

CONFIDENTIAL

The McQuaig Job Survey®  
Project Manager  
by: Accord Management Systems, Inc.  
800-466-0105

November 1, 2007

## The McQuaig Job Survey® Reports *Project Manager*

**Completed by:** Accord Management Systems, Inc.  
800-466-0105

### Recruiting/Promoting/Team Building

#### **The Profile**

**A**

A visual picture of the specified temperament/behavior pattern for this position.

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#### **Interpretation Report**

**B**

An overview of expectations for high performance in this job along with specific behavioral factors, potential considerations for managers and some résumé screening tips.

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#### **Leadership Profile**

**C**

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 behaviors.

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#### **Selling Style**

**D**

An overall summary of the behavioral requirements for this sales position, followed by a breakdown of how candidates should approach prospecting, presenting and closing.

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#### **Interviewing Questions – Management**

**E**

Behavior-based questions, specifically relating to your Project Mgr. position, designed to elicit responses that will help the candidate describe how s/he has behaved in similar situations in the past.

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**Reference Checking Questions – Management**

**F**

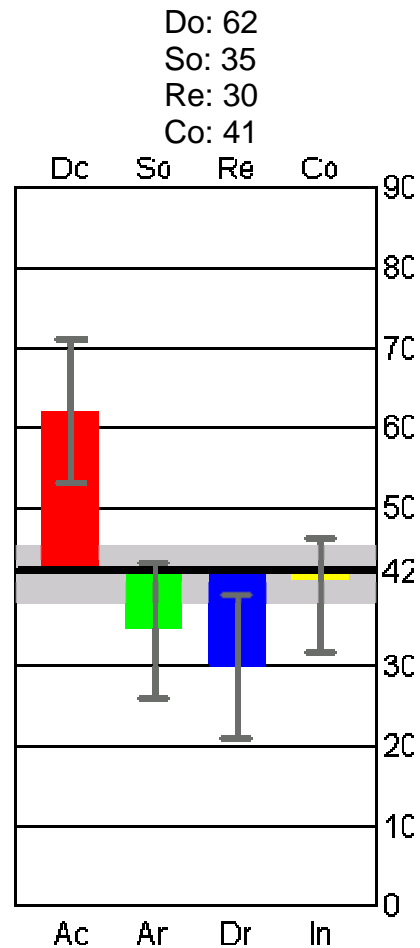
Behavior-based questions, specifically relating to your Project Mgr. position, designed to elicit responses from a Reference Giver which will illustrate how the candidate has behaved in similar situations in the past.

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## The McQuaig Job Survey®

Company: Accord Management Systems, Inc. 800-466-0105

Job: Project Manager



### Key to Behavioral Scales

DOminant <> ACcepting:

SOciable <> ANalytical:

RElaxed <> DRiving:

COmpliant <> INdependent:

COmpetitive, GOal Oriented <> DEliberate, CAutious

EMpathetic, EXtroverted <> LOgical, TAsks Oriented

PAtient, REliable <> REstless, PRessure Oriented

COnscientious, DEtail Oriented <> STrong Minded, PErsistent

## Interpretation Report

**Job Surveyed:** *Project Manager*

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**Overview:** The candidate for this position must have the following key behavioral characteristics: An ability to assume a role involving freedom of action within known structures, with leadership or competitive selling responsibilities, along with an orientation towards achieving results and sense of urgency to set and realize goals; an aptitude for keeping a variety of tasks on stream; a predisposition towards communicating in a professional manner; and a preference for being able to initiate projects under defined parameters.

