



Bridge Report  
Work Behaviour

Willem Voorbeeld

*Extended plus Colour Report*

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## Introduction

**! The information in this report is confidential. So keep this report in a safe place!**

This report is based on the assessment with the Bridge Personality. In this assessment, candidates are asked 240 questions, in which they assess themselves in a work situation. Why was this formulation chosen? Because years of research have shown that the self-image is a good guideline for future employment behaviour. Besides information about employment behaviour, the Bridge Personality provides insight into the personality. It also makes clear in which environment candidates function well, or not so well.

The final results contain both normative and ipsative scores. Normative means that a candidate scores on a scale of 1 to 9 (1=very strong disagreement, 9=very strong agreement). Ipsative stands for 'forced choice' and means that candidates have to put questions in order (1=least applicable to me, 6=most applicable to me).

Why this combination of scores? Because research within the test research has shown that combining these scores gives the best result in indicating personality and preferences for behaviour. The combined score, or sten score, goes from 1 to 10. If the normative score deviates by more than 3 stens from the ipsative score, we indicate this by this symbol: **N↔I**

The results are compared to those of a norm group of 500 people who filled in this instrument earlier. A score from 1 to 10 is given for each dimension. The Bridge Personality is particularly suited to candidates within a working environment. As working environments are dynamic, we recommend using the instrument again after a period of two years.

This report has been electronically compiled and produced by the software system of TestGroup Consulting. It provides information about the person who has filled in the test. TestGroup Consulting accepts no responsibility for problems that may arise from using this report. The Bridge Personality and all the other tests of TestGroup Consulting, as well as the reports, may only be used by employees of TestGroup Consulting, representatives or resellers of TestGroup Consulting, or clients of TestGroup Consulting who are authorised and trained to do so.

Bridge Theory	
	<p>This report provides insight into the personality and behaviour of Willem Voorbeeld within a working environment. The answers are based on the self-image of the candidate.</p>
<b>Bridge Answer Behaviour</b>	<p>This section gives information about the candidate's behaviour in filling in the test. How socially desirable were the candidate's answers? How consistent were they? And to what extent do the normative and ipsative scores correspond? In this way, you can judge whether the candidate filled in the test honestly, seriously and consistently.</p>
<b>Bridge Overview</b>	<p>The Bridge overview provides information about four clusters of the Bridge Personality: Directing, Output, Attitude and Inspiration. The four clusters are split up into 12 groups (including Contact, Energy and Opinion). The 12 groups are then sub-divided in 34 dimensions (including Networking, Enterprising and Practical).</p>
<b>Dimension Overview</b>	<p>The Bridge Personality consists of 34 dimensions. These dimensions are given for each group. You will find a short explanation of each dimension and a score next to each dimension.</p>
<b>Bridge Type</b>	<p>The Bridge Type is based on Jung's Type Theory. It provides insight into the preferred behaviour of the candidate. What type of behaviour does the candidate feel comfortable with? And what type of behaviour costs least energy? There are 16 different Bridge Types. This report provides insight into the candidate's Bridge Type.</p>
<b>Bridge Colour</b>	<p>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.</p>
<b>Bridge Competency Profile</b>	<p>Which competencies does the candidate possess? And which are missing? The Competency Profile provides answers to these questions. TestGroup Consulting has done detailed research into how Bridge Personality corresponds to the 8 most common competencies from the business community and the government.</p>

## Bridge Answer Behaviour



### Social desirability

A high score on social desirability indicates that someone is inclined to agree strongly with propositions for which it is socially desirable to agree strongly. An example of such a proposition is: 'I know almost nobody who is as reliable and hard-working as I am'. A high score on such a question is socially desirable, but is maybe not the truth.



### Correspondence Normative-Ipsative

If the normative and ipsative scores are very far apart, there may be various reasons for this. If the ipsative score is much higher than the normative score, the person concerned is probably self-critical to a more than average degree. If a candidate scores higher on a normative score than an ipsative score, then he or she may be self-critical to a less than average degree. It is also possible that the person concerned has overestimated himself/herself in the normative section.

