

EXAMPLE:

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# Do-It-Yourself teamworkshop

2023

# Getting acquainted

Let's Go >



## Goals of the Do-It-Yourself team workshop:

1. Explore the Bridge Personality report and the Bridge Personality team report with the team

2. Use the 16 Jung Types and the 4 color model within the team

(Select the sheets that you want to use)



# Example training programm

**10.10-10.15**

Overview of the Bridge Personality reports

**10.15-11.00**

Exploring and using the 16 Jung Types

**11.00-11.30**

The Bridge Personality: het team-rapport

**11.30-11.45**

Preparing and setting up a Bridge Personality team session with the 4-colors.

**11.45-12.30**

Exercise: color cards  
Exercise: calculating the Jung Type of the team

**12.30-13.15**

Lunch

**13.15-14.30**

Exercise: Discussing the team report in a team.

**14.30-15.30**

Team exercise: 4-colors  
Team exercise : 16 Jung Types

**15.30-15.45**

Pauze

**16.00-17.00**

Exercise: colors in teams

# The 16 Jung Types



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# The 16 Jung Types

- The Jung Type
- Scores on the 4 Jung dimensions
- Sten-scores (1 to 10)

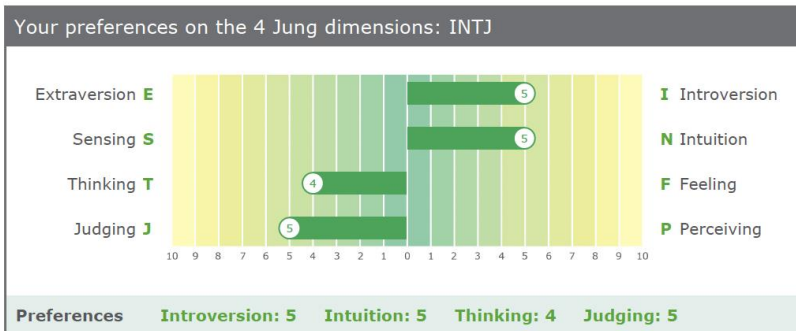
**The Jung Type of Anne Example**

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: INTJ**

<b>Where do you get your energy from?</b>	<b>E</b> <b>Extraversion</b> Prefer to get their energy 'externally': from activities and (a lot of) interaction with people.	<b>I</b> <b>Introversion</b> Prefer to get their energy from themselves, "internally"; from thoughts, feelings, ideas and some time spent alone to recharge the
<b>Which type of information do you prefer?</b>	<b>S</b> <b>Sensing</b> Like to focus on information they can actually perceive (details) and on practical applications.	<b>N</b> <b>Intuition</b> Prefer to focus on patterns, connections and possible meanings.
<b>How do you make a decision?</b>	<b>T</b> <b>Thinking</b> Prefer to base decisions on logic and objective analysis of cause and effect.	<b>F</b> <b>Feeling</b> Naturally consider what is important to other people when making decisions.
<b>How do you plan your life and work?</b>	<b>J</b> <b>Judging</b> Preference for living a planned and organized life	<b>P</b> <b>Perceiving</b> 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.



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.

# Jung Type



Communication



Conflict Management



Management Style



Stress

The Jung Type of Anne Example: Scholar

They are original, independent and enthusiastic in achieving their goals. They like to develop strategies and long-term plans and are forward-looking in general. They do not avoid difficult and complex situations. They see them as more of a challenge and are quick to perceive a structure in them. They adopt an individualist attitude and make high demands on themselves and on their surroundings. They do not like inefficiency and disorder, and they do like clear structures. They are characterised by their vision.

**Communication** They can convince others by giving a clear story that includes plenty of logic and observation. They create a clear vision, and can win people over with this. They would do well to discuss their ideas thoroughly before taking action. They often see results clearer than their colleagues, which requires a little extra explanation. They do not like information that is not important or that does not relate to the matter in hand. Their reasoning can sometimes be rather complicated, and they could improve their communication by expressing themselves rather more simply or sometimes repeating things.

**Management Style** They are clear about objectives and the results to be achieved, and make sure that employees are informed about them. They can take tough decisions if necessary. They could improve in this by sometimes giving more compliments and expressing more appreciation of their employees. They ensure that things are finished and do not like employees who do not finish things. They will try to systemise many things, which is not always necessary, especially in unimportant matters. They can thus improve their management skills by sometimes leaving out structures and systems and leaving some things to run their course.

**Conflict Management** They try to solve problems by putting ideas side by side and opting for an organisational approach. They will focus on innovative solutions, and do not often choose the standard approach. They can sometimes pay too little attention to the facts and choose a solution that is not an obvious one. They do not like to be attacked in a discussion and can then take things personally. They could improve their style by weighing their theoretical solution well against the facts, and thus ensuring a realistic solution. They could try to achieve agreement through persuasion rather than confrontation.

**Stress** In times of stress, they ensure calm by communicating directly and sincerely. They enjoy a challenge, especially if it is coupled with complex theories or systems. In stressful situations, they can sometimes be inflexible and they expressly cling to the plan they have chosen. They do not like illogical or irrational arguments during a crisis situation. They could improve their stress management by relaxing more, and by accepting that some plans just have to be reviewed if there is a change in the current facts.

# Bridge Competencies

- |                          |                            |
|--------------------------|----------------------------|
| 1. Communication focused | 5. Adapting to change      |
| 2. Achieving goals       | 6. Relationship management |
| 3. Support others        | 7. Innovating              |
| 4. Managing              | 8. Inspiring others        |

**Note: do you want different competencies in the report?  
Ask for a tailored report**

**Bridge Competency Profile**

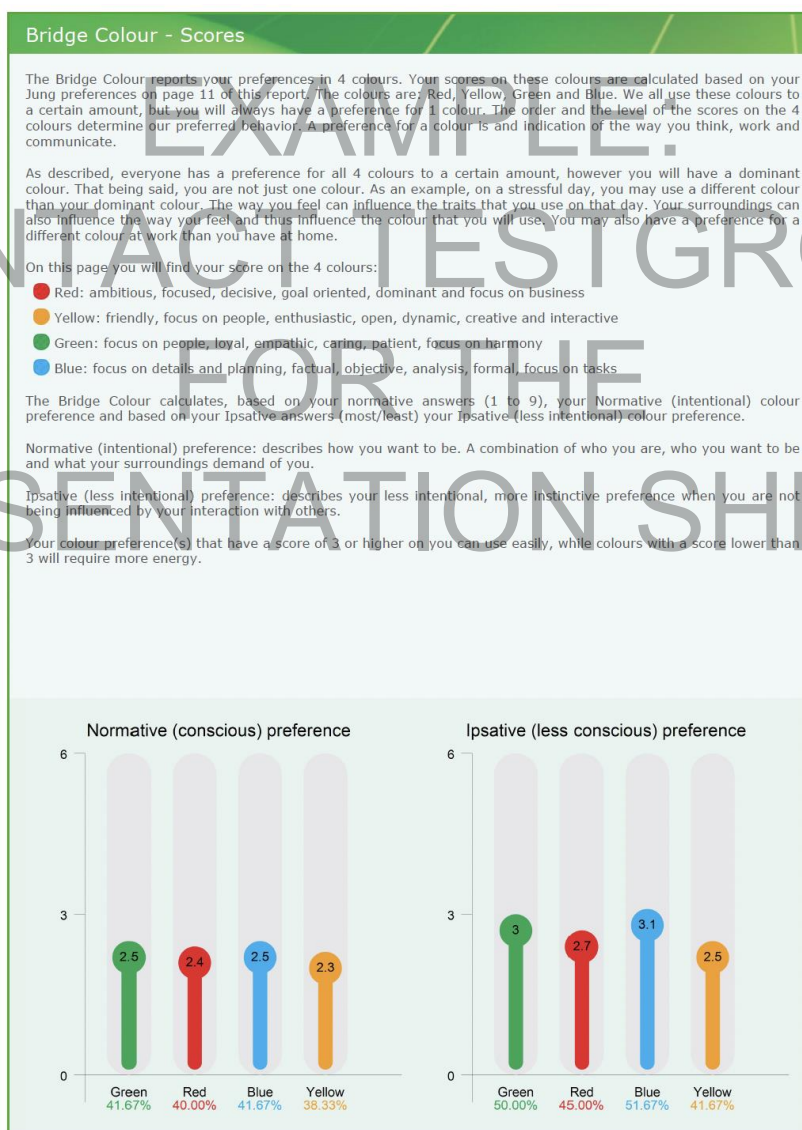
This is an overview of Anne Example's potential on eight commonly used competencies in organizations, schools and universities to indicate potential and performance.

COMPETENCY	1 2 3 4 5 6 7 8 9 10	COMPETENCE
<b>Managing</b> (Decisive, Guiding, Coaching, Socially bold)	● ● ● ● ● ● ● ● ● ● 7 ● ● ● ● ● ● ● ● ● ●	Above average
<b>Support others</b> (Cooperative, Helpful, Considerate, Coaching)	● ● ● ● ● ● ● ● ● ● 7 ● ● ● ● ● ● ● ● ● ●	Above average
<b>Communication focused</b> (Networking, Sociable, Openness to feedback, Convincing)	● ● ● ● ● ● ● ● ● ● 6 ● ● ● ● ● ● ● ● ● ●	Average
<b>Inspiring others</b> (Convincing, Socially bold, Guiding)	● ● ● ● ● ● ● ● ● ● 6 ● ● ● ● ● ● ● ● ● ●	Average
<b>Adapting to change</b> (Positive attitude, Change oriented, Openness to feedback)	● ● ● ● ● ● ● ● ● ● 5 ● ● ● ● ● ● ● ● ● ●	Below average
<b>Achieving goals</b> (Results focused, Career focused, Initiative)	● ● ● ● ● ● ● ● ● ● 5 ● ● ● ● ● ● ● ● ● ●	Below average
<b>Relationship management</b> (Networking, Sociable, Socially bold, Considerate)	● ● ● ● ● ● ● ● ● ● 5 ● ● ● ● ● ● ● ● ● ●	Below average
<b>Innovating</b> (Creative, Change oriented, Initiative)	● ● ● ● ● 4 ● ● ● ● ● ● ● ● ● ●	Substantially below average



# The 4-color model

The 4 color model describes personality in 4 colors:



## Inner ring

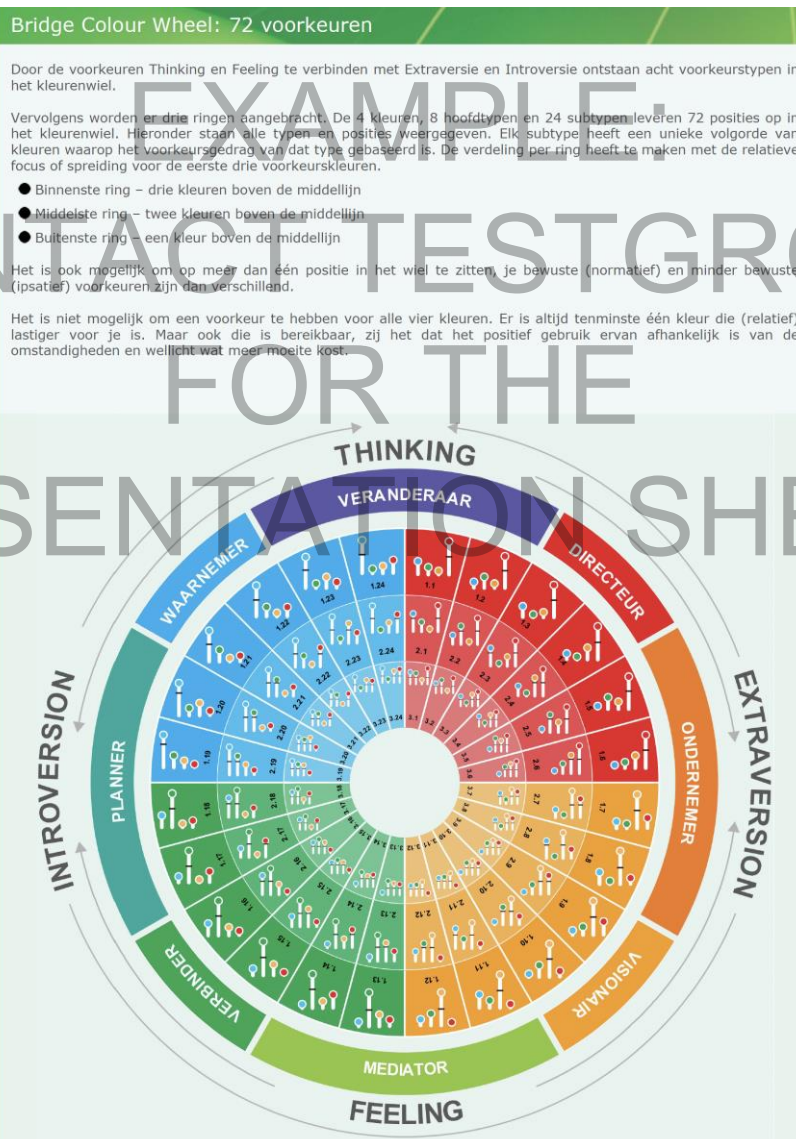
Three colors above the centerline

## Middle ring

Two colors above the centerline

## Outer ring

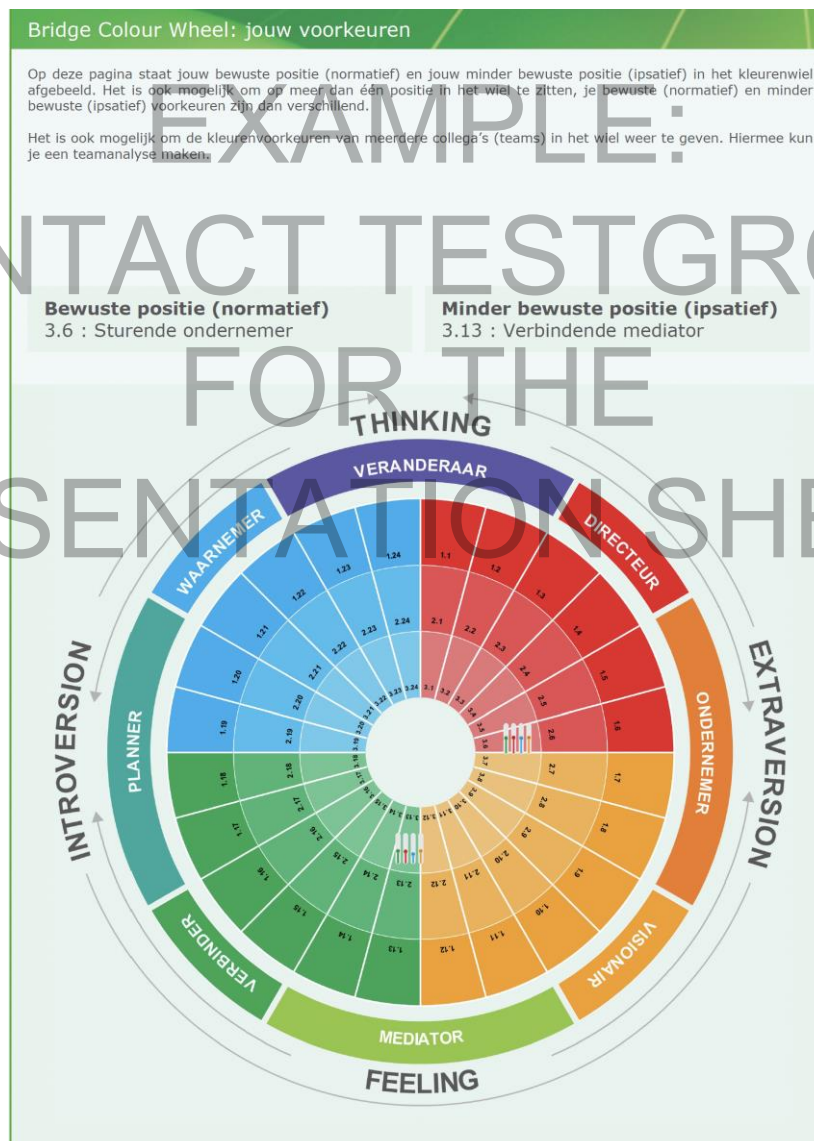
A color above the centerline



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**Normative (intentional) preference:**  
describes how you want to be. A combination of who you are, who you want to be.

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



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# The Bridge Personality Team Report

## The Team's Jung Type

- Calculate the Jung Type of the team by counting/adding the preferences of the team of the 4 dimensions. The highest scores are the Team's Jung Type.

### 2 The Jung Type of your team

By gaining more insight into the Jung Type of your team, you will understand better how you can improve the communication and cooperation within the team. This will allow your team to perform better. The Jung Type is calculated by adding up the Jung Types of the team members. The type table below shows the Jung Types of the people in your team as well as the Jung Type of your team.

Your Team Type: ENTJ - Leader

ISTJ 1	ISFJ 0	INFJ 0	INTJ 1
ISTP 0	ISFP 0	INFP 0	INTP 1
ESTP 0	ESFP 1	ENFP 1	ENTP 1
ESTJ 1	ESFJ 1	ENFJ 0	ENTJ 1

Number of people in your team with each preference

<p><b>E</b> Extraversion 6</p> <p><b>S</b> Sensing 4</p> <p><b>T</b> Thinking 6</p> <p><b>J</b> Judging 5</p>	<p><b>I</b> Introversion 3</p> <p><b>N</b> Intuition 5</p> <p><b>F</b> Feeling 3</p> <p><b>P</b> Perceiving 4</p>
---	---

Are often outspoken, assertive and quick to assume leadership. They enjoy managing projects and bring order and logic to tasks and work processes. They like to make long-term plans and goals. They invent systems and processes for solving organisational problems.

Jung Team Type

The Jung Types that are most common within the team form the Jung Team Type. By knowing your Jung Type as well as that of the team, cooperation within the team can be improved. Working successfully within a team requires attention and effort. You can improve the cooperation and performance of the team by following the points of action further down this report. Understanding your own Jung Type and the Jung Type of the team forms a first step towards the development of your team. You can consult "The Bridge Personality: the Booklet for Candidates" for an extensive description of all 16 Jung Types.

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# Bridge Personality Team Report

## The Team's Jung Type

- Calculate the Jung Type of the team by counting/adding the preferences of the team of the 4 dimensions. The highest scores are the Team's Jung Type.

**3 Your Team's Strengths**

Just like individuals, teams have preferential behavior that can be linked to 1 of the 16 Jung Types. The table below gives you an overview of the strengths of your team. Not every strength always applies. This is dependent on the mixture of individual preferences of the team. The individual Jung Type has an influence on the style of preference at work, communication with others and resolving issues and problems. By recognizing the strengths of the team, the team members possess knowledge about their own preferences and those of their team members.

**Team Strengths: ENTJ - Leader**

Excellent skills to understand difficult organizational problems

Strongly focused on coming up with those solutions

Are normally very good in speaking in public

Think knowledge and skill are important

They usually have little patient for inefficiency and disorganization.

**Points of action for your team**

1. Discuss each of these strong points together as a team.
2. Mark the strong points that your team requires to solve problems or perform tasks.
3. Determine how you can best utilize these strong points in favor of your team.
4. Make a SWOT analysis of the team: Strengths, Weaknesses, Opportunities and Threats.
5. Discuss the Jung Types of each team member in short.
6. Perform a team exercise to gain insight and a better understanding of the differences within the team.



# Bridge Personality Team Report

## The Team's Pitfalls:

- Points of action for your team

4
Pitfalls of your team

Each team has its strengths, as well as its pitfalls. This is behavior that gets in the way of better cooperation or performance. When these pitfalls are not discussed and the team does not take them into account, a team will perform less optimally. In the overview below, you will find the possible pitfalls of your team as well as suggestions to handle these. At the bottom of the page you will find 6 points of action to identify, discuss and, if necessary, avoid the pitfalls within your team. These points of action can be addressed during team sessions or team discussions.

Team's Pitfalls: ENTJ - Leader

Overlook the need of compliments of others

Become too critical

Overlook details and facts

Run a schedule that is too tight and forget to take in account the consequences for other people

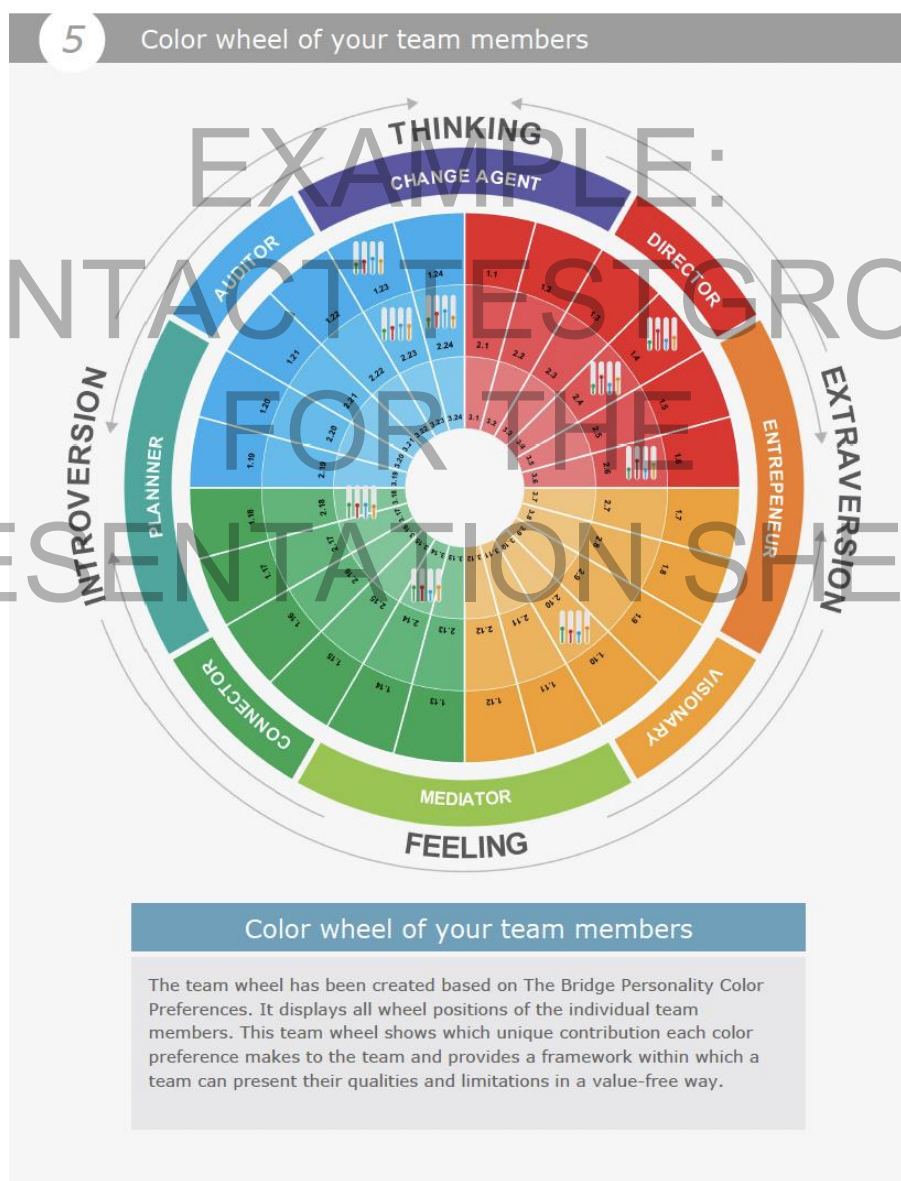
Take decisions that are too one-sided without consulting others

Points of action for your team

1. Ensure that a team member with a different Jung Type from the team type describes a different form of working.
2. Allow each team member to introduce ways to handle the pitfalls of the team type.
3. Allow someone who works intensively with the team to come up with new ways of working for the team.
4. Study the strengths and pitfalls of teams with team types that are different from your team type.
5. Work together with a team that has a different team type and study the differences in approach.
6. If your team has a team leader whose Jung Type is different from the team type, some of these pitfalls may not apply. How does the team handle this?

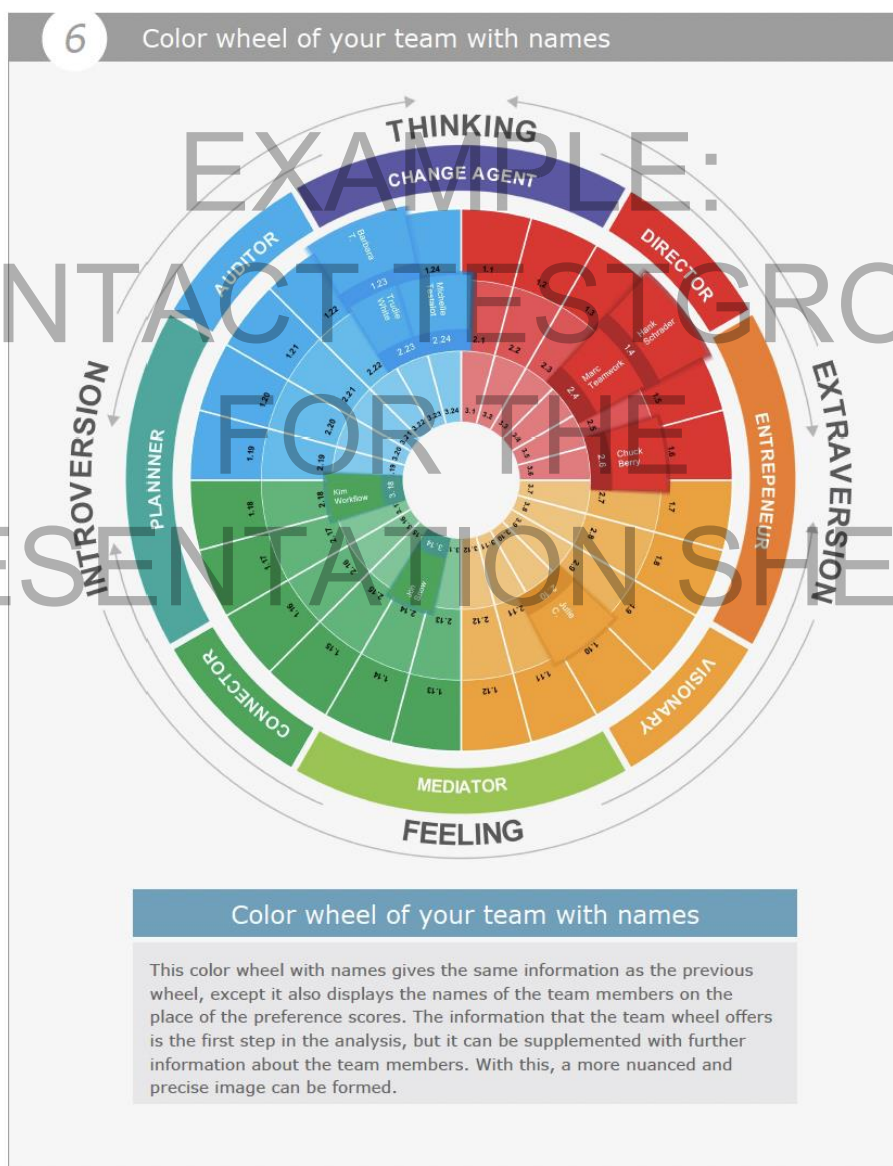
# The color wheel of the team

- Color wheel with scores
- The color wheel displays the ipsative color preference



# The team's color wheel with names

- The team color wheel with the names of the team members
- Displays the ipsative preferences





# Bridge Personality Team Report

- De color preferences of all team members

**7** The color preference of your team members

Note: for a detailed overview of the colour preferences of each team member, please use the Bridge Personality Extended plus colour report.

Everyone has all four of the colors in them. A person's personality is a combination of these colors. The colors below refer to the behavioral characteristics that belong to the highest scoring color of the team member:

Blue: making decisions with correct and complete information  
 Green: ensuring harmony and meaningful relationships  
 Yellow: ensuring group dynamics and enthusiasm  
 Red: determined in guidance towards the best result

**Barbara Teamleader** |

They want to understand the world around them. They like to have correct and complete information before they make a decision. They appear calm when under pressure.

**Trudie White** |

They want to understand the world around them. They like to have correct and complete information before they make a decision. They appear calm when under pressure.

**Kim Workflow** |

Compare everything they see to their values and what is important to them. They often look for harmony and meaningful relationships. Are good at asking questions and listening.

**Julie Cooperation** |

Radiate enthusiasm and invite others to participate. They enjoy the company of others and want to be involved in everything. They use their creativity to try new things.

**Jon Snow** |

Compare everything they see to their values and what is important to them. They often look for harmony and meaningful relationships. Are good at asking questions and listening.

**Marc Teamwork** |

Are guiding and focused on results. They show a strong determination with which they influence interactions with others. They are often direct and to-the-point. They seek action and will make decisions quickly and confidently.

# Preparing And Setting Up A Bridge Personality Team Session

01

Every participant completes The Bridge Personality.

04

**Option:** Use for each team member: The Bridge Personality: the booklet for candidates.

02

For each participant, the 16 Jung Type + 4 color report is downloaded.

05

**Option:** Use for the team: The Bridge Personality color cards.

03

**Note:** Only the 16 Jung Type + 4 color report can be used for teams because the team report works with both the 16 Jung Types and the 4 colors.

**Lastly:** download the team report.



# The 16 Jung Types

1

Theory from Carl Jung (psychiatrist)

2

Not scientific, based on observations

3

Behavioural preferences

4 Dimensions >

Extraversion

Introversion

Sensing

Intuition

Thinking

Feeling

Judging

Perceiving

# Where do you get your energy from

## Extraversion

Preference for drawing energy from the outside world of people, activities and things.

## Introversion

Preference for drawing energy from one's inner world of ideas, emotions and impressions.

### Extraversion

Act first, think later

Talking

Interaction

Thinking out loud

Energy from other people

### Introversion

Think first, act later

Thinking

Reflection

Silent contemplation

Energy of internal introspections

# On what do you focus your attention?

## Sensing

Preference for drawing energy from the outside world of people, activities and things.

## Intuition

Preference for drawing energy from one's inner world of ideas, emotions and impressions.

### Sensing

Continuity and tradition

Details, specifics

More focused on the present

Main points, clear guidelines

Questions: who, what, when, and where?

### Intuition

New, improved ways of doing things

The big picture

More focused on the future

Intuitions, flashes of insight

First asks "why"

# The way you make decisions

## Thinking

Preference for organising and structuring information to decide in a logical, objective way

## Feeling

Preference for organising and structuring information to decide in a personal, value-based way

### Thinking

Analytical, logical, impersonal

Direct

Rational decision-making

Appreciate logical sequence

Objective criteria

### Feeling

Empathy, sympathetic

Diplomatic

Warm, friendly, emotional

Appreciate feelings

Subjective criteria

# How you deal with the outer world

## Judging

Preference for living a planned and organised life

## Perceiving

Houdt van een flexibele, spontane aanpak en geeft er de voorkeur aan alle opties open te houden.

### Judging

Structure

Like to finish things

Deadlines

Prefer a methodical workstyle

Controlling & structuring

### Perceiving

Flexibility

Prefer openness

Playful and open ended

Like to keep things open, delay making plans

Adapting and changing

# Team exercise: Calculate the Team Type

**Step 1:** Collect the Jung Types of all team members..

**Step 2:** Add these together. The letter that occurs the most determines the Team type.

In the report, the reported Team type is calculated, based on the test scores

## 2 The Jung Type of your team

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ESTP 0	ESFP 1	ENFP 1	ENTP 1
ESTJ 1	ESFJ 1	ENFJ 0	<b>ENTJ 1</b>

Number of people in your team with each preference

E Extraversion	6	I Introversion	3
S Sensing	4	N Intuition	5
T Thinking	6	F Feeling	3
J Judging	5	P Perceiving	4

Are often outspoken, assertive and quick to assume leadership. They enjoy managing projects and bring order and logic to tasks and work processes. They like to make long-term plans and goals. They invent systems and processes for solving organisational problems.

## Jung Team Type

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# The 4 colors

Blue

**Unbiased, objective, detached, analytical, accurate, detailed.**

Green

**Quiet, calm, soothing, nurturing, relationship-oriented, harmonious, relaxed, caring.**

Yellow

**Cheerful, uplifting, spirited, buoyant, dynamic, enthusiastic, visionary, expressive.**

Red

**Positive, decisive, sharp, assertive, proactive, demanding, determined, purposeful, strong-willed.**

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# Your color and your preferences

Blue

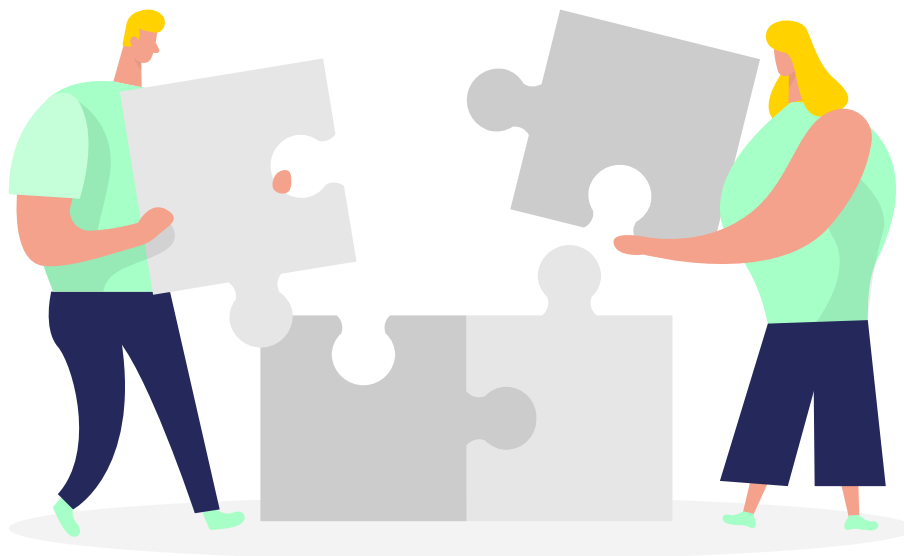
Green

Yellow

Red

1. Preference for structured, organized, functional and formal, objective and thoughtful.
2. Are good organizers and planners and are task-oriented.
3. Motivation: perfection.

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# Your color and your preferences

Blue

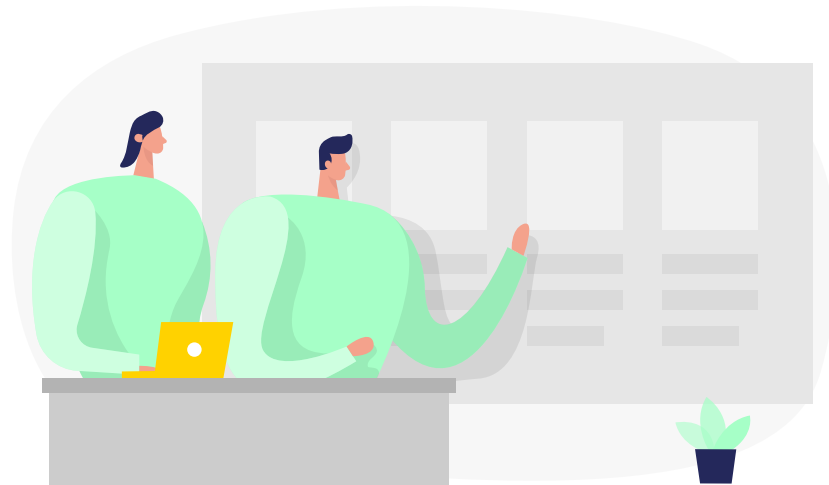
**Green**

Yellow

Red

1. Likes to be warm, seemingly relaxed, friendly, and informal. Enjoys depth and harmony.
2. Values and morals are held in high regard. Is a good listener and
3. Motivation: Harmony.

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# Your color and your preferences

Blue

Green

**Yellow**

Red

1. Likes to be motivating, warm, innovative, and friendly. Enjoys linking this to action and entertainment.
2. Has a wide range of interests and is good at energizing and convincing others.
3. Motivation: Pleasure.

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# Your color and your preferences

Blue

Green

Yellow

Red

1. Prefers to be busy and works best formally, efficiently, and structured, acts based on logic and facts.
2. Focused on results. Responds quickly and effectively.
3. Motivation: Success.

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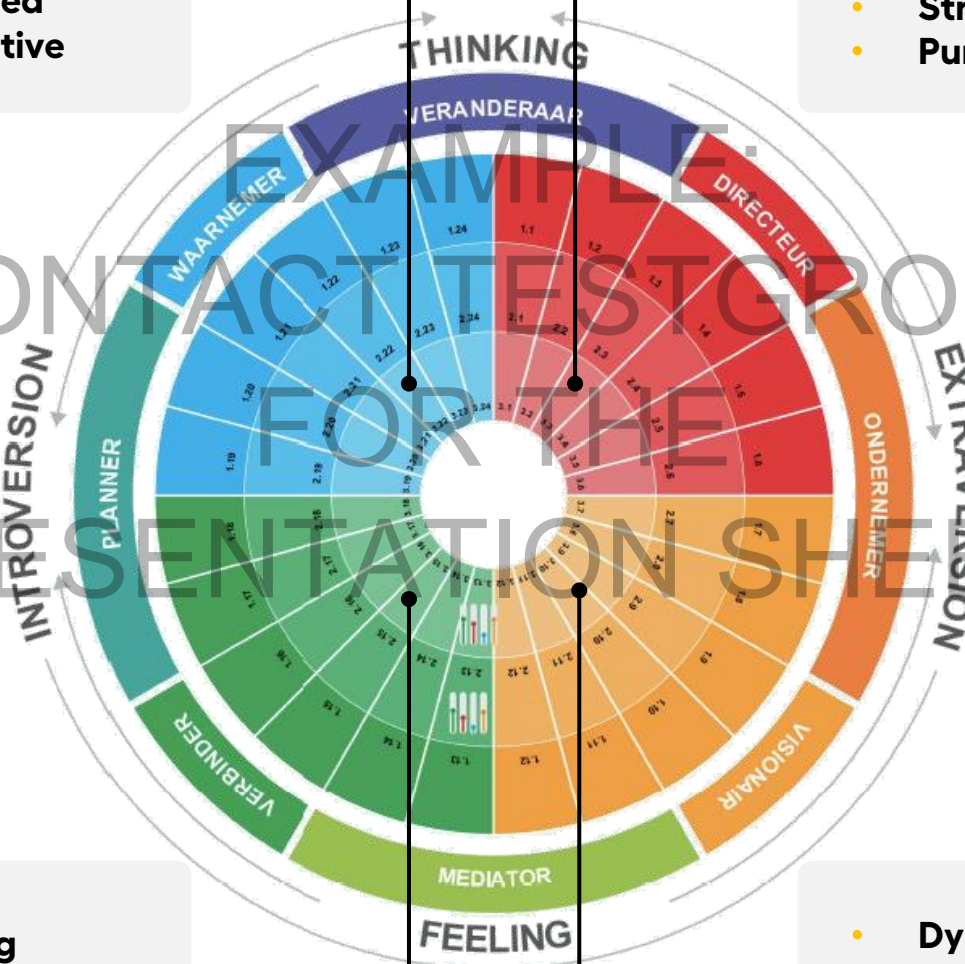


# On a great day...

- Cautious
- Accurate
- Analytical
- Detailed
- Objective

- Proactive
- Demanding
- Determined
- Strong-willed
- Purposeful

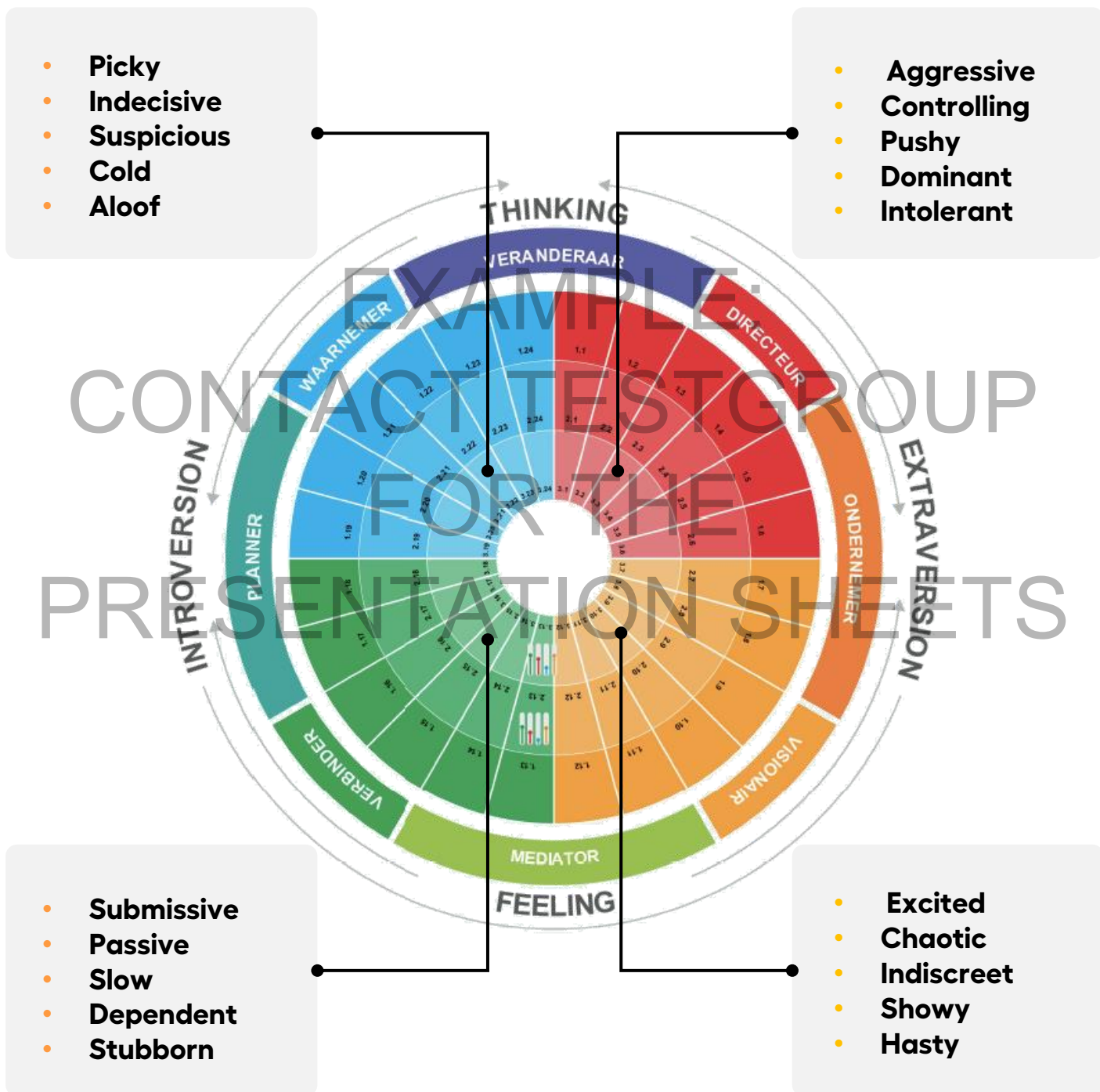
EXAMPLE:  
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- Caring
- Relationships
- Harmonious
- Relaxed
- Patient

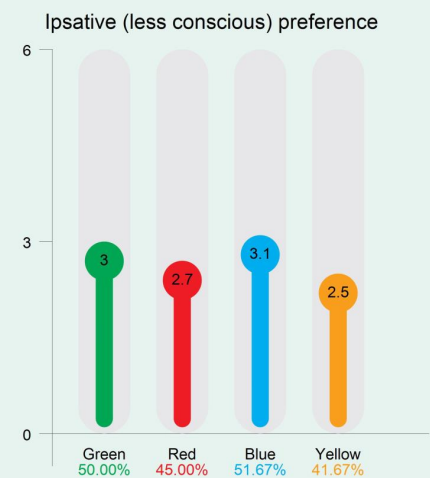
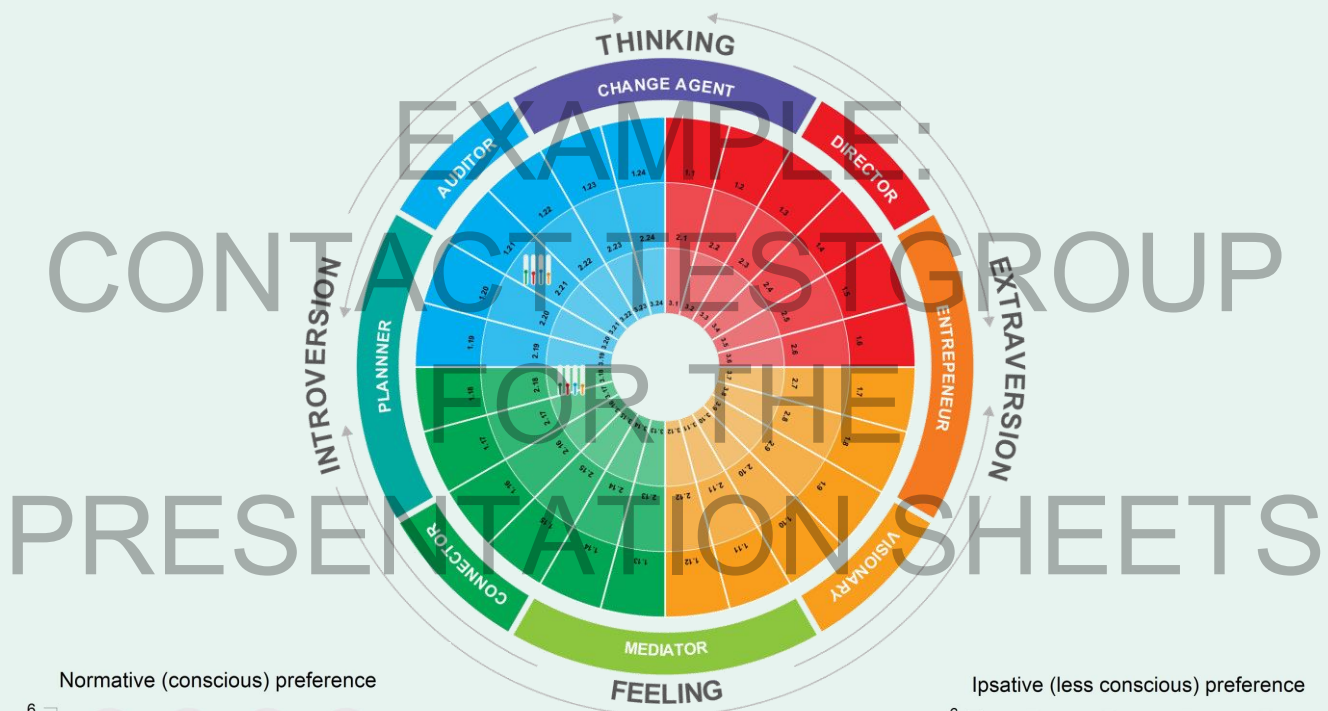
- Dynamic
- Enthusiastic
- Convincing
- Expressive
- Visionary

# On a bad day.....



# Your color preference

1. Look at your normative and ipsative scores: only the score of 3 and higher are your color preference
2. Look at your position on the color wheel.

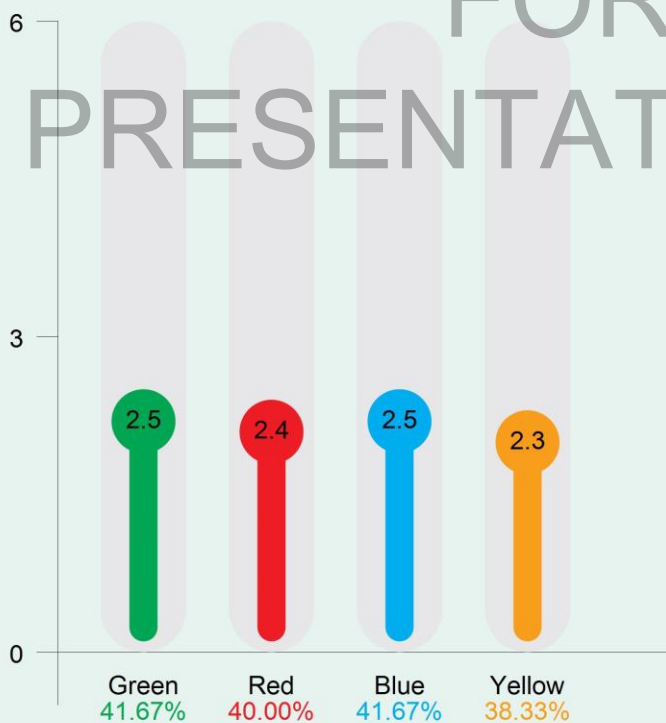




# The color scores

- 1. Normative (conscious) preferences:** a combination of who you are, who you would like to be, and how your environment sees you.
- 2. Ipsative (less conscious) preferences:** describes your routine, instinctive preferences when you are not aware of your interaction with others.
- 3.** If there is a low normative-ipsative agreement, there will be differences between the normative and ipsative color preferences.

Normative (conscious) preference



Ipsative (less conscious) preference

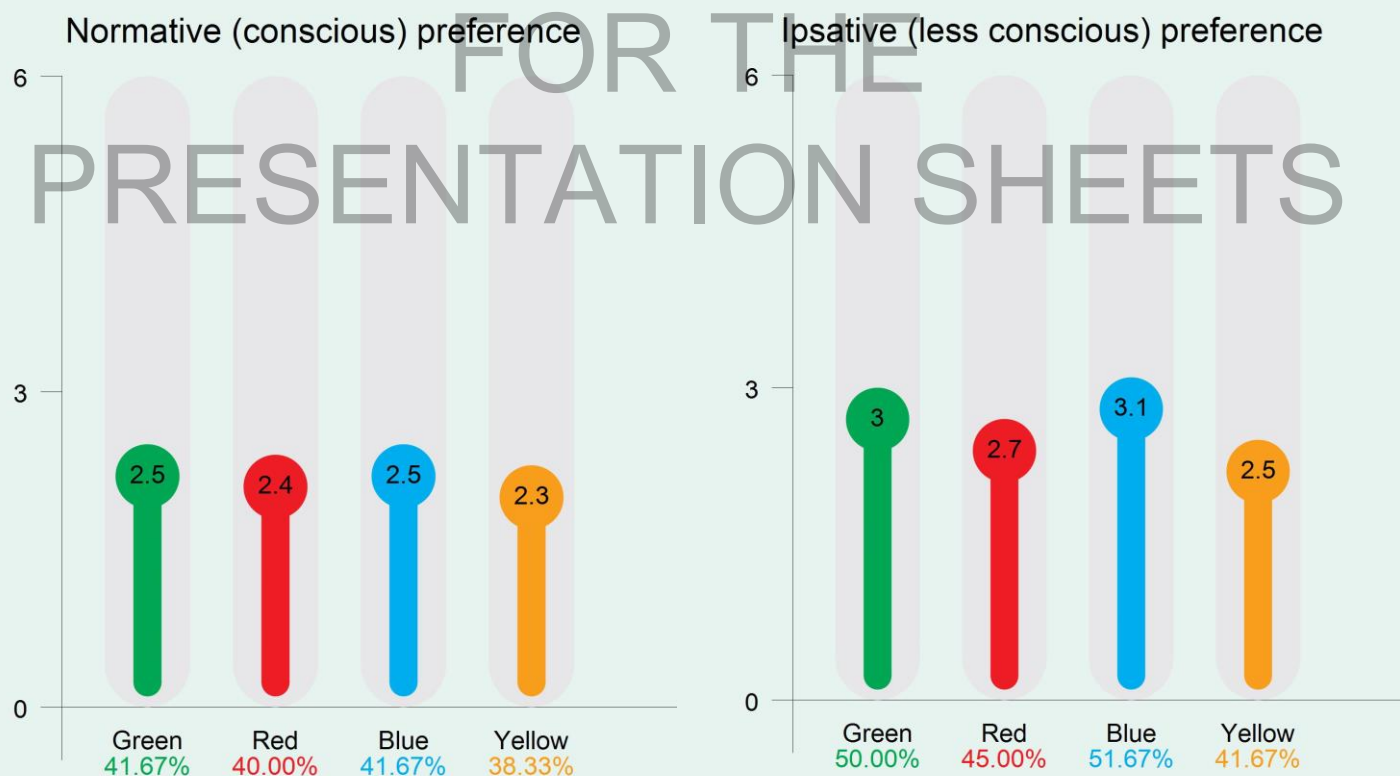


# The color scores

- 1. Normative (conscious) preferences:** The part of the personality where the inner and outer worlds of experience meet. The interactions between who we are and who we think we should be or would like to be.
- 2. Ipsative (less conscious) preferences:** Your more instinctive self. Who you are when you are not thinking about your attitude or about your presentation.

EXAMPLE:

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# The color wheel

## Inner ring

Three colors above the score 3

## Inner ring

Focused types

## Middle ring

Two colors above the score 3

## Middle ring

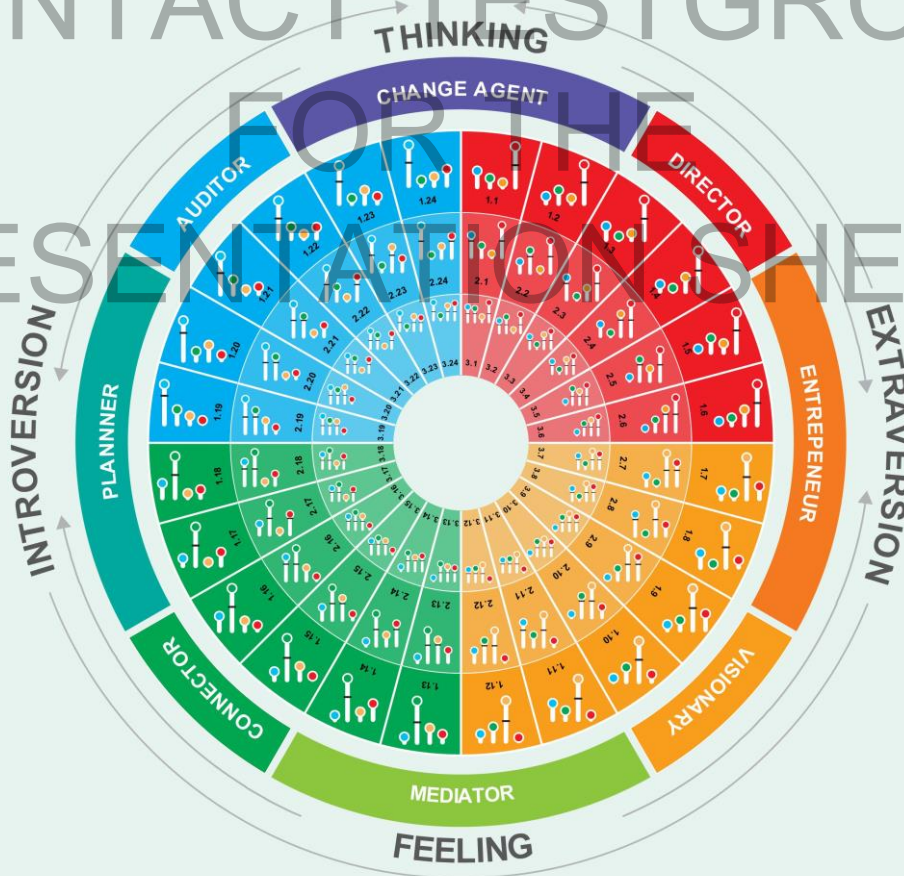
Classic types

## Outer ring

One color above the score 3

## Outer ring

Accommodating types



# Connection 16 Jung Types – 4-color model

Jung spoke about two combinations of preferences:

## **Introversion and Extraversion**

The way we respond to external and internal experiences.

## **Thinking and Feeling**

The way we make decisions.



# Preferences

## Introversion and Extraversion

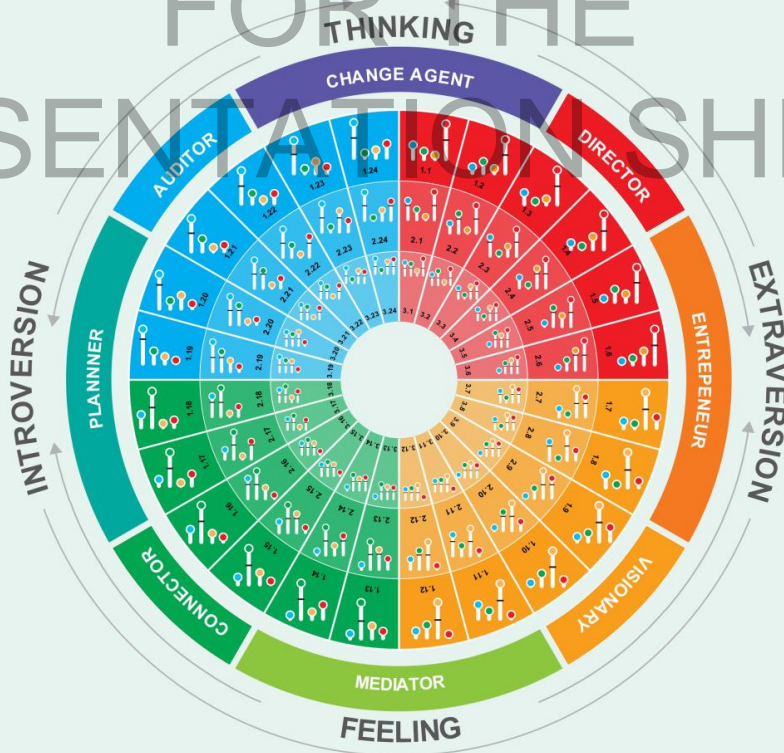
### Introversion

- Quietly
- Attentive
- Facing inward
- Depth
- Intimacy
- Reserved
- Contemplative
- Thoughtful
- Carefully

### Extraversion

- Energetically
- Involved
- Outward looking
- Center of the attention
- Action-oriented
- Straight-forward
- Sharp

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# Preferences

## Thinking and Feeling

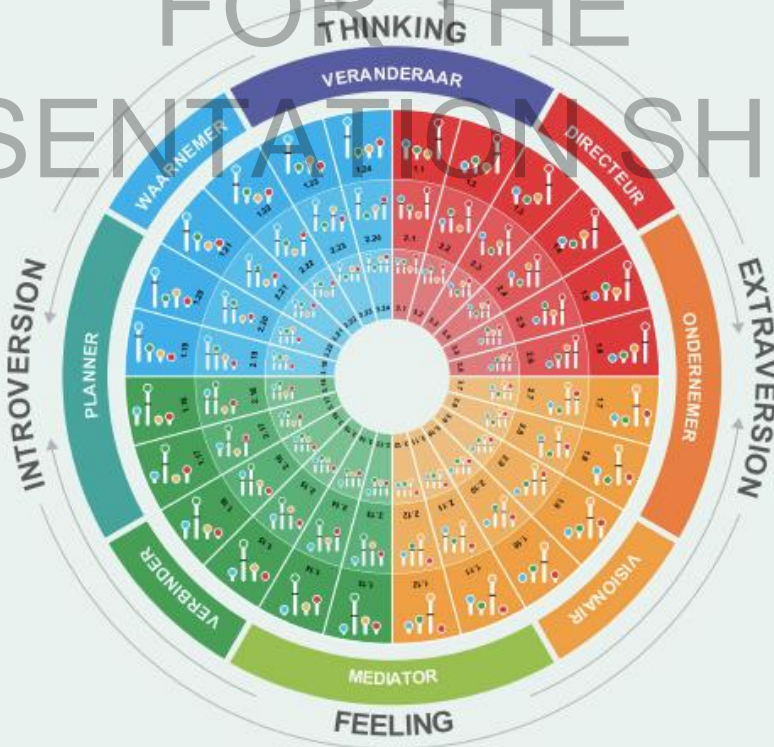
### Thinking

Formal, impersonal, analytical, detached, objective, resolute, competitive, correct, task-oriented, systems.

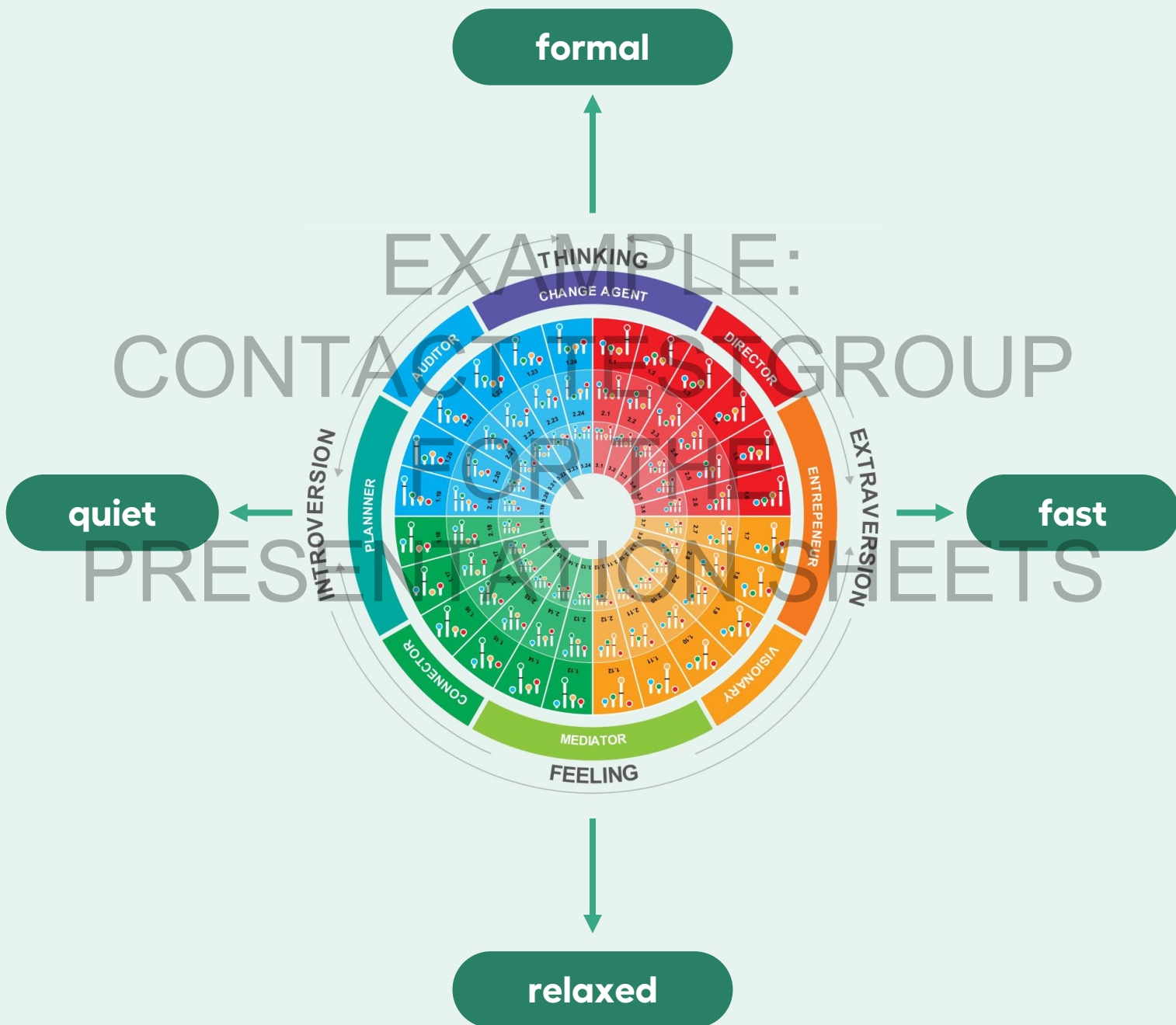
### Feeling

Informal, personal, courteous, involved, subjective, caring, accommodating, harmonious, relationship-oriented, moral.

EXAMPLE CONTACT TEST GROUP FOR THE PRESENTATION SHEETS



# Recognizing the 4- colors in behavior.



# Exercise

## Which colour are you?

1

Take 3 cards of each color;

EXAMPLE:

2

Keep the cards that give a good description of you;

3

Give others the card in which you recognize them;

4

Trade cards with others that give a good description of you.



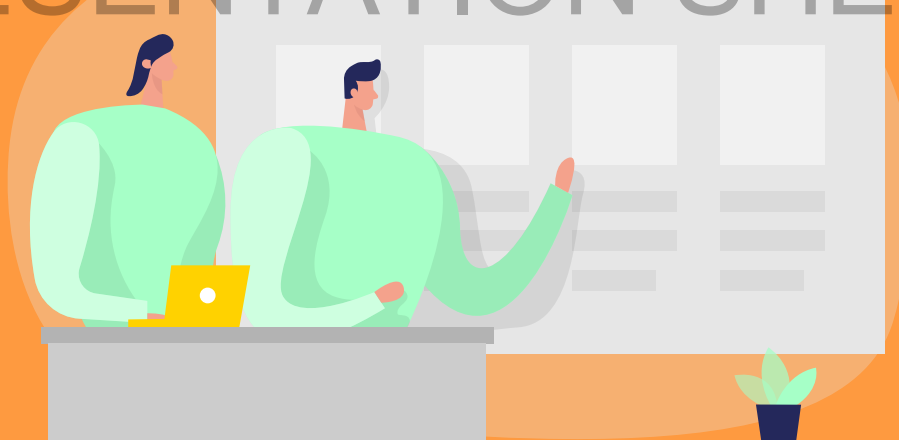
## Exercise: Communication by color

Communication styles per color.

- Instruction: In 4 color groups.
- Stand with the group of your most dominant color. Discuss together and write on a flip chart:
- Do's; how to effectively communicate with you
- Don'ts; how not to communicate with you
- Present this to the group.

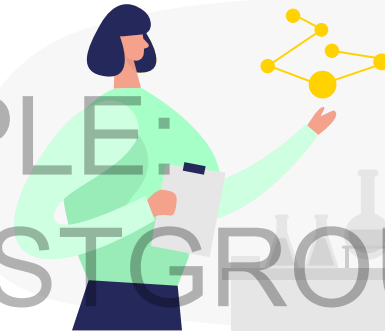
Time: 10 minutes for writing, 5 minutes for presenting

EXAMPLE  
CONTACT TESTGROUP  
FOR THE  
PRESENTATION SHEETS



## A yellow team has a flexible and social nature:

- Comes up with solutions together,
- Engages in dialogue,
- Learns as a team,
- Responds quickly to external input,
- Implements changes that are necessary to overcome obstacles.



## A blue team has a preference for order, structure, logical connections, and organization. The team wants:

- Clear roles
- Roles that are interlinked and interdependent
- The right combination of knowledge and experience
- A clear decision-making process
- Monitoring systems to track progress



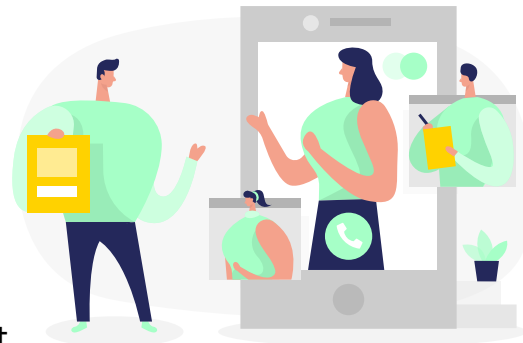
## A red team wants results. A red team:

- Shows a clear direction
- Knows its own vision and goals
- Keeps focus on the results to be achieve
- Takes action on the 'right' things
- Can be held accountable for what it has committed to.

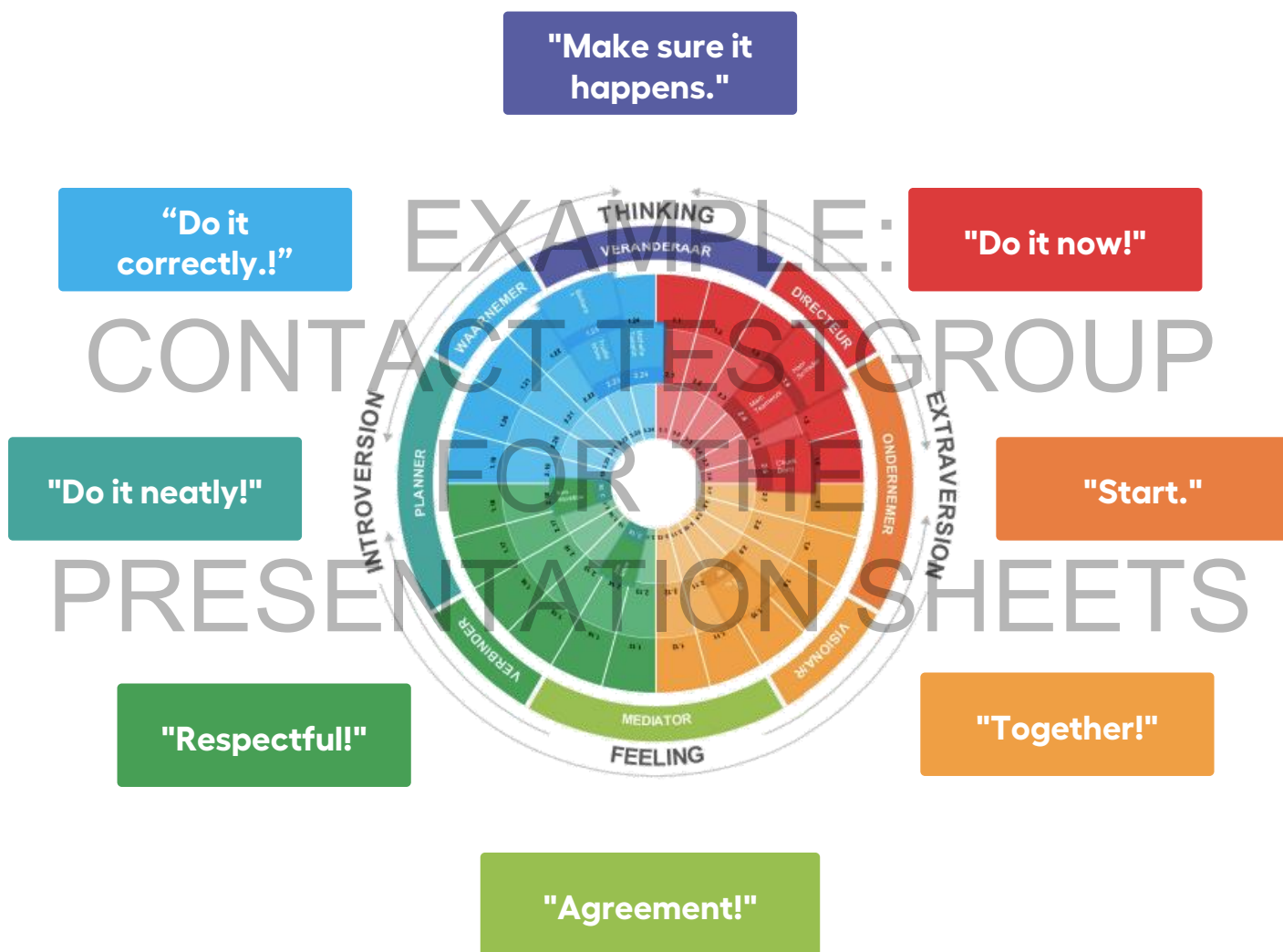


## A green team wants: support, appreciation, and connectedness

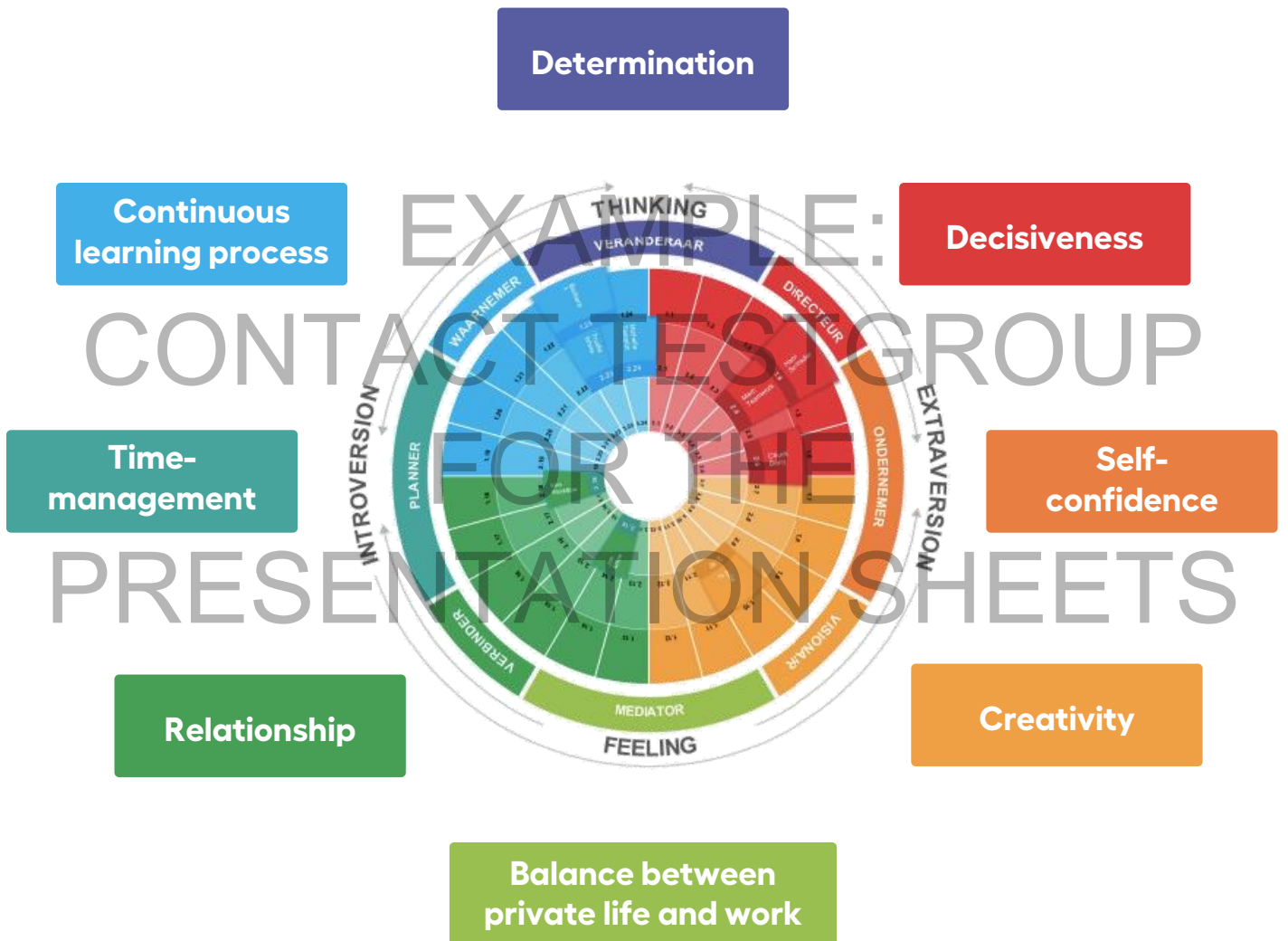
- A high level of trust
- A high level of involvement and motivation
- The willingness and ability to engage in challenging discussions
- The ability to maintain coherence under pressure
- A sincere sense of care and support.



# What are we going to do?



# What do we add?



# What are we good at?

- Determined
- Monitor progress
- Discipline

- Sets the standard
- Product knowledge
- Analysis

- Result-oriented
- Decisive
- Assertive.

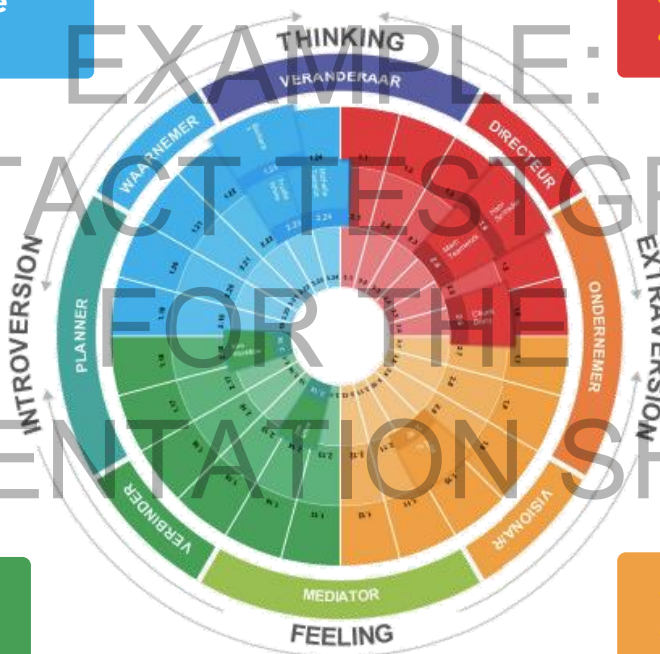
- Planning
- Organization
- Time management

- Energetic
- Enthusiasm
- Positive Thinking

- Listens
- Loyal
- Team approach

- Convincing
- Creative
- People-oriented skills

- Helps others
- Flexible
- Exchanges ideas



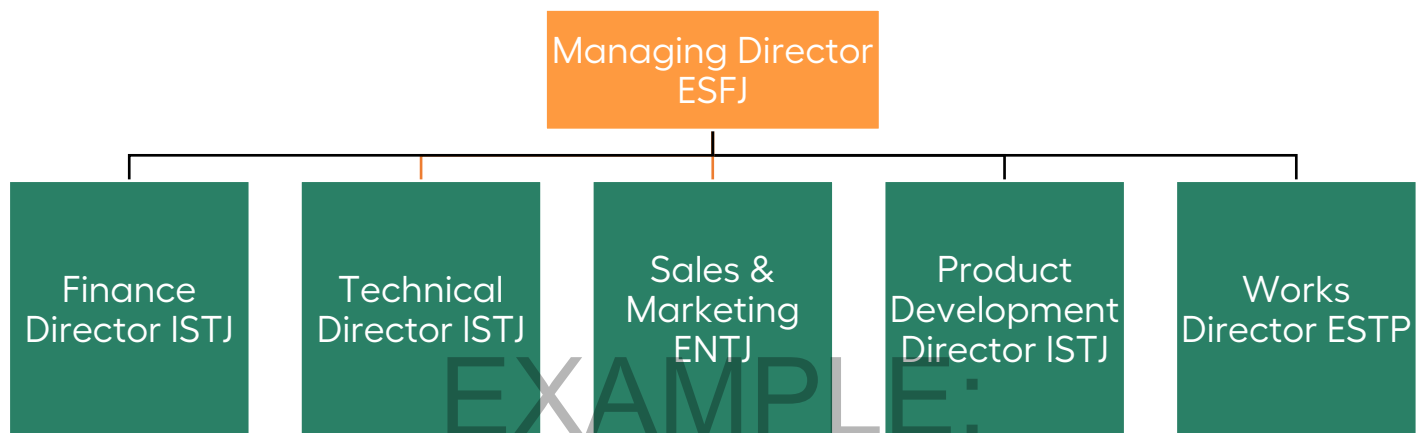
EXAMPLE:

CONTACT TESTING GROUP

PRESENTATION SHEETS

# The Bridge Personality & Teams

## Team Exercise



CONTACT TESTGROUP

Questions about this team:

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1. What are the strong/weak points of this team as a whole?
2. A team member is perceived as difficult. Which team member is this and why?
3. What intervention would you consider in this team?
4. 2 groups: 15 minutes discussion, 5 minutes presentation (choose the trainer from the group).

### (actual) strong points of this team:

- Very good at controlling systems
- Well organized
- Task-oriented, focused on facts.

### (actual) weak points of this team:

- Not very flexible
- Not open to change
- Not creative
- Not strategic and no vision.



# Exercise:

## Extraversion en Introversion

Discuss your ideal work environment: the environment in which you are most productive.



Divide the group into an extroverted and introverted group. Discuss standing up in 5 minutes what your ideal work environment looks like and where you are most productive. Ask for a summary from the spokesperson of each group.

### Debriefing

#### Extroverted Group

Stimulation

Open plan

Environment with space for discussion

A place where everything is discussed.



- Talking at the same time
- Open body language
- Movement in the group,
- Volume

#### Introverted Group

Quiet environment

Own office

Environment to think

A place where not everything needs to be discussed



- Speak one at a time
- Closed body language
- Relatively 'stationary' group
- Quiet group

## Exercise: Present your color

Present your color to the team:

- 4 colors - 4 groups - 4 trainers
- 10 minutes preparation, 5 minutes presentation
- Use the sheet: 'stress' and 'dealing with'

EXAMPLE:

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# Stress – Blue

## Causes of stress:

- Lack of information, structure, and logic
- Poor quality work
- Wasted time or rushed tasks

## Signals of stress:

- Becomes questioning and cautious
- Nitpicky
- Aloof, withdrawn, and touchy

## Remedy:

- Ask for his/her feedback on how to proceed
- Informative and emotional support
- Go back to the beginning and analyze better

## Interaction:

- Take it easy, not too direct
- Be formal

## Dealing with objections:

- Ask probing questions to bring out concerns

## Overall:

- Be well-prepared

## Winning commitment:

- Provide logical alternatives

## Follow-up:

- Do not forget any detail, fact, number, or price

## Presentation:

- Make sure you can substantiate your statements.
- Demonstrate how strong your product knowledge is

# Stress – Green

## Causes of stress:

- Impersonal or disrespectful treatment
- Breach of norms and values
- Interruptions or time pressure

## Signals of stress:

- Becomes silent, withdrawn, or seems hurt
- Critical, impersonal, resistant
- Stubborn and excessively cautious

## Remedy:

- Personal contact to restore trust
- Understanding and sincerity
- Set the task aside for a moment

# Working with Green

## Interaction:

- Speak slowly
- Be open

## Dealing with objections:

- Do not insist, check well what concerns are at play

## Overall:

- Take it easy
- Show that it affects you

## Winning commitment:

- Explain what people themselves will gain from it
- Ask kindly and carefully for his/her commitment

## Follow-up:

- Show personal interest
- Ask for his/her opinion
- Listen well

## Presentation:

- Ask for feedback
- Highlight the benefits

# Stress – Yellow

## Causes of stress:

- Limitation of flexibility
- No interactions or enjoyment
- Personal rejection

## Signals of stress:

- Oversensitivity
- Comes across as obstinate
- Quarrelsome

## Remedy:

- Offer room for maneuver
- Save his/her face
- Divert attention to something else



## Interaction:

- Be sociable, even if it takes effort
- Talk about him/her

## Dealing with objections:

- Not too many details
- Ask probing questions to bring out concerns

## Overall:

- Be interested in him/her

## Winning commitment:

- Provide logical alternatives

## Follow-up:

- Be clear and direct
- Focus on the future

## Presentation:

- Focus on future possibilities
- Tell anecdotes

# Stress – Red

## Causes of stress:

- Lack of focus
- Indecisiveness
- Losing control

## Signals of stress:

- Becomes aggressive
- Impatient
- Irritated, demanding

## Remedy:

- Ensure quick action
- Make decisions or take a time-out
- Give him/her the reins

# Working with Red

## Interaction:

- Be direct and confident
- No nonsense, no doubt

## Questions:

- Be aware of impatience
- Keep up with his/her pace

## Overall:

- Focus on facts, not on feelings

## Dealing with objections:

- Respond to resistance with reflective questions

## Follow-up:

- Present options and their associated chances of success

## Winning commitment:

- Clearly present alternatives

## Presentation:

- Present options and their associated chances of success