

MANAGER'S Job Style Indicator

Assists you and your team in the clarification of a position's needs and requirements for hiring, promotion, role fit, job style compatibility, succession planning, communications, leadership and team-building functions at your organization.

Company Name: ACME Inc.
Job Title: Sales Representative
Manager's Name: Jack



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



FINAL REPORT

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

Using the Manager's Job Style Indicator (JSI) you have now articulated the work style requirements of the **Sales Representative**. It forced the team to establish the priorities for this position. Our experience has shown that people tend to expect to hire super humans 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. (This step you have now completed as a team) 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.

The second function is to compare the JSI results to whatever CRG style assessment the candidate has completed. The JSI is to be used in concert with one of the CRG style tools (Personal Style Indicator, Sales Style Indicator, Instructional Style Indicator, or Entrepreneurial Style and Success Indicator) to confirm Job Style Compatibility. This should be part of your hiring system and process to help you hire, promote, and build teams intentionally. This process will help determine the level of work and style compatibility of each person considering the position.

Cautions

The JSI is designed to be a proactive communication tool for hiring, promotions, succession planning, and team building providing a system to describe the nature of work and job fit. The JSI is not a screening tool to exclude but rather a communication tool to include and ensure that we have individuals playing to their style strengths. The Manager's JSI and Style Compatibility process is an enhancement to standard hiring processes such as verifying past performance, education, experience, interviews, references, confirmation of skills, competency and so on.

Example: You could have a great candidate but the job as you have outlined it is not a style fit. However, if you believe this person would be a great asset to your organization, you might consider (if possible) adjusting the nature of the role to better fit this person rather than the potential of putting them in an unsustainable position.

Understanding General Job Style Tendencies

This summary outlines the general approach, typical strengths and common difficulties each dimension will exhibit in their purest sense. The higher the number the more that this dimension has been determined by your team to be important. The lower the score the less important these characteristics are required to fulfill this position. Use this for additional understanding of Job Style and Job Style Compatibility when you are interviewing and reviewing your candidates.

Behavioral 34

ACTION

Moderate

These characteristics are generally seen as beneficial but not critical to the position. However they do support the successful fulfillment of this position.

General Approach:

To tasks: *wants results now*
To people: *seeks authority*
To problems: *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 take authority boldly

Common Difficulties:

- Can be too forceful or impatient
- Can often think their way is best
- Can be insensitive to others
- Can be manipulative or coercive
- Can be lonely or fatigued

Cognitive 28

ANALYSIS

Weak

Based on your analysis the general characteristics of this dimension are not required to successfully fulfill this role.

General Approach:

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 insure 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 55

HARMONY

Very Strong

This means these characteristics are foundational (non-negotiable) and required every day to fulfill the requirements of this position.

General Approach:

To tasks: *reliable performance*
To people: *seeks to help others*
To problems: *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 43

EXPRESSION

Strong

This means that these characteristics are of a Strong importance and required on a regular basis to fulfill this role

General Approach:

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

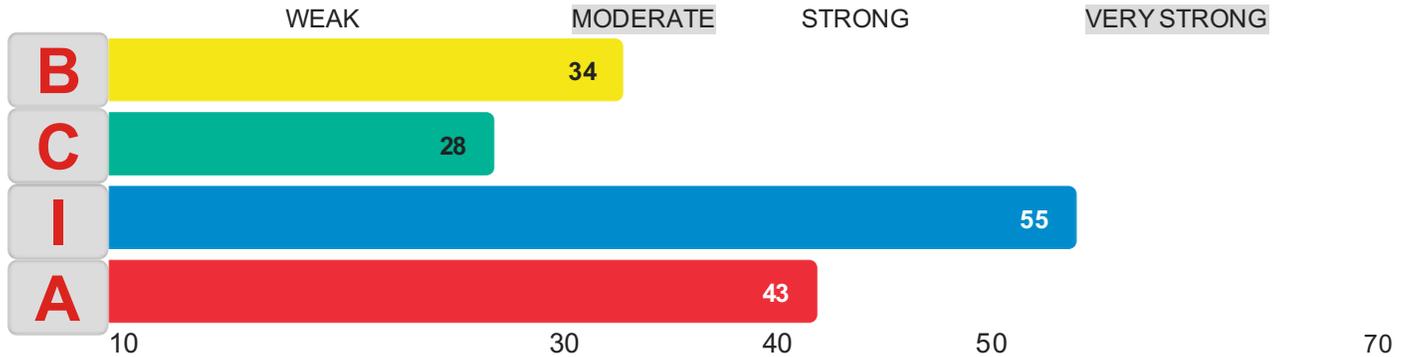
Typical Strengths:

- 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 over-indulge
- Can be too talkative
- Can lose objectivity, be emotional
- Can be self-oriented, self-assured

Your Preferred Job Style



To help you with your selection process the above scores represent CRG Style Pattern(s). You can use these pattern(s) as guides when you are meeting with potential candidates or team members.

