



# The Attentional & Interpersonal Style Inventory

**Performance Report for:**

SAMPLE ONLY  
Jane Doe

3/31/2015

**Comparison Group:**

Business Executives

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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!*

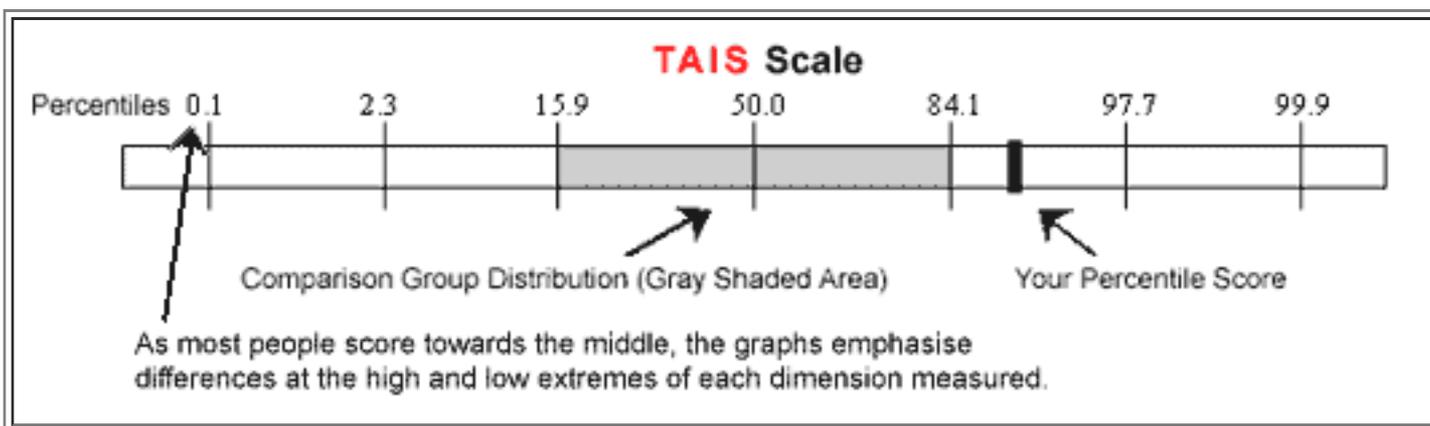
## ● How To Read Your Results

- 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.

The screenshot shows a section titled "Impulse Control" with a blue header. Below the header is a scale diagram with a central bar and labels for "Low scores" and "High scores". The scale is divided into "Controlled, Follows Rules" and "Spontaneous, Impulsive, Takes Risks". Below the scale are two columns of characteristics: "Low scores" (e.g., stick strictly to rules and policies, are conventional and generally responsible) and "High scores" (e.g., are more likely to act spontaneously and take risks, tend to be by their own rules, if not easily distracted). Below the scale is a "SUMMARY COMMENT" box and several paragraphs of text. Annotations with arrows point to various parts of the page:

- 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:

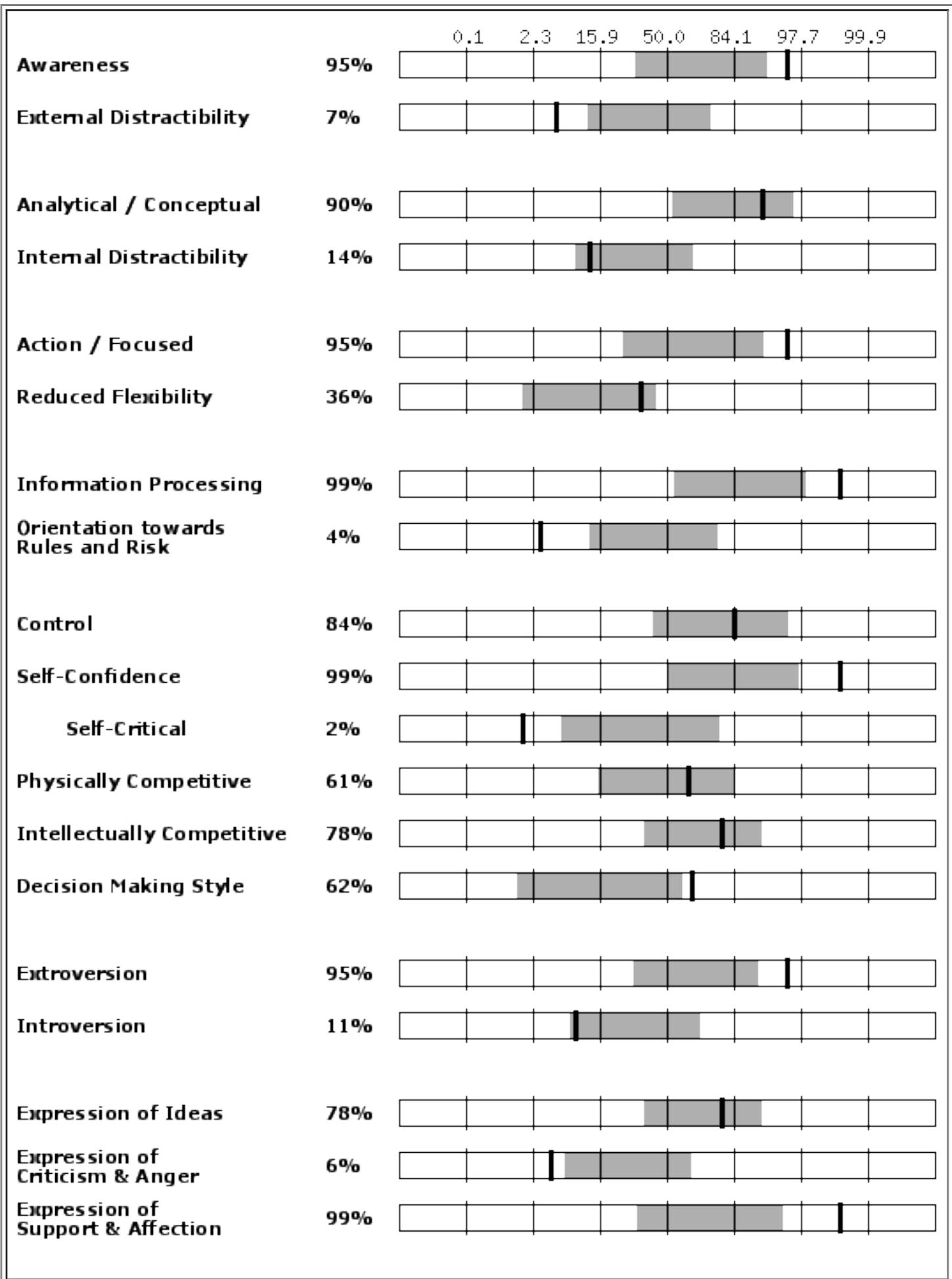


- TAIS Scores are presented as percentiles ranging from 0.1 to 99.9. The percentile compares your score to a standard norm group. The average score on each scale for the standard norms is 50. Your score is represented as the heavy black line.

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

# TAIS Scale Profile



# Attentional Styles

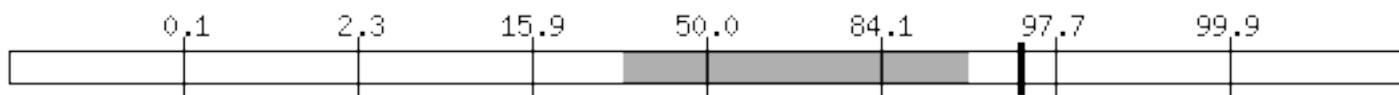
## ATTENTIONAL SCALES

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:

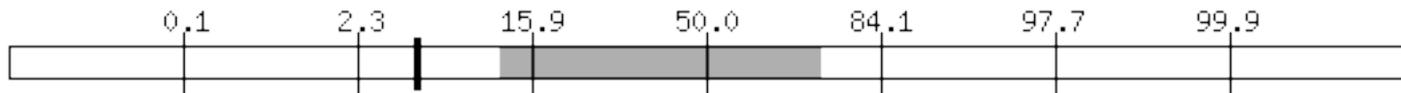
- show little awareness of what is going on outside of their immediate task
- may fail to make adjustments to performance

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:

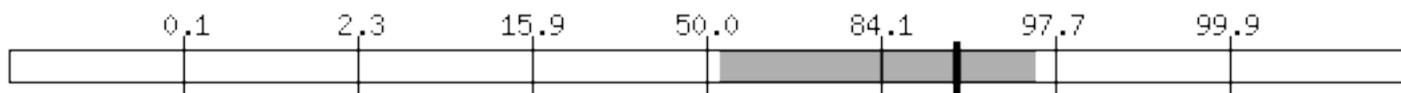
- are not easily distracted by interruptions, and are able to keep their focus on their main task.

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.

### Analytical / Conceptual

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:

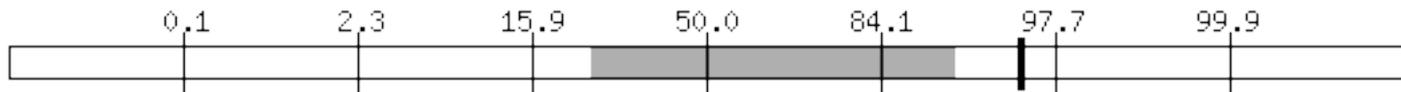
- can keep a clear focus on their current task without irrelevant thoughts or feelings intruding.

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 / Focused

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:

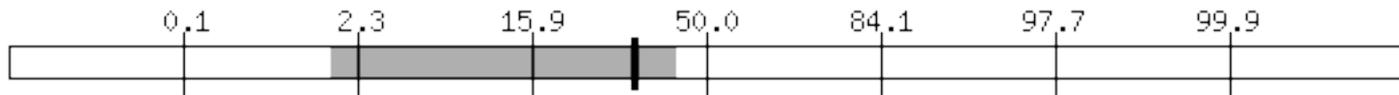
- may not be able to pay attention to one thing for very long
- may fail to follow through or adequately attend to details.

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.

### Reduced Flexibility

This scale measures how likely an individual is to make mistakes because of narrowing attention too much, thereby either not noticing other relevant factors or focusing exclusively on irrelevant thoughts and feelings.



Low scorers:

- rarely make mistakes because they fail to shift attention from external to internal and *vice versa*.

High scorers:

- make mistakes because they fail to shift attention frequently enough from external to internal or *vice versa*
- make decisions without adequate information
- suffer from "tunnel vision" at certain times.

