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.



Advisor



Creator

Russell Khaimov

Your Greatest Value to the Team:

You see the full picture and offer practical strategies for filling the gaps.

You thrive on complexity. You excel in any environment where the challenge is to see the whole picture and then break it down into its component parts -- particularly when there are competing interests, and a lot at stake. You were born to manage projects, in whatever field you work in, because you have a gift for envisioning the completed product and then backing into the sequence of elements and actions that will lead to the required result on time, and on budget. The full picture is always clearly in view for you; you analyze what might be missing from this picture, and then offer a practical plan to fill the gaps. You are a driving force in turning concepts into finished projects.

YOUR STRENGTH ROLES: RANK ORDER

1. ADVISOR
2. CREATOR
3. CONNECTOR
4. PIONEER
5. STIMULATOR
6. PROVIDER
7. EQUALIZER
8. INFLUENCER
9. TEACHER

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.

ROLE 1



ADVISOR

THE DEFINITION:

> What is the best thing to do?

You begin by asking, "What is the best thing to do?" and your thrill comes from knowing that you are the person others turn to for the answer. You don't necessarily want to be the person who actually makes the changes happen. Rather, what excites you is being valued by others for your insight and your judgment. Since you love to be the expert, you are constantly on the lookout for information that will help people make better decisions. When you look out at the world, you pay attention to fine shadings of detail, because these details will ensure that you give better advice. You know that the best advice is never general, but rather is tailored to the unique characteristics of the person's situation. You can be demanding and opinionated, but above all you are discerning: "good enough" is never good enough for you. There is always a better way, a better arrangement, a better solution, and you come alive when you are called upon to find it. And when you do, you don't question your decision. The reason people seek your advice is precisely because you are so assured, so confident in your intuition. Instinctively you know this, and you're proud of it.

ROLE 1

ADVISOR

YOU, AT YOUR MOST POWERFUL

- You are connected to someone else through the advice you are giving. In fact, your advice is how you connect with other people.
- You are a practical, concrete thinker. You think in terms of "steps" and "modules." The language you use is: "Here are the steps I recommend"; "Write down these tips"; "Here are the materials I've developed."
- You are a problem solver. You are not fazed by complex situations, because, when faced with a challenge, you break it down into its component parts. You are a sequential thinker, someone who excels at "delayering" problems, "unstacking" them.
- You ask lots of questions because the answer can be found in the details of the situation. You are intrigued by the detail of other people's plans, problems, lives.
- You like distinctions between two things that seem quite similar. These distinctions help you know how to choose which path to take--"Take this one, not that one."
- You are very respectful of other experts. Experts are able to see fine distinctions, and you appreciate distinctions.
- You are not intrigued by the future or by novelty merely for the sake of it (unless your second Role is Pioneer.) Nonetheless you can be innovative, because your question is always "What is the best thing to do?" or "What will work?" and sometimes this leads you to solutions that haven't been tried before. You are not tied down to existing ways of doing things.
- When you write something, you feel compelled to think about the person on the receiving end of what you are writing. You don't think in terms of "Here is an idea I'd like to present," but rather in terms of "You should do this..."
- You like being seen as the expert. You like being needed in this way. When people say to you, "You have such great insight. You give me such a useful perspective on my situation," this is the highest of praise.
- You are never stumped. You always think you have a solution, a way forward. Other people are drawn to you because, in you, they see someone who is supremely capable.

ROLE 2

CREATOR

THE DEFINITION:

What do I understand?

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, solitary excursions--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.

ROLE 2

CREATOR

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 say. "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 running, you are hard to stop.

Combine your Roles. Sharpen your edge.

> You see the full picture and offer practical strategies for filling the gaps.

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 career advantage, and get individualized content on how you can be more successful in the workplace.

PHRASES TO DESCRIBE YOURSELF:

- "People say I have a lot of common sense. They come to me whenever they want advice on the best thing to do."
- "I'm at my best when pulling apart complex problems and figuring out what's actually going on."
- "I love helping people sort through what's confusing them to get to the best course of action."
- "I'm a very practical thinker. The most important thing for me is always to ask, 'What is really going to work?'"
- "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."

Your Career Advantage

> You will excel where the challenge is to see the whole picture and then break it down into its component parts.

You will excel in any complex, multifaceted environment, where the challenge is to see the whole picture and then break it down into its component parts. Think project management, particularly in fields where there are many moving parts, competing interests, and a lot at stake. For example, in real estate, you will be the developer, able to envision the completed project and then backing into its correct sequence of elements and actions. In IT, you will be the systems analyst, who sees the full picture, analyzes what might be missing from this picture, and then offers a practical plan to fill the gaps. In education, you will be the curriculum designer, pinpointing the concepts and then crafting lesson plans, examples, and exercises that reveal these concepts to the students.

HOW TO MAKE AN IMMEDIATE IMPACT...

You are the rare person who is energized by other people's problems. So, to make an immediate impact, seek out some of the toughest problems that either your team or your client is facing and set about tackling them. Problem solving is draining for most people, but not you. This sets you apart.

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.

The thornier and more complicated the problem you have to solve, the better. One of your best qualities is your ability to break a complex problem down into its component parts. So ask lots of practical questions, push aside people's generalizations, and get to the facts. Show your colleagues how to "unpack" a complex problem and solve each part separately. They'll be grateful. And you'll be at your best.

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 focus on 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 telltale signs to reveal the patterns.

Put yourself in the middle of pivotal, intense moments. When other people are stumped and at their wits' end, you are at your best. You think more clearly, project more confidence, act with more certainty. Whether your colleagues let on or not, they crave--and need--your confidence in high-pressure situations.

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.

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

An Advisor always needs people to advise. Analysis is fine, and can be fun, but the day you discover that you have no direct audience for your conclusions--sitting by yourself, analyzing for the sake of it--will be a very bad day for you. Make sure you are always being paid to offer your conclusions to someone. You need this "someone," this "someone with a dilemma," to prove to yourself that you are valuable. And smart.

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 faithfully. 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.

You are the kind of person who respects experts. Why? Because experts have studied their subjects deeply and can pinpoint which details make the difference, which distinctions really matter. You are wired to appreciate this kind of inquiry. So ally yourself with a couple of carefully chosen experts in your field. Hang out with them. Read their articles or books. Volunteer to support them in their next big project. Their practical wisdom will intrigue and inspire you.

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.

Become a credentialed expert yourself. Choose your discipline and then build your career around deepening your expertise in this discipline. Pursue all the professional and academic qualifications available

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

within this discipline. Your long-term career success hinges on your credibility and, like it or not--and actually, you do like it--these sorts of qualifications, publicly displayed, give you an extra boost of credibility.

"skunkworks" within your own 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.

WHAT TO WATCH OUT FOR...

Don't come across as a know-it-all. Some Advisors succumb to this caricature because they not only seem to have all the answers, but they also appear so certain of their answers. To avoid this, before you launch into what you know is the right answer, discipline yourself to ask plenty of questions. Even if you think, after asking your very first question, that you know the best course of action, keep asking questions 2 through 10. For people to accept your advice, they will need to feel that you have truly heard all there is to hear about their situation.

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.

HOW TO WIN AS A LEADER...

Your strength is your confidence. You seem to us a supremely capable leader: intuitive, opinionated, assured. And so we find ourselves turning to you to solve our problems.

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.

HOW TO WIN AS A MANAGER...

Your strength is your common sense. I come to you to play out real-world "what ifs." You are my most practical resource.

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

ROLE 1
ADVISOR

StandOut

ROLE 2
CREATOR

HOW TO WIN IN CLIENT SERVICES...

Your strength is that your advice is specific and clear.

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.

HOW TO WIN IN SALES...

Your strength is your ability to explain precisely why your product/solution is unique. You draw such clear and vivid distinctions.

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.