



## CONFIDENTIAL LAWYER REPORT

Sample Lawyer

July 1, 2011 10:00:01

Work Phone: 000-000-0000 Extension:

Home Phone:

E-mail: [samplelawyer@lawfirm.com](mailto:samplelawyer@lawfirm.com)

# THE HIGHLANDS COMPANY

PUBLISHER OF THE HIGHLANDS ABILITY BATTERY™

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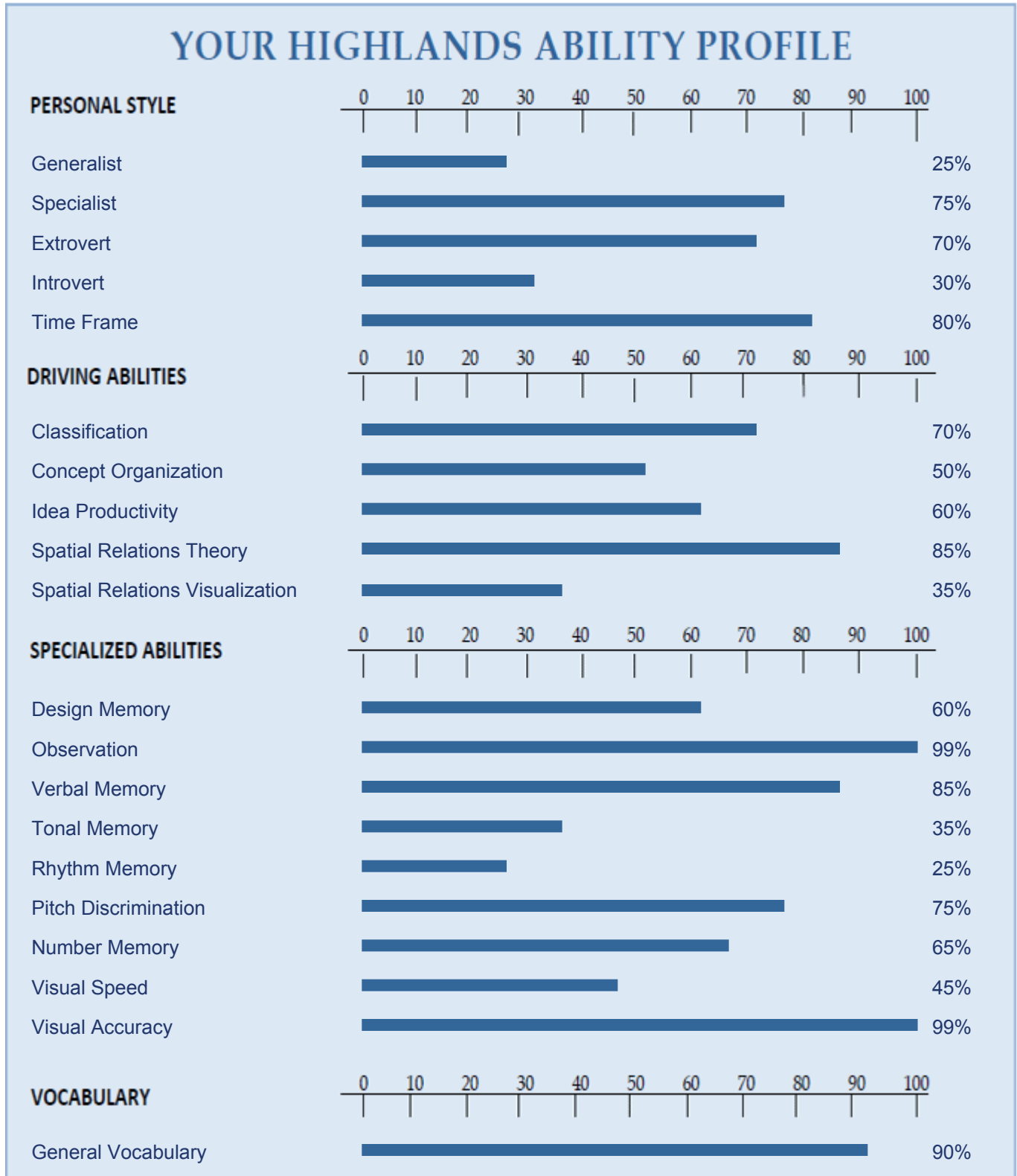
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This Report interprets your results on the Highlands Ability Battery. The Report was designed to reflect the uniqueness of lawyers—those who work in law firms, those who serve corporations, government agencies, and public interest organizations, those who serve individual clients as solo practitioners, and those who work in other ways than in service to clients. The education and training you have received affirm and support your original decision to pursue the practice of law. This Report will point you towards areas of law practice you are likely to excel in and enjoy. It will also tell you how to draw on your natural abilities to manage your practice and your reactions to people and events you meet in your work.

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## PART I -- YOUR PERSONAL ABILITY PROFILE

The Profile records your results in the nineteen worksamples of the Ability Battery. The results are expressed as percentiles, indicating how your results compared with the results of all other persons - lawyers and non-lawyers - who have completed the online Battery to date. The results are divided into three groups: Low (5-35); Mid-Range (36-64) and High (65+). High percentage rankings are not necessarily better than low rankings; there are benefits and challenges associated with each ranking in every worksample.



## PART II -- A REVIEW OF NATURAL ABILITIES

The following sections discuss your results on each of the nineteen worksamples which make up the Highlands Ability Battery. Each result is an assessment of one of your natural abilities. We include a general definition of the ability; how the ability was measured; your individual percentage; and how we interpret your score.

We use the terms "**ability**" and "**natural abilities**" to mean degrees of natural performance in a variety of work functions, all of which mature in most people at or about age fifteen. We distinguish abilities from **skills**. We define **skills** to mean performance based on ability but enhanced through learning, practice and experience. Our present level of performance - i.e., what we are able to do at this moment - is determined by calling upon the **combination** of our **natural abilities** and our **skills**. We measure your natural abilities, which are innate, not your skills, which are learned and acquired.

Your natural abilities are important to understand when you make decisions about your career as a lawyer and your lifestyle. They can help you to identify:

- The practice area and work environment that are likely to feel most comfortable to you.
- How you learn new information most easily.
- How you solve problems and make decisions.
- How you communicate with others.

Your natural abilities are important to your effectiveness as a lawyer, but you can enhance your **abilities** by developing your **skills**. Understanding your natural abilities will help you to:

- identify the skills you need to develop to maximize your effectiveness as an attorney;
- assess your level of comfort in the practice settings and tasks assigned to you;
- adjust your responses to a broad range of challenges and people;
- manage your work schedule;
- communicate your ideas and inspire confidence in your associates and your clients;
- achieve satisfaction and harmony in your work and your life.

We group abilities under the headings **Personal Style, Driving Abilities, Specialized Abilities, and Vocabulary**. Although Vocabulary is not really an ability, but a facility built on exposure, study, and commitment, we include it in the Battery. The level of their Vocabulary is especially important to lawyers because they are required to read and comprehend a large volume of information, and they have to communicate clearly and persuasively – both in writing and in speech – what they have learned and what course of action they recommend to colleagues, associates, and senior lawyers, and, especially, to clients and judges.

As you have discovered, the Battery measures your abilities objectively by requiring you to perform specific tasks, not by asking you to describe yourself or by asking you to answer questions about yourself. This approach enables you to know what kinds of tasks come easily to you, and also which tasks are more difficult for you. The speed with which you perform a particular task is one important measure of how easy that task is for you. When a task needs more effort – when the answers do not come quickly – it may be because the ability required is not a strong ability for you. In most worksamples, we measure not only your speed but also your ability to perform a particular task.

For each worksample, your results are given as percentiles. This means that your results were compared to the results of all persons who have taken the same worksample over the last seven years. Your results give us an objective way to compare how you did on the worksample with how other people have done. If you scored high in one ability as compared to other people, you can conclude that this is a strong ability for you. If you scored low, this will tell you something important about yourself (e.g., if you score low in Time Frame, you will be able to handle short-term projects more easily than projects that require focusing on a more distant goal). Remember – it's not important to have a high score on every worksample; but, it is important to know and understand what each of your scores means for you in the practice of law.

Everyone has his own pattern of abilities. There are no "good" patterns or "bad" patterns. Every pattern means that some things will be easy to do or learn, others more difficult. In using the information you get from the Battery, it's important to move toward practice settings and assignments that capitalize on your own pattern of results.

Although they are the most critical guideposts to your success and happiness, your natural abilities are not the only factors you need to study – you need to understand the impact of your skills, interests, goals, values, family history, age and current status. Your abilities alone should not control the decisions you make about the work you do. They should constitute one basic and essential part of a whole picture.

In summary, natural abilities:

- define which practice areas and roles are easy for you and which are more challenging;
- can cause dissatisfaction if ignored;
- do not change with time but remain with you forever - unlike skills or interests;
- can come in many patterns - none of them inherently good or bad;
- act as guides to how you learn and how you communicate.

## PART III - PERSONAL STYLE

This section discusses your results on three scales which assess the styles with which you approach your work: the Generalist/Specialist scale, the Extrovert/Introvert scale, and the scale which measures your Times Frame Orientation. Each of the scales is a continuum, i.e., a series of values starting at one end of the series and terminating at the other end. Your place on each of the continuums indicates one aspect of your personality.

The scales are constructed as follows:

The **generalist-specialist scale** (specialists at one end, generalists at the other - degrees of each in between).



