

# **CRG's *Personal Style Indicator:* Advantages and Differences**

CONFIDENTIAL  
WHITE PAPER



Authored by

**Dr. Ken Keis, Dr. Terry Anderson,  
and Everett Robinson, MA**

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Consulting Resource Group International, Inc. (CRG)

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# 1

## ***Personal Style Indicator (PSI) is multi-theory-based.***

The origins of the ***Personal Style Indicator (PSI)*** design and theory date back to the late 1970s when Dr. Terry Anderson recognized the flaws and gaps inherent in Personal Style (personality or “type”) assessments. It was clear that some of the most dearly held theories then—and, unfortunately, even today—were incomplete, incorrect, damaging to the participant, and, in some cases, simply false.

Most DiSC assessments are built solely on William Marston’s work from the 1920s. The well-known MBTI (Meyers-Briggs) was based on Carl Jung’s work with abnormal psychology groups. Kersey has its roots in MBTI and Jung, though they claim to have updated their models. Merrill & Reid’s work led to the Wilson Learning Social Styles. Other assessments still reference the writing of Hippocrates and “The Four Humours”.

The ***PSI*** is built on its own unique model and theory design, from research valid in the application of normal psychology and elements from participant- and field-tested feedback points of design. The result is a new and fresh methodology about the way Personal Style is described and experienced by the participant. Therefore, the ***PSI*** cannot be compared to other assessments in the marketplace.

Although CRG uses a four-quadrant model, as do True Colors and most DiSC tools, the likeness stops there. If anyone says the ***PSI*** is just like those tools, that person is simply misinformed. As you read this document, you will learn the critical differences and understand that the ***PSI*** is not at all like other four-quadrant models or assessments.

To read more about the development of the ***PSI***, please see CRG’s ***PSI/JSI Professional’s Guide***.



## 2

### The *PSI* offers 21 patterns or profiles, versus either only 16 patterns or none, in the other assessments.

In the *PSI* documentation, we state that your **pattern** or **patterns** are the most important part of our assessment process. Each individual score is significant, but *the blend and intensity of all four Dimensions* determine your overall pattern.

- Some tools in the marketplace (most of the animal and color tools) include no patterns or blends. That does a huge disservice to the participants because, based on CRG's experience, less than 10% of people have just a single Dimension pattern. The tools that don't provide reports or profiles with blended results will miss the mark with 90% of the population.
- Many other tools limit their interpretation to only 16 types or profiles. CRG's 35+ years of research and experience with hundreds of thousands of *PSI* participants reveal and 100% confirm that 16 patterns do not reflect the truth or accuracy of a very high percentage of people's Personal Style scores.

With 21 patterns, the *PSI* overcomes the deficiencies of those other tools. Most tools will have single-high patterns or two-high combination patterns, but they fail to acknowledge what we call triple-high or four-even patterns. In fact, one of the DiSC tools has the audacity to tell the participant to take the assessment over again if he or she has a tight pattern (when all four Dimension scores and results are even). Other tools discriminate against and do not recognize or honor anyone with a triple-high or four-even pattern.

To understand the impact, triple-high and four-even patterns represent:

- 30% of the population of people who complete a CRG *PSI* Primary Patterns, and
- over 50% of the population when we consider CRG's *PSI* Secondary Patterns.

With the other tools, that means there is a very significant group of individuals who will **never** have a profile report that actually reflects the complexity of who they are. However, when participants complete the *PSI* and read their triple-high pattern, most express:

"Finally, a tool that acknowledges and recognizes my complexity, inherent diversity, and flexibility. Other tools have never been able to capture the fact that I have lots going on!"

# 3

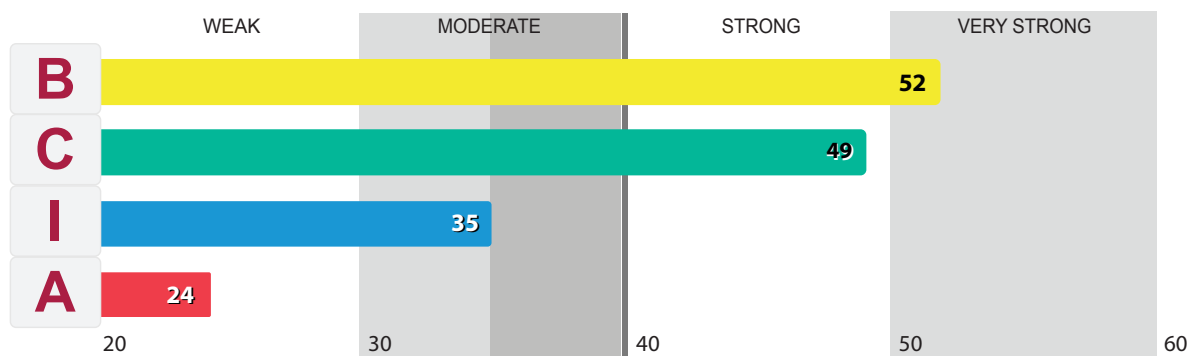
## The *PSI* uses Raw Scores and measures Intensity.

