

CONFIDENTIAL

The McQuaig Word Survey®

Sandra Weaver
Graphic Technologies Inc.

The McQuaig Word Survey® Reports

Sandra Weaver
Graphic Technologies Inc.

Understanding

The Profile

A

This graph provides trained interpreters with a visual picture of her temperament/behavior pattern – illustrating her natural style of behavior and noting any changes she may be making to it because of her current situation.

Interpretation Report

B

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

Selling Style Report

C

A summary of her likely behavior in a sales role, use this report if she is currently in or is an applicant for a sales role in your company or if, in her current role, she is expected to sell her ideas or solutions, persuade others to her point of view, etc.

Recruiting/Promoting

Interviewing Questions – Sales

D

Behaviorally based Interviewing Questions, use these questions to probe into her past, on-the-job behaviors to allow you to predict her future on-the-job behaviors.

Job/Candidate Analysis

E

Use this report to evaluate the match between her natural style of behavior and that of the ideal behaviors required for the position of Sales Representative as described by V.P. Sales.

The McQuaig Word Survey®

Company: Graphic Technologies Inc.

Name: Sandra Weaver

Do: 65

So: 55

Re: 23

Co: 25

Do: 70

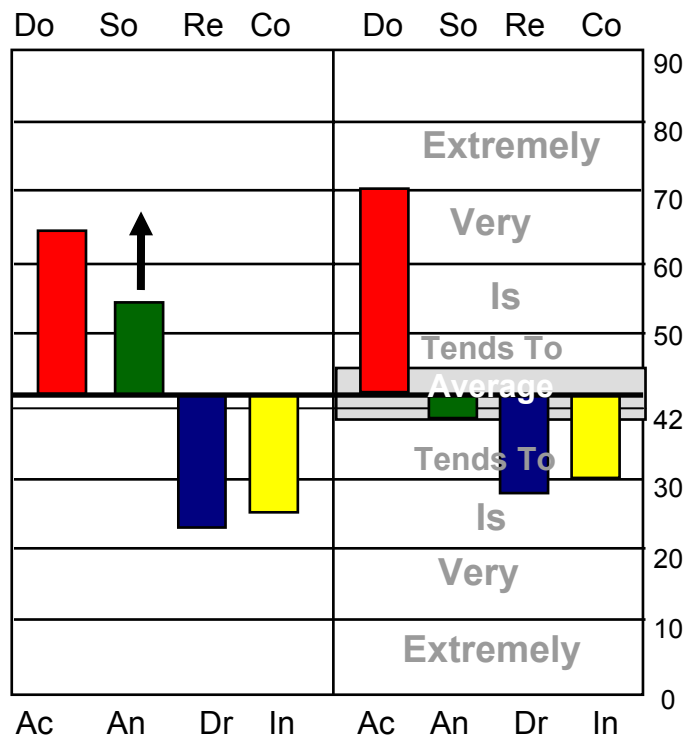
So: 40

Re: 28

Co: 30

Situational

Real



Key to Behavioral Scales

DOminant <> ACcepting:

SOciable <> ANalytical:

RElaxed <> DRiving:

COmpliant <> INdependent:

COmpetitive, GOal Oriented <> DEliberate, CAutious

EMpathetic, EXtroverted <> LOgical, WOrk-Oriented

PAtient, REliable <> REstless, PRessure-Oriented

COnscientious, DEtail-Oriented <> STrong-Minded, PErsistent

The McQuaig System™ – Interpretation Report

Sandra Weaver
Graphic Technologies Inc.

Potential Assets:

This is a particularly competitive and goal-oriented individual who can be forceful in resolving uncertainties. She:

- wants to lead the way in facing new challenges and pulls out all the stops to win;
- displays a wide variety of interests, will not hesitate to take chances, assume risks and is comfortable being accountable for getting things done;
- faces troublesome issues, resistance and obstacles willingly and despite them, or maybe because of them, she aims high, determined to attain her goals;
- is ambitious and not only welcomes but expects authority over others as well as responsibility for them;
- is exceptionally assertive and success-oriented.

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

- 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 herself and others to get results quickly.

Independent and decisive, she is capable of thinking autonomously, using her initiative and acting on her own. She:

- believes her ideas are right and will show a determination to get her own way;
- wants to keep at it until she gets results;
- is capable of making decisions, standing up against some resistance from others and sticking to something she believes in.

