

CONFIDENTIAL

The McQuaig Self-Development Survey®

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November 1, 2007

## Introduction

Self-awareness is the foundation for achieving higher levels of performance. Highly successful people are not necessarily blessed with a higher intellect or more charisma than others, but they do know how to make the best use of their talents and how to avoid the pitfalls that could limit their success.

The McQuaig Self-Development Survey Report will help you identify your strengths and become aware of weaknesses that decrease your effectiveness. This knowledge will enable you to improve your performance, increase your job satisfaction and achieve greater success.

The report focuses on your preferred or natural pattern of behaviour. You may feel that some of the Action Items are less relevant to you at this time than others. Some may not apply to you. Before you disregard any of the items, however, discuss them with someone who knows you well and whose opinion you respect.

This report will provide you with information that will not only make you more effective in your current role but will also give you concrete ideas as you look forward and consider new assignments and roles.

Read the report, absorb its contents and complete your Personal Action Plans. Then review the report with your manager or coach. Finally, determine the most appropriate plan of action.

Remember, your development starts and ends with you.

## How to Get the Most Out of Your Report

### STEP 1: Read Section A – Your Behavioural Profile

- review Your Profile Highlights and Detailed Analysis of Your Strengths and Developmental Areas
- scan the Action Items

### STEP 2: Complete Section B – Leveraging Your Strengths

- prioritize the items and identify two or three key Strengths that are most important to you at this time
- focus on the one priority you want to work on immediately – don't over commit yourself

### STEP 3: Complete Section C – Managing Your Developmental Areas

- again, prioritize the items and identify two or three key Developmental Areas
- focus on the one priority you want to work on now

### STEP 4: Use Section D – Getting Input from Your Manager or Coach

- discuss your Personal Action Plans with your manager or coach
- gain further insight and ensure that you are getting the support you need

### STEP 5: Review your Personal Action Plans Frequently

- track your progress
- remember to revise your Personal Action Plans as you work through each priority

*This report is based on an assessment of your temperament and behaviour patterns exclusively. As you are working through this report, remember that your overall performance will also be influenced by other factors, including your attitudes, values, intelligence, aptitudes, emotional maturity, education, skills, etc.*

## A Graphical Summary of Your Behavioural Profile

### Competitive ↔ Accommodating



*Having the desire to win, to assert yourself and to influence others.*

*Preferring to be part of a team, to seek consensus, to be helpful.*

### Sociable ↔ Analytical



*Empathetic, outgoing and factoring others' feelings into your decisions.*

*Objective, logical, basing decisions more on facts, numbers.*

### Patient ↔ Restless



*Remaining calm, planning ahead and allowing for contingencies.*

*Fast-paced, pressure-oriented and having a desire for change.*

### Structured ↔ Independent



*Systems-oriented, precise, operating within guidelines and policy.*

*Preferring room to manoeuvre and make decisions; strong-willed.*

## Your Profile Highlights

Your responses are typical of individuals who...

### Competitive ↔ Accommodating



- are very goal oriented;
- are competitive, focus on winning and enjoy overcoming obstacles to attain their objectives;
- take charge and want authority and responsibility for others;
- look for challenges and tough problems to solve;
- take risks and hold themselves accountable for the results.

### Sociable ↔ Analytical



- combine a somewhat sociable nature with the ability to think analytically;
- favour decisions that make sense logically but also factor in a concern for others.

### Patient ↔ Restless



- remain composed in most pressure situations while being able to react more urgently if a quick response is warranted;
- are somewhat easygoing and put pressure on only when necessary.

### Structured ↔ Independent



- are highly decisive and independent, at ease when dealing with ambiguity;
- expect freedom of action and room to improvise;
- are determined to persist despite obstacles;
- are unrestricted by past precedent and come up with innovative answers to problems;
- fit in well in entrepreneurial environments.

## Understanding Your Behavioural Profile (Ranked in order of Strength)

**Note:** From this page on, the strongest aspect of your behavioural profile will be described first, followed by the second strongest, and so on.

*Competitive*

*Accommodating*



This scale measures the degree to which you are more inclined to be **Competitive** (assertive and goal oriented) or **Accommodating** (co-operative and team focused) or a combination of both.

