



# StandOut.

## Your Results

The StandOut assessment measures how well you match 9 Roles and reveals your primary Role and secondary Role. These top two Roles are the focal point of all your talents and skills. They represent your instinctive way of making a difference in the world.

StandOut helps you accelerate your performance by showing you actions you can take to capitalize on your comparative advantage.

Your top two Roles may not be how you see yourself. Instead they capture how you show up to others. They pinpoint your recurring reactions and your behaviors. They are your edge at work.

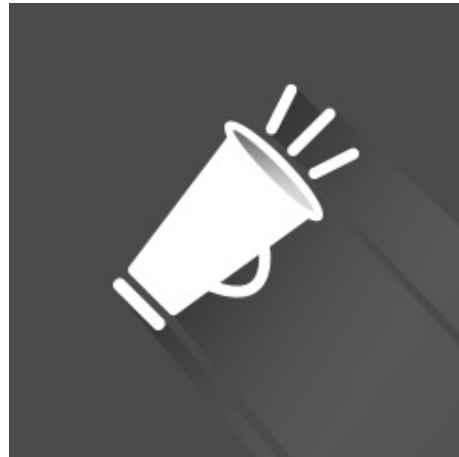
The purpose of this report is to help you maximize this edge.

### How to use it

- ▶ Understand how your top two Roles combine to reveal your Comparative Advantage.
- ▶ Learn the detail of your top two strength Roles, and your full Role rank order.







## Gang Xu

### **Greatest Value to the team:**

You are at your best when the competition is fiercest.

You are a great salesperson. Not necessarily because you work in sales, but because you thrive in highly competitive environments in which you have to convince others to come around to your way of thinking. Outwit, outplay, outsmart: this is your motto at work. Where there is freedom, where change is the order of the day, and where what you did yesterday is fast forgotten -- there, you will feel at home. Your compulsion to persuade people might take the form of defending the defenseless, making deals happen, or pitching new ideas. In any field, you are the one we rely on to get buy-in from the decision-makers who can make things happen with a "yes." And you get them to say "yes" a lot.



## YOUR STRENGTH ROLES: RANK ORDER

1.  **INFLUENCER**

2.  **ADVISOR**

3.  **PROVIDER**

4.  **STIMULATOR**

5.  **EQUALIZER**

6.  **CONNECTOR**

7.  **TEACHER**

8.  **PIONEER**

9.  **CREATOR**

### THE 9 StandOut ROLES



#### **ADVISOR**

You are a practical, concrete thinker who is at your most powerful when reacting to and solving other people's problems.



#### **CONNECTOR**

You are a catalyst. Your power lies in your craving to put two things together to make something bigger than it is now.



#### **CREATOR**

You make sense of the world, pulling it apart, seeing a better configuration, and creating it.



#### **EQUALIZER**

You are a level-headed person whose power comes from keeping the world in balance, ethically and practically.



#### **INFLUENCER**

You engage people directly and convince them to act. Your power is your persuasion.



#### **PIONEER**

You see the world as a friendly place where, around every corner, good things will happen. Your distinctive power starts with your optimism in the face of uncertainty.



#### **PROVIDER**

You sense other people's feelings, and you feel compelled to recognize these feelings, give them a voice and act on them.



#### **STIMULATOR**

You are the host of other people's emotions. You feel responsible for them, for turning them around, for elevating them.



#### **TEACHER**

You are thrilled by the potential you see in each person. Your power comes from learning how to unleash it.





## ROLE 1



### INFLUENCER

#### THE DEFINITION:

You begin by asking, "How can I move you to act?" In virtually every situation, your eye goes to the outcome. Whether you are in a long meeting at work, helping a colleague get his work done, or talking a friend off a ledge, you measure your success by your ability to persuade the other person to do something he didn't necessarily intend to do. You may do this by the force of your arguments, your charm, or your ability to outwit him, or perhaps by some combination of all of these, but, regardless of your method, what really matters to you is moving the other person to action. Why? Partly because you see where things will lead if the other person doesn't act, and partly because you are instinctively aware of momentum and so become frustrated when you bump into someone who slows your momentum down. But mostly because you just can't help it. It's simply fun for you to influence people's behavior through the power of your personality. It's challenging and mysterious and thrilling, and, in the end, of course, it makes good things happen.