She has an average amount of sociability and work orientation. She:

- can work with people but does not require a lot of stimulation from others;
- will often take a more logical, realistic, production-oriented approach to her work, although she will likely try to balance that approach with a certain understanding of others.

On the job at the moment, she is acting more sociably than is normal for her.

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Developmental Considerations:

Extraordinarily ambitious, she needs constant challenge and unlimited opportunities for advancement. She:

- will be very dissatisfied unless she can achieve her goals;
- is very direct and assertive and, as a result, she can step on toes and hurt people's feelings;
- is a risk-taker who may take chances to get ahead.

Restless, she can be impatient and too rushed in how she approaches projects. She:

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

Independent, she can be strong minded and determined to get her own way. She:

- will dislike detail work, although she could be good at it;
- will not work that well under supervision.

Note: She appears to perceive a need to act more sociably than is normal for her on the job right now.

Summary:

A review of key behaviors – this individual has exceptional ambition, an energetic sense of urgency, a sure self-reliance, the capability of balancing facts and feelings. These entrepreneurial profile characteristics demonstrate solid potential for challenging, broad-based, commanding management or production responsibilities or tough, direct new business development. Highly achievement-focused, although not always smooth or diplomatic, she will demonstrate natural potential in a job setting offering plenty of variety and leeway for the implementation of decisions.

Situational Adjustment Indicator:

In behaving quite naturally on the job, she appears to be adapting to whatever situations, if any, she is currently encountering.

Note: While this assessment of her 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 her capabilities fully. This report should be reviewed in combination with The McQuaig Job Survey® results for this position.

The McQuaig System™ – Selling Style Report

Sandra Weaver
Graphic Technologies Inc.

Summary

This profile is typical of people who are particularly suited to generating new business in tough markets. Very assertive, potentially too assertive and dominating, she enjoys the challenge of opening up new territories and closing new accounts. When dealing with existing customers, she concentrates more on up-selling activities than on-going account maintenance.

- She is pressure oriented and will push to move the sale along quickly, preferring short-term sales cycles. In long-term sales, she has the drive to keep the sale moving forward, but she will be impatient if the pace is too slow, shifting her focus to more immediate opportunities.
- Strong minded, she is determined to overcome resistance and bring the sale to a positive conclusion. She enjoys autonomy and prefers unstructured selling roles.
- Recognizing the need to build relationships while presenting information in a factual, straightforward way, she can adapt her communication style – at least temporarily – to accommodate a range of buyers.

Prospecting

- Extremely competitive, she prospects proactively in the toughest sales territories, using all the resources at her disposal. However, she sometimes does not listen as well as she should.
- Her energetic approach helps her prospect actively and thrive under the pressure of meeting her quotas.
- Independent, she is tenacious in her prospecting activities and will likely be a good objection handler.
- During the initial customer contact, she will tend to seek opportunities to build rapport while presenting her business case.

Presentation

- A very goal-oriented individual, she sets direction, maintains control of the sales interview and will work her presentation to achieve her desired outcome. Her firm belief in her own solutions, though, can sometimes cause her to discount dissenting signals from her customer.
- Driving, she delivers a fast-paced presentation, imparting a sense of urgency in her message.
- She states her ideas and recommendations firmly, resolved to have the customer buy into and accept her point of view. Her big picture approach may be too general for the more detail-oriented customer.

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- In presenting her business case, she can gear her presentation to her customer's needs, yet her desire to be in control can sometimes cause her to disregard her customer's viewpoint.

Closing

- Exceptionally success oriented, she will be an aggressive closer.
- She prefers to close early and often, growing frustrated and bored with long delays – sometimes pushing for the close before the right moment.
- Doggedly persistent, she is not afraid to ask for the order repeatedly and try new approaches if rejected. Her occasional lack of attention to detail, though, may result in after-sale problems.
- She can close using logic or emotions but, sometimes, her strong personality can cause her to steam-roll over her customer.

Note: While this report is based on her temperament and offers key information on her potential for success in sales, 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 her capabilities fully. This report should be viewed in combination with the full Interpretation Report and The McQuaig Job Survey® results for this position.