## 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 STRENGTHS--FOCUSED CONCENTRATION AND AWARENESS.

You have indicated that your greatest attentional strength is the ability to focus your concentration. This is supported by your sensitivity to your surroundings. Taken together, this means that you are more oriented to action and reaction to your surroundings than to reflection. Your attentional profile is helpful in assuring that you and your client are prepared for the meetings, for staying on topic, for dealing with details, for closing business, and for maintenance of accounts. You probably recognize the reactions of clients pretty well.

The capacity to narrow one's attention on a given task or person and ignore irrelevant happenings or thoughts is required to listen intently to clients, especially in crowded surroundings. You are probably relentless in your pursuit of your sales goals especially if you are competitive and driven. You are uncomfortable until a task is completed up to your standards.

Your point of pride is, "I GET THINGS DONE--RIGHT."

Under pressure, your tendency to focus your attention can create problems. Your perfectionistic tendency is both a positive force toward accomplishment as well as a burden. Sales interactions often demand that you deal with interruptions or juggle priorities. You can become too rigid, immobilized by your need for everything to be just so before you move on. You listen well but may be slow to adjust to the subtle implications of what the clients say to you.

### COMPENSATING THROUGH STRENGTH.

Your key for compensation through strength is to prepare thoroughly ahead of time. Systematically think of all the ways clients may respond. Figure out the best response for each contingency. Because you concentrate so well, you will follow this plan productively once you have it in place. Knowing these things beforehand reduces your need to figure out the meaning of what the client said on the spot.

## ● RELATIVE WEAKNESS--ANALYTICAL/CONCEPTUAL.

When pressure forces you to choose between considering different ways of solving client problems and staying with your plan, you generally stay with what you started. Yes, you don't overcomplicate matters. Sometimes, however, you fail to pick up on subtle implications of what the client has said. The result can be trying too hard to sell the benefit you expected rather than what the client needs. For example, the client may offer you a much bigger opportunity than you expected and you may not pick up on this in your eagerness to follow your plan.

You are likely to feel irritated with clients who ask a lot of "What if . . .?" questions. Such inflexibility may curtail your creativity. You stick with a "game plan" longer than others. As pressure increases, you will experience trouble thinking on your feet. Later, the best responses will come to you. You hesitate to try new approaches to problem solving unless you have seen where it will all lead. You are more likely to err in the direction of staying with too few activities than juggling too many.

- When you recognize your need to complete things becoming strong, take a deep breath. This "time out" is just long enough to encourage your assessing the situation and being creative, filling in the gaps. If in doubt, ask the client to make sure that you both are thinking of the same thing. You can make your uncertainty into a positive by emphasizing that you are really interested in hearing again in the client's words the exact nature of the client's concerns and goals. It worked for Columbo.
- Learn to pause after giving general instructions to check if others have enough guidance. Encourage give and take which will allow you time to reflect about what is really important and what details are merely for your sake.

**Team Selling.** Your ideal teammates will both be more broadly analytical than you and able to help you lighten up enough to consider (their) alternative ideas. Your contribution is taking action, following through, and completing details.

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

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 about as often as the average person does. You evidently don't feel like you do your best under pressure some of the time. You can look back on some circumstances, maybe key ones, where you wish you had just performed up to your capability.

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.

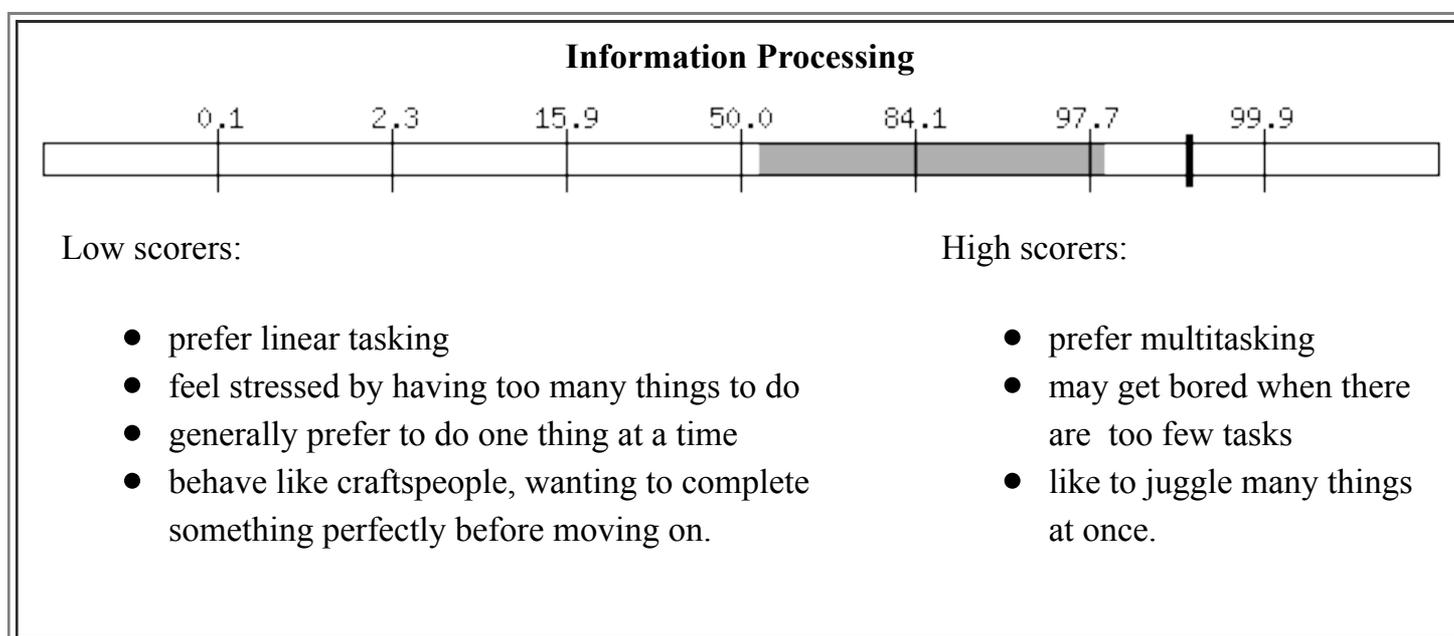
Fear or anxiety has a way of grabbing hold of us and not letting us go on to other matters. We lose our flexibility when we let fear or worries take hold. When your mind gets stuck on that concern (e.g., about whether you will be able to close the deal), you fail to concentrate on the things needed for 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 quite busy world. This is good, because being a sales person requires considerable energy. Apparently there is a great deal going on in your world and in your mind. You obviously have the energy to keep up with this, in fact, you are apparently highly stimulated by the multiple demands of your career. You could even make a case that you court this type of existence to keep you motivated. You seem keenly interested in developing new business.

