



**The  
Attentional &  
Interpersonal  
Style Inventory**

**TAIS Sales Report for:**

Erick Contreras  
Physical Therapy Aide

3/25/2004

**Comparison Group:**

Corporate CEOs

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## Introduction

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

The **A**ttentional & **I**nterpersonal **S**tyle 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
- **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.



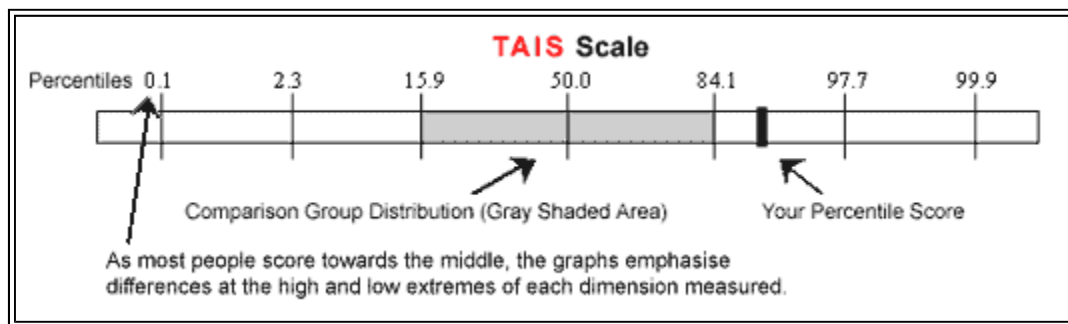
**Section header.**

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

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

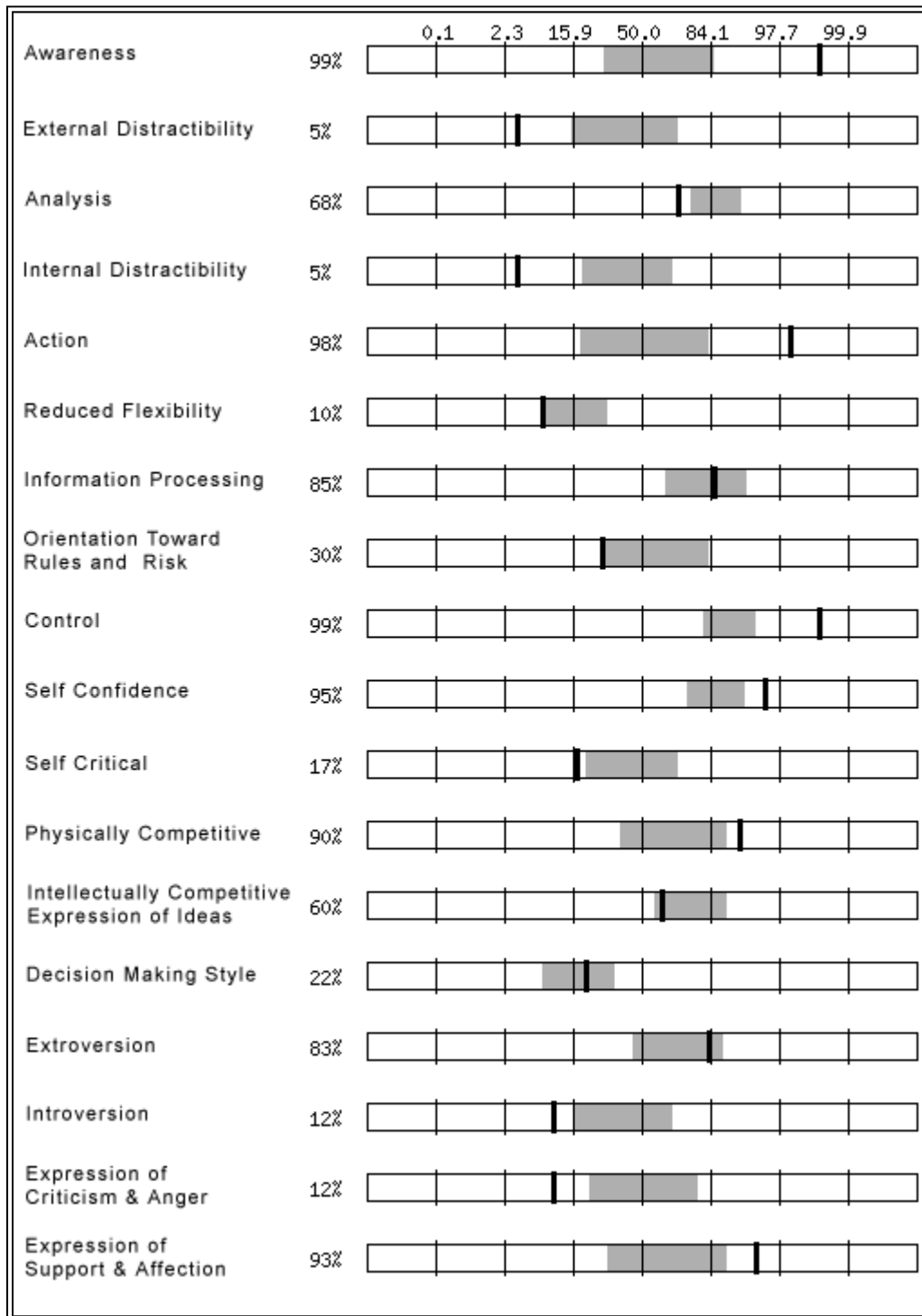
**This text starts a detailed, step by step profile of your strengths and weaknesses in relation to this area.**

- 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 Corporate CEOs group. Therefore if your percentile score falls outside the gray shaded area, you can conclude that you scored significantly different from the "typical" Corporate CEOs.

