

Multiplier and Diminisher Research



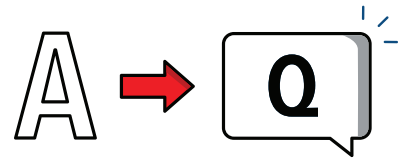
Multipliers Experiments

ASK BETTER QUESTIONS

MULTIPLIER DISCIPLINE

THE CHALLENGER

Remedy for **Always On, Idea Fountain, Strategist, Rapid Responder, Rescuer, and Perfectionist** Accidental Diminishers



MULTIPLIER MINDSET:

They want to learn from the people around them and understand.

KEY LEARNING POINT(S):

The best leaders ask questions that focus the organization on the right problems and opportunities. The core skill of the Multiplier is asking the right questions.

Back Pocket Questions reinforce the value and positive impact of moving from a behavior of telling to one of asking. Multipliers are intellectually curious and ask more questions than Diminishers. In this learning lab, each participant will create and develop “back pocket” questions that can be used in the moment to shift thinking and demonstrate the Multiplier behavior of inquiry.

A core ingredient of a Multiplier culture is that it is an environment where leaders ask questions that create dialogue, clarify thinking, create new connections, open up innovation and creativity, and affirm the intelligence of others. Developing your own questions to use in the moment is not always easy. This conversation will help any leader understand how to deepen the types of questions to ask in each situation and develop a set of go-to questions. Increasing the number of leaders asking questions rather than giving answers will change the fabric of the culture of the organization.

KEY QUESTIONS:

- What triggers you into telling instead of asking?
- How might questions help you access the intelligence of your team?
- What type of questions did your Multiplier ask of you? How did they differ from those of your Diminisher?

PREPPING FOR THE CONVERSATION:

Create a personal story to share about using questions to engage with someone in a whole new way. When crafting your Personal Story, focus on a key point of how questions led to a better result.

Include:

- Background of the situation (Where were you? Who is the other person? What is your relationship? Why were you having this conversation?)
- What was your initial reaction? (Positive? Negative? “Tell ’em”? etc.)
- Why you decided to use questions; describe the questioning process.
- The happy ending/result.

Review the “Extreme Questions” chapter in *Multipliers: How the Best Leaders Make Everyone Smarter* and select stories that you may want to share via conversation.

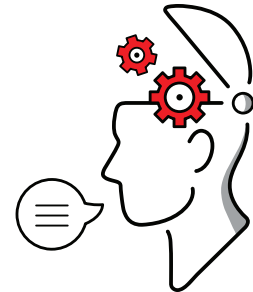
Multipliers Experiments

DISCOVER AND UTILIZE GENIUS

MULTIPLIER DISCIPLINE

THE TALENT MAGNET

Remedy for **Optimist**, **Always On**, and **Pacesetter**
Accidental Diminishers



MULTIPLIER MINDSET:

Everyone is brilliant at something.

KEY LEARNING POINT(S):

Genius is inevitable; the challenging question is how you use it. Talent Magnets are genius watchers. They aren't bound by the confines of their organization, so they seek out the natural genius in others everywhere so they can put it to work for the good of the organization and the individual.

KEY QUESTIONS:

- What is your natural genius?
- How might you identify the natural genius of those on your team?
- Once identified, how do you utilize people to their fullest capability?
- How does the mindset that everyone is brilliant at something both drive and benefit leaders?

PREPPING FOR THE CONVERSATION:

Prepare a personal story about how you discovered your own natural genius. Below is a sample from Liz Wiseman that you can paraphrase or use as inspiration for your own story. Alternatively, you can prepare a story about a time you helped someone else discover their natural genius.

- I've been told that I can take established content and translate it in an interesting – and hopefully high-quality – manner to others; this definitely comes easily to me.
- A few years ago, the younger (always good to be considered younger at my age) cousins on my dad's side of the family decided we should put together a family reunion.
- We are fortunate to have a large and healthy family, and as a "youngster" I was tasked with an activity to get all the generations together in some sort of afternoon activity.
- I developed (stole) the idea of Giant Olympics, based on a Giant Pants activity from a Japanese game show. That quickly became ideas for several activities, including giant volleyball, giant Skee Ball, giant Frisbee golf, giant donut eating, etc.
- The creation, procuring, and planning of the events was a lot of fun and easy for me – and was a big hit with the family and extended family, from kids younger than our 6-year-old to great aunts and uncles in their 80s.

Review "The Talent Magnet" chapter in *Multipliers: How the Best Leaders Make Everyone Smarter* and select stories that you may want to share via conversation.

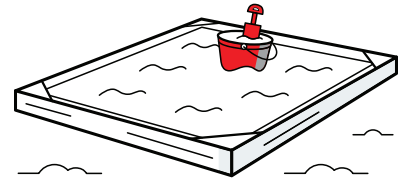
Multipliers Experiments

LEARN FROM MISTAKES

MULTIPLIER DISCIPLINE

THE LIBERATOR

Remedy for **Optimist, Protector, Perfectionist, Rescuer, and Pacesetter** Accidental Diminishers



MULTIPLIER MINDSET:

Mistakes are part of the natural learning and achievement process. People learn best from the natural consequences of their actions.

