



Bridge Report
Work Behaviour

Anne Example

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Introduction

! The information in this report is confidential. So keep this report in a safe place!

This report is based on the assessment with the Bridge Personality. In this assessment, candidates are asked 240 questions, in which they assess themselves in a work situation. Why was this formulation chosen? Because years of research have shown that the self-image is a good guideline for future employment behaviour. Besides information about employment behaviour, the Bridge Personality provides insight into the personality. It also makes clear in which environment candidates function well, or not so well.

The final results contain both normative and ipsative scores. Normative means that a candidate scores on a scale of 1 to 9 (1=very strong disagreement, 9=very strong agreement). Ipsative stands for 'forced choice' and means that candidates have to put questions in order (1=least applicable to me, 6=most applicable to me).

Why this combination of scores? Because research within the test research has shown that combining these scores gives the best result in indicating personality and preferences for behaviour. The combined score, or sten score, goes from 1 to 10. If the normative score deviates by more than 3 stens from the ipsative score, we indicate this by this symbol: **N↔I**

The results are compared to those of a norm group of 500 people who filled in this instrument earlier. A score from 1 to 10 is given for each dimension. The Bridge Personality is particularly suited to candidates within a working environment. As working environments are dynamic, we recommend using the instrument again after a period of two years.

This report has been electronically compiled and produced by the software system of TestGroup. It provides information about the person who has filled in the test. TestGroup accepts no responsibility for problems that may arise from using this report. The Bridge Personality and all the other tests of TestGroup, as well as the reports, may only be used by employees of TestGroup, representatives, or resellers of TestGroup, or clients of TestGroup who are authorised and/or trained to do so.

Bridge Theory

This report provides insight into the personality and behaviour of Anne Example within a working environment. The answers are based on the self-image of the candidate.

Bridge Answer Behaviour

This section gives information about the candidate's behaviour in filling in the test. How socially desirable were the candidate's answers? How consistent were they? And to what extent do the normative and ipsative scores correspond? In this way, you can judge whether the candidate filled in the test honestly, seriously and consistently.

Bridge Overview

The Bridge overview provides information about four clusters of the Bridge Personality: Directing, Output, Attitude and Inspiration. The four clusters are split up into 12 groups (including Contact, Energy and Opinion). The 12 groups are then sub-divided in 34 dimensions (including Networking, Enterprising and Practical).

Dimension Overview

The Bridge Personality consists of 34 dimensions. These dimensions are given for each group. You will find a short explanation of each dimension and a score next to each dimension.

The 16 Jung Types

The 16 Jung Types are based on Carl Gustav Jung's Type Theory. It provides insight into the preferred behaviour of the candidate. What type of behaviour does the candidate feel comfortable with? And what type of behaviour costs least energy? There are 16 different Jung Types. This report provides insight into the candidate's Jung Type.

Bridge Competency Profile

Which competencies does the candidate possess? And which are missing? The Competency Profile provides answers to these questions. TestGroup has done detailed research into how Bridge Personality corresponds to the 8 most common competencies from the business community and the government.

Bridge Answer Behaviour

1 2 3 4 5 6 7 8 9 10

Social desirability

A high score on social desirability indicates that someone is inclined to agree strongly with propositions for which it is socially desirable to agree strongly. An example of such a proposition is: 'I know almost nobody who is as reliable and hard-working as I am'. A high score on such a question is socially desirable, but is maybe not the truth.



Correspondence Normative-Ipsative

If the normative and ipsative scores are very far apart, there may be various reasons for this. If the ipsative score is much higher than the normative score, the person concerned is probably self-critical to a more than average degree. If a candidate scores higher on a normative score than an ipsative score, then he or she may be self-critical to a less than average degree. It is also possible that the person concerned has overestimated himself/herself in the normative section.

