

The
Attentional &
Interpersonal
Style Inventory

Performance Report for:

8/23/2018

Comparison Group:

TAIS Standard Norm

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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.

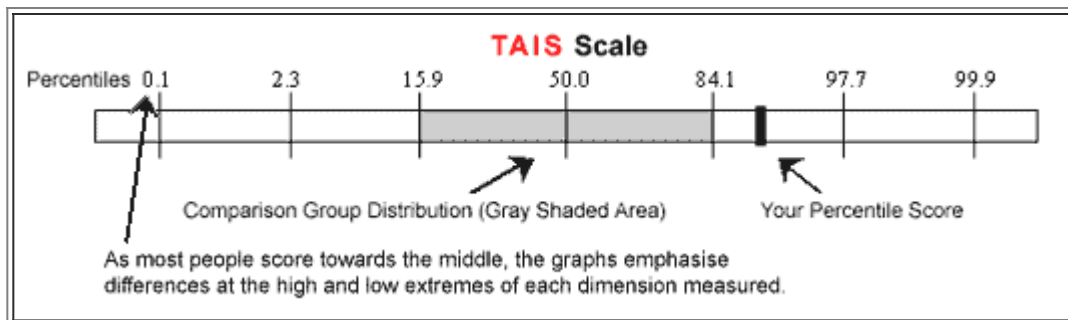
Section header.

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

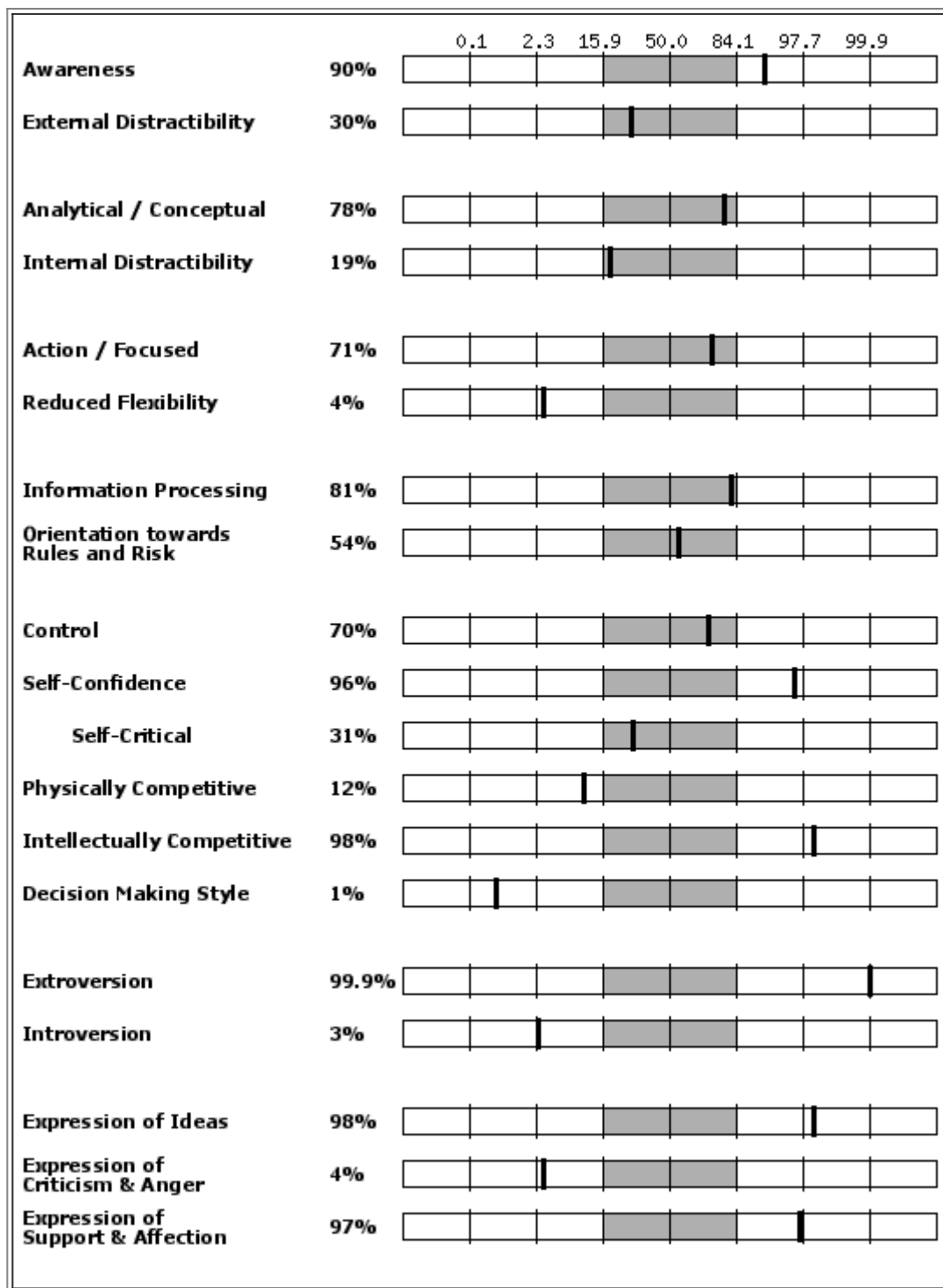
These definitions describe each characteristic measured and help you see what your score means.

