

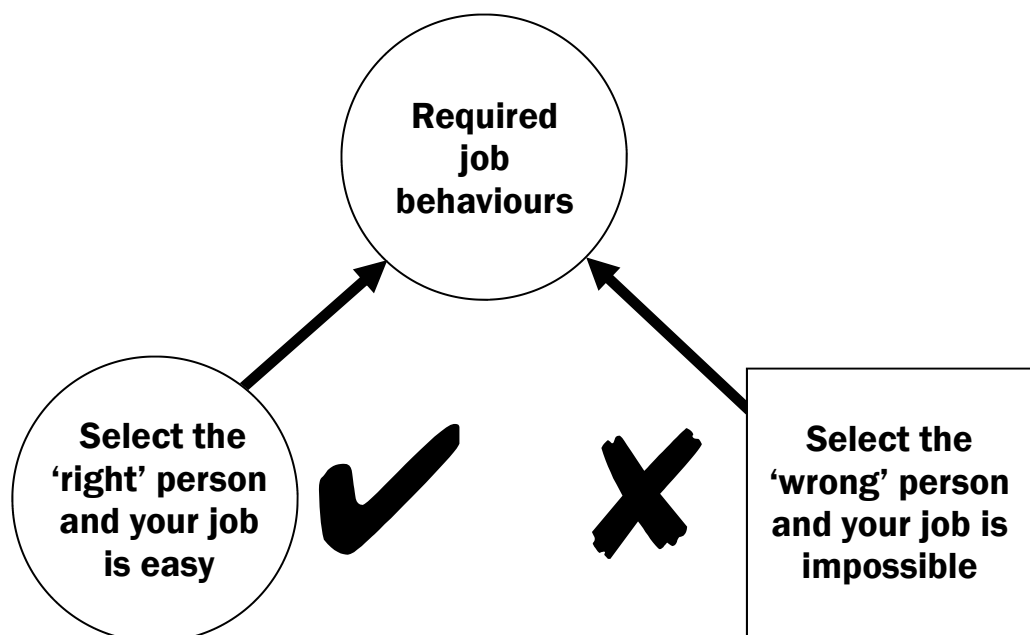
Get the right people in the right job Using the McQuaig System™

**"I'd have to say that my best decisions have had to do with picking people."
Bill Gates, Microsoft**

Would you like to recruit, promote or restructure your work force and be sure...

1. You have hired a competent person who is able to get along with others?
2. You have promoted someone to a management position who is capable of leading?
3. You have restructured your workforce and kept the right people?

Matching the behaviours required for the job and those preferred by the individual is key:



Second Guessing Future Performance...

There are three major areas to probe when selecting and assessing people for jobs:

1. Can they do the job – do they have the ability?
2. How will they do the job – do they have the temperament?
3. Will they do the job for you – do they have the motivation?

...Using The McQuaig System

When selecting people for your jobs The McQuaig System offers a range of reports and tools to support your decision making. The McQuaig Occupational Test together with a cv or questionnaire gives you information on **‘the can do aspects’**. The McQuaig Word Survey describes the behaviour of a candidate, produces in-depth interview questions and gives anticipated answers to help determine character, i.e. **‘the will do aspects’**. Furthermore, the Management Reports help you motivate your chosen candidate to **‘do the job for you’!**

Benefits of The McQuaig System:

- Gives quick and accurate understanding of a person's preferred behaviours
- Gives immediate feedback on working fit
- Helps you get the right people in the right job.

With this tool you can increase the impact and reduce the cost of staff recruitment, promotion and organisational redesign.

How the McQuaig Reports Help

Job Design

The McQuaig Job Analysis
The McQuaig Job Survey

Helps you clearly define the behavioural requirements for the position.

Recruitment / Team Selection

The McQuaig Word Survey
The McQuaig Job Survey
The McQuaig Occupational Test

Help you direct and focus your interviewing probes during the selection process, and identify the type of role the individual would be likely to adopt in a team environment giving you a feeling for fit.

**FUTURE JOB
PERFORMANCE**

Staff Appraisal and Development

The McQuaig Word Survey 360° Observer

Helps you know how others see an individual's approach and how the observed information relates to his or her various relationships.

Staff Management

The McQuaig Word Survey Management Reports

Help you supervise, coach, counsel and motivate your chosen individuals.

The McQuaig Job Analysis™

The McQuaig Job Analysis helps you to define the position thoroughly. It allows you to outline the major responsibilities and challenges, the reporting structure and career opportunities - *what* you want the individual to do. You can then define the credentials and personal attributes required - *how* you expect the individual to perform.

The McQuaig Job Survey®

The Job Survey is an objective assessment which enables you to describe the behavioural demands of a job. It does not necessarily describe the behaviours of an individual currently doing the job; rather, it describes the “ideal” behaviours required and enhances the job specification.