### Detailed Analysis of Your Strengths and Developmental Areas:

Driving Results	Collaborating with Others
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>You are very self confident and results oriented.</li> <li>You are assertive and have a strong desire to succeed.</li> <li>You are comfortable expressing your point of view.</li> </ul>	<p><b>Developmental Areas</b></p> <ul style="list-style-type: none"> <li>You want to be in control of most situations.</li> <li>You can come across as overbearing, discouraging input from others, and too focused on your own agenda.</li> </ul>

### Action Items:

#### To leverage your strengths...

- Take stock of your successes. Think of the specific actions you took to achieve great results and recall situations where others helped along the way. Next time you face a challenge, draw on these experiences to guide you.
- Conduct your own performance review. Where are you compared to your goals? Determine what you are doing well and look for areas where a different approach might be beneficial.

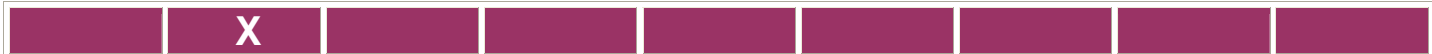
#### To manage your developmental areas more effectively...

- Take a back seat role. Approach your next project with the idea that you do not have to take complete responsibility for the outcome. Instead, seek out the contributions of others and be prepared to share the credit with them.
- Be the last to speak. In meetings, try not to influence the discussion too early on. Filter your comments by asking "Does this need to be said or do I just want to say it?"

## Understanding Your Behavioural Profile (cont'd)

*Competitive*

*Accommodating*



This scale measures the degree to which you are more inclined to be **Competitive** (assertive and goal oriented) or **Accommodating** (co-operative and team focused) or a combination of both.

Competing	Teambuilding
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>You enjoy winning and the success that comes with it.</li> <li>You seek out opportunities to compete with your peers.</li> <li>You expect recognition.</li> </ul>	<p><b>Developmental Areas</b></p> <ul style="list-style-type: none"> <li>Your desire to win the battle can draw you away from the best solution.</li> <li>You may create long-term adversaries and discourage future collaboration.</li> </ul>

### Action Items:

#### To leverage your strengths...

- Encourage competition among your team. You can increase productivity and get everyone engaged with a little healthy rivalry. Look for opportunities to beat the forecast – or your competitors.
- Take charge of your personal development. Meet with your boss/coach to discuss how your job relates to the goals of the organization and find out what you have to master in your current role to take it to the next level.

#### To manage your developmental areas more effectively...

- Look for a team win. When negotiating, rather than viewing a desired outcome in terms of "What's in it for me?" ask "What's in it for us?" instead.
- Perform an unprovoked act of kindness. For example, send a business opportunity to another division or volunteer to help an associates you do not always see eye to eye with. Create a long-term ally who may help you down the road.

## Understanding Your Behavioural Profile (cont'd)

*Competitive*

*Accommodating*



This scale measures the degree to which you are more inclined to be **Competitive** (assertive and goal oriented) or **Accommodating** (co-operative and team focused) or a combination of both.

Asserting Yourself	Listening to Others
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>You believe that your solutions and ideas are the best ones.</li> <li>You express your opinions without hesitation.</li> </ul>	<p><b>Developmental Areas</b></p> <ul style="list-style-type: none"> <li>At times you may not listen as well as you should.</li> <li>You can find yourself formulating a response before your colleague has had a chance to finish.</li> </ul>

### Action Items:

#### To leverage your strengths...

- Find a mentor. Pick a person who has had a great impact on your company – someone who does a good job of influencing others while achieving consensus. Seek this person's advice next time you have an idea you want to push through.
- Go to bat for someone else. Use your assertive nature to help out team members who may be struggling with a difficult situation.

#### To manage your developmental areas more effectively...

- Listen actively. Look your colleagues in the eye and nod to indicate that you understand their point of view. Start your response by summarizing what they have said. Never assume you know what someone is going to say before they say it.
- Solicit feedback. Accept the fact that your ideas may not always be the best ones. Bounce them off someone you trust and listen to his/her opinions before moving forward.

## Understanding Your Behavioural Profile (cont'd)

*Structured*

*Independent*



This scale measures the degree to which you are more inclined to be **Structured** (systems oriented and precise) or **Independent** (strong willed and self-reliant) or a combination of both.