### Behavioral Factors

This job requires an individual who:

- is very competitive, ambitious and goal-oriented
- wants responsibility for and authority over people
- enjoys overcoming objections/resistance and achieving goals in the face of obstacles
- is restless, driving and energetic
- has a sense of urgency to get things done quickly
- works well under pressure and deadlines
- is basically logical, task oriented and analytical
- is likely to think through a problem and weigh the pros and cons
- can maintain a balance between being independent and compliant
- can follow rules but is also capable of showing some initiative

### Potential Management Considerations

Here are some points for the Manager of this position to keep in mind when selecting an individual who matches these requirements as this job is also being described as requiring an individual who:

- wants plenty of challenges and opportunities
- does not want to be supervised
- will dislike routine work, although can adjust to it
- is somewhat more oriented towards working with ideas and methods than people and may have occasional people problems
- could find more independence helpful in unstructured work situations

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### **Résumé Screening Tips**

**In reviewing résumés for this position, search for examples of:**

- most challenging assignments undertaken and the results
- handling various high pressure situations
- situations where in-depth analysis of concepts or projects or problems was required
- major and minor projects undertaken using own initiative
- setting and achieving short- and long-term goals
- ability to work effectively in a constantly changing environment
- interactive participation within work groups
- type and closeness of supervision styles preferred
- problem solving, motivation and delegation skills
- coping with projects requiring long-term, high energy levels and the outcome
- steps undertaken to fulfill aspirations

### **Summary**

This position calls for leadership characteristics. Special attention should be paid to the consistency of past behavior patterns relating to these characteristics in addition to the specific skills, experience and other attributes the candidate may have which would impact job fit.

## Leadership Profile

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**Note:** It is important that this report be considered in combination with an examination of what attitudes, self-motivation, emotional maturity, intelligence, as well as skills and abilities, candidates will bring to the job as these, too, will have a strong influence on an individual's success in this position.

In probing into your candidate's history during your first interview, be sure to use this report in combination with The McQuaig Job Survey® Interviewing Questions for this position.

### Summary

For this position, you are looking for people who, while they do not require an especially people-oriented approach, are very results oriented and adopt an assertive, commanding leadership style. Unwavering in their desire to achieve, they should take charge and exhibit the traditional leadership characteristics required in different environments.

- They should be energetic and hard driving, responding quickly, cultivating a fast-paced, change-oriented workplace.
- They should normally favor a practical, task-focused, demanding approach to leadership.
- They should be more detail oriented and thorough than many leaders, taking an organized, structured, disciplined approach to managing.

### Motivating and Teambuilding

They should be results-oriented and encourage internal competition, setting ambitious, challenging goals with short timeframes. They should share their need for quick action with their team and motivate those around them to fast action. They should pass along their focus on quantifiable results to their team and communicate their ideas in a fairly straightforward manner. They should be careful to ensure that their relationship with their team members does not stand in the way of achieving their business plan. Although they should be able to accept some innovation from their team, they should still expect their people to follow defined parameters.

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### Decision Making and Problem Solving

They should be very self-assured, readily accepting the responsibility for decision making, recognizing that all decisions may not be popular, and seeing themselves as strong problem solvers who:

- put pressure on to respond quickly, sensing a finite window of opportunity exists for action.
- believe that decisions should evolve from a blend of intuitive thinking and factual analysis.
- feel the best decisions are ones that are balanced by a respect for existing systems and processes.

### Leading Change

They should be risk takers who believe they can make it happen and embrace opportunities to shape change. They should use their innate sense of urgency to keep the momentum going forward quickly. They should attempt to get buy-in and team involvement, but recognize that sometimes this is not possible and not let it stand in their way. They should be able to take a somewhat innovative approach to change so long as procedures are set in place to ensure a successful roll-out.

### Developmental Considerations

**While the previous sections have provided key information on the behaviors candidates should bring to this leadership role, below are some potential Developmental Considerations which may be associated with these behaviors. Care should be taken during the interview process to determine if some of these potential concerns are significant and/or whether your candidates have adopted strategies to overcome them.**

**Of course, for a fuller understanding of their leadership effectiveness, other personal characteristics (attitudes, self-motivation, emotional maturity, intelligence, skills, abilities, etc.) must be considered as well since these may have a major impact on their ability to overcome these potential Developmental Considerations.**

On the other hand, in a leadership role, these behaviors are typical of people whose:

- confidence, ego and natural tendency to challenge others can inhibit input from their team and may lead their team members to feel they have made up their minds before they ask for opinions. As well, they can sometimes have unrealistic expectations, possibly instilling a crisis mentality in their staff.

