



**The
Attentional &
Interpersonal
Style Inventory**

Performance Report for:

Jane Sample
Engineer
Sample Industries

8/12/99

Comparison Group:

Business Executives

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Introduction

● Welcome to your **TAIS** Performance Report.

The **Attentional & Interpersonal Style Inventory (TAIS)** measures constructs crucial to effective performance, especially performance in high pressure situations. It has been used as an aid for training and selection in business, sport and the military. Organizations like Citibank, General Motors, Harley Davidson, the Navy SEALs, the U.S. Drug Enforcement Agency, the Boston Celtics, and U.S., Canadian, Italian and Australian Olympic teams have all benefited from **TAIS**.

The usefulness of this report will depend upon how honestly and accurately you have evaluated yourself. With valid results, you will be in a better position to identify performance environments, jobs, and missions that will play to your strengths. Your **TAIS** results will emphasize how you are likely to react under stressful conditions and will illustrate how pressure affects your ability to concentrate, stay motivated, and communicate effectively. This is precisely the information you need to develop the ultimate performance-enhancement program.

While this report should, in general, validate what you already know about yourself, **TAIS** information provides a unique opportunity to learn **more**.

- **More** about improving your decision-making under pressure.
- **More** about identifying conditions likely to lead to success or failure.
- **More** about developing mental and interpersonal skills.

We wish you *enhanced performance*.

● How To Read Your Results

- This Performance Report details your scores on each of the **TAIS** scales. The scales measuring Concentration skills appear first, followed by the Interpersonal Characteristics scales.
- Each section in this report brings together analyses of your tendencies in related areas. Each section follows the same format, presenting a summary of your performance before offering detailed explanation

and ACTION POINTS which may help guide your development.

Observation Toward Risk & Risk

Observation Toward Risk & Risk

Measures the probability of your adherence to a set pattern of thought or behavior. High scores are more likely to act spontaneously, take risks, and think out of the box. Low scores are more likely to be more cautious and to be more likely to be more cautious. For the areas, which relate to the areas of attention, they strongly are measured as a result of the areas. They that showed them that through each dimension are a certain value profile. For the areas, which relate to the areas of attention, they strongly are measured as a result of the areas. They that showed them that through each dimension are a certain value profile.

Low scores:

- tends to avoid taking risks and taking action
- are conventional and generally responsible
- tend to feel stressed when someone looks at their risk

High scores:

- are more likely to act spontaneously and take risks
- tend to push back against measurement
- are willing to make up or invent their own way to measure
- are less likely to follow the rules as they are

You have indicated that you have a greater tendency to become frustrated and confused by your thoughts and/or by the demands placed upon you by others and your surroundings than the majority of being realistic. Assessment tools such as this are designed to provide you with an overview of your profile in relation to a particular area of attention.

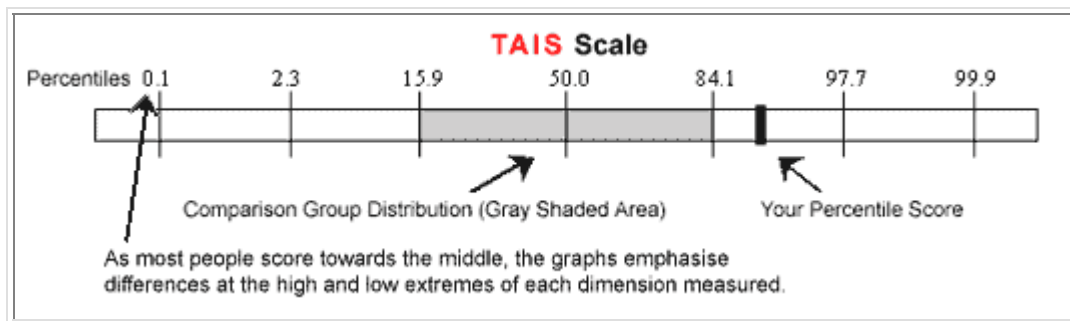
You are someone who likes to make things happen and who gets frustrated, even angry, when things don't go your way. The pattern is that you are someone who likes to make things happen and who gets frustrated, even angry, when things don't go your way. The pattern is that you are someone who likes to make things happen and who gets frustrated, even angry, when things don't go your way. The pattern is that you are someone who likes to make things happen and who gets frustrated, even angry, when things don't go your way.

The pattern is that you probably do this too often, at least for the best of those around you. You have very little ability to control your impulses especially when you are frustrated and you are frustrated often. You are likely to talk out, to lose your temper and say or do things which you later regret. This does not have to happen often to make a serious dent in your career or your relationships. How often can you get by with talking of your boss or those you love?

• Often the difference between doing something such and staying in control is a momentary gathering or reflection. Often the key is learning how to process your concerns and controlling your tone. There is a big difference between saying "that's up" and "I mean to speak" (even to simply reflect your intention to the task at hand when you receive).

• All of us have ineffective mechanisms when it comes to being angry in every impulse. Compare those situations in which you remain reflective and calm with those in which you become confused and act without thinking things through. Can you transfer your ability to deal with some situations to those which have been tough for you?

• The graphic representation looks like this:

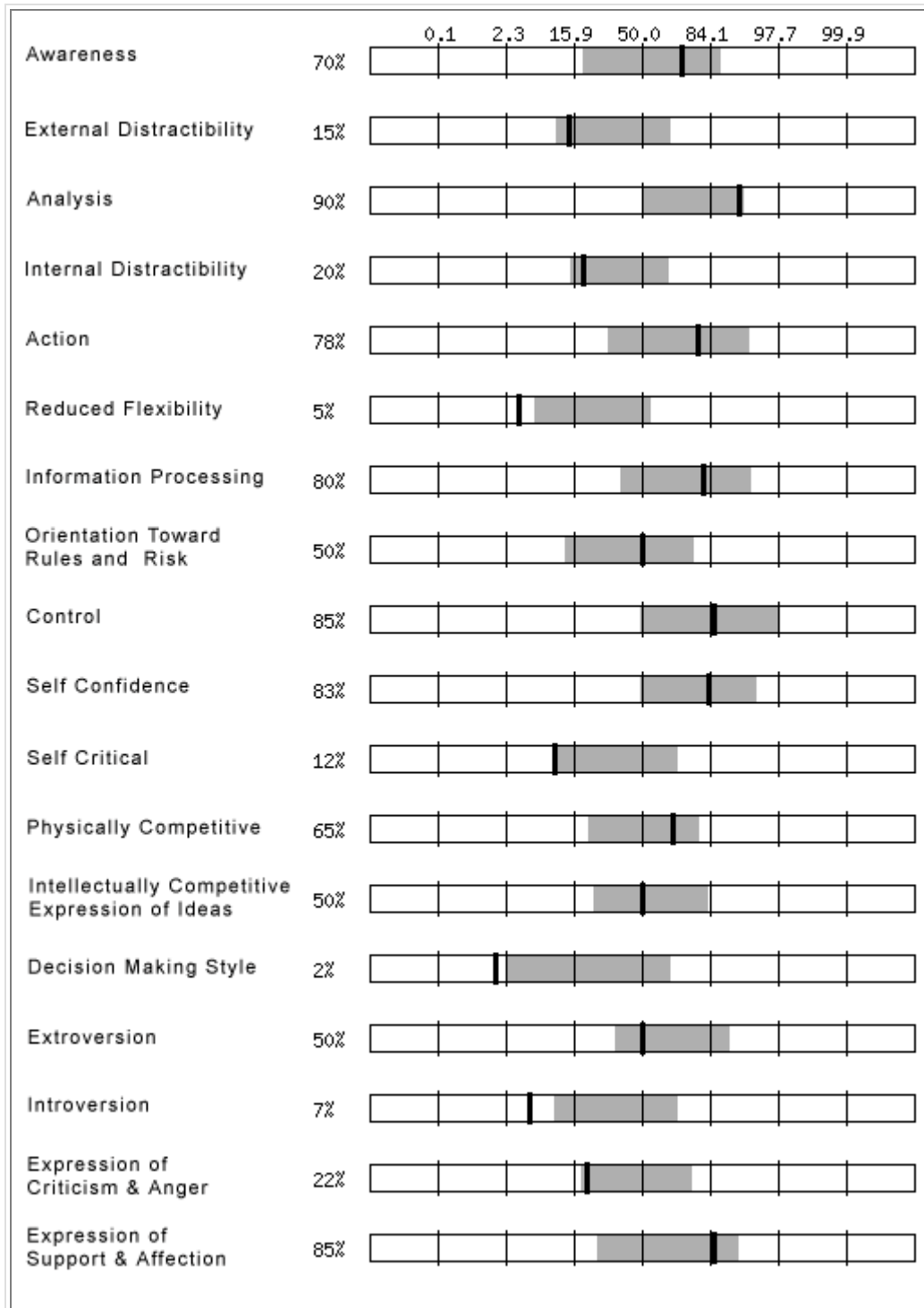


• TAIS Scores are presented as percentiles ranging from 0.1 to 99.9. The percentile compares your score to a standard norm group. The average score on each scale for the standard norms is 50. Your score is represented as the heavy black line.

• Your scores are also compared with a more specific comparison group. The comparison group scores are represented by the gray shaded area on the graphic.

• In this report, the gray shaded area encompasses 67% of the scores for the Business Executives group. Therefore if your percentile score falls outside the gray shaded area, you can conclude that you scored significantly different from the "typical" Business Executives .

TAIS Scale Profile



Attentional Styles

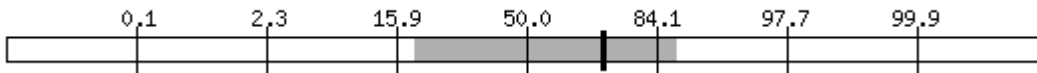
ATTENTIONAL SCALES

TAIS inventory is unique in that it incorporates concentration skills along with intra and interpersonal characteristics in its overall assessment of performance. To concentrate effectively, you need to be able to shift both the *width* and *direction* of your focus of attention in response to the changing demands of performance situations. The attentional scales on TAIS measure two things: 1) Your ability to develop the different types of concentration required to perform effectively, and; 2) Your ability to shift back and forth between the different *channels* of concentration at appropriate times.

Because TAIS measures the basic elements of concentration, scores from the inventory can be used to identify the specific skills individuals need to work on to improve their performance.

Awareness

This scale measures an individual's sensitivity to what is going on in the environment.



Low scorers:

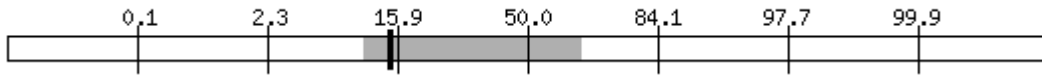
- show little awareness of what is going on outside of their immediate task
- may fail to make adjustments to performance

High scorers:

- are aware of what is going on, even when focused on another activity
- are sensitive to subtle interpersonal cues
- may have a tendency to be too reactive.

External Distractibility

This scale measures how easily an individual can be distracted from what they are doing by external factors, such as noise, interruptions and other activities.



Low scorers:

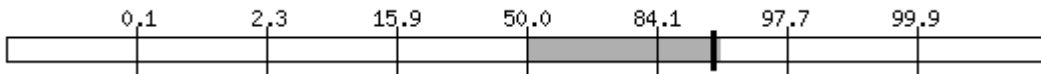
- are not easily distracted by interruptions, and are able to keep their focus on their main task.

High scorers:

- find they are fairly easily distracted from their main task by interruptions
- may be more comfortable in one-on-one interpersonal situations
- may stay away from busy or chaotic situations.

Analysis

This scale measures an individual's ability to engage in big-picture analysis, planning, and complex problem-solving.



Low scorers:

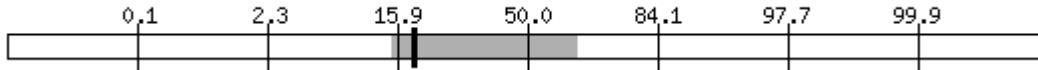
- tend to react to events, rarely planning ahead
- are uncomfortable when forced to use analytical abilities for sustained periods.

High scorers:

- consider all aspects of a situation
- are able to put current events into a bigger context
- enjoy conceptual and complex problem-solving
- may make mistakes because they over-analyzed or over-complicate situations.

Internal Distractibility

This scale measures an individual's tendency to be distracted by irrelevant thoughts and feelings.



Low scorers:

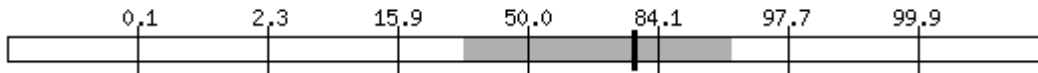
- can keep a clear focus on their current task without irrelevant thoughts or feelings intruding.

High scorers:

- lose their current track of thought quite easily by focusing on irrelevant thoughts or feelings
- may experience their own thoughts happening so fast they cannot keep up with them.

Action

This scale measures an individual's ability to narrowly focus attention on one thing, to discipline one's self, to follow through, and to avoid being distracted.

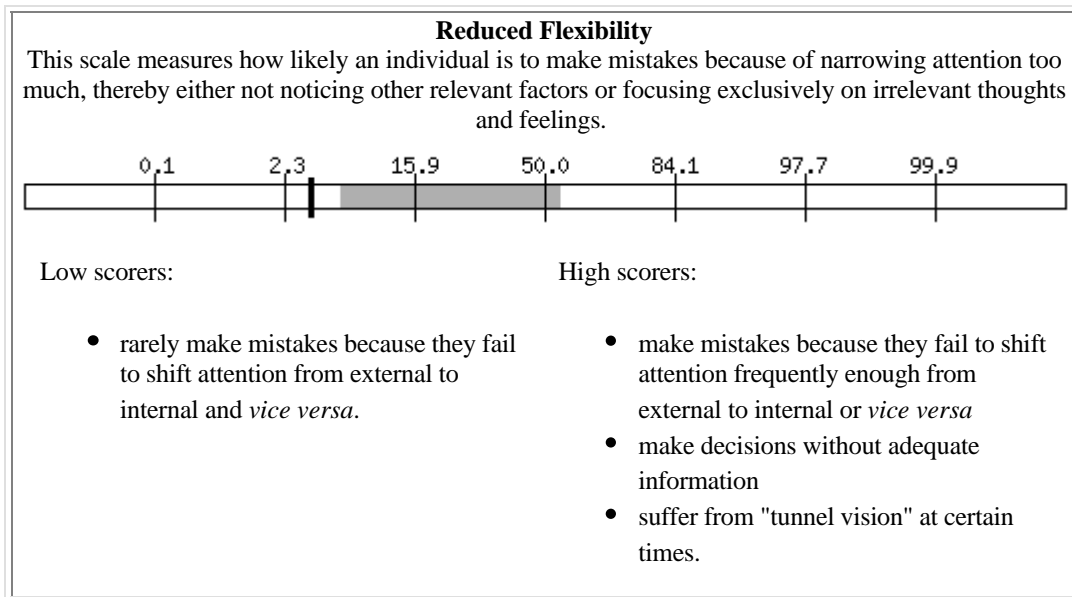


Low scorers:

- may not be able to pay attention to one thing for very long
- may fail to follow through or adequately attend to details.