### Detailed Analysis of Your Strengths and Developmental Areas:

Acting Decisively	Applying Existing Solutions
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>You size up situations and develop your own solutions to problems.</li> <li>You keep the big picture in mind and are not deterred by obstacles.</li> </ul>	<p><b>Developmental Areas</b></p> <ul style="list-style-type: none"> <li>You have such strong opinions that others may feel their ideas are unwelcome or disregarded.</li> <li>You approach every problem with a blank page and may not benefit from past experience.</li> </ul>

### Action Items:

#### To leverage your strengths...

- Share your vision. Others will be more likely to support your decisions and you will benefit from their input – a quick discussion with a colleague may save tremendous time in the long run.
- Free up gridlock. In team settings there is often a tendency to get stalled on issues that will have little impact on the long-term result. Use your big picture outlook to keep things moving forward.

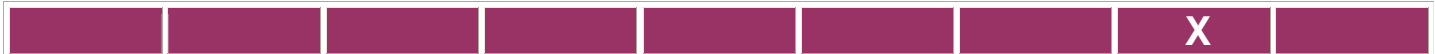
#### To manage your developmental areas more effectively...

- Cut and paste. When faced with a new project, look to similar projects that someone else in the organization may have taken on. See if there is anything you can re-use.
- Learn from your mistakes. If you make a mistake, review it and see if a procedural change might prevent it from happening again.

## Understanding Your Behavioural Profile (cont'd)

*Structured*

*Independent*



This scale measures the degree to which you are more inclined to be **Structured** (systems oriented and precise) or **Independent** (strong willed and self-reliant) or a combination of both.

Thinking Independently	Maintaining Harmony
<b>Strengths</b> <ul style="list-style-type: none"> <li>You are an outside-the-box thinker who develops unique solutions.</li> <li>You are not afraid to test authority and bend the rules.</li> </ul>	<b>Developmental Areas</b> <ul style="list-style-type: none"> <li>You can be inflexible on issues that you feel strongly about.</li> <li>Your inclination to do things your own way can be counter-productive.</li> </ul>

### Action Items:

#### To leverage your strengths...

- Expand your horizons. Meet with your boss to determine where you have the freedom to act and where you need to get approval. Find out what you need to do to attain greater autonomy.
- Choose your battles wisely. Even if your company puts a high value on entrepreneurs, there may be times when it would be better to go with the flow.

#### To manage your developmental areas more effectively...

- Look for a win/win. In a discussion, remember to voice your agreement on points raised and, when you disagree, try to seek common ground rather than digging in.
- Play by the rules. If you are tackling something new, send a quick email to all stakeholders to make sure you are not overstepping your bounds.

## Understanding Your Behavioural Profile (cont'd)

*Structured*

*Independent*



This scale measures the degree to which you are more inclined to be **Structured** (systems oriented and precise) or **Independent** (strong willed and self-reliant) or a combination of both.

Being Resourceful	Respecting Structure
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>You are determined to make things happen.</li> <li>You take an innovative approach to problem solving.</li> <li>You are comfortable negotiating your own solutions.</li> </ul>	<p><b>Developmental Areas</b></p> <ul style="list-style-type: none"> <li>You are more results than process oriented.</li> <li>You are focused in the long-term sense, but tend to ignore details you do not see as important.</li> <li>Your disregard of the particulars can catch up with you in the end.</li> </ul>

### Action Items:

#### To leverage your strengths...

- Hold brainstorming sessions. Encourage your team to take a more innovative approach to handling issues. Remember to structure the meetings so that everyone contributes and leaves with action items.
- Look for start-up opportunities. Within your company, your natural style is well suited to entrepreneurial projects. Seek them out.

#### To manage your developmental areas more effectively...

- Pay attention to process. Make an effort to observe and understand the processes and structures that exist in your workplace. They are there for a reason.
- Make details your ally. Schedule time periodically to take care of the details and outstanding items rather than face the consequences of letting things pile up.

## Understanding Your Behavioural Profile (cont'd)

*Patient*

*Restless*



This scale measures the degree to which you are more inclined to be **Patient** (consistent and reliable) or **Restless** (energetic and pressure oriented) or a combination of both.