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- need for an immediate resolution can sometimes lead to hasty decisions and too much pressure on their team, while their desire to move to new frontiers may result in unfinished projects. They may overlook the long-term ramifications of change initiatives.
- direct, commanding style can lead to people problems and cause them to overlook morale issues. They may not feel the need to "sell" their ideas or explain decisions to their team, making the team feel that their input is not valued.
- tendency to play by the rules could be inhibiting when shortcuts are needed to construct inventive solutions or meet targets. They may not demonstrate the truly innovative thinking that is often required in highly entrepreneurial settings.

## Selling Style Report

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### Summary

For this position you are looking for candidates who, while they do not require an especially people-oriented approach, share the other characteristics of people who are naturally suited to new business development. They should be assertive, even though that might mean they may not always be diplomatic, enjoying the challenge of opening up new territories and closing new accounts. In an existing account management role, they should prefer up-selling activities to on-going account maintenance.

- They should be pressure oriented and push to move the sale along quickly, preferring short-term sales cycles. In long-term sales, they should have the drive to keep the sale moving forward, but expect them to be impatient if the pace is too slow, shifting their focus to more immediate opportunities.
- They should favor a straightforward and sometimes direct style, performing best in more technical sales roles, one-off sales or where the key to success is based more on providing information than on relationship building.
- They should be more detailed and thorough than the average salesperson, preparing carefully for sales calls, presentations and closings. They should take an organized, structured approach to selling.

### Prospecting

- They should be proactive, very competitive, able to prospect effectively in most sales territories; however, at times, their competitiveness may mean they may not listen as well as they should.
- They should be energetic, prospecting actively and thriving under the pressure of meeting their quotas.
- They should be objective and not take rejection or resistance personally, focusing more on product than on developing instant rapport or building relationships.
- They should research their prospects thoroughly, not proceeding until they have all the relevant data at their command.

### Presentation

- They should be very goal-oriented, setting direction, maintaining control of the sales interview and working their presentation to achieve their desired outcome.

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- They should be driving, delivering a fast-paced presentation, imparting a sense of urgency in their message.
- They should be focused on the objective delivery of information, making their points in a businesslike manner, a delivery style best suited to sales of a more technical nature.
- They should organize their presentation in advance, ensuring they are prepared for most contingencies and, while they should be able to cope with the occasional unanticipated question, they should prepare so that they are not caught off guard too often.

## **Closing**

- They should be highly success oriented and be a strong closer.
- They should need to close early and often, even to the extent of growing frustrated and bored with long delays – pushing for the close even if the timing is not perfect.
- They should tend to focus more on facts when closing the sale than on appealing to the buyer's emotions.
- Although they need only be average in terms of persistence, their need to achieve results should spur them to ask for the order.

**Note:** It is important that this report be considered in combination with an examination of what attitudes, self-motivation, emotional maturity, intelligence – as well as skills and abilities – candidates will bring to the job as these, too, will have a strong influence on an individual's potential for success in this position. In probing into each candidate's history during your first interview, be sure to use this report in combination with The McQuaig Job Survey® Interviewing Questions for this job.

## Interviewing Questions – Management

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Based on your description of the behaviors required for this job, here are some questions to help you assess whether/how your candidate has exhibited these behaviors in the past, especially if you elaborate with open-ended probes which solicit who, what, when, where, why and how responses.

### **Dominant**

This job calls for a leader with a high level of dominance and competitiveness.

