

JOB STYLE INDICATOR



Understand the style expectations of your job responsibility and your work position. Determine job-style compatibility, improve performance, intentionally build on a team's strengths, and plan your career to increase your personal fulfillment.

Name of Participant:
Sample Tester
Date of Assessment:
2011-09-30

by Terry D. Anderson, Ph.D., Ken Keis, M.B.A.,
with Everett T. Robinson, M.A.



Published by **Consulting Resource Group**
Canada: PO Box 418 Main, Abbotsford, BC V2T 6Z7 * USA: PO Box 8000 PMB 386, Sumas WA, 98295-8000
Website: www.crgleader.com

© 1990-2011, CRG Consulting Resource Group International, Inc. All rights reserved. This material is protected by law and may not be reproduced in any form.
Printed from <http://www.crgleader.com>



Understand the style expectations of your job responsibility and your work position.

Determine job-style compatibility, improve performance, intentionally build on a team's strengths, and plan your career to increase your personal fulfillment.

What is the Job Style Indicator?

The **Job Style Indicator (JSI)** is a professionally developed learning and communication instrument.

Its purpose is to establish a better understanding of the *work behavioral style and task requirements* of any existing job—filled or unfilled—and/or new position you may be creating. The **JSI** measures the job itself and the job style needs. It does not measure or assess any person who is already in—or applying for—a specific position.

The **JSI** helps you prioritize the types of tasks and the style behaviors required in the position. Even though the **JSI** is an important addition to the job selection process, performance improvement, and career planning, it is only one part of the hiring and/or development procedure. It is also necessary to completely define the needs of the job and/or role and the job's requisite skills, competencies, experience, and educational requirements.



The JSI can assist you to do the following:

- Determine the required work style of a current/potential position, job, or responsibilities
- Understand how other team members see the work style requirements for that position or role
- Identify the behavioral style of the responsibilities of a new venture or business opportunity
- Provide a roadmap to match each person's preferred work style and work environment to help him or her more intentionally select the best job, role, and/or career
- Use the JSI with CRG's style assessments to determine work style compatibility. They include the [Personal Style Indicator](#), [Sales Style Indicator](#), and [Instructional Style Indicator](#).
- Increase team performance through the shifting of work roles and responsibilities to better reflect team members' job-fit
- Reduce staff turnover and work-related stress levels
- Develop plans for work style flexibility and improved role-effectiveness

Online Job Style Indicator (JSI)

© 1990-2011 Consulting Resource Group

Understanding What Job Style Means

A job not only has knowledge and skill requirements—which are quantitative and often included in job analyses to describe what is to be done—a job has style requirements, the more qualitative aspects that determine how a job/role can best be performed. In this sense, it is possible to describe the stylistic features that “reside” in a job or, more accurately, to describe the features we have come to believe are required if that job is to be performed well by someone.

Hiring the Right Person the First Time

The **Job Style Indicator (JSI)** is used by individuals and managers to more clearly articulate the work style requirements of a specific position, role, or set of responsibilities. It forces you to establish priorities for a position. Our experience has shown that people tend to expect to hire superhumans who can do everything with everyone in all situations. Rarely, if ever, can individuals fulfill such unrealistic expectations. Therefore, to increase the effectiveness of your hiring success, retention, and productivity in a specific role (including business ventures), you must match the nature of the person to the nature of the position, within general and reasonable guidelines.

In Jim Collins' book, *Good to Great*, he documented the best practices of the most successful companies. Without exception, hiring the right person for the right bus and the right seat and doing the right things were the foundational factors implemented by those companies. The **JSI**, CRG style tools, and other CRG assessments are resources to help you achieve successful outcomes.



The JSI has two primary functions.

The first function is to better define the position from a hiring and developmental point of view. It is common that many individuals—including those doing the hiring—misunderstand or simply do not consider the style or behavioral needs of the position. That can be a costly mistake. It also creates significant stress for the person who is hired for the position. If the style needs of a position are not discussed or included as part of the organizational culture, there can be differing perceptions about what the style needs of a position should be. In fact, it is possible to have several individuals complete a **JSI** regarding a position and have them all disagree about their perceptions of the style needs of the position.

