



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.





Jing Liang

Greatest Value to the team:

Your ability to bring good judgment to a constant flow of requests.

You tackle other people's demands with sincere enthusiasm. You thrive when your clients or colleagues come to you with a steady stream of unique requests and problems -- especially when you have developed an ongoing relationship with those who are asking for help. The better you get to know the people you're helping, the more they understand just how much you truly care about their wellbeing. Where someone else might help out with a notion of turning that helpfulness into a competitive advantage down the line, your genuine desire to help is your advantage. Those who know you recognize it and come to count on it. Whatever your career, you will be invigorated by the constant flow of practical requests from people who rely on your good judgment.

YOUR STRENGTH ROLES: RANK ORDER

1. PROVIDER

2. ADVISOR

3. PIONEER

4. INFLUENCER

5. TEACHER

6. CONNECTOR

7. STIMULATOR

8. CREATOR

9. EQUALIZER

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 PROVIDER



THE DEFINITION:

You begin by asking, "Is everyone okay?" You are acutely aware of others' emotional states, particularly if you sense they are feeling hurt or slighted. You are instinctively inclusive, always looking for ways to draw others into the circle and make them feel wanted, heard, and appreciated. You pay close attention to the differences between people, each person's likes, dislikes, and foibles. It's the only way to attend to their feelings, you think. You are protective of other people and will get angry or upset if you see behavior that is cavalier or dismissive of people's feelings. You are an intensely loyal and forgiving friend, but you are no pushover. Although your circle is large, it does have a perimeter, and if someone's behavior offends you, you will exile him beyond the perimeter. But this exile will not last, because, in your heart, you believe everyone can be understood, everyone can be redeemed, everyone can, in the end, be forgiven. At home and work, many will come to trust you and rely on you: you are their safe harbor, a consistently supportive presence in a world that doesn't care. And they love you for it.

Is everyone
okay?



ROLE 1 PROVIDER

YOU, AT YOUR MOST POWERFUL

- ➔ You sense other people's feelings. You feel it is your responsibility to recognize these feelings, give them a voice, and act on them.
- ➔ You are non-judgmental, and so are gifted at creating a safe space in which other people's ideas and feelings can be heard. Around you, people share more because they let their guard down. Ideas, solutions, experiments--all these happen more frequently around you.
- ➔ You listen very well, and you retain the important details of the person you are listening to. And so, around you, others feel heard and recognized.
- ➔ You gain other people's trust. They know that you will keep their interests in mind. And their confidences. "You have my back," they think. "You will look out for me." You are the glue that holds the team together.
- ➔ You are also the grease. Everything speeds up around you. Why? Because trust is an accelerant.
- ➔ You become a passionate defender of the perspectives of others. You may not be able to make the tough call for yourself, but so long as the "ask" is for someone else, you are quite courageous. You get your strength from other people's needs and feelings, and from making sure other people's needs are being met. You are at your most powerful when you do this.
- ➔ You are emotionally insightful. You see things from the other person's perspective and you know that what you see is true, and valid. This means you can act on it: to change it for the better, to sell into it, to market to it, to intervene in a timely manner to avert emotionally dangerous outcomes such as a person quitting, or two people clashing. All of these stem from your emotional insight.
- ➔ You have excellent institutional memory. You can retain who has been involved in an issue, what their interests were, what their emotional stake was, what their state of mind might be now.
- ➔ You are sensitive, and can become defensive if you sense your perspective is not being heard.
- ➔ Because you are thin-skinned, other people can wind you up quite easily.



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?



ROLE 2



ADVISOR

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 "delayering" 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.



**ROLE 1****PROVIDER****StandOut****ROLE 2****ADVISOR**

Combine your Roles. Sharpen your edge.

Your ability to bring good judgment to a constant flow of requests.

