



Strategy Creation & Innovation Report for Newco Inc, Toronto, Ontario

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TAIS

The
Attentional &
Interpersonal
Style Inventory

Part 1

The Implications of Your TAIS Results for Team Dynamics

Strengths/Assets/Cornerstones of Career. You have an interesting mind, one that goes places that others may not explore, often having a mind of its own, so to speak. You are extremely curious about ideas, always probing for more information and for yet another look at how something might be portrayed or what it means. You are worth listening to even if it is hard to take notes from you. Others should consider you as a catalyst for more inventive thinking. Your unusual thinking patterns can help people free themselves of groupthink so they can get down to generating futures they wouldn't consider without your input.

Potential area(s) where your assets may be used too much and become limitations. Your active mind may almost be too active. In the best of all worlds, you would have some protection from the dreary demands of the mundane. You would have a bunch of research assistants like a graduate professor who would not only do the dirty work in the lab but who would keep you on track through their discussions. When one is forced to interact with people, he is brought back to reality more often than when his mind is free to wander. **When you're in business meetings, you need to do almost anything to get yourself out of your head. When you're not talking, take notes. When you find your mind wandering, ask a question. Sit next to someone who can guide you when they see your eyes glaze over.**

Biggest challenge(s) or struggles, those things that you will do only when you have to and not always then. You will struggle when others expect you to walk the straight and narrow, to do things the way everyone else does them. You not only don't have that inherent discipline with all its upside and limitations, you don't really believe that a straight line is the best way to get from A to Z. So what do you do when some process really forces linearity upon you? **First, some processes have their own inherent map within. Whenever these guides are available, use them. Do not worry that you will lose some of your creativity by following a tested process from time to time. Think that you are adding some discipline to your inventive and free-spirited mind. Anything that will give you an improved ability to have dialogue with others will benefit all parties concerned. From a practical standpoint, try to do focused work when there are no distractions around. Close your office door if you have one or carve out some time to work before or after office hours or from a home office. In meetings, sit with your back to most of the traffic so you won't be distracted by it as easily.**

Part 2

The following are four innovation styles. They help you identify how you approach innovation and change, not if you are innovative. We all have different styles of working and innovating. It is valuable for us to not only know ourselves but also how to approach those who participate in these key processes differently from the way we do. Organizations need strategic innovations produced and optimized in all these phases to cover all bases and to make sure these innovations are not only visionary but sound and implemented successfully. For each style, we analyze what your answers to ***The Attentional & Interpersonal Style (TAIS)*** inventory indicate about how you comfortable and successful you are with each approach. Our recommendations for adjusting and contributing are in bold face.

VISIONING: To envision the ideal future. Visioning seems to be what you do regardless of what is going on. You probably do it even in your dreams, perhaps especially in your dreams. We doubt that your visions come fully formed or that you are the ideal one to package them for distribution (cf., modifying), but you probably generate new ways of thinking more often than your colleagues do. People may have to be a bit patient waiting for your thoughts because you don't produce them on demand but more when the spirit strikes. And you may ramble. **Ideally you would have someone to run interference for you, someone who appreciates you first and thus tolerates your hit-and-miss brilliance. That person can be a translator for you at times as well.**

MODIFYING: To refine and optimize what has come before and what is being envisioned. Don't go here. Trying to get you to do the step-by-step modifying of existing processes or refining the ideas you are others generally is like trying to fit a round peg into a square hole. Actually, you are more a free-form peg that fits virtually into almost no cookie-cutter or conventional holes. **There is a beauty in being unique although it comes with the cost of not fitting comfortably into many settings. Let's hope that your team understands your value.**

EXPLORING: To discover new and novel possibilities. Your constantly envisioning is a companion of the fearless way you explore the unknown and the previously unexplained. These two processes work hand in glove with each other in your complex and fertile mind. **You have to realize that many ideas which intrigue you are off the radar for many other people. While this makes you fascinating as a person as well, it can also make you lonely at times. This go-it-alone mentality seems to have been a common thread among many of the great investigators in the history of science and innovation. Just a price you have to pay. Hopefully you will have a least one colleague who gets you.**

EXPERIMENTING: To combine and test many unique combinations. We humbly suggest that you consider yourself to be a consumer of experimenting rather than the one conducting the lab permutations. You will get bored with the redundancy and the need to document every step. **Your best contribution is to use these results as input for refining or redirecting your new insights. Ideally those conducting the experiments will occasionally entertain your thoughts at select points along the way.**

Part 3

TAIS & Change

Distractions: the weeds of concentration, the enemies of performance.

In general, distractions dilute or diminish performance on any competence. In addition, feeling distracted or off your game means that you have fewer mental resources to deal proactively with change. Thus, you do not want high scores on any of the following three scales—the noise side of the positive attentional styles or signal.

- External Distractibility—external events cause attention to leave task to track or notice irrelevant happenings.
- Internal Distractibility—wandering minds cause listening gaps and can overcomplicate communication. They cause a lot of “accidents.”
- Reduced Flexibility—indicates the degree to which either of two main human emotions (anger and anxiety) causes tunnel vision, slowing down adjustments in real time. Almost no one is ever creative, clever, or flexible when angry or anxious. As one consultant has proclaimed, “Stress makes people stupid.” Or at least resistant to change and not very clever.

Individual Change Challenges. Essentially, TAIS inventory profiles indicate your preferences or tendencies. Having to react in a manner opposite your stated preference takes you out of your comfort zone so we all feel motivated to get back to situations that we like. Thus, you can look at all TAIS inventory scales especially the interpersonal styles as indications of your ideal working style. Any human characteristic can be helpful or counterproductive depending on the situation. In general, your goal is to master each style of attending or interacting so you can use it at the right time in the right amount. The above sections provide some hints as to where you may tend to do too much or not enough of a specified reaction.