



THE HIGHLANDS
ABILITY BATTERY

CONFIDENTIAL REPORT

for

Sample Student

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Online Version

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High School Student

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Report Type:

Student: Adult:

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

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

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

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

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

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

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

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

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

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

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

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

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

Remember, abilities:

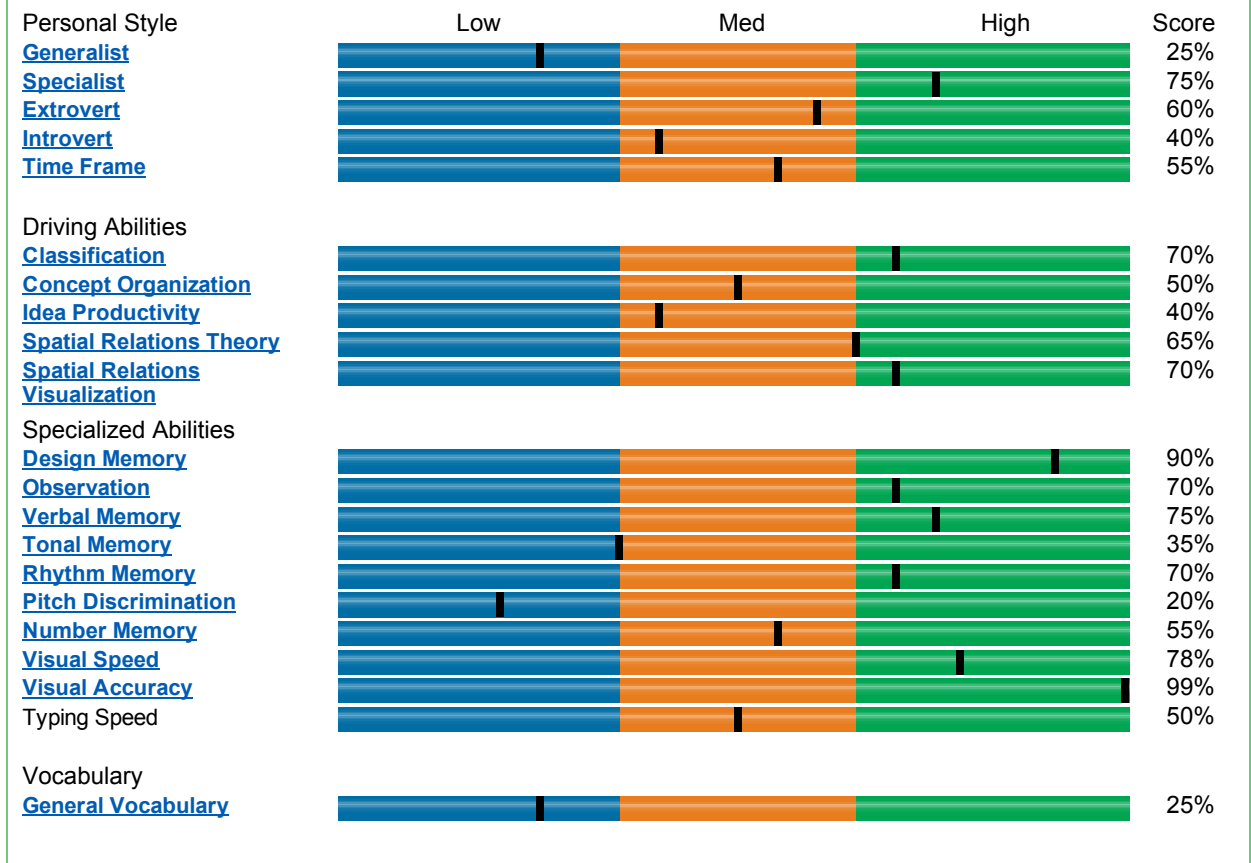
- Are crucial in defining which tasks are naturally easy and which tasks are more challenging
- Can cause dissatisfaction if ignored
- Do not deteriorate with neglect but remain with you forever - unlike skills
- Create many patterns - none of them inherently good or bad; each pattern indicates that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

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



Your Highlands Ability Profile

Click On Each Ability For Fuller Explanations



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

Sample Student



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.

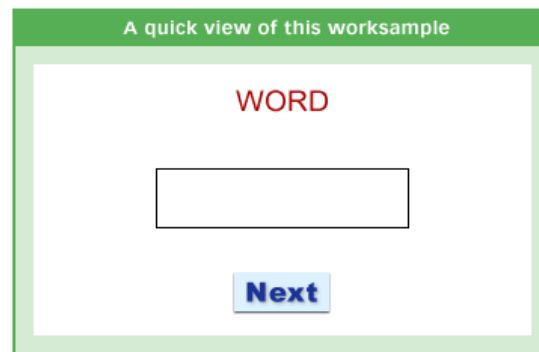
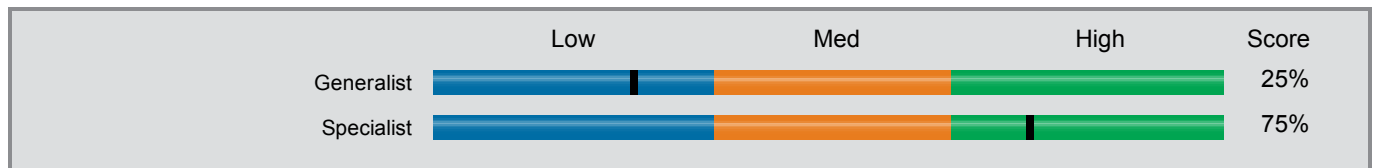
Both the Generalist/Specialist scale and the Extrovert/Introvert scales are continuums which show your relative position on the scales. The Generalist/Specialist scale is an indicator of your overall orientation in whatever work you do. Your relative position on this scale speaks more to the role you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

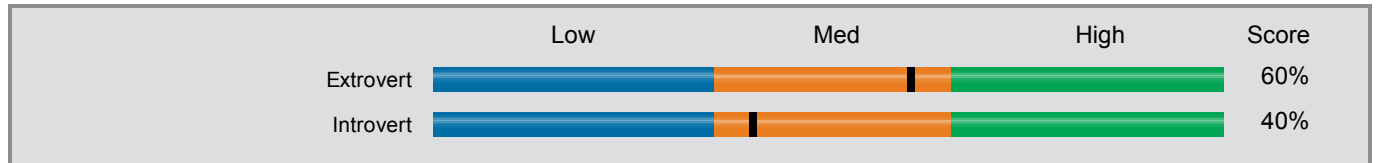
As a Specialist, you...

- 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**

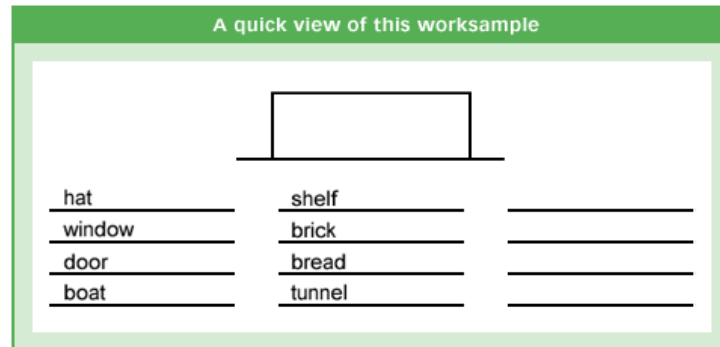
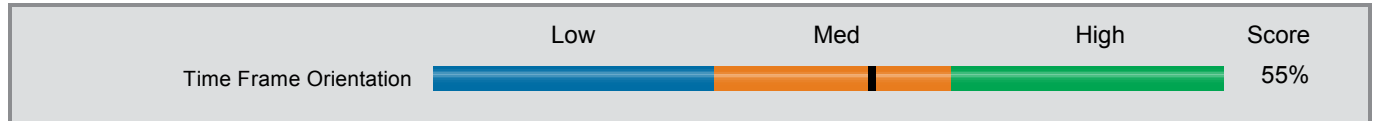
1. Do you tend to introduce yourself to others rather than waiting for them to do so?
2. Are you more likely to have one or two closer friends rather than having many broader ones?

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

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

Time Frame Orientation

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



As a person with a 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.



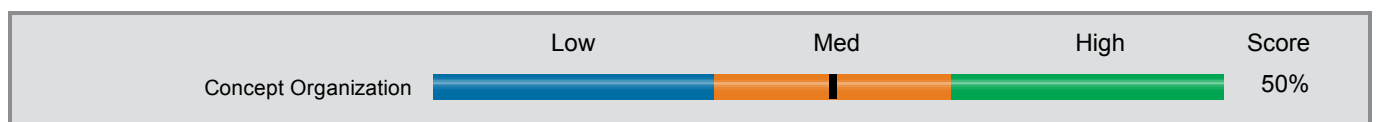


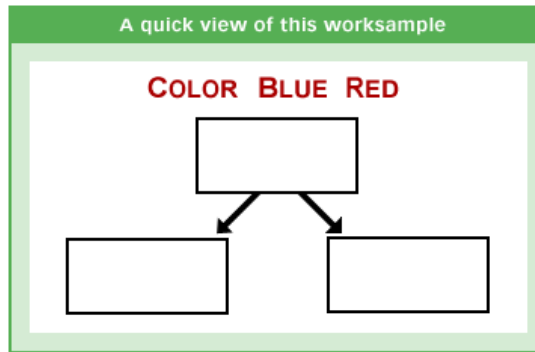
As a person with high Classification, you...

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

Concept Organization

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



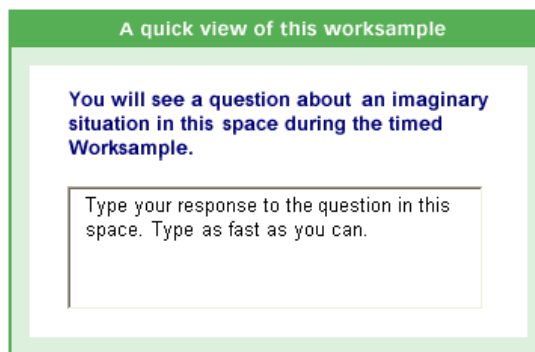
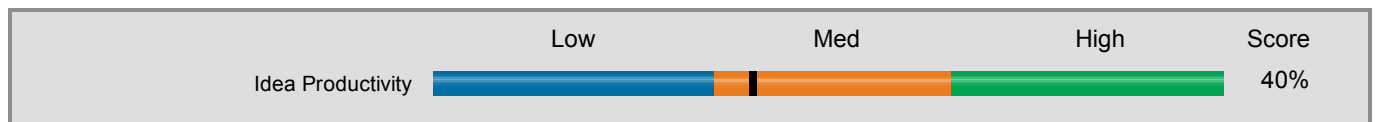


As a person with medium Concept Organization, you...

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

Idea Productivity

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



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

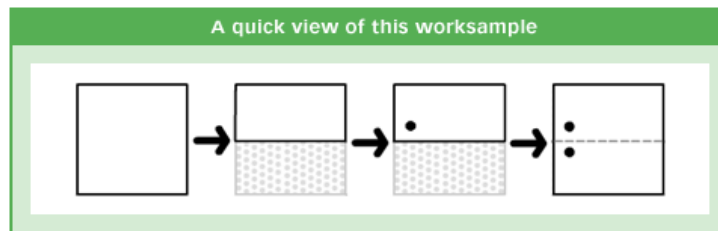
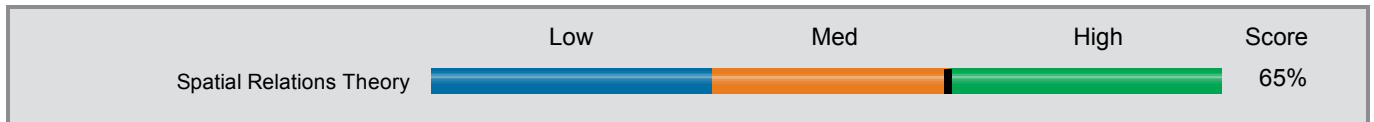
- Can generate plenty of ideas, yet you are also able to concentrate, focus, and follow through on details.
- Should plan to use this ability in your work. If your Idea Productivity is not used at work, you

should find some other outlet for it outside of work.

- May find it difficult to focus on a task or train of thought that requires long attention.
- May find yourself restless over time in a task that is mostly routine or rote, with very little change or opportunity for idea production.
- Can use your relatively strong idea flow to come up with solutions for problems, or for persuading or selling others on your point of view.
- Will enjoy working in environments with a moderate amount of change, as well as some demand for problem-solving and persuasion.
- Do not require new data or information to begin the generation of ideas.
- Will find this ability useful in many jobs, including executive leadership and design.

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.

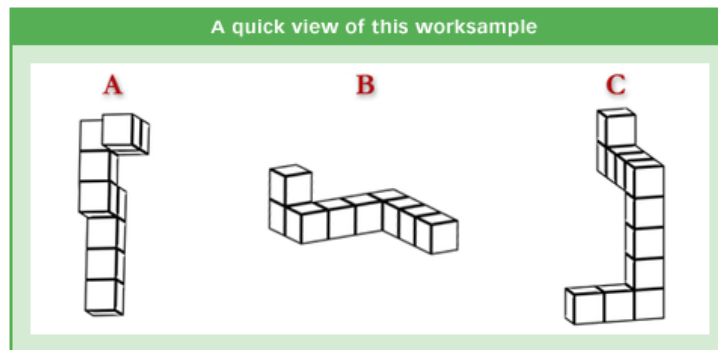
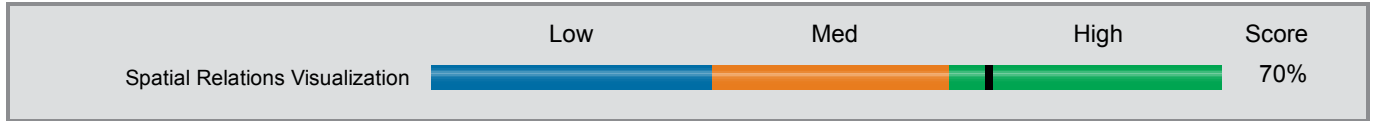


As a person with high Spatial Relations Theory, you...

- Can imagine and mentally manipulate imaginary and multi-dimensional space.
- Naturally understand and can do well in theoretical areas of knowledge such as astronomy, theoretical physics, chemistry, statistics, electromagnetics, and higher mathematics.
- Are able to deal with the complex, multi-dimensional relationships in universal forces like gravity, electricity, and higher levels of mathematics.
- Are able to understand and design both abstract and real systems such as nuclear reactors, astronomical movements, artistic creations, and computers.
- Are able to use this ability in forming an understanding of the dynamics at play in interpersonal systems.
- Can find this ability extremely helpful in counseling, advising, negotiating, diplomacy and mediating.
- Are able to design pieces of equipment and other tangible structures but not necessarily build them. The ability to build tangible structures is also reflected in your Spatial Relations Visualization score.