The McQuaig System™ – Interviewing Questions – Sales

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This candidate has described herself as possessing certain behaviors. These questions will help you to assess how she has exhibited these behaviors in the past and whether she has consistently lived up to her full potential. For best possible results, elaborate with open-ended probes which solicit who, what, when, where, why and how responses.

In her answers, you should look for concrete, specific, positive examples of how she has exhibited the behaviors in question and, remember, since many candidates will initially respond with generalities, the deeper you probe, the better.

Most of your interview should center around how she fits the behavioral requirements determined by the job. If she were to behave in this job the way she has behaved in the past, would this be a good fit?

Always be careful to avoid asking any questions relating to age, sex, marital status, cultural background, religion, etc., in your interview.

Competitive

She has described herself as being exceptionally competitive, goal oriented and ambitious.

(positive examples)

Has she shown a strong desire to compete? Has she set (and met) ambitious, challenging targets? Has she solved customer problems effectively? Has she taken calculated risks to realize a sale? Has she worked efficiently with customers and colleagues?

(negative examples)

Has she been a poor team player? Has she been too aggressive with customers and co-workers? Has she had a "win at all costs" attitude? Has she been weak at customer support? Has her ego interfered with the sale? Has she promised too much to get the sale?

- Can you tell me about a time when you had to put everything on the line to close a big sale? What was the result?
- In selling we sometimes experience dry spells and it can be frustrating between successes. Tell me about a time this year when you had a cold spell.
- Occasionally we close a sale only to find problems back at the office that threaten to scuttle the deal. Tell me about a recent situation like that.
- We can't get along with everyone. Tell me about your most obnoxious customer.

Sandra Weaver
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Driving

She has described herself as being driving.

(positive examples)

Has her sense of urgency translated itself into customer action? Has she worked effectively under pressure? Has she adapted well to changes in products, specifications, territory? Has she met her deadlines?

(negative examples)

Has she abandoned long-term sales activities for more exciting ones? Has she put too much pressure on her customers at times? Has she lost patience with them? Have her quick fixes caused problems? Has she dropped the ball?

- Can you give me a recent example where you had to really push to get the sale?
- What's the most routine part of your job?

Independent

She has described herself as being independent.

(positive examples)

Has she successfully overcome customer resistance? Has she been able to get her own way without alienating others in the process? Has she developed innovative solutions to client concerns? Does she have a history of closing?

(negative examples)

Has she been too focused on getting her own way to service the customer effectively? Has she had after-sale problems due to poor follow-through? Has her sales approach been too general for the more detail-oriented customer?

- In sales, we have some tough calls to make. Tell me about the toughest one you had to make in the last year.
- Tell me about a Sales Manager you worked for who was too restrictive.

Sandra Weaver
Graphic Technologies Inc.

Sociable/Work Oriented

She has described herself as having an average amount of sociability and work orientation.

(positive examples)

Has she established good relations with clients without getting too friendly? Has she taken a target-focused approach? Has she been able to deliver "bad news" in a diplomatic way?

(negative examples)

Has she reacted emotionally to sales ups and downs? Has she had problems providing good customer service and developing a strong customer following?

- When making sales presentations some salespeople like to paint an exciting picture, while others prefer a more fact-based approach. Which style do you use most often? Can you give me an example?
- Some customers can be hostile at first. Tell me about a customer you had to win over.

Attention: While the above questions help you, through specific examples from her past history, to understand more fully how she has exhibited her temperament (behavior pattern) as described by her McQuaig Word Survey®, other personal characteristics such as attitudes, self-motivation, stability, emotional maturity and intelligence must be probed thoroughly to understand her capabilities fully. The following are some suggested interviewing questions to use to probe all or a selection of these important areas.

Attitudes and Beliefs

(positive examples)

Has she maintained a positive outlook in slow times? Does she present her company and its products in a good light? Has she set high standards? Has she handled problems ethically? Does she like selling?

(negative examples)

Has she had doubts in her own abilities? Is she openly critical of customers, operations, etc? Has she had difficulty being resourceful when customer problems arose? Has she been focused on what went wrong?

- Tell me about a recent assignment or project at work that demonstrated standards you've set for yourself and your work.
- Tell me about a time when you had to stay positive to close a sale?

Sandra Weaver
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Self Motivation

(positive examples)

Has she pulled herself out of slumps? Has she up sold customers? Has she tried to beat her sales targets? Is she passionate about her company, its products and industry? Has she shown initiative in closing sales?