On the other hand, you show above average on the need for closure, to follow through, and taking care of the details.

These two tendencies are at cross purposes with each other. It is almost impossible to juggle multiple activities and still give each the care it needs. Thus, you are likely to feel stressed because you put yourself into many demanding positions and still demand of yourself the perfectionism of completing each one well.

Long-term, you are a candidate for burnout. You can probably handle this for a while, but you do it by being organized AND by working long hours. You can keep this up only so long, though. Yes, even you.

In spite of your need for closure, 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 megahertz you are. This is a tendency you need to adjust when meeting with prospects early in the sales cycle.

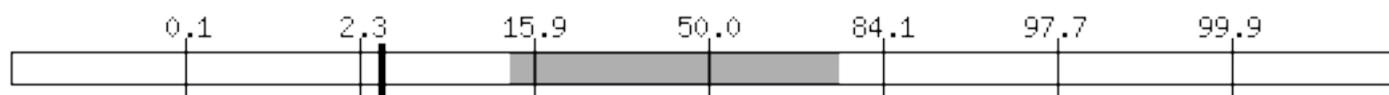
- Check for signs that clients and colleagues are feeling rushed and learn to take a breather to enable them to collect their thoughts and ask for some time if needed. Be careful that you do not try to do too much with a given sales call. For example, you may try to sell more things than the client is ready to consider. Your tendency is to be running ahead mentally, yet you are pretty good at going meticulously through the logical steps. Regardless of how organized you are, some clients are going to feel like they have been hit by a whirlwind.
- Carefully consider whether you are trying to do too many things. Are you burning the candle at both ends? Your schedule probably makes most people tired and eventually it may get to you. For now, you probably feel you can handle the tempo. In any case, 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.
- Check your scores on control and self esteem. If they are high, you are probably trying to do everything because of your energy and because you have difficulty letting go or delegating. You must find people you trust so that you can spend your time on only those most important items.

## Orientation towards Rules & Risk

### ORIENTATION TOWARDS 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.

### Orientation towards Rules and Risk



Low scorers:

- prefer to stick strictly to rules and policies
- are conventional and generally responsible
- tend to feel stressed when asked to break or bend the rules.

High scorers:

- are more likely to act spontaneously and take risks
- tend to push limits and resist restrictions
- are willing to make up or bend rules when necessary
- may be regarded by others as impulsive.

You have indicated that you are extremely disciplined in both your behavior and your ability to pay attention, to stay on task when necessary. Your well-constructed 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. There is one major concern with such a tendency. Sometimes people like you, who are so 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. Perhaps worst of all, many others may consider you as too well-behaved. 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, for example, 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 being so disciplined is in your DNA, people who are more free spirits may inhabit a world with which you are 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.

**Collaborative Selling Efforts.** 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.

# 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.

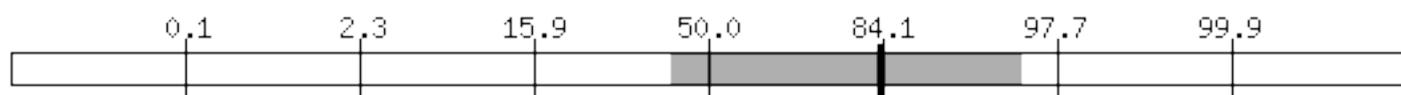
### SELF-CONFIDENCE

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.