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.

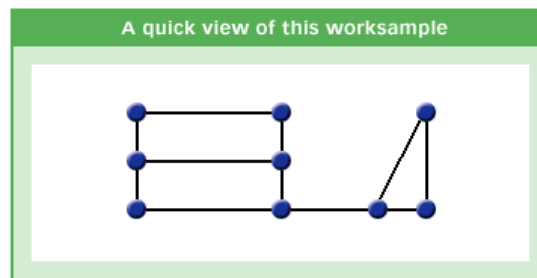
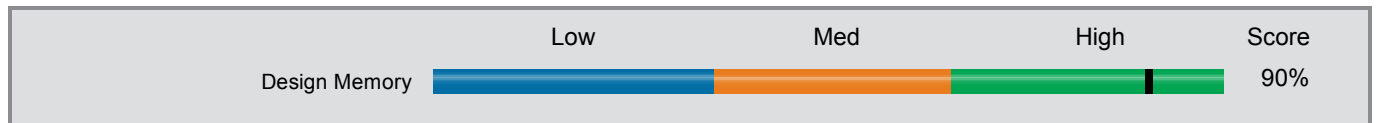
SPECIALIZED ABILITIES

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.

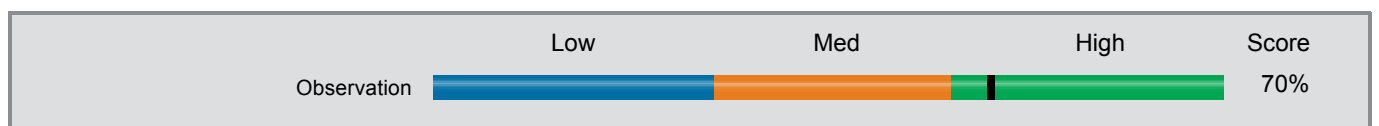


As a person with high Design Memory, you...

- 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.

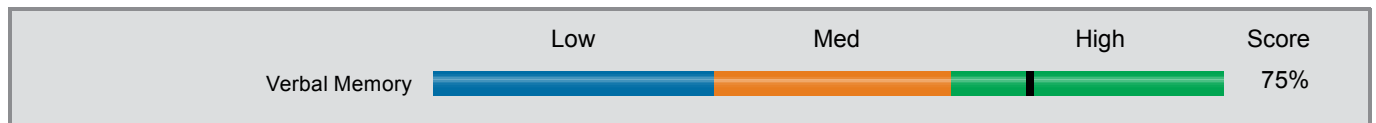


As a person with high Observation Ability, you...

- 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

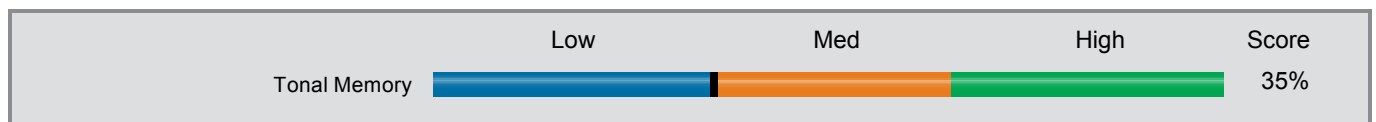
NUPA -- COW NUPA _____

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

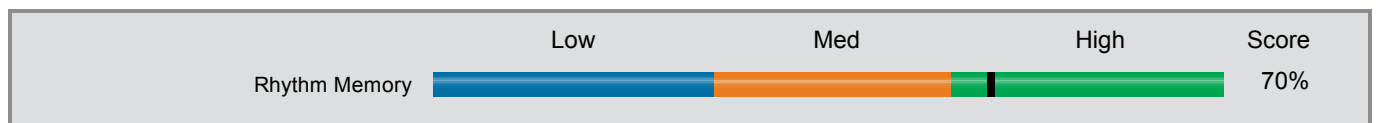
3

As a person with 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

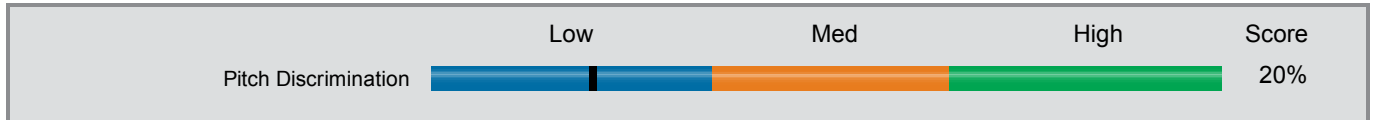
As a person with high Rhythm Memory, you...

- 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.

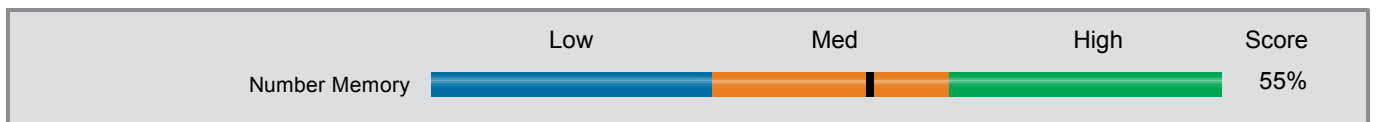
HIGHER **LOWER**

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

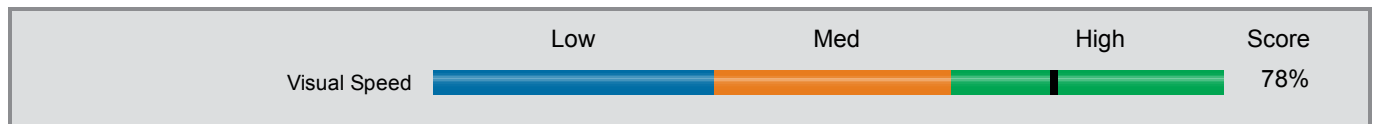
1 _ _ _ _ _

As a person with 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.



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 high Accuracy, you ...

- Are able to interpret written symbols very quickly and accurately.
- Find this a distinct advantage in any administrative task, paper-and-pencil work, working with columns of numbers and figures, or any activity where visual speed and precision are involved.
- Are able to process written information quickly and accurately.
- Are able to notice discrepancies in data and numbers
- Will find these abilities useful in bookkeeping, accounting, financial analysis, research, editing, estimating, etc.

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.

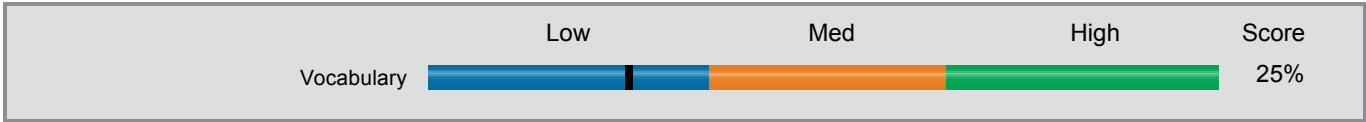
Because Vocabulary is developed and not innate, you can increase your Vocabulary level through study and concentration. Any work you can do to build your Vocabulary will be of great benefit in helping you advance in your career. Start working on words that you may have read or heard before, but for which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

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

WORK ENVIRONMENT/PERSONAL STYLE

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

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

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 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.

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

Your Idea Productivity is in the midrange. Idea Productivity is such a powerful ability, however, that you may find that it has significant impact on what you do. With Idea Productivity in this range, you can expect to have a fairly constant stream of new ideas all day long. In your Work Environment, you can help yourself by making sure that you have an outlet for using these ideas. They are an important resource for you and your company. You use Idea Productivity when you are writing, when you are persuading or selling to others, and when you are speaking publicly. There are many ways to use this ability throughout the workday in brainstorming, planning, and making preparations. Your score in the

midrange gives you some flexibility. The ability is there when you need to come up with new ideas, but it may not be so strong as to interrupt your flow of work.

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

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 STRATEGIES

This key dimension of school and 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.

You can help yourself a great deal when trying to learn new material by utilizing more than one learning channel. For example, if you need to remember a complex written description of a concept or process, you can read and reread the written text, draw a picture representing what you need to remember, say it all aloud, or even act it out. This will bring all the learning channels into play and dramatically increase your retention of the material. In all, we measure five learning channels: Verbal Memory; Number Memory; Tonal Memory; Design Memory and Rhythm Memory.

In this section of the Report, we list those results which have relevance in your learning process.

DESIGN MEMORY

Design Memory is the ability to remember information in two-dimensional graphic form such as diagrams, charts, maps, and pictures of any kind (paintings, sketches, cartoons, photographs, doodles).

It is also a valuable school learning channel of which many people are unaware. Design Memory can be used to take in academic information in any kind of pictorial form, and to translate information from other forms into graphic representations.

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.

SUGGESTIONS FOR MAXIMIZING YOUR DESIGN MEMORY

Keep in mind that because Design Memory is an important learning channel for you, you will benefit by finding resources that let you see a graphic or pictorial representation of anything you are learning. For you, a picture really can be worth a thousand words!

- If there are diagrams or charts of your subject matter, learn to use them first, beginning your study with them when possible, and referring to them often. Make up your own diagrams when others are not available.
- Use pictures of your subject matter in any way you can. For example, get videos, photographs, brochures, magazines, computer graphics, or your own visual creations that relate to what you are learning.
- When information you are learning is not in graphic form, translate it into your own designs or pictures. Draw anything you want to remember, using sketches, doodles, cartoons, diagrams, computer graphics, or any kind of symbol or picture, no matter how silly or outrageous!
- Outline your notes; the outline itself creates a visual design.
- "Design" your written notes by using various fonts, colored inks and shading, or any visual pattern to differentiate among the items on the page.
- Learn to use strategies like the mind-mapping or webbing methods described in Mapping Inner Space by Nancy Margulies and in Use Your Brain and The Mind Map Book by Tony Buzan.
- Design your own diagrams or templates (for example, a flow chart) with blank spaces for information and make copies to take to class and fill in when taking notes.
- Associate bright colors with your material, i.e., use different bright colors of ink for note taking, highlighting, and making borders. Use bright colors for note cards, flash cards, and notebooks.
- When you can't draw it, imagine it! Take the time to picture in your mind what you are learning (focused daydreaming).
- When studying from multiple sources, arrange the information on your desk (floor, bed, or wherever) so you can visualize the information later.
- Use location to learn and recall information (associate the information with a visual, i.e., certain places around the classroom).

HOW DO YOUR OTHER ABILITIES IMPACT YOUR DESIGN MEMORY?

Your level in Classification can-

- Often help you to understand the significance of what you are seeing or picturing and to grasp the facts represented rapidly. It will help you summarize the information and come to conclusions without having to see every detail of what you are learning.
- Cause you to become impatient with repetition or process of any kind. You may find it difficult to slow down and put information into graphic form for later review. And since a person with moderate to strong Classification would much rather learn something new, you probably will not want to go over it anyway! This is where discipline comes in.

Suggestion:

- You can use your attraction to pictures and visual patterns to become more proficient in your subject matter by using graphics. The better you learn the material the first time you review it, the fewer times you need to go over it.

Your score in Concept Organization can help you visually organize and order what you are learning into outlines or other easy-to-remember drawings or patterns.

Your level in Idea Productivity-

- Helps you think up possibilities and creative ideas to represent visually what you are learning. (The more unique or outrageous the picture, the easier it is to recall!)
- Causes you to have many competing ideas that can make it difficult for you to focus on what you are trying to learn.

Suggestions:

- Practice forcing your mind back to the subject you're studying. Use visual symbols, such as drawing arrows, to do this.
- Trace over the picture, graph or other design you are learning with your fingers or pencil to help you keep focused.
- Strong Idea Productivity may drive you to produce new versions of the information you are learning. Jot down the new ideas, but concentrate your time on learning the material, not creating new editions!

Your score in Observation means-

- You easily notice and remember the details, as well as the overall design, of what you see.
- You may be distracted visually by anything you see going on around you.

Suggestions:

- Sit near the front of the class and avoid possible visual distractions (i.e., windows, displays, open doors, etc.)
- Keep your desk and workspace clear and books closed if not in use.
- Trace diagrams you are learning with your finger or pencil to help keep your eyes focused on the subject matter.

Your score in Rhythm Memory helps you combine movement with your ability to picture a design in your mind. For example, you can trace a word or symbol with your finger (or foot) on a wall, floor or

other surface, and then later look at that surface and picture in your mind what you "wrote."

Your score in Number Memory helps you-

- Attach numerical information to graphs, diagrams, spreadsheets, etc.
- Remember unrelated facts. Making a diagram or other design and filling it in with any list of terms you need to memorize could be a good strategy for you.

Your score in Visual Speed and Visual Accuracy helps you-

- Quickly and accurately interpret whatever visual symbols you are using to represent new information.
- Add symbols (numbers, music notes, abbreviations, etc.) to a visual pattern for better recall.

VERBAL MEMORY

Verbal Memory is the ability to learn new words quickly and easily. It draws upon visual learning, i.e., the ability to recall what one has read. It measures the ease of mastering vocabulary and the reading and writing of foreign languages. It is related to the ease with which you gather information from the written word.

Success in school is enhanced by using Verbal Memory as a learning channel. However, as the demands of school increase, you will benefit from developing and using the other learning channels. The more learning channels you use, the more easily you learn. This applies no matter what your primary learning channel is.

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.

SUGGESTIONS FOR MAXIMIZING YOUR VERBAL MEMORY

If Verbal Memory is a primary learning channel, you should find resources to read when you are trying to learn. Sources include but are not limited to:

- Textbooks
- Supplemental readings (journal articles, magazines)
- Reading material found on the Internet or other computerized sources
- Browsing materials at bookstores or libraries

Make a conscious effort to get as much information as possible into written form. Learn the art of note-taking so you will have lectures in written format. Some examples of good techniques are:

- Write on one side of the paper; it will be easier for you to read later.
- Use a ring binder to be able to add additional material later. Make sure the ring binder has pockets for collecting and saving handouts.
- Leave large, blank spaces between topics being discussed in class. This will give you room to

add additional information and fill in your notes. You can also use this space to clarify and summarize the information.

