the Bridge
personality

Bridge Report   Anne Example
Work Behaviour

Extended plus Colour Report

Contents

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 Consulting. It provides information about the person who has filled in the test. TestGroup Consulting accepts no responsibility for problems that may arise from using this report. The Bridge Personality and all the other tests of TestGroup Consulting, as well as the reports, may only be used by employees of TestGroup Consulting, representatives or resellers of TestGroup Consulting, or clients of TestGroup Consulting who are authorised and 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.
Bridge Type	The Bridge Type is based on 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 Bridge Types. This report provides insight into the candidate's Bridge Type.
Bridge Competency Profile	Which competencies does the candidate possess? And which are missing? The Competency Profile provides answers to these questions. TestGroup Consulting 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.

Score: 5

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.

Score: 9

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.

Score: 4

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Bridge Overview

DIRECTING

	1	2	3	4	5	6	7	8	9	10
Contact (Networking,Sociable)								8		
Management (Decisive,Guiding,Coaching)						6				
Influence (Convincing,Critical,Socially bold)							7			

OUTPUT

	1	2	3	4	5	6	7	8	9	10
Disposition (Methodical,Integrity,Action focused)				4						
Drive (Initiative,Career focused,Enterprising)						6				
Implementation (Detail focused,Results focused,Aware of rules)		2								

INSPIRATION

	1	2	3	4	5	6	7	8	9	10
Perception (Creative,Abstract,Strategic)						6				
Opinion (Insight,Practical,Inquiring)							7			
Evaluation (Analytical,Rational)		2								

ATTITUDE

	1	2	3	4	5	6	7	8	9	10
Social contact (Cooperative,Helpful,Considerate)								8		
Resilience (Avoiding conflict,Self-confident,Stress resistant)				4						
Flexibility (Openness to feedback,Positive attitude,Change oriented)							7			

Bridge Dimension Overview - Directing

CONTACT
1 2 3 4 5 6 7 8 9 10

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**

MANAGEMENT
1 2 3 4 5 6 7 8 9 10

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**

INFLUENCE
1 2 3 4 5 6 7 8 9 10

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

Score: 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

Score: 8

Considerate
is concerned with other people; likes listening to others; is interested in other people's motives

Score: 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

Score: 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

Score: 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

Score: 4

FLEXIBILITY

	1	2	3	4	5	6	7	8	9	10

Openness to feedback [N↔I]
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

Score: 6

Positive attitude
has a fairly positive view of things; a fairly cheerful person; has average difficulty dealing with setbacks

Score: 6

Change oriented
really likes taking on a new challenge; accepts a lot of changes in life; can deal very well with unsettled times

Score: 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

Score: 9

Abstract
Is better at developing concepts than most people; Applies more theories than most people; Is interested in studying underlying principles

Score: 7

Strategic ⬅N➡
is inclined to develop strategies; is inclined to develop a vision for the future; fairly focused on the long term

Score: 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

Score: 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

Score: 8

Inquiring
is interested in learning new things; has a preference for learning through reading; learns quickly

Score: 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

Score: 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

Score: 2

Bridge Types

Bridge Type is based on the personality theory of the Swiss psychiatrist Carl Jung. This theory deals with normal differences between mentally sound people. Jung came to the conclusion that people have a natural preference for behaving in a particular way. His theory is known as `type theory' and describes 16 types of personality. Bridge Type provides an overview of these types.

In this report, you will find a short outline of the candidate's Bridge Type. For a more detailed Bridge Type description, you can consult the Bridge Type Report and request a feedback discussion with a Type expert.

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 Bridge 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.
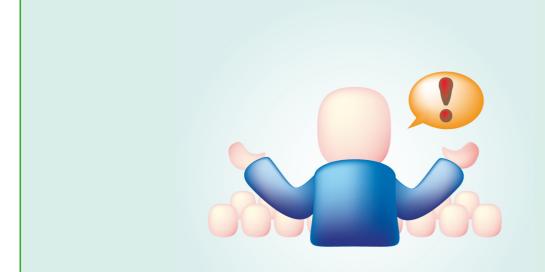
Management Style

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.

The Bridge Type of Anne Example: Inspirer

Bridge Colour - Scores

The Bridge Colour reports your preferences in 4 colours. Your scores on these colours are calculated based on your Jung preferences on page 11 of this report. The colours are: Red, Yellow, Green and Blue. We all use these colours to a certain amount, but you will always have a preference for 1 colour. The order and the level of the scores on the 4 colours determine our preferred behavior. A preference for a colour is and indication of the way you think, work and communicate.

As described, everyone has a preference for all 4 colours to a certain amount, however you will have a dominant colour. That being said, you are not just one colour. As an example, on a stressful day, you may use a different colour than your dominant colour. The way you feel can influence the traits that you use on that day. Your surroundings can also influence the way you feel and thus influence the colour that you will use. You may also have a preference for a different colour at work than you have at home.

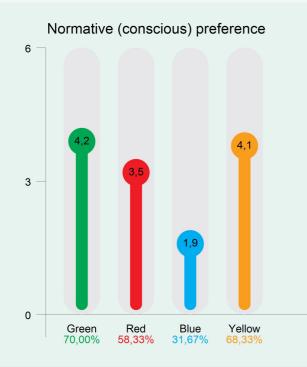On this page you will find your score on the 4 colours:

- Red: ambitious, focused, decisive, goal oriented, dominant and focus on business
- Yellow: friendly, focus on people, enthusiastic, open, dynamic, creative and interactive
- Green: focus on people, loyal, empathic, caring, patient, focus on harmony
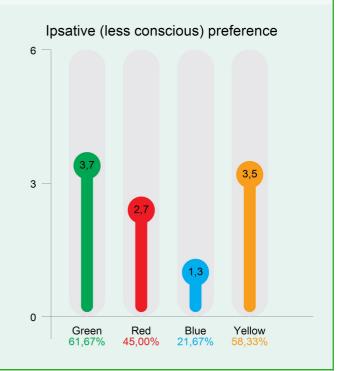- Blue: focus on details and planning, factual, objective, analysis, formal, focus on tasks

The Bridge Colour calculates, based on your normative answers (1 to 9), your Normative (intentional) colour preference and based on your Ipsative answers (most/least) your Ipsative (less intentional) colour preference.

