Job Style
Indicator

Understand the style expectations of the work position.

Determine job-style compatibility, improve performance,

intentionally build on a team's strengths.

Company Name:	**ABC Company**
Job Title:	**Administrative Assistant**
Completed By:	**Sample Report**
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CRG

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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

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 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.

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.
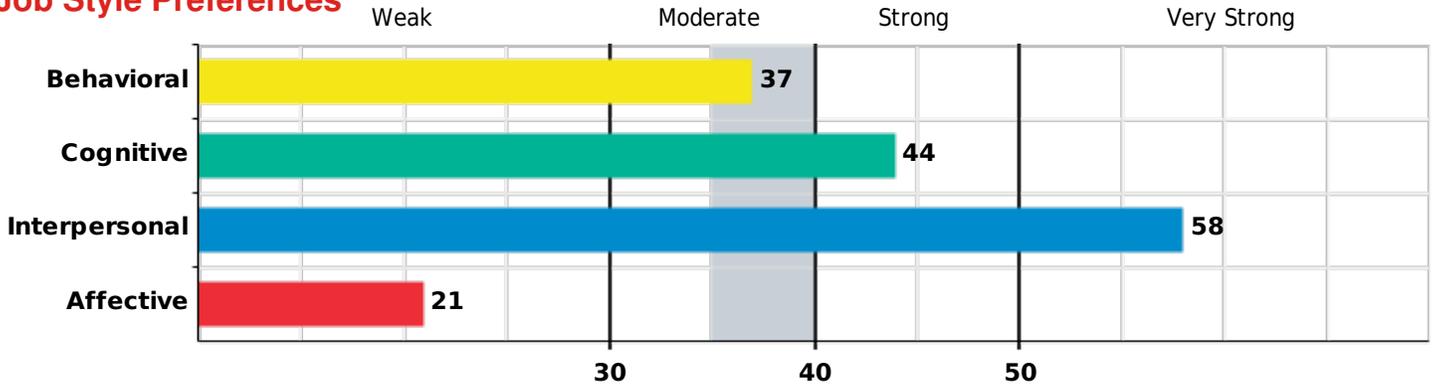
Behavioral — ACTION

SCORE 37

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 — ANALYSIS

SCORE 44

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 — HARMONY

SCORE 58

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 — EXPRESSION

SCORE 21

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

Job Style Preferences

	Weak	Moderate	Strong	Very Strong
Behavioral		37		
Cognitive			44	
Interpersonal				58
Affective	21			

30   40   50

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.

Highest	2nd Highest	3rd Highest	Lowest
I: 58	C: 44	B: 37	A: 21

Understanding Job Style Strengths and Weaknesses

Most occupations include tasks that require some blend of working with people, things, data, and/or ideas. Below are the four work preferences that can assist in career planning, staff placement, and the allocation of responsibilities within a job or team.

- Tasks revolving around things include machines, animals, raw materials, technological equipment, and large organizations.
- Work tasks that involve data include programming, researching, recording, filing, planning, editing, reporting, and accounting.
- People tasks include communicating, selling, speaking, helping, and all other people-related work activities.
- 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	MODERATE	WEAK
Behavioral ACTION	THINGS	DATA	IDEAS	PEOPLE
Cognitive ANALYSIS	DATA	IDEAS	PEOPLE	THINGS
Interpersonal HARMONY	PEOPLE	THINGS	DATA	IDEAS
Affective EXPRESSION	IDEAS	PEOPLE	THINGS	DATA

Job Characteristics – Strengths and Difficulties Summary and Analysis

As part of the JSI you specified (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. In addition 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*

Important to this position:
- Being time-efficient
- Working well under pressure
- Working hard
- Working alone

Important to minimize:
- Being socially aggressive
- Communicating ineffectively with people

Cognitive   *ANALYSIS*

Important to this position:
- Attending to details
- Being loyal
- Researching information
- Using deductive reasoning
- Following instructions
- Getting quality results

Important to minimize:
- Getting stressed when overworked
- Forgetting people's names
- Making decisions slowly

Interpersonal   *HARMONY*

Important to this position:
- Answering phones
- Doing recordkeeping, filing
- Being patient
- Working consistently
- Serving others
- Finishing projects
- Listening to others
- Greeting the public

Important to minimize:
- Being overly sensitive
- Being overly quiet, non-verbal
- Getting stressed out, overextended
- Being generally non-assertive

Establishing Job Style Compatibility

With the completion of this **JSI** and confirmation of the Job Style and characteristics for **Administrative Assistant**, the next step is to establish the Job Style Compatibility with specific individuals. This **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/), 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) 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
- Leaderships Skills Inventory - 360º
- 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 1-604-852-0566.