

MULTIPLIERS – How the Best Leaders Make Everyone Smarter

Scaling Up Tip



To achieve scalable growth, you must stop being a genius and become a “genius maker.” A “genius maker”:

- Builds a management team that could succeed them.
- Creates an environment of trust and happiness.
- Forms a collective organization of geniuses.

That leader is called a **Multiplier**.

Are you a Diminisher or are you a Multiplier?



Diminishers

Diminishers

- Think “People won’t figure it out without me”
- Are Know-it-alls – Tell people what to do
- Are Decision-makers – Decide first, then debate
- Are Micromanagers – Manage every detail
- Are Tyrants – Create stress that stops thinking
- Are Empire Builders – Hoard and underutilize talent



By extracting people’s full capability, Multipliers get double the capability from their team.



Multipliers

Multipliers

- Think “People are smart, and they will figure it out”
- Are Liberators – Create space for best thinking
- Are Debate-makers – Debate first, then decide
- Are Talent Magnets – Attract and optimize talent
- Are Challengers – Stretch the team beyond belief
- Are Investors – Instill ownership & accountability



Hint: In order to master these disciplines, you may need a coach (peer coach or professional coach) to help you stay objective and hold you accountable.



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.

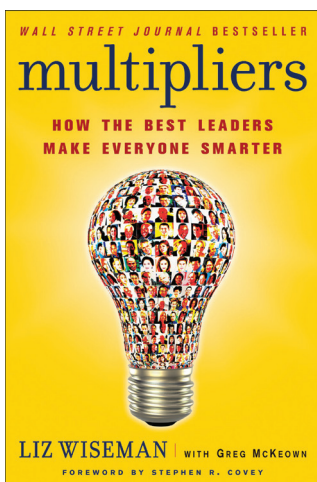
To learn more about Liz Wiseman and her work, visit www.thewisemangroup.com

Stop being a Diminisher and start becoming a Multiplier.

- 1. Shift from answers to questions.** Don't provide all the answers—ask the right questions. Use your knowledge of the business or a situation to ask insightful and challenging questions that cause people to stop, think, and rethink.
- 2. Dispense your ideas in small doses.** Introduce fewer ideas in intense doses, and leave white space. Providing more distance between your ideas creates room for others to contribute; plus, people really listen when you say something. Imagine playing your ideas like poker chips, carefully placing each where it creates the most value.
- 3. Expect complete work.** Instead of jumping in and fixing the work of others, give it back to them and let them know what needs to be improved or completed. Ask people to go beyond pointing out problems: Ask them to find a solution. By wrestling with it, they'll grow their capability and operate more independently.



The best executives have the right questions, not the right answers.



How The Best Leaders Make Everyone Smarter

We've all had experience with two dramatically different types of leader. The first type drains intelligence, energy, and capability from the people around them and always needs to be the smartest person in the room. These are the idea killers, the energy sappers, the diminishers of talent and commitment. On the other side of the spectrum are leaders who use their intelligence to amplify the smarts and capabilities of the people around them. When these leaders walk into a room, light bulbs go off over people's heads; ideas flow and problems get solved. These are the leaders who inspire employees to stretch themselves to deliver results that surpass expectations. These are the Multipliers. And the world needs more of them, especially now when leaders are expected to do more with less.

In this book, we have studied intelligence and how Multipliers can have a resoundingly positive and profitable effect on organizations - getting more done with fewer resources, developing and attracting talent, and cultivating new ideas and energy to drive organizational change and innovation.

If you want more from Liz Wiseman and Multipliers, visit <https://www.growthinstitute.com/faculty/liz-wiseman/> where you can listen to episodic versions of the speech, watch the complete video, download the study guide, and game plan your future with the Next Steps Work Sheet.

About Gazelles Growth Institute:

What kind of leader would you become once you have the wisdom of Patrick Lencioni, Seth Godin and other world-class thought leaders at your fingertips?

At the Gazelles Growth Institute, we lead the movement in hybridizing education and business growth. With access to the world's top experts and never-seen-before content, we package our materials with your learning in mind, so that you can have easy multimedia access and learn in the way you want to learn when you want to learn it.

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