



Discover
What
You Do
Best

Confidential Report

Client Name: Student Test 4
Date of Test: 2012-09-24 21:36:28
Phone No.:
Home Phone:
E-mail:
Report Type: Student Career

The Highlands Company
Publisher of the Highlands Ability Battery™
Larchmont, NY 10538

www.HighlandsCo.com

www.HighlandsLifeandCareerCenter.com



Highlands Career Exploration Supplement

Prepared for
Student Test 4

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.

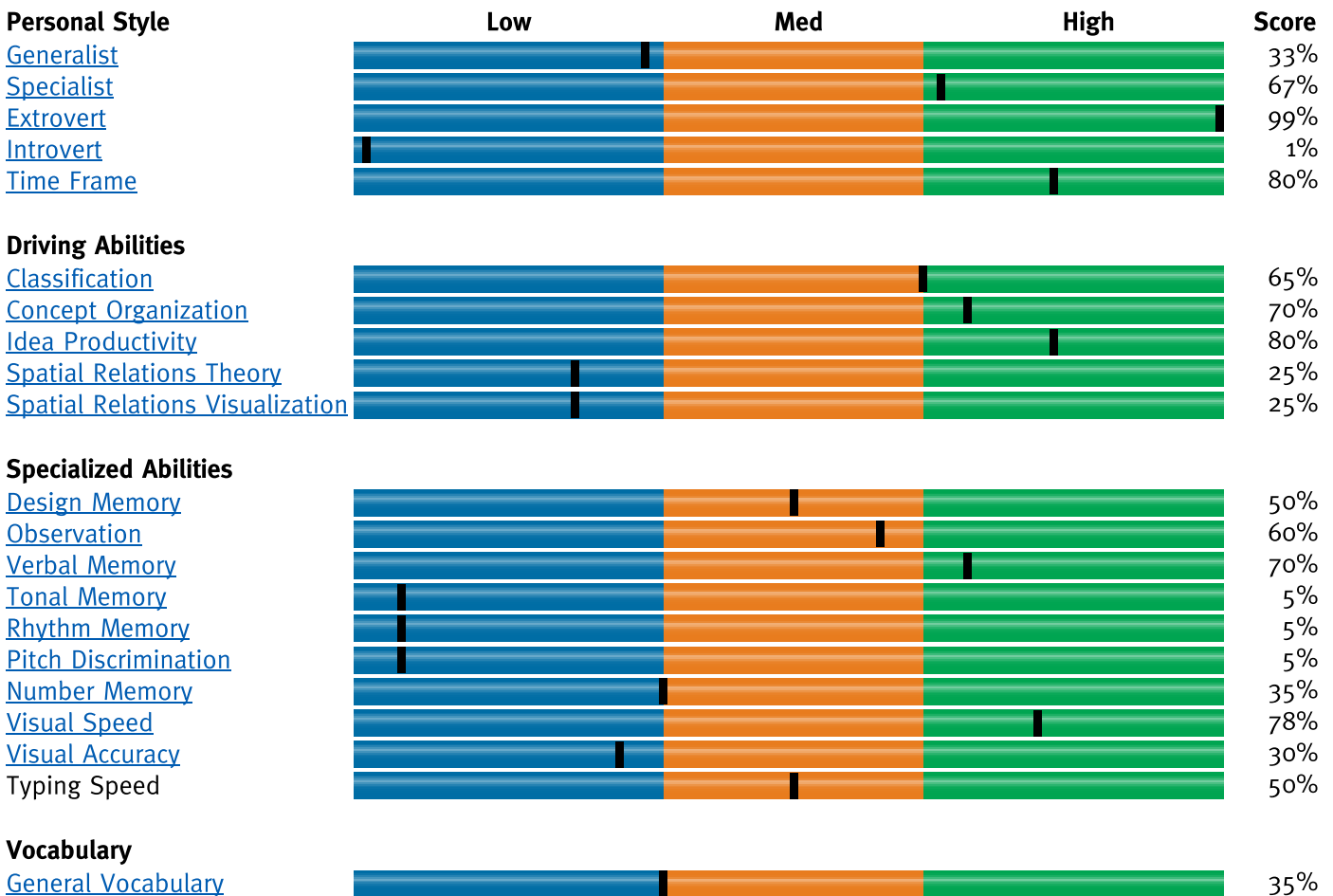
Your results from the HAB are displayed below. When accessing this HCES online, you can click on any of the abilities below to find examples of how that ability can be used in a variety of work roles/career fields. Doing this can help you better understand an ability; it is not meant to suggest a specific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

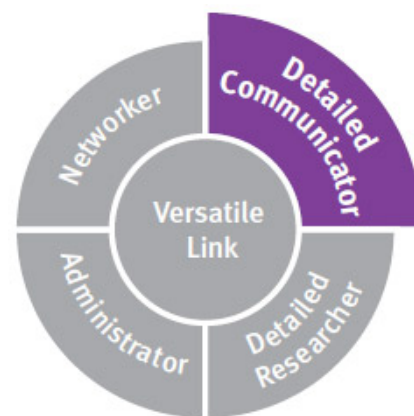


II. Your Personal Style

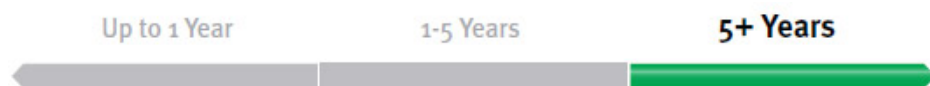
Detailed Communicator

As a Specialist with Extroversion, your personal style elements may feel slightly inconsistent or even incompatible. As a Specialist, you likely prefer to delve into areas that interest you on your own - you find that others do not need or want to know a topic in as much detail as you do. Your Extroversion pulls you toward sharing your special knowledge as soon as you have enough information to feel comfortable talking about it - you become energized by the process of sharing what you know with others. You prefer to be in the forefront in order to communicate and explain processes or policies to others.

You will likely find a good fit in tasks that showcase your individuality and specialized knowledge. Your unique perspective will help you succeed in positions where oral communication is necessary. You will be most satisfied with work in an area of extreme interest where you can interact with other specialists in your field or make presentations. Leadership in specialized clubs that schedule group presentations will be appealing to you, such as a movie club that hosts group discussions or competitive teams such as the debate club.



Time Frame Orientation



Long-range: Combined with a long completion date (5+ years), education or work that is connected to the future such as long-range plans, goals, or visions may feel more motivating and meaningful.

You are drawn to activities that take time to achieve. You may feel that immediate, short-term tasks hold little meaning or may feel less motivating to you unless you can see the connection to something you care about in the distant future. You are able to consider possibilities and plan for activities even when they are more than 5 years into the future. This time orientation lends itself to thinking about long-term social/societal, environmental, scientific, or structural issues. Your long time horizon pushes you to take time to consider as many possibilities as time will allow and, therefore, may result in procrastination. You may frequently need to use short-term deadlines to finish tasks. Especially rewarding will be education or work connecting you to long-term results such as planning communities, research identifying long-term trends, and anticipating the long-term impact of specific interventions, medicines, and artistic creations.