How can I  
move you to  
act?















## ROLE 1



### INFLUENCER

## YOU, AT YOUR MOST POWERFUL

-  In any situation you set your sights on action. "What can we do?" This is your question.
-  You are, in general, impatient; but you are especially impatient when you know that a decision should be made. You see what will happen if we don't act. You see around the corner, and so it burns you to think about what inaction will cause.
-  Others feel you as persuasive. You engage with them directly and they are "convinced" by you. All of your relationships have this quality to them--you, moving others to act.
-  You are driven by the feeling of progress, and are acutely sensitive to momentum. You sense when it's building. When it's peaking. And when it's gone.
-  You listen well, but you listen for a reason; either so that the person can talk herself into a place where she is psychologically ready to act, or so that you hear which triggers to pull in order to propel the person to make a decision. Listening, for you, is a precursor to action.
-  You can be a charmer, and are good at winning people over so that they like you. You do this because you know that people are willing to do more for those they like. Liking is a powerful (though not the only) precondition for getting the other person to make a decision.
-  You can be very direct. You feel strongly that problems are solved only when they are confronted head on. You are not interested in dancing around a subject. Instead you use conflict as your preferred method of resolution.
-  When you meet resistance you become energized. You know you get better when people give you reasons why they can't act. Each reason is something for you to engage with, something you can grab onto and use to get them to see why making a decision is so necessary.
-  People sense your desire to move forward, and it comes across as self-assurance. Even confidence. Occasionally as arrogance. Sometimes you might even put others off by challenging them more than you should--meaning "more than they would like to be challenged."
-  People realize that you have an agenda. And people like you most, indeed trust you most, when your agenda is clear.





## ROLE 2



### ADVISOR

#### THE DEFINITION:

You begin by asking, "What is the best thing to do?" and your thrill comes from knowing that you are the person others turn to for the answer. You don't necessarily want to be the person who actually makes the changes happen.

Rather, what excites you is being valued by others for your insight and your judgment. Since you love to be the expert, you are constantly on the lookout for information that will help people make better decisions. When you look out at the world, you pay attention to fine shadings of detail because these details will ensure that you give better advice. You know that the best advice is never general, but rather is tailored to the unique characteristics of the person's situation. You can be demanding and opinionated, but above all you are discriminating: "good enough" is never good enough for you. There is always a better way, a better arrangement, a better solution, and you come alive when you are called upon to find it. And when you do, you don't question your decision. The reason people seek your advice is precisely because you are so assured, so confident in your intuition. Instinctively you know this, and you're proud of it.












What is the best thing to do?







## YOU, AT YOUR MOST POWERFUL

-  You are connected to someone else through the advice you are giving. In fact your advice is how you connect with other people.
-  You are a practical, concrete thinker. You think in terms of "steps" and "modules." The language you use is: "Here are the steps I recommend"; "Write down these tips"; "Here are the materials I've developed."
-  You are a problem solver. You are not fazed by complex situations, because, when faced with a challenge, you break it down into its component parts. You are a sequential thinker, someone who excels at "delaying" problems, "unstacking" them.
-  You ask lots of questions because the answer can be found in the details of the situation. You are intrigued by the detail of other people's plans, problems, lives. You are not voyeuristic--voyeurism is too passive. But you can be nosy.
-  You like distinctions between two things that seem quite similar. These distinctions help you know how to choose which path to take--"Take this one, not that one."
-  You are very respectful of other experts. Experts are able to see fine distinctions, and you respect distinctions.
-  You are not intrigued by the future or by novelty merely for the sake of it (unless your second Role is Pioneer.) Nonetheless you can be innovative, because your question is always "What is the best thing to do?" or "What will work?" and sometimes this leads you to solutions that haven't been tried before. You are not tied down to existing ways of doing things.
-  When you write something, you feel compelled to think about the person on the receiving end of what you are writing. You don't think in terms of "Here is an idea I'd like to present," but rather in terms of "You should do this..."
-  You like being seen as the expert. You like being needed in this way. When people say to you, "You have such great insight. You give me such a useful perspective on my situation," this is the highest of praise.
-  You are never stumped. You always think you have a solution, a way forward. Other people are drawn to you because, in you, they see someone who is supremely capable.
-  Your time suck is people asking you out for lunch all the time. "What should I do about this and that?" they ask, and you can't help yourself. Off you go to lunch.





