

## University of Groningen

### Career roles

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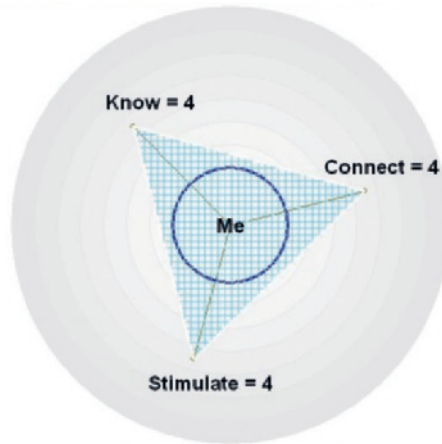
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# Appendix

# 1. Career Role Identification Questionnaire Scoring Directions

People are asked to rate to what extent each of the presented words relate to them as a person. Within the item-set, all three word-items can be rated on an individual 1 – 7 likert scale. The item "Know" refers to the Expert-role, "Connect" to the Guide-role, and "Stimulate" to the Inspirer- Role, respectively.

To what extend do the following words relate to you as a person.



7 = strongly relates to me  1 = does not relate to me

## 2. Translation of the CRIQ Word-items Paired within Item-sets

Roles	Dutch	English	Dutch	English
<b>Maker</b>				
	1.doen	1.do_2p_3e	61.actie	61.action_62p_63e
	4.maken	4.make_5p_6g	64.daadkracht	64.resolution_65p_66g
	7.aanpakken	7.act_8p_9m	67.resultaat	67.result_58p_69i
	10.uitvoeren	10.execute_11p_12d	70.oplevering	68.realization_71p_72d
	13.realiseren	13.realise_14e_15g	73.handeling	73.deed_74e_75g
	16.doen	16.do_17e_18i	76.actie	76.action_77e_78i
	19.maken	19.make_20e_21d	79.daadkracht	79.resolution_80e_81d
	22.aanpakken	22.act_23g_24i	82.resultaat	82.result_83g_84i
	25.uitvoeren	25.execute_26g_27d	85.oplevering	85.realization_86g_87d
	28.realiseren	28.realise_29i_30d	88.handeling	88.deed_89i_90d
<b>Expert</b>				
	3.analyseren	3.analyse_1m_2p	63.kennis	63.knowledge_61m_62p
	14.onderzoeken	14.inquire_13m_15g	74.precisie	74.precision_73m_75g
	17.onderzoeken	17.inquire_16m_18i	77.onderzoek	77.research_76m_78i
	20.bestuderen	20.study_19m_21d	80.inzicht	80.insight_79m_81d
	32.weten	32.know_31p_33g	92.inzicht	92.insight_91p_93g
	35.analyseren	35.analyse_34p_36i	95.specialisme	95.specialism_94p_96i
	38.denken	38.think_37p_39d	98.onderzoek	98.research_97p_99d
	49.weten	49.know_50g_51i	109.kennis	109.knowledge_110g_111i
	52.bestuderen	52.study_53g_54d	112.specialisme	112.specialism_113g_114d
	55.denken	55.think_56i_57d	115.precisie	115.precision_116i_117d
<b>Presenter</b>				
	2.vormgeven	2.design_1m_3e	62.stijl	62.style_61m_63e
	5.presenteren	5.present_4m_6g	65.uitstraling	65.charisma_64m_66g
	8.indruk maken	8.impress_7m_9i	68.show	68.show_57m_69i
	11.verleiden	11.entice_10m_12d	71.vorm	71.appearance_70m_72d
	31.etaleren	31.exhibit_32e_33g	91.uitstraling	91.charisma_92e_93g
	34.etaleren	34.exhibit_35e_36i	94.vorm	94.appearance_95e_96i
	37.vormgeven	37.design_38e_39d	97.stijl	97.style_98e_99d
	40.presenteren	40.present_41g_42i	100.impact	100.impact_101g_102i
	43.verleiden	42.entice_44g_45d	103.show	103.show_104g_105d
	46.indruk maken	46.impress_47i_48d	106.impact	106.impact_107i_108d

