



CONFIDENTIAL REPORT

for

Christopher Heinz

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Online Version

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Report Type:

Student: Adult:

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

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

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

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

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

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

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

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

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

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

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

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

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

Remember, abilities:

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

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



Your Highlands Ability Profile

Click On Each Ability For Fuller Explanations



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

Christopher Heinz



ABILITIES

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

PERSONAL STYLE

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

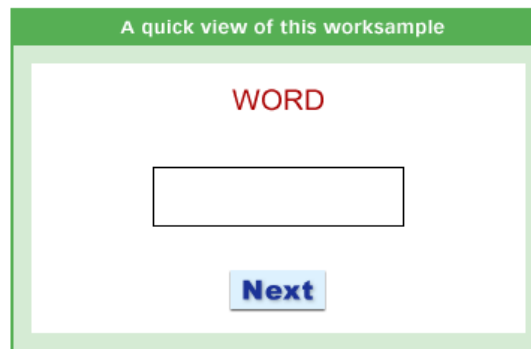
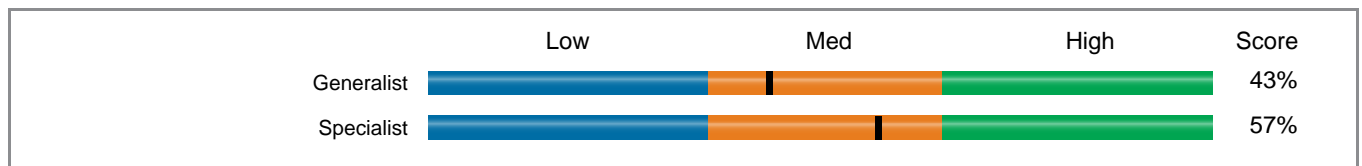
Both the Generalist/Specialist scale and the Extrovert/Introvert scales are continuums which show your relative position on the scales. The Generalist/Specialist scale is an indicator of your overall orientation in whatever work you do. Your relative position on this scale speaks more to the role you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

Introvert/Extrovert scale is an indicator of the kind of interpersonal work environment which you will most enjoy. Neither scale determines the type of work you should do, nor the role you should play at work. A manager may be an Introvert or an Extrovert, but he or she may have a different style, and create a different interpersonal working environment, than another manager.

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

Generalist/Specialist

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



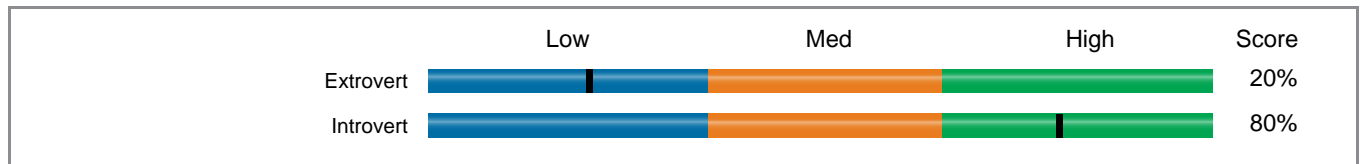
Everyone is a blend of Specialist and Generalist and shows some aspects of both. You score in the mid-range on this scale. This means that you can function to some extent on both sides of the scale. You need to understand both sides of the scale because people scoring in the mid-range combine the qualities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

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

- People scoring in the mid-range combine the qualities of both Specialists and Generalists. A good way to combine the qualities is to study a specialized field or problem and then to offer your knowledge in a group-oriented activity or project.

Introvert / Extrovert

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



A quick view of this worksample

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

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

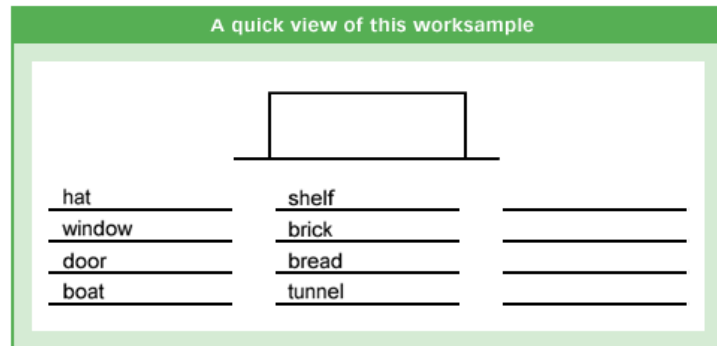
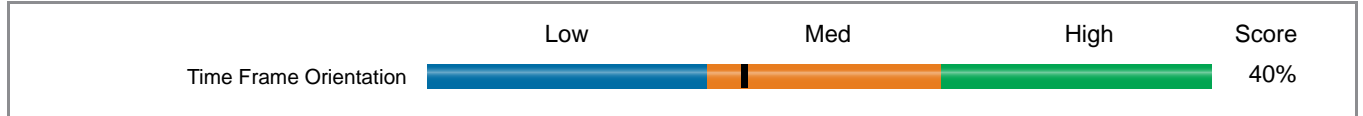
No one evidences Introversion or Extroversion all of the time; everyone shows some characteristics of both. Your score indicates that you have a preference for Introversion.