(negative examples)

Has she done the minimum required? Does she believe targets are unreasonable? Has she had difficulty prospecting? Has she lost interest when she hit a snag? Has she depended on a good economy?

- Tell me about a sales situation where you had to push hard to get the order.
- Tell me about a time when you were really excited by a project or sale.

Stability and Persistence

(positive examples)

Has she stuck with it during good times and bad? Has she worked successfully with difficult customers? Has she viewed rejection as a learning opportunity? Has she overcome rejection or resistance?

(negative examples)

Has she backed away from tough customers? Has she gone for the easiest solution? Has she had difficulty closing large accounts? Has she excuses for not following through? Has she given up?

- Would you tell me about a time when you really had to be tenacious to reach your quota?
- Can you tell me about a time when you faced a number of setbacks in your job? How did you handle it?

Maturity and Judgment

(positive examples)

Has she used a common sense approach? Has she accepted responsibility for her successes and failures? Has she been willing to forego short-term commissions for a bigger sale long term? Has she shared credit?

(negative examples)

Has she shown poor judgment? Has she lacked self discipline? Does she blame the client, the market, the product, the economy – never herself? Has she rationalized her failures? Has she rejected constructive criticism?

- Can you tell me about a time when you've had to make a sacrifice that had little reward in the short-term?

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Graphic Technologies Inc.

- Tell me about a time when you received criticism that you felt was unjust. What did you do?

Aptitudes/Capacity to Learn

(positive examples)

Has she demonstrated the ability to explain new products or specs to her clients? Has she absorbed information readily? Has she been able to solve complex problems for her clients? Does she participate in on-going learning?

(negative examples)

Has she a history of limited progress and achievement? Has she done little outside reading? Has she been reluctant to advise clients of developments? Has she been unable to keep pace with technology?

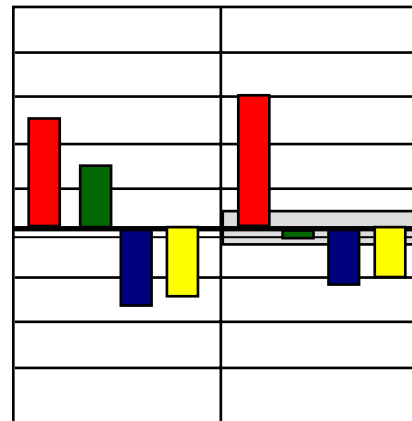
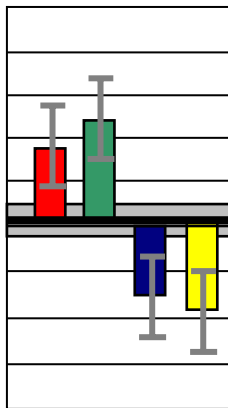
- When you started your last job, what things came to you naturally and what areas did you really have to apply yourself to understand?
- Can you give me an example of a time you had difficulty grasping a new concept?

The McQuaig System™ – Job/Candidate Analysis

Graphic Technologies Inc.

This report compares The McQuaig Job Survey® results for the position of **Sales Representative** (as described by **V.P. Sales**) to **Sandra Weaver's** McQuaig Word Survey® results.

The Job Survey results should be considered in combination with data on currently successful incumbents. As well, the individual(s) who completed The Job Survey should examine the results carefully to judge the "reasonableness" of the behavioral requirements described.



Job – Sales Representative

The candidate for this position must have the following key behavioral characteristics: An ability to assume a role of a generalist nature, possibly with leadership or selling responsibilities, along with a predisposition towards persuasiveness, able to sell his/her own ideas to others in a diplomatic manner; a preference for initiating and setting own direction; an orientation towards achieving results and sense of urgency to set and realize goals; an aptitude for keeping a wide variety of tasks on stream; and a need for autonomy and authority.

Candidate – Sandra Weaver

A review of key behaviors – this individual has exceptional ambition, an energetic sense of urgency, a sure self-reliance, the capability of balancing facts and feelings. These entrepreneurial profile characteristics demonstrate solid potential for challenging, broad-based, commanding management or production responsibilities or tough, direct new business development. Highly achievement-focused, although not always smooth or diplomatic, she will demonstrate natural potential in a job setting offering plenty of variety and leeway for the implementation of decisions.