High scorers:

- can pay attention to one thing for sustained periods
- are dedicated and able to follow through on even boring routines
- can be counted on to pay close attention to details.



● ATTENTIONAL OVERVIEW

Your profile is impressive and occurs infrequently in the general population. It may be more typical in your arena. In particular, your scores on the three positive attentional styles tend to be above your distraction scores (second member of each attentional pair). Thus, you are above average in your ability to switch from one style of attention to another as situations demand, even as pressure increases. Most people feel less capable of switching attentional channels than you have indicated you are.

Your attentional profile means you will make the mistakes indicated in the following paragraphs, but you will make them less often than most people. In spite of this, you are advised to remember that we humans have definite limitations in our ability to pay attention. Yet we forget our limitations. We try to talk on the phone and listen to someone in our office but no one can listen to two, brand-new, complex messages at once. Thus, we must make choices--choices between being aware of our surroundings, going inside our head to think, and following through on details. Humans are biased (e.g., right or left-handed) in practically everything we do. For this reason, TAIS reports are designed around your highEST and lowEST attentional scores. When you are using one style, you cannot use another style at that moment.

Thus, everyone makes mistakes. The better performers--like you indicate you are-- generally make fewer mistakes than most people do. We find, however, that when top executives or star athletes make their rare miscues, they are remembered longer because they are more important. Thus, pay particular attention to your profile of relative strengths and limitations for insight into your most frequent concentration lapse (the major value of this exercise). To your credit, you have differentiated among your attentional strengths. If you can pair this knowledge with forewarning about social situations which make you uncomfortable or frustrated, you can anticipate specific situations and your typical reactions so you can prepare to react better. You probably do not like to admit mistakes even to yourself. There is evidence that successful people are generally realistic in assessing such matters. There is no weakness in admitting the inevitable--nobody can pay attention to everything at once.

● ATTENTIONAL PROFILE

● RELATIVE STRENGTH--ANALYTICAL/CONCEPTUAL.

You have indicated that your greatest attentional strength is your ability to analyze and synthesize input from various sources. This broad-internal focus of attention enables you to conceptualize relationships

among events, plan (business projections), develop strategies, and anticipate consequences of action. You adjust quickly to changes in priorities and generating creative approaches to problems. You like to review and mentally rehearse situations in order to learn from them and prepare effective responses.

You often take a conceptual approach to events, thinking and planning even when you are not actively involved. Problem solving exists just for the enjoyment of creating and figuring out something. Thus, when events do not make sense to you, you experience frustration.

Your point of pride is, "I FIGURE THINGS OUT, HAVE LOTS OF IDEAS."

There are costs to being highly analytical, too. Under pressure, you are likely to get caught up in your thoughts and projections even when you need to be either more focused or more immediately aware of your surroundings.

COMPENSATING THROUGH STRENGTH. When you figure things out, you know where to look and what to concentrate on, even if it is only for a brief time. You are good at making topics significant or interesting. This makes it easier for you to concentrate on them or monitor them. Knowing where to look reduces mistakes.

● **RELATIVE WEAKNESS--FOCUSED CONCENTRATION AND AWARENESS.** You are so internally focused that may you lose track of your surroundings while you are generating new mental worlds. You rarely go in a straight line (mentally) to anything because your mind is not fettered by structure from real world events. Your most common lapse in concentration is failing to stay with a topic long enough to take care of the details or complete the work. While you are certainly capable of disciplined concentration or monitoring your environment, you have indicated that you greatly prefer creating to the focused (narrow) style or awareness. Under mild pressure, you are more easily seduced by the allure of the new idea than by finishing the existing one. You often become lost in thought ("paralysis by analysis").

● Learn to slow down enough to complete all your sentences. Don't assume that others will fill in the gaps in your communication the same way you imagine or construct them.

● Be careful that you do not overload agenda. Even if you do not overload yourself, you risk confusing others. You listen for the gist of the message, jumping ahead mentally to other matters. Sensitive observers can tell from the glazed look in your eyes when you "tune out."

● Taking notes can keep you focused.

● You need good habits, especially in record-keeping matters.

● **Team Building.** Your ideal pairing is with people who are focused and detail oriented, people more motivated to finish projects than think of new ones, more realistic about time management. You can supply the ideas and establish priorities.

● **INTERNAL DISTRACTIBILITY--LOW**

It's difficult--no impossible--to pay attention to everything. All human beings get distracted from time to time. Because you have an active brain, you get distracted by your own thoughts, at least occasionally.

When your attention strays (and you have indicated that it is not often), it seems to be most likely due to your mind wandering. Your most frequent mental error is becoming lost in thought when you should be aware of your external surroundings or focused on something important. There are three basic reasons why people become internally distracted: daydreaming (sometimes our internal movies are more interesting than what is happening in front of us), overanalyzing ("paralysis by analysis"), or negative thinking (becoming creative in your fears about all the different things which can go wrong).

You have indicated that you get distracted by your thoughts less often than most people do. It is really up

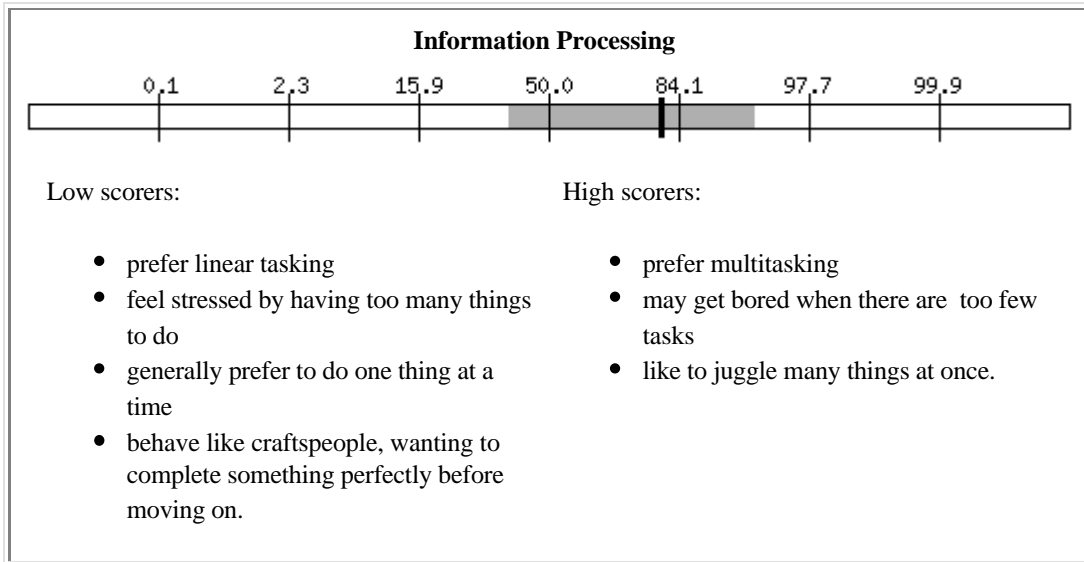
to you or your coach to decide if internal distractions are causing you to make errors of consequence. The more important your job is the more even a rare mistake can become a barrier to success.

