28/10/2014

Review of the McQuaig System (behavioural and personality assessments)

Sue Turner Consulting has been investigating various products in the market looking for a cost effective, easy-to-use system that could be used online.

Recently we selected a product from the McQuaig Institute, a Canadian based company.

The McQuaig System is a simple, accurate, talent assessment tool. It:

- Defines the job requirements
- Assesses candidates potential
- Identifies and aids in the development of leaders

Assessment is tied to the role

In a recent study by the McQuaig Institute, HR leaders who have not adopted behaviour and personality assessments offered a variety of reasons, but nearly a third of those echoed a common complaint: hiring managers are unlikely to use assessments because they don't predict the likelihood of success in a specific role.

This reflects the fact that many traditional assessments provide detailed psychological information about the candidate, but don't connect that information to the job the person is applying for, or any job. It's essentially up to the hiring manager and HR to guess, from the assessment results, how the candidate will actually perform.

For buy-in to behaviour and personality assessments they must clearly predict whether the candidate is a match for a specific job or role.

An assessment must be both easy to understand and definitive

Assessment results must be easy to understand and should not be vague about a candidate saying that he "could" or she "might" behave in a certain way, or they might only report on the candidate's positive attributes, hampering the ability of the hiring manager to make a fully informed decision.

An assessment should be definitive, and must describe not just the positive attributes of the candidates but the negative ones as well.

The assessment must not be a time burden for managers or candidates.

Those administering the assessments may be reluctant to do so because they take too long to complete. Many assessments take over an hour to complete and candidates reluctantly take part in these.

With assessments, longer does not mean better – in fact assessments and profiles can be administered in just 15 minutes.

Time is also a problem for the hiring managers themselves, who often spend an hour or more creating the profile of the job candidate they're looking for. The McQuaig system job profile can be completed in 10-15 minutes.

An assessment that builds buy-in from the start

The most effective way to build buy-in is to build it into the assessment from the beginning, through a unique approach to embedding assessments early on into the talent management process. When assessments are used to create the job profile, hiring managers are engaged early on in identifying what they need in a successful candidate and the results from the candidate assessments become much easier to understand and work with.

Done this way, the entire process becomes more effective and transparent. Candidate results make sense because they can be seen in context – the context that the hiring managers themselves have created. Because the hiring managers and HR can understand and use the assessments – without special assistance- they can reach their own conclusions and come to a consensus.

Step 1 –The McQuaig Job Survey

The Job Survey is a technique that enables individuals to define the behavioural demands of a job, singly or as a consensus task.   It does not necessarily describe the behaviour of an individual currently doing the job; rather, it portrays the "ideal" behaviours required.

What is the purpose of the Job Survey?

- To express, analyse, understand and benchmark the behavioural demands of a job
- To identify jobs which, by their structure or management's expectations, call for conflicting behaviours and are, consequently, difficult to staff
- To provide interviewing questions to elicit examples from a candidate's past experiences which relate to the identified behavioural demands of the job
- To provide reference checking questions to draw forth more examples to verify the information obtained in the interview about an individual's past behaviours.

Who should complete a Job Survey?

- The direct supervisor(s) of the position
- An incumbent who is leaving the position
- The HR professional responsible for staffing the position
- A customer/client of the individual in the position
- The individuals who are responsible for creating the position
- Direct reports or co-workers to the position

There are three primary ways to create a behavioural profile for a job

1. Individual method: one person identifies the traits that will be required to succeed in a role
2. Stakeholder method: all stakeholders identify what they believe are the traits required to succeed and then they (or the assessment system) builds a composite. If there are major differences, this is a great opportunity to discuss the results, agreeing on a common profile.
3. Top performer method: profile the top performers that are already in the role and use the result as the model for the ideal candidate

When to complete a Job Survey

- For any newly created position
- For vacancies
- In restructuring
- For high turnover jobs
- In defining team roles

Completing a Job Survey online takes approximately 15 minutes.

The Job Survey produced a detailed document outlining:

- *The Profile*
  A visual picture of the specified temperament/behaviour pattern for this position.

- *Interpretation Report*
  An overview of expectations for high performance in this job along with specific behavioural factors, potential considerations for managers and some CV screening tips.

