



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.

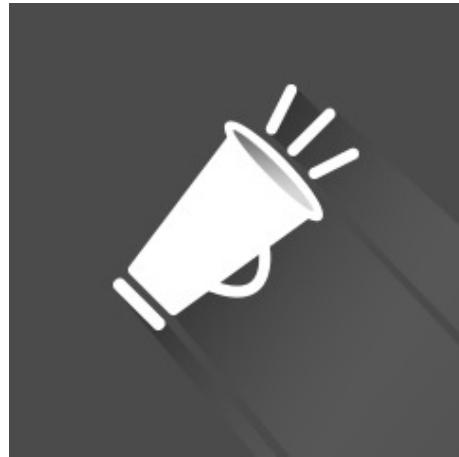
Your top two Roles may not be how you see yourself. Instead they capture how you show up to others. They pinpoint your recurring reactions and your behaviors. They are your edge at work.

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.





Chen Ruijia

Greatest Value to the team:

You combine doing what is best with doing what is right.

You put principle into practice. You have that rare ability to combine doing what is best with doing what is right -- and you will take a stand for both. Because you are both consistent and practical, you excel at designing policy to guide actions. People respect you and seek you out for your good judgment. Your need for clinical precision and exact calculation proves invaluable, whether you are serving clients or making high-stakes decisions for the team. You don't shy away from "life-and-death" decisions -- you were born to make them.

YOUR STRENGTH ROLES: RANK ORDER

1.  **EQUALIZER**

2.  **ADVISOR**

3.  **PIONEER**

4.  **PROVIDER**

5.  **CREATOR**

6.  **TEACHER**

7.  **CONNECTOR**

8.  **STIMULATOR**

9.  **INFLUENCER**

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



EQUALIZER

THE DEFINITION:

You begin by asking, "What is the right thing to do?" You are sensitive to how everything in the world is interdependent, how movement in one part of the world causes everything else to move as well. Alive to this interconnectedness, you feel compelled to keep everything aligned. This need for alignment might be organizational--you sense when your world is disorganized and you get a kick out of restoring everything back to its rightful place. Or it might be ethical--you are acutely aware of who is responsible for what, and you are quick to take action if someone doesn't live up to her responsibilities. You have no problem calling her out if she hasn't followed through, and you are just as willing to call yourself out when you drop the ball. You see the commitments we make to one another as threads that connect us and allow us to share in each other's success. It pains you when you see these threads break, and so you are their passionate protector. At your best, you are our conscience, helping us realize how much we owe one another and how much we rely on one another. You hold us together.

What is the right thing to do?










ROLE 1



EQUALIZER

YOU, AT YOUR MOST POWERFUL

-  You are a level-headed person. The world is best for you when it is in balance.
-  Yours is a moral world made up of mutual obligations. You are driven to keep the balance in this moral world. You are unnerved when your world tips too far in any one direction.
-  What tips your world out of balance? When people don't tell the truth--you hate lying, or even half-truths. Politics and finessing are anathema to you--you feel strengthened by the truth and you tell the truth. Sometimes quite bluntly. When there is ambiguity and uncertainty, you try to redress the balance by finding out more facts. Facts are solid. When people do not follow through on their commitments, it bugs the heck out of you. You will push them, or yourself, to do whatever it takes to ensure that the commitment is met. If it isn't, then the only way to pull the world back into balance is to make amends in some way. Yours is a moral world, and so when someone is wronged, it offends you when that wrong is not righted. You are a passionate defender of people's rights, including your own. Where you see huge disparities of reward and/or praise, because you have a strong sense of the innate worth of each person, it offends you that someone is raised up significantly higher than another. No matter how talented this person may be, it just doesn't seem right to you.
-  You are a categorical person. Black and white. True or false. "Don't give me pretty pictures and grand claims," you think to yourself. "Just tell me if you did it or you didn't."
-  You are predictable and consistent. At least you strive to be. This is why people come to trust you.
-  People come to you when they want clarity and opinion. You "weigh" things in your mind and get a strong sense of "what is the right thing to do" in almost any situation.
-  You think in terms of "who has the 'right' to do this?" Rights and responsibilities are your guides. It offends you when you think that someone has overstepped his bounds and done something he has no right to do. You will fight for redress.