The **extrovert-introvert scale** (extroverts at one end, introverts at the other - degrees of each in between).

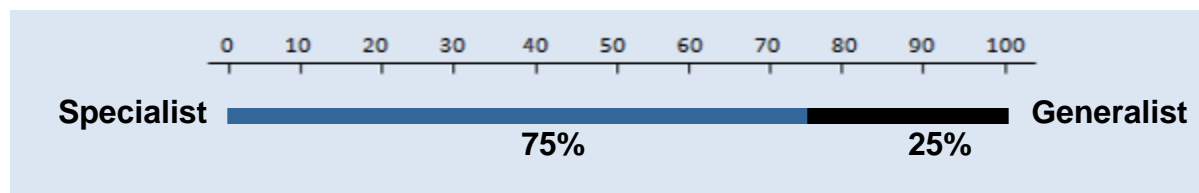


The **time-frame orientation scale** (people with the shortest orientations at one end, people with the longest at the other - degrees of each in between).



## THE GENERALIST/SPECIALIST SCALE

This scale tells us how people process and take in information, how they communicate with others, and how they respond to and manage such group dynamics as consensus-building and loyalty. At one end, Generalists enjoy a variety of interests and projects; at the other end, Specialists like to focus on their own projects and develop their own areas of knowledge. Generalists are drawn to matters which enable them to become involved in every part of the matter and to work through other people; Specialists prefer to contribute to a specific element of the process. Unlike the rest of the population, lawyers often qualify as Specialists - they need to express themselves as individual contributors or experts. This does not mean they are unable to perform as contributors to a team - only that their contributions may be different.



**Your score indicates that you are a strong Specialist.**

This means that you:

- Share your style with other lawyers more often than with the general population.
- Have a unique, individual way of looking at the world. You see things somewhat differently from others.
- Have a different perspective on most things. You will not usually come up with the "regular" response or express the majority view.
- Pursue goals and solve problems best by working independently and autonomously; you want to do your work in your own way.
- Need to ensure that your work enables you to explore subjects in depth and to become an expert in some aspect of law.
- Focus on your areas of expertise and may find it difficult to focus on multiple tasks at once.
- Like to contribute and be treated as an expert.
- Work primarily by yourself and have a clear idea of your objectives.
- Advance in organizations (law firms) by becoming more and more knowledgeable in a particular area, until you know more about it than anyone else.
- Are very involved in in your work and have difficulty separating work from the other aspects of your life.

Lawyers who score as Specialists focus on their own specialized aptitudes and knowledge first. This often translates into a strong preference to limit their contributions to those things they know well rather than to expand their influence over the group in other areas. Their natural inclination is to do whatever it takes to become experts in their areas of interest. Specialists

usually expect that everyone will want to do the same thing they do - i.e., become experts at something the group needs or can use.

The orientation of Specialists to new information is often referred to as being "a foot wide and a mile deep". This tendency to focus on concentric detail often creates the perception that specialist lawyers micro-manage, that they do not respond to the work of others, and that they don't focus on the big picture.

This orientation to new information also affects how they communicate. The biggest contribution of a specialist lawyer may be to provide a new or different perspective on a common project. Although this perspective may take additional time to explain, or for others to understand, it may also represent a new solution to a difficult problem.

Specialist lawyers tend to shy away from delegating assignments, and consensus-building is not a high priority for them. They usually have a unique and well-defined way of viewing their responsibilities, their work assignments, and their criteria for measuring success and achievement. As Specialists advance in their legal careers, they need either to share their perspectives and convince others to follow them, or to learn how to disengage themselves enough to feel that changes suggested by others are not criticisms directed at them personally.

Specialists interested in corporate law should consider practice areas that enable them to focus on a specific element of a transaction (such as taxation, project finance, corporate finance, M&A or Bankruptcy); Specialists interested in litigation should consider specializing in specific areas of law, such as IP, Products Liability or Bankruptcy litigation.

As a Specialist, you may need to learn to:

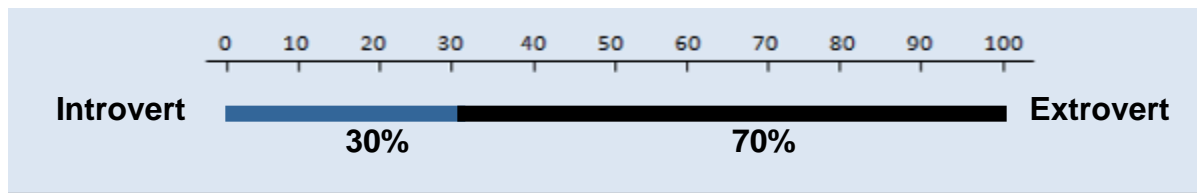
- Avoid "selling" your solution as the only solution to a problem.
- Be comfortable with the process of asking for, receiving, and using input from the group before making a critical decision.
- Give others credit for their ideas and their achievements.
- Behave as a member of the group instead of as an isolated contributor.
- Listen carefully to the majority view to understand how your own innovative ideas can be accepted by the largest number of people.
- Curb your instinct to learn more about a subject than you need to know to complete an assignment.
- Extend your study and knowledge into all the areas you need to know to accomplish your objectives.
- Express and communicate the details of each matter in the simplest possible terms.
- Look for, understand and cope with the feelings and frustrations of others, especially those who have more difficulty with detail than you do.



## THE EXTROVERSION/INTROVERSION SCALE

This scale tells us how you react to the people around you and with whom you work - which contacts energize you and which are draining. It tells us how you prefer to think through or process new information. Extroverts enjoy working with others; introverts tend to look inward and like structure in their relationships. The difference between Extroverts and Introverts extends to social relations as well as relations at work.

Fortunately, law practice is complex enough to offer happiness to the Extrovert, comfort to the Introvert, and solace to the lawyer in the middle. Introverts may be better suited to a Tax or Trust & Estates practice than to M&A. They are also likely to prefer appellate work to trial work. Extroverts, on the other hand, get their energy from public events and from other people, and they generally like a faster-paced environment. They tend to think "out loud" and enjoy lots of interaction as well as a variety of tasks. An Extrovert forced to pour over cases in a library all day will be unhappy (and ultimately unproductive), just as an Introvert forced to negotiate the terms of a contract with another lawyer all day will be unhappy. Of course, some people fall in the middle of the Introvert-Extrovert scale and find they need a workplace that provides a combination of activities.



**Your score indicates that you have a preference for Extroversion.**

Extroverts get energy from being with and talking to others, and they especially like unstructured interactions. Lawyers who are Extroverts enjoy being highly visible. On the other hand, they tend to wilt when they're forced to spend large chunks of time alone – working on pleadings, billing, or research. The optimal work environment for the extrovert lawyer is one that allows for a great deal of interaction with people. This tendency of extrovert lawyers to be visible and outgoing puts a premium on extroversion as the prime lawyer style, rather than on the styles of lawyers who are more reserved and work behind the scenes. Extrovert lawyers are drawn to practice areas such as trial work, employment law, M&A, all of which depend on social interaction.

Extrovert/lawyers tend to process information aloud – in other words, their preference is to talk through options for the problems they're facing. In fact, they may need to process their thoughts aloud in order to arrive at a definitive solution. Because they tend to reveal their thought processes to others before they announce a decision, they are often viewed by others as fickle or indecisive. Also, as extroverts, they may find it difficult to withhold information – trade secrets, sensitive information, etc. – that they know they are not permitted to share. The need to be circumspect and protect confidences can be very challenging for an extrovert.

As an Extrovert, you:

- Enjoy being around others for a good part of your workday.
- Gather energy from events, experiences, and social interactions and like variety in your work.
- Become drained of energy when you have to work alone for a long period of time.
- Tend to speak first, reflect later. Be careful to consider the impact of your ideas on others before you announce them.
- Like to develop your ideas by discussing them with others and often prefer to communicate face-to-face.
- Tend to be sociable and expansive and enjoy initiating and sustaining interaction with others.
- Learn best by discussion and interaction with others.
- Tend to avoid long, slow jobs or projects, particularly if they do not include interaction with others.

If you want to increase your effectiveness as a lawyer, you should:

- Structure your work day to incorporate energizing periods of interaction with others.
- Break up solitary work activities to incorporate "people" breaks.
- Include in your work-groups people who offset your style (i.e., people who are more introverted) to balance the work.
- Let people know when you are "thinking out loud," what you're thinking about, and what you hope to achieve.
- Select appropriate sounding boards (these can be external to the organization - a career coach, a mentor, a friend) to share ideas and/or problems.
- Be aware that your need to process information aloud may be misunderstood by others who process information without sharing it.
- Learn to understand and work with people who are different from you - especially those who are more introverted than you.

## Combinations of Personal Style Elements

The Generalist/Specialist Scale and the Introvert/Extrovert Scale together offer us nine different combinations of elements contributing to personal work style. We have created a chart of these elements, and we go on to describe each one.

Each combination suggests a different approach to the demands of the work day. If you understand what each combination represents, you will know two essential facts:

- You will perform best when you understand and apply your own work style.
- If you confront a problem which suggests that a different work style may be more effective, turn to an associate for whom that style is more natural.

### Generalist Combinations

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<b>Generalist</b>	<b>Extrovert</b>	<b>Generalist</b>	<b>Mid-Extrovert/ Mid-Introvert</b>	<b>Generalist</b>	<b>Introvert</b>
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### Mid-Generalist/Mid-Specialist Combinations

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<b>Mid-Generalist / Mid-Specialist</b>	<b>Extrovert</b>	<b>Mid-Generalist / Mid-Specialist</b>	<b>Mid-Extrovert / Mid-Introvert</b>	<b>Mid-Generalist / Mid-Specialist</b>	<b>Introvert</b>
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### Specialist Combinations

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<b>Specialist</b>	<b>Extrovert</b>	<b>Specialist</b>	<b>Mid-Extrovert/ Mid-Introvert</b>	<b>Specialist</b>	<b>Introvert</b>
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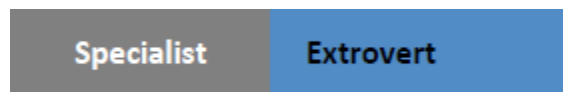
## COMBINATIONS OF PERSONAL STYLE ELEMENTS

Lawyers can identify and rely on their primary or most natural personal style by measuring each of the nine patterns or combinations of Specialist/Generalist and Introvert/Extrovert against their normal daily activities. The most natural combination of these elements will be the one that enables them to perform these functions with the greatest satisfaction and energy and with the smallest expenditure of time, effort and stress. Lawyers do not all fall into any one pattern any more than other people do, but, as lawyers, they will face more situations than other people in which their natural style will require modification and adjustment to another style.

Nothing in a typical lawyer's profile would suggest an inability to adapt to and perform well in a different style. The process of adapting to a different style becomes a skill that successful lawyers learn over time and use often. The best lawyers monitor the drain on their natural levels of energy and stamina when using a style different from the natural style, and they learn to adjust in one or both of two ways:

1. They move out of an adopted style pattern and back into their own as soon as possible by finding and working with someone for whom that style is more natural.
2. They stay in the adopted style for as long as necessary by making adjustments in their other responsibilities and activities in order to maintain their natural levels of energy and stamina.

Your results on the generalist-specialist scale and the introvert-extrovert scale indicate that you are a strong specialist and a strong extrovert. You are most comfortable when you function with a sense of this pattern of styles.



Lawyers in this pattern of styles exhibit actions that are seemingly inconsistent or even incompatible. As specialists, they prefer to delve alone into areas that interest them – they find that others do not need or want to know a topic in as much detail as they do. As strong extroverts, they want to share their special knowledge as soon as they have enough information to feel comfortable talking about it – they become energized by the process of sharing what they know with others. Lawyers with this style shine in situations requiring them to convey their specialized knowledge on a regular basis and publicly. They prefer to be in the forefront in order to communicate and explain processes or policies to others. Because they're "up front," they may strike others as "know-it-all." They should be careful to recognize that they are not always right.

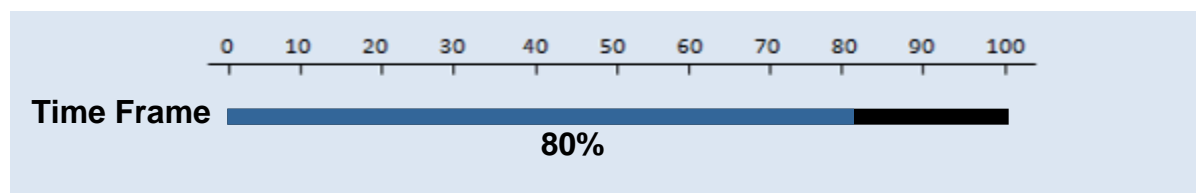
## TIME FRAME ORIENTATION

**Time Frame Scale.** This scale tells us how different lawyers think about and utilize time in planning and managing their responsibilities - the time horizon a lawyer is most comfortable with in deciding upon his or her objectives, plans, and future. How far into the future is the attorney likely to look? What is his or her tolerance for the length of time between a decision and a result? What steps will he or she take if a goal is not reached within the time allotted?

While everyone tends towards one of three natural time orientations (immediate, intermediate and long range), successful lawyers know that they have to build skills and methods which enable them to operate in all three. When a deadline is not reached, for example, an effective lawyer will want to know why and will respond either by moving in a different direction all together or by modifying and extending the date for completion. Results on the Battery indicate that lawyers are almost evenly distributed among low-, mid- and high-timeframe orientations. Applying these results to the actual practice of law, we can readily see how each of the timeframes can lead to fulfillment and satisfaction when it is recognized and applied, and how it can lead to frustration and tension when it is ignored.

For example, we can reasonably say that a lawyer with a short timeframe will be happy in real estate transactions, but unhappy in protracted litigations; and that a lawyer with a long timeframe would enjoy working on a case involving a serious constitutional issue which is virtually certain to wend its way to the Supreme Court over a period of years.

Many deadlines are imposed upon lawyers by court rules or statutes. Others are imposed by the courts in their decisions and orders. Still others are imposed by the nature of the matter - real estate transactions, for example, have their own inexorable time table. Difficult as these deadlines may be to meet, a lawyer ignores them at his peril.



**Your results in this worksample indicate that you prefer to plan and work in an extended timeframe. You are capable of keeping track of targets and plans which are more than five years in the future.**

As a lawyer with a long-term timeframe orientation, you:

- Have a predisposition or inclination to look five to ten years into the future for making plans, plotting your career, or considering the impact of your actions on your current matters.
- Are able to sustain efforts that are largely unrewarded in the present to reap rewards later.
- Find your orientation helpful in jobs that require long-range planning, trend analysis, research, or extended negotiations.
- Can work to accomplish shorter time-range targets (two years, for example) by consciously breaking your long-term goals into shorter-term segments.
- May become so focused on the future that you lose control of the immediate present and of your short-term goals.
- Can help yourself to control work in the short term by writing a list of your long-range goals and another list on which you break each goal into shorter targets. This will force you to break through your natural timeframe and pay attention to tasks in the shorter term.

Lawyers whose natural timeframe is long-range naturally focus on goals and projects in the long-term future - more than 5 years from the present. Their strength lies in defining and setting long-term goals and in anticipating the effect or impact of current projects on these goals. The direction of their thinking is typically backwards from a long-term vision or target to the current work and decisions that will enable them to reach the ultimate target. Although they rarely have each step mapped out between the here-and-now and the future, they are able to sense whether their current decisions will get them closer to, or take them farther away from, their goals. They lead with patient guidance and continued articulation and implementation of a long-range plan or vision, and are able to find, retain and motivate colleagues and associates.

## PART IV – THE FIVE DRIVING ABILITIES

CLASSIFICATION  
CONCEPT ORGANIZATION  
IDEA PRODUCTIVITY  
SPATIAL RELATIONS THEORY  
SPATIAL RELATIONS VISUALIZATION

The Driving Abilities have a greater influence on lawyers and their work than any of the other abilities.

This Part of the Report shows your results in five worksamples 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 pressing, and they influence almost every part of a lawyer's work life. This is true whatever an individual's results – high or low. Each one of these abilities forces itself into our lives as lawyers. It is important to take them into account when considering what role you should play in your practice. The five Driving Abilities are generally more assertive and difficult to ignore than the other abilities. They are like fast-moving streams which carry a swimmer easily from one place to another. If the swimmer swims with the current, he moves with grace and ease. If the swimmer swims against the current, he may flounder.

Lawyers will probably have an instinctive sense which of the Driving Abilities will help them to move easily with the current and which may cause them to flounder. By studying their results on the Battery, lawyers can learn to use the Driving Abilities to control the currents around them. This newly-acquired self-knowledge will tell them when to push, and when to pull back from, the abilities that drive them.

The Driving Abilities include our problem-solving abilities. Two of these – Classification and Concept Organization – are called the "convergent thinking" abilities. A third – Idea Productivity – measures the ability to solve problems by producing new ideas. The ability to solve problems relating to spatial orientation is measured by the two worksamples in Spatial Relations – Theory and Visualization. Classification and Concept Organization are sometimes given other names. Classification is called inductive reasoning or diagnostic thinking. Concept Organization is called deductive reasoning or analytical thinking.

## **CLASSIFICATION (CL) & CONCEPT ORGANIZATION (CO)**

Over time and through experience, the most effective lawyers learn to recognize which of the problem-solving combinations comes most naturally and easily to them. And they learn when to encourage and when to suppress this natural pattern for problem-solving. They become skilled at gauging when to apply it to the problem at hand, and when to adjust or modify it by adopting another pattern - at least, temporarily. As they do with the other natural abilities, the most effective lawyers also know that fitting their work environment to their natural problem-solving pattern results in enhanced performance as well as in greater job satisfaction.

The Classification worksample (CL), or diagnostic thinking, measures the ability to see a relationship among seemingly unrelated facts or objects - by seeing the relationship easily and quickly, a lawyer is able to "diagnose" a problem in the same way a doctor does. A lawyer with a high classification ranking can see the problems in a new plan or proposal almost immediately. He should learn to express his approval when he perceives that a plan will work.

Lawyers with high Concept Organization (CO), or analytical thinking, on the other hand, have the ability to solve problems logically and linearly. They are able to turn to this ability when they have to argue a motion or write a brief. They can use it when they write, devise strategy, predict what will happen in the future, or analyze what went wrong when something fails.

Our experience has shown that when we arrange them in patterns or combinations, CL and CO together yield nine distinct and identifiable problem-solving patterns. These problem-solving patterns are controlled by an individual's natural abilities for inductive reasoning (Classification) and/or deductive reasoning (Concept Organization) - each combination of abilities determines how that individual will most easily and naturally approach the process of problem-solving. Because a lawyer's job is to confront and solve problems at every turn, it becomes essential to know the pattern which is most natural to you.

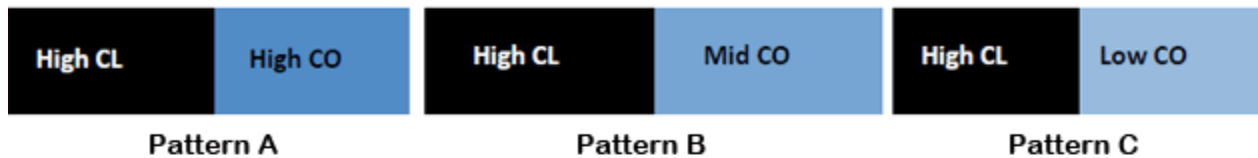
As lawyers study and observe others with different problem-solving patterns, they realize that it's relatively easy to master the patterns which are closest to their own natural or preferred pattern. The most difficult pattern to master is the pattern which is most unlike their own. These principles apply also when a lawyer communicates or interrelates with a person possessing a different pattern. For example, a lawyer who possesses Pattern C (High CL, Low CO) may find it difficult to communicate with, or to mentor, an individual with Pattern G (Low CL, High CO). On the other hand, it should be relatively easy for him to work with or to guide a problem-solver with Pattern B (High CL, Intermediate CO) or Pattern A (High CL, High CO).



## Classification (CL) and Concept Organization (CO) – The Nine Problem-Solving Patterns

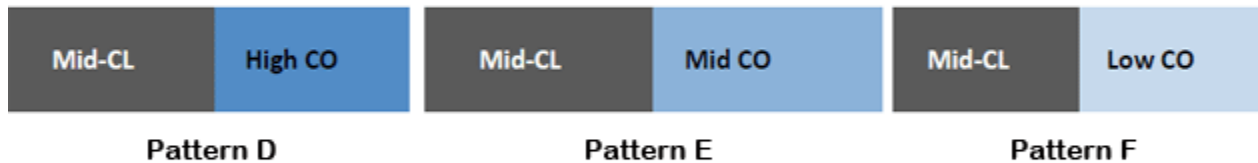
### High Classification Combinations

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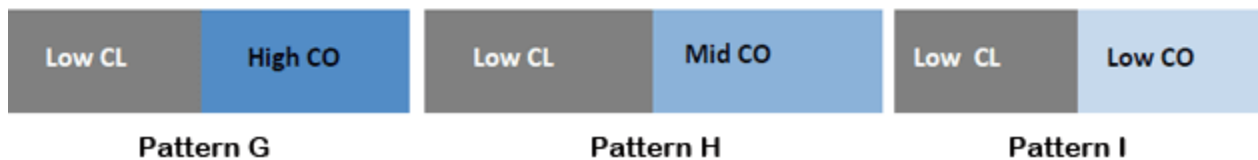
### Mid-Classification Combinations

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### Low Classification Combinations

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It is important to know where you fall among the nine problem-solving patterns. Your pattern is defined by your results in Classification and Concept Organization.

## CL & CO CREATE NINE PROBLEM-SOLVING PATTERNS

**High CL****Medium CO****Pattern B**

### Pattern B

Your scores in Classification and Concept Organization indicate that you are most naturally a Pattern B Problem Solver (High CL, Mid CO).

As a person with high Classification, you:

- Can easily and quickly see patterns and relationships among discrete data and objects.
- Will find that this ability is in constant use and will influence almost every aspect of your working life.
- Need challenges in problem-solving as a foundation of your work.
- Are likely to get enjoyment from using this ability, and to be unhappy in positions that don't use it.
- Love to solve new problems and to "figure things out".
- Are able to quickly summarize a set of ideas and jump to a conclusion.
- Can see pros and cons in a plan or idea quickly and easily. On the negative side, unless you exercise self-discipline, you can be indecisive, because you are constantly weighing alternatives.
- Can be easily bored in positions that require routine and repetitive tasks.
- Do not like to be bothered with details 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.
- Will enjoy activities that involve rapid-fire problem-solving, advice-giving or consultation.
- May find it difficult to communicate your solutions to others. (Classification is nonverbal and non-logical. See your results in Concept Organization.)
- Can become frustrated if you are not called upon to use this ability regularly.

As a person in the mid-range of Concept Organization, you:

- Will use this ability to organize ideas or plans in a logical and useful sequence.
- Can use this ability in the workplace for any planning activity. It makes it easy for you to predict, order, and plan schedules.
- Will find this ability useful in communicating ideas, and plans to others - effective in briefs, memoranda, and business communications, all of which require logical and sequential presentation.
- Will have enough opportunity to use it in your daily life and in almost any job to satisfy the instinctual pressure to use it.
- Can use this ability as a foundation for research and writing.

Lawyers scoring high in CL arrive at solutions quickly and often base their conclusions on facts that may appear to others as seemingly unrelated bits of information. Their preference is to have lots of problems to solve, but they are less likely to enjoy the time-consuming steps required to implement the solutions they generate. They produce decisions so quickly and intuitively that they may be unable to provide a rationale for their solutions. Occasionally, this may result in the rejection by the people they report to of a good solution they've hit upon but cannot explain adequately. However, your mid-range score in Concept Organization will temper your enthusiasm and impetuosity and force you to consider whether your first decisions will bear up under logical analysis. A military commander, for example, may decide first that he's ready to attack, but on a more logical analysis of his forces, he may realize that he doesn't have enough troops and firepower. He will wait until he gets the necessary reserves and then attack if some other factor has not intervened.

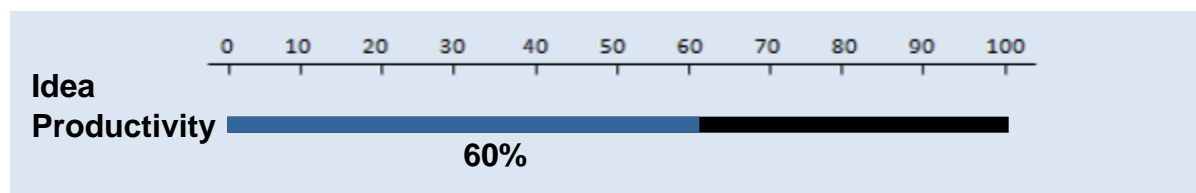
Pattern B lawyers can perform well and feel at home in fast-paced environments, provided they have enough time and opportunity to reflect on the alternative consequences of their initial decisions. Once a plan is devised, or a solution adopted, these lawyers prefer to move on to confront the next problems. To restrain a possible instinct to adopt the first solution that comes to mind and to improve your effectiveness, you should learn to:

- Review your decision for a problem with a team member, preferably one high in CO.
- Slow down to ensure you have all the relevant information for a sound decision.
- Curb your tendency to be impatient with and interrupt the thoughts of others
- Review regularly the projects you've delegated to others to keep them on target.
- Distribute concrete explanations for your decisions when you announce them.
- Designate a person with a complementary style (i.e., high CO) to assist with organizing, controlling and communicating the details of a solution.
- Resist the natural inclination to solve every problem personally.

## IDEA PRODUCTIVITY

In Idea Productivity, we measure the number of new ideas you are able to generate within a given time in response to a set of new and imaginary facts. Our facts describe a novel situation intended to stimulate a flow of ideas. We measure the quantity of your ideas, not their quality.

This worksample is a measure of the volume or flow of your ideas. As a help with problem-solving, strong Idea Productivity becomes extremely useful when you are forced to face a new situation or when you have no personal experience upon which to base a decision. We assess the capacity of lawyers for idea generation, their ability to stay focused on one task or idea, and their natural preference for the way in which to respond to new challenges. Some lawyers prefer to articulate and focus on one idea at a time ("focusing"); others prefer brainstorming sessions in which people are urged to articulate and consider many ideas at once ("brainstorming").



**Your score indicates that you are in the mid-range for Idea Productivity.**

Lawyers who score in the mid-range in this worksample share with Brainstormers their ability to generate new ideas and with Focused lawyers their ability to discriminate among a large flow of ideas to select one or two that merit follow-up and careful study. They excel as managers of meetings at which ideas are produced and exchanged. They are most effective in roles that draw on their strength in producing their own ideas, in inducing others to produce theirs, and in motivating the discussion and selection of ideas that lead to a concerted plan or solution.

Because they are in the mid-range, these lawyers can handle several projects simultaneously, but they may have some difficulty maintaining a single focus for a prolonged period of time. These lawyers can avoid the risk of confusing the people they work with by controlling the flow of their ideas. As new ideas occur to them, they should consider them carefully before they announce them to others. Otherwise, their team members may shift their time and energy from one project to another, feel frustrated by the inability to complete anything, and become confused about goals and priorities.

On the other hand, because they are in the mid-range, these lawyers will feel a pull towards staying focused, i.e., to work on one project at a time. They may need to avoid the stress that comes when multiple tasks need simultaneous attention. In brainstorming sessions, they may want to listen to and sift through all the ideas being generated, identify one or two of the best, and bring the group back to focus on the principal goal as more ideas are generated and reviewed. In achieving a balance between many undisciplined ideas and one or two really constructive ideas, the mid-range lawyer will make a vital contribution to the success of the project.