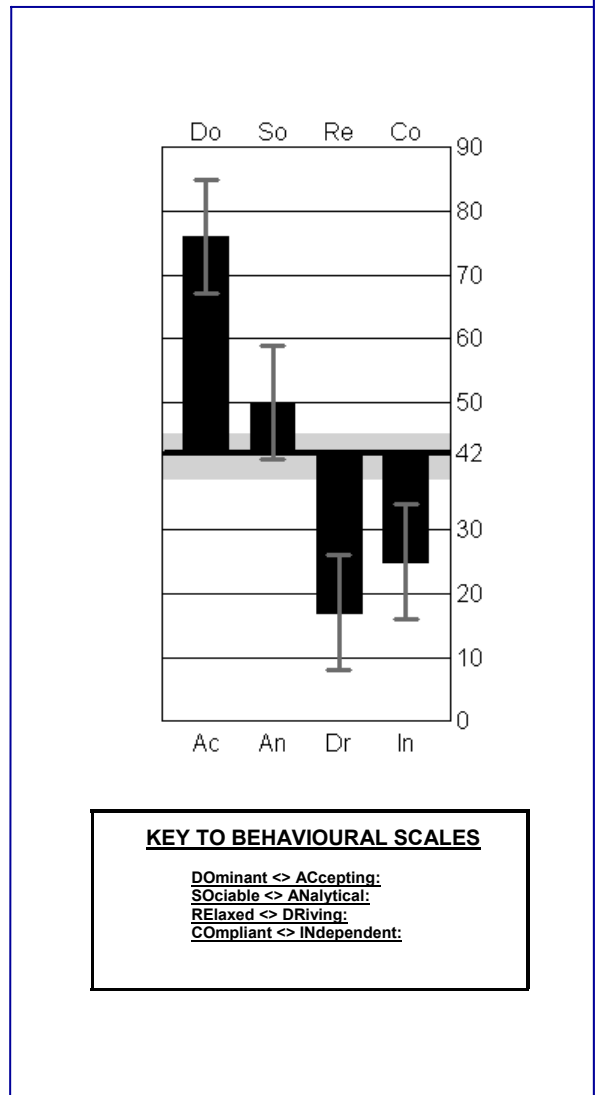
How to Use the McQuaig Job Survey

- To analyse, understand and benchmark the behavioural demands of a job which can then be used as a template to identify the most suitable candidates
- To identify jobs which by their structure or management's expectations call for conflicting behaviours and are, consequently, difficult to staff
- To provide questions to use in an interview to elicit examples from a candidate's past experiences and match these against the identified behavioural demands of the job
- To provide appropriate reference check questions.

Who should complete a Job Survey?

An appropriate combination of:

- The direct supervisor(s) or manager of a position
- The human resource professional responsible for staffing a position
- An individual who is leaving a position following promotion
- A customer (internal or external) of the individual in this position
- The individuals responsible for creating a new position
- Subordinates or co-workers to the position.



The McQuaig Word Survey®

The Word Survey is the core of the McQuaig System. It provides profiles of the individual's real temperament and also how they are behaving on the job. There is also an important comparison between the two which indicates the stress levels which may be currently being experienced.

The Word Survey Report, as shown overleaf, details for each candidate both:

- The **'real' behaviour** - how the candidate has described themselves
- The **'attempted' behaviour** - how the candidate feels their colleagues see their behaviour in the work place.

General Reports Produced from the McQuaig Word Survey

In particular the reports give knowledge of a candidate's:

Assets: This describes the individual's temperament emphasised in order of strength based on their 'real' behaviour - the approach they are most likely to take in any given situation.

Developmental Considerations: This shows the potential limitations of a candidate in the job, again in order of strength, based on their 'real' behaviour.

Neither the 'Assets' nor the 'Developmental Considerations' are good or bad. The point of reference is always what the position requires – i.e. the Job Survey

The Attempted Changes: The attempted profile shows how the individual perceives they behave in their present role. Differences between the 'real' and 'attempted' profiles are noted and placed according to their positive or negative nature. The greater the change, the greater the degree of attention which should be given to understanding the source of these job-related changes

Stress Indicator: This shows the degree of stress a candidate is probably experiencing in their role on a day-to-day basis.

Notes and Cautions: These “flag up” certain aspects of the behaviour style and/or the changes in the 'Attempted' profile which need particular focus and investigation.

The Summary: This recaps the major characteristics of the behavioural style and relates them to general job responsibility areas and preferred work environments.

Overall Perspective: This important paragraph places the behavioural information in perspective - it gives a reminder of the relevance of the other types of information required in order to make well informed people decisions.