### TAIS Scale Profile

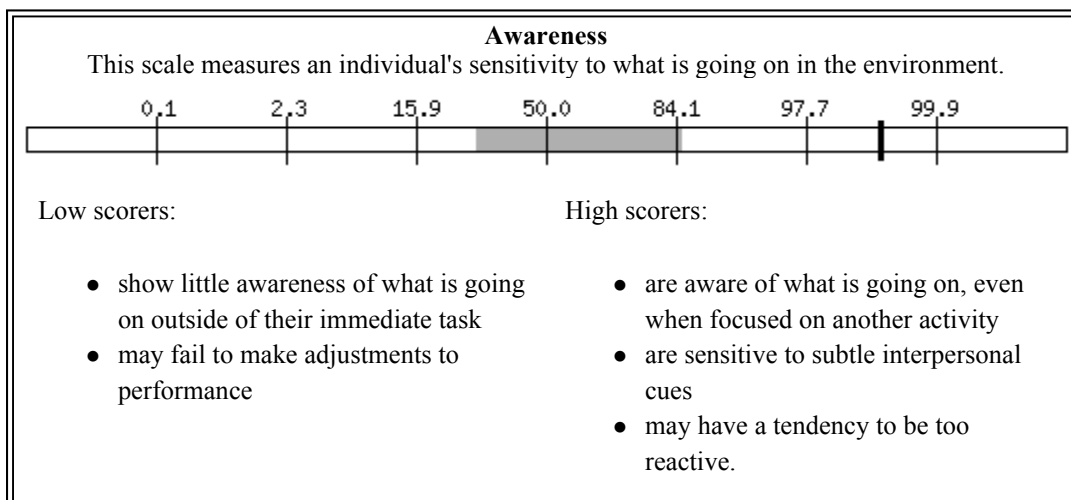


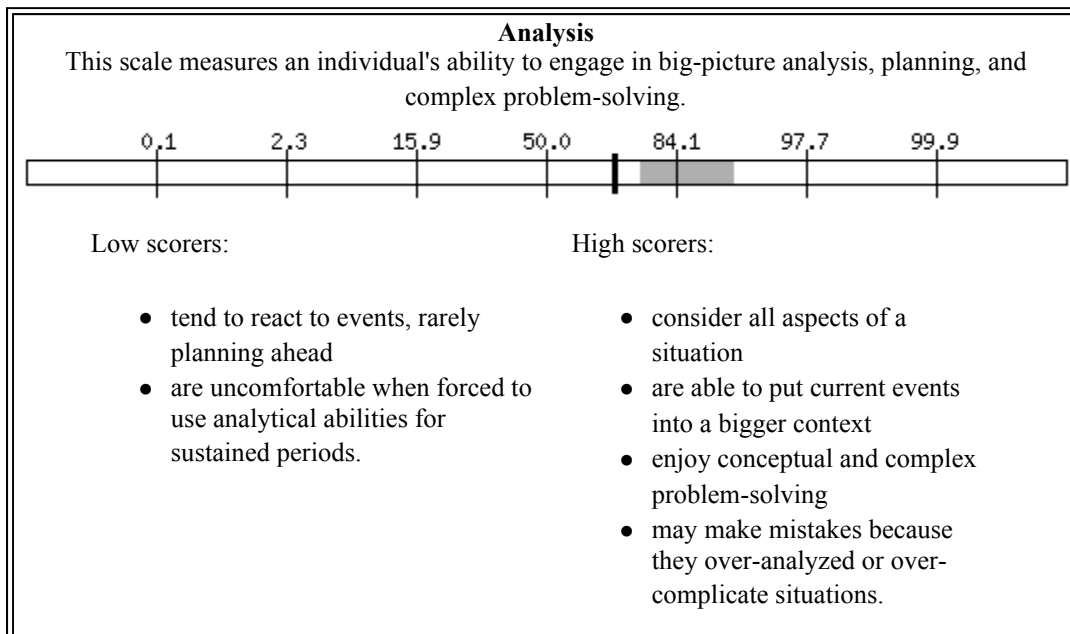
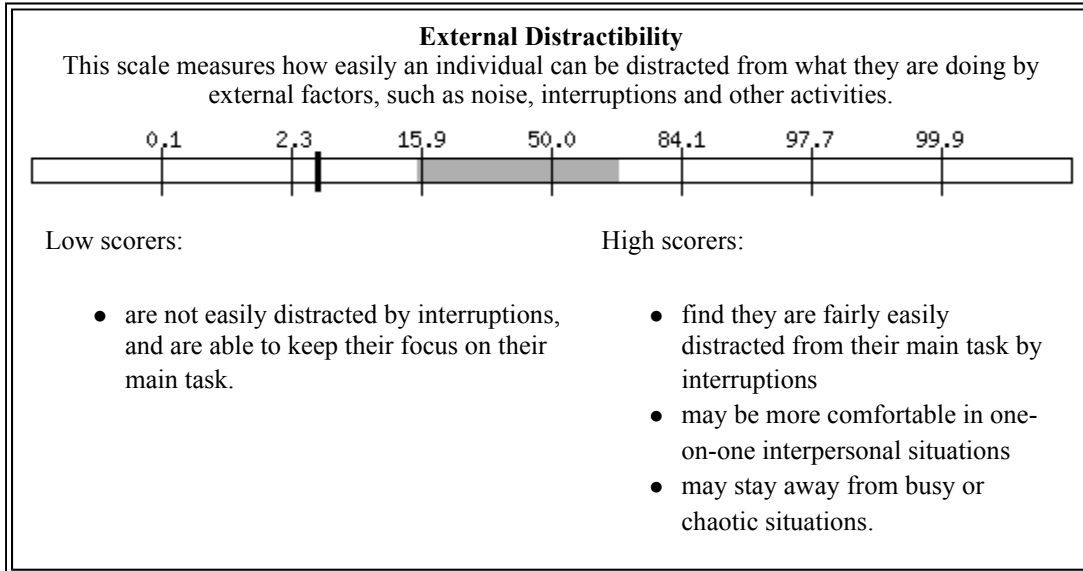
## Attentional Styles

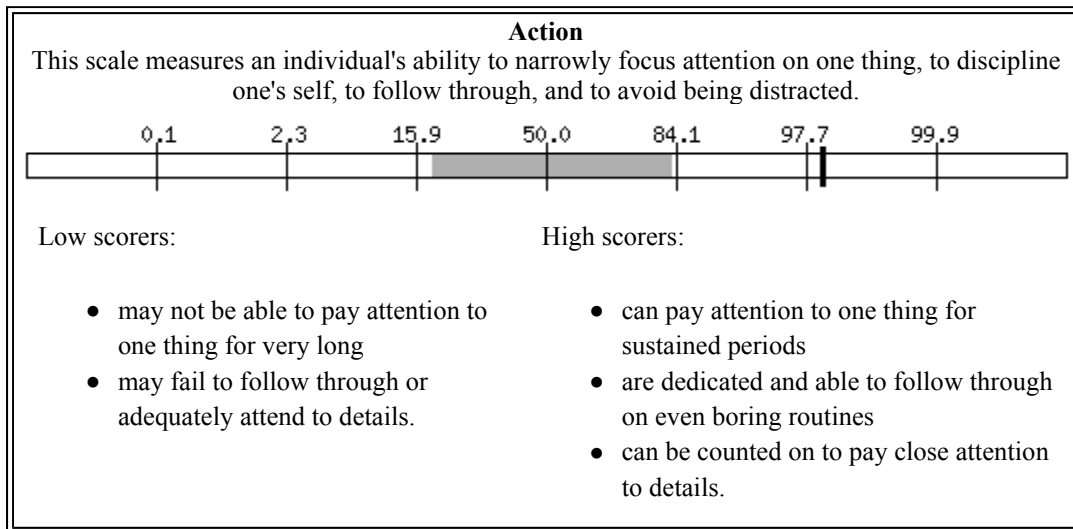
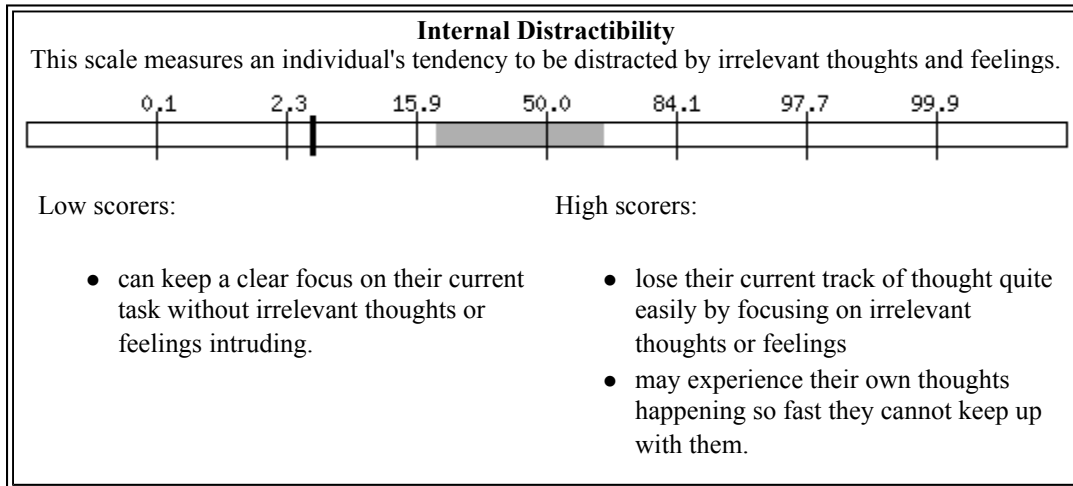
### ATTENTIONAL SCALES