For more on how to figure out what to do about your most common attentional lapse, check with the professional giving your this feedback or Enhanced Performance Systems about Attention Control Training. The professional will help you decide which of the three types of distraction gets you off target most frequently and what to do about it. In general, learning to "say hello AND good-bye to distractions" is probably one of the quickest ways to improve your performance. As you learn how to identify quickly when you are distracted, center yourself, and redirect your attention to the task at hand, you will find that your ability to recover from mistakes will improve.

Preference for Diverse Activities

INFORMATION PROCESSING

Jobs differ in the variety of activities they require and the amount of information which persons in them are expected to handle. People differ along this dimension, too. Some are stressed by having too few things to do, others by having too many. People who score high on this scale are indicating that they are "information junkies," liking to juggle many tasks at once. Those who score low on this scale generally prefer to do one thing at a time and are like people in the crafts, doing something nearly perfectly before moving on. This scale measures your preference for diverse activities and the actual number of different events happening in your life.



You like a busy world. Apparently there is a great deal going on in your world and in your mind. You seem to have the energy to keep up with this, in fact, you are probably stimulated by such a hectic existence.

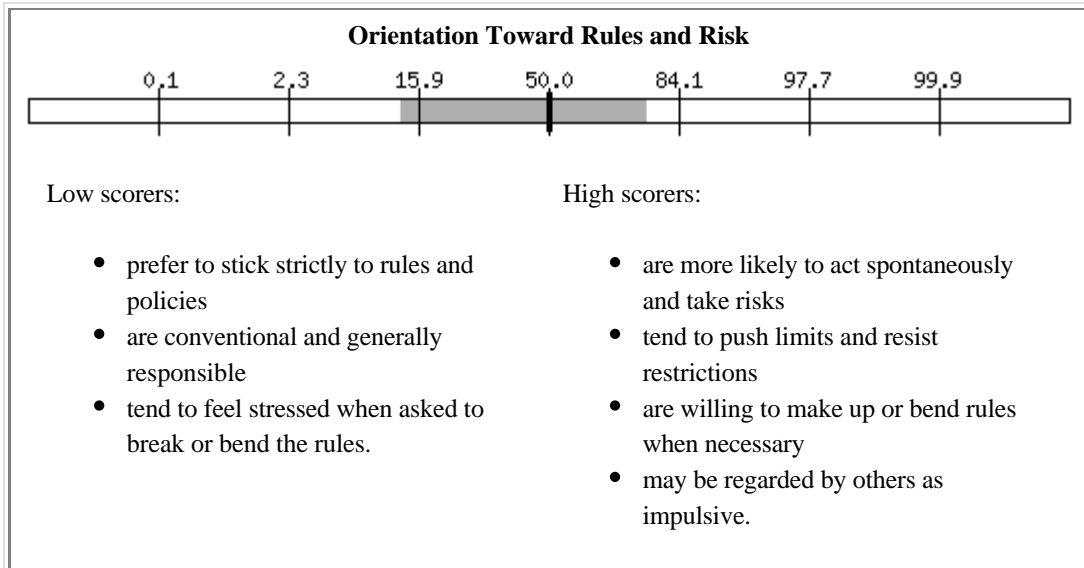
You need to know that you may make those around you feel rushed. Many people you know like a slower pace.

- Check for signs of their feeling rushed and learn to take a breather to enable them to gather their wits and ask for some time if needed.
- Carefully consider whether you are trying to do too many things. Are you burning the candle at both ends? If so, learn ways to reduce your agenda at least a little bit.

Orientation Toward Rules & Risk

ORIENTATION TOWARD RULES & RISK

Measures the probability of strict adherence to a set pattern of thought or behavior. High scorers are more likely to act spontaneously, take risks, and think and act in "out of the ordinary" ways. High scorers who are not easily distracted tend to "live by their own rules." For this reason, while others may see them as impulsive, they typically view themselves as colorful or risk takers. They feel stressed when their thought and behaviors are confined within predefined boundaries. Low scorers abide by rules and policies, are conventional and thus generally responsible. They feel stressed when others are not behaving according to rules or expectations.



You have indicated that you are in the middle range of the scale which measures your spontaneity and impulsiveness on the high end and your tendency to be conventional and responsible on the other end. It appears that whether you behave impulsively or spontaneously depends on the situation.

On the whole, your scores indicate nothing to be concerned about unless you interact with many people who are either extreme risk takers or who demand complete discipline at all times. You probably are able to have fun when appropriate and behave yourself when necessary. You generally relate well to most people including the live wires around you and those who are more conventional or stodgy.

Drive and Confidence

DRIVE AND CONFIDENCE

The twin towers of dominance are the desire to have control over what happens and the self confidence to believe one's approach is the right way. These two characteristics are like fire. Fire, properly controlled, fueled progress in early civilizations. Out of control, fire destroys. The drive to succeed and take a leadership role accompanies many -- but not all -- leaders. Similar levels of drive are also found among many people with behavioral problems, even some with criminal records. So much of the direction in which this drive takes one depends on who is the master of the power and how it is applied.

CONTROL (of others)

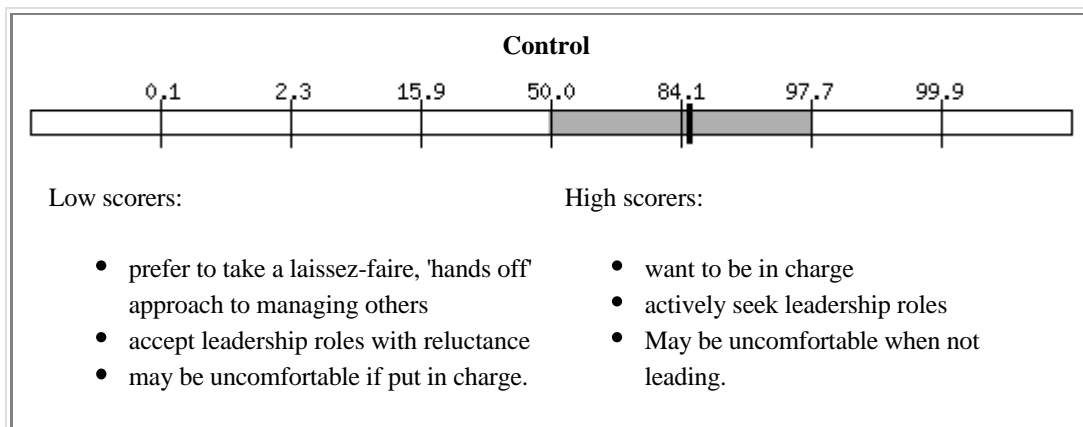
Indicates how much individuals like to control others and actually take charge or assumes a leadership position.