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

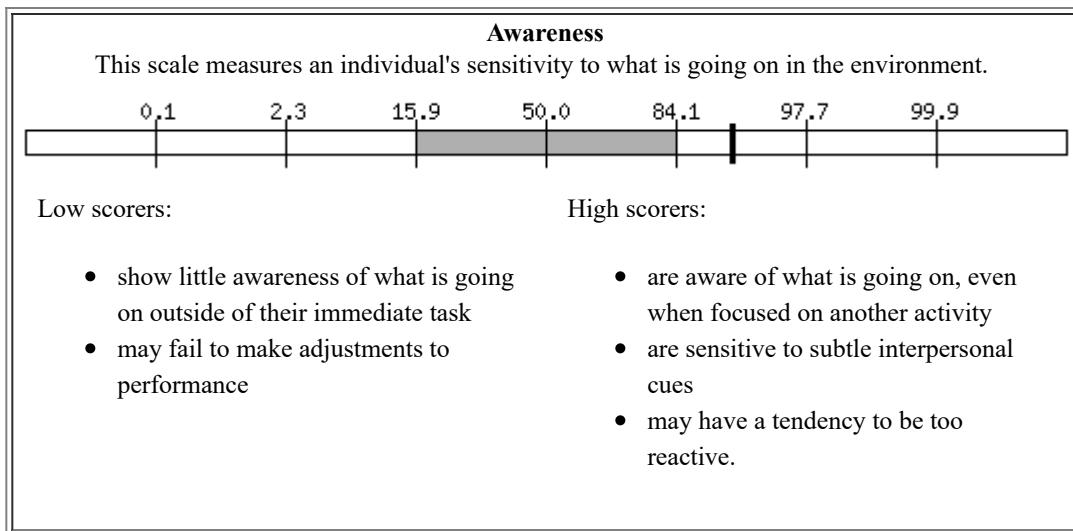


Attentional Styles

ATTENTIONAL SCALES

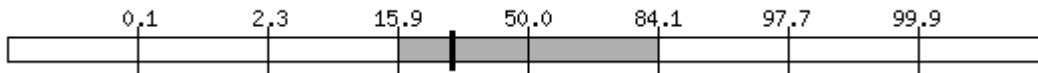
TAIS inventory is unique in that it incorporates concentration skills along with intra and interpersonal characteristics in its overall assessment of performance. To concentrate effectively, you need to be able to shift both the *width* and *direction* of your focus of attention in response to the changing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



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:

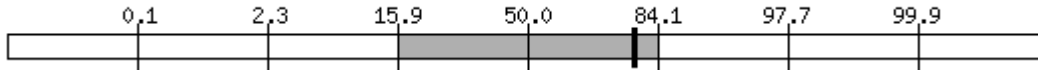
- are not easily distracted by interruptions, and are able to keep their focus on their main task.

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:

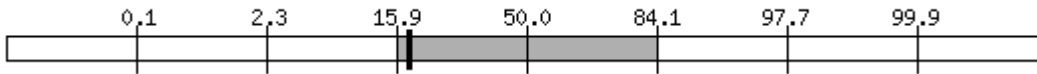
- tend to react to events, rarely planning ahead
- are uncomfortable when forced to use analytical abilities for sustained periods.

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:

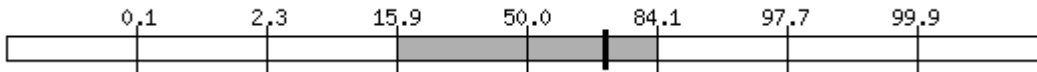
- can keep a clear focus on their current task without irrelevant thoughts or feelings intruding.

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.

