



HOW DO I BECOME THE LEADER EVERYONE NEEDS?

A multipliers tool to transform your leadership



HOW DO I BECOME THE LEADER EVERYONE NEEDS?

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There is often more intelligence inside our organizations than we are using. While some leaders make everyone around them smarter, others can have the opposite effect.

This 30-Day Multipliers Challenge will help you address the behaviors that diminish others and replace them with Multiplier habits.

By taking this challenge, you'll begin to: tackle blind spots that shut down others, ask questions that spark innovation, invite diverse perspectives, access your team's full potential, and become the leader everyone needs.

THE RESEARCH

The Multipliers research explored the question of why some leaders create genius all around them while other leaders drain intelligence and capability from an organization. We analyzed over 100 executives across four continents to answer this question. As we studied these top leaders, it appeared that certain leaders weren't just intelligent themselves – they were Multipliers of intelligence.

Our research outlines the five key differentiators between Diminishers and Multipliers. These differences explain why some leaders get vastly more capability from their people – a highly relevant message in the current economic environment.

THE MODEL



DIMINISHERS

These leaders are absorbed in their own intelligence, stifle others, and deplete the organization of crucial intelligence and capability.

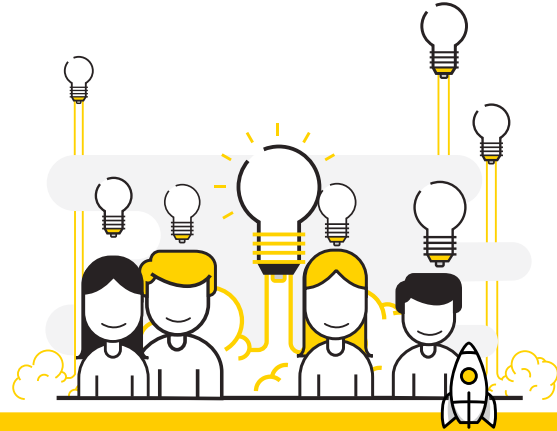
The Assumption

“People won’t figure it out without me”

The Five Disciplines of the Diminisher

1. **The Empire Builder:** Hoards resources and underutilizes talent
2. **The Tyrant:** Creates a tense environment that suppresses people's thinking and capability
3. **The Know-It-All:** Gives directives that showcase how much they know
4. **The Decision Maker:** Makes centralized, abrupt decisions that confuse the organization
5. **The Micromanager:** Drives results through their personal involvement

The Result **<50%**



MULTIPLIERS

These leaders are genius makers and bring out the intelligence in others. They build collective, viral intelligence in organizations.

The Assumption

“People are smart and will figure it out”

The Five Disciplines of the Multiplier

1. **The Talent Magnet:** Attracts talented people & 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 Result **2X**

THE CHALLENGE

Although the Multiplier-Diminisher Framework might appear binary, there is a continuum between Multipliers and Diminishers with a small number of people at either extreme. Our research showed that most of us fall along this spectrum, and all of us have the ability to move toward the side of the Multiplier. With the right intent, the Multiplier approach to leadership can be developed in anyone.

With this assumption in mind, we are inviting you to take a 30-Day Multiplier Challenge. This is long enough to allow an individual to complete a learning cycle and short enough to ensure clear accountability in the application of these ideas.

WEEK 1	WEEK 2	WEEK 3	WEEK 4
Develop Awareness	Extinguish Accidental Diminishing Behavior	Increase Multiplier Moments	Share Your Progress
<ul style="list-style-type: none"> • Identify your Accidental Diminisher tendency by taking the Accidental Diminishing Quiz • Notice your impact • Ask for feedback 	<ul style="list-style-type: none"> • Identify your triggers • Extinguish your Accidental Diminishing behavior with quick workarounds • What did you notice? 	<ul style="list-style-type: none"> • Select an experiment • Run your experiment • Build support to create Multiplier habits 	<ul style="list-style-type: none"> • Ask for feedback, Round 2 • Re-strategize & plan your next move • Capture your Multiplier moments • Market your growth

| WEEK 1 |

IDENTIFY YOUR ACCIDENTAL DIMINISHER

While the narcissistic leaders grab the headlines, the vast majority of diminishing happening inside our workplaces is done by the Accidental Diminishers – managers with the best of intentions, good people who think they are doing a good job leading. Accidental or not, the impact on their team is the same – Diminishers only get ½ of the true brainpower of their people.

We all have Accidental Diminisher (AD) moments. The secret to the Multiplier effect is knowing what your vulnerabilities are, spotting them in action, and turning these situations into Multiplier moments. We have identified a few ways that well-intentioned leaders accidentally diminish and created this quiz to help you identify yours. How might we, despite the very best of intentions, be having a diminishing impact on the people we lead?

Take the Accidental Diminisher quiz: <https://thewisemangroup.com/quiz/>

NOTICE YOUR IMPACT

Now that you have some insight into how you might be diminishing with the best of intentions, observe your actions and the impact your actions have on others. You likely engage in accidentally diminishing behaviors because they work for you. You might even get accolades or recognition for them. See if you can shift your awareness to how these behaviors might shut down others.

I accidentally diminish others by _____

This tendency serves me well because _____

When I engage in this behavior, I notice other people _____

Questions I have: _____

ASK FOR FEEDBACK

Sometimes we aren't the best judge of how we might be diminishing others. Use the images below to share the most common Accidental Diminisher tendencies with colleagues. Tell them what you see, and then ask for their input. How do they notice you shutting down others' intelligence with the best of intentions?

IDEA FOUNTAIN



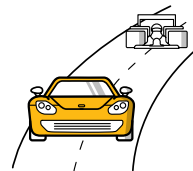
ALWAYS ON



RESCUER



PACESETTER



RAPID RESPONDER



OPTIMIST



PROTECTOR



STRATEGIST



PERFECTIONIST



FEEDBACK ROUND 1

CONVERSATION WITH _____

AD Tendency:

Notes:

FEEDBACK ROUND 2

CONVERSATION WITH _____

AD Tendency:

Notes:

FEEDBACK ROUND 3

CONVERSATION WITH _____

AD Tendency:

Notes:

OVERALL THOUGHTS/TAKEAWAYS ON THE 3 FEEDBACK ROUNDS:

What consistent themes emerged?

Was there any unique feedback that stood out?

| WEEK 2 |

IDENTIFY YOUR TRIGGERS





Triggers are the events, circumstances, or actions that prompt our diminishing (or multiplying) behavior (for example: an urgent customer request). In order to change your diminishing behavior, it is important to understand the contexts where you find yourself diminishing. Think about specific situations where you see yourself having a diminishing impact and answer the following questions:






- What tends to cause your diminishing behavior?
- What is happening around you when you do this?
- Is there a situation or scenario where this occurs frequently?
- What typically is going on inside of you when you do this?

My diminishing behavior is _____, and it is triggered by _____.

EXTINGUISH YOUR ACCIDENTAL DIMINISHING BEHAVIOR

Armed with new information about your Accidentally Diminishing tendency and what triggers said behavior, you are ready to go to work to extinguish the behavior. Below is a list of simple workarounds you can implement to reduce the number of diminishing moments you have.

AD TENDENCIES	SIMPLE WORKAROUNDS
 IDEA FOUNTAIN	Create a Holding Tank. Before sharing new ideas, stop and ask yourself if you want the people who work for you to take action now. If not, hold off sharing and save it for later.
 ALWAYS ON	Say it Just Once. Instead of repeating yourself for emphasis, try saying things once, and create a reason for others to chime in and build on the idea. Set expectations for others to speak up.
 RESCUER	Ask for Their "F-I-X". When someone brings you a problem or signals a need for help, remind yourself that he or she probably already has a solution. Ask, "How do you think we should solve it?"
 PACESETTER	Stay Within Sight. If you have a tendency to pull out ahead, remind yourself to stay within sight, so people don't give up or get lost. Stay within a distance that some could catchup.

AD TENDENCIES	SIMPLE WORKAROUNDS
 <p>RAPID RESPONDER</p>	<p>Set a Mandatory Waiting Period. Wait 24 hours (or however many) before responding to any email that falls into someone else’s job. Give that person the first right of response.</p>
 <p>OPTIMIST</p>	<p>Signal the Struggle. Before offering your boundless enthusiasm, start by acknowledging how hard the work is. Let people know, “What I am asking you to do is hard. Success isn’t guaranteed.”</p>
 <p>PROTECTOR</p>	<p>Expose and Inoculate. Expose your team members to harsh realities in small doses, so they can learn from their mistakes and develop strength.</p>
 <p>STRATEGIST</p>	<p>Don’t Complete the Puzzle. As you paint a picture of the future, leave sections for your team to complete. Frame the puzzle by establishing the WHY and the WHAT, but let your team fill in the HOW.</p>
 <p>PERFECTIONIST</p>	<p>Define the Standards. Define the standards of excellence up front. Let people know what “outstanding” looks like and define the criteria for completeness. Ask people to self-assess by the standards.</p>

NOTICE THE IMPACT OF YOUR NEW BEHAVIOR

Once you have successfully tested out the simple workaround behaviors, take time to reflect on what you notice both about yourself and about your new effect on others.

I accidentally diminish others by _____










I worked to extinguish this behavior by trying _____

- What success did you experience?
- What was hard about implementing the workaround?
- What did you notice about other people’s reaction to your new behavior?

| WEEK 3 |

FIND YOUR EXPERIMENT

Now the real work begins. Extinguishing an Accidental Diminishing Behavior isn't enough – you have to work to build and create new Multiplier habits. There are several experiments that help with each AD tendency, but we have suggested one experiment as a starting point. We recommend selecting the experiment that correlates with the your most common accidental diminishing behavior.

AD TENDENCIES	MULTIPLIER EXPERIMENT
 IDEA FOUNTAIN	Ask the Questions – Lead a meeting or conversation by only asking questions.
 ALWAYS ON	Play Fewer Chips – In a meeting give yourself a budget of chips, with each chip representing a comment or contribution to the meeting.
 RESCUER	Give it Back – If someone needs help, jump in and contribute, but then clearly give ownership back to the other person.
 PACESETTER	Talk Up Your Mistakes – Invite experimentation and learning by sharing your own mistakes.
 RAPID RESPONDER	Make a 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.
 OPTIMIST	Make Space for Mistakes – Define a space (projects, types of work, or aspects of the business) where people can experiment, take risks, and recover from mistakes.
 PROTECTOR	Supersize It – Give someone a job or a task that is a size too big and help them “level up” and grow into the role.
 STRATEGIST	Create a Stretch Challenge – Instead of giving people a goal, lay down a concrete challenge – define an intriguing puzzle to be solved or a question to be answered.
 PERFECTIONIST	Give 51% of the Vote – Put someone else in charge by giving that person the majority vote on an issue or project.

RUN YOUR EXPERIMENT

Effective and enduring learning involves small, successive experimentation using new approaches – testing new behavior, analyzing feedback, adjusting and repeating. It is important that you try the selected experiment more than once. When these small experiments produce successful outcomes, the resulting energy fuels the next, slightly bigger experiment. Over time, these experiments form new patterns of behavior and establish a new baseline. Like any good research, try recording your experiments either below or in a journal, learning from what works and what doesn't.

MY EXPERIMENT

	Date	What worked? What was hard?	Observations & Next Steps
Attempt #1			
Attempt #2			
Attempt #3			

BUILD SUPPORT TO CREATE MULTIPLIER HABITS

Most diminishing occurs in our blind spots, and changing behavior in a blind spot often requires a second set of eyes to help us see what we might miss. Invite a stakeholder or a colleague to help you spot the triggers and give you feedback on your new behavior.

- **Who** can help you watch for and spot the diminishing triggers?
- **How** do you want them to alert you?
- **When** do you want them to give you feedback...in the moment or after the fact?

You can also build support by telling those most affected about the change you wish to make. Clueing them in will increase accountability, give opportunities for feedback, and help the receivers see and appreciate the changes you are making.

- **Who** will you practice this new Multiplier habit with?
- **What** will you tell them?
- **How** will you know when this new behavior becomes habitual?

| WEEK 4 |


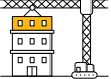

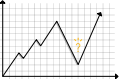


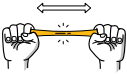
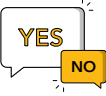


ASK FOR FEEDBACK, ROUND 2

If you really want to accelerate your development as a Multiplier leader, let a colleague – an employee, peer, or boss – provide feedback and choose an experiment for you. Pick someone who can see your Accidental Diminisher tendencies and who also knows your good intentions, then engage them in a second round of feedback. Ask these questions: *How might I be having a diminishing impact on others? If I want to bring out the best in people I lead, which of the nine experiments would help me most?*

FEEDBACK ROUND 1	CONVERSATION WITH_____
AD Tendency:	
Notes:	
FEEDBACK ROUND 2	CONVERSATION WITH_____
AD Tendency:	
Notes:	
FEEDBACK ROUND 3	CONVERSATION WITH_____
AD Tendency:	
Notes:	
OVERALL THOUGHTS/TAKEAWAYS ON THE 3 FEEDBACK ROUNDS:	
What consistent themes emerged?	
Was there any unique feedback that stood out?	

RE-STRATEGIZE & PLAN YOUR NEXT MOVE

Which experiment would help me get the most out of other people? Why?

MULTIPLIER EXPERIMENT	AD TENDENCIES
 <p>Name the Genius Identify what the people on your team do easily and freely so you can better utilize their native genius.</p>	<p><i>Always On, Pacesetter, Strategist</i></p>
 <p>Supersize It Give someone a job or a task that is a size too big and help them “level up” and grow into the role.</p>	<p><i>Pacesetter, Protector</i></p>
 <p>Play Fewer Chips In a meeting give yourself a budget of chips, with each chip representing a comment or contribution to the meeting.</p>	<p><i>Always On, Strategist</i></p>
 <p>Talk Up Your Mistakes Invite experimentation and learning by sharing your own mistakes.</p>	<p><i>Pacesetter, Optimist, Perfectionist</i></p>
 <p>Make Space for Mistakes Define a space (projects, types of work, or aspects of the business) where people can experiment, take risks, and recover from mistakes.</p>	<p><i>Rescuer, Optimist, Protector, Perfectionist</i></p>
 <p>Ask the Questions Lead a meeting or conversation by only asking questions.</p>	<p><i>Idea Fountain, Always On, Rescuer, Rapid Responder, Strategist, Perfectionist</i></p>
 <p>Create a Stretch Challenge Instead of giving people a goal, lay down a concrete challenge – define an intriguing puzzle to be solved or a question to be answered.</p>	<p><i>Pacesetter, Protector, Strategist</i></p>
 <p>Make a 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.</p>	<p><i>Rapid Responder, Optimist</i></p>
 <p>Give 51% of the Vote Put someone else in charge by giving that person the majority vote on an issue or project.</p>	<p><i>Always On, Rescuer, Perfectionist</i></p>
 <p>Give it Back If someone needs help, jump in and contribute, but then clearly give ownership back to the other person.</p>	<p><i>Idea Fountain, Rescuer</i></p>

CAPTURE YOUR MULTIPLIER MOMENTS

Log what you did to amplify the intelligence and capabilities of others.
What did you try? What happened? What did you learn?

ACTION	AD TENDENCIES	INSIGHT

SHARE YOUR PROGRESS

There is no shame in striving to improve your leadership capabilities. Share your progress and ask for their help to notice and track your honest attempts to improve.

FINAL REFLECTION

Reflect on your growth over the last month.

BRING MULTIPLIERS TO YOUR TEAM

Contact us to discuss how we can introduce *Multipliers* to your team and company.

thewisemangroup.com/contact →