**As a lawyer with medium Idea Productivity, you:**

- Can generate plenty of ideas, but you are also able to concentrate, focus, and follow through on details.
- Should plan to use this ability in your work. If your Idea Productivity is not used at work, you should find some other outlet for it outside of work.
- May find it difficult to focus on a task or train of thought that requires long-term attention.
- May find yourself restless over time in a task that is mostly routine or rote, one with very little change or opportunity for idea production.
- Can use your relatively strong idea flow to come up with solutions for problems, or in persuading others to your point of view.
- Will enjoy working in environments with a moderate amount of change, but with some demand for continual problem-solving and persuasion.
- Do not require new data or information to begin the generation of ideas.

To make maximum use of your mid-range ability, you may want to:

- Build ways to help you generate new ideas and give yourself a kick-start (read newspapers and industry magazines, consult websites, etc.).
- Develop a network of strong idea-producers to consult with when you need to develop new solutions for old ideas.
- Seek out occasional roles and environments that require intense focus or concentration.
- Ask workers if they are ready to focus on one idea or task, or if they need more brainstorming.
- Let others know you are available to assist in assessing and sorting ideas.
- Decide when focusing is appropriate and when it is time to consider new ideas.
- Encourage people who are relatively unable to focus but have a steady stream of ideas; one of the ideas may be the key to the solution you need.

## THE ORIENTATION TO SPACE-SPATIAL RELATIONS

The Spatial Relations abilities are the most widely researched of all the abilities. The Highlands Ability Battery tests these abilities in two worksamples – Spatial Relations Theory (SRT) and Spatial Relations Visualization (SRV). SRT measures the ability to "see" (conceive) and manipulate ideas and objects in space. It is a helpful tool in solving theoretical or abstract problems. A nuclear scientist, for example, works within his brain, not with his hands, to unravel the structure of atomic particles. Einstein did not develop the theory of relativity by building something with his hands. Our founding fathers did not conceive of throwing-off the king and of creating three independent and co-equal branches of government except by reducing their common experience to draft after draft of ideas reduced to words.

Lawyers with high SRT are able to conceptualize and design a new legal theory or strategy. Lawyers high in SRT are most satisfied when they can say, "I conceived this," or "I designed this." They are likely to excel in practice areas such as antitrust, appellate work, ERISA or tax. Lawyers who are low in SRT have their feet firmly on the ground. They like to control projects and get things done. They are the lawyers who keep groups and organization on a steady keel. Lawyers with low SRT are most satisfied when they can say, "I did this."

SRV, on the other hand, demonstrates the ability to visualize and manipulate tangible objects floating in space. People who score high in this ability need to see and feel the results of their work in a tangible form. They are most satisfied when they can say, "I built that", or "I made this." SRV is one of the abilities most likely to affect job satisfaction. Lawyers high in SRV will be drawn to practice settings – real estate (transactional or financial), environmental law, patent law, IP, project or asset finance – all of which enable them to point to something tangible as a result of their work.

Lawyers who are low in SRV are most satisfied when they can say, "I helped to accomplish that." They are exhibiting the tendencies required for work in the service and financial industries. Lawyers who are low in SRV and relatively strong in SRT turn to tasks and roles dealing with abstractions. They don't need to find validation or satisfaction in work resulting in products or physical objects. These lawyers will find satisfaction in the world of abstract ideas and the articulation of concepts.

**Spatial Relations Theory (SRT):** This worksample helps us to measure whether a lawyer thinks first or most readily in the theories which control the functioning of existing systems. It illustrates whether a person prefers to focus on the principles on which the world operates or prefers to focus on the practical or concrete application of those principles – e.g., in controlling a transaction, or a law suit, do you prefer to develop theories and broad concepts and leave the implementation and details to others, or do you prefer to define and direct the details yourself?

**Spatial Relations Visualization (SRV):** This worksample confirms whether a lawyer relates best to the world of concepts and ideas or to the structural, concrete world. When she engages in a project, or manages the work of others, is an idea as real to her as a tangible object, or is it difficult for her to become engaged unless the work will result in a tangible product – a new building or a new patent?

The partnership between architects and construction foremen illustrates the differences between abstract and structural abilities. When we wish to design a bridge as inspiring and beautiful as the Golden Gate Bridge or the George Washington Bridge, for example, we call upon the services of a creative architect. To the architect we assign the task of conceiving the shape and design of the bridge – a function which requires abstract thought and original conception. To the construction foremen who work with the architect's plans, we assign the job of putting in place the structures and facilities which are dictated by the size, shape and traffic-load of the bridge conceived and designed by the architect.

In the same way, we ask some lawyers to visualize and create a complicated legislative program such as the recent Affordable Health Care for America Act, and other lawyers to work on complicated patent applications or the contract for construction of a bridge.

Because SRT and SRV both influence a lawyer's ability to deal with concepts and abstractions, as well as with the concrete and tangible, we have created a grid showing how different scores in both relate to each other in suggesting the ideal role for you in your practice.

## Spatial Relations Theory and Spatial Relations Visualization – The Nine Spatial Patterns

### High SRT Combinations



### Mid-SRT Combinations



### Low SRT Combinations



It is important to know where you fall among the nine patterns of Spatial Relations. Your pattern is defined by your results in Spatial Relations Theory and Spatial Relations Visualization.



## YOUR OWN ORIENTATION TO SPACE

**High SRT****Medium SRV****Group B**

**(High SRT/Mid SRV).** Lawyers who score high in SRT and in the mid-range of SRV relate easily both to the world of concepts requiring implementation and to the physical (concrete) or structural world that results from the implementation of spatial concepts and theories, although they are more comfortable designing than building or implementing. They are able to contribute to the creation and formulation of concepts and theories and, at the same time, to plan and direct the steps that lead to production of the product the ideas suggest. They work best when theories can be reduced to concrete examples and they are able to drive toward successful execution of a plan. They have a knack for understanding and implementing the relationship between a spatial concept or theory and the mechanical or structural world, and they know how to build whatever is required of them. In simple terms, they want to know - and they can understand – both the "why" and the "how", allowing them not only to design and build, but to troubleshoot and solve structural and systemic problems as they arise. Without a thorough understanding of the theories supporting the project (the "whys"), they are not likely to begin work on a new project.

These lawyers should learn to:

- Demonstrate their appreciation for, and encourage discussion of, concepts contributed by others.
- Reduce theories and abstract concepts to the simplest terms and formulas possible.
- Help their colleagues to express their theories and concepts in concrete terms and with concrete examples.
- Allow a project to begin even if they are unclear of the form and shape of the ultimate outcome.
- Understand the importance of relationships, both informal and formal.
- Appreciate the important role of feelings in the work environment.
- Make a determined effort to be aware of firm politics (as well as those general political issues which affect their practice area or organization) by gathering the information themselves or relying on trusted interpreters.
- Become less involved in production (doing) and more involved in policy and direction setting (directing) - let others handle the production.

## **PART V. THE SPECIALIZED ABILITIES**

VERBAL MEMORY  
TONAL MEMORY  
DESIGN MEMORY  
RHYTHM MEMORY  
NUMBER MEMORY  
OBSERVATION  
PITCH DISCRIMINATION  
VISUAL SPEED AND ACCURACY

The Specialized Abilities help lawyers to know how they learn best, how they respond to the work environment most effectively, how quickly and proficiently they process new information, and how to develop the skills to communicate their ideas and their decisions to colleagues, clients and associates – and, yes, to the courts.

### **THE LEARNING CHANNELS**

The most effective lawyers know how they take in and process new information best - some read to learn; some listen to learn; some learn through movement; some rely on pictures, charts and graphs; and some depend on their ability to remember and recall numbers.

Lawyers who know their primary learning style, or the most efficient means to learn new information, have an advantage over those who do not. They know to seek out the most comfortable and effective medium when they need to learn something new. Because learning is a core competency for lawyers, the best lawyers know how to develop a working knowledge of new subjects, projects, processes and work environments quickly by using the right tools. They know whether to get and keep the information they need by reading about it, hearing it, working with it, reducing it to graphs, cataloging it or making lists, or utilizing a combination of learning methods.

Unfortunately, some lawyers may also believe - often erroneously - that they can communicate most effectively with their clients and their associates - one-on-one or in groups - by using the same learning channels with these people as they use for themselves. For example, a lawyer who learns most effectively through reading may assume that a written document is the best way to supply his staff or his client with new information or guidance. Unfortunately, this is not always a sound assumption.

High performance lawyers understand that different people learn in different ways. They will teach themselves to transmit their instructions and messages to their associates and clients by the most productive means – measured not by their own learning tools, but by the tools of the people they're communicating with. Thus, a lawyer who learns best by the spoken exchange of ideas (speaking and listening) may assume that a client who needs instruction will also learn

best by listening. Unfortunately, he may find that the client has actually understood very little, and that a written memo would have been infinitely more effective. In the same way, in this day of electronic communication, many lawyers limit themselves to an exchange of e-mail when a face-to-face meeting would be much more productive.

Effective lawyers learn that when they are required to communicate with large groups they must provide their presentations in as many learning styles as possible. A lawyer who can convey his message in various forms - in writing; through pictures, graphs and charts; by spoken presentation; or by inducing the audience to "walk through the process" - will reach the greatest number of people. Communications that are unclear to the recipient or that must be translated by the recipient into other learning channels will only create confusion and misunderstanding.

Learning channels can be used in tandem with one another, or, when necessary, one can be substituted for another. The extent to which information is learned will depend on the medium which is used to transmit the information to the learner. The effectiveness of the learning process will depend upon which learning channel is used, the amount of time available for learning, the learner's previous knowledge of the subject, his interest in the topic, and the consequences to him of not learning it. If the information is not available in the one medium that is strongest for that person (e.g., reading), then the lawyer may have to call upon one or more of the other learning tools (e.g., listening). The key is to evaluate the form in which the information is first available to the recipient; it may be more effective to translate the information into another medium.

The Battery measures five distinct learning channels. They represent the foundation for an understanding of how people learn. Several other abilities contribute to facility in learning, including some of the problem-solving abilities (classification and concept organization) and personal style (generalist/specialist scale, extroversion/introversion scale). The level of a lawyer's vocabulary is also a critical factor in the process of communication and learning.

We include a chart identifying the five learning channels. The chart shows the worksample which is used to measure your strength in each channel, the order in which your strengths fall, and how you can put your strengths to the best use.

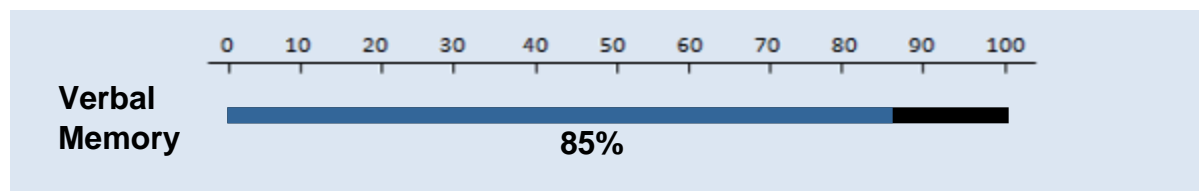
Learning Channels	Results	Interpretation
<b>Verbal Memory</b>	<b>High 65-99</b>	<ul style="list-style-type: none"> <li>• Reading is a very important learning tool</li> <li>• Refer to books, magazines, newspapers, the Internet, e-mail</li> <li>• Encourage colleagues to communicate in writing</li> <li>• Put your memos and directives in writing</li> <li>• Work constantly to expand your vocabulary</li> </ul>
<b>Number Memory</b>	<b>High 65-99</b>	<ul style="list-style-type: none"> <li>• You process new information by relating it to numbers</li> <li>• Use your strength to arrange schedules and time-tables</li> <li>• Concentrate on roles that require access to facts and data</li> <li>• Remember that others may be slower at numbers</li> <li>• Take time to reduce what you learn to lists</li> </ul>
<b>Design Memory</b>	<b>Mid-Range 36-64</b>	<ul style="list-style-type: none"> <li>• It's easy for you to learn through graphics and charts</li> <li>• Communicate with visual materials – plans, maps, designs</li> <li>• Helpful in many scientific, technical and artistic tasks</li> <li>• Deal easily with designers, engineers, advertising agencies</li> <li>• You are comfortable following directions in maps and plans</li> </ul>
<b>Tonal Memory</b>	<b>Mid-Range 36-64</b>	<ul style="list-style-type: none"> <li>• It's relatively easy for you to remember what you hear</li> <li>• Turn to lectures, tapes, discussions to learn new things</li> <li>• Learn a foreign language useful in your work</li> <li>• Include some music in your life</li> <li>• Communicate with clients face-to-face or at meetings</li> </ul>
<b>Rhythm Memory</b>	<b>Low 0-35</b>	<ul style="list-style-type: none"> <li>• It may be hard to reproduce body movements</li> <li>• You are not likely to use physical activity as a learning tool</li> <li>• Practice dancing or gymnastics as often as you can</li> <li>• Use someone else to demonstrate a physical activity</li> <li>• Practice the movements required in your work day</li> </ul>

## LEARNING BY READING (VERBAL MEMORY)

This is the ability to learn new information through written or printed materials. Reading is one of the two learning channels used most in our schools. The practice of law would be impossible without the printed word. A vast amount of information has been accumulated through the centuries in books, treatises, magazines and newspapers – all of it accessible only by reading. Only since the development of telephones and radio have we been able to transmit information widely in any other form than the printed word. If your score in Verbal Memory shows that reading is your strongest learning channel, then continued reference to books, manuals, and other written material is critical to your development as lawyer.

On the other hand, the availability of information on the Internet has reduced the need to rely so heavily on printed material. It's possible now to read and learn virtually everything we need to know by using our computers. If we wish to keep a permanent record of our new knowledge, we can download and print. E-mail has also provided an important new tool for people who learn best by writing and reading. However, a lawyer who depends for his research exclusively on the Web should remember that it may be a source of instant enlightenment but that it may be necessary to go more deeply into a subject by reading source material.

Verbal Memory plays a significant part also in associative memory. This is the ability to associate one fact with another with which it is related – for example, the ability to translate a word in one language into its equivalent in another language, or to learn the technical or legal equivalent of a common word. This ability will be a help to lawyers who have to read and digest a lot of printed material.



### **You score in the high range of Verbal Memory.**

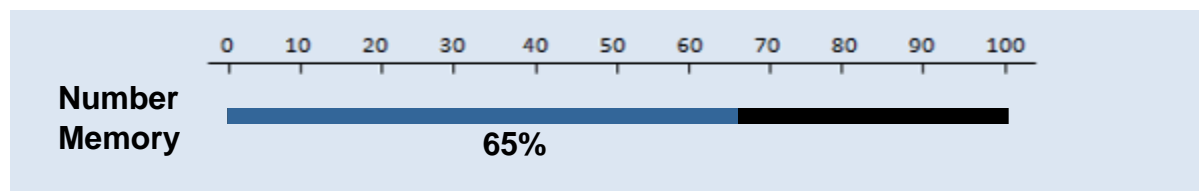
As a lawyer, this should enable you to:

- Use this strength as a primary learning channel.
- Understand complicated explanations and instructions in books and manuals.
- Learn, memorize and use written and printed material.
- Write clear and focused prose in letters, memos, pleadings, briefs, outlines, instructions, manuals, agreements, etc.
- Deal with and respond well when clients and staff write to you.
- Learn new technical terms and a foreign language, vital tools for lawyers who need or want to communicate at all levels, especially in rapidly growing foreign markets.
- Learn to communicate in the technical language used by your clients - engineers, mechanics, designers, researchers, statisticians, etc. - a critical tool for lawyers.

## WORKING WITH NUMBERS (NUMBER MEMORY)

This is the ability to learn and remember numbers - especially those you need in your work. It indicates an ability to use numerical data to solve problems. At its most fundamental, this enables you to create associations between numbers and concepts or objects. It is helpful in fields which have a specialized vocabulary or in learning a foreign language. Number Memory enables us to learn through osmosis, i.e., through effortless assimilation. People who learn this way enjoy working with facts and numbers. They are interested in anything and everything. They remember best information that is based on numbers - e.g., baseball statistics. If they become interested in finance, they will retain stock prices listed in a table or the daily adjustments in interest rates. These learners often concentrate on facts within their areas of interest. Some of the best of them will have no interest whatever in some fields, even when numbers are involved. Interest in a subject comes first - data-gathering later. They may manifest their interest in people by memorizing birthdates and phone numbers, or by recording population counts on road signs.

Lawyers high in Number Memory can capitalize on their ability to process numbers and related verbal associations by organizing a subject in a numerical format or in lists. For example, they can define a project by listing seven tasks they have to complete in a day, or by projecting a target into the future through numbers and percentages, or by organizing data in numbers or pie-charts. Lawyers who understand the need of some associates and clients to learn through numbers will organize their messages to accommodate this ability. Many systems for enhancing number memory have been designed. One system associates each number with a symbol - a spear for the number 1, a sail for the number 4. Another uses words that rhyme - shoe for the number 2, heaven for the number 7.

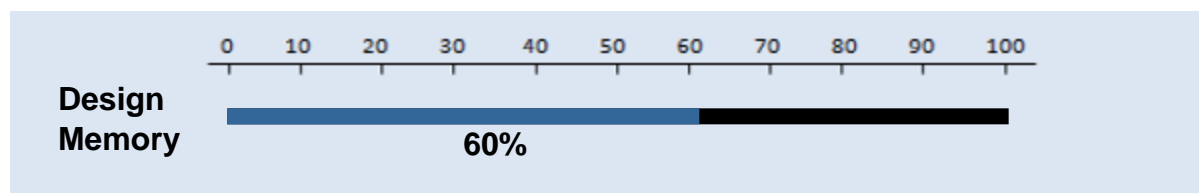


**As a lawyer with high Number Memory, you:**

- Are able to remember numbers and related facts and images without apparent effort.
- Are able to associate numbers and other data with each other.
- May not be conscious of the process by which you learn new facts.
- Will use this ability in any setting in which you have many things to remember quickly, as when you have to prepare for a meeting or presentation, or a real estate closing.
- Have an advantage in any roles that require instant access to facts and information.

## IMAGE LEARNING (DESIGN MEMORY)

**Image Learning** is the ability to learn new information through pictures, graphs, charts and other visual cues. Lawyers who are aware that these tools help with their learning and who understand the effectiveness of graphics in memory-recall will include in their communication tool-kits the use of outlines (organized as graphics), color-coding, and highlighting, as well as flip charts, PowerPoint or white boards. Symbols or drawings placed in the margins of reading material, and use of a variety of fonts or handwriting styles, can enhance the comprehension and retention of printed matter. Providing graphics, pictures and charts for image learning can be the key to effective organization of large amounts of data. This can simplify the comprehension of key points, and create visually pleasing and powerful presentations of new material.



