



# 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.





**Pioneer**



**Stimulator**

## Kenny Johnston

### **Your Greatest Value to the Team:**

Your excitement about the unknown and the untested.

You're a visionary. Thrilled by a desire to experiment, you love a blank canvas, green fields, and a whole lot of risk. You seek high-paced, action-packed adventures, where you'll undoubtedly be exploring places where few have gone before. You surround yourself with people who share your adventuresome, risk-taking bent, who are willing to take a chance, people who value your appreciative perspective on the world. The joy of seeing your visions come to life, of attaining the unattainable, is unmatched. You love to share this glory with any and all who will listen. You're an emotional storyteller, inspiring others to dust off their dreams and let them loose.

## YOUR STRENGTH ROLES: RANK ORDER

1.  **PIONEER**
2.  **STIMULATOR**
3.  **INFLUENCER**
4.  **ADVISOR**
5.  **PROVIDER**
6.  **CONNECTOR**
7.  **EQUALIZER**
8.  **CREATOR**
9.  **TEACHER**

### 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.





## 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?





## 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



## ROLE 1

### PIONEER

on a mission of discovery, and we want to join you on it. Who knows what we might find, and who might benefit?



## ROLE 2

### STIMULATOR

#### THE DEFINITION:

You begin by asking, "How can I raise the energy?" You are acutely aware of the energy in the room, and you feel compelled to do what you can to elevate it. You do this with your outlook--you are an instinctively positive person. You do this with your actions--you take a seat at the front of the room, you raise your hand to ask questions, you call upon others to contribute and volunteer. You do this with your humor--the smile in your voice. Because you are an energy-giving person, other people are attracted to you. The world beats them down, but they know that in you they will find the power to lift themselves back up. You aren't soft and gentle. On the contrary, you challenge people to unleash their own energy, and you become impatient when someone refuses to do so, sucking your energy from you and generating none of her own. But, still, others will continue to be drawn to you because they sense that, at heart, you cannot help but be encouraging. They sense that your natural reaction is to celebrate all that is good in them, to illuminate their strengths, and shine a light on their achievements. Even on your darkest days, you know they are right.

How can I  
raise the  
energy?





## YOU, AT YOUR MOST POWERFUL

- ★ You naturally focus on what is right with people, on what is going well with them.
- ★ You are an emotional person. Sometimes these emotions take you on a roller-coaster ride, but in the end they lead you back up. Your emotional tilt is always upward.
- ★ You derive your strength from other people. You sense their feelings and you can't help yourself: you are compelled to engage these emotions in some way and lift them up. Others call you fun, excitable, and, on your best days, inspirational.
- ★ You are a natural host. Not of parties, necessarily--though you may be. But you are the host of other people's emotions. You feel responsible for them, for elevating them. You are an emotional turn-around expert.
- ★ You make your presence felt. In any room, you are present, focused, a force. The meeting doesn't really start until you walk in; the energy sinks when you walk out.
- ★ You have a magnetic quality. People's emotional bucket empties out. You, they realize, are a natural bucket-filler. And so they are drawn to you.
- ★ You like gatherings. Since you feed off energy, the more people at a meeting or event, the more energy there is, and the more energized you feel.
- ★ "All the world's a stage" to you. You are acutely aware that other people are looking at you, and are affected by you. So you pay attention to your appearance, your demeanor, how you "show up" in a room.
- ★ When at an event or meeting, you pay attention to all aspects of the "show." You like picking the theme, the gifts, the colors, all the elements that can inspire people and help them have a great time. You'll dress up in the costumes. You'll take the lead in the activities. Whatever it is, there you are, ready to go at the front of the line.
- ★ You are exuberant. You can get carried away by the emotions of the moment. When you are teaching or training or selling, or anything really, you tend to go "off-script." You break free from the prescribed material and allow people to follow where their excitement and enthusiasm lead. "When people are excited they learn more, create more, achieve more," you think. "The curriculum will just have to catch up with us."













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

Your excitement about the unknown  
and the untested.

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 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."
-  "People tell me I'm fun to be around."
-  "I'm at my best when getting people excited about what they are about to do. There was this time when..."
-  "I'm incurably positive. I believe you can find the good in virtually any situation, and I'm determined to be the one to find it."
-  "Some of my best times are when I can get people together so we can rally ourselves and cheer ourselves on."