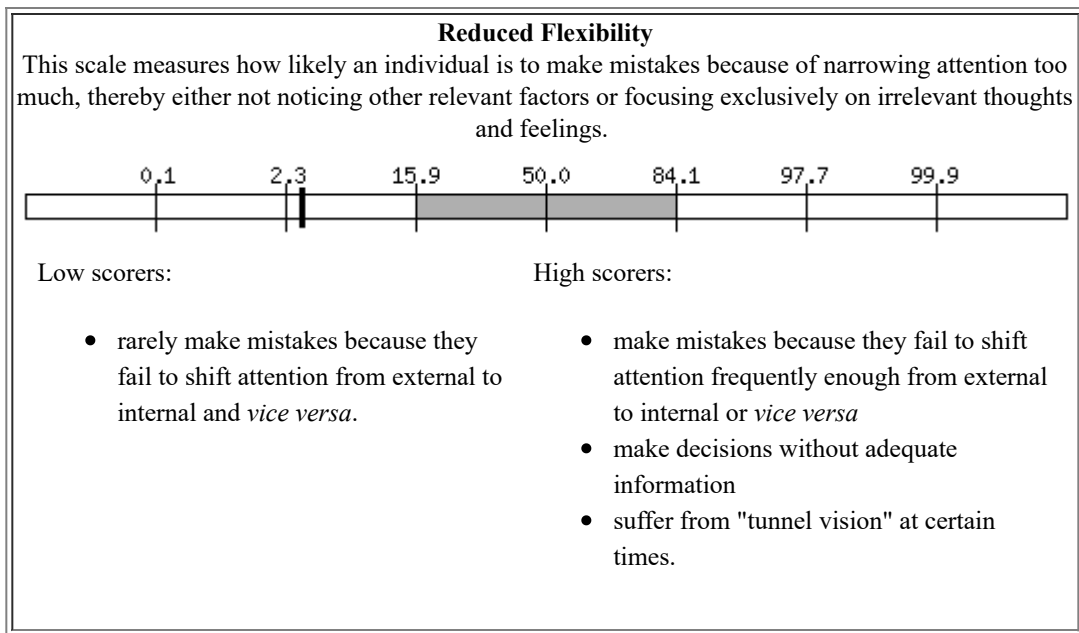


Low scorers:

- 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.



● ATTENTIONAL OVERVIEW

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

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

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

● ATTENTIONAL PROFILE

● RELATIVE STRENGTH -- AWARENESS.

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. Through this broad-external focus of attention you monitor constantly the whereabouts of coworkers and clients. This intuitive "street sense" is often found in top sales people, police officers, team sport athletes, and mothers adept at keeping track of their children.

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

You read others well, sensing nonverbal cues which often are more revealing in sales and negotiations than words. People like you can often just walk through an office, branch, or lobby and "know" immediately what is going on. Highly-aware people often are more sensitive to others' needs of others than to their own.

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

As with any other strength, reading and reacting can become a liability under pressure. When you feel stressed, you are likely to rely too much on your street sense. You either try to "wing it" or get lured away from tasks demanding completion.

COMPENSATING THROUGH STRENGTH. Your keen sensitivity to your surroundings constantly reminds you of what to focus on and/or analyze. Thus, you may be able to adjust for many, but not all, of the mistakes of being too reactive or too sensitive to the environment.

● RELATIVE WEAKNESSES--ANALYTICAL/CONCEPTUAL AS WELL AS FOCUSED.

You have indicated that your lowest attentional styles are the analytical or conceptual approach as well as the tendency to focus your concentration. Thus, you feel that taking time to think things through often loses out to your tendency to rely on your intuition in the heat of battle. The question is not IF you can use strategy but whether you WILL actually consider the consequences of your actions when things are hectic. You are likely to be faked out by momentary appearances, giving too much praise or criticism before you discover all the facts. You probably overcommit your time when approached away from your calendar. You risk letting meetings and group presentations become sidetracked by the moods of your audience. You are also susceptible to reacting on impressions more than relying on details.

- 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. Often, too late.

- 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 Building.** Ideally you will give more analytical teammates the right to signal you when you need to take a moment to look carefully at the consequences of proposed actions. Your continuing team contribution is your uncanny sense of what others are doing or how they are reacting. You notice many things that those who are more internally focused never realize are happening.

● EXTERNAL DISTRACTIBILITY--LOW

It's difficult -- no impossible -- to pay attention to everything. All human beings get distracted from time to time. If you have eyes and ears, the environment will distract you, at least occasionally.

When your attention strays (and you have indicated it is not often), it seems most likely to be due to getting caught up in what's happening in your surroundings. Events either grab you away, make you feel rushed, or are more attractive than what you are supposed to be concentrating on. You tend to get caught in your surroundings when you should either be focused on something or inside your head figuring things out.

You have indicated that you get distracted by your environment less than most people do. It is really up to you or your coach to decide if external distractions are causing you to make errors of consequence. The more important your job is the more even a rare mistake can become a barrier to success. You probably expect a great deal from yourself and you may want to control even your fairly rare distractions.

External distractions fall into three kinds: those due to boredom when you are less interested in what you are supposed to pay attention to than you are in what is going on around you (out the window, for example); those due to feeling irritated (things like phones ringing bother you because you think they should not be so intrusive), and those due to feeling rushed ("Stop the world I want to get off.").

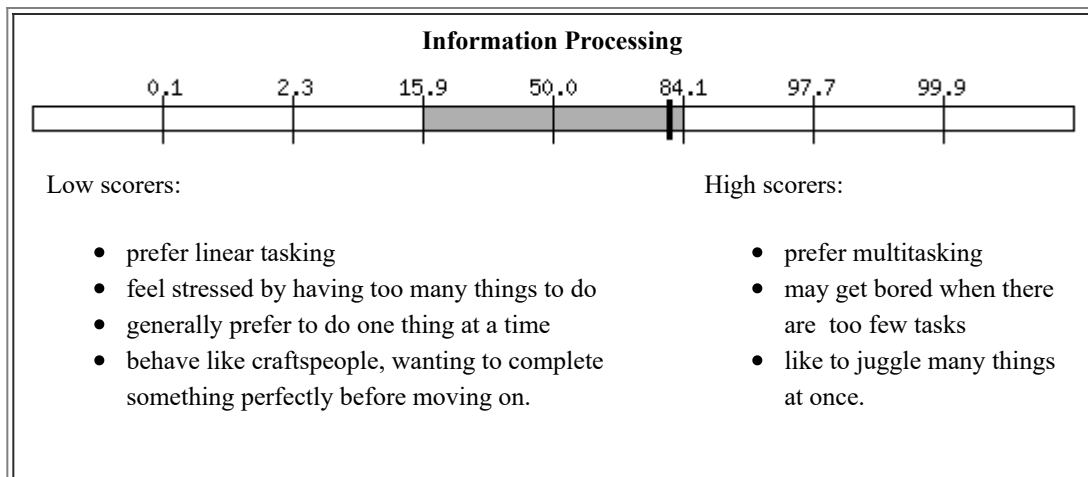
For more on how to figure out what to do about your most common attentional lapse, check with the professional giving you this feedback or Enhanced Performance Systems about Attention Control Training. The professional will help you decide which of the three types of distraction gets you off target most frequently and what to do about it. In general, learning to "say hello AND good-bye to distractions" is probably one of the quickest ways to improve your performance.

