



the Bridge  
personality

Bridge Report  
Work Behaviour

Anne Example

*Assessment for  
startups*

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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 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.

### 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.

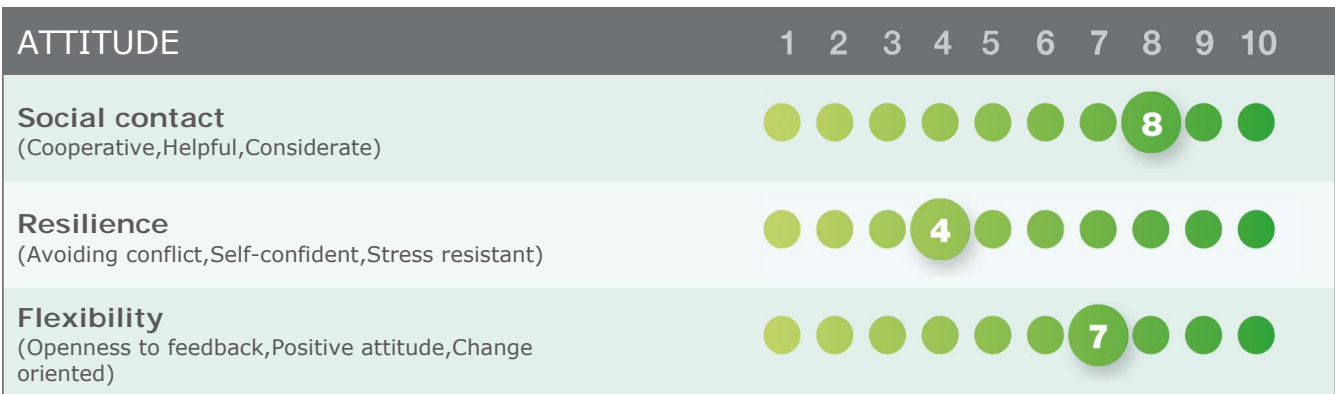
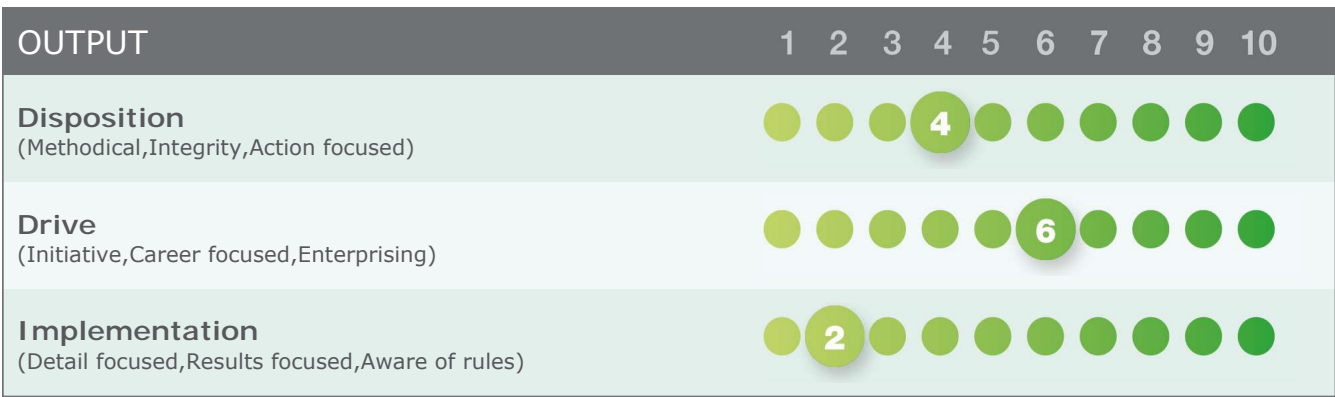
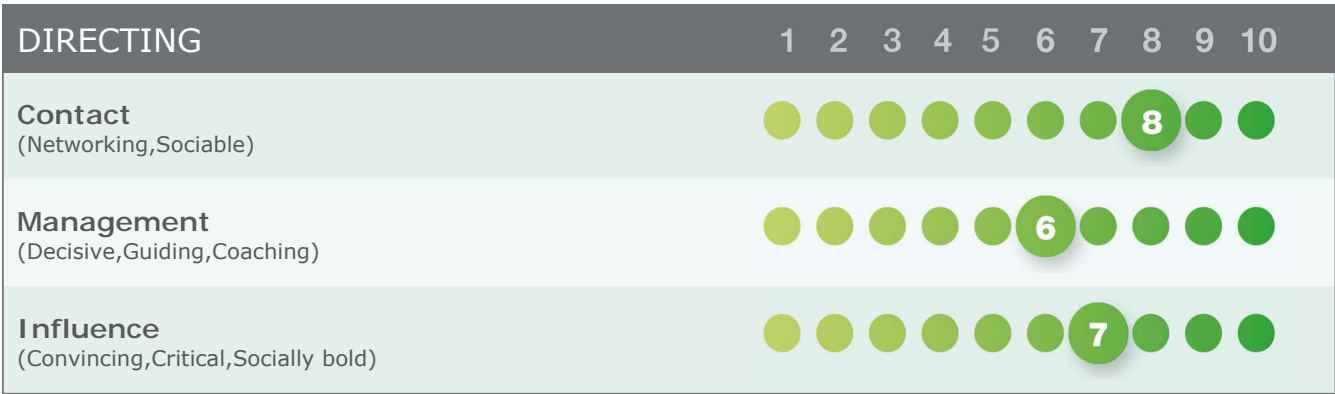


