



The Attentional & Interpersonal Style Inventory

Performance Report for:

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CTO
Acme Widgets, Inc.

5/5/2001

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.

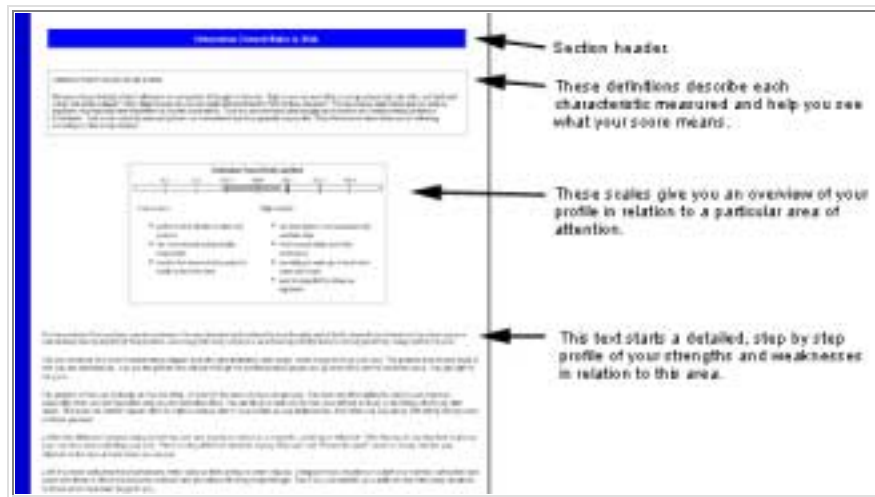
While this report should, in general, validate what you already know about yourself, **TAIS** information provides a unique opportunity to learn **more**.

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

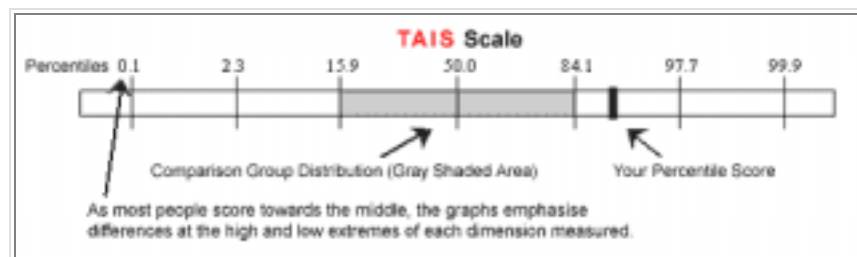
We wish you enhanced performance!

■ 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 graphic representation looks like this:

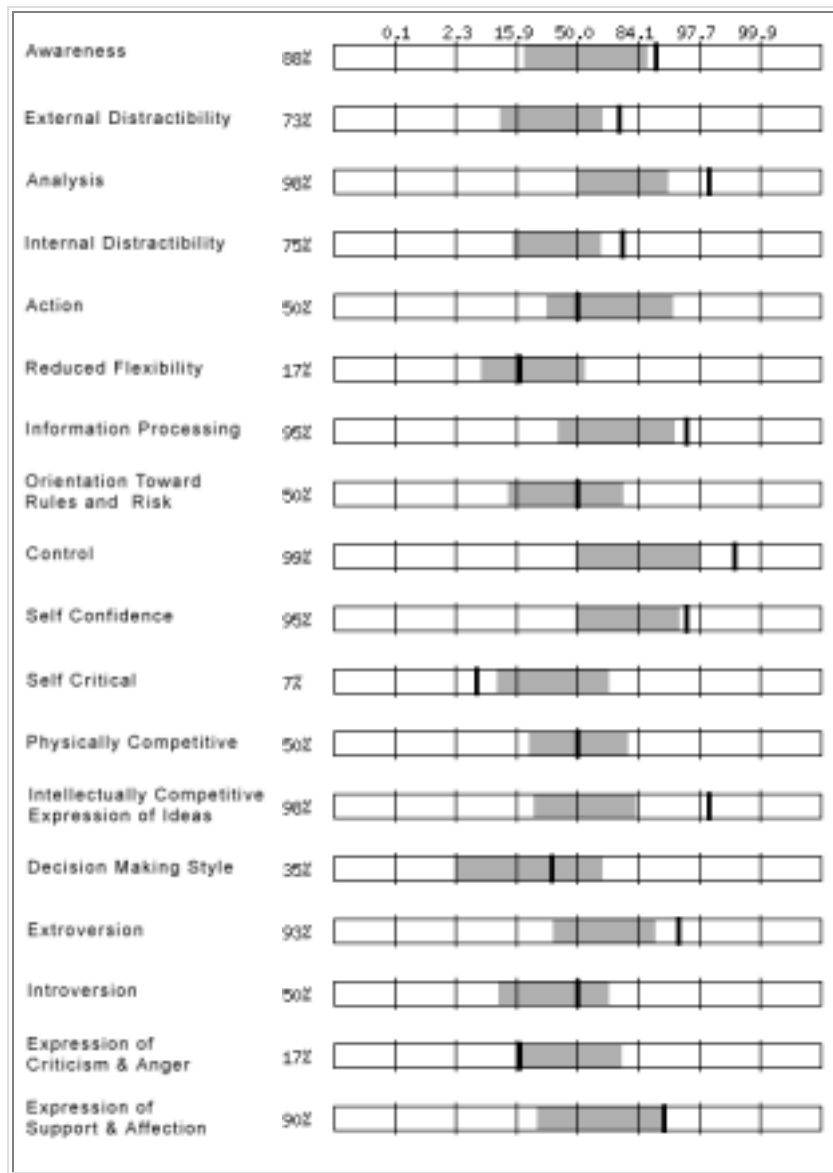


■ TAIS Scores are presented as percentiles ranging from 0.1 to 99.9. The percentile compares your score to a standard norm group. The average score on each scale for the standard norms is 50. Your score is represented as the heavy black line.

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

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

TAIS Scale Profile

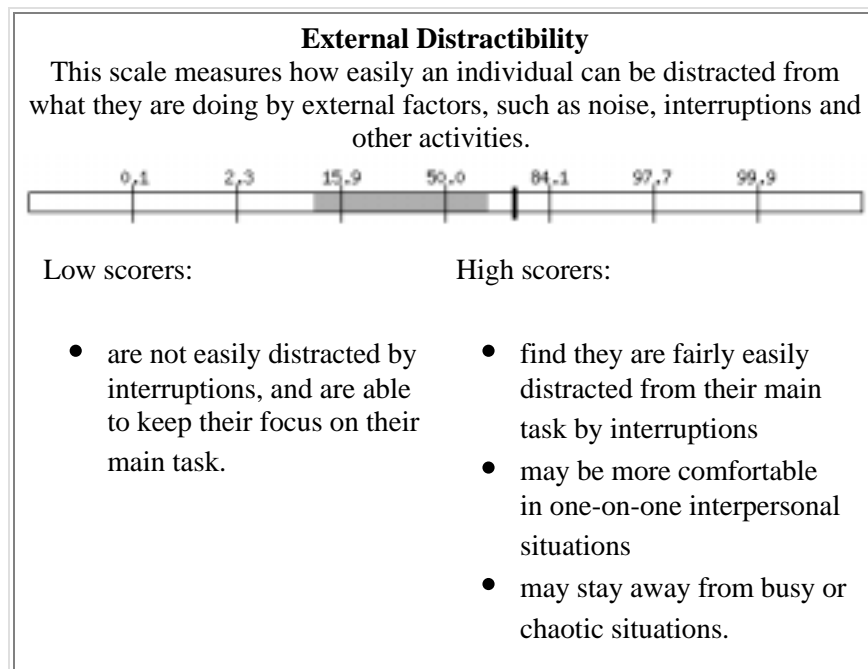
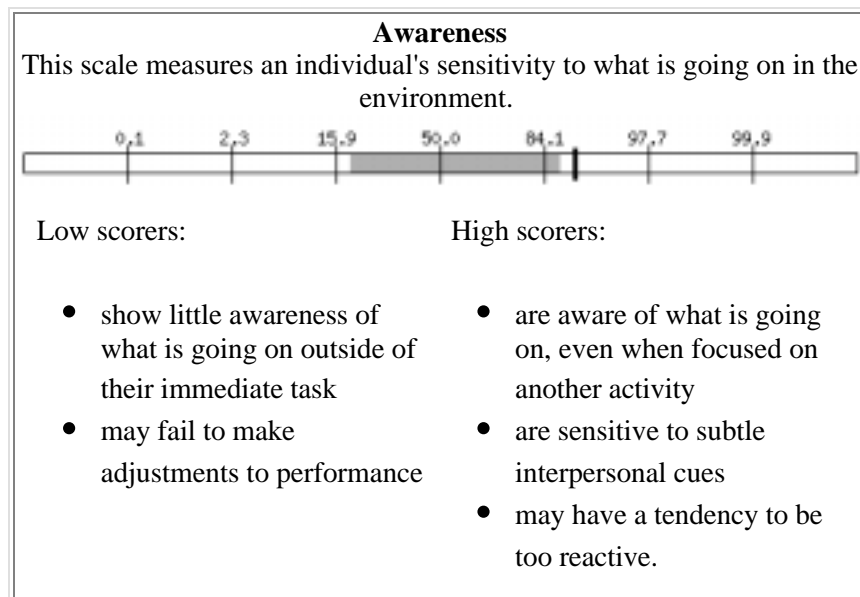


Attentional Styles

ATTENTIONAL SCALES

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

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



Analysis

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



Low scorers:

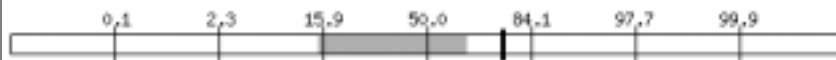
- tend to react to events, rarely planning ahead
- are uncomfortable when forced to use analytical abilities for sustained periods.