As you learn how to identify quickly when you are distracted, center yourself, and redirect your attention to the task at hand, you will find that your ability to recover from mistakes will improve.

Preference for Diverse Activities

INFORMATION PROCESSING

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



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

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

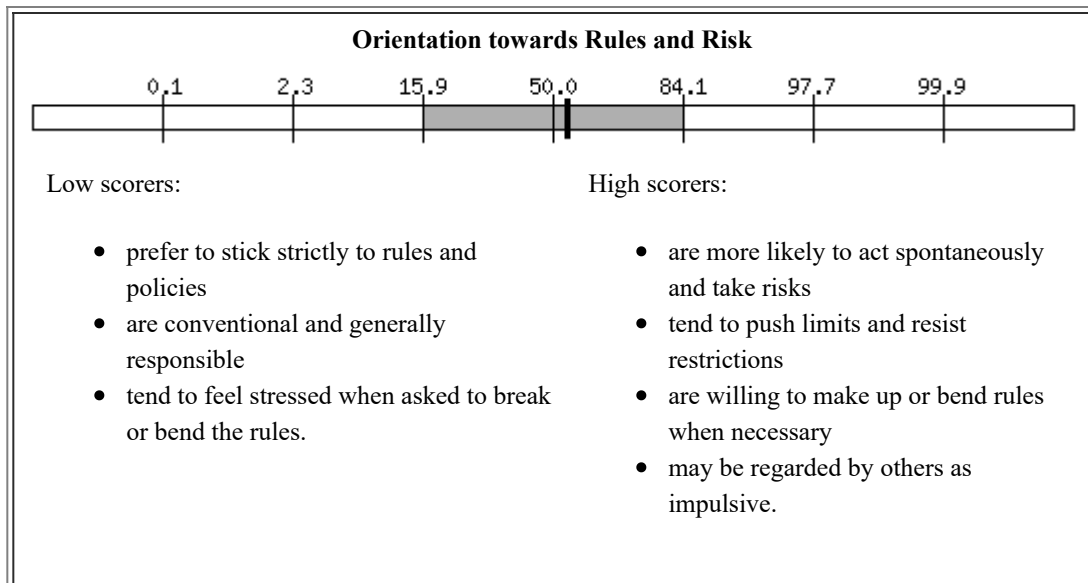
- Check for signs of their feeling rushed and learn to take a breather to enable them to gather their wits and ask for some time if needed.

- Carefully consider whether you are trying to do too many things. Are you burning the candle at both ends? If so, learn ways to reduce your agenda at least a little bit.

Orientation 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.



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

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

Drive and Confidence

DRIVE AND CONFIDENCE

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

CONTROL (of others)

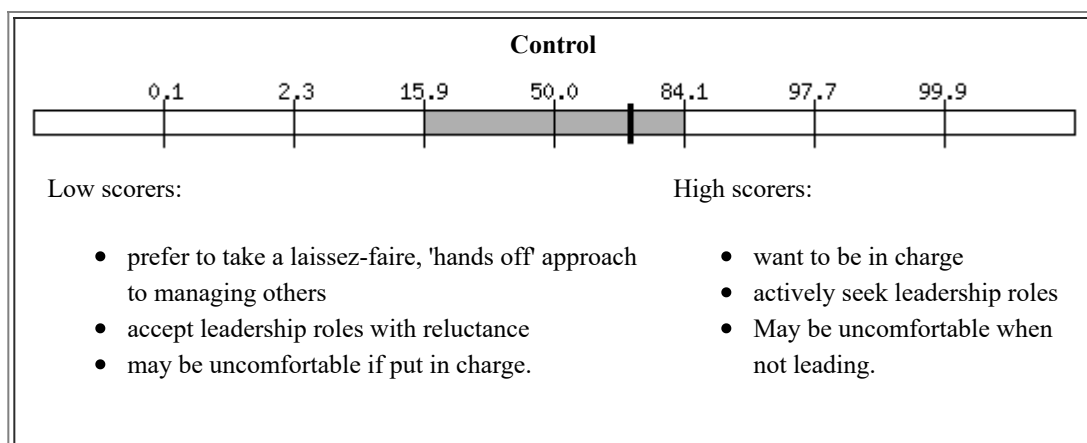
Indicates how much individuals like to control others and actually take charge or assumes a leadership position.