- Develop your own set of abbreviations so note taking will be more concise such as &/(and), w/(with), w/o(without), etc.
- Read and re-read any notes you take during class lectures.
- Before class, re-read the previous day's notes in order to refresh your memory.
- When studying with a partner (or group), make sure to put the major points discussed into written form. You can do this by taking notes, writing on a blackboard or by underlining relevant points in a book.
- Because there is a significant drop in memory after 24 hours and then again after two weeks, re-read your notes the day after the class lecture. This will reinforce the notes in your memory. Review them again within two-weeks.
- Preview all new chapters: read introductions, look over boldfaced terms, and read the chapter summary. Have some idea of what material is going to be covered before going to class.
- Remember that reading a textbook is a slower process than reading for pleasure. Be sure to factor in the extra time for reading a textbook.

HOW DO YOUR OTHER ABILITIES IMPACT YOUR VERBAL MEMORY?

Your preference for Extroversion can distract you from spending large periods of time studying. Spending time alone drains you of the energy you need to persist in studying.

Suggestions:

- Find your own "reading tolerance" time. Then take a 10 to 20 minute maximum "visit break." For example, spend 50 minutes reading then take a 10 minute break.
- Process information aloud. Studying with a group or a study partner can help you maintain your energy level as you study.

Your score in Classification aids you in-

- Quickly coming to a conclusion about information you are reading.
- Quickly understanding the significance of a passage, summarizing and getting the gist of the facts.

Your score in Classification Ability also means that you make connections quickly and may jump to conclusions about the things that you read. It can be difficult for you to focus on what you are reading long enough to learn it thoroughly. Because you like learning something new rather than going over the same material, you must learn to discipline yourself to reread material in order to learn and remember the details well enough to become proficient.

- You can be distracted; be aware that you can believe you have learned all that there is to know about a particular assignment when there is still more for you to learn.
- Fight the urge to move on.
- Be sure to internalize any new information you are reading.

Your score in Concept Organization will help you-

- Organize written information in a logical fashion.

- Organize your notes during a lecture.
- Write papers, outline class discussions, prioritize tasks.

Your score in Design Memory helps you take notes in picture, diagram, and/or outline form for the purpose of recalling the written information more quickly.

Your score in Visual Speed and Visual Accuracy helps you-

- Move your eyes quickly and accurately across a written page - which facilitates taking in written information.
- Handle paperwork associated with many classes.
- Read musical score sheets.
- Do accounting tasks.
- Scan mathematical formulas.

Your level of Idea Productivity creates numerous competing thoughts and ideas that can distract you from focusing on your reading. Working to edit your ideas should be your task.

Suggestions:

- When a thought or idea comes to you, learn to measure, filter out and ignore ideas of less importance.
- Place a pad next to you while you study to write down important data and ideas.
- Write down only those ideas you want to act on, implement or remember after you have completed your studies. Writing down your ideas will allow you to know that the ideas will be there when you complete your study time.
- Letting a radio play softly in the background while you study may aid your mental stimulation; listen preferably to music without words. See if it works for you. If not, turn off that radio!

Your score in Spatial Relations Visualization may press you to want hands-on participation in a project. Reading about it may be boring to you. You are more likely to want to fly a kite than to read about how to fly a kite!

Suggestions:

- When possible, focus your course work on subjects that deal with or produce tangible, concrete results; take hands-on lab courses, for example.
- Devise hands-on experiences to accompany more abstract subjects (i.e., look for related work, internships, and teaching assistantships that can make these subjects more real to you).
- Make tangible representations, or models, of information from clay, wood, Legos, Tinkertoys, etc.
- Take field trips to museums, trade shows, factories, parks, construction sites, etc. and take guided tours when possible.
- Make some kind of concrete association with the abstract material you are reading that will help you remember it.
- When you can't get immediate hands-on experience, give yourself time to imagine three-dimensional models, or representations of the material you are reading.

Your limited Vocabulary can hinder comprehension which, of course, is critical for studying. You may have difficulty putting what you read into context. Anything you can do to raise your Vocabulary will greatly enhance your academic and career success.

Suggestion:

- Read for pleasure about subjects that interest you.
- Keep a dictionary handy to look up unfamiliar words and try to learn at least one new word a day.

Your score in Observation shows that you can be distracted, especially if you are studying in a visually stimulating environment, like a busy library or a park.

Suggestions:

- The more sterile the environment the better.
- Couple this with being away from the activity of others.
- Studying in a library carrel can help keep you focused on what you are reading.

Your limited Tonal Memory makes transposing information from the spoken word into written form more difficult for you.

Suggestions:

- You will need to be careful and conscientious about putting oral information into written form.
- You must make it an inflexible habit to write down anything that you want to remember. This is particularly important (and often difficult) when someone happens to tell you something that you will need to remember. Ask him or her to write the information down when possible. Keep a notepad handy.
- Tape lectures. Later, transcribe the lecture into written format. Put the tape away and read and reread your notes.
- Take written notes during lectures. Reread your notes often.

Your Rhythm Memory can press you to move around. Sitting still to read may be difficult.

Suggestions:

- Determine your "sitting tolerance" time. How long can you concentrate without having to get up and move around? Clock the time. Then take an exercise break. Do whatever works best for you: power walk around the block, do sit-ups, practice the latest dance steps, but don't let the break go longer than 10 to 20 minutes. Then go back to work until your sitting tolerance time is up. Then take another exercise break.
- You can move about while reading by pacing, rocking, or walking on a treadmill.
- Chew gum while you read.
- Take written notes while you read. Or, word process notes on your computer. The movement of your hands will help satisfy your need for movement.
- If you don't get motion sickness and are traveling by car or bus, the movement of the vehicle can supply your need to move and possibly help you to focus.

PROBLEM SOLVING/DECISION MAKING

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

You have very strong Classification ability. This means that you have a powerful ability to handle one problem after another all day long. You may find that the faster and more chaotic the situation, the more you like it, because it is precisely this kind of problem-solving that strong Classification handles best. Strong Classification also makes it easy for you to do diagnostic problem-solving. You are able to sift through many facts and ideas and find almost immediately what problem a concept or a piece of work may represent. This particular aspect of Classification may make it difficult for you to be decisive at times. If you can see easily all the problems that lie in a particular idea, it may be difficult to decide on a course of action. By placing yourself in roles in which you can solve many new problems at work all day long, you will use your strong Classification and increase your overall satisfaction and productivity.

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

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

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

Idea Productivity affects the rate or the volume of ideas. Your Idea Productivity level can affect the number of solutions you generate (although not the quality) when trying to solve a problem. The impact of Idea Productivity depends upon the work environment. Generally, a more open, free-flowing

work environment should favor and reward higher Idea Productivity.

With a strong score in Spatial Relations Theory, you have the ability to see theoretical relationships in the mechanical universe and to manipulate mentally real or imagined relationships, as in a system. Strong Spatial Relations Theory can affect the type of solutions you generate. You are more likely to make decisions and solve problems based on your perspective of the system with which you are working. Because of your ability to consider imaginary relationships, it is easy for you to take into consideration how any particular solution or decision will affect other things or people in the system.

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 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.

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.

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

Your Classification score is very high. This fact can have significant impact on your communication style. People who are as high as you are in Classification often appear impatient with others, wishing they would hurry up and get to the point. You have a strong ability to draw conclusions from complicated sets of facts. You may find that you like situations in which there are many things going on at once and communication happens quickly, with many kinds of communication happening simultaneously. You will probably enjoy a fast pace in general and a generally quick pace to communication. All of this may well make you impatient at times. You may often think - 'OK, get to the point' when talking to others. You may find it difficult at times to slow down enough to listen to other points of view. Your communication style may improve if you consciously pay attention to the solutions offered by those with slower problem-solving styles.

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

Your score in Idea Productivity allows you to generate a large number of ways to communicate and many different angles and examples. Idea Productivity helps with persuasion and sales and facilitates communication roles such as teaching, brainstorming, and selling. High Idea Productivity may present problems of staying on track in conversations. Situations requiring attention to others or on focused communication may be more difficult. You may experience and communicate a number of different ideas that appear unrelated, which may be confusing to the listener.

With your very high score in Spatial Relations Theory, you may be able to see another person's point of view quite easily by mentally placing yourself in his or her shoes. This ability may help you to communicate the other person's point of view accurately, and it may help you in dealing or negotiating with other people. Spatial Relations Theory may also help you see how all members of a team can work together, contributing from their separate perspectives.

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.



CONCLUSION

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

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

Feedback Consultations

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

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

WorkShops

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

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Discover
What
You Do
Best

Confidential Report

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Report Type: Student Career - Conversion Report

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www.HighlandsLifeandCareerCenter.com



Highlands Career Exploration Supplement

Prepared for
Sample Student

Take Charge of Your Career

Congratulations! You've taken the Highlands Ability Battery (HAB), an important step in discovering your natural talents. Now you're ready to make informed decisions as you begin to manage your own career.

Your Highlands Career Exploration Supplement (HCES) is a powerful tool that will take your career search to the next level. Turn what you know about your abilities into action and take charge of your career.

- **Know what you do best.** Your HCES will confirm your natural gifts and will guide you to position yourself where you can use them.
- **Find the right fit.** Careers to explore are based on your combinations of abilities and personal style, rather than just one ability at a time, which can give you a clearer picture of how you may be suited to different career paths.
- **Assess realistic options.** Let's be real, you may be suited to some careers better than others. Follow the activities in your HCES and links to the O*NET, the US Dept. of Labor's Occupational Information Network, to assess the amount of time and effort you may need to reach your goals.
- **Work together with a Career Advisor.** Your Highlands Affiliate will help you navigate your journey to create your personal vision to success and satisfaction.

HCES Report Overview

This report is your launch pad for career exploration, here is what you will find:

I. Your Ability Profile

II. Your Personal Style

III. Your Reasoning Abilities

IV. Your Specialized Abilities

V. How You Learn

VI. Vocabulary

VII. Exploring Occupations & Careers

VIII. Next Steps

ONLINE EXPLORATION FOR MORE - access the Highlands Career Exploration report ONLINE for more in-depth descriptions of each ability and how they impact work roles. View an expanded list of ability patterns and careers to explore with hotlinks to the O*NET for information on careers.

I. Your Ability Profile

Your HAB results were determined by using timed worksamples and are reported as percentile ranking scores. Worksamples are performance-based rather than self-report assessments. Percentile ranking scores are your score relative to tens of thousands of others in the Highlands database of test takers.

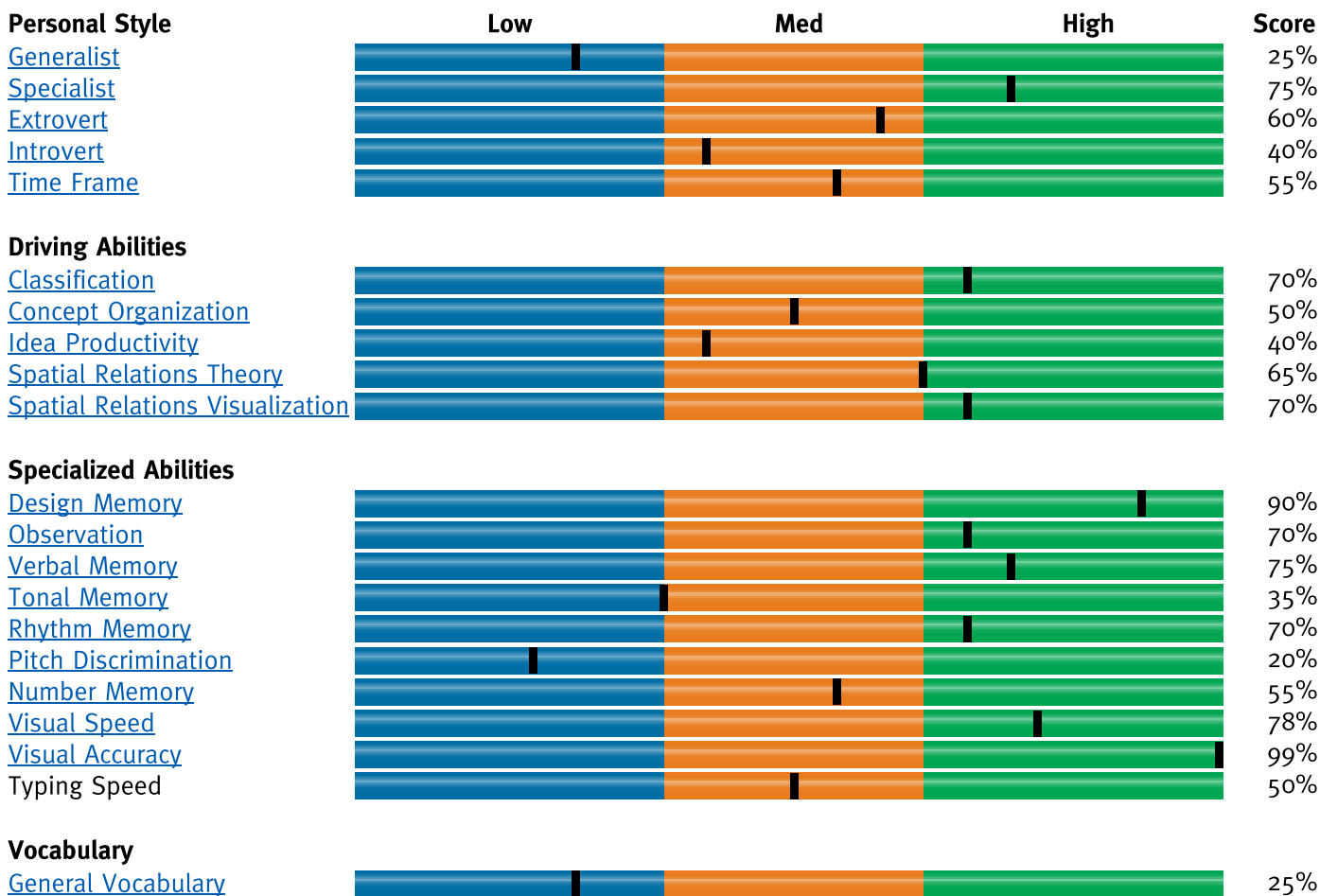
Your results from the HAB are displayed below. When accessing this HCES online, you can click on any of the abilities below to find examples of how that ability can be used in a variety of work roles/career fields. Doing this can help you better understand an ability; it is not meant to suggest a specific job or occupation.

This report emphasizes how combinations of abilities work together. The combinations are unlimited. Once you learn the basic combinations or building blocks you can combine them yourself to create additional careers not mentioned in this report! You'll be able to integrate these combinations with your interests, values, and goals any time you want to expand or redesign your career path.