High scorers:

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

Internal Distractibility

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



Low scorers:

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

High scorers:

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

Action

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



Low scorers:

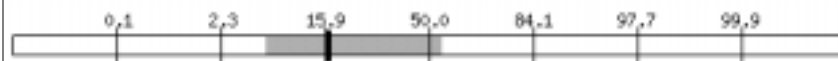
- may not be able to pay attention to one thing for very long
- may fail to follow through or adequately attend to details.

High scorers:

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

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

Your attentional profile indicates that your ability to pick the correct attentional style and to shift from one style to another is within the range of most people. This means that under normal circumstances you are capable of handling most demands for which you have the training or knowledge.

If you desire to reach another performance level, you need to work on your attentional profile so you can reduce your most common mistake and reduce the negative effects of your biggest distraction. Thus, pay special attention to the paragraphs which follow.

■ ATTENTIONAL PROFILE

■ RELATIVE STRENGTH--ANALYTICAL/CONCEPTUAL.

You have indicated that your greatest attentional strength is your ability to analyze and synthesize input from various sources. This broad-internal focus of attention enables you to conceptualize relationships among events, plan (business projections), develop strategies, and anticipate consequences of action. You adjust quickly to changes in priorities and generating creative approaches to problems. You like to review and mentally rehearse situations in order to learn from them and prepare effective responses.

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

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

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

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

■ **RELATIVE WEAKNESS--FOCUSED CONCENTRATION.** You rarely go in a straight line to anything. Your most common lapse in concentration is failing to stay with a topic long enough to take care of the details or complete the work. While you are quite capable of disciplined concentration, you have indicated that the focused (narrow) style is your least preferred mode of attention. Under pressure, you are more easily seduced by the allure of the new idea than by finishing the existing one. You often become lost in thought ("paralysis by analysis").

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

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

- Taking notes can keep you focused. > You will be wise to team with more focused individuals who will keep you on target and realistic about time management.

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

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

■ INTERNAL DISTRACTIBILITY--HIGH

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

When your attention strays, it seems to be most often due to your mind wandering. There are three basic reasons why people become internally distracted: daydreaming (sometimes our internal movies are more interesting than what is happening in front of us), analyzing too much ("paralysis by analysis"), or negative thinking (becoming creative in your fears about all the things which can go wrong).

What this means is that you tend to be lost in thought when you should be aware of your external surroundings or focused on something important.

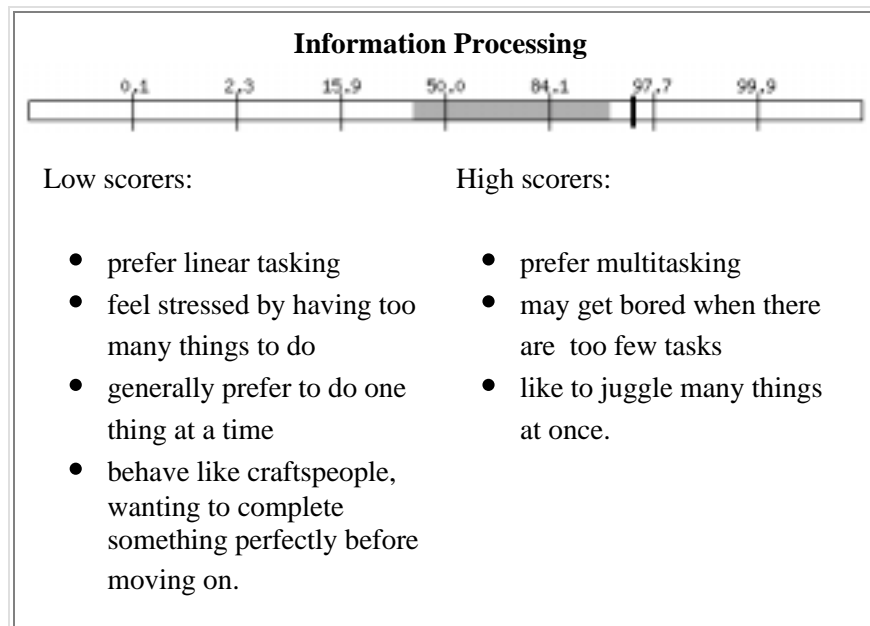
You have indicated that you get distracted by your thoughts more than most people do. Your mind either does wander too often, or you are such a perfectionist that you make a big deal over the mental journeys you do take. In either case, your biggest chance to improve your performance is to learn to leave your internal world and return to the task or the environment.