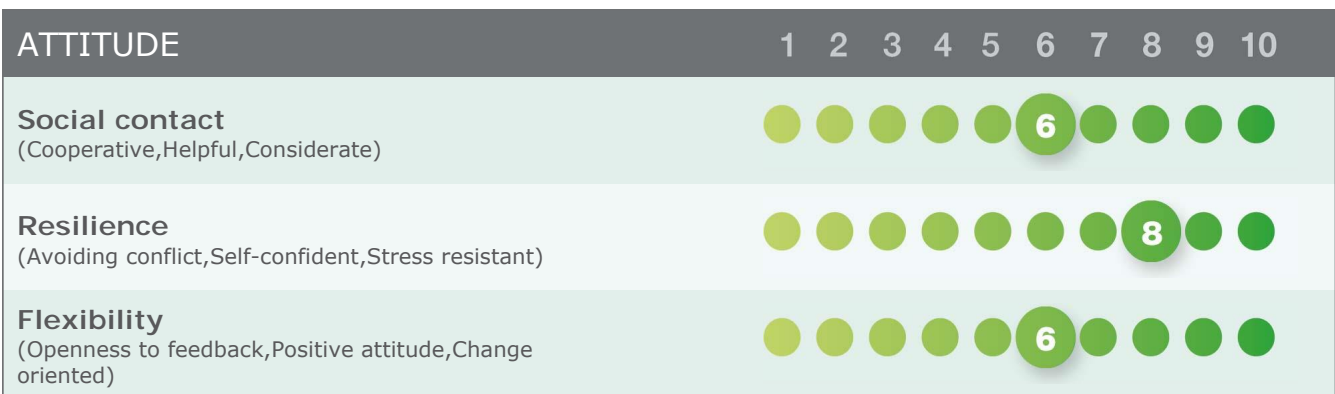
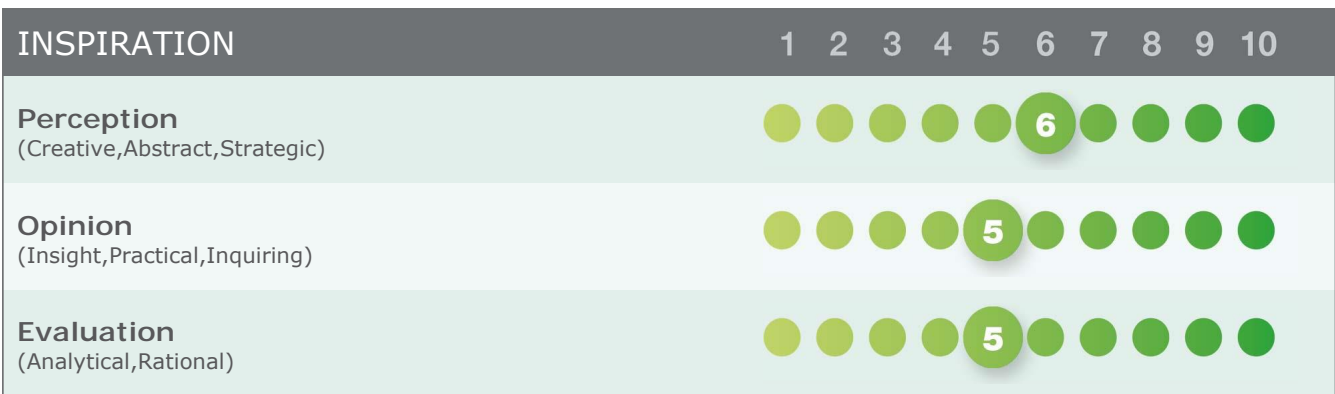
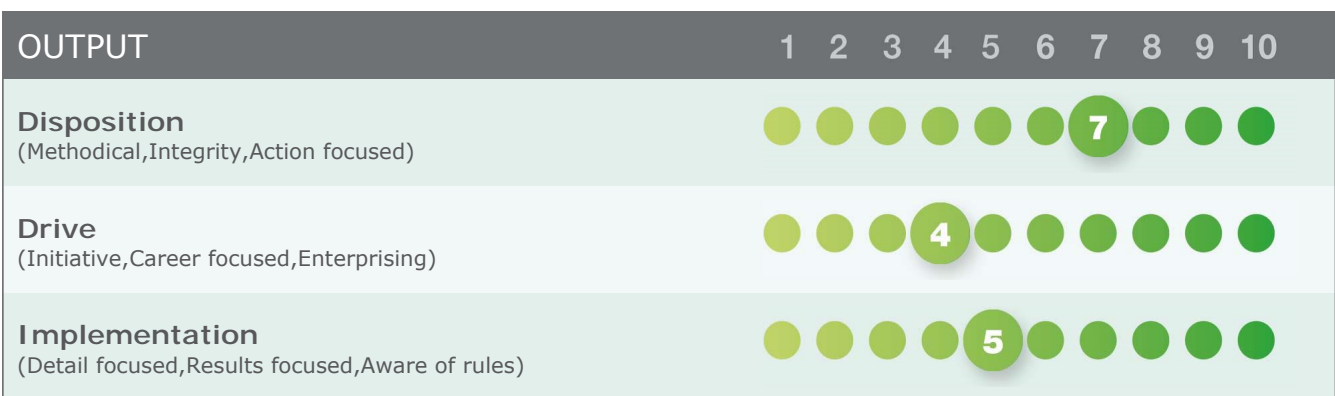
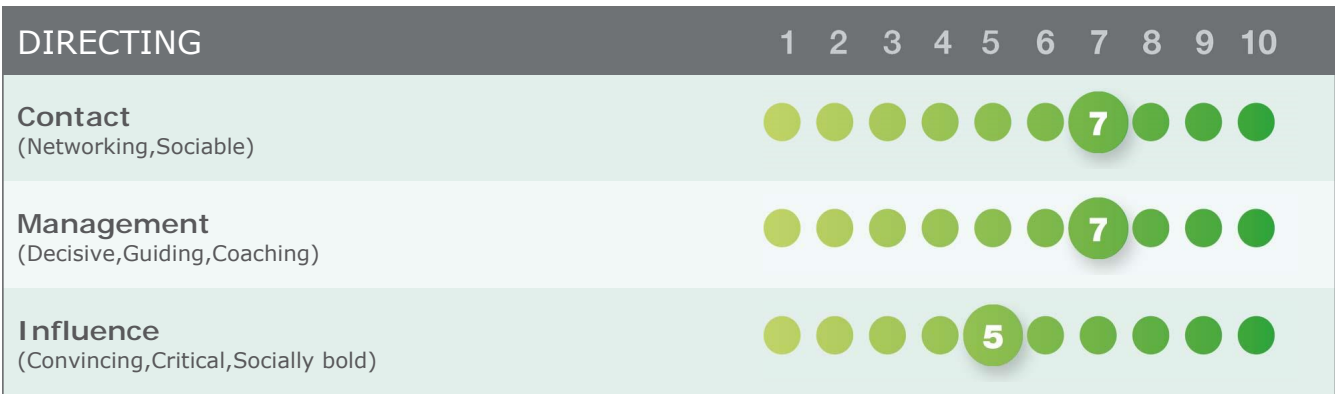


