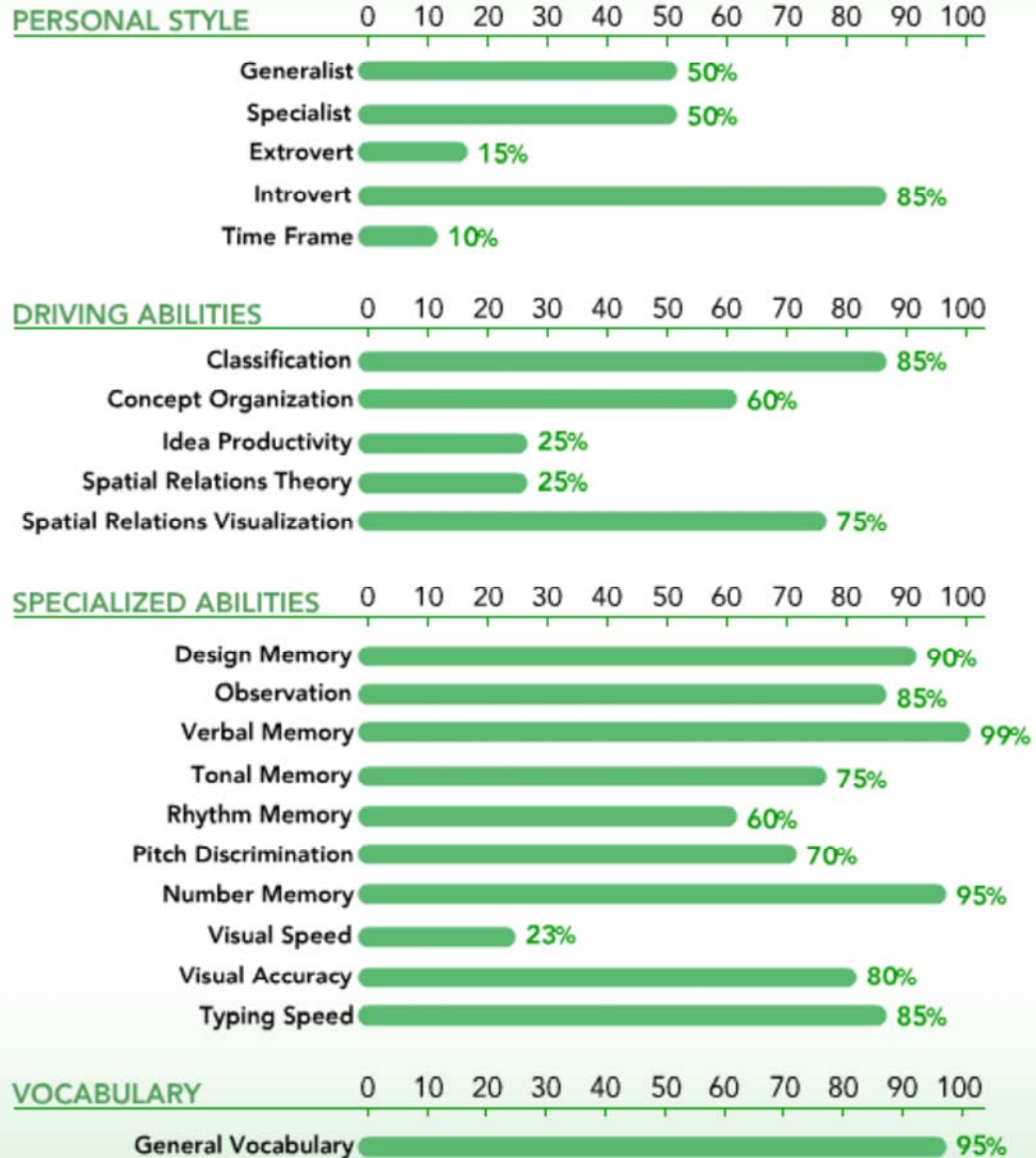




YOUR HIGHLANDS ABILITY PROFILE



Your scores are given as percentiles. Each percentile compares your score to the scores of all persons who have taken the same worksample.

Sample Adult



This report describes each of your abilities. It tells you: the general definition of the ability; how the ability was measured; your score; and how to interpret your score. The abilities are grouped under the headings **Personal Style**, **Driving Abilities**, **Specialized Abilities**, and **Vocabulary** to make them easier to understand and discuss. The scores shown are the same as in your Ability Profile.

PERSONAL STYLE

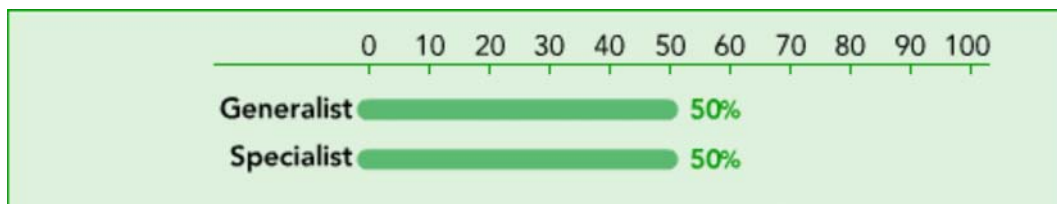
This section shows your results in three scales which interpret the frame of reference from which you approach your work: the Generalist/Specialist scale, the Introvert/Extrovert scale, and Time Frame scale.

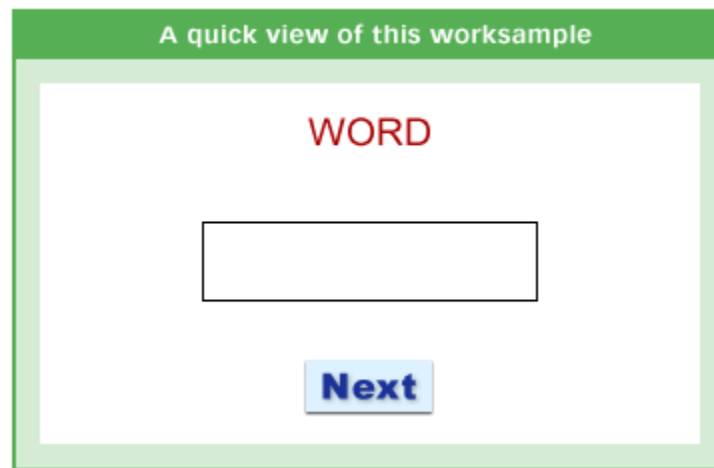
Both the Generalist/Specialist scale and the Extrovert/Introvert scales are continuums which show your relative position on the scales. The Generalist/Specialist scale is an indicator of your overall orientation in whatever work you do. Your relative position on this scale speaks more to the role you should play at work than to the kind of work you should do. Your relative position on the Introvert/Extrovert scale is an indicator of the kind of interpersonal work environment which you will most enjoy. Neither scale determines the type of work you should do, nor the role you should play at work. A manager may be an Introvert or an Extrovert, but he or she may have a different style, and create a different interpersonal working environment, than another manager.

Finally, your Time Frame Orientation helps you understand your orientation towards planning, goal setting and accomplishing tasks.

Generalist/Specialist

This worksample determines your preference for independent work or for working as part of a group.



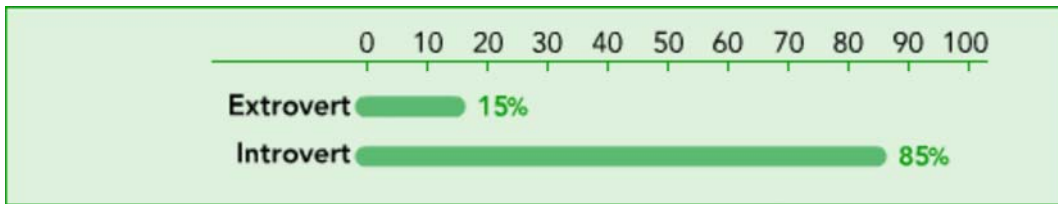


Everyone is a blend of Specialist and Generalist and shows some aspects of both. You score in the mid-range on this scale. This means that you can function to some extent on both sides of the scale. You need to understand both sides of the scale because people scoring in the mid-range combine the qualities of both.