#### **(positive examples)**

*has set challenging goals for self and team; has encouraged healthy competition among staff; has taken calculated risks; has confronted performance issues quickly; has assumed responsibility; has fostered team participation.*

#### **(vs. too dominant)**

*has been too aggressive with team; has forged ahead irresponsibly.*

#### **(or not dominant enough)**

*has avoided competitive situations; has ignored performance issues; has been risk-averse.*

- Tell me about the most difficult situation that you had to manage recently.
- Tell me about the most ambitious goal you set for your team.
- Tell me about a time when you felt senior management had put up a roadblock. How did you handle it?
- Tell me about a time you were disappointed in the performance of one of your staff.

### **Driving**

This job calls for a leader who is driving.

#### **(positive examples)**

*has been excited about new opportunities and transferred that excitement to staff; has acted quickly; has sought change; has responded well to pressure; has set a fast pace; has set tight, but reasonable deadlines.*

#### **(vs. too driving)**

*has over-pressured staff; has tried to manage too many projects at once.*

#### **(or not driving enough)**

*has not been a change agent; has not been able to motivate staff; has not prioritized.*

- Give me an example of a particularly successful change you recently implemented.

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- Give me an example of how you instill a sense of urgency in your staff.

**Analytical**

This job calls for a leader who can display some analytical thinking.

**(positive examples)**

*has analyzed problems logically, objectively, with a bottom-line focus; has avoided distractions; has not needed to be popular, just respected; has kept relationships with staff on a professional, yet cordial level.*

**(vs. too analytical)**

*has overlooked the personal needs of staff; has not been able to build a cohesive team.*

**(or not analytical enough)**

*has been too sensitive to make tough decisions; has lost track of time and budget.*

- Tell me about a situation recently where you had difficulty maintaining your objectivity with a staff member.
- Sometimes as Managers we have to make decisions that are difficult for others to understand. Tell me about a recent such situation.

**Independent/Compliant**

This job calls for a leader with an average amount of these two traits.

**(positive examples)**

*has displayed initiative while respecting policies and procedures; has shown determination – without becoming obstinate; has allowed direct reports some leeway within defined parameters.*

**(vs. too independent)**

*has been careless with detail or has broken rules.*

**(or too compliant)**

*has lost momentum through too much analysis or needed strong direction before proceeding.*

- Tell me about a situation recently where you ran a project with little or no direction.
- Tell me about a time recently when you had to handle a difficult member of your team.

**Note:** While the above questions assess the temperament requirements as described by The McQuaig Job Survey®, other personal characteristics such as attitudes, self-motivation, stability, emotional maturity and intelligence must be probed thoroughly to understand the candidate's capabilities fully. The following are some suggested interviewing questions to use to probe all or a selection of these important areas.

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**Attitudes and Beliefs**

**(positive examples)**

*has proven to be a positive, optimistic, enthusiastic leader; has expected the best from direct reports and received it; has set high departmental standards; confidence in abilities has resulted in achievements; has fostered a strong loyalty in his/her team.*

**(negative examples)**

*has shown hesitation and doubt in own abilities; has low record of achievement; is openly critical of his/her staff; has displayed a worrisome and pessimistic outlook; has demonstrated little commitment once trouble ensues.*

- Tell me about a recent assignment or project at work that demonstrated the standards you've set for yourself and your team.
- Tell me about a time when you had to stay positive to keep your team on track?

**Self Motivation**

**(positive examples)**

*went beyond what was expected; attacked previous work assignments with energy; has been passionate about work and activities and communicated that enthusiasm to team; strong, inner driving force; has taken the initiative.*

**(negative examples)**

*no sustained, strong work effort over time; did minimum required; little enthusiasm or intensity demonstrated in previous work/projects; has shown little initiative; has become bored easily; has relied heavily on management for direction.*

- Tell me about a situation where you had to stay really pumped up to get the job done.
- Tell me about a time when you were really excited by a project or assignment.

