

THE MODEL

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

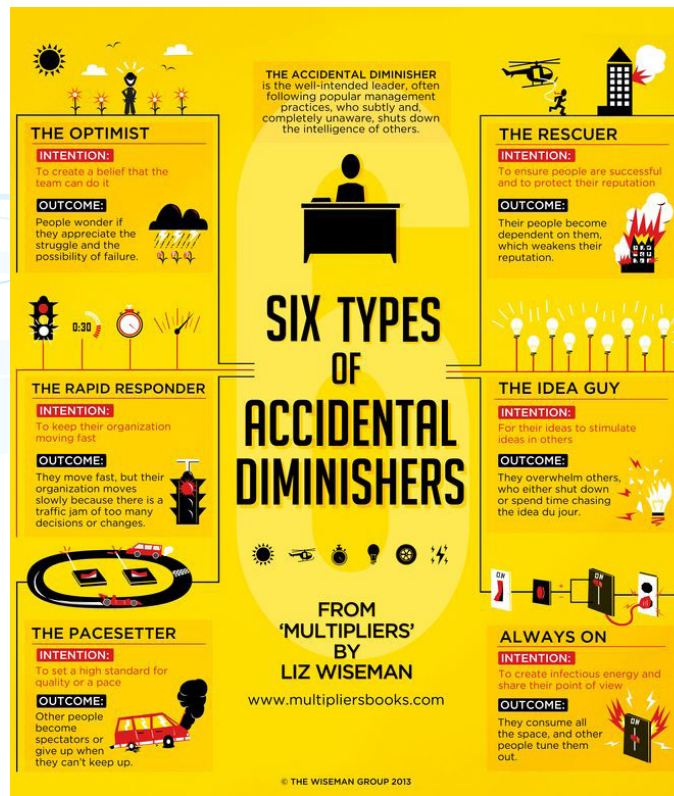
DIMINISHERS: These leaders are absorbed in the own intelligence, stifle others, and deplete the organization of crucial intelligence and capability.

THE FIVE DISCIPLINES OF THE MULTIPLIER

MULTIPLIER

DIMINISHER

The Talent Magnet	Attracts talented people & uses them at their highest point of contribution	The Empire Builder	Hoards resources & underutilizes talent
The Liberator	Creates an intense environment that requires people's best thinking & work	The Tyrant	Creates a tense environment that suppresses people's thinking & capability
The Challenger	Defines an opportunity that causes people to stretch	The Know-It-All	Gives directives that showcase how much they know
The Debate Maker	Drives sound decisions through rigorous debate	The Decision Maker	Makes centralized, abrupt decisions that confuse the organization
The Investor	Gives other people the ownership for results & invests in their success	The Micro Manager	Drives results through their personal involvement



Leadership & Professional Development
The Leadership Forum Series -
The Mindful Leader

Are you an accidental diminisher?
Take the quiz at:

<http://multipliersbooks.com/multipliers/take-the-quiz/#.VTa7801FDwo>

Have you ever worked with someone who brought out the very best in you and others?
How did that make you feel?

Have you ever worked with someone whom you felt diminished by? How did that make you feel?

I will avoid being an "accidental diminisher" by:

Program 2

MANAGING PEOPLE

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For more Leadership information, resources and a link to our toolkit, visit

http://www.crewchicago.org/Leadership_and_Development_Committee.aspx

The Five Disciplines of a Multiplier

Achieve 2x's the Productivity from your People

Disciplines:	Practices:	Discipline Strategies:	Unexpected Findings
<p>Talent Magnet</p> <p>Attracts talented people & uses them at their full potential</p>	<ul style="list-style-type: none"> Look for talent everywhere Find people's native genius Utilize people at their fullest Remove the blockers 	<ol style="list-style-type: none"> Become a genius watcher Pull some weeds 	<ul style="list-style-type: none"> Talent Magnets attract "A" talent, but the difference lies in what they do with the talent once they have it. Talent Magnets don't run out of talent when their people move on to bigger & better opportunities - there is a stream of "A" talent wanting to get their foot in the door.
<p>Liberator</p> <p>Creates an environment that requires peoples' best thinking</p>	<ul style="list-style-type: none"> Create space Demand best work Generate rapid learning cycles 	<ol style="list-style-type: none"> Play your chips Label your opinions Make your mistakes known 	<ul style="list-style-type: none"> A leader can be above average in an organization & still operate as a Tyrant. Liberators give people permission to think while also creating an obligation for them to do their best work. Multipliers are intense. Leaders who can discern the difference between a tense & an intense climate can access significantly more brainpower.
<p>Challenger</p> <p>Defines opportunities that cause people to stretch</p>	<ul style="list-style-type: none"> Seed the opportunity Lay down a challenge Generate belief in what is possible 	<ol style="list-style-type: none"> Ask a leading question Take a bus trip Take a massive baby step 	<ul style="list-style-type: none"> Even when leaders have a clear view of the future, there are advantages to simply seeding the opportunities. Challengers can think big & ask the big questions, but they can also connect to the specific steps needed. Ask for the impossible in the right way, and it can actually create more safety than if you ask for something easier.
<p>Debate Maker</p> <