



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.





Provider



Connector

Emily Chervony

Greatest Value to the team:

You keep our long-term best interests in mind.

You help people to help each other. You know exactly who someone needs to talk to in order to get help, but you don't simply make the introduction and move on. You stick around to see what happens, and you are driven to ensure that the relationship benefits everyone. You see the best in people. And since they understand that you have their long-term best interests in mind, they are as eager to help others in your network as they are to get your help when they need it. You take your responsibilities seriously -- and nothing is more serious than the need to match people to the right relationships that will help them move forward.

YOUR STRENGTH ROLES: RANK ORDER

1.  **PROVIDER**

2.  **CONNECTOR**

3.  **CREATOR**

4.  **STIMULATOR**

5.  **EQUALIZER**

6.  **ADVISOR**

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.





THE DEFINITION:

You begin by asking, "Is everyone okay?" You are acutely aware of others' emotional states, particularly if you sense they are feeling hurt or slighted. You are instinctively inclusive, always looking for ways to draw others into the circle and make them feel wanted, heard, and

appreciated. You pay close attention to the differences between people, each person's likes, dislikes, and foibles. It's the only way to attend to their feelings, you think. You are protective of other people and will get angry or upset if you see behavior that is cavalier or dismissive of people's feelings. You are an intensely loyal and forgiving friend, but you are no pushover. Although your circle is large, it does have a perimeter, and if someone's behavior offends you, you will exile him beyond the perimeter. But this exile will not last, because, in your heart, you believe everyone can be understood, everyone can be redeemed, everyone can, in the end, be forgiven. At home and work, many will come to trust you and rely on you: you are their safe harbor, a consistently supportive presence in a world that doesn't care. And they love you for it.

Is everyone
okay?





YOU, AT YOUR MOST POWERFUL

-  You sense other people's feelings. You feel it is your responsibility to recognize these feelings, give them a voice, and act on them.
-  You are non-judgmental, and so are gifted at creating a safe space in which other people's ideas and feelings can be heard. Around you, people share more because they let their guard down. Ideas, solutions, experiments--all these happen more frequently around you.
-  You listen very well, and you retain the important details of the person you are listening to. And so, around you, others feel heard and recognized.
-  You gain other people's trust. They know that you will keep their interests in mind. And their confidences. "You have my back," they think. "You will look out for me." You are the glue that holds the team together.
-  You are also the grease. Everything speeds up around you. Why? Because trust is an accelerant.
-  You become a passionate defender of the perspectives of others. You may not be able to make the tough call for yourself, but so long as the "ask" is for someone else, you are quite courageous. You get your strength from other people's needs and feelings, and from making sure other people's needs are being met. You are at your most powerful when you do this.
-  You are emotionally insightful. You see things from the other person's perspective and you know that what you see is true, and valid. This means you can act on it: to change it for the better, to sell into it, to market to it, to intervene in a timely manner to avert emotionally dangerous outcomes such as a person quitting, or two people clashing. All of these stem from your emotional insight.
-  You have excellent institutional memory. You can retain who has been involved in an issue, what their interests were, what their emotional stake was, what their state of mind might be now.
-  You are sensitive, and can become defensive if you sense your perspective is not being heard.
-  Because you are thin-skinned, other people can wind you up quite easily.



**THE DEFINITION:**

You begin by asking, "Whom or what 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 or
what can I
connect?





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 2

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."





Combine your Roles. Sharpen your edge.

You keep our long-term best interests in mind.

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 can pick up on other people's feelings, whether they are customers or colleagues."
-  "People seem to trust me quickly. Why? Because I don't judge them. I find it really easy to see things from their perspective."
-  "When it comes to finding solutions, I find I'm best at the brainstorming stage when people need to feel okay sharing all the ideas they have."
-  "I tend to be able to remember things about people--birthdays, favorite foods, names of their kids. It makes them feel special."
-  "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..."





Your Ideal Career

You are driven to ensure that the long-term outcomes benefit everyone.

