

CONFIDENTIAL

The McQuaig Word Survey®

Harry Smith
Graphic Technologies Inc.

April 24, 2007

Assessment of Job Fit: Team Leader Interview Guide for Harry Smith

Graphic Technologies Inc.

This report is designed to help you compare Harry Smith's profile to the behavioural job demands for the role of Team Leader, as specified by VP Consulting. It will assist the interviewer in developing an interview strategy that probes more deeply into on-the-job behaviours.

Interviewer Checklist

1. Before the Interview

- Review job requirements, the candidate's résumé and The McQuaig Word Survey®
- Telephone screen the candidate to clarify skills and fit.
- Review the interview questions and get an understanding of what to expect in the responses.

2. Interview Structure (1 hour interview)

- First 5 Minutes: Offer a refreshment, develop rapport; make the candidate feel comfortable, discuss areas of common interest.
- Next 5 Minutes: Inform candidate of interview structure; provide a brief overview of your company and the role but do not describe specific qualities that you seek in the ideal candidate.
- Next 40 minutes: Candidate provides information about job history. If the candidate has questions, defer to the end of the interview.
- Final 10+ minutes: Candidate asks questions. Discuss the great opportunity that your company provides, but also make them aware of the possible challenges the successful candidate may face.

Tips:

- Be on time.
- Ensure no interruptions from phones, email, people.
- Do not read questions to the candidate – ask them in a casual, friendly tone.
- Be non-judgmental – the interview is for information gathering, not decision-making.
- The candidate should be doing 80% of the talking.
- Take brief notes, but maintain eye contact.
- Smile – treat every candidate like a customer.

3. After the Interview

- Review your notes, add detail, score responses and make a recommendation.

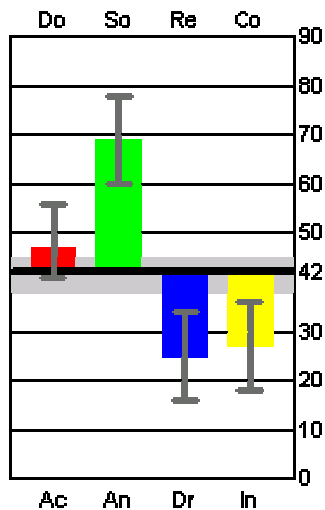
Note: In most countries, human rights or equal opportunity legislation makes it unlawful to ask or record anything that would indicate the candidate's age, sex, marital or family status, etc.

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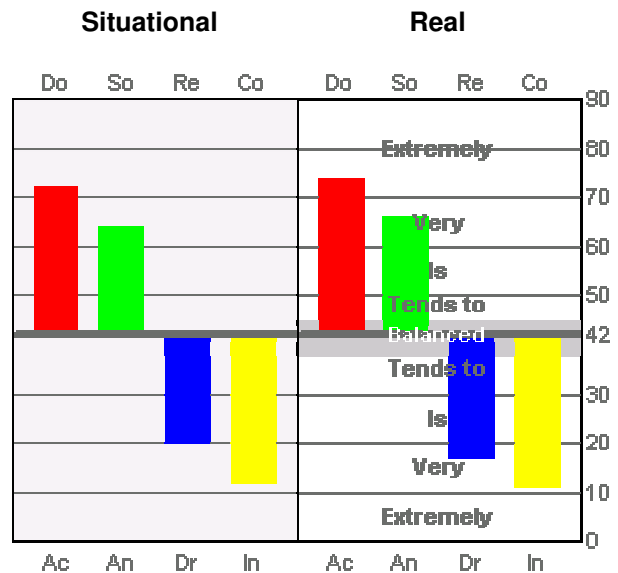
Graphical Summary

This report compares The McQuaig Job Survey® results for the position of **Team Leader** (as described by **VP Consulting**, on May 25, 2007) to **Harry Smith's** McQuaig Word Survey® results.

Team Leader



Harry Smith



Key to Behavioural Scales

DOminant <> **AC**cepting:
SOciable <> **AN**alytical:
RElaxed <> **DR**iving:
COmpliant <> **IN**dependent:

COmpetitive, **GO**al Oriented <> **DE**liberate, **CA**utious
EMpathetic, **EX**troverted <> **LO**gical, **TA**sk Oriented
PAtient, **RE**liable <> **RE**stless, **PR**essure Oriented
COnscientious, **DE**tail Oriented <> **ST**rong Minded, **PE**rsistent

Summary of Job Fit: PARTIAL MATCH

Harry Smith's profile and factor scores produce a partial behavioural match to The Job Survey. However, other factors such as attitudes, emotional maturity, intelligence, skills and abilities must be probed thoroughly to understand his capabilities fully.