As an Introvert, you...

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

Time Frame Orientation

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



As a person with a mid-range or intermediate Time Frame Orientation, you...

- Have a natural Time Frame between one and five years 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 longer Time Frame goal (in excess of five years) by consciously breaking it into clear segments that are more within your natural Time Frame.
- Are able to put off instant gratification for longer range goals, but not too far into the future.
- Have a good deal of flexibility in time management and orientation - as you are able to focus on immediate goals as well as undertake longer-range goals.

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**.

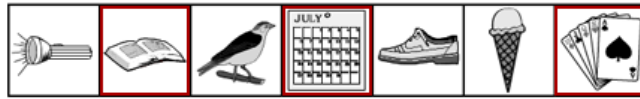
The Driving Abilities are very powerful and influence almost every part of our work lives. This is true whatever an individual's results. Each one of these abilities asserts itself in our lives. It is absolutely critical to take them into account when considering what role you should play at work.

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.



A quick view of this worksample

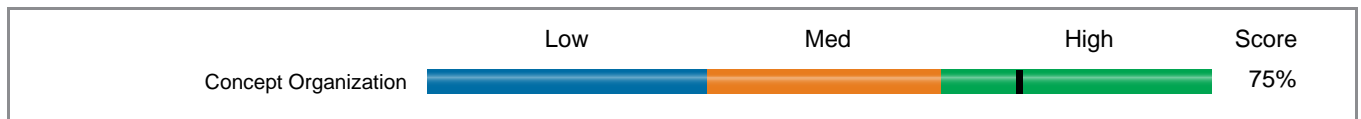


As a person with low Classification, you...

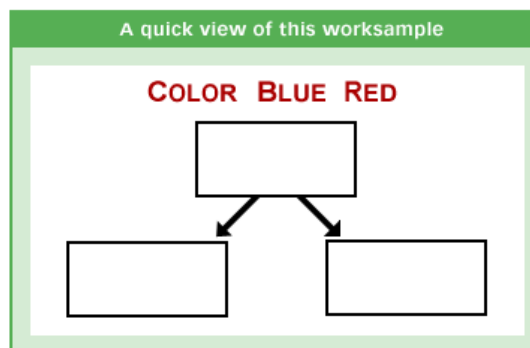
- May find stressful to you work situations that are chronically chaotic and require rapid-fire problem solving.
- Will be happier in work situations that are already organized, somewhat stable, and where you have some structure and predictability to your day and work.
- Find it relatively easy to persevere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

Concept Organization

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



A quick view of this worksample



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

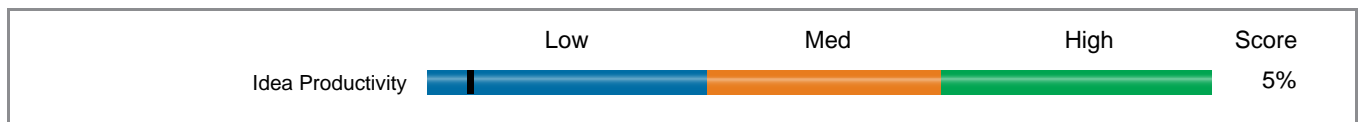
- Are able to analyze ideas and concepts and to arrange them easily into their logical sequence. This enables you to make ideas clear to others. This is the primary ability for the communication

of ideas to other people.