Your distinct value is not only that you see the best in other people, but, more importantly, that people understand that you have their long-term best interests in mind. Whenever you put people together, you don't move on quickly. Instead you stick around to see what happens, and you are driven to ensure that what happens benefits everyone. For example, in the corporate world, you will make an excellent outplacement consultant--you will know who might be hiring at the moment, and you will stay in touch to make sure that we landed in the right place. Similarly, in education, you will be that rare career counselor or guidance counselor who actually finds us the right internship, or the right first job. In marketing, you will excel in a brand support role where you are paid to offer corporate support to your company's network of franchisees. In public service, you will be the community organizer who lives among us, knows us well, and works tirelessly to get us what you see we need. Later in your career, you will make a valuable board member, of either for-profit or non-profit organizations, since you will not only take your responsibilities seriously, but you will also know outside experts and advisors who can be brought in to help the organization move forward.





HOW TO MAKE AN IMMEDIATE IMPACT...

Start by taking the temperature of your team. You have an excellent sense of the institution you are joining--as in, who is in relationship with whom, who are the heroes, what are the war stories--so feed this sense by listening and watching closely. What is said in the room? What is said only in the hallways afterward? What projects brought the best out of the team? Where does the team struggle? Who are the leaders? Who are the trouble-makers?



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.**

Get to know the trouble-makers first, because, in their minds, they are misunderstood. You have a gift for allowing people to have their say and "holding" what they say without either criticizing it or condoning it. You just take it on. And this "taking on" lets them move out from their defensive mode, and into a healthier and more productive frame of mind.



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.

You excel at letting trouble-makers feel that they are being heard. But if there are no trouble-makers on the team, **start with those who need the most help.** Where are they struggling? Which aspect of their work is holding them back? How can you help them? If you're not the one to help, then can you secure them the resources they need?



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...

Build your base of supporters. Who is protecting you? Who is looking out for you? You, of all people, gain strength from knowing that you are surrounded by people on whom you can rely. Amidst all the self-interest and the personal ambition, take care to build a small work "family" whom you trust utterly. You will always be at your best when you know that a few carefully chosen people have your back.



Your need for a work "family" or base of supporters shouldn't stop you from taking on new assignments. Just know that, when you move into a new position, you will sense your lack of coverage, and, more than most, you will feel exposed. **Neutralize these feelings by starting to build a new "family" as quickly as you can.** Find one person whom you can trust, nurture this relationship, and carefully build out from here.



Make it a ritual to gather your team together at the beginning of each week to talk about responsibilities. **Ask your people to make specific commitments.** You are at your most passionate, authentic and persuasive when you ask people to step up and take ownership for their work.



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 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.



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.





WHAT TO WATCH OUT FOR...

You tend to avoid conflict when it involves you. And yet it builds and builds, until finally you explode in a way that can come as a surprise to others, in a way that can even seem irrational to others. Since you tend to fight for yourself only when you are backed into the kind of corner where your values are being questioned or challenged, **discipline yourself to use your values as a backstop earlier, rather than later.** In this way, you will take a stand earlier, and, when it comes, your stand will be, at the very least, predictable to your colleagues.



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.

HOW TO WIN AS A LEADER...

Your strength is that we trust you will be there for us. You are with us. You will protect us, support us, and advocate for us. We all rely on you.



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.

HOW TO WIN AS A MANAGER...

Your strength is your unwavering support. I trust that you will never leave me dangling, exposed and unprotected.



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



ROLE 1
PROVIDER



StandOut.



ROLE 2
CONNECTOR

HOW TO WIN IN CLIENT SERVICES...

Your strength is the sense of partnership I get from you. I know that you genuinely want me to be OK.



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

HOW TO WIN IN SALES...

Your strength is your compassion. Because you genuinely care, you act to serve the best interests of your client. Your protective nature will help clients feel secure following your counsel.



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.



Emily Chervony
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StandOut
Assessment
Results

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