Job Style
Compatibility Report

Determines applicants' or employees' style compatibility (match) levels to a specific JSI and position from a Match to Extreme Mismatch.

Company Name: **Cityplex**
Position: **AE Technician**
Style Tool Selected: **Personal Style Indicator**
Completed By: **Robert Webb**
Date: **Jan 01, 2020**

CRG

by Ken Keis, Ph.D.

How to use this Job Style Compatibility Report

1. Please remember that Style Compatibility is only one part of any selection or promotional process.

2. Below you'll find the Master Grid and guidelines for determining an individual's compatibility level to your specific Job Style and Position from "Match" to "Extreme Mismatch."

3. On the following page, we have provided an Executive Summary and group Job Style Indicator (JSI) Compatibility Report, ranking all candidates from "Most Compatible" to "Least Compatible" based on the Master Grid. Please note that this is a group ranking, and that you must also review the individual ranking as compared to the Master Grid. Example: Everyone could have a strong match for this position or everybody could have a poor match.

4. A full summary of the position's JSI Score and Patterns, plus Job Style Characteristics that you and your team selected, are included as part of your interview process.

5. An individual JSI Compatibility page for each participant you selected is provided. Use this page and insights for your interview and follow-up discussions.

6. A framework of suggested interview questions for your candidates is provided as a free downloadable PDF.

7. Additional resources that can help with selecting the right individual when you are building a high-performance team are outlined at the end of this report.

Guidelines to Compatibility

Each individual's style is compared to the preferred Job Style for this position **AE Technician**.

There are four levels of compatibility that we measure against each of the four dimensions. When these four levels of compatibility are combined with the four dimensions, it results in 35 different combinations and levels of compatibility. This report will display candidates from the "Most Compatible" Style Match to the "Least Compatible" Style Match.

Match	If the scores of a specific dimension for the job style and the individual's Personal Style are within 5 points that is considered a job-style match.
Slight Mismatch	Differences of 6 to 10 points in any of the dimensions are seen as a slight mismatch for that dimension.
Mismatch	Score differences of 11 to 15 represent a definite mismatch.
Severe Mismatch	When there is a difference of greater than 15 in any of the four style dimensions, a Severe Mismatch is evident.

We know through experience that a Job Style Severe Mismatch significantly heightens an individual's stress level and drastically hinders his/her ability to maintain high levels of performance in their job role.
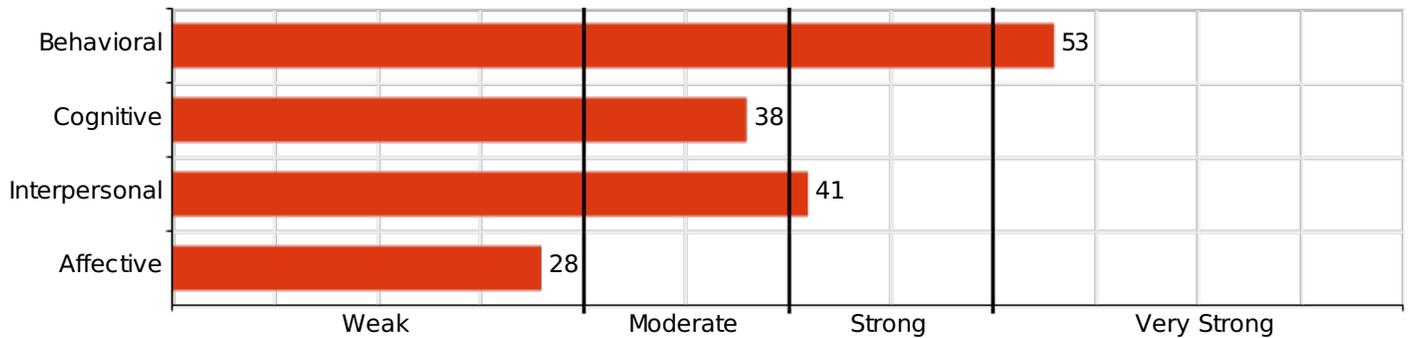
Executive Summary: JSI Compatibility Group Report

Position: **AE Technician**
Style Tool Selected: **PSI (Personal Style Indicator)**

The following grid lists your selected candidates/participants from the Most Compatible to the Least Compatible for the selected position. We have identified the overall compatibility using our internal algorithm as well as identified the compatibility of each Style Dimension for each individual.

