



the Bridge
personality

Bridge Report
Work Behaviour

Anne Example

Extended plus Colour Report

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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 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 Colour	The Bridge Colour reports your preferences in 4 colours. Your scores on these colours are calculated based on your answers in The Bridge Personality. 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.
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



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.

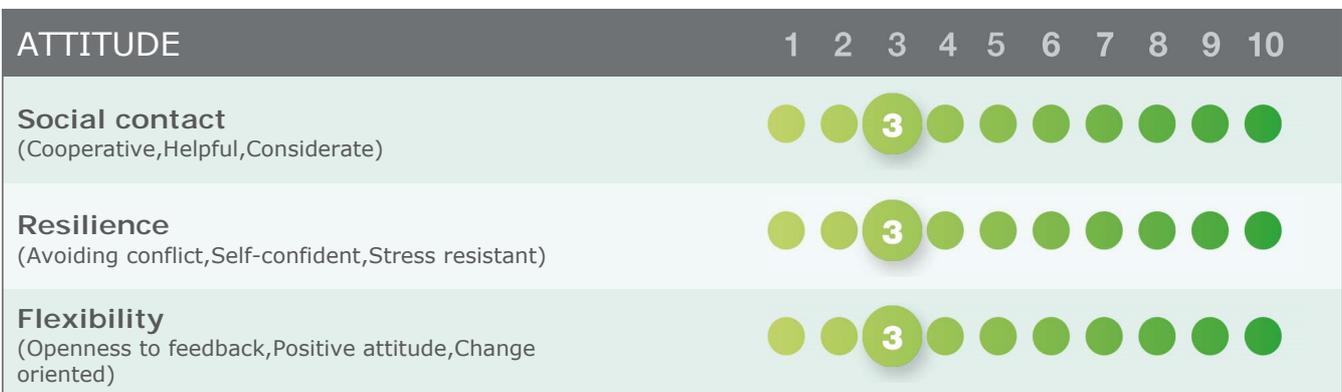
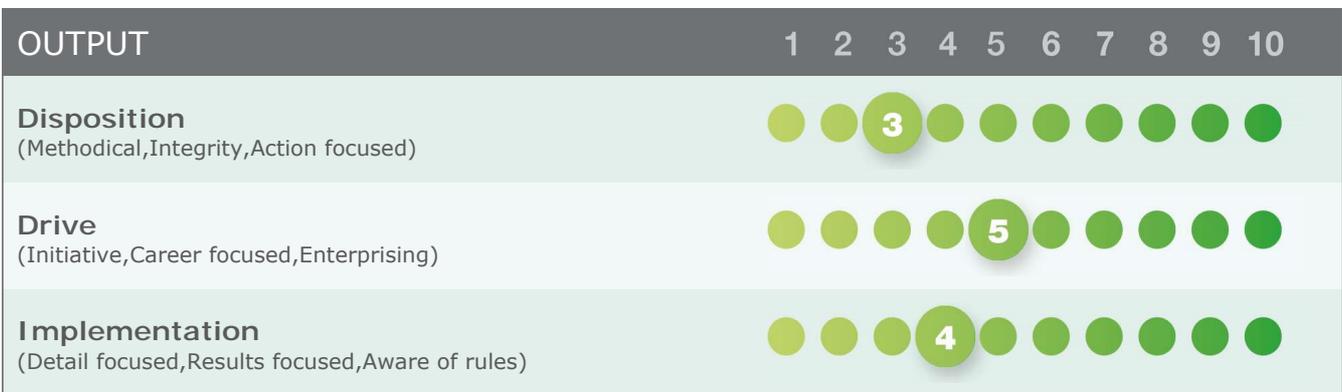
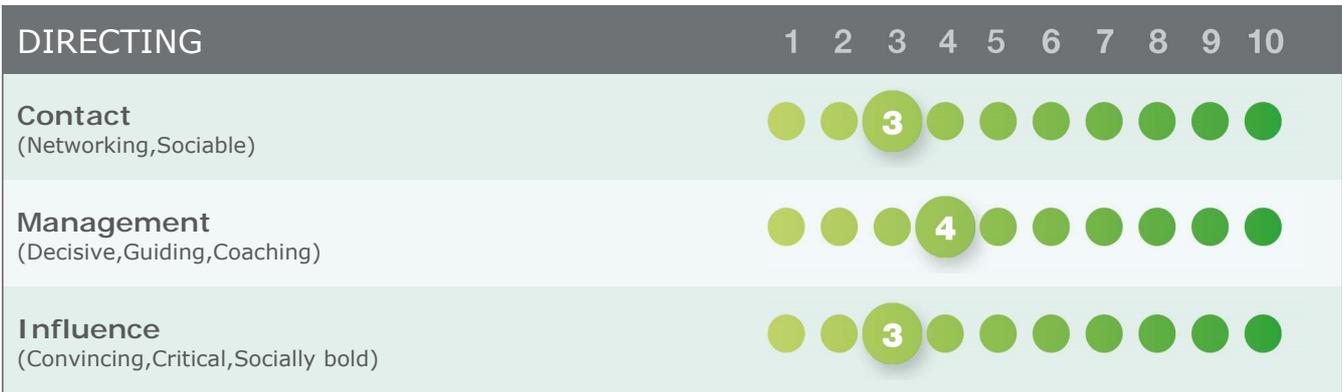