Your Highlands Ability Profile

Click On Each Ability For Fuller Explanations

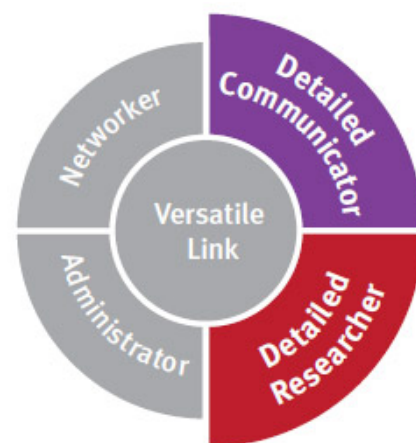


II. Your Personal Style

Between Detailed Communicator/Detailed Researcher

As a Specialist, you will likely gravitate toward activities that follow your own interests and knowledge. Your natural inclination is to focus on and acquire more and more information about a specific area of interest, and it's relatively easy for you to become more knowledgeable on a particular topic or issue than anyone else in the group. Because you fall in the mid-range on the Introversion-Extroversion scale, you can serve as a link between the two extremes on the scale.

Since finding a balance between being alone and being with people will be important to you, you will likely find a good fit in tasks that require you to communicate to others your own specialized research. This might be the person who presents the results of a complex group project to the class.



Time Frame Orientation



Intermediate: Combined with an intermediate completion date (1-5 years), work that requires relationship building or patience with a 1-5 year process before achieving an ultimate result may feel more motivating and meaningful.

You are drawn to activities that take time to achieve. You may feel that immediate, short-term tasks may hold little meaning to you unless you can see the connection to something you care about in the future. You are naturally able to hold 1-5 year goals in your mind, and you have the patience to work toward and see your activities as helping you achieve that goal. Examples are planning to finish a college degree four years in the future, getting physically fit to try out for a varsity position in two years, or saving money for a car purchase three years from now. Work or educational responsibilities that require patience with a 1-5 year process or building more meaningful relationships will probably feel like a good fit.

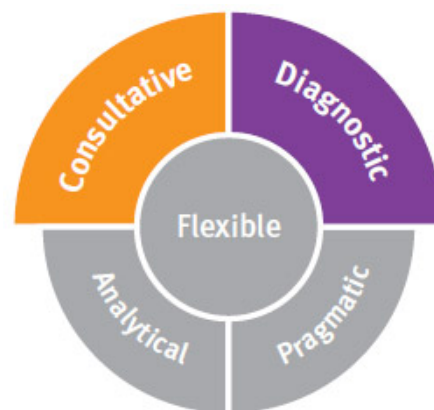
III. Your Reasoning Abilities

Problem Solving (Convergent Reasoning)

Between Diagnostic and Consultative

Your strong Classification and mid-range Concept Organization indicate you arrive at solutions quickly and often base your conclusions on facts that may appear to others as seemingly unrelated bits of information. Once a plan is devised, or a solution adopted, you prefer moving on to confront the next problem.

Your problem solving style draws you toward fast-paced environments where your rapid decision making skills are encouraged. You may also be interested in a debriefing after decisions are made to analyze logical support for future choices.



Idea Productivity (Divergent Reasoning)

Your mid-range Idea Productivity results in the ability to both generate new ideas and to discriminate among a large flow of ideas to select one or two. You might excel as the leader of meetings at which ideas are produced and exchanged. You probably will be most effective in careers that draw on your strength in producing your own ideas, in encouraging others to produce theirs, and in facilitating the discussion about the selection of ideas that lead to a plan or solution. You may be able to handle several projects simultaneously, although you may have some difficulty maintaining a single focus over a prolonged period of time.

This means you would feel most comfortable in a career that values the ability to discern between many random ideas and one or two really great ones.

Spatial Reasoning

Spatial Creating/Engineering

Your strong SRT and strong SRV indicate you are naturally able to engineer or create using spatial reasoning in the physical world. You relate well to both the world of spatial concepts and to the physical (concrete) or structural world that results from implementation of those concepts. You work best when concepts and systems can be reduced to concrete examples. In simple terms, you want to know, and can understand, both the “why” and the “how” of space, allowing you to design and build and to trouble-shoot and solve structural problems as they arise.

You are more likely to enjoy working with things you can physically touch (building materials, art supplies, life sciences) or concrete facts (measurements, mathematical rules). You may also enjoy understanding the usefulness of tangible things to others.








IV. Your Specialized Abilities

Powerfully Visual. Visual abilities include Design Memory and Observation. Your combination of scores indicates you have **strong** visual abilities. You will likely feel productive in work roles which are highly visual such as design, layout and advertising as well as work roles within the scientific, medical and engineering fields.

Strong Visual Proficiency. Visual proficiency (or dexterity) includes both Visual Speed and Visual Accuracy. Your combination of scores indicates **powerful** visual abilities related to tasks such as proofing, working with numbers, coding and tracking inventory. You have a facility for handling paper work.

Moderately Strong Creative Orientation. The HAB does not have a direct measure of creativity or artistic ability. The combination of Idea Productivity (thinking of many ways of doing something), Design Memory (remembering the overall pattern of something), and Pitch Discrimination (a sensitivity to small nuances of change and the effects of such a change) indicate a creative or artistic orientation. In addition to visual art, these abilities allow you to be creative with any kind of task you do. Your combination of scores indicates you have a **moderately strong** natural artistic/ creative orientation and you will want to choose work roles and other activities that allow you to express your creative side – especially your ideas.

V. How You Learn

<p>Image Learning Design Memory Low Med High</p>  <p>90%</p>	<ul style="list-style-type: none"> • Incorporating graphic elements into the information you study is a strong learning tool • You may work comfortably with visual materials such as plans, maps, designs • Use visual presentation software, graphs, maps, and charts in communicating with others • Use show-and-tell when introducing a new topic or project • Use graphics to communicate with others while allowing for other learning styles
<p>Learning By Reading Verbal Memory Low Med High</p>  <p>75%</p>	<ul style="list-style-type: none"> • Reading is a very important tool for learning • Utilize text books, magazines, newspapers, internet sites, texts, and social media for learning • Encourage others to communicate with you in writing • Put your thoughts, questions and requests in writing • Work constantly to expand your vocabulary
<p>Kinesthetic Learning Rhythm Memory Low Med High</p>  <p>70%</p>	<ul style="list-style-type: none"> • Using physical movement is a primary learning tool for you • Learn the meaning behind facial expressions and body movements • Respond to the natural demand for physical activity • Instruct your friends and classmates by physically demonstrating an activity • Remember that your classmates may have different learning styles
<p>Learning Numbers Number Memory Low Med High</p>  <p>55%</p>	<ul style="list-style-type: none"> • Remembering essential numbers and data is relatively easy for you • May not be conscious of the importance of remembering numbers • Can use this ability when you have to remember details quickly • Have some advantage in roles requiring working with numbers • Use this ability to arrange schedules and time tables
<p>Learning By Listening Tonal Memory Low Med High</p>  <p>35%</p>	<ul style="list-style-type: none"> • Remembering what you hear may be difficult for you • Take careful notes when you attend classes or meetings • Communicate with others in writing • Ask others to communicate with you in writing • Learning any language through spoken communication alone may be difficult for you

VI. Vocabulary

Your general vocabulary provides you with the foundation for the breadth and depth with which you learn and communicate. 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 abilities. The Highlands Ability Battery tests vocabulary in isolation, which means there are no context clues in a paragraph to help you know what a word means, only a group of synonyms from which to choose. Many universities/colleges require an adequate general vocabulary for entry, and yours will be measured further by entrance exams and potentially later for entry to graduate school.

Regardless of your current vocabulary level, knowing how to develop your vocabulary can help you. Many careers require a specific or technical vocabulary, so discovering how you best learn new words and ideas will support you in any career you choose. Also, over time, focusing on the development of a specialized or technical vocabulary may divert developing and/or practicing your general vocabulary which may decline with disuse. If you ever decide to increase your vocabulary, use your most efficient learning channels (Design Memory, Verbal Memory, Tonal Memory, Rhythm Memory, and Number Memory) to assist you with building this skill.

Your score in General Vocabulary is in the low range. Increasing the number of words that you know, and especially improving the precision with which you know them, can help you build confidence in yourself and your abilities. When people improve their general vocabulary, they often find more opportunity to rise in organizations. You may have the most creative and innovative thoughts of anyone, but if you cannot communicate them effectively, they will not benefit you or anyone else. A precise vocabulary is the single greatest help in communicating your thoughts and ideas.

VII. Exploring Occupations & Careers

Ability Patterns

Your *combination* of abilities reveal patterns which will provide a deeper understanding of careers and work roles that will align with your ability profile.

You have read about each of your individual abilities in Section I of your HCES report (go to [Your Ability Profile](#) on-line and click on each ability). You have also learned how pairs of your abilities combine in sections II, III and IV. Now take it to a higher level and compare your unique blend of abilities to more than 70 Ability Patterns.

Highlands Affiliates have identified patterns of abilities from decades of experience in career development. Using statistical analyses, we have compared the Ability Patterns to your profile and rank ordered them from strongest to weakest fit. Listed below are the patterns that are the closest match to your Ability Profile. A complete description for each of the patterns is provided in the print summary of your report. You can go online to view an extended list of occupations for each of these patterns.

Ability Patterns - Connections to Abilities
Very Clear Connection to Abilities
Specializing- Hands-on
Specializing- Visual Technical
Specializing- Visual
Hands-on Troubleshooting
Specializing- Structural Consultative Problem Solving
Specializing- Focused Structural
Investigating- Planning
Specializing- Logical Analysis
Engineering- Technical
Life/Biological Science
Click Each Pattern Online for Full Description

Ability Patterns - Top Matches

The Ability Patterns will equip you with the information you need to identify some of the many possibilities available; they are not intended to be prescriptive or confining. Remember, this is a Career Exploration Supplement, not a job selection tool. It is up to you to make good use of it!

Careers to explore are provided for each Ability Pattern with hotlinks to the O*NET where you can search over 900 careers. Each career heading has hundreds of variations and specialties. Investigating one career may uncover additional options of interest to you.

[Based on your current experience you may not be able to see yourself in some of these roles, however approach each with an open mind, further investigation may reveal a career that has great appeal.]

Each pattern is represented by a **PYRAMID OF BUILDING BLOCKS** and a **SCORE GRAPH**.

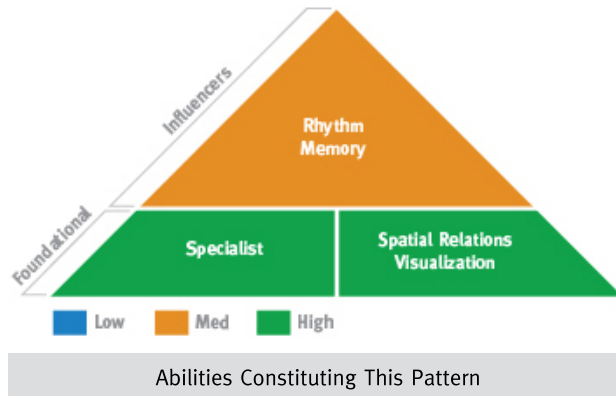
PYRAMID OF BUILDING BLOCKS- the pyramid shows the abilities that make up each Ability Pattern. The foundational abilities (most crucial) are at the bottom with influencing abilities layered on top.

SCORE GRAPH- the graph shows your ability scores relative to the range of scores for each ability associated with each pattern. This provides a visual representation of the degree of “fit” with each of your abilities within the pattern.

Some people may have abilities that fit within the parameters of many patterns; some may not have any at all. If all but one ability falls within the ranges, you can choose to build skills in that area. Work with your Highlands Affiliate to fully understand the Ability Patterns and how they relate to you.

Specializing- Hands-on

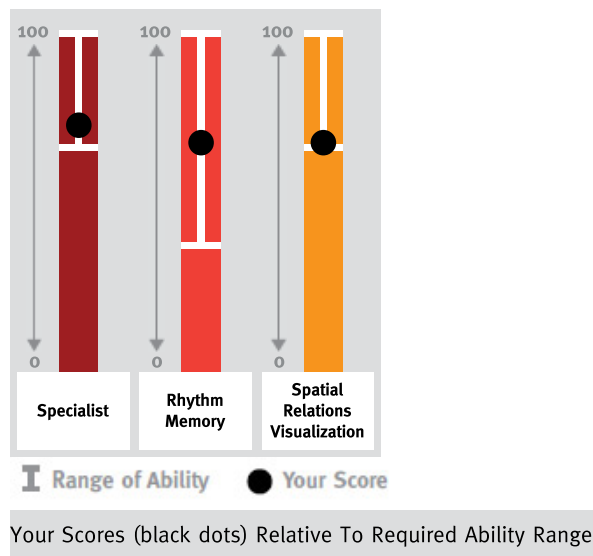
The combination of physical activity (Rhythm Memory), working with tangible items or concrete facts (Spatial Relations Visualization) and the personal style of a Specialist points to the basic pattern of Specializing-Hands-on. People with this pattern find outlets on and off the job and can include leisure activities such as cooking, baking, or working on cars. When Spatial Relations Visualization is very strong, it almost always points to a career or work role that involves some hands-on activities as part of your daily work tasks.



People with strong Spatial Relations Visualization also tend to be more concrete thinkers, meaning they like things that have a tangible or finished product outcome. Typically, people with this pattern are more comfortable in fields that are supported by facts and figures or black or white outcomes versus theories and ideas that have no verifiable outcome or basis. Because of this, many are drawn to technical, mechanical, scientific, medical, or sometimes artistic fields.

The Specialist orientation often points to choosing a narrower or specialized field where a natural drive will lead to a depth of knowledge. This specialization will most likely make you more proficient and possibly an expert. Your interest and education will be very important in deciding which industry you work in but the key is to look for activities that involve hands on and tangible outcomes.

If you have a Pragmatic Problem Solving style (lower Classification and Concept Organization) and lower classic learning channels (Verbal Memory and Tonal Memory) you can leverage your Specializing- Hands-on pattern by pursuing careers that rely heavily on internships or apprenticeship programs. If you have stronger Classification or Concept Organization and stronger learning channels, a career that includes a college degree may be more to your liking. Whichever route you choose, staying in a career path that includes working with your hands will bring the most satisfaction.



See next page for CAREERS TO EXPLORE.

Careers to Explore for Specializing- Hands-on

Organized by the U.S. Dept. of Labor's **Job Families** which are groups of occupations based upon work performed, skills, education, training and credentials.