Position / Applicant	Overall	Behavioral	Cognitive	Interpersonal	Affective
AE Technician	-	**53**	**38**	**41**	**28**
Keith Clark	**Match**	58 Match	41 Match	40 Match	21 Slight Mismatch
Karen Kelly	**Match**	51 Match	37 Match	48 Slight Mismatch	24 Match
Emma MacDonald	**Slight Mismatch**	40 Mismatch	36 Match	44 Match	40 Mismatch
Stephen May	**Mismatch**	42 Mismatch	53 Severe Mismatch	40 Match	25 Match
Pippa Cornish	**Mismatch**	41 Mismatch	39 Match	34 Slight Mismatch	46 Severe Mismatch
Ian Avery	**Severe Mismatch**	34 Severe Mismatch	48 Slight Mismatch	32 Slight Mismatch	46 Severe Mismatch

Job Style for the AE Technician position

	Weak	Moderate	Strong	Very Strong
Behavioral			53	
Cognitive		38		
Interpersonal		41		
Affective	28			

B & I *Determined*   **AE Technician's Primary Job Style**

Because this personal style type has the dominant behavioral tendencies, there is a certain doggedness and persistence in getting things done, even if it takes all day and night. While the interpersonal tendencies in this style take a back seat to the behavioral tendencies, there is a willingness to work with others to accomplish the desired result. They also will tend to the necessary details in this process. These people can display a positive stubbornness when it comes to getting the job done. With the strong dominance factor, human relations are likely to suffer, but not to the extent of the other behavioral styles, due to the softening effects of this person's desire for interpersonal harmony as long as the desired results are forthcoming.

B , C & I *Ambitious*   **AE Technician's Secondary Job Style**

People with this Personal Style are generally intense, highly motivated people who are also conscientious and dependable. Complex and somewhat unpredictable, they may tend to push toward their goals, be concerned about producing high quality, and also show concern for the welfare and morale of others. They tend to get results by combining analysis with practicality. They are often concerned that others will fall below their own standards. They can be so motivated to improve things that others admire their ambition and their drive for accomplishments and, at the same time, potentially feel intimidated, overwhelmed, or even jealous of their energy, drive, and creativity.

Behavioral   *ACTION*

Important to this position:
- Problem-solving
- Being time-efficient
- Working alone

Important to minimize:
- Being belligerent when upset
- Being a poor subordinate worker

Cognitive   *ANALYSIS*

Important to this position:
- Maintaining standards
- Getting quality results
- Researching information
- Using deductive reasoning

Important to minimize:
- Freezing under pressure

Interpersonal   *HARMONY*

Important to this position:
- Working consistently
- Constructing things
- Fixing things

Important to minimize:
- Being slow to react
- Being indecisive

Affective   *EXPRESSION*
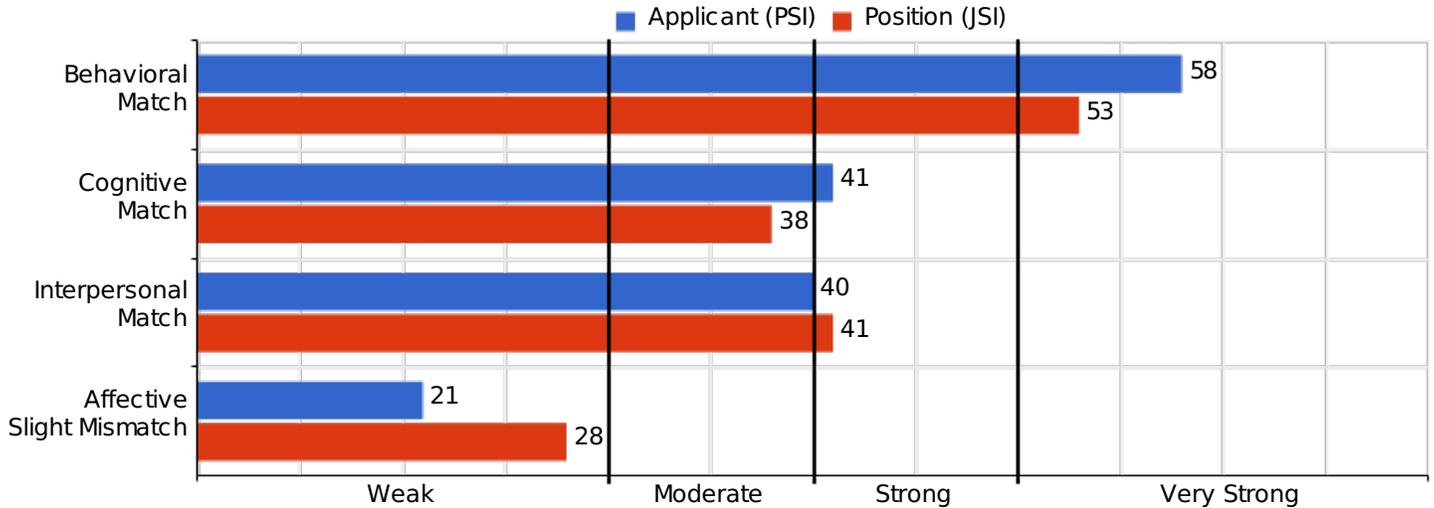
Important to this position:
- Being energetic
- Being resourceful

