



**The
Attentional &
Interpersonal
Style Inventory**

Performance Report for:

Jane Sample
Engineer
Sample Industries

8/12/99

Comparison Group:

Business Executives

Sales Report

Table of Contents:

1. [Introduction](#)
2. [TAIS Scale Profile](#)
3. [Attentional Styles](#)
4. [Preference for Diverse Activities](#)
5. [Orientation Toward Rules & Risk](#)
6. [Drive and Confidence](#)
7. [Ways of Dominating and Competing](#)
8. [Decision Making Style](#)
9. [Orientation Toward Others](#)
10. [Communication Style](#)
11. [Conclusions & Recommendations](#)
12. [Recommended Printing Options](#)
13. [How to Save This Document](#)

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 relate to risk and policies, are conventional and less generally responsible. They that showed them that through each dimension are a certain value profile.

Observation Toward Risk and Risk

0.1 2.3 15.9 50.0 84.1 97.7 99.9

Low scores:

- tends to avoid taking risks and policies
- are conventional and generally responsible
- tend to feel stressed when someone took a financial risk

High scores:

- are more likely to act spontaneously and take risks
- tend to profitably activated resources
- are willing to make up or lose when when necessary
- are responsible when as appropriate

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 similar. Assessment scale indicates that as a general possibility that you will act spontaneously, being natural and free.

You are someone who likes to make things happen and who gets frustrated, even angry, when things don't go your way. The pattern style of your style is that you are spontaneous. You are the person who will cut through the unnecessary people get up with their own to avoid the usual. You get right to the point.

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 off 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 quit" (even to empty interest) your attention to the task at hand when you receive.

• All of us have ineffective mechanisms when used as their acting as every impulse. Compare those situations in which you mention reflection and pause with those in which you become confused and act without thinking things through. Can you can transfer your ability to deal with some situations to those which have been tough for you?

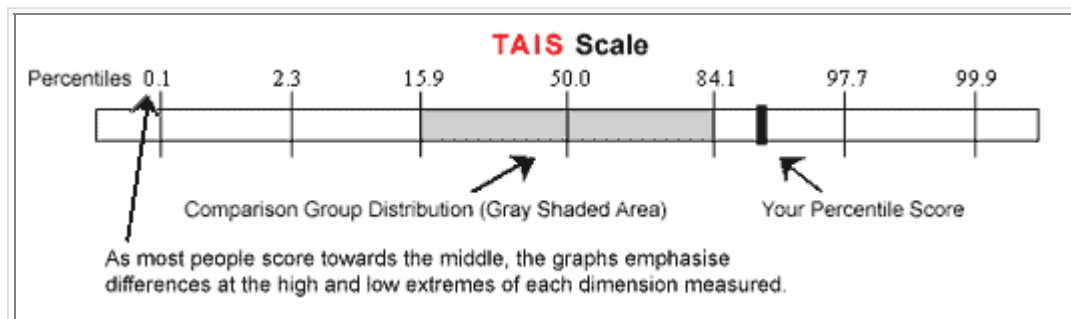
Section header.

These definitions describe each characteristic measured and help you see what your score means.

These scales give you an overview of your profile in relation to a particular area of attention.

This text starts a detailed, step by step profile of your strengths and weaknesses in relation to this area.

• The graphic representation looks like this:

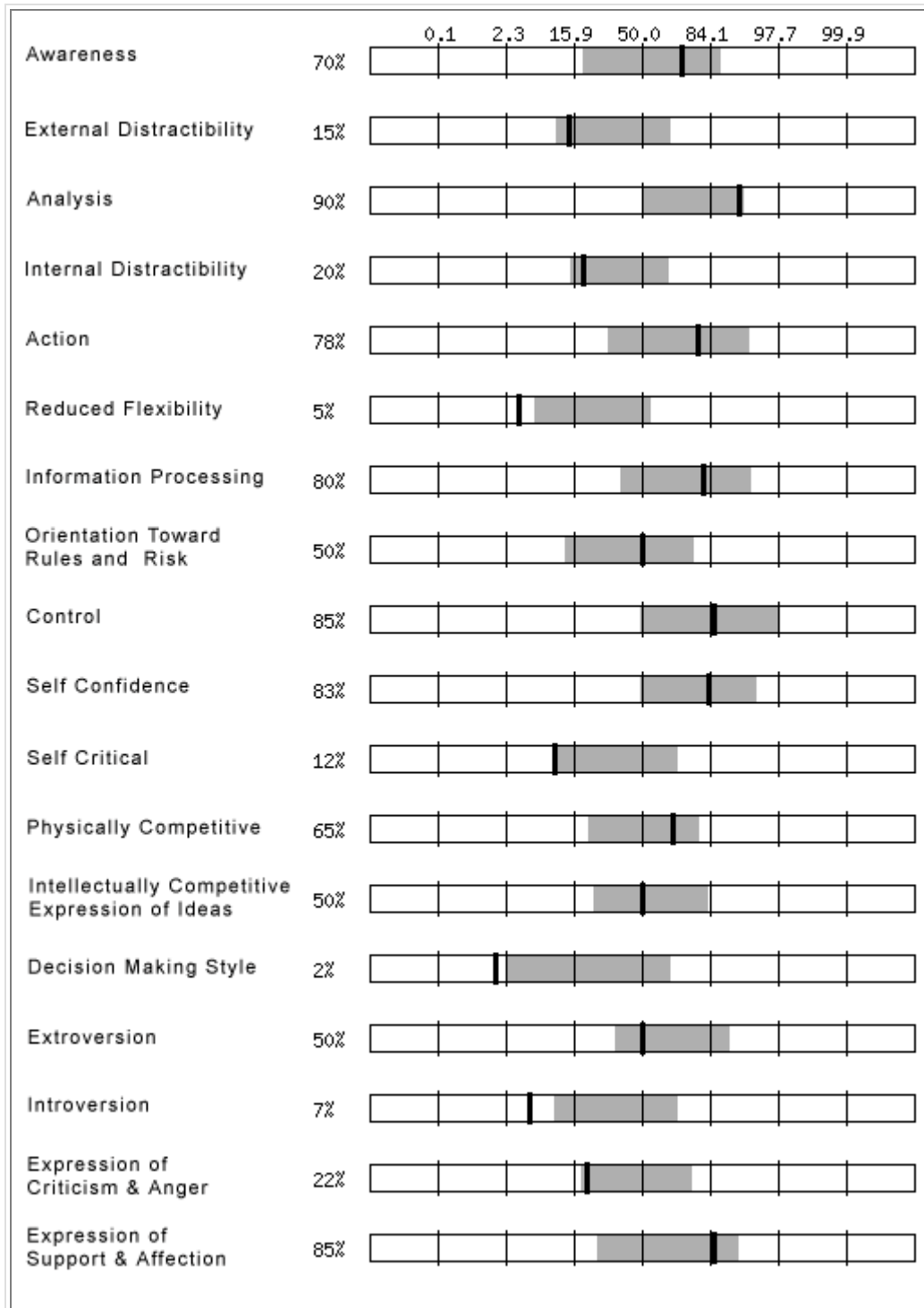


• TAIS Scores are presented as percentiles ranging from 0.1 to 99.9. The percentile compares your score to a standard norm group. The average score on each scale for the standard norms is 50. Your score is represented as the heavy black line.

• 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

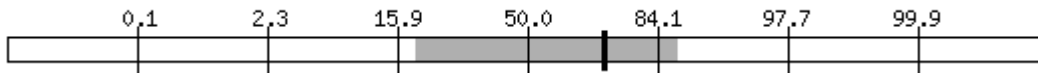
ATTENTIONAL SCALES

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:

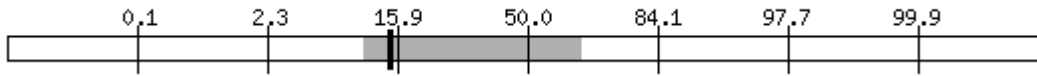
- show little awareness of what is going on outside of their immediate task
- may fail to make adjustments to performance

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:

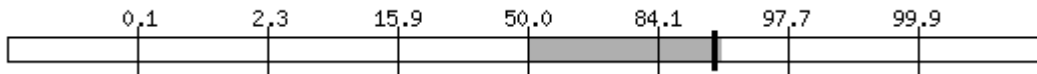
- are not easily distracted by interruptions, and are able to keep their focus on their main task.

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:

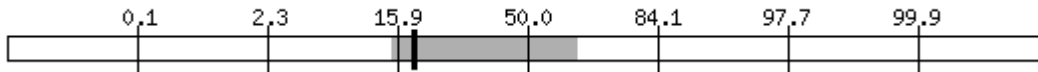
- tend to react to events, rarely planning ahead
- are uncomfortable when forced to use analytical abilities for sustained periods.

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:

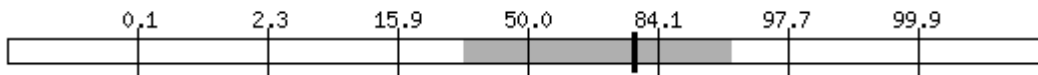
- can keep a clear focus on their current task without irrelevant thoughts or feelings intruding.

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.

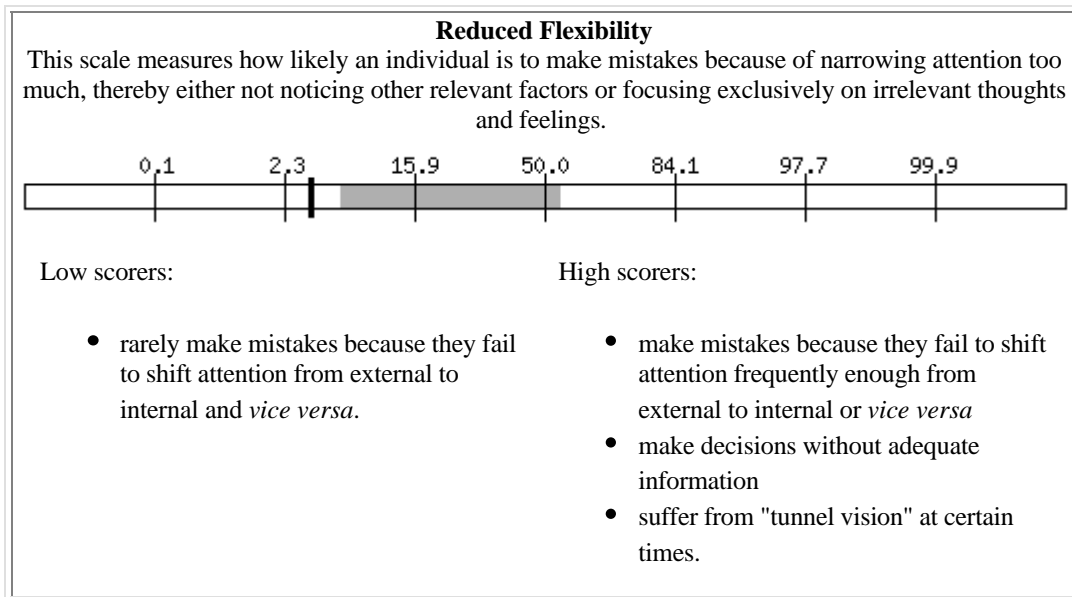


Low scorers:

- 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**

● **OVERVIEW OF YOUR ATTENTIONAL PROFILE**

Your attentional profile is impressive and occurs infrequently in the general population. It is more typical among sales people. In particular, your positive attentional styles (signal) are above the distraction scores or noise (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 under most pressure conditions. Most people you meet are less capable than you are in these regards.

