



PVC Sales Executive Development Report for  
Newco Inc, Vienna, Austria

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TAIS

The  
Attentional &  
Interpersonal  
Style Inventory

## Part 1

### The Implications of Your TAIS Results for Professional Development

**Attentional Processes:** You have a facile mind, one that enjoys playing with ideas and alternative ways of approaching clients and business development. You play this game like a chess master thinking several steps ahead. You are extremely curious and are stimulated by having several challenges going at once. You seem to concentrate your best when your adrenaline is flowing such as trying to beat one of the many deadlines you encounter because you are multitasking. You also have the self-discipline to force yourself to focus and get down to business when others are relying on you, but your mindset is much more attracted to the new than to mundane maintenance matters. This means that your projections are typically more optimistic than realistic regarding timeframe. You are also prone to skip over steps when giving instructions to others because the gaps are so obvious to you and you are basically impatient because you can project quickly how things end up. **The solution for someone who is as disinterested in details as you are is to drill yourself on good habits so that they can take over when inspiration is lacking. You're well advised to employ a check list for items to be covered or PowerPoint slides when presenting to make sure that your audience gets all the necessary steps laid out in front of them. Encourage others to be undaunted by your pace and to demand that you back up and go over steps that you hurried through or omitted.**

**Interpersonal Processes:** You like to share ideas and mutual support. Such a generous nature will encourage others to give you the benefit of the doubt when you're too optimistic about your vision or talk too much or skim over things. Because they know you are basically conscientious and thoughtful, they will cut you some slack. Even though you are impatient, somewhere along the line you got the idea that it is improper to criticize or become contentious with anyone. **You will, however, be more productive when you learn ways to address issues that concern you before they build up and cause resentment in you. So long as you emphasize the *constructive* in constructive criticism and keep your comments aimed at the behavior not at someone's personality, you can address issues and maintain your cordial relations. In fact, knowing that you can provide the *gift of criticism* will make your compliments me even more.**

**Client Experience Competencies**

**TAIS Inventory Identified Influences**

<b>Competences</b>	<b>Assets</b>	<b>Challenges</b>	<b>Recommendations</b>
<b>Political Acumen</b> discerning and professionally capitalizing on political forces in an organization	Your thinking is not so ivory tower that you ignore the political realities that there is often more transpiring than meets the eye.	Even when you know political weak spots, you may be reluctant to capitalize on them and thus hurt someone's feelings.	Consider the chess game analogy mentioned earlier. Anyone playing that game with you realizes that the goal is to win.
<b>Value Formation</b> understanding the organization's products and services and their implications for value to the customer.	You are adept at looking beyond the obvious and figuring out what are truly long-term benefits for clients.	You're more excited by having these insights than by getting down and dirty with the requisite metrics for tracking progress.	Either find a way to make the measurement process intriguing enough to you to sustain interest or pair with somebody who likes to nail things down.
<b>Competitive Adeptness</b> maximizing competitive advantage while disadvantaging competition	You are strategically oriented to entertain the value of losing a battle so long as you win the war in the long run.	Competitive superiority requires more than cleverness; it also requires consistent execution which is of less interest to you.	Mentally stimulate yourself so that you are excited about the endgame. And support those who follow through on your insights.
<b>Executive Connectivity</b> establishing relationships and sustaining credibility with executives	You are mentally adept enough to keep pace with CEO mentality regarding the long view. They will value your insights.	More contentious executives can make you uncomfortable by confronting issues especially supporting data they require.	Prepare yourself mentally for the tough questions. When you approach it like any other game, you will be successful if you don't take it personally.
<b>Relationship Management: Retention &amp; Growth</b> understanding dynamics of business and need for communication to manage and grow accounts.	You realize the value of meeting a lot of people and being a conduit for communicating ideas throughout the system.	You have to guard against presuming that everyone knows what you mean when you talk in shorthand about key issues. Not everyone has been thinking along with you.	Develop the habit and regiment of putting important items on paper. Make sure that your electronic communication is complete and well-documented.

**Team Building Realities:** Even though human beings are more alike than different, we recognize people based on the ways they differ, often their behavioural signatures. Vive la difference. The way in which you react to people who are different from you can make or break a team's success. No matter how fascinating other people are to us, the reality is that those people who march through life with a different tempo from ours tend to get on our nerves even if we love and respect them. Among life's more poignant ironies is the fact that the people we most need to fill in our gaps are those very people who are most different from us. In this section, we are going to help identify the characteristics of your teammates who can help complete your puzzle. We might even suggest some ways to appreciate these wonderful, yet irritating individual differences. Let's start by selling benefits. Such people relish doing what you would rather not do, thus freeing you to do more of what you enjoy and are good at. When all else fails, a good sense of humour about our idiosyncrasies can go a long way towards bridging the gap.

You can provide enough ideas to any team to keep them humming for decades. Your ability to consider multiple factors and to articulate alternative outcomes should be front and centered in any discussions of strategic initiatives. Your most valuable teammates are those who can understand you but are more interested in taking action and following through than you are. You also benefit from someone who recognizes when you're upset and trying to talk your way around an issue. Ideally such people can model how you can express your concerns in a direct and candid manner and encourage you to speak up at critical junctures.

## Part 4

### Managerial Effectiveness: Outcomes and Achievements

Deutsche Bank considers managerial effectiveness to hinge on two main components: **Financial & Business Success** and **Operational Excellence**. Here we look at your proclivities and challenges on these fronts.

You point the way to savvy indices that genuinely do measure financial success. Your strategic views help with asset and resource allocation and asking the right questions for managing risks and costs. Your contributions typically are less when it comes to actually making all these ideas operational and clear in their procedures.

## Part 5

### Leadership Impact: Culture and Behaviour

Here we will juxtapose your tendencies with how well you engage in Franchise Building and Leading People.

You customarily take a worldview and are therefore able to lead people towards clever plans for building a franchise and maximizing use of all the talent available. When people are searching for a way to express their common goals and aspirations, you are able to articulate what they are trying to get their minds around and encourage people to work together. Your influence may attenuate somewhat when it comes to holding people accountable for what they have agreed upon.