



# THE HIGHLANDS ABILITY BATTERY

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## CONFIDENTIAL REPORT

for

Adult test 1

Date of Test: 2014-05-25 14:40:19

Online Version

Work Phone:

Home Phone:

E-mail:

**Report Type:**

Student:      Adult: ✓

The Highlands Company  
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[www.highlandsco.com](http://www.highlandsco.com)



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.

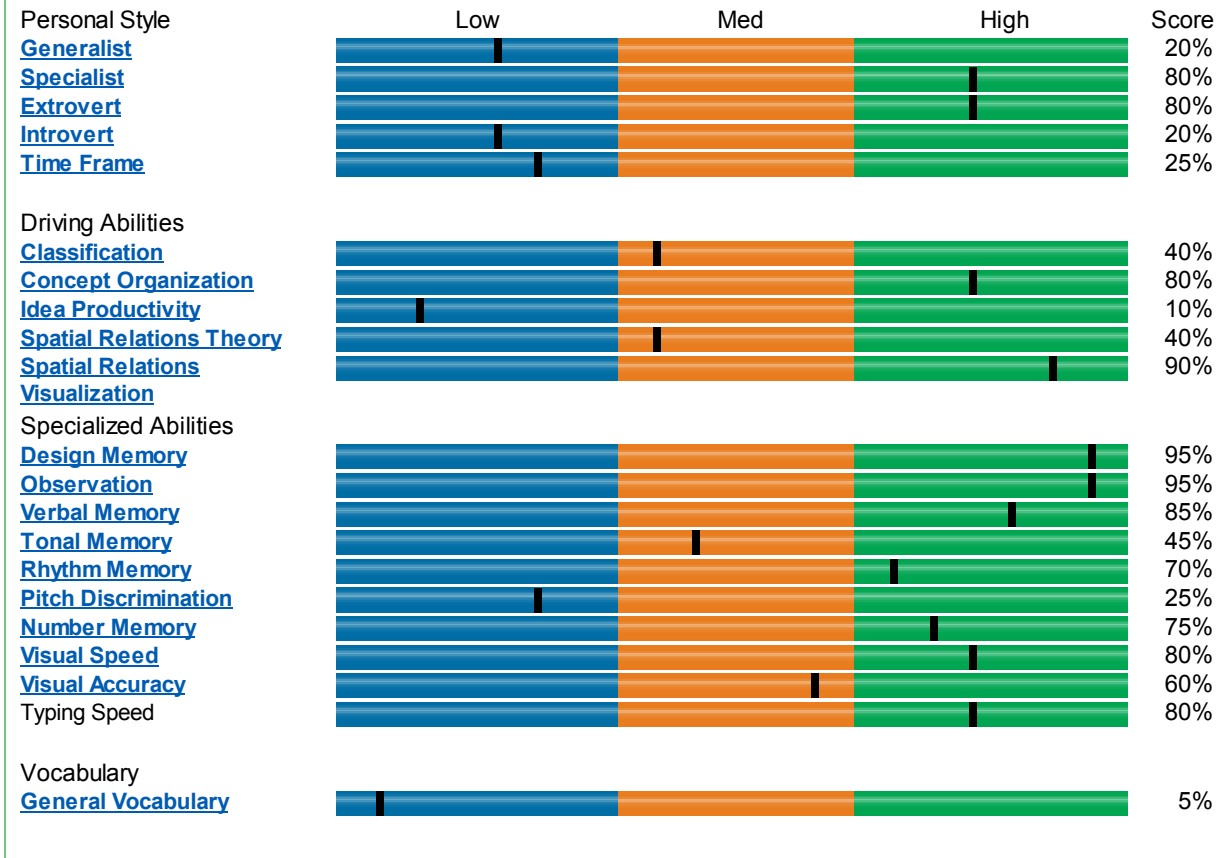
**Four Key Dimensions.** This section relates your abilities to the four key dimensions of your work life: Work Environment / Personal Style / Learning & Problem Solving / Decision Making & Communication.

**Work Types.** This section contains a list of functions or roles normally performed by the American work force. Next to each is a description of the function. The functions are broken down into four categories: Strong Matches with Your Abilities; Good Matches; Moderate Matches and Weak Matches.