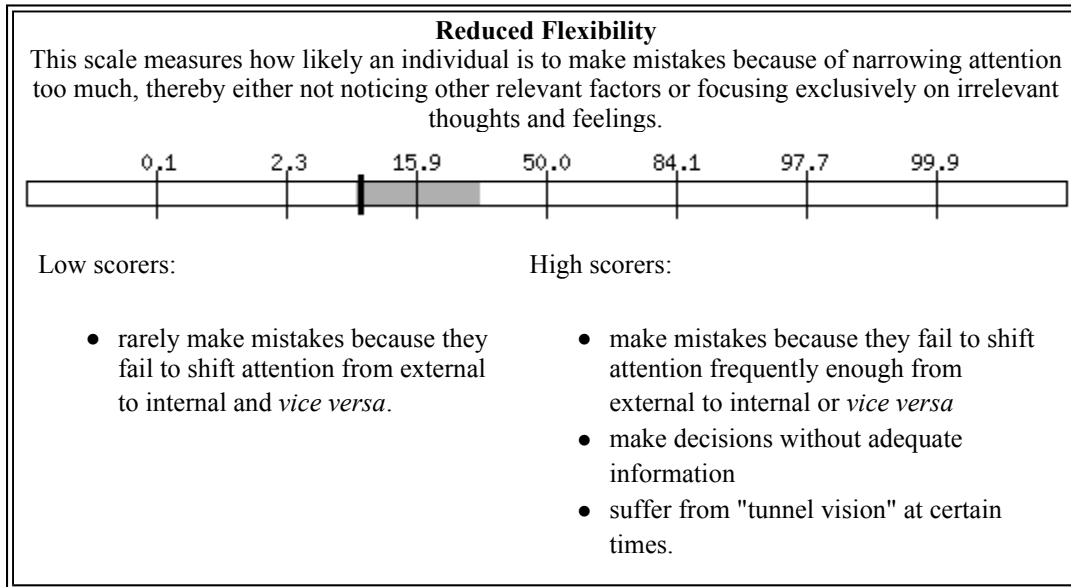
TAIS inventory is unique in that it incorporates concentration skills along with intra and interpersonal characteristics in its overall assessment of performance. To concentrate effectively, you need to be able to shift both the *width* and *direction* of your focus of attention in response to the changing 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.









### ● ATTENTIONAL OVERVIEW

We need your help in explaining your TAIS inventory attentional profile. Your profile is highly impressive and statistically extremely rare. It is rare but not completely unusual among sales people. In particular, all three of your positive attentional styles or signal (the first member of each attentional pair) are far above each of the three corresponding distraction scores or noise (second member of each pair) are well below average. Translation: You are indicating you are extremely aware of your surroundings (moment-to-moment), AND able to put ideas together, anticipate consequences, plan, and devise strategy far better than most people, AND yet able to focus on all the details to follow through on almost all that you sense or plan. You have indicated that you are able to switch from one of these styles to another in the flick of an eye and to do this even under high levels of pressure. You are able to perform so well because you hardly ever are distracted or overly emotional. Almost everyone is less capable than you are in these regards.

Sounds great. So what's the problem? Your scores are the equivalent of an automobile that is the most powerful and yet gets the best gas mileage. In reality, the dragsters that run the quarter mile in under 5 seconds get the worst gas mileage. Consider this. Imagine being in a TV store with 43 sets showing 43 different programs. You can choose to skim all 43 channels to take in the variety of images and monitor which sets are on and which ones go on the blink. As soon as you decide to focus your interest in the ball game, you lose track of the news show or talk show, and vice versa. The other competing "shows" or channels are our internal films, the ones we construct in our head. Often what we can imagine is more interesting than reality. When we go inside our head, we lose track (at least temporarily) of our surroundings.

You get the point. Human beings have definite limitations in our ability to pay attention. Yet all of us forget our limitations occasionally. We try to talk on the phone while we 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.

In our experience, people score this impressively on the attentional scales for three different reasons. First, a few people are truly above average in their ability to handle pressure extremely well. Superstars. Second, some people are so optimistic, upbeat, that they spend little time dwelling on problems. Third, some people so need to present a good front they exaggerate strengths and minimize weaknesses whenever they can. If you are successful and fueled by a strong drive to achieve, you probably are really quite good and expect near perfection out of yourself. You hate to admit mistakes even to yourself. You may be good--even great, but we doubt anyone is truly as good at concentrating in all situations as your scores indicate. We might be wrong, but . . .

WHAT IS AN ATTENTIONAL PROFILE?

Human beings are biased (for example, right- or left-handed) in practically everything we do. For this reason, TAIS inventory reports are designed around your highEST and your lowEST attentional scores. When you are using one style, you cannot be using another style for that moment. Your attentional profile is roughly parallel to a record of your TV viewing habits. You can choose any of the many channels available, but only watch one at a time. There are some channels that you watch frequently (your favorites) and others that you watch rarely if ever. You watch some channels less often either because you don't like them, they make you tired most quickly, or they are merely lower in priority. Whatever the reason for your viewing habits, the fact remains that you know less about their contents because you use them less.