Important to minimize:
- Starting too many projects
- Failing to finish projects

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JSI Compatibility Report for Applicant #1 of 6

Applicant: **Keith Clark <keith.clark@publicmailservice.net>**
Position: **AE Technician**
Style Tool Selected: **PSI (Personal Style Indicator)**
Compatibility: <mark>Match</mark>

■ Applicant (PSI) **■ Position (JSI)**

Behavioral Match	Applicant 58 / Position 53
Cognitive Match	Applicant 41 / Position 38
Interpersonal Match	Applicant 40 / Position 41
Affective Slight Mismatch	Applicant 21 / Position 28

Scale: Weak — Moderate — Strong — Very Strong

B *Commanding*   Keith Clark's First Primary Style

These people are often strongly self-reliant, innovative in getting the results they want, and able to use others and opportunities (not necessarily in a negative way) to their best advantage. They like control, power, and the freedom to make their own choices. They either do things the way they want to do them or prefer quite often not to do them at all. Their creativity often manifest in hardheaded, computer-like calculations and strategies, the logic of which goes beyond the understanding exercised by most people. The confident fashion in which they approach people and problems can, in the minds of some, create the image of a cool, polished manipulator.

B , C & I *Ambitious*   Keith Clark's Second Primary Style
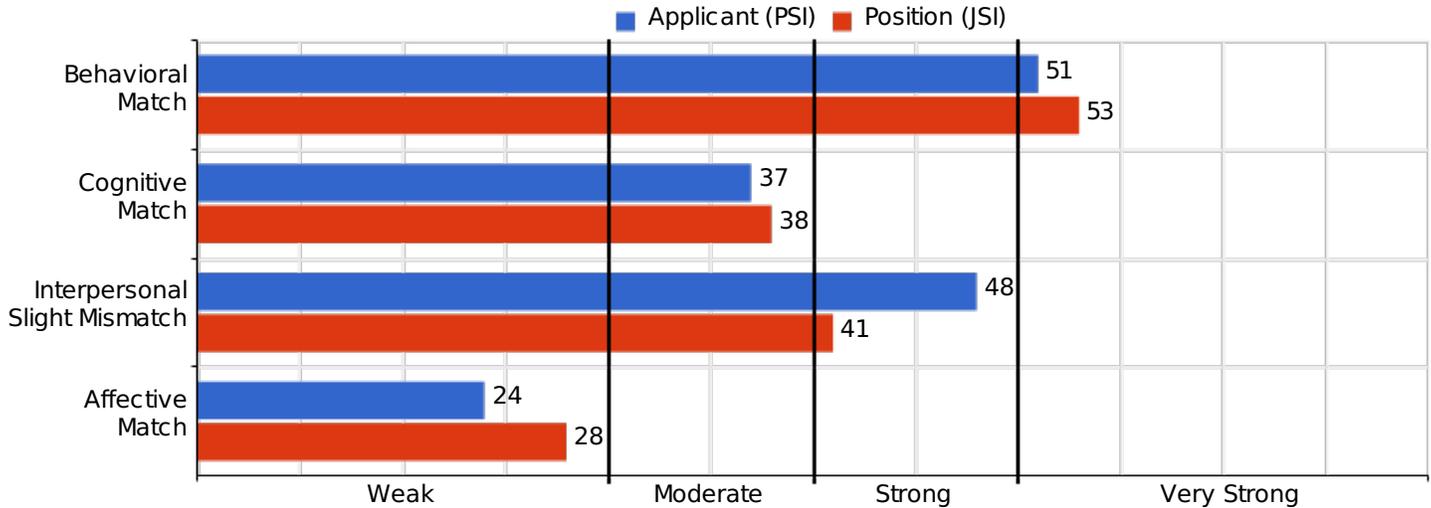
People with this Personal Style are generally intense, highly motivated people who are also conscientious and dependable. Complex and somewhat unpredictable, they may tend to push toward their goals, be concerned about producing high quality, and also show concern for the welfare and morale of others. They tend to get results by combining analysis with practicality. They are often concerned that others will fall below their own standards. They can be so motivated to improve things that others admire their ambition and their drive for accomplishments and, at the same time, potentially feel intimidated, overwhelmed, or even jealous of their energy, drive, and creativity.