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

Idea Productivity

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



A quick view of this worksample

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

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

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

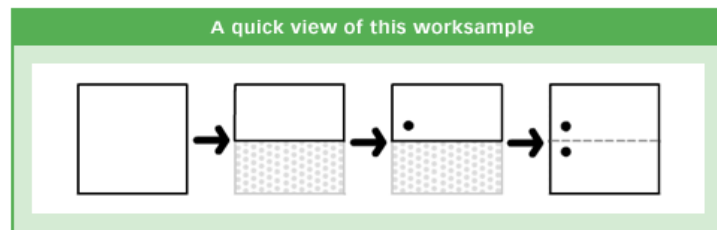
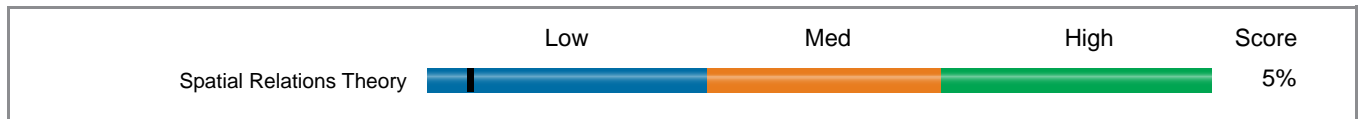
- Are able to focus well and work undistracted on a given project for a considerable length of time.
- Will probably want to avoid situations in which you are required to persuade or sell ideas to others in an impromptu manner.
- Are an asset in management and executive leadership positions and any work areas that require a high degree of concentration.
- Should look for roles that emphasize the quality of ideas rather than the speed or quantity of ideas.
- May feel uncomfortable in roles that constantly require the rapid production of new ideas, problem

solving, and adjusting to new ideas.

- Will find that this ability is helpful to you in any task that requires attention to details and follow-through to a conclusion.
- Will probably work most effectively in a stable environment where your ability to maintain undistracted focus is a positive strength, rather than a rapidly changing work environment.

Spatial Relations Theory

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

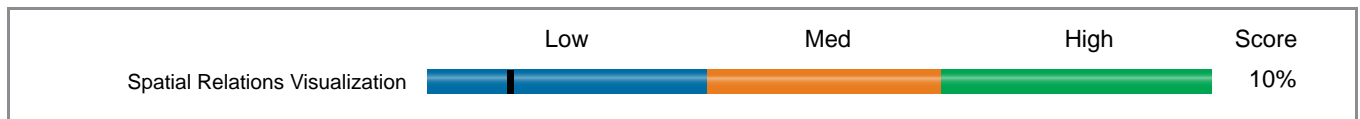


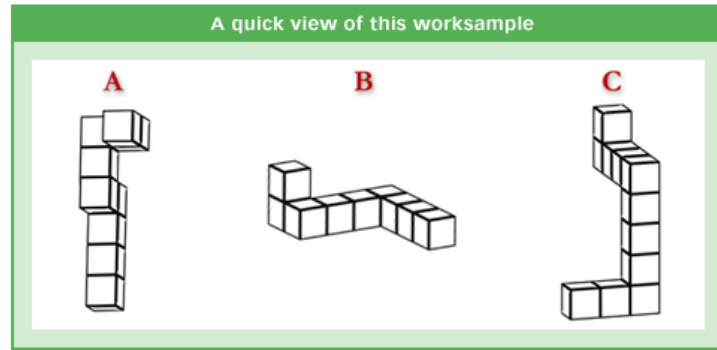
As a person with low Spatial Relations Theory, you...

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

Spatial Relations Visualization

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





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

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

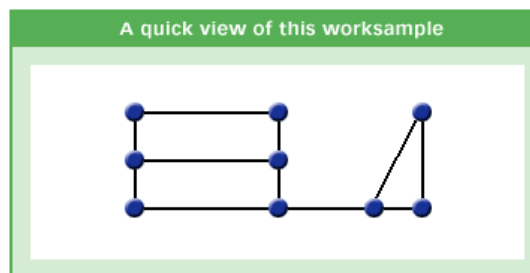
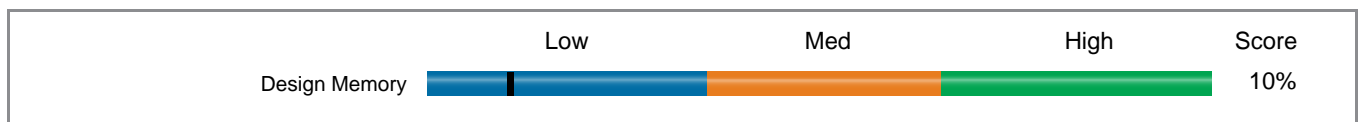
SPECIALIZED ABILITIES