III. Your Reasoning Abilities

Problem Solving (Convergent Reasoning)

Consultative

Your strong Classification and strong Concept Organization indicate you are able to arrive at solutions quickly and then explain the logic behind your solutions clearly and persuasively. Your style draws you toward fast-paced work roles that require lots of problem-solving as well as explaining your solutions to others. Example work roles include a hospital emergency room, a criminal court room, and a political campaign.

Complex problem solving and the opportunity for implementation and monitoring of solutions are significant motivations for you. Delegation of duties in a group setting is an important tool for you to embrace. Examples of campus opportunities might include basketball point guard, Model UN delegate, or student council president.



Idea Productivity (Divergent Reasoning)

Your strong Idea Productivity, or divergent thinking, results in a continuous stream of sometimes related and frequently unrelated ideas. This type of thinking can contribute to both your ability to solve problems and to communicate. Your continuous, rapid flow of ideas can help you generate multiple ways to solve a particular problem. It can also help you adjust your communication so that if one explanation doesn't work, you can quickly think of another way to explain.

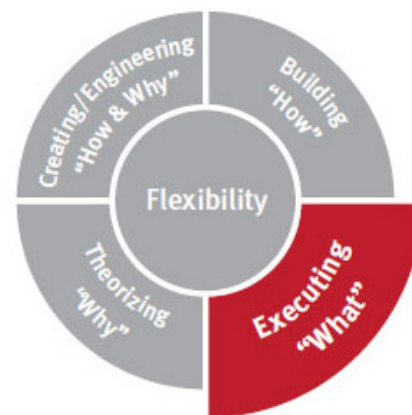
This means you need a career that values generating ideas of your own, helping others to produce ideas, and facilitating discussion about the selection of creative and useful ideas.

Spatial Reasoning

Spatial Executing

Your low SRT and low SRV indicate you are naturally able to execute using spatial reasoning in the physical world. You operate most comfortably as a custodian of company policies and functions. You are drawn not to the “how” or the “why”, but to the “what”. You want to know what needs to be accomplished, and you can move into action without having to consider in advance how the work will be accomplished or why it needs to be done. You tend not to have any preconceptions and readily entertain and evaluate many different suggestions to get the work accomplished. You think more practically than hypothetically about relationships and systems.

You are more likely to enjoy majors that give you experience in the actual activities in which you will be engaged upon graduation. You may have the tendency to be a keeper of information or a collector of ideas in order to justify the execution of the task at hand.








IV. Your Specialized Abilities

Some Visual Influences. Visual abilities include Design Memory and Observation. Your combination of scores indicates you have some visual abilities. You may feel productive in roles that allow you to use your visual abilities either on or off the job.

Moderately Strong Visual Proficiency. Visual proficiency (or dexterity) includes both Visual Speed and Visual Accuracy. Your combination of scores indicates **moderately strong** visual abilities related to paper work tasks. Your natural inclination is to emphasize speed over accuracy when proofing, working with numbers, coding and tracking inventory.

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>Learning By Reading Verbal Memory Low Med High</p>  <p>70%</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>Image Learning Design Memory Low Med High</p>  <p>50%</p>	<ul style="list-style-type: none"> • Learning through graphics and charts is relatively easy for you • Explore which occupations use plans, maps, designs, diagrams, or flowcharts often • Helpful in many scientific, technical and artistic tasks • Communicating with others who also use visual design is relatively easy for you • Following directions using maps and visual plans is probably comfortable for you
<p>Learning Numbers Number Memory Low Med High</p>  <p>35%</p>	<ul style="list-style-type: none"> • Retaining numerical data in your mind may be difficult for you • List and memorize the facts and figures you need every day • Record important data in an easily accessible source • Utilize proven techniques to enhance number memory • Seek majors and careers with low dependence on number memory for success
<p>Learning By Listening Tonal Memory Low Med High</p>  <p>5%</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
<p>Kinesthetic Learning Rhythm Memory Low Med High</p>  <p>5%</p>	<ul style="list-style-type: none"> • Reproducing body movements or a musical beat may be difficult for you • You are not likely to feel a drive towards physical activity to help you think • Bolster limitations in physical activity by practicing diligently • Request that others demonstrate a technique or activity • If your class, major, or career requires physical movement to succeed, seek instruction and practice

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
Idea-rich Analytical Practical Problem Solving
Practical Analytical Problem Solving
Practical Diagnostic Problem Solving
Practical Consultative Problem Solving
Performing Communicator
Advising
Specializing- Advising
Instructing/Training
Investigating- Planning
Analytical Idea-rich Hands-on Problem Solving
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**.

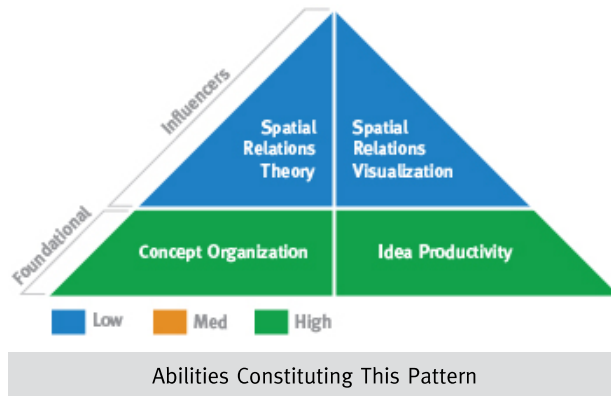
PYRAMID OF BUILDING BLOCKS- the pyramid shows the abilities that make up each Ability Pattern. The foundational abilities (most crucial) are at the bottom with influencing abilities layered on top.

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.

Idea-rich Analytical Practical Problem Solving

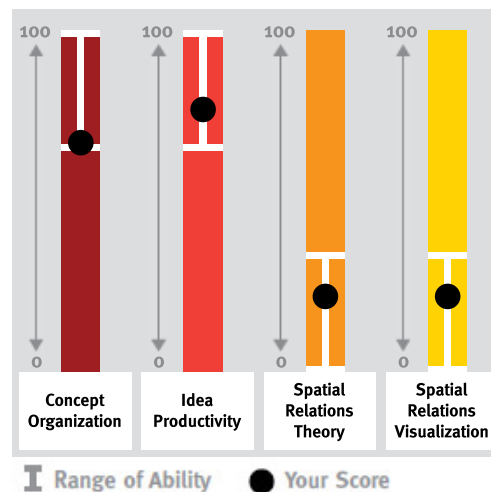
This pattern utilizes idea-rich (Idea Productivity) Analytical Problem Solving (Concept Organization) in the intangible world. The first ability to take into account is your Strong Concept Organization. With strong Concept Organization, you are able to solve problems most easily by projecting logical consequences into the future. This ability also enables you to communicate your ideas to other people in a way that they can easily understand. People with this particular ability often enjoy functioning in a planning role. They are able to deal with problems in a rigorous, logical and linear manner that lends itself easily to projections and forecasting the future.



Strong Idea Productivity can help not only with problem solving, since it allows you to come up with many possibilities, but also with communicating, since you are more easily able to think of different ways to put your ideas so that people will understand them. This can help in situations in which you are teaching or convincing others of the rightness of your ideas.

Additionally, your scores on the two spatial abilities reinforce each other. You are not going to relate well to mathematics or physical, three-dimensional space and objects. You are much more comfortable dealing in the intangible world of people, relationships, and ideas.