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Analysis of Job Fit

Below we compare Harry Smith's Real profile to the behavioural job demands.

Sociable ⇔ Analytical: Strong match

Harry Smith falls within the desired range on this scale.

Relaxed ⇔ Driving: Strong match

Harry Smith falls within the desired range on this scale.

Compliant ⇔ Independent: Partial match

Harry Smith is just outside of the desired range on this scale.

Dominant ⇔ Accepting: Does not match

Harry Smith is well outside of the desired range on this scale.

Overview

Job: Team Leader

Success in this position requires someone who is...

- Very friendly, sociable and out-going, much more interested in people than in ideas and methods
- Restless and energetic, impatient with the status quo
- Independent, persistent and dislikes being supervised
- Basically competitive in approach, looking for some challenge

Candidate: Harry Smith

Harry Smith is...

- Very friendly, sociable and out-going, much more interested in people than in ideas and methods
- Very restless, driving and energetic, very impatient with the status quo, disliking routine work
- Very independent, persistent and decisive, very uncomfortable being supervised
- Extraordinarily competitive, ambitious, goal oriented, even aggressive, needing constant challenges and opportunities

The section entitled *Strengths Analysis* will delve into areas where there is a strong match. The section entitled *Gap Analysis* will address potential gaps.

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Strengths Analysis

Harry Smith has scored within the desired range on the **Sociable ↔ Analytical** Scale.

The following questions will help you determine whether Harry Smith uses his sociability in a productive way. Positive and negative examples of the trait have been provided to help interpret the responses. Probe to insure that you get specific, detailed responses.

| Sociable This job calls for someone with a high level of sociability. | |
|---|--|
| <p>(positive examples) <i>has demonstrated good communication skills; has remained positive and optimistic in difficult times; has handled people problems tactfully; has become involved without losing perspective; has built harmonious relationships with co-workers.</i></p> | <p>(vs. too sociable) <i>has been distracted easily; has reacted emotionally; has had problems listening effectively.</i></p> |
| | <p>(or not sociable enough) <i>has not developed good relationships; has overlooked people concerns; has been distant.</i></p> |
| <p>Tell me about a time in your current/last job where you needed to put your people skills to work.</p> | |
| <p>Tell me about a recent project you were involved in where there was conflict or disagreement.</p> | |

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Tell me about the most unpopular decision you made within the last year.

Summary: Sociable Trait

| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--|---|---|--|---|---|--|
| Very strong evidence that the candidate DOES NOT use this trait effectively. | Strong evidence that the candidate DOES NOT use this trait effectively. | Some evidence that the candidate DOES NOT use this trait effectively. | The candidate may or may not use this trait effectively. | Some evidence that the candidate DOES use this trait effectively. | Strong evidence that the candidate DOES use this trait effectively. | Very strong evidence that the candidate DOES use this trait effectively. |

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Strengths Analysis

Harry Smith has scored within the desired range on the **Relaxed ↔ Driving** Scale.

The following questions will help you determine whether Harry Smith uses his driving nature in a productive way. Positive and negative examples of the trait have been provided to help interpret the responses. Probe to insure that you get specific, detailed responses.

| Driving This job calls for someone who is driving. | |
|--|--|
| <p>(positive examples) <i>has consistently shown a restless, driving sense of urgency; has a history of diving in quickly and energetically; has searched out opportunities for change; has responded well to intense pressure and deadlines; has set a fast pace.</i></p> | <p>(vs. too driving) <i>has rejected the status quo; puts too much pressure on; has been very "last-minute" in approach.</i></p> |
| | <p>(or not driving enough) <i>has reacted negatively to short timeframes; has been slow to respond to emergencies.</i></p> |
| Give me a recent example of when you needed a high amount of energy to achieve results. | |
| Tell about a time when you had to make a tradeoff to meet a tight deadline. | |

Summary: Driving Trait

| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--|---|---|--|---|---|--|
| Very strong evidence that the candidate DOES NOT use this trait effectively. | Strong evidence that the candidate DOES NOT use this trait effectively. | Some evidence that the candidate DOES NOT use this trait effectively. | The candidate may or may not use this trait effectively. | Some evidence that the candidate DOES use this trait effectively. | Strong evidence that the candidate DOES use this trait effectively. | Very strong evidence that the candidate DOES use this trait effectively. |

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Gap Analysis

Harry Smith has scored just outside the desired range on the **Compliant ↔ Independent** Scale.