Architecture and Engineering

[Automotive Engineering Technicians](#)
[Surveyors](#)
[Manufacturing Engineering Tech](#)
[Solar Energy Systems Engineers](#)

Arts, Design, Entertainment, Sports, Media

[Broadcast Technicians](#)
[Floral Designers](#)
[Sound Engineering Technicians](#)
[Umpires, Referees, Sports Officials](#)

Construction and Extraction

[Construction Carpenter](#)
[Brickmasons & Blockmasons](#)
[Painters, Construction, Maintenance](#)
[Plumber](#)
[Sheet Metal Workers](#)
[Stonemasons](#)
[Tile & Marble Setter](#)
[Weatherization Installers & Techs](#)

Education, Training, and Library

[Curators](#)
[Vocational Education Teachers](#)

Farming, Fishing, and Forestry

[Agricultural Equipment Operators](#)
[Animal Breeders](#)
[Nursery Workers](#)

Food Preparation and Serving Related

[Chef](#)
[Baristas](#)

Healthcare Practitioners and Technical

[Acupuncturists](#)
[Athletic Trainers](#)
[Dental Hygienist](#)
[EMTs and Paramedics](#)
[MRI Technologists](#)
[Dietetic Technicians](#)

[Neurodiagnostic Technologists](#)
[Nuclear Medicine Technologists](#)
[Recreational Therapists](#)
[Veterinary Technologists & Techs](#)

Healthcare Support

[Massage Therapists](#)
[Home Health Aides](#)
[Medical Transcriptionists](#)
[Veterinary Assts & Animal Caretakers](#)

Installation, Maintenance, and Repair

[Electrical & Electronics Repairers, Commercial & Industrial Equipment](#)
[Industrial Machinery Mechanics](#)
[Automotive Body & Related Repairers](#)
[Bus & Truck Mechanics & Diesel Specialists](#)
[Computer & Office Machine Repairers](#)
[Farm Equipment Mechanics](#)
[Heating and Air Conditioning Mechanic](#)
[Medical Equipment Repairers](#)
[Mobil Heavy Mechanic](#)
[Motor Boat Mechanic](#)
[Motorcycle Mechanic](#)
[Refrigeration Mechanic](#)
[Telecommunications Equip. Installers](#)

Life, Physical, and Social Science

[Biological Technicians](#)
[Food Science Technicians](#)
[Forest & Conservation Technicians](#)
[Park Naturalists](#)

Management

[Emergency Management Directors](#)

Office and Administrative Support

[Bioinformatics Technicians](#)
[Word Processors & Typists](#)

Personal Care and Service

[Hairdresser & Cosmetologist](#)

Embalmers

[Make up Artist](#)
[Manicurists & Pedicurists](#)
[Skincare Specialists](#)

Production

[Cabinet Maker](#)
[Dental Laboratory Technician](#)
[Gem & Diamond Workers](#)
[Machinist](#)
[Model Makers, Metal & Plastic](#)
[Biomass Plant Technicians](#)
[Electrical Equip. Assemblers](#)
[Structural & Metal Fabricator](#)
[Tailors, Dressmakers](#)
[Tool & Die Makers](#)
[Welder](#)

Protective Service

[Criminal Investigators & Special Agents](#)
[Animal Control Workers](#)
[Lifeguards & Protective Service](#)
[Police Patrol Officers](#)
[Security Guards](#)

Transportation and Material Moving

[Ambulance Drivers & Attendants](#)
[Automotive Service Attendants](#)
[Bus Drivers, Transit & Intercity](#)
[Crane & Tower Operators](#)

Specializing- Visual Technical

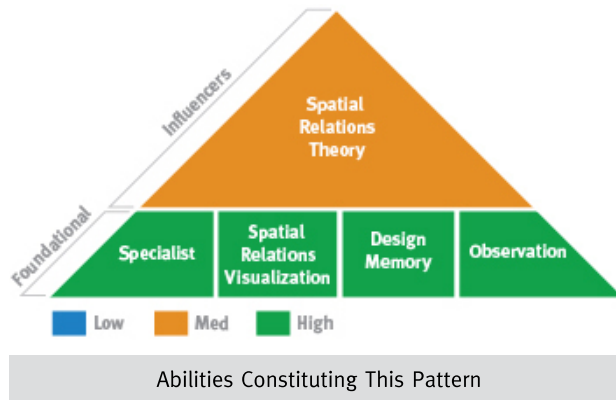
This pattern combines a Specialist orientation with the structural (Spatial Relations Theory and Visualization) and visual (Design Memory, Observation) abilities. The hallmark of this pattern is the ability to implement ideas and concepts by using specialized expertise.

Spatial Relations Visualization is the ability to think and solve problems in three dimensions and Design Memory is the ability to mentally picture two dimensions. This points to a drive to work in the more tangible and technical visual fields where there are real and physical outcomes. Adding Spatial Relations Theory, the ability to visualize imaginary and theoretical relationships, and Observation, the ability to pay attention to visual detail, make this a powerful combination.

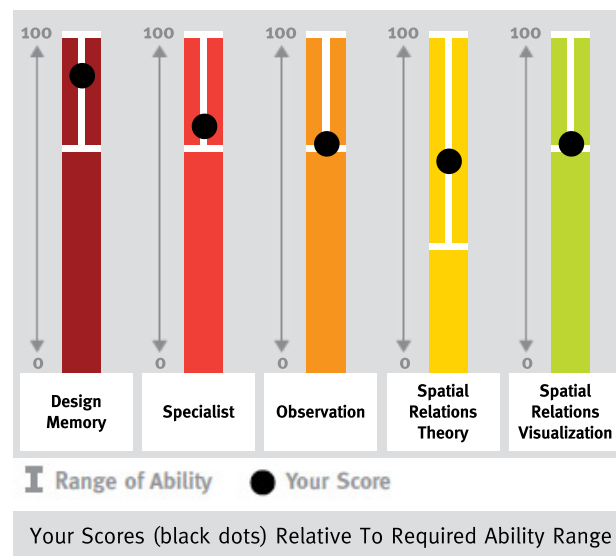
As Specialists, people with this pattern will be most comfortable when they develop an area of expertise that is somewhat unique and specific. Achieving real job satisfaction will depend upon the extent to which they can become an “expert”. The drive to learn and understand a specific area, technology, and/or application with a great deal of intensity will help those with this pattern achieve expert status. Visual Technical Specialists may feel a lack of ownership in their work until they identify an area that really captures their attention.

This pattern can be used in almost any technical and some artistic fields. If your visual speed and visual accuracy are also relatively strong, you will feel at ease with gathering information and handling paperwork, as well as actually performing tasks on the job.

See next page for CAREERS TO EXPLORE.



Observation, the ability to pay attention to visual detail, make this a powerful combination.



Careers to Explore for Specializing- Visual Technical

Organized by the U.S. Dept. of Labor's **Job Families** which are groups of occupations based upon work performed, skills, education, training and credentials.

Architecture and Engineering

[Civil Drafters](#)
[Civil Engineers](#)
[Computer Hardware Engineer](#)
[Environmental Engineering Tech](#)
[Manufacturing Engineers](#)
[Mechatronics Engineer](#)
[Robotics Engineers](#)
[Aerospace Engineering & Operations Tech](#)
[Agricultural Engineers](#)
[Architectural Drafters](#)
[Automotive Engineering Technicians](#)
[Civil Engineering Technicians](#)
[Electronics Engineering Technicians](#)
[Geodetic Surveyors](#)
[Industrial Safety & Health Engineers](#)
[Manufacturing Engineering Tech](#)
[Mapping Technicians](#)
[Marine Engineers](#)
[Mechanical Engineer](#)
[Product Safety Engineers](#)
[Transportation Engineers](#)

Arts, Design, Entertainment, Sports, Media

[Camera Operators, TV, Motion Picture](#)
[Commercial & Industrial Designers](#)
[Film & Video Editor](#)
[Graphic Design](#)
[Craft Artists](#)
[Directors, Motion Pictures, Television](#)
[Multimedia Artists & Animators](#)
[Talent Directors](#)

Business and Financial Operations

[Appraisers, Real Estate](#)
[Insurance Appraisers, Auto Damage](#)

Assessors

[Claims Examiners, Property/Casualty Insur](#)
[Environmental Compliance Inspectors](#)
[Licensing Examiners & Inspectors](#)
[Wholesale & Retail Buyers](#)

Computer and Mathematical

[Computer Programmer](#)
[Software Quality Assurance Engineers](#)
[Telecommunications Engineering Specialists](#)
[Web Developer](#)

Construction and Extraction

[Glaziers](#)
[Painters, Construction & Maintenance](#)

Education, Training, and Library

[Curators](#)

Farming, Fishing, and Forestry

[Agricultural Equipment Operators](#)
[Agricultural Inspectors](#)

Healthcare Practitioners and Technical

[Acupuncturists](#)
[Diagnostic Medical Sonographers](#)
[Cardiovascular Technologists & Tech](#)
[Occupational Health & Safety Specialists](#)
[Occupational Health & Safety Technicians](#)
[Orthodontists](#)
[Orthoptists](#)
[Surgical Assistants](#)
[Veterinary Technologists and Technicians](#)
[Veterinarians](#)

Installation, Maintenance, and Repair

[Electrical Repairers, Industrial Equip.](#)
[Automotive Body & Related Repairers](#)
[Avionics Technicians](#)
[Camera & Photographic Equip. Repairers](#)

Life, Physical, and Social Science

[Agricultural Technicians](#)
[Bioinformatics Scientists](#)
[Biological Technicians](#)

Chemical Technicians

[Climate Change Analysts](#)
[Geographers](#)
[Quality Control Analysts](#)
[Soil & Plant Scientists](#)
[Soil & Water Conservationists](#)

Office and Administrative Support

[Bioinformatics Technicians](#)
[Proofreaders & Copy Markers](#)

Personal Care and Service

[Animal Trainers](#)
[Manicurists & Pedicurists](#)
[Motion Picture Projectionists](#)
[Skincare Specialists](#)

Production

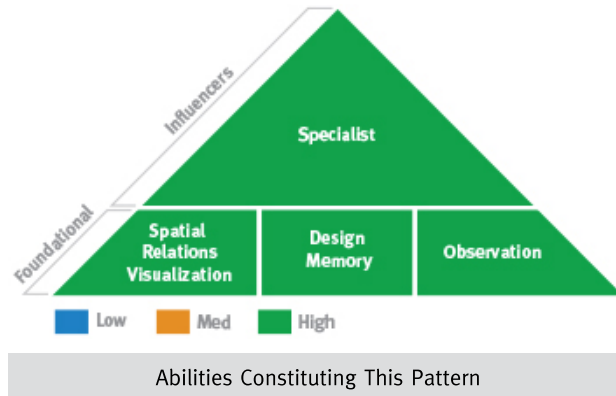
[Cabinetmakers & Bench Carpenters](#)
[Dental Laboratory Technicians](#)
[Fabric & Apparel Patternmakers](#)
[Model Makers, Metal & Plastic](#)
[Ophthalmic Laboratory Technicians](#)
[Biofuels Processing Technicians](#)
[Biomass Plant Technicians](#)
[Chemical Plant & System Operators](#)
[Electrical & Equipment Assemblers](#)
[Gem & Diamond Workers](#)
[Patternmakers, Metal & Plastic](#)
[Tailors, Dressmakers, & Custom Sewers](#)

Transportation and Material Moving

[Airfield Operations Specialists](#)
[Aviation Inspectors](#)
[Airline Pilots, Copilots, & Flight Engineers](#)

Specializing- Visual

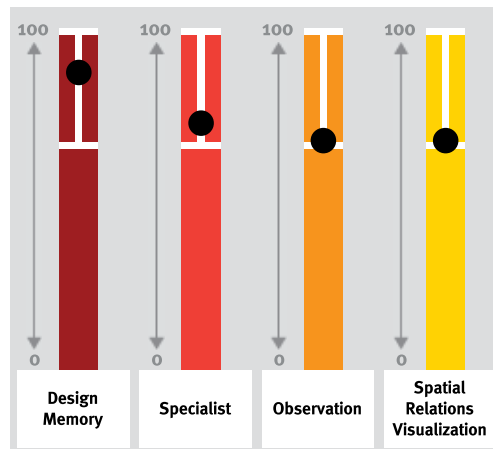
The Specializing- Visual pattern is a combination of a Specialist orientation with powerful tangible, visual abilities (Spatial Relations Visualization, Design Memory and Observation) and is foundational to careers as varied as reconnaissance work, cartooning, and animation. The Spatial Relations Visualization ability of those with this pattern allows them to see completed objects in the mind’s eye. This ability also compels them to create or produce something tangible to express what they see. People with this pattern can also create the illusion of three dimensions in a two dimensional representation.



Design Memory and Observation, the basic visual abilities, enable those with this combination to remember and reproduce overall patterns in fine detail. These particular abilities are needed in map-making, architectural drawing, and other types of design careers such as web designing. Specialists bring the necessary focus to achieve excellence in these fields, and a desire to acquire skills at a deep level in order to become an expert.

Those with the Specializing- Visual pattern have a natural attraction to visual stimuli, and will feel comfortable in all fields (artistic or technical) where visual abilities are required. New jobs develop in these fields every year, and most people with these abilities will be able to find a job easily. Narrowing your niche will be an important part of your career search, and it may take many years for you to develop a satisfactory job that utilizes your many talents. You should follow your interests in order to research careers in this very broad field.

See next page for CAREERS TO EXPLORE.



Range of Ability ● Your Score
Your Scores (black dots) Relative To Required Ability Range

Careers to Explore for Specializing- Visual

Organized by the U.S. Dept. of Labor's **Job Families** which are groups of occupations based upon work performed, skills, education, training and credentials.

