



# 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.





## Shaolong Jiang

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

You champion our values as the measure of our success.

You serve by leading and lead by serving. You charge ahead, encouraging us to take the journey with you, and yet the journey is never about you. It's about the mission that we are all on to make a difference. You are quite willing to be at the center of the action, but mainly to be our shield -- you will withstand the slings and arrows, and still act with our best interests at heart. And if we do achieve our mission, or even make progress toward it, you are the kind of leader who makes it about all of us. We made it happen. We made the difference. When success is measured in terms of values, not merely profit and loss, you will thrive.

# YOUR STRENGTH ROLES: RANK ORDER

## 1. PROVIDER

## 2. PIONEER

## 3. EQUALIZER

## 4. INFLUENCER

## 5. CREATOR

## 6. TEACHER

## 7. STIMULATOR

## 8. CONNECTOR

## 9. ADVISOR

## 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



## PIONEER

### THE DEFINITION:

You begin by asking, "What's new?" You are, by nature, an explorer, excited by things you haven't seen before, people you haven't yet met. Whereas others are intimidated by the unfamiliar, you are intrigued by it. It fires your curiosity and heightens your senses--you are smarter and more perceptive when you're doing something you've never done before. With ambiguity comes risk, and you welcome this. Instinctively you know you are a resourceful person, and since you enjoy calling upon this aspect of yourself, you actively seek out situations where there is no beaten path, where it's up to you to figure out how to keep moving forward. You sense that your appetite for the unknown might be an attempt to fill a void, and some days you wonder what you are trying to prove to yourself. But mostly you leave the questioning and the analyzing to others, and revel in your pioneering nature. You are at your best when you ask a question no one has asked, try a technique no one has tried, feel an experience few have felt. We need you at your best. You lead us into the undiscovered country.

What's new?



## ROLE 2



### PIONEER

#### YOU, AT YOUR MOST POWERFUL

- ➔ You see the world as a friendly place where good things can happen. You are not naive, but when you think of all the possible outcomes, your mind naturally goes to the best of all possibilities. Your distinctive power starts with your optimism.
- ➔ You have a strong bias for action. You are excited to discover new things, to experience new things, and you know this will happen only if you take the first step.
- ➔ You don't neglect the need to learn and gather information--since you are an explorer at heart, you like learning new things. It's more that you believe that action is the very best way to learn. What is around the next corner? The only way to know for sure is to walk around the next corner.
- ➔ Ambiguity? Uncertainty? Risk? None of these bothers you too much. You are comfortable with gaps in your knowledge, with an incomplete set of facts, because, with your optimistic mindset, you tend to fill in the gaps with positives.
- ➔ You love beginnings. At the start, as you imagine where events might take you, you feel the excitement ripple through you, sharp impulses, nudging, pushing, impelling you to act.
- ➔ As you move off the beaten path you are fully aware that you will meet obstacles, but, for you, these obstacles are part of the fun, a sure sign that you are going where none have gone before you. In a strange way, obstacles actually invigorate you.
- ➔ You move, move, move. Your life is about forward motion and momentum. You are therefore dismissive of anything that slows you down. Negative attitudes, complaining, inefficient rules or processes--you jettison all of these quickly and keep moving forward. On your journey you travel light.
- ➔ For you, new is fun. New is unknown, and the unknown challenges the status quo and shows you different avenues forward. You read deeply within and around your subject so that you can be the first to encounter new techniques, trends and technologies.
- ➔ "Pattern interrupts" of any kind--new ideas, new goals, new projects, new people--all of these grab your attention. Can they keep your attention? Well, that's another matter.
- ➔ Other people are drawn to you because of your forward motion. You are clearly on a mission of discovery, and we want to join you on it. Who knows what we might find, and who might benefit?



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

You champion our values as the measure of our success.

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."
-  "I love taking the first step. As long as I can remember I was this way. When I was in school..."
-  "'Try it and let's see what happens.' That's my motto."
-  "I find I learn best when I experiment."
-  "People see me as persistent. I just keep moving forward."



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**ROLE 2**

**PIONEER**



## Your Ideal Career

Your gift is that, with you, the journey is never about you.

You have a strong personal sense of mission. You are charging ahead, encouraging us to take the journey with you, and yet the journey is never about you. The journey is about the altruistic purpose for which we are all striving. For example, you will find yourself at your best when you are rallying people to turn this school district around, turn this city around, turn this hospital around. Also, because you don't allow personal insults or attacks to slow you down, you will make an excellent politician--the best sort of politician, the sort that can withstand the slings and arrows, and still allow us to believe that you have our best interests at heart. And if we do achieve our mission, or even make progress toward it, you are the kind of leader who makes it about all of us. We made it happen. We made the difference. In this sense, your Role combination is the classic servant leader profile. So seek out leadership roles where success is measured in terms of values, not merely profit and loss, and you will thrive.



## 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 not threatened by change or uncertainty, **so put yourself in the middle of it.** Seek it out. Your confidence will rise, your judgments will be sound, and you'll feel alive. For many people, the opposite is true.

Know that you will always be an exciting, and sometimes disruptive, addition to the team. To ensure you lean more toward the "exciting" end of the spectrum, make sure you tie your new ideas, your new tools and technologies, to a problem your team is trying to solve. **Show others how your new "toy" can help them get what they want.**

You can immediately help a team get unstuck. So, to gain your team's goodwill, **seek out a roadblock they've hit** and give it the full force of your "Well, why don't we try this?" or "Have you thought about going around this way?" questions. Make sure your ideas are practical, stay with it, keep pushing to find a path of least resistance forward and they will remember it and thank you for it.



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## 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.

You see the New World and are excited by its mysteries. This makes you a potential leader of others. But remember, to get others to join you on your mission you have to describe this New World as vividly as you can. The more detail you give people, the more certainty they'll have, and the more likely they'll be to put aside their anxiety about the unknown, and follow you. So, before you embark on your mission, **get your details together and practice your descriptions of what they will discover, and how they will benefit if they sign up.**

You have a natural instinct for change. It will serve you well to "bottle" that instinct. **Work out a formula that captures your natural instincts for how to handle uncertainty.** Turn them into a clear process that other, less risk-oriented people can follow. In your career you will meet change often. Your "formula" can ensure that you have a turn-key method for rallying and focusing the people around you.

**Practice and get comfortable with a few phrases that express your natural optimism,** without making you sound like a reckless fool or a naive idealist. For example, when colleagues say, "We can't change the way we've always done it," instead of saying, "Yes we can. Just try it," ask a non-threatening, easy-to-answer-question, such as "Well, if we had already changed it, what would the new way look like?" This won't save you every



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time--some people will always be suspicious of your optimism--but assuming that the change has already been made may help others break through their initial inertia.



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### 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.

You will always be intrigued by what's new, but you don't want to give the impression that you are simply distracted by the next shiny new object. So, to avoid this reputation while still exposing yourself to the novelty you need, **commit yourself to a disciplined schedule of "inquisitiveness."** For example, pick three great conferences a year to attend. Or, once a month, host a "what's next?" roundtable. Or build an "innovators" social community within your organization. Any one of these will (a) help you feel spirited and alive, and (b) give credibility and rigor to your "bright-shiny-object" curiosity.

### 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 optimism. There are so many more ways in which things can go wrong than right. You inspire us to bet against this law of averages.

### 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 faith in how much further I can go. With you as my manager I keep reaching for more.



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## 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.

Your strength is your confidence that things will work out.

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 your resiliency. You will take risks with your clients, show them what could be, and bounce back quickly whenever you run into trouble.

