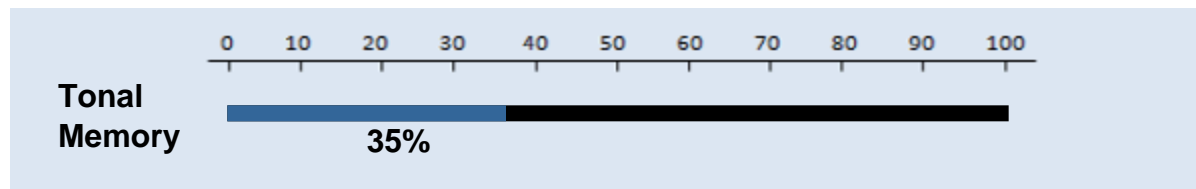


LEARNING BY LISTENING – (TONAL MEMORY)

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

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



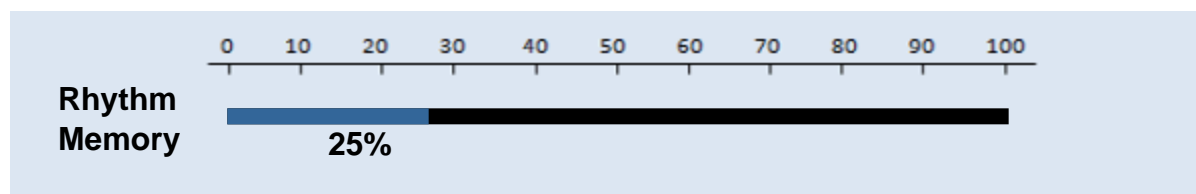
As a lawyer with medium Tonal Memory, you should:

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

KINISTHETIC LEARNING – (RHYTHM MEMORY)

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

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



As a lawyer with low Rhythm Memory, you:

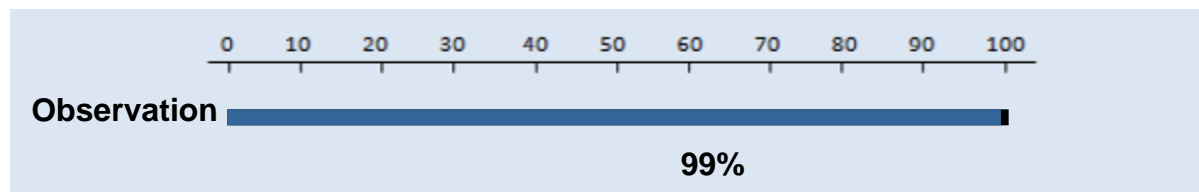
- May find it difficult to reproduce physical movements or a musical rhythm and beat.
- Are not likely to experience a strong need or push to use this ability.
- Can work to develop enjoyment and appreciation of music even though singing or playing an instrument may be difficult for you.
- Should consider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

OBSERVATION

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

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

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



As a lawyer with high Observation Ability, you:

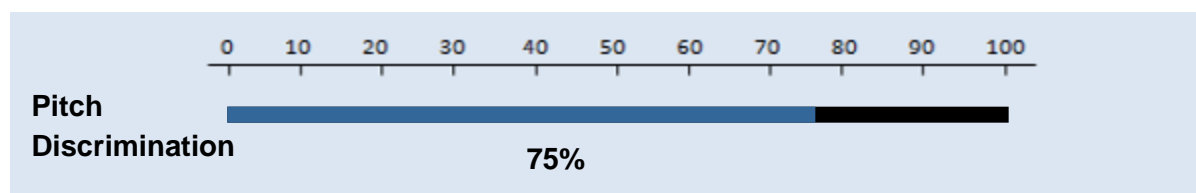
- Will find this ability useful in many areas that require close attention to detail and to visual changes and inconsistencies such as proofreading a document.
- Can easily bring this ability into play in artistic and visual tasks.
- Can find this ability helpful any time you need to describe the details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

PITCH DISCRIMINATION

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

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

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



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

As a lawyer with high Pitch Discrimination, you:

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

VISUAL SPEED AND ACCURACY

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

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

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

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

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

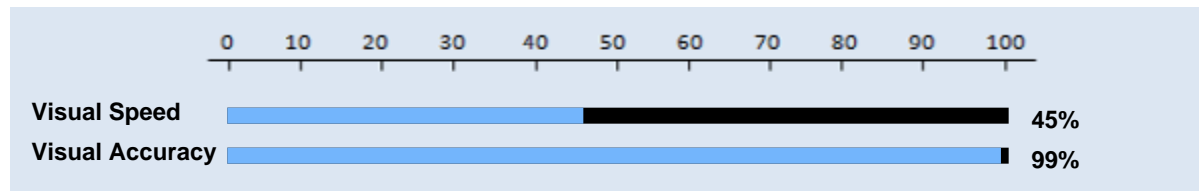
- Determine when accuracy is more important than speed and slow the work down.
- Spend less time on drafts and memos and more on the final product.
- Delegate routine paperwork, but make sure to communicate a commitment to accuracy.
- Make sure your eyes are the last set of eyes on important documents.

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

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

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

YOUR RESULTS



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

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

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

PART VI - VOCABULARY

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

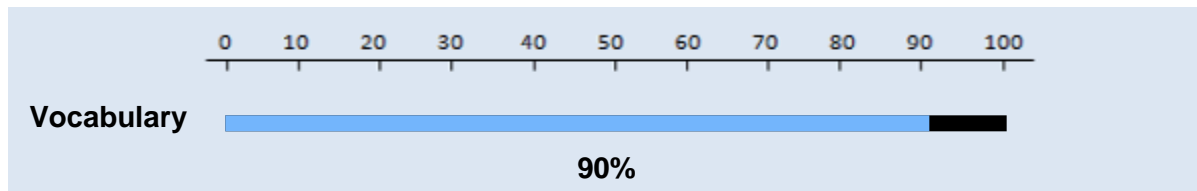
Lawyers have a specialized vocabulary taken partially from Latin (e.g., habeas corpus, stare decisis). But, as a group, they also exhibit relatively high general vocabulary. Several tests conducted among the presidents of large corporations have also shown relatively high vocabularies. In the words of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

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

VOCABULARY

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

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



Your score on this worksample is in the high range.

As a lawyer with a strong vocabulary, you:

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



This report reflects your results on the The Highlands Ability Battery. It gives you a detailed explanation of your abilities, what they mean for you, and how they relate to your role as a lawyer. We urge you now to schedule and complete your feedback conference with a certified Highlands Affiliate. This conference will teach you how to make maximum use of your natural abilities as you face challenges today and in the future.

Feedback Consultations

Our Certified Affiliates have been especially trained to interpret the results of the Battery. They have the knowledge to help you understand your ability patterns and apply your results to the role you adopt as lawyer. They can help you to look at the future and to figure out what direction your abilities should take you in. If you haven't already contacted a Highlands Affiliate, you may choose an Affiliate by going to our website at www.highlandsco.com. You will be able to locate an Affiliate geographically

Group Programs & WorkShops

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

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