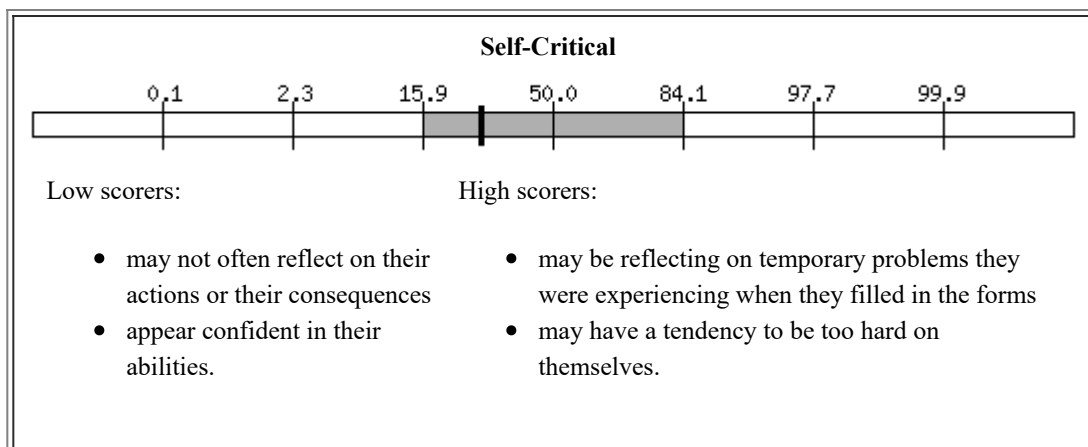
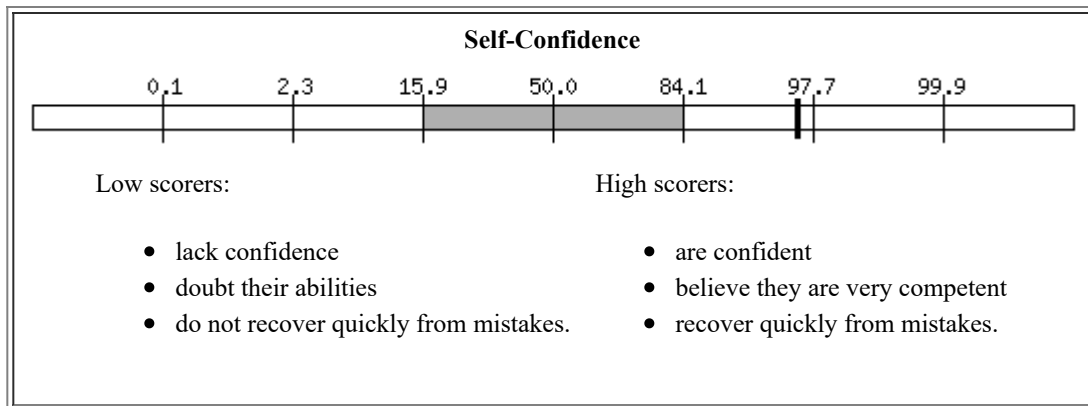
SELF-CONFIDENCE

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

SELF-CRITICAL

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





You have tremendous confidence in your abilities (above 95 percentile) supported by a moderately high drive to be in control or come out on top of challenging situations (higher than 65 to 80 percent of the population). You expect to excel at everything which matters to you. Anything less than success eats at you until you can correct the situation. After experiencing some frustration about less-than- stellar performance, you bounce back, eager to try again, confident you will do better the next time.

Your profile may be hard for others to read. Any confusion may be due to your expressing the dominant confidence of many leaders with only a moderately high level of control. Typically these two variables go up and down together. The reason(s) your confidence is so much higher than your need to dominate others are worth exploring.

You may be simply more enlightened than others. Apparently you feel good about yourself without having to control or dominate others all the time. This probably means that you are a self-starter and one who believes others are the same way. Yours will be a good leadership style when supervising others like yourself who, in fact, rarely need supervision, just direction at times.

On the other hand, your control needs may be lower because you do not want to expend the energy to direct others closely. You may be so focused that you don't try to control everything. You may care more about your thoughts than monitoring the environment.

It is more likely that you don't like to (or choose to) compete, "fight," or argue to get your way as often as you believe in something. Sometimes, you may say your piece and let it go at that. At such times, you are acting in a quietly stubborn way. Whether you say what you believe or not, you won't continue the fight to get others to do it "your way" as long as some people will You simply go about doing it your way anyway.

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

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

- **Team Building.** Wise and effective leaders balance doing it themselves with delegation. 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.

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

A central issue in organizations is the battle over whose way of approaching matters is the best. When two or more strong-willed people come together, there is always the chance of an authority conflict occurring.

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

- You need to learn to curb your impatience when working with new people or anyone who does not pick up things as quickly as you do.

- **Team Building.** In order for you to work successfully with others of equal confidence and drive, 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.