**Stability and Persistence**

**(positive examples)**

*has a history of consistent interests, goals and activities over time; has stood up to resistance; has maintained morale and effort despite obstacles; has a history of completing tasks; has accepted setbacks as learning opportunities; has kept staff on track.*

**(negative examples)**

*has backed away from adversity; has not stayed the course; has given up when going got tough; has taken the path of least resistance; has not provided focused, consistent direction; has switched gears often, leading to staff confusion.*

- Would you tell me about a time when you really had to be tenacious to reach your targets?

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

**Maturity and Judgment**

**(positive examples)**

*has made good judgment calls; has taken a common sense approach; has accepted personal responsibility and responded well to constructive criticism; has foregone short-term rewards for longer term benefits; has shared credit with the team.*

**(negative examples)**

*has acted with little forethought; has had difficulty controlling temper; avoided responsibility; never his/her fault, blames others – including direct reports; has been closed minded and inflexible; has kept staff in line through intimidation.*

- 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?

**Aptitudes/Capacity to Learn**

**(positive examples)**

*has demonstrated the ability to communicate new projects easily; has absorbed and shared information and ideas readily; has proven ability to solve complex problems; progress and achievements are significant; has fostered an on-going learning milieu.*

**(negative examples)**

*has had difficulty learning new skills or concepts and avoided complex issues; limited progress and achievement; little outside reading; has not kept up with developments; has discouraged on-going training and development for staff.*

- 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?

## Reference Checking Questions – Management

**Job Surveyed:** *Project Manager*

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**Note:** You will want to ask specific background/technical information questions before broaching these behaviorally based questions. Review the results of your McQuaig Job Survey® and, since your time will be limited, we suggest you select a few questions that are particularly key to the job and concentrate on fleshing them out thoroughly. Remember, to gain richer information, elaborate with open-ended probes which solicit who, what, when, where, why and how responses.

We have analyzed some of the behaviors needed for this job and would appreciate your cooperation in helping us to understand how this candidate may have demonstrated these behaviors in the past.

### **Dominant**

This job calls for a leader with a high level of competitiveness.

#### **(positive examples)**

*has set ambitious, challenging goals for self and team; has encouraged healthy competition among staff; has taken calculated risks to achieve results; has tackled performance issues head on; has assumed responsibility naturally; has encouraged team participation.*

#### **(vs. too dominant)**

*has been too aggressive with team and viewed colleagues as competition to be bested; has plunged in irresponsibly.*

#### **(or not dominant enough)**

*has avoided competitive situations; has refused to address staff problems; has shunned risks.*

- Can you tell me about a time when s/he had to take charge of an unwieldy group?
- In your opinion, what would be the most ambitious goal that s/he ever set for him/herself and his/her team.
- Tell me about a time when s/he felt senior management had put up a roadblock.
- Tell me about the most difficult member of his/her team. How did s/he manage that individual?

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**Driving**

This job calls for a leader who is driving.

**(positive examples)**

*has been excited about new opportunities and spread that excitement to staff; has dived in quickly; has sought out opportunities for change; has responded well to pressure-cooker situations; has set a fast pace for his/her people; has set tight, but reasonable deadlines for self and team.*

**(vs. too driving)**

*has espoused change for change sake; has over-pressured staff; has tried to keep too many projects on the go.*

**(or not driving enough)**

*has not been a change agent; has not been able to motivate staff to act quickly; has not managed priorities.*

- Can you give me an example to illustrate his/her response to an emergency situation.
- What would you say s/he considered the most routine part of his/her job?

**Analytical**

This job calls for a leader who can display some task orientation.

**(positive examples)**

*has analyzed problems logically, objectively, with a bottom-line focus; has avoided extraneous distractions to focus on work; has not needed to be popular, just respected; has kept relationships with staff on a professional, yet cordial level.*

**(vs. too task oriented)**

*has neglected the personal needs of staff; has not been able to build a cohesive team.*

**(or not task oriented enough)**

*has been too sensitive to team members to make tough decisions; has lost track of time and money.*

- Tell me about a time when s/he had to leave his/her team out of the loop.
- Describe a situation where you felt s/he could have dealt with one of his/her people more diplomatically.