### Detailed Analysis of Your Strengths and Developmental Areas:

Planning Ahead	Adapting to Change
<b>Strengths</b> <ul style="list-style-type: none"> <li>You bring an element of stability and dependability to your role.</li> <li>You develop set practises to handle your work.</li> <li>You do not believe in change for the sake of change.</li> </ul>	<b>Developmental Areas</b> <ul style="list-style-type: none"> <li>Your desire for lead time may hinder your ability to respond quickly to sudden shifts in direction.</li> <li>You prefer to stick to your usual way of doing things unless you perceive a strong need to do otherwise.</li> </ul>

### Action Items:

#### To leverage your strengths...

- Help your team be more consistent. Examine the reasons why team performance fluctuates as it does and see if any patterns start to emerge. Encourage the team to set up practises to help smooth out the peaks and valleys.
- Develop routine solutions to routine problems. While your peers may approach every new problem with a blank sheet, you can help them deal with day-to-day activities more efficiently by setting up routines.

#### To manage your developmental areas more effectively...

- Get outside your comfort zone. Deliberately shift your patterns of behaviour and change your work habits. For example, think of new ways to follow up with customers, process paperwork or conduct meetings.
- Use the 80 percent rule. If something is 80 percent finished, ask if it will do as is. Is it worth the extra time to complete?

## Understanding Your Behavioural Profile (cont'd)

*Patient*

*Restless*



This scale measures the degree to which you are more inclined to be **Patient** (consistent and reliable) or **Restless** (energetic and pressure oriented) or a combination of both.

Staying Composed	Creating Urgency
<b>Strengths</b> <ul style="list-style-type: none"> <li>You prefer to let others work at their own pace and apply pressure only as a last resort.</li> <li>You think things through before taking action.</li> </ul>	<b>Developmental Areas</b> <ul style="list-style-type: none"> <li>You may not recognize the need to respond immediately.</li> <li>You could be seen as not proactive enough in fast-paced environments.</li> </ul>

### Action Items:

#### To leverage your strengths...

- Teach others to look before they leap. In the heat of the moment, decisions are made that may be regretted later. Use your calm disposition to question knee-jerk reactions before they create more chaos.
- Remove stressors. There are always activities and behaviours that will cause stress in the workplace. Try to identify the root causes and see if anything can be done to eliminate them or at least reduce their impact.

#### To manage your developmental areas more effectively...

- Speak with urgency. Establish clear deadlines for yourself and others. Replace "Get this to me when you have a chance" with "I need this by the end of the day."
- Check priorities. List your daily tasks and establish which ones are time sensitive. When you are asked to take on something that is not on your list, establish its priority up front. Ensure that you are not spending too much time on non-priorities.

*Note: At the moment, it appears that you are behaving with less Patience than is normal for you – which may temporarily affect the Action Items. Here are some typical reasons for this kind of adjustment:*

- You are having to respond to multiple demands.
- You feel under pressure due to challenging deadlines.
- Your work environment is changing rapidly.

## Understanding Your Behavioural Profile (cont'd)

*Sociable*

*Analytical*



This scale measures the degree to which you are more inclined to be **Sociable** (empathetic and outgoing) or **Analytical** (logical and work focused) or a combination of both.

### Detailed Analysis of Your Strengths and Developmental Areas:

Using Logic	Communicating Your Message
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>You can see through to the bottom-line without being too distracted by personal concerns.</li> <li>You prefer to deliver your message in a direct and straightforward manner, without a lot of sugar-coating.</li> </ul>	<p><b>Developmental Areas</b></p> <ul style="list-style-type: none"> <li>Your communication style can sometimes be perceived as being too curt, discouraging cooperation.</li> <li>You may discount some very real people issues that need to be addressed before moving forward.</li> </ul>

### Action Items:

#### To leverage your strengths...

- Build a solid business case. Use your talent with facts and figures to help your peers or boss build a quantifiable business case for their arguments.
- Link your skills to strategy. Find out where the company is going and determine how your skills can best support the company's strategy – and where you may need to upgrade to adapt to future changes.

#### To manage your developmental areas more effectively...

- Start on a positive note. Begin your evaluation of others' ideas with encouragement. When you need to provide critical feedback, present a potential solution wherever possible. Start with something like "In order to make this work, let's...."
- Anticipate emotional concerns. Are there any factors that may interfere with your message? How might your message affect personal factors like self esteem, security, ego, etc.? What sort of mood is your listener in today?

## Leveraging Your Strengths – Summary

On the chart below, check off those Strengths that are critical to your success and that you want to leverage to improve your performance. Consider these areas:

- **Organizational:** What competencies has your organization identified as critical to its future success?
- **Career:** What do you need to do to be more successful in your current and future roles?
- **Motivational:** What are you passionate about? What values, interests and goals are important to you?