## Control

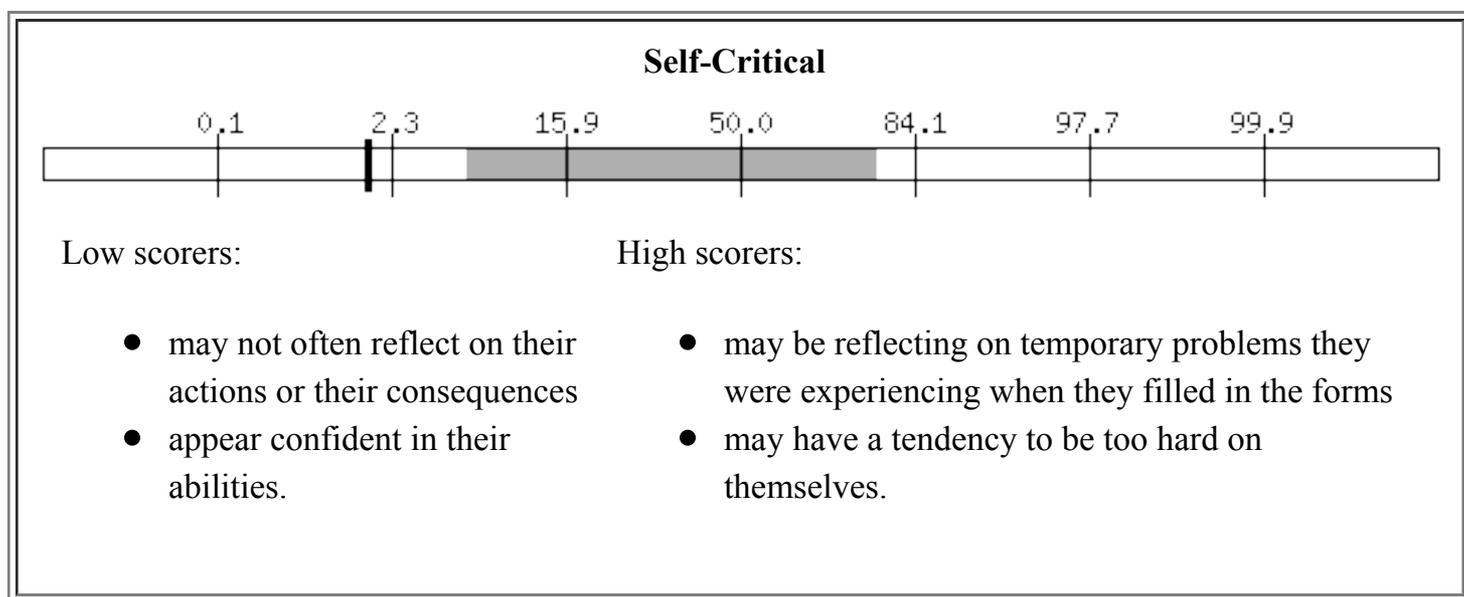
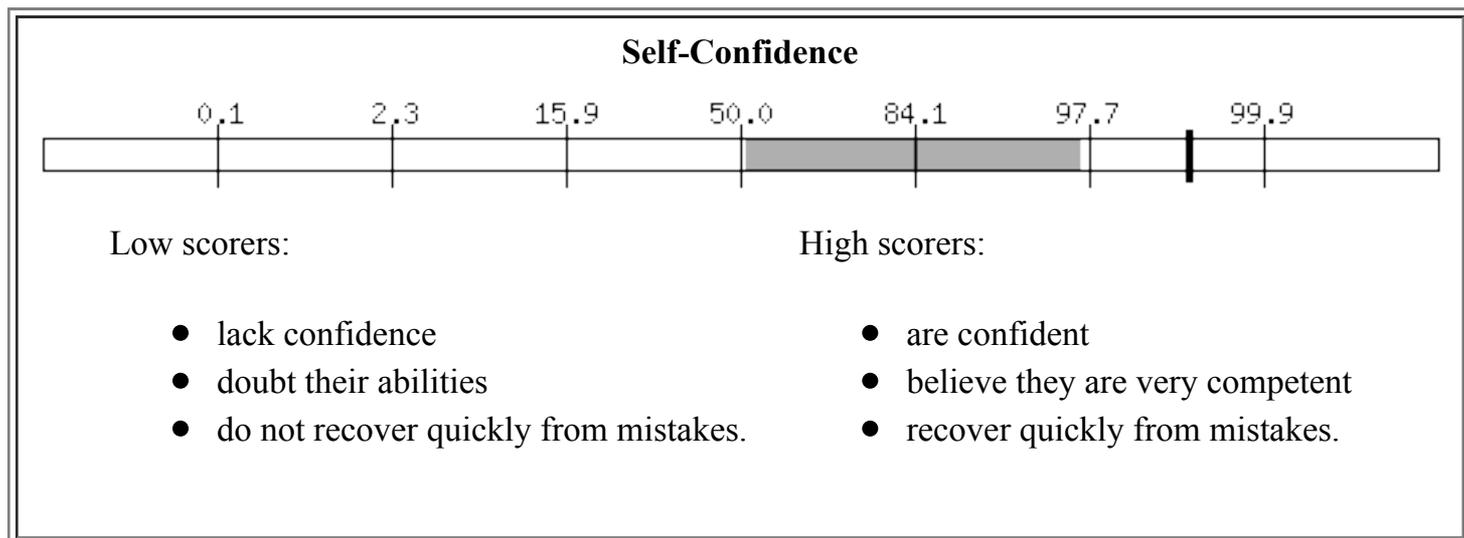


Low scorers:

- prefer to take a laissez-faire, 'hands off' approach to managing others
- accept leadership roles with reluctance
- may be uncomfortable if put in charge.

High scorers:

- want to be in charge
- actively seek leadership roles
- May be uncomfortable when not leading.



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 your need for control and higher than 95% of the population on self-esteem. You have a high drive to come out on top of challenging situations. You have to excel at almost everything you do. You are not good at accepting defeat, even temporarily. After experiencing some frustration about less-than-stellar performance, you bounce back, supremely 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.

