

Part II - A Review of Natural Abilities

The following sections discuss your results on each of the nineteen worksamples which make up tHAB. Each result is a measure of one of your natural abilities. You will see a general definition of the ability; how the ability was measured; your individual score; and how to interpret your score in your role as leader or potential leader.

To make them easier to understand and review, the abilities are grouped under the headings **Personal Style, Driving Abilities, Specialized Abilities, and Vocabulary**. The scores shown are the same as in your Ability Profile.

We use the terms "**ability**" and "**natural abilities**" to mean degrees or qualities of performance which mature at or about age fifteen. We distinguish them from **skills and achievement**. We define **skills** to mean performance enhanced through learning, practice and experience. We define **achievement** to mean present level of performance - i.e., what we are able to do at this moment by calling upon the **combination** of our **natural abilities** and our **skills**. These definitions do not necessarily agree with the definitions used by others, but we have found that they serve to mark essential differences in our performance in school and at work.

Your natural abilities are important to your effectiveness in leadership roles. As a leader, knowledge of your abilities can help you to:

- Rely on your leadership style to manage yourself and your responses to people and events.
- Adjust your natural leadership style to another style which may be more suited to the problem at hand or to the people you're dealing with.
- Train and apply for leadership positions consistent with your personal style.
- Solve problems more easily and effectively.
- Make use of your abilities for learning new information.
- Communicate your ideas and your decisions so that people can understand and follow you.
- Adjust and respond to the styles of the people you work with.

As you have discovered, tHAB measures your abilities objectively by requiring you to perform specified tasks on your computer, not by asking you to describe yourself or by asking you to answer questions about yourself. This enables you to know what kinds of tasks come easily to you, and also which tasks are more difficult for you.

Most of the tHAB ability worksamples you took were timed. The speed with which you do a particular task is one important measure of how easy that task is for you. When a task needs more effort - when the answers do not come quickly - it may be because the ability required is not a strong ability for you. In some worksamples, we measure not only your speed but also your accuracy in performing a particular task.

For each worksample, your results are given in percentiles. This means that your results were compared to the results of all persons who have taken the same worksample over the last six years. Your results give us an objective way to compare how you did on the worksample with how other

people have done. If you scored high in an ability as compared to other people, you can conclude that this is a strong ability for you. If you scored low, this will tell you something important about yourself (e.g., if you score low in Time Frame, you will be able to handle short-term projects more easily than projects that require focusing on a more distant goal). Remember - it's not important to have a high score on every worksample; but, it is important to know and understand what each of your scores means for you as a leader or prospective leader.

Everyone has his own pattern of abilities. There are no "good" patterns or "bad" patterns. Every pattern means that some things will be easy to do or learn, others more difficult. In using the information you get from tHAB, it's important to move toward leadership roles that capitalize on your own pattern of strengths.

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

- Assessing your level of comfort in the leadership roles available to you.
- Determining the steps you need to take to reach the ideal leadership role.
- Learning to modify or adjust your natural abilities to maintain your leadership position.
- Adjusting your responses to specific challenges and people.
- Managing your work schedule.
- Choosing the most effective response to any given situation.
- Utilizing the best way to study and learn.
- Developing your skills at communicating ideas and inspiring confidence.
- Maximizing your performance at work.
- Relating to your fellow workers.
- Achieving satisfaction and harmony in your life.

Knowing your abilities can help you steer toward tasks and leadership roles that use your best talents, and encourage others to help you achieve the results you want.

Any self-assessment you undertake should take into account not only your abilities, but also several other important factors - your skills, interests, personal style, goals, values, family history, age, and where you are in the leadership hierarchy. Abilities alone should not determine what decisions you make. Abilities should be considered one basic and essential part of the whole picture.

Remember, natural abilities:

- Are crucial in defining which roles are naturally easy for you and which are more challenging.
- Can cause dissatisfaction if ignored.
- Do not change with time but remain with you forever - unlike skills or interests, for example.
- Can come in many patterns - none of them inherently good or bad.
- Determine what kind of leadership role fits you best.
- Reveal your ideal leadership style.
- Act as guides to how you learn and how you communicate.