This combination of driving abilities is seen quite often in people who consult as an expert for others. Counselors, writers, and planners all use this set of abilities. In addition, it is often used by professors and people who consult in organizations and systems, especially in regard to long range strategy or plans.



Your Scores (black dots) Relative To Required Ability Range

See next page for CAREERS TO EXPLORE.

Careers to Explore for Idea-rich Analytical Practical Problem Solving

Organized by **Job Families** which are groups of occupations based upon work performed, skills, education, training and credentials.

Architecture and Engineering

[Marine Architects](#)

Arts, Design, Entertainment, Sports, Media

[Copy Writers](#)

Business and Financial Operations

[Assessors](#)

[Business Continuity Planners](#)

[Credit Counselors](#)

[Loan Counselors](#)

Community and Social Service

[Child, Family, & School Social Workers](#)

Education, Training, and Library

[Chemistry Teachers, Postsecondary](#)

[Economics Teachers, Postsecondary](#)

[Preschool Teachers](#)

Healthcare Practitioners and Technical

[Dietitians & Nutritionists](#)

[Exercise Physiologists](#)

[Hospitalists](#)

[Midwives](#)

[Neurodiagnostic Technologists](#)

[Pediatricians, General](#)

[Preventive Medicine Physicians](#)

[Cytogenetic Technologists](#)

Life, Physical, and Social Science

[Epidemiologists](#)

[Industrial-Organizational Psychologists](#)

[Food Scientists & Technologists](#)

[Geographers](#)

Management

[Fitness & Wellness Coordinators](#)

Office and Administrative Support

[Legal Secretaries](#)

[Bioinformatics Technicians](#)

Personal Care and Service

[Childcare Workers](#)

[Skincare Specialists](#)

[Concierges](#)

Protective Service

[Immigration & Customs Inspectors](#)

Sales and Related

[Retail Salespersons](#)

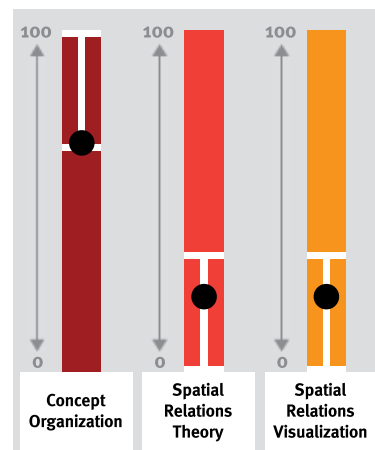
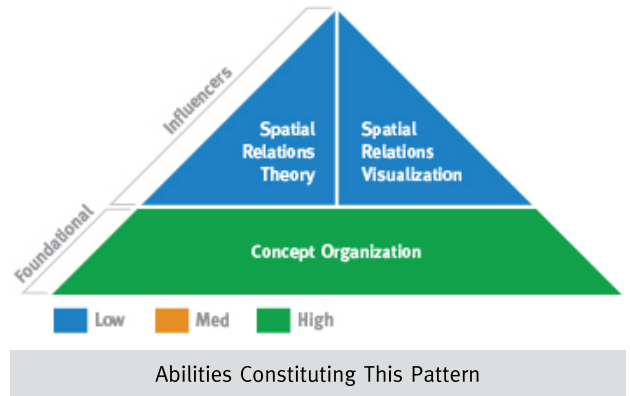
Practical Analytical Problem Solving

This pattern combines Analytical Problem Solving (Concept Organization) with intangible, practical spatial abilities (lower Spatial Relations Theory and Visualization). The first ability to take into account is your strong Concept Organization. With strong Concept Organization, you are able to solve problems most easily by projecting logical consequences into the future. This ability also enables you to communicate your ideas to other people in a way that they can easily understand. People with this particular combination of abilities often enjoy functioning in a planning role. They are able to deal with problems in a rigorous, logical and linear manner that lends itself easily to projections and forecasting the future.

Additionally, your scores on the two spatial abilities reinforce each other. You are not going to relate well to mathematics or physical, three-dimensional space and objects. You are much more comfortable dealing in the intangible world of people, relationships, and ideas.

This combination of driving abilities is seen quite often in people who consult as an expert for others. Travel agents, writers, and events planners all use this set of abilities. In addition, it is often used by professors and people who consult in organizations and systems, especially in regard to long range strategy or plans.

See next page for CAREERS TO EXPLORE.



Your Scores (black dots) Relative To Required Ability Range

Careers to Explore for Practical Analytical Problem Solving

Organized by **Job Families** which are groups of occupations based upon work performed, skills, education, training and credentials.

Arts, Design, Entertainment, Sports, Media

[Copy Writers](#)

[Art Directors](#)

[Directors- Stage, Motion Pictures](#)

[Poets, Lyricists & Creative Writers](#)

[Technical Writers](#)

Business and Financial Operations

[Business Continuity Planners](#)

[Insurance Underwriters](#)

[Meeting, Convention, & Event Planners](#)

[Agents & Business Managers of Artists](#)

[Investment Underwriters](#)

[Loan Counselors](#)

[Management Analysts](#)

Community and Social Service

[Directors, Religious Activities & Education](#)

Computer and Mathematical

[Business Intelligence Analysts](#)

Education, Training, and Library

[Anthropology & Archeology Teachers](#)

[Area, Ethnic, & Cultural Studies Teachers](#)

[Business Teachers, Postsecondary](#)

[Communications Teachers, Postsecondary](#)

[Criminal Justice & Law Enforcement Teachers](#)

[Economics Teachers, Postsecondary](#)

[Education Teachers, Postsecondary](#)

[English Language & Literature Teachers](#)

[Geography Teachers, Postsecondary](#)

[History Teachers, Postsecondary](#)

[Political Science Teachers, Postsecondary](#)

[Psychology Teachers, Postsecondary](#)

[Recreation & Fitness Studies Teachers](#)

[Art, Drama, & Music Teachers, Postsecondary](#)

[Computer Science Teachers, Postsecondary](#)

[Farm & Home Management Advisors](#)

[Foreign Language & Literature Teachers](#)

[Law Teachers, Postsecondary](#)

[Philosophy & Religion Teachers](#)

[Secondary School Teachers](#)

[Social Work Teachers, Postsecondary](#)

[Sociology Teachers, Postsecondary](#)

[Special Education Teachers](#)

[Vocational Education Teachers](#)

Healthcare Practitioners and Technical

[Art Therapists](#)

Life, Physical, and Social Science

[City & Regional Planning Aides](#)

[Environmental Restoration Planners](#)

[Urban & Regional Planners](#)

Management

[Education Administrators, Postsecondary](#)

[Quality Control Systems Managers](#)

[Administrative Services Managers](#)

[Education Administrators](#)

[Loss Prevention Managers](#)

Sales and Related

[Travel Agents](#)