The major value of taking TAIS inventory is in getting an accurate reading on your relative strengths and relative limitations. There is evidence that most successful people are realistic in assessing such matters. Top sales people tend to overestimate themselves somewhat, but not too much. Optimism backed by confidence is a natural ally of sales success. We have no desire to weaken your confidence. We would like to suggest that there is no "weakness" in admitting the inevitable--nobody can pay attention to everything at once. Being able to distinguish between your favorite attentional style and your least favorite is a key to your getting even better than you are now.

## ● ATTENTIONAL PROFILE

### ● RELATIVE STRENGTHS--AWARENESS FOLLOWED AND SUPPORTED BY FOCUS.

You have indicated that your greatest attentional strength is your awareness of your surroundings; your ability to read and react rapidly to what is going on at a given moment. Using this broad-external focus of attention, you monitor constantly the reactions of clients in real time. Such intuitive "street sense" is common in top sales people, police officers, team sport athletes, and mothers adept at keeping track of their children. You read others well, sensing nonverbal cues which often are more revealing in sales and negotiations than words. You are good at establishing rapport. This "street sense" also helps you adjust to how others are reacting. You probably are good at sensing when to close or ask for the business.

Your point of pride is, "I KNOW WHAT'S GOING ON."

You have also indicated that you are almost as adept with the focused style of attending. This style of narrowing attention is good for taking action, completing tasks, and taking care of details. The combination of these two styles reveals that you are typically more external in your focus than internal. You read the environment well and then often switch to focus to get things done. You are probably good at hosting meetings, sensing participants' moods and needs and then being able to take care of them before moving on. As a whole, you probably seem much more action oriented than theoretical or reflective.

Your strength is in knowing the world in real time and space--knowledge that comes almost instantly and defies normal analysis and communication. You probably operate frequently with your right hemisphere, a type of intelligence that does not translate easily into traditional academic measurement.

As with any other strength, reading and reacting and being an action person can become a liability under pressure. When you feel stressed, you are likely to rely too much on your street sense and need for action. You either try to "wing it" or jump into action before you consider all the implications of such action. Highly-aware people often are more sensitive to the needs of others than to their own.

### COMPENSATING THROUGH STRENGTH.

Your keen sensitivity to your surroundings constantly reminds you about what you need to think. Thus, you will adjust for many, but not all, of the mistakes of being too reactive or too sensitive to the environment.

### ● RELATIVE WEAKNESS--ANALYTICAL/CONCEPTUAL.

You have indicated that your lowest attentional style is the analytical or conceptual approach. Remember: Your lowest attentional scale is your least favorite channel. Thus, taking time to think things through is likely

to lose out to your tendency to rely on your intuition in the heat of battle. The question is not IF you can use strategy or reflection but whether you WILL actually consider the consequences of your actions when things are hectic. You are prone to getting caught up in the spirit of the moment and promising a discount to a favorite client which may complicate matters for your company long term. When asked to do something, you may overcommit your time when you don't have your calendar for reference. Your style makes you vulnerable to letting sales calls and group presentations become sidetracked by the moods of your audience. This may cause you to not take care of the priority for that meeting.

- Learn to take a moment's pause to "look before you leap." When you do react without thinking, you find that when things calm down you are quite able to decide on the best course of events. Sometimes, too late, though.
- Before client contacts, you need to spend some quiet time asking yourself "What if .. ?" questions so that you are prepared for any question or request. You probably also need some time for reflecting on what you could have done better in the sales call.
- You might also overlearn the strategy of stalling requests by saying that you have to check with your secretary, spouse, or calendar. This will give you plenty of time to consider options.

**Team Selling.** You read people well and are action oriented. Your ideal complement would be someone more reflective who needs your eyes and ears. They can ask you to consider things you may not think about because you are so active. Your organization needs those things only you can sense in the field.

### ● REDUCED FLEXIBILITY OR INABILITY TO SHIFT--LOW

It's impossible for human beings to pay attention to everything. We all get distracted or lose control of our attention or emotions at least occasionally.

In your case, it's not so much getting distracted that seems to be your biggest attentional problem as it is your tendency to get stuck on something irrelevant or counterproductive to the exclusion of attending to what is important. When this happens, you lose your ability to switch styles and be flexible.

You have indicated that you let this problem ruin your performance far less than the average person does. Still you are apparently someone who expects near perfection from yourself. Thus, on those rare occasions when you feel like you did not do your best under pressure, it really bothers you. They may have been the most important times, for example, with a key client where you pressed too hard.

We all get stuck and lose our flexibility when we get too agitated or emotional. There generally are two reasons for getting too stressed--anger and fear or anxiety.

When you get angry at something a client does or a mistake you make, your attention rivets on that thing and you lose perspective, at least temporarily. If you are honest, you know you are not at your best when you lose your temper (whether you show it or not). For example, when a client is late, you might let such an inconsiderate action cause you to become angry or indignant internally. When the client arrives, you are not capable of dealing with the opportunity which s/he presents.

Fear or anxiety has a way of grabbing hold of us and not letting us go on to other matters. We lose our flexibility when we let fear or worries take hold. When your mind gets stuck on that concern (e.g., about whether you will be able to close the deal), you fail to concentrate on the things needed for performing well (e.g., what the client is saying). As you review such incidents, you probably can discern that you tried too hard to push through the sale without modifying your approach.

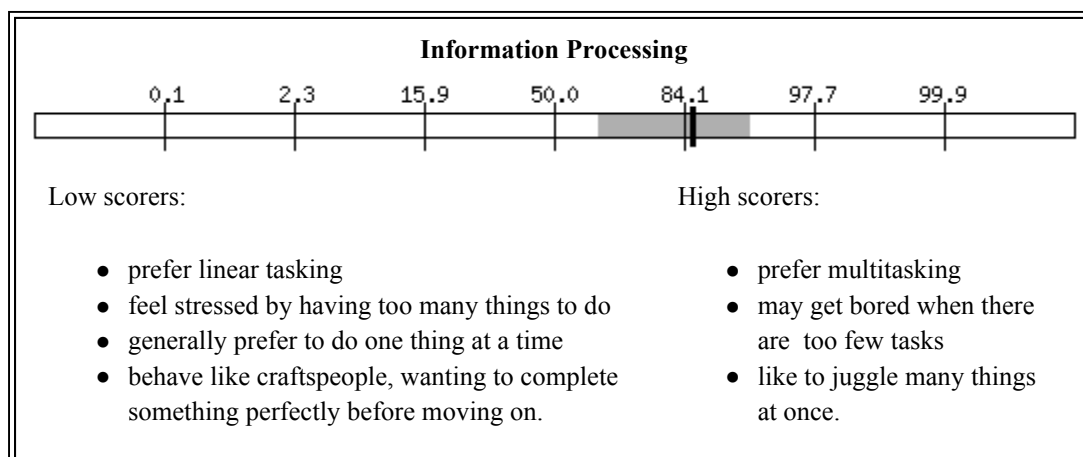
For help handling your most frequent disruption of attention, consult the professional giving you this feedback about Attention Control Training (ACT). ACT will help you decide which of the two sources of emotion gets you stuck most frequently and what to do about it. Learning to "say hello AND good-bye" to disruptions is one of the best ways to improve your performance. As you learn how to identify quickly when you are upset, 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.

