



The Highlands Company

Certification & Training Process

www.highlandsco.com

www.highlandslifeandcareercenter.com



I. Overview & Philosophy

The Highlands Certification Process is a comprehensive training program designed to enable qualified applicants to serve as Affiliates of the Highlands Company. The Highlands Company is the developer and owner of a unique instrument for the measurement of individual abilities – The Highlands Ability Battery (THAB). Originally available only in a paper and pencil version, the Battery is now also available online at www.abilitybattery.com and on CD. The Company utilizes THAB to provide individuals with a reliable measure of their innate abilities. This helps them in turn to make maximum utilization of their abilities in their lives, careers and educational choices.

The completion of THAB is the first part of a multi-part process. The second part is a comprehensive electronic report. The third part is the feedback consultation. Feedback can be either an individual consultation or a group program. The individual feedback is a two-hour one-on-one conference conducted either face-to-face or by telephone between the Affiliate and the individual. The group program is a workshop conducted by the Affiliate among a group of individuals who have completed the Battery and who may or may not have had an individual feedback. Prior to feedback, both the individual and the Affiliate receive a detailed report summarizing the individual's THAB results. This report contains the individual's Ability Profile; an Overview of the individual's scores and results; an analysis and interpretation of the individual's Abilities; a Work Types section reporting how the individual's abilities combine to create a unique human being; and a section entitled Four Dimensions, guiding the individual on the most effective work or school environment and how to use his or her abilities in learning, problem-solving, and communication.

THAB was designed to offer an objective measure of an individual's abilities and to help the individual to understand how knowledge of these abilities can guide him or her through vital choices in education, personal relationships and work. The key to THAB is its objectivity. THAB is sometimes called a "test," but that is a misnomer. Because THAB consists of a series of worksamples executed by the individual, it is neither a subjective self-reporting device nor a measure of skills and knowledge. Instead, it is an objective assessment of the relative ability of the individual to perform defined tasks embodied in

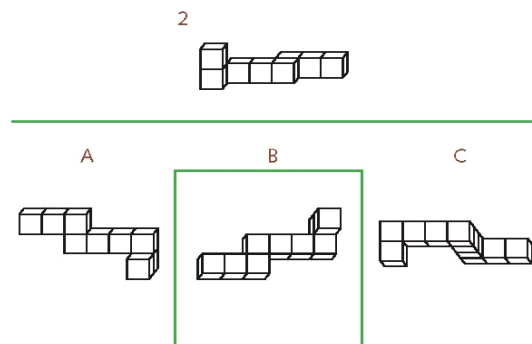
worksamples. These tasks measure the individual's innate abilities.

II. The Highlands Company Assessment Process

THAB was originally conceived and designed as a paper and pencil assessment which the individual completed in the presence of the Affiliate, who controlled the time allocated to each of twenty worksamples. Some Affiliates still utilize the paper and pencil version, especially in a group setting which enables several individuals to complete the Battery at one time. In 2000, after several years of development, the Company introduced the Highlands Battery in CD form. On June 1, 2004, the Company announced that the Battery could be completed online at www.abilitybattery.com. This was a proud development in the Battery's progress to more universal use.

The Highlands THAB is a rigorous three-hour personal development tool that extracts measurements on eighteen distinct natural abilities from each individual. This is done by direct and objective measurement – not through self reporting. THAB reveals how each individual learns, communicates, solves problems and makes decisions. It also provides insight into structuring the optimal study or work environment for each individual. This is accomplished by requiring the participant to complete timed worksamples. These are designed to probe for the individual's innate abilities, not to draw from his or her acquired skills. A THAB worksample is a hands-on keyboard task that has been specially constructed to measure a specific ability. Prior education, training, or experience are eliminated as factors in the performance of THAB worksamples. Shown below is one of the eighteen worksamples on THAB.

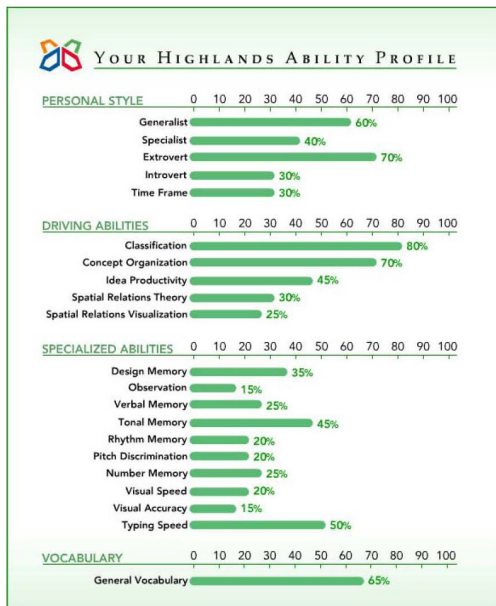
Spatial Relations Visualization



This worksample measures Spatial Relations Visualization. Scores on this scale indicate whether an individual is a structural or abstract thinker. Some experts in the field of abilities assessment consider this one of the most important factors to consider when planning a work role.