## ROLE 2



### ADVISOR

Consequently you run the risk of not taking a stand for yourself. You are so busy offering advice you don't stop to take your own. You can be a pushover when you are cornered and asked, "Please tell me what to do!" Your time is not your own.















## **Combine your Roles.** Sharpen your edge.

You are at your best when the competition is fiercest.

In this section of the report, your top two Roles are combined to give you even more specific advice on how you can win at work. You'll learn your greatest value to your team, suggestions on your ideal career, and get individualized content on how you can be more successful in the workplace.

### PHRASES TO DESCRIBE YOURSELF:

-  "I've found that I'm more decisive than most people. And more impatient. I like to move fast."
-  "I'm at my best when I'm challenged to persuade someone to do something they didn't necessarily intend to do."
-  "I initiate a lot. I'm always telling my colleagues what they should do. I suppose sometimes I might push too much, but we always get a lot done."
-  "I hate playing politics. I'm a very upfront person and don't function well in a world with a lot of backroom action."
-  "People say I have a lot of common sense. They come to me whenever they want advice on the best thing to do."
-  "I'm at my best when pulling apart complex problems and figuring out what's actually going on."
-  "I love helping people sort through what's confusing them to get to the best course of action."
-  "I'm a very practical thinker. The most important thing for me is always to ask, 'What is really going to work?'"





## Your Ideal Career

Outwit, outplay, outsmart: this is your motto at work.

You are a superior salesperson, and the more competitive the field, the better. Outwit, outplay, outsmart: this is your motto at work. You will excel in any role where there is freedom, change is the order of the day, and where what you did yesterday is fast forgotten. For example, in law, you are the defense attorney. In finance, you are the market maker, the stockbroker, the "money-gatherer." In media, you are pitching the idea, selling the show, or even investigating the story. In real estate, you are the agent. In business, you are the entrepreneur, the one we send to the venture capitalists to secure the initial funding. Wherever you are, you are making rain.





## HOW TO MAKE AN IMMEDIATE IMPACT...

You are instinctively impatient. To ensure that this doesn't rub your new colleagues the wrong way, **pick a roadblock that everyone agrees on and volunteer to be the one to tackle it.** For example, if there is something your team wants, but someone--a leader, a client, a colleague--has always stood in the way of getting it, then volunteer to make the call and make the ask. Who knows, perhaps you'll prove persuasive. Perhaps you won't. Either way, you'll have shown your nerve.



You are the rare person who is energized by other people's problems. So, to make an immediate impact, **seek out some of the toughest problems that either your team or your client is facing and set about tackling them.** Problem solving is draining for most people, but not you. This sets you apart.

Initially, because you are so action-focused, people will wonder what your agenda is. So, to stop their wondering, be explicit with your teammates about it. **Tell them your agenda.** It doesn't really matter what your agenda is--it could be making the sale, stirring things up, or getting your way. What matters is that you are transparent about it. People don't mind persuasiveness. What they don't like is uncertainty. And, without a clear agenda, sometimes your persuasive push can feel like manipulation.



The thornier and more complicated the problem you have to solve, the better. One of your best qualities is your ability to break a complex problem down into its component parts. So ask lots of practical questions, push aside people's generalizations, and get to the facts. **Show your colleagues how to "unpack" a complex problem and solve each part separately.** They'll be grateful. And you'll be at your best.

**Look for ways to measure your results.** You will be energized by the "proof" of whether you're ahead or behind. You are always at your best when you know exactly where you stand.



**Put yourself in the middle of pivotal, intense moments.** When other people are stumped and at their wits' end, you are at your best. You think more clearly, project more confidence, act with more certainty. Whether your colleagues let on or not, they crave--and need--your confidence in high-pressure situations.





ROLE 1



StandOut.



ROLE 2

INFLUENCER

ADVISOR

## HOW TO TAKE YOUR PERFORMANCE TO THE NEXT LEVEL...

You have an agenda. Okay. We know that about you. We get it. And we certainly value your transparency about it. But, if you want us to rally around your agenda, **tie your agenda to a mission**, a purpose, a set of values, a better future, something that is bigger than you, something that can include all of us. Paint this picture for us, make it genuine, and we will make so much more happen for you.



