the Bridge
360

Bridge Report Bram Voorbeeld

360 Feedback

CONTENT

ABOUT THIS BRIDGE 360 REPORT

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 360. The results are based on the responses of the ratee and the raters' evaluation of the ratee's performance at work in a number of work areas. The Bridge 360 provides a valid indication about the performance of an individual's performance at work.

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 360 is particularly suited to candidates within a working environment. As working environments are dynamic, we recommend using the instrument again after a period of one year.

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 360 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 authorized and trained to do so.

By the Bridge 360 there is a very useful book available: 'The Bridge 360: The book for candidates'. This book explains more about the bridge 360. It gives information about how to use The Bridge 360 and there are some exercises for improving the competencies.

INTRODUCTION TO THE BRIDGE 360

This report is based on the completion of Testgroup Consulting Bridge 360 by Bram Voorbeeld and the other raters who completed the assessment.

RATERS

The results provided by the ratee and each group of raters in this report are each represented by a different icon. The number of individuals in each rater group is shown next to the icon.

Manager (1)

Peer (2)

Self (1)

Subordinate (1)

Client (1)
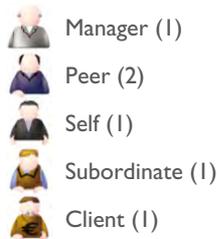
BRIDGE BEHAVIOUR PROFILE

The Bridge 360 provides ratings on the four clusters that are also used in the Bridge Personality: Directing, Output, Attitude and Inspiration. Each cluster is split into three sections which in turn cover two or three dimensions each. The Work Behaviour Profile displays the results of the 34 behaviour dimensions.

Sometimes not all 34 Bridge dimensions are shown. This is the case when an organization made a selection from the 34 Bridge dimensions.

BRIDGE ABILITY PROFILE

The Ability Profile contains eight ability dimensions: Working with Text, Working with Numbers, Checking Details, Understanding Systems, Spatial Reasoning, Technical Insight, Logical Reasoning and Emotional Intelligence.

This profile is very useful for a good representation of the ratee's abilities. Sometimes not all eight abilities are shown because the customor can also choose here which abilities to include.

BRIDGE SALES PROFILE

The Sales Profile consists of nine sales dimensions: Planning & Preparation, Making Contact, Building Desire, Presenting the Options, Closing the Deal, Managing Client Relationship, Sales Drive, Sales Administration and Handling Customer Objections.

The Sales Profile can be used together with The Bridge Personality Sales Report and with the book 'The Bridge Personality: The book for sales'.

BRIDGE BEHAVIOUR OVERVIEW PROFILE

This section shows the effectiveness of the behavioural aspects based on averaging the results of the rater groups. It is a summary of the Work Behavior Profile. Here the combined score for the 12 behaviour sections is presented.

BRIDGE SUMMARY PROFILE

The first part of the Summary Profile contains Global ratings on: Getting Things Done, Showing Specialist Skills and Showing Potential. The second part indicates the degree to which the ratee received positive or negative ratings on Work Behaviour, Work Ability and the Global ratings.

RATER FEEDBACK

The Rater Comments section present comments made by the different raters about the ratee's performance at work. With this section the ratee gets feedback over what to keep doing, what to stop doing and what to improve.

ABOUT THE BRIDGE 360 PROFILE

The results show the ratings on the 'EFFECTIVENESS' scale. The - sign indicates: 'less effective' and the + sign indicates: 'more effective'. Each rater group is indicated by a different icon. The position of each icon on the scale indicates how the ratee was rated in each area.

Example:

Networking with People
Making Contact, Networking, Building Relationships
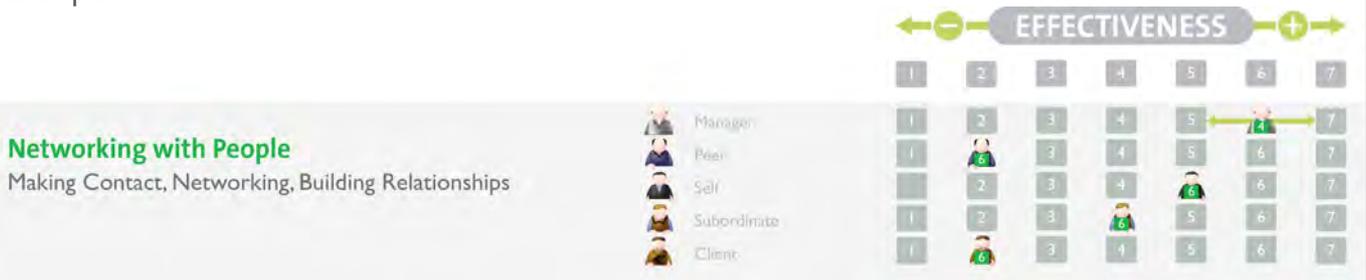
In the example above, the ratee's Self rating on 'Networking with People' was 5 on the 'EFFECTIVENESS' scale. The ratee's Managers ratings ranged from 5 to 7 on the 'EFFECTIVENESS' scale. The Peer rating is 2 on the 'EFFECTIVENESS' scale, the Subordinate rating is 4 on the 'EFFECTIVENESS' scale and the Client rating is 2 on the 'EFFECTIVENESS' scale.

BRIDGE 360 SCORES: COMPARED TO OTHERS

The results of the raters have been compared with other individuals who have previously completed the Bridge 360 and are based on a 1 to 10 sten scale. These stenscores are displayed in the 'belly' of the icons.

1	Extremely Low	- Performed better than only 1 % of norm group
2	Very Low	- Performed better than only 5 % of norm group
3	Low	- Performed better than only 10 % of norm group
4	Fairly Low	- Performed better than only 25 % of norm group
5	Average	- Performed better than only 40 % of norm group
6	Average	- Performed better than 60 % of norm group
7	Fairly High	- Performed better than 75 % of norm group
8	High	- Performed better than 90 % of norm group
9	Very High	- Performed better than 95 % of norm group
10	Extremely High	- Performed better than 99 % of norm group

In the example above, the Self rating on 'Networking with People' was average compared to the norm group. The ratee's Managers ratings were fairly low compared to the norm group, the Peer rating was average in comparison to the norm group and the ratings given by the Report and Client were average in comparison to norm group.
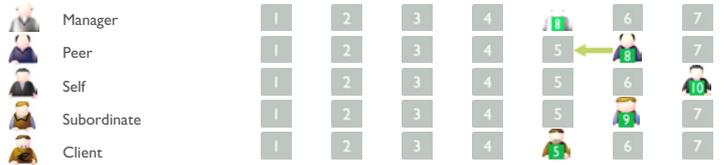
Bridge Behaviour Profile
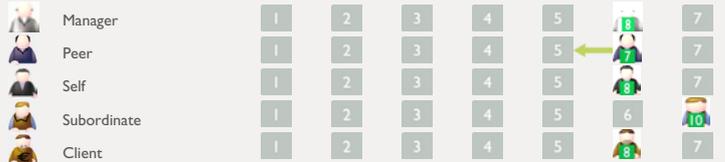
DIRECTING

← ⊖ — **EFFECTIVENESS** — ⊕ →

Effectiveness scale: 1 2 3 4 5 6 7

CONTACT

Networking with People
Making contact, Networking, Building relationships

Role	1	2	3	4	5	6	7
Manager					8		
Peer					8 ←		
Self							10
Subordinate					9		
Client				5			

Social Interacting with People
Being with people, Talking easily, Likes to be surrounded by people

Role	1	2	3	4	5	6	7
Manager					8		
Peer					7 ←		
Self					8		
Subordinate							10
Client					8		

MANAGEMENT

Making Decisions
Standing by decisions, Taking decisions quickly and easily

Role	1	2	3	4	5	6	7
Manager					8		
Peer					8 ←		
Self					8		
Subordinate					8		
Client				6			
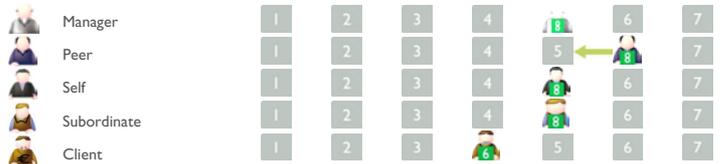
Directing
Leading people, Guiding processes, Assuming a leadership role

Role	1	2	3	4	5	6	7
Manager				6			
Peer				8			
Self					8		
Subordinate				6			
Client				6			
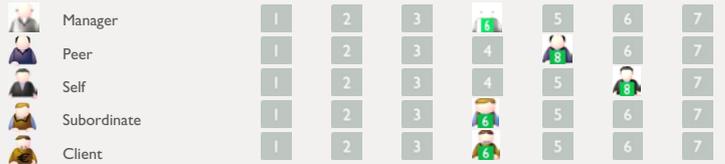
Coaching Individuals
Motivating individuals, Inspiring people, Giving encouragement

Role	1	2	3	4	5	6	7
Manager					8		
Peer					9		
Self							10
Subordinate					8		
Client					8		
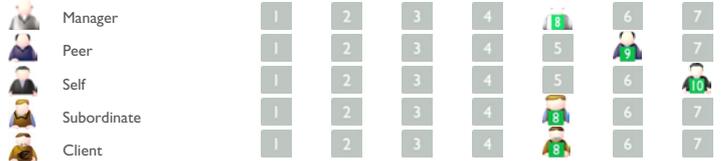
INFLUENCE

Convincing People
Persuading others, Shaping opinions, Negotiating

Role	1	2	3	4	5	6	7
Manager					9		
Peer				6			
Self					8		
Subordinate					9		
Client				8			
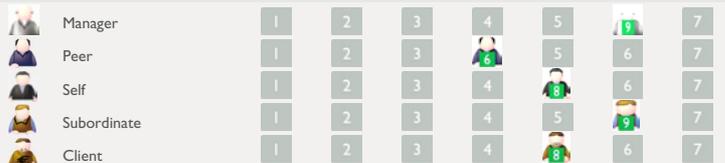
Challenging Viewpoints
Questioning assumptions, Challenging views, Arguing own perspective, Being critical

Role	1	2	3	4	5	6	7
Manager				6			
Peer				6 ↔			
Self					8		
Subordinate				8			
Client					8		
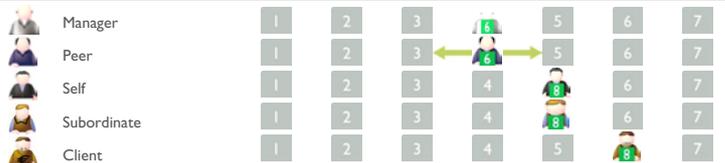
Showing Social Confidence
Projecting social confidence, Making contact, Feeling comfortable in large groups

Role	1	2	3	4	5	6	7
Manager			5				
Peer					8 ←		
Self					8		
Subordinate				6			
Client			5				
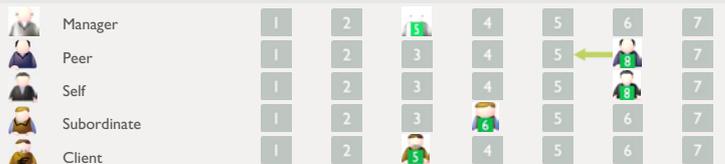
Manager · Peer · Self · Subordinate · Client

Bridge Behaviour Profile

OUTPUT

← ⊖ ← **EFFECTIVENESS** → ⊕ →

	1	2	3	4	5	6	7

DISPOSITION

Managing Tasks
Planning activities, Setting priorities, Being organised

Rater	1	2	3	4	5	6	7
Manager					8		
Peer					9		
Self					8		
Subordinate					9		
Client		3					
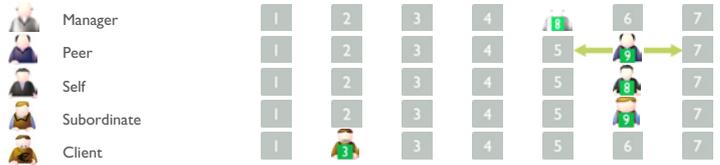
Showing Integrity
Behaving ethically, Maintaining confidentially, Behaving honestly, Meeting commitments

Rater	1	2	3	4	5	6	7
Manager				8			
Peer					8		
Self					8		
Subordinate				8			
Client				6			
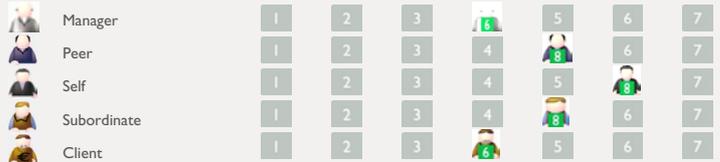
Being Productive
Working quickly, Multitasking, Being active, Being busy

Rater	1	2	3	4	5	6	7
Manager			5				
Peer					8		
Self					8		
Subordinate					8		
Client					8		
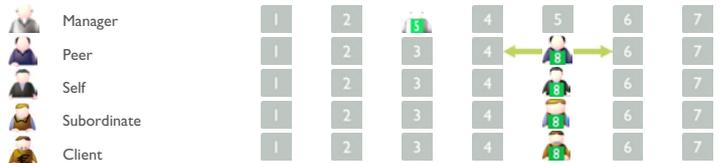
DRIVE

Showing Initiative
Taking action, Taking initiative, Being proactive

Rater	1	2	3	4	5	6	7
Manager					9		
Peer					7		
Self					8		
Subordinate				6			
Client					8		
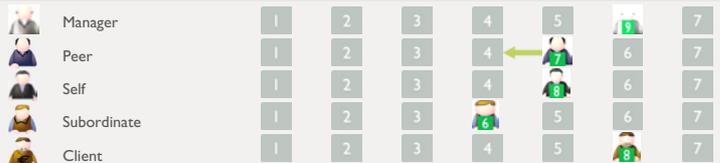
Pursuing Personal Goals
Showing ambition, Focus on career, Focus on promotion

Rater	1	2	3	4	5	6	7
Manager					9		
Peer			6				
Self					8		
Subordinate				8			
Client							10
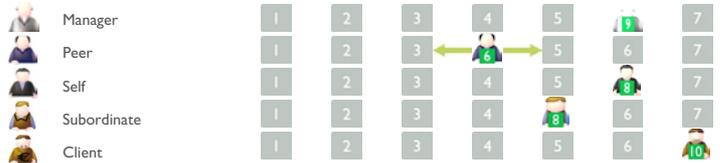
Creating Business Opportunities
Identifying business opportunities, Generating sales, Being enterprising

Rater	1	2	3	4	5	6	7
Manager					8		
Peer					8		
Self							10
Subordinate					9		
Client					8		
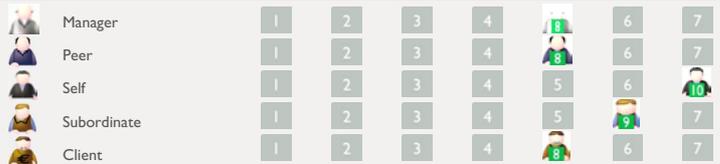
IMPLEMENTATION

Reaching Goals
Meeting deadlines, Keeping to schedule, Finishing tasks, Getting things done

Rater	1	2	3	4	5	6	7
Manager				6			
Peer		3					
Self					8		
Subordinate				8			
Client			5				

Checking Details and Facts
Finding errors, Ensuring accuracy, Producing high quality work, Paying attention to details

Rater	1	2	3	4	5	6	7
Manager					8		
Peer					7		
Self					8		
Subordinate					9		
Client				6			
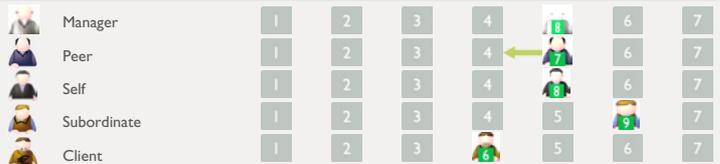
Following Rules
Adhering to rules, Following instructions, Following procedures

Rater	1	2	3	4	5	6	7
Manager					9		
Peer					7		
Self							10
Subordinate					8		
Client			5				

👤 Manager 👤 Peer 👤 Self 👤 Subordinate 👤 Client

Bridge Behaviour Profile

ATTITUDE — EFFECTIVENESS ← ⊖ ⊕ →

Effectiveness scale: 1 2 3 4 5 6 7
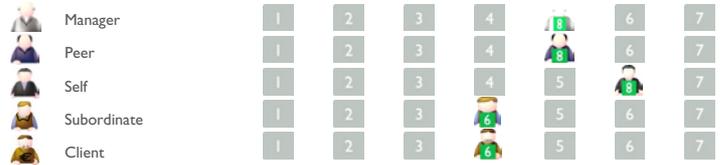
SOCIAL CONTACT

Working in Teams
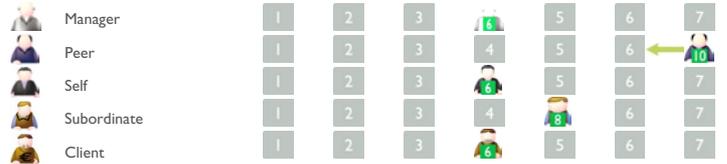Working participatively, Encouraging team contributions, Involving others in decisions

Role	Value	Scale position
Manager	8	5
Peer	8	5
Self	8	6
Subordinate	6	4
Client	6	4

Helping People
Helping others, Tolerating others, Being supportive

Role	Value	Scale position
Manager	9	7
Peer	10	6 ←
Self	8	5
Subordinate	5	3
Client	8	4
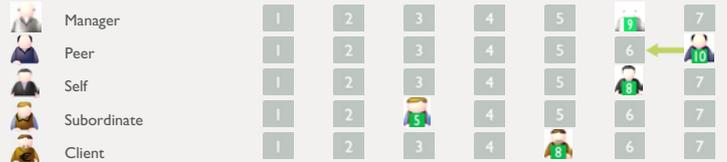
Listening to People
Showing empathy, Understanding motivation, Being friendly

Role	Value	Scale position
Manager	6	4
Peer	10	6 ←
Self	8	4
Subordinate	8	4
Client	6	4

RESILIENCE

Avoiding Conflicts
Being diplomatic, Accepting others viewpoints, Adapting behaviour to others

Role	Value	Scale position
Manager	9	5
Peer	8	5 ↔
Self	8	5
Subordinate	8	4
Client	8	4
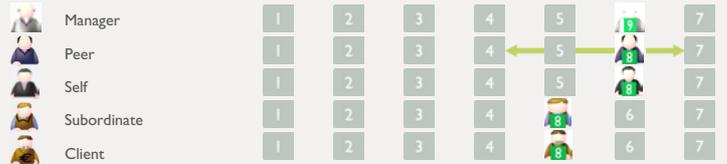
Showing Self-Confidence
Projecting inner confidence, Determining own future, Valuing own contributions

Role	Value	Scale position
Manager	10	6
Peer	8	5 ←
Self	8	5
Subordinate	9	5
Client	8	5
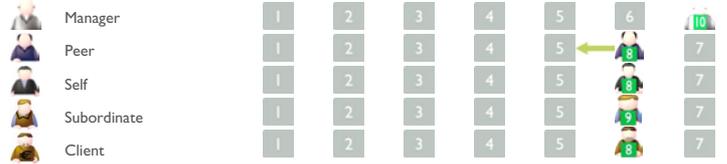
Tolerating Stress
Staying calm, Dealing with pressure, Being stress resistant

Role	Value	Scale position
Manager		3
Peer	8	4
Self	5	3
Subordinate	10	5
Client	8	4

FLEXIBILITY

Asking and Accepting Feedback
Acknowledging criticism, Encouraging critical thinking, Gathering feedback

Role	Value	Scale position
Manager	8	5
Peer	8	5 ←
Self	8	5
Subordinate	8	5
Client	6	4
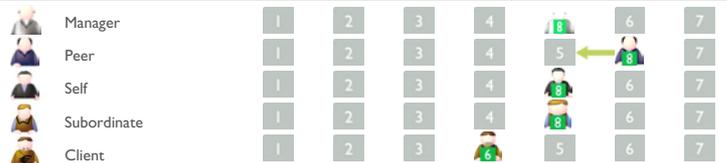
Showing Optimism
Being optimistic, Recovering from setbacks, Projecting cheerfulness

Role	Value	Scale position
Manager	9	5
Peer	6	3 ↔
Self	8	5
Subordinate	8	5
Client	8	5

Seeking and Embracing Change
Coping with change, Tolerating uncertainty, Seeking to new challenges

Role	Value	Scale position
Manager	6	4
Peer	7	3 ←
Self	6	4
Subordinate	6	4
Client	8	4

Legend: Manager | Peer | Self | Subordinate | Client

Bridge Behaviour Profile

INSPIRATION

← ⊖ — EFFECTIVENESS — ⊕ →

	1	2	3	4	5	6	7

PERCEPTION

Being Innovative
Generating ideas, Inventing approaches, Showing a creative work style

Role	1	2	3	4	5	6	7
Manager					8		
Peer					7 ←		
Self					8		
Subordinate						9	
Client				6			
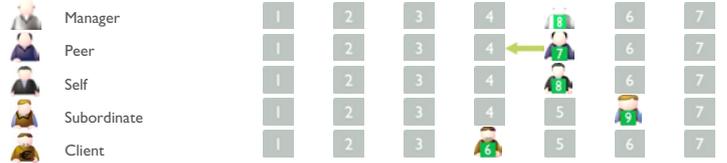
Developing Concepts
Applying theories, Identifying underlying principles, Thinking in concepts

Role	1	2	3	4	5	6	7
Manager					9		
Peer					8 ←		
Self					8		
Subordinate				8			
Client					8		
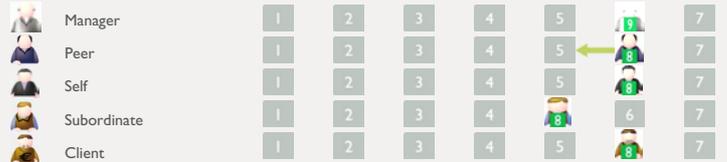
Creating Strategies
Forming strategies, Anticipating trends, Envisaging the future

Role	1	2	3	4	5	6	7
Manager					8		
Peer					9		
Self			5				
Subordinate				6			
Client				8			
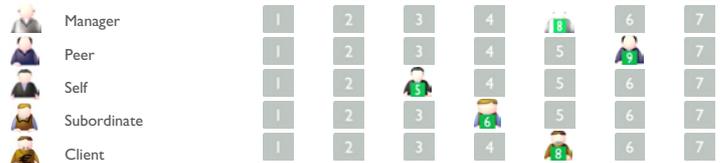
OPINION

Solving Problems
Continuously providing alternatives, Identifying solutions, Making intuitive judgements

Role	1	2	3	4	5	6	7
Manager				6			
Peer				← 8 →			
Self					8		
Subordinate				8			
Client				8			
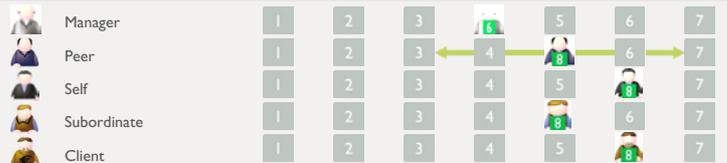
Being Practical
Applying practical skills, Learning by doing, Applying common sense

Role	1	2	3	4	5	6	7
Manager					8		
Peer					8		
Self					8		
Subordinate					8		
Client			6				
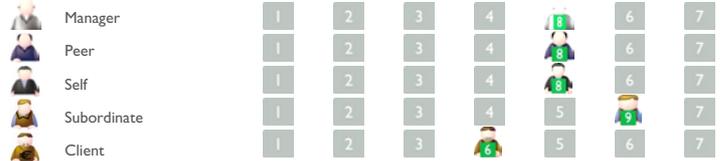
Seeking Personal Development
Taking up learning opportunities, Acquiring knowledge and skills

Role	1	2	3	4	5	6	7
Manager						9	
Peer				← 8 →			
Self							10
Subordinate						9	
Client			5				

EVALUATION

Analysing Information
Processing information, Asking probing questions, Analysing solutions

Role	1	2	3	4	5	6	7
Manager					8		
Peer					8 ←		
Self					8		
Subordinate					8		
Client				8			
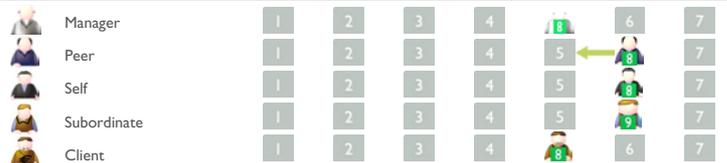
Working with Data and Numbers
Quantifying issues, Applying technology, Evaluating information objectively

Role	1	2	3	4	5	6	7
Manager					9		
Peer					9		
Self				6			
Subordinate				8			
Client					8		

Manager · Peer · Self · Subordinate · Client

TestGroup Consulting
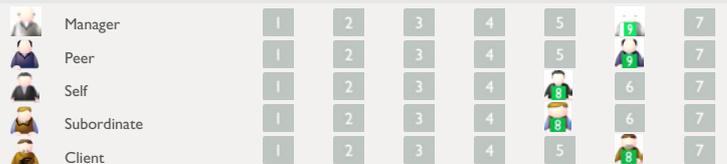
Bridge Ability Profile

BRIDGE ABILITY	← − EFFECTIVENESS + →

Effectiveness scale: 1 2 3 4 5 6 7

BRIDGE ABILITY

Working with Text
Understanding word meaning, Comprehending text, Making verbal inferences, Evaluating written materials, Comparing arguments

Role	Score	Scale position
Manager	9	5–6
Peer	10	7
Self	8	5
Subordinate	8	5
Client	8	5

Working with Numbers
Understanding tables, Comprehending graphs, Making numerical inferences, Evaluating quantities, Comparing data

Role	Score	Scale position
Manager	8	5
Peer	8	6
Self	8	6
Subordinate	9	6
Client	8	6

Checking Details
Checking letters and text, Checking numbers and tables, Checking codes and symbols, Indentifying mistakes, Classifying information

Role	Score	Scale position
Manager	6	4
Peer	8	6
Self	8	6
Subordinate	9	5
Client	8	4

Understanding Systems
Understanding logical rules, Comprehending process diagrams, Identifying causes, Finding faults, Comparing flowchart sequences

Role	Score	Scale position
Manager	8	5
Peer	8	5
Self	8	5
Subordinate	8	5
Client	6	4

Spatial Reasoning
Estimating lengths and angles, Recognising rotated shapes, Visualising three-dimensional objects, Inspecting objects, Designing things

Role	Score	Scale position
Manager	6	4
Peer	8	5
Self	8	5
Subordinate	6	4
Client	6	4

Technical Insight
Understanding mechanical problems, Comprehending physical principles, Estimating movement of objects, Using tools, Operating machinery

Role	Score	Scale position
Manager	6	4
Peer	9	6
Self	10	7
Subordinate	6	3
Client	5	3

Logical Reasoning
Inductive reasoning, Deductive reasoning, Conclusion determination, Identifying cause and effect

Role	Score	Scale position
Manager	8	5
Peer	8	5
Self	10	7
Subordinate	9	6
Client	8	6

Emotional Intelligence
Self- emotion appraisal, Other emotion appraisal, Using emotion, Regulating emotion

Role	Score	Scale position
Manager	5	3
Peer	8	5
Self	10	7
Subordinate	8	5
Client	8	6

Legend: Manager | Peer | Self | Subordinate | Client

Bridge Sales Profile

BRIDGE SALES PROFILE

← − EFFECTIVENESS + →

Effectiveness scale: 1 2 3 4 5 6 7

SALES SKILLS

Planning & Preparation
Analyzing the market, Organizing the planning, Attention to the positioning of the products and effective sales activities

Role	1	2	3	4	5	6	7
Manager						9	
Peer						9	
Self				6			
Subordinate						9	
Client							10

Making Contact
Focussing on breaking the ice, Making potential clients feel comfortable, Contacting potential clients and leading to business, Making contact proactive

Role	1	2	3	4	5	6	7
Manager				6			
Peer						8 ←	
Self						8	
Subordinate					8		
Client					8		

Building Desire
Communicating unique selling point, Engaging the customer emotionally, Creating feeling of fondness

Role	1	2	3	4	5	6	7
Manager				6			
Peer						9	
Self		3					
Subordinate				6			
Client					8		

Presenting the Options
Understanding needs of client, Presenting in a engaging and enthousiastic manner

Role	1	2	3	4	5	6	7
Manager					8		
Peer							10 ←
Self						8	
Subordinate					8		
Client			5				

Closing the Deal
Negotiating, Creating feel of urgency to sign the contract, Dealing with objections, Managing the customer in making a decision, Getting the contract signed

Role	1	2	3	4	5	6	7
Manager			5				
Peer						8	
Self						8	
Subordinate						9	
Client				6			

Managing Client Relationship
Managing and maintaining relationships, Being cooperative, Having concern for others, Having a social orientation

Role	1	2	3	4	5	6	7
Manager		3					
Peer				6 ↔			
Self					8		
Subordinate					8		
Client					8		

Sales Drive
Taking initiative, Showing persistence, Being independent, Showing achievement, Showing leadership

Role	1	2	3	4	5	6	7
Manager					8		
Peer					8		
Self							10
Subordinate				6			
Client					8		

Sales Administration
Showing integrity, Being dependable

Role	1	2	3	4	5	6	7
Manager					8		
Peer					9		
Self					8		
Subordinate					8		
Client				6			

Handling Customer Objections
Being stress tolerant, Having self control, Staying calm

Role	1	2	3	4	5	6	7
Manager				6			
Peer			5 ↔				
Self							10
Subordinate			5				
Client					8		

Legend: Manager — Peer — Self — Subordinate — Client

Bridge Behaviour Overview Profile

BRIDGE BEHAVIOUR OVERVIEW

← ⊖ — **EFFECTIVENESS** — ⊕ →

| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

DIRECTING

Contact
Networking with people, Social interacting with people

Manager
Peer
Self
Subordinate
Client
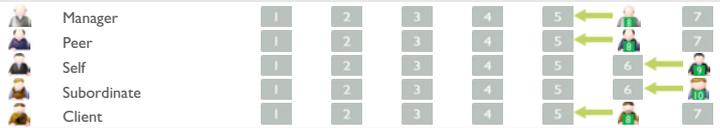
Management
Making decisions, Directing, Coaching individuals

Manager
Peer
Self
Subordinate
Client
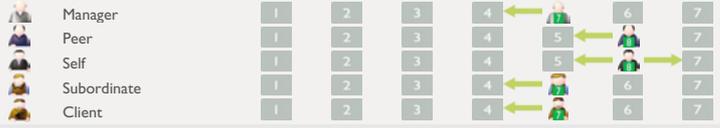
Influence
Convincing people, Challenging viewpoints, Showing social confidence

Manager
Peer
Self
Subordinate
Client
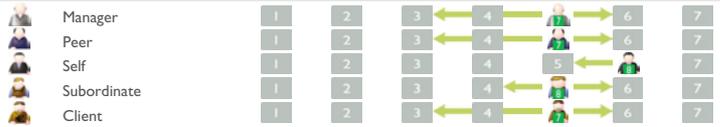
OUTPUT

Disposition
Managing tasks, Showing integrity, Being productive

Manager
Peer
Self
Subordinate
Client

Drive
Showing initiative, Pursuing personal goals, Creating business opportunities

Manager
Peer
Self
Subordinate
Client
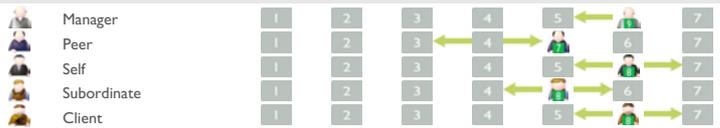
Implementation
Checking details and facts, Reaching goals, Following rules

Manager
Peer
Self
Subordinate
Client
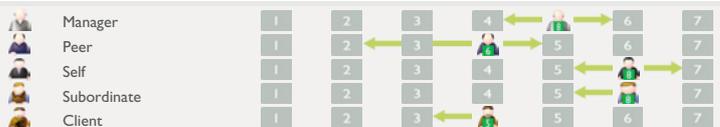
ATTITUDE

Social contact
Working in teams, Helping people, Listening to people

Manager
Peer
Self
Subordinate
Client
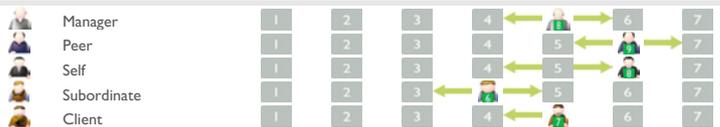
Resilience
Avoiding conflicts, Showing self confidence, Tolerating stress

Manager
Peer
Self
Subordinate
Client
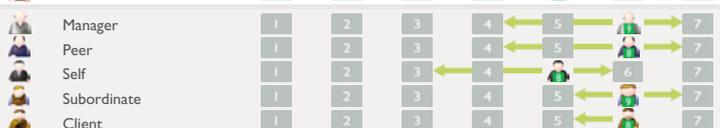
Flexibility
Asking and accepting feedback, Showing optimism, Seeking and embracing change

Manager
Peer
Self
Subordinate
Client
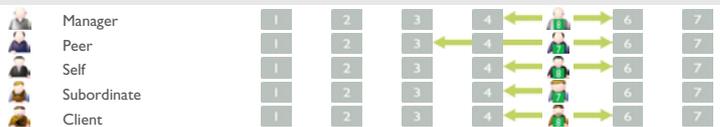
INSPIRATION

Perception
Being innovative, Developing concepts, Creating strategies

Manager
Peer
Self
Subordinate
Client
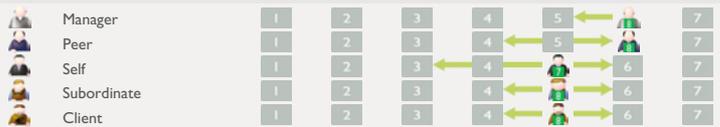
Opinion
Solving problems, Being practical, Seeking personal development

Manager
Peer
Self
Subordinate
Client
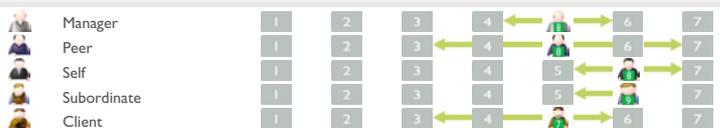
Evaluation
Analysing information, Working with data and numbers

Manager
Peer
Self
Subordinate
Client
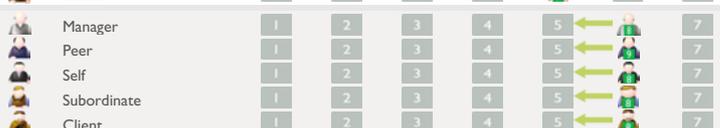
Manager | Peer | Self | Subordinate | Client

Bridge Summary Profile

PERFORMING AT WORK

EFFECTIVENESS − ← 1 2 3 4 5 6 7 → +
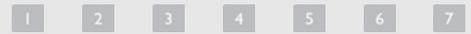
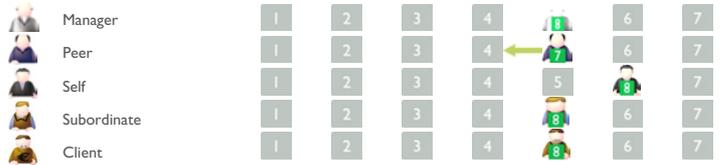## GLOBAL

Getting Things Done
Achieving targets, Contributing to team goals, Contributing to organisational mission

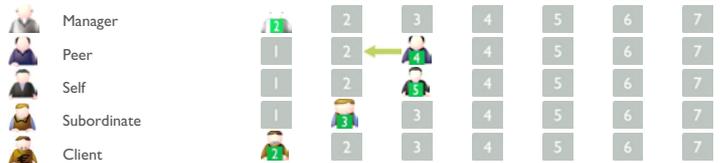| Rater	Rating
Manager	8 (at 5)
Peer	7 (at 5)
Self	8 (at 6)
Subordinate	8 (at 5)
Client	8 (at 5)

Showing Specialist Skills
Teaching others in specialist expertise, Having expert knowledge, Using specialist skills

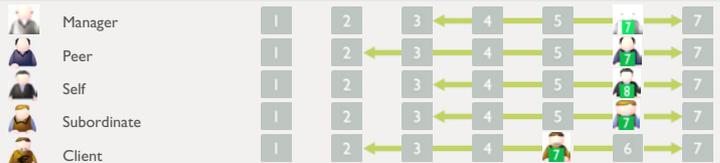| Rater	Rating
Manager	8 (at 4)
Peer	8 (at 6)
Self	8 (at 6)
Subordinate	9 (at 6)
Client	6 (at 4)

Showing Potential
Showing management potential, Actively seeking opportunities for promotion, Showing ambition

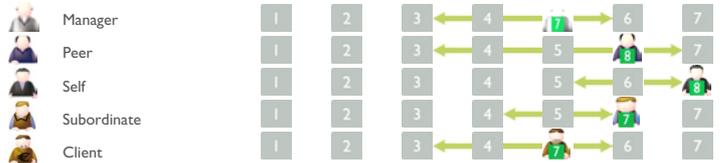| Rater	Rating
Manager	2 (at 1)
Peer	4 (at 3)
Self	5 (at 3)
Subordinate	3 (at 2)
Client	2 (at 1)

TOTAL

Total Behaviour Profile Rating
Summary rating across 34 behaviour dimensions across all raters

Rater	Rating
Manager	7 (at 6)
Peer	7 (at 6)
Self	8 (at 6)
Subordinate	7 (at 6)
Client	7 (at 5)

Total Ability Profile Rating
Summary rating across 8 ability dimensions across all raters

Rater	Rating
Manager	7 (at 5)
Peer	8 (at 6)
Self	8 (at 7)
Subordinate	7 (at 6)
Client	7 (at 5)

Total Global Rating
Summary rating across 3 global performance dimensions across all raters

Rater	Rating
Manager	5 (at 4)
Peer	6 (at 5)
Self	7 (at 5)
Subordinate	6 (at 5)
Client	5 (at 4)
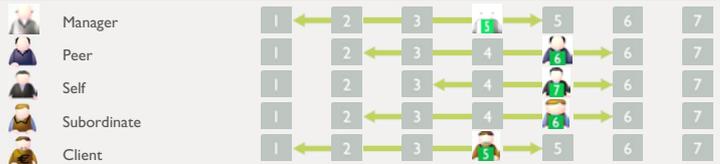
Manager | Peer | Self | Subordinate | Client

BRAM VOORBEELD SHOULD KEEP DOING:

Jan Jansen : Op de hoogte blijven van de wensen van ons bedrijf.

Vera Vogel : Bram is actief aanwezig tijdens het afdelingsoverleg. Zijn inbreng is vaak waardevol, die moet hij dus ook vooral zo blijven geven.

Laura de Ruiter : pro-actief zijn. Bram pakt zaken snel op en is inventief wanneer er problemen ontstaan die direct opgelost moeten worden.

Karen Molen : Bram geeft altijd duidelijk aan waar prioriteiten liggen in de werkzaamheden. Daardoor weet ik goed wat ik als eerste op moet pakken en wat kan wachten. Ook komt hij geinteresseerd over naar zijn medewerkers. Hij kijkt verder naar de persoon op het werk, dat is prettig.

Vincent Somers : Bram is iemand die pro-actief handelt. Hij is iemand die veel werk verricht en stressbestendig is.

BRAM VOORBEELD MAY NEED TO STOP DOING:

Jan Jansen : Bram wilt heel graag iets verkopen. Dit kan soms wat opdringerig overkomen.

Vera Vogel : Ervan uitgaan dat anderen net zo sociaal vaardig zijn als hij. Bram mag zijn collega's meer ruimte geven om ook hun inbreng te doen.

Laura de Ruiter : Bram kan vasthoudend zijn, wanneer hij iets gedaan wil hebben kan hij opdringerig overkomen, misschien kan Bram hier een andere aanpak voor proberen.

Karen Molen : Bram wil graag dat dingen gaan zoals hij wil, terwijl ik merk dat zijn werknemers ook regelmatig goede ideeen hebben. Het zou goed zijn hier meer naar de luisteren.

Vincent Somers : Soms wilt Bram te veel zijn eigen zin. Het kan goed zijn om ook naar de inbreng van collega's te luisteren.

BRAM VOORBEELD SHOULD IMPROVE AT DOING:

Jan Jansen : Soms zou Bram iets beter kunnen luisteren. Dit voorkomt dat ik soms dingen twee keer uit moet leggen.

Vera Vogel : Bram kan zijn werkzaamheden zorgvuldiger plannen. Op die manier kan hij ruim op tijd signaleren wanneer een project niet op tijd af dreigt te komen en indien nodig actie ondernemen.

Laura de Ruiter : inlevingsvermogen; probeer in te zien dat collega's soms niet direct de tijd hebben en andere zaken aan het hoofd hebben

Karen Molen : Bram laat goed merken wanneer dingen niet gaan en geeft feedback hoe het beter kan. Het zou fijn zijn als hij zich vaker uit laat over dingen die juist wel goed gaan. Nu krijg ik daar niet zoveel hoogte van.

Vincent Somers : Het zou fijn zijn wanneer Bram soms wat meer de tijd neemt om naar anderen te luisteren. Dit voorkomt dat men dingen moet herhalen en ook krijgen anderen het gevoel dat hun mening er toe doet.