This means that while you will make the mistakes indicated in the following paragraphs, 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 yet 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. Human beings are biased (e.g., right or left-handed) in practically everything we do. For this reason, TAIS inventory reports are designed around your highEST and lowEST attentional scores. When you are attending to one style, you cannot be using other styles for that moment.

Thus, everyone--even a genuine superstar--makes mistakes. The better performers--like you indicate you are--generally make fewer mistakes than most people do. We find, however, that when top sales people 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). If you can pair this knowledge with forewarning about social situations which make you uncomfortable or frustrated (the interpersonal feedback in this report), you can anticipate specific situations and your typical reactions so you can prepare to react better. You probably hate to admit mistakes even to yourself. There is evidence that successful people are those who are most realistic in assessing such matters. Super sales people may overestimate their abilities somewhat, but not too much. 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 plan (business projections), develop strategies, and anticipate consequences of action. You adjust quickly to changes in priorities and generate creative approaches to selling benefits. You like to review and mentally rehearse sales 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 (such as a client not responding as you expect), you experience frustration.

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

There are costs to being highly conceptual, too. Under pressure, you are likely to get caught up in your thoughts and projections especially when you need to be more focused. Thus, you may give your clients too much information, too quickly.

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 what clients say significant or interesting. This makes it easier for you to concentrate on them or monitor them. Knowing where to look increases your chance of establishing rapport and recognizing their subtle buying signals.

● RELATIVE WEAKNESS--FOCUSED CONCENTRATION AND AWARENESS.

Because you are so internally focused, you risk losing track of subtle client reactions while you play with new ways to serve them. You rarely go in a straight line (mentally) to anything because your mind is free of the structure and reality checks from real world events. You also risk 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 and thinking. Under mild pressure, you are more easily seduced by the exciting ideas you can imagine for the client than by listening carefully to their existing needs.

- Learn to slow down enough to complete all your sentences. Don't assume that clients will fill in the gaps in your communication the same way you imagine or construct them. Check with them to make sure they are following what you are saying. Ask questions that allow them to summarize the discussion.
- Be careful that you do not present too much information, you may confuse 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 so you don't overlook key points from your client.
- You need good habits especially in record-keeping matters.

Team Selling. Your ideal pairing is with people who are more practical than you are, more externally aware and more focused and detail oriented--people more motivated to finish projects than starting new ones. You establish the new challenges and they (help you) follow through and/or notice the subtle reactions of clients and important contacts.

● INTERNAL DISTRACTIBILITY--LOW

It's impossible for human beings to pay attention to everything. Because you have an active brain, you get distracted by your own thoughts, at least occasionally.

When your attention strays, it seems to be most often due to your mind wandering. There are three basic reasons why people become internally distracted: daydreaming, analyzing everything too much--"paralysis by analysis" (e.g., what the client says), or negative thinking (becoming creative in your worries about what can go wrong with the sales process).

To be internally distracted means to be lost in thought when you should be aware of your what is going on around you (for example, subtle signals from your client indicating confusion, overload, or readiness to buy) or focused on something important that the client just said.

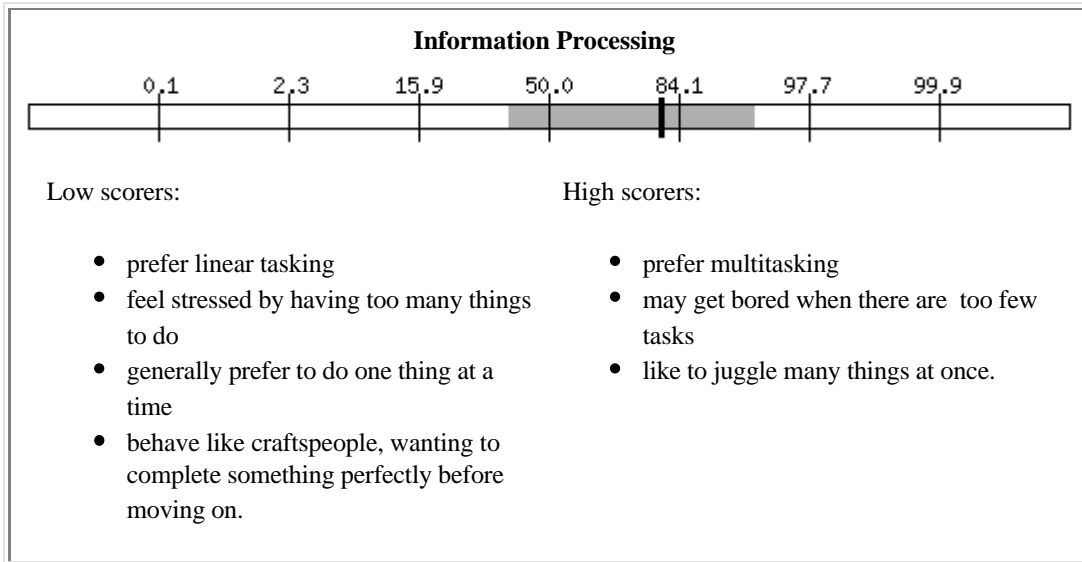
You have indicated that you get distracted by your thoughts less often than most people do. However, internal distractibility is YOUR most frequent distraction. It is really up to you or your manager/coach to decide if internal distractions are causing you to make errors of consequence. The more important your job is, the more even a rare mistake can become a barrier to success. You probably expect a great deal from yourself, and you may want to gain mastery over your relatively rare distractions.