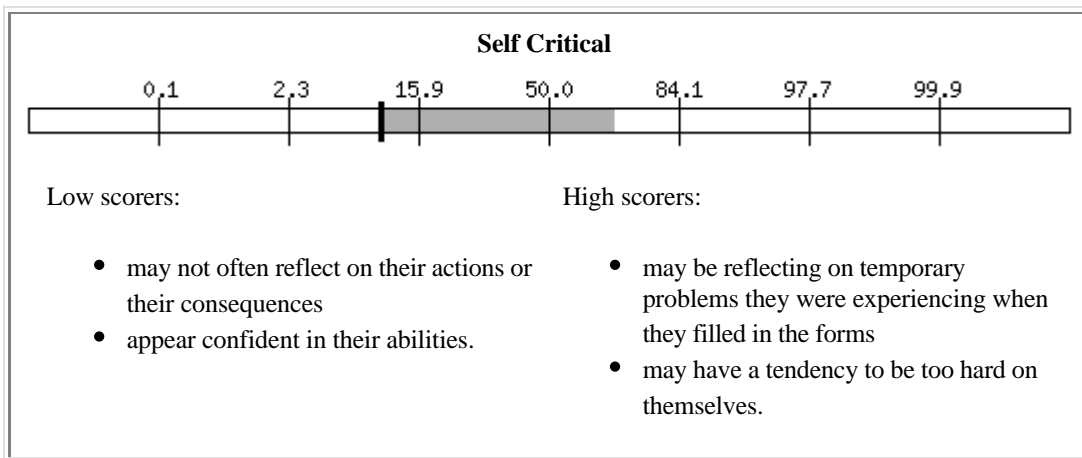
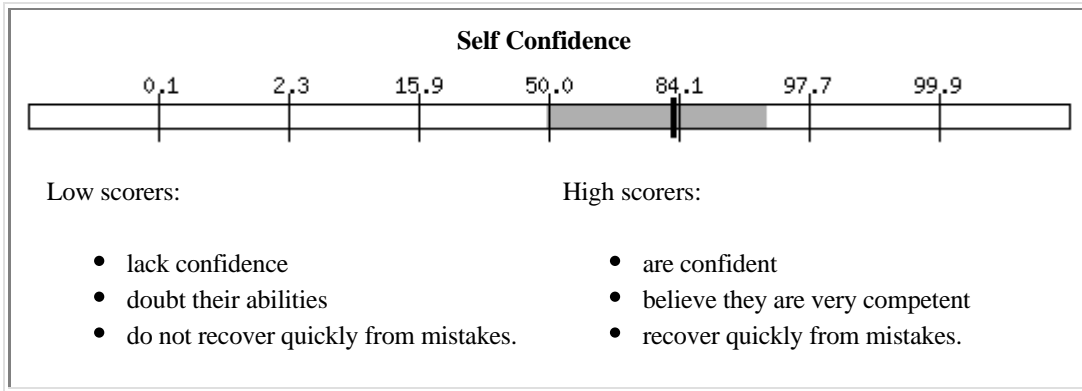
SELF CONFIDENCE

Measures the extent to which people think they are competent at doing things and how good a person they think they are.

SELF CRITICAL

Reflects how critical people are of themselves. Very high scores tend to accompany depression. This scale often reflects temporary problems in the personal or professional lives of participants, and it subtracts from the self esteem which they are feeling at the time of assessment.





You have a high drive to be in control or come out on top of challenging situations. You feel you have to excel at nearly everything which matters to you. Anything but definite success eats at you until you can correct the situation. After experiencing some frustration about less-than-stellar performance, you bounce back, eager to try again and confident you will do better the next time. You have more "killer instinct" than most people do. Such a fire within often accompanies success.

The drive you have poses potential problems between you and those you lead or work with. Whether yours gets in the way of relationships with others is influenced by other TAIS inventory dimensions such as whether you are relatively more supportive than critical and whether you are impulsive and/or easily distracted.

Issues of control and delegation make or break most organizations and their leaders. No one can do everything. Leaders need to balance doing it themselves and delegation. Most driven people have to guard against trying to do everything themselves. "If you want something done right, do it yourself," is their motto, spoken aloud or not. Lack of delegation becomes a major problem when there is the need to develop strong members of the team.

- **Team Building.** Wise and effective leaders balance doing it themselves with delegation.
- Delegation requires precise communication. Be clear about what responsibilities and authority the person to whom you are delegating has.

A central issue in organizations is the battle over who will be in charge. When two or more strong-willed people come together there is always the chance of an authority conflict occurring.

- You need to be alert for your frustration or displays of temper which arise when you do not get your way. Develop ways to step back a moment and center yourself before getting into fights for control.

- Trust in the ability of others and a sense of humor about your needs and imperfections are crucial to defusing authority impasses.

- You need to learn to curb your impatience when working with new people or facing uncontrollable delays.

- **Team Building.** In order for you to work successfully with others of equal or greater drive and confidence, the following conditions have to be met:

- There needs to be a mutual respect for the abilities of each other.

- You have to trust each other.

- You need to "divide up the turf." Specify who is responsible for which tasks.

- **Team Building.** If key people around you don't share your drive to succeed, you may find yourselves drifting apart. Especially if you also are quite narrowly focused in your attention, disciplined and not easily distracted, your coworkers and/or spouse may see you as completely insensitive to their needs or to any other way of doing things.

- Seek mutual interests to keep you from drifting apart. Strange as it may sound to you, not all of life's important events are measured by "keeping score." There are many activities which are rewarding just for the doing of them. You don't have to worry about losing your competitiveness when you really need it by immersing yourself fully in intrinsically-interesting activities.

Listening skills are key to your long-term success. One way in which people like you show their arrogance is by tuning out others' point of view even while they are still speaking. You may think you are still listening, but sensitive observers can tell when you have gone inside your head to play with your own, more-valuable (to you), ideas.

- It is extremely important that you develop active listening techniques so that others feel that you have heard them. Learn to paraphrase what the other person said and check to see if you are correct. You must withhold judgment while you do this.

Finally, arrogance has a way of leaking out. For some like you, it happens frequently. Some with your level of confidence are so nice and in need of approval that they typically keep their negative opinions of others' skills to themselves— most of the time. If pushed enough, truly confident people will let it be known that they don't consider some others worthy of being in their league on the skills which define their competence.

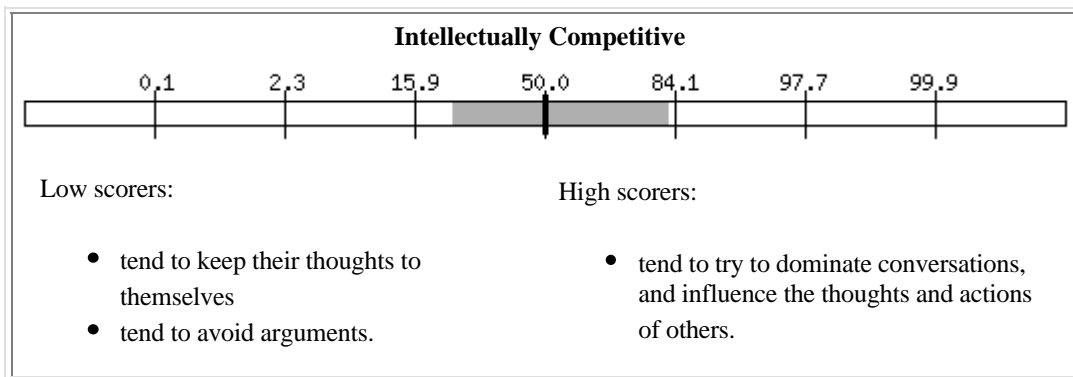
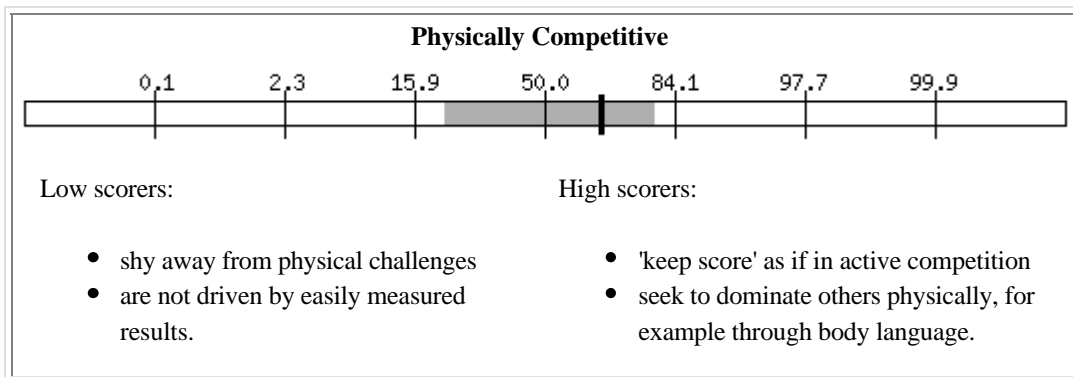
- Learn to laugh at yourself. Become keenly aware of your own limitations. Can you say the three things Mark McCormack says are the hardest things to say? "I don't know." "I need help." "I was wrong." Judicious and congruent use of these three phrases can take the sting out of your confidence. People will admire and trust you rather than secretly hoping for your downfall.

Ways of Dominating and Competing

Entire books could be written about the way control needs and self confidence play out in personal and professional relations. Many variables affect their use including anger vs. support, impulse control, and attentional preferences and distractibility (see other sections of your report for your tendencies on these variables). Foremost allies for control and confidence are the characteristics of physical orientation or competitiveness and expression of ideas. They are both included here because a) some people have not had the chance to compete physically, and b) dominance in business is more often intellectual than physical.

PHYSICALLY COMPETITIVE people try to dominate in physical ways and are prone to keep score as they have in athletic contests even in other arenas whether appropriate or not. They like challenges.

INTELLECTUALLY COMPETITIVE (or expression of ideas) scale indicates how likely people are to express what is on their minds. By talking a great deal, many leaders dominate the thoughts and actions of others.



You have indicated that you are more competitive in physical arenas than 65 to 85 percent of the population while being in the midrange in intellectual circumstances (between 35th and 65th percentile). You are driven to dominate in contests of physical skill, more so than through expression of your ideas.

Your physical competitiveness may be evidence of your drive to succeed, adding fuel to your "fire within." The question which arises is, "Who owns the fire?" You have the style of many executives and entrepreneurs.

Often there is a fine line between success and catastrophe for people with your drive. Check again to see if your need for control and self esteem are as high as your physical competitiveness, which we suspect. If so, it is important that you control some tendencies which can let this tremendous drive of yours get out of hand. Are you an angry, critical person? Check to see your level of expression of anger and

criticism in the last section of this report. If so, do you have at least as great a tendency to express your support and affection to tone down the possible excesses when you don't get your way?

Are you highly impulsive? If so, you are likely to have a hair-trigger temper when you don't win. This tendency is even worse if you are easily distracted especially by your environment (see external distractibility score).

If you have any of the above tendencies, the advice for dealing with a high drive given in the prior section is even more needed.

You need to realize the following:

- Not everything is decided by keeping score or dominating others.
- You will not develop strong associates if you win at everything from golf to who has the best car.

You need to learn to relax a bit (take a centering deep breath) and let go of your drive to dominate more often. You will not lose your drive to win by becoming a bit more selective with it. We have seen fathers literally going all out to beat their five-year-old children in Monopoly or miniature golf.

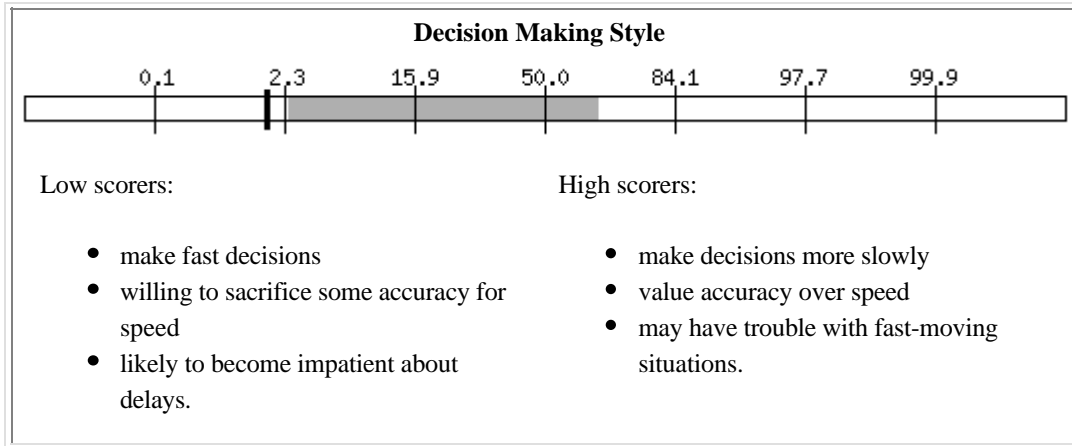
Because you seem to be much more confident of your physical skill than your intellectual prowess, you are likely to overuse sports metaphors, regardless of how picturesque or appropriate they can be for team building and will to excellence. Make sure that EVERYONE around you is so tuned in before you use one sports cliché after another. Taking a moment to compose yourself when you are stressed will make your approach to challenges more likely to fit the moment.

Find out if people really respect you or just fear you.

Decision Making Style

DECISION MAKING STYLE

This scale provides an indication of the individual's speed of decision making. High scorers make slower decisions, tending to sacrifice speed for the sake of accuracy. People who are cautious often worry about matters. Low scorers make quick decisions and are more likely to err because they end up sacrificing some accuracy for the sake of speed. They tend to become impatient with delays.



You make decisions much more quickly than the average person. You appear even more decisive than most business leaders and top sales people and about as able to handle pressure as they are. You will be frustrated by bosses, coworkers, or subordinates who are more cautious than you, who drag matters out.

The major way your needs will play themselves out is in your tendency to seek pressure because you thrive on it. This may suit your needs, but you can intimidate others who need more time to make decisions and who are less confident of their decisions and ability to lead than you are.

- Pause a moment when you start to make others feel rushed to move or commit before they are ready. Paradoxically, you will get more out of them (on time) if you don't pressure them.
- It is important that you find ways to bring into the open your need and apparent ability to make decisions fairly quickly. Because some of your rapid decisions will undoubtedly be in error occasionally (at least in others' eyes), it is really helpful if they hear your thought processes used in reaching your conclusion. When they cannot understand how you made your decision, your "critics" are free to presume you were impulsive instead of just quick.
- **Team Building.** Sometimes people who work or live together learn to laugh with each other at their idiosyncrasies in moments of stress. Laughter relaxes people, defusing enough of the pressure to enable the impatient to wait more patiently and the cautious to move somewhat more rapidly.