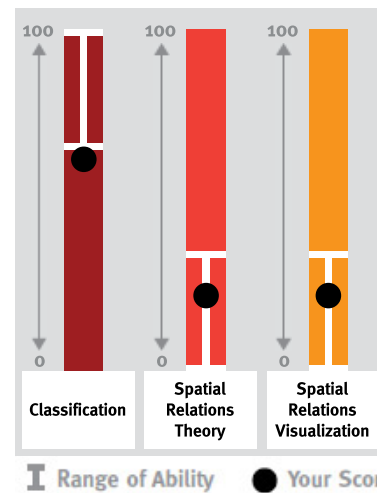
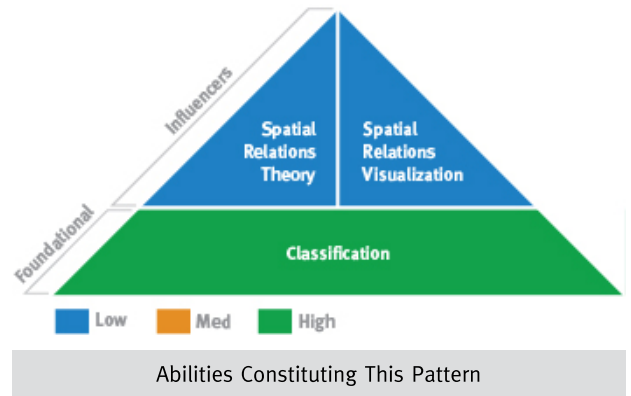
Practical Diagnostic Problem Solving

This pattern utilizes Diagnostic Problem Solving (Classification) with intangible, practical spatial abilities (Spatial Relations Theory and Visualization). The first ability to take into account is your strong Classification. With strong Classification you are able to solve problems quickly and well; communicating your ideas to other people may present more of a problem. People with this particular combination of abilities often enjoy functioning in a problem solving, or troubleshooting role. They are able to deal with problems quickly, and in fact, 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.

Additionally, your scores on the two spatial abilities reinforce each other. You are not going to relate well to mathematics or physical, three-dimensional space and objects. You are much more comfortable dealing in the intangible world of people, relationships, and ideas.

This combination of driving abilities is seen quite often in people who operate in fast paced, high-pressure environments that require on the spot decisions and a sense of certainty about them. Politics, fundraising, market research, and troubleshooting are all career fields that use this pattern of abilities.

See next page for CAREERS TO EXPLORE.



Your Scores (black dots) Relative To Required Ability Range

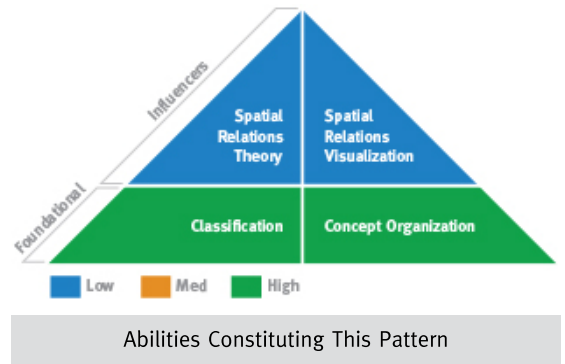
Careers to Explore for Practical Diagnostic Problem Solving

Organized by **Job Families** which are groups of occupations based upon work performed, skills, education, training and credentials.

Architecture and Engineering Energy Engineers	Hospitalists Speech-Language Pathologists	Police, Fire, & Ambulance Dispatchers
Arts, Design, Entertainment, Sports, Media Coaches & Scouts	Life, Physical, and Social Science Forest & Conservation Technicians Park Naturalists Social Science Research Assistants Sociologists	Personal Care and Service Animal Trainers Fitness Trainers & Aerobics Instructors Skincare Specialists
Business and Financial Operations Fraud Examiners, Investigators Fundraisers Management Analysts Labor Relations Specialists	Management Compliance Managers Emergency Management Directors Fitness & Wellness Coordinators Food Service Manager Property, Real Estate, & Community Assoc. Mgr General & Operations Managers Security Managers Social & Community Service Mgrs	Protective Service Criminal Investigators Animal Control Workers Intelligence Analysts Municipal Firefighters Police Detectives Police Patrol Officers Private Detectives & Investigators
Community and Social Service Rehabilitation Counselors Probation Officers & Correctional Spec. Social & Human Service Assistants		Sales and Related Real Estate Sales Agents
Computer and Mathematical Operations Research Analysts	Office and Administrative Support Dispatchers Insurance Claims Clerks	Transportation and Material Moving Ambulance Drivers & Attendants Flight Attendants
Construction and Extraction Plumbers		
Education, Training, and Library Business Teachers, Postsecondary Career/Technical Education Teachers Sociology Teachers, Postsecondary		
Healthcare Practitioners and Technical Athletic Trainers Dietitians & Nutritionists		

Practical Consultative Problem Solving

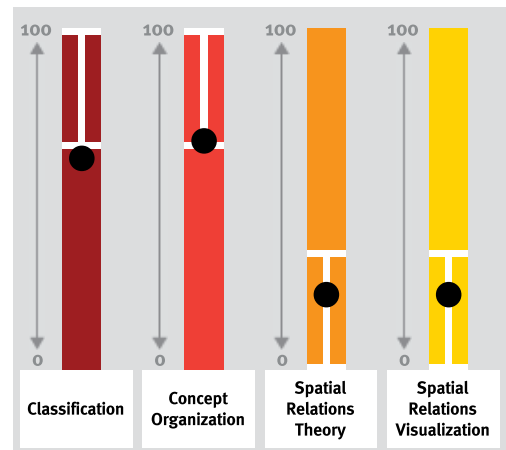
This pattern combines Consultative Problem Solving (Classification and Concept Organization) with intangible, practical spatial abilities (lower Spatial Relations Theory and Visualization). The first abilities to take into account are your relatively strong scores in Classification and Concept Organization. These abilities allow you to solve problems quickly and easily, communicate your conclusions to others compellingly, and plan strategic moves and consequences. People with this particular combination of abilities often enjoy functioning in an expert role. They are able to deal with problems quickly, and help others understand the solution. They can combine more rapid, non logical problem solving with more rigorous, logical and linear problem solving.



Additionally, your scores on the two spatial abilities reinforce each other. You are not going to relate well to mathematics or physical, three-dimensional space and objects. You are much more comfortable dealing in the intangible world of people, relationships, and ideas.

This combination of abilities is seen quite often in people who can make quick decisions and communicate those decisions to others. Writers, editors, lawyers, and directors of organizations all use this set of abilities.

See next page for CAREERS TO EXPLORE.



I Range of Ability ● Your Score

Your Scores (black dots) Relative To Required Ability Range

Careers to Explore for Practical Consultative Problem Solving

Organized by **Job Families** which are groups of occupations based upon work performed, skills, education, training and credentials.

