

MULTIPLIERS – How the Best Leaders Make Everyone Smarter

5 Simple Steps

Do these easy but powerful exercises to practice what you have learned now.

Suggested Tools: A notepad small and comfortable enough to carry for a week

Collaborators: Friends, family, 3-5 trusted colleagues.

1. Reflection

Needed: Notebook and pen

Time: 15 minutes.

Sit down somewhere you will have 15 uninterrupted minutes. Ask: "When have I felt 'multiplied' by my supervisors at various jobs? When have I felt diminished?" Write your answers in a notebook, then ask: "How have I been a multiplier when I have been in a leadership role? How have I been a diminisher?"

2. Personal Action

Needed: Notebook and pen, online access

Time: 2-3 days, 20 min. per day.

Sit down somewhere you will have 15 uninterrupted minutes. Reflect on a situation in your everyday life—at work or elsewhere—where you typically lead in decision-making and offer your opinion first. Commit to "flipping the script." Write down 3-5 small actions you can take to ask for others' input or let them take the lead. Over 2-3 days, implement these ideas in this environment. Every evening, take notes on the results.

3. Interaction

Needed: Notebook and pen, 2-3 co-workers

Time: 1 hour.

Identify an upcoming meeting—at work or elsewhere—where an important decision will be discussed. Ask each person to write down one pre-formed idea and opinion of what they think is best. For your own preparation, jot key questions

you can ask to spark debate and keep ideas flowing. Prepare questions to ask at the end of the discussion. When the meeting opens, give each person an opportunity to share what they have prepared. Use your questions to moderate the debate. After the meeting, sit down and look at your list. Note what ideas were produced and plan to follow up.

4. Intention

Needed: Notebook and pen

Time: 15 minutes per day for 5 days, 30 minutes per week for 3 weeks after.

Sit down somewhere you will have 15 uninterrupted minutes. Consider the idea of getting more value without extra resources. Ask: Where am I not tapping into my full personal or professional potential? Write down 3-5 places you would like to improve. Take 15 minutes each day for 4 days to focus on one of these. Brainstorm 3-5 ideas for increasing your skills without spending financial resources. (Ex: Can you learn online? Can you tap a friend or mentor's expertise?) After 4 days, review the ideas and choose 3 from among the different areas. Commit to further investigation. Over the next 3 weeks, reflect and research. Then choose one area and create an action plan based on what you have discovered.

5. Investigation

Needed: Web access

Time: 10-15 minutes.

Visit Liz Wiseman's site at: <http://multipliersbooks.com/>. Take the free "Are you an Accidental Diminisher" Survey.



About Liz Wiseman

Liz Wiseman teaches leadership to executives around the world. She is President of the Wiseman Group, a leadership research and development firm headquartered in Silicon Valley. Some of her recent clients include: Apple, Salesforce.com, GAP, Nike, Symantec, SAP, and Microsoft.

Liz is the author of *Multipliers: How the Best Leaders Make Everyone Smarter*, a Wall Street Journal bestseller. She has conducted significant research in the field of leadership and collective intelligence, is a frequent keynote speaker, and writes for Harvard Business Review and a variety of other business and leadership journals.

A former executive at Oracle Corporation, she served over 17 years as Vice President of Oracle University and as the global leader for Human Resource Development. During her tenure at Oracle, she led several major global initiatives. Wiseman has worked and traveled in over 32 countries.

For more Liz Wiseman, visit <https://www.growthinstitute.com/faculty/liz-wiseman/> where you can tune into all of Liz's speeches in video and audio formats, download the study guide, and game plan your future with the Next Steps Work Sheet.