



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.





Tracy Gander

Your **Greatest Value** to the team:

You paint the most vivid pictures of what is possible, inspiring us to pursue our best ideas.

You're a futurist. You come alive when envisaging possibility. Of course, your strength is not only about connecting the right people to achieve those possibilities but also about connecting the right ideas, likely in ways that have never been considered before. If you're not leading the drive to realize your idea, you're introducing people from disparate backgrounds, showing them how their combined talents and products could produce game-changing innovations. You value innovation so highly you need constant exposure to streams of cool ideas, and their originators. And while you're not as attached to seeing the ideas actually come to fruition, you love getting in at ground zero so you can tell the story of "I was there when...."

YOUR STRENGTH ROLES: RANK ORDER

1.  **CONNECTOR**

2.  **PIONEER**

3.  **INFLUENCER**

4.  **ADVISOR**

5.  **PROVIDER**

6.  **CREATOR**

7.  **STIMULATOR**

8.  **TEACHER**

9.  **EQUALIZER**

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



CONNECTOR

THE DEFINITION:

You begin by asking, "Whom can I connect?" You see the world as a web of relationships, and you are excited by the prospect of connecting people within your web. Not because they will like each other--though they might--but rather because of what they will create together. Your mantra is "One and one makes three." Or thirty. Or three hundred. On your most optimistic days, you see almost no limit to what people with different strengths and perspectives can create together. You are a naturally inquisitive person, always asking questions about each person's background, experience, and skills. You know instinctively that each person brings something unique and distinct to the table, something, no matter how small, that might prove to be the vital ingredient. In your head, or in your contacts, you store a large network of people whom you've met, learned about, catalogued, and positioned somewhere within this network--each person with a link to at least one other person, and each with an open port for another link to be added. People are drawn to you because you are so obviously passionate about their particular expertise, and because you have so many practical ideas about how their expertise can be combined with others. You enliven and enlarge others' vision of who they are and what they can achieve. You are a connector, weaving people together into the fabric of something much larger and more significant than themselves.

Whom can I connect?



ROLE 1



CONNECTOR

YOU, AT YOUR MOST POWERFUL:

-  You think in terms of possibilities. "Wouldn't it be great if we linked up this person with that person?"
-  You are a multiplier, always trying to put two things together to make something bigger and better than it is now.
-  Your chief impact is through your sense of what could be, your excitement about the combination of people, or of people plus technologies/projects/ideas.
-  You create culture change, not because you talk "culture" but rather because you bring people together in order to get something done--you sense that there's no better way to get people to trust one another than to have them do work together.
-  You bring new people onto a team quickly. Because you are able to "ramp up" people so fast, you make teams and organizations stronger, quicker.
-  You are a catalyst. You speed up the reaction between two people, or two groups, or between a particular person and a particular challenge.
-  You are a researcher of people. You are intrigued by people's unique qualities and talents, and so when you meet someone, you delve deep, asking one question after another. The more you understand about this person, the better you'll be able to position him so that he links up with others--either inside or outside the organization.
-  You are a researcher of facts, technologies and products. Each new thing you learn is raw material. You can use it to make some new concoction of people/products/ideas.
-  You are resourceful. When your back is against the wall you are sure that you will know someone you can call. Your "tool box" of people is big and always getting bigger.
-  Your resourcefulness gives you an aura of confidence. And of optimism. You have a strongly positive outlook--about the world and about people in general. You just know that, with enough thought, you will be able to dredge your memory banks and find someone who can get it done.
-  Others are drawn to you. They are drawn to you because they see that you are looking for their best qualities. They are drawn to you because you will connect them with people who can complement them. They are drawn to you because you find ways in which they can be useful.



ROLE 1



CONNECTOR



You are winning and persuasive. People tend to do what you ask of them because you excel at painting the picture of "what could be."





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?



**PIONEER****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.

You paint the most vivid pictures of what is possible, inspiring us to pursue our best 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 am fascinated by people's strengths and gifts."
-  "I'm really good at figuring out who should work together and why they would work well together."
-  "I'm a collector. I collect information about people and store it away so that I always know who to call. For example..."
-  "I love pulling people together from all parts of the organization for a special project. Here's how I did it in my last role..."
-  "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

Start-up situations of any kind call out the best in you.

In the artistic world, we would call you the "impresario," the person who pulls together a surprising group of people to create something new and exciting. You will thrive in a world where the boundaries of what people are allowed to do are fluid, and where all people need is a persuasive case for why their value will be multiplied on this new team you are putting together. Start-up situations of any kind will call out the best in you. For example, in business, when a new product is to be launched, you will be the one to pick the team and persuade each person to sign on. In the world of venture capital, when a new business is to be started, you will be the "go-to" for pulling together the right leadership team. In the military, when an ad hoc "SWAT" team is required, you will know who to call to ensure that the team has just the right mix of skills and experience. Wherever you are, you are the "instigator."



HOW TO MAKE AN IMMEDIATE IMPACT...

You're lucky. You're a fast starter. Your natural instincts cause you to reach out and connect with your new colleagues. Your genuine interest in them will doubtless endear you to them. **So begin by letting these instincts run.**



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.

Start building your own private "scouting report" on your new network. For each person, capture what you've learned about his or her particular area of expertise, or interest, or experience, and your initial thoughts about where he or she adds the greatest value to the team.



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.**

Find an opportunity to surprise a colleague with how useful your network is. Most people don't continually add people to their mental list of potential resources and so won't have many people whom they can call on to help them get something done or solve a problem. But you do. So as soon as you can find the right situation, pull out your "Rolodex" and offer just the right person/expert who can help solve a pressing problem.



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

Stay attentive. Wherever you go there's the chance to make a connection. Interesting people are everywhere, not just at work or at professional gatherings, but sitting next to you on the plane, at your child's birthday party, at the church planning meeting.



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 are inspired by extremely talented people, so try to **find at least two groups of experts in which you can play a leadership or organizing role.** It doesn't really matter what the group's expertise is. What's invigorating for you is hearing the discussions, listening to the different viewpoints of these "masters." Listen long enough and you will almost certainly come up with a new mission, a new possibility.



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.

Discipline yourself to connect someone to something every day. For example, send an e-mail a day beginning, "I thought of you when I read this..." and then include a line or two about how this particular person might benefit or learn from what you sent her. We rely on you for practical possibility thinking, so be sure to draw a clear connection between what you sent and what the person might be able to do with it.



ROLE 1
CONNECTOR



StandOut.



ROLE 2
PIONEER

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ROLE 1 
CONNECTOR

StandOut.

 ROLE 2
PIONEER

WHAT TO WATCH OUT FOR...

The difference between a name-dropper and a network-builder is follow-up. What's powerful about you isn't who is in your network, **it's your ability to link up seemingly unconnected people within your network to make something happen.** People will get excited when you tell them you know someone who can help them; they will get disappointed when you don't make the call. Their disappointment will start to tarnish your reputation.



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 see the best in us. We sense that, if we stick with you, you will make us a vital part of something significant. And so we are drawn to you.



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 building surprisingly talented teams. I know I can count on you to do your due diligence when cherry-picking new teammates.



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



ROLE 1 
CONNECTOR

StandOut.

 **ROLE 2**
PIONEER

HOW TO WIN IN CLIENT SERVICES...

Your strength is your resourcefulness. You always have some person or some idea that can help solve my situation.



Your strength is your confidence that things will work out.

HOW TO WIN IN SALES...

Your strength is your active network of relationships. Your need to reach out and stay current with your network will help those you have selected feel valued and appreciated.



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.

Now, jump into the StandOut Platform