Arts, Design, Entertainment, Sports, Media

[Copy Writers](#)

[Editors](#)

[Producers](#)

[Public Relations Specialists](#)

[Technical Directors/Managers](#)

Business and Financial Operations

[Agents & Business Managers of Artists](#)

[Claims Examiners, Property Insurance](#)

[Credit Analysts](#)

[Insurance Appraisers, Auto Damage](#)

[Sustainability Specialists](#)

Community and Social Service

[Directors, Religious Activities & Education](#)

Education, Training, and Library

[Elementary School Teachers](#)

[Middle School Teachers](#)

Food Preparation and Serving Related

[Chefs & Head Cooks](#)

[Cooks, Restaurant](#)

Legal

[Lawyers](#)

Management

[Human Resources Managers](#)

[Legislators](#)

Office and Administrative Support

[Insurance Claims Clerks](#)

[Medical Secretaries](#)

Production

[Team Assemblers](#)

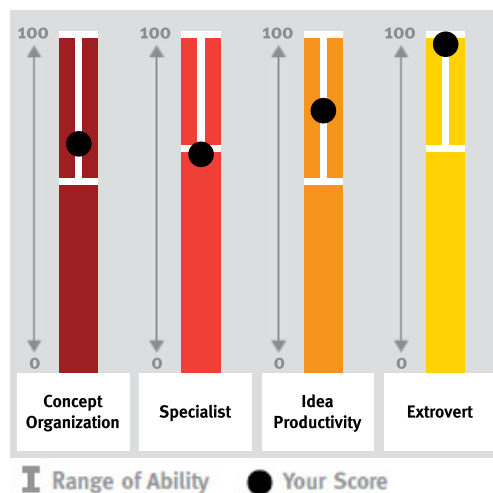
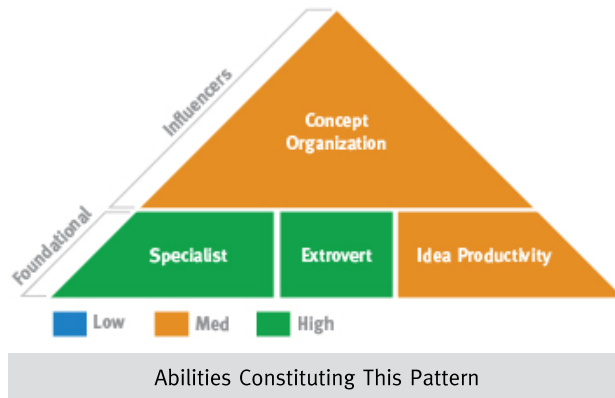
Performing Communicator

The Performing Communicator pattern combines the Detailed Communicator Personal style (Specialist, Extrovert) with the communication drivers of Concept Organization and Idea Productivity. This combination presses you to be “out front” and gives you the ability to think quickly on your feet, to respond, react, and adjust to the flow of the conversation or performance and to convey information understandably.

Performing Communicators are adaptable to different situations and need variety. Seek variety in personal interaction and variety in any long term environment by using your Specialist orientation to dig deep into areas where a company might require some help with training its employees or contractors, or presenting new ideas or campaigns.

Your strength is your ability to constantly adjust to the flow of conversation and to add new information to the discussion to lead people towards your point of view. While this may sound exclusively like a sales ability, it is not the only field where communicators with this pattern are needed. Any career where you stand in front of others and interact with them in order to entertain, inform, or train will be a natural for you. Many industries have in-house trainers or information specialists that operate as an expert. Others utilize consultants and independent product trainers. Honing your skills of learning new ideas and deepening your knowledge in areas of interest create a readiness for you to share necessary information with others.

See next page for CAREERS TO EXPLORE.



Your Scores (black dots) Relative To Required Ability Range

Careers to Explore for Performing Communicator

Organized by **Job Families** which are groups of occupations based upon work performed, skills, education, training and credentials.

Arts, Design, Entertainment, Sports, Media

[Actor, Performer](#)

[Broadcast News Analysts](#)

[Public Address Announcer](#)

[Public Relations Specialist](#)

[Reporter & Correspondent](#)

Business and Financial Operations

[Fundraisers](#)

[Training & Development Specialist](#)

Education, Training, and Library

[Criminal Justice Teachers](#)

[Teacher, Adult Basic, Secondary Ed.](#)

[Teacher, Career/Technical Education](#)

[Teacher, Communications](#)

[Teacher, Secondary Schools](#)

[Teacher, Self Enrichment](#)

[Teacher, Special Education](#)

[Economics Teachers](#)

Healthcare Practitioners and Technical

[Recreational Director](#)

[Athletic Trainer](#)

Life, Physical, and Social Science

[Industrial-Organizational Psychologist](#)

Management

[Advertising & Promotions](#)

[Legislator](#)

[Marketing Manager](#)

[Educational Administrators](#)

[General & Operations Manager](#)

Personal Care and Service

[Fitness Trainer, Aerobics Instructor](#)

[Recreation Worker](#)

Sales and Related

[Demonstrators, Product Promoters](#)

[Real Estate Sales Agents](#)

[Sales, Financial Services](#)

[Sales, Securities & Commodities](#)

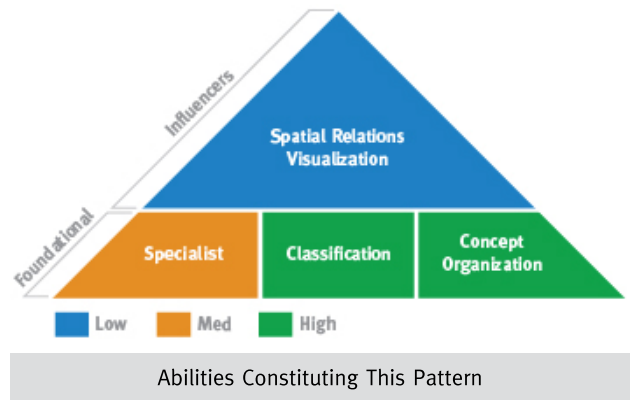
[Solar Sales Representative](#)

[Advertising Sales Agents](#)

[Sales, Wholesale & Mfg](#)

Advising

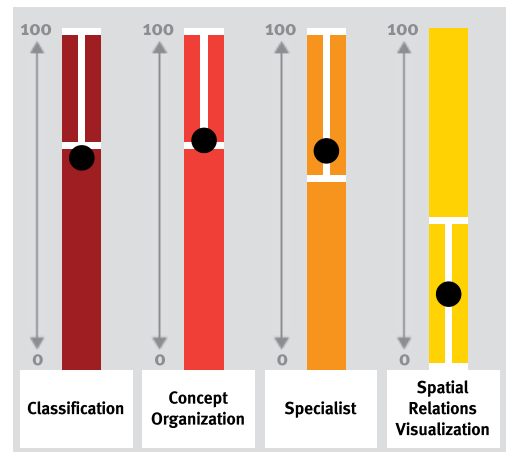
This pattern combines a Specialist orientation with a Consultative Problem Solving style (Classification and Concept Organization) in the intangible world (lower Spatial Relations Visualization). People with this pattern have a way of reasoning their way through life. The hallmark of this pattern is making connections rapidly and organizing information easily. This Consultative Problem Solving style combines the ability to diagnose what is wrong, and prescribe solutions to fix it. People with this pattern are able to gather and understand a range of un-related information, organize it and present it in a factual and convincing manner. The ability to quickly identify problems, logically look at each step in the process, and then communicate findings in an articulate fashion allows them to work most effectively in a career that demands fast pace and rapid-fire problem solving.



Advising has many varied applications. You could be a doctor advising a patient on treatment or care, a lawyer advising a client on a contract, a financial planner advising a client on an investment strategy, a human resources manager advising an employer on an applicant to hire, or a marketing manager advising the company on what advertising strategies should be used. You have the natural ability to combine various components into a case or a pattern and to analyze causes. This is a highly valued skill in almost any industry.