- *Leadership Profile*
  An overall summary of the leadership requirements for this position, followed by a breakdown of how candidates should approach motivating and teambuilding; decision making and problem solving, leading change and, finally, a description of the developmental considerations that would be associated with these behaviours.

- *Selling Style Report*
  An overall summary of the behavioural requirements for this sales position, followed by a breakdown of how candidates should approach prospecting, presenting and closing.

- *Interviewing Questions*
  Behaviour-based questions, specifically relating to the candidate's Style position, designed to elicit responses that will help the candidate describe how s/he has behaved in similar situations in the past.

- *Reference Checking Questions*
  Behaviour-based questions, specifically relating to the Style position, designed to elicit responses from a Reference Giver which will illustrate how the candidate has behaved in similar situations in the past.

Step 2 - The Word Survey

The word survey is completed by the candidate.

The Word Survey is a tried and trusted method of appraising a job candidate's temperament style — probably the most important factor for predicting success in key jobs such as selling, supervising or managing and highly predictive in determining suitability for any job role. The Word Survey, a highly efficient, well validated, self-appraisal technique, gives the hiring executive information on how the candidate will perform on the job — highlighting potential strengths and weaknesses. Additional reports included are perfect for managing and coaching the individual once hired.

The Word Survey provides detailed reports of sales potential, leadership style, capacity to work under pressure, to work independently, to work with detail, as well as the candidate's ability to co-ordinate efforts with others. The reports included are:

- The Profile – this graph provides a visual picture of the candidate's temperament/behaviour pattern – illustrating their natural style of behaviour and noting any changes they may be making to it because of their current situation
- Interpretation Report – this report is used for a comprehensive and fundamental understanding of the potential assets the candidate brings to a job, possible areas for development/concern and an indication of their adjustment to their current situation
- Leadership Profile – a summary of the candidate's likely behaviour in a leadership role, this report is used if the candidate is currently in or is an applicant for a leadership position in the organisation or if they may be required to assume leadership responsibilities from time to time (e.g. projects, meetings, special assignments)
- Selling Style – a summary of the candidate's likely behaviour in a sales role, this report is used if the candidate is currently in or is an applicant for a sales role in the organisation or if, in their current role, they are expected to sell their ideas or solutions, persuade others to their point of view etc.
- Interviewing Questions – behaviourally based interviewing questions to be used to probe into the candidate's past on-the-job behaviours to allow you to predict their future on-the-job behaviours.
- Management Overview – this report is used on a regular basis as a quick reminder of the candidate's profile
- Motivating Factors – this report is used to understand the candidate's inner needs in order to assess whether they are being met in their current job or if they would realistically be met in a potential new role.
- Strategies for coaching and developing – this report is used for guidance on how to work with the candidate effectively. A list of Do's and Don'ts is provided
- Developmental learning style – to select the best training approach, this report is used if you are training the candidate on a one-on-one basis or are considering formal training courses for them. During the first few weeks on the job this report can make the induction process go much more smoothly.
- Team Approach – this report is used to understand how the candidate will work in a team. If they are 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 the team's current dynamics. If the candidate is an applicant, this report is used to see how their style might impact those dynamics.

The Job Fit Interview Guide

This report is designed to assist in the comparison of the candidate to the behavioural job demands for the role, as specified by the Job Survey undertaken previously. It assists the interviewer in developing an interview strategy that probes more deeply into on-the-job behaviours.

Trial undertaken

A client of Sue Turner Consulting trialled the system in October 2014. The role was for a Manager, Youth and Family Services in a large community based organisation. Our Consultant together with the Senior Manager of Community Services completed the job survey, three shortlisted candidates completed the word survey.
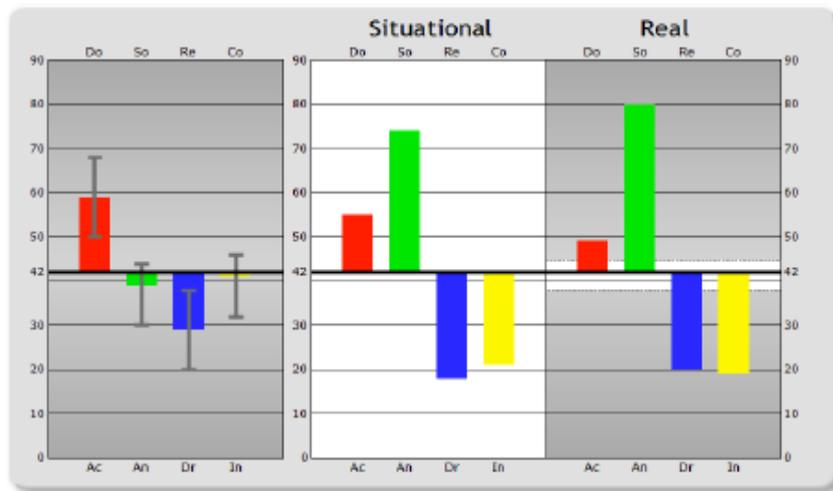
The Profile (graph) Example