KEY LEARNING POINT(S):

Multiplier leaders create safety that encourages experimentation and ensure that each mistake is mined for maximum learning and not repeated. They create an intense environment in which thinking and work flourish, an environment where mistakes are made and corrected and learning is captured for future use. The environment is intense but not stressful.

KEY QUESTIONS:

- How do you create an environment where learning is valued and risks are taken?
- What are the consequences of sharing your mistakes? On the other hand, what are the benefits?
- How do you determine when the learning is greater than the cost of the mistake?
- What might be possible if we shift the way we think about mistakes?
- When is it okay to let someone experience the natural consequences of failure? And when should you step in to help?

PREPPING FOR THE CONVERSATION:

Be prepared to share a personal story about a time when a leader gave you space to do your best work or when you gave space to someone else with positive results.

Be prepared to share a personal story about mistakes you have made.

Review “The Liberator” chapter in *Multipliers: How the Best Leaders Make Everyone Smarter* and select stories that you may want to share via conversation.

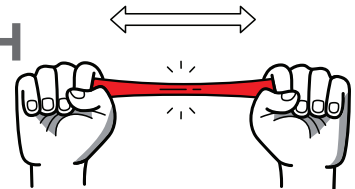
Multipliers Experiments

CHALLENGE PEOPLE TO STRETCH

MULTIPLIER DISCIPLINE

THE CHALLENGER

Remedy for **Pacesetter**, **Idea Fountain**, **Protector**, **Strategist**, and **Optimist** Accidental Diminishers



MULTIPLIER MINDSET:

People are capable of doing hard things.

KEY LEARNING POINT(S):

Challengers define opportunities that push people to go beyond what they know how to do. They not only cast a vision and ask the big questions, but they also connect that thinking to tangible steps needed to create momentum.

Multipliers assume a Challenger mindset to drive direction. They understand that intelligence grows by being stretched and tested. They provide just enough information to provoke thinking and to help people discover and see the opportunity for themselves.

Challengers create a vacuum that draws people to the challenge. Diminishers make others feel as if there is a huge gap between what they know and what others know; Diminishers make the stretch seem impossible. Challengers realize that it isn't enough for others simply to see and understand the stretch. Challengers create the small, early wins that help others believe in themselves and in their ability to achieve what they thought was impossible.

KEY QUESTIONS:

- What causes people to stretch?
- Think about the Multipliers in your life. How do they get you to stretch but not snap?
- What is possible when we believe our people are capable of doing harder things than they realize they can do?

PREPPING FOR THE CONVERSATION:

Review “The Challenger” chapter in *Multipliers: How the Best Leaders Make Everyone Smarter* and select stories that you may want to share via conversation.

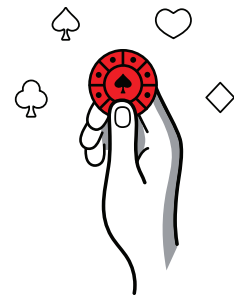
Multipliers Experiments

PLAY FEWER CHIPS

MULTIPLIER DISCIPLINE

THE LIBERATOR

Remedy for **Always On**, **Strategist**, and **Idea Fountain**
Accidental Diminishers



MULTIPLIER MINDSET:

By being small, others get a chance to be big. By being big less often, your own ideas will be more impactful.

KEY LEARNING POINT(S):

- Leadership is one of life's great balancing acts. Leaders are expected to stand up and lead; yet when they use their platform only to share their ideas, they consume all available space and may find themselves with followers reluctant or unable to contribute.
- Multipliers moderate their contribution in such a way that it creates space for their team to offer up their best thinking.
- They operate as Liberators, freeing their teams to do their best work.
- Liberators create an intense environment in which thinking and work flourish; an environment where mistakes are made and corrected and learning is captured for future use.

KEY QUESTIONS:

- How did your Multiplier create space for you to do your very best work?
- What impact does it have on others when the leader takes most of the mental space?
- What signals do you need to learn to watch for as you moderate your contribution?
- As a leader, when do you need to play big and when can you play small?

PREPPING FOR THE CONVERSATION:

Prepare a personal story about a time when a leader gave you space to do your best work, or when you gave space to someone else with positive results.

Review "The Liberator" chapter in *Multipliers: How the Best Leaders Make Everyone Smarter* and select stories that you may want to share via conversation.

Multipliers Experiments

INVEST IN OTHERS

MULTIPLIER DISCIPLINE

THE INVESTOR

Remedy for **Always On, Rapid Responder, Idea Fountain, Rescuer, Perfectionist, Strategist,** and **Pacesetter** Accidental Diminishers



MULTIPLIER MINDSET:

People are smart and will figure it out. Everyone can grow. People operate at their best when they are in charge and held accountable for their work.