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 have a busy world. You apparently like juggling many activities and thoughts.

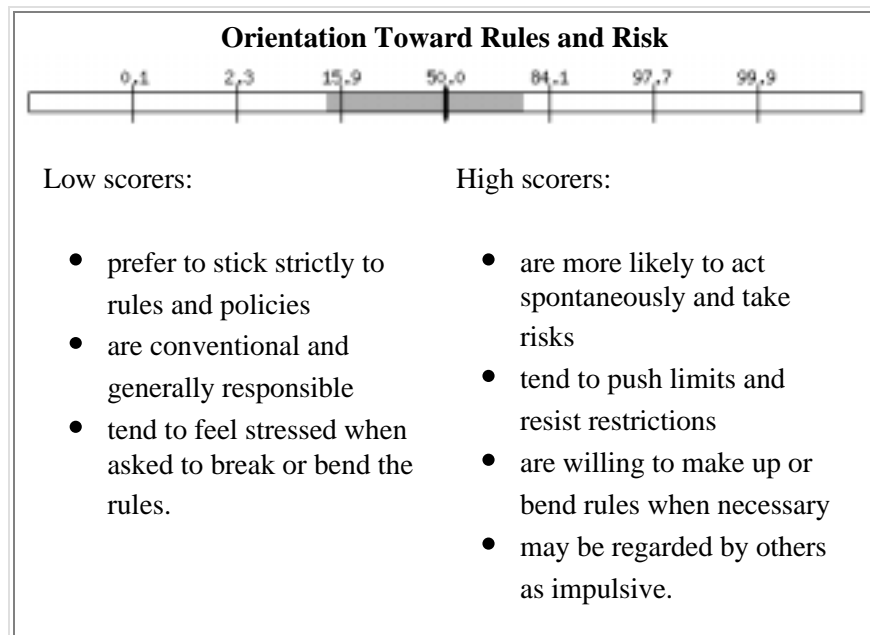
You have also indicated that you are feeling a bit rushed and overloaded (even confused) at times by all this hectic pace. Given that you are trying to do more things than most people, perhaps the best thing for you to do is

- to reduce the number of activities you are trying to handle.
- learn to say "no" to every third or fourth request for your time.

Orientation Toward Rules & Risk

ORIENTATION TOWARD RULES & RISK

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



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

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

Drive and Confidence

DRIVE AND CONFIDENCE

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

CONTROL (of others)

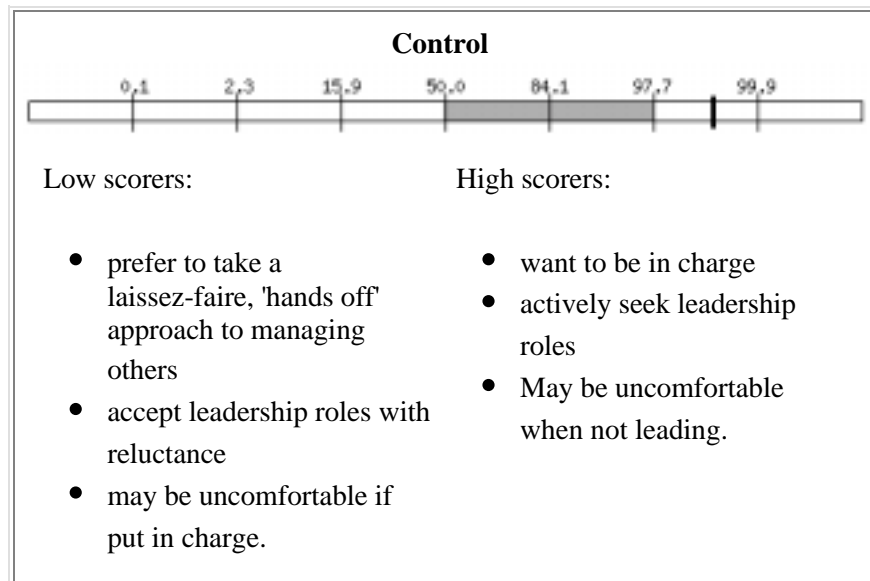
Indicates how much individuals like to control others and actually take charge or assumes a leadership position.