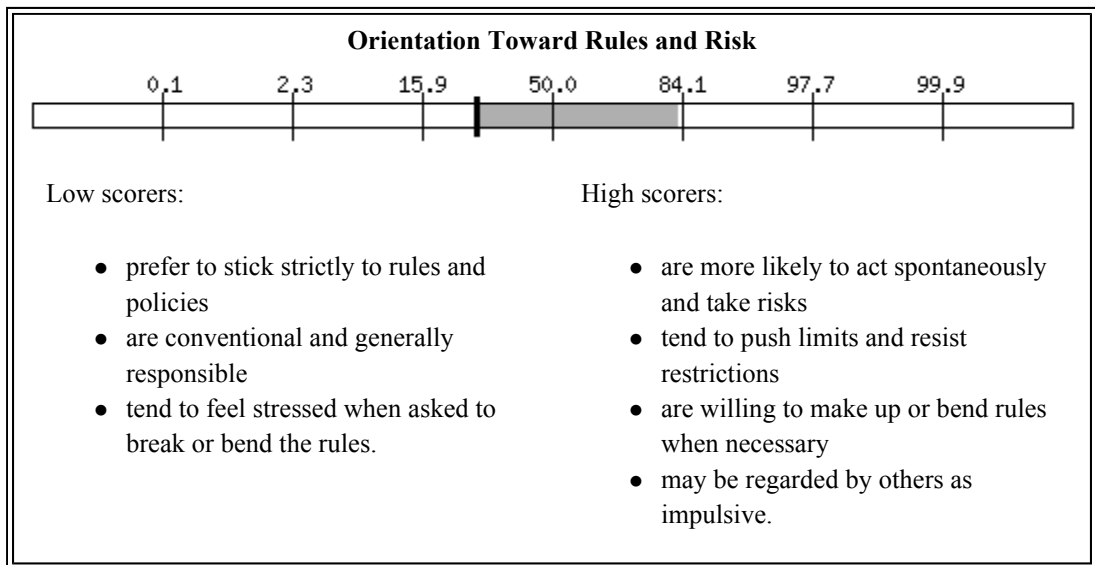
You need to know that you may make those around you feel rushed. Many people, often support staff, like a slower pace. Not all your clients are set at the same speed you are.

- 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 generally disciplined in both your behavior and your ability to pay attention, to stay on task when necessary. Your ability to stay on task, to control your behavior, to not give in to your impulses very often, is probably crucial to your performance. In sales, behavioral discipline is most needed in being persistent in the face of adversity and maintaining client relationships.

In general, people successful in business and sales are more disciplined than the average person is. There is one major concern with such a tendency. Sometimes people like you, who are good at sticking to their plans, at following through on what they promise, keeping appointments, etc., find it difficult to understand others who are not so well-behaved. True, impulsive people do have more fun at times, but do they have to be so irresponsible? You may not say these things outloud, but you may show (in subtle ways) your disapproval. Even if others deserve censure, your relationship with a key client, for example, may suffer if you appear self righteous. Fun-loving clients may even call you "stodgy."

- You are advised to take a deep breath whenever someone irritates you by not playing by the rules (your rules?). Is this behavior, such as being late for an appointment, just a harmless affectation or a serious breach of courtesy? Make sure that you can distinguish between these with a clear head before you take action.

- Because you are used to being disciplined, people who are more free spirits may inhabit a world with which you are relatively unfamiliar. You need to find out some of the benefits of being the way they are, not so you can adopt them but to understand them and be able to deal with them better. You probably could learn to loosen up once in a while just for the experience.

**Team Selling.** Believe it or not, there are times when your well-behaved approach is not going to work. At times, the situation calls for someone who does not let rules or policy stop them from doing what needs to be done, for example, finding out who is the key contact via circuitous routes, if you know what we mean. Learn to identify these people and discern those rare times when they should "pull the trigger" because you will be constrained by rules. Let's face it, don't you find yourself cringing at some of the questions investigative reporters ask?

- You also need to be careful not to automatically dismiss the values of others just because they are not as able to stay on task as well as you. Be sure that you do not let your true feelings (disapproval) show in nonverbal ways. It is usually better to discuss openly your concerns than to let them fester, thinking that no one knows you are upset.

## 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)

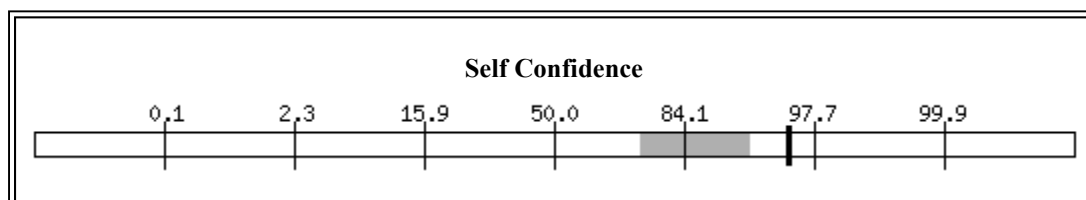
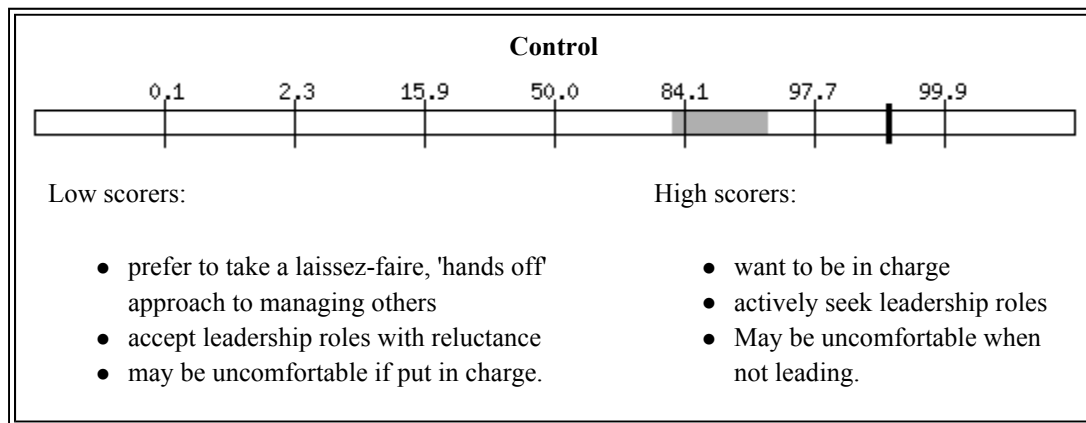
Indicates how much individuals like to control others and actually take charge or assumes a leadership position.