We do two calculations for Job Style Patterns.

Primary Pattern(s) which include all the scores 40 and above.

Secondary Pattern which includes all the scores from 35 and over. If this job style results does not have scores between 35 and 39 you will not have a Secondary Pattern.

Here are the patterns that apply to the **Sales Representative** position.

We have also included a short interpretive summary that describes how a candidate might engage life and this position if they has this pattern.

Sales Representative Primary Job Style Pattern(s)

I & A Responsive

In this personal style pattern, there is a tendency toward noticing and responding to the emotions of others while still being focused on a task or important goal. They have a strong intuitive (right brain) orientation to the environment. People with this pattern are often dependable, loyal, and affectionate. They are often polite, bubbly to an extent, and willing to support others and their needs. Soft-spoken but spontaneous, these type of people often have a sense of humor that others enjoy. They also have a more pronounced creative streak in the expressive arts such as music, painting, sculpture, dance, interior decorating, or fashion, for example. The need for contact with people and belonging or even leading social clubs or organizations can be pronounced. These people seem to need to be with others.

Job Characteristics – Strengths and Difficulties Summary and Analysis

As part of the Manager's JSI your team confirmed (based on the preferred job style) the behavioral strengths that you believe are most important to fulfill this position. In addition, you identified potential difficulties that you want to minimize in this position.

Use the following summary of characteristics to influence and shape your job and role descriptions. Also use this information as part of your interview process. Asking behaviorally focused questions surrounding the desired traits of this position as well as potential difficulties.

Behavioral ACTION

Behavioral characteristics you feel are important in this position:

- Learning quickly
- Problem-solving
- Being dedicated to a cause
- Working alone

Behavioral traits you want to minimize:

- Communicating ineffectively with people
- Being belligerent when upset

Interpersonal HARMONY

Interpersonal characteristics you feel are important in this position:

- Working consistently
- Greeting the public
- Organizing events

Interpersonal traits you want to minimize:

- Being slow to react
- Being stubborn when angry
- Being a stress-avoider
- Being a short-sighted planner

Affective EXPRESSION

Affective characteristics you feel are important in this position:

- Being quick to become involved
- Being persuasive
- Enterprising
- Being a good group leader
- Being quick to learn
- Being motivational

Affective traits you want to minimize:

- Ignoring timelines
- Making decisions impulsively
- Playing too often

Establishing Job Style Compatibility

With the completion of this **M-JSI** and confirmation of the Job Style and characteristics for **Sales Representative**, the next step is to establish the Job Style Compatibility with specific individuals. This **M-JSI** will be permanently stored for your use at any time in the future.

The Job Style Indicator Compatibility Report (**JSI-C**) requires the completion of a Job Style tool (**JSI** or **M-JSI**) as well as the completion of one of CRG's style tools: the Personal Style Indicator, Sales Style Indicator, Instructional Style Indicator, or Entrepreneurial Style and Success Indicator, by each applicant.

The **JSI-C** will calculate and create an Executive Summary report of the Style Compatibility of this position with each individual, as well as rank multiple individuals from "Most Compatible" to "Least Compatible," Job Style-wise, for this position.

Please note that the **JSI-C** will use only one type of Style Tool for a group compatibility report, meaning you must not mix a Personal Style assessment from one participant with an Instructional Style assessment from another participant. This protects the integrity of this report.

[→ Go to the Job Style Compatibility report](#)

Publisher's Note

To receive maximum benefit from the JSI Compatibility Report, we encourage you to 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/) (<http://whyarentyoumorelikeme.com/>), to understand the CRG definitions and details of Job and Personal Style.

If you are a professional or individual who would like to increase your knowledge of CRG's proprietary models used to create this report, consider attending CRG's 3-Day [Assessment Systems Workshop](http://www.crgleader.com/certification) (<http://www.crgleader.com/certification>) workshop.

CRG's holistic assessment development system

Style Compatibility is just one factor of an individual's success and/or failure. Other complementary and supportive tools you can consider include the following:

- Leadership Skills Inventory - Self
- Leadership Skills Inventory - 360°
- Stress Indicator and Health Planner
- Values Preference Indicator
- Self-Worth Inventory
- The Quest For Purpose Process
- Onsite Training
- and more....

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

