



Project
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Multipliers

How the Best Leaders Make Everyone Smarter

By Liz Wiseman

Multipliers: How the Best Leaders Make Everyone Smarter

- ▶ The New York Times bestseller, *Multipliers*, explores why some leaders (aka Diminishers) drain capability and intelligence from their team while others (aka Multipliers) amplify them to produce better results.
- ▶ In analyzing data from more than 200 leaders, author Liz Wiseman has identified five areas that distinguish these multiplier leaders and nine accidentally diminishing behaviors to watch out for.
- ▶ “Our world is rapidly changing. To keep up and create the type of workplaces where people can thrive, we need leaders to serve as true Multipliers, inspiring intelligence and capability on a mass scale. Let’s start this good work together.” – *Multipliers Reading Guide*

Multipliers: How it all began

- ▶ “There is more intelligence inside our organizations than we are using.”
- ▶ The Multiplier Effect: Multipliers as genius makers, extracting capability / intelligence while simultaneously extending / growing that intelligence.
- ▶ The Logic of Addition – a diminishing approach
 - Our people are overworked.
 - Our best people are the most maxed out.
 - Therefore, accomplishing a bigger task requires the addition of more resources
- ▶ The Logic of Multiplication
 - Most people in organizations are underutilized.
 - All unused capability can be leveraged with the right kind of leadership.
 - Therefore, intelligence and capability can be multiplied without requiring a bigger investment.

Multipliers - The Five Disciplines

1. The Talent Magnet

- ▶ Attracts talented people and uses them at their highest point of contribution.

2. The Liberator

- ▶ Creates an intense environment that requires people's best thinking and work.

3. The Challenger

- ▶ Defines an opportunity that causes people to stretch.

4. The Debate Maker

- ▶ Drives sound decisions through rigorous debate.

5. The Investor

- ▶ Gives other people ownership for results and invests in their success.

The Talent Magnet

1. Look for Talent Everywhere

- ▶ Appreciate all types of genius
- ▶ Ignore boundaries

2. Find People's Native Genius

- ▶ Look for what is native
- ▶ Label it

3. Utilize People to their Fullest

- ▶ Connect people with opportunities
- ▶ Shine a spotlight

4. Remove the Blockers

- ▶ Get rid of prima donnas
- ▶ Get out of the way

Attracts talented people and uses them at their highest point of contribution.

The Liberator

1. Create Space

- ▶ Release others by restraining yourself
- ▶ Shift the ratio of listening to talking
- ▶ Define a space for discovery
- ▶ Level the playing field

2. Demand Best Work

- ▶ Defend the standard
- ▶ Distinguish best work from outcomes

3. Generate Rapid Learning Cycles

- ▶ Admit and share mistakes
- ▶ Insist on learning from mistakes

Creates an intense environment
that requires people's best
thinking and work.

The Challenger

1. Seed the Opportunity

- ▶ Show the need
- ▶ Challenge the assumptions
- ▶ Reframe problems
- ▶ Create a starting point

2. Lay Down a Challenge

- ▶ Extend a concrete challenge
- ▶ Ask the hard questions
- ▶ Let others fill in the blanks

3. Generate Belief in What is Possible

- ▶ Helicopter down
- ▶ Co-create the plan
- ▶ Orchestrate an early win

Defines an opportunity that causes people to stretch.

The Debate Maker

1. Frame the Issue

- ▶ Define the question
- ▶ Form the team
- ▶ Assemble the data
- ▶ Frame the decision

2. Spark the Debate

- ▶ Create safety for best thinking
- ▶ Demand rigor

3. Drive a Sound Decision

- ▶ Reclarify the decision-making process
- ▶ Make the decision
- ▶ Communicate the decision and rationale

Drives sound decisions
through rigorous debate.

The Investor

1. Define Ownership

- ▶ Name the lead
- ▶ Give ownership for the end goal
- ▶ Stretch the role

2. Invest Resources

- ▶ Teach and coach
- ▶ Provide backup

3. Hold People Accountable

- ▶ Give it back
- ▶ Expect complete work
- ▶ Respect natural consequences

Gives other people ownership
for results and invests in their
success.

The Accidental Diminisher

Accidental Diminisher Profiles

- ▶ Idea Guy
- ▶ Always On
- ▶ Rescuer
- ▶ Pacesetter
- ▶ Rapid Responder
- ▶ Optimist
- ▶ Protector
- ▶ Strategist
- ▶ Perfectionist

Dealing with Diminishers

Breaking the Cycle of Diminishing

- ▶ It's not necessarily about you
- ▶ Diminishing isn't inevitable
- ▶ You can lead your leader

Strategies to Deal with Diminishers

- ▶ Defenses against Diminishing Managers
 - Strengthen other connections
- ▶ Multiplying Up
 - Exploit your boss' strengths
- ▶ Inspiring Multiplier Leadership in Others
 - Assume positive intent
 - Address one issue at a time

Becoming a Multiplier

Starting the Journey

- ▶ Resonance
- ▶ Realization of the Accidental Diminisher
- ▶ Resolve to be a Multiplier

The Accelerators

- ▶ Work the extremes (neutralize a weakness; top off a strength)
- ▶ Ask a colleague

Building a Multiplier Culture

- ▶ Host a book talk
- ▶ Discuss Accidental Diminishers
- ▶ Introduce Multiplier mindsets

Multipliers - Breakout Session

Approach

- ▶ Join a breakout room
- ▶ A facilitator will guide the group
- ▶ Discuss as many or as few topics as you wish
- ▶ Breakout session material is categorized by book chapters
- ▶ Rejoin the full group to wrap up

Multipliers - Discussion Questions

Ch. 1: The Multiplier Effect

- a) Should a successful Diminisher try to become a Multiplier? Why or why not?
- b) Can a Diminisher be successful long-term?
- c) Can you be a Multiplier if you work for a Diminisher? What does that look like?

Ch. 2: The Talent Magnet

- a) Does everyone have a Native Genius?
- b) Is it possible that some people never realize they have a Native Genius? What are the consequences of this lack of awareness?
- c) When should you hire new people as opposed to developing the talent of the people you already have?

Ch. 3: The Liberator

- a) A liberating climate gives a lot of space and expects a lot at the same time. How do you know when you have gone too far with element?
- b) Does being a Liberator mean you have to be both “loather and loved” as the teacher described in the case study?
- c) Is it possible that the intense environment created by a Liberator may be too intense for some team members? How can such a situation be resolved?

Multipliers - Discussion Questions

Ch. 4: The Challenger

- a) How can you share your own knowledge and opinions without diminishing the people you lead?
- b) Can you share an experience of having received a challenge and been given the space to solve the problem? How did it go and what was the outcome?

Ch. 5: The Debate Maker

- a) Can you be a Debate Maker if a decision must be made very quickly?
- b) How do you know when there has been enough debate and it's time to make a decision?
- c) After debate time is finished, how can you make a decision without taking over?

Ch. 6: The Investor

- a) What is the difference between being detail-oriented and micromanaging?
- b) How can you give people full ownership without becoming disengaged yourself?
- c) What has been your experience as an Investor or being managed by an Investor?

Multipliers - Discussion Questions

Ch. 7: The Accidental Diminisher

- a) How might you be an Accidental Diminisher with the best of intentions?
- b) How might you shift your behavior to extinguish your accidental diminishing tendencies?
- c) How likely is it that an Accidental Diminisher thinks they still need to prove their own worthiness by always having the right answer?

Ch. 8: Dealing with Diminishers

- a) How might you be impacted by the diminishing behavior of others?
- b) Do Diminishers impact only those who report to them? Can A Diminisher impact you even if you did not report to them?
- c) What can you do to shift the behavior of someone who is an Accidental Diminisher?

Ch. 9: Becoming a Multiplier

- a) Is there a common theme across all five Multiplier disciplines (Talent Magnet, Liberator, Challenger, Debate Maker, Investor)?
- b) Do you have a preferred Multiplier style or one to which you might aspire most strongly?

Multipliers

Wrap-up

- Imagine what you could accomplish if you could harness all the energy and intelligence surrounding you.
- Building a Multiplier culture is available to all, regardless of where you are on the Multiplier – Diminisher continuum.
- Be a Multiplier to those you lead and watch your organization grow and blossom!