For help handling your most frequent distraction, consult the professional giving you this feedback about Attention Control Training (ACT). ACT will help you decide which of the three types of internal distraction gets you off target most frequently and what to do about it. Learning to "say hello AND good-bye to distractions" is one of the best ways to improve your performance rapidly. 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 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. This is good because being a sales person requires a lot of energy. Apparently there is a quite a bit going on in your world and in your mind. You seem to have the energy to keep up with this pace. In fact, you are probably stimulated by the multiple demands of your career.

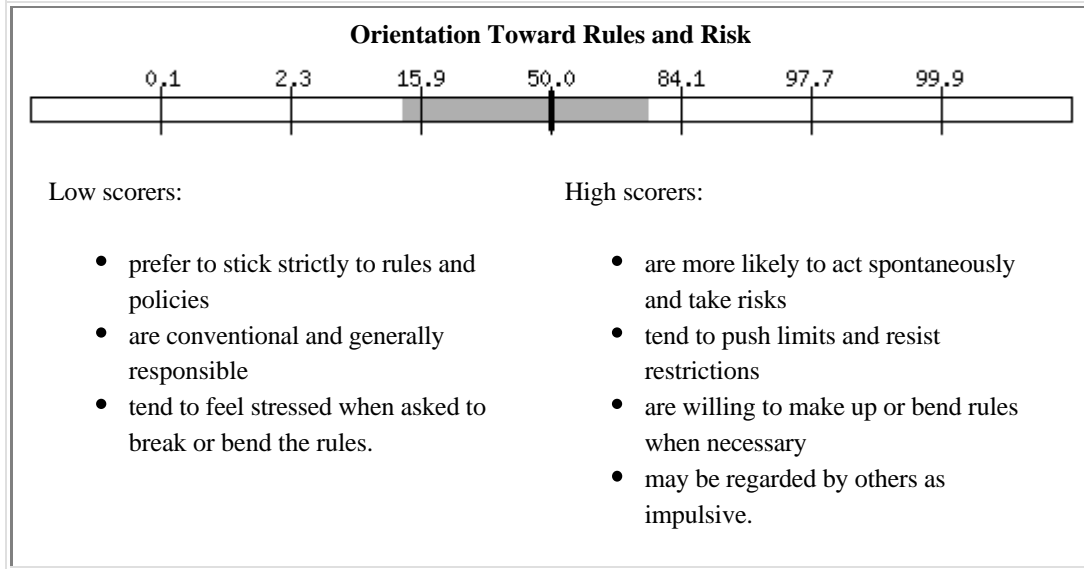
You need to know that you may make those around you feel rushed. Many people, often support staff, like a slower pace. Not all your clients are set at the same speed you are.

- Check for signs that clients and colleagues are feeling rushed and learn to take a breather to enable them to collect their thoughts and ask for some time if needed. Be careful that you do not try to do too much with a given sales call. For example, you may try to sell more things than the client is ready to consider, to go too quickly from one step to another.
- 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. More is not always better, especially if in your eagerness to get new business you lessen your attention to your main existing clients.

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 average range of the scale which measures your spontaneity and impulsiveness on the high end vs. your tendency to be conventional and responsible on the other end. It appears that the way you behave on this dimension depends on the situation.

On the whole, your scores indicate nothing about which to be concerned. Being middle range could be considered nearly ideal for a sales person. This may be because you can relate to or adjust to the styles of most of your clients whether they be live wires, more conventional, or stodgy. You can take risks or be spontaneous while having enough discipline over your behavior to keep grinding away when the going gets tough. You also are not likely to lose control of your emotions unless you are easily distracted and high on control with a hair trigger temper. You probably are able to have fun when appropriate and behave yourself when necessary.

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)

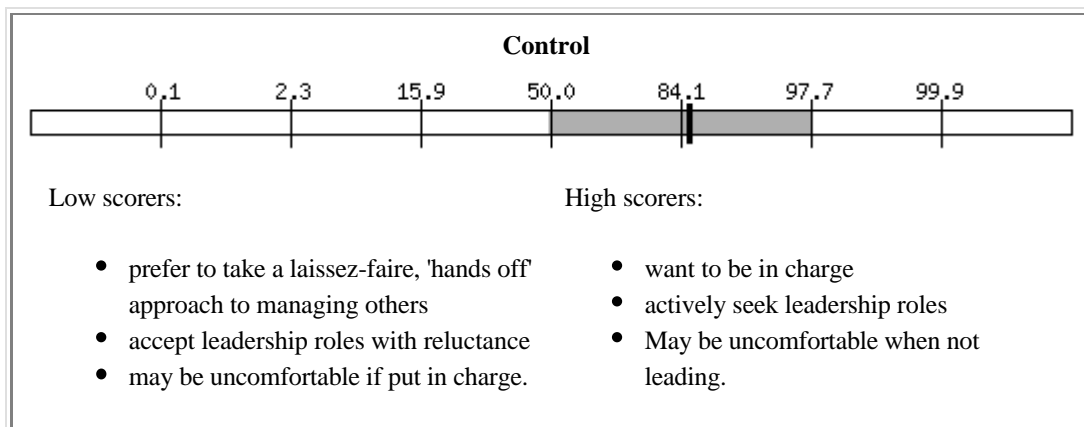
Indicates how much individuals like to control others and actually take charge or assumes a leadership position.

