



Bridge Report  
Work Behaviour

Fred 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	
	<p>This report provides insight into the personality and behaviour of Fred Example within a working environment. The answers are based on the self-image of the candidate.</p>
<b>Bridge Answer Behaviour</b>	<p>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.</p>
<b>Bridge Overview</b>	<p>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).</p>
<b>Dimension Overview</b>	<p>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.</p>
<b>Bridge Type</b>	<p>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.</p>
<b>Bridge Competency Profile</b>	<p>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.</p>

## 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.

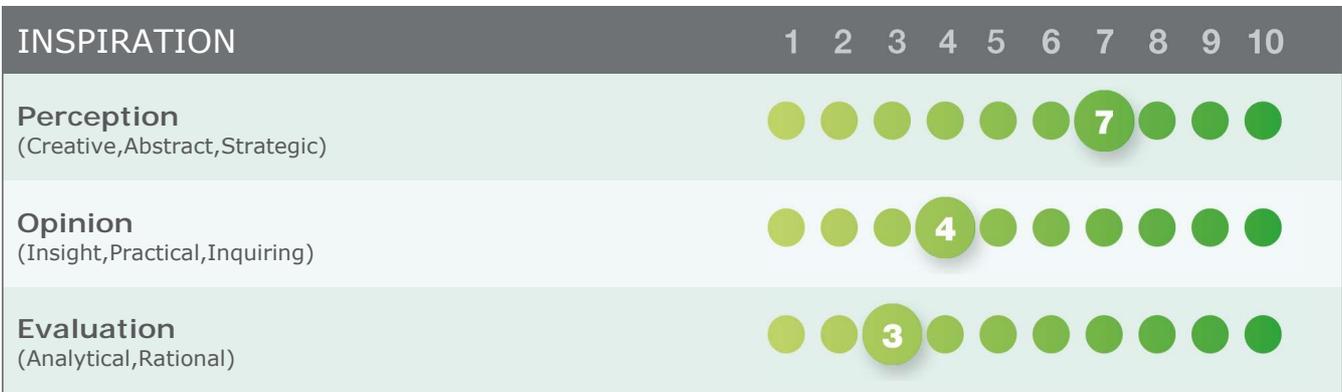
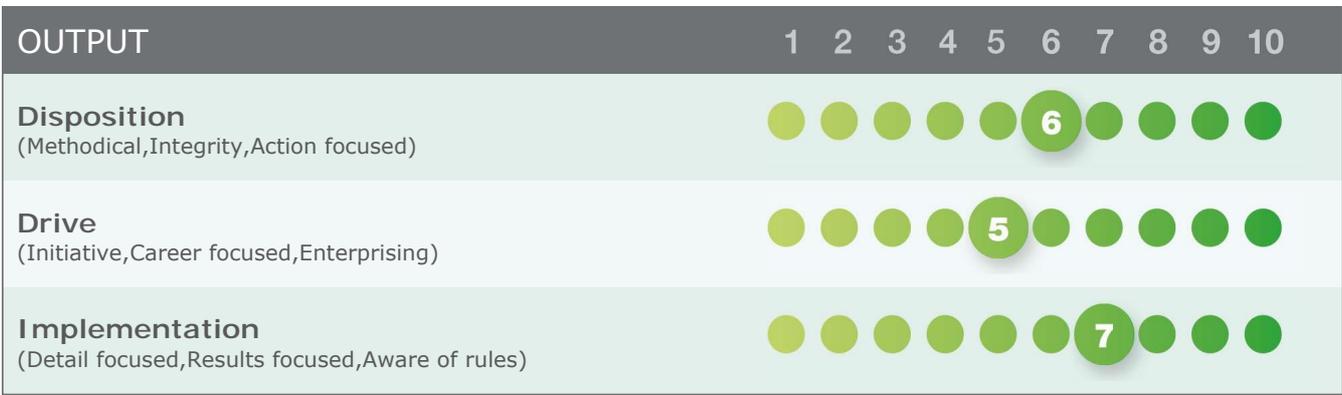
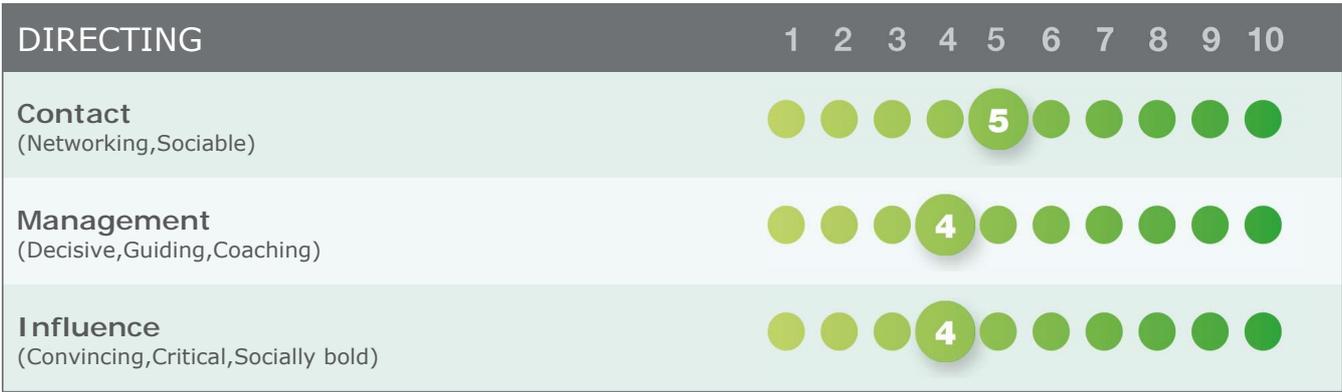


### Acquiescence

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



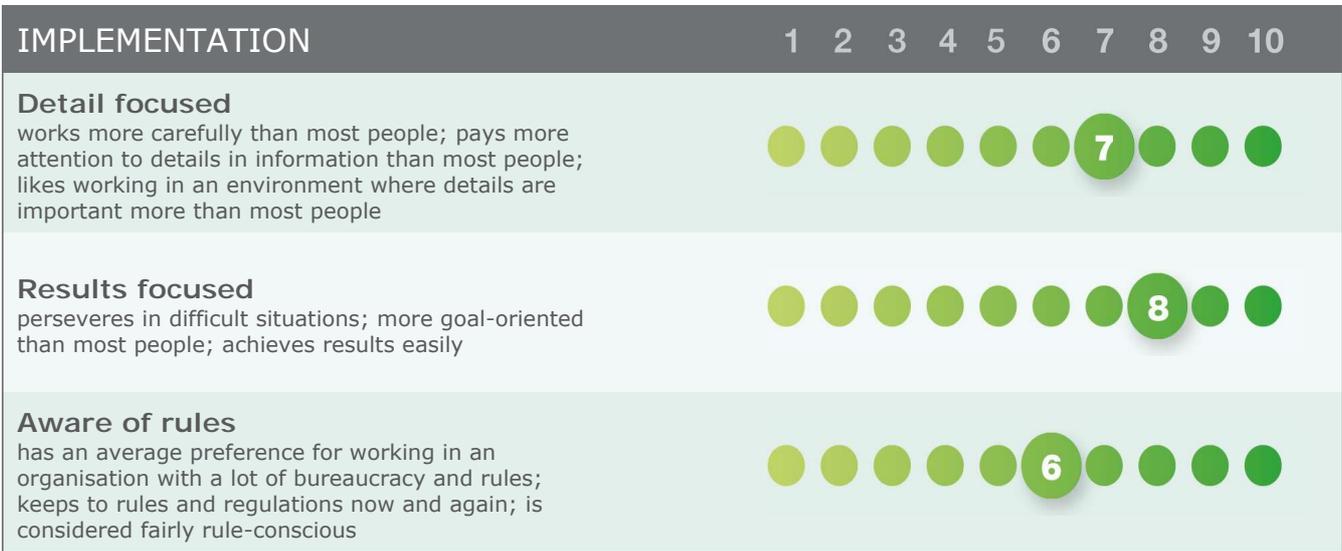
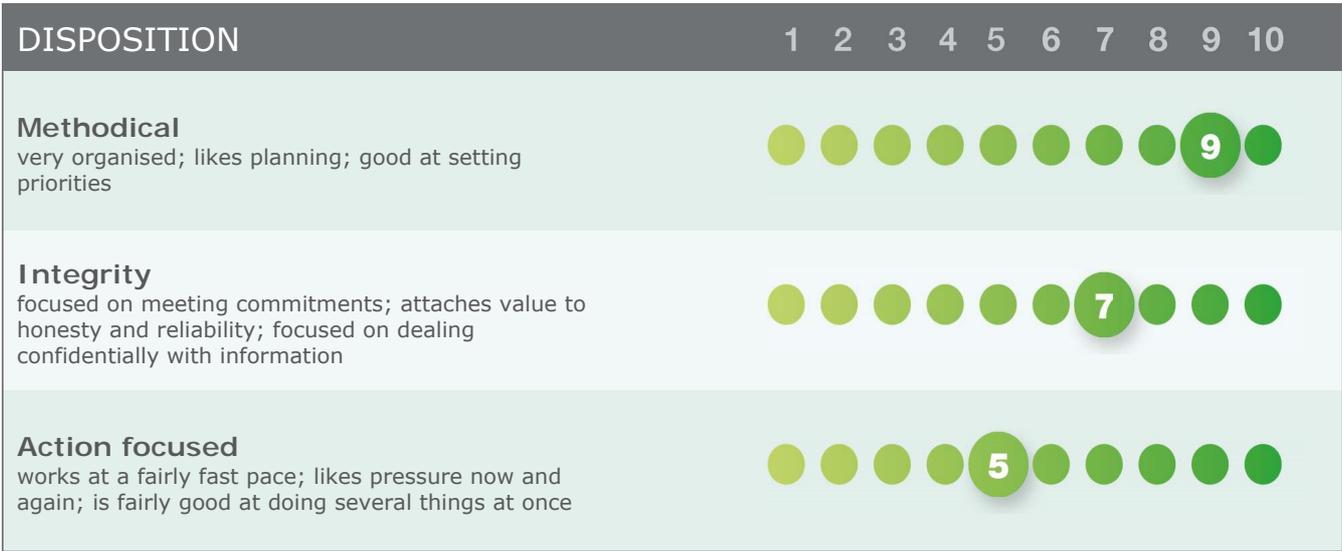
## Bridge Dimension Overview - Directing

CONTACT	1	2	3	4	5	6	7	8	9	10
<b>Networking</b> not very focused on making new contacts; finds networking important now and then; is less good at networking than most people	●	●	●	4	●	●	●	●	●	●
<b>Sociable</b> 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
<b>Decisive</b> 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	●	●	●	●	●
<b>Guiding</b>  usually lets others be the leader; less inclined to have things under control than most people; likes being responsible for others less than most people	●	●	●	4	●	●	●	●	●	●
<b>Coaching</b> has an average focus on motivating others; has an average focus on coaching others; is average at inspiring others	●	●	●	●	5	●	●	●	●	●

INFLUENCE	1	2	3	4	5	6	7	8	9	10
<b>Convincing</b> 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	●	●	●	4	●	●	●	●	●	●
<b>Critical</b> is focused on finding weak points in proposals or plans now and again; does not always accept things from others without evaluation; has an average critical outlook	●	●	●	●	5	●	●	●	●	●
<b>Socially bold</b> more insecure in contact with strangers and large groups than most people; finds it less easy to talk in front of large groups than most people; talks less in meetings and discussions than most people	●	●	●	4	●	●	●	●	●	●

## Bridge Dimension Overview - Output



## Bridge Dimension Overview - Attitude

SOCIAL CONTACT	1	2	3	4	5	6	7	8	9	10
<p><b>Cooperative</b> finds working in a team important; prefers not to work alone; often involves colleagues with his or her work</p>	●	●	●	●	●	●	7	●	●	●
<p><b>Helpful</b> 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</p>	●	●	●	●	●	●	7	●	●	●
<p><b>Considerate</b> 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><b>Avoiding conflict</b> 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</p>	●	●	●	●	●	●	7	●	●	●
<p><b>Self-confident</b> 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</p>	●	●	●	●	5	●	●	●	●	●
<p><b>Stress resistant</b> copes with stress less well; stays less calm than most people under high pressure of work; often worries about things at work</p>	●	●	●	4	●	●	●	●	●	●

FLEXIBILITY	1	2	3	4	5	6	7	8	9	10
<p><b>Openness to feedback</b> is very open to feedback from others; asks the advice of others very often; often uses feedback to improve performance</p>	●	●	●	●	●	●	●	●	9	●
<p><b>Positive attitude</b> has a fairly positive view of things; a fairly cheerful person; has average difficulty dealing with setbacks</p>	●	●	●	●	5	●	●	●	●	●
<p><b>Change oriented</b> sometimes takes on a new challenge; sometimes accepts changes in life; can deal with unsettled times less well than most people</p>	●	●	●	4	●	●	●	●	●	●

## Bridge Dimension Overview - Inspiration

PERCEPTION	1	2	3	4	5	6	7	8	9	10
<b>Creative</b> comes up with new ideas; has original ideas; looks for a radical solution to a problem	●	●	●	●	●	●	7	●	●	●
<b>Abstract</b> <b>N↔I</b> Has average skills in developing concepts; Applies theories to an average extent; Is fairly interested in studying underlying principles	●	●	●	●	●	6	●	●	●	●
<b>Strategic</b> <b>N↔I</b> develops strategies; develops a vision for the future; focused on the long term	●	●	●	●	●	●	8	●	●	●

OPINION	1	2	3	4	5	6	7	8	9	10
<b>Insight</b> 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	●	●	●	●	●	●
<b>Practical</b> not very focused on practical work; finds it difficult to learn by doing; sometimes regarded by others as a practical type	●	●	●	4	●	●	●	●	●	●
<b>Inquiring</b> 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
<b>Analytical</b> 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	●	●	●	●	●	●
<b>Rational</b> does not show a preference for working with figures; bases a decision on a detailed technical analysis less often than most people; less focused on working with objective facts than most people	●	●	3	●	●	●	●	●	●	●

## 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 Fred Example: Carer

They are loyal, dedicated, often calm and responsible. They meet their obligations and agreements. They like it if roles and responsibilities are clear and well divided. They look for stability and harmony in their dealings with others. They are actively concerned with other people’s feelings. They expect effort and dedication from others, and strive towards an ordered and stable environment, both at home and elsewhere.

### Communication

They listen carefully and take notice of the needs of others. They present and communicate information in an orderly and neat way, also actively checking the accuracy of information they have received from others. In a group, they can sometimes focus too much on facts and details, and they could be more active in backing up their own ideas. They like order and structure in a conversation, and do not like straying from the path. They could improve their communication by looking in more depth at the bigger picture and at the long-term consequences of their ideas.

### Management Style

They spur others on calmly and constructively and do not intimidate them. They are often exemplary in thoroughness and meeting agreements. They like involvement on the shop floor and encourage this. They can sometimes be a little hesitant in adopting their managerial role. They like following traditional roles and methods, and are less enthusiastic about relying on improvisation for achieving a goal. They could improve their management performance by being more open to other ways of achieving a goal and not just following the traditional path.

### Conflict Management

They are thorough and task-oriented in solving a problem or conflict, and they try to find a solution that is positive for those concerned. In a conflict, they try to be attentive and also take notice of the needs of others. They focus on the rules and follow strict guidelines in solving a conflict. They do not like being forced to use too much logic in taking a decision, and look for the human side of things. They could occasionally try to loosen up their tight planning a little, so that others get more room to discuss their feelings.

### Stress

They support their colleagues by taking over work, if that is necessary and if it will improve the performance of the team. They are attentive and they care about the well-being and pressure of work of others. Under stress, they can pay too much attention to the rules. Under pressure, they can focus on the negative. They could improve their work performance under stress by relaxing more and trying out new things.



## 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

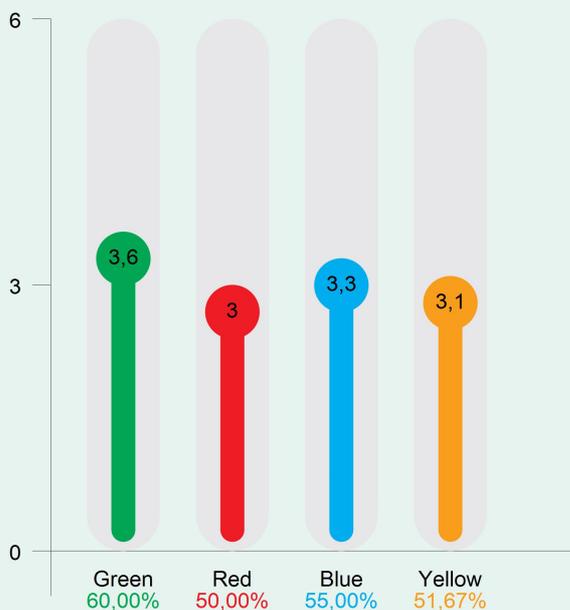
The Bridge Colour calculates, based on your normative answers (1 to 9), your Normative (intentional) colour preference and based on your Ipsative answers (most/least) your Ipsative (less intentional) colour preference.

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.

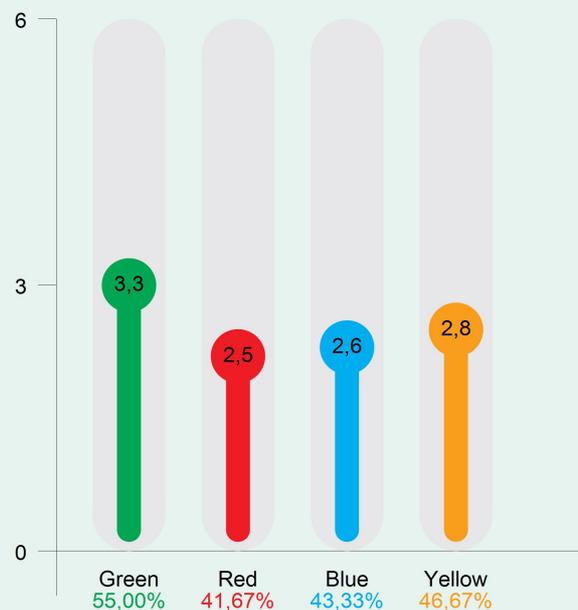
Ipsative (less intentional) preference: describes your less intentional, more instinctive preference when you are not being influenced by your interaction with others.

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

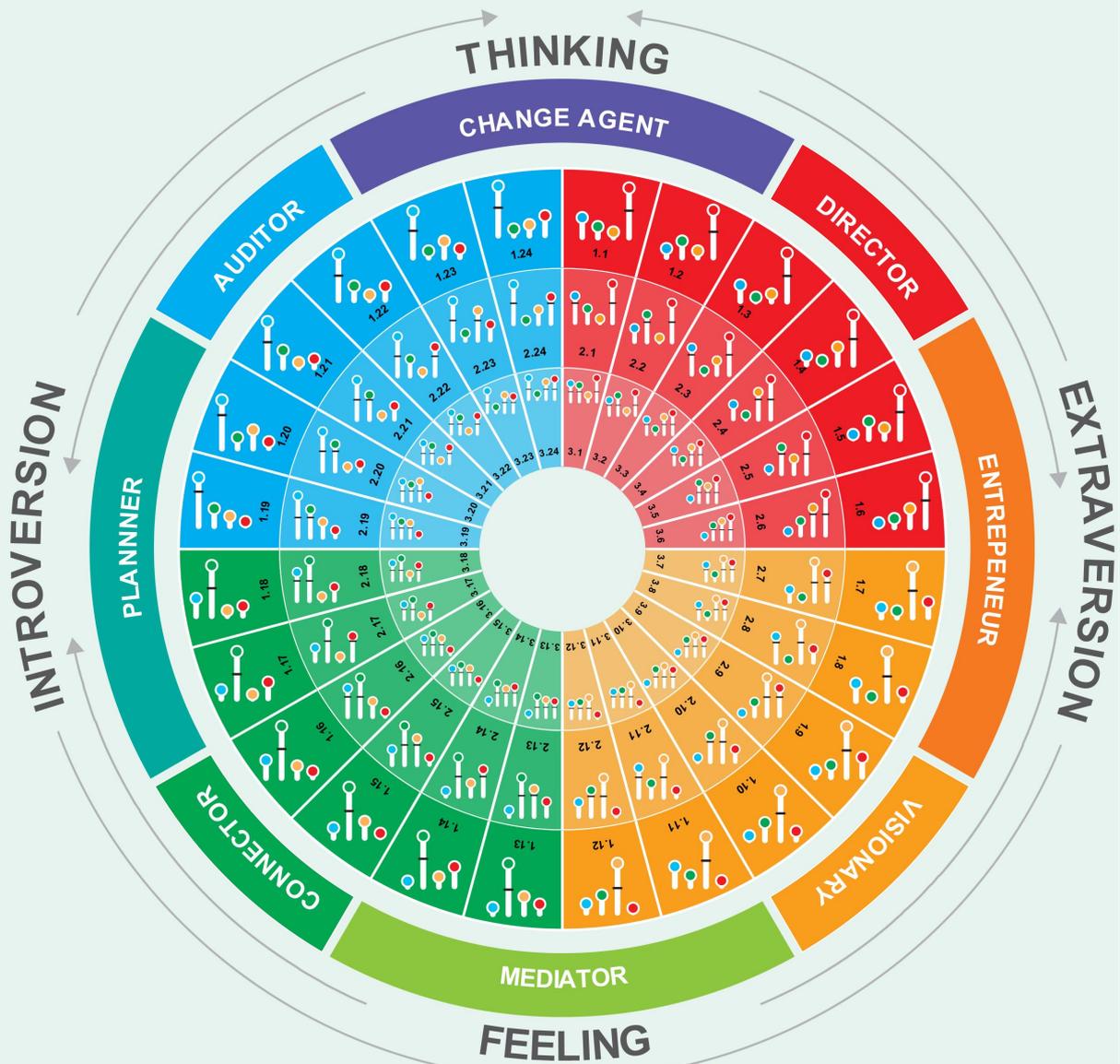
By linking the Thinking and Feeling preferences with Extraversion and Introversion, eight preferred types are created in the color wheel.

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.



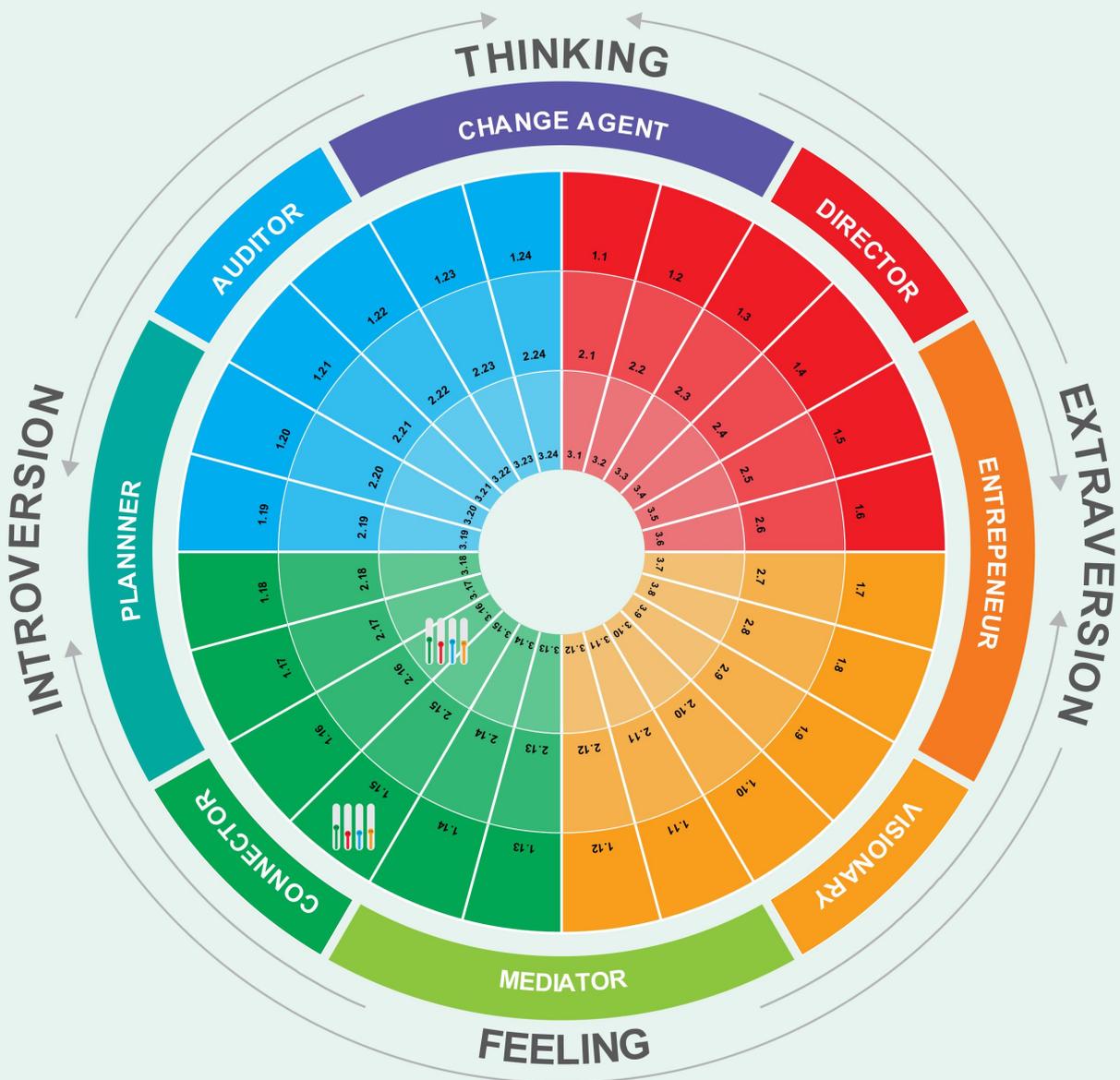
## Bridge Colour - Colour Wheel

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**  
3.16 : Planning connector

**Less Conscious Wheel Position**  
1.15 : Mediating connector



## Bridge Competency Profile

This is an overview of Fred 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
<b>Support others</b> (Cooperative, Helpful, Considerate, Coaching)		Capable
<b>Communication focused</b> (Networking, Sociable, Openness to feedback, Convincing)		Above average
<b>Achieving goals</b> (Results focused, Career focused, Initiative)		Above average
<b>Adapting to change</b> (Positive attitude, Change oriented, Openness to feedback)		Average
<b>Relationship management</b> (Networking, Sociable, Socially bold, Considerate)		Average
<b>Innovating</b> (Creative, Change oriented, Initiative)		Average
<b>Inspiring others</b> (Convincing, Socially bold, Guiding)		Substantially below average
<b>Managing</b> (Decisive, Guiding, Coaching, Socially bold)		Substantially below average