Acquiescence

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

CONTACT	1	2	3	4	5	6	7	8	9	10
<p>Networking not very focused on making new contacts; finds networking important now and then; is less good at networking than most people</p>	●	●	● 3	●	●	●	●	●	●	●
<p>Sociable has average talking skills; finds contact fairly easy; has an average liking for being surrounded by people</p>	●	●	●	●	● 5	●	●	●	●	●

MANAGEMENT	1	2	3	4	5	6	7	8	9	10
<p>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</p>	●	●	●	●	● 5	●	●	●	●	●
<p>Guiding usually adopts a leading role; very inclined to have things under control; likes being responsible for others more than most people</p>	●	●	●	●	●	●	● 7	●	●	●
<p>Coaching sometimes focuses on motivating others; is sometimes focused on coaching others; can sometimes inspire others</p>	●	●	● 3	●	●	●	●	●	●	●

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

Bridge Dimension Overview - Output

DISPOSITION	1	2	3	4	5	6	7	8	9	10
Methodical reasonably organised; has an average liking for planning; can set priorities as well as most people	●	●	●	●	●	6	●	●	●	●
Integrity fairly focused on meeting commitments; attaches a reasonable amount of value to honesty and reliability; fairly focused on dealing confidentially with information	●	●	●	●	5	●	●	●	●	●
Action focused works at a fairly fast pace; likes pressure now and again; is fairly good at doing several things at once	●	●	●	●	5	●	●	●	●	●

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	●	●	●	●	●	6	●	●	●	●
Enterprising likes taking on new challenges sometimes; spots opportunities in the market fairly easily; is an average salesperson	●	●	●	●	5	●	●	●	●	●

IMPLEMENTATION	1	2	3	4	5	6	7	8	9	10
Detail focused works fairly carefully; pays attention to details in information now and again; can work in an environment where details are important	●	●	●	●	●	6	●	●	●	●
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 has an average preference for working in an organisation with a lot of bureaucracy and rules; keeps to rules and regulations now and again; is considered fairly rule-conscious	●	●	●	●	●	6	●	●	●	●

Bridge Dimension Overview - Attitude

SOCIAL CONTACT	1	2	3	4	5	6	7	8	9	10
<p>Cooperative finds working in a team fairly important; works alone now and again; sometimes involves colleagues with his or her work</p>	●	●	●	●	●	6	●	●	●	●
<p>Helpful spends time helping people with problems now and then; has an average focus on helping colleagues when necessary; is considered helpful by others every so often</p>	●	●	●	●	5	●	●	●	●	●
<p>Considerate has average concern for other people; does not mind listening to others; is slightly interested in other people's motives</p>	●	●	●	●	5	●	●	●	●	●

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

FLEXIBILITY	1	2	3	4	5	6	7	8	9	10
<p>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</p>	●	●	●	●	5	●	●	●	●	●
<p>Positive attitude has a fairly positive view of things; a fairly cheerful person; has average difficulty dealing with setbacks</p>	●	●	●	●	5	●	●	●	●	●
<p>Change oriented sometimes takes on a new challenge; sometimes accepts changes in life; can deal with unsettled times less well than most people</p>	●	●	3	●	●	●	●	●	●	●

