



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.





Stimulator



Creator

Heidi Dove

Your Greatest Value to the Team:

You turn our anxiety into confidence.

You are a spokesperson for a better world. Your charm, your presence, and your gift for telling stories put you at your best when you are on stage, under pressure to help people get a "sense" of something beyond what they already understand. In fact, since you thrive on other people's expectations, the bigger the stage, the greater the pressure, the more vivid and vibrant your imagery will become. You paint the emotional picture of what a better future looks like, through carefully crafted examples and images. You help us to see why we should exchange a certain present for a leap forward into the unknown. You will always be the one we count on to turn our anxiety into confidence.

YOUR STRENGTH ROLES: RANK ORDER

1.  **STIMULATOR**

2.  **CREATOR**

3.  **PIONEER**

4.  **PROVIDER**

5.  **CONNECTOR**

6.  **ADVISOR**

7.  **INFLUENCER**

8.  **TEACHER**

9.  **EQUALIZER**

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

STIMULATOR

THE DEFINITION:

You begin by asking, "How can I raise the energy?" You are acutely aware of the energy in the room, and you feel compelled to do what you can to elevate it. You do this with your outlook--you are an instinctively positive person. You do this with your actions--you take a seat at the front of the room, you raise your hand to ask questions, you call upon others to contribute and volunteer. You do this with your humor--the smile in your voice. Because you are an energy-giving person, other people are attracted to you. The world beats them down, but they know that in you they will find the power to lift themselves back up. You aren't soft and gentle. On the contrary, you challenge people to unleash their own energy, and you become impatient when someone refuses to do so, sucking your energy from you and generating none of her own. But, still, others will continue to be drawn to you because they sense that, at heart, you cannot help but be encouraging. They sense that your natural reaction is to celebrate all that is good in them, to illuminate their strengths, and shine a light on their achievements. Even on your darkest days, you know they are right.

How can I
raise the
energy?



ROLE 1



STIMULATOR

YOU, AT YOUR MOST POWERFUL

- ★ You naturally focus on what is right with people, on what is going well with them.
- ★ You are an emotional person. Sometimes these emotions take you on a roller-coaster ride, but in the end they lead you back up. Your emotional tilt is always upward.
- ★ You derive your strength from other people. You sense their feelings and you can't help yourself: you are compelled to engage these emotions in some way and lift them up. Others call you fun, excitable, and, on your best days, inspirational.
- ★ You are a natural host. Not of parties, necessarily--though you may be. But you are the host of other people's emotions. You feel responsible for them, for elevating them. You are an emotional turn-around expert.
- ★ You make your presence felt. In any room, you are present, focused, a force. The meeting doesn't really start until you walk in; the energy sinks when you walk out.
- ★ You have a magnetic quality. People's emotional bucket empties out. You, they realize, are a natural bucket-filler. And so they are drawn to you.
- ★ You like gatherings. Since you feed off energy, the more people at a meeting or event, the more energy there is, and the more energized you feel.
- ★ "All the world's a stage" to you. You are acutely aware that other people are looking at you, and are affected by you. So you pay attention to your appearance, your demeanor, how you "show up" in a room.
- ★ When at an event or meeting, you pay attention to all aspects of the "show." You like picking the theme, the gifts, the colors, all the elements that can inspire people and help them have a great time. You'll dress up in the costumes. You'll take the lead in the activities. Whatever it is, there you are, ready to go at the front of the line.
- ★ You are exuberant. You can get carried away by the emotions of the moment. When you are teaching or training or selling, or anything really, you tend to go "off-script." You break free from the prescribed material and allow people to follow where their excitement and enthusiasm lead. "When people are excited they learn more, create more, achieve more," you think. "The curriculum will just have to catch up with us."



ROLE 2

CREATOR

THE DEFINITION:











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, long walks--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.

What do I understand?





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 protest. "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



ROLE 2

CREATOR

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 turn our anxiety into confidence.

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:

-  "People tell me I'm fun to be around."
-  "I'm at my best when getting people excited about what they are about to do. There was this time when..."
-  "I'm incurably positive. I believe you can find the good in virtually any situation, and I'm determined to be the one to find it."
-  "Some of my best times are when I can get people together so we can rally ourselves and cheer ourselves on."
-  "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 Ideal Career

You excel in roles where you help people get a "sense" of something.

You are a spokesperson for a better world, a better way. Sensitive to feelings and aesthetics, you will excel in roles where you are paid to help people get a "sense" of something. You do this through your charm, your presence and your gift for telling stories. And you do all of this best when you are on stage, under pressure. In fact, since you thrive on other people's expectations, the bigger the stage, the greater the pressure, the more vivid and vibrant your imagery will become. For example, you will do well in marketing, where we need you as our front-man, painting for our customers the emotional picture of their better future. In training and development, you are the presenter, standing at the front of the room energizing us with your carefully crafted examples. You are not the teacher, holding our hands as individual learners. In any change initiative, you are the person we want on stage explaining to everyone else why they should forsake the certainty of the present and take a leap forward into the unknown. More leader than manager, you will always be the one we count on to turn our anxiety into confidence.



HOW TO MAKE AN IMMEDIATE IMPACT...

You are a breath of fresh air to any team because your first response to anyone's comment or point of view is to affirm it. You nod. You smile. You encourage. **Lead with this strength.** It will encourage people to become increasingly open around you. Of course, you may not agree with everything they are telling you but, because you begin by honoring their "truth," you set things up for better collaboration in the future.

You feed off being able to help everyone get what they want. So, try to **put yourself in situations where you will receive immediate feedback on whether you have indeed given people what they want.** Their laughter, smiles, tears, transformations, realizations--these are your fuel. Of course, there is some risk here--maybe they won't laugh, or cry, or be transformed--and most people shy away from this risk. But you don't. So volunteer for this "high-risk" activity and you'll not only feel more alive, you will also earn the respect of your colleagues.

Because you present such a positive front to the world, you might initially come across as light and fluffy. To counter this, **buttress your positive energy with facts and data that support your opinions.** These will help others realize that there is substance behind the flash, "brains behind the brawn," and you will gain much-needed credibility.

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.**

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 look to 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 tell-tale signs to reveal the patterns.

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



ROLE 1 
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ROLE 2
CREATOR

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.



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StimulatorCreator

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

Over time, people will come to lean on you for emotional uplift. This is a wonderful gift you offer them, and to ensure that you can keep offering it, **you must set clear boundaries for your friends and colleagues.** You cannot take on everyone's full range of emotions.



You are skilled at handling difficult people. **Volunteer for situations in which success depends on you turning around an angry or obstinate person.** It's not that you should necessarily seek out conflict--you are not, by nature, a conflict seeker. It's more that you are driven to make everything all right, and so you are at your best when you have to pull out all the stops to make this happen.



You are naturally interested in human energy of all kinds--emotional, physiological, spiritual. **Research this subject.** Depending on your personality, this could mean simply reading up on the subject. Or it could mean putting yourself through a



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 religiously. 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.



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.



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 "skunkworks" within your own



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regimen to become more proficient at managing your own levels of energy.

Or it might mean watching other Stimulators in action. Whatever your preferred research style, keep looking and you will soon find some new trick, insight or technique that will help you get better at what you do naturally.

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.



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WHAT TO WATCH OUT FOR...

You need your "show-time," but you also need your "down-time." **Build into your week intentional down-time**, time when you can re-generate the energy on which so many rely. Lacking this time, you might find that you come to a point where you simply crash.



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 sense of the dramatic. You are the leader who celebrates our successes, who lifts them out of the noise of experience, and honors them. Your energy fuels us.



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 ability to make my work exciting. When my spirit wanes, you spark me back to give my best.



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



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HOW TO WIN IN CLIENT SERVICES...

Your strength is making my situation feel important. You shine a spotlight on my issue, giving me a sense that it will be taken seriously.



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 enthusiasm. You bring passion and energy to clients and their projects.



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.