### Acquiescence

Acquiescence indicates the degree in which a respondent answers questions with 'yes' A high score on agreement answers indicates a high score on all the normative questions (1= very strong disagreement, 9= very strong agreement). A high score here, therefore, shows that someone agrees strongly with almost every proposition and thus with each underlying dimension. This means they are actually in agreement with everything.



## Bridge Overview



## Bridge Dimension Overview - Directing

CONTACT	1	2	3	4	5	6	7	8	9	10
<p><b>Networking</b> not very focused on making new contacts; finds networking important now and then; is less good at networking than most people</p>	●	●	●	● <b>4</b>	●	●	●	●	●	●
<p><b>Sociable</b> can talk well; finds contact very easy; always likes to be surrounded by people</p>	●	●	●	●	●	●	●	●	●	● <b>10</b>

MANAGEMENT	1	2	3	4	5	6	7	8	9	10
<p><b>Decisive</b> makes decisions more quickly than most people; finds it easier to make a decision than most people; finds it easier to make a decision in uncertain situations than most people</p>	●	●	●	●	●	●	●	● <b>8</b>	●	●
<p><b>Guiding</b> usually adopts a leading role; very inclined to have things under control; likes being responsible for others more than most people</p>	●	●	●	●	●	●	● <b>7</b>	●	●	●
<p><b>Coaching</b> is focused on motivating others; is focused on coaching others; can inspire others</p>	●	●	●	●	●	●	●	● <b>8</b>	●	●