Bridge Dimension Overview - Inspiration

PERCEPTION	1	2	3	4	5	6	7	8	9	10
Creative comes up with new ideas to a reasonable extent; has original ideas now and again; looks for a radical solution to a problem to an average extent	●	●	●	●	5	●	●	●	●	●
Abstract Has average skills in developing concepts; Applies theories to an average extent; Is fairly interested in studying underlying principles	●	●	●	●	●	6	●	●	●	●
Strategic 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 less quickly than most people; does not identify ways of improving something very often; sometimes uses intuition to make a judgement	●	●	●	4	●	●	●	●	●	●
Practical fairly focused on practical work; sometimes learns by doing; regarded by others as a practical type now and again	●	●	●	●	5	●	●	●	●	●
Inquiring now and then interested in learning new things; has less preference for learning through reading than most people; learns with average speed	●	●	3	●	●	●	●	●	●	●

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 mind working with figures; sometimes bases a decision on a detailed technical analysis; focused on working with objective facts now and again	●	●	●	●	5	●	●	●	●	●

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

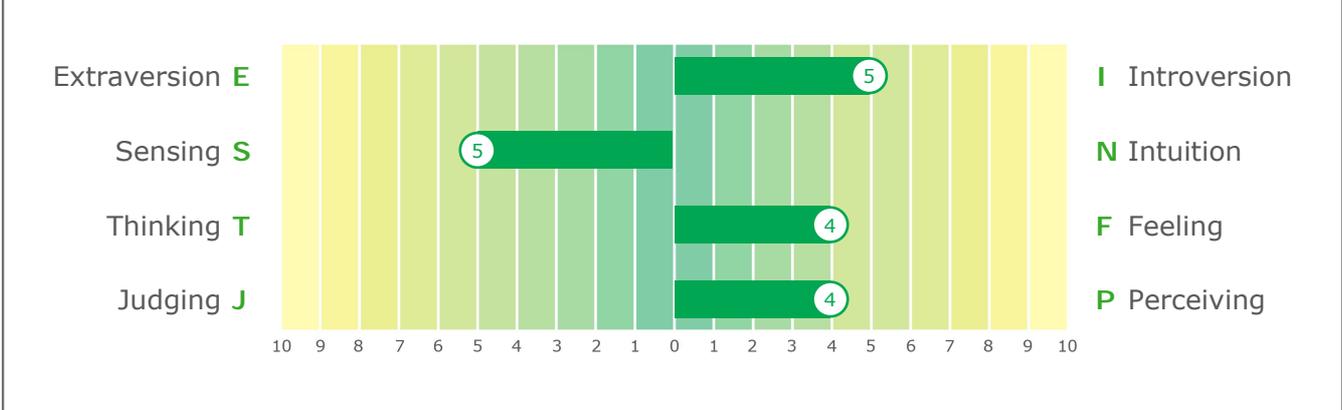
A Jung Type consists of four letters, these letters are determined on the basis of the provided answers in The Bridge Personality. Each letter represents an abbreviation of a preference on 4 dimensions. So there are 8 possible preferences. When the eight preferences are combined in every possible way,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

The 4 Jung dimensions: ISFP

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: ISFP



Preferences **Introversion: 5 Sensing: 5 Feeling: 4 Perceiving: 4**

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: Peace maker

They are calm, modest and friendly. They focus on the here and now, and on what is happening in their immediate surroundings. They value harmony and respect for one another. In their work, they focus on friendliness and creativity, and on taking account of colleagues. They like having their own space and their own work or time arrangements. They do not like conflicts or arguments on the shop floor or in their private life. They will not force their opinions on others.

Communication

They contribute to a conversation by giving comments at the right moment for giving colleagues or other people a feeling of support. They give practical, concrete and precise information, and do not leave out the details. They can sometimes be a little hesitant in directly expressing their opinions or ideas. They focus on the present, and can therefore sometimes overlook long-term consequences in their arguments. They like everybody to get the opportunity to have their own say, but they can get annoyed by people who talk for too long.

