



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



CREATOR

KATRINA APPELL

YOUR **GREATEST VALUE TO THE TEAM:**

You design better ways to serve people.

You put ideas in the service of people. Others may obsess over the bottom line, but you have more important things to concern you: the effects of systems and theories on people. Whether you are at the top of the org chart or on the front lines, you approach every task by figuring out whom it can help. Taking care of people is what matters to you, but your method of doing so is intellectual: you will excel when you are paid to analyze systems or data, see the patterns, and design a better solution. You will always be at your best as an insider, someone who becomes extremely familiar with the "raw material" you are studying, someone whose power comes from picking up on the subtleties. You are a designer of better ways of doing things. Not because the system itself matters; because the users of the system do.

YOUR STRENGTH ROLES: RANK ORDER

1.  PROVIDER

2.  CREATOR

3.  TEACHER

4.  ADVISOR

5.  CONNECTOR

6.  STIMULATOR

7.  EQUALIZER

8.  INFLUENCER

9.  PIONEER

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.



ROLE 1



PROVIDER

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?*













ROLE 1



PROVIDER

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.





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 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 design better ways to serve people.

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'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

Seek roles where your primary purpose is to serve people.

Seek out roles where your primary purpose is to serve people--you will be unfulfilled by any role in which success is measured entirely by the bottom line. For example, healthcare, public service, and education will all suit you well. If you do choose business as a career, then deliberately move toward roles where your success depends on meeting the needs of others, such as serving customers or managing people. Whichever field you pick, you will excel when you are paid to analyze systems or data, see the patterns, and design a better solution. You will always be at your best as an insider, someone who becomes extremely familiar with the "raw material" you are studying, someone whose power comes from picking up on the subtleties. Since you are an insider, you may find that your job title reads "administrator." But you are not really an administrator. You are a designer of better ways of doing things: never in service of the system; always in service of the users of the system.





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?



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.**

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.



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.

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?





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.



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.

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.

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.

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.



ROLE 1
PROVIDER



STANDOUT



ROLE 2
CREATOR

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.



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 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 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 unwavering support. I trust that you will never leave me dangling, exposed and unprotected.



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



ROLE 1
PROVIDER



STANDOUT



ROLE 2
CREATOR

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 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 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 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.

Now, jump into the
StandOut Platform