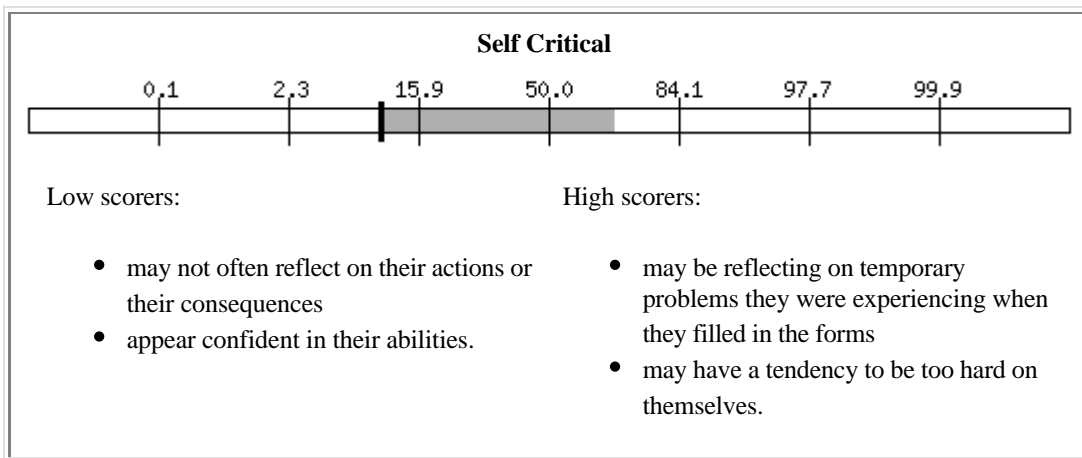
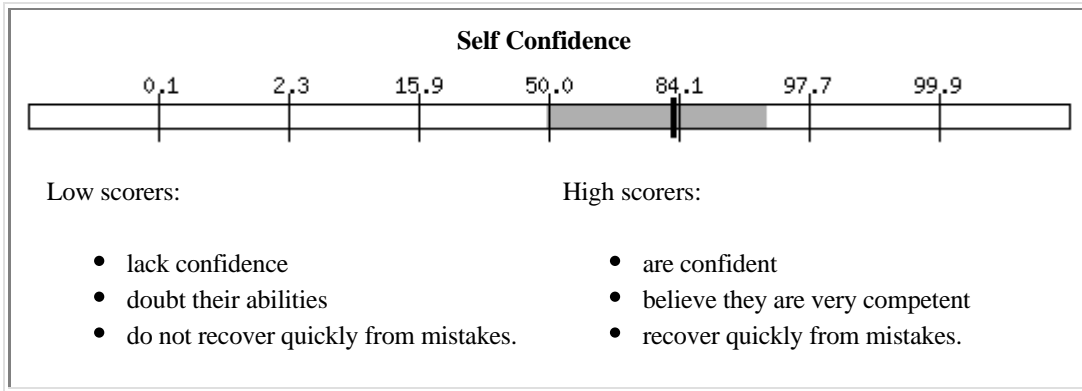
SELF CONFIDENCE

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.





Successful sales people are often recognized by their drive plus their optimism or confidence that they will be successful. This leads to two characteristic behaviors; first, their ambition stimulates them to make the contacts so necessary for generating business, and second, they enter these contacts expecting to do well. These traits like any others can become problematic if taken to an extreme as indicated in the box introducing these scales on the previous page.

You score higher than 80 to 95% of the population on both need for control and self-esteem. You have a high drive to come out on top of challenging situations. You have to excel at most things that matter to you. You are not good at accepting defeat, even temporarily. 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, especially in the sales arena.

Your drive poses potential problems between you and those you work with or even clients. 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 so pay particular attention to those sections.

Issues of control and delegation make or break many relationships. No one can do everything. 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. Sales people often get by with this longer than managers do because of the relative independent nature of sales. Modern sales organizations, though, often team up account executives and make their sales people rely more on technical, marketing, and clerical support.

Collaborative Selling Efforts. Delegation requires precise communication. Be clear about what responsibilities and authority the person to whom you are delegating has.

A central issue in any relationship 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. At first glance, this may seem to be more of a problem between boss and subordinate than between sales person and client. Keep in mind that many of your clients are every bit as in charge of their world as you are of yours. They must be treated as equals and with respect at all times.

- You need to be alert for displays of your frustration or temper that arise when you do not get your way or face uncontrollable delays with slow-to-decide clients. Develop ways to step back a moment and center yourself before getting into fights for control.
- A sense of humor about your needs and imperfections are crucial to defusing authority impasses.

Team Building. In order for you to work successfully with others of equal 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.

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 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 that are rewarding just for the doing of them. You don't have to worry about losing your competitive drive just because you occasionally immerse yourself in intrinsically interesting activities.

Listening skills are key to your long-term success. 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.