#### SELF CONFIDENCE

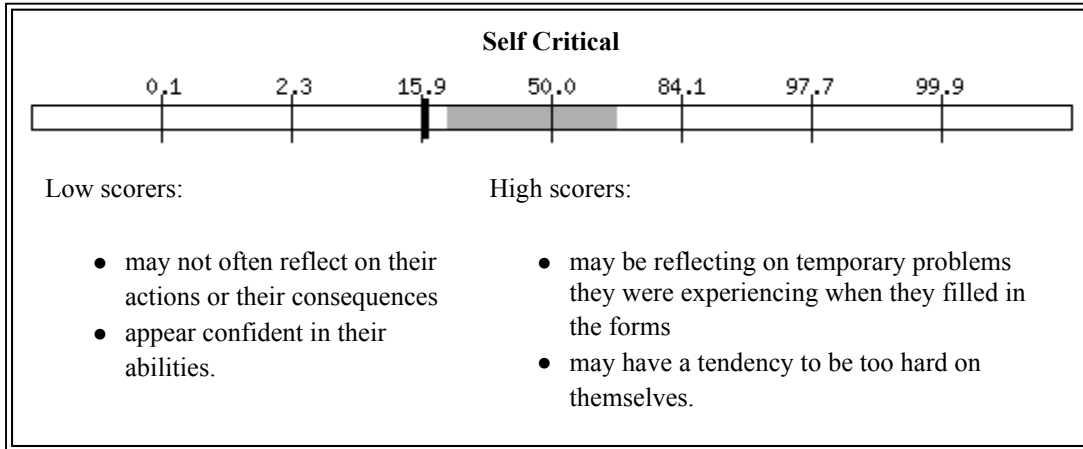
Measures the extent to which people think they are competent at doing things and how good a person they think they are.

#### 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.



<p>Low scorers:</p> <ul style="list-style-type: none"> <li>● lack confidence</li> <li>● doubt their abilities</li> <li>● do not recover quickly from mistakes.</li> </ul>	<p>High scorers:</p> <ul style="list-style-type: none"> <li>● are confident</li> <li>● believe they are very competent</li> <li>● recover quickly from mistakes.</li> </ul>
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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 have a tremendous drive to be in control or come out on top of challenging situations. You feel the need to excel at everything that matters to you especially selling to your clients. 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 sure you will do better the next time or with the next client. You have the killer instinct. 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 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.

**Team Building.** 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 your frustration or displays of temper which 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.

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. One way people like you may make others think you are arrogant 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, overconfidence 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 or decision making 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.

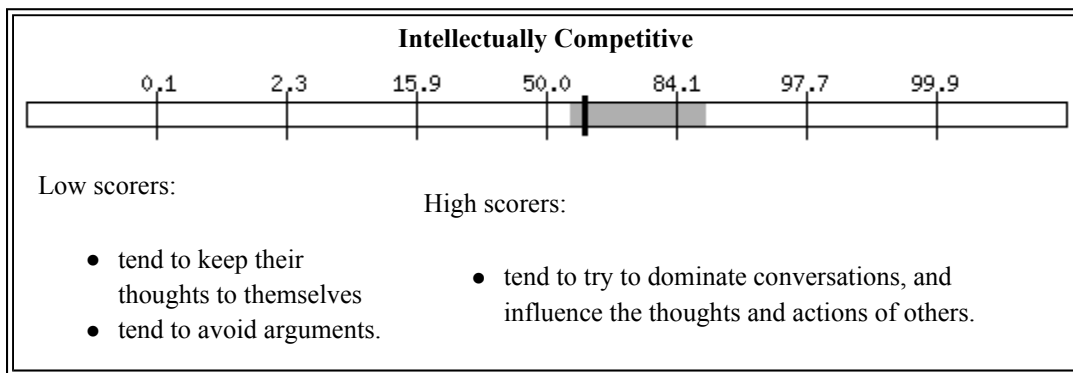
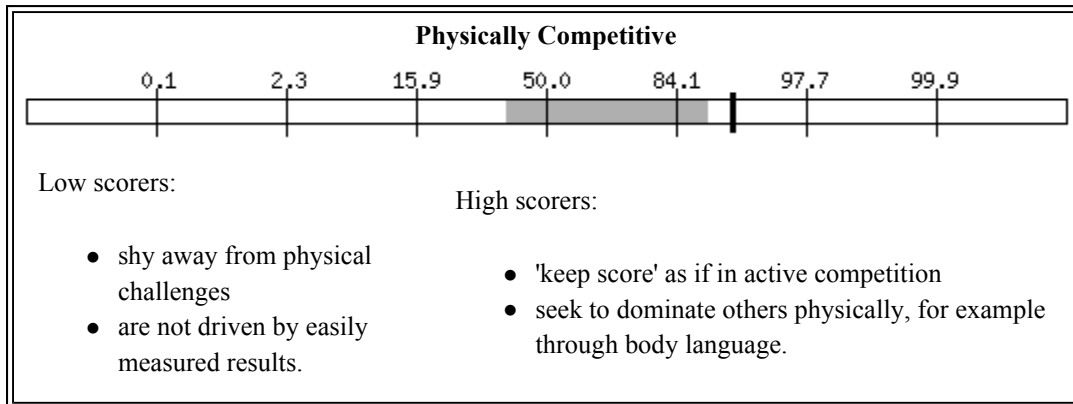
- Learn to laugh at yourself. Become keenly aware of your own limitations. Can you say the three things Mark McCormack says are the hardest things to say? "I don't know." "I need help." "I was wrong." Judicious and congruent use of these three phrases can take the sting out of your confidence. People 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 above the 85th percentile of competitiveness in physical arenas. You score in the midrange in intellectual circumstances (between 35th and 65th percentile). You are highly driven to dominate in contests of physical skill noticeably more 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 presentation.

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 are likely to 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.

You have simply got to learn the following:

- Not everything is decided by keeping score or dominating others.
- Your relationships (such as with clients) may suffer if you have to win at everything from golf to driving the best car.
- Closing the business is obviously necessary. In your case, 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.
- You really need to learn to relax a bit (take a centering deep breath) and let things go once in a while. You will not lose your drive to excel by becoming a bit more selective with it. We literally have seen parents going all out to beat their five-year-old children in Monopoly or miniature golf. Lighten up.

