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Sandra Weaver  
Graphic Technologies Inc

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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.

B  
_Interpretation Report_  
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.

C  
_Leadership Profile_  
A summary of her likely behavior in a leadership role, use this report if she is currently in or is an applicant for a leadership position in your company or if she may be required to assume leadership responsibilities from time to time (e.g., projects, meetings, special assignments, etc.).

D  
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   own Do’s and Don’ts, comparing your expectations to hers will be especially enlightening.

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   To select the best training approach, use this report if you are training her on a one-to-one
   basis or are considering formal training courses for her. During her first few weeks on the
   job, understanding and using this report can make the induction process go much more
   smoothly.

J  Team Approach
   Use this report to understand how she works in a team. If she is currently on your team and
   you can compare this report with the Team Approach Reports of other members of your
   team, this will add considerably to your understanding of your team’s current dynamics. If
   she is an applicant, use this report to see how her style might impact those dynamics.
The Profile

Sandra Weaver
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The McQuaig Word Survey®
May 10, 2012

Key to Behavioral Scales

DOminant ↔ ACcepting: Competitive, Goal Oriented ↔ Deliberate, Cautious
SOciable ↔ ANalytical: Empathetic, Extroverted ↔ Logical, Task Oriented
RELaxed ↔ DRiving: Patient, Reliable ↔ Restless, Pressure Oriented
COMpliant ↔ INdependent: Conscientious, Detail Oriented ↔ Strong Minded, Persistent
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 task 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.
Interpretation Report

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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.

Situational Adjustment Indicator:

This individual is not making any significant changes on the job at the moment and is coming across in a manner which is natural for her.

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.
Leadership Profile

Sandra Weaver
Graphic Technologies Inc

Introduction

This report offers key information on the natural style of behavior of Sandra Weaver in a leadership role, starting with her potential assets in that role and concluding with possible areas for development. For a fuller understanding of her leadership effectiveness, other personal characteristics such as attitudes, self-motivation, emotional maturity, intelligence, as well as skills and abilities must be considered along with this report.

In working with this report, be sure to use it in combination with the full Interpretation Report and The McQuaig Job Survey® results for the leadership position in question.

Summary

This profile is typical of individuals who are highly results oriented and adopt an assertive, commanding leadership style. Very focused and unwavering in her desire to achieve, she steps up to take charge. She demonstrates the strong leadership characteristics required to face challenging situations.

- Energetic and hard driving, she responds quickly, cultivating a fast-paced, change-oriented workplace.
- She adopts a fairly non-structured leadership approach, delegating the particulars, open to different opinions and new methods for getting things done.
- Although able to balance task orientation with concern for people, she usually adopts a practical, production focused leadership style.

Motivating and Teambuilding

With a strong focus on winning, she promotes internal competition and sets genuinely ambitious, challenging goals with short timeframes. She shares her need for quick action with her team and motivates those around her to fast action. Focusing on the outcome rather than the process, she maintains a more-or-less hands-off approach, generally comfortable with delegating the “how” to her staff. She communicates her ideas in a fairly straightforward manner.
Leadership Profile

**Sandra Weaver**  
Graphic Technologies Inc

**Decision Making and Problem Solving**

Completely self-assured and decisive, she expects to be the one who makes the key decisions, even if unpopular, seeing herself as a resourceful problem solver who:

- puts pressure on to respond quickly, sensing a finite window of opportunity exists for action
- focuses on the big picture, searching out inventive solutions, firmly believing in her convictions, unafraid to make decisions that rock the boat
- believes that decisions should evolve from a blend of intuitive thinking and factual analysis

**Leading Change**

A risk taker who believes she can make it happen, she embraces opportunities to shape change. She uses her innate sense of urgency to keep the momentum going forward quickly. She is innovative in her approach, comfortable with putting a non-traditional spin on things. She will attempt to get buy-in and team involvement, but recognizes that sometimes this is not possible and will not let it stand in her way.