## 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.

Adult test 1



## 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.

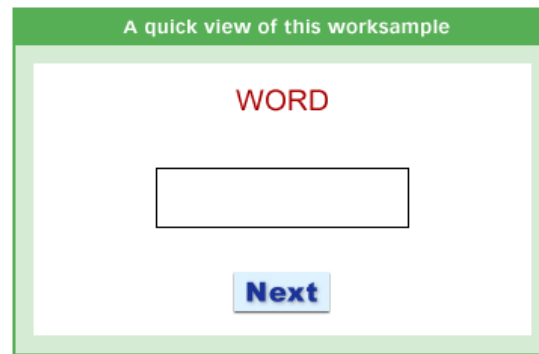
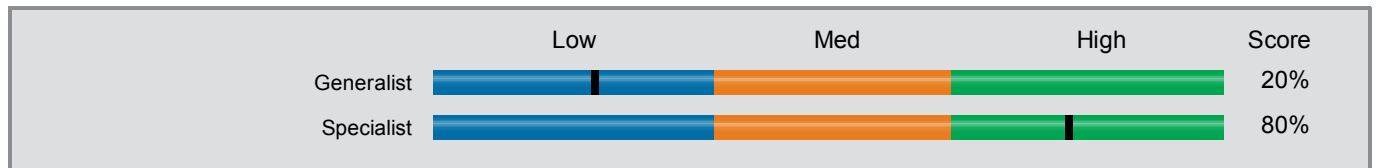
Both the Generalist/Specialist scale and the Extrovert/Introvert scales are continuums which show your relative position on the scales. The Generalist/Specialist scale is an indicator of your overall orientation in whatever work you do. Your relative position on this scale speaks more to the role you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



No one is completely a Specialist or a Generalist. Everyone shows some aspects of both. You can consider yourself a strong Specialist.

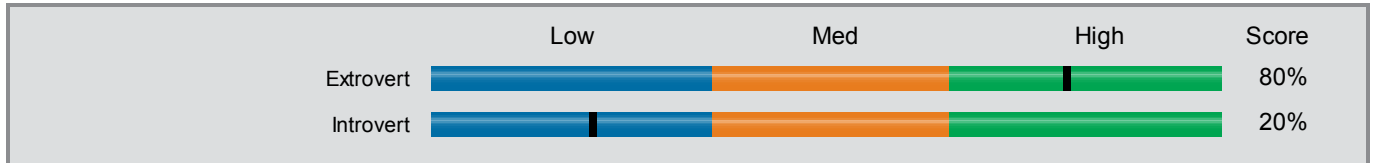
As a Specialist, you...

- Share your attributes with 20% of the population.
- Have a unique, individual way of looking at the world. You see things somewhat differently from others.
- Have a unique perspective on things. If expected to come up with the "regular" response, or to be "part of the herd," you will be working against yourself.
- Pursue goals and solve problems best by working independently and autonomously.
- 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 your field.
- Focus more narrowly on your areas of expertise and find it difficult to focus on multiple jobs at once.
- Like to contribute from the point of view of an expert.
- Work primarily for yourself and have a clear idea of your objectives.
- Advance in organizations by becoming more and more knowledgeable in a particular area until you know more about it than anyone else.

- Find bureaucratic organizations difficult.
- Are very involved in your work and have difficulty separating work from the other aspects of your life.

### 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**

     1. Do you tend to introduce yourself to others rather than waiting for them to do so?

     2. Are you more likely to have one or two closer friends rather than having many broader ones?

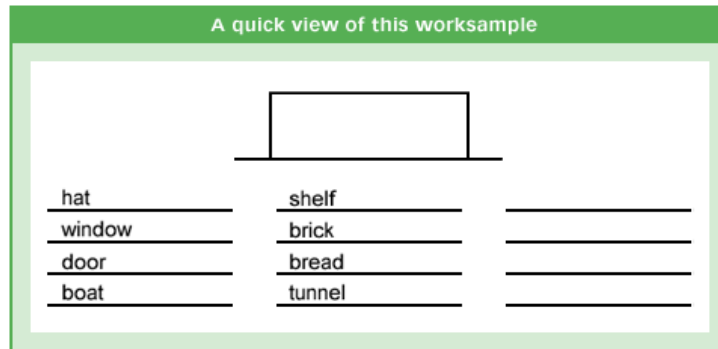
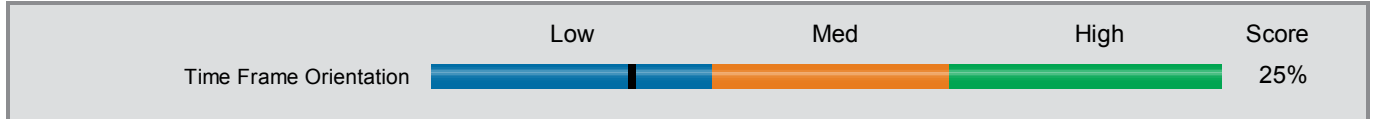
No one prefers Introversion or Extroversion all of the time; everyone has some characteristics of both. Your score indicates that you have a preference for Extroversion.