The result is confusion, stress, and placing the wrong person into the position. If the individuals hiring or overseeing the position cannot agree on the style needs, how can they possibly hire the right person for the job? The **JSI** is designed to help prevent this predicament from occurring. The first step is for

The first step is for **ALL** decision-makers—and, if applicable, all staff currently working in the position—to each complete a **Job Style Indicator**. Once each person has completed a **JSI**, the group must come to agreement on the desired work style and behaviors of the position.

The second function is to compare the **JSI** results to whatever CRG style assessment the candidate has completed. That will determine the level of work and style compatibility of each person considering the position. The **JSI** helps you avoid putting a square peg into a round hole.

Online Job Style Indicator (JSI)

© 1990-2011 Consulting Resource Group

Understanding General Job Style Tendencies

Read about the four dimensions below, emphasizing the statements you believe are important to the specific position. Ignore the statements that do not apply.

Behavioral

ACTION 46

General Orientation:

To tasks: *wants results now*
 To people: *seeks authority*
 To problems: *is tactical, strategic*
 To stress: *doubles efforts*
 To time: *future and present*

Typical Strengths:

Acts rapidly to get results
 Is inventive and productive
 Shows endurance under stress
 Is driven to achieve goals
 Can assume authority boldly

Common Difficulties:

Can be too forceful or impatient
 Can often think his/her way is best
 Can be insensitive to others
 Can be manipulative or coercive
 Can be lonely or fatigued

Cognitive

ANALYSIS 39

General Orientation:

To tasks: *wants quality*
 To people: *seeks security*
 To problems: *analyzes data*
 To stress: *withdraws*
 To time: *past and future*

Typical Strengths:

Acts cautiously to avoid errors
 Engages in critical analysis
 Seeks to create a low-stress climate
 Wants to ensure quality control
 Can follow directives and standards

Common Difficulties:

Can bog down in details and lose time
 Can be too critical or finicky
 Can be overly sensitive to feedback
 Can seem to be lacking in courage
 Can be too self-sufficient, alone

Interpersonal

HARMONY 38

General Orientation:

To tasks: *shows reliable performance*
 To people: *seeks to help others*
 To problems: *finds practical solutions*
 To stress: *adjusts to it*
 To time: *present*

Typical Strengths:

Promotes harmony and balance
 Is reliable and consistent
 Tries to adapt to stress
 Sees the obvious that others miss
 Is often easy-going and warm

Common Difficulties:

Can be too easy-going and accepting
 Can allow others to take advantage
 Can become bitter if unappreciated
 Can be low in self-worth
 Can be too dependent on others

Affective

EXPRESSION 37

General Orientation:

To tasks: *puts people first*
 To people: *seeks to influence*
 To problems: *is intuitive and creative*
 To stress: *escapes from it*
 To time: *present and future*

Typical Strengths:

Acts creatively on intuition
 Is sensitive to others' feelings
 Is resilient in times of stress
 Develops a network of contacts
 Is often willing to help others