When someone completes any of CRG's style tools, a numeric number is indicated for each of the four Dimensions. That number is applied to a bar graph visual and an intensity scale, providing further insight to the participant in terms of the level of influence of each Dimension. We don't try to "trick" the participant or adjust responses.

In the *PSI* (and all other CRG style tools), you have a range of 16–64 in any of the four Dimension scores.

- If you have a score of less than 30, we know that Dimension will have a **weak** influence on your preferences and desire behaviors.
- If you have a score from 30–39, the intensity is called **moderate**, meaning that, when not under stress, you can operate or relate to those preferences or that Dimension.
- If you have a score from 40–49, the score range is identified as **strong**. We know that someone with a score in that range is more likely to use that Dimension to make decisions and engage life on a day-to-day basis.
- Finally, if you have a score from 50–64, the range is identified as **very strong**. If you have a score in that range, it is almost certain you will use that Dimension to decide how to respond and react to your environment and life. It will be difficult for you to suspend or avoid using that Dimension in your daily life.

Intensity is a very powerful self-awareness and self-management tool for every participant or professional who uses the *PSI*. It provides another layer of insight that many other style tools do not have.



# 4

## The *PSI* allows and provides for up to three different results, patterns, or profiles.

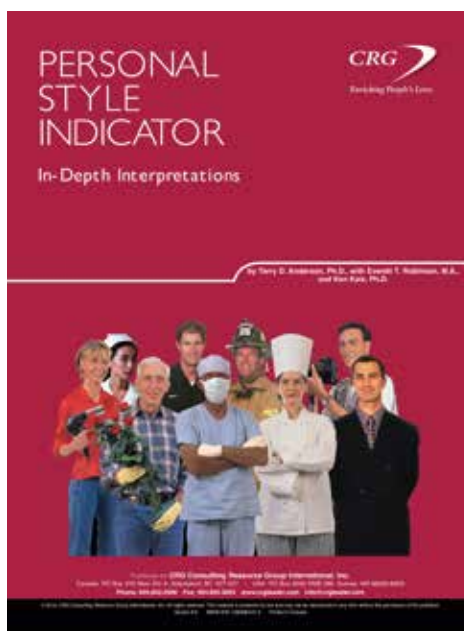
Depending on your scores, CRG's algorithm determines your specific pattern and can allow for up to three different patterns for a participant. Most other tools will provide you with only one profile.

The CRG approach honors participants with additional insights and expanded narrative to assist them with clarity and self-awareness.

In some cases, an individual can have 2 Dimensions over 40 that are very close to each other (within 5 points); CRG honors the participant with 2 patterns. In other situations, a Dimension might be 15 points higher than any other Dimension and the person will get a single-high *PSI* in-depth report in addition to a two-high report.

In addition, *PSI* pattern calculations can include a Secondary Pattern. That is where Scores from 35–39 are included in a pattern calculation. Again, that is done so the scores at the midline can be acknowledged as contributing to the person's preferences.

The participant reviews and personalizes the *PSI In-Depth Interpretations* while merging and blending the various insights from the multiple reports with which he or she agrees.



# 5

## The *PSI* word list (response sheet) has the participants rank all four words.

CRG's style word list has 16 sets of 4 words in which the respondent rank-orders all the words from "Most like me" to "Least like me"—applying 4, 3, 2, or 1 to each set of 4 words.

Other tools simply rank the word "Most like me" and "Least like me." Those tools ignore the middle two words. From a simple math and tool design, that biases the results by polarizing the outcomes; these tools do not include the middle two words in their calculations.

That flawed assessment design approach shows prejudice toward individuals with triple-high or four-even patterns.

Other assessments provide either/or choices; MBTI forces you to choose one over the other. That means rather than having one preference higher than another, the participant must choose one to the exclusion of the other. That can be frustrating for participants, because research indicates that many of the opposing pairs have been shown not to be opposing at all, but rather mutually present.

## PERSONAL STYLE INDICATOR Response Sheet

EXAMPLE: Using 1, 2, 3, 4 – rank-order each set of four words.

<b>3</b> Artistic	<b>4</b> Technical	<b>1</b> Productive	<b>2</b> Supportive
<b>1.</b> <b>4</b> Self-Reliant	<b>1</b> Disciplined	<b>2</b> Dependable	<b>3</b> Expressive
<b>2.</b> <input type="text"/> Domineering	<input type="text"/> Inflexible	<input type="text"/> Shy	<input type="text"/> Unorganized

# 6

## CRG provides a Holistic Development System, Model, and Assessments that honor the development of the whole person.

Many "type" or personality assessments try to limit or pigeon-hole individuals. They do not have a holistic development model. Participants using the CRG tools can appreciate the multifaceted nature of our design development, the source of our behavior models, and our other conditions and preferences. CRG's **Personality Development Factors Model** helps frame the sources and the multiple factors that contribute to personhood.

You and I could have the same "type" or Personal Style preferences, but still be very different, based on the other "Factors." The CRG model includes:

- **Personal Style** (what the *Personal Style Indicator* measures);
- **Bio-Physical Factors** (CRG's *Stress Indicator and Health Planner*);
- **Self-Worth** (CRG's *Self-Worth Inventory*);
- **Environmental Factors** (CRG's *Entrepreneurial Style and Success Indicator*);
- **Social Teachers** (CRG's *Values Preference Indicator*);
- **Emotional Anchors** (where life events have anchored emotional responses); and
- **Spirituality** (where your belief system is highly influencing what you do and what you don't do).





# 7

## The PSI Model provides fresh and new definitions of Extroversion and Introversion.

The *PSI* is built upon the **PSI Model** that has three continuums:

### A. Extroversion and Introversion

### B. People and Tasks

### C. Verbal and Non-Verbal

#### A. CRG uses an entirely new definition of Extroversion and Introversion.

The stereotypical definitions are usually based on Carl Jung's work on abnormal population groups and that suggests Introversion was problematic—hardly a statement we want to make to individuals today.

Our definitions focus on people's orientation to the environment.

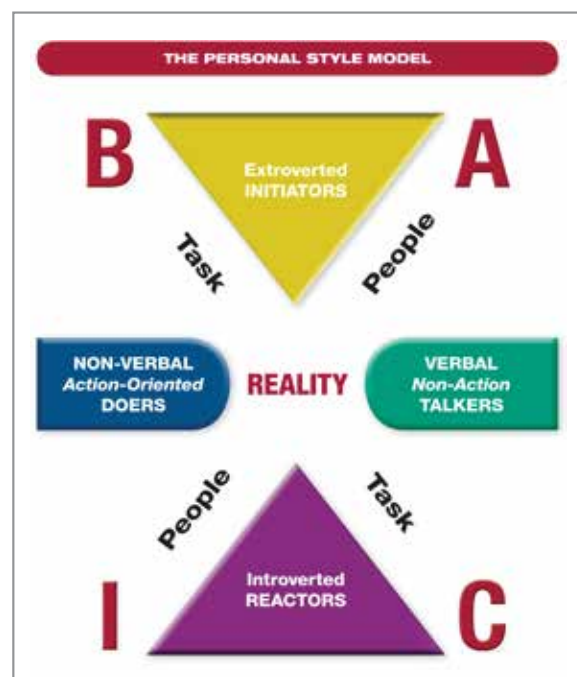
- Extroverts want to tell the environment what to do and they want to engage it, to feel alive and motivated.
- Introverts are more sensitive to environmental events and tend to defer to what the environment asks of them, or they will wait before they decide what to do.

In the CRG model, participants may be balanced between the Extrovert and the Introvert continuums. Most other assessments would not honor the participant in that way.

#### B. People and Tasks are separate measures, and not linked to Extroversion and Introversion in the PSI Model.

#### C. Finally, we introduce a breakthrough concept of individuals being Verbal and Non-Verbal.

To learn more about the **PSI Model**, please read Chapter 6 in the book by Dr. Ken Keis, *Why Aren't You More Like Me?*<sup>™</sup>





## **The *PSI* and other CRG tools have a learner-friendly design, with a personal and professional development mindset —not a test-or-tell mindset.**

The *PSI* is designed for the learner. It does not require a co-dependent relationship with a professional to debrief or explain the results.

All CRG tools are self-scored and self-interpreted for the benefit of the learner.

Many other tools require a certified professional to explain to the participant what the report means and represents. That creates a co-dependent relationship, rather than an independent one.

At one conference, four MBTI-certified professionals were arguing over the interpretation of a participant's MBTI results. That experience certainly did not assure us that the results were consistent and valid, even with required certification.

We acknowledge that there is always value in having a CRG professional help participants with the application of their results, but that is not required for participants to understand and act on their results.

We have 15-year-old high-school students completing our CRG assessments. The students immediately benefit from their insights and self-awareness, an advantage over other tools requiring debriefing by a professional.

Rather than just *giving* people a "fish", CRG tools teach people *how* to "fish". We want to equip individuals to act on their own, for life!

# 9

## CRG's model allows for personality development and growth.

CRG's model acknowledges that we have Personal Style preferences that will not change throughout our lifetime and that are in play from the moment we wake up each morning. Personal Style is a foundation upon which we can build our lives. Yet at the same time, life experiences, maturity, education, skill development, and spiritual experiences shape and influence our personality. So, even though we have a basic foundation in our Personal Style, CRG's honors the reality that people can and will develop.

# 10

## The *PSI* is part of the CRG Assessment System, where additional CRG tools are available in a congruent approach for development.

CRG style tools are just one part of the CRG offering and development system. All our assessments, such the ***Job Style Indicator, Stress Indicator and Health Planner, Values Preference Indicator, Self-Worth Inventory, Leadership Skills – 360°***, and our ***Learning Style*** assessments were designed to be a congruent system. Many times, we have worked with clients who are using other assessments that are in conflict and are not congruent with each other. This confuses participants and erodes the credibility of the professional developer who has to justify or explain those differences.

All the CRG tools work together. Using them exclusively will avoid serious conflicts that can arise with models and assessments from other providers.

There are other assessments that can complement and be used with the CRG tools, and CRG represents some of them. As professionals, we must be discerning in our choices. We would never use more than one "style" tool with a group or an organization . . . if the goal is to create a culture or language to describe performance and/or build communication channels.



# 11

## Professionals (and participants) can engage CRG tools, including the *PSI*, without certification.

Though we highly encourage professionals to attend CRG's Assessment Systems Certification to learn about the unique design of CRG tools, this is not required to use CRG tools. Any individual or participant can instantly access and use our online tools or order our print-based versions available in several languages.

# 12

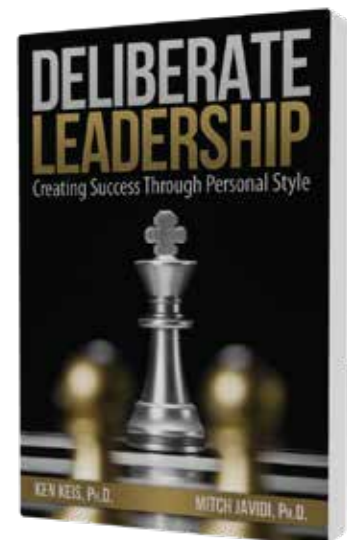
## *PSI* has a proprietary communication model to Translate (understand others), Suspend (management of self), and Style-Shift (meet the internal, communication, and credibility needs of others).

The CRG style tools are only a starting point.

The specific characteristics of your Personal Style might hinder or build relationships with others who are different from you. CRG's model includes how to observe behaviors in others (people are constantly leaving clues) and what to proactively do about it.

The CRG model indicates what people with various Personal Styles need, for a person to build credibility with them.

The three-step process is outlined in the books, ***Why Aren't You More Like Me?***<sup>™</sup> and ***Deliberate Leadership***<sup>™</sup>



# 13

## The *PSI* can be used with CRG's proprietary tool, the *Job Style Indicator* or the *Manager's Job Style Indicator*, to confirm Job Fit and Job Style Compatibility.

The *Job Style Indicator (JSI)* and *Manager's Job Style Indicator (MJSI)* are unique, as they help you measure the style nature of a position, specific job, or role. These tools work in partnership with our other style tools to assist employers and applicants to determine **Job Style Compatibility**. The *JSI* is not for determining career paths; it is used by employers to confirm the required working style. The **Style Compatibility Report** then compares an applicant's style score to the desired *JSI* scores to ensure there is a fit, ensuring success and long-term engagement in the position.



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The items documented in this white paper are just some of the differences and advantages of the CRG ***Personal Style Indicator*** and the additional style tools offered by CRG.

Please contact us for further information or watch our videos on our CRG You Tube channel: <https://www.youtube.com/user/crgleader>.

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