



Unique Use of The McQuaig System™ Leads To Impactful Revelations

By Kyle Salem

In my role at McQuaig I enjoy interacting with many executives striving to make their companies, and employees, as successful as possible. Today, given the current economy and many companies facing hiring freezes, this means making the most of existing employees in their current roles, reshaping positions to best fit already employed talent or upgrading one's staff.

These situations often lead to innovative applications of The McQuaig System[™] and sometimes an epiphany for the client. One occurred recently.

The project began when the president of an Ontario-based client was discussing with one of our consultants his organization, challenges and goals. The question was asked, "If your key employees came into your office tomorrow and each tendered their resignation, how many would you accept? The answer was two out of eight, implying that 25% of his key staff would not be missed.

The night before the presentation we met with the president to make sure we understood their requirements, concerns and deliverables. They included:

1. Determining which of his employees were strong fits for their position.
2. Helping him more effectively use the results from The McQuaig Surveys to become a stronger leader and to have the insights necessary to better develop his people.
3. Offer key insights on how his key staff perceived the behavioral requirements as an ideal performer for their own positions, their supervisors perceptions of the ideal performer, and compare all of this to the incumbents own behavioral attributes.

To accomplish this, each participant completed a McQuaig Job Survey[®] on their own position as did their supervisor, a McQuaig Word Survey[®], and a Self-Development Survey[®], with all of the reports then compared. The president hypothesized that everyone would be a "strong match" for their own positions, but found that in two cases his employee's temperaments did not match the Job Survey they themselves created. Not coincidentally, the two poor matches were employees the president was finding most challenging to manage and were oftentimes perceived by the team as being difficult to work with - the two whose resignations he would have accepted.

As a follow up on these assessments, a one-day session was held with all participants to discuss their results and next steps. Among the six strong matches, each brought a great deal of energy, commitment, and the kind of passion for the business that any company would dream of. The other two however kept expressing a desire to do something else within the company (or even elsewhere in one case), being unfulfilled at work, and "feeling tired" at the end of their day.

The session concluded with each participant completing their self-development action plan, and the president having a clearer understanding of how each of his key employees felt about their role in the company, what their behavioral gaps are and what can be done to facilitate development. For the six strong matches, it is clear they will all continue to thrive and succeed with the company. For the other two however, some decisions need to be made regarding whether they should be retained, and if so in what capacity. Either way, this session will likely be a tipping point for our client, helping them make key employee decisions and move forward more aggressively.

If you have employees that are underperforming, unmotivated, or simply feeling tired at the end of the day, think about having them complete a Job Survey on their own positions, compare their perception to yours and see what the gap may be between that and their Word Survey results. We would be pleased to work with you on such a project, be it for one miscast employee or an underachieving team.

Sincerely,

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