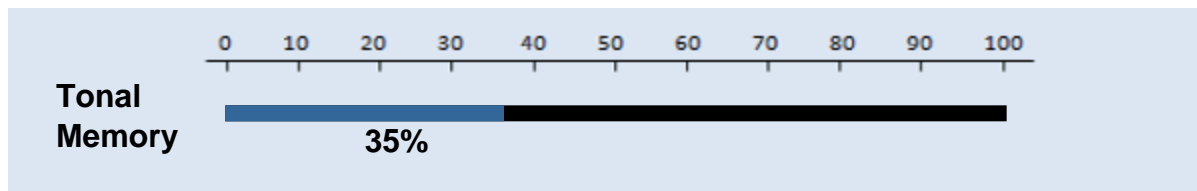
**As a person with medium Design Memory, you:**

- Can consider this to be a helpful learning channel and will find it useful to reduce any information you receive to graphics, such as diagrams and drawings.
- Find it relatively easy to remember two-dimensional visual patterns and are able to work comfortably with visual material, as, for example, with maps, architectural designs, and diagrams of any kind.
- Should find it easy to remember such things as the location of objects in a room, your way around a new area, or directions on a map.
- 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.
- Should make use of this ability in communicating with others - reduce your thoughts and conclusions to diagrams and graphs.
- Will find this ability helpful in dealing with staff and clients engaged in design - e.g. engineers or marketing personnel, etc.
- 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 call upon this ability.

## LEARNING BY LISTENING – (TONAL MEMORY)

This is the ability to learn new information by hearing it. Listening is the second most important of the traditional learning channels used in our schools. By the time we graduate from high school, virtually everyone knows whether he learns better by listening to the teacher and classmates or by reading textbooks, although some people are fortunate enough not to sense any material difference between the two. In any event, there's no gainsaying the importance of listening to the learning process. In school, we learn through lectures and the give-and-take of classroom discussion. We listen to the radio and television every day; we "read" books on tape. Increasingly, we listen to new learning material through our computers; and businesses conduct aural training sessions by telephone and by computer audio.

Lawyers who perceive that listening is their strongest learning channel learn to talk and listen to their subordinates instead of writing to them. They prefer meetings to memos and e-mail. They learn to read notes, e-mail, and memos aloud to understand and retain them better. They don't hesitate to tell others that they prefer meetings and telephone calls to letters, memos and e-mail. Letting others know of their preference for learning through listening encourages others to communicate with them aurally.



**As a lawyer with medium Tonal Memory, you should:**

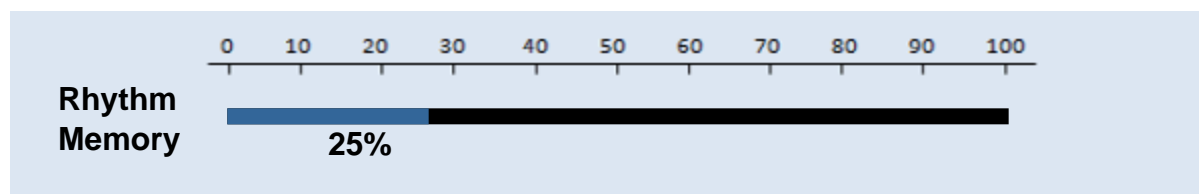
- Consider this ability a significant learning channel and use it in any formal study.
- Use auditory experiences or devices - e.g., lectures, tapes, discussion groups - to learn new things, unless your score in verbal memory is also in the mid-range or higher and you are more comfortable reading new material than listening to it.
- Learn a foreign language through audiotapes, CDs and conversation - this will be relatively easy for you, especially if you score medium or high in verbal memory.
- May experience pressure to use this ability; you may feel frustrated if you don't.
- Check your results in Rhythm Memory and Pitch Discrimination; if they are in the medium range or above, include access to music in your life.
- Have some facility to remember tunes and tonal sequences. This will enable you to sing and play music by ear, and to reproduce the accent and sounds of another language.
- Enjoy learning to play a musical instrument or participate in a chorus.



## KINISTHETIC LEARNING – (RHYTHM MEMORY)

Rhythm Memory, or Kinesthetic Learning, is the ability to learn through movement and the perception of movement. It is the ability to perceive and reproduce – both mentally and physically – a series of patterns or actions governed by intervals of time. It deals with the relationship between the brain and the body's motor skills. Athletes usually score high on this worksample. The ability is essential for success in music. Generally, people can tell whether they are strong in this ability. A person high in this ability will enjoy and excel at dancing or soccer, for example.

For lawyers, Rhythm Memory is important as a cue to the expressions and conduct of people around them, including their perception of changes in speech and body language. Whether the other person is alone or in a group, a lawyer with strong rhythm memory will be able to detect whether the other person is displaying tension, anger or hostility – or resignation – or sympathy – or pleasure. This ability is especially useful when deposing or examining a witness or when an adversary's words belie his actions.



**As a lawyer with low Rhythm Memory, you:**

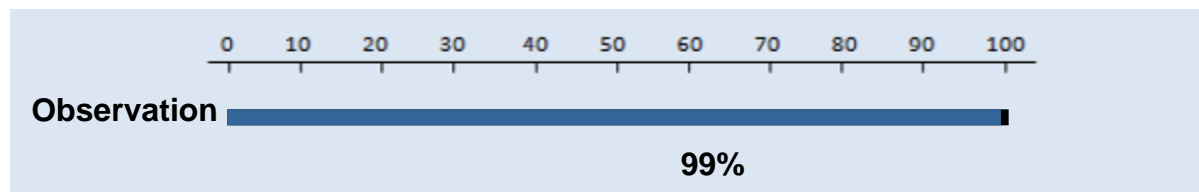
- May find it difficult to reproduce physical movements or a musical rhythm and beat.
- Are not likely to experience a strong need or push to use this ability.
- Can work to develop enjoyment and appreciation of music even though singing or playing an instrument may be difficult for you.
- Should consider kinesthetic learning a weak learning channel for you and look to the other learning channels.
- Should avoid showing embarrassment when other people are able to perform physical movements more easily, as in sports or dance.
- Whenever it's important to demonstrate a technique or an activity to your staff, train someone with strong Rhythm Memory to carry out the demonstration.

## OBSERVATION

This worksample measures your ability to focus on visual details, to perceive and remember changes in your field of vision, and to notice irregularities in what you see. It is a test of visual perception. Observation, like Design Memory, is one of the visual abilities. Lawyers who are strong in both Design Memory and Observation are particularly sensitive to visual cues and stimuli. If Design Memory is the stronger of the two, the lawyer will respond most to the overall layout or pattern of objects, i.e., to a broad perspective into which each object will fit. This explains why some people keep their current work within constant sight, putting parts of the project into stacks and folders that are always in sight.

If Observation is the stronger ability, the lawyer's natural tendency will be to break things down into their component parts and to see small visual discrepancies, whether on paper, in the physical environment, or in facial expressions or body language. Lawyers who are strong in Observation can be visually distracted, especially in a new or strange environment. Even in familiar surroundings, lawyers with strong Observation may need to keep "clutter" out of sight. They may turn their backs to the door when they're on the phone, and turn off their monitors when they talk with someone.

When both Design Memory and Observation are strong, a lawyer can see both the whole of an object and all its details. These lawyers respond to "the look" of things – products, documents, physical surroundings.



**As a lawyer with high Observation Ability, you:**

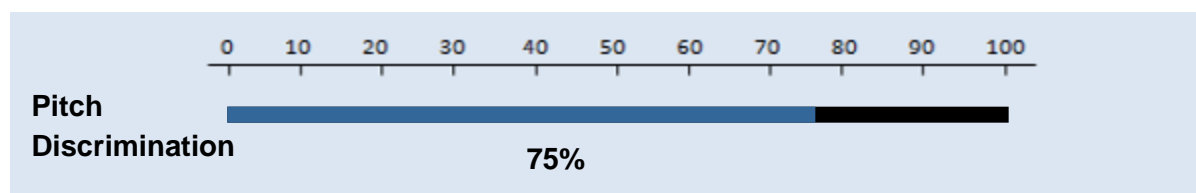
- Will find this ability useful in many areas that require close attention to detail and to visual changes and inconsistencies such as proofreading a document.
- Can easily bring this ability into play in artistic and visual tasks.
- Can find this ability helpful any time you need to describe the details of some experience, notice small parts of an event, or perceive changes in something you're looking at.
- Can use this ability in a hobby if it is neglected or underused at work.
- Can use this ability to read facial expressions and the body language of others.
- May need to avoid visual distractions when you work.

## PITCH DISCRIMINATION

The Battery offers separate worksamples in three abilities related to music - Tonal Memory, Rhythm Memory and Pitch Discrimination. We have already described the part played by Tonal Memory and Rhythm Memory in your learning (see Learning Channels, *supra*). Your scores in these worksamples also indicate your ability to sense nuances in speech and language.

Each musical or auditory ability relates to a different aspect of speech or language. Tonal Memory can be used to remember what is being said, and those who are strong in this ability can often recall verbatim what they have heard. Those strong in Rhythm Memory pick up on the cadence of speech. They can detect the different speech patterns that represent excitement, boredom, cautiousness, fear, nervousness, interest, anger, affection, etc. Those with strong Pitch Discrimination are able to detect the changes in voice inflection that accompany changes in a person's emotional state.