- Specialists have a unique, individual way of looking at the world. They see things somewhat differently from anyone else. This is a clear strength in the right setting.
- Specialists have a unique perspective on things, and they will be working against themselves if expected to come up with "regular" responses, or to be "part of the herd."
- Specialists like to master a body of knowledge or to develop a skill of their own.
- Specialists advance in organizations by becoming more and more knowledgeable in a particular area until they know more about it than anyone else.
- Specialists pursue goals and solve problems best by working independently and autonomously.
- Generalists, on the other hand, like to work with and through people. They work best in groups or teams.
- Generalists like variety in their work and can go from one job to another as long as they see that the group's goals are being met.
- Generalists think in terms of the common goals of the team or organization and how best to accomplish them.
- Generalists often succeed in organizations by means of teamwork and interpersonal competence.
- People scoring in the mid-range combine the qualities of both Specialists and Generalists. A good way to combine the qualities is to study a specialized field or problem and then to offer your knowledge in a group-oriented activity or project.

Introvert / Extrovert

This worksample determines the interpersonal environment you prefer in the workplace, and how you prefer to divide your time between working alone and working with people.



A quick view of this worksample

Please answer all of the following questions. Do not spend too much time thinking, just answer to the best of your ability. When you are finished, click Next.

| Yes | No | |
|-----------------------|-----------------------|--|
| <input type="radio"/> | <input type="radio"/> | 1. Do you tend to introduce yourself to others rather than waiting for them to do so? |
| <input type="radio"/> | <input type="radio"/> | 2. Are you more likely to have one or two closer friends rather than having many broader ones? |

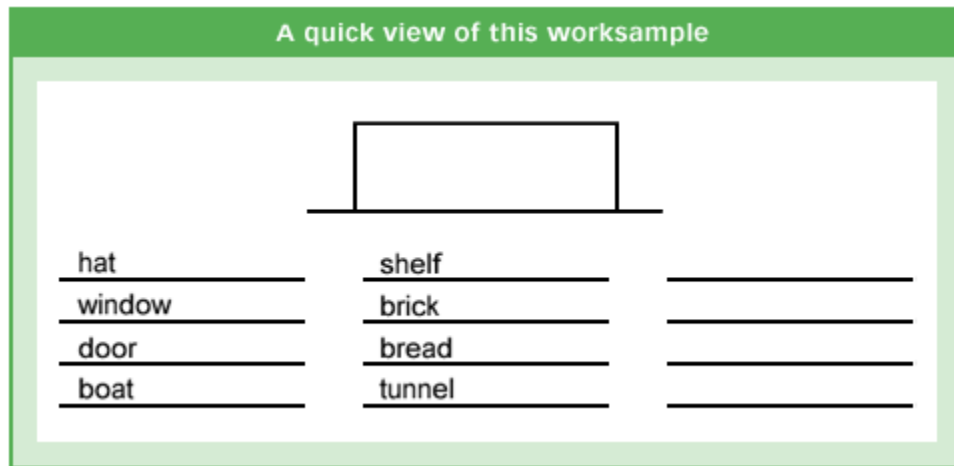
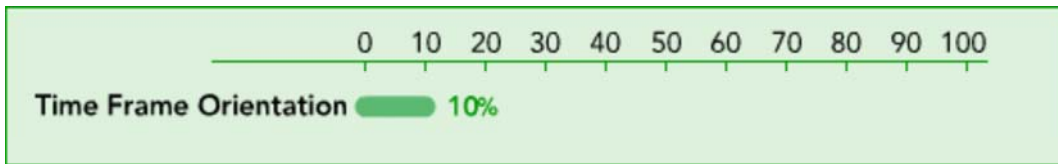
No one evidences Introversion or Extroversion all of the time; everyone shows some characteristics of both. Your score indicates that you have a preference for Introversion.

As an Introvert, you...

- Often get energy and renewal from time spent by yourself.
- Find yourself somewhat drained of energy after you've spent a good part of your time interacting with others - no matter how skilled you are at it.
- Are able to concentrate on solitary tasks for long periods of time without undue stress.
- Have a sense of choice about having or not having social interactions. (Extroverts usually feel they must have contact with others to be happy.)
- Like time to reflect before responding and to think before acting.
- Like quiet for concentration and reflection in developing ideas.
- Prefer to communicate by writing.
- Tend to be more private and contained and like structure in relationships and interactions; you prefer to have a reason to interact with others.
- Learn best by pausing to digest and think.
- Prefer lectures to interactive group discussion.

Time Frame Orientation

This worksample measures the span of time you tend to project and consider when making future plans or working on projects. It indicates how you consider naturally the impact of present actions on future plans.



As a person with a short or immediate Time Frame Orientation, you...

- Have a natural Time Frame of about six months to one year for making plans, thinking about your future, or considering the impact on your life of what you are doing now.
- Can work to accomplish a goal requiring longer Time Frame (five years, for example) by consciously breaking it into clear segments that fall within your natural Time Frame.
- Are able to move from project to project easily without being encumbered by a fixed, long-term view of things.
- Can find this orientation helpful in jobs that demand relatively immediate closure or completion.
- Should be aware that your hunger for immediate results can undercut your ability to complete projects that demand longer completion times. You will need to manage your natural Time Frame Orientation in such projects by consciously breaking them up into shorter steps and then focusing on each step.

DRIVING ABILITIES

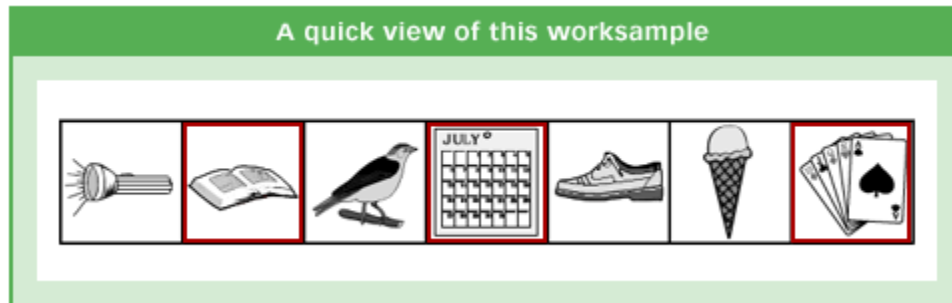
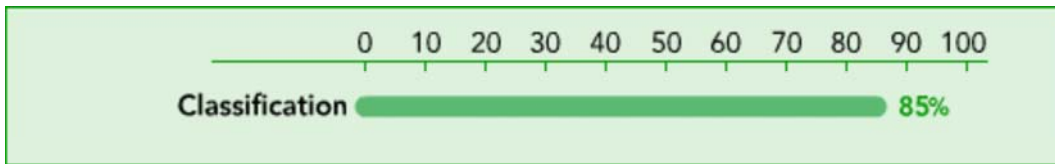
This section shows your results in five worksamples. Together, they are called the Driving Abilities. They are: **Classification**; **Concept Organization**; **Idea Productivity**; **Spatial Relations Theory**; and **Spatial Relations Visualization**.

The Driving Abilities are very powerful and influence almost every part of our work lives. This is true whatever an individual's results. Each one of these abilities asserts itself in our lives. It is absolutely critical to take them into account when considering what role you should play at work.

Classification

This worksample indicates your ability to see relationships between seemingly

unrelated events, situations, or information. It shows your ability to move from the specific to the general when solving the many problems you face every day.

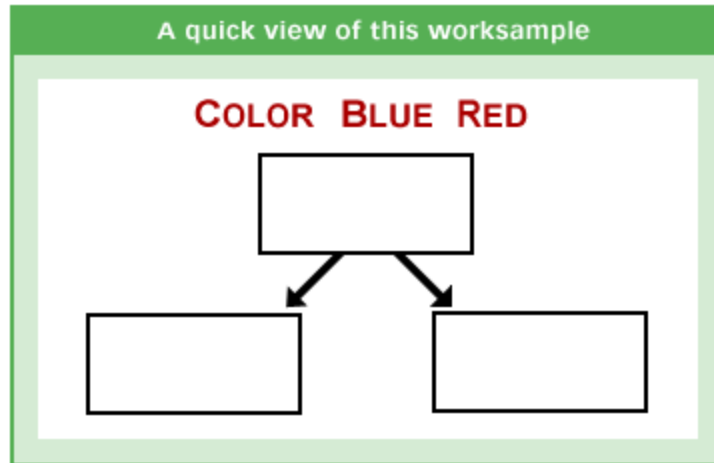
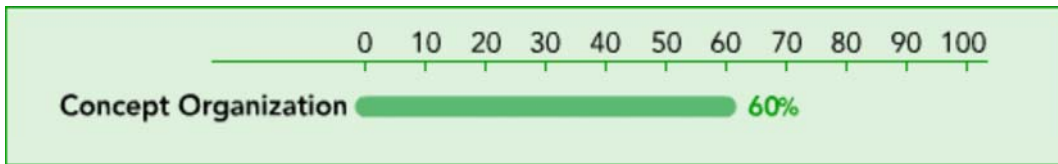


As a person with high Classification, you...

- Can easily and quickly see patterns and relationships among data and objects.
- Will find that this ability demands use and will influence almost every aspect of your working life.
- Need problem-solving as a foundation of your work
- Are likely to get positive enjoyment from using this ability, and to be unhappy in positions that do not use it.
- Love to solve new problems and to figure things out.
- Are able to quickly summarize a set of points and jump to the end of an argument.
- Can see pros and cons in any situation and the problems in a plan quickly and easily. On the negative side, unless you exercise self-discipline, you can be indecisive as a manager or decision-maker, because it is so easy for you to focus on alternatives.
- Can be easily bored in positions that require mostly routine, or rote, work.
- Do not like to be bothered learning the details of any subject and can usually gather enough information to get by or "wing it."
- Must use education and self-discipline to channel this ability properly - just because something is learned quickly does not necessarily mean it has been learned well.
- Can use this ability in any role where the major activity involves rapid-fire problem-solving, fixing, advice-giving or consulting.
- May find it difficult to communicate your solutions to others. (Classification is non-verbal and non-logical. See your results in Concept Organization.)
- Must find a steady means of applying this ability. You can become very dissatisfied if you are not using it regularly.

Concept Organization

This worksample indicates your ability to arrange ideas, information, or things in a logical order. It shows your ability to move from the general to the specific to solve problems and to communicate the logic in doing so.

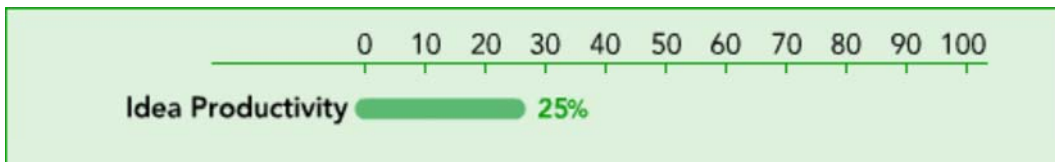


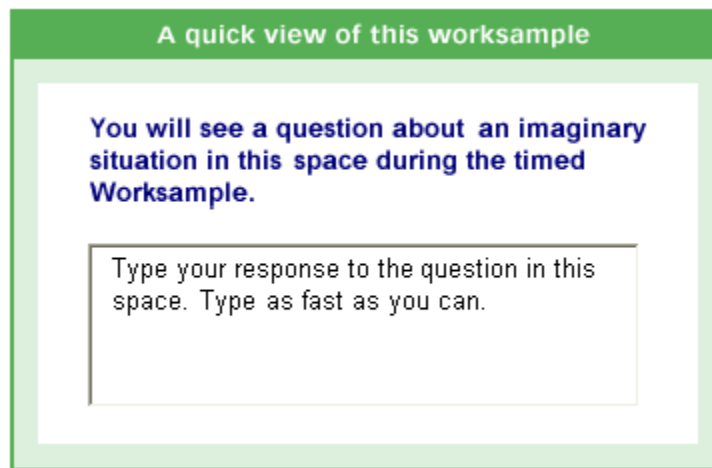
As a person with medium Concept Organization, you...

- Find this ability useful for organizing ideas, information, or things in a logical and useful sequence.
- Can use this ability in the workplace for any planning activity. It makes it possible for you to predict, order, and plan schedules.
- Will find this ability useful for communicating ideas, thoughts and plans to other people - effective in business communication, which is almost always sequential and logical.
- Will have enough opportunity to use it in everyday life and in almost any job to prevent the build-up of pressure from its non-use.
- Can use this ability as a foundation for research and writing.

Idea Productivity

This worksample measures the number of new ideas you can generate within a given time in response to a given stimulus. It does not reflect the quality or creativity of the ideas. It is a measure of the volume or flow of your ideas.



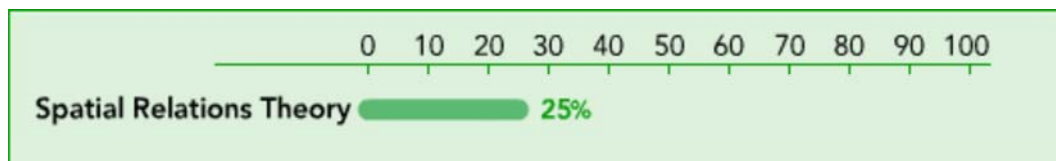


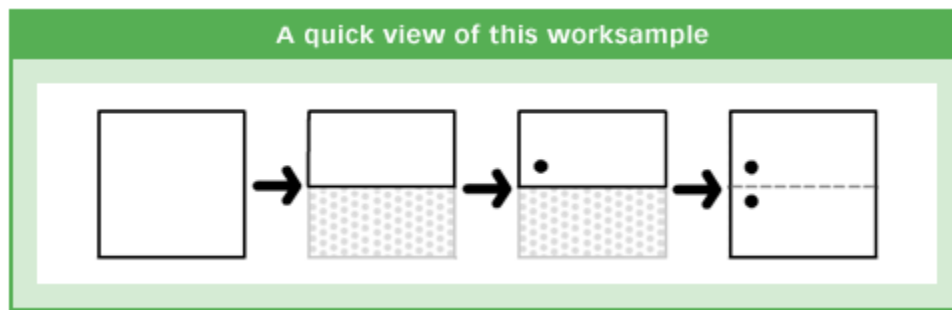
As a person with low Idea Productivity, you...

- Are able to focus well and work undistracted on a given project for a considerable length of time.
- Will probably want to avoid situations in which you are required to persuade or sell ideas to others in an impromptu manner.
- Are an asset in management and executive leadership positions and any work areas that require a high degree of concentration.
- Should look for roles that emphasize the quality of ideas rather than the speed or quantity of ideas.
- May feel uncomfortable in roles that constantly require the rapid production of new ideas, problem solving, and adjusting to new ideas.
- Will find that this ability is helpful to you in any task that requires attention to details and follow-through to a conclusion.
- Will probably work most effectively in a stable environment where your ability to maintain undistracted focus is a positive strength, rather than a rapidly changing work environment.

Spatial Relations Theory

This worksample indicates your ability to see the theoretical relationships which exist in the working of the mechanical universe. It is the ability to understand how systems work: this applies to mechanical systems and interpersonal systems.



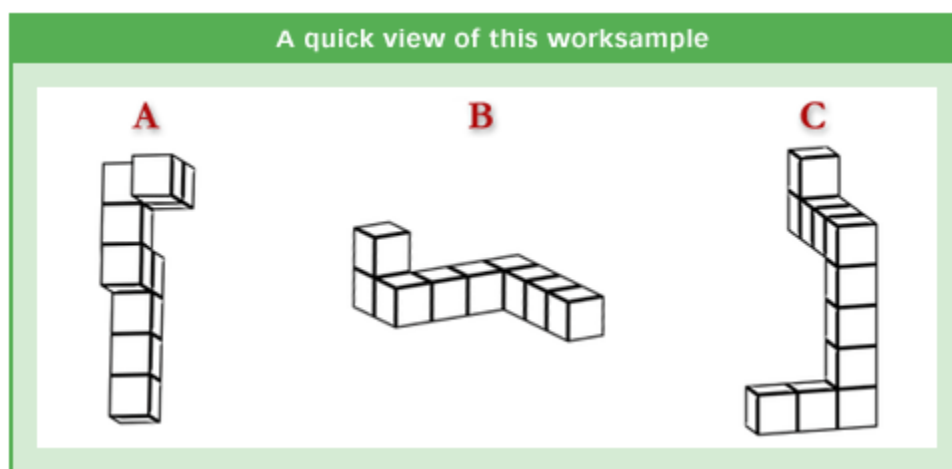
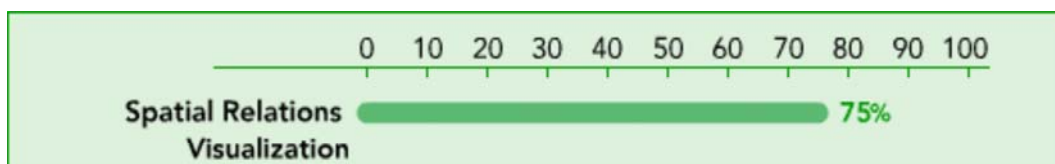


As a person with low Spatial Relations Theory, you...

- Will not usually be concerned with or involved in abstract three-dimensional or theoretical activity. You may not be interested in the theoretical relationships involved in mechanical systems, such as those used in engineering, astronomy, computer systems, and higher mathematics.
- Are likely to be interested in and seek direct contact with people and to think more practically than abstractedly about relationships and systems.
- Are not particularly interested in designing mechanical systems.
- May find upper-level mathematics a challenge

Spatial Relations Visualization

This worksample indicates your ability to see in three dimensions when shown only two. Spatial Relations Visualization is also related to needing "hands-on" experience and work.



As a person with high Spatial Relations Visualization, you...

- Are a structural thinker and can easily think in three dimensions, as well as visualize and mentally manipulate objects in space.

- Have a drive to deal with the real world of three-dimensional objects and space and want to see the results of what you are doing in a concrete and tangible way.
- Are most at home in areas of work that utilize physical objects, products, machinery, and tools.
- Enjoy the touch and feel of tangible, concrete objects that are found in hands-on occupations.
- Can have a feeling that roles and tasks that deal mainly with ideas or relationships lack reality.
- Need to take this ability into account in your daily work.

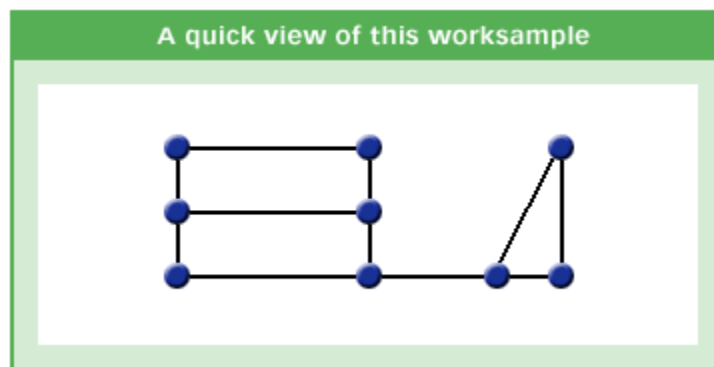
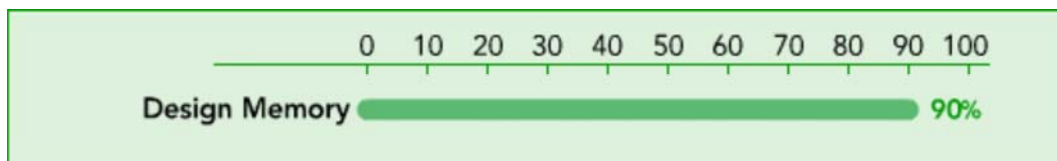
SPECIALIZED ABILITIES

This section shows your results in nine worksamples. Together, they are called the Specialized Abilities. They are: **Design Memory**; **Observation**; **Verbal Memory**; **Tonal Memory**; **Rhythm Memory**; **Pitch Discrimination**; **Number Memory**; and **Visual Speed and Accuracy**.

The Specialized Abilities help or enhance our work and lives. While most of them do not assert themselves as strongly as the Driving Abilities, it is important to pay attention to the patterns which form when these abilities combine with one another as well as with the Driving Abilities.

Design Memory

This worksample measures your ability to recall an overall pattern or picture presented in two dimensions; e.g., charts, diagrams, sketches and patterns of any kind.



As a person with high Design Memory, you...

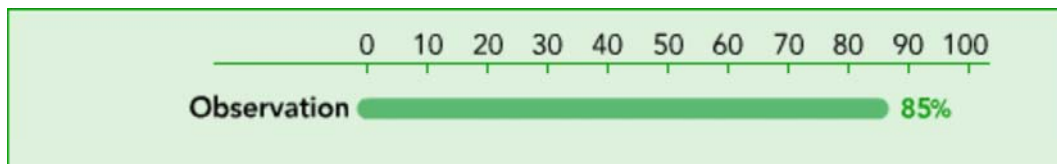
- Find it easy to remember two-dimensional visual patterns and are able to work

comfortably with the overall patterns in visual material, as, for example in maps, architectural designs, and diagrams of any kind.

- Should find it easy to remember such things as the location of objects in a room and directions on a map.
- Can consider Design Memory to be a significant learning channel in and of itself and can easily translate information received in other forms into graphics such as diagrams and drawings.
- Need to find activities in which this ability can be used regularly, or you may feel vaguely dissatisfied.
- Will find this ability useful in many scientific, technical, and/or artistic tasks.

Observation

This worksample measures your ability to pay close attention to visual details, to perceive and remember small changes, and to notice irregularities.

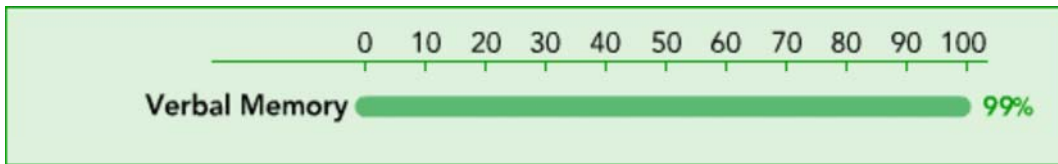


As a person with high Observation Ability, you...

- Will find this ability to be useful to you in many areas that require close attention to detail and remembering visual changes and inconsistencies.
- May intuitively notice detail in all areas of work/life, especially when they are of interest to you.
- Can easily bring this ability into play in artistic and visual tasks.
- Can find this ability helpful any time you need to describe the details of some experience, notice small parts of an event, or recall changes in what you're seeing.
- Can use this ability in a hobby if not in the work setting.
- May intuitively use this ability to read facial expressions and the body language of others.

Verbal Memory

This worksample measures your ability to learn new words and recall what you have read quickly and easily.



A quick view of this worksample

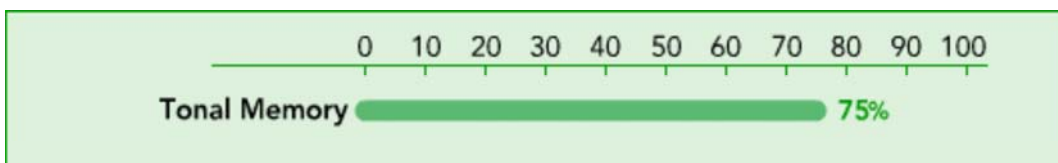
NUPA -- COW NUPA _____

As a person with high Verbal Memory, you...

- Are able to memorize information from the written word quickly and easily.
- Find this learning channel a strong advantage in any formal learning or training situation.
- Find this ability an area of strength in building your vocabulary, learning a foreign language or working in a field that has its own language or technical jargon.
- Should consider Verbal Memory a very important learning channel.

Tonal Memory

This worksample measures your ability to remember what you hear, including tunes and tonal sequences.



A quick view of this worksample

In this Worksample you will hear a series of notes. Then you will hear the series again, but one of the notes will have changed.

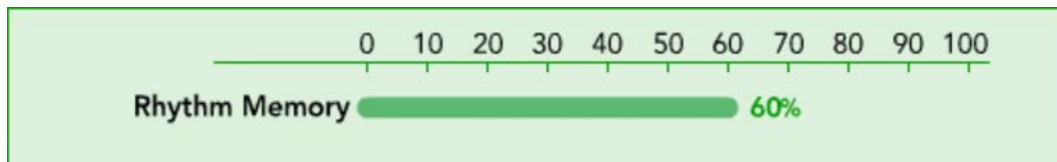
1 2 3

As a person with high Tonal Memory, you...

- Have a strong facility to remember tunes and tonal sequences, which you may use to sing and play music by ear.
- Have the auditory memory to reproduce the accent and tones of a foreign language.
- Should consider Tonal Memory a very important learning channel.
- Will feel a press to use this ability and may feel dissatisfied if you are not using Tonal Memory in some way. If any other scores on the other music abilities (Rhythm Memory and Pitch Discrimination) are in the medium range or above, this press to use Tonal Memory will be even stronger.
- Should experience very little problem in learning to play a musical instrument, especially one that "tunes" itself (e.g., keyboard or drums), particularly if you have some support from at least one of the other music abilities.

Rhythm Memory

This worksample measures your ability to remember rhythm patterns. It also relates to kinesthetic learning, which is learning through movement.



A quick view of this worksample

In this Worksample you will hear pairs of rhythm patterns

SAME

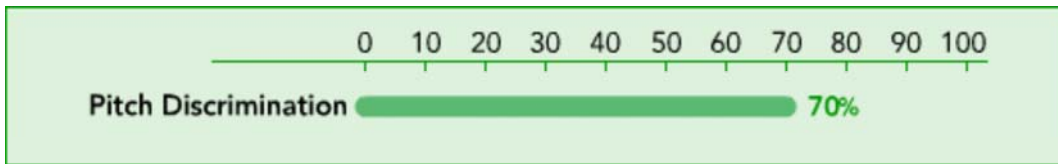
DIFFERENT

As a person with medium Rhythm Memory, you...

- Have some ability to reproduce physical movements. Anytime you "act out" or "walk through" what you are learning, you are taking advantage of this ability.
- Should experience no particular problems in responding to music, learning a musical instrument (especially one with a strong beat, like the drums), or in moving "in sync" with others in athletics or dance.
- May not experience a strong need or press to use this ability, but you should consider Rhythm Memory a significant learning channel.

Pitch Discrimination

This worksample measures your ability to distinguish fine differences in pitch. It also applies to perceptual discrimination across the senses.



A quick view of this worksample

In this Worksample you will hear a pair of musical notes. You will then try to determine whether the second note is higher or lower than the first.

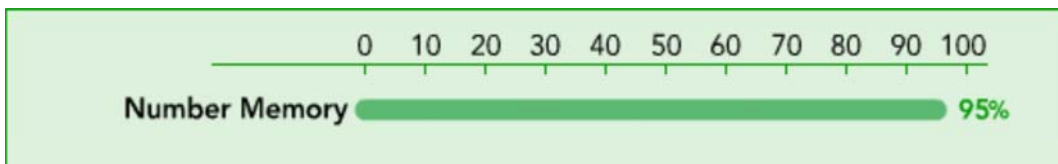
HIGHER **LOWER**

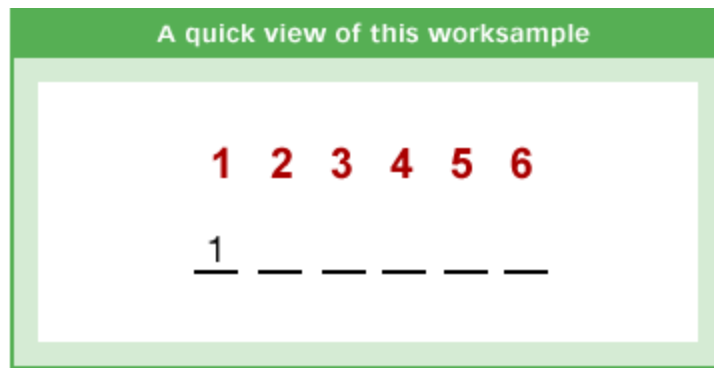
As a person with high Pitch Discrimination, you...

- Score well enough to sing or play a musical instrument well, even instruments like the violin or trumpet that lean heavily on the ability to distinguish pitch.
- (There is some evidence that you) have a strong ability to make the kinds of fine sensory discriminations required in such diverse tasks as gourmet cooking, photography, artistic painting, working with small instruments or machines, microscopy, or astronomy.
- Will find it easy to learn the inflection and accent of a foreign language.
- Will feel a press or need to use this ability and, depending on your other musical abilities (Tonal and Rhythm), should consider learning a musical instrument.
- Can pick up subtle changes in tone or inflection of voice, an ability useful in diplomacy and mediation.

Number Memory

This worksample measures your ability to recall miscellaneous facts and data. It indicates an ability to use numerical information to solve problems and make decisions.



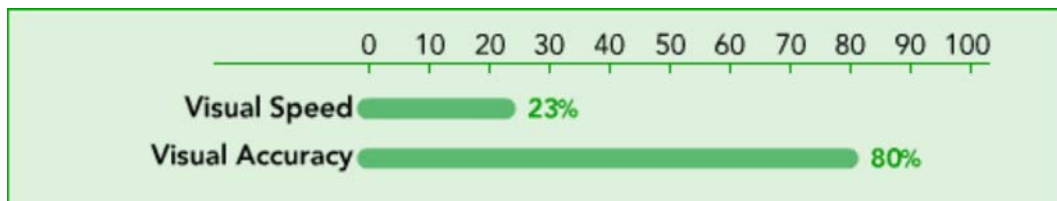


As a person with high Number Memory, you...

- Are able to remember numbers and unrelated or miscellaneous facts quickly and easily, without apparent effort.
- Are probably not aware of making any effort to remember this data..
- Can find this ability helpful in any setting in which you have many things to remember and keep at your fingertips.
- Have an advantage in any roles that require instant access to facts and information.

Visual Speed & Accuracy

This worksample measures your ability to read and interpret written symbols quickly and accurately.



A quick view of this worksample

| | | Same | Different |
|--------|--------|-----------------------|-----------------------|
| J68DB7 | J68DB7 | <input type="radio"/> | <input type="radio"/> |
| 87PP95 | 87PP59 | <input type="radio"/> | <input type="radio"/> |
| HP29VX | HP29VX | <input type="radio"/> | <input type="radio"/> |
| 37GN5D | 37GN5D | <input type="radio"/> | <input type="radio"/> |
| 24ST97 | 24ST79 | <input type="radio"/> | <input type="radio"/> |

As a person with low Visual Speed and high Accuracy, you...

- Are probably inclined to slow your work down in order to assure your accuracy.

- Should not have any difficulty with this process unless you are working at a task that depends very heavily on both speed and accuracy.
- Should experience very little problem with work that requires a large amount of paperwork or working with columns of numbers and figures as long as you allow yourself enough time.
- Will find that most paperwork tasks demand accuracy over speed.

Vocabulary

Vocabulary is a personal tool developed by each individual over time, rather than a natural ability, but the range of your vocabulary will affect how effectively you can use some of your innate abilities. More than anything else, your result on this worksample will determine the verbal level of people with whom you can interact most easily and naturally. It is considerably easier to interact and share ideas with people who are similar to you in their level of Vocabulary than with those who are not.

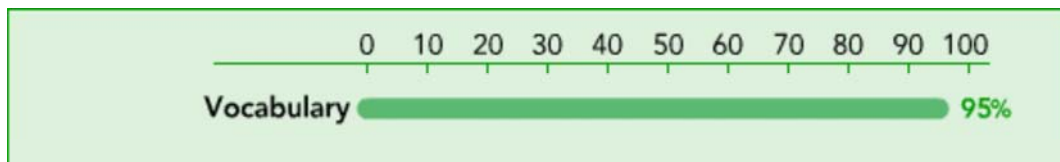
Because Vocabulary is developed and not innate, you can increase your Vocabulary level through study and concentration. Any work you can do to build your Vocabulary will be of great benefit in helping you advance in your career. Start working on words that you may have read or heard before, but for which you do not have a precise definition. Improving the precision of your Vocabulary is by far the best and most efficient way to increase the precision of your thoughts and ideas.

Your vocabulary can also be improved by good reading. As you read, you should keep a dictionary nearby to look up and study the words you don't know.

The norms for the Vocabulary worksample are at the level of the average college student.

Vocabulary

This worksample indicates the verbal level at which you communicate ideas to others.



A quick view of this worksample

LARGE bright small toy **big**

If you work with people who have lower Vocabulary levels, you may find yourself frustrated by your inability to communicate at your own Vocabulary level. As a person with high Vocabulary, you...

- Have a broad general knowledge that affects your outlook in any work situation.
- Have a Vocabulary level similar to that of executives, individuals in literary and academic fields, doctors and lawyers, and those at or near the top of almost every other profession.
- May find yourself bored or feeling somewhat disconnected if you spend the majority of your day in close contact with people who have significantly lower Vocabulary than you have.
- Can use your Vocabulary to rise to high levels in an organization.
- Should consider working in an academic environment.



FOUR KEY DIMENSIONS

Understanding each of your abilities is an important first step in understanding yourself. Understanding how groups of your abilities work together is a powerful tool. As a way of summarizing your results, we include a description of how your abilities relate to the four key dimensions of work life: **Work Environment/Personal Style; Learning; Problem Solving/Decision Making; and Communication.**

WORK ENVIRONMENT/PERSONAL STYLE

As a key dimension of work life, Work Environment refers to the context or environment that is most conducive to your performing at your best. In determining whether a Work Environment is good for you, you must consider such factors as the pace of work, the amount of teamwork required and the amount of interaction with people involved.

Your preference for Introversion is not specifically an ability, but it does interact, sometimes extensively, with your abilities. Your preference for Introversion indicates that you are energized more by internal forces and events than by external ones. You will prefer time to process events and respond to questions and requests, and that processing takes place internally. When you say something, you have usually given it careful consideration. This differs from the Extrovert who may verbalize ideas rather than conclusions. You will probably want to make sure you have periods throughout your day for quiet or down-time to recharge yourself. You are likely to prefer an environment in which you interact one-on-one or with small groups of individuals. You may prefer reading and writing or e-mail to personal interaction.

With a mid-range score on the Generalist/Specialist measure, you may find that you function most smoothly in a role that requires you to "bring the extremes to the middle." As someone who can understand the vocabulary of both the Generalist and the Specialist your role may become that of the translator or facilitator. Your score in this mid range also indicates flexibility in role and function. At times, you may find that you enjoy being on a team; but you may also work well autonomously. You will probably thrive best as a team member when your role is that of an expert on the team - bringing your unique perspective and expertise to the group.

With a short Time Frame Orientation you are likely to be at an advantage in situations or in organizations that expect you to contribute to tactical objectives. If you need to accomplish longer-term goals, break them into shorter segments upon which you can focus more easily. Your strength is in executing short-term projects.

Your Classification ability is very strong. This means you are able to solve many problems so quickly and easily that you enjoy being in work situations in which you are solving one problem after another. People with high Classification often

enjoy learning new jobs, tasks and roles. This gives them an outlet to use this very powerful ability. Sometimes people with high Classification have a hard time understanding that other people need to solve problems in a different way, so that what seems obvious to them may not be obvious at all to others. With high Classification, you may find that you are able to see potential problems in new plans or ideas almost immediately. It is important to be aware of this tendency to see and explain problems. You may need to make sure that others also hear the things you find positive in a plan, idea or piece of work.

Your Idea Productivity score indicates you can concentrate and focus on the task at hand. You are able to concentrate for long periods of time, so look for Work Environments that stress this over those that emphasize brainstorming or creative solutions of multiple ideas.

Your Concept Organization ability is in the midrange. This means that you have a good ability to solve problems logically and linearly. You use this ability when you write, plan, devise strategy, predict what will happen in the future or figure out what went wrong if something fails. Your level in this ability gives you good facility with it, but it is not strong enough to compel you to use it constantly. There are always many outlets for Concept Organization in the workplace, so you don't have to worry about structuring your job around this ability; however, you can help yourself by learning to recognize when a logical, linear solution to a problem may be helpful.

You will be far happier in a work situation in which a tangible product or substance is produced by your efforts. At the very least, your work should result in a paper report. You will function most effectively in an environment which enables you to produce something you can hold or touch with your hands in some way. You need to produce an object with physical and tangible dimensions rather than something abstract or theoretical.

Your musical abilities are so strong that they will press to have expression in your life on a daily basis. You should involve music in some manner in your life: listen to music regularly, or, perhaps, learn to play a musical instrument.

Your two-dimensional visual abilities are strong and indicate that you would have an advantage in roles that are highly visual. You are likely to feel greater satisfaction when your work involves the visual dimensions that are among your strengths.

LEARNING

This key dimension of work life refers to how you take in new information. Understanding your learning channels helps you identify what you need to do to facilitate learning and to remember new information. Knowing about how you learn best - through reading, listening, diagrams or a combination of these - also enables you to request information in particular formats. Understanding your learning channels can help you understand more about yourself: why you enjoy

having reading material around; why you remember data better when someone shows it to you on a graph; or why you remember more when you hear someone speak on a topic than when you try to read about it.

Your strong Verbal Memory indicates an ease in recalling information acquired by reading. This means that reading an item once may very well be sufficient for you to master it. This ability is closely related to learning the written vocabulary of a foreign language.

Your strong Tonal Memory score indicates a powerful ability to recall what you hear. It indicates that in a meeting you may need to take very few notes and will be able to recall the flow, as well as content, of the proceedings. You may find that you recall lines of dialogue from movies or performances. You may also find it quite easy to reproduce sounds and sequences of sounds. This is helpful in music as well as in learning a foreign language.

You have a very strong ability to take in new information in the form of charts, graphs, maps or other two-dimensional forms. You may want to reduce data to diagrams and charts because this learning tool is so effective for you. For example, when you are getting directions to a friend's house, drawing a map or a chart may be more effective for you than writing down a step-by-step narrative.

Your Rhythm Memory score indicates a facility to learn new information by putting it to a rhythm or actually walking through a process. Rhythm Memory engages the large muscles of the body, so once you have walked through a sports play, for example, you will know it better. You can use this ability to learn by setting factual information to a beat to reinforce the learning process. Although you are able to take in new information this way, you may want to use another of your learning channels to strengthen your retention of the information.

You have an ability to retain information presented in the form of miscellaneous facts and figures. When there is no apparent association among or between random facts, you are able to retain them and recall them whenever they are needed. You may use this in problem-solving, financial analysis, routing, scheduling and various other tasks.

PROBLEM SOLVING/DECISION MAKING

This key dimension of work life refers to how you most efficiently solve problems, resolve issues and make decisions. In addition to identifying your style of solving problems, other important aspects of this dimension include how you think through problems, the time frame you use most naturally, and the perspective represented by your solutions.

You have very strong Classification ability. This means that you have a powerful ability to handle one problem after another all day long. You may find that the faster and more chaotic the situation, the more you like it, because it is precisely this kind of problem-solving that strong Classification handles best. Strong

Classification also makes it easy for you to do diagnostic problem-solving. You are able to sift through many facts and ideas and find almost immediately what problem a concept or a piece of work may represent. This particular aspect of Classification may make it difficult for you to be decisive at times. If you can see easily all the problems that lie in a particular idea, it may be difficult to decide on a course of action. By placing yourself in roles in which you can solve many new problems at work all day long, you will use your strong Classification and increase your overall satisfaction and productivity.

You are in the midrange in Concept Organization. This means you have some natural talent for linear and logical problem-solving. Tasks such as planning, ordering, prioritizing and/or writing should come fairly easily to you and be satisfying to do. You use this ability whenever you are communicating ideas and content to others, or whenever you are developing or communicating logical relationships. Since you are in the midrange of Concept Organization, you have a certain amount of flexibility in making use of this ability for a particular problem or in choosing some other problem-solving approach that may be more efficient for the problem.

You have a consultative problem-solving style. You are able to evaluate seemingly unrelated information and logically explain it to others. With this type of problem-solving style, you are able to draw conclusions quickly and accurately as well as explain how you arrived at the solution. Individuals with this type of problem-solving style excel in fast-paced environments where there are multiple problems to solve and others to listen, follow through, and carry out the work.

As a mid-range Generalist/Specialist, you can probably see problems from both the group and the "expert's" position. You are comfortable solving problems as part of a team as well as on your own. When solving problems in a group or team, you tend to balance the goals of the team with the advice of experts, and you may even feel comfortable providing that expertise yourself. You may find yourself in the position of assisting other team members in understanding the different perspectives. When you are on your own, you are likely to approach problems with a great deal of intensity and to develop the depth of knowledge that will lead you to a solution. This may include gathering input from others as well as developing a level of expertise on your own. Your mid-range score indicates flexibility in your comfort level with making contributions as an expert or as a member of a team.

As an Introvert, you recharge by time spent alone. You need quiet and/or alone time to process problems most effectively. Because you process information internally, it may be important for others to know that your silence does not necessarily mean assent or agreement. It may simply mean that you are working on the problem. When you verbalize a solution or a decision, you have already spent time thinking things through to their conclusion.

With a score in the lower range of Idea Productivity you are able to focus well. You can focus on the critical points of solving a problem without being distracted by ideas that may not pertain to the solution. The impact of limited Idea Productivity depends upon the work environment. A more structured, stable work

environment may favor and reward lower levels of Idea Productivity.

Your high Spatial Relations Visualization score indicates that you think structurally, and that you may gravitate toward solutions that are more concrete, involving a real-world physical solution.

With a score in the low range in Time Frame Orientation, you are most likely to think of solutions to problems that focus on or bear results from six months to a year in the future. You consider most easily the immediate impact of your solutions, and tend to develop the steps that need to happen first.

COMMUNICATION

This key dimension of work life refers to how you communicate with others or the context/situation in which you feel most comfortable communicating. Two important aspects of communication to consider include the methods of communication you prefer and the size of the group with which you are most at ease. Other important aspects to consider are your ability to remember what you hear, and how aware you are of those with whom you are communicating. Also important to consider are the number of ways in which you can communicate an idea and the types of examples you may use.

As a mid-range Generalist/Specialist you have the elements of both Generalists and Specialists. In situations requiring communication and understanding, you can often be the facilitator or the mediator because you can see and understand both the Generalist and the Specialist point of view.

As an Introvert, you communicate best when you understand the purpose of an interaction, because interaction expends energy. Because you recharge your batteries by being alone, you may prefer some structure to relationships and interactions, and you may prefer communicating in writing or by e-mail. You can be quite skilled at communicating with others, although your preference is usually one-on-one or in small groups. Situations that require continuous interaction with colleagues or customers, such as group meetings or projects that require long conversations, are energy-draining for you. You need to process information internally and may not provide an immediate reaction because you prefer to think before you speak. This can mean that once you communicate a thought or idea, it is likely that you have thought it through carefully and that it represents a considered point of view.

Your Classification score is very high. This fact can have significant impact on your communication style. People who are as high as you are in Classification often appear impatient with others, wishing they would hurry up and get to the point. You have a strong ability to draw conclusions from complicated sets of facts. You may find that you like situations in which there are many things going on at once and communication happens quickly, with many kinds of communication happening simultaneously. You will probably enjoy a fast pace in general and a generally quick pace to communication. All of this may well make

you impatient at times. You may often think - 'OK, get to the point' when talking to others. You may find it difficult at times to slow down enough to listen to other points of view. Your communication style may improve if you consciously pay attention to the solutions offered by those with slower problem-solving styles.

Your Concept Organization ability is in the midrange. This ability makes it easy for you to organize your thoughts into a logical, linear track when presenting complex ideas to others. Your Concept Organization also makes it easy for you to organize your written communication into a linear logic track. Because you are in the midrange on this ability, you may not find it necessary to use it constantly to strengthen it; whenever you are persuading others, giving others feedback, planning, or trying to figure out what will happen in the future, you are leaning heavily on Concept Organization. In the midrange, this ability is a tool that you can use when the situation demands, but may not feel that you have to use it all the time in your communications.

With a score in the lower range of Idea Productivity you can concentrate on the communications of others to hear what they are saying. You may have difficulty communicating in situations requiring a concept to be related in several different ways. Situations in which there is a need to communicate with many people, or in which an individual is having difficulty understanding, may be particularly challenging.

Your very high score in Spatial Relations Visualization may mean that it is easy for you to deal with technical or mechanical issues and it may also be easy for you to overlook the human or abstract issues that require communication. You may find that you are more task-oriented than people-oriented. It may help in your communication to be conscious of the more abstract elements that can have impact on situations - elements like interpersonal relationships, feelings and ideas.

Your very high score in Vocabulary means that you have the ability to communicate at the level of people who end up in the upper management of corporations. It also means that you may feel somewhat isolated if you are usually around people with significantly lower Vocabulary levels than your own. This isolation may not occur if your vocabulary reflects a particular field of expertise.

A high score in Tonal Memory can aid in remembering another's spoken communication. Also, when changes in voice intonation are important, or the only means for communication is auditory, then your high Tonal Memory score will become more valuable.

A high score in Observation can help you in reading body language, enabling you to observe unspoken communication.

The Highlands Ability Battery™ provides you with information about your natural abilities. Abilities control your approach and orientation to many areas of your life -including your work. Each ability can affect how you perform in the workplace as well as your satisfaction with the work you do. The Highlands list of Work Types contains an instructive guide to applying your abilities to the workplace. You should look at the Work Types as a way of translating your abilities into language commonly used in the workplace.

Each of the Work Types is connected to various measured natural abilities. Some of the Work Types depend on as many as eight different but inter-related abilities. Others depend on two or three. In most of the Work Types, the abilities are considered positively - i.e., if you are high in an ability, then this increases your match with the Work Types. However, for some of the Work Types, one or more of the abilities are considered negatively. That is, if you are high in the ability, it decreases your match with the Work Type. If you are low in the ability, it increases your match with the Work Type.

Some of the abilities within particular Work Types are considered to have relatively greater impact than others. These are given correspondingly more weight when calculating the match. Particularly in those Work Types in which negatively weighted abilities play a major part, your work experience may modify and increase your ultimate success and satisfaction with your Work. These Work Types in which experience can be a heavily weighted factor are marked with an asterisk (*).

Work Types are defined according to Natural Abilities. Natural Abilities make it easy for us to do some kinds of tasks, while making other tasks more difficult. This section provides an objective way to link your Natural Abilities to the Work Types for which you are best suited. Note: these Work Types are derived from your ability scores and do not take into account your skills or experience.