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 can pick up on other people's feelings, whether they are customers or colleagues."
-  "People seem to trust me quickly. Why? Because I don't judge them. I find it really easy to see things from their perspective."
-  "When it comes to finding solutions, I find I'm best at the brainstorming stage when people need to feel okay sharing all the ideas they have."
-  "I tend to be able to remember things about people--birthdays, favorite foods, names of their kids. It makes them feel special."
-  "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?'"



ROLE 1

PROVIDER



StandOut

ROLE 2

ADVISOR



Your Ideal Career

You will excel when clients have to rely on your good judgment.

Your genuineness is one of your competitive advantages. You will excel in any role where success depends on having a roster of clients who come to you with unique demands and problems, where you get to know these clients well, and where these clients come to understand just how much you truly care about their well-being. What roles fit this description? In fashion, you will excel as a personal shopper, or make-up artist. In business, as a career counselor and executive coach. In health and fitness, as a personal trainer, massage therapist, psychologist, and General Practitioner physician. In law, as a family practice attorney. Wherever you are, you will be invigorated by the constant flow of practical requests from clients who rely on your good judgment.



HOW TO MAKE AN IMMEDIATE IMPACT...

Start by taking the temperature of your team. You have an excellent sense of the institution you are joining--as in, who is in relationship with whom, who are the heroes, what are the war stories--so feed this sense by listening and watching closely. What is said in the room? What is said only in the hallways afterward? What projects brought the best out of the team? Where does the team struggle? Who are the leaders? Who are the trouble-makers?

Get to know the trouble-makers first, because, in their minds, they are misunderstood. You have a gift for allowing people to have their say and "holding" what they say without either criticizing it or condoning it. You just take it on. And this "taking on" lets them move out from their defensive mode, and into a healthier and more productive frame of mind.

You excel at letting trouble-makers feel that they are being heard. But if there are no trouble-makers on the team, **start with those who need the most help.** Where are they struggling? Which aspect of their work is holding them back? How can you help them? If you're not the one to help, then can you secure them the resources they need?

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.

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.

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
PROVIDER

StandOut.

ROLE 2
ADVISOR

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

Build your base of supporters. Who is protecting you? Who is looking out for you? You, of all people, gain strength from knowing that you are surrounded by people on whom you can rely. Amidst all the self-interest and the personal ambition, take care to build a small work "family" whom you trust utterly. You will always be at your best when you know that a few carefully chosen people have your back.

Your need for a work "family" or base of supporters shouldn't stop you from taking on new assignments. Just know that, when you move into a new position, you will sense your lack of coverage, and, more than most, you will feel exposed. **Neutralize these feelings by starting to build a new "family" as quickly as you can.** Find one person whom you can trust, nurture this relationship, and carefully build out from here.

Make it a ritual to gather your team together at the beginning of each week to talk about responsibilities. **Ask your people to make specific commitments.** You are at your most passionate, authentic and persuasive when you ask people to step up and take ownership for their work.

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.

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.

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
PROVIDER

StandOut.

ROLE 2
ADVISOR

WHAT TO WATCH OUT FOR...

You tend to avoid conflict when it involves you. And yet it builds and builds, until finally you explode in a way that can come as a surprise to others, in a way that can even seem irrational to others. Since you tend to fight for yourself only when you are backed into the kind of corner where your values are being questioned or challenged, **discipline yourself to use your values as a backstop earlier, rather than later.** In this way, you will take a stand earlier, and, when it comes, your stand will be, at the very least, predictable to your colleagues.

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 that we trust you will be there for us. You are with us. You will protect us, support us, and advocate for us. We all rely on 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 unwavering support. I trust that you will never leave me dangling, exposed and unprotected.

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





HOW TO WIN IN CLIENT SERVICES...

Your strength is the sense of partnership I get from you. I know that you genuinely want me to be OK.

HOW TO WIN IN SALES...

Your strength is your compassion. Because you genuinely care, you act to serve the best interests of your client. Your protective nature will help clients feel secure following your counsel.

Your strength is that your advice is specific and clear.

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