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

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

Design Memory

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

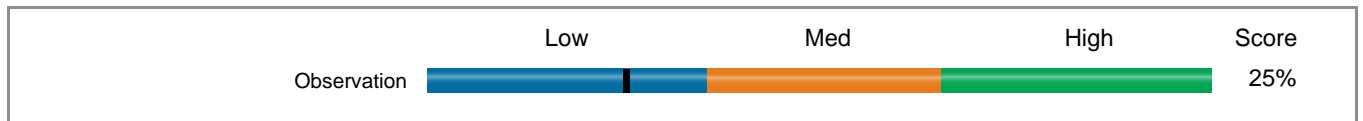


As a person with low Design Memory, you...

- May have difficulty in recalling patterns, textures, and designs.
- May experience some difficulty in remembering the overall pattern of visual fields, such as directions from maps or parts of diagrams.
- Can find it helpful to translate purely pictorial or graphic information into another learning channel, such as physical movement or the spoken or written word.
- Should avoid roles that depend heavily on memory of overall or complicated designs or patterns.

Observation

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

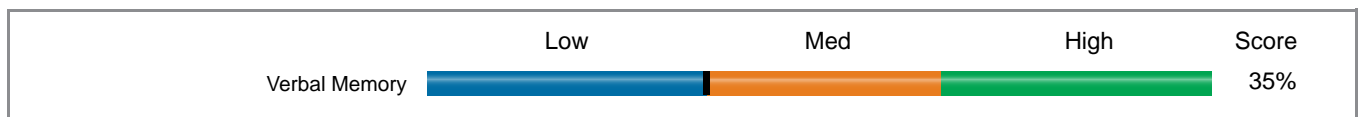


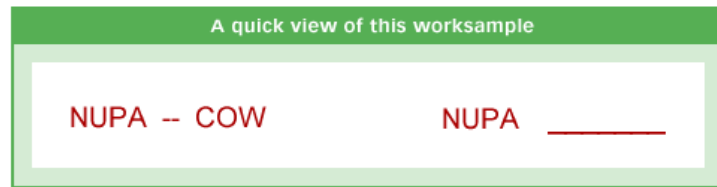
As a person with low Observation Ability, you...

- May experience difficulty in remembering visual details and noticing visual changes and inconsistencies.
- Can use visual prompts (notes, sketches, photographs) if you need to remember the details of a visual field.
- Are less likely to be visually distracted in work involving rapidly changing visual fields than people with high Observation.
- Need time for review and study of related tasks.

Verbal Memory

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



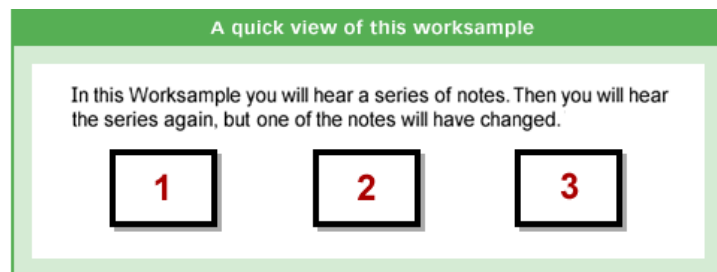
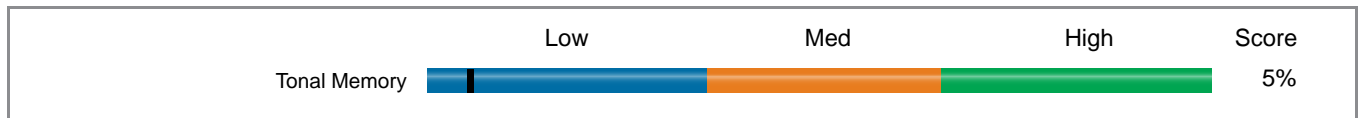


As a person with low Verbal Memory, you...

- May experience difficulty in memorizing information from the written word. Reading may be a relatively slow learning channel for you.
- Need to be sure to give yourself adequate time to work with written material.
- Can probably help yourself by "translating" the written word into other learning channels - e.g. by listening to books on tape, drawing diagrams, reading out loud, or associating words with pictures or diagrams.

