

## JOB COMPLEXITY INTERVIEW (JCI)

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## WHAT IS A **JOB COMPLEXITY INTERVIEW (JCI)**?

**JCI enables us to explore the relationship between people and their work. It will highlight any gaps between the individual's capability and the demands of the role they – i.e., are they in- or out of flow?**

JCI is primarily used as a career planning and development tool. It can also be used in succession planning and organisational development processes for recruitment and selection.

In this 90-minute, one-on-one interview process (in person or online), individuals receive an opportunity to explore their experience of work.

An employee can also reflect on their career, their aspirations, and the type of work that they find challenging and stimulating. This includes those elements of work that frustrate and unnerve them.

## EXPERIENCE OF WORK & EFFECTIVE DECISION-MAKING

Sometimes an individual's capabilities do not match the scope of their job responsibilities.

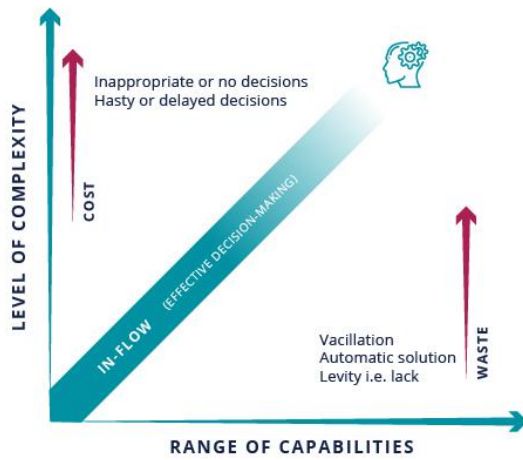
If an individual is asked to carry more extensive responsibilities than their capabilities allow, they are likely to:

- become stressed.
- deny the complexity of the work assigned.
- feel misused by the organisation.
- be unable to cope with the demands of the position.

In other cases, an individual's capabilities may exceed their job responsibilities.

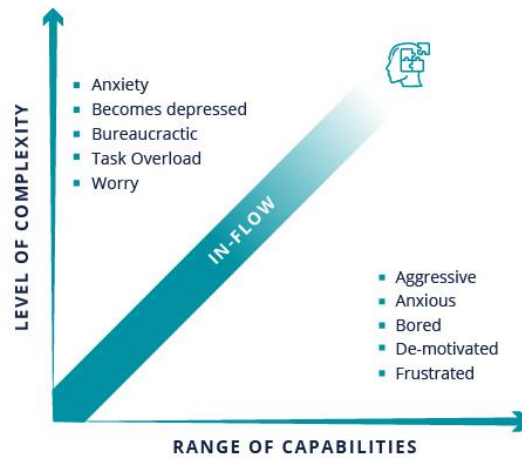
These employees will derive less and less satisfaction from their work and look elsewhere to focus their energies.

## EFFECTIVE DECISION-MAKING



Adapted from Csikszentmihalyi, M. Optimal Experience, Cambridge University Press 1988.

## EXPERIENCE OF WORK



Adapted from Csikszentmihalyi, M. Optimal Experience, Cambridge University Press 1988.

JCI allows us to **address the mismatch** between the employee's job responsibilities and their own capabilities.

When employees feel that they know where they are going, uncertainty is manageable, and decisions come readily.

## LEVELS OF WORK AND COMPLEXITY

The JCI process is founded on the principles of a theory called **STRATIFIED SYSTEMS THEORY (SST)** (Levels of Work) developed by Elliot Jacques.

**Seven themes** of work are described, each with a specific value-adding theme, and each concerned with providing a unique contribution to the organisation.

The seven themes of work are:

- **Level 1** work is concerned with delivering quality.
- **Level 2** with ensuring service in the delivery of quality.
- **Level 3** with ensuring best practice in service and quality delivery.

This is termed the operational matrix and is the production engine of the organisation concerned with delivery.

- **Level 4** determines strategic operational development.
- **Level 5** directs strategic intent.

This is termed the organisational matrix and ensures the future viability of the organisation.

- **Level 6** creates a corporate citizenship.
- **Level 7** provides for corporate prescience.

These constitute the strategic/value systems matrix and ensure the global positioning and transformation of corporate entities and industry.

***A JCI will establish at which level of work/complexity an individual is comfortable operating at and also determine if this will change over time, i.e., future potential.***

## WHY DO A JCI?

**Results from a JCI can be useful to make decisions about:**

### **Selection**

Determine a person's ability to deal with the complexity challenges of the position they are interviewed for.

The result is prepared against the background of the context of the role in the organisation.

## Developmental interventions

Determine a person's current level of capability, potential growth, and development.

This is used to define the alignment between current position and person. This determines:

- If the person is under-utilised or over-extended.
- If the person is on par with the position (i.e., 'in-flow') and what competency development should be embarked upon.


**This is made possible by the work that is available on generic competencies for each complexity level or theme.**



## Discussion on future development

Explore potential future development which enables a constructive conversation regarding:

- Career development.
- Succession opportunities (populating your leadership pipeline).
- IDP - competency development and exposure (timeous and appropriate) required for future positions.
- Platform for monitoring and coaching.
- Organisational development interventions.

## WHAT ELSE SHOULD I KNOW?

	Entry requirements	Minimum age of 25 and 5-years work experience.
	Duration	90 minutes

	Location	Online or On-site (at your company premises or any other venue).
	Output	Individual report and individual and/or managerial feedback if required.