### Acquiescence

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
<b>Networking</b> is very focused on making new contacts; finds networking very important; is a good networker	●	●	●	●	●	●	●	●	●	10
<b>Sociable</b> <b>N↔I</b> finds it less difficult to talk than most people; finds contact easier than most people; often likes being surrounded by people	●	●	●	●	●	●	●	8	●	●

MANAGEMENT	1	2	3	4	5	6	7	8	9	10
<b>Decisive</b> sometimes makes decisions quickly and sometimes less quickly; finds it fairly easy to make a decision; finds it fairly easy to make a decision in uncertain situations	●	●	●	●	5	●	●	●	●	●
<b>Guiding</b> <b>N↔I</b> adopts a leading role now and again; inclined to have things under control; likes being responsible for others	●	●	●	●	5	●	●	●	●	●
<b>Coaching</b> is very focused on motivating others; is very focused on coaching others; is very good at inspiring others	●	●	●	●	●	●	●	●	9	●

INFLUENCE	1	2	3	4	5	6	7	8	9	10
<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	●	●	●	●	●	●	7	●	●	●
<b>Critical</b> is sometimes focused on finding weak points in proposals or plans; sometimes accepts things from others without evaluation; sometimes has a critical outlook	●	●	●	4	●	●	●	●	●	●
<b>Socially bold</b> very secure in contact with strangers and large groups; finds it very easy to talk in front of large groups; talks very often in meetings and discussions	●	●	●	●	●	●	●	●	9	●

## Bridge Dimension Overview - Output

DISPOSITION	1	2	3	4	5	6	7	8	9	10
<b>Methodical</b> not organised; does not like planning; bad at setting priorities	●	● <b>2</b>	●	●	●	●	●	●	●	●
<b>Integrity</b> fairly focused on meeting commitments; attaches a reasonable amount of value to honesty and reliability; fairly focused on dealing confidentially with information	●	●	●	●	●	● <b>6</b>	●	●	●	●
<b>Action focused</b> works at a fairly fast pace; likes pressure now and again; is fairly good at doing several things at once	●	●	●	●	●	● <b>6</b>	●	●	●	●


DRIVE	1	2	3	4	5	6	7	8	9	10
<b>Initiative</b> fairly proactive; does not mind starting something new; sometimes starts something before being ask	●	●	●	●	●	● <b>6</b>	●	●	●	●
<b>Career focused</b> has average ambition; is fairly career-minded; is competitive now and again	●	●	●	●	● <b>5</b>	●	●	●	●	●
<b>Enterprising</b> quite likes taking on new challenges; spots opportunities in the market fairly quickly; is a good salesperson	●	●	●	●	●	●	●	● <b>8</b>	●	●