Listening skills are key to your long-term success. One way in which people like you show their arrogance without meaning to is to tune out others' point of view even while they are still speaking. You may think you are still listening, but sensitive observers can tell when you have gone inside your head to play with your own, more-valuable (to you), ideas.

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

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

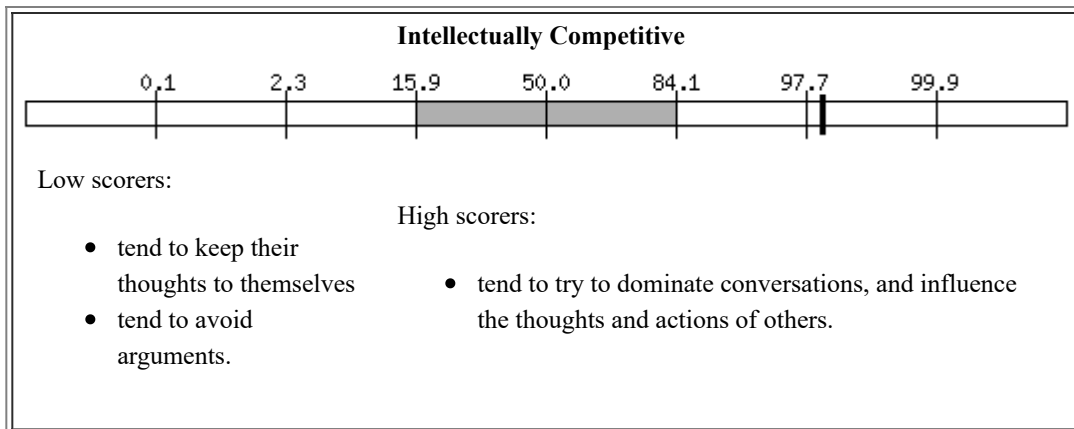
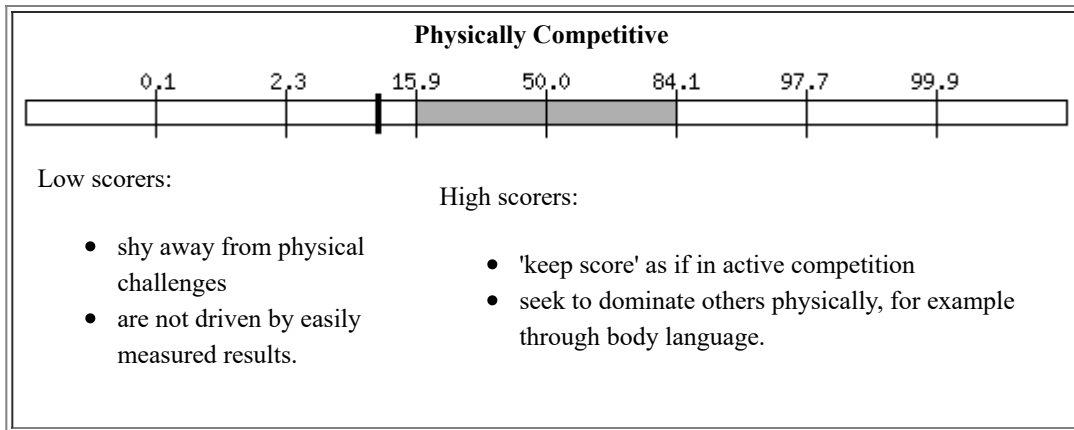
- Learn to laugh at yourself. Become keenly aware of your own limitations. Can you say the three things Mark McCormack says are the hardest things to say? "I don't know." "I need help." "I was wrong." Judicious and congruent use of these three phrases can take the sting out of your confidence. People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

Ways of Dominating and Competing

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

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

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



You are likely to fool some people with your level of competitiveness. You have indicated that you are not competitive in the traditional sports sense. But make no mistake about it, you are able to hold your own intellectually. While you may shun direct contests of physical skill, you are much more sure of your ability to express your ideas.

- You need to realize that you can learn as much by listening as by talking. This is especially true when you are trying to size up a client, colleague, or negotiator for the other side.
- You also need to realize that you probably give too much information to those whom you direct or are trying to train.

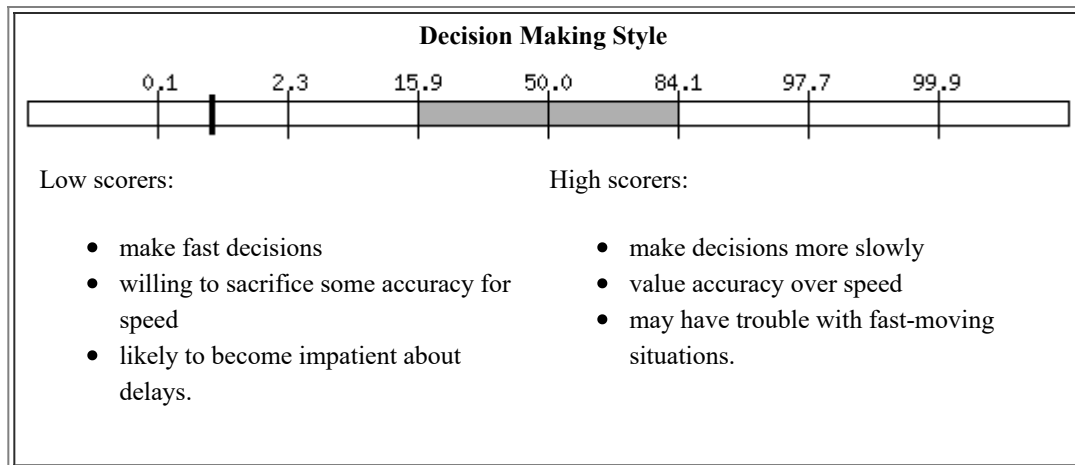
Unless you are in a group which orients itself almost completely around sports and sports clichés (such as police officers or businesses led by ex-jocks), you are likely to take a leadership role. In business settings, the more appropriate way to lead is through ideas rather than physical prowess which is generally irrelevant. To be sure, athletes learn a way of competing, striving for excellence. But they do not hold a patent on drive for success.

