



Are You Getting Maximum Value From The McQuaig System?

By Michael Gravelle

Over the last decade, HR has been under increased pressure to demonstrate their value to the organization. Likewise, any investment made in HR tools and programs are under scrutiny and HR must prove their worth.

Factors that demonstrate value can be qualitative - do line managers think the tool has helped them make better decisions? - and quantitative - has employee turnover and productivity measurably improved?

In this newsletter we review a couple of ways in which your organization can increase the value of The McQuaig System within your organization. If you are not a McQuaig client, please read on, as these practices add value regardless of which type of assessment system you may use.

Use The McQuaig Job Survey®

As we discussed in [newsletter # 46](#), assessment tools based on four factor models of personality (like The McQuaig System™) increase their effectiveness by threefold if the assessment includes a tool that defines desired job behaviours.

Having an individual manager complete a Job Survey pinpoints the degree of desired behaviours that he or she feels will lead to success. Getting input from multiple stakeholders, including successful incumbents, increases the validity further.

The value of The Job Survey can go beyond candidate selection - having role profiles updated and re-validated frequently can help support development and succession planning initiatives.

Mine Your McQuaig Data

For long-term clients there is an additional step that can provide tremendous value. Over the years, you have assessed talent as they came into your organization and you are now sitting on a powerful database profiling many of the key leaders and individual contributors in your company.

Now you may be at a time when critical players are retiring and you need to determine high potentials and their development needs. Or, perhaps the markets are shifting and you need to determine if you have key people in place to drive change.

How can profile data sitting in your McQuaig database help?

Let me give you some examples:

#1) Retail Industry

A client that was growing through acquisition had a strong promote-from-within policy and, while they had a best-in-class leadership development curriculum, they were concerned that within a few years they might not have the leadership capabilities required to run the larger organization. McQuaig provided a profile-type analysis of everyone the company had hired in the last two years and determined that they were not hiring enough people with the natural temperament to lead. Adjustments were made in their recruitment program to address the shortage.

#2) Financial Services

This company had created a leadership development program that was linked to the organization's core competencies. After a discussion with their McQuaig consultant, they decided to create a composite profile of individuals deemed high-potential in two functional areas of the company. The composites indicated that the profiles and, therefore, the soft skills requirements for each group were significantly different, yet the current development plans did not differ in these same areas. The program was revised to address the varied development needs and learning styles of the group.

If you would like more details on how you can maximize the value of The McQuaig System™ in your organization, please contact me directly at (800) 387 5455, ext.361 or (416) 941-9418, ext.361, or simply reply to this email, typing MAXIMIZE in the subject line.

If you would like to generate a composite profile of your high potentials please contact Michelle Kalra at (800) 387 5455, ext.362 or (416) 941-9418, ext.362, or email mkalra@mcquaig.com.

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