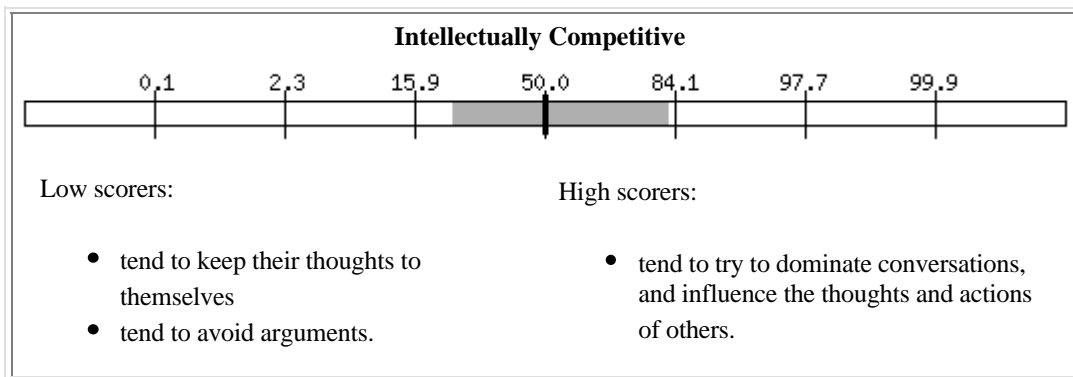
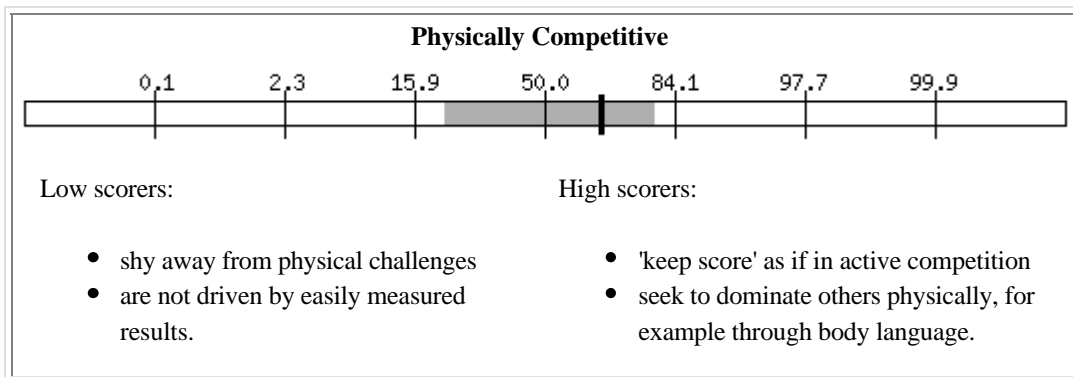
- It is important that you develop active listening techniques so that others feel that you have heard them. Learn to paraphrase what the other person said and check to see if you are correct. You must withhold judgment while you do this.
- Learn to laugh at yourself. Become keenly aware of your own 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.



Most sales organizations keep records of business development performance. Thus, account executives can track how well they are doing. Many like being put on the line where they rely on their personal competence to succeed or not. Competitive drive motivates sales people to make that extra call when they do not feel like it. It energizes and focuses them when it is time to ask for the business. The best ones have the killer instinct.

Physical drive to win is essentially irrelevant to the sales process, except that many top sales people transfer their scorekeeping mentality from sports to selling. In business, people control matters by what they say. Thus, being competitive intellectually plays a bigger role in selling than does athletic prowess.

Drive can get out of line as well. Modern sales people are expected to establish mutually beneficial relationships with clients, not to sell ice to people living above the Arctic Circle. Seeing every exchange

as competition can get in the way of serving clients if one is not careful. Being too competitive intellectually can lead to talking too much when you should be listening to the client.

You have indicated that you are more competitive in physical arenas than 65 to 85 percent of the population. You are 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 expressing what is on your mind.

This physical drive to win is vivid evidence of your ambition. Check again to see if your need for control and self esteem are high, which is likely. If so, these two variables add fuel to your "fire within." We have to wonder, "Who owns the fire?" Competitive drive can help you bounce back from frustration. It helps you ask for the business. It can become problematic by making you push too hard with clients who want more time to decide than you feel they need.

Given how physically competitive you are, it probably is a good thing you are not so dominant as a talker. You may be a good enough listener to overcome your potential excesses from your sports background. Because selling is at least as much listening as talking, make sure you do let clients express their needs before launching into your sales.

Often there is a fine line between success and catastrophe for people with a need to dominate others. If your need for control and self esteem are both high, it is important that you master some tendencies which can let this 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 you are more critical than supportive, you may show your irritation when clients have concerns or objections. The good side is that you rarely back down, but you must learn to continue to listen and not get into a battle at such times.

Are you highly impulsive? If so, your ability to control your anger is lessened. You are more likely to lose your cool if you are easily distracted (see if your external and internal distractibility scores are high).

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

Consider the following:

- Closing the business is obviously necessary. Be careful that you do not try to close before the client is ready. Keeping score should not get in the way of truly serving your clients' needs.

