JOB STYLE INDICATOR

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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
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Job Style Indicator of Sample

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 any of CRG's style assessments to determine work style compatibility. They include the Personal Style Indicator, Sales Style Indicator, Entrepreneurial Style and Success 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 succesful 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.

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*
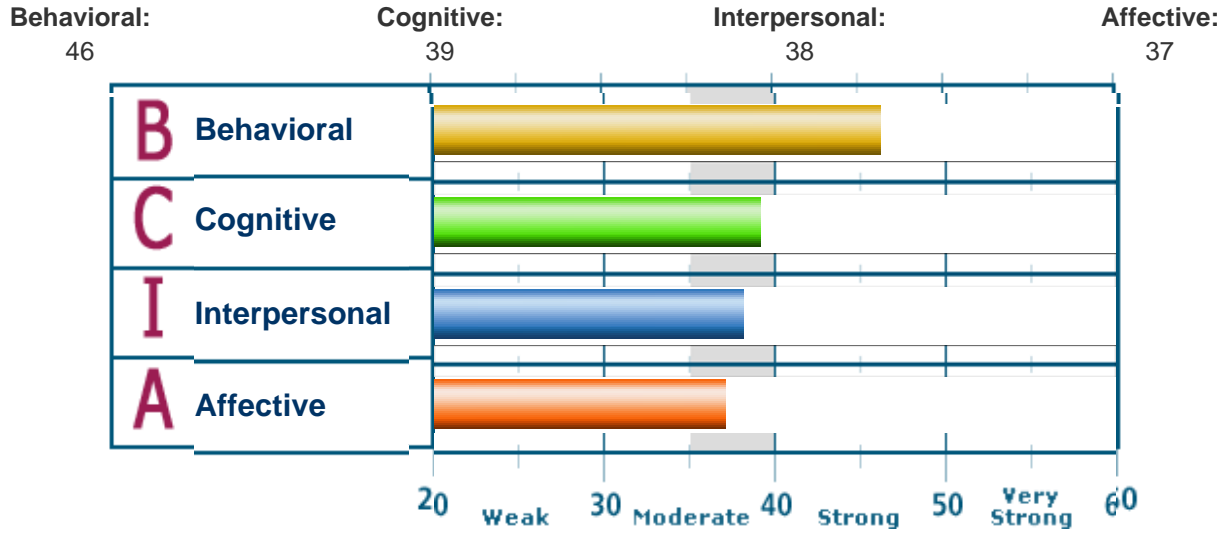To time: *present and future*

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

Graphing the Job Style Scores

Behavioral:	Cognitive:	Interpersonal:	Affective:
46	39	38	37

B	**Behavioral**	
C	**Cognitive**	
I	**Interpersonal**	
A	**Affective**	

20 Weak   30 Moderate   40 Strong   50 Very Strong   60

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.

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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:*
Behavioral ACTION	THINGS	DATA	IDEAS	PEOPLE
Cognitive ANALYSIS	DATA	IDEAS	PEOPLE	THINGS

Interpersonal HARMONY	PEOPLE	THINGS	DATA	IDEAS
Affective EXPRESSION	IDEAS	PEOPLE	THINGS	DATA

Interpersonal HARMONY	PEOPLE	THINGS	DATA	IDEAS
Affective EXPRESSION	IDEAS	PEOPLE	THINGS	DATA

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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 socially aggressive
Being a poor subordinate worker	Being stubborn about changing his/her viewpoints
Being authoritarian, rigid	Being prideful, unapologetic

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

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	Conserving materials
Doing recordkeeping, filing	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

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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

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.

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:

_____
_____
_____
_____
_____

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