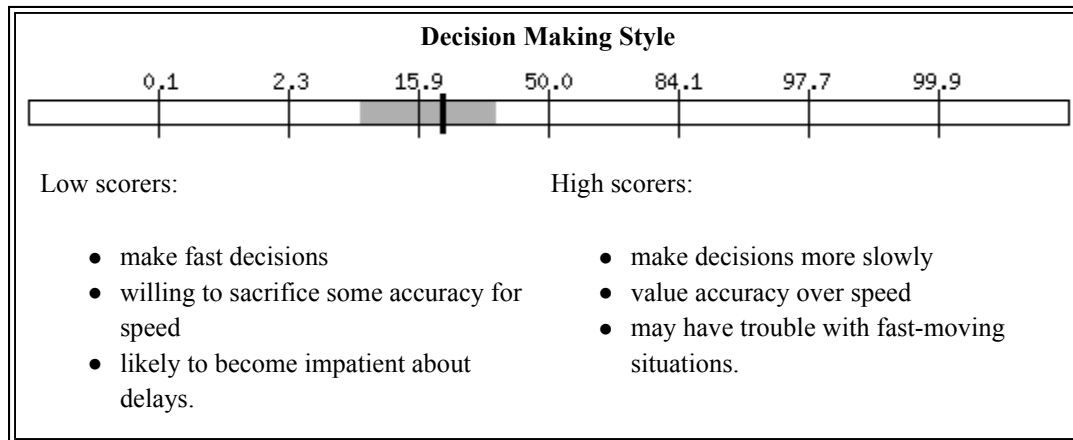
Because you seem to be much more comfortable with your physical medium than the intellectual one, you are likely to overuse sports metaphors, regardless of how picturesque or appropriate they can be for making your point.

- 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. Remember that you are in business much more often than in the locker room.

## 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: the client cannot make a buying decision, the business is not worth the effort, or the client does not need what is being sold.

Keen decision makers are also good at getting or giving needed information without belaboring the point so that they can spend time on key areas (for example, determining needs, handling concerns).

You tend to make decisions more quickly than the average person and about as rapidly as most business leaders and top sales people do. You seem to handle pressure about the same as these people do. Most of the time this makes you effective in use of time with clients. You handle (time) pressure 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.

- 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 take things a little easier when the sales process is not proceeding as quickly as you expect.

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 control your anxiety well, you spend less time than do most people caught up in your head worrying about problems. This enables you to switch your focus of attention fairly quickly to what is going on around you even when you have been thinking. You still make concentration errors (everyone does), but

apparently fewer pressure-induced mistakes than most people commit.

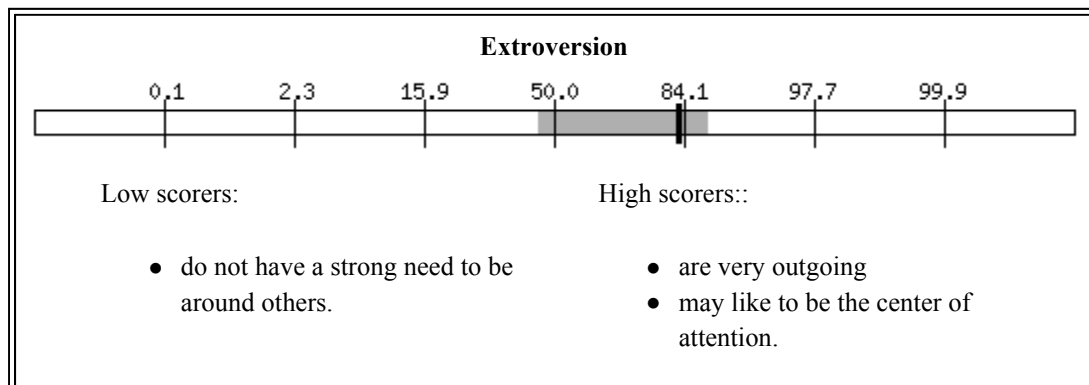
## Orientation Toward Others

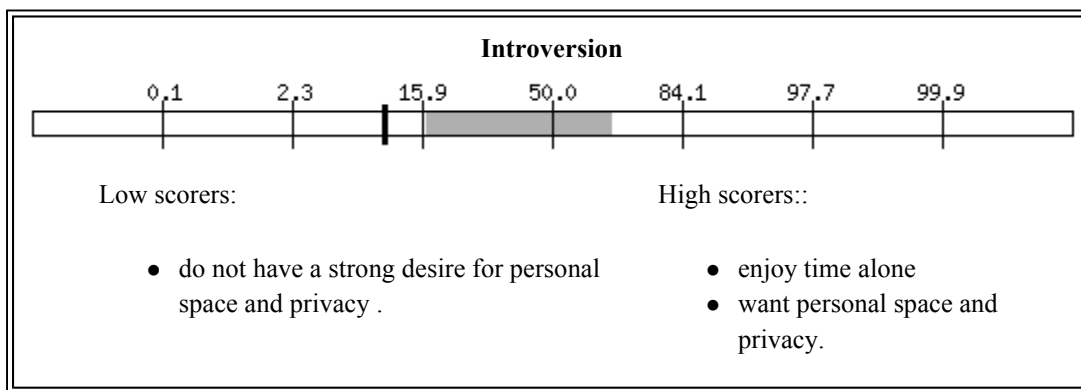
### EXTROVERSION

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 can become too revealing about their personal lives and put pressure on clients to do the same. Not all clients welcome this.

You score higher than 70 to 95% of people on the scale which indicates your need for involvement with others. You enjoy being the center of attention and probably (but not necessarily) provide a great deal of positive support for others (check the scale which measures this in the next section on patterns of expression). You meet people well and establish rapport quickly. You seem to thrive on the part of sales which causes many to not get started.

To emphasize your gregarious side, your need for time alone is quite low (below the 15th percentile). To be sure, you occasionally seek solace away from people, but you do this far less often than most people. Problems may also arise for you because you have difficulty saying "no" to clients who ask you for special favors or treatment. You probably are not willing to risk isolation.

- Your decided preference for social interaction is a major time management problem for you. You need to build in restraints to your taking too many "people breaks" when trying to finish that dreaded paperwork. You might consider telling all the people you most enjoy socializing with that you are busy and that the closed door is really your signal for help. In other words, "please stay away because I am trying to finish that report which is due tomorrow morning." It really is a compliment to tell others that you find talking to them too irresistible.

- If you also don't like to argue or confront people, you will need to develop some protective patterns to avoid committing yourself to too many things. Some people learn to say that they will have to check with their manager, secretary, or spouse before agreeing to any new request. This gives you time to prepare a nice way to say no to extra involvements.

- Find a good role model, someone who maintains cordial relationships yet is able to set limits on others. Imitate how this person says no, firmly but nicely.

**Team Selling.** Obviously you can use a teammate who has far less need for socializing to help you tie up loose ends, to finish paperwork, to do the countless detail things needed to maintain good client relations.