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

## Bridge Dimension Overview - Output

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


DRIVE	1	2	3	4	5	6	7	8	9	10
<b>Initiative</b>  more proactive than most people; likes starting something new; starts something before being asked	●	●	●	●	●	●	7	●	●	●
<b>Career focused</b> is less ambitious than most people; is less career-minded than most people; is less competitive than most people	●	●	3	●	●	●	●	●	●	●
<b>Enterprising</b> 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
<b>Detail focused</b> 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	●	●	●	●	●	●
<b>Results focused</b> perseveres in difficult situations; more goal-oriented than most people; achieves results easily	●	●	●	●	●	●	7	●	●	●
<b>Aware of rules</b> has an average preference for working in an organisation with a lot of bureaucracy and rules; keeps to rules and regulations now and again; is considered fairly rule-conscious	●	●	●	●	5	●	●	●	●	●

## Bridge Dimension Overview - Attitude

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

RESILIENCE	1	2	3	4	5	6	7	8	9	10
<b>Avoiding conflict</b> adapts his or her views to a situation or person; is considered more compliant than most people; adapts his/her behaviour more often than most people	●	●	●	●	●	●	7	●	●	●
<b>Self-confident</b> has more self-confidence than most people; has more control over his or her own future than most people; more satisfied with himself or herself than most people and does not want to change any personal traits	●	●	●	●	●	●	●	8	●	●
<b>Stress resistant</b> copes with stress well; stays calm under high pressure of work; hardly ever worries about things at work	●	●	●	●	●	●	●	8	●	●

FLEXIBILITY	1	2	3	4	5	6	7	8	9	10
<b>Openness to feedback</b>  is open to feedback from others now and again; asks the advice of others to a reasonable extent; makes average use of feedback to improve performance	●	●	●	●	●	6	●	●	●	●
<b>Positive attitude</b> has a more positive view of things than most people; a cheerful person; finds it less difficult to deal with setbacks than most people	●	●	●	●	●	●	7	●	●	●
<b>Change oriented</b> takes on a new challenge now and again; accepts changes in life to a reasonable extent; can deal fairly well with unsettled times	●	●	●	●	5	●	●	●	●	●



## Bridge Dimension Overview - Inspiration

PERCEPTION	1	2	3	4	5	6	7	8	9	10
<b>Creative</b> comes up with new ideas to a reasonable extent; has original ideas now and again; looks for a radical solution to a problem to an average extent	●	●	●	●	5	●	●	●	●	●
<b>Abstract</b> Is better at developing concepts than most people; Applies more theories than most people; Is interested in studying underlying principles	●	●	●	●	●	●	7	●	●	●
<b>Strategic</b>  is inclined to develop strategies; is inclined to develop a vision for the future; fairly focused on the long term	●	●	●	●	●	6	●	●	●	●

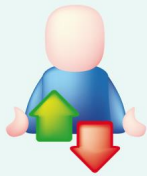


OPINION	1	2	3	4	5	6	7	8	9	10
<b>Insight</b> gets to the heart of a problem fairly quickly; identifies ways of improving something now and again; uses intuition to make a judgement fairly often	●	●	●	●	5	●	●	●	●	●
<b>Practical</b> more focused on practical work than most people; finds it fairly easy to learn by doing; usually regarded by others as a practical type	●	●	●	●	●	●	●	8	●	●
<b>Inquiring</b> now and then interested in learning new things; has less preference for learning through reading than most people; learns with average speed	●	●	●	4	●	●	●	●	●	●

EVALUATION	1	2	3	4	5	6	7	8	9	10
<b>Analytical</b> is fairly enthusiastic about looking for solutions to problems; is slightly interested in analysing information; occasionally searches for information actively	●	●	●	●	5	●	●	●	●	●
<b>Rational</b> does not mind working with figures; sometimes bases a decision on a detailed technical analysis; focused on working with objective facts now and again	●	●	●	●	●	6	●	●	●	●