With lower Spatial Relations Visualization, people with this pattern lean toward thinking intangibly and are comfortable dealing with laws, theories, concepts, and ideas, and do not require a tangible or concrete outcome of their work to feel satisfied. If you have a medium to high Spatial Relations Theory score, you may be especially good at working with intangible systems such as those used in Human Resources or Organizational Psychology.

See next page for CAREERS TO EXPLORE.



Your Scores (black dots) Relative To Required Ability Range

Careers to Explore for Advising

Organized by **Job Families** which are groups of occupations based upon work performed, skills, education, training and credentials.

Arts, Design, Entertainment, Sports, Media

[Public Relations Specialist](#)
[Reporter & Correspondent](#)
[Producer, TV, News](#)
[Radio & Television Announcers](#)

Business and Financial Operations

[Fraud Investigator](#)
[Loan Counselor](#)
[Personal Financial Advisor](#)
[Credit Counselors](#)
[Investment Underwriter](#)
[Labor Relations Specialists](#)
[Loan Officer](#)
[Management Analyst](#)
[Talent, Sports Agent](#)
[Wholesale & Retail Buyers](#)

Community and Social Service

[Educational Guidance Counselor](#)
[Marriage & Family Therapists](#)
[Rehabilitation Counselors](#)
[Community Health Workers](#)

[Mental Health Counselors](#)

[Probation Officers, Correctional Spec.](#)

Computer and Mathematical

[Business Intelligence Analyst](#)

Education, Training, and Library

[Secondary School Teachers](#)
[Law Teachers, Postsecondary](#)

Healthcare Practitioners and Technical

[Dietician & Nutritionist](#)
[Occupational Health & Safety Spec.](#)
[Genetic Counselors](#)
[Occupational Therapists](#)
[Pediatrician](#)

Healthcare Support

[Occupational Therapy Assistants](#)

Legal

[Judges & Magistrates](#)
[Lawyer](#)
[Arbitrator, Mediator](#)

Life, Physical, and Social Science

[Industrial-Organizational Psychologist](#)
[School Psychologists](#)
[Political Scientists](#)

Management

[Compensation & Benefits Managers](#)

[Compliance Manager](#)

[Financial Manager](#)

[Human Resource Manager](#)

[Education Administrator](#)

[Fitness & Wellness Coordinators](#)

[Legislator](#)

[Training & Development Manager](#)

Office and Administrative Support

[Stock Broker](#)

Protective Service

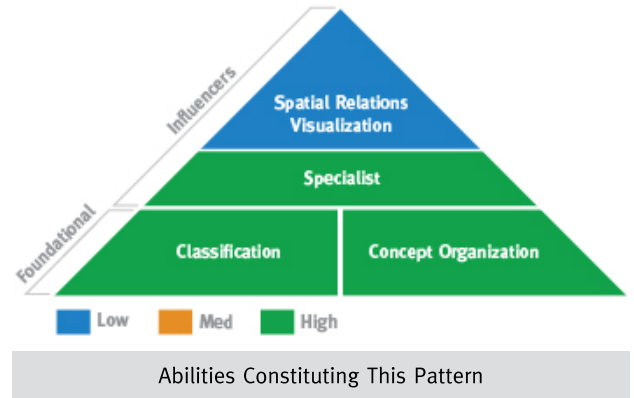
[Criminal Investigator](#)
[Retail Loss Prevention Specialists](#)
[Police Detective](#)
[Private Investigator](#)

Sales and Related

[Insurance Broker](#)
[Real Estate Broker](#)

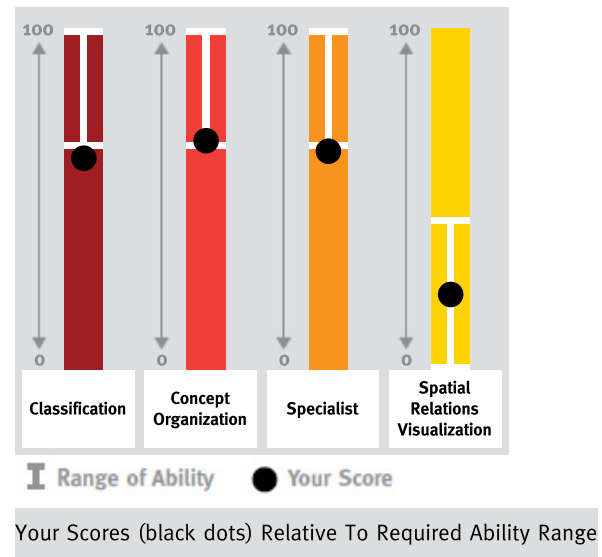
Specializing- Advising

This pattern combines the Specialist orientation with Consultative Problem Solving (Classification and Concept Organization) and a deeper connection with the intangible world (lower Spatial Relations Visualization). People with this pattern make connections easily and can diagnose situations quickly. They can also create solutions to implement by putting a procedure or protocol in place. These abilities allow you to quickly identify problems, logically look at each step in the process, and communicate your findings with ease. You have the natural ability to combine various components into a pattern and analyze cause and effect. And, as a Specialist, you will likely know all of the pros and cons, ins and outs, and the myriad of consequences of any solution selected. You will work most effectively in a career that demands a fast pace and rapid-fire problem solving within a specific niche. You will relish the opportunity to synthesize information and analyze causes.



Your Spatial Relations Visualization indicates you lean toward the intangible and are comfortable dealing with laws, theories, concepts, and ideas. You probably do not require a tangible or concrete outcome of your work to feel satisfied. However, as a strong Specialist you will need to choose an area of expertise. Becoming an expert will be a driving force in your life and may require additional education.

Giving advice as an expert is an ability that is highly regarded in many industries. The research scientist or lawyer has a depth of expertise that those outside their fields admire. You will be motivated to delve deeply into your area of specialty and will be very comfortable informing others of changes in your industry. If you are an Extrovert, you might want to investigate public speaking or making presentations about your expertise. If you are an Introvert, you may want to take the lead in research writing and documentation or possibly write a book about your field.



See next page for CAREERS TO EXPLORE.

Careers to Explore for Specializing- Advising

Organized by **Job Families** which are groups of occupations based upon work performed, skills, education, training and credentials.

