



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.





Equalizer



Creator

Jana Owens

Your Greatest Value to the Team:

Your absolute dedication to getting the facts right.

You are an engineer of concepts: insightful and theoretical, yet rigorous and disciplined. You will excel in any role that requires this kind of well-ordered thoughtfulness. You are intrigued by data and research, for their inherent interest, yes, but more importantly because you absolutely must get the facts right. You are an excellent analyst, poring over data or raw material and finding the patterns that lead to insight and understanding. Wherever you are, we trust that your ideas are founded on careful observation and precise measurement. Your credibility is your core.

YOUR STRENGTH ROLES: RANK ORDER

1.  **EQUALIZER**

2.  **CREATOR**

3.  **ADVISOR**

4.  **PROVIDER**

5.  **CONNECTOR**

6.  **STIMULATOR**

7.  **INFLUENCER**

8.  **TEACHER**

9.  **PIONEER**

THE 9 StandOut ROLES

ADVISOR

Advisors are practical, concrete thinkers who are at their most powerful when reacting to and solving other people's problems.

CONNECTOR

Connectors are catalysts. Their power lies in their craving to put two things together to make something bigger than it is now.

CREATOR

Creators make sense of the world, pulling it apart, seeing a better configuration, and creating it.

EQUALIZER

Equalizers are level-headed people whose power comes from keeping the world in balance, ethically and practically.

INFLUENCER

Influencers engage people directly and convince them to act. Their power is their persuasion.

PIONEER

Pioneers see the world as a friendly place where, around every corner, good things will happen. Their distinctive power starts with their optimism in the face of uncertainty.

PROVIDER

Providers sense other people's feelings, and they feel compelled to recognize these feelings, give them a voice, and act on them.

STIMULATOR

Stimulators are the hosts of others' emotions. They feel responsible for them, for turning them around, for elevating them.

TEACHER

Teachers are thrilled by the potential they see in each person. Their 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 'when people don't live up to their responsibilities. You have no problem calling them out if they 'haven't followed through, and you are just as willing to call yourself out when you fail to do what you say you will. 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 bothers you greatly. 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. Yes or no. 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 people have overstepped their bounds and done something they have no right to do. You will fight for redress.





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, solitary excursions--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?





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 say. "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



ROLE 2



CREATOR

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 running, you are hard to stop.





Combine your Roles. Sharpen your edge.

Your absolute dedication to getting the facts 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 career advantage, 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 outside of the majority. 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 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."



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





Your Career Advantage

| Your credibility is your core.

You think like an engineer: conceptual yet rigorous, insightful yet disciplined. Naturally you will make an excellent engineer of any variety. But you will also excel in any role that requires this kind of well-ordered thoughtfulness. For example, in media, you will make an excellent reporter, because you'll not only get to the heart of the story, you will also be diligent about doing the research and getting the facts right. In medicine, you will be more intrigued by the data and the research than the patients themselves. In business consulting, you will excel at poring over and finding patterns within the client's performance data. Wherever you are, we trust that your ideas are founded on careful observation and precise measurement. Your credibility is your core.





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.



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 focus on 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 telltale 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 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.





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.



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 faithfully. 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.

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.



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.

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.



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



ROLE 1 
EQUALIZER

StandOut[®]

 **ROLE 2**
CREATOR

Lacking the facts and the data, you run the risk of being seen as merely judgmental.

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.



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." Be clear what you mean and articulate it.



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





ROLE 1 
EQUALIZER

StandOut.


 **ROLE 2**
CREATOR


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 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 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 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.