Interview Guide: Manager Youth and Family Services

Sue Turner Consulting

Graphical Summary

This report compares The McQuaig Job Survey® results for the position of Manager Youth and Family Services (as described by TRG Benchmark on October 7, 2014) to The McQuaig Word Survey® results for

Manager Youth and Family Services

Key to Behavioural Scales

🟥	DOminant ↔ ACcepting:	Competitive, Goal Orientated ↔ Deliberate, Cautious
🟩	SOciable ↔ ANalytical:	Empathetic, Extroverted ↔ Logical, Task Orientated
🟦	RElaxed ↔ DRiving:	Patient, Reliable ↔ Restless, Pressure Orientated
🟨	COmpliant ↔ INdependent:	Conscientious, Detail Orientated ↔ Strong Minded, Persistent

Summary of Job Fit: *POTENTIAL MATCH*

The scores of _____ produce a potential behavioural match to The Job Survey.

Caution: We strongly recommend that you probe thoroughly into areas where _____ does not match The Job Survey, as indicated in the Analysis of Job Fit on A-2.

The McQuaig Word Survey® · 9 October 2014   Page 2
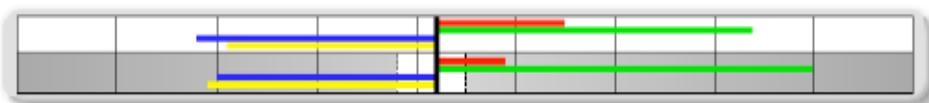
In the example on the previous page, the graph depicted has three sections

- The role as depicted in the completed Job Survey
- The situational (how the candidate believes other people see them)
- The real (how the candidate sees themselves)

The grid has measurements on the left and right side. The greater the deviation from the Balanced Line (42) the greater the strength of the trait indicated and hence the more likely it is to be displayed.

Situational and Real Profiles

Situational	Real
Reflects our situational side, shows how we are reacting on the job or, if not working, in our current situation. Produced from the response to Side 1 of the word survey (how other people think of you), this is the changeable side of our temperament as we attempt to cope with various situations.	The real side portrays our natural behaviour style. Generated from Side Two of the word survey (what are you really like), this is the stable side of our profile. Our fundamental temperament traits can moderate or intensify in strength but they rarely change in substance unless we are having some unusual problems.

The Job Fit Guide will present an analysis on the candidate's Job Fit and Interview questions based on the results around the following traits:

- Drive
- Independence versus compliance
- Dominance versus Sociability
- Attitudes and beliefs
- Self motivation
- Stability and persistence
- Maturity and judgement
- Attitudes and capacity to learn

Scoring sheets are also provided to score candidates answers.

Summary

The system was easy to use and provided comprehensive insight into candidates. The three shortlisted candidates who undertook the survey were given a summary of their results and all agreed that it was a true indication of their personality and behavioural traits. One unsuccessful candidate also sent an email to advise that he was very impressed with the interview questions and process in general compared to other processes he had undertaken recently.

The interview panel found the process easy to use and an asset in the decision making process. It is an advantageous tool for panel members to use and provides a cost effective, transparent process that is easily accountable.

Sue Turner Consulting
HR Management & Staff Development

McQuaig Behavioural/Personality/Job Profiling/Self Development

2015 Client Pricing

Quantity	Cost per test	Total Cost
1 -4	$280.50	$280.50
5*	$236.50	$1182.50
10*	$198.00	$1980.00
25**	$165.00	$4125.00
50**	$137.50	$6875.00
100**	$99.00	$9900.00

*= must be used within 1 year

**= must be used within 2 years

To discuss your requirements please contact

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