



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.





Brett Hanley

Your **Greatest Value** to the team:

You deliver on what you promise, every time.

You're the quintessential network-builder. You love saying the words, "I know the person who can fix this and I'll make sure it gets fixed properly and quickly." You have a solid reputation with your entire network because you are a person of great integrity. People know that, whatever you promise, they can depend on you to deliver, and therefore they don't hesitate to stick their neck out to help you. If others let you down, you will call them on it, but you also believe that it won't happen again. This unshakeable belief in others keeps your network loyal to you.

YOUR STRENGTH ROLES: RANK ORDER

1.  **CONNECTOR**

2.  **EQUALIZER**

3.  **ADVISOR**

4.  **CREATOR**

5.  **INFLUENCER**

6.  **TEACHER**

7.  **PIONEER**

8.  **PROVIDER**

9.  **STIMULATOR**

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.



**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."





EQUALIZER

THE DEFINITION:








You begin by asking, "What is the right thing to do?" You are sensitive to how everything in the world is interdependent, how movement in one part of the world causes everything else to move as well. Alive to this interconnectedness, you feel compelled to keep everything aligned. This need for alignment might be organizational--you sense when your world is disorganized and you get a kick out of restoring everything back to its rightful place. Or it might be ethical--you are acutely aware of who is responsible for what, and you are quick to take action if someone doesn't live up to her responsibilities. You have no problem calling her out if she hasn't followed through, and you are just as willing to call yourself out when you drop the ball. You see the commitments we make to one another as threads that connect us and allow us to share in each other's success. It pains you when you see these threads break, and so you are their passionate protector. At your best, you are our conscience, helping us realize how much we owe one another and how much we rely on one another. You hold us together.

What is the right thing to do?





YOU, AT YOUR MOST POWERFUL:

-  You are a level-headed person. The world is best for you when it is in balance.
-  Yours is a moral world made up of mutual obligations. You are driven to keep the balance in this moral world. You are unnerved when your world tips too far in any one direction.
-  What tips your world out of balance? When people don't tell the truth--you hate lying, or even half-truths. Politics and finessing are anathema to you--you feel strengthened by the truth and you tell the truth. Sometimes quite bluntly. When there is ambiguity and uncertainty, you try to redress the balance by finding out more facts. Facts are solid. When people do not follow through on their commitments, it bugs the heck out of you. You will push them, or yourself, to do whatever it takes to ensure that the commitment is met. If it isn't, then the only way to pull the world back into balance is to make amends in some way. Yours is a moral world, and so when someone is wronged, it offends you when that wrong is not righted. You are a passionate defender of people's rights, including your own. Where you see huge disparities of reward and/or praise, because you have a strong sense of the innate worth of each person, it offends you that someone is raised up significantly higher than another. No matter how talented this person may be, it just doesn't seem right to you.
-  You are a categorical person. Black and white. True or false. "Don't give me pretty pictures and grand claims," you think to yourself. "Just tell me if you did it or you didn't."
-  You are predictable and consistent. At least you strive to be. This is why people come to trust you.
-  People come to you when they want clarity and opinion. You "weigh" things in your mind and get a strong sense of "what is the right thing to do" in almost any situation.
-  You think in terms of "who has the 'right' to do this?" Rights and responsibilities are your guides. It offends you when you think that someone has overstepped his bounds and done something he has no right to do. You will fight for redress.











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

| You deliver on what you promise, every time.

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 am a highly responsible person."
-  "People always know where they stand with me, even if sometimes they don't like where they stand."
-  "I am the kind of person who takes a stand for causes I believe deeply to be right, even if it puts me in the minority. For example, there was this time when..."
-  "I'm at my best when I'm persuading people to see what is right, and do what is right--even if they are tempted to do something else."

Your Ideal Career

You know how to work the system, because, fundamentally, you respect the system.

You know how to work the system, because, fundamentally, you respect the system. You will excel in any kind of large organization where the challenge is to work within the structure to find the right people, position the right people, and then complete the assignment. You have excellent institutional memory, in that you recall similar situations, pick up on the details of what worked, and why it worked, and which combination of people made it work. For example, you will be an extremely effective change agent in the military, or any government agency. In human resources, you will thrive in the transactional side of the business, such as compensation, benefit planning and administration. In business, you will excel in procurement, sometimes called "buying," because you will not only follow the proper procedures for securing fair and honest bids, but you also know how to use your network to stimulate competition, thereby increasing the likelihood that you'll get the lowest bids. Wherever you are, people will soon come to trust not only that you know how to make things happen, but that you will stick with it to ensure that they do.



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.**



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.



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.



People like certainty. **Follow-through is the surest way to give them this certainty.** No matter how tempting it might be to look around the corner to the next opportunity, begin by being conservative about what you are prepared to commit to and then make sure you do what you say you are going to do, on time, on budget, no surprises. This will establish your reputation.



Claim your love of bringing order to things. So many people shy away from disorder, it will be a relief for your colleagues to learn that someone on the team likes confronting disorder.

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 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.



Seek out situations in which you can stand up for the rights of others. You are in your zone when you do this. No matter what your talents may be in other aspects of your work, when it comes to explaining what people truly deserve, you will instinctively find the words and the arguments to make their case persuasively.



Establish your precedents. When has this situation happened before? What were the outcomes? Who were the aggrieved parties? People will always look to you for a fair hearing, and your rationales will be better and clearer if you can point to previous experiences and situations.



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.



When you say you want people to be treated "fairly," what exactly do you mean? We, your colleagues, need to know. Do you mean that everyone should be treated exactly the same? Or do you mean that each person should be treated as they deserve to be treated, bearing in mind who they are, and what they have accomplished for the organization? Clearly, these are very different definitions of "fairness." Which is yours?

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 the structure you bring us. We need a foundation, a grid, a framework within which to create. We turn to you for guidance.

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 the certainty you give me. I always know what to expect from you, and so my relationship with you is predictable and therefore secure.


ROLE 1 
CONNECTOR

StandOut.


 **ROLE 2**
EQUALIZER


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 sense of fairness. I can rely on you to do what is right.

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 responsibility. Keep doing exactly what you say you are going to do, and soon you will have established the kind of trusting relationships that your competitors will find hard to break.

Now, jump into the StandOut Platform