Management Style

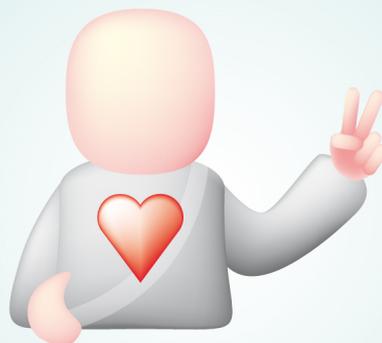
They try to approach and treat all their employees in the same way. They strive for cooperation. They will support others and motivate them to work in their own way. They can sometimes be reticent in giving feedback or criticism, even if the situation demands it. They do not like team members who are dominant or have too strong a presence. They could develop their management skills by giving more active feedback to employees, especially in the case of poor performance.

Conflict Management

In problems or conflicts, they have an objective view of the arguments of others. They can come up with clear and good objections, but can also let go of them again easily if they encounter much opposition. They pay a lot of attention to the good atmosphere within the team or the work situation, and they can take it to heart if this is at issue. They do not like people who ignore or dismiss the ideas of others. They could improve their style by sometimes sticking to their point of view longer, as this could benefit others.

Stress

They always treat colleagues with politeness, loyalty and empathy if a situation becomes stressful. In such a situation, they will contribute by offering practical and active support. They can sometimes forget their own needs during a stressful period. In a crisis situation, they do not want to lose sight of the details, and they also do not like theoretical or abstract discussions. They can improve the way they deal with stress by focusing a bit more on their own needs and not just on those of others.



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 an 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

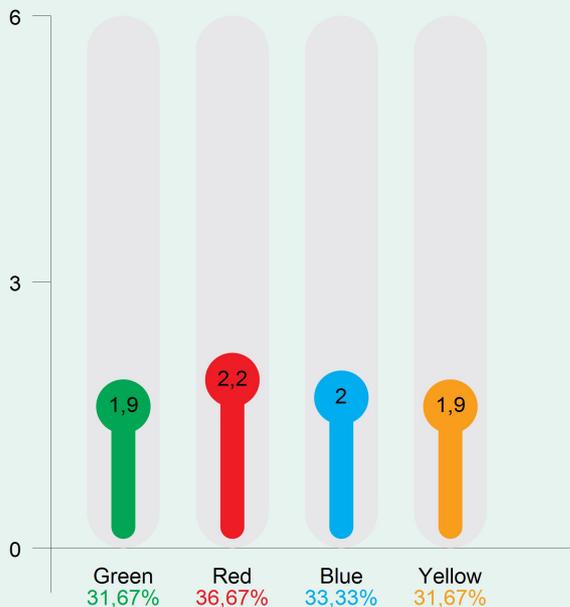
The Bridge Colour calculates, based on your normative answers (1 to 9), your Normative (intentional) colour preference and based on your Ipsative answers (most/least) your Ipsative (less intentional) colour preference.

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.

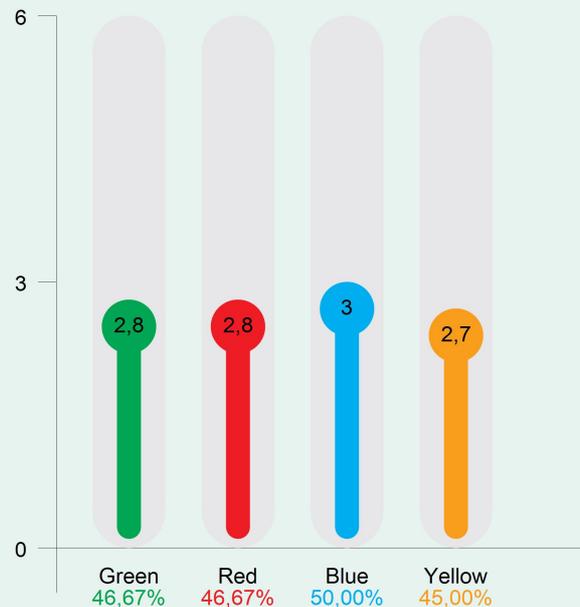
Ipsative (less intentional) preference: describes your less intentional, more instinctive preference when you are not being influenced by your interaction with others.