Any one or all of these musical or auditory abilities can be called upon when a lawyer is required to respond to changes in the environment. Unconsciously, the lawyer will use her relative strength in each of the abilities to help in responding to the changes. The musical or auditory abilities are important to language learning. A lawyer who recognizes the importance of precision in communication and who has to deal often with people in other countries, will turn to bilingual translators and interpreters to make sure he is understood and that he understands. These interpreters should be fully bilingual – they should be able to speak both languages without perceptible error.



**Your score on this worksample indicates that you have strong Pitch Discrimination.**

As a lawyer with high Pitch Discrimination, you:

- Can pick up changes in tone, a talent useful for lawyers generally and in such tasks as negotiation, conflict-resolution, diplomacy, or mediating between teams or team members, and in conducting interviews and teaching.
- Can sing or play a musical instrument well, including those instruments like the violin or trumpet that lean heavily on the ability to distinguish pitch.
- Have the ability to make fine distinctions in such tasks as gourmet cooking, photography, creative painting, working with small instruments or machines, microscopy, or astronomy.
- Should find it easy to learn the inflection and accent of a foreign language.
- May feel a press or need to use this ability and, depending on your other musical abilities (Tonal Memory and Rhythm Memory), should consider learning a musical instrument.

## VISUAL SPEED AND ACCURACY

One inescapable, critical, and potentially log-jamming challenge facing most lawyers is the mountains of paperwork they are required to deal with. Their paperwork includes e-mail, time records, contracts, presentations, briefs and affidavits, memoranda, performance evaluations, employee documentation, invoices, reports and much more. The sheer volume of paperwork a lawyer is expected to dispose of makes it imperative that every lawyer know and utilize his own natural approach to working with detail. Developing a strategy for creating and processing paperwork quickly and efficiently can make a major difference in a lawyer's effectiveness.

The Battery measures two abilities which define how an individual is wired to handle paperwork. They are Visual Speed and Visual Accuracy, both measured in the same worksample.

When a lawyer's visual speed is stronger than his visual accuracy, that will manifest itself in a natural inclination to handle paperwork quickly and accept some errors. A lawyer in this category knows that the best strategy is to:

- Move paperwork along quickly, but make sure that someone else checks the work.
- Delegate paperwork to an associate who is more careful with it, but be sure to review it.
- Allot extra time to handle important documents, including additional review time.
- Slow down when handling critical paperwork.

When a lawyer's visual accuracy is stronger than his visual speed, he is likely to be meticulous but slow with paperwork. Although the work will contain few errors, the demand for perfection will slow down the process. A lawyer in this category knows that the best strategy is to:

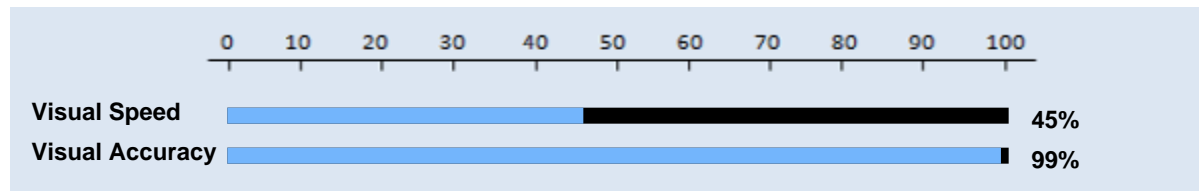
- Determine when accuracy is more important than speed and slow the work down.
- Spend less time on drafts and memos and more on the final product.
- Delegate routine paperwork, but make sure to communicate a commitment to accuracy.
- Make sure your eyes are the last set of eyes on important documents.

When a lawyer's visual speed and visual accuracy are both strong, handling paperwork becomes relatively easy and may even be enjoyable. A lawyer in this category can review paperwork quickly and still catch most errors. This person can feel comfortable in moving paperwork along to others. The best strategy for this lawyer is to:

- Allocate and divide time between paperwork and other responsibilities.
- Review important documents prepared by colleagues and associates.
- If you act as a mentor, make sure that people know how you want your paperwork done.

When a lawyer's visual speed and accuracy are both low, handling paperwork becomes a challenge. It may be an inefficient use of time to handle paperwork at all. The lawyer's best strategy is to delegate as much paperwork as possible to subordinates who have proven themselves to be accurate, reliable and efficient in their use of time, and to reserve some time each day to review critical documents.

## YOUR RESULTS



**Your score in Visual Accuracy is in the high range and your score in Visual Speed in the medium range.**

As a lawyer with this pattern of abilities, you should:

- Determine when accuracy is more important than speed and slow down.
- Recognize that accuracy is almost always more important than speed.
- Be confident of your ability to check for accuracy in reports, budgets and financial statements.
- Understand that your slower visual speed is not likely to create any problems for you unless you face a critical deadline.
- Experience very little difficulty with work that requires a large amount of paperwork or inspection of numbers and symbols, as long as you allow yourself enough time.
- Plan the use of your time by creating day-by-day schedules and deadlines.
- Delegate routine paper work, but restate your commitment to accuracy.

## **PART VI - VOCABULARY**

Although the aptitude for vocabulary-building is not generally considered an innate ability, its importance to achievement in the professions and in business is unquestioned. In large organizations, there is a positive correlation between job level and general vocabulary - the higher the job level, the more extensive the vocabulary. Although some practice areas require and depend upon their own specialized vocabularies, the scope of a lawyer's general vocabulary can become the most critical factor in his or her rise from one level of the firm or organization to another.

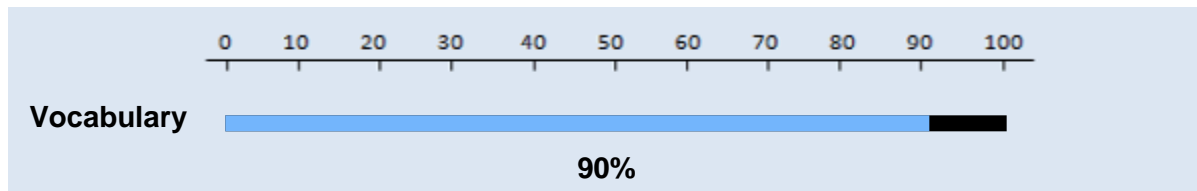
Lawyers have a specialized vocabulary taken partially from Latin (e.g., habeas corpus, stare decisis). But, as a group, they also exhibit relatively high general vocabulary. Several tests conducted among the presidents of large corporations have also shown relatively high vocabularies. In the words of Johnson O'Connor, progenitor of abilities testers: "The final answer [to the reason that large vocabularies characterize executives and, possibly, successful people in all fields] seems to be that words are the instruments of thought by which men and women grasp the thoughts of others, and with which they do most of their thinking."

People tend to be most comfortable when they can communicate with other people whose vocabulary is at a level similar to their own. Lawyers with a strong vocabulary realize this and never miss the opportunity to learn and use a new word or phrase - they refer to dictionaries and web search engines constantly.

## VOCABULARY

Because vocabulary is a developmental skill rather than an innate ability, lawyers with mid-range to low vocabularies can always improve with diligent and focused effort. To improve most efficiently, they will learn to apply one or more of their most effective learning channels. **Image learners** can associate each new word with a picture that represents the meaning of the word, or they can color-code the list of new words they want to learn. [Students of Chinese and Japanese know that many of the characters suggest their meaning in their design.] **Readers** can look new words up in a dictionary or enroll in a computerized word-a-day e-mail program. **Listeners** can read and reread the new definitions aloud or utilize tapes or CDs in the car or at home. **Kinesthetic learners** can move (walk on a treadmill, pace, act-out the meaning) while they recite the definitions of new words. And **Number learners** can organize new words into lists that include their synonyms, antonyms or other keys. The norms for the Vocabulary worksample on tHAB are at the level of the average college student.

Lawyers especially need an ever-expanding vocabulary. They will be severely hampered if they score low in this worksample. They must concentrate continually on improving their command of words. If you see or hear a new word – stop – and look it up in a dictionary. Learn to use it in your speech or writing. Gradually but inexorably, you will move to a new level of speech and comprehension.



### Your score on this worksample is in the high range.

As a lawyer with a strong vocabulary, you:

- Have a head start in moving up in the career ladder.
- Possess a broad range of knowledge that enables you to function well in any assignment or matter requiring quick comprehension and the ability to communicate.
- Can easily understand and communicate with corporate executives, individuals in literary and academic fields, doctors and engineers, and those at or near the top of almost every other profession.
- Feel comfortable communicating with a wide range of people.
- May find yourself bored or disconnected if you spend the majority of your day in close contact with people who have a significantly lower vocabulary than your own.
- May want to appoint as your immediate subordinates people with the same level of vocabulary – including a shared specialized vocabulary – as your own.
- May need to adjust your speech with people on other vocabulary levels to be understood by them.

The logo consists of three interlocking geometric shapes: a blue triangle pointing up, an orange triangle pointing down, and a green triangle pointing right. To the right of these shapes, the word "CONCLUSION" is written in a bold, black, sans-serif font.

## CONCLUSION

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This report reflects your results on the The Highlands Ability Battery. It gives you a detailed explanation of your abilities, what they mean for you, and how they relate to your role as a lawyer. 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 as you face challenges 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 the role you adopt as lawyer. 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](http://www.highlandsco.com). You will be able to locate an Affiliate geographically

### **Group Programs & WorkShops**

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

The Highlands Company  
2001 Palmer Avenue, suite 103  
Larchmont, NY 10538  
914-834-0055/ toll free 800-373-0083  
[www.highlandsco.com](http://www.highlandsco.com)