



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



Teacher










David Lockwood

Greatest Value to the team:

You challenge us with the question "What did you learn?" You help us make the most of our experiences.

You're an investor. Your currency is people. You believe in the amazing potential of those you meet. You never stop considering what more you can do to support their growth and development. You care so much about your impact on those you serve that you constantly find ways to hone your craft, increase your knowledge, advance your qualifications. You take your professional development very seriously because you know that you have tremendous influence on other people. Sensitive and thoughtful, you always consider how people will be impacted by your message. You often follow up with people to ensure that "everything is OK." You protect your investment.

YOUR STRENGTH ROLES: RANK ORDER

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

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.



**TEACHER****THE DEFINITION:**

You begin by asking, "What can he learn from this?" Your focus is instinctively toward the other person. Not his feelings, necessarily, but his understanding, his skills, and his performance. You see each person as a work in progress, and you are comfortable with this messiness.

You don't expect him to be perfect; in fact, you don't want him to be perfect. You see the possibility in imperfection. You know that imperfection creates choice, and that choice leads to learning. Since you are energized by another person's growth, you look for signs of it. "Where was he last month?" you ask yourself. "What measurable progress have I seen?" You create novel ways to keep track of his performance and celebrate with him when he reaches new heights. You ask him a lot of questions to figure out what he knows and what he doesn't, how he learns best, what is important to him, and what journey he is on. Only then can you join him at the appropriate level and in the appropriate way. Only then can you help him learn.

What can he learn from this?





YOU, AT YOUR MOST POWERFUL



People's performance improves when you're around. This is your greatest gift.



Instinctively people know that you care about them, and that your caring is genuine. They get it. They feel it. They never doubt it. And this certainty frees them. They can experiment, and reach, and fall, and fail, and then reach again. And you will still be there willing them to keep reaching.



You don't give up on people. No matter how much they struggle, you keep believing that they will find a way to move forward, and to improve.



You are intrigued by "the process"--the process of other people's learning and growth. You aren't impatiently waiting for the big-bang breakthrough. Instead you are content to see small increments of growth that happen every day. The "getting it" can be more exciting to you than the "got it."



You are also intrigued by the process of the activity. You revel in breaking activities down into their discrete parts, and then showing others how to do each discrete part. You want others to understand the "how," the "method," and when you can show others the "how," you are delighted. This, in your view, is where the real learning happens.



You give other people choices. You allow them to make their own decisions. You realize that choice is the mechanism for learning, for growth. You say, "You decide, then come back and tell me what you decided, and why." You are a natural delegator.



You know that people can learn only from where they are starting, so you ask lots of questions to determine their starting point. You listen very carefully. You watch closely. Any small action or reaction could be a clue about where to "join" them in their learning journey.



Your "start-by-listening" approach makes others feel heard, and safe. For you, it is the source of vital information about their learning styles, their personalities, their understanding. You use this information to tailor what you are teaching so that it fits each person--you individualize.



Physically you want to get on people's level. You want to "walk the factory floor," see people in their "natural habitats," "get down in the dirt with them." This achieves three things: 1) it shows them that you know them; 2) it shows you the world from their perspective; 3) it gives you the raw material you need to give them good ideas for how to get better.

You are a learner yourself. Because you love the process of "getting it," you sign



ROLE 2



TEACHER



yourself up for classes so that you can feel yourself "getting it." This is a constant part of your life.



ROLE 2



TEACHER



Your dedication to constant learning is not just for you. It also serves to arm you with new ideas and techniques that you can use to help others. Consequently, to others you seem wise, an unending source of knowledge, experiments and ideas that might help them grow.



Whenever others run dry--of ideas, or of self-belief--they return to you. You seem strong, patient, understanding, and yet always expectant.





Combine your Roles. Sharpen your edge.

You challenge us with the question
"What did you learn?" You help us
make the most of our experiences.

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 like listening to people tell me what they do and how they do it."



"I'm a constant learner. For me there's something energizing about the process of getting to a point where I've mastered a new skill. Recently I took classes to learn how to..."



"I like getting down in the dirt with people, seeing the world through their eyes. Customers, colleagues, friends--I think I can truly help them only if I have seen their perspectives."



ROLE 1



PROVIDER

StandOut



ROLE 2

TEACHER



"I don't think you can teach people in the same way. Instead I'm always looking for how each person's mind works, and what motivates her."



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ProviderTeacher

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Your Ideal Career

Your gift is to create a safe place for people to learn.

You create a safe place for people to learn because they know that you will not let them fall. You are acutely sensitive to people wasting their potential. You see value in each person's contribution, the inherent worth of each person's efforts, and so, as a leader, you create the kind of team where we all want to perform for you. And yet you are not a bleeding heart. You want each person to learn, to make an improvement, an adjustment, and you will wrack your brain to find just the right arrow to pull from your quiver. Obviously you will make an excellent teacher. More specifically, you will be a great teacher of the under-served--kids who have suffered or are suffering through difficult situations. Also, because, in your view no one is a "lost cause," you will do well working to rehabilitate offenders back into society, or offering therapy and intervention to families in crisis, even counseling to prevent suicides. You will be drawn to give guidance to anyone in pain, and ambivalent about any environment where performance is the sole measure of success.





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 want to help others, but you have to earn this right. So **begin with your student hat on.** People like students. They like to be asked questions about how they do what they do, and they like to hear themselves talk about why it works. Listening shows respect. So be inquisitive and be seen to be inquisitive.

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.



Find opportunities to feed people's words back to them. Describe what you've heard, and what you've come to understand about their work, and their process. Not only will you be able to test your understandings, you will also validate your new colleagues. They will appreciate this validation.

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?



Accompany your new colleagues as they "sweep the floors." Spend time with them in their environment. Watch how they do their work and notice the details of their struggles and their successes. These real-world details will give you raw material when you start trying to help them navigate through their struggles, and achieve even greater success.





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.



Keep learning. Keep researching your subject. Attend the cutting-edge conferences. Read the expert posts. Make this a priority.

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.



Become an overt champion of others. Discipline yourself to reach across the organization and place people whose raw talent you have spotted into positions of real responsibility. Some will say, "But he is not ready." Don't shy away from this "risk." Instead, celebrate it. You are a genius at giving people just the kind of responsibility they need, at just the time when they need it.

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.



When you champion young talent, **make sure your explanations for why this is the right person, the right responsibility, and the right time, are vivid and detailed.** Become adept at describing the strengths you have seen in the person, and why you think this strength will translate to the new, larger responsibility. Be equally detailed about what specific knowledge the person lacks, and how you propose he go about acquiring this knowledge, without jeopardizing his ability to deliver results--this detail will give others, who have less of a "feel" for young talent, the certainty



ROLE 1



PROVIDER

StandOut



ROLE 2

TEACHER

| they need.



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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.



Stay in the real world. Trust the details you notice. You are such an avid reader and researcher you can sometimes be intrigued, and even swayed, by other people's theories. While some of these theories may be sound, always rely on your own real-world learning as your guide.

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 faith in our potential. We never sense frustration with our struggles but rather a deep belief that we can keep experimenting, and keep getting better. You accept us; and yet your expectations motivate us.

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 how seriously you take my learning. And since you take it so seriously, since you pay it so much attention, I am inspired to do the same.



ROLE 1



PROVIDER

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ROLE 2

TEACHER

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 that you help me discover something new about 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 understanding. Your rich perspective of how each client is unique enables you to adapt your offering to serve them better.