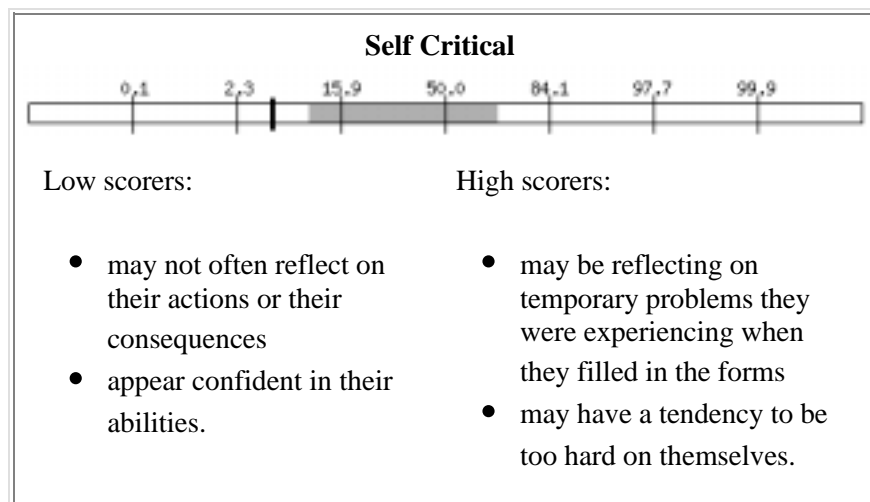
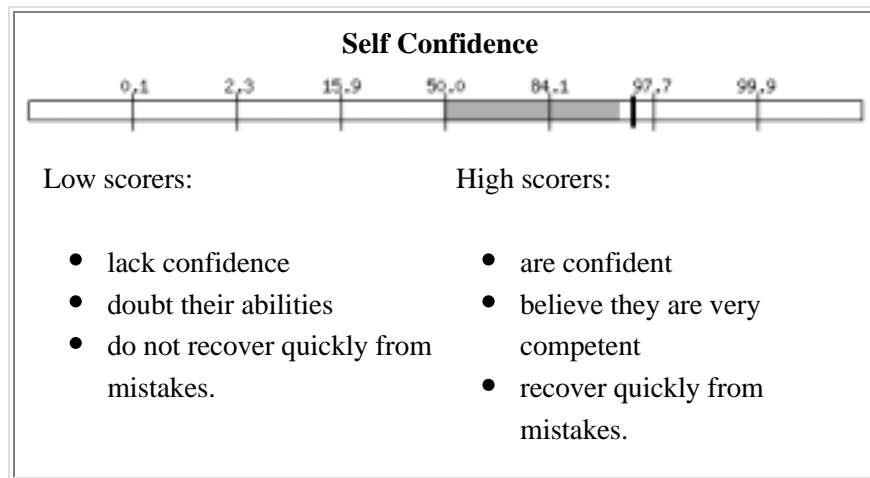
SELF CONFIDENCE

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

SELF CRITICAL

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





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

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

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

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

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

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

■ You need to be alert for your frustration or displays of temper which arise when you do not get your way.

Develop ways to step back a moment and center yourself before getting into fights for control.

- Trust in the ability of others and a sense of humor about your needs and imperfections are crucial to defusing authority impasses.
- You need to learn to curb your impatience when working with new people or facing uncontrollable delays.
- **Team Building.** In order for you to work successfully with others of equal drive and confidence, the following conditions have to be met:
 - There needs to be a mutual respect for the abilities of each other.
 - You have to trust each other.
 - You need to "divide up the turf." Specify who is responsible for which tasks.
- **Team Building.** If key people around you don't share your drive to succeed, you may find yourselves drifting apart. Especially if you also are quite narrowly focused in your attention, disciplined and not easily distracted, your coworkers and/or spouse may see you as completely insensitive to their needs or to any other way of doing things.
- Seek mutual interests to keep you from drifting apart. Strange as it may sound to you, not all of life's important events are measured by "keeping score." There are many activities which are rewarding just for the doing of them. You don't have to worry about losing your competitiveness when you really need it by immersing yourself fully in intrinsically-interesting activities.