Because you are so low on anxiety, you spend far less time than average caught up in your head worrying about problems. This enables you to switch your focus of attention quickly to what is going on around you even when you have been thinking. You still make concentration errors but you apparently make fewer pressure-induced mistakes than most people.

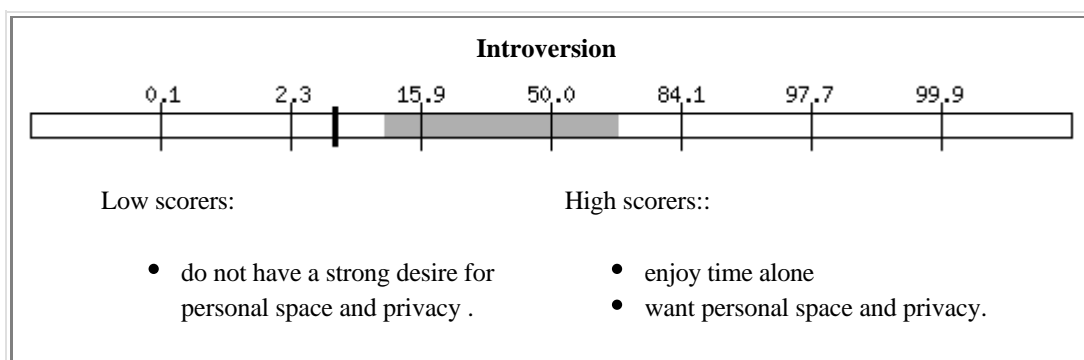
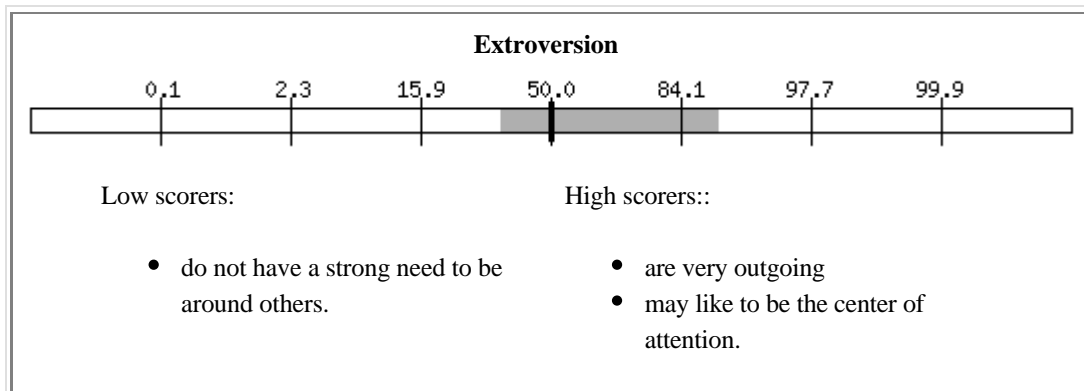
Orientation Toward Others

EXTROVERSION

Measures the extent to which people seek out and enjoy the company of others. High scorers are quite outgoing, like to be the center of attention. Individuals in sales and service occupations tend to score higher on this scale than people who are involved in more technical activities. Low scorers tend to be shy.

INTROVERSION

Measures your need for personal space and privacy. High scorers indicate an enjoyment of time alone. Low scorers generally become stressed when they have to be alone for any length of time. Because each of these scales is defined in a positive manner, some people legitimately score high or moderately high on both of them. Such people are saying that they like being with other people, AND they like being by themselves.



You are fairly outgoing, someone who apparently likes to be with other people more than you like to spend time alone. You are not, however, someone who hogs the spotlight, you don't need to be the center of attention. Your style fits well the demands of most jobs in business, people who are good teammates in organizations especially those dedicated to serving others.

There are few problems associated with a style such as yours unless you are much more likely to be affectionate and supportive than critical or angry. This style is likely with your extroversion-introversion

profile (check your expression scores). If you are like this, you don't like working alone and may be afraid to tell people what bothers you or be critical of them because you risk their returning the favor or avoiding you.

- If you have trouble setting limits on others, you may need to learn some assertiveness. You can learn to take a deep breath, clear your mind, and deliver an "I-confrontive" message, a statement about what bothers you about their recent behavior, not them, and not their intentions.

Communication Style

EXPRESSION OF IDEAS

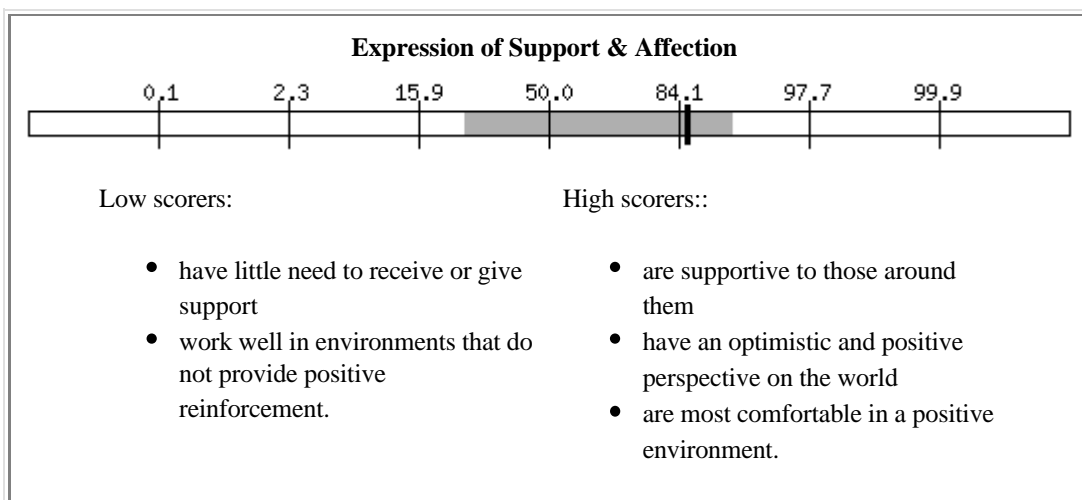
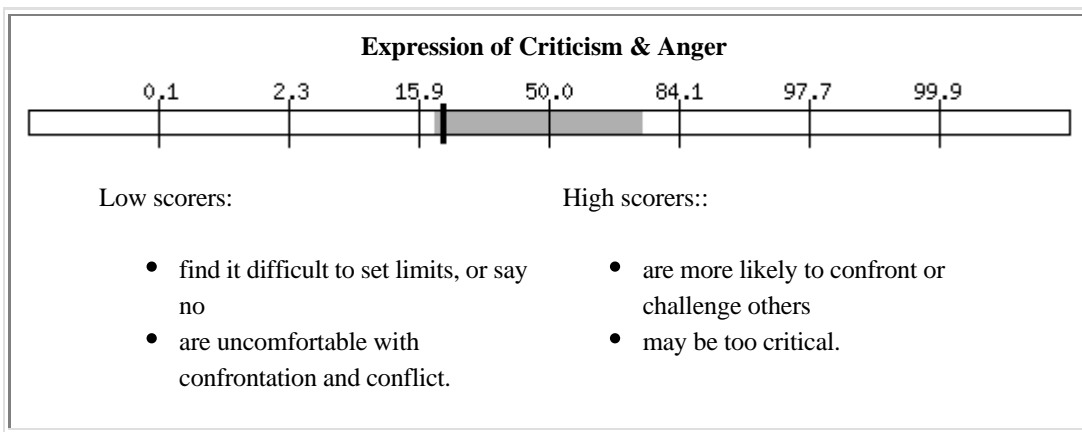
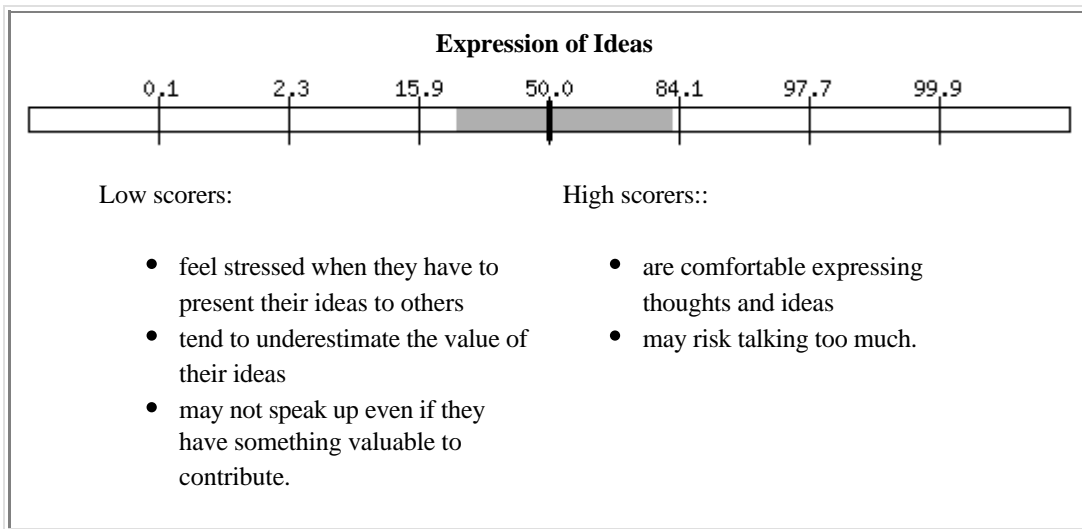
Measures your willingness to speak up in front of others. High scorers like to express their thoughts and ideas. The higher you score the more likely you are to talk too much. Low scorers find themselves feeling stressed by situations that require them to speak up in front of others. They tend to underestimate the value of their input.

