

**CONFIDENTIAL**

**SAMPLE**

The McQuaig Word Survey®

Sandra Weaver  
Graphic Technologies Inc.

## The McQuaig Word Survey® Reports

**Sandra Weaver**  
**Graphic Technologies Inc.**

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### 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.

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#### **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 his current situation.

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#### **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.

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### 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.

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#### **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.

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## The McQuaig Word Survey®

Company: Graphic Technologies Inc.

Name: Sandra Weaver

Do: 65

Do: 70

So: 55

So: 40

Re: 23

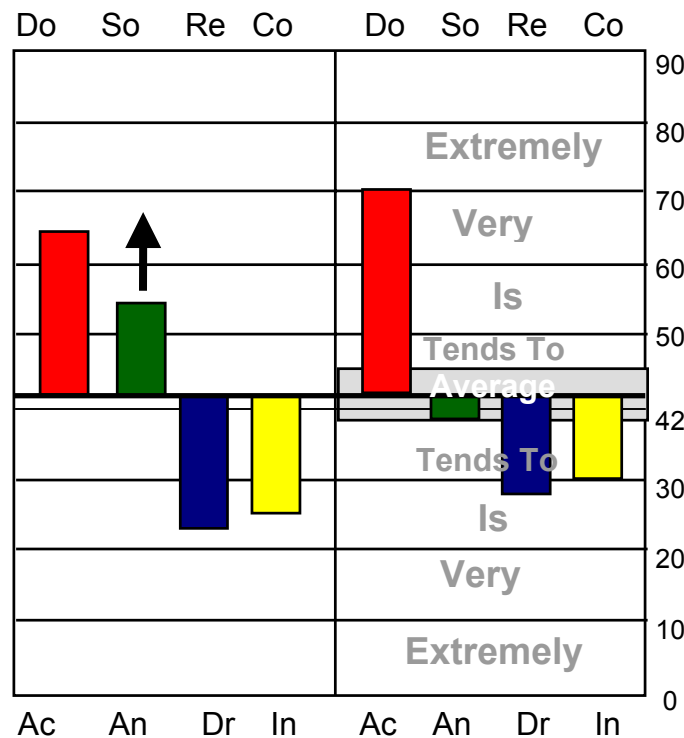
Re: 28

Co: 25

Co: 30

Attempted

Real



### Key to Behavioral Scales

DOminant <> ACcepting:

COmpetitive, GOal Oriented <> DEliberate, CAutious

SOciable <> ANalytical:

EMpathetic, EXtroverted <> LOgical, WOrk-Oriented

RElaxed <> DRiving:

PAtient, REliable <> REstless, PRessure-Oriented

COmpliant <> INdependent:

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

## The McQuaig System™ – Interpretation Report

**Sandra Weaver**  
**Graphic Technologies Inc.**

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### Potential Assets:

This is an extraordinarily competitive and goal-oriented individual who can be aggressive in resolving uncertainties. Winning is very important to her and she will seek to lead the way in facing new challenges. She will not hesitate to take chances, assume risks and is comfortable being accountable for getting things done. She faces troublesome issues, resistance and obstacles willingly and despite them, or maybe because of them, she will be determined to attain her goals. She thrives on difficult assignments and tough competition and is usually a person of action who makes things happen. She tackles problematic situations vigorously, wants to enhance performance and results and does not want to be controlled. She will usually display a wide variety of interests and will seek opportunities to handle many different projects simultaneously. She is ambitious, needs to succeed and not only welcomes but often expects authority over others as well as responsibility for them. She is exceptionally assertive and success-oriented.

Restless and driving, she gets things done quickly. She works well under pressure and enjoys working to tight deadlines. She can adjust to change, is quick to respond to new situations and can work in a changing atmosphere. She has a sense of urgency, likes variety and tries to work at top capacity. She enjoys it when things are really happening and moving and can keep a variety of jobs going at once. She is active, energetic and will vigorously attack the parts of her job she likes to do. She will push herself and others to get results quickly.

Independent and decisive, she is capable of thinking autonomously and acting on her own. She believes her own ideas are right and will show a determination to get her own way. She has the strength and persistence to follow through and keep at it until she gets results. She wants to take charge and use her initiative. She can make up her mind, take action and live with the risks involved in decision making. She is capable of standing up against some resistance from others and sticking to something she believes in. She prefers a situation with freedom to think independently.

She has an average amount of sociability and work orientation. She can work with people, yet does not require a lot of stimulation from others. Although she will often take a logical, realistic approach to her work and is not highly emotional, she will likely balance that approach with a certain sensitivity towards others.

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

**Sandra Weaver**  
**Graphic Technologies Inc.**

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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 and she is so aggressive that it is unlikely she will let anyone stop her. She can be an opportunist and may take chances to get ahead. Very direct and to the point, she can step on toes and hurt people's feelings. Still, she appears to perceive a need to act more sociably than is normal for her on the job right now. Restless, she can be impatient and too rushed in how she approaches projects. She dislikes routine work, but can adjust to some of it. She may pressure 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. She will not work that well under supervision.

**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.**

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### 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.

**Sandra Weaver**  
**Graphic Technologies Inc.**

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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

**Sandra Weaver**  
**Graphic Technologies Inc.**

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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.**

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**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?*

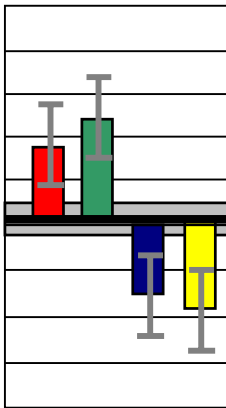
- When making sales presentations some salespeople like to paint an exciting picture, while others prefer a more fact-based approach. Which style do you use most often? Can you give me an example?
- Some customers can be hostile at first. Tell me about a customer you had to win over.

## The McQuaig System™ – Job/Candidate Analysis

### Graphic Technologies Inc.

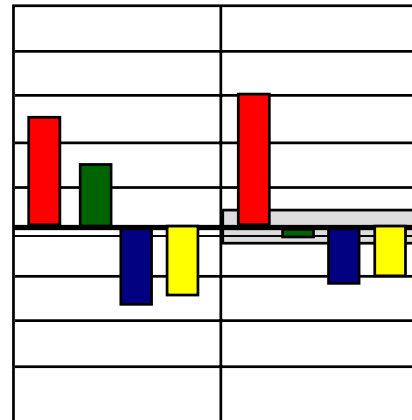
This report compares The McQuaig Job Survey® results for the position of **Sales Representative** (as described by **V.P. Sales**, on May 5, 2003) to **Sandra Weaver's** McQuaig Word Survey® results.

*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 some sort of persuasive leadership or sales role of a generalist nature 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 and persistent, disliking 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:**

- Average in terms of sociability and work orientation
- Independent and persistent, disliking 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.***

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- 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

**For assistance in formulating these profiles, please refer to The McQuaig Job Survey®  
Interviewing Questions for this position.**