Anyone with your achievement drive and belief in yourself has to be careful that you do not show your impatience at the wrong time and that you learn to deal with authority conflicts when strong-willed individuals clash. Whether your ambition gets in the way of relationships with others is influenced by other TAIS inventory dimensions such as whether you are relatively more supportive than critical and whether you are impulsive and/or easily distracted.

Issues of control and delegation make or break 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. Deep down you probably think you are the best person to do most jobs and this attitude, spoken or not, makes it difficult for you to truly delegate. Because your confidence is even higher than your control needs, you may be stubbornly insistent on doing things your way even when you do not fight openly for your point of view. Your belief in yourself is even higher than your need to fight for control.

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 clients feel that you have heard them. Learn to paraphrase what the client 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.

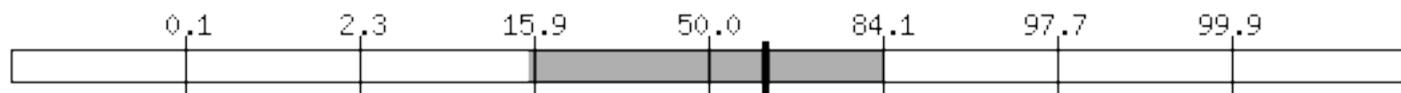
## Ways of Dominating and Competing

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.

### Physically Competitive



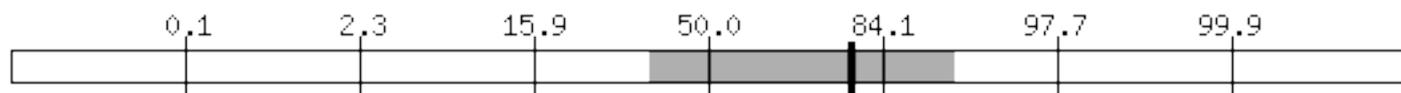
Low scorers:

- shy away from physical challenges
- are not driven by easily measured results.

High scorers:

- 'keep score' as if in active competition
- seek to dominate others physically, for example through body language.

### Intellectually Competitive



Low scorers:

- tend to keep their thoughts to themselves
- tend to avoid arguments.

High scorers:

- tend to try to dominate conversations, and influence 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 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 likely to dominate conversations by expressing your ideas than 65 to 85 percent of the population. You scored in the midrange in physical arenas (between 35th and 65th percentile). Thus, you are driven to control matters by talking about your ideas and opinions, more so than through contests of physical skill.

The key here is how much you talk, when you speak, what you say, and how you say it. Because selling is at least as much listening as talking, you run the risk of telling clients too much. You also need to guard against launching into your sales presentation before clients have expressed their needs.

Often there is a fine line between success and catastrophe for people with a need to dominate others. Your ability to use words can be a classic case of a strength becoming a weakness. You are probably adept at explaining the many virtues of what you are selling, however, you may overdo it if you are not careful.

Check again to see if your need for control and self esteem are both high. If so, it is important that you control some other tendencies which can let this drive of yours get out of hand.

Are you an angry, critical person? (Check your level of Expression of Anger and Criticism in the last section of this report.) If this score is high, but lower than your Expression of Support and Affection, are you at least as likely to express your support to tone down possible excesses when you do not get your way? If you are more critical than supportive, you are likely to get drawn into an argument 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 verbal battle at such times.

Are you highly impulsive? If so, you are likely to put people down when the sales call is not going your way. This tendency is even worse if you are easily distracted (see if your external and/or internal distractibility scores are high).

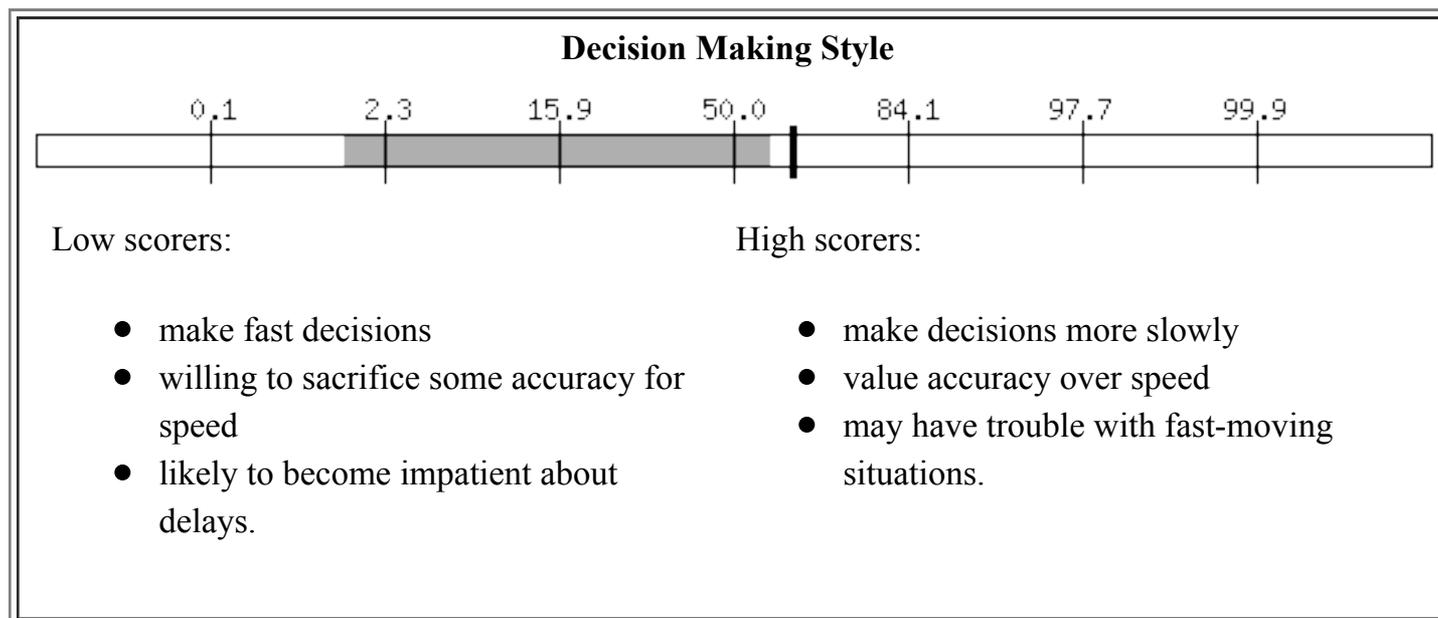
If you have any of the above tendencies, the advice for dealing with a high drive given in the prior section is even more important to you.