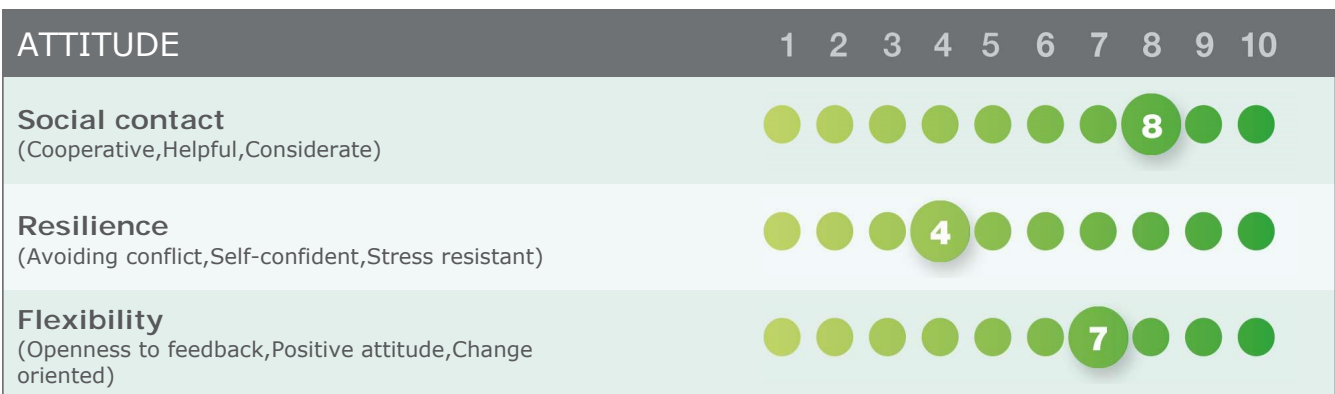
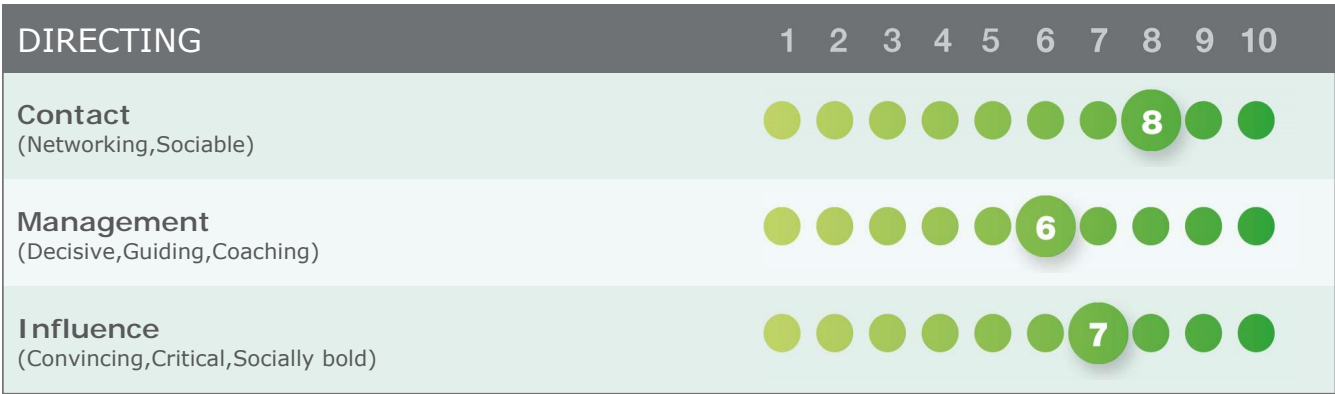


Acquiescence

Acquiescence indicates the degree in which a respondent answers questions with 'yes'. A high score on agreement answers indicates a high score on all the normative questions (1= very strong disagreement, 9= very strong agreement). A high score here, therefore, shows that someone agrees strongly with almost every proposition and thus with each underlying dimension. This means they are actually in agreement with everything.



Bridge Overview



Bridge Dimension Overview - Directing

	1	2	3	4	5	6	7	8	9	10
CONTACT Networking is very focused on making new contacts; finds networking very important; is a good networker	●	●	●	●	●	●	●	●	●	10
Sociable N↔I finds it less difficult to talk than most people; finds contact easier than most people; often likes being surrounded by people	●	●	●	●	●	●	●	8	●	●
	I ─────────── N									

	1	2	3	4	5	6	7	8	9	10
MANAGEMENT Decisive sometimes makes decisions quickly and sometimes less quickly; finds it fairly easy to make a decision; finds it fairly easy to make a decision in uncertain situations	●	●	●	●	5	●	●	●	●	●
Guiding N↔I adopts a leading role now and again; inclined to have things under control; likes being responsible for others	●	●	●	●	5	●	●	●	●	●
Coaching is very focused on motivating others; is very focused on coaching others; is very good at inspiring others	●	●	●	●	●	●	●	●	9	●
	I ─────────── N									