<b>Guide</b>			
6.helpen	6.help_4m_5p	66.feedback	66.feedback_64m_65p
15.bemiddelen	15.mediate_13m_14e	75.begrip	75.understanding_73m_74e
23.verbinden	23.connect_22.m_24i	83.steun	83.support_82m_84i
26.inleven	26.sympathize_25m_27d	86.coaching	86.coaching.85m_87d
33.begeleiden	33.assist_31p_32e	93.hulp	93.assistance_91p_92e
41.bemiddelen	41.mediate_40p_42i	101.feedback	101.feedback_100p_102i
44.inleven	44.sympathize_43p_45d	104.steun	104.support_103p_105d
50.verbinden	50.connect_49e_51i	110.coaching	110.coaching_109e_111i
53.helpen	53.help_52e_54d	113.begrip	113.understanding_112e_114d
58.begeleiden	58/assist_59i_60d	118.hulp	118.assistance.119i_120d
<b>Director</b>			
12.reguleren	12.regulate_10m_11p	72.strategie	72.strategy_70m_71p
21.beslissen	21.decide_19m_20e	81.overzicht	81.command_79m_80e
27.besturen	27.manage_25m_26g	87.sturing	87.steering_85m_86g
30.besturen	30.manage_28m_29i	90.regie	90.government_88m_89i
39.beslissen	39.decide_37p_38e	99.koers	99.direction_97p_98e
45.leiden	45.lead_43p_44g	105.koers	105.direction_103p_104g
48.regisseren	48.direct_48p_47i	108.strategie	108.strategy_106p_107i
54.reguleren	54.regulate_52e_53g	114.regie	114.government_112e_113g
57.leiden	57.lead_55e_56i	117.overzicht	117.command_115e_116i
60.regisseren	60.direct_58g_59i	120.sturing	120steering_118g_119i
<b>Inspirer</b>			
9.ruimte scheppen	9.emancipate_7m_8p	69.verandering	69.change_67m_68p
18.inspireren	18.inspire_16m_17e	78.toekomstvisie	78.vision_76m_77e
24.uitdagen	24.challenge_22m_23g	84.waarden	84.values_82m_83g
29.vernieuwen	29.renew_28m_30d	89.creativiteit	89.creativity_88m_90d
36.prikkelen	36.excite_34p_35e	96.creativiteit	96.creativity_94p_95e
42.ter discussie stellen	42.debate_40p_41g	102.verbeelding	102.imagination_100p_101g
47.inspireren	47.inspire_46p_48d	107.idealen	107.ideals_106p_108d
51.ruimte scheppen	51.empancipate_49e_50g	111.toekomstvisie	111.vision_109e_110g
56.vernieuwen	56.renew_55e_57d	116.verbeelding	116.imagination_115e_117d
59.prikkelen	59.excite_58g_60d	119.verandering	119.change_118g_120d

*Note.* The original instrument is published in Dutch. Word-items are translated by the first author. The translated word-items are presented with the two remaining word-items presented in each item-set, coded as the number of the word-item + scale abbreviation. M= maker, E= expert, P=presenter, G= guide, D= director and I= inspirer-scale. © GITP; Alec Serlie. Those interested in using the CRIQ may contact the copyright-holder ([research@gitp.nl](mailto:research@gitp.nl)) for information and send results of research with the CRIQ to him.

### 3. Career Role Scenarios

#### Maker Role

You want to realize your goals and you want to get concrete results. You work hard and thorough on assignments and you like to get the process going. You are often the one who takes care of the concrete realization of a project. You take action when there is work to do. In addition, you want to organize things yourself to achieve good results. You focus on routine tasks and you can perform independently of others.

#### Expert Role

Your focus is on exploring, analyzing and solving problems. You like to apply your specialized knowledge to new issues. You give your opinion on a subject from a professional point of view. In your work, you are focused on studying innovative ideas and you like to gain new insights. Thereby, you analyse problems others find complex. You explain the exact operation layout of complex issues or systems to others.

#### Presenter Role

You focus on your interpersonal effectiveness. Through giving compelling ideas, you try to influence and persuade others. By good framing you ensure the acceptance of a plan. You present ideas in a way which convinces other people. You try to present solutions in a certain way, making a diverse audience recognize themselves in this solution. Hereby, impressing larger groups of people is important.

#### Guide Role

You help and guide others. By showing attention to someone's story, you try to support others. You try to solve problems between people and thereby try to connect people with one another. By imagining yourself in somebody else's situation, you get things done. In a difficult situation you try to win someone's trust. You focus on relationships with others and you try to guide and offer support.