Tonal Memory

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



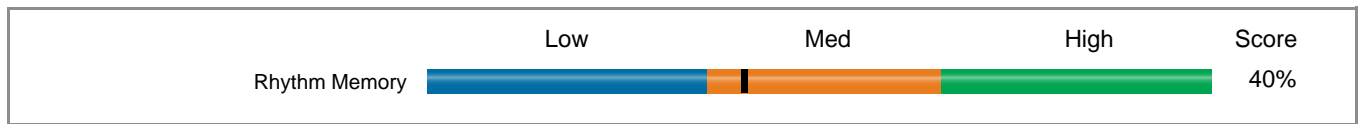
As a person with low Tonal Memory, you...

- May have difficulty in remembering 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 have difficulty remembering what you hear, so you should try to receive information in another form - such as a writing. If you must get verbal instructions or are in a lecture setting, you should take notes.
- Can probably help yourself by "translating" information from purely auditory input into the other learning channels - e.g. by taking notes or drawing diagrams.
- Can enjoy music but will probably not experience a great deal of press to experience this ability.

Rhythm Memory

This worksample measures your ability to remember rhythm patterns. It also relates to kinesthetic

learning, which is learning through movement.



A quick view of this worksample

In this Worksample you will hear pairs of rhythm patterns

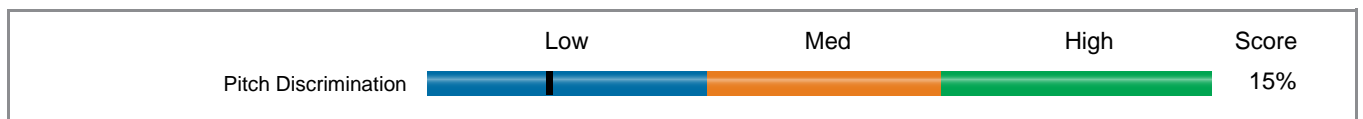
SAME **DIFFERENT**

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

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

Pitch Discrimination

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



A quick view of this worksample

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

HIGHER **LOWER**

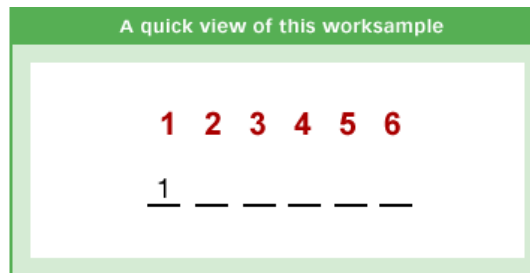
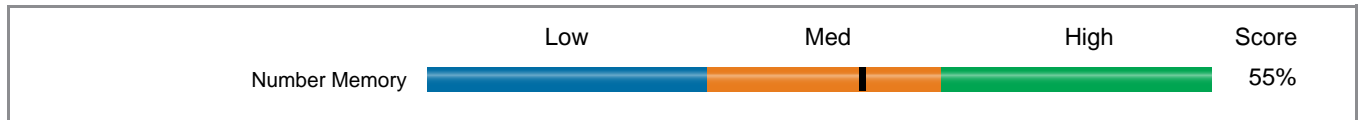
As a person with low Pitch Discrimination, you...

- 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.

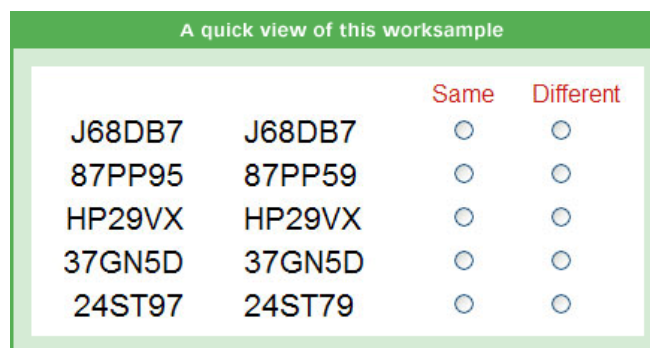
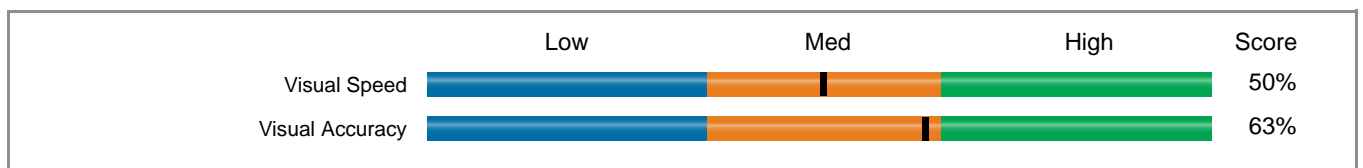


As a person with medium number memory, you...