	1	2	3	4	5	6	7	8	9	10
INFLUENCE Convincing finds it easier to convince others of his or her opinion than most people; likes negotiating more than most people; justifies himself/herself more often than most people	●	●	●	●	●	●	7	●	●	●
Critical is sometimes focused on finding weak points in proposals or plans; sometimes accepts things from others without evaluation; sometimes has a critical outlook	●	●	●	4	●	●	●	●	●	●
Socially bold very secure in contact with strangers and large groups; finds it very easy to talk in front of large groups; talks very often in meetings and discussions	●	●	●	●	●	●	●	●	9	●

Bridge Dimension Overview - Output

DISPOSITION	1	2	3	4	5	6	7	8	9	10
Methodical not organised; does not like planning; bad at setting priorities		2								
Integrity fairly focused on meeting commitments; attaches a reasonable amount of value to honesty and reliability; fairly focused on dealing confidentially with information						6				
Action focused works at a fairly fast pace; likes pressure now and again; is fairly good at doing several things at once						6				


DRIVE	1	2	3	4	5	6	7	8	9	10
Initiative fairly proactive; does not mind starting something new; sometimes starts something before being ask						6				
Career focused has average ambition; is fairly career-minded; is competitive now and again					5					
Enterprising quite likes taking on new challenges; spots opportunities in the market fairly quickly; is a good salesperson								8		

IMPLEMENTATION	1	2	3	4	5	6	7	8	9	10
Detail focused does not work carefully; pays little attention to details in information; does not like working in an environment where details are important		2								
Results focused perseveres in difficult situations less than most people; less goal-oriented than most people; finds it more difficult to achieve results than most people				4						
Aware of rules does not like working in an organisation with a lot of bureaucracy and rules; does not keep to rules and regulations; is not considered rule-conscious		2								

Bridge Dimension Overview - Attitude

SOCIAL CONTACT	1	2	3	4	5	6	7	8	9	10
Cooperative finds working in a team very important; does not like working alone; always involves colleagues with his or her work	●	●	●	●	●	●	●	●	9	●
Helpful spends more time helping people with problems than most people; has an above average focus on helping colleagues when necessary; is considered helpful by others	●	●	●	●	●	●	●	8	●	●
Considerate is concerned with other people; likes listening to others; is interested in other people's motives	●	●	●	●	●	●	●	8	●	●

RESILIENCE	1	2	3	4	5	6	7	8	9	10
Avoiding conflict adapts his or her views to a situation or person; is considered more compliant than most people; adapts his/her behaviour more often than most people	●	●	●	●	●	●	7	●	●	●
Self-confident has a reasonable amount of self-confidence; has average control over his or her own future; fairly satisfied with himself or herself and would like to change few personal traits	●	●	●	●	5	●	●	●	●	●
Stress resistant copes with stress less well; stays less calm than most people under high pressure of work; often worries about things at work	●	●	●	4	●	●	●	●	●	●

FLEXIBILITY	1	2	3	4	5	6	7	8	9	10
Openness to feedback  is open to feedback from others now and again; asks the advice of others to a reasonable extent; makes average use of feedback to improve performance	●	●	●	●	●	6	●	●	●	●
Positive attitude has a fairly positive view of things; a fairly cheerful person; has average difficulty dealing with setbacks	●	●	●	●	●	6	●	●	●	●
Change oriented really likes taking on a new challenge; accepts a lot of changes in life; can deal very well with unsettled times	●	●	●	●	●	●	●	●	●	10

Bridge Dimension Overview - Inspiration

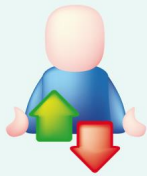
PERCEPTION	1	2	3	4	5	6	7	8	9	10
Creative comes up with new ideas very often; has original ideas very often; often looks for a radical solution to a problem	●	●	●	●	●	●	●	●	● 9	●
Abstract Is better at developing concepts than most people; Applies more theories than most people; Is interested in studying underlying principles	●	●	●	●	●	●	● 7	●	●	●
Strategic N↔I is inclined to develop strategies; is inclined to develop a vision for the future; fairly focused on the long term	●	●	●	●	● 5	●	●	●	●	●