## 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 Willem Voorbeeld

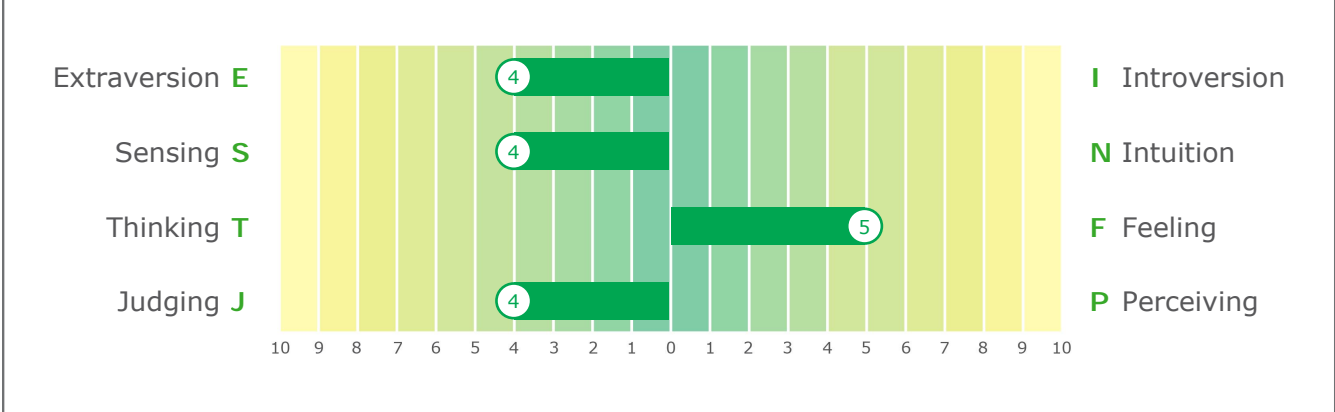
A Jung Type consists of four letters, these letters are determined on the basis of the provided answers in The Bridge Personality. Each letter represents an abbreviation of a preference on 4 dimensions. So there are 8 possible preferences. When the eight preferences are combined in every possible way,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

### The 4 Jung dimensions: ESFJ

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



Preferences **Extraversion: 4 Sensing: 4 Feeling: 5 Judging: 4**

Keep in mind that your current work or private situation may influence the clarity of your preferences. So think carefully about whether the above Jung Type suits you well. You can use The Bridge Personality: The Candidate Booklet to learn more about Jung Types and find out which Jung Type is best for you.

## The Jung Type of Willem Voorbeeld: Service provider

Are helpful, warm and friendly towards others and enjoy working in a harmonious environment. They are loyal and persevering, even in less important matters. They like to help others in a practical way and adopt a social position. They are determined and want to be appreciated for themselves and for their contributions. They will try to improve things for all concerned.

### Communication

They actively ask for comments and ideas from others and use them. They provide their colleagues with detailed information. As they are considerably focused on detail, they can sometimes lose sight of the whole. They focus on other people and are quick to pick up on the needs of others. They could improve their communication by spending more time on finding out the deeper significance of the facts. They could also try to take more distance, so that others get more opportunity to form their own conclusions.

### Management Style

They strive for agreement and cooperation in the management of others. They are decisive and consistent, but do not lose sight of people's practical needs. They sometimes hold back from giving criticism that is necessary. They can sometimes be too occupied with the needs of their employees and too focused on the details (micro-management). They stimulate their employees to meet their agreements, and they give specific and clear instructions.

### Conflict Management

They bring order and structure into a chaotic situation. They can add specific information that can bring people together, so that they can all work towards a solution. They can avoid or ignore conflicts. They can be sensitive to criticism and sometimes take remarks personally. They could improve their problem-solving skills by sometimes just meeting the conflict head-on, whereby it is often solved more quickly.

### Stress

They try always to take into account the feelings of employees and team members. They can reduce stress by positioning themselves as reliable and placing others in a positive light. Sometimes, they can increase stress in employees by trying to keep too many people happy at once, and sometimes speaking on behalf of someone else without their permission. They do not like getting assignments at the last minute. They like to be appreciated for their work. They can reduce stress in themselves by taking account of their own needs as well as those of others.



## Bridge Colour - Scores

The Bridge Colour reports your preferences in 4 colours. Your scores on these colours are calculated based on your Jung preferences on page 11 of this report. The colours are: Red, Yellow, Green and Blue. We all use these colours to a certain amount, but you will always have a preference for 1 colour. The order and the level of the scores on the 4 colours determine our preferred behavior. A preference for a colour is an indication of the way you think, work and communicate.