Architecture and Engineering

[Architectural Drafters](#)
[Cartographer](#)
[Civil Drafters](#)
[Electrical Drafters](#)
[Automotive Engineering Tech.](#)
[Electronic Drafters](#)
[landscape Architect](#)
[Mapping Technicians](#)
[Surveyors](#)

Arts, Design, Entertainment, Sports, Media

[Camera Operators, Television, Video](#)
[Commercial & Industrial Designers](#)
[Craft Artists](#)
[Fashion Designers](#)
[Floral Designers](#)
[Graphic Designer](#)
[Multimedia Artists & Animators](#)
[Set and Exhibit Designer](#)
[Art Director](#)
[Broadcast Technicians](#)
[Interior Designer](#)
[Merchandise Display](#)
[Photographer](#)
[Umpires, Referees, & Other Sports Officials](#)

Business and Financial Operations

[Appraisers, Real Estate](#)

[Assessors](#)

[Insurance Appraisers, Auto Damage](#)
[Licensing Examiners & Inspectors](#)
[Wholesale & Retail Buyers](#)

Construction and Extraction

[Glaziers](#)
[Painters, Construction & Maintenance](#)
[Stonemasons](#)
[Weatherization Installers & Technicians](#)

Education, Training, and Library

[Curators](#)

Healthcare Practitioners and Technical

[Cardiovascular Technologists](#)
[Magnetic Resonance Imaging Spec.](#)
[Medical Technologist](#)
[Occupational Health & Safety Specialists](#)
[Occupational Health & Safety Technicians](#)
[Radiologic Technologist](#)
[Surgical Assistants](#)
[Surgical Technologists](#)

Installation, Maintenance, and Repair

[Avionics Technicians](#)
[Automotive Body & Repairers](#)
[Camera & Photographic Equip. Repairers](#)
[Electrical, Commercial & Industrial Equip.](#)

Life, Physical, and Social Science

[Geographers](#)
[Quality Control Analysts](#)

Management

[Advertising and Promotions](#)

[Clinical Research Coordinators](#)

Office and Administrative Support

[Proofreaders & Copy Markers](#)

Personal Care and Service

[Barbers](#)
[Manicurists & Pedicurists](#)
[Motion Picture Projectionists](#)
[Skincare Specialists](#)

Production

[Cabinetmakers & Bench Carpenters](#)
[Dental Laboratory Technicians](#)
[Fabric & Apparel Patternmakers](#)
[Ophthalmic Laboratory Technicians](#)
[Tool & Die Makers](#)
[Electrical & Electronic Equip. Assemblers](#)
[Gem & Diamond Workers](#)
[Model Makers, Metal & Plastic](#)
[Patternmakers, Metal & Plastic](#)
[Tailors, Dressmakers, & Custom Sewers](#)

Protective Service

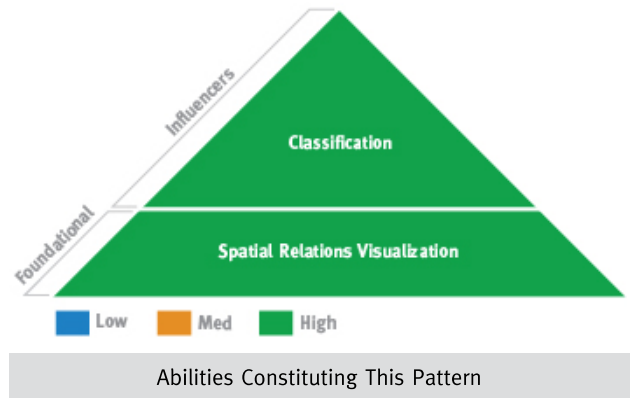
[Private Detectives & Investigators](#)

Transportation and Material Moving

[Airfield Operations Specialists](#)
[Airline Pilots & Flight Engineers](#)
[Aviation Inspectors](#)
[Bus Drivers, Transit & Intercity](#)

Hands-on Troubleshooting

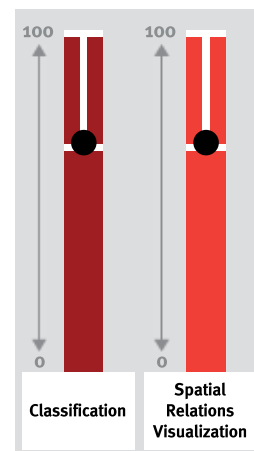
This pattern utilizes Diagnostic Problem Solving (Classification) within the structural world. Spatial Relations Visualization is at the foundation of this pattern and is the first ability to take into account. Strength in this ability means greater satisfaction when involved in and with the three dimensional world. You will experience more satisfaction in any activity, whether as an avocation or as part of your work, that has a 'hands on' feel to it, and brings you in contact with the real world.



Classification drives people with this pattern to solve problems quickly and well; communicating rationales or ideas to other people may present more of a problem. They often enjoy functioning in a problem solving, or troubleshooting role and thrive on having different types of problems to work on. People with this pattern often 'see' the answer much more quickly than others, and can feel impatient at times unless they consciously make allowances for other people's problem solving styles. With your combination of strong abilities, you will in all likelihood be most satisfied and happy when you are using them regularly.

This combination of driving abilities is seen quite often in people who operate in environments that require on-the-spot decisions, and a sense of certainty. Surgeons, engineers who are involved in direct, hands-on problem solving, and technicians who do frequent troubleshooting all use this pattern of abilities. In addition, it is often seen in people who must come into a troubled situation and 'take over' for a time. This combination of abilities is also quite useful to engineers, city planners, and environmental experts and planners.

See next page for CAREERS TO EXPLORE.



Your Scores (black dots) Relative To Required Ability Range

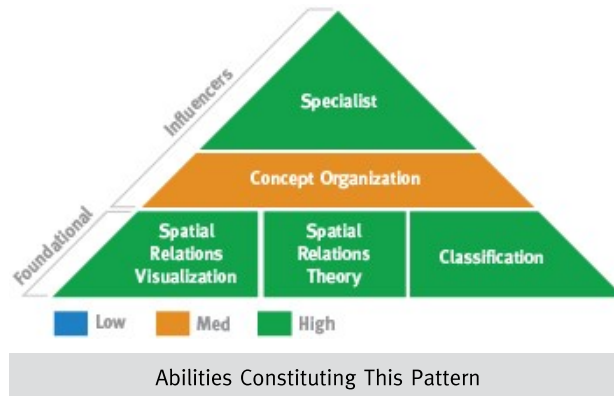
Careers to Explore for Hands-on Troubleshooting

Organized by the U.S. Dept. of Labor's **Job Families** which are groups of occupations based upon work performed, skills, education, training and credentials.

Architecture and Engineering	Respiratory Therapists	Loss Prevention Managers
Electronic Drafters	Surgical Assistants	
Electrical Engineers	Surgical Technologists	Office and Administrative Support
Manufacturing Production Technicians		Insurance Claims Clerks
	Healthcare Support	
Arts, Design, Entertainment, Sports, Media	Veterinary Assistants	Personal Care and Service
Film & Video Editors		Hairdressers & Cosmetologists
Graphic Designers	Installation, Maintenance, and Repair	Manicurists & Pedicurists
Multimedia Artists & Animators	Electric Motor, Power Tool Repairer	
	Electrical & Electronics Installers	Production
Building, Grounds Cleaning, Maintenance	Electrical & Electronics Repairers	Bakers
Landscaping & Groundskeeping Workers	Electronic Equipment Installers	Ophthalmic Laboratory Technicians
	Life, Physical, and Social Science	Painters, Transportation Equipment
Business and Financial Operations	Forest & Conservation Tech	Patternmakers, Wood
Energy Auditors	Geological Sample Test Tech	
Environmental Compliance Inspectors	Environmental Science & Protection Tech	Protective Service
Insurance Appraisers, Auto Damage		Fire Inspectors
Regulatory Affairs Specialists	Management	
	Education Administrators, Preschool	Transportation and Material Moving
Construction and Extraction	General & Operations Mgrs	Airline Pilots, Copilots
Electricians	Green Marketers	
Education, Training, and Library		
Engineering Teachers		
Healthcare Practitioners and Technical		
Dietitians & Nutritionists		

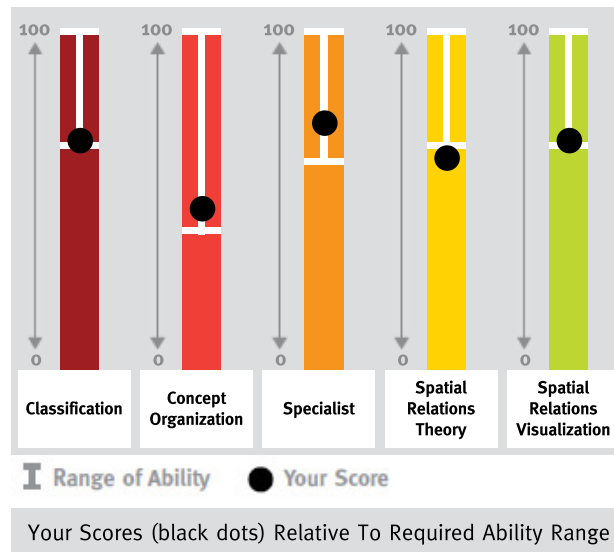
Specializing- Structural Consultative Problem Solving

This pattern combines a Specialist orientation, a Consultative Problem Solving style (Classification and Concept Organization) and the ability to engineer or design in three dimensions (Spatial Relations Theory and Visualization). With a natural consultative problem solving style, people with this pattern are typically drawn to work roles requiring fast-paced troubleshooting or solution identification within structural industries. You might want to begin your career on the design or implementation team in a structural design or engineering firm. This will give you the necessary experience to be seen as the expert you desire to be. Seeking to remain in the structural, tangible world and not allowing yourself to be thrust into a more theoretical managerial position will be important for your development. Because of your Specialist orientation you would be more successful as a consultant rather than a long-term manager, allowing you to advise from outside the ranks. However, if you are an Extrovert, the energy you gain from working with people might compensate for your Specialist orientation on a team and you would naturally be seen as a leader.



A word of caution about Classification, the higher your score the more pressure you will feel to use it. It can also sometimes cause you to see a problem in almost any plan that is presented, making it difficult for you to make a decision. You need to discipline yourself to move on consistently from identifying problems to also coming up with possible solutions. This is more difficult, but ultimately a more complete use of your considerable talents.

A wide variety of opportunities in STEM (Science, Technology, Engineering, and Mathematics) fields are open to you; they are a strong match for your natural abilities. Seeking out information about these fields in areas of your natural interests would be beneficial to your career journey.



See next page for CAREERS TO EXPLORE.

Careers to Explore for Specializing- Structural Consultative Problem Solving

Organized by the U.S. Dept. of Labor's **Job Families** which are groups of occupations based upon work performed, skills, education, training and credentials.

Architecture and Engineering

[Aerospace Engineers](#)
[Automotive Engineers](#)
[Civil Engineering Technicians](#)
[Computer Hardware Engineer](#)
[Electromechanical Engineer Tech.](#)
[Electronics Engineering Technicians](#)
[Manufacturing Engineer](#)
[Materials Engineer](#)
[Mechanical Engineering Tech.](#)
[Mining & Geological Engineer](#)
[Nanosystems Engineer](#)
[Product Safety Engineer](#)

[Agricultural Engineer](#)
[Fire-Prevention Engineer](#)
[Marine Engineer](#)

[Automotive Master Mechanic](#)
[Computer Machine Repairers](#)
[Mobile Heavy Equipment Mechanic](#)

Computer and Mathematical

[Computer Systems Analyst](#)
[Telecommunications Engineer Spec.](#)

Life, Physical, and Social Science

[Bioinformatic Scientist](#)
[Biological Technician](#)
[Forensic Science Technician](#)

Construction and Extraction

[Construction & Building Inspector](#)
[Solar Energy Installation Managers](#)

Production

[Aircraft Structure Tech.](#)

Education, Training, and Library

[Technical Education Teacher](#)

Transportation and Material Moving

[Air Traffic Controller](#)

Healthcare Practitioners and Technical

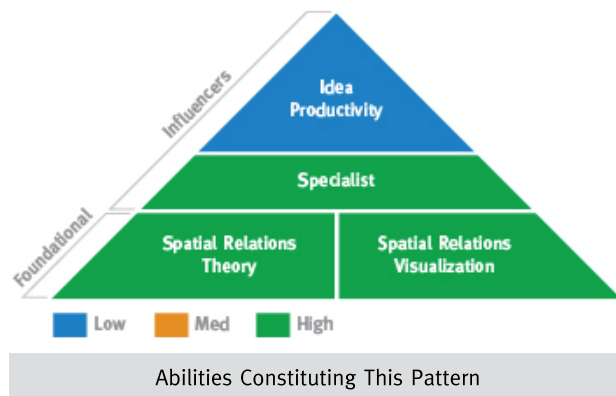
[Emergency Medical Technicians & Paramedics](#)
[Veterinarians](#)
[Veterinary Technologists & Technicians](#)

Installation, Maintenance, and Repair

[Aircraft Mechanic](#)

Specializing- Focused Structural

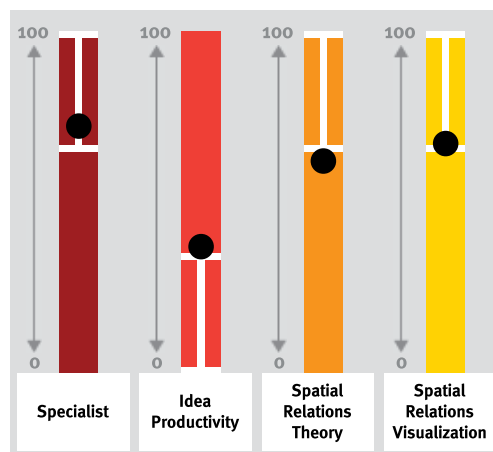
This pattern combines a Specialist orientation with focused structural abilities (Spatial Relations Theory and Visualization and lower Idea Productivity). People with strong Spatial Relations Visualization tend to be more concrete thinkers, meaning they like things that have a tangible or finished product outcome. Typically, people with this pattern are more comfortable in fields that are supported by facts and figures or black or white outcomes versus theories and ideas that have no verifiable outcome or basis. Because of this, many are drawn to technical, mechanical, scientific, medical, or sometimes artistic fields. When Spatial Relations Visualization is very strong, it almost always points to a career or work roles that involve some hands-on activities as part of your daily work tasks.



The Specialist orientation often points to choosing a narrower or specialized field where a natural drive will lead to a depth of knowledge. This specialization will most likely make you more proficient and possibly an expert. Your interest and education will be very important in deciding which industry you work in but the key is to look for activities that involve hands on and tangible outcomes.

Congruent with the Specialist orientation, relatively low Idea Productivity generates the focus required to stay on task and develop an expertise. This allows you to concentrate without distraction and even learn specialized terminology. This combination can be found in work roles within civil engineering. Be aware that movement into supervisory or managerial roles probably require some additional skill-building.

See next page for CAREERS TO EXPLORE.



Range of Ability ● Your Score
Your Scores (black dots) Relative To Required Ability Range

Careers to Explore for Specializing- Focused Structural

Organized by the U.S. Dept. of Labor's **Job Families** which are groups of occupations based upon work performed, skills, education, training and credentials.