As an Extrovert, you...

- Get energy from being with people; you like being around others through a good part of your day. You can become stressed and dissatisfied in jobs that require you to be alone all of the time.
- Gather energy from external events, experiences, and interactions and like variety and action.
- Are drained of energy if required to work alone for a long period of time.
- Tend to speak first, reflect later. It is important for you to get an idea out for discussion, without necessarily thinking it through first yourself.
- Like to develop your ideas by discussing them with others and often prefer to communicate by talking.
- Tend to be sociable and expressive and enjoy initiating and sustaining interactions.
- Learn best by interaction, prefer to work with others, and enjoy discussion.
- Tend to avoid long, slow jobs or projects, particularly if they do not include interaction with others.

## 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

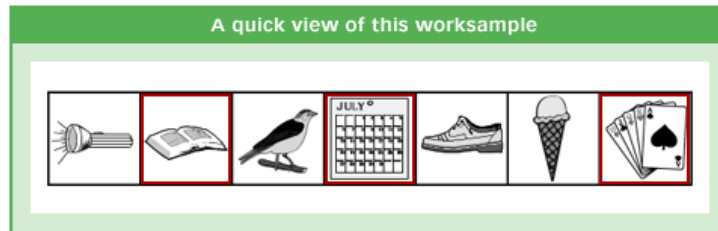
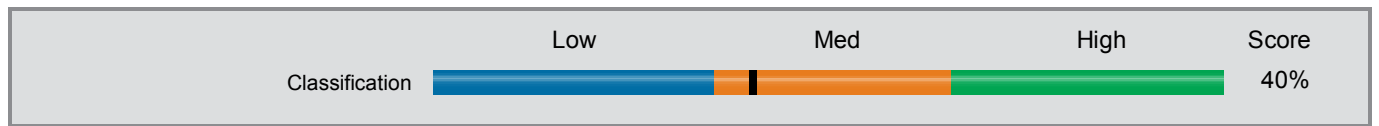
This section shows your results in five worksamples. Together, they are called the Driving Abilities. They are: **Classification**; **Concept Organization**; **Idea Productivity**; **Spatial Relations Theory**; and **Spatial Relations Visualization**.

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.

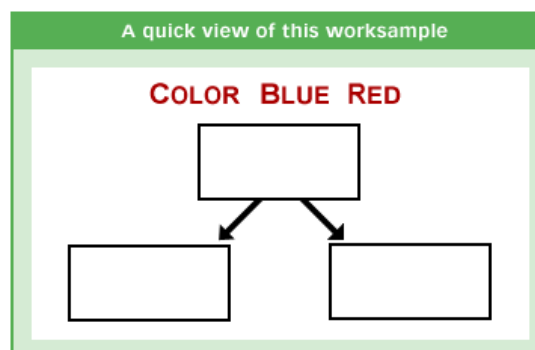
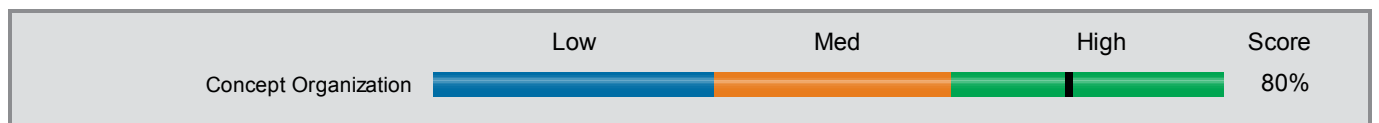


As a person with medium Classification, you...

- You have more flexibility and choice about using this ability than if you were either high or low. But you need to take this ability into account when making work decisions.
- Will find this ability demands use
- Are able to work in fast-paced environments, as well as more stable, less chaotic environments with little difficulty.
- Will like some problem-solving or diagnostic tasks as a part of your work day.
- Are able to work within established guidelines.
- Problem-solve best within established guidelines.
- Do not enjoy work situations that require rapid-fire problem solving and that are under high pressure.
- Prefer work with set procedures.

### 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.



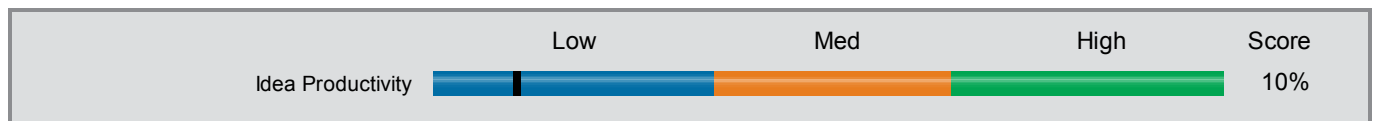


As a person with high Concept Organization, you...