An Advisor always needs people to advise. Analysis is fine, and can be fun, but the day you discover that you have no direct audience for your conclusions--sitting by yourself, analyzing for the sake of it--will be a very bad day for you. **Make sure you are always being paid to offer your conclusions to someone.** You need this "someone," this "someone with a dilemma," to prove to yourself that you are valuable. And smart.

Yes, you can be competitive. And, no, you're not a good loser--why would you ever want to get good at that? Can you now take this competitive spirit beyond a mere win/lose framework, into an outcome where both parties feel that they've won? If you put your mind to it **you can be the architect of these win/win outcomes.** All it will take from you is the discipline of stopping, for a long moment, to consider the world through the eyes of the other person, or team. Take the time to do this.



You are the kind of person who respects experts. Why? Because experts have studied their subjects deeply and can pinpoint which details make the difference, which distinctions really matter. You are wired to appreciate this kind of inquiry. **So ally yourself with a couple of carefully chosen experts in your field.** Hang out with them. Read their articles or books. Volunteer to support them in their next big project. Their practical wisdom will intrigue and inspire you.

**Learn to separate the small things you do to spread goodwill--the gifts, the remembered birthdays, the special favors--from the actual "ask."** People want to like you and, because you are excited and exciting, they want to do as you ask. But they don't want to be manipulated. To do a person a favor and then immediately make the ask: this is manipulation. To show others that you are thinking about them all the time--a note here, an interesting article there--and then, later, a compelling challenge to act:



**Become a credentialed expert yourself.** Choose your discipline and then build your career around deepening your expertise in this discipline. Pursue all the professional and academic qualifications available within this discipline. Your long-term career success hinges on your credibility and, like it or not--and actually, you do like it--these sorts of qualifications, publicly displayed, give you an extra boost of credibility.





**ROLE 1**   
**INFLUENCER**

**StandOut.**

 **ROLE 2**  
**ADVISOR**

this is true influence.

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## WHAT TO WATCH OUT FOR...

When you make a mistake, or hurt someone's feelings--and you will; with your need to move people to act, it is inevitable--**learn to apologize.** What's wonderful about you is that mistakes and hurt feelings rarely derail you.

You chalk it up to experience and then move on. What's not so great is that you've moved on so quickly that you've forgotten to be contrite. What feels like momentum to you feels like disrespect to others. You may never do this naturally--stopping to apologize feels like "stalling"--so learn a couple of phrases you can say when it's clear you've pushed too hard or too fast. "How can I make this right for you?" is a good one. As is the classic, "I'm sorry."



Don't come across as a know-it-all. Some Advisors fall prey to this caricature because they not only seem to have all the answers, they also appear so certain of their answers. To avoid this, before you launch into what you know is the right answer, **discipline yourself to ask plenty of questions.** Even if you think, after asking your very first question, that you know the best course of action, keep asking questions 2 through 10. For someone to accept your advice, she will need to feel that you have truly heard all there is to hear about her situation.

## HOW TO WIN AS A LEADER...

Your strength is your momentum. You see, you decide, you act, you move. Us. Forward. You're on a ride, and we take the ride with you.



Your strength is your confidence. You seem to us a supremely capable leader: intuitive, opinionated, assured. And so we find ourselves turning to you to solve our problems.

## HOW TO WIN AS A MANAGER...

Your strength is your ability to persuade me. To decide. To overcome an obstacle. To act out the courage of my convictions.



Your strength is your common sense. I come to you to play out real-world "what ifs." You are my most practical resource.







**ROLE 1**   
**INFLUENCER**

**StandOut.**


 **ROLE 2**  
**ADVISOR**


## HOW TO WIN IN CLIENT SERVICES...

Your strength is that you make things happen, even if it means confronting a difficult obstacle. 

 Your strength is that your advice is specific and clear.

## HOW TO WIN IN SALES...

Your strength is your conviction. Your beliefs inspire passive clients to make a decision, to take a step, to make something happen. 

 Your strength is your ability to explain precisely why your product/solution is unique. You draw such clear and vivid distinctions.