As described, everyone has a preference for all 4 colours to a certain amount, however you will have a dominant colour. That being said, you are not just one colour. As an example, on a stressful day, you may use a different colour than your dominant colour. The way you feel can influence the traits that you use on that day. Your surroundings can also influence the way you feel and thus influence the colour that you will use. You may also have a preference for a different colour at work than you have at home.

On this page you will find your score on the 4 colours:

- Red: ambitious, focused, decisive, goal oriented, dominant and focus on business
- Yellow: friendly, focus on people, enthusiastic, open, dynamic, creative and interactive
- Green: focus on people, loyal, empathic, caring, patient, focus on harmony
- Blue: focus on details and planning, factual, objective, analysis, formal, focus on tasks

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

Normative (intentional) preference: describes how you want to be. A combination of who you are, who you want to be and what your surroundings demand of you.

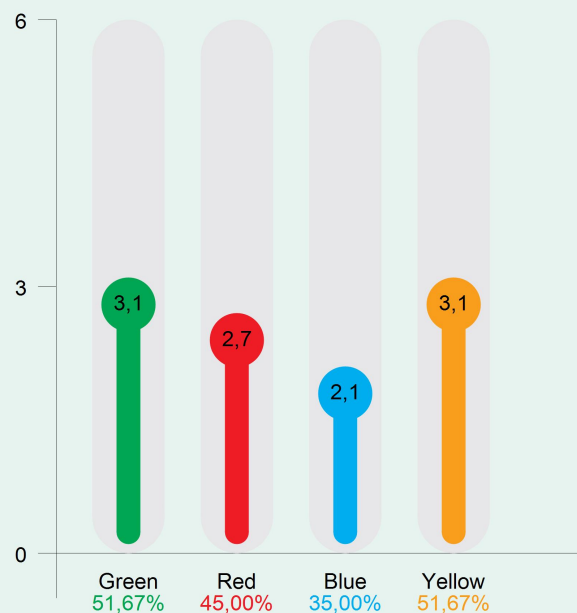
Ipsative (less intentional) preference: describes your less intentional, more instinctive preference when you are not being influenced by your interaction with others.

Your colour preference(s) that have a score of 3 or higher on you can use easily, while colours with a score lower than 3 will require more energy.

Normative (conscious) preference



Ipsative (less conscious) preference



## Bridge Colour Wheel: 72 preferences

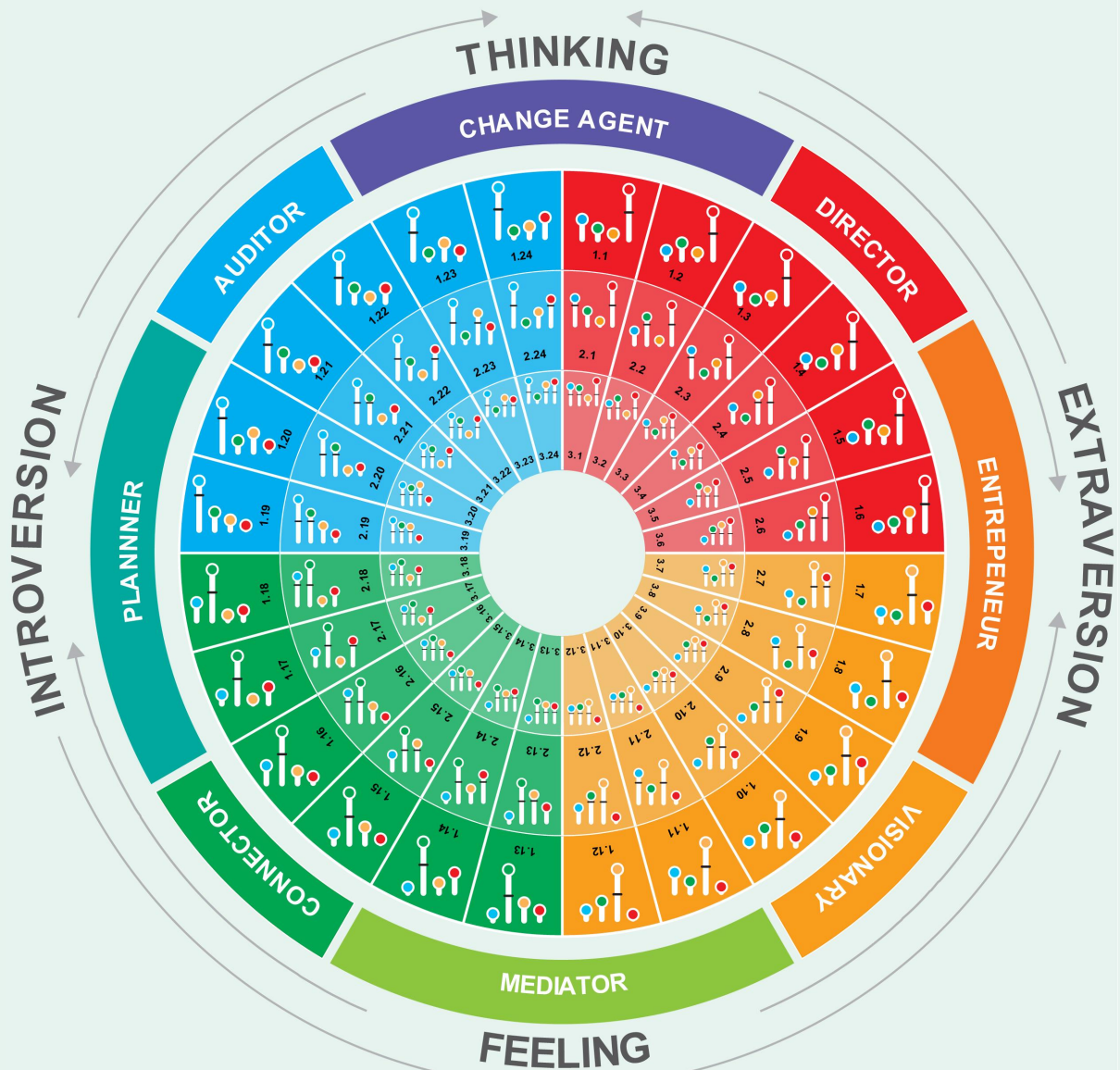
By linking the Thinking and Feeling preferences with Extraversion and Introversion, eight preferred types are created in the color wheel.

