



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.

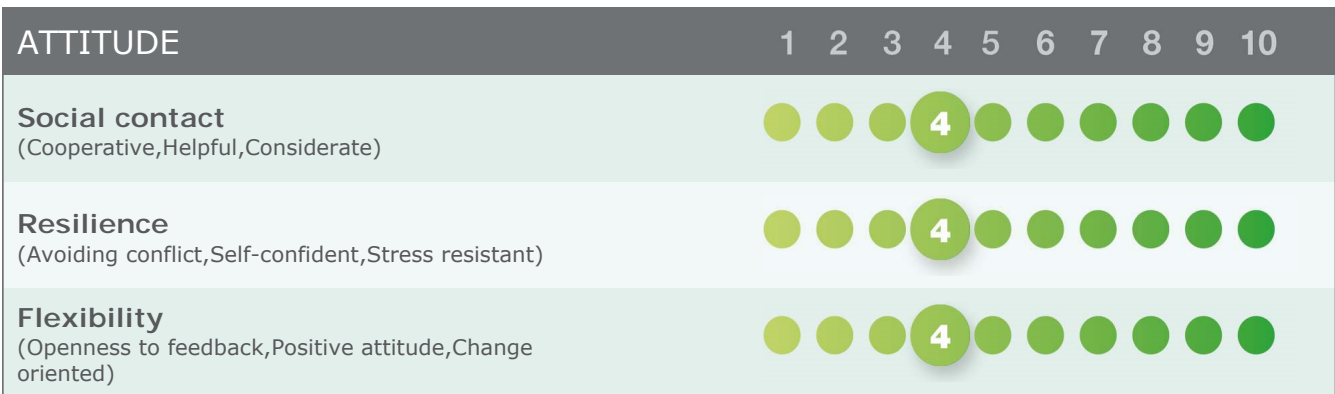
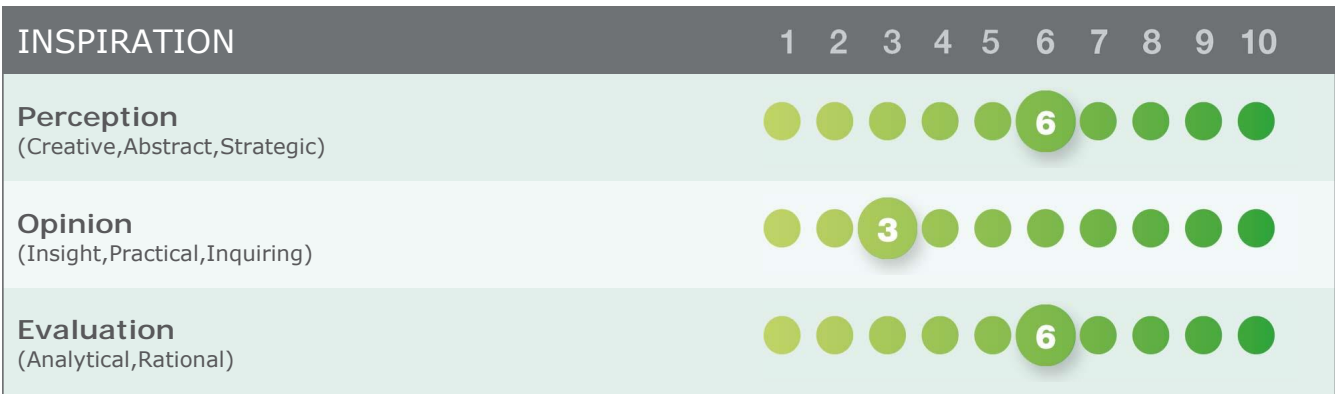
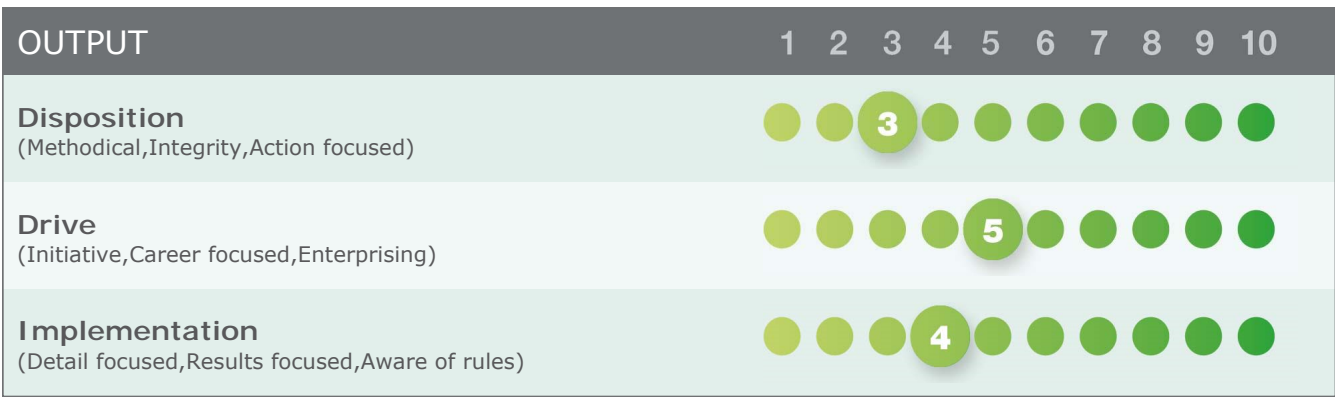
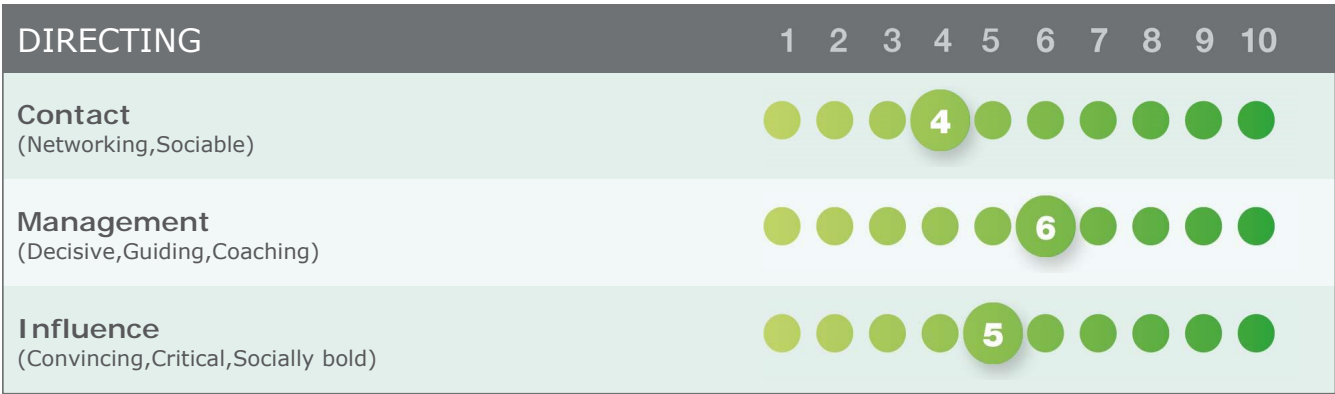


Acquiescence

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 finds it less difficult to talk than most people; finds contact easier than most people; often likes being surrounded by people</p>	●	●	●	●	●	●	7	●	●	●

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 has an average focus on motivating others; has an average focus on coaching others; is average at inspiring others</p>	●	●	●	●	●	6	●	●	●	●

INFLUENCE	1	2	3	4	5	6	7	8	9	10
<p>Convincing can convince others of his or her opinion to a reasonable extent; quite likes negotiating; justifies himself/herself to a reasonable extent</p>	●	●	●	●	●	6	●	●	●	●
<p>Critical 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</p>	●	●	●	●	5	●	●	●	●	●
<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>	●	●	●	●	5	●	●	●	●	●

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 less proactive than most people; does not really like starting something new; hardly ever starts something before being asked	●	●	3	●	●	●	●	●	●	●
Career focused is ambitious; is career-minded; is more competitive than most people	●	●	●	●	●	●	7	●	●	●
Enterprising likes taking on new challenges less than most people; spots opportunities in the market less quick; is not really a salesperson	●	●	●	4	●	●	●	●	●	●

IMPLEMENTATION	1	2	3	4	5	6	7	8	9	10
Detail focused works less carefully than most people; pays less attention to details in information than most people; likes working in an environment where details are important less than most people	●	●	●	4	●	●	●	●	●	●
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 likes working in an organisation with a lot of bureaucracy and rules; keeps to rules and regulations more often than most people; is considered more rule-conscious than most people	●	●	●	●	●	●	7	●	●	●

Bridge Dimension Overview - Attitude

SOCIAL CONTACT	1	2	3	4	5	6	7	8	9	10
<p>Cooperative finds working in a team important; prefers not to work alone; often involves colleagues with his or her work</p>	●	●	●	●	●	●	7	●	●	●
<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>	●	●	●	●	●	6	●	●	●	●

FLEXIBILITY	1	2	3	4	5	6	7	8	9	10
<p>Openness to feedback is open to feedback from others; asks the advice of others; uses feedback to improve performance</p>	●	●	●	●	●	●	●	8	●	●
<p>Positive attitude has a less positive view of things than most people; now and again a cheerful person; finds it more difficult to deal with setbacks than most people</p>	●	●	●	4	●	●	●	●	●	●
<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

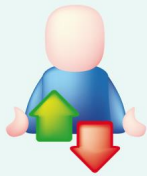
PERCEPTION	1	2	3	4	5	6	7	8	9	10
Creative sometimes comes up with new ideas; does not often have original ideas; sometimes looks for a radical solution to a problem	●	●	●	4	●	●	●	●	●	●
Abstract Is good at developing concepts; Applies theories often; Is very interested in studying underlying principles	●	●	●	●	●	●	●	●	9	●
Strategic develops strategies; develops a vision for the future; focused on the long term	●	●	●	●	●	●	7	●	●	●

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 not very focused on practical work; finds it difficult to learn by doing; sometimes regarded by others as a practical type	●	●	●	4	●	●	●	●	●	●
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 enthusiastic about looking for solutions to problems; is more interested in analysing information than most people; actively searches for information	●	●	●	●	●	●	7	●	●	●
Rational likes working with figures; bases a decision on a detailed technical analysis more often than most people; focused on working with objective facts	●	●	●	●	●	●	7	●	●	●

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

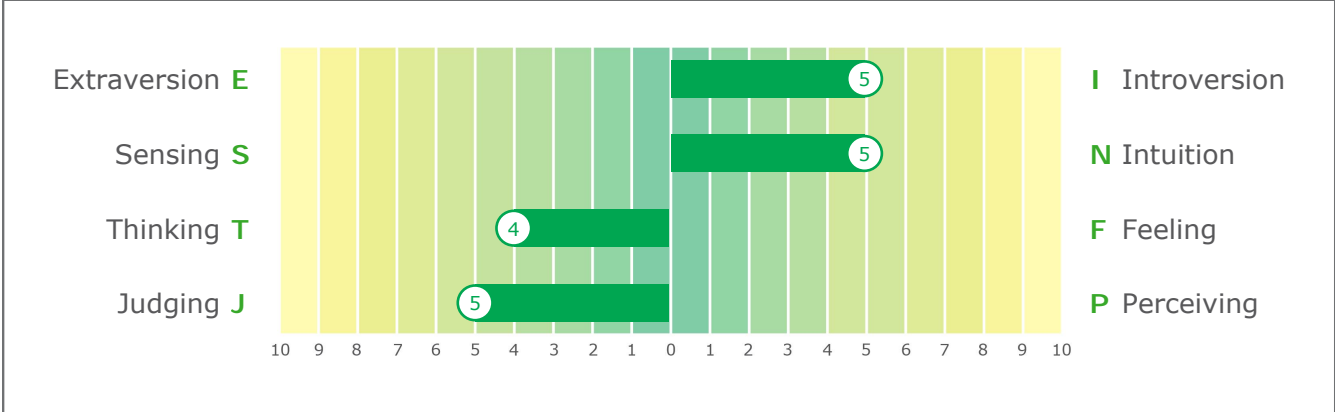
A Jung Type consists of four letters, these letters are determined on the basis of the provided answers in The Bridge Personality. Each letter represents an abbreviation of a preference on 4 dimensions. So there are 8 possible preferences. When the eight preferences are combined in every possible way,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

The 4 Jung dimensions: INTJ

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 Prefer to focus on patterns, connections and possible meanings.
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.
How do you plan your life and work?	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: INTJ



Preferences **Introversion: 5** **Intuition: 5** **Thinking: 4** **Judging: 5**

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: 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 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

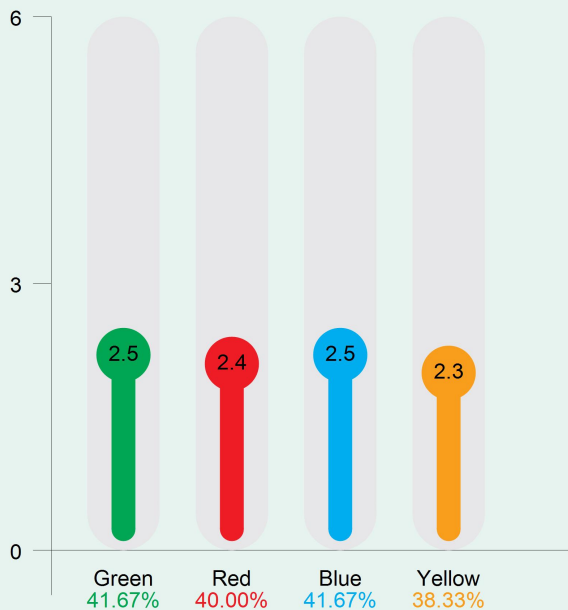
The Bridge Colour calculates, based on your normative answers (1 to 9), your Normative (intentional) colour preference and based on your Ipsative answers (most/least) your Ipsative (less intentional) colour preference.

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

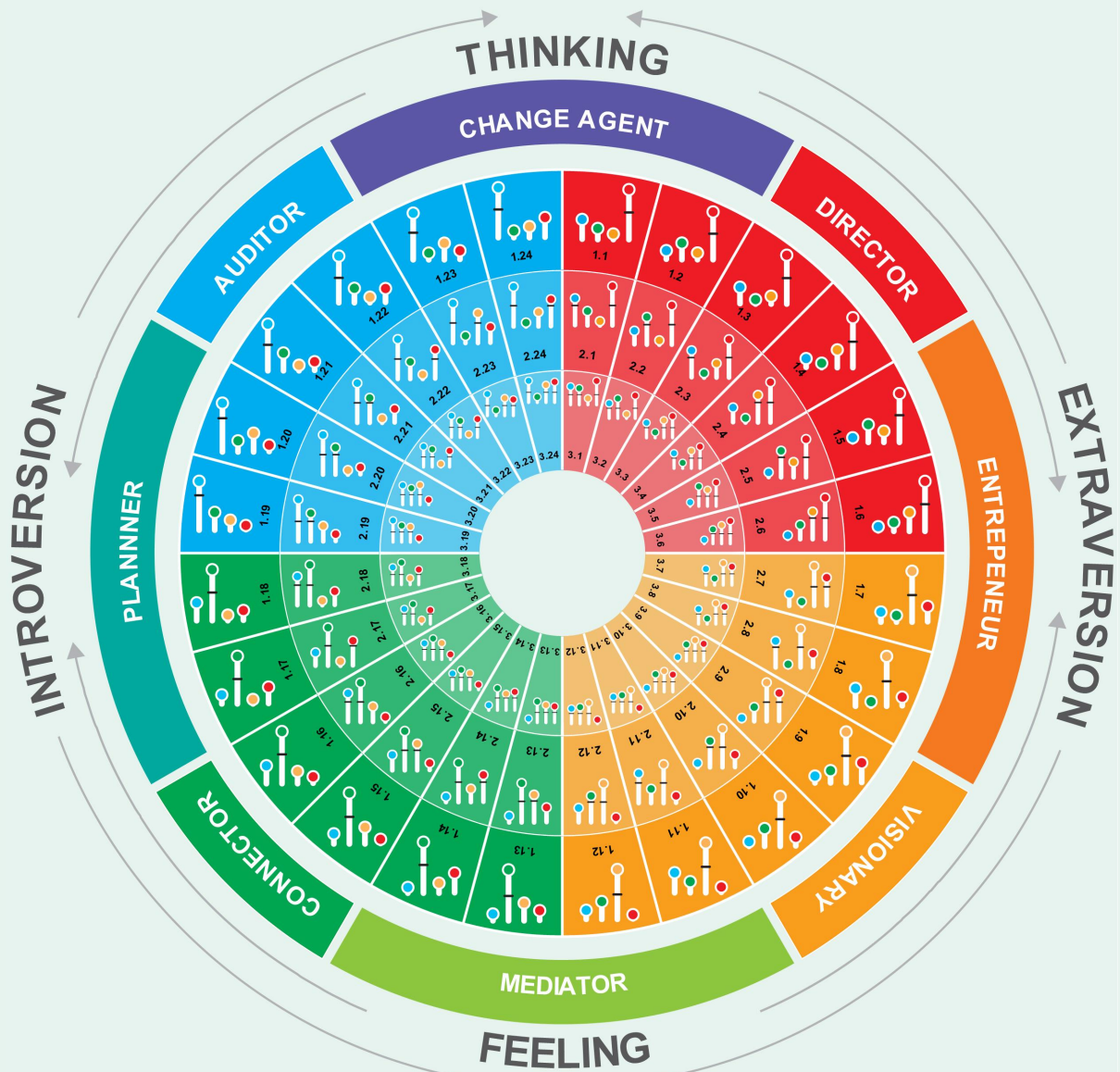
By linking the Thinking and Feeling preferences with Extraversion and Introversion, eight preferred types are created in the color wheel.

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.