Your low score on physical competitiveness probably suppressed either or both your scores on control and self esteem because sports is one prominent arena where we can tell who is winning. Thus, you may be more competitive or driven than the previous section indicates. You may not even consider yourself competitive but those who have felt the impact of your words may differ with that assessment.

Decision Making Style

DECISION MAKING STYLE

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



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

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

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

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

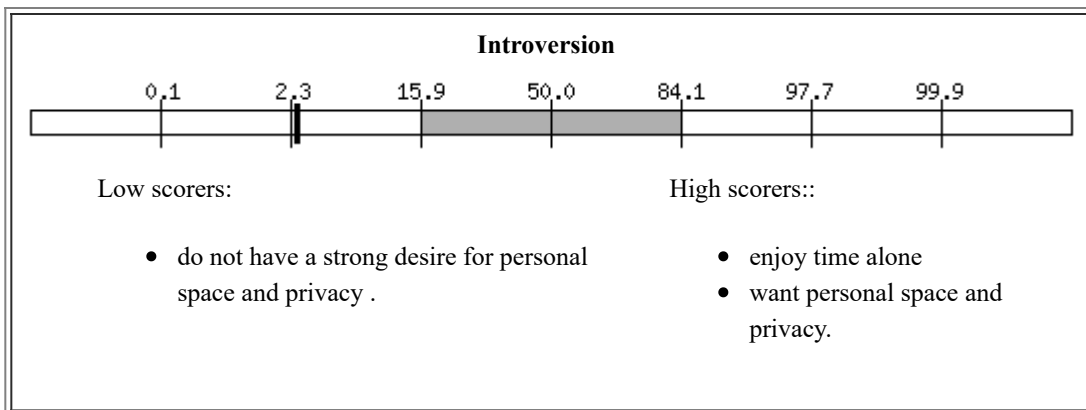
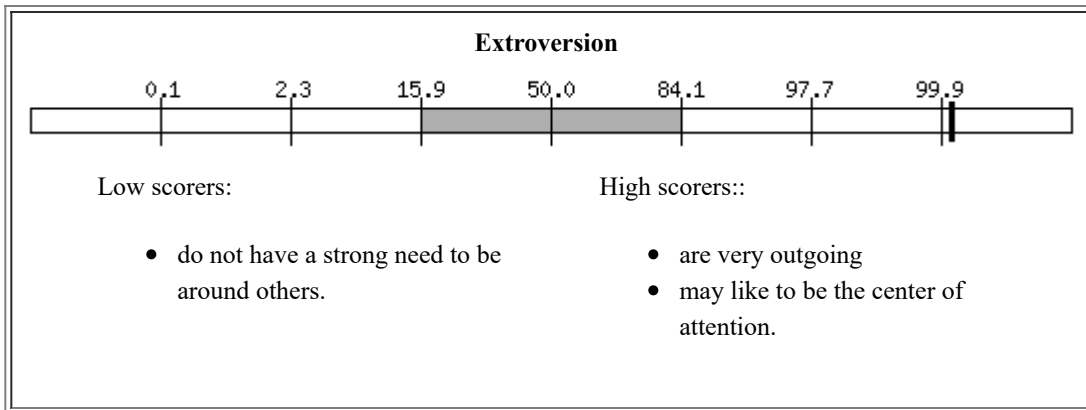
Orientation towards Others

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.



You score higher than 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, establish rapport quickly. Typically, extroverts are happy in their major relationships. Chances are, you are good at playing peace maker, willing to compromise in order to smooth over "troubled waters."

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 others, setting limits on your involvement and commitment. 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" while doing some task which requires working by yourself for an extended period of time. 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 boss, 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 model, someone who maintains cordial relationships yet is able to set limits on others. Imitate how this person s/he says no, firmly but nicely.
- **Team Building.** You can have problems with significant others who both desire plenty of involvement with you and yet also have a need for privacy. Given your pattern of scores it is unlikely that you will ever really understand their need to be alone especially because it conflicts with your need to socialize and be mutually supportive.

You probably also tend to hog the spotlight perhaps even without knowing it. This can be intimidating to those who want to take center stage at times but do not want to fight you for it, or, more appropriately, try to upstage you, the master of this.

- Some open communication is really crucial in such situations.

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.