The Job Survey calls for someone who is less independent than he is. To determine how this will impact job performance ask the questions below.

Explore his past looking for examples where he needed to behave less independently and how it affected his performance. Positive and negative examples of the trait have been provided below. Probe to insure that you get specific, detailed responses.

Independent

This job calls for someone who is independent.

(positive examples)

has offered an independent, determined, "think for myself" approach; has faced up to resistance; has shown an ability to express views without alienating others; has demonstrated decisiveness; has been innovative and adaptable.

(vs. too independent)

has persisted to the point of being inflexible; has been too opinionated; has disregarded rules.

(or not independent enough)

has not been assertive, even when right; has had difficulty showing initiative.

What was the toughest decision you ever had to make? Why was it so tough?

Tell me about a time you came up with an innovative idea that was not well received.

Summary: Independent Trait

| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--|---|---|--|---|---|--|
| Very strong evidence that the candidate DOES NOT use this trait effectively. | Strong evidence that the candidate DOES NOT use this trait effectively. | Some evidence that the candidate DOES NOT use this trait effectively. | The candidate may or may not use this trait effectively. | Some evidence that the candidate DOES use this trait effectively. | Strong evidence that the candidate DOES use this trait effectively. | Very strong evidence that the candidate DOES use this trait effectively. |

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Gap Analysis

Harry Smith has scored well outside the desired range on the **Dominant ↔ Accepting** Scale.

The Job Survey calls for someone who is much less competitive than he is. To determine how this will impact job performance ask the questions below.

Explore his past looking for examples where he needed to behave much less competitively and how it affected his performance. Positive and negative examples of the trait have been provided below. Probe to insure that you get specific, detailed responses.

| Dominant | |
|--|---|
| This job calls for someone who is somewhat dominant and competitive. | |
| <p>(positive examples) <i>has demonstrated a need to win and a healthy sense of competition; has set ambitious, challenging goals; has stepped up to take charge self-confidently; has taken calculated risks to achieve results; has worked effectively and persuasively with people.</i></p> | <p>(vs. too dominant) <i>has competed instead of collaborating with colleagues; has been too aggressive; has taken irresponsible chances.</i></p> |
| | <p>(or not dominant enough) <i>has been too unassertive and submissive; has avoided confronting uncomfortable situations.</i></p> |
| <p>Tell me about a time at work recently when you were in a competition.</p> | |
| <p>Tell me about a recent goal you set for yourself.</p> | |

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Tell me about a difficult associate. How did you work together?

Summary: Dominant Trait

| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--|---|---|--|---|---|--|
| Very strong evidence that the candidate DOES NOT use this trait effectively. | Strong evidence that the candidate DOES NOT use this trait effectively. | Some evidence that the candidate DOES NOT use this trait effectively. | The candidate may or may not use this trait effectively. | Some evidence that the candidate DOES use this trait effectively. | Strong evidence that the candidate DOES use this trait effectively. | Very strong evidence that the candidate DOES use this trait effectively. |

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Behavioural Summary

| | | | | | | |
|--|---|---|---|---|---|---|
| Score the level of fit based on Word Survey Results and responses to Questions. | | | | | | |
| Sociable ⇔ Analytical Scale | | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Relaxed ⇔ Driving Scale | | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Compliant ⇔ Independent Scale | | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Dominant ⇔ Accepting Scale | | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Total Behavioural Score (Sum of four scores above) | | | | | <input style="width: 40px; height: 20px;" type="text"/> | |

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Competencies

| Skills/Experience Summary | | | | | | |
|-------------------------------------|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Fit To Company Competency (Specify) | | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Fit To Company Competency (Specify) | | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Fit To Company Competency (Specify) | | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Fit To Company Competency (Specify) | | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Fit To Company Competency (Specify) | | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Fit To Company Competency (Specify) | | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| References | | | | | | |
|------------|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| | | | | | | |

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Summary

Next Steps:

Comments:
