



THE HIGHLANDS ABILITY BATTERY

CONFIDENTIAL REPORT

for

Jane Smith

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Student: Adult: ✓

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This report contains four sections interpreting your results on the Ability Battery.

Your Ability Profile. This is a representation in graphic form of your results in twenty-one measures. The results are expressed as percentiles. They indicate how your results relate to the results of all other persons who have completed the Battery.

Your Individual Abilities. This section shows your results on the nineteen worksamples in the Highlands Ability Battery. Your natural abilities are important to consider when making educational, career or life decisions. They influence:

- the work or school environment that feels most comfortable to you
- how you learn new information most easily
- how you solve problems and make decisions most efficiently
- how you communicate with others most effectively

As you have discovered, the Highlands Ability Battery™ measures abilities objectively. It does this through actual samples of performance called worksamples. These enable you to know what kinds of tasks and jobs will come quickly and effortlessly and also what kinds of tasks will be more difficult.

Most of the ability worksamples you took were timed. A true ability is demonstrated when a particular task comes easily, quickly, and effortlessly. When a task needs more effort, when it does not come as quickly, it is probably not a strong ability.

Your results are given as percentiles. This means that your results on each worksample were compared to the results of all persons who have taken the same worksample. Your percentile score gives us an objective way to compare how you did on the worksample with how other people have done. If you scored high in an ability as compared to other people, you can infer that this is a strong ability for you. Remember that it is not important to have high scores on every worksample; rather, it is important to know and understand what each of your scores means for you as an individual.

Everyone has a pattern of abilities, with some strong abilities and some weak abilities. The measure of your abilities' impact on you is your own pattern of strong and weak abilities. There are no "good" patterns or "bad" patterns. Every pattern means that some things will be easy for you to do or learn, others more difficult. In using this information, it's important to move toward roles that capitalize on your strengths.

Among other things, you will want to take your abilities into consideration when:

- Figuring out the best way to study, read and learn
- Identifying possible careers
- Identifying possible major areas of study
- Planning internships or work study programs that fit
- Changing your career
- Identifying new directions for your current career
- Re-entering the work force
- Maximizing your performance at work

- Relating to your fellow workers
- Achieving satisfaction and harmony in your life

Knowing your abilities can help you steer toward tasks and roles that use your best talents, and steer away from tasks that would be naturally difficult for you to do.

Remember that any educational or career decision you make should take into account not only your abilities, but also other important life factors - such as your interests, personality, goals, values, family of origin and experience, and your stage of career development. Abilities alone should not determine what career and life decisions you make. Abilities should be considered a basic and important piece of the whole picture.

Remember, abilities:

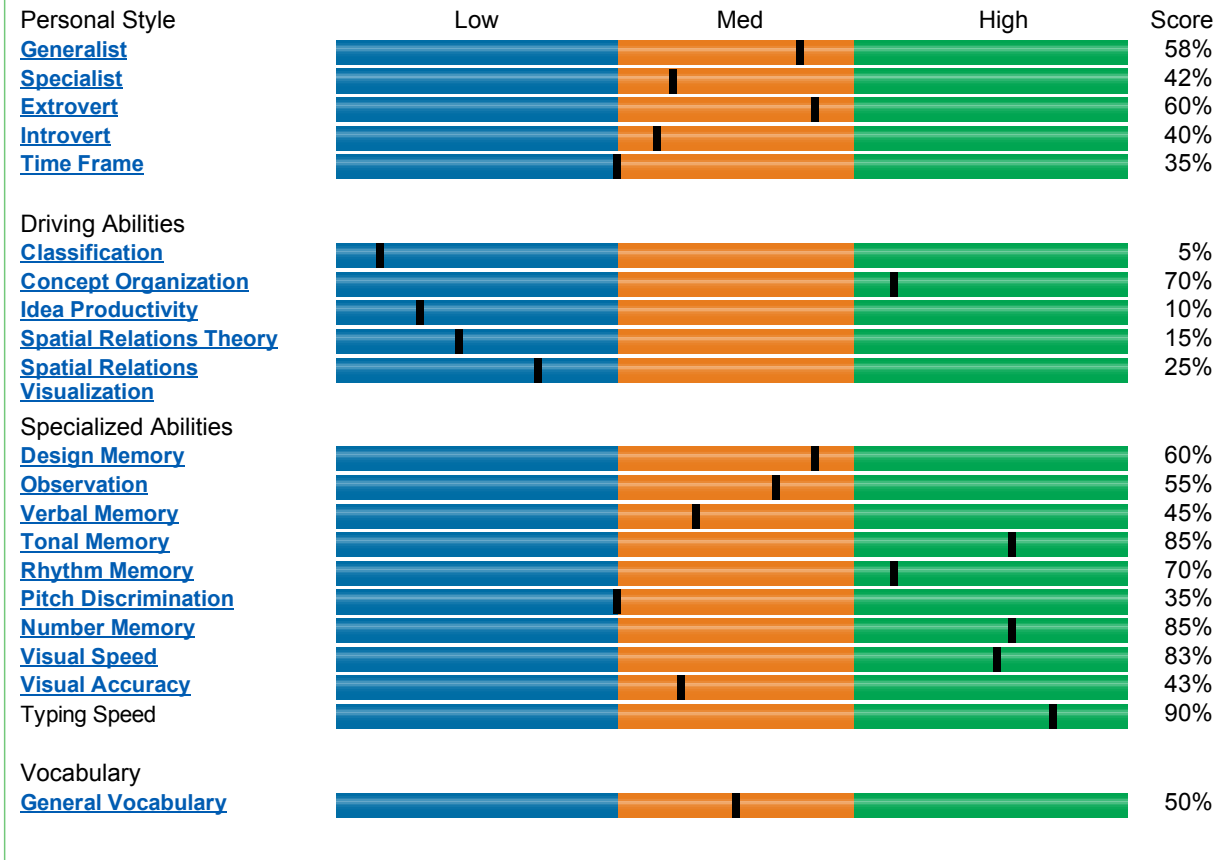
- Are crucial in defining which tasks are naturally easy and which tasks are more challenging
- Can cause dissatisfaction if ignored
- Do not deteriorate with neglect but remain with you forever - unlike skills
- Create many patterns - none of them inherently good or bad; each pattern indicates that some tasks and roles are easy for you and others more difficult.

Four Key Dimensions. This section relates your abilities to the four key dimensions of your work life: Work Environment / Personal Style / Learning & Problem Solving / Decision Making & Communication.



Your Highlands Ability Profile

Click On Each Ability For Fuller Explanations



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

Jane Smith



ABILITIES

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.

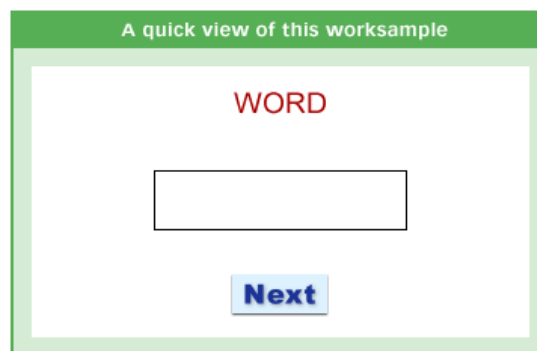
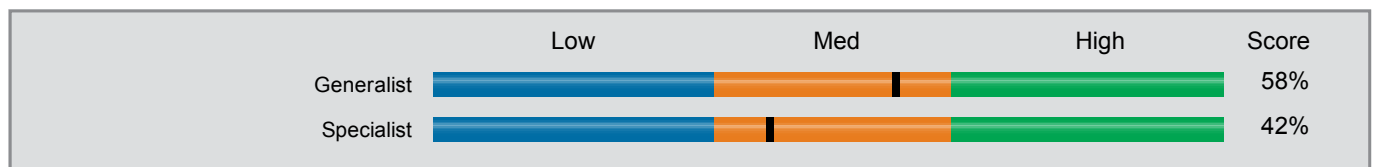
Both the Generalist/Specialist scale and the Extrovert/Introvert scales are continuums which show your relative position on the scales. The Generalist/Specialist scale is an indicator of your overall orientation in whatever work you do. Your relative position on this scale speaks more to the role you 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.



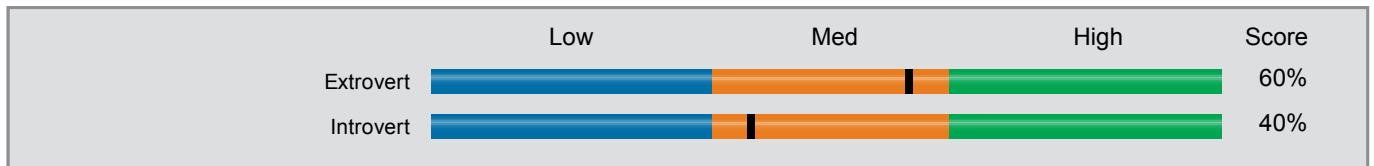
Everyone is a blend of Specialist and Generalist and shows some aspects of both. You score in the mid-range on this scale. This means that you can function to some extent on both sides of the scale. You need to understand both sides of the scale because people scoring in the mid-range combine the qualities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

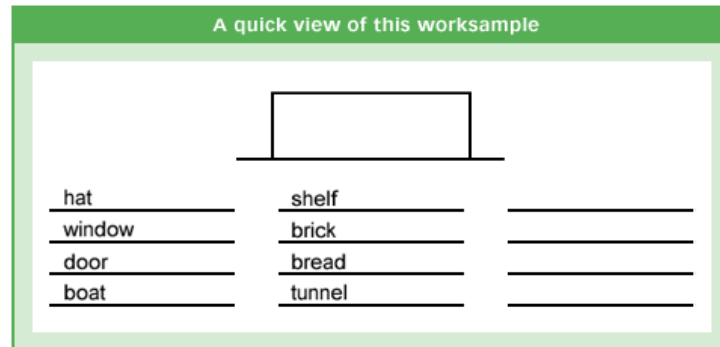
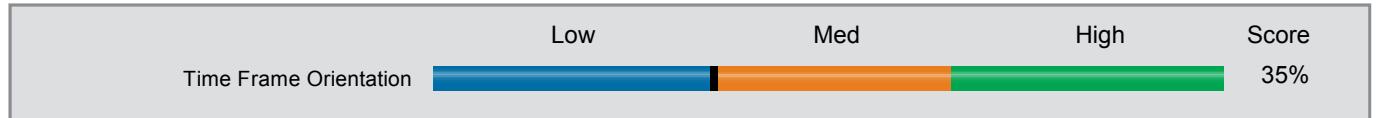
- | Yes | No | |
|-----------------------|-----------------------|--|
| <input type="radio"/> | <input type="radio"/> | 1. Do you tend to introduce yourself to others rather than waiting for them to do so? |
| <input type="radio"/> | <input type="radio"/> | 2. Are you more likely to have one or two closer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

No one prefers Introversion or Extroversion all of the time. Your score is in the medium range, indicating that you do not have a strong preference for either Introversion or Extroversion, but have some characteristics of both.

- From your Extroversion side, you get energy from being with people and you like being around others. You can become stressed and dissatisfied in jobs that require you to be alone all of the time.
- From the Introversion side, you get energy and renewal from time spent by yourself. No matter how skillful you are, long periods of interacting with others will leave you drained.
- You can enjoy working with others, but are also able to concentrate on work that requires solitary effort for long periods.
- You enjoy interactions with others. On the other hand, you are able to be alone some of the time and enjoy this.
- You may find that you lean more in one direction than the other, but you need to allow a good balance in your life between being with others and being by yourself.

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

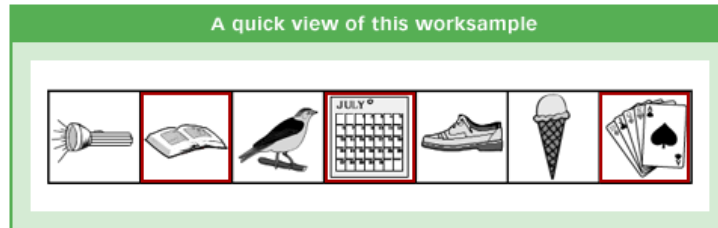
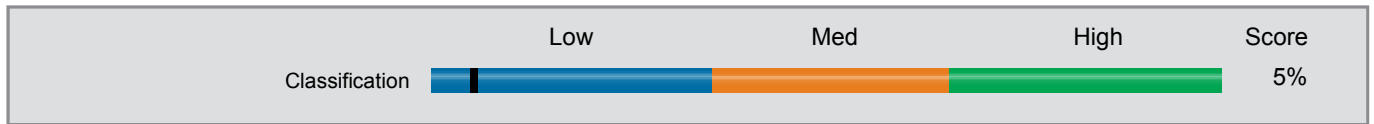
This section shows your results in five worksamples. Together, they are called the Driving Abilities. They are: **Classification**; **Concept Organization**; **Idea Productivity**; **Spatial Relations Theory**; and **Spatial Relations Visualization**.

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.

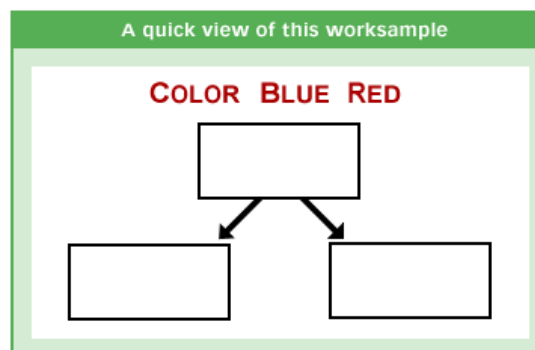
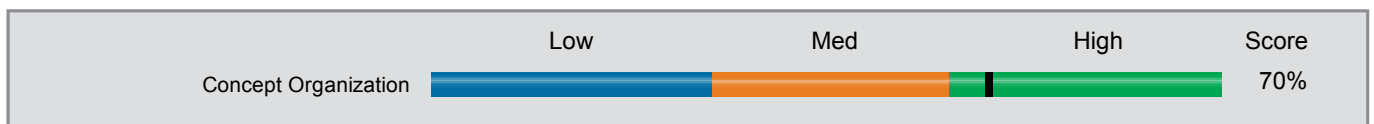


As a person with low Classification, you...

- May find stressful to you work situations that are chronically chaotic and require rapid-fire problem solving.
- Will be happier in work situations that are already organized, somewhat stable, and where you have some structure and predictability to your day and work.
- Find it relatively easy to persevere in a work role long enough to become an expert.
- Make decisions best by reviewing your experience and knowledge.
- Like to establish some structure and order in problems when engaged in problem solving.
- Need time for decision-making based on new information, but can be decisive and take action in your areas of knowledge and experience.
- Have the capacity to be patient with individual development. This is an important asset for executives, managers, and anyone whose job is team building and development.

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.

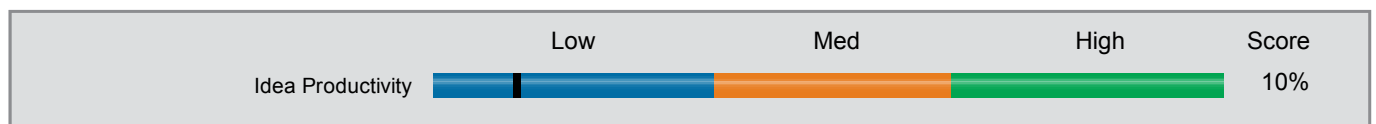


As a person with high Concept Organization, you...

- Are able to analyze ideas and concepts and to arrange them easily into their logical sequence. This enables you to make ideas clear to others. This is the primary ability for the communication of ideas to other people.
- Are able to see the logical consequences of events, making it possible for you to predict, order, and plan schedules showing when things will happen.
- Can see how all the pieces of a project fit together in a linear sequence.
- Can use this ability easily for any planning activity.
- Are able to organize internally and may not need to organize everything on your desk or around your house. (Others may see you as messy!)
- Enjoy arranging the parts of a task in sequence. You do not like to leave steps out of a sequence.
- Have an advantage in any kind of academic task that requires analytic thinking (i.e. literature, history, research, etc.).
- Will be able to use this ability effectively in any work in which there is a recurring need to analyze and organize materials or information; or to plan, prioritize or develop logical conclusions and consequences.
- Find that you will use this ability often, both in and outside of work. The opportunity to use it constantly in your life may substitute for the need to use it as part of your job.

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.



A quick view of this worksample

You will see a question about an imaginary situation in this space during the timed Worksample.

Type your response to the question in this space. Type as fast as you can.

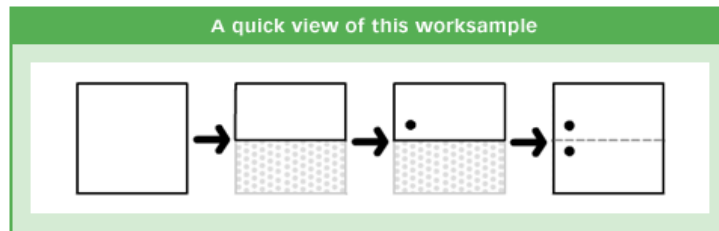
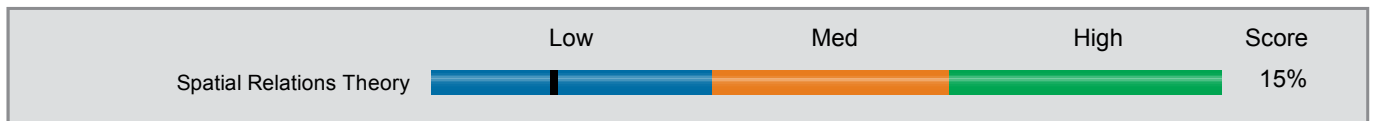
As a person with low Idea Productivity, you...

- 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.

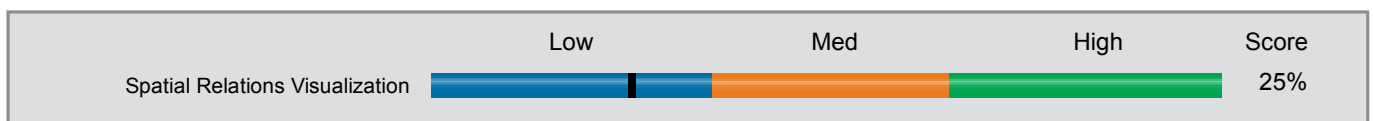


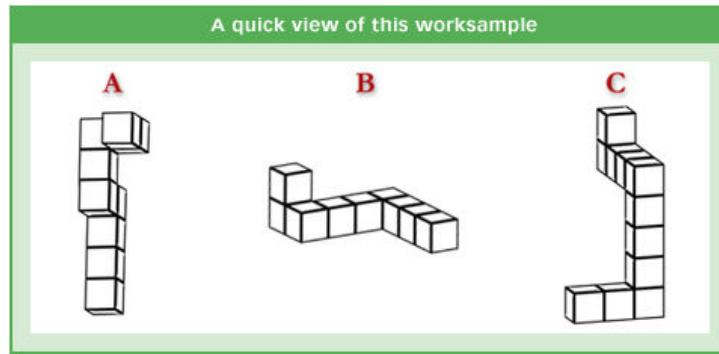
As a person with low Spatial Relations Theory, you...

- 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 low Spatial Relations Visualization, you...

- Are an abstract thinker who is quite comfortable in work that deals with words, ideas, concepts, principles, values, people, relationships, or information.
- Are not likely to experience a strong pull to be involved in the concrete world of physical objects in your work.
- Find yourself pulled toward abstract roles (literary, visual, musical, accounting, counseling, teaching, training and managing).

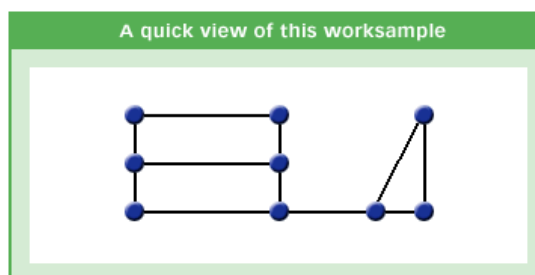
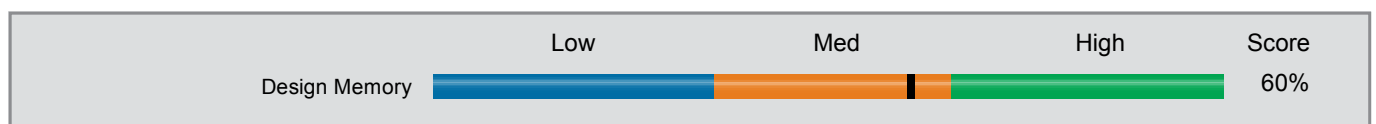
SPECIALIZED ABILITIES

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.

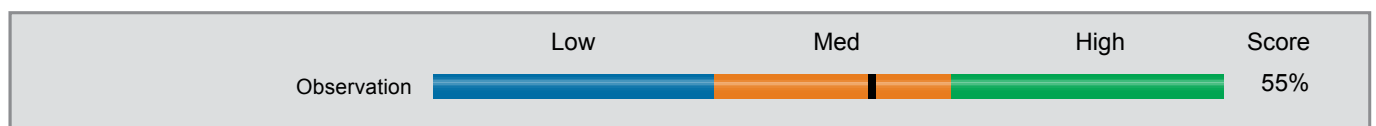


As a person with medium Design Memory, you...

- Will find this ability helpful in work or tasks involving learning and recalling the details in visual patterns and designs.
- Will experience little difficulty in remembering and using visual stimuli in such everyday tasks as recalling the locations of objects in a room or directions on a map, or data on a printed page.
- Can find this ability useful in many artistic and technical tasks, but you should not experience any particular lack or stress if your work does not use this ability.

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 medium Observation Ability, you...

- May find your level in this ability strong enough to be useful to you in areas that require both close attention to detail and the capacity to remember visual changes and inconsistencies.
- May not automatically notice detail in all areas of work/life, although your Observation can be keen when you're interested in something.
- Can bring this ability into play in any 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 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

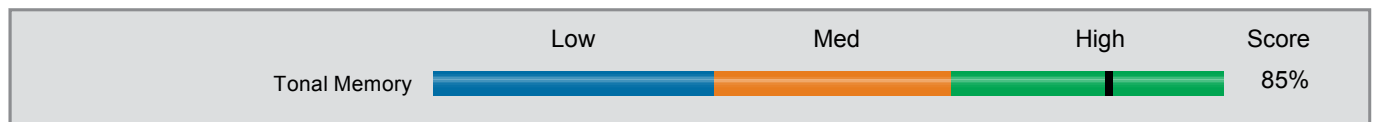
NUPA -- COW NUPA _____

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

- Should be able to memorize information from the written word without any particular problem.
- Find this learning channel to be an advantage in any formal learning or training environment.
- Find this ability helpful 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 significant 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.

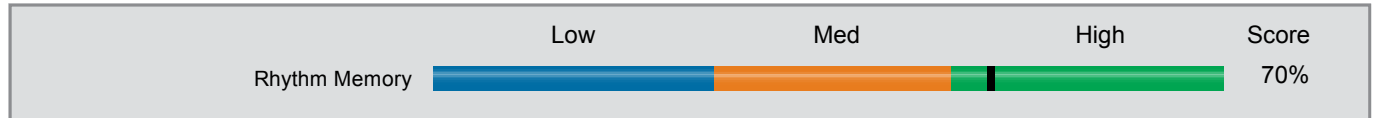
1 2 3

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

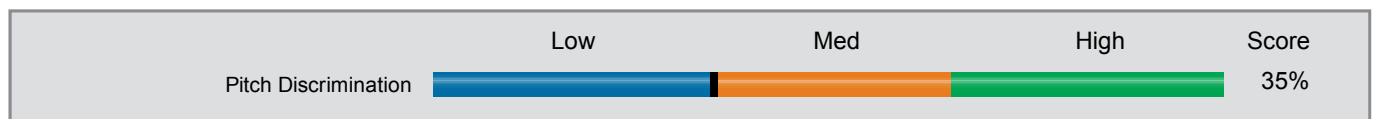
DIFFERENT

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

- Can play music or musical instruments that lean heavily on rhythm or beat.
- May feel a demand for an outlet for this ability and can feel restless and unhappy if you ignore it.
- Have a general need for physical activity. Sitting at a desk all day will be hard for you unless you do something physical with your body. Walking, jogging, or playing sports are some ways to release this ability.
- Have a strong ability to remember movements of your body. Anytime you "act out" or "walk through" a learning activity, you are taking advantage of this ability.
- Should consider Rhythm Memory a strong 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

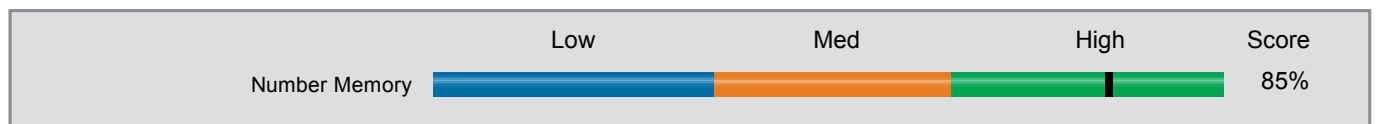
LOWER

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

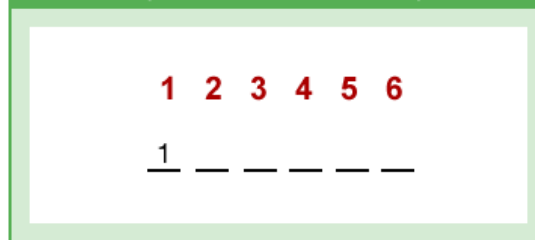
- Can play a musical instrument more easily if you choose an instrument like the piano that does not require you to set pitch or adjust pitch constantly.
- Should not feel a press or need to use this ability.
- May not be particularly interested in making extremely fine sensory discriminations in color, pitch, taste or scent.

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.



A quick view of this worksample

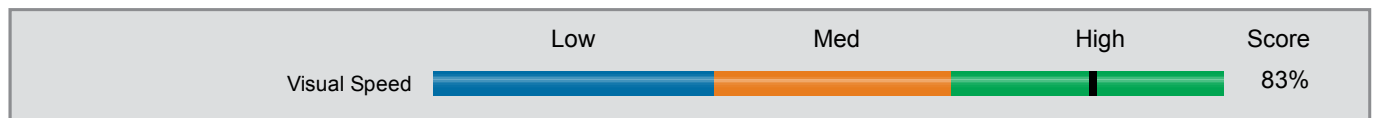


As a person with high Number Memory, you...

- 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 high Visual Speed and medium Accuracy, you...

- Are able to move your eyes quickly, and your accuracy is strong enough for you to handle visual tasks requiring dexterity with no particular problem.
- Should find this ability helpful in any work that requires a large amount of paperwork or working with columns of numbers and figures.
- May improve your accuracy, which is relatively more important in most tasks, by going at a slower rate.

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.

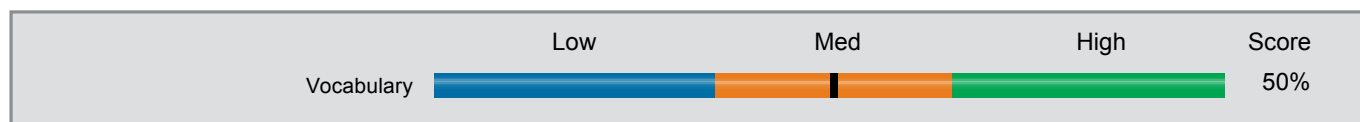
Because Vocabulary is developed and not innate, you can increase your Vocabulary level through study and concentration. Any work you can do to build your Vocabulary will be of great benefit in helping you advance in your career. Start working on words that you may have read or heard before, but for which 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. When compared with people who have higher Vocabulary levels, your medium Vocabulary level means that you...

- Have a vocabulary level similar to most of the business world as well as that of people in highly specialized work areas, such as engineering, accounting, finance, drafting or design.
- Have the Vocabulary level required for the vast majority of jobs.
- Can think of your Vocabulary level as a driving force behind your career; any work you do to build your Vocabulary will be of great benefit in helping you rise in your career.



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 is not clearly for Introversion or Extroversion, but for a blend of the two. You will be energized by various types of activities throughout the course of your day. You will prefer activities which combine periods of mixing with others and periods of working alone or with one other person. You may enjoy a great deal of flexibility, but you do want to remember that days of purely solitary activities or days of non-stop interaction with others may be tiring.

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.

Given your Classification ability score, you are likely to be most satisfied in an environment in which you have the opportunity to process information and take time to facilitate your work or that of others. You will prefer a slower or more moderate pace/flow, rather than one in which you are constantly bombarded with issues that must be addressed immediately. You will be most comfortable in highly structured, stable settings where there are not rapid changes or problems needing quick solutions.

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 very strong. This means that it is very easy for you to solve problems by means of a linear string of logic. Any time you are presenting ideas to another person, planning into the future, figuring out strategy, writing your ideas down, or trying to figure out what went wrong if something fails, you will in all likelihood be using your powerful Concept Organization ability. These are all tasks that lean heavily on your ability to place elements in logical, linear succession. Some other kinds of tasks, such as rapid-fire problem-solving or trying to come up with multiple ideas

about something, are difficult to solve with logic. By recognizing those tasks which maximize your use of Concept Organization, you can increase your productivity by bringing this ability to bear.

With your strong Rhythm Memory score you are likely to find greater satisfaction in a Work Environment that does not require you to sit still for long periods of time. You will prefer to be active and to move about, rather than sit behind a desk all day.

You are likely to be quite content in a work situation in which you interact with people or ideas and/or manipulate data or information. You will be comfortable in work that involves dealing with intangible products or services - you do not need to have created something or to have a concrete object to show at the end of your work day.

You have moderate musical ability which will exert some pressure on you to be expressed in some manner. This expression may not mean that you need a musical career. It may be satisfied by avocational activities involving music.