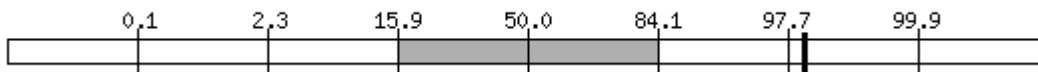
EXPRESSION OF CRITICISM AND ANGER

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

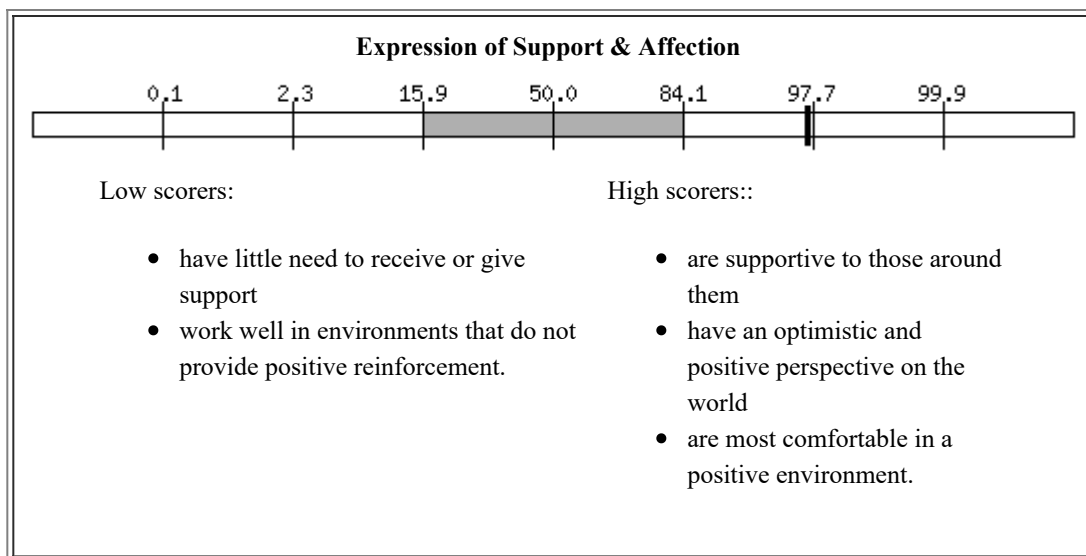
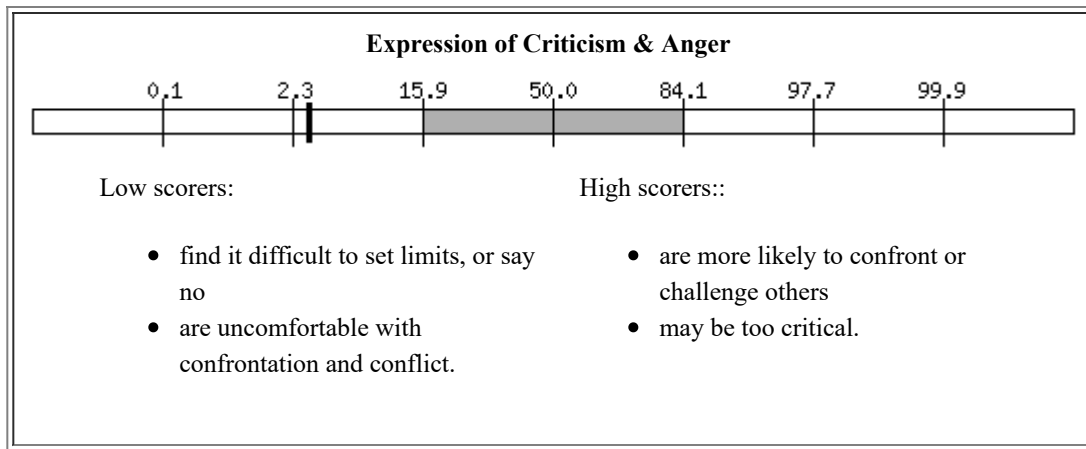


Low scorers:

- 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 are quite friendly and supportive to people around you. You are much more expressive of your thoughts and your affection than most people. You are confident that what you have to say is well received by others. Even though you frequently talk too much, most people like what they hear because it is positive, even complimentary.

You are extremely open about almost everything except what is irritating you. To get a visual image of the imbalance in your three forms of expression, take a good look at the graphs above. They show you are above the 84th percentile on expression of ideas and expression of support and below the 30th percentile on expression of anger and criticism.

If you are high on control and competitive needs, it may be a good thing that you cover up your intense drive with charm and support. Up to a point.

People who seem gregarious and expressive but keep certain things to themselves (like their anger and criticism) are likely to confuse others especially if they are dominant or controlling otherwise. 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 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.

- 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 your 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.

- **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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Recommended Printing Options

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

Netscape:

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

Microsoft Internet Explorer:

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

How to Save This Document

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

Netscape:

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

Microsoft Internet Explorer:

1. Select "Favorites" and then "Add to Favorites" from the menu at the top of the screen.
2. For the question, "Would you also like to subscribe to this page?", respond by clicking the option, "No, just add the page to my favorites."
3. Click "OK".