- Find ways to become keenly interested in what clients have to say. Use probing questions to gain greater insight into your client's needs.
- Work on using the information you receive from them to make your presentations shorter and more to their point. Acknowledge and respond to their needs.
- Paraphrase what clients say so that you are sure you know what they mean. Learn to use their words, not presume your phrasings are best. Even if you are sure what they are going to say, they feel more valued if you listen with interest while they say it.

# 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. 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 (determining needs, handling concerns).

Your decision making can be quick or cautious. It seems to depend on the situation. All things considered, you apparently can adjust to most people and situations. You should deal with things well enough except the constant pressure on sales people to make maximal use of their time. Time management includes knowing when to stop efforts with nonproductive clients so you can move on to clients more likely to produce significant business.

**Team Selling.** Because you are flexible in your speed of decision making, you can probably understand people on both extremes better than they can understand each other. Thus, you may be helpful when your partner is really impatient with a cautious client and wants to rush him or her. You can help your partner understand why the client may want to take some more time to decide.

# Orientation towards Others

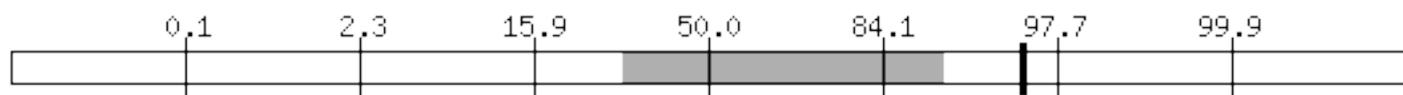
## EXTROVERSION

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.

### Extroversion



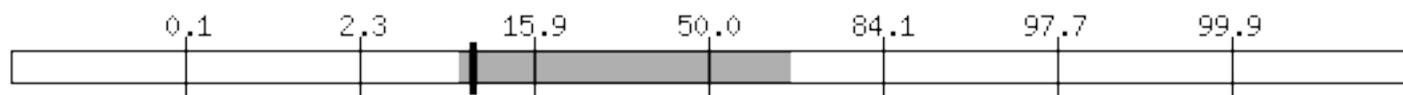
Low scorers:

- do not have a strong need to be around others.

High scorers::

- are very outgoing
- may like to be the center of attention.

### Introversion



Low scorers:

- do not have a strong desire for personal space and privacy .

High scorers::

- enjoy time alone
- want personal space and privacy.

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.

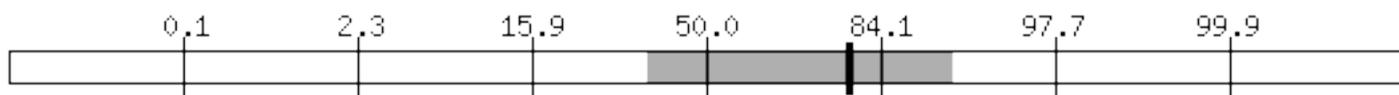
## EXPRESSION OF CRITICISM AND ANGER

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.