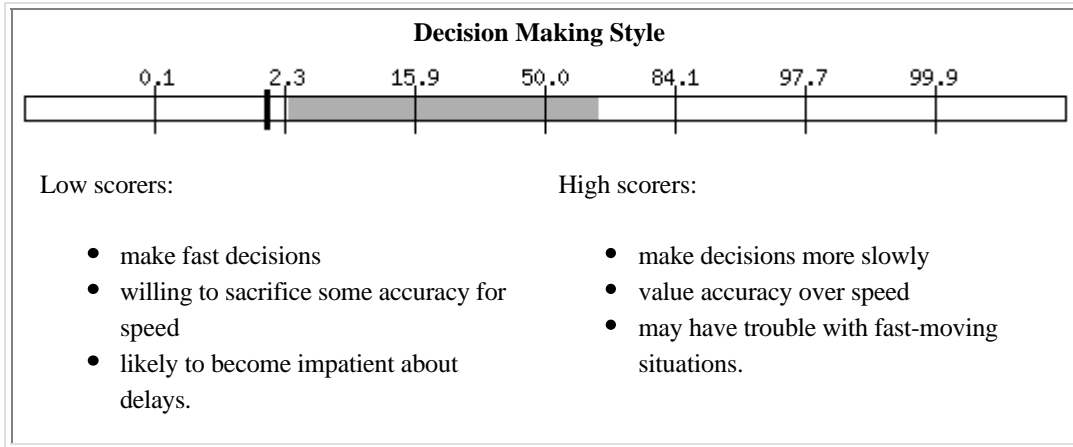
Because you seem to be more comfortable with your physical medium than the intellectual one, you may overuse sports metaphors, regardless of how picturesque or appropriate they can be for making your point.

- Make sure that EVERYONE around you is so tuned into sports 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.

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.



Your speed of decision making affects the sales process in some key ways. Because a few clients typically make up the bulk of sales business, effective sales people need to determine quickly when it is a waste of time to continue because of one or more of the following reasons: 1) the client cannot make a buying decision, 2) the business is not worth the effort, or 3) the client does not need what is being sold. Effective decision makers are also good at getting or giving needed information without belaboring the point so that they can spend time on key areas (determining needs, handling concerns).

You make decisions much more quickly than most people do. You appear even more decisive than most business leaders and top sales people. Most of the time this makes you effective in use of time with clients. You handle (time) pressure extremely well as a rule. You are likely, however, to become edgy when you have to wait (when you are ready to move on). At such times, you are likely to make cautious clients feel pressured to move on before they are ready to do so. Your impatience may cause you to write off some potentially valuable clients too quickly.

• 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. Remember you are meeting their needs, trying to maintain rapport. So, if they want to go over things one more time, gracefully indulge them. Find a way to get interested in the way these clients are thinking so you can stay involved yourself and perhaps learn ways to serve them better.

Team Selling. Your biggest need is someone you trust and respect who can signal when you need to back off, to not push so much. If such a person is able to make you laugh, so much the better. Making you laugh can help you recover quickly when sales calls get off to a bad start.

You obviously are one who makes things happen and that is generally part of your success. Every trait, however, can become a liability if used to an extreme.

Because you show so little anxiety, you spend far less time than do most people 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 (everyone does), but you apparently make fewer pressure-induced mistakes than most people do.

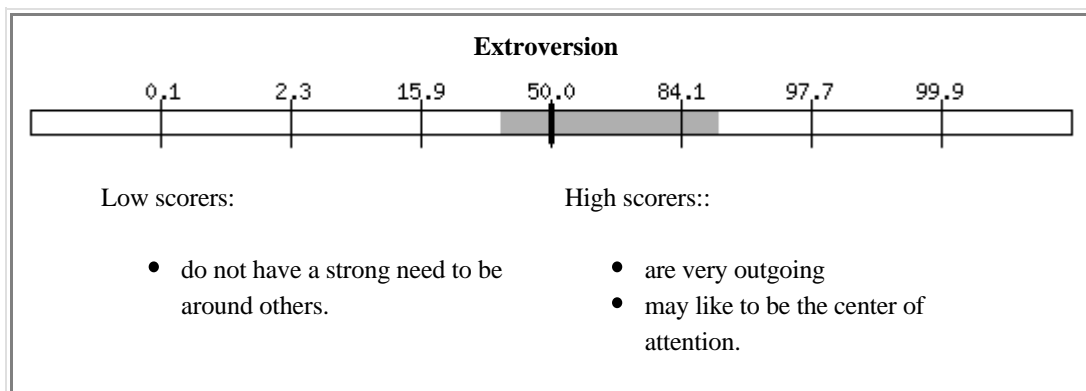
Orientation Toward Others

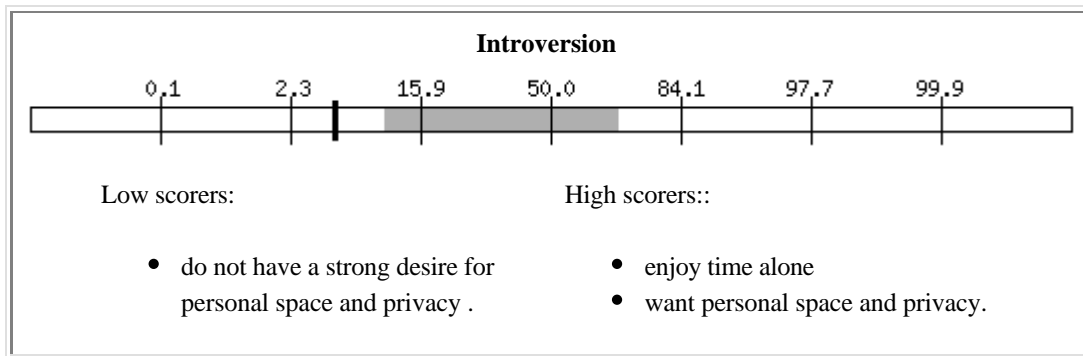
EXTROVERSION

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.