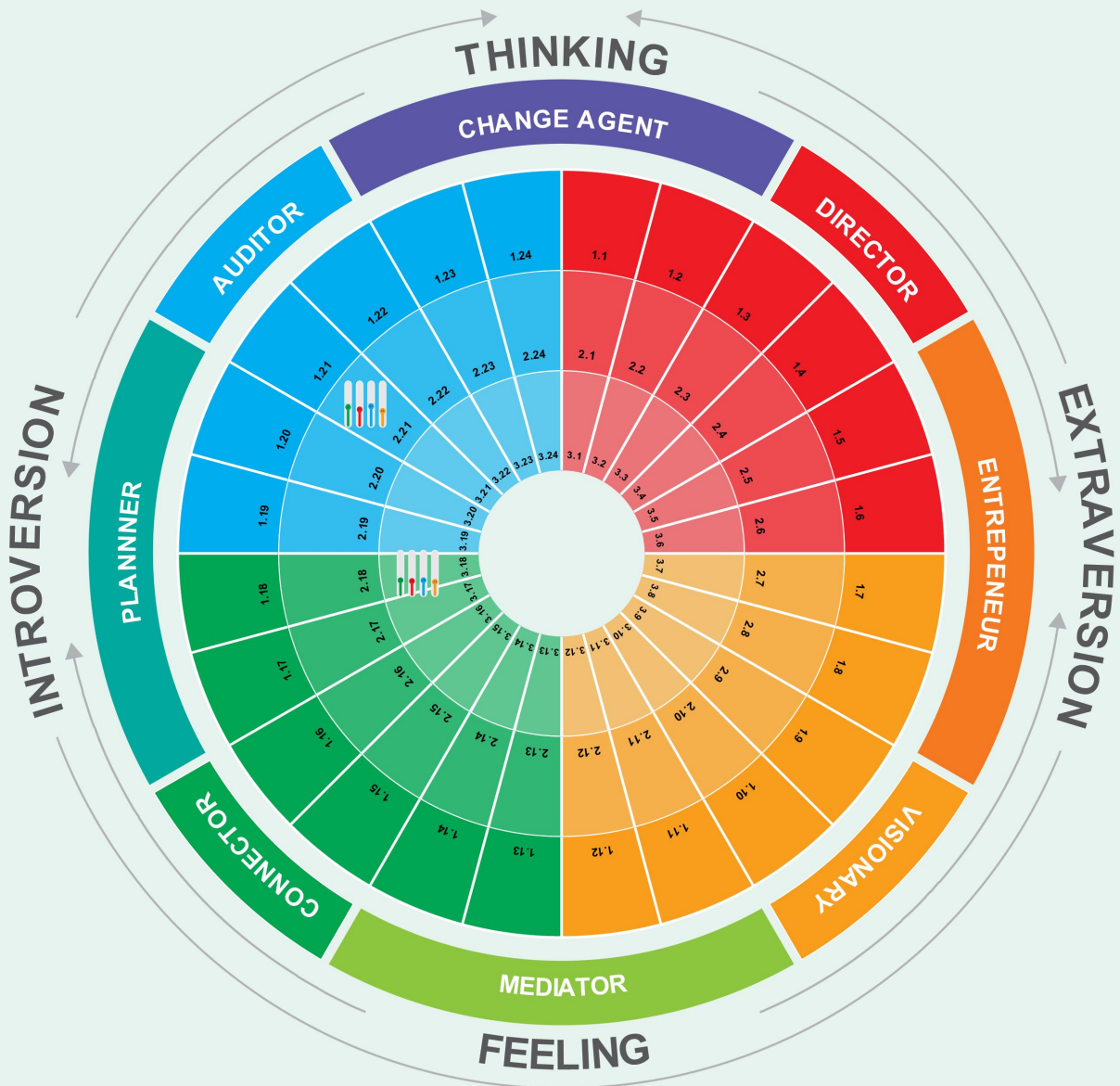
Bridge Colour - Colour Wheel

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
3.18 : Connecting planner

Less Conscious Wheel Position
2.21 : 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
Managing (Decisive, Guiding, Coaching, Socially bold)	● ● ● ● ● ● 7 ● ● ● ●	Above average
Support others (Cooperative, Helpful, Considerate, Coaching)	● ● ● ● ● ● 7 ● ● ● ●	Above average
Communication focused (Networking, Sociable, Openness to feedback, Convincing)	● ● ● ● ● 6 ● ● ● ● ●	Average
Inspiring others (Convincing, Socially bold, Guiding)	● ● ● ● ● 6 ● ● ● ● ●	Average
Adapting to change (Positive attitude, Change oriented, Openness to feedback)	● ● ● ● 5 ● ● ● ● ● ●	Below average
Achieving goals (Results focused, Career focused, Initiative)	● ● ● ● 5 ● ● ● ● ● ●	Below average
Relationship management (Networking, Sociable, Socially bold, Considerate)	● ● ● ● 5 ● ● ● ● ● ●	Below average
Innovating (Creative, Change oriented, Initiative)	● ● ● 4 ● ● ● ● ● ● ●	Substantially below average