Business and Financial Operations

[Business Continuity Planners](#)

[Financial Analyst](#)

[Management Analyst](#)

[Personal Financial Advisor](#)

[Compensation Benefits, Job Analysis Spec.](#)

[Coroner](#)

[Fraud Investigator](#)

[Insurance Investigator](#)

[Logistics Analyst](#)

[Regulatory Affairs Specialist](#)

[Training & Development Specialist](#)

Computer and Mathematical

[Computer Systems Analyst](#)

[Informatics Nurse Specialist](#)

[Actuary](#)

[Document Management Specialist](#)

[Information Technology Manager](#)

Healthcare Practitioners and Technical

[Veterinarian](#)

Legal

[Administrative Law Judges](#)

[Lawyer](#)

Life, Physical, and Social Science

[Anthropologist](#)

[Climate Change Analyst](#)

[Counseling Psychologist](#)

[Economist](#)

[Forensic Science Specialist](#)

[Medical Scientist](#)

[School Psychologist](#)

[Sociologist](#)

[Environmental Economist](#)

[Environmental Scientist Specialist](#)

[Urban & Regional Planner](#)

Management

[Legislator](#)

[Human Resource Manager](#)

Protective Service

[Criminal Investigator, Spec. Agent](#)

[Intelligence Analyst](#)

[Investigator](#)

[Fire Investigator](#)

[Retail Loss Prevention Specialist](#)

Sales and Related

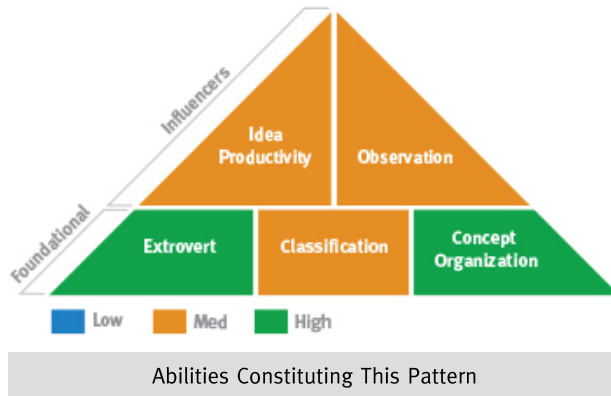
[Securities, Commodities Agents](#)

Instructing/Training

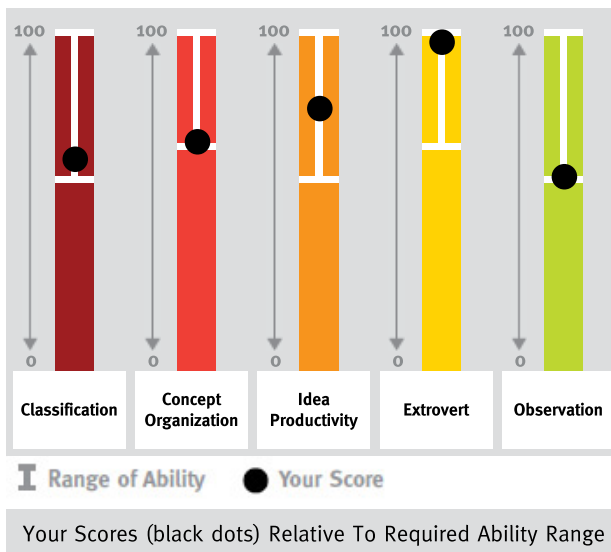
This pattern combines idea-rich (Idea Productivity) Consultative Problem Solving (Classification and Concept Organization) with attention to detail (Observation) and a comfort with a lot of people interaction (Extroversion). People with this combination have a natural talent for public speaking. They generate many ideas, and then organize and articulate them in ways that are both logical and interesting. Classification enables people with this pattern to react and respond to questions and comments on the spot, making connections where others see none. This high-level problem solving makes them believable as presenters. It is important for people with this pattern to develop in-depth knowledge of the topics on which they speak in order to reliably answer questions accurately. Without the depth they may be tempted to “wing it”, and jeopardize their reputation as a reliable source might.

Concept Organization enables those with this pattern to keep ideas organized in their heads, and Extroversion enables them to be energized by the audience. The more interactive the situation is, the more energized they will be. Although capable of presenting lectures, the gifts of this style will shine through when training interactively. Training and public speaking is enhanced with Observation. This allows people with this pattern to notice subtle changes in the facial expressions and body language of the audience and mid-course corrections when missing the mark.

See next page for CAREERS TO EXPLORE.



People with this pattern to develop in-depth knowledge of the topics on which they speak in order to reliably answer questions accurately. Without the depth they may be tempted to “wing it”, and jeopardize their reputation as a reliable source might.



Careers to Explore for Instructing/Training

Organized by **Job Families** which are groups of occupations based upon work performed, skills, education, training and credentials.

Arts, Design, Entertainment, Sports, Media

[Coaches & Scouts](#)
[Public Relations Specialist](#)

Business and Financial Operations

[Human Resource Specialist](#)
[Training and Development Specialist](#)

Community and Social Service

[Educational, Guidance, School, & Vocational Counselors](#)

Education, Training, and Library

[Adult Basic & Secondary Education & Literacy Teachers & Instructors](#)
[Business Teachers, Postsecondary](#)
[Career/Technical Education Teachers, Middle School](#)
[Communications Teachers, Postsecondary](#)
[Criminal Justice & Law Enforcement Teachers, Postsecondary](#)
[Education Teachers, Post Secondary](#)
[English Language & Literature Teachers, Postsecondary](#)
[Environmental Science Teachers, Postsecondary](#)
[Middle School Teachers](#)
[Self-Enrichment Education Teachers](#)
[Vocational Education Teachers, Postsecondary](#)
[Agricultural Sciences Teachers, Postsecondary](#)
[Anthropology & Archeology Teachers, Postsecondary](#)

[Architecture Teachers, Postsecondary](#)
[Area, Ethnic, & Cultural Studies Teachers, Postsecondary](#)
[Biological Science Teachers, Postsecondary](#)
[Chemistry Teachers, Postsecondary](#)
[Economics Teachers, Postsecondary](#)
[Foreign Language & Literature Teachers, Postsecondary](#)
[Geography Teachers, Postsecondary](#)
[History Teachers, Postsecondary](#)
[Law Teachers, Postsecondary](#)
[Mathematical Science Teachers, Postsecondary](#)
[Nursing Instructors & Teachers, Postsecondary](#)
[Philosophy & Religion Teachers, Postsecondary](#)
[Preschool Teachers](#)
[Psychology Teachers, Postsecondary](#)
[Secondary School Teachers](#)
[Sociology Teachers, Postsecondary](#)
[Teacher Assistants](#)

Healthcare Practitioners and Technical

[Art Therapists](#)

[Athletic Trainers](#)
[Dietitians & Nutritionists](#)
[Veterinarians](#)

Healthcare Support

[Veterinary Assistants and Laboratory Animal Caretakers](#)

Management

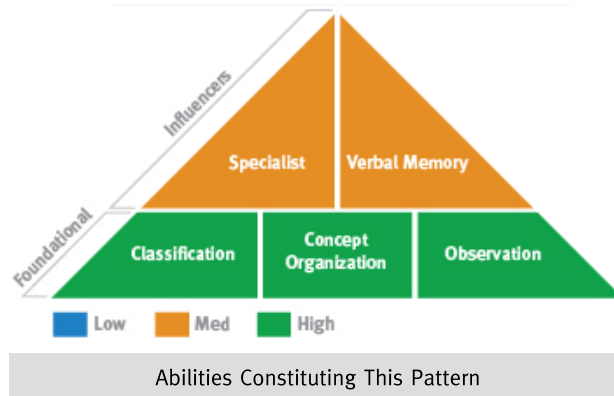
[Education Administrators, Elementary & Secondary School](#)
[Education Administrators, Postsecondary](#)
[Education Administrators, Preschool & Childcare Center/Program](#)
[Fitness & Wellness Coordinators](#)
[Emergency Management Directors](#)
[Fitness & Wellness Coordinators](#)

Personal Care and Service

[Childcare Workers](#)
[Fitness Trainers & Aerobics Instructors](#)