Identify 2 or 3 Strengths. Then select the one that you want to work on immediately.

(√)	Strengths	Action Items	Page
	<b>Driving Results</b>	<ul style="list-style-type: none"> <li>• Take stock of your successes.</li> <li>• Conduct your own performance review.</li> </ul>	A-3
	<b>Competing</b>	<ul style="list-style-type: none"> <li>• Encourage competition among your team.</li> <li>• Take charge of your personal development.</li> </ul>	A-4
	<b>Asserting Yourself</b>	<ul style="list-style-type: none"> <li>• Find a mentor.</li> <li>• Go to bat for someone else.</li> </ul>	A-5
	<b>Acting Decisively</b>	<ul style="list-style-type: none"> <li>• Share your vision.</li> <li>• Free up gridlock.</li> </ul>	A-6
	<b>Thinking Independently</b>	<ul style="list-style-type: none"> <li>• Expand your horizons.</li> <li>• Choose your battles wisely.</li> </ul>	A-7
	<b>Being Resourceful</b>	<ul style="list-style-type: none"> <li>• Hold brainstorming sessions.</li> <li>• Look for start-up opportunities.</li> </ul>	A-8
	<b>Planning Ahead</b>	<ul style="list-style-type: none"> <li>• Help your team be more consistent.</li> <li>• Develop routine solutions to routine problems.</li> </ul>	A-9
	<b>Staying Composed</b>	<ul style="list-style-type: none"> <li>• Teach others to look before they leap.</li> <li>• Remove stressors.</li> </ul>	A-10
	<b>Using Logic</b>	<ul style="list-style-type: none"> <li>• Build a solid business case.</li> <li>• Link your skills to strategy.</li> </ul>	A-11

### NOTES:

## Creating Your Personal Action Plan – Strengths

On the next page, you will begin to complete your Personal Action Plan.

- First, transfer the key Strength that you selected on the preceding page.
- Then, use the suggested Action Items to help you set personalized, on-the-job Action Items.

Here's an example of how you might do this:

### *Suppose your Strength is "THINKING LOGICALLY" and your Action Item is...*

Build a solid business case. Use your talent with facts and figures to help your peers or boss build a quantifiable business case for their arguments.

### *Your own Action Item might translate into...*

Help the national director prepare a business case for his territory realignment proposal in time for the conference in June.

### *Your Desired Outcome might be...*

The territory realignment proposal gains acceptance and is fast-tracked for approval.

## Your Personal Action Plan – Strengths

<b>STRENGTH</b> _____	
<b>DEVELOPING ON-THE-JOB ACTION ITEMS</b> (Review the Action Items that will help you leverage this Strength).	<b>TARGET DATE</b>
<ul style="list-style-type: none"> <li>• <i>Personalize the Action Items related to the key Strength you have selected or create your own Action Items below</i></li> <li>• <i>State your desired outcome.</i></li> </ul>	
<b>POTENTIAL OBSTACLES</b> ( <i>Identify any potential barriers to success</i> )	<b>WAYS TO OVERCOME OBSTACLES</b> ( <i>What might you do to overcome these barriers?</i> )
<b>ASSESSING YOUR PROGRESS</b> ( <i>To be completed once you have had the opportunity to implement your Action Plan). How did it go? What was the outcome? In what ways could you further leverage this Strength to achieve greater effectiveness?</i> )	

## Managing Your Developmental Areas – Summary

On the chart below, check off the critical Developmental Areas that you want to address. Consider these factors:

- **Organizational:** What competencies has your organization identified as critical to its future success?
- **Career:** What do you need to do to be successful in your current and future roles?
- **Motivational:** What are you passionate about? What values, interests and goals are most important to you?

Identify 2 or 3 Developmental Areas. Then select the one that you want to work on immediately.