IMPLEMENTATION	1	2	3	4	5	6	7	8	9	10
<b>Detail focused</b> does not work carefully; pays little attention to details in information; does not like working in an environment where details are important	●	● <b>2</b>	●	●	●	●	●	●	●	●
<b>Results focused</b> perseveres in difficult situations less than most people; less goal-oriented than most people; finds it more difficult to achieve results than most people	●	●	●	● <b>4</b>	●	●	●	●	●	●
<b>Aware of rules</b> does not like working in an organisation with a lot of bureaucracy and rules; does not keep to rules and regulations; is not considered rule-conscious	●	● <b>2</b>	●	●	●	●	●	●	●	●

## Bridge Dimension Overview - Attitude

SOCIAL CONTACT	1	2	3	4	5	6	7	8	9	10
<b>Cooperative</b> finds working in a team very important; does not like working alone; always involves colleagues with his or her work	●	●	●	●	●	●	●	●	<b>9</b>	●
<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	●	●	●	●	●	●	●	<b>8</b>	●	●
<b>Considerate</b> is concerned with other people; likes listening to others; is interested in other people's motives	●	●	●	●	●	●	●	<b>8</b>	●	●

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	●	●	●	●	●	●	<b>7</b>	●	●	●
<b>Self-confident</b> has a reasonable amount of self-confidence; has average control over his or her own future; fairly satisfied with himself or herself and would like to change few personal traits	●	●	●	●	<b>5</b>	●	●	●	●	●
<b>Stress resistant</b> copes with stress less well; stays less calm than most people under high pressure of work; often worries about things at work	●	●	●	<b>4</b>	●	●	●	●	●	●

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	●	●	●	●	●	<b>6</b>	●	●	●	●
<b>Positive attitude</b> has a fairly positive view of things; a fairly cheerful person; has average difficulty dealing with setbacks	●	●	●	●	●	<b>6</b>	●	●	●	●
<b>Change oriented</b> really likes taking on a new challenge; accepts a lot of changes in life; can deal very well with unsettled times	●	●	●	●	●	●	●	●	●	<b>10</b>

## Bridge Dimension Overview - Inspiration

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

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	●	●	●	●	● <b>5</b>	●	●	●	●	●
<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	●	●	●	●	●	●	●	● <b>8</b>	●	●
<b>Inquiring</b> is interested in learning new things; has a preference for learning through reading; learns quickly	●	●	●	●	●	●	●	● <b>8</b>	●	●

EVALUATION	1	2	3	4	5	6	7	8	9	10
<b>Analytical</b> is less enthusiastic about looking for solutions to problems than most people; is less interested in analysing information than most people; searches for information less actively than most people	●	●	●	● <b>4</b>	●	●	●	●	●	●
<b>Rational</b> does not like working with figures; does not base a decision on a detailed technical analysis; not focused on working with objective facts	●	● <b>2</b>	●	●	●	●	●	●	●	●

## The 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. Our preference for a colour is an indication of the way we 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

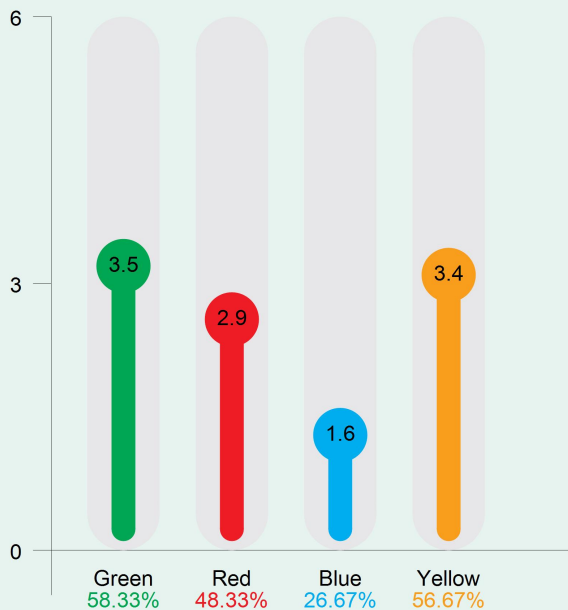
The Bridge Colour calculates, based on your normative answers (1 to 9), your Normative (intentional) colour preference and based on your Ipsative answers (most/least) your Ipsative (less intentional) colour preference.