Next, three rings are applied, so that ultimately 72 subtypes are created. The combination of color preferences determines the location in the color wheel. Every type has a unique order of colour preference. The exact position in the wheel is dependent on this order.

- Inner ring - three colors above the centerline
- Middle ring - two colors above the centerline
- Outer ring - a color above the centerline

It is also possible to have preferences on more than one ring in the wheel. This occurs when your Conscious (Normative) preference and your Less Conscious (Ipsative) preference are different.

Is it not possible to have a preference for all four colours. There is always at least one colour that will be more difficult for you. However, also that the behaviour that belongs to that colour will be achievable for you, when you put more effort and energy into it.



## Bridge Colour - Colour Wheel

On this page your Conscious (Normative) and Less Conscious (Ipsative) wheel positions are displayed. Please note that these positions can differ.

The Bridge Colour Wheel has 8 types. By applying three levels in the wheel, a further differentiation of 72 types is created. Your combination of preferred colours will determine your position in the colour wheel.

**Conscious Wheel Position**  
2.13 : Connecting mediator

**Less Conscious Wheel Position**  
2.13 : Connecting mediator



## Bridge Competency Profile

This is an overview of Willem Voorbeeld'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>Communication focused</b> (Networking, Sociable, Openness to feedback, Convincing)	●	●	●	●	●	●	●	8	●	●	Capable
<b>Support others</b> (Cooperative, Helpful, Considerate, Coaching)	●	●	●	●	●	●	●	8	●	●	Capable
<b>Relationship management</b> (Networking, Sociable, Socially bold, Considerate)	●	●	●	●	●	●	●	8	●	●	Capable
<b>Adapting to change</b> (Positive attitude, Change oriented, Openness to feedback)	●	●	●	●	●	●	7	●	●	●	Above average
<b>Managing</b> (Decisive, Guiding, Coaching, Socially bold)	●	●	●	●	●	●	7	●	●	●	Above average
<b>Inspiring others</b> (Convincing, Socially bold, Guiding)	●	●	●	●	●	6	●	●	●	●	Average
<b>Innovating</b> (Creative, Change oriented, Initiative)	●	●	●	●	●	6	●	●	●	●	Average
<b>Achieving goals</b> (Results focused, Career focused, Initiative)	●	●	●	●	5	●	●	●	●	●	Below average