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



Ipsative (less conscious) preference



Bridge Colour Wheel: 72 preferences

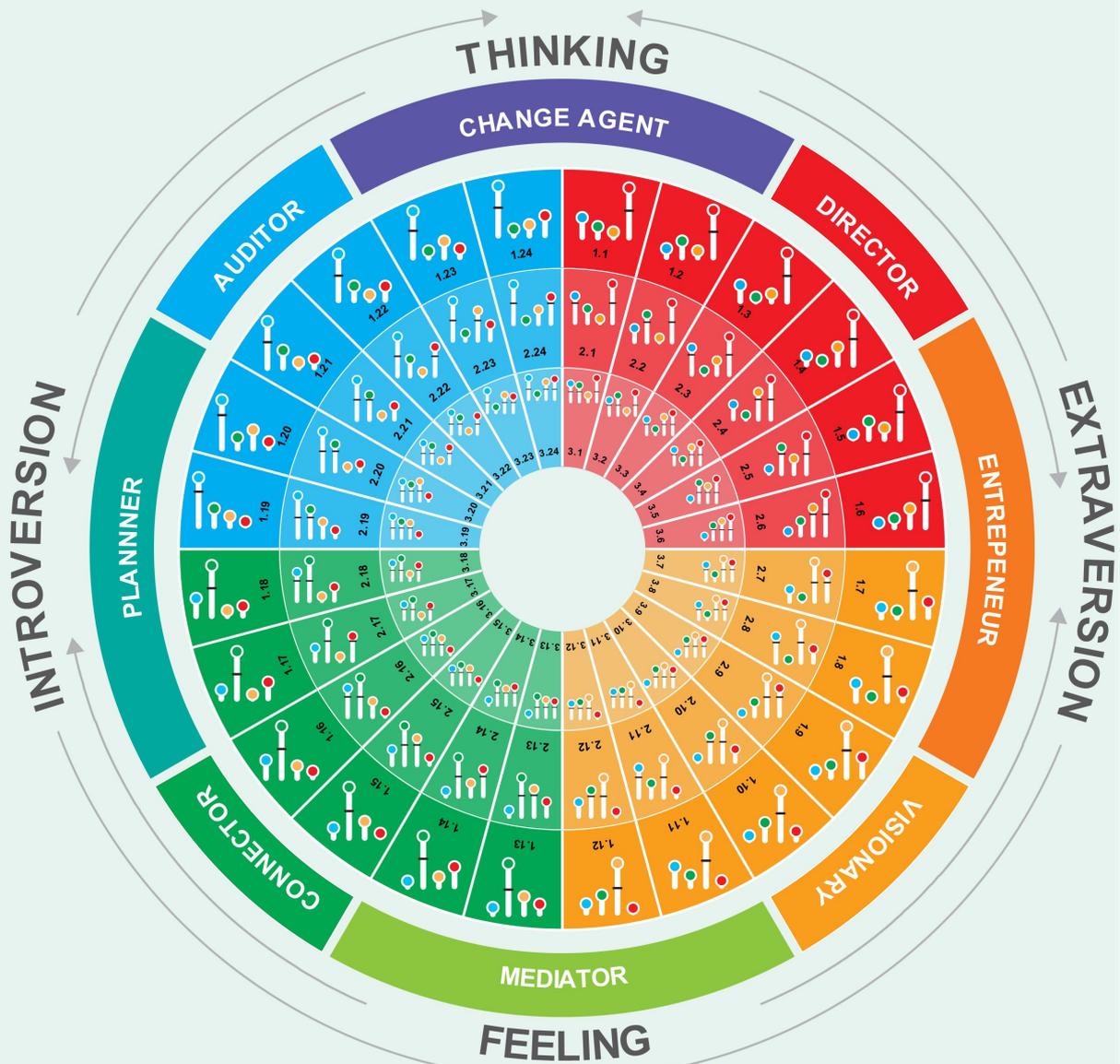
By linking the Thinking and Feeling preferences with Extraversion and Introversion, eight preferred types are created in the color wheel.

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.