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 combine doing what is best with
doing what is right.

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 am a highly responsible person."
-  "People always know where they stand with me, even if sometimes they don't like where they stand."
-  "I am the kind of person who takes a stand for causes I believe deeply to be right, even if it puts me in the minority. For example, there was this time when..."
-  "I'm at my best when I'm persuading people to see what is right, and do what is right--even if they are tempted to do something else."
-  "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

You display the rare ability to combine the right thing to do with the best thing to do.

You put principle into practice. You will excel in any role where success depends on the ability to apply principles in a way that is consistent and practical. For example, in the field of law, you would make an excellent prosecuting attorney. In public service, you should be a designer of policy. In the armed forces, you will be the leader we come to respect for your good judgment. In professional services, you will stand out as client-focused, sometimes clinical, but always predictable and reliable. You will excel as a structural engineer, where your need for precision and perfect calculation will prove invaluable. In healthcare, you will be the surgeon, the role where practical mistakes cost lives. Wherever you are, you will display that rare ability to combine the right thing to do with the best thing to do.





HOW TO MAKE AN IMMEDIATE IMPACT...

People like certainty. **Follow-through is the surest way to give them this certainty.** No matter how tempting it might be to look around the corner to the next opportunity, begin by being conservative about what you are prepared to commit to and then make sure you do what you say you are going to do, on time, on budget, no surprises. This will establish your reputation.



Claim your love of bringing order to things. So many people shy away from disorder, it will be a relief for your colleagues to learn that someone on the team likes confronting disorder.



Speak your values. This doesn't mean you should tell everyone how honest you are--counterintuitively, the more you profess your honesty, the less people believe it to be true. It means you should be explicit about what you believe and what you value. Of course, your behavior is going to prove it out, but your beliefs are so much a part of who you are that talking about them will sound authentic.



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.





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

Seek out situations in which you can stand up for the rights of others. You are in your zone when you do this. No matter what your talents may be in other aspects of your work, when it comes to explaining what people truly deserve, you will instinctively find the words and the arguments to make their case persuasively.



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.

Establish your precedents. When has this situation happened before? What were the outcomes? Who were the aggrieved parties? People will always look to you for a fair hearing, and your rationales will be better and clearer if you can point to previous experiences and situations.



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.

Be thorough. As your career progresses people will place more and more weight on your judgments. So always have at your disposal all the facts and, if possible, the data behind these facts. You need, and they need, to have confidence in your judgments. Lacking the facts and the data, you run the risk of being seen as merely judgmental.



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.





WHAT TO WATCH OUT FOR...

When you say you want people to be treated "fairly," what exactly do you mean? We, your colleagues, need to know. Do you mean that everyone should be treated exactly the same? Or do you mean that each person should be treated as they deserve to be treated, bearing in mind who they are, and what they have accomplished for the organization? Clearly, these are very different definitions of "fairness." Which is yours?



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 the structure you bring us. We need a foundation, a grid, a framework within which to create. We turn to you for guidance.



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 the certainty you give me. I always know what to expect from you, and so my relationship with you is predictable and therefore secure.



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

EQUALIZER

StandOut.


ROLE 2
ADVISOR

HOW TO WIN IN CLIENT SERVICES...

Your strength is your sense of fairness. I can rely on you to do what is right.



Your strength is that your advice is specific and clear.

HOW TO WIN IN SALES...

Your strength is your responsibility. Keep doing exactly what you say you are going to do, and soon you will have established the kind of trusting relationships that your competitors will find hard to break.



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



CHEN RUIJIA
EQUALIZERADVISOR

StandOut
Assessment
Results

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