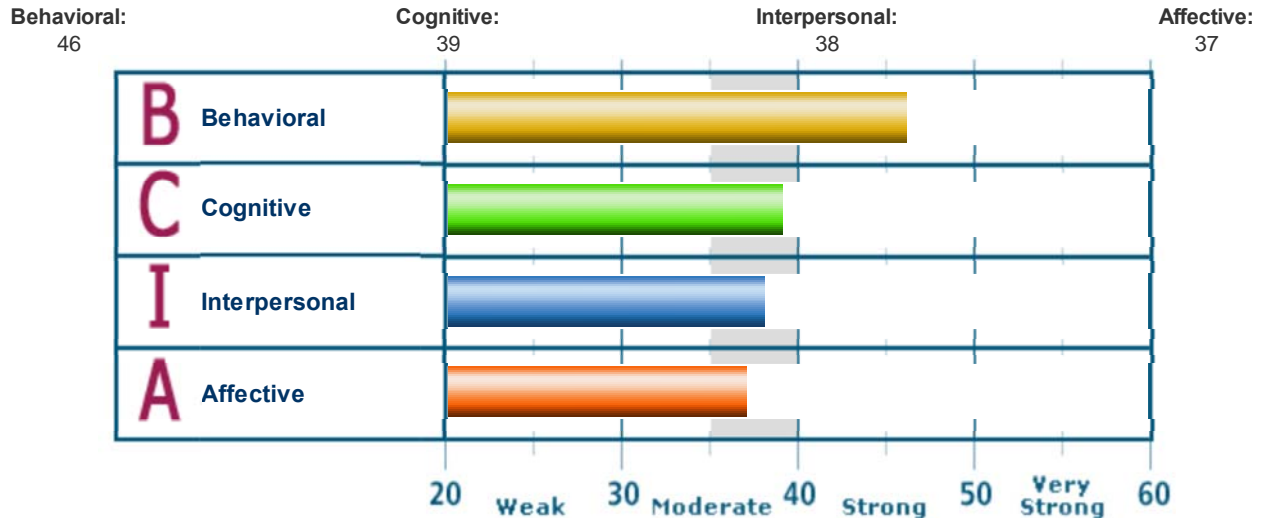
Common Difficulties:

Can lose track of time
 Can "overburn" and overindulge
 Can be too talkative
 Can lose objectivity, be emotional
 Can be self-orientated, self-assured

Online Job Style Indicator (JSI)

© 1990-2011 Consulting Resource Group

Graphing the Job Style Scores



Learning about Job Style Intensity



Each dimension number represents the intensity you believe is required to successfully fulfill this position. Your scores indicate how much influence each one of the dimensions has upon the desired behavior for the position.

- A score less than 30 in any dimension suggests a **weak** or **low** need for the characteristics found in this dimension.
- A score between 30 and 39 suggests a **moderate** need for the traits found in this dimension.
- A score between 40 and 49 suggests a **strong** need for the qualities found in this dimension.
- A score of 50 and above suggests a **very strong** need for the characteristics found in this dimension.

Online Job Style Indicator (JSI)

© 1990-2011 Consulting Resource Group

Job Style Preferences

The higher the score, the more that particular dimension influences the way individuals tend to think and behave. Most of our preferred ways of behaving are related to our strongest personal style dimensions. And, many of the things we dislike the most are related to our lowest dimensional scores. Under stress, individuals tend to move toward their strongest dimensions and away from their weaker dimensions. This is a critical concept because you are using the **JSI** to fill a position by making sure you match the right person to the position.

We know that when the style needs of the position and the style of the person do not match, stress will be present. Over time and relative to the discrepancy between the responsibilities and the person, job style incompatibility will lower productivity and, if significant enough, can result in a person either quitting or being fired.





Determining Job Style Patterns

	Highest	2nd Highest	3rd Highest	Lowest
JSI	B: 46	C: 39	I: 38	A: 37

Primary Pattern: The Primary Job Style Pattern includes all scores 40 and over.

Secondary Pattern: It is also possible to have a **Secondary** Job Style Pattern, which simply includes any scores 35 and above. If the Job Style does not have any scores from 35 to 39, you do not have a Secondary Job Style Pattern. And that is fine.

Understanding Job Style Strengths and Weaknesses

- Most occupations include tasks that require some blend of working with people, things, data, and/or ideas.
- Here are the four work preferences that can assist in career planning, staff placement, and the allocation of responsibilities within a job or team.
 1. Tasks revolving around **things** include machines, animals, raw materials, technological equipment, and large organizations.
 2. Work tasks that involve **data** include programming, researching, recording, filing, planning, editing, reporting, and accounting.
 3. **People** tasks include communicating, selling, speaking, helping, and all other people-related work activities.
 4. Examples of tasks that involve **ideas** are entertaining, writing, investigative research, designing, and artistic endeavors.

The chart below shows the relationships between the four types of tasks and the four personal style dimensions. This chart also ranks the work preferences of each dimension from Very Strong to Low. This becomes another tool you can use to define the position.