(√)	Developmental Areas	Action Items	Page
	<b>Collaborating with Others</b>	<ul style="list-style-type: none"> <li>• Take a back seat role.</li> <li>• Be the last to speak.</li> </ul>	A-3
	<b>Teambuilding</b>	<ul style="list-style-type: none"> <li>• Look for a team win.</li> <li>• Perform an unprovoked act of kindness.</li> </ul>	A-4
	<b>Listening to Others</b>	<ul style="list-style-type: none"> <li>• Listen actively.</li> <li>• Solicit feedback.</li> </ul>	A-5
	<b>Applying Existing Solutions</b>	<ul style="list-style-type: none"> <li>• Cut and paste.</li> <li>• Learn from your mistakes.</li> </ul>	A-6
	<b>Maintaining Harmony</b>	<ul style="list-style-type: none"> <li>• Look for a win/win.</li> <li>• Play by the rules.</li> </ul>	A-7
	<b>Respecting Structure</b>	<ul style="list-style-type: none"> <li>• Pay attention to process.</li> <li>• Make details your ally.</li> </ul>	A-8
	<b>Adapting to Change</b>	<ul style="list-style-type: none"> <li>• Get outside your comfort zone.</li> <li>• Use the 80 percent rule.</li> </ul>	A-9
	<b>Creating Urgency</b>	<ul style="list-style-type: none"> <li>• Speak with urgency.</li> <li>• Check priorities.</li> </ul>	A-10
	<b>Communicating Your Message</b>	<ul style="list-style-type: none"> <li>• Start on a positive note.</li> <li>• Anticipate emotional concerns.</li> </ul>	A-11

**NOTES:**

## Creating Your Personal Action Plan – Developmental Areas

On the next page, you will begin to complete your Personal Action Plan.

- First, transfer the key Developmental Area that you selected on the preceding page.
- Then, use the suggested Action Items to help you set concrete, on-the-job Action Items.

Here's an example of how you might do this:

***Suppose your Developmental Area is "BUILDING RELATIONSHIPS" and your Action Item is...***

Put yourself in your listener's shoes. When discussing a product, process or financial analysis, ask yourself whether your audience needs all the details or would they prefer a broader explanation?

***Your own Action Item might translate into...***

At the next staff meeting, start by asking each member to express their concerns about the upcoming merger before presenting our integration strategy and timetable.

***Your Desired Outcome might be...***

Gain acceptance to the merger strategy by addressing the staff's needs and heading off any potential problems early on.

## Your Personal Action Plan – Developmental Areas

<b>DEVELOPMENTAL AREA</b> _____	
<b>DEVELOPING ON-THE-JOB ACTION ITEMS</b> (Review the Action Items that will help you manage this Developmental Area more effectively).	<b>TARGET DATE</b>
<ul style="list-style-type: none"> <li>• <i>Personalize the Action Items related to the key Developmental Area you have selected or create your own Action Items below</i></li> <li>• <i>State your desired outcome.</i></li> </ul>	
<b>POTENTIAL OBSTACLES</b> ( <i>Identify any potential barriers to success</i> )	<b>WAYS TO OVERCOME OBSTACLES</b> ( <i>What might you do to overcome these barriers?</i> )
<b>ASSESSING YOUR PROGRESS</b> ( <i>To be completed once you have had the opportunity to implement your Action Plan). How did it go? What was the outcome? In what ways could you further manage this Developmental Area to achieve greater effectiveness?</i> )	

## Getting Input from Your Manager or Coach

It is critical that you get input and buy-in from your manager or coach on your Personal Action Plans. Outlined below is the suggested agenda for a one-on-one meeting:

### STEP 1: Review Section A – Understanding Your Behavioural Profile

- prior to the meeting, highlight a handful of key Strengths and Developmental Areas to address
- in the meeting, discuss these with your manager

### STEP 2: Review Section B – Leveraging Your Strengths

- get your manager's agreement on the key Strength you have selected – in what areas will this change make the most positive contribution?
- make note of additions/deletions

### STEP 3: Review Section C – Managing Your Developmental Areas

- get your manager's agreement on the key Developmental Area you have selected
- make note of additions/deletions

### STEP 4: Review Your Personal Action Plans Frequently.

- get your manager's agreement on your Action Items, target dates and outcomes
- use the extra Personal Action Plan sheets to re-draft if necessary
- agree on how your manager can help you implement your Personal Action Plan and measure results
- set a date to review your progress

***This is your meeting... make the most of it!***

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"In working with many successful people over the years, I've learned that understanding your own strengths and weaknesses is more important to career success than education, intelligence or charisma. Successful people know themselves and consciously play to their strengths. The good news is that we can all learn to do this."

*Jack H. McQuaig,  
Founder,  
The McQuaig Institute®*

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Remember:

- Review your Personal Action Plans with your manager or coach.
- Get the most out of your talents.
- Be patient and persistent.
- Change happens over time, as you establish new habits.
- Even subtle changes can make a difference to your success.

**Additional Action Planners are attached.**