**Developmental Considerations**

While the previous sections have provided key information on the potential assets of Sandra Weaver in a leadership role, below are detailed potential Developmental Considerations which may be associated with this style. Care should be taken during the interview process to determine if some of these potential concerns are significant and/or whether she has adopted strategies to deal with them.

As mentioned, for a fuller understanding of her leadership effectiveness, other personal characteristics (attitudes, self-motivation, emotional maturity, intelligence, skills, abilities, etc.) must be considered along with this report. These may have a major impact on her ability to maintain her capacity to overcome these Developmental Considerations.

Again, in working with this section of the report, be sure to use it in combination with the full Interpretation Report and The McQuaig Job Survey results for the leadership position in question.

- Her strong confidence, ego and aggressive, challenging nature can be intimidating, inhibiting input from her team, leading them to feel that her mind is made up before she asks for their opinions. She tries to control her environment and can set unrealistic goals, possibly instilling a crisis mentality in her staff.
Leadership Profile

Sandra Weaver
Graphic Technologies Inc

- Her need for an immediate resolution can sometimes lead to hasty decisions and too much pressure on her team, while her desire to move to new frontiers may result in unfinished projects. She may overlook the long-term ramifications of change initiatives.

- She sometimes appears to have a vested interest in her own solutions and is not as open to suggestions as she could be. Given her natural dislike of administrative concerns, problems can occur during the implementation phase of her initiatives because of a lack of a clear and specific plan of action.

- Her direct, commanding style can lead to people problems and cause her to overlook morale issues. She may not feel the need to “sell” her ideas or explain decisions to the team, making them feel that their input is not valued.
Selling Style

Sandra Weaver
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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.
Selling Style

**Sandra Weaver**
Graphic Technologies Inc

- 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.
- 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.
Interviewing Questions

Sandra Weaver
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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.

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

<table>
<thead>
<tr>
<th>Positive Examples</th>
<th>Negative Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Has she consistently demonstrated a strong need to win and a healthy sense of competition?</td>
<td>□ Has she consistently put herself first?</td>
</tr>
<tr>
<td>□ Has she set ambitious goals?</td>
<td>□ Has she had conflicts with her boss/co-workers?</td>
</tr>
<tr>
<td>□ Has she stepped up to take charge self-confidently?</td>
<td>□ Has she demonstrated a win-at-all-costs attitude?</td>
</tr>
<tr>
<td>□ Has she taken calculated risks to achieve results?</td>
<td>□ Has she taken unnecessary, irresponsible chances?</td>
</tr>
<tr>
<td>□ Has she worked effectively with people?</td>
<td>□ Has she alienated people by being too egocentric?</td>
</tr>
</tbody>
</table>

□ Can you tell me about a time when you took a big risk to achieve a goal?
□ What’s the most challenging project you tackled last year?
□ What do you consider the least personally rewarding aspect of your job?
□ Tell me about the last time you had to work with a particularly difficult associate.
Interviewing Questions

Sandra Weaver
Graphic Technologies Inc

Driving
She has described herself as being driving.

<table>
<thead>
<tr>
<th>Positive Examples</th>
<th>Negative Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has she demonstrated a sense of urgency?</td>
<td>Has she become bored easily, switching to something “more exciting”?</td>
</tr>
<tr>
<td>Has she sought opportunities for change?</td>
<td>Has she put too much pressure on?</td>
</tr>
<tr>
<td>Has she reacted well in emergencies?</td>
<td>Has she left things to the last-minute, causing delivery problems?</td>
</tr>
<tr>
<td>Has she responded to pressure and deadlines in a timely fashion?</td>
<td>Has she over-estimated how many balls she can juggle?</td>
</tr>
<tr>
<td>Has she multi-tasked effectively?</td>
<td></td>
</tr>
</tbody>
</table>

Can you give me a recent example where you needed a high amount of energy to achieve results?
What’s the most routine part of your job?

Independent
She has described herself as being independent.