Your score in the two-dimensional visual abilities indicates that you are likely to find enjoyment in visual activities and be able to use them to your advantage in daily life. You may be drawn to fields with a strong visual component, although they may not be the primary focus of your activities.

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 Verbal Memory score is in the mid-range. This indicates that you have a good ability to recall what you read, but that on occasion you may find it necessary to take notes or re-read. Academic reading should not represent an overwhelming challenge for you.

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 good ability to take in new information when it is presented as a chart, graph, map or other two-dimensional form, but you may want to pair this with another of your learning channels for reinforcement. When presented with new material in this visual format, you should have no trouble in understanding it - just give yourself plenty of time to process the information.

Your Rhythm Memory score indicates a great capacity 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 understand it better. You can use this ability to learn by setting factual information to a beat to reinforce it.

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 are in the low range on Classification. This means that in work situations in which you are expected to make quick, on-the-spot diagnostic decisions, you will, in all likelihood, fall back upon your experience in previous similar situations. You may find chaotic work situations stressful. You will probably feel much more comfortable in work situations in which you are given, or can create, some order or structure.

You have a very strong score in Concept Organization. This means that such problem-solving tasks as planning, prioritizing, ordering, writing and communicating precise content and meaning can be very easy for you. You are so strong in this ability that you undoubtedly use it constantly all day long. For tasks and roles that require a logical, linear approach, Concept Organization is ideal. However, for tasks that require quick, non-logical or creative thinking, Concept Organization can at times be a liability. Concept Organization by its nature is a linear and methodical way to solve problems. If you are using this ability, you can be more productive by giving yourself time and space to work through the steps of solving difficult problems.

You have a logical problem-solving style. You are able to evaluate information, go through a linear reasoning process to arrive at a solution, and then logically explain your solution to others.

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 a mid-range Introvert/Extrovert, you have a great deal of flexibility in how you arrive at solutions to problems. You are likely to utilize a full range of approaches, because you can recharge either by being alone or by being with others. The key for mid-range Introverts/Extroverts is to pay attention to the current energy level. Because Introverts process information internally, you will sometimes prefer to arrive at a solution by spending time alone thinking quietly. And, because Extroverts process information out loud, you will sometimes prefer to arrive at solutions by talking through the problem-solving process. You may find you use a combination of these approaches to arrive at your solution.

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 low score in Spatial Relations Visualization means that you are more at ease in dealing with and solving problems that have to do with people, ideas, relationships, feelings, strategy, and concepts than in technical or mechanical areas. The solutions you develop to problems will probably involve these abstractions also, as opposed to purely technical or mechanical solutions.

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 a mid-range Introvert/Extrovert you have more flexibility about how you communicate with others and are able to understand both the Extrovert and Introvert point of view. As a result, you can often be a mediator or conciliator in expediting communication.

Your Classification score is in the low range. This means that you may find it stressful in the long run to work in a chaotic environment in which many things are happening at once or when multiple communications are being directed to you. Also, you may find it stressful if you are in a situation in which you are expected to come up with immediate answers to complex questions. You can help yourself by making it clear that you will need a few seconds to gather your thoughts before you answer.

With your very high score in Concept Organization, you are able to communicate your thoughts logically and persuasively to others, either in writing or orally. You are able to gather, arrange and prioritize the information you want to communicate in such a way that your ideas will be clear to others. Although you should be able to organize your thoughts relatively quickly, Concept Organization is not instantaneous. You need to give yourself time to organize your thoughts when you are speaking or writing. This will help you to use your Concept Organization capability to the fullest. You can help yourself by being aware that, as powerful a tool as Concept Organization is, it is not an ideal tool for every situation. There may be some tasks at work for which your high score works against you. In brainstorming or creative situations, for instance, a logical answer may not be what is initially needed. By being aware of when this ability works for you and when it doesn't, you can increase your overall satisfaction and productivity at work.

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 low score in Spatial Relations Visualization means that you are most comfortable dealing with words, people, feelings, relationships, and ideas. This is often a huge help in dealing with organizations and teams, because it is relatively easy for you to see, understand and work with the abstract feelings and ideas of work teams or groups.

Your score in the midrange in Vocabulary puts you in the same range as most people in business and the professions. Research has shown that people tend to rise in organizations until their vocabulary level matches that of the people they are in contact with all day. This means that work on improving your Vocabulary can have significant positive impact on your ability to move upwards in your organization.

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.



CONCLUSION

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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