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

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

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

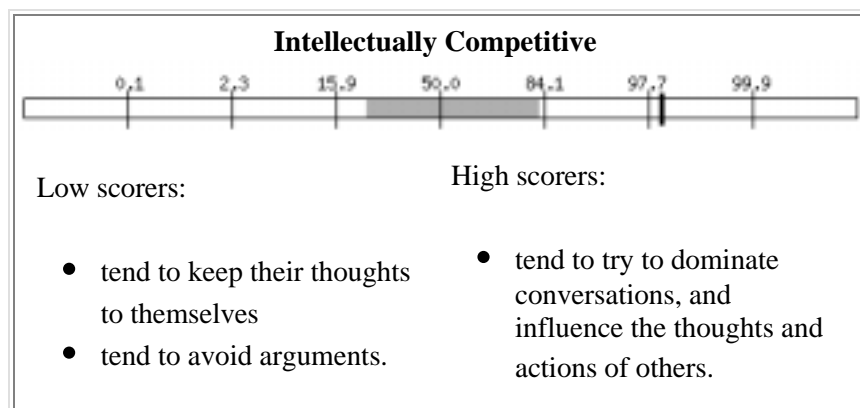
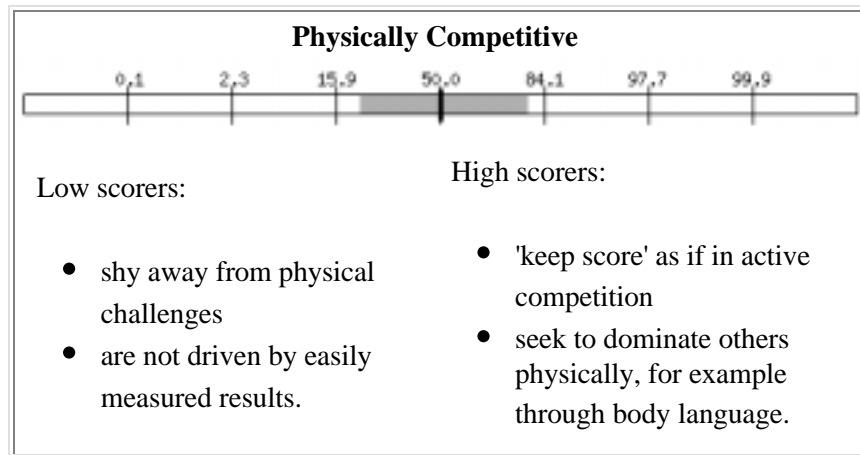
- Learn to laugh at yourself. Become keenly aware of your own limitations. Can you say the three things Mark McCormack says are the hardest things to say? "I don't know." "I need help." "I was wrong." Judicious and congruent use of these three phrases can take the sting out of your confidence. People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

Ways of Dominating and Competing

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

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

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



You have indicated that you are more likely to dominate conversations by expressing your ideas than 85+ percent of the population while being in the midrange in physical arenas (between 35th and 65th percentile). You are highly driven to control matters by talking about your ideas and opinions, noticeably more so than through winning contests of physical skill.

Your high level of intellectual dominance may be evidence of your drive to succeed, adding fuel to your "fire within." The question which arises is, "Who owns the fire?" You share this style with many executives and entrepreneurs. And you share this drive with some who have fought against authority, both at work and with the law.

Often there is a fine line between success and catastrophe for people with a high need to dominate others. Please check your scores on need for control and self esteem. Are they as high as this need? If so, you need to become master of some tendencies which can let this tremendous drive of yours get out of hand. Are you an angry, critical person? (Check your level of expression of criticism and anger in this report's last section.) If so, are you at least as likely to express your support/affection to tone down possible excesses when you don't get your way?

Are you highly impulsive? If so, you are likely to put people down caustically when you don't get your way. This tendency is even worse if you are easily distracted (see external and internal distractibility scores).

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

Keep the following in mind:

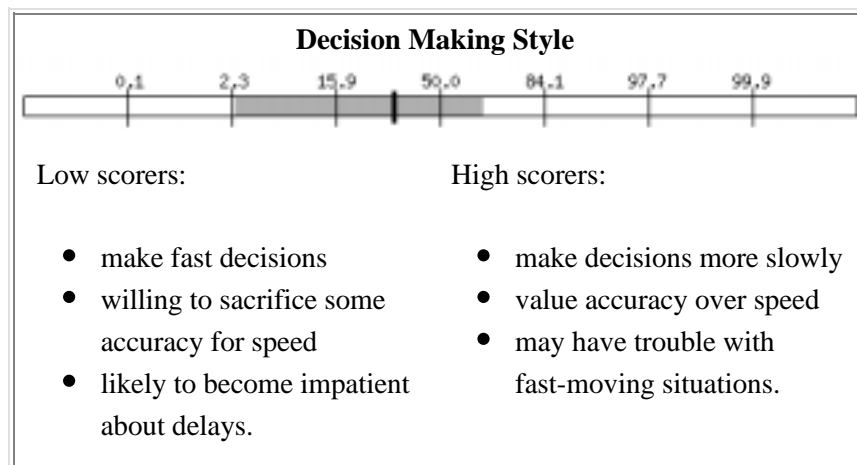
- You can learn a lot more from listening than talking, especially about the needs of clients and coworkers.
- It is hard to develop associates if most conversations revolve around your thoughts and ideas.

Find out if people really respect you or just fear your sharp tongue and ability to think on your feet.

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 decision making can be quick or cautious. It seems to depend on the situation. All things considered, this middle of the road style should serve you well. You apparently can adjust to most people and situations. You

should deal with things fine unless you work with someone at either extreme; e.g., a boss who pushes you to make ultra-quick decisions or one who is so careful the whole organization becomes stuck waiting for the signal to act.