- Are able to remember all sorts of facts from many different sources.
- Can remember those facts and numbers you need in your day-to-day tasks.
- Find this ability useful in 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.



As a person with medium Visual Speed and Accuracy, you...

- Should experience no particular problem in interpreting written symbols quickly and accurately.
- Should find these abilities helpful in any work that requires a large amount of paperwork or working with columns of numbers and figures.

Vocabulary

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

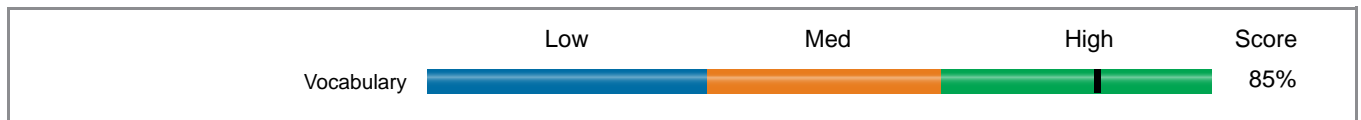
Because Vocabulary is developed and not innate, you can increase your Vocabulary level through study and concentration. Any work you can do to build your Vocabulary will be of great benefit in helping you advance in your career. Start working on words that you may have read or heard before, but for which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

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

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

Vocabulary

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



A quick view of this worksample

LARGE bright small toy **big**

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

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



FOUR KEY DIMENSIONS

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

WORK ENVIRONMENT/PERSONAL STYLE

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

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

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

With a Time Frame Orientation in the mid range you are likely to find your strength in setting goals and looking ahead over a period of one to five years. That range is very helpful in today's business climate and in planning cycles in organizations. If you need to accomplish longer-term goals, start by focusing on shorter term segments. You will need the help of an external planning source for goals further than five years in the future.

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

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

Your Concept Organization ability is very strong. This means that it is very easy for you to solve problems by means of a linear string of logic. Any time you are presenting ideas to another person,

planning into the future, figuring out strategy, writing your ideas down, or trying to figure out what went wrong if something fails, you will in all likelihood be using your powerful Concept Organization ability. These are all tasks that lean heavily on your ability to place elements in logical, linear succession. Some other kinds of tasks, such as rapid-fire problem-solving or trying to come up with multiple ideas about something, are difficult to solve with logic. By recognizing those tasks which maximize your use of Concept Organization, you can increase your productivity by bringing this ability to bear.

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

LEARNING

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

Your Verbal Memory score indicates that acquiring and retaining information only through reading may be somewhat difficult for you. In order for you to remember what you read, you should use other complementary strategies as well: reading aloud, taking notes, or highlighting/underlining important sections and reviewing them later. Your best strategy is likely to include reading in combination with use of another of your learning channels to reinforce the learning.

Your score in Tonal Memory indicates a necessity to apply some energy, focus and concentration when you must learn through the audio channels. You may need to hear something several times for it to stay with 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.

Your score indicates that your ability to remember new material presented strictly in the format of maps, charts or graphs is somewhat limited. When that is the only way to access new information, you may want to allow yourself enough time to review the material and convert it to another channel which is more effective for you. For example, you may prefer to write out directions instead of depending on a map.

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

Your Number Memory ability can be helpful to you in remembering names, numbers, facts, and trivia. With little effort, you can remember non-associated facts and data. This allows you to use the information to solve problems and make decisions and recommendations.

PROBLEM SOLVING/DECISION MAKING

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

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

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

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

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

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

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

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

With a score in the medium range in Time Frame Orientation, you are most likely to think of solutions to problems that focus on or bear results two to five years in the future. You consider most easily the implications of your solutions over a medium time range (one to five years).

COMMUNICATION

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

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

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

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

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

With a score in the lower range of Idea Productivity you can concentrate on the communications of others to hear what they are saying. You may have difficulty communicating in situations requiring a concept to be related in several different ways. Situations in which there is a need to communicate

with many people, or in which an individual is having difficulty understanding, may be particularly challenging.

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

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

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

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

Feedback Consultations

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

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

WorkShops

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

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