Interviewing Questions: These assist the interviewing process and can be selected for 'management', 'general' or 'sales' jobs. The questions assist in probing for attitudes, maturity, self esteem and stability and give anticipated answers to help confirm a candidate's suitability or otherwise.

Leadership Report: Describes the way a candidate will lead and manage others.

Selling Styles Report: Describes the way a candidate will tackle sales situations.

The McQuaig Word Survey® cont.

Management Reports Produced from The McQuaig Word Survey

To manage, motivate and train the selected candidate these reports provide:

Management Overview: Summarises key information on one sheet to assist the line manager. This powerful day to day management tool gives your managers:

- A brief summary of 'Assets' and 'Potential Limitations'
- Tips on how to best manage and coach the individual
- Insight into preferred learning and training styles.

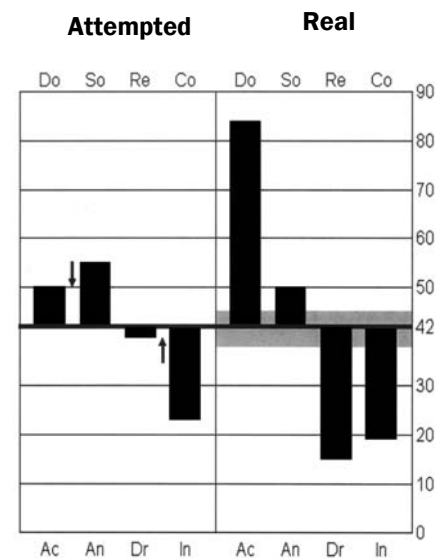
Motivating Factors: Identifies the internal motivators which drive the individual.

Strategies for Supervising and Motivating: Helps managers deal with staff in a way which will activate the internal motivators.

Developmental Learning Style: Identifies the way the individual prefers to learn to enable training and coaching to be more effective.

The Team Approach Report: This report gives valuable insight into:

- The overall role to which the individual is most suited in a team
- The attributes they bring to a team
- Areas of team work which will need development
- Coaching guidelines for the Team Leader to maximise the contribution to the team.



KEY TO BEHAVIOURAL SCALES

Dominant <> Accepting:
Sociable <> Analitical:
Relaxed <> DRiving:
Compliant <> Independent:

The McQuaig Job Candidate Analysis

To give an overview of the “fit” and identify areas where the candidate will behave in a different way to the behaviour identified as being part of the Job Survey you can use the Job Candidate Analysis. This compares the candidate’s Word Survey with the Job Survey prepared for the specific job.

The McQuaig Occupational Test®

The McQuaig Occupational Test measures practical intelligence and indicates an individual’s level of general mental agility, measuring several key components, ie. vocabulary, verbal reasoning skills and the ability to perform simple mathematical functions.

The McQuaig Occupational Test gives you an indication of the level at which a person is capable of thinking. It is a measure of a person’s capacity to grasp new ideas, to solve mental problems and learn quickly.

The McQuaig Word Survey® 360° Observer

The Observer is a tool which allows others to describe how they see an individual. Often referred to as a 360, it can give you a rounded view of their behaviour in everyday operations and business. It allows you to understand how the individual comes across to others and, therefore, their our self-development and growth. It is especially useful in team building.

Who Should Complete An Observer?

Anyone with whom the individual comes into contact on a regular basis; their bosses, peers, subordinates, customers, team members, etc..

When We Should Use The Observer?

- To get feedback and insight on how others see someone
- For upwards appraisal
- To understand and improve team dynamics
- To enhance communication among co-workers
- To help resolve friction between people.

How Our Clients Benefit ...

Our clients benefit in many ways especially since our Annual Licence approach means you can use the reports as often as you like without worrying about the cost. Therefore you get all the benefits for *everyone* in your organisation quickly identifying traits which usually only emerge after several months in a new position.

- **Total flexibility** – McQuaig Online gives line managers reports any time, anywhere
- **Management time saving** – administrators can easily and quickly score and produce reports
- **Minimal disruption** – Only requires two days' initial McQuaig Interpreter training.

- **Improves your managers' effectiveness** – Through 'Word Survey' guidance for coaching
- **Helps managers address "hidden" problems** - Both work related and personal concerns
- **Confidence in the results** - proven validity, reliability and accuracy.

- **Employees meet *your* needs for *your* organisation** – using the Job Survey
- **Use across Europe** – Word Survey and Occupational Tests are in all major European languages
- **Local support** – through The Holst Group network of Associates.

How to get started

The McQuaig System is available on the Internet and as a software based program. The best way to get a feel for the wide range of reports generated and their potential use is to:

1. Request a free trial of The McQuaig System (either paper or web based) by calling or emailing as detailed below
2. Fill-out the trial Word Survey Forms – it only takes approx. 15 mins to complete
3. Have a trained expert feed the results back to you.

To get started please contact us at:

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