



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.





Jim Furey

Greatest Value to the team:

Your willingness to take a risk with us, and on us.

You take risks. With people. Not in a reckless, thoughtless way, but rather from a profound belief in their potential. And, in your view, that potential can be best realized through experiment and risk. You say "experience is the best teacher" and so you expose and encourage people to embrace stretch assignments. You put your own skin in the game too, recognizing that your own abilities are amplified when you seek opportunities to reach beyond your current comfort zone. Your world is a generous place in which people will be provided for. You therefore come from a place of faith, not fear. If there's anything to fear, it's missing opportunity's knock.

YOUR STRENGTH ROLES: RANK ORDER

-  **PIONEER**
-  **TEACHER**
-  **CONNECTOR**
-  **PROVIDER**
-  **CREATOR**
-  **ADVISOR**
-  **STIMULATOR**
-  **EQUALIZER**
-  **INFLUENCER**

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



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?





TEACHER**THE DEFINITION:**

You begin by asking, "What can he learn from this?" Your focus is instinctively toward the other person. Not his feelings, necessarily, but his understanding, his skills, and his performance. You see each person as a work in progress, and you are comfortable with this messiness.

You don't expect him to be perfect; in fact, you don't want him to be perfect. You see the possibility in imperfection. You know that imperfection creates choice, and that choice leads to learning. Since you are energized by another person's growth, you look for signs of it. "Where was he last month?" you ask yourself. "What measurable progress have I seen?" You create novel ways to keep track of his performance and celebrate with him when he reaches new heights. You ask him a lot of questions to figure out what he knows and what he doesn't, how he learns best, what is important to him, and what journey he is on. Only then can you join him at the appropriate level and in the appropriate way. Only then can you help him learn.

What can he learn from this?





YOU, AT YOUR MOST POWERFUL

-  People's performance improves when you're around. This is your greatest gift.
-  Instinctively people know that you care about them, and that your caring is genuine. They get it. They feel it. They never doubt it. And this certainty frees them. They can experiment, and reach, and fall, and fail, and then reach again. And you will still be there willing them to keep reaching.
-  You don't give up on people. No matter how much they struggle, you keep believing that they will find a way to move forward, and to improve.
-  You are intrigued by "the process"--the process of other people's learning and growth. You aren't impatiently waiting for the big-bang breakthrough. Instead you are content to see small increments of growth that happen every day. The "getting it" can be more exciting to you than the "got it."
-  You are also intrigued by the process of the activity. You revel in breaking activities down into their discrete parts, and then showing others how to do each discrete part. You want others to understand the "how," the "method," and when you can show others the "how," you are delighted. This, in your view, is where the real learning happens.
-  You give other people choices. You allow them to make their own decisions. You realize that choice is the mechanism for learning, for growth. You say, "You decide, then come back and tell me what you decided, and why." You are a natural delegator.
-  You know that people can learn only from where they are starting, so you ask lots of questions to determine their starting point. You listen very carefully. You watch closely. Any small action or reaction could be a clue about where to "join" them in their learning journey.
-  Your "start-by-listening" approach makes others feel heard, and safe. For you, it is the source of vital information about their learning styles, their personalities, their understanding. You use this information to tailor what you are teaching so that it fits each person--you individualize.
-  Physically you want to get on people's level. You want to "walk the factory floor," see people in their "natural habitats," "get down in the dirt with them." This achieves three things: 1) it shows them that you know them; 2) it shows you the world from their perspective; 3) it gives you the raw material you need to give them good ideas for how to get better.

You are a learner yourself. Because you love the process of "getting it," you sign



ROLE 2



TEACHER

-  yourself up for classes so that you can feel yourself "getting it." This is a constant part of your life.
-  Your dedication to constant learning is not just for you. It also serves to arm you with new ideas and techniques that you can use to help others. Consequently, to others you seem wise, an unending source of knowledge, experiments and ideas that might help them grow.
-  Whenever others run dry--of ideas, or of self-belief--they return to you. You seem strong, patient, understanding, and yet always expectant.