▪ **Team Building.** You can play the role of mediator when the fast deciders and the cautious ones in your organization get on each other's nerves. Perhaps you can see the value in both approaches and work for understanding and coordination.

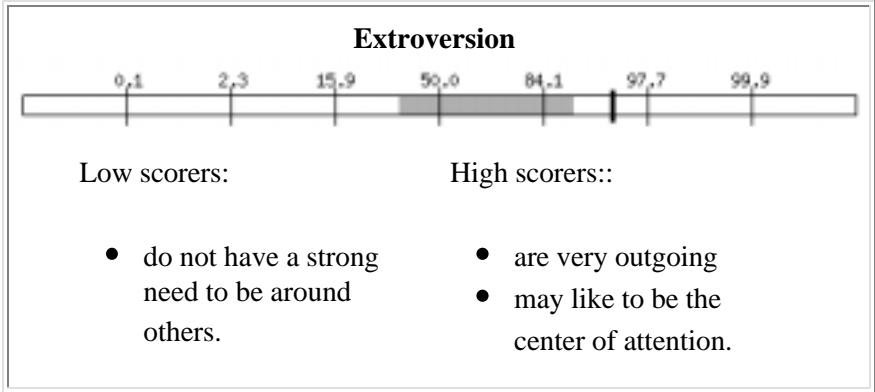
Orientation Toward Others

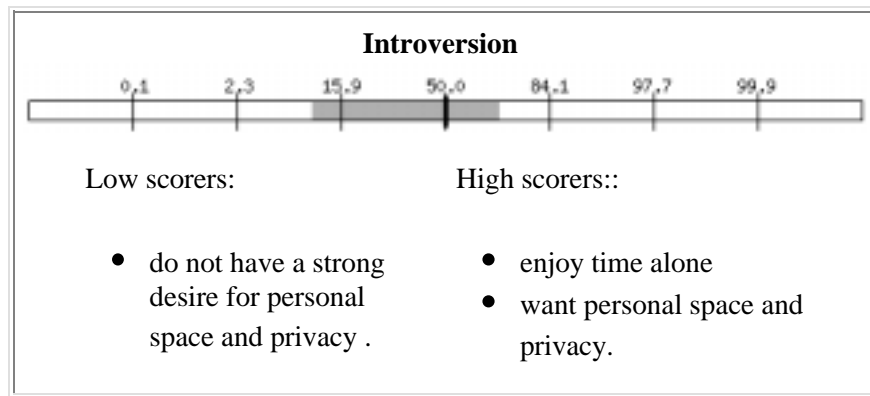
EXTROVERSION

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

INTROVERSION

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





Your answers indicate you are a rare person. You are both highly outgoing and yet have a real need for privacy. Others may think this is contradictory, yet you probably know (at some level) that both sides of your personality are true.

You score higher than 70 to 95 percent of people on the scale which indicates your need for involvement with others. You enjoy being the center of attention and provide a great deal of positive support for others. You meet people well, establish rapport quickly.

You also like some time alone, scoring between 40th and 70th percentile on introversion. Thus, in spite of being comfortable in crowds and skilled socially, you keep some of yourself private. In all likelihood, while many people think they know you, few really do.

There is absolutely nothing wrong with being both outgoing and private. In fact, it may be the healthiest way to be. You like being with other people AND you like being by yourself. The only real problem is that you may confuse others. Most people expect us to be EITHER extroverted OR introverted. On seeing the outgoing side of you, those around you may conveniently label you as an extrovert. They may be hurt when you need to be alone, assuming that you simply do not like them. The problem will be especially acute with extroverts who are not highly confident.

If you score high on the control scale, you are probably outgoing only on your own terms, that is, only when you choose to be. This can make you a good poker player (metaphorically).

- Your biggest need is to be honest first with yourself about your dual need for the spotlight and for privacy. Then explain ahead of time to those close to you that you need spaces between your outgoing moments and that they should not take these different moods personally. You can discuss ways to let them know when you have to switch gears.

- **Team Building.** You probably tend to take the spotlight more than others do perhaps even without knowing it. This can be intimidating to those who want to take center stage at times but do not have the confidence to fight you for it.

- Some open communication about needs is really crucial in such situations. Because you have an introverted side, you should be able to find a way to compromise on this issue.