- 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.

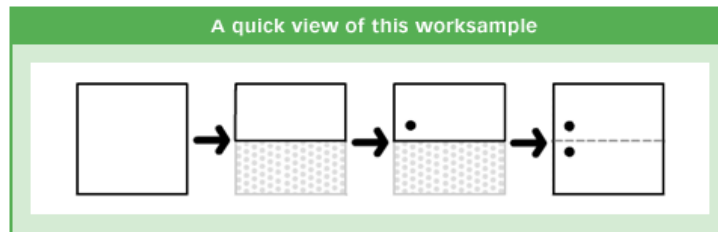
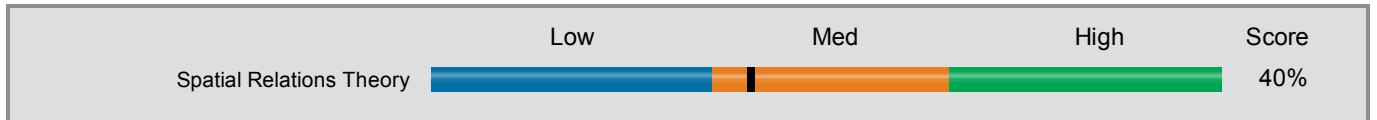
As a person with low Idea Productivity, you...

- 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.



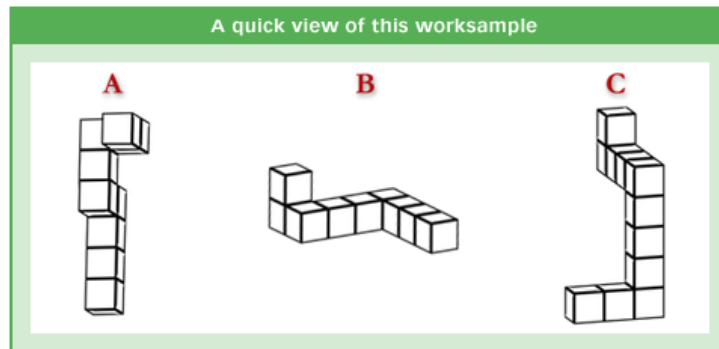
As a person with medium Spatial Relations Theory, you...

- Are able to draw upon this ability to solve abstract problems in a three-dimensional world
- Have some facility to understand theoretical and abstract situations. For example you can understand the theoretical relationships of mechanical systems - such as those used in engineering, astronomy, computer systems, and higher mathematics.
- Can see and mentally picture the interpersonal dynamics in systems such as corporations and families.
- Are able to design pieces of equipment and other tangible structures but are not necessarily interested in building them. (The ability to build tangible structures increases as this ability becomes stronger.)
- Need work enabling some direct contact with people and things and offering opportunities for developing theories and explanations about how they function and interact.

### Spatial Relations Visualization

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





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

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

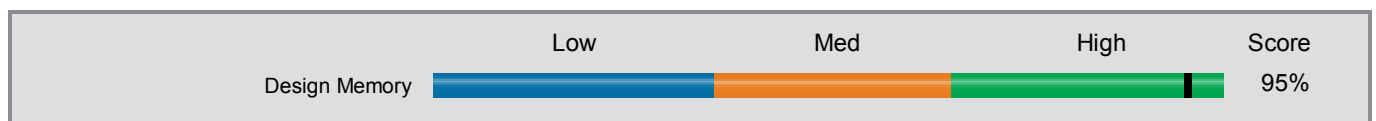
## SPECIALIZED ABILITIES

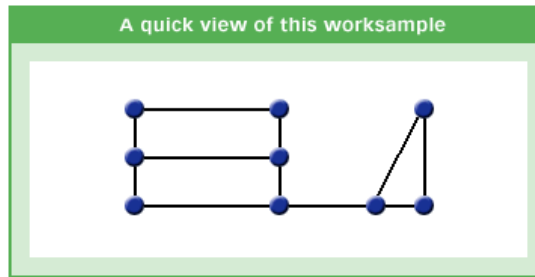
This section shows your results in nine worksamples. Together, they are called the Specialized Abilities. They are: **Design Memory**; **Observation**; **Verbal Memory**; **Tonal Memory**; **Rhythm Memory**; **Pitch Discrimination**; **Number Memory**; and **Visual Speed and Accuracy**.

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

### Design Memory

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



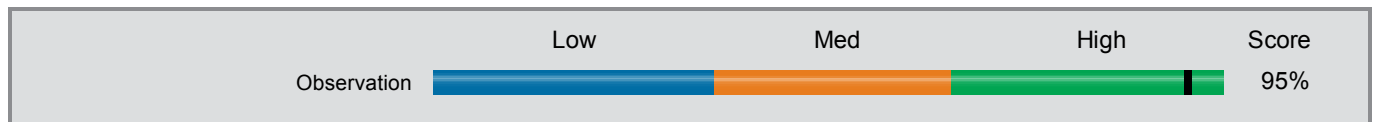


As a person with high Design Memory, you...

- Find it easy to remember two-dimensional visual patterns and are able to work comfortably with the overall patterns in visual material, as, for example in maps, architectural designs, and diagrams of any kind.
- Should find it easy to remember such things as the location of objects in a room and directions on a map.
- Can consider Design Memory to be a significant learning channel in and of itself and can easily translate information received in other forms into graphics such as diagrams and drawings.
- Need to find activities in which this ability can be used regularly, or you may feel vaguely dissatisfied.
- Will find this ability useful in many scientific, technical, and/or artistic tasks.

### Observation

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



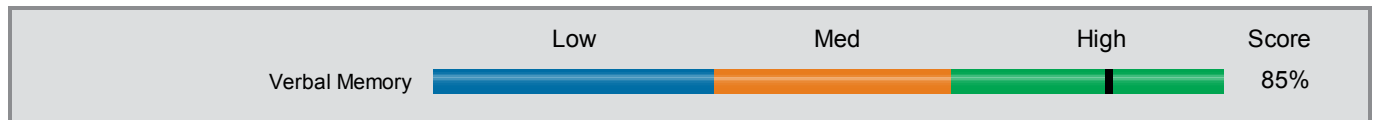
As a person with high Observation Ability, you...

- Will find this ability to be useful to you in many areas that require close attention to detail and remembering visual changes and inconsistencies.
- May intuitively notice detail in all areas of work/life, especially when they are of interest to you.
- Can easily bring this ability into play in artistic and visual tasks.

- Can find this ability helpful any time you need to describe the details of some experience, notice small parts of an event, or recall changes in what you're seeing.
- Can use this ability in a hobby if not in the work setting.
- May intuitively use this ability to read facial expressions and the body language of others.

### Verbal Memory

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



#### A quick view of this worksample

NUPA -- COW

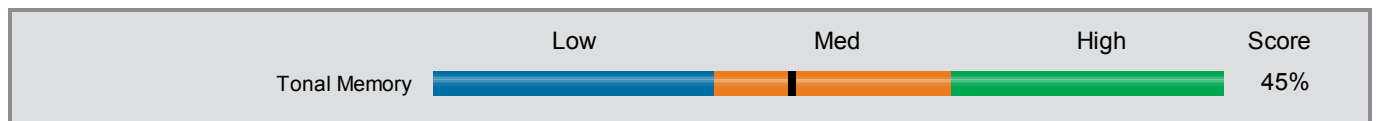
NUPA \_\_\_\_\_

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

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

### Tonal Memory

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



#### A quick view of this worksample

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

1

2

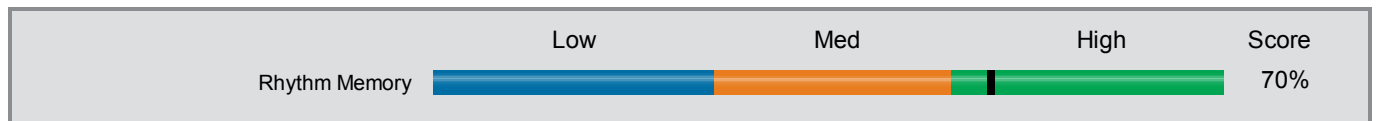
3

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

- Have some facility to remember tunes and tonal sequences. This ability is used to sing and play music by ear. It is also the auditory memory used to reproduce the accent and tones of a foreign language.
- May feel some press to use this ability, particularly if your scores on the other music abilities (Rhythm Memory and Pitch Discrimination) are in the medium range or above.
- Should enjoy learning to play a musical instrument, particularly if you have some support from at least one of the other two musical abilities.
- Should be able to pick up information from what you hear with no particular problem.
- Should consider Tonal Memory a significant learning channel and use it to advantage in any formal learning or training situation.

