



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.





Jiang Hanfu

Greatest Value to the team:

Your persuasive advocacy for what you believe to be right.

You're an advocate. Your sense of justice and intolerance for what you see as unjust compels you to do whatever it takes to right wrongs. You simply cannot sit idly by if you feel that someone (person, group, even institution) is being treated unfairly. You have powerful presence. Nobody takes your causes lightly. They know the passion that drives you comes from the most humane place and they'll move mountains to support your endeavors. You are a master at creating the airtight argument and you deliver it with conviction. Even after order has been re-established, you'll ensure that safeguards are put in place so that no such violation can ever occur again.

YOUR STRENGTH ROLES: RANK ORDER

1.  **EQUALIZER**

2.  **INFLUENCER**

3.  **CREATOR**

4.  **STIMULATOR**

5.  **TEACHER**

6.  **PIONEER**

7.  **ADVISOR**

8.  **PROVIDER**

9.  **CONNECTOR**

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



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 2



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.













Combine your Roles. Sharpen your edge.

Your persuasive advocacy for what you believe to be 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."
-  "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."



Your Ideal Career

You are a formidable agent of lasting change.

You are a powerful presence, the force of your arguments stemming from your conviction that you are right. You underpin your arguments with a clear structure and process and this, combined with your predictable values, ensures that the changes you initiate actually last. There are many roles in which this combination will prove powerful. For example, you will excel in any sales role of a complex product or service, a role where preparation, rigor, and detail make the difference between the winning and the losing proposal. You will also do well in a sales role where most growth comes from deepening existing client relationships--it's not that you can't open new accounts; it's just that your ability to get your existing clients to trust you is exceptional. Any kind of advocacy will fit you well, such as public defender, consumer advocate, or even lobbyist for a cause that embodies your values. You will also be an outstanding arbitrator. Your business card might not actually read "arbitrator," but any role where you are asked to bring warring parties together through the force of your personality and the confidence others have in your values will suit you well. (Note: you are an arbitrator, rather than a mediator, in that you aren't really a consensus-seeker. You decide, and then you persuade.) In anything you do, you will be a formidable agent of lasting change.





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.



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.

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.



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.

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.



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.





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.



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.

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.



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.

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.



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: this is true influence.





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?



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."

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

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




ROLE 1


EQUALIZER

StandOut.



ROLE 2
INFLUENCER


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 you make things happen, even if it means confronting a difficult obstacle.

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