Sandra Weaver, Sales Representative
By: V.P. Sales, Graphic Technologies Inc.

Overview of Fit

This job calls for someone who is much more sociable and less competitive than Sandra Weaver's natural style of behavior but whose independence and drive are compatible.

While The Word Survey assessment of Sandra Weaver's temperament offers valuable information and focus for your in-depth appraisal, behavioral areas such as attitudes, self-motivation, stability, emotional maturity, intelligence, etc., as well as skills and abilities, must be probed thoroughly to understand her capabilities fully.

Detailed Review of Behavioral Similarities and Differences

Sales Representative

This profile is typical of many good managers, supervisors or new business developers where the keys to success are effective public relations and interpersonal skills.

This job calls for someone who is:

- Very friendly, sociable and out-going, much more interested in people than in ideas and methods
- Independent, persistent and dislikes being supervised
- Restless and energetic, impatient with the status quo
- Competitive and goal oriented, preferring challenge

Sandra Weaver

This profile is typical of many top managers and supervisors as well as of people who do exceptionally well in tough production or new business development roles. However, she may lack a diplomatic approach at times.

Sandra Weaver is:

- Able to maintain a balance between being sociable and analytical
- Independent, persistent and dislikes being supervised
- Restless and energetic, impatient with the status quo
- Extraordinarily competitive, ambitious, goal oriented, even aggressive, needing constant challenges and opportunities for advancement

It is essential to explore both the similarities and differences. To do so, probe for consistency of past behavior patterns through examples of:

- interpersonal skills demonstrated with internal and external contacts
- situations where autonomous decisions have been made and implemented
- handling various high pressure situations
- most challenging assignments undertaken and the results

Sandra Weaver, Sales Representative
By: V.P. Sales, Graphic Technologies Inc.

- types of people problem situations encountered and resolved
- results of major and minor projects undertaken using own initiative
- ability to work effectively in a constantly changing environment
- setting and achieving short- and long-term goals
- work situations where tasks have been performed isolated from others
- situations where resistance and obstacles had to be overcome
- coping with projects requiring long-term, high energy levels and the outcome
- problem solving, motivation and delegation skills
- interactive participation within a work group

Based on your description of the behaviors required for this job, here are some questions to help you assess whether/how your candidate has exhibited these behaviors in the past, especially if you elaborate with open-ended probes which solicit who, what, when, where, why and how responses.

Note: While all of the questions that follow are important, you have described this job as calling for someone who is much more sociable and less competitive than Sandra Weaver's natural style of behavior. You may want to concentrate even more closely on the questions which specifically relate to that particular behavior.

Sociable

This job calls for a salesperson with a high level of sociability.

(positive examples)

has proven an effective networker; has used interpersonal skills to overcome customer hesitation; has handled client problems tactfully; has been involved without losing perspective; has built good rapport with customers and inspired a strong customer loyalty.

(vs. too sociable)

has become too close to customers to close; has confused client contact with actual sales; relied too much on friendship.

(or not sociable enough)

has not developed good customer relations; has expected the product to do the selling; has missed signals.

- Tell me about the biggest presentation you've ever had to make. How did it go?
- Tell me about how you go about developing business contacts.
- Some customers are more difficult to sell to than others. Tell me about a customer who required extra effort.

Sandra Weaver, Sales Representative
By: V.P. Sales, Graphic Technologies Inc.

Independent

This job calls for a salesperson who is independent.

(positive examples)

has achieved targets despite strong obstacles; has overcome customer resistance; has managed to get his/her own way without alienating others; has come up with innovative solutions to client concerns; has disciplined self to follow through; has a history of closing.

(vs. too independent)

has persisted to the point of being inflexible; has pride in forcing opinions on all; has had follow-through issues.

(or not independent enough)

has gone along too easily, even when right; has been distracted, focusing too much on detail.

- In sales, we have some tough decisions to make. Tell me about the toughest one you had to make in the last year.
- Tell me about a Sales Manager you worked for who was too restrictive.

Driving

This job calls for a salesperson who is driving.

(positive examples)

has displayed a restless, driving sense of urgency that excites the customer to action; has a history of acting quickly and energetically to move the sale forward; has consistently recognized the need for fast action; has responded well to intense pressure situations; has adapted well to change.

(vs. too driving)

has abandoned long-term sales prospects for more exciting, new ones; has put too much pressure on.