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.

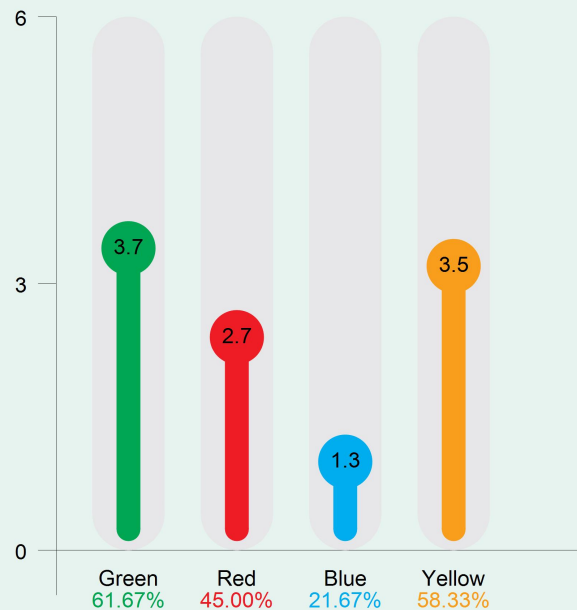
Ipsative (less intentional) preference: describes your less intentional, more instinctive preference when you are not being influenced by your interaction with others.

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 (intentional) preference



Ipsative (less intentional) preference



## Bridge Color Wheel: 72 preferences

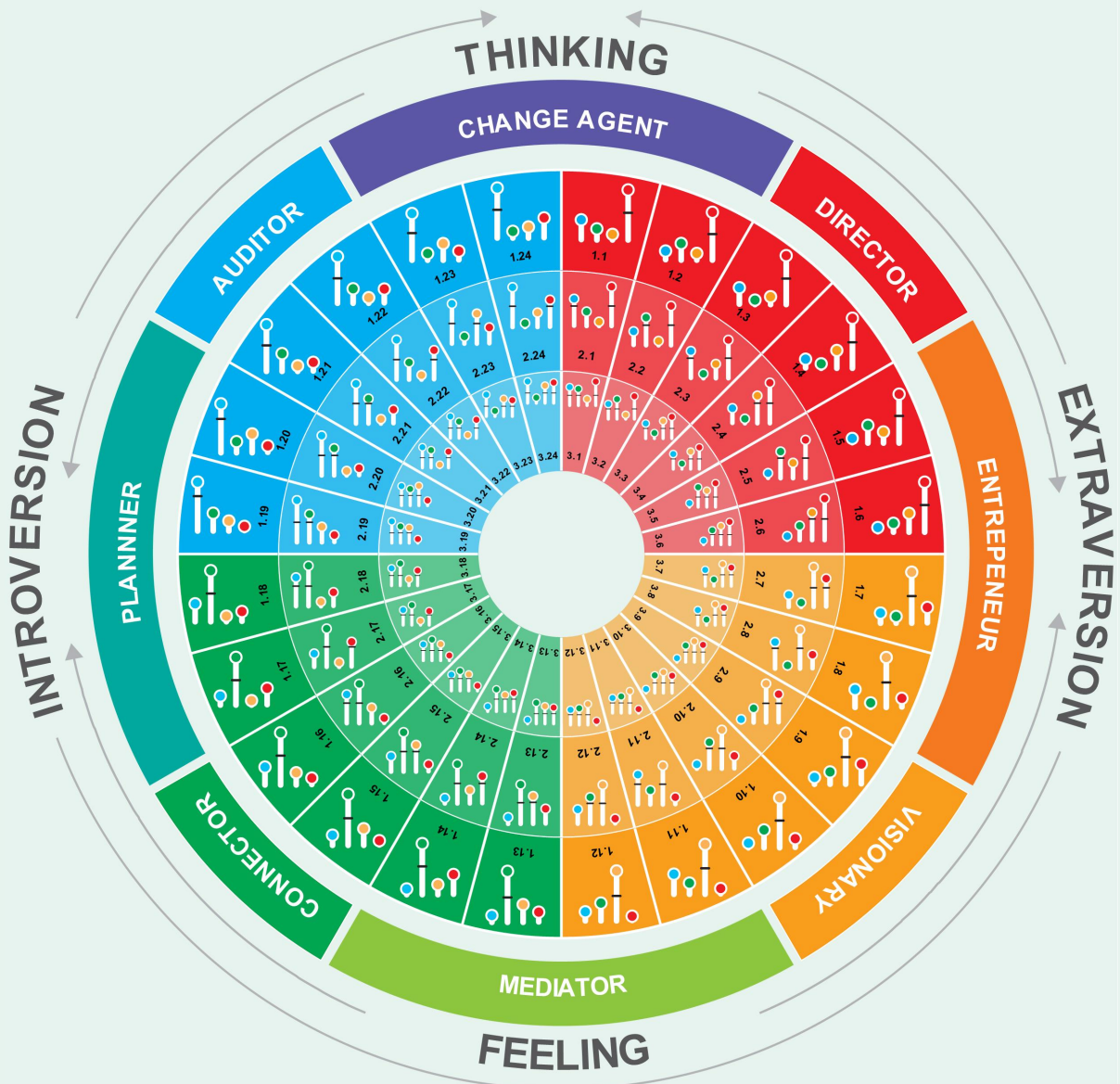
By linking the Thinking and Feeling preferences with Extraversion and Introversion, eight preferred types are created in the color wheel.