Normative (intentional) preference: describes how you want to be. A combination of who you are, who you want to be and what your surroundings demand of you.

Ipsative (less intentional) preference: describes your less intentional, more instinctive preference when you are not being influenced by your interaction with others.

Your colour preference(s) that have a score of 3 or higher on you can use easily, while colours with a score lower than 3 will require more energy.

Normative (conscious) preference

	Green	Red	Blue	Yellow
Score	4,2	3,5	1,9	4,1
	70,00%	58,33%	31,67%	68,33%

Ipsative (less conscious) preference

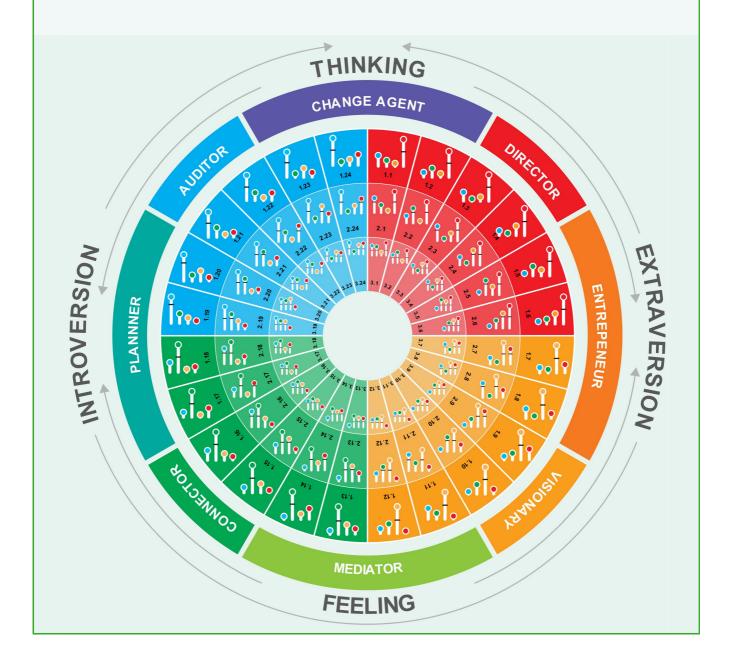|	Green	Red	Blue	Yellow
Score	3,7	2,7	1,3	3,5
	61,67%	45,00%	21,67%	58,33%

Bridge Colour Wheel: 72 preferences

By linking the Thinking and Feeling preferences with Extraversion and Introversion, eight preferred types are created in the color wheel.

Next, three rings are applied, so that ultimately 72 subtypes are created. The combination of color preferences determines the location in the color wheel. Every type has a unique order of colour preference. The exact position in the wheel is dependent on this order.

- Inner ring - three colors above the centerline
- Middle ring - two colors above the centerline
- Outer ring - a color above the centerline

It is also possible to have preferences on more than one ring in the wheel. This occurs when your Conscious (Normative) preference and your Less Conscious (Ipsative) preference are different.

Is it not possible to have a preference for all four colours. There is always at least one colour that will be more difficult for you. However, also that the behaviour that belongs to that colour will be achievable for you, when you put more effort and energy into it.
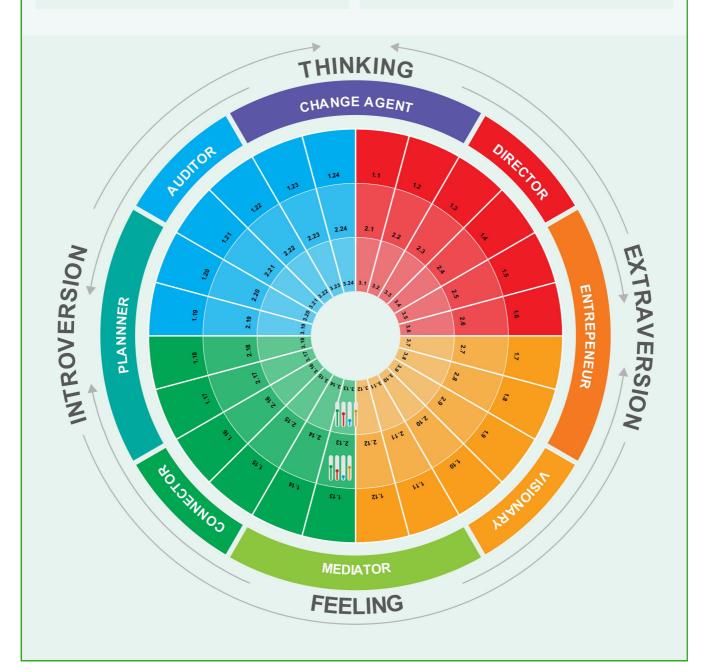
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Bridge Colour - Colour Wheel

On this page your Conscious (Normative) and Less Conscious (Ipsative) wheel positions are displayed. Please note that these positions can differ.

The Bridge Colour Wheel has 8 types. By applying three levels in the wheel, a further differentiation of 72 types is created. Your combination of preferred colours will determine your position in the colour wheel.

Conscious Wheel Position
3.13 : Connecting mediator

Less Conscious Wheel Position
2.13 : Connecting mediator

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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