(or not driving enough)

has missed opportunities by not recognizing priorities; has been slow to respond to customer requests.

- Can you give me an example where you've really had to push to make a sale?
- What's the most routine part of your job? Tell me about it.

Sandra Weaver, Sales Representative
By: V.P. Sales, Graphic Technologies Inc.

Competitive

This job calls for a salesperson who is competitive.

(positive examples)

has shown a desire to compete and achieve better results than others; has set ambitious, challenging targets; has solved problems self-confidently; has taken calculated risks to achieve sales; has worked effectively and persuasively with customers and co-workers.

(vs. too competitive)

has not been a team player; has been too aggressive; has had a "win at all costs" attitude.

(or not competitive enough)

has been unassertive with customers; has avoided risks; has given up when the going got tough.

- Do you think that your current quota is a realistic one? If you had to set your own how would it compare?
- What's the most frustrating thing about being in sales? Tell me about it.
- Tell me about your least favorite customer.

Note: While the above questions assess the temperament requirements as described by The McQuaig Job Survey®, other personal characteristics such as attitudes, self-motivation, stability, emotional maturity and intelligence must be probed thoroughly to understand the candidate's capabilities fully. The following are some suggested interviewing questions to use to probe all or a selection of these important areas.

Attitudes and Beliefs

(positive examples)

has seen the best in difficult situations and in clients; positive viewpoint and confidence in abilities shows through in achievements; believes the customer is always right; has been enthusiastic and client focused; has handled problems ethically.

(negative examples)

has had doubts in own abilities; low record of achievement; openly critical of customers; has demonstrated little resourcefulness when customer problems arise; has been worrisome and pessimistic, focused on what went wrong rather than right.

- Tell me about a recent assignment or project at work that demonstrated standards you've set for yourself and your work.
- Tell me about a time when you had to stay positive to close a sale?

Sandra Weaver, Sales Representative
By: V.P. Sales, Graphic Technologies Inc.

Self Motivation

(positive examples)

demonstrated hard-worker; has tried to beat sales targets; attacked previous work assignments with energy; passionate about company and product; has shown a strong, inner driving force; does not wait to be told; has taken the initiative in many situations.

(negative examples)

did minimum required; little dedication or intensity demonstrated; thinks targets are a waste of time; has shown little initiative; has been bored easily and lost interest; has relied on others for stimulation; indifferent towards clients, products and "selling".

- Tell me about a sales situation where you had to push hard to get the order.
- Tell me about a time when you were really excited by a project or sale.

Stability and Persistence

(positive examples)

has a history of consistent interests, goals and activities over time; has worked with difficult customers to get results; has maintained morale despite obstacles; has viewed turndowns as learning opportunities; has consistently overcome resistance.

(negative examples)

has backed away from tough customers; has not stayed the course; has given up when going got tough; has not completed tasks; has gone for the easy sale; has switched from one sales opportunity to another; has many excuses for not following through.

- Would you tell me about a time when you really had to be tenacious to reach your quota?
- Can you tell me about a time when you faced a number of setbacks in your job? How did you handle it?

Sandra Weaver, Sales Representative
By: V.P. Sales, Graphic Technologies Inc.

Maturity and Judgment

(positive examples)

has used good judgment in the past; has offered a common sense approach; has taken personal responsibility; has accepted constructive criticism; has been willing to forego short-term commissions for a bigger sale long term; has shared credit.

(negative examples)

has acted with little forethought; has lacked self discipline or control; has avoided responsibility; has blamed the client, the market, the product – never his/her fault; closed minded; inflexible; rationalizes; has totally rejected criticism.

- Can you tell me about a time when you've had to make a sacrifice that had little reward in the short-term?
- Tell me about a time when you received criticism that you felt was unjust. What did you do?

Aptitudes/Capacity to Learn

(positive examples)

has easily understood new products or specs and explained same to clients; has absorbed information readily; has solved complex problems for clients; progress and achievements are significant; actively participated in on-going learning.

(negative examples)

has had difficulty learning new skills and concepts; uncomfortable with complex issues; limited progress and achievement; has done little outside reading; has been reluctant to advise clients of developments; has not kept pace with technology.

- When you started your last job, what things came to you naturally and what areas did you really have to apply yourself to understand?
- Can you give me an example of a time you had difficulty grasping a new concept?