PREFERENCE:	VERY STRONG:	STRONG:	MEDIUM:	LOW:
<i>Behavioral</i> ACTION	THINGS	DATA	IDEAS	PEOPLE
<i>Cognitive</i> ANALYSIS	DATA	IDEAS	PEOPLE	THINGS
<i>Interpersonal</i> HARMONY	PEOPLE	THINGS	DATA	IDEAS
<i>Affective</i> EXPRESSION	IDEAS	PEOPLE	THINGS	DATA

Online Job Style Indicator (JSI)

© 1990-2011 Consulting Resource Group

In the following BCIA sections, you are to choose the characteristics/abilities you feel are important in this position as well as choose the traits you feel need to be minimized in this position. **To begin this process, you have to click the "undo" button to get started.** The number of choices you get to make are based on your scores in each of the BCIA sections.

Behavioral ACTION

CHANGING THINGS

Job Strengths and Difficulties

Score: **46**

Strengths: Check the characteristics/abilities you feel are important in this position.

- | | |
|-----------------------------|----------------------------|
| Learning quickly | Goalsetting |
| Making decisions | Problem-solving |
| Working well under pressure | Being dedicated to a cause |
| Taking risks | Being time-efficient |
| Situational helping | Handling responsibility |
| Delegating tasks | Planning for the future |
| Working hard | Working alone |

Individuals who score low in this dimension tend to have difficulty in the above areas.

Difficulties: Check the traits you feel need to be minimized in this position.

Being insensitive to feelings	Communicating ineffectively with people
Being a poor team worker	Being belligerent when upset
Being unappreciative	Being a poor subordinate worker
Being socially aggressive	Being stubborn about changing his/her viewpoints
Being authoritarian, rigid	Being prideful, unapologetic

Online Job Style Indicator (JSI)

© 1990-2011 Consulting Resource Group

Cognitive ANALYSIS**HANDLING DATA****Job Strengths and Difficulties**Score: **39****Strengths: Check the characteristics/abilities you feel are important in this position.**

Calculating figures	Following instructions
Creating charts and visual aids	Maintaining standards
Organizing data	Getting quality results
Analyzing details	Making in-depth presentations
Attending to details	Being loyal
Researching information	Clarifying information
Proofreading	Using deductive reasoning

Individuals who score low in this dimension tend to have difficulty in the above areas.

Difficulties: Check the traits you feel need to be minimized in this position.

Daydreaming frequently	Getting stressed when overworked
Being pessimistic, picky	Dominating conversations
Forgetting people's names	Asking too many questions
Speaking bluntly	Being a poor listener
Giving advice	Overreacting when angry
Making decisions slowly	Freezing under pressure

Online Job Style Indicator (JSI)

© 1990-2011 Consulting Resource Group

Interpersonal HARMONY**RELATING TO PEOPLE****Job Strengths and Difficulties**Score: **38****Strengths: Check the characteristics/abilities you feel are important in this position.**

Working consistently	Finishing projects
Greeting the public	Listening to others
Serving others	Answering phones
Constructing things	Doing recordkeeping, filing
Conserving materials	Being patient
Organizing events	Fixing things
Driving vehicles	Doing craftwork

Individuals who score low in this dimension tend to have difficulty in the above areas.

Difficulties: Check the traits you feel need to be minimized in this position.

Being overly sensitive	Being a people-pleaser
Being shy in front of groups	Being overly quiet, non-verbal
Being generally non-assertive	Getting stressed out, overextended
Being slow to react	Being a reluctant delegator
Being stubborn when angry	Being a stress-avoider
Being a short-sighted planner	Being indecisive

Online Job Style Indicator (JSI)

© 1990-2011 Consulting Resource Group

Affective EXPRESSION

EXPLORING IDEAS

Job Strengths and Difficulties

Score: **37**

Strengths: Check the characteristics/abilities you feel are important in this position.