## Your Ideal Career

You have an unshakeable belief in and focus on what is working.

You are an emotional person, and though there are days when they take you on a roller coaster ride, in the end your emotions instinctively tilt upward. You have an unshakeable belief in and focus on what is working, and, therefore, you keep our spirits high in the face of any uncertainty, risk, or setbacks we may meet. In real estate, you are on the very front end of the deal, walking the field with the potential investors, excitedly telling them the story of what the development will look like and feel like once it has been built. In the training world, you will excel as a facilitator, in particular when you are charged with explaining a brand new concept, one that demands a full perspective shift--total mind-flips are like candy to you. In any organization you will be at your best as the leader of, or at least the mouthpiece for, systemic change--you can make it exciting, vivid, and--on your best days--even fun for the rest of us. If you do find yourself drawn to local government or a large governmental agency, know that you will always be the boat-rocker, the one who brings a bracing breath of fresh air to the stale atmosphere of the status quo.





## HOW TO MAKE AN IMMEDIATE IMPACT...

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.



You are a breath of fresh air to any team because your first response to anyone's comment or point of view is to affirm it. You nod. You smile. You encourage. **Lead with this strength.** It will encourage people to become increasingly open around you. Of course, you may not agree with everything they are telling you but, because you begin by honoring their "truth," you set things up for better collaboration in the future.



You feed off being able to help everyone get what they want. So, try to **put yourself in situations where you will receive immediate feedback on whether you have indeed given people what they want.** Their laughter, smiles, tears, transformations, realizations--these are your fuel. Of course, there is some risk here--maybe they won't laugh, or cry, or be transformed--and most people shy away from this risk. But you don't. So volunteer for this "high-risk" activity and you'll not only feel more alive, you will also earn the respect of your colleagues.



Because you present such a positive front to the world, you might initially come across as light and fluffy. To counter this, **buttress your positive energy with facts and data that support your opinions.** These will help others realize that there is substance behind the flash, "brains behind the brawn," and you will gain much-needed credibility.





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

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



Over time, people will come to lean on you for emotional uplift. This is a wonderful gift you offer them, and to ensure that you can keep offering it, **you must set clear boundaries for your friends and colleagues.** You cannot take on everyone's full range of emotions.



You are skilled at handling difficult people. **Volunteer for situations in which success depends on you turning around an angry or obstinate person.** It's not that you should necessarily seek out conflict--you are not, by nature, a conflict seeker. It's more that you are driven to make everything all right, and so you are at your best when you have to pull out all the stops to make this happen.



You are naturally interested in human energy of all kinds--emotional, physiological, spiritual. **Research this subject.** Depending on your personality, this could mean simply reading up on the subject. Or it could mean putting yourself through a regimen to become more proficient at managing your own levels of energy. Or it might mean watching other Stimulators in action. Whatever your



look like?" This won't save you every 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.

preferred research style, keep looking and you will soon find some new trick, insight or technique that will help you get better at what you do naturally.





## WHAT TO WATCH OUT FOR...

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.



You need your "show-time," but you also need your "down-time." **Build into your week intentional down-time**, time when you can re-generate the energy on which so many rely. Lacking this time, you might find that you come to a point where you simply crash.

## HOW TO WIN AS A LEADER...

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.



Your strength is your sense of the dramatic. You are the leader who celebrates our successes, who lifts them out of the noise of experience, and honors them. Your energy fuels us.

## HOW TO WIN AS A MANAGER...

Your strength is your faith in how much further I can go. With you as my manager I keep reaching for more.



Your strength is your ability to make my work exciting. When my spirit wanes, you spark me back to give my best.





**ROLE 1**   
**PIONEER**

**StandOut**


 **ROLE 2**  
**STIMULATOR**


## HOW TO WIN IN CLIENT SERVICES...

Your strength is your confidence that things will work out. 

 Your strength is making my situation feel important. You shine a spotlight on my issue, giving me a sense that it will be taken seriously.

## HOW TO WIN IN SALES...

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. 

 Your strength is your enthusiasm. You bring passion and energy to clients and their projects.



Kenny Johnston  
**PioneerStimulator**

StandOut  
Assessment  
Results

15