#### Director Role

You focus on realizing long term goals. If there are several options available, you are the one who makes final decisions. After a debate you often are the one who formulates the decisions. In a changing situation you keep the big picture in mind. If necessary, you take the lead in confusing situations. You have control, set direction and keep an overview. You exert influence on the strategy of the organization.

#### Inspirer Role

You like to show your enthusiasm in your work. With your creative ideas you would like to encourage other people. During a debate or if there are decisions to be made, you follow your gut feeling. In your work, there is space to think about core values and ideals that are important. You like to think about the vision for the future in your work. You want to inspire your surroundings. You want to discuss the status quo in favor of change.

## **4. Ambidextrous Leadership Scenarios**

### **High Opening Behaviors**

Your supervisor is someone who gives you room for independent thinking, acting, and developing different approaches to problems. This is done by encouraging you to experiment and to be creative. For example, when providing instructions, your supervisor encourages you to generate ideas in a way that works best for you. When completing a task your supervisor gives you the option to choose a way of working that fits your style. This person encourages you to experiment with different ideas. This means that you have the freedom to work in different ways instead of working in the same way all the time. With regards to time management, you are allowed to take some extra time if needed. Furthermore, your supervisor is giving you possibilities for independent thinking and acting. This means that there is room for your own ideas in your work. For example, this person is interested in what you think and gives you the chance to speak your mind. In addition, your supervisor is encouraging error learning, which means that you are allowed to make errors. Instead of focusing on the possible negative consequences your supervisor asks you to explain what went wrong and how it could have happened, in order to facilitate learning from the mistake.

### **High Closing Behaviors**

Your supervisor is someone who sets specific guidelines. Moreover, this person is focused on taking corrective actions, monitoring you and controlling goal attainment. For example, when providing instructions, your supervisor tells you exactly what rules and guidelines you should follow. When completing a task your supervisor watches your every move closely and wants you to precisely keep track of what you do to accomplish the goal. This person emphasizes the establishment of routines. This means that you have to follow a step by step plan to make sure you do not waste any time. You should avoid changing the schedule while working on a task. With regards to time management, your supervisor does not allow you to take some extra time to finish the task when needed. Furthermore, your supervisor is controlling your adherence to rules. This entails paying attention to uniform task accomplishment. For example, this person is interested in keeping things the way they are. In addition, your supervisor is sanctioning errors. When you make a mistake, your supervisor will focus on the possible negative consequences for you. When something goes wrong, your supervisor asks you to do the task again, according to the initial plan.

### **High Opening and Closing Behaviors**

Your supervisor is someone whose behavior of giving you freedom or guidance in your work depends on the situation. This person has the ability to switch between different types of behavior. For example, when providing instructions, your supervisor

can encourage you to generate ideas in a way that works best for you, encouraging experimentation. When completing a task this person can allow different ways of working, fitting with your style. At other times, dependent upon the situation, your supervisor emphasizes the established routines, tells you exactly what rules and guidelines you should follow and is monitoring and controlling goal attainment. With regards to time management sometimes taking extra time to finish a task is allowed. At other times, in order to not waste any time, this is not the case.

Furthermore, your supervisor has the ability to either give you possibilities for independent thinking and acting, or controls your adherence to rules, depending on the situation. This means that sometimes you have room for your own ideas and your supervisor is interested in your ideas, while at other times you need to pay attention to uniform task accomplishment. In addition, when it comes to making mistakes, your supervisor can encourage and facilitate learning from your mistakes if the situation calls for it. Whereas at other times your supervisor will focus on the possible negative consequences, and ask you to do the task again, according to the initial plan.

### **Low Opening and Closing Behaviors**

Your supervisor is someone who leaves every decision up to you. Consequently, you are allowed complete freedom in your work. For example, your supervisor gives you little to no instructions to follow. You are trusted to be professional enough to manage your work tasks on your own. When it comes to completing tasks, you can choose what goals to accomplish, when and where. This person has no expectations and lets you choose the routines that work best for you. It is totally up to you. With regards to time management, you are free to set your own deadlines. Furthermore, your supervisor sets no rules for you to follow. In fact, just do the tasks and duties mentioned in your job description, and it is alright. If a problem arises at work, you are expected to solve it on your own and will receive little guidance from your supervisor.