THAB Profile and Report. At completion of the Highlands THAB, the individual receives a 35-page report via the Internet. The report is also made available to the Highlands Affiliate. The report begins with a bar-chart showing the score achieved by the individual on each worksample. Each score is expressed as a percentile on a continuum of scores achieved by the thousands of individuals who have completed the Battery. Working with the scores shown on the bar chart, the report describes the worksample which produced each score, the meaning of each score, and the significance of each score to the individual. The report concludes with a section on Work Types, a method developed by the Highlands Company to enable the individual to relate his or her talents as demonstrated on THAB to the perceptions of the workplace, and with a section on the four key dimensions of work/life into which these talents are woven (i.e., Work Environment; Personal Style, Learning, Problem- Solving; Decision Making; and Communication). Shown below is a sample bar chart contained in a typical THAB report.

The Highlands Ability Profile



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

Adult Sample

The Feedback Process. Although the THAB report is extremely comprehensive, it inevitably leaves the individual with many questions which can only be answered by a trained Affiliate. The Affiliate will supply the depth of training and insight which enable the individual to understand how the THAB scores relate to the self-image he or she has developed. The professional can also relate the meaning of the THAB scores to

the client’s needs and interpret how the scores can be effectively used to make career and life decisions. The Feedback Process includes both individual feedback and group feedback. The two-hour one-on-one individual feedback consultation is an integral part of the THAB process. Because of the depth and specificity of the information contained in the report, only professionals trained and certified by The Highlands Company are permitted to offer THAB and feedback. Group feedback consists of a live presentation or workshop conducted by a Highlands Affiliate among a group of individuals who have completed THAB. The group feedback usually consists of a four-hour presentation among 6-15 individuals. Group feedback is most effective among homogeneous groups with common interests and objectives. Instruction in group feedback is now an integral part of the Highlands Affiliates Training Program.

III. An Understanding of Natural Abilities

Our natural abilities are those elements of talent or aptitude we are born with. They are as unique to each individual as his or her genomic patterns. Our abilities mature over the period of childhood and are fully developed in each of us by the age of fourteen. They are not affected by practice or neglect; they are neither measures of intelligence nor reflections of our experience. There is no ‘right’ or ‘wrong’ or ‘good’ or ‘bad’ in an individual’s ability profile. The critical factor is the way in which all the natural abilities have combined in the one individual. Our abilities testify to our uniqueness — to who we are and how our special gifts can best be used.

The function of the Highlands Ability Battery is to measure each person’s specific abilities. These measures then enable the Affiliate to explain their significance to the individual. The Battery may show, for example, that Individual A has a low score on the worksample which assesses Spatial Relations Visualization while Individual B has a high score. What do these scores indicate?

For individual A (a person with low Spatial Relations Visualization), they indicate, among other things:

- you are an abstract thinker who is quite comfortable in work that deals with words, ideas, concepts, principles, values, people, relationships, information or influence.
- you are not likely to experience a strong pull to be involved in the concrete world of physical objects in your work.

For individual B (a person with high Spatial Relations Visualization), they indicate, among other things:

- you are a structural thinker and can easily think in three dimensions as well as visualize and mentally manipulate objects in space.
- you can experiment mentally with different options, arrangements of objects, or possibilities of systems without actually having to see them.

Research has shown that certain kinds of tasks in learning or in the work world use certain patterns of abilities. If a person works in a way that matches his or her unique ability patterns, the chances of achieving success and of being satisfied with study and work increase markedly.

IV. Putting Abilities in Perspective

By the time an individual completes the Highlands Battery, many factors beyond innate natural abilities have combined to make him or her the whole person who faces life and its challenges every day. The Highlands Company understands and teaches that these other factors form an essential part of the interpretation of the individual's scores on THAB. The Highlands Affiliate training program incorporates these factors into its training.

We have identified eight critical factors which combine to make the whole person. These factors are represented on the Highlands Life Wheel.

Briefly, the eight critical factors are:

Natural Abilities. These are identified by the Highlands Battery. A person is happiest and performs best when his or her natural abilities are employed to the fullest.

Skills. These are critical factors. They identify those tasks the individual has learned to do well. They are markers that help to show how well an individual is taking advantage of his or her innate abilities.



Personal Style. Every individual has developed unique speech patterns, body language, social devices, etc. Because other individuals respond either more or less favorably to a person's style, it's important to identify its ingredients in each individual.

Interests. Over the years, a person develops interests unique to him or her. When these are identified and recognized, the individual can be helped to combine these with his abilities to achieve a fuller and more integrated use of both.

Family of Origin. We help our clients to understand how their family members and family history have shaped their lives, their work preferences and their work ethic. This is both an enjoyable and an enlightening process which helps the individual to make more informed job and career choices.

Values. We help the individual to recognize and define his or her values. When a sense of his or her values is combined with a knowledge of the other factors in the Highlands Life Wheel, the individual is helped to bring his plans and choices into focus.

