



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.





Xiao Liu

Greatest Value to the team:

You drive us to put our best ideas to use.

You are a lobbyist. Not necessarily in the political sense, for interest groups or clients, but rather for ideas. In your view, ideas are for something; they are not valuable in and of themselves. A concept is something you use to persuade people to do something they hadn't intended to do. You are at your best when you feel constant pressure to use your concepts to close the deal, so that you can gear back up and do it again with the next deal, and the next. But you must always get the chance to see if people actually acted on your decision. You will be excited only when you can see if your efforts achieved the desired outcome.

YOUR STRENGTH ROLES: RANK ORDER

1.  **INFLUENCER**

2.  **CREATOR**

3.  **PIONEER**

4.  **EQUALIZER**

5.  **PROVIDER**

6.  **ADVISOR**

7.  **CONNECTOR**

8.  **STIMULATOR**

9.  **TEACHER**

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



CREATOR

THE DEFINITION:

You begin by asking, "What do I understand?" You aren't immune to the feelings and perspectives of others, but your starting point is your own insight, your own understanding. You see the world as a series of collisions between competing parts, pieces, and agendas; and you are compelled to figure it all out. For you there's nothing quite as thrilling as finding a pattern beneath life's complexities, a core concept that can explain why things play out the way they do, or better yet, predict how things are going to play out. You are a thoughtful person, someone who needs time alone to mull and muse--without this alone time, events pile up on you haphazardly, and your confusion starts to overwhelm you. So you look forward to time by yourself--early in the morning, late at night, long walks--and you use this time to get clear. You are a creative person. What form this creativity takes will depend on your other traits and talents, but whether you write, paint, sing, complete projects, or make presentations, you are drawn toward making things. Each thing you make is a tangible sign that you have made some sense of the world, that you have organized the chaos in some useful way. You look at what you've made, you take pleasure in what you now understand, and then you move on to the next creation.

What do I
understand?













ROLE 2



CREATOR

YOU, AT YOUR MOST POWERFUL

-  Your power comes from making sense of things.
-  When you look at the world, you can't help but see beneath the surface, to the patterns underneath. You are intrigued by patterns. Patterns help you explain (to yourself, as much as to anyone else) what is going on.
-  Because you need explanations, you like concepts. Concepts are the best explanation of the most events. Your world is full of concepts that you've derived from your observations of the world.
-  You take great pride in your ideas. You are protective of them. They are the best expression of you.
-  Your world is thrown off when you don't understand what is going on. When presented with an unfamiliar situation, you need time. Time to process, to observe, to ask your questions, to think things through. "Don't ask me to make snap judgments," you protest. "Let me gather my thoughts."
-  You don't like surprises. You don't like making things up as you go along. When you make things--and you do like to make things--you do it only after you've had time to percolate and process.
-  You certainly are creative, but you don't conjure things out of thin air. You break things down into their component elements and this enables you to reconfigure them in new and different ways. Thus you are always watching and observing so that you can identify these elements.
-  You aren't bothered by ambiguity, by gaps in the "data." Instead, you instinctively create theories out of the facts you do have at your disposal and then you allow your theory to "fill in the gaps" in the facts. Your thinking is inferential, rather than deductive.
-  You are prone to flashes of insight into a better way of doing things, or presenting things. Reflecting back, it's hard for you to explain quite where these flashes came from, but once you've seen them, you cannot get them out of your mind. The need to make them real propels you forward. (Once you've seen this flash, you will need a partner to help you "work backward" to the step-by-step sequence required to make the "flash" real.)
-  You are relentless. Though, at the outset you will not be rushed, as you think on it and think on it, the patterns emerge, these patterns create theories, the theories spark new insights, and all of a sudden you are being borne along by these pictures in your mind. You take a while to get going, but once you are off and



ROLE 2



CREATOR

running, you are hard to stop.












Combine your Roles. Sharpen your edge.

You drive us to put our best ideas to use.

