

## PERSONAL PROFILE

1. WHAT IS THIS PERSON MOST PROUD OF? (WHAT TROPHIES, PHOTOGRAPHS, CERTIFICATE, ETC. CAN BE FOUND AT THE PERSON'S DESK, IN THE OFFICE, AROUND HIS/HER LOCKER OR WORK AREA?)

---

---

---

2. A. WHAT IS THE EMPLOYEE'S ATTITUDE TOWARDS EDUCATION?

---

---

B. ARE THEY ATTENDING CLASSES? PURSUING A DEGREE?

---

---

C. HOW DO THEY KEEP THEIR SKILLS CURRENT?

---

---

3. IS THIS PERSON A LEADER? HOW HAVE LEADERSHIP SKILLS OR DEFICIENCIES BEEN DEMONSTRATED?

---

---

---

---

4. WHAT MOTIVATES THIS PERSON MOST? HOW CAN WE SATISFY THIS MOTIVATION?

---

---

---

---

5. HAS THIS PERSON BEEN BRIEFED ON HANDLING CONFIDENTIAL INFORMATION? DESCRIBE?

---

---

---

# THE MACKAY 33 FOR MANAGERS



6. HOW DOES THIS PERSON'S OUTSIDE ACTIVITIES, INTERESTS AND CONCERNS REFLECT UPON MACKAY ENVELOPE? (MEMBERSHIPS, ASSOCIATIONS, AWARDS, DEMANDING HOME SITUATION?)

---

---

---

---

7. HOW DOES THIS PERSON ACCEPT CRITICISM? HOW OFTEN DO YOU HAVE TO CORRECT THE SAME MISTAKE?

---

---

---

---

8. THIS PERSON IS MOST SUCCESSFUL AT DOING THEIR JOB BECAUSE (TECHNICAL SKILLS, PERSEVERANCE, EXPERIENCE, ETC.)

---

---

9. THIS PERSON IS LEAST SUCCESSFUL AT DOING THEIR JOB BECAUSE (POOR ATTITUDE, LACK OF EXPERIENCE, LIMITED PROBLEM SOLVING SKILLS, ETC.)

---

---

10. THE GREATEST SINGLE STRENGTH THIS PERSON HAS IS \_\_\_\_\_ .  
ARE WE UTILIZING OR UNDER-UTILIZING IT?

---

---

11. HOW WOULD WE FEEL IF THIS PERSON WAS WORKING FOR THE COMPETITION?

---

---

## SELF AWARENESS AND RELATIONSHIPS

12. HOW AWARE IS THIS PERSON OF THEIR STRENGTHS AND, HOW WOULD THIS PERSON MAKE USE OF THEM?

---

---

---

13. HOW AWARE IS THIS PERSON OF THEIR WEAKNESSES, AND HOW WOULD THIS PERSON DEAL WITH THEM?

---

---

---

14. IS THIS PERSON REGARDED AS AN "OFFICE POLITICIAN" BY THEIR PEERS?

---

---

---

15. WHO IS THIS PERSON'S MENTOR OR ROLE MODEL IN THE COMPANY?

---

---

16. ARE THERE PEOPLE BETTER SUITED TO BE A ROLE MODEL? WHY? IF SO, HOW DO WE ENCOURAGE THE CHANGE?

---

---

---

---

# THE MACKAY 33 FOR MANAGERS

17. IS THIS PERSON A TEAM PLAYER? IN WHICH WAYS IS THIS PERSON EFFECTIVE ON THE TEAM? INEFFECTIVE?

---

---

---

---

18. IS THIS PERSON A NATURAL TEACHER? IF YES, HOW CAN WE UTILIZE THESE NATURAL TEACHING SKILLS?

---

---

---

19. SHOULD THIS PERSON BE A ROLE MODEL FOR SOMEONE IN THE COMPANY? IF YES, WHO? HOW CAN THIS BE DONE MOST EFFECTIVELY?

---

---

---

20. IS THIS PERSON AN EFFECTIVE SPOKESPERSON FOR MACKAY ENVELOPE? WOULD THEY BE COMFORTABLE IN SPEAKING FOR THE COMPANY? IF YES, HOW CAN WE EFFECTIVELY USE THIS TALENT?

---

---

---

---

21. WHAT DO CO-WORKERS SAY ABOUT THIS PERSON'S JOB PERFORMANCE? IN HIS/HER OWN DEPARTMENT? IN OTHER DEPARTMENTS?

---

---

---

---

22. HOW WOULD CO-WORKERS REACT IF THIS PERSON WAS GIVEN A HIGHER LEVEL OF RESPONSIBILITY?

---

---

## GOALS AND ASPIRATIONS

23. WHAT DOES THIS PERSON WANT TO BE IN FIVE YEARS? IN TEN YEARS?

---

---

24. GIVEN THIS PERSON'S STRENGTH AND WEAKNESSES, HOW REALISTIC ARE THIS PERSON'S GOALS?

---

---

25. WHAT HAVE WE DONE TO HELP THIS PERSON MEET THESE GOALS?

---

---

26. IS THERE ANY CHALLENGE WITHIN THE COMPANY WHICH THIS PERSON CAN DO TO HELP THEM ACHIEVE THEIR GOALS?

---

---

27. WHAT TRAINING PROGRAMS OUTSIDE THE COMPANY DOES THIS PERSON NEED TO BE PREPARED FOR THEIR NEXT JOB?

---

---

28. WHAT ON-THE-JOB TRAINING OPPORTUNITIES EXIST TO PREPARE THE PERSON FOR ADVANCEMENT, AND HOW DO WE SPECIFICALLY PLAN TO USE THEM?

---

---

# THE MACKAY 33 FOR MANAGERS



29. DOES THIS PERSON BELIEVE ANYTHING OR ANYONE IS BLOCKING THEIR FUTURE WITH OUR COMPANY? (A PERSON, A PAST PROBLEM, LACK OF EDUCATION, ETC.?) IS THEIR CONCERN REALISTIC?

---

---

30. WHAT HAS BEEN THIS PERSON'S LEVEL OF ACHIEVEMENT AGAINST PAST GOALS?

---

---

31. DO YOU FEEL THIS PERSON WILL DO BETTER OR WORSE IN THE NEXT HIGHEST LEVEL OF AUTHORITY THAN IN THEIR PRESENT JOB?

---

---

32. HAS THERE BEEN CLEAR AND OPEN COMMUNICATION OF OUR GOALS? DESCRIBE WHAT WAS SAID AND WHEN.

---

---

---

---

33. HOW DO YOU FEEL THE GOALS OF THIS PERSON MATCH UP WITH THE GOALS OF MACKAY ENVELOPE?

---

---