EXPRESSION OF CRITICISM AND ANGER

Measures your willingness to confront others, to set limits, and to express your anger. The higher you score the more challenging and confronting you are. The lower you score the more difficulty you have setting limits and saying no. Thus, others are likely to take advantage of you.

EXPRESSION OF SUPPORT AND AFFECTION

Measures your willingness to express positive feelings and support to others. The higher you score the more often you reach out in a positive, supportive way and the more you need to receive such in return. Being positive helps in positions with considerable contact with people and when participating in team efforts.



You are much more expressive of your support or affection (above 84th percentile) than of your thoughts (above 30 to 60 percent of the population). You are especially unlikely to express your anger or criticism (below 30th percentile). Check the graphs of these styles at the top of this page to see the imbalanced profile of your three expression scores.

You like to express positive things to people around you and show your affection much more than most people. You almost always see the good in others. Your supportive words can be positive motivation to many around you. Good relations with others are crucial to you. You are not comfortable when there is criticism or anger in the workplace. You generally do not like to argue for your positions. Thus, you risk letting others take advantage of you perhaps fearing their being critical in return.

You avoid sharing your anger in a straightforward manner. Your main approach to getting your way is to try to charm others. You need to express what is bothering you cleanly and in a timely manner. You tend to try to cover it up with something positive.

- Could you be more effective if you were more direct in expressing your ideas and concerns? Do you often look back on a situation where someone took advantage of you because you did not speak up for yourself or at least set limits on others? If so, you need to learn to center yourself, calm down when you feel stressed, by taking a deep breath. Once you have regained your poise, you can perform the next two recommendations better.

- You can be well liked and still express what irritates you. You seem worried that if you express your anger others may not like you or get into an argument. Leader (Parent, Teacher) Effectiveness Training teaches people how to express "I- confrontive" messages. They consist of saying how you feel genuinely about a certain behavior (not the person himself or herself). If you are careful to respond to the behavior with your real feelings, you can keep positive relations and get your needs met. You generally need to shift into listening gear after expressing your concerns (this requires being centered, too).

- Remember that you do get angry--everyone does. Often your rare outbursts hurt others more because they are so infrequent. This is all the more reason for learning to express "I-confrontive" messages cleanly instead of bottling things up inside until you burst. People like you often are not skilled at expressing anger genuinely because you do it so rarely.

- **Team Building.** You need a teammate who can help you express what is wrong with a proposal in no uncertain terms when you are tempted to cover up your displeasure with charm. Think back on times when you let some problem go unattended. Wouldn't you love to replay that scene with a more hard-nosed partner? Arrange it now so you will be prepared for the next time. You can help this partner be more supportive when needed.

Conclusions & Recommendations

No psychological test or performance measurement is perfect. There may be one or more hypotheses in your TAIS Performance Report that you do not agree with or view as inaccurate. Here is how EPS recommends you deal with those:

- Ask others who are familiar with your performance if they have ever noticed you making those types of mistakes
- Consider that you may have been vulnerable to making those types of mistakes at one point in your life, but have developed compensatory mechanisms
- Do not consider the vulnerability a high priority for intervention

The purpose of the TAIS is to target your performance strengths and weaknesses. This assessment is the first step in improving your ability to perform effectively under pressure. The best way to make use of the information contained in your TAIS Performance Report is to:

1. Thoroughly catalogue your strengths and try to put yourself in performance environments that

- play to those strengths
2. Understand and seek to be aware of your vulnerabilities under pressure and endeavor to keep those vulnerabilities from interfering with performance
 3. Select 2 or 3 of the vulnerabilities listed in your TAIS Performance Report as targets for your performance enhancement program
 4. Use the recommendations contained in the Report in addition to other performance enhancement products available from EPS

Keep in mind that any performance enhancement program requires commitment, dedication, and time. Meaningful changes do not happen overnight. World-Class performers focus their energies on improving performance by eliminating mistakes in high pressure situations. The TAIS Performance Report gives you the information you need to take your performance to the next level.

Good Luck

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Recommended Printing Options

For the best print of this document we recommend that your print margins be set to 1" and that you print the background. To print the background follow these simple instructions for your particular browser:

Netscape:

1. Select "File" and then "Page Setup" from the menu at the top of the screen.
2. If the box next to the option "Print backgrounds" does not contain a check mark, click on the box.
3. Click "OK".

Microsoft Internet Explorer:

1. Select "View" and then "Internet Options" from the menu at the top of the screen.
2. Click on the tab labeled, "Advanced."
3. Scroll about 2/3rds down until you see "Print background colors and images"
4. If the box next to this option does not contain a check mark, click on the box.
5. Click "OK".

How to Save This Document

When saving a web page to your computer most browsers will not save the images with the page. Therefore, we recommend that you bookmark this page for future reference. To do this follow these simple instructions for your particular browser:

Netscape:

Select "Bookmark" and then "Add Bookmark" from the menu at the top of the screen.

Microsoft Internet Explorer:

1. Select "Favorites" and then "Add to Favorites" from the menu at the top of the screen.
2. For the question, "Would you also like to subscribe to this page?", respond by

- clicking the option, "No, just add the page to my favorites."
3. Click "OK".