<table>
<thead>
<tr>
<th>Positive Examples</th>
<th>Negative Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has she displayed a tendency to think for herself?</td>
<td>Has she had problems working towards and accepting a compromise solution?</td>
</tr>
<tr>
<td>Has she been able to overcome resistance and express her views without alienating others?</td>
<td>Has she bent the rules occasionally?</td>
</tr>
<tr>
<td>Has she made some tough decisions?</td>
<td>Has she had difficulty with follow-through?</td>
</tr>
<tr>
<td>Has she shown initiative?</td>
<td>Has she come across as opinionated?</td>
</tr>
</tbody>
</table>

What was the toughest decision you ever had to make? Why was it so tough?
Tell me about the most restrictive environment you ever worked in.
Interviewing Questions

**Sandra Weaver**  
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**Sociable/Analytical**  
She has described herself as having an average amount of sociability and task orientation.

<table>
<thead>
<tr>
<th><strong>Positive Examples</strong></th>
<th><strong>Negative Examples</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Has she been able to get along with people without requiring constant interaction with others?</td>
<td>Has she over-socialized with her colleagues?</td>
</tr>
<tr>
<td>Has she taken a task-focused approach while being able to keep others in the loop?</td>
<td>Has she reacted emotionally?</td>
</tr>
<tr>
<td></td>
<td>Has she had problems building good relations?</td>
</tr>
<tr>
<td></td>
<td>Has she found it difficult to make unpopular decisions?</td>
</tr>
</tbody>
</table>

- Do you think of yourself as more of an introvert or an extrovert? Can you give me an example of how this has impacted your current job?
- Can you tell me about a former boss who you think would have been more successful if s/he had had better people skills?
Interviewing Questions

Sandra Weaver
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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, optimistic outlook?
- Is she self-confident and do her achievements support this confidence?
- Has she set high personal standards?
- Has she remained ethical in trying circumstances?

Negative Examples
- Has she shown hesitation and doubt in her own abilities?
- Is she openly critical of previous employers and co-workers?
- Has she cut corners to get things done?
- Is she distrustful of others’ motivations?

Tell me about a recent assignment or project at work that demonstrated the standards you’ve set for yourself and your work.

Tell me about a time when you had to stay positive to get a project completed, despite obstacles.

Self Motivation

Positive Examples
- Has she gone beyond what was expected?
- Has she attacked previous work assignments tenaciously?
- Has she been passionate about her work?
- Has she acted without waiting to be told what to do?

Negative Examples
- Has she had difficulty sustaining a strong effort over time?
- Has she few examples of when she went beyond what was expected?
- Has she demonstrated little dedication in previous jobs?
- Has she defined her role narrowly?

Tell me about a project that you felt passionate about.
Interviewing Questions

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Tell me about a time when you were really excited by a project or assignment.

<table>
<thead>
<tr>
<th>Stability and Persistence</th>
<th>Negative Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive Examples</td>
<td>Negative Examples</td>
</tr>
<tr>
<td>---</td>
<td></td>
</tr>
<tr>
<td>Has she have a history of consistent interests, goals and activities over time?</td>
<td>Has she had difficulty staying the course?</td>
</tr>
<tr>
<td>Has she stood up to resistance?</td>
<td>Has she given up when the going got tough?</td>
</tr>
<tr>
<td>Has shekept her morale up and maintained effort despite obstacles?</td>
<td>Does she have a history of uncompleted projects?</td>
</tr>
<tr>
<td>Has she viewed setbacks as learning opportunities?</td>
<td>Has she taken the path of least resistance?</td>
</tr>
<tr>
<td>Has she had difficulty staying the course?</td>
<td>Has she changed focus frequently?</td>
</tr>
<tr>
<td>Has she given up when the going got tough?</td>
<td>Does she have a history of uncompleted projects?</td>
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</tr>
<tr>
<td>Has she changed focus frequently?</td>
<td></td>
</tr>
</tbody>
</table>

Would you tell me about a time when you really had to be tenacious to get the job done?

Can you tell me about a time when you faced a number of setbacks in your job? How did you handle it?