### 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.

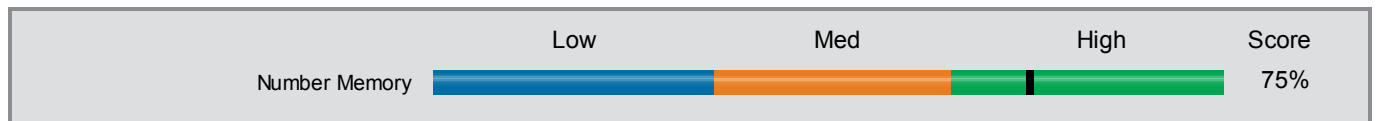
**HIGHER**      **LOWER**

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

**1 2 3 4 5 6**

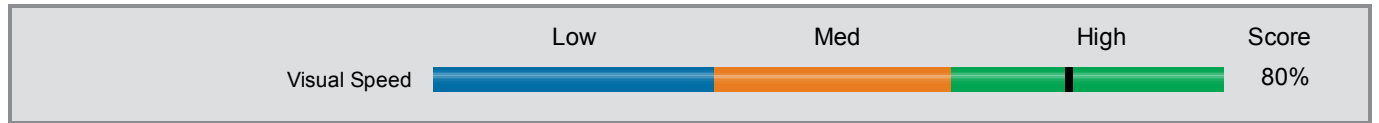
1 \_ \_ \_ \_ \_

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.

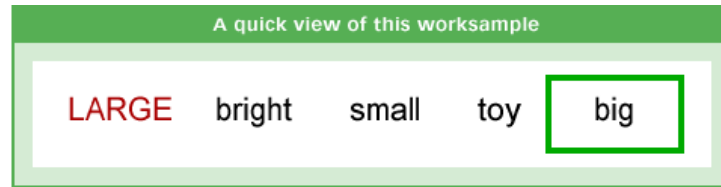
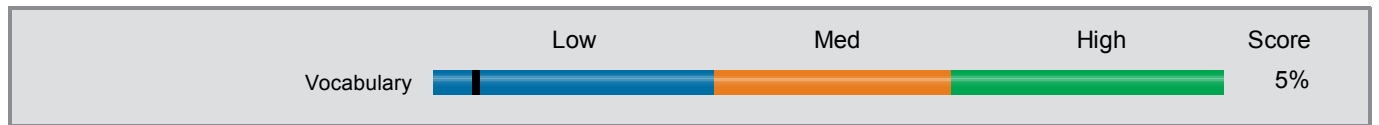
Your vocabulary can also be improved by good reading. As you read, you should keep a dictionary nearby to look up and study the words you don't know.

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.





If your work environment involves working with people who have higher Vocabulary levels, your score in Vocabulary can mean that you...

- May have creative and innovative ideas, but you may have difficulty communicating them effectively. Increasing the precision and breadth of your Vocabulary can help tremendously in increasing your ability to articulate and communicate new ideas.
- May inhibit the use of your natural abilities and your potential or ability to rise within your career.
- May need to acquire more extensive word knowledge if your Vocabulary does not match your long-range career expectations.
- May lack the breadth of knowledge required in your career choice.



## FOUR KEY DIMENSIONS

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

### WORK ENVIRONMENT/PERSONAL STYLE

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

Your preference for Extroversion indicates that you are energized more by external forces and events than by internal ones. You prefer many opportunities throughout your day to interact with others, in small and in large groups. You may not like working on projects which demand that you work completely alone. Throughout your day you may prefer a great deal of activity, which energizes you. Individuals who prefer Extroversion tend to have a wide range of interests and may enjoy multiple activities in the course of their work. The best strategy for them is to sandwich solitary work between periods of interaction with others. This allows them to concentrate better on their more solitary activities.

As a strong Specialist you are likely to be more fulfilled in your job when you can demonstrate an area of expertise or give advice from the perspective of the expert. Your score indicates that you may be happiest when you work from great passion or commitment. You may see the world uniquely and offer that unique view to the organization. Typically, you require autonomy and independence in the workplace, and you may prefer to work in smaller teams, if this is possible.

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.

You are in the midrange on Classification; however, Classification is such a powerful problem-solving ability that even with this mid-range score, you may find it a significant ability for you. You may find, for instance that when someone needs a fast answer to a problem, you just "know" the answer, without needing to get there logically. This is Classification at work. You may find that you like situations in which you can demonstrate this rapid-fire, seat-of-the-pants problem-solving ability.

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

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

## LEARNING

This key dimension of work life refers to how you take in new information. Understanding your learning channels helps you identify what you need to do to facilitate learning and to remember new information. Knowing about how you learn best - through reading, listening, diagrams or a combination of these - also enables you to request information in particular formats. Understanding your learning channels can help you understand more about yourself: why you enjoy having reading material around; why you remember data better when someone shows it to you on a graph; or why you remember more when you hear someone speak on a topic than when you try to read about it.

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

Your score in Tonal Memory indicates that you have a good ability to recall what you hear. You may find that you need to concentrate more intensely when hearing material that is not particularly interesting to you. If you pair your audio learning with other methods of taking in information - like taking and reading notes - you will reinforce the information you hear.

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

Your Rhythm Memory score indicates a 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 midrange in Classification; but this ability works so powerfully that you may be more satisfied at work if you have some outlet for it in your regular roles or tasks. You may find that you enjoy having new problems to solve or occasionally having to make a quick decision about something. You may also find that you like a fast-paced environment at work and that you like dealing with a wide variety of problems and issues during the work day.

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

Specialists prefer to work as individuals and often make contributions from the point of view of an expert. As a Specialist you tend to approach problems from your own unique perspective. You can bring your expertise to situations and are likely to know your particular area better than anyone else. When faced with new problems, Specialists usually have a unique point of view. This can be a decided asset on teams that value new, creative, "outside the box" ideas and solutions. This can also be a little disorienting on teams that want the usual or standard solution to problems.

As an Extrovert, you recharge by interacting with others and benefit most by solving problems with others. You think out loud and need to talk through your problem-solving process to be most effective. Since you process information externally, your first statement about a decision or solution may not represent your final conclusion. When you do not have the benefit of talking with others prior to making a decision, you may need to change course once things are underway.

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

work environment may favor and reward lower levels of Idea Productivity.

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

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

## COMMUNICATION

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

Specialists have their own unique language and perspective. As a Specialist, you prefer to work as an individual and to make a contribution from an expert or particular point of view. You will tend to communicate your view with passion and intensity, because you often "own" your work as a personal extension of yourself. You tend to communicate from your own unique position and tend to have a unique way of seeing almost any issue. Because 80% of the population consists of Generalists, the Specialist is likely to appear and feel out of sync in communicating with a group of Generalists. Sometimes it can be difficult for you to understand how others feel at work, and your communication may not appear to be connected to the group or team goal. Any effort you can expend checking out how others on a team or in a group may feel can be of enormous benefit to you in understanding how to work best with the whole team.

Extroverts like and need to interact with others to recharge their batteries, and usually prefer communication on the phone or face-to-face. As an Extrovert, you often prefer to speak rather than listen. You can initiate and sustain interactions, because interacting with others is a rewarding end in itself for you. You like and need free social interaction during communications. Situations that require communicating in structured, stereotyped formats will feel stressful and energy-draining. You often process information by talking ideas or information over with others before drawing a conclusion. This can mean that when you communicate your thoughts or ideas, they may represent a series of possible suggestions rather than a final conclusion. You may react immediately to a thought or idea; but your initial reactions may not express your final conclusions.

Your Classification score is in the midrange. But Classification is such a powerful ability that even in the midrange it can significantly affect your ability to communicate. You may find it quite easy to understand what a person is driving at or intending to say -even before he finishes talking. In working with a team, you may find that an answer to a problem seems obvious to you, but is anything but obvious to others. You may find that you draw conclusions from a stated set of facts long before others do. All of this can make you feel or act impatiently at times. You may often think, "OK, get to the point," when talking to others and you may find it difficult at times to slow down enough to listen to other points of view. While your solutions may be accurate, you may also wish to improve your communication skills by paying attention to the conclusions offered by those with slower problem-solving styles.

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

Your score in Vocabulary is in the low range. In general, you can help yourself advance in almost any organization by improving your Vocabulary level. The stronger your Vocabulary is, the more your communications can provide energy and power to your career and to your ability to rise in your company.

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



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

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

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

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

### TIPS FOR REVIEWING THESE WORK TYPES

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

Work Types which you perform well, but on which you score low (or lower than you perceive you should score) usually represent areas in which you have developed your skills and/or have a solid basis of experience. Work Types in which you are stronger than you anticipated may represent



areas in which you perform so well that you take them for granted. Or, they may represent areas which you have the potential to perform, but in which you have not had the opportunity to gain experience.

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

### Strong Match With Your Abilities

| Work Type                                   | Definition  |
|---|---|
| • <b>Designing, Artistic</b>                | Creating new, creative two- or three-dimensional designs. This does not necessarily have a specific goal or purpose, but it may also be goal or end-directed.                                   |
| • <b>Designing, Technical</b>               | Creating new, two- or three-dimensional designs. This kind of design has a clear goal and a defined set of information to communicate.  |
| • <b>Creating, Processes and Procedures</b> | Creating logical sequences of events to accomplish particular tasks. Involves analysis to reduce a task to its basic elements and synthesis to create a sequence yielding a repeatable outcome. |