Communication Style

EXPRESSION OF IDEAS

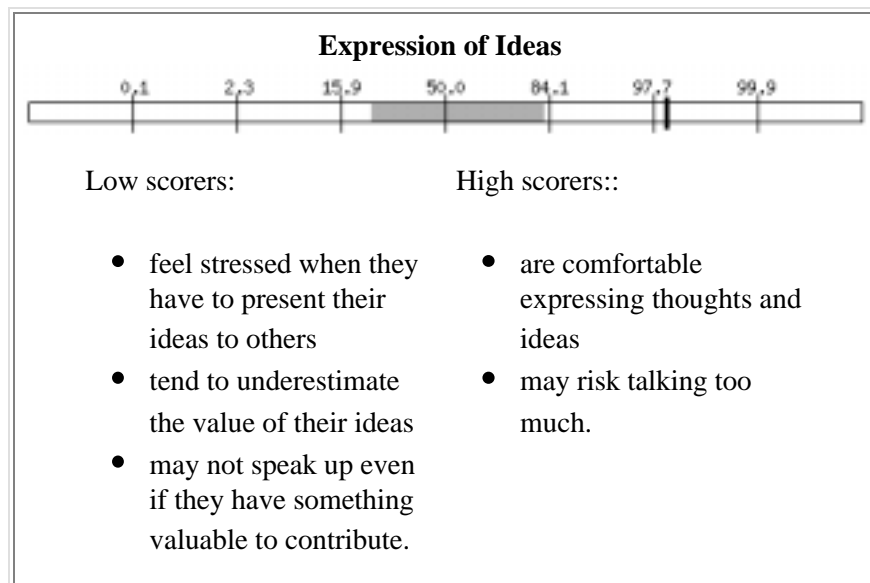
Measures your willingness to speak up in front of others. High scorers like to express their thoughts and ideas. The higher you score the more likely you are to talk too much. Low scorers find themselves feeling stressed by situations that require them to speak up in front of others. They tend to underestimate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

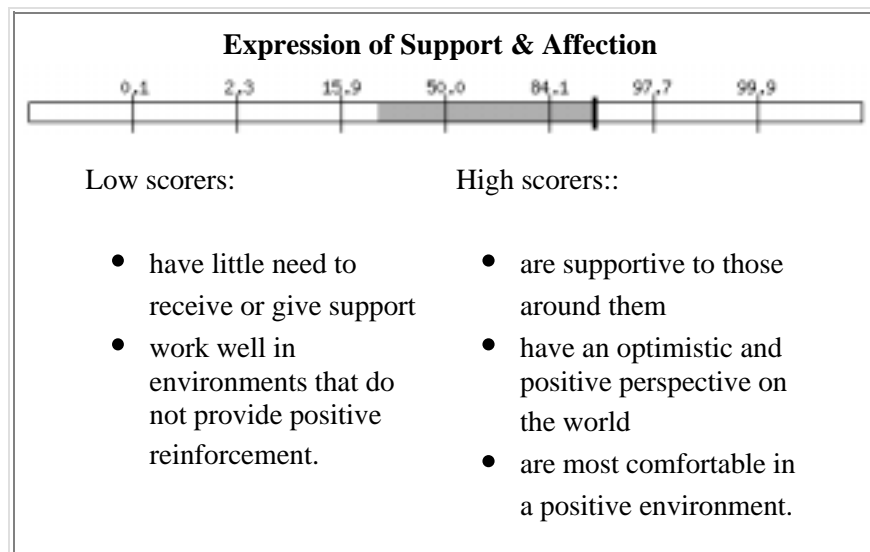
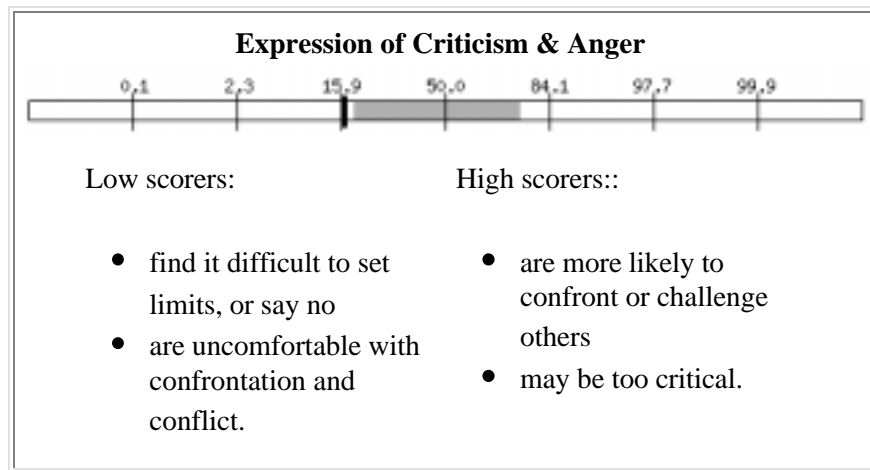
EXPRESSION OF CRITICISM AND ANGER

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

EXPRESSION OF SUPPORT AND AFFECTION

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





You 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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3. Click "OK".

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2. Click on the tab labeled, "Advanced."

3. Scroll about 2/3rds down until you see "Print background colors and images"
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