KEY LEARNING POINT(S):

Investors grow the capability of others by transferring ownership for work that is “too big” for their current role. They provide support and resources to foster growth but do not fracture the learning process by rescuing them from struggle or mistakes.

What the research says about Multipliers is that, when it comes to transferring ownership, they think like Investors. Investors begin by defining ownership up front. They invest resources in the people to whom they’re transferring ownership and hold people accountable partly by not taking back ownership.

The art of investing builds on recognizing natural genius, assessing the risk of failure, and creating challenges that encourage growth and development. This isn’t an easy thing to do, and even the best leaders struggle with it.

KEY QUESTIONS:

- What if we could reduce our pain by transferring some of our heavyweight responsibilities to others by letting go? What do you need to let go of?
- Have you ever tried to transfer work, but realized it was an incomplete transfer?

- How does fear of failure get in the way of investing successfully in people?
- What struggles with delegation issues keep you from transferring ownership successfully?
- Where do you think the “weakest link” is for you in these practices individually? What about your leadership team?

PREPPING FOR THE CONVERSATION:

Be prepared to share a “live” example about a time when you (or someone you’ve worked with) had a breakthrough success because someone who invested in you pushed you through. This story will be even more powerful if you can relate a tangible example of “what if” you wouldn’t have made it. What if the Investor had rescued you instead?

Be prepared to share a story about a time when your own job was Supersized or a situation where you had to Supersize someone else’s job.

Review “The Investor” chapter in Multipliers: *How the Best Leaders Make Everyone Smarter* and select stories that you may want to share via conversation.

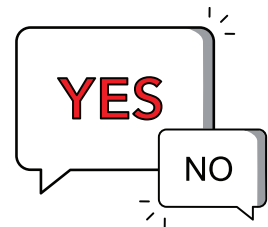
Multipliers Experiments

DEMAND RIGOR THROUGH DEBATE

MULTIPLIER DISCIPLINE

THE DEBATE MAKER

Remedy for **Rapid Responder** and **Optimist**
Accidental Diminishers



MULTIPLIER MINDSET:

Bring together the people who need to be involved in the decision. When people understand the logic, they know what to do.

KEY LEARNING POINT(S):

Multiplier leaders understand that all decisions get debated. They orchestrate upfront, rigorous debate to drive sound decisions, develop the collective intelligence of their teams, and enable the organization to effectively execute.

KEY QUESTIONS:

- How might you leverage the best thinking of your team through debate?
- What are debate-worthy questions?
- How do you structure a debate that requires everyone to share their best thinking?

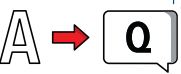

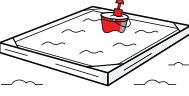
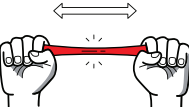


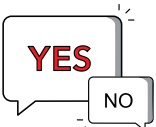
PREPPING FOR THE CONVERSATION:

Review “The Debate Maker” chapter in *Multipliers: How the Best Leaders Make Everyone Smarter* and select stories that you may want to share via conversation.

Multipliers Experiments

Multipliers Experiments Picklist

Breakout: Explore Your Multiplier Shift. Once you've identified your Accidental Diminisher tendencies, select an experiment that will remedy that vulnerability and help you be more of a Multiplier.

		ACCIDENTAL DIMINISHER TENDENCY								
MULTIPLIER EXPERIMENT		Idea Fountain	Always On	Rescuer	Pacesetter	Rapid Responder	Optimist	Protector	Strategist	Perfectionist
	Ask Better Questions Lead a meeting or conversation by only asking questions.	✓	✓	✓	N/A	✓	N/A	N/A	✓	✓
	Discover and Utilize Genius Identify what the people on your team do easily and freely so you can better utilize their native genius.	N/A	✓	N/A	✓	N/A	✓	N/A	N/A	N/A
	Learn from Mistakes Define a space (projects, types of work, or aspects of the business) where people can experiment, take risks, and recover from mistakes.	N/A	N/A	✓	✓	N/A	✓	✓	N/A	✓
	Challenge People to Stretch Instead of giving people a goal, lay down a concrete challenge – define an intriguing puzzle to be solved or a question to be answered.	✓	N/A	N/A	✓	N/A	✓	✓	✓	N/A
	Play Fewer Chips In a meeting give yourself a budget of chips, with each chip representing a comment or contribution to the meeting.	✓	✓	N/A	N/A	N/A	N/A	N/A	✓	N/A
	Invest in Others Put someone else in charge by giving that person the majority vote on an issue or project.	✓	✓	✓	✓	✓	N/A	N/A	✓	✓
	Demand Rigor Through Debate Instead of offering a fast answer on a critical decision, outline the options and ask people to weigh in with data and their point of view.	N/A	N/A	N/A	N/A	✓	✓	N/A	N/A	N/A

Notes

Strategy made **personal.**

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