



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.





Creator



Connector

Matthew Harkness

Your Greatest Value to the Team:

Your gift for knowing the special formula to release unexpected synergies between people, teams and ideas.

You're a people alchemist. Brilliant at bringing together the perfect combinations of talent, creating the most effective, though some may say eclectic, teams, you help release the best, often magical, contributions from others. You seek frequent, highly energetic interactions, exposing yourself to diverse groups of people on a variety of initiatives. This keeps your creativity flowing. You suffer if you're forced to work on your own for extended periods or if you're pinned down to one specific task for too long. It's exposure to the myriad ideas of others that sparks your genius.

YOUR STRENGTH ROLES: RANK ORDER

-  **CREATOR**
-  **CONNECTOR**
-  **TEACHER**
-  **ADVISOR**
-  **PROVIDER**
-  **STIMULATOR**
-  **EQUALIZER**
-  **INFLUENCER**
-  **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, "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 1

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.



ROLE 2

CONNECTOR












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



ROLE 2

CONNECTOR

them with people who can complement them. They are drawn to you because you find ways in which they can be useful.

-  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.

Your gift for knowing the special formula to release unexpected synergies between people, teams and 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'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."
-  "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..."



ROLE 1 
CREATOR

StandOut

 **ROLE 2**
CONNECTOR



"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..."



Matthew Harkness
CreatorConnector

StandOut
Assessment
Results

11

Your Ideal Career

You are a catalyst for new ways of thinking.

Seek out an industry, or a role within an industry, where success depends on a constant flow of new ideas. You will do particularly well on a small design team, working separately from the rest of the organization, being paid to investigate new ways of thinking and to draw in new perspectives. For example, in advertising, you will make an excellent strategic planner, the person charged with understanding the core concept underlying the client's product or service. In sales, you will be at your best in a marketing role, pulling people together into interesting forums and meetings where they can share their ideas. In public service, you will be the organizer of think tanks and expert panels. Wherever you are, you will be an excellent catalyst for new ways of thinking.



HOW TO MAKE AN IMMEDIATE IMPACT...

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 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.

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.



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

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

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



ROLE 1 
CREATOR

StandOut

 **ROLE 2**
CONNECTOR

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.

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...

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.**



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 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.



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



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 
CREATOR

StandOut


 **ROLE 2**
CONNECTOR


HOW TO WIN IN CLIENT SERVICES...

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. 

 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 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. 

 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.