Architecture and Engineering

[Civil Engineers](#)
[Electro-Mechanical Technicians](#)
[Mechanical Drafters](#)
[Mechanical Engineering Technicians](#)
[Mechanical Engineers](#)
[Mechatronics Engineers](#)
[Biochemical Engineers](#)
[Biomedical Engineers](#)
[Electronics Engineering Technicians](#)
[Electronics Engineers](#)
[Manufacturing Engineering Tech](#)
[Manufacturing Engineers](#)
[Manufacturing Production Tech](#)
[Mechanical Engineering Tech](#)
[Robotics Engineers](#)
[Robotics Technicians](#)
[Software Quality Assurance Engineers](#)
[Solar Energy Systems Engineers](#)

Arts, Design, Entertainment, Sports, Media

[Technical Directors/Managers](#)

Business and Financial Operations

[Management Analysts](#)
[Auditors](#)

Computer and Mathematical

[Database Administrators](#)
[Biostatisticians](#)
[Computer & Information Research Scientists](#)
[Computer Systems Analysts](#)
[Computer Systems Engineers/Architects](#)

Construction and Extraction

[Solar Energy Installation Managers](#)
[Solar Photovoltaic Installers](#)

Education, Training, and Library

[Audio-Visual & Multimedia Specialists](#)
[Geography Teachers, Postsecondary](#)

Healthcare Practitioners and Technical

[Anesthesiologists](#)
[Cytotechnologists](#)
[Magnetic Resonance Imaging Tech](#)
[Medical & Clinical Laboratory Tech](#)

Installation, Maintenance, and Repair

[Aircraft Mechanics & Service Tech](#)
[Automotive Master Mechanics](#)
[Electronic Equipment Installers](#)
[Electronic Home Entertainment Equip. Installers](#)
[Automotive Specialty Technicians](#)
[Bus & Truck Mechanics Specialists](#)
[Manufactured Building & Mobile Home Installers](#)
[Refrigeration Mechanics & Installers](#)

Life, Physical, and Social Science

[Medical Scientists](#)
[Microbiologists](#)
[Atmospheric & Space Scientists](#)
[Biochemists & Biophysicists](#)
[City & Regional Planning Aides](#)
[Geological Sample Test Technicians](#)

Management

[Loss Prevention Managers](#)
[Emergency Management Directors](#)

Production

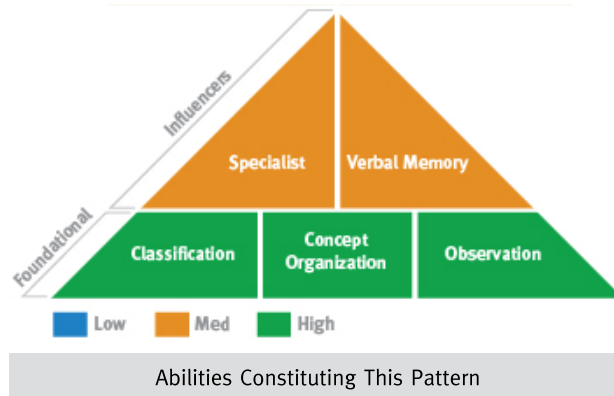
[Dental Laboratory Technicians](#)
[Cabinetmakers & Bench Carpenters](#)
[Model Makers, Metal & Plastic](#)
[Model Makers, Wood](#)
[Team Assemblers](#)

Transportation and Material Moving

[Aviation Inspectors](#)
[Air Traffic Controllers](#)

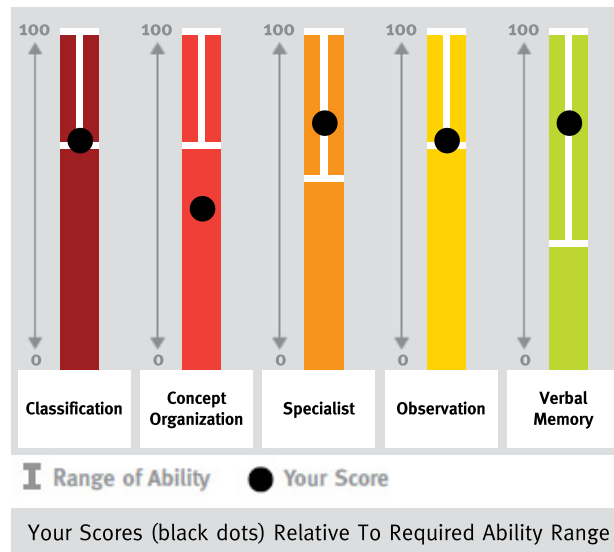
Investigating- Planning

This pattern combines a Specialist orientation with a Consultative problem solving style (Classification and Concept Organization), an ability to remember what is read (Verbal Memory) and acute Observation. People with this pattern naturally apply their foot-wide/mile deep approach to seeing details that others might miss and then quickly ascertaining how the pieces fit together. This combination results in a natural attentiveness to visual details related to plans, progress toward goals, or the creation of a scenario from limited pieces of visual information.



This complex set of abilities enables you to conduct investigations and inquiries. You are a logical thinker, able to take what you have observed and make the connections needed to begin the investigation. Next, you can create a plan of action and then communicate the results. Verbal Memory allows you to sift through written material and retain information. This is helpful as you use the diagnostic side of your problem solving (Classification) to make connections with information you have read.

You have strong abilities for investigation and work roles in criminal justice or the legal profession. Many other occupations might interest you as well. This ability pattern itself is a broad set of seemingly unrelated tools that can be used in industries as diverse as library science and zoology. Any career that depends on rapid and logical problem solving, keen observation, and the ability to dig deep into an idea will satisfy you. Review your personal style characteristics for clues about careers where you might feel some natural draw. An Introvert with a Specialist orientation might draw you to careers in writing, planning, or analysis, which depend on working independently. An Extrovert may be more comfortable in people-oriented careers such as financial planning or news reporting.



See next page for CAREERS TO EXPLORE.

Careers to Explore for Investigating- Planning

Organized by the U.S. Dept. of Labor's **Job Families** which are groups of occupations based upon work performed, skills, education, training and credentials.

Arts, Design, Entertainment, Sports, Media [Business Intelligence Analyst](#)

[Broadcast News Analyst](#)

[Editor](#)

[Reporter & Correspondent](#)

Business and Financial Operations

[Auditors](#)

[Business Continuity Planners](#)

[Claims Examiners](#)

[Coroner](#)

[Energy Auditors](#)

[Financial Examiners](#)

[Fraud Examiners, Investigators](#)

[Insurance Adjuster, Investigator](#)

[Market Researcher](#)

[Credit Analysts](#)

[Environmental Compliance Inspector](#)

[Financial Analyst](#)

[Government Property Investigator](#)

Computer and Mathematical

[Actuaries](#)

[Biostatisticians](#)

Education, Training, and Library

[Librarian](#)

[Criminal Justice Teachers](#)

Farming, Fishing, and Forestry

[Agricultural Inspectors](#)

Healthcare Practitioners and Technical

[Speech Pathologist](#)

Legal

[Lawyer](#)

[Paralegal](#)

[Title Examiner](#)

Life, Physical, and Social Science

[Archeologist](#)

[Economist](#)

[Environmental Restoration Planner](#)

[Forensic Science Technician](#)

[Anthropologist](#)

[Transportation Planner](#)

[Urban & Regional Planner](#)

[Zoologist](#)

Management

[Compliance Managers](#)

[Emergency Management Planner](#)

[Geothermal Production Managers](#)

Office and Administrative Support

[Bill & Account Collectors](#)

[Billing, Cost, & Rate Clerks](#)

[Brokerage Clerks](#)

Protective Service

[Criminal Investigator](#)

[Fire Investigators](#)

[Intelligence Analyst](#)

[Police Detective](#)

[Fire Inspectors](#)

[Immigration & Customs Inspector](#)

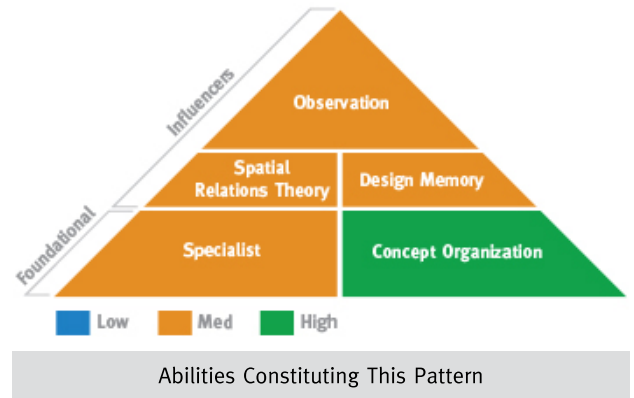
[Private Detective & Investigator](#)

Transportation and Material Moving

[Aviation Inspectors](#)

Specializing- Logical Analysis

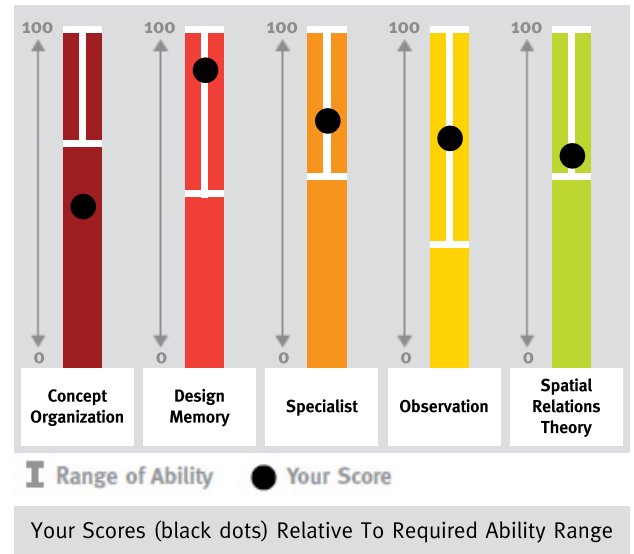
This pattern combines a Specialist orientation and Analytical Problem Solving (Concept Organization), with relatively strong Visual abilities (Design Memory, Observation) and an understanding of how interrelated pieces fit together (Spatial Relations Theory). It is the foundation for complex problem solving in higher mathematics and systems or program design. People with this pattern are able to understand and conceptualize the overall design of a project, application, or system, whether concrete or abstract. They are able to organize ideas into a logical sequence leading to a specific goal. Imagining several steps in advance and mentally manipulating outcomes might make strategy games such as Othello or chess enjoyable. This set of abilities has applications in any field in which a number of factors must be taken into account to develop a logical plan. For instance, market research firms try to provide a competitive advantage to their clients by predicting what consumers will respond to and why. You understand products, services and consumers and can project what factors will make a difference.



Your Design Memory enables you to see patterns that can be useful in any planning field. Combined with Concept Organization, you can consider all the relevant elements and put them together to create a logical design. Depending on your Spatial Relations Visualization ability, you may or may not actually transform a design into a tangible product.

Your ability pattern is critical in computer design, computer engineering, and system design fields. Computer design or engineering requires the analyst to think and anticipate the cause and effect of every step in the design. You need to anticipate the normal usage of the customer and make programming steps to address possible options. Every business and industry in the world is dependent on good systems and these systems are written, designed, and maintained by people who have this ability pattern.

This ability pattern is also applicable in corporate systems like organizational development, where the inter-relationship dynamics of the staff and management are clearly understood. Your Specialist orientation will drive you to develop an expertise in whatever industry you choose.



See next page for CAREERS TO EXPLORE.

Careers to Explore for Specializing- Logical Analysis

Organized by the U.S. Dept. of Labor's **Job Families** which are groups of occupations based upon work performed, skills, education, training and credentials.

Architecture and Engineering

[Electromechanical Engineer](#)
[Robotics Engineer](#)
[Solar Energy Systems Engineer](#)
[Computer Hardware Engineer](#)

Business and Financial Operations

[Financial Quantitative Analyst](#)
[Logistics Analyst](#)
[Market Research Analyst](#)
[Compensation, Job Analysis Spec.](#)

Computer and Mathematical

[Actuaries](#)
[Biostatisticians](#)
[Computer & Information Research](#)
[Computer Network Architect](#)
[Computer Systems Engineer](#)

[Computer Programmer](#)
[Geospatial Information Specialist](#)
[Mathematician](#)
[Network & Computer Systems Admin.](#)
[Search Marketing Strategist](#)
[Software Developers, Applications](#)
[Statistician](#)
[Video Game Design](#)
[Computer Systems Analyst](#)
[Database Administrators](#)
[Software Developers](#)
[Web Developer](#)

Education, Training, and Library

[Instructional Design Specialist](#)

Healthcare Support

[Veterinary Assistants & Laboratory Animal Caretakers](#)

Life, Physical, and Social Science

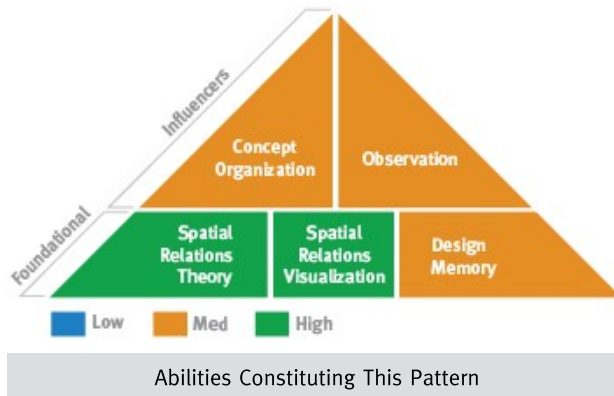
[Animal Scientists](#)
[Astronomer](#)
[Bioinformatics Scientists](#)
[Chemists](#)
[Physicist](#)
[Industrial-Organizational Psychologist](#)
[Remote Sensing Scientist](#)
[Survey Researcher](#)

Protective Service

[Intelligence Analysts](#)

Engineering- Technical

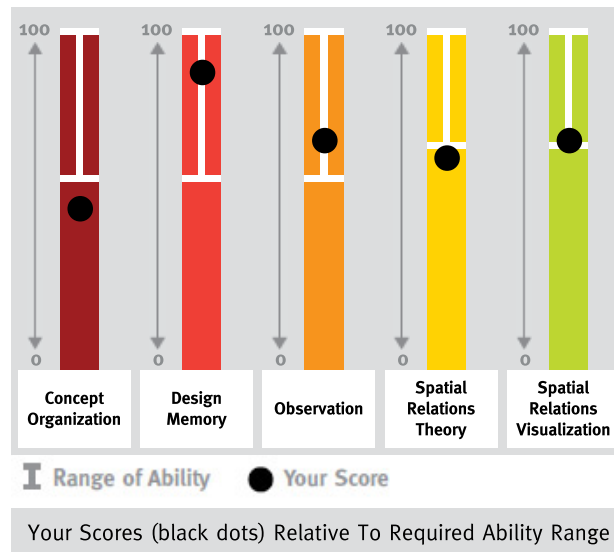
This pattern combines the Analytical Problem Solving style (Concept Organization) with structural or Engineering Spatial Abilities (Spatial Relations Theory and Visualization) and strong Visual abilities (Design Memory, Observation). The spatial abilities are the basic technical abilities. The other abilities support the engineering and technical areas. Specifically, Design Memory is very important to many areas of engineering, design, and architecture. And Concept Organization is the most fundamental ability required for science and research. Concept Organization can also help in communicating your ideas to others in papers, websites, or journals.