OPINION	1	2	3	4	5	6	7	8	9	10
Insight gets to the heart of a problem fairly quickly; identifies ways of improving something now and again; uses intuition to make a judgement fairly often	●	●	●	●	● 5	●	●	●	●	●
Practical more focused on practical work than most people; finds it fairly easy to learn by doing; usually regarded by others as a practical type	●	●	●	●	●	●	●	● 8	●	●
Inquiring is interested in learning new things; has a preference for learning through reading; learns quickly	●	●	●	●	●	●	●	● 8	●	●

EVALUATION	1	2	3	4	5	6	7	8	9	10
Analytical is less enthusiastic about looking for solutions to problems than most people; is less interested in analysing information than most people; searches for information less actively than most people	●	●	●	● 4	●	●	●	●	●	●
Rational does not like working with figures; does not base a decision on a detailed technical analysis; not focused on working with objective facts	●	● 2	●	●	●	●	●	●	●	●

The 16 Jung Types

The 16 Jung Types are based on the personality theory of the Swiss psychiatrist Carl Gustav Jung. His 'Type Theory' theory addresses normal differences between healthy people. Jung came to the conclusion that people have an innate preference to behave in a certain way. This theory is known as the 'Type Theory' and describes personality in 16 types. A Jung Type says something about the behavior that someone naturally shows and which takes and little energy. In practice, someone can also behave in a different way, but that behavior generally requires more effort. In this report you will find a brief description of the Jung Type of the candidate. For a more information about the 16 Jung Types please use: 'The Bridge Personality, the booklet for consult candidates'.



ISTJ
realist



ISFJ
carer



INFJ
advisor



INTJ
scholar



ISTP
solver



ISFP
peace maker



INFP
idealist



INTP
strategist



ESTP
doer



ESFP
performer



ENFP
inspirer



ENTP
innovator



ESTJ
decision-maker



ESFJ
service provider



ENFJ
coach



ENTJ
leader

The Jung Type of Anne Example

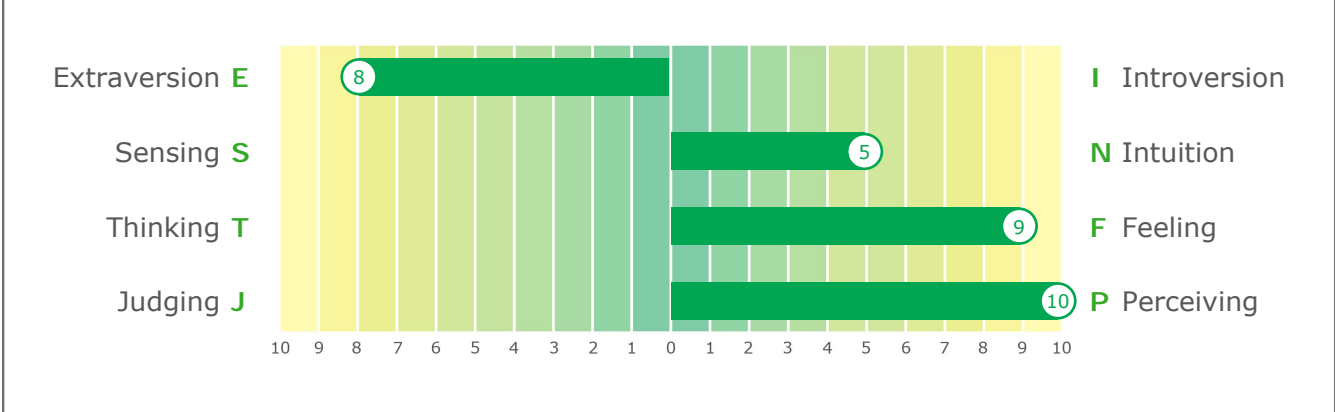
A Jung Type consists of four letters, these letters are determined on the basis of the provided answers in The Bridge Personality. Each letter represents an abbreviation of a preference on 4 dimensions. So there are 8 possible preferences. When the eight preferences are combined in every possible way, the 16 Jung types emerge. The Jung Type is shown below.