<table>
<thead>
<tr>
<th>Maturity and Judgment</th>
<th>Negative Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive Examples</td>
<td>Negative Examples</td>
</tr>
<tr>
<td>---</td>
<td></td>
</tr>
<tr>
<td>Has she employed a common sense approach?</td>
<td>Has she acted with little forethought?</td>
</tr>
<tr>
<td>Has she accepted responsibility for both good and bad?</td>
<td>Has she shown a lack of self discipline?</td>
</tr>
<tr>
<td>Has she learned from her mistakes?</td>
<td>Does she blame others?</td>
</tr>
<tr>
<td>Has she foregone short-term rewards for longer term benefits?</td>
<td>Has she made bad judgment calls?</td>
</tr>
<tr>
<td>Does she share credit?</td>
<td>Does she rationalize?</td>
</tr>
<tr>
<td>Does she refuse to admit it when she is wrong?</td>
<td></td>
</tr>
</tbody>
</table>

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?
**Interviewing Questions**

**Sandra Weaver**  
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<table>
<thead>
<tr>
<th><strong>Aptitudes/Capacity to Learn</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Positive Examples</strong></td>
</tr>
<tr>
<td>□ Has she absorbed and adapted to new ideas and/or tasks readily?</td>
</tr>
<tr>
<td>□ Does she have a proven ability to solve complex problems?</td>
</tr>
<tr>
<td>□ Has she shown a commitment to on-going learning?</td>
</tr>
<tr>
<td>□ Has she volunteered for new assignments?</td>
</tr>
<tr>
<td><strong>Negative Examples</strong></td>
</tr>
<tr>
<td>□ Has she had difficulty learning new skills or concepts?</td>
</tr>
<tr>
<td>□ Has she shown limited progress and achievement?</td>
</tr>
<tr>
<td>□ Does she do little professional or even outside reading?</td>
</tr>
<tr>
<td>□ Has she had problems with technology?</td>
</tr>
</tbody>
</table>

□ 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?
Management Overview

Sandra Weaver
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Summary: 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.

<table>
<thead>
<tr>
<th>Potential Assets:</th>
<th>Developmental Considerations:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extraordinarily competitive, goal-oriented, even aggressive, she thrives on difficult assignments, faces resistance and wants responsibility. Restless and driving, she likes to get things done quickly and can work under pressure. She is independent and decisive, often showing a determination to get her way. She has an average amount of sociability and task orientation.</td>
<td>She will be dissatisfied unless she is frequently challenged and sees opportunity for advancement. She can hurt people’s feelings. She can be impatient and dislikes routine work, but she can adjust to some of it. She can be strong minded, disliking detail work and being closely supervised.</td>
</tr>
</tbody>
</table>

On the Job: She is coming across naturally for her.

Motivating strategies:

Challenge her constantly and give her control and room to maneuver. Recognize her accomplishments - both publicly and tangibly. Set ambitious goals and targets with her. Keep things moving and get her to set her own deadlines. Give her a variety of assignments and don’t load on too much routine. Delegate some decisions to her and listen to her opinions. Give her her freedom, but let her know when she oversteps her bounds. Use her insights about people but don’t expect her to react enthusiastically to things immediately.

Coaching Guidelines:

- Put her in the spotlight and focus on the big picture.
- Relate assignments to her goals and ambitions.
- Cover a variety of topics in a relatively fast-paced manner, giving her some deadlines to meet.
- Outline some general guidelines and let her experiment, making sure she understands the details.
- Allow for some interaction with others as well as concentration time.
Motivating Factors

Sandra Weaver
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The following descriptions relate to characteristics at their most extreme and may require some modification. If the marker falls in the balanced area, then expect this individual to display a flexible balance between the characteristics described in the right and left paragraphs. But, the further the marker is to the right or left, the more the description in the paragraph directly below the marker will apply.