Many people with these strong Spatial Relations abilities choose to work in career fields that produce a tangible product. However, this pattern also supports work in more abstract fields such as computer science and game design. Computer programming and system design are other careers to investigate for their strong abstract component.

Review your personal style characteristics for clues about work roles that might be more suited to your natural style. If you are more of a Specialist, you may be interested in conducting in-depth research or providing expertise to a group or team. If you are more of a Generalist, group dynamics and collaboration will be more important to you, especially if you have a preference for Extroversion.

Spending some time job shadowing might influence your thinking about the kind of work environment that is most comfortable for you. Generally people with high interest in communication with others will be very comfortable in a work environment that has few barriers to communication such as walls or office doors. If you tend to be more Introverted, and have a desire to focus on the task at hand, a big noisy workroom with constant interaction might be very frustrating for you.



See next page for CAREERS TO EXPLORE.

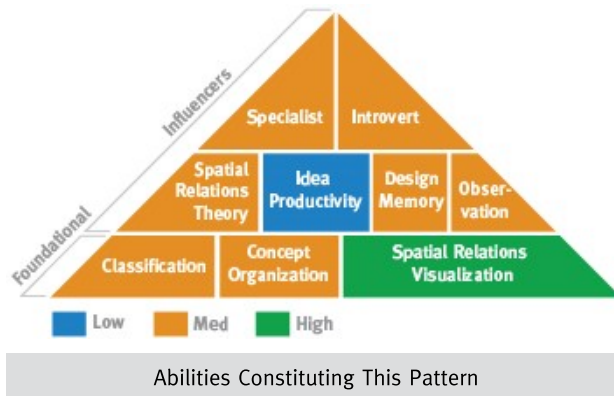
Careers to Explore for Engineering- Technical

Organized by the U.S. Dept. of Labor's **Job Families** which are groups of occupations based upon work performed, skills, education, training and credentials.

Architecture and Engineering	Industrial Engineer	Geospatial Information Scientist
Aerospace Engineers	Mapping Technician	Software Developers, Applications
Architect	Mechanical Drafter	
Civil Drafter	Mining & Geological Engineer	Construction and Extraction
Civil Engineers	Robotics Technician	Solar Energy Installation Managers
Computer Hardware Engineer		
Electrical Engineer	Arts, Design, Entertainment, Sports, Media	Healthcare Practitioners and Technical
Electro-Mechanical Technician	Commercial & Industrial Designer	Radiologist
Electronics Engineer	Sound Engineering Technician	Radiologic Technician
Landscape Architect		
Mechanical Engineer	Computer and Mathematical	Installation, Maintenance, and Repair
Nuclear Engineer	Computer Information Research	Avionics Technicians
Robotics Engineer	Computer Network Architect	
Architectural Drafter	Computer Systems Analyst	Life, Physical, and Social Science
Environmental Engineer	Software Developers	Atmospheric & Space Scientist
	Video & Game Designer	Bioinformatics Scientist
	Computer Programmer	Geoscientist
	Database Architects	Archeologist
		Hydrologist
		Management
		Architect & Engineering Manager

Life/Biological Science

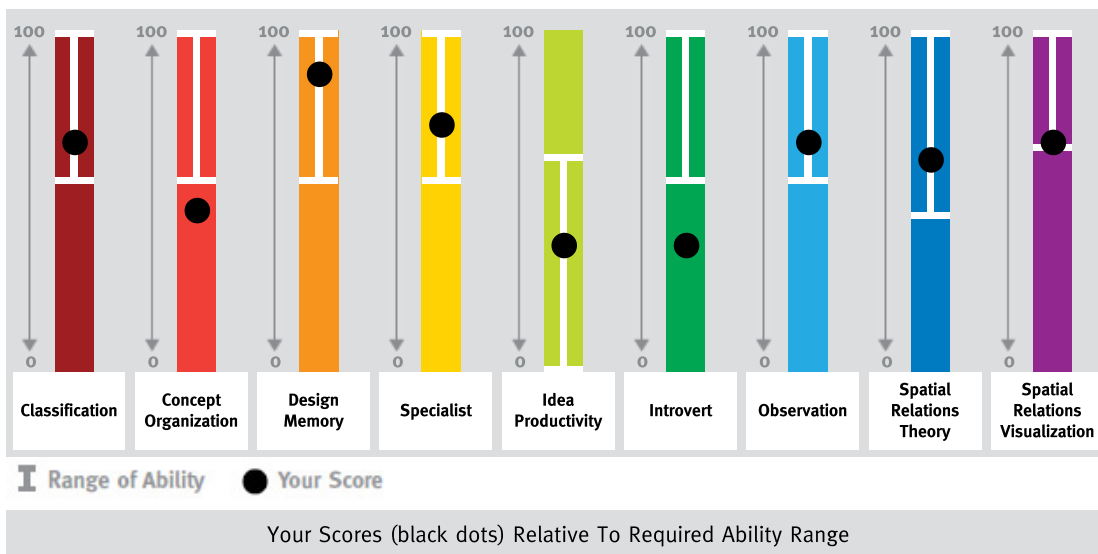
This pattern combines the Detailed Researcher Personal Style (Introverted Specialist) with Consultative Problem Solving (Classification and Concept Organization) and strong Spatial and Visual abilities (Spatial Relations Theory, Visualization and Design Memory, Observation). Relatively good focus (low-to-mid Idea Productivity) is also part of the pattern. With the natural personal style of a Detailed Researcher along with Design Memory and Observation, this combination is a fit with work roles in the life and biological sciences.



Classification and Concept Organization enable identifying solutions and creating implementation steps rapidly, and then laying everything out logically in a way others can understand. You can recognize patterns in and draw conclusions from an assortment of ideas, facts, or events and communicate your findings.

The combined Spatial Relations abilities indicate a natural understanding of the dynamics of any system – from the human body to a forest – and at predicting and manipulating outcomes of interventions. This results in a perceptive grasp of scientific principles. People with this pattern are able to excel and might prefer to work in a structural, scientific, or physical field, manipulating concrete objects, tangible products, and mechanical or technological systems.

The visual abilities (Observation and Design Memory) all contribute to success in fields that require the capacity to recall patterns, notice small irregularities or changes, and to frequently check and re-check details. These abilities are also helpful in viewing scientific slides, core samples, or data patterns.



Number Memory can be useful in keeping huge amounts of figures and data front of mind.

As an Introverted Specialist, people with this pattern are most satisfied in developing an area of expertise and sharing their expertise in a structured environment or on a limited basis, mostly with people within their field. This could be in an academic environment as a professor, as a scientist who presents their work at a conference, or a team member providing findings to others on a scientific team. People with this combination may also be quite satisfied working in a laboratory with minimal human interaction. They still might want to share their discoveries, although more likely through a written vehicle such as a journal article.

Careers to Explore for Life/Biological Science

Organized by the U.S. Dept. of Labor's **Job Families** which are groups of occupations based upon work performed, skills, education, training and credentials.

Healthcare Practitioners and Technical

[Anesthesiologists](#)

[Cardiovascular Technologist](#)

[Dermatologists](#)

[Naturopathic Physicians](#)

[Neurologists](#)

[Obstetricians & Gynecologists](#)

[Ophthalmologists](#)

[Orthoptists](#)

[Pediatricians, General](#)

[Physical Medicine & Rehab Physicians](#)

[Podiatrists](#)

[Radiation Therapist](#)

[Radiologist](#)

[Sports Medicine Physicians](#)

[Surgeons](#)

[Urologists](#)

[Veterinarian](#)

[Allergists & Immunologists](#)

[Chiropractors](#)

[Nuclear Medicine Physicians](#)

[Nuclear Medicine Technologists](#)

[Orthodontists](#)

[Prosthodontists](#)

Life, Physical, and Social Science

[Archeologist](#)

[Biochemist & Biophysicist](#)

[Biologist](#)

[Medical Scientist](#)

[Molecular & Cellular Biologist](#)

[Neuropsychologists](#)

[Physicist](#)

[Zoologist](#)

[Anthropologists](#)

[Bioinformatic Scientist](#)

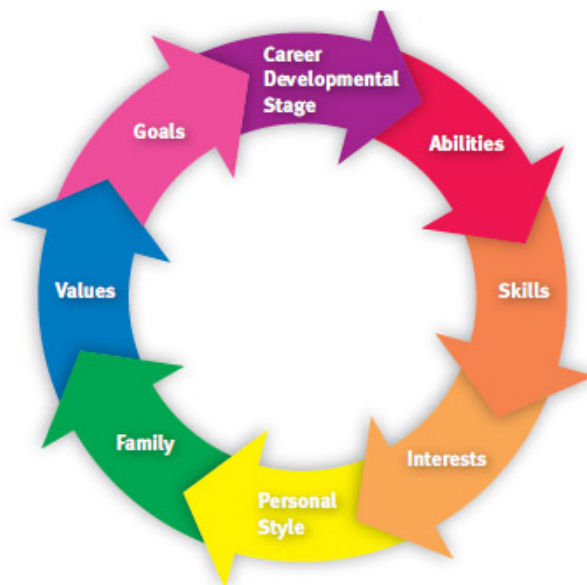
[Environmental Scientist](#)

VIII. Next Steps

Highlands' Whole-Person™ Approach

Highlands considers natural abilities *one* of 8 important factors you need to take into account while exploring your work options. In fact, we do not recommend making work-related decisions based on your abilities alone. We recommend you consider *your*:

- **Natural Abilities** – what comes naturally to you
- **Skills** – what you've learned or can learn how to do
- **Interests** – what fascinates you
- **Personal Style** - how you interact with others
- **Family of Origin** – family influences
- **Values** – what is important to you
- **Goals** – your ideas about your future
- **Stage of Career Development** – where you are in your life and education as well as the amount of experience in the work place



“Our Program is multidimensional. We don’t settle for a simple picture of who you are. You are more than your personality, more than your interests, more than your values, even more than your natural talents. If you don’t take a whole picture of yourself into account, you run the serious risk of getting into a job or career that will end up feeling as though it doesn’t fit you at all.” (McDonald et. al., DWYT)

For a fuller description of the Highlands Whole-Person™ approach, see the Highlands book:



Don't Waste Your Talent:
The Eight Critical Steps To Discovering What You Do Best

www.HighlandsLifeandCareerCenter.com

Consult Your Highlands Affiliate

Your Highlands Affiliate is an active partner in your career exploration. The more effort you put in, the more your Affiliate can help. Your Affiliate will help you understand the benefits of making the following shifts in how you approach your results, and how you can make educational and career choices now and in the future:

Move from thinking	Move to thinking
There is an answer or formula that an expert can provide to tell me what I should be or do	By understanding myself in terms of my abilities and other factors, I can choose and explore multiple options to determine the best fit
There is one “right”, “best” or “ideal” ability profile	It is important that I understand my profile and how to best use my strengths
There is a perfect job/career	There is a job or career path that may fit me now and as I grow in my career
There is only one way to do a job	What is my best way of accomplishing specific job responsibilities
Jobs don’t change	Because jobs and careers can change, I need to be aware of how my strengths fit and what, if any, skills I need to build
Personal circumstances don’t change	Because personal circumstances can and do change I need to be aware of my personal style and abilities to learn to adapt to changing circumstances
The right job will just show up	I need to take action and explore options

Explore Your Interests

Abilities and interests go hand in hand. Abilities provide the potential for doing things well and interests provide the motivation and energy to use those abilities. Most of the time, a strong ability will assert itself and you will use it in a variety of ways without ever thinking about it. Sometimes, however, a strong ability may remain dormant due to lack of interest in applying it or lack of experience in using it. Conversely, a strong interest can provide the motivation to develop a particular skill even if your aptitude is low or moderate.

Take playing basketball as an example. Those who have a natural ability to play, and an interest in doing so, may play the game well with little effort. Those who have the natural talent and have never tried playing may not know their capability, while others with this natural talent may have no interest in playing. Either way, their natural talent for playing basketball will not be demonstrated. There is also a group of people who become very good basketball players through practice, practice, practice even though their natural talent is low to moderate.

If you've never explored your interests or if you are curious about the alignment of your abilities with your interests, you can begin by going to the free Interest Inventory published by the US Department of Labor on the O*Net website at <http://www.mynextmove.org/explore/ip>. The O*NET is the nation's primary source of occupational information. You can also work with your Highlands Affiliate who may have additional inventories and activities to explore your interests.

Seek Out Experiences

Building self-awareness is key to your success. Success in college, success in the world and how much you enjoy your life will be determined by how well you know yourself. Knowledge about your natural abilities is at the foundation. Knowledge about other internal factors is key.

Awareness of how each factor works for you and how all factors work together will only come from seeing them in action. That's why proactively seeking out experience is critical.

You may consider volunteer work, clubs, committees, work-study programs, co-op programs, job shadowing, informational interviewing/surveying, part-time jobs, community service, and non-credit classes. You can tinker with computers, machines, equipment, instruments, artistic mediums, and other hands-on materials. You can run for office in a club, try your hand at public speaking or perform in a school or community play. Whatever experiences you have will help you expand or refine your career exploration.

Use the knowledge that you have gained to intentionally select experiences for the insights they will provide, to change what you notice as you explore and to refine how you articulate your experiences. Your Highlands Affiliate can help you be proactive in your choices. Work with your affiliate to identify options to explore based on your unique self. You can feel confident about the talents identified by the HAB. You are equipped with a language to connect what you know about yourself to the world of work. Now it's up to you to use it!

“Some people use their talents: others ignore them. Our philosophy is this: TAP INTO YOUR TALENTS – DON’ T WASTE THEM, they are your hard-wired key to personal and professional success” (McDonald et. al., DWYT)

CREDITS

The Highlands Career Exploration Supplement (HCES) is copyrighted by The Highlands Company 2014, all rights reserved. Material for this report comes from the knowledge and experience of all Highlands Affiliates. Developed for this report by primary author Dori Stiles, PhD with significant contributions by co-authors Tami Peterson, Leslie Martin and Robert Wall. HCES team members include Andrew Neiner, PhD – statistician and Natalie Pepper – editing.