Specific style-flexibility, if any, required by the applicant to better fill this position.

Summary of overall job fit and style compatibility.

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JSI Compatibility Report for Applicant #2 of 6

Applicant: **Karen Kelly <karen.kelly@publicmailservice.net>**
Position: **AE Technician**
Style Tool Selected: **PSI (Personal Style Indicator)**
Compatibility: **Match**

Legend: ■ Applicant (PSI) ■ Position (JSI)

	Applicant (PSI)	Position (JSI)
Behavioral — Match	51	53
Cognitive — Match	37	38
Interpersonal — Slight Mismatch	48	41
Affective — Match	24	28

Scale: Weak — Moderate — Strong — Very Strong

B & I *Determined*   **Karen Kelly's First Primary Style**

Because this personal style type has the dominant behavioral tendencies, there is a certain doggedness and persistence in getting things done, even if it takes all day and night. While the interpersonal tendencies in this style take a back seat to the behavioral tendencies, there is a willingness to work with others to accomplish the desired result. They also will tend to the necessary details in this process. These people can display a positive stubbornness when it comes to getting the job done. With the strong dominance factor, human relations are likely to suffer, but not to the extent of the other behavioral styles, due to the softening effects of this person's desire for interpersonal harmony as long as the desired results are forthcoming.

I & B *Reliable*   **Karen Kelly's Second Primary Style**

People with this personal style tend to be somewhat compulsively concerned that they produce results in a reliable and pleasant manner. You would want people with this type of pattern to enforce policies or rules and you would expect that they would do it in a respectful manner. People with this style are often willing to take on specific responsibilities if they are well defined and if there is opportunity for challenge and some variety. Because this pattern has both a capacity for introversion, and extroversion, there is quite a lot of potential for style-flexibility. The conscientious and pleasant manner in which people with this pattern can get results is often-envied ability. Under pressure they can become hostile and impulsive.

B , C & I *Ambitious*   **Karen Kelly's Secondary Style**
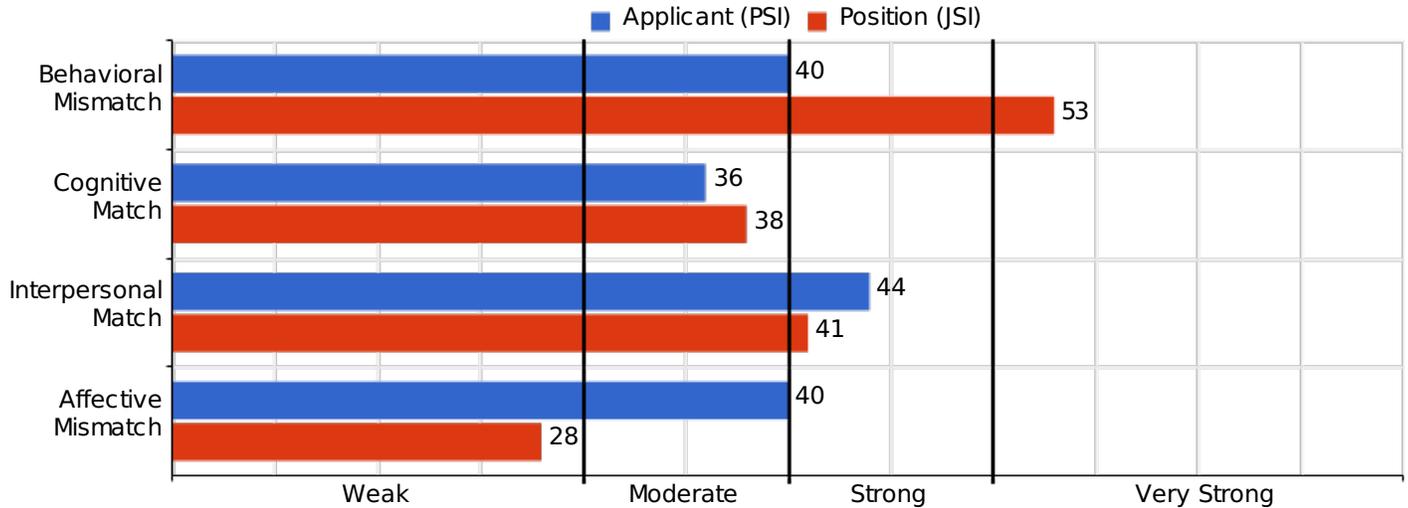
People with this Personal Style are generally intense, highly motivated people who are also conscientious and dependable. Complex and somewhat unpredictable, they may tend to push toward their goals, be concerned about producing high quality, and also show concern for the welfare and morale of others. They tend to get results by combining analysis with practicality. They are often concerned that others will fall below their own standards. They can be so motivated to improve things that others admire their ambition and their drive for accomplishments and, at the same time, potentially feel intimidated, overwhelmed, or even jealous of their energy, drive, and creativity.