### Ego

People who are strong in this area are team players who want their team to work together in harmony and will support their team's efforts on projects that provide little personal gain. They seek out positions that provide them with security, good leadership and sound fiscal management. Disliking risky situations, they proceed carefully and prudently, deliberating cautiously before making decisions. Their motto could be, “Let’s be careful out there.”

People who are strong in this area are focused on winning. They are drawn to positions where they have the authority to act and get to call the shots without interference. They want to be in control and dislike taking a back seat to anyone for very long. They expect to be recognized and accept rewards for their work as their right. Spurred on by a strong desire for personal gain and success, their motto could be, “What's in it for me?”

### Status

People who are strong in this area take pride in their ability to think rationally, seeking out situations where the ability to analyze objectively and stick to the point are respected attributes. They keep their office and home life separate, disapprove of office politics, are relatively indifferent to the trappings of success and are uncomfortable with people who expect to be instant friends. Their motto could be, “Let’s be logical.”

People who are strong in this area are open and friendly. They want to be popular and bask in the affection that comes from being likeable. They need to belong and be where there is genuine warmth and emotional commitment. They enjoy the outward signs of success (nice office, plaques on the walls), do not want to be left out and find it hard to identify with people who prefer to keep to themselves. Their motto could be, “Let’s talk.”
Motivating Factors

Sandra Weaver
Graphic Technologies Inc

Timelines

People who are strong in this area thrive on putting out fires – emergencies are exciting, change is good. They rush through life at utmost speed, enjoying any opportunity to shake up the status quo and stir things up. They are excited by plenty of activity, lots of priority juggling. They get bored quickly, lose interest once something becomes routine and believe everyone should share their sense of urgency. Their motto could be, “Let’s do it now.”

People who are strong in this area are easy-going and unflappable. They believe in taking the time to smell the roses. They flourish in stable, family-like surroundings, working with colleagues who share their methodical approach to time management. They appreciate established routines that are not constantly or needlessly changed and become uncomfortable when they feel pressured to meet unreasonable deadlines. Their motto could be, “Haste makes waste.”

Structure

People who are strong in this area believe in their opinions and are not afraid to express them or stick to their guns when opposed. They want the freedom to act independently and the authority to make their own decisions in an environment that listens to and, most often, adopts their point of view. They dislike being told what to do, resist authority and think rules are made to be, if not broken, at least bent. Their motto might be, “I know what to do.”

People who are strong in this area are systems oriented. They look for proper controls, work within established guidelines, attentive to the fine points. They seek out concrete solutions, wrestling with gray areas until clearly defined. Good planners, they can be relied on to implement detailed procedures. They dislike imprecise instructions, unfocused leadership or lack of structure. Their motto might be, “If it’s worth doing, it’s worth doing right.”

Note: The above are highlights only - for a better understanding, see the full Interpretation Report or contact your McQuaig interpreter.
Strategies for Coaching and Developing

**Sandra Weaver**
Graphic Technologies Inc

**Note:** These Do’s and Don’ts are based on an assessment of her temperament only. Other factors such as level of intelligence, emotional maturity, attitudes and others may influence the relevance of some of these points.

**Do**
- encourage her to excel and set challenging goals
- build accountability into her role
- request her opinions on how a project/task should be handled
- make sure she’s aware of the potential for advancement or new responsibilities
- make her accountable for results and entrust her with authority
- let her delegate some of the more intricate details
- ensure tangible rewards/recognition for achievements
- foster a fast changing environment
- involve her in setting deadlines
- provide the opportunity for her to multi-task
- accept that she often gets impatient and bored with routine
- together, build a strategy for her to stay focused on priorities
- foster an environment where she can display initiative and work independently
- welcome her opinions and her willingness to take a stand
- provide opportunities for her to make decisions
- acknowledge her contributions when you act on one of her suggestions
- coach her to adopt a team perspective
- probe into her insights about others; she likes people, and she is also likely to be objective about them
- acknowledge her value to the team
- provide her with a balance between interacting with other people and using her analytical skills