TIPS FOR REVIEWING THESE WORK TYPES

- View the Work Types as generic; they were designed to define functions which apply to many work settings or jobs. Your choice of a job or specific work setting depends upon a combination of your abilities with other factors such as your skills, personal style, values, interests, goals, family, and stage within the development cycle. Your performance on specific Work Types can be dependent upon circumstances within the work environment. Having a particular strength does not guarantee the opportunity to demonstrate it in the workplace. You can, however, use the Work Types information to set priorities, negotiate new responsibilities, or restructure how you perform your work. In many cases, there is more than one way to perform a job satisfactorily.
- Consider the Work Types as transferable functions. Your scores are based on your natural abilities. You can move from one job or work setting to another and know that you have the potential to perform specific functions. Given the current rate with which job situations change, this is a valuable piece of information to know about

yourself.

- Identify the Work Types important to your current job. Not every Work Type will be equally important. Measure your areas of strength against the requirements of the job. Are they in sync?

Work Types which you perform well, but on which you score low (or lower than you perceive you should score) usually represent areas in which you have developed your skills and/or have a solid basis of experience. Work Types in which you are stronger than you anticipated may represent areas in which you perform so well that you take them for granted. Or, they may represent areas which you have the potential to perform, but in which you have not had the opportunity to gain experience.

- Very Strong Matches can sometimes represent stumbling blocks. Strong Work Type matches will identify roles which come naturally to you, but they may inhibit you from attempting other roles in which you may perform as well and achieve greater satisfaction.
- Consider this Work Types information when thinking about your career development. As you look to the future, consider your relative strengths and weaknesses. Which Work Types do you enjoy? Are they Work Types in which you are naturally strong, or are they based on skills you have developed or experience you have gained? Do you have strong Work Types for which you have no experience or which you have not considered using? Are there Work Types in which you would like to gain experience or develop skills?

Strong Match With Your Abilities

| Work Type | Definition |
|--------------------------------------|--|
| • Problem-Solving, Diagnostic | Gathering information about a particular subject or process to find out what is wrong, what should be fixed, or what can improve it. Involves inductive reasoning. |
| • Research, General | Information-gathering in any particular subject area. Also involves reaching conclusions about what is discovered. |
| • Prioritizing | Creating logical sequences. Understanding and making decisions about the order of importance or order in time of events or processes. |
| • Problem-Solving, General | Quickly understanding and finding solutions to new problems that arise. The premium in this role is being able to solve problems quickly. |

Good Match With Your Abilities

| Work Type | Definition |
|--|--|
| <ul style="list-style-type: none"> • Problem-Solving, Consultative | Solving problems from a position as an expert outside normal organizational channels. Also involves persuasion in getting others to see your point of view. |
| <ul style="list-style-type: none"> • Planning, Strategic | Planning for long-term, directional movement in an organization or group. |
| <ul style="list-style-type: none"> • Communicating, Speaking/Listening | Picking up and transferring information orally through listening to others and speaking to them. |
| <ul style="list-style-type: none"> • Problem-Solving, Scientific | Problem-solving and research in natural sciences. |
| <ul style="list-style-type: none"> • Paying Attention to Details | Seeing and attending to small details of projects and processes. |
| <ul style="list-style-type: none"> • Creating, Artistic | Coming up with new, creative, and unique ideas or images. This does not necessarily involve solving a particular problem, although it can. This role often involves the right hemisphere of the brain. |
| <ul style="list-style-type: none"> • Research, Scientific | Information-gathering in a scientific or technical area. Also involves reaching conclusions about what is discovered. |
| <ul style="list-style-type: none"> • Problem-Solving, Logical/Analytical | Using and combining information to reach logical, predictive conclusions. |
| <ul style="list-style-type: none"> • Communicating, Writing | Writing and presenting ideas in such a way that they are understandable to others. This can involve transmitting information, persuading, or exhorting. |
| <ul style="list-style-type: none"> • Problem-Solving, Structural/Engineering | Understanding and solving problems associated with using technology and/or manufacturing real, tangible products. |
| <ul style="list-style-type: none"> • Problem-Solving, Creative | Problem-solving that involves the right hemisphere of the brain, yielding new, unique solutions. Also involves abilities useful in brainstorming. |
| <ul style="list-style-type: none"> • Mediating, Diplomacy | Hearing opposing points of view and explaining them to the opposing sides with the object of fostering cooperation or agreement. |
| <ul style="list-style-type: none"> • Designing, Artistic | Creating new, creative two- or three-dimensional designs. This does not necessarily have a specific goal or purpose, but it may also be goal or end-directed. |
| <ul style="list-style-type: none"> • Decision-Making, Directional/Strategic* | Making strategic, directional decisions for an organization or group. This is contrasted to more tactical problem-solving. |

| | |
|--|---|
| <ul style="list-style-type: none"> • Planning, Tactical/Specific | Paying attention to specific directions and tactical issues in order to plan specific actions or events. |
| <ul style="list-style-type: none"> • Creating, Processes and Procedures | Creating logical sequences of events to accomplish particular tasks. Involves analysis to reduce a task to its basic elements and synthesis to create a sequence yielding a repeatable outcome. |
| <ul style="list-style-type: none"> • Problem-Solving, Technical/Abstract | Understanding and finding solutions to new technical, scientific, or engineering problems, especially in theoretical, abstract, or non-hands-on situations. |
| <ul style="list-style-type: none"> • Designing, Technical | Creating new, two- or three-dimensional designs. This kind of design has a clear goal and a defined set of information to communicate. |
| <ul style="list-style-type: none"> • Managing, Processes | Understanding and making decisions regarding complex, multifaceted processes that may involve people, information systems, or machines. |
| <ul style="list-style-type: none"> • Managing, People* | Motivating and inspiring the best performance from people who report to you. Making directional decisions for groups. |

Moderate Match With Your Abilities

| Work Type | Definition |
|--|---|
| <ul style="list-style-type: none"> • Managing, Structural/Engineering* | Managing people and processes that are involved with using technology and/or manufacturing real, tangible products. |
| <ul style="list-style-type: none"> • Setting Overall Direction* | Able to ignore unimportant details in order to see and track a longer-range, overall directional picture of an organization or process. |
| <ul style="list-style-type: none"> • Facilitating Interactions* | Fostering productive communication between two or more other people. |
| <ul style="list-style-type: none"> • Connecting at Feeling Level | Relying on the feeling/emotional level of experience rather than logic or analysis in interacting with others. |

Weak Match With Your Abilities

| Work Type | Definition |
|---|---|
| <ul style="list-style-type: none"> • Making Contact With Others | Forming and keeping personal relationships with |

| | |
|---|---|
| | others. Examples might be meeting and forming relationships with potential clients or keeping long-term business relationships with influential people. |
| • Teaching | Helping others understand, learn, and/or use specific information or processes. |
| • Coaching | Helping people reach their goals more quickly and effectively by communicating skills/wisdom gained through experience. |
| • Performing | Putting yourself in front of other people to inform, teach, sell or entertain them. |
| • Motivating* | Inspiring others to their best performance and productivity. |
| • Selling | Persuading other people, usually in a face-to-face situation, to see an idea or product in the same way that you do. |
| • Problem-Solving, Experiential* | Using your experience in previous similar situations as a guide to action and problem-resolution in the present. |

This report reflects your results on the The Highlands Ability Battery. It has given you a detailed explanation of your abilities, what they mean for you, and how they relate to your best Learning Channels and Work Strategies.

We urge you now to schedule and complete your feedback conference with a certified Highlands Affiliate. This conference will teach you how to make maximum use of your natural abilities today and in the future.

Feedback Consultations

Our Certified Affiliates have been especially trained to interpret the results of the Battery. They have the knowledge to help you understand your ability patterns and apply your results to your own life. They can help you to look at the future and to figure out what direction your abilities should take you in.

If you haven't already contacted a Highlands Affiliate, you may choose an Affiliate by going to our website at www.highlandSCO.com . Click on "Find an Affiliate." You will be able to find an Affiliate both geographically and alphabetically.

WorkShops

If you are taking part in a group or corporate workshop or training program utilizing The Highlands Ability Battery, a review of this report just before the program will enable you to derive the greatest personal benefit from the program.

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