Someone mentions sales and we see images of shaking hands (often with relative strangers), making people feel important, listening to their needs and trying to help them solve them. Obviously being outgoing at least some of the time is necessary for most sales positions.

It is possible to be too extroverted, though, to be so gregarious that the social side of sales contacts becomes more important than conducting business. Also some highly social people reveal too much about their personal lives and put pressure on clients to do the same. Not all clients welcome this.

There are also times when many sales people are alone with their reflections of the previous sales call, their CD's in the car, their daydreams, their anticipation of the next sales encounter. So having some taste for privacy can be more than acceptable, especially for outside sales people. Those people doing as much customer service as sales, per se, have less space for 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 sales and customer service. You may struggle a bit to make multiple cold contacts.

There are a few problems associated with a style such as yours, unless you are much more likely to be affectionate and supportive than critical or angry. Check your expression scores in the next section. Your profiles suggests that you don't like working alone and may be afraid to tell people what bothers you. You may be reluctant to say "no" to clients' requests for favors which your company cannot afford in the long run.

- 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 describing 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.

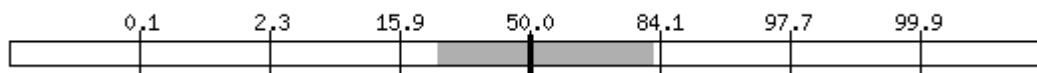
EXPRESSION OF CRITICISM AND ANGER

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.

Expression of Ideas

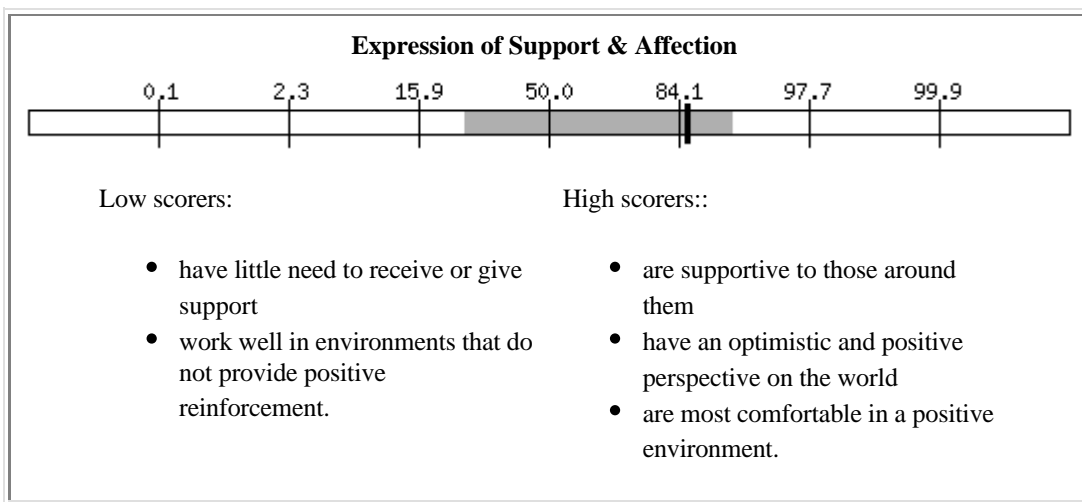
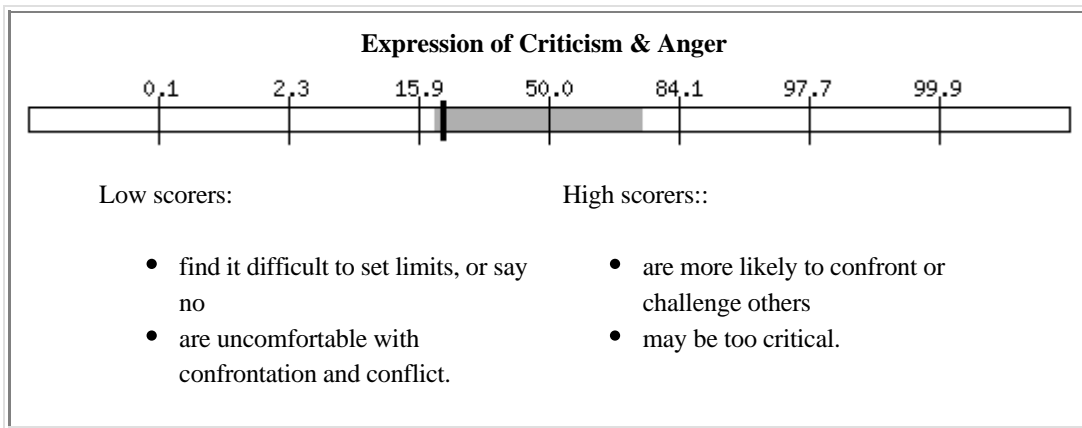


Low scorers:

- feel stressed when they have to present their ideas to others
- tend to underestimate the value of their ideas
- may not speak up even if they have something valuable to contribute.

High scorers::

- are comfortable expressing thoughts and ideas
- may risk talking too much.



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

Index:

1. [Introduction](#)
2. [TAIS Scale Profile](#)
3. [Attentional Styles](#)
4. [Preference for Diverse Activities](#)
5. [Orientation Toward Rules & Risk](#)
6. [Drive and Confidence](#)
7. [Ways of Dominating and Competing](#)
8. [Decision Making Style](#)
9. [Orientation Toward Others](#)
10. [Communication Style](#)
11. [Conclusions & Recommendations](#)
12. [Recommended Printing Options](#)
13. [How to Save This Document](#)

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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".