**Don’t**
- control her activities too closely — she needs to feel self-sufficient
- demand that she report every little detail to you — she prefers to be measured on overall results
- infringe on her authority — she is protective of her autonomy
- overlook her accomplishments — recognition is important to her
Strategies for Coaching and Developing

Sandra Weaver
Graphic Technologies Inc

- assign her too many repetitive tasks — she gets bored quickly
- become defensive if she constantly wants to change things — she naturally looks for different solutions
- be too structured in how you want things done — she prefers to determine the course of action herself
- insist on your own approach all the time — she will feel micromanaged
- expect an enthusiastic response to all your suggestions — she prefers to review the facts and figures first
- prevent her from striking a balance between having people contact and staying focused on the task at hand — she likes a combination of both
Developmental Learning Style

Sandra Weaver
Graphic Technologies Inc

Note: This report on her behavioral Learning Style is based on an assessment of her temperament exclusively. It may be advisable to add or delete some statements depending upon her level of intelligence, knowledge, emotional maturity, attitudes and other factors in her present record and past circumstances.

As a naturally competitive and goal-oriented individual, she will respond best to training that lets her rise above the crowd and show others what she can accomplish. She is a big picture thinker who likes to have an understanding of and a sense of control over where the training is going. She wants to know how her participation will contribute to achieving her goals. Programs that give her an opportunity to try things for herself will generate the best results.

She thrives in a fast-paced, plenty of action, happening atmosphere. She does her best work when the training is exciting and when she can see the momentum building. She expects training programs to match her own sense of urgency - moving quickly, energetically, keeping the pressure up, tackling a wide variety of topics all at once. She welcomes the opportunity to be physically active during the session - moving around, joining new breakout groups, etc.

Experimenting, thinking for herself, doing things her own way, these things come naturally to this strong-minded, determined person. She has her own opinions and will express them freely. She much prefers training that focuses more on the overall concept than on the details or the process, but she can stay on track if the rationale for their existence makes sense. Overall, though, she learns best in programs that offer her the opportunity to fill in the blanks for herself.

She can relate to training that offers a good blend of interactive group activities and lectures. Sessions that stress the positive while dealing realistically with the negative will have more impact on her than those that emphasize one over the other. She enjoys entertaining training programs that provide relevant content.
Team Approach

**Sandra Weaver**  
Graphic Technologies Inc

**Synopsis:** Overall, she would be most effective in a strong commanding role in which she could assume responsibility for the group’s direction and control and/or for difficult projects.

**Attributes**

- Naturally very assertive and forceful, she gravitates instinctively towards spearheading projects, helping her fellow team members set immediate and relevant objectives and directions.
- Self-assured and comfortable being in control, she expects to be seen, heard and listened to.
- Her sense of urgency and ability to identify and react to deadlines will help her to spur her fellow team members to quick action.
- Independent, free-spoken and capable of displaying initiative, she will bring to her team options for unconventional procedures and resolutions of problems as well as innovative proposals for projects.
- While inclined to enjoy the interaction within a group to some extent, she also appreciates being able to solo on her own projects.

**Developmental Areas**

- She will not be overly interested or active in a team that does not play to her own agenda, especially if she cannot re-orient its direction.
- Her aggressive, sometimes confrontational style may hamper cooperation among her fellow team members.
- Her desire to get things done fast may cause problems in a group that needs to proceed more slowly.
- Her somewhat individualistic approach may cause friction within a very structured team environment.
- Her focus on bottom line issues may triumph over her concern for their impact on people.

**Managing Guidelines**

She has leadership potential, so give her as much responsibility as possible — if not for the whole project, at least for part of it. However, don’t expect her to be contented with a simple support role and do be prepared for people problems. Capitalize on her production-oriented facilitating style.
Team Approach

Sandra Weaver
Graphic Technologies Inc

Note: A study of this individual’s behavior style is not sufficient to ensure team fit. Other characteristics such as attitude, motivation, maturity, experience and past history need to be assessed in order to make an informed decision. To get the fullest understanding of this individual’s behavior in a team situation, review this report with a trained and experienced McQuaig Interpreter.