



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.





Creator



Pioneer

Cameron Stewart

Your Greatest Value to the Team:

Your perpetual cascade of ideas.

You're the constant inventor. But you're an inventor with a twist. You're not tinkering around with obscure data or tied up with reconfiguring trendy technology. Instead, you are initiating. You spend your time on novel undertakings that you know will stretch the boundaries of current thinking and practice. You see the gaps in others' solutions and offer many (sometimes conflicting) alternatives, and (sometimes paradoxical) insights. Offering volume over the perfectly packaged idea, you're confident the model solution is somewhere in your mass of insight. You throw out idea after idea, leaving others to hone your thinking.

YOUR STRENGTH ROLES: RANK ORDER

1.  **CREATOR**

2.  **PIONEER**

3.  **TEACHER**

4.  **STIMULATOR**

5.  **ADVISOR**

6.  **PROVIDER**

7.  **CONNECTOR**

8.  **EQUALIZER**

9.  **INFLUENCER**

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 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?





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 1 

CREATOR

running, you are hard to stop.



PIONEER











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













Combine your Roles. Sharpen your edge.

| Your perpetual cascade of ideas.

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 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."
-  "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."





Your Ideal Career

Seek out industries that are constantly changing.

You are so open to new ideas, so accepting of the ambiguity inherent in risk, so sure that the world is basically a friendly place. Seek out industries that are constantly changing. You are at your best when you are asked to helicopter into a new subject, quickly figure out what the core issues are, offer your conclusions, and then move on. So any business where the latest, greatest idea quickly becomes obsolete will suit you well. Software development, for example, or news media, or new venture funding, or the creative side of the entertainment business: all of these offer you settings that play to your strengths.



HOW TO MAKE AN IMMEDIATE IMPACT...

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 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.



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.



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

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.

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.

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

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,



ROLE 1 
CREATOR

StandOut

 **ROLE 2**
PIONEER

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.

"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 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.



WHAT TO WATCH OUT FOR...

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.**



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.

HOW TO WIN AS A LEADER...

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.



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.

HOW TO WIN AS A MANAGER...

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



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



ROLE 1 
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 **ROLE 2**
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HOW TO WIN IN CLIENT SERVICES...

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.



Your strength is your confidence that things will work out.

HOW TO WIN IN SALES...

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.



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.



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