



FOUR KEY DIMENSIONS

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

WORK ENVIRONMENT/PERSONAL STYLE

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

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

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

With a short Time Frame Orientation you are likely to be at an advantage in situations or in organizations that expect you to contribute to tactical objectives. If you need to accomplish longer-term goals, break them into shorter segments upon which you can focus more easily. Your strength is in executing short-term projects.

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

Your Concept Organization ability is 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.

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.

Your musical abilities are so strong that they will press to have expression in your life on a daily basis. You should involve music in some manner in your life: listen to music regularly, or, perhaps, learn to play a musical instrument.

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

LEARNING

This key dimension of work life refers to how you take in new information.

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

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

Your strong Tonal Memory score indicates a powerful ability to recall what you hear. It indicates that in a meeting you may need to take very few notes and will be able to recall the flow, as well as content, of the proceedings. You may find that you recall lines of dialogue from movies or performances. You may also find it quite easy to reproduce sounds and sequences of sounds. This is helpful in music as well as in learning a foreign language.

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

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

You have an ability to retain information presented in the form of miscellaneous facts and figures. When there is no apparent association among or between random facts, you are able to retain them and recall them whenever they are needed. You may use this in problem-solving, financial analysis, routing, scheduling and various other tasks.

PROBLEM SOLVING/DECISION MAKING

This key dimension of work life refers to how you most efficiently solve problems, resolve issues and make decisions. In addition to identifying your style of solving

problems, other important aspects of this dimension include how you think through problems, the time frame you use most naturally, and the perspective represented by your solutions.

You 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.

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

As an Introvert, you recharge by time spent alone. You need quiet and/or alone

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

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

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

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

COMMUNICATION

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

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

As an Introvert, you communicate best when you understand the purpose of an interaction, because interaction expends energy. Because you recharge your batteries by being alone, you may prefer some structure to relationships and interactions, and you may prefer communicating in writing or by e-mail. You can be quite skilled at communicating with others, although your preference is usually one-on-one or in small groups. Situations that require continuous interaction with colleagues or customers, such as group meetings or projects that require long conversations, are energy-draining for you. You need to process information

internally and may not provide an immediate reaction because you prefer to think before you speak. This can mean that once you communicate a thought or idea, it is likely that you have thought it through carefully and that it represents a considered point of view.

Your Classification score is 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.

With a score in the lower range of Idea Productivity you can concentrate on the communications of others to hear what they are saying. You may have difficulty communicating in situations requiring a concept to be related in several different ways. Situations in which there is a need to communicate with many people, or in which an individual is having difficulty understanding, may be particularly challenging.

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

Your very high score in Vocabulary means that you have the ability to communicate at the level of people who end up in the upper management of corporations. It also means that you may feel somewhat isolated if you are usually around people with significantly lower Vocabulary levels than your own. This

isolation may not occur if your vocabulary reflects a particular field of expertise.

A high score in Tonal Memory can aid in remembering another's spoken communication. Also, when changes in voice intonation are important, or the only means for communication is auditory, then your high Tonal Memory score will become more valuable.

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