## Communication Style

**EXPRESSION OF IDEAS**

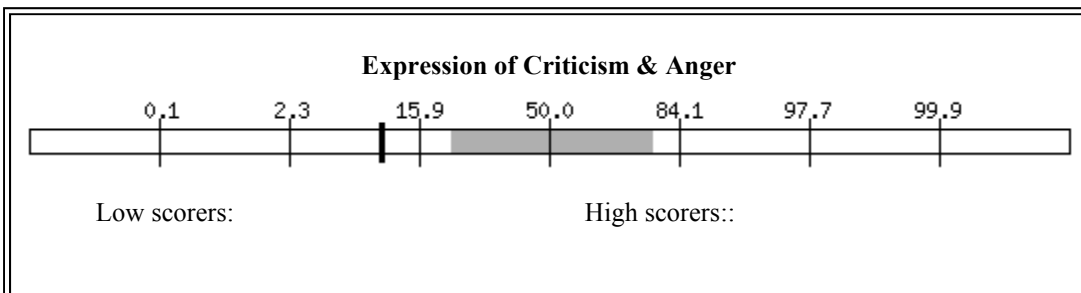
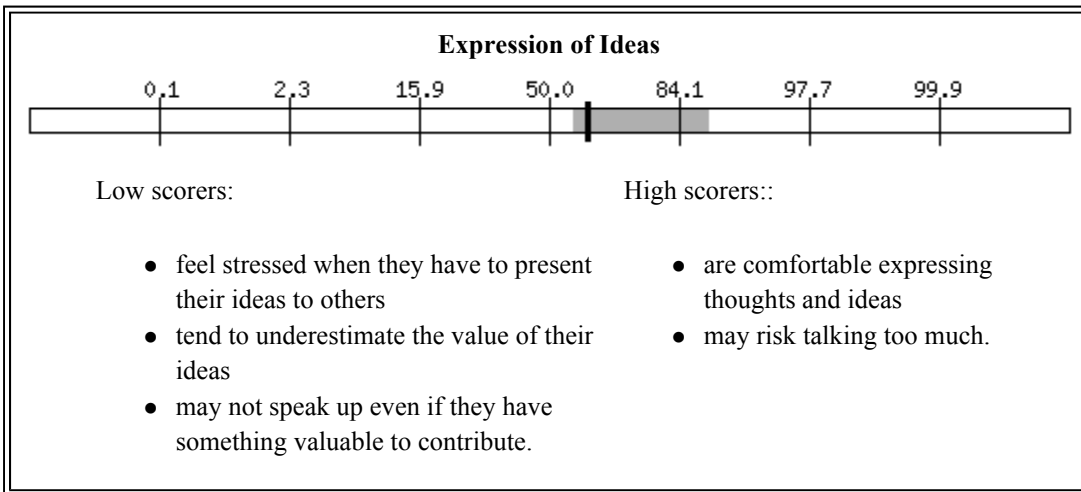
Measures your willingness to speak up in front of others. High scorers like to express their thoughts and ideas. The higher you score the more likely you are to talk too much. Low scorers find themselves feeling stressed by situations that require them to speak up in front of others. They tend to underestimate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

**EXPRESSION OF CRITICISM AND ANGER**

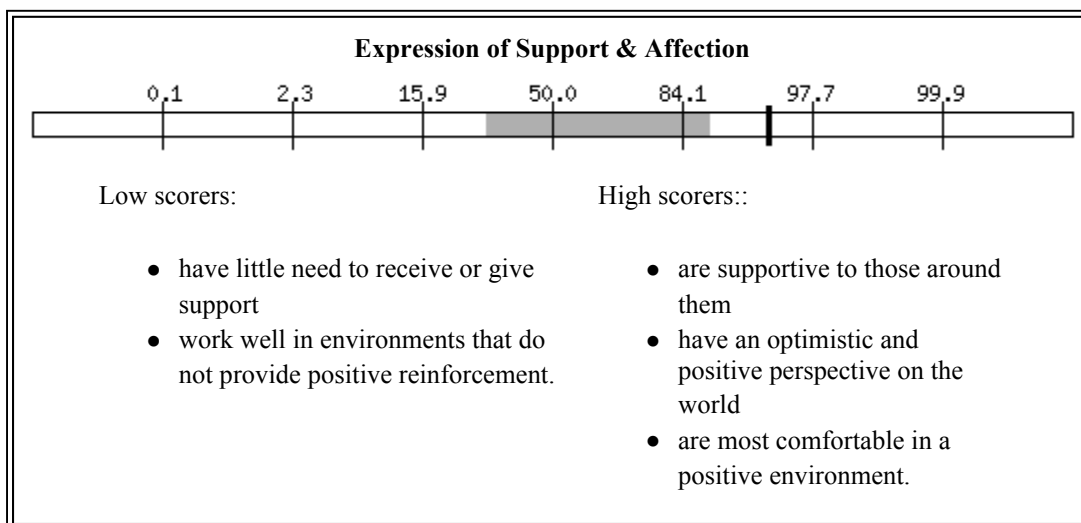
Measures your willingness to confront others, to set limits, and to express your anger. The higher you score the more challenging and confronting you are. The lower you score the more difficulty you have setting limits and saying no. Thus, others are likely to take advantage of you.

**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.



- find it difficult to set limits, or say no
- are uncomfortable with confrontation and conflict.
- are more likely to confront or challenge others
- may be too critical.



You like to talk and you like to express positive things to people around you. You are more expressive of your thoughts and much more likely to demonstrate your affection than most people. You are confident in that what you have to say is well received by others. Even though you may talk too much, most people like what they hear because it is positive, even complimentary.

You are open about almost everything except what is irritating you. People who express themselves most of the time but keep certain things to themselves (like their anger and criticism) are likely to confuse others over time. You seem uncomfortable with sharing your anger in a straightforward manner. You may dominate conversations, even intimidate people by your quick wit and your ability to get your way by persuading others, but you rarely express what is bothering you cleanly and in a timely manner. You are quite adept at covering up your concerns with something positive or reasons why you feel the way you do (rationalizing).

- You can be well liked and express what irritates you. Even though you are generally confident, part of you seems worried that if you express your anger others may not like you, get into an argument or worse yet, criticize you in return. Leader (Parent, Teacher) Effectiveness Training teaches people how to express "I-confrontive" messages. They consist of saying how you feel genuinely to a certain behavior (not the person him or herself). If you are careful to respond to the behavior with your real feelings, you can keep relations on a positive note as well as get you needs met. You generally need to shift into listening gear after expressing your concerns (see the first recommendation).
- 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 good at expressing anger genuinely because you do not practice it often.
- You need to learn to listen, to take a deep breath and allow input from others. You must find a way to be active in your listening (paraphrase what the other person said, say things like "uh-huh") to keep your attention on what the others are saying without drifting off into your own thoughts.
- **Team Building.** You obviously have only one gap in terms of your expressiveness. Thus, 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 a lot of words and charm. Think back on occasions when (for all your confidence) 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.



## 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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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".

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Microsoft Internet Explorer:

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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".