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."
-  "I've been told I'm a very creative person, always looking for better ways of doing things."
-  "I love theories, concepts. People often come to me when they want someone to explain why things are playing out the way they are."
-  "I ask 'why?' a lot. I guess it can get annoying sometimes, but I can't help it. I'm the kind of person who hates assumptions. I need to get to the bottom of why things are the way they are."



ROLE 1 
INFLUENCER

StandOut.

 **ROLE 2**
CREATOR



"I'm at my best when I'm analyzing what happened and why it happened."





Your Ideal Career

| In your view, ideas are for something.

In your view, ideas are for something; they are not valuable in and of themselves. You will excel in any role where you have to use concepts to persuade people to do something they hadn't intended to do. For example, you will make a great salesperson of an intangible product. In philanthropy, you will be the fundraiser. In public service, you will be the lobbyist. In entertainment, you will be the agent. Whichever industry you choose, always seek out roles where you feel constant pressure to use your concepts to close the deal, so that you can gear back up and do it again with the next deal, and the next. On the flip side, avoid any role where you never get a chance to see if the person actually acted on your decision. You will be excited only when you can see if the person chose to donate, which vote the person cast, whether the deal got done.

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.

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.

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.

It is going to take you a little time to make your full impact felt. Before you feel confident taking action you need to understand the forces at play, and how these forces combine to create patterns. This kind of "pattern-recognition" takes time. You need this time. **Be patient.**

You can't force "pattern-recognition" but you can accelerate it. So, no matter what your other job responsibilities, **discipline yourself to uncover the patterns.** Which data will you look to to reveal what's really going on? Which outcomes keep repeating? If you see range in performance between one person and another, or one team and another, can you spot the "prime-mover" that is causing this range? Investigate these tell-tale signs to reveal the patterns.

When you feel ready, pick an area where you have confidence that you've decoded the patterns that matter, and then **use your understanding of these patterns to present to your colleagues a better way of doing things.** What you're doing here is trying to make your understandings useful as quickly as possible. There's pressure in this, of course--will you be able to refine your

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thinking so that it is clear and people can act on it?--but you're the kind of person who will feel this as positive pressure, even fun pressure. Your ideas won't necessarily be accepted right away, but your reputation for thoughtfulness will have begun.



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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.



Take time to muse. You need time alone to let your mind live with the things you've seen, and what you've experienced, so it can settle into some sort of shape. This thinking time is vital to your well-being--without it, you feel confused and on edge. It is also vital to your performance--it is the ground from which will spring new insights and discoveries. Take it very seriously. You need it. Others don't, and they won't quite understand why you do. So build it into your schedule and stick to it religiously. It doesn't have to be so frequent that it interferes with your daily work. It just has to be predictable--you are comforted knowing that thinking time is coming.

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.



As a Creator you will have to **figure out how to "own" your creations.** At one extreme, this might mean working only in fields where you are allowed to own the intellectual property you create, such as journalism or entertainment. Or you might work for a large organization only if they allow you to write papers under your name, or file for patents under your name. If neither of these is a possibility for you, still you will need to figure out a way to "sign" your work.

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



Create a forum for safe experimentation, a place where you can share new, as-yet-fragile patterns of understanding. It could be a cross-industry group of like-minded thinkers. It could be an informal "skunkworks" within your own



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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.

organization. Wherever it is, it should be made up of people who question you and challenge you, with no agenda other than helping you to strengthen (or break) the sense you've made. This group will become your testing ground.



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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."



While you are studying your world and figuring out the patterns, you still have to be doing. The world will not wait for you to figure it all out. Nor will your colleagues. Nor will your customers. So, **whatever patterns you're looking for, you're going to have to figure them out in the world, as you're doing.**

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 ability to think things through. As our leader, you give us confidence because we see your mind working. We know you will make a new sense of things.

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 the time you give me. To listen. To consider. To understand before reaching your conclusions.





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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 you take the time to discover the root cause of my need. You don't just provide me with the pat answer.

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 sophistication. You will win sales through your deliberate timing. You know how to listen and fully understand before jumping in with your point of view.