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

Your willingness to take a risk with us,
and on us.

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."
-  "I like listening to people tell me what they do and how they do it."
-  "I'm a constant learner. For me there's something energizing about the process of getting to a point where I've mastered a new skill. Recently I took classes to learn how to..."
-  "I like getting down in the dirt with people, seeing the world through their eyes. Customers, colleagues, friends--I think I can truly help them only if I have seen their perspectives."
-  "I don't think you can teach people in the same way. Instead I'm always looking for how each person's mind works, and what motivates her."





Your Ideal Career

Wherever you are, you will excel in a role where sharing knowledge is power.

You bet on talent. You are adventurous with people. "Throw them in the deep end," you think to yourself. Not that you are callous. It's more that you believe in action-learning. "Try it and see what you figure out." And if people fail, you give them another chance. You're the kind of person whose faith in others does not erode if they struggle. Rather, your faith in them persists, even grows, in the face of failure--the more they've failed, you think to yourself, the more experience they have, and so, since experience is the best teacher, the more valuable they are. Therefore, you will excel in any sort of training role, so long as you are out of the classroom--on-the-job training is what you will specialize in. If you are actually in the classroom teaching children, make sure you are in a school system that allows you to challenge your students with concepts, subjects and projects that are, technically, above their grade level; and one that allows you to tailor your style to the unique needs of each student. In medicine, you will be the specialist who teaches other specialists about new techniques. In research, you are the scientist who will want to share the import of new discoveries with your peers. Wherever you are, you will excel in a role where sharing knowledge is power.





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 want to help others, but you have to earn this right. So **begin with your student hat on.** People like students. They like to be asked questions about how they do what they do, and they like to hear themselves talk about why it works. Listening shows respect. So be inquisitive and be seen to be inquisitive.



Find opportunities to feed people's words back to them. Describe what you've heard, and what you've come to understand about their work, and their process. Not only will you be able to test your understandings, you will also validate your new colleagues. They will appreciate this validation.



Accompany your new colleagues as they "sweep the floors." Spend time with them in their environment. Watch how they do their work and notice the details of their struggles and their successes. These real-world details will give you raw material when you start trying to help them navigate through their struggles, and achieve even greater success.



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.**



Keep learning. Keep researching your subject. Attend the cutting-edge conferences. Read the expert posts. Make this a priority.

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.



Become an overt champion of others. Discipline yourself to reach across the organization and place people whose raw talent you have spotted into positions of real responsibility. Some will say, "But he is not ready." Don't shy away from this "risk." Instead, celebrate it. You are a genius at giving people just the kind of responsibility they need, at just the time when they need it.

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 look like?" This won't save you every



When you champion young talent, **make sure your explanations for why this is the right person, the right responsibility, and the right time, are vivid and detailed.** Become adept at describing the strengths you have seen in the person, and why you think this strength will translate to the new, larger responsibility. Be equally detailed about what specific knowledge the person lacks, and how you propose he go about acquiring



ROLE 1
PIONEER



StandOut.



ROLE 2
TEACHER

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.

this knowledge, without jeopardizing his ability to deliver results--this detail will give others, who have less of a "feel" for young talent, the certainty they need.





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.



Stay in the real world. Trust the details you notice. You are such an avid reader and researcher you can sometimes be intrigued, and even swayed, by other people's theories. While some of these theories may be sound, always rely on your own real-world learning as your guide.

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 faith in our potential. We never sense frustration with our struggles but rather a deep belief that we can keep experimenting, and keep getting better. You accept us; and yet your expectations motivate 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 how seriously you take my learning. And since you take it so seriously, since you pay it so much attention, I am inspired to do the same.



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HOW TO WIN IN CLIENT SERVICES...

Your strength is your confidence that things will work out. 



Your strength is that you help me discover something new about my situation.

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 understanding. Your rich perspective of how each client is unique enables you to adapt your offering to serve them better.