Next, three rings are applied, so that ultimately 72 subtypes are created. The combination of color preferences determines the location in the color wheel.

- 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 a position on more than one ring in the wheel, if your focused and routine and preferences are different. It is also possible to display the color preferences of several colleagues (teams) in the wheel. With this you can make a team analysis. This analysis shows how the preference of the individual relates to the preference of the team.

When working with a team, these individual scores are brought together in a team wheel. This team wheel is the basis of the analysis of team dynamics, which naturally also involves the task of the team. Experience shows that the strength of the team can be clearly visualized by means of the team wheel, but that of course the risks are also quickly visible. This can be set against the experience of collaboration



## Bridge Colour - Colourwheel

By connecting the Jung dimensions Thinking and Feeling with the Jung dimensions Extraversion and Introversion, a wheel is constructed that have 8 Jungian Types (instead of the 16 Types on page 10).

By applying three levels in the wheel, a further differentiation of 72 types is created. Your combinations 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**      **Assessment for startups**

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>Cost-conscious</b> (Rational, Analytical, Critical)	● 2 ● ● ● ● ● ● ● ● ● ●	Very low
<b>Drive</b> (Results focused, Initiative, Action focused)	● ● ● ● 5 ● ● ● ● ● ● ● ●	Below average
<b>Empathy</b> (Considerate, Helpful, Sociable)	● ● ● ● ● ● ● ● 8 ● ● ● ●	Capable
<b>Flexibility</b> (Cooperative, Change oriented)	● ● ● ● ● ● ● ● ● 9 ● ● ● ●	More than capable
<b>Getting things done</b> (Guiding, Results focused, Self-confident)	● ● ● ● ● 5 ● ● ● ● ● ● ● ●	Below average
<b>Out-of-the-box thinking</b> (Creative, Insight, Initiative)	● ● ● ● ● ● ● 7 ● ● ● ● ● ● ● ●	Above average
<b>Sales skills</b> (Convincing, Networking, Results focused)	● ● ● ● ● ● 6 ● ● ● ● ● ● ● ●	Average
<b>Team-oriented</b> (Cooperative, Helpful, Sociable)	● ● ● ● ● ● ● ● ● 9 ● ● ● ●	More than capable