



# 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.





**Pioneer**



**Influencer**

## Kevin Rutherford

### **Greatest Value to the team:**

You are the one who brings energy to novelty.

You are the serial entrepreneur. You will thrive anywhere that we are launching a new product, or putting a new concept to the test, and we need someone to push us to take action in the face of this uncertainty. You are the one who tells us, "You have to go with me on this!" and we do. You raise the funding, you launch the new product, you champion the experiments that no one else believes in. You have to convince everyone to embrace the new and bring it to life, make it real and useful -- you won't be doing that yourself, because you've already moved on to the next challenge. Your blessing and your curse are that you are quickly and easily bored. You make sure that we never stagnate or rest on our laurels.

## YOUR STRENGTH ROLES: RANK ORDER

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

### 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's new?" You are, by nature, an explorer, excited by things you haven't seen before, people you haven't yet met. Whereas others are intimidated by the unfamiliar, you are intrigued by it. It fires your curiosity and heightens your senses--you are smarter and more perceptive when you're doing something you've never done before. With ambiguity comes risk, and you welcome this. Instinctively you know you are a resourceful person, and since you enjoy calling upon this aspect of yourself, you actively seek out situations where there is no beaten path, where it's up to you to figure out how to keep moving forward. You sense that your appetite for the unknown might be an attempt to fill a void, and some days you wonder what you are trying to prove to yourself. But mostly you leave the questioning and the analyzing to others, and revel in your pioneering nature. You are at your best when you ask a question no one has asked, try a technique no one has tried, feel an experience few have felt. We need you at your best. You lead us into the undiscovered country.

What's new?





## YOU, AT YOUR MOST POWERFUL

-  You see the world as a friendly place where good things can happen. You are not naive, but when you think of all the possible outcomes, your mind naturally goes to the best of all possibilities. Your distinctive power starts with your optimism.
-  You have a strong bias for action. You are excited to discover new things, to experience new things, and you know this will happen only if you take the first step.
-  You don't neglect the need to learn and gather information--since you are an explorer at heart, you like learning new things. It's more that you believe that action is the very best way to learn. What is around the next corner? The only way to know for sure is to walk around the next corner.
-  Ambiguity? Uncertainty? Risk? None of these bothers you too much. You are comfortable with gaps in your knowledge, with an incomplete set of facts, because, with your optimistic mindset, you tend to fill in the gaps with positives.
-  You love beginnings. At the start, as you imagine where events might take you, you feel the excitement ripple through you, sharp impulses, nudging, pushing, impelling you to act.
-  As you move off the beaten path you are fully aware that you will meet obstacles, but, for you, these obstacles are part of the fun, a sure sign that you are going where none have gone before you. In a strange way, obstacles actually invigorate you.
-  You move, move, move. Your life is about forward motion and momentum. You are therefore dismissive of anything that slows you down. Negative attitudes, complaining, inefficient rules or processes--you jettison all of these quickly and keep moving forward. On your journey you travel light.
-  For you, new is fun. New is unknown, and the unknown challenges the status quo and shows you different avenues forward. You read deeply within and around your subject so that you can be the first to encounter new techniques, trends and technologies.
-  "Pattern interrupts" of any kind--new ideas, new goals, new projects, new people--all of these grab your attention. Can they keep your attention? Well, that's another matter.
-  Other people are drawn to you because of your forward motion. You are clearly on a mission of discovery, and we want to join you on it. Who knows what we might find, and who might benefit?



**THE DEFINITION:**










You begin by asking, "How can I move you to act?" In virtually every situation, your eye goes to the outcome. Whether you are in a long meeting at work, helping a colleague get his work done, or talking a friend off a ledge, you measure your success by your ability to persuade the other person to do something he didn't necessarily intend to do. You may do this by the force of your arguments, your charm, or your ability to outwit him, or perhaps by some combination of all of these, but, regardless of your method, what really matters to you is moving the other person to action. Why? Partly because you see where things will lead if the other person doesn't act, and partly because you are instinctively aware of momentum and so become frustrated when you bump into someone who slows your momentum down. But mostly because you just can't help it. It's simply fun for you to influence people's behavior through the power of your personality. It's challenging and mysterious and thrilling, and, in the end, of course, it makes good things happen.

How can I  
move you to  
act?





### YOU, AT YOUR MOST POWERFUL

-  In any situation you set your sights on action. "What can we do?" This is your question.
-  You are, in general, impatient; but you are especially impatient when you know that a decision should be made. You see what will happen if we don't act. You see around the corner, and so it burns you to think about what inaction will cause.
-  Others feel you as persuasive. You engage with them directly and they are "convinced" by you. All of your relationships have this quality to them--you, moving others to act.
-  You are driven by the feeling of progress, and are acutely sensitive to momentum. You sense when it's building. When it's peaking. And when it's gone.
-  You listen well, but you listen for a reason; either so that the person can talk herself into a place where she is psychologically ready to act, or so that you hear which triggers to pull in order to propel the person to make a decision. Listening, for you, is a precursor to action.
-  You can be a charmer, and are good at winning people over so that they like you. You do this because you know that people are willing to do more for those they like. Liking is a powerful (though not the only) precondition for getting the other person to make a decision.
-  You can be very direct. You feel strongly that problems are solved only when they are confronted head on. You are not interested in dancing around a subject. Instead you use conflict as your preferred method of resolution.
-  When you meet resistance you become energized. You know you get better when people give you reasons why they can't act. Each reason is something for you to engage with, something you can grab onto and use to get them to see why making a decision is so necessary.
-  People sense your desire to move forward, and it comes across as self-assurance. Even confidence. Occasionally as arrogance. Sometimes you might even put others off by challenging them more than you should--meaning "more than they would like to be challenged."
-  People realize that you have an agenda. And people like you most, indeed trust you most, when your agenda is clear.



**Combine your Roles.** Sharpen your edge.

You are the one who brings energy to novelty.

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 love taking the first step. As long as I can remember I was this way. When I was in school..."



"'Try it and let's see what happens.' That's my motto."



"I find I learn best when I experiment."



"People see me as persistent. I just keep moving forward."



"I've found that I'm more decisive than most people. And more impatient. I like to move fast."



"I'm at my best when I'm challenged to persuade someone to do something they didn't necessarily intend to do."



"I initiate a lot. I'm always telling my colleagues what they should do. I suppose sometimes I might push too much, but we always get a lot done."



"I hate playing politics. I'm a very upfront person and don't function well in a world with a lot of backroom action."







## Your Ideal Career

Wherever you are, you are the serial entrepreneur.

You will thrive anywhere that we are launching a new product, or putting a new concept to the test, and we need someone to push us to take action in the face of this uncertainty. You are the one who brings energy to novelty. You are the one who tells us, "You have to go with me on this!" and we do. In the world of small business or new business start-ups, you will excel at leading the fundraising. In sales, your eyes will light up when a new product comes out of the "labs" and someone has to show the rest of the sales force that this product does indeed have market potential. If you happen to find yourself inside a large corporation or governmental agency, you will be at your best in the "skunkworks," the secret bunker where a few of you are charged with building something experimental. Within this skunkworks you will be the one sent out into the larger organization to secure enough funding to allow the experiments to become real, and useful. Wherever you are, remember that your blessing/curse is that you are quickly and easily bored. You are the serial entrepreneur.





## HOW TO MAKE AN IMMEDIATE IMPACT...

You are not threatened by change or uncertainty, **so put yourself in the middle of it.** Seek it out. Your confidence will rise, your judgments will be sound, and you'll feel alive. For many people, the opposite is true.



You are instinctively impatient. To ensure that this doesn't rub your new colleagues the wrong way, **pick a roadblock that everyone agrees on and volunteer to be the one to tackle it.** For example, if there is something your team wants, but someone--a leader, a client, a colleague--has always stood in the way of getting it, then volunteer to make the call and make the ask. Who knows, perhaps you'll prove persuasive. Perhaps you won't. Either way, you'll have shown your nerve.

Know that you will always be an exciting, and sometimes disruptive, addition to the team. To ensure you lean more toward the "exciting" end of the spectrum, make sure you tie your new ideas, your new tools and technologies, to a problem your team is trying to solve. **Show others how your new "toy" can help them get what they want.**



Initially, because you are so action-focused, people will wonder what your agenda is. So, to stop their wondering, be explicit with your teammates about it. **Tell them your agenda.** It doesn't really matter what your agenda is--it could be making the sale, stirring things up, or getting your way. What matters is that you are transparent about it. People don't mind persuasiveness. What they don't like is uncertainty. And, without a clear agenda, sometimes your persuasive push can feel like manipulation.

You can immediately help a team get unstuck. So, to gain your team's goodwill, **seek out a roadblock they've hit** and give it the full force of your "Well, why don't we try this?" or "Have you thought about going around this way?" questions. Make sure your ideas are practical, stay with it, keep pushing to find a path of least resistance forward and they will remember it and thank you for it.



**Look for ways to measure your results.** You will be energized by the "proof" of whether you're ahead or behind. You are always at your best when you know exactly where you stand.





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

You see the New World and are excited by its mysteries. This makes you a potential leader of others. But remember, to get others to join you on your mission you have to describe this New World as vividly as you can. The more detail you give people, the more certainty they'll have, and the more likely they'll be to put aside their anxiety about the unknown, and follow you. So, before you embark on your mission, **get your details together and practice your descriptions of what they will discover, and how they will benefit if they sign up.**



You have an agenda. Okay. We know that about you. We get it. And we certainly value your transparency about it. But, if you want us to rally around your agenda, **tie your agenda to a mission**, a purpose, a set of values, a better future, something that is bigger than you, something that can include all of us. Paint this picture for us, make it genuine, and we will make so much more happen for you.

You have a natural instinct for change. It will serve you well to "bottle" that instinct. **Work out a formula that captures your natural instincts for how to handle uncertainty.** Turn them into a clear process that other, less risk-oriented people can follow. In your career you will meet change often. Your "formula" can ensure that you have a turn-key method for rallying and focusing the people around you.



Yes, you can be competitive. And, no, you're not a good loser--why would you ever want to get good at that? Can you now take this competitive spirit beyond a mere win/lose framework, into an outcome where both parties feel that they've won? If you put your mind to it **you can be the architect of these win/win outcomes.** All it will take from you is the discipline of stopping, for a long moment, to consider the world through the eyes of the other person, or team. Take the time to do this.

**Practice and get comfortable with a few phrases that express your natural optimism**, without making you sound like a reckless fool or a naive idealist. For example, when colleagues say, "We can't change the way we've always done it," instead of saying, "Yes we can. Just try it," ask a non-threatening, easy-to-answer-question, such as "Well, if we had already



**Learn to separate the small things you do to spread goodwill--the gifts, the remembered birthdays, the special favors--from the actual "ask."** People want to like you and, because you are excited and exciting, they want to do as you ask. But they don't want to be manipulated. To do a person a favor and then immediately make the ask: this is manipulation. To



ROLE 1



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ROLE 2

INFLUENCER

changed it, what would the new way look like?" This won't save you every time--some people will always be suspicious of your optimism--but assuming that the change has already been made may help others break through their initial inertia.

show others that you are thinking about them all the time--a note here, an interesting article there--and then, later, a compelling challenge to act: this is true influence.



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StandOut  
Assessment  
Results

12



## WHAT TO WATCH OUT FOR...

You will always be intrigued by what's new, but you don't want to give the impression that you are simply distracted by the next shiny new object. So, to avoid this reputation while still exposing yourself to the novelty you need, **commit yourself to a disciplined schedule of "inquisitiveness."** For example, pick three great conferences a year to attend. Or, once a month, host a "what's next?" roundtable. Or build an "innovators" social community within your organization. Any one of these will (a) help you feel spirited and alive, and (b) give credibility and rigor to your "bright-shiny-object" curiosity.



When you make a mistake, or hurt someone's feelings--and you will; with your need to move people to act, it is inevitable--**learn to apologize.** What's wonderful about you is that mistakes and hurt feelings rarely derail you. You chalk it up to experience and then move on. What's not so great is that you've moved on so quickly that you've forgotten to be contrite. What feels like momentum to you feels like disrespect to others. You may never do this naturally--stopping to apologize feels like "stalling"--so learn a couple of phrases you can say when it's clear you've pushed too hard or too fast. "How can I make this right for you?" is a good one. As is the classic, "I'm sorry."

## HOW TO WIN AS A LEADER...

Your strength is your optimism. There are so many more ways in which things can go wrong than right. You inspire us to bet against this law of averages.



Your strength is your momentum. You see, you decide, you act, you move. Us. Forward. You're on a ride, and we take the ride with you.

## HOW TO WIN AS A MANAGER...

Your strength is your faith in how much further I can go. With you as my manager I keep reaching for more.



Your strength is your ability to persuade me. To decide. To overcome an obstacle. To act out the courage of my convictions.



ROLE 1



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## HOW TO WIN IN CLIENT SERVICES...

Your strength is your confidence that things will work out. 

Your strength is that you make things happen, even if it means confronting a difficult obstacle. 

## HOW TO WIN IN SALES...

Your strength is your resiliency. You will take risks with your clients, show them what could be, and bounce back quickly whenever you run into trouble. 

Your strength is your conviction. Your beliefs inspire passive clients to make a decision, to take a step, to make something happen. 



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StandOut  
Assessment  
Results

14