Goals. Every person has goals which control and drive his or her activities both every day and over the foreseeable future. These may need to be modified in the light of that person's innate abilities and the other factors on the Highlands Life Wheel.

Career Development Stages. Each individual confronts critical transition or turning points or stages in his or her life. Some of these arise in his or her career development. These career issues can be self-motivated, or they can be caused by external forces (e.g., company downsizing). The individual is helped through these transitions by a clearer understanding of his or her abilities.

V. Certification

The Highlands Company offers a comprehensive training program that enables qualified professionals to become certified as Highlands Affiliates. Once certified, an Affiliate is authorized to purchase the Highlands Battery and to administer it and the resulting individual and group feedback to clients. Most Highlands Affiliates find that certification in the Highlands Battery opens the door to a new and valuable individual assessment tool which facilitates coaching, counseling and consultation.

To qualify for training and certification, applicants are required to have an appropriate level of education and/or a minimum of three years experience in the fields of consulting, psychology, counseling, corporate consultation, career consultation, educational consultation, and human resources, or in related fields.

VI. Training Program

Training in the Highlands Process is provided by a Highlands representative with years of experience in conducting the

Highlands Certification Program. Highlands training can be completed either live at our New York and Atlanta training sites or by telephone. Live training is conducted monthly over two consecutive days. Telephone training consists of eight group-participatory telephone calls over a period of 4 weeks. Each call is approximately 2 hours long. Training includes instruction in marketing. Each trainee is required to complete the Battery and feedback and to conduct two practice feedback conferences. The feedback conferences are monitored by the Highlands training staff.

The total cost of training is \$1,750. Upon certification, each Affiliate is qualified to offer both individual and group feedback.

VII. Results

Participation in the Highlands Ability Battery confers benefits and concrete results upon both the Affiliate and his or her clients. These may be summarized as follows:

For the client:

- Maximizing individual performance
- Working with less stress and more enjoyment
- Enhancing career opportunities
- Achieving greater efficiency in problem-solving and decision-making
- Communicating more effectively
- Understanding how abilities affect job or school performance
- Planning more effectively for career and educational opportunities
- Dealing more positively and effectively with individual differences

For the Certified Highlands Affiliate:

Access to:

- The Highlands THAB, an instrument which is self-scoring and which measures client abilities reliably and objectively over the Internet without administrative intervention
- Sophisticated digital reports analyzing client performance on THAB and enabling extended counseling and consultation based on these results
- Objective studies among Highlands clients showing positive and long term gains in satisfaction, connection to school and employment, ability match, optimism, productivity and reduction of stress
- Wholesale pricing and volume discounts on most Highlands products, including CDs, brochures and manuals
- The advice and counsel of Highlands personnel in developing and expanding a practice and a business around the Highlands Battery

VIII. Ongoing Relationship

Certification brings with it access to all the resources of the Highlands Company. Prior to the commencement of training,

you will be expected to sign a contract that will control our relationship. If you wish, you may review the terms of the contract before you enter the program. To receive a copy, call or e-mail Kim Mumola (800-373-0083 ext. 307; kim@highlandsco.com). The contract is for a period of one year and is subject to renewal from year-to-year at your option, subject to an annual license fee of \$250. The contract enables you to purchase the Highlands CD at substantial volume discounts:

Quantity:	Unit Price:
1-12	\$90
13-25	85
26-50	80
51-75	75
76-150	70
151-250	60

The online battery is available at \$90 per user. Each user requires a registration key. No discounts are offered for the online Battery. We anticipate that as a Certified Affiliate you will utilize THAB and conduct the feedback conference in a manner consistent with your training and in the highest professional tradition. We will expect you to conduct a minimum of 10 feedbacks per year to assure that you preserve your skills as THAB analyst and feedback consultant.

IX. Other Programs

The Highlands Company is constantly developing new programs which help to increase awareness and utilization of the Highlands Battery. Over the years, it has developed group programs for companies such as BellSouth, JPMorgan Chase, Cisco, GLAXO and IBM. It has helped affiliates to develop group programs among students and adults in specialized industries or settings. We are prepared to share our knowledge of these programs with you in special training programs which will be offered from time to time.

As an Affiliate, you may wish to become trained in the paper and pencil version of THAB as well as the online and CD versions. Many of our affiliates offer THAB in this form. Administration of this form requires additional training in administration and scoring. From time to time, we will organize special classes for this training. The cost for this training will be \$400. We conduct other training programs enabling Affiliates to expand their sales to students and adults.

X. Conclusion

We welcome you to become a Certified Affiliate of the Highlands Company and the Highlands Feedback Process. You will find your association with the Company to be pleasant and gratifying and your participation in the Process to be rewarding and uplifting.



The Highlands Company

For further information and an application for training, contact Natalie Gold, Director of Training, 877-872-9974, natalie@highlandsco.com or Kim Mumola, 800-373-0083, kim@highlandsco.com