financials in my presentation at the quarterly review.

## Your Personal Action Plan – Developmental Areas

|  |  |
|--|--|
| <b>DEVELOPMENTAL AREA</b> _____  |  |
| <b>DEVELOPING ON-THE-JOB ACTION ITEMS</b> (Review the Action Items that will help you manage this Developmental Area more effectively).  | <b>TARGET DATE</b>   |
| <ul style="list-style-type: none"> <li>• <i>Personalize the Action Items related to the key Developmental Area you have selected or create your own Action Items below</i></li> <li>• <i>State your desired outcome.</i></li> </ul>                              |  |
|  |  |
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|  |  |
|  |  |
|  |  |
| <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). How did it go? What was the outcome? In what ways could you further manage this Developmental Area to achieve greater effectiveness?</i> ) |  |
|  |  |
|  |  |

## 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-on-one meeting:

### STEP 1: Review Section A – Understanding Your Behavioral 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 – Leveraging 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.**