Being imaginative	Showing sensitivity to others
Being inventive	Feeling self-confident
Being energetic	Being funny, entertaining
Being quick to become involved	Being persuasive
Being resourceful	Being an inductive reasoner
Enterprising	Being a good group leader
Being quick to learn	Being motivational

Individuals who score low in this dimension tend to have difficulty in the above areas.

Difficulties: Check the traits you feel need to be minimized in this position.

Starting too many projects	Being unreliable
Failing to finish projects	Being self-centered
Becoming overly busy	Managing money poorly
Ignoring timelines	Driving recklessly
Having too many interests	Making decisions impulsively
Performing inconsistently	Playing too often

Online Job Style Indicator (JSI)

© 1990-2011 Consulting Resource Group

Establishing Job Style Compatibility



To help determine the degree of job style compatibility between the individual and the position, CRG provides the following guidelines:

- If the scores of a specific dimension for the job style and the individual's style are within 5 points, that is considered a job-style match.
- Differences of 6 to 10 points in any of the dimensions are seen as a slight mismatch for that dimension.
- Score differences from 11 to 15 represent a definite mismatch.
- Differences greater than 15 in any of the four style dimensions are seen as a severe mismatch.

Now that you have confirmed the Job Style, Job Style Patterns, and the specific behaviors for this specific job/role, you can now compare the **JSI** results with any individual who will fulfill this role. We know though experience that a severe job style mismatch heightens an individual's stress level and his or her ability to continue or maintain high levels of performance in the role is significantly hindered.



It must also be noted that there are many factors that contribute to an individual's success in a position—job style is only one factor. Therefore it is not appropriate to only use the **JSI** when determining whether a person could or would be successful in fulfilling specific roles and responsibilities.

Notes: Using the new **Online Manager's JSI** , you can ask several team members to complete the **JSI** on a specific job, then receive a single computer-generated summary of your team's perception of that job.

The new **Online JSI Compatibility Report** outlines the potential issues based on a specific **JSI** plus a **CRG** Style Assessment.

Online Job Style Indicator (JSI)

© 1990-2011 Consulting Resource Group

**Design Your Plan
for Job Clarity and
Effectiveness**



The outline below provides you with an opportunity to briefly summarize your potential or another individual's potential for the position reviewed in this **Job Style Indicator**.

Please enter your responses in the sections below. Remember to **save** your responses.

Areas of Style Compatibility:

Areas where there is a Lack of Style Compatibility:

Job roles and responsibilities, if any, that should be removed, added, or shifted to better match the applicant to the position:

Specific style-flexibility, if any, required by the applicant to better fulfill the needs of this position:

Summary of overall job fit and compatibility:

Consulting Resource Group International, Inc. (CRG) is in the humandevelopment and publishing business. CRG has been Enriching People's Lives throughout the world for over 25 years!

Our Mission is to transform and equip individuals, teams, and organizations to realize their full interpersonal, mental, emotional, physical, financial, and spiritual purpose and potential, through the learning experiences we design and publish. Over 1,000,000 people in 5500 + organizations worldwide, in eight languages, have benefited from our print-based and/or online assessments, resources, and complete-program solutions. Our 100 + resources are utilized by HR and training departments in Fortune 500 companies with senior executives and staff, in career centers, smallbusiness owners, direct-selling organizations, educational institutions, church groups, parents, and students.

Our Vision is to be globally acknowledged as the Number One resource center for personal and professional development for personal and professional developers. Our ever-expanding global network of Licensed Associates serves local needs throughout the world. Through our training sessions, we equip internal and external consultants, coaches, trainers, speakers, counselors, educators, and HR professionals on the use of CRG resources.



Canada: PO Box 418 Main
Abbotsford, BC V2T 6Z7

USA: PO Box 8000 PMB 386
Sumas WA, 98295-8000

Telephone: 604.852.0566
Fax: 604.850.3003
Website: www.crgleader.com
email: info@crgleader.com

CRG provides an entire family of fast-paced communication and learning tools that help you understand yourself better-your personal style, leadership skills, learning styles, values, and much more. Our assessments are not tests that can be passed or failed- they are completely self-administered and self-scoring. We place the emphasis on the person and his or her development, rather than on the assessment.