The 4 Jung dimensions: ENFP

Where do you get your energy from?	E Extraversion Prefer to get their energy 'externally': from activities and (a lot of) interaction with people.	I Introversion Prefer to get their energy from themselves, "internally": from thoughts, feelings, ideas and some time spent alone to recharge the
Which type of information do you prefer?	S Sensing Like to focus on information they can actually perceive (details) and on practical applications.	N Intuition Hebben de voorkeur zich te concentreren op patronen, verbanden en mogelijke betekenissen.
How do you make a decision?	T Thinking Prefer to base decisions on logic and objective analysis of cause and effect.	F Feeling Naturally consider what is important to other people when making decisions.
a planned, organized attitude to life in which many things are	J Judging Preference for living a planned and organized life	P Perceiving Like a flexible, spontaneous approach and prefer to keep options open.

The clarity of your preference is shown below in sten scores ranging from 1 to 10. Sten scores are calculated by comparing your scores to a norm group of 500 people. Are you right in the middle? Then your preference is not clear.

Your preferences on the 4 Jung dimensions: ENFP



Preferences **Extraversion: 8** **Intuition: 5** **Feeling: 9** **Perceiving: 10**

Keep in mind that your current work or private situation may influence the clarity of your preferences. So think carefully about whether the above Jung Type suits you well. You can use The Bridge Personality: The Candidate Booklet to learn more about Jung Types and find out which Jung Type is best for you.

The Jung Type of Anne Example: Inspirer

Are warm, enthusiastic and often charismatic and encouraging. They enjoy being innovative and creative, and motivating others to take action or teaching them new things. They look for a lot of confirmation from others, but are also quick to give support and compliments themselves. They are spontaneous and flexible, and will rely on their talent for improvisation and verbal skills. They are quick to make connections between events and information, and are characterised by their imagination.

Communication

They take notice of everyone’s opinions and respond positively to them. They talk enthusiastically about values and new opportunities, as well as about general matters. They can sometimes talk a lot and come up with many new ideas. They sometimes try to convince others before they have investigated the rational basis (facts and details) of a plan. They could improve their communicative skills by talking less and trying harder to analyse the information first.

Management Style

They are democratic managers who ask for everyone’s opinion and will negotiate the differences, if necessary. They will assume the role of spokesman in discussions about ideas that concern people. They can sometimes promise more to employees than is possible. They do not focus on giving specific instructions to employees. They look for a role for each team member and do not like it if employees are left out. They could improve their management skills by setting more priorities in projects or situations. They could also try saying no occasionally.

Conflict Management

They ensure that people are involved in the process of problem-solving or decision-making. They are flexible in solving problems, and use their imagination in finding a solution. They remain open to different solutions for a long time, and a decision may therefore be postponed for a while. They take less account of the details in problem-solving. They do not like a black-and-white approach and also have a balanced solution for the greater whole. They could improve their approach by trying to speed up decision-making in the process of problem-solving.

Stress

In stressful situations, they try to introduce enthusiasm and spontaneity into the group. They will try to keep colleagues motivated by allowing them to do different things. They can take greater risks under stress. They could improve their stress management by studying the details and facts well, in order to gain a good picture of the situation. They could also try to be selective in the work they take on and not try to do everything.



Bridge Competency Profile

This is an overview of Anne Example's potential on eight commonly used competencies in organizations, schools and universities to indicate potential and performance.

COMPETENCY	1 2 3 4 5 6 7 8 9 10	COMPETENCE
Support others (Cooperative, Helpful, Considerate, Coaching)	● ● ● ● ● ● ● ● ● ● 10	Highest score possible
Relationship management (Networking, Sociable, Socially bold, Considerate)	● ● ● ● ● ● ● ● ● ● 10	Highest score possible
Innovating (Creative, Change oriented, Initiative)	● ● ● ● ● ● ● ● ● 9 ●	More than capable
Adapting to change (Positive attitude, Change oriented, Openness to feedback)	● ● ● ● ● ● ● ● ● 8 ● ●	Capable
Communication focused (Networking, Sociable, Openness to feedback, Convincing)	● ● ● ● ● ● ● ● ● 8 ● ●	Capable
Inspiring others (Convincing, Socially bold, Guiding)	● ● ● ● ● ● ● 7 ● ● ● ●	Above average
Managing (Decisive, Guiding, Coaching, Socially bold)	● ● ● ● ● ● ● 7 ● ● ● ●	Above average
Achieving goals (Results focused, Career focused, Initiative)	● ● ● ● ● 5 ● ● ● ● ● ●	Below average