### Expression of Ideas

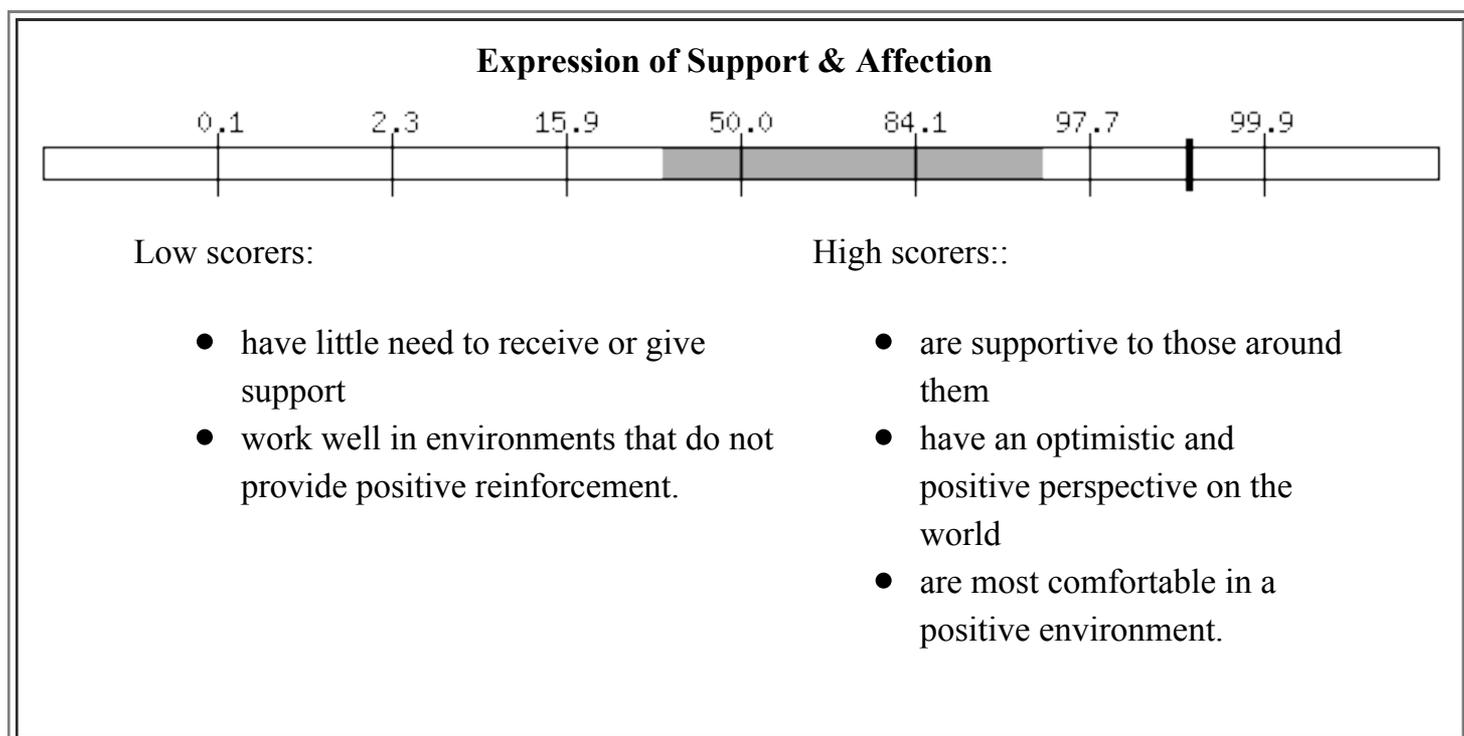
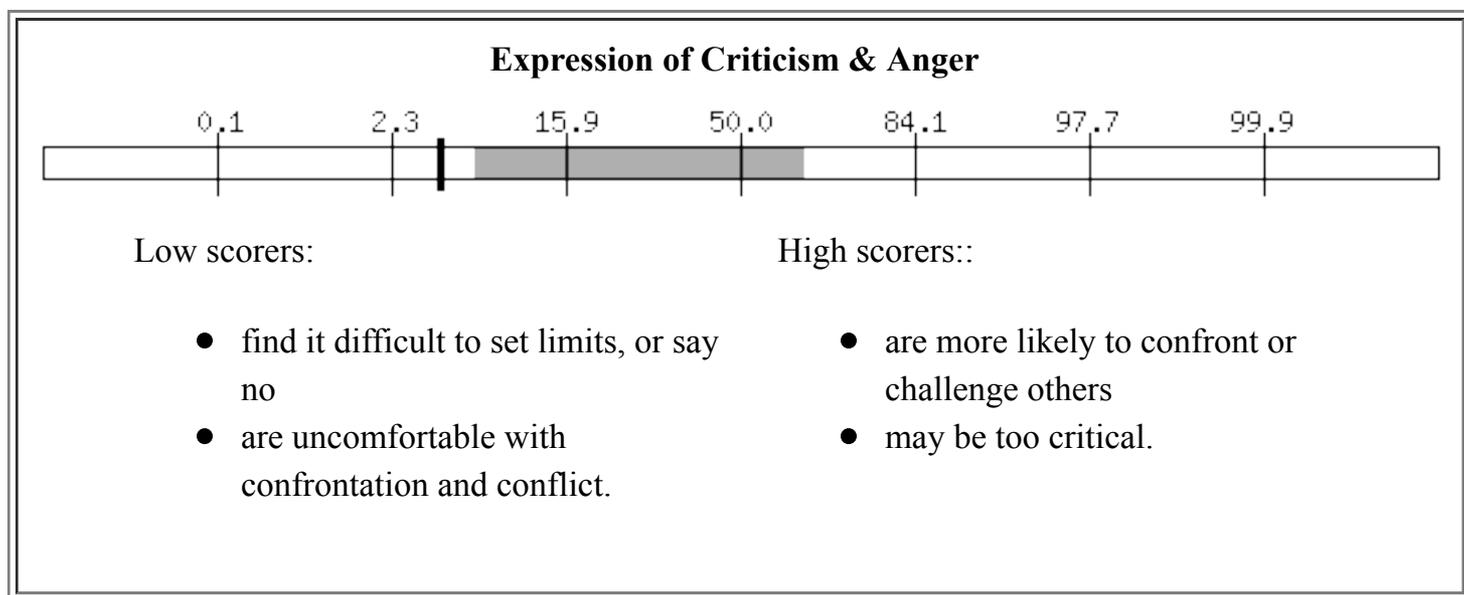


Low scorers:

- 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 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.
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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".