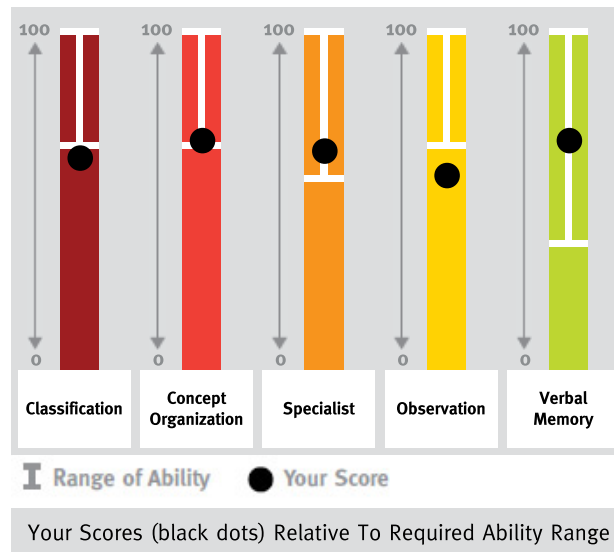
Investigating- Planning

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 **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](#)

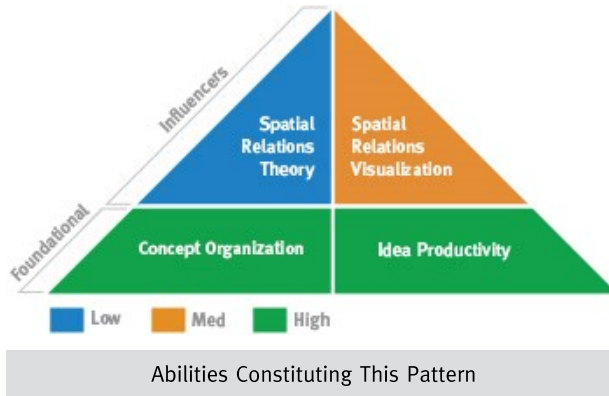
[Private Detective & Investigator](#)

Transportation and Material Moving

[Aviation Inspectors](#)

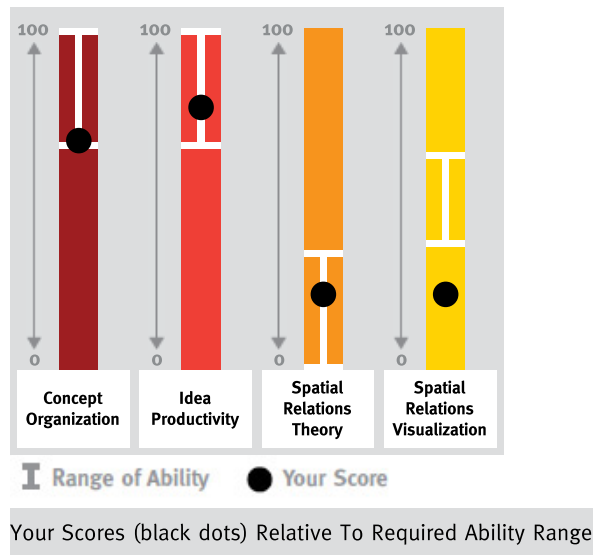
Analytical Idea-rich Hands-on Problem Solving

This pattern utilizes idea-rich (Idea Productivity) Analytical Problem Solving (Concept Organization) within the hands-on world (Spatial Relations Visualization). The first ability to take into account is your Concept Organization. With strong Concept Organization, you are able to solve problems most easily by projecting logical consequences into the future. This ability also enables you to communicate your ideas to other people in a way that they can easily understand. People with this particular combination of abilities often enjoy functioning in planning roles. They are able to deal with problems in a rigorous, logical and linear manner that lends itself easily to projections and forecasting the future.



Strong Idea Productivity can help not only with problem solving, since it allows you to come up with many possibilities, but also with communicating, since you are more easily able to think of different ways to put your ideas so that people will understand them. This can help in situations in which you are teaching or convincing others of the rightness of your ideas.

Your score in Spatial Relations Visualization makes it easy for you to relate to both the tangible and intangible world. This makes you the perfect interpreter between abstract and concrete people. Your lower score in Spatial Relations Theory indicates that your moderate score in Spatial Relations Visualization may or may not need an outlet. Pay attention to your history, interests, and behavior to decide if a work role feels too intangible or tangible to you. If you enjoy working with tools, have a native understanding of machines, are interested in science or technology, or just enjoy the look, shape and feel of things, you may well prefer work roles that keep you connected to the concrete, tangible world. If, on the other hand, you don't care much about technology, have no seeming native ability with machines, or you don't care much about working with tools or things, you may be more at home with intangible work.



This combination of driving abilities is seen quite often in people who consult as an expert for others. People with this pattern are often more comfortable making long range interventions and plans than they are with crisis management. Medical doctors, architects, and consulting engineers all use this pattern of abilities. In addition, it is often used by research scientists, professors, and people who write, speak, or think for a living. This combination of abilities is also quite useful to engineers, city planners, and environmental experts and planners.

See next page for CAREERS TO EXPLORE.

Careers to Explore for Analytical Idea-rich Hands-on Problem Solving

Organized by **Job Families** which are groups of occupations based upon work performed, skills, education, training and credentials.

Architecture and Engineering

[Agricultural Engineers](#)
[Biochemical Engineers](#)

Arts, Design, Entertainment, Sports, Media

[Broadcast News Analysts](#)
[Broadcast Technicians](#)
[Editors](#)
[Craft Artists](#)

Business and Financial Operations

[Fraud Examiners, Investigators & Analysts](#)
[Government Property Inspectors](#)
[Labor Relations Specialists](#)

Community and Social Service

[Educational, Guidance Counselors](#)

Computer and Mathematical

[Business Intelligence Analysts](#)
[Document Management Specialists](#)
[Video Game Designers](#)
[Web Developers](#)

Education, Training, and Library

[Architecture Teachers, Postsecondary](#)
[Area, Ethnic, & Cultural Studies Teachers](#)
[Economics Teachers, Postsecondary](#)

[Education Teachers, Postsecondary](#)
[Environmental Science Teachers](#)
[Philosophy & Religion Teachers](#)

Healthcare Practitioners and Technical

[Clinical Nurse Specialists](#)
[Dermatologists](#)
[Genetic Counselors](#)
[Internists, General](#)
[Neurologists](#)
[Nuclear Medicine Physicians](#)
[Preventive Medicine Physicians](#)
[Veterinary Technologists & Technicians](#)

Installation, Maintenance, and Repair

[Electric Motor, Power Tool Repairers](#)
[Security & Fire Alarm Systems Installers](#)

Life, Physical, and Social Science

[City & Regional Planning Aides](#)
[Environmental Restoration Planners](#)
[Biological Technicians](#)
[Industrial-Organizational Psychologists](#)

[Remote Sensing Technicians](#)
[Urban & Regional Planners](#)

Management

[Education Administrators](#)
[Education Administrators,
Postsecondary](#)
[Biofuels Production Managers](#)
[Public Relations & Fundraising Mgrs](#)

Personal Care and Service

[Concierges](#)
[Fitness Trainers & Aerobics Instructors](#)
[Personal Care Aides](#)

Protective Service

[Police Detectives](#)

Sales and Related

[Insurance Sales Agents](#)

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.