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**Independent/Compliant**

This job calls for a leader with an average amount of independence and conscientiousness.

**(positive examples)**

*has displayed some initiative while adhering to policy; has shown determination now and then – without being obstinate; has allowed direct reports some leeway while setting defined parameters.*

**(vs. too independent)**

*has been careless with detail or has played fast and loose with rules.*

**(or too conscientious)**

*has suffered from analysis by paralysis or needed strong direction before proceeding.*

- How much leeway did s/he give his/her team? Why do you say that?
- Tell me about a situation where s/he needed to show more perseverance.

**Note:** While the above questions assess the temperament requirements as described by The McQuaig Job Survey®, other personal characteristics such as attitudes, self-motivation, stability, emotional maturity and intelligence must be probed thoroughly to understand the candidate's capabilities fully. The following are some suggested reference-checking questions to use to probe all or a selection of these important areas.

**Attitudes and Beliefs**

**(positive examples)**

*has proven to be a positive, optimistic, enthusiastic leader; has expected the best from direct reports and received it; has set high departmental standards; confidence in abilities has resulted in achievements; has fostered a strong loyalty in his/her team.*

**(negative examples)**

*has shown hesitation and doubt in own abilities; has low record of achievement; is openly critical of his/her staff; has displayed a worrisome and pessimistic outlook; has demonstrated little commitment once trouble ensues.*

- How would you describe his/her attitude? What was s/he like as a Manager?
- Tell me about a time when his/her confidence seemed to infect his/her team.

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**Self Motivation**

**(positive examples)**

*went beyond what was expected; attacked previous work assignments with energy; has been passionate about work and activities and communicated that enthusiasm to team; strong, inner driving force; does not wait to be told what to do.*

**(negative examples)**

*no sustained, strong work effort over time; did minimum required; little enthusiasm or intensity demonstrated in previous work/projects; has shown little initiative; has become bored easily; has relied heavily on management for direction.*

- Would you describe him/her as a self-motivated Manager? Can you give me an example to illustrate why you say that.
- Tell me about a time when s/he was really excited by a project or assignment.

**Stability and Persistence**

**(positive examples)**

*has a history of consistent interests, goals and activities over time; has stood up to resistance; has maintained morale and effort despite obstacles; has a history of completing tasks; has accepted setbacks as learning opportunities; has kept staff on track.*

**(negative examples)**

*has backed away from adversity; has not stayed the course; has given up when going got tough; has taken the path of least resistance; has not provided focused, consistent direction; has switched gears often, leading to staff confusion.*

- Would you describe him/her as being a tenacious Manager? Can you explain.
- Can you tell me about a time when s/he faced a number of setbacks? How did s/he handle them?

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**Maturity and Judgment**

**(positive examples)**

*has made good judgment calls in the past; has taken a common sense approach; has accepted personal responsibility and responded well to constructive criticism; has foregone short-term rewards for longer term benefits; has shared credit with the team.*

**(negative examples)**

*has acted with little forethought; has had difficulty controlling temper; avoided responsibility; never his/her fault, blames others – including direct reports; has been closed minded and inflexible; has kept staff in line through intimidation.*

- Tell me about a time when s/he had to make a sacrifice despite little short-term gain.
- Tell me about a time when s/he received criticism that s/he felt was unjust. What did s/he do?

**Aptitudes/Capacity to Learn**

**(positive examples)**

*has demonstrated the ability to communicate new projects easily; has absorbed and shared information and ideas readily; has proven ability to solve complex problems; progress and achievements are significant; has fostered an on-going learning milieu.*

**(negative examples)**

*has had difficulty learning new skills or concepts and avoided complex issues; limited progress and achievement; little outside reading; has not kept up with developments; has discouraged on-going training and development for staff.*

- When s/he started his/her last job, how quickly did s/he get up to speed? Can you elaborate?
- Tell me about a time when s/he had trouble grasping a new concept.