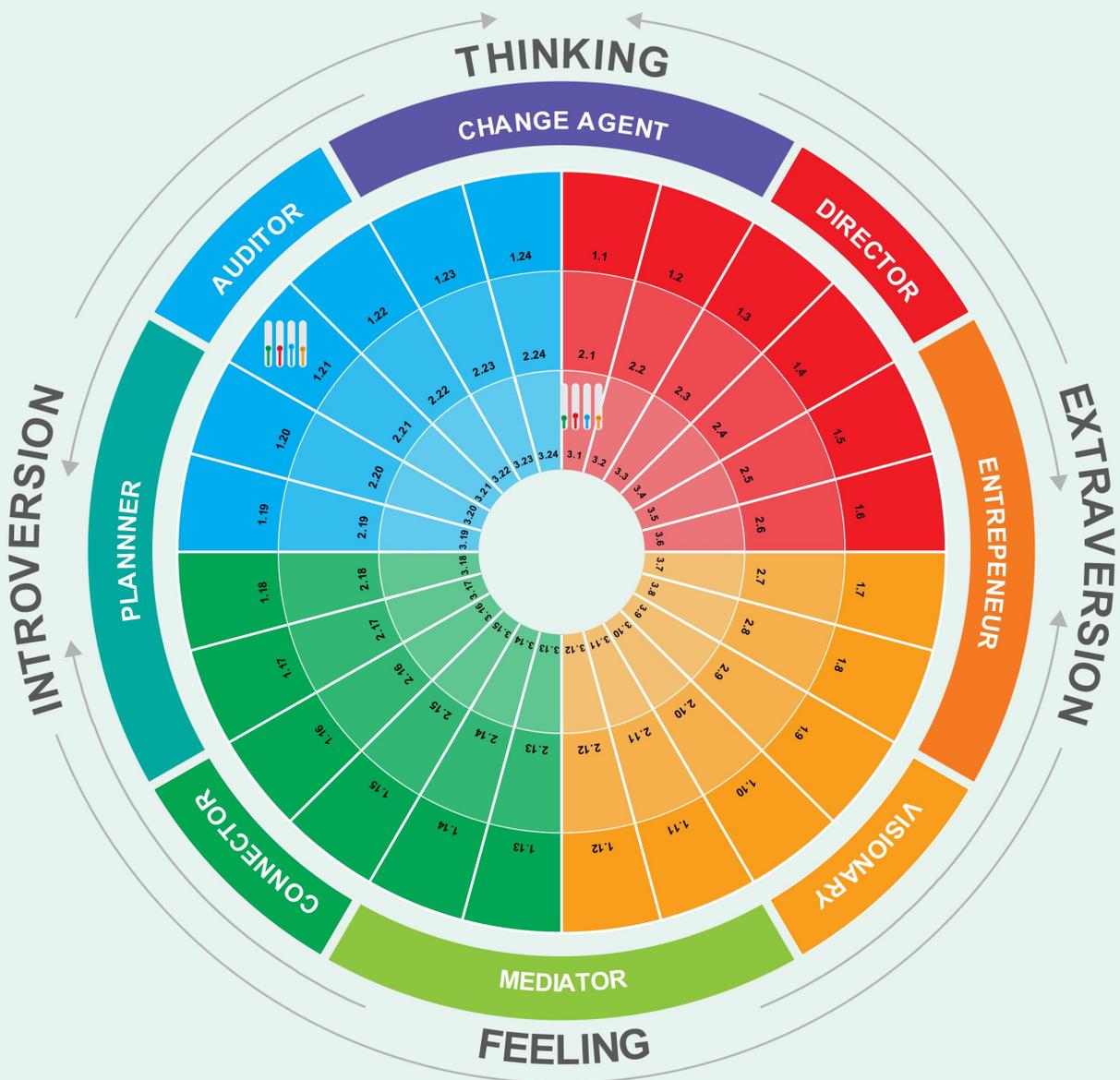
Bridge Colour - Colour Wheel

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
3.1 : Directing change agent

Less Conscious Wheel Position
1.21 : Planning auditor



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
Inspiring others (Convincing, Socially bold, Guiding)	● ● ● ● ● 6 ● ● ● ●	Average
Achieving goals (Results focused, Career focused, Initiative)	● ● ● ● 5 ● ● ● ●	Below average
Managing (Decisive, Guiding, Coaching, Socially bold)	● ● ● ● 5 ● ● ● ●	Below average
Support others (Cooperative, Helpful, Considerate, Coaching)	● ● ● ● 5 ● ● ● ●	Below average
Relationship management (Networking, Sociable, Socially bold, Considerate)	● ● ● ● 5 ● ● ● ●	Below average
Innovating (Creative, Change oriented, Initiative)	● ● ● ● 5 ● ● ● ●	Below average
Adapting to change (Positive attitude, Change oriented, Openness to feedback)	● ● ● 4 ● ● ● ●	Substantially below average
Communication focused (Networking, Sociable, Openness to feedback, Convincing)	● ● ● 4 ● ● ● ●	Substantially below average