### Good Match With Your Abilities

| Work Type  | Definition   |
|--|--|
| • <b>Paying Attention to Details</b>             | Seeing and attending to small details of projects and processes.   |
| • <b>Problem-Solving, Scientific</b>             | Problem-solving and research in natural sciences.  |
| • <b>Teaching</b>                                | Helping others understand, learn, and/or use specific information or processes.                                    |
| • <b>Problem-Solving, Structural/Engineering</b> | Understanding and solving problems associated with using technology and/or manufacturing real, tangible products.  |
| • <b>Research, General</b>                       | Information-gathering in any particular subject area. Also involves reaching conclusions about what is discovered. |
| • <b>Communicating, Speaking/Listening</b>       | Picking up and transferring information orally through listening to others and speaking to them.                   |
|  |  |



|  |   |
|--|---|
| • <b>Research, Scientific</b>                | Information-gathering in a scientific or technical area. Also involves reaching conclusions about what is discovered.   |
| • <b>Mediating, Diplomacy</b>                | Hearing opposing points of view and explaining them to the opposing sides with the object of fostering cooperation or agreement.  |
| • <b>Making Contact With Others</b>          | Forming and keeping personal relationships with others. Examples might be meeting and forming relationships with potential clients or keeping long-term business relationships with influential people. |
| • <b>Planning, Tactical/Specific</b>         | Paying attention to specific directions and tactical issues in order to plan specific actions or events.  |
| • <b>Creating, Artistic</b>                  | Coming up with new, creative, and unique ideas or images. This does not necessarily involve solving a particular problem, although it can. This role often involves the right hemisphere of the brain.  |
| • <b>Problem-Solving, Logical/Analytical</b> | Using and combining information to reach logical, predictive conclusions.   |
| • <b>Performing</b>                          | Putting yourself in front of other people to inform, teach, sell or entertain them.   |
| • <b>Managing, Processes</b>                 | Understanding and making decisions regarding complex, multifaceted processes that may involve people, information systems, or machines.   |
| • <b>Prioritizing</b>                        | Creating logical sequences. Understanding and making decisions about the order of importance or order in time of events or processes.   |
| • <b>Motivating*</b>                         | Inspiring others to their best performance and productivity.  |

### Moderate Match With Your Abilities

| <b>Work Type</b>                             | <b>Definition</b>   |
|--|---|
| • <b>Problem-Solving, Technical/Abstract</b> | Understanding and finding solutions to new technical, scientific, or engineering problems, especially in theoretical, abstract, or non-hands-on situations. |
| • <b>Facilitating Interactions*</b>          | Fostering productive communication between two or more other people.  |
| • <b>Coaching</b>                            | Helping people reach their goals more quickly and effectively by communicating skills/wisdom gained through experience.                                     |
| • <b>Managing, Structural/Engineering*</b>   | Managing people and processes that are involved with using technology and/or manufacturing real, tangible products.   |
| • <b>Connecting at Feeling Level</b>         | Relying on the feeling/emotional level of experience rather than logic or analysis in interacting with others.  |
| • <b>Problem-Solving, Consultative</b>       | Solving problems from a position as an expert outside normal organizational channels. Also involves persuasion in getting others to see your point of view. |
| • <b>Communicating, Writing</b>              | Writing and presenting ideas in such a way that they are understandable to others. This can involve transmitting information, persuading, or exhorting.     |
| • <b>Problem-Solving, Diagnostic</b>         | Gathering information about a particular subject or process to find out what is wrong, what should be   |

|   |   |
|---|---|
|   | fixed, or what can improve it. Involves inductive reasoning.  |
| • <b>Managing, People*</b>              | Motivating and inspiring the best performance from people who report to you. Making directional decisions for groups.                   |
| • <b>Setting Overall Direction*</b>     | Able to ignore unimportant details in order to see and track a longer-range, overall directional picture of an organization or process. |
| • <b>Problem-Solving, Experiential*</b> | Using your experience in previous similar situations as a guide to action and problem-resolution in the present.                        |

### Weak Match With Your Abilities

| <b>Work Type</b>                                 | <b>Definition</b>   |
|--|---|
| • <b>Selling</b>                                 | Persuading other people, usually in a face-to-face situation, to see an idea or product in the same way that you do.                              |
| • <b>Problem-Solving, Creative</b>               | Problem-solving that involves the right hemisphere of the brain, yielding new, unique solutions. Also involves abilities useful in brainstorming. |
| • <b>Planning, Strategic</b>                     | Planning for long-term, directional movement in an organization or group.   |
| • <b>Problem-Solving, General</b>                | Quickly understanding and finding solutions to new problems that arise. The premium in this role is being able to solve problems quickly.         |
| • <b>Decision-Making, Directional/Strategic*</b> | Making strategic, directional decisions for an organization or group. This is contrasted to more tactical problem-solving.                        |



## CONCLUSION

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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](http://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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