Specific style-flexibility, if any, required by the applicant to better fill this position.

Summary of overall job fit and style compatibility.

JSI Compatibility Report for Applicant #3 of 6

Applicant: **Emma MacDonald <emma.macdonald@publicmailservice.net>**
Position: **AE Technician**
Style Tool Selected: **PSI (Personal Style Indicator)**
Compatibility: **Slight Mismatch**

■ Applicant (PSI)   ■ Position (JSI)

	Weak	Moderate	Strong	Very Strong
Behavioral Mismatch — Applicant		40		
Behavioral Mismatch — Position			53	
Cognitive Match — Applicant		36		
Cognitive Match — Position		38		
Interpersonal Match — Applicant			44	
Interpersonal Match — Position			41	
Affective Mismatch — Applicant		40		
Affective Mismatch — Position	28			

B , I & A *Influential*   **Emma MacDonald's Primary Style**

People with this style pattern tend to be complex individuals who demonstrate a wide range of style-flexibility in their behaviors. They can be task and relationship-focused quite naturally. Their relationships, however, often can be too task- or result-focused. They may tend to work on their relationships or be involved in situations where working toward developing people is the result they seek. They may be parents, teachers, or sales managers who naturally seek to influence others in positive ways, for the benefit of all concerned. They may be interested in business results. They treat people with more sensitivity than many businesspeople who focus on results but tend not to notice the feelings of others.

B , C , I & A *Synergistic*   **Emma MacDonald's Secondary Style**

People with this pattern are extremely flexible and adaptable. With equal strength in all four style dimensions, they have the natural ability to see the world the way all other styles do. When these people are in control of their pattern, they tend to be good team players and can mediate among diverse groups of people. If they aren't in control, they can have difficulties with others. They can be good leaders and team members when their drive toward being task-oriented is balanced with their strong people-orientation. When it isn't balanced, they often become confused and unsure of themselves. These people tend to feel "style crazy" because all four dimensions are equally strong. Having to constantly please all four dimensions at the same time often leaves these individuals feeling very divided inside. They can feel quite challenged when it comes to problem-solving and decision-making because they seldom are totally satisfied with the outcomes.
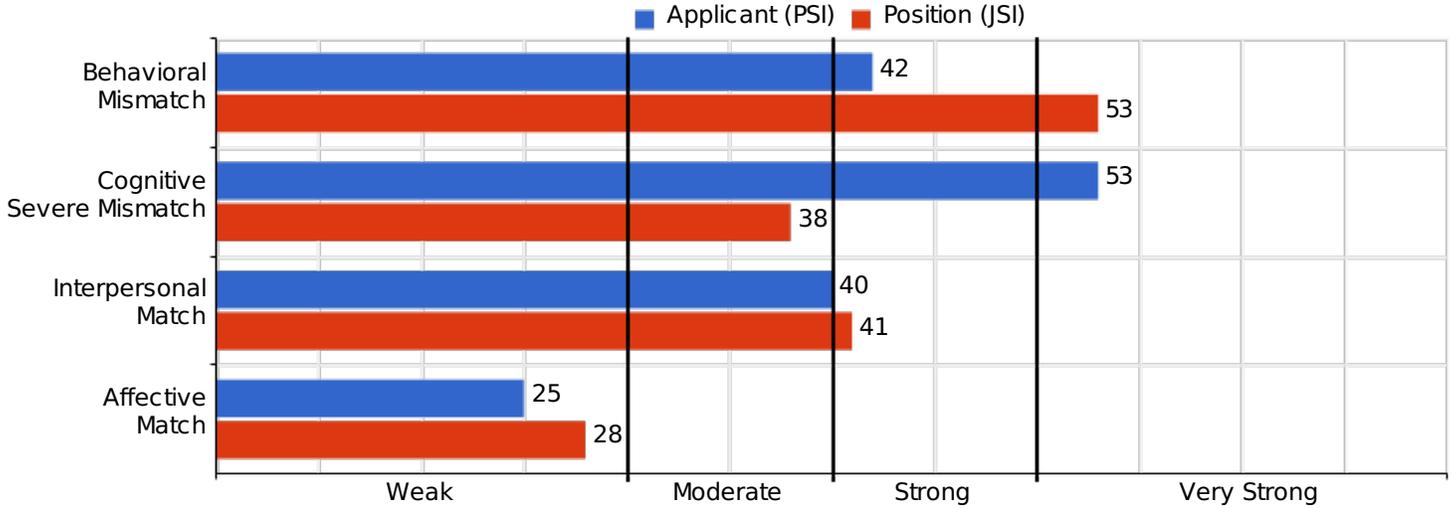
Specific style-flexibility, if any, required by the applicant to better fill this position.

Summary of overall job fit and style compatibility.

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JSI Compatibility Report for Applicant #4 of 6

Applicant: **Stephen May <stephen.may@publicemailservice.net>**
Position: **AE Technician**
Style Tool Selected: **PSI (Personal Style Indicator)**
Compatibility: **Mismatch**

	Applicant (PSI)	Position (JSI)
Behavioral Mismatch	42	53
Cognitive Severe Mismatch	53	38
Interpersonal Match	40	41
Affective Match	25	28

Weak | Moderate | Strong | Very Strong

B , C & I *Ambitious*   **Stephen May's Primary Style**
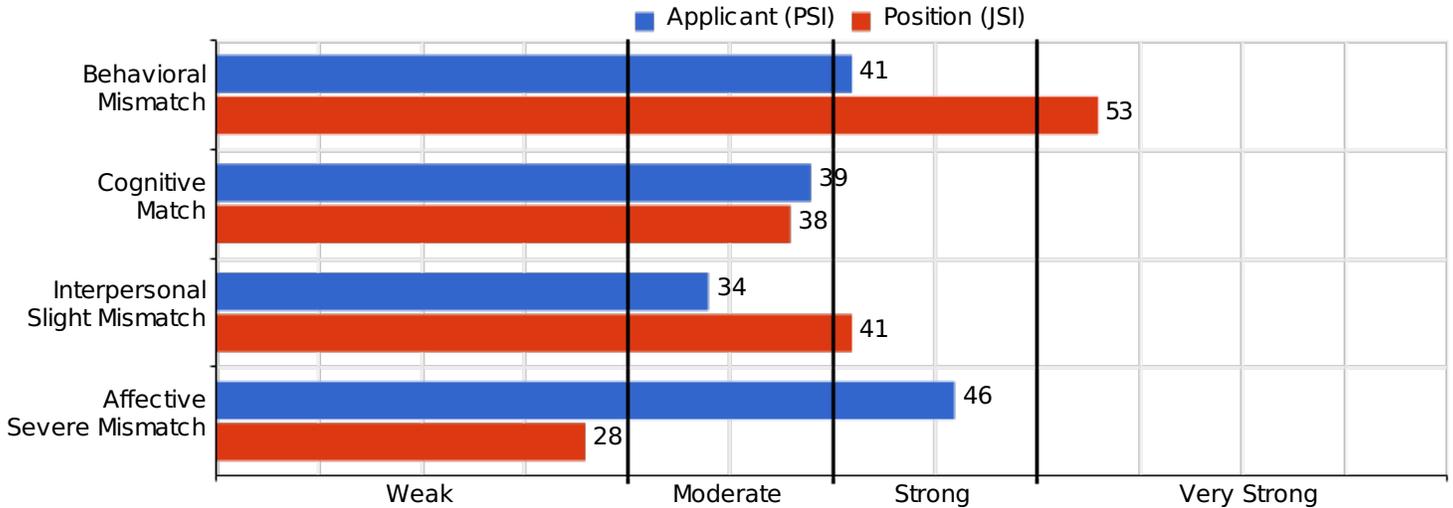
People with this Personal Style are generally intense, highly motivated people who are also conscientious and dependable. Complex and somewhat unpredictable, they may tend to push toward their goals, be concerned about producing high quality, and also show concern for the welfare and morale of others. They tend to get results by combining analysis with practicality. They are often concerned that others will fall below their own standards. They can be so motivated to improve things that others admire their ambition and their drive for accomplishments and, at the same time, potentially feel intimidated, overwhelmed, or even jealous of their energy, drive, and creativity.

Specific style-flexibility, if any, required by the applicant to better fill this position.

Summary of overall job fit and style compatibility.

JSI Compatibility Report for Applicant #5 of 6

Applicant: **Pippa Cornish <pippa.cornish@publicemailservice.net>**
Position: **AE Technician**
Style Tool Selected: **PSI (Personal Style Indicator)**
Compatibility: **Mismatch**

■ Applicant (PSI)   ■ Position (JSI)

	Value
Behavioral Mismatch — Applicant	41
Behavioral Mismatch — Position	53
Cognitive Match — Applicant	39
Cognitive Match — Position	38
Interpersonal Slight Mismatch — Applicant	34
Interpersonal Slight Mismatch — Position	41
Affective Severe Mismatch — Applicant	46
Affective Severe Mismatch — Position	28

Weak   Moderate   Strong   Very Strong

A & B *Idealistic*   **Pippa Cornish's First Primary Style**

People with the idealistic pattern tend to be high in energy, creative, and focused on the achievement of immediate objectives. They are perhaps the most extroverted (indicating a resilient nervous system) of all patterns. They also can be unexpressive at times and overly focused on getting results. They can handle a lot of stimulation before they feel overloaded. They also can be highly expressive while, at the same time, pushing ahead to reach predetermined goals. Both soft-hearted and hard-headed idealistic types will often be seen selling ideas to others they care about or products they believe in. They often are seen by many others as attempting to convince or sell others, rather than just influence them. Their determination to accomplish their goals by persuading others to follow their verbal influence and strategic plan is stronger than most.

B & A *Optimistic*   **Pippa Cornish's Second Primary Style**

Both behavioral action and expressive tendencies are high in this Personal Style pattern. These types of people are energetic, confident, and willing to explore new ways of improving things. There is often a mixed reaction to these individuals. On one hand, their energy, optimistic attitude, wordiness, and fortitude impress others, but their drive to get results might interfere with others' feeling comfortable with them. There is often a need for people with this pattern to work on balancing their result orientation with more consideration for human relations. Others are attracted to them and fascinated by them, but can feel intimidated by their high energy and unusual creativity. People with this pattern can exhaust themselves with their own energy.

B , C & A *Productive*   **Pippa Cornish's Secondary Style**

The productive pattern is characterized by a dynamic balance between the rational and intuitive tendencies. There is a keen insistence on quality results but, at the same time, a searching sensitivity regarding new perspectives and the unexpected. This pattern is both unusual and complex in nature, due to the demanding and conflicting qualities of triple-high dimensions. It would seem that not many people are willing or able to be results-oriented, perfectionistic, and emotionally and intuitively sensitive at the same time. Style-flexibility is a major and distinctive mark of this unique pattern. The productive pattern is generally characterized by simultaneous intensity and insistence on creative quality and results.
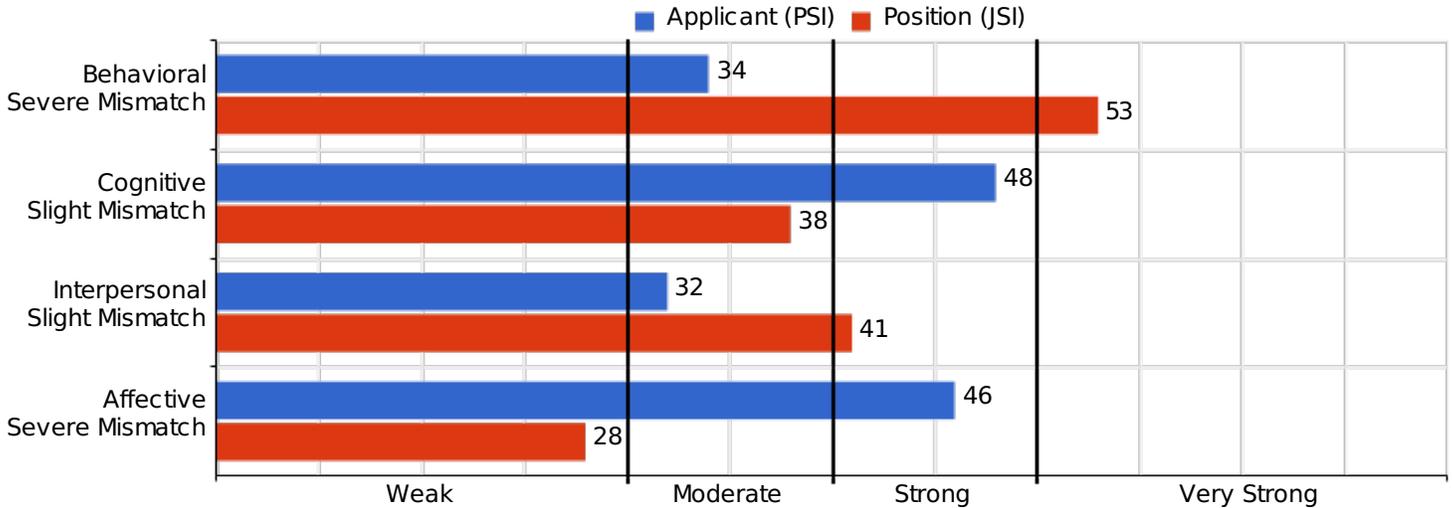
Specific style-flexibility, if any, required by the applicant to better fill this position.

Summary of overall job fit and style compatibility.

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JSI Compatibility Report for Applicant #6 of 6

Applicant: **Ian Avery <ian.avery@publicmailservice.net>**
Position: **AE Technician**
Style Tool Selected: **PSI (Personal Style Indicator)**
Compatibility: **Severe Mismatch**

Applicant (PSI)   Position (JSI)

Behavioral Severe Mismatch	34	53
Cognitive Slight Mismatch	48	38
Interpersonal Slight Mismatch	32	41
Affective Severe Mismatch	46	28

Weak   Moderate   Strong   Very Strong

C & A *Perceptive*   **Ian Avery's First Primary Style**

People with this pattern tend to be both critical and creative. This style pattern contains an interesting mix of analysis and creative expression of ideas, a combination that can easily influence people. Individuals with this style tend to be competitive in proving themselves. They want to influence others with their creative presentations of facts, ideas, or products. They also can be effective problem-solvers and mediators because they can relate to the needs of people and to the task demands of a given situation. Both logical and creative capacities tend to be balanced and this mix is one that can confuse some people. On one hand, they seem to be telling others to come nearer through all their creative and emotional expression, but there is a somewhat clearer message of "keep your distance" in the more reserved tendencies of the cognitive style. They are reserved but also can be creatively expressive.

A & C *Inventive*   **Ian Avery's Second Primary Style**

People with this style pattern tend to be strong in both the affective (expressive) and analytical areas. The unique mix of style tendencies often manifest in the form of creative practicality. People with this pattern are likely to come up with creative ideas, do their homework (research the details or background of their idea), then communicate their findings to others they would like to influence to implement the idea. These people tend to have an unusual versatility of both right and left brain capacities. While they tend to be expressive, they also are very concerned about quality. Musicians or actors dedicated to putting on good performances or artists who seek to sell their work/ideas to others could exemplify individuals with this type of personal style.

Specific style-flexibility, if any, required by the applicant to better fill this position.

Summary of overall job fit and style compatibility.

Publisher's Note

We encourage that to be able to benefit the most from the JSI Compatibility Report that you become a student of Personal Style as outlined and documented by CRG.
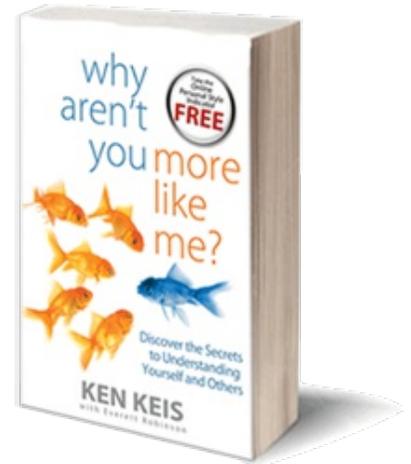
To achieve this we suggest you read our book Why Aren't You More Like Me? (http://whyarentyoumorelikeme.com/) to understand the CRG definitions and details of the job and personal style.

If you are a professional or individual who would like to increase their understanding or knowledge of CRG's proprietary models that are used to create this report we recommend you consider attending CRGs' 3-Day Assessment Systems Workshop (http://www.crgleader.com/certification) workshop.

The JSI Compatibility is just one part of CRG's holistic assessment development system. Style Compatibility is one factor of an individual's success and or failure.

Other complimentary and supportive tools you can consider.

- Leadership Skills Inventory-Self
- Leaderships Skills Inventory – 360'
- Stress Indicator and Health Planner
- Values Preference Indicator
- Self-Worth Inventory
- The Quest For Purpose Process
- On-Site Training
- and more….

If you have any questions in the use of this report or any of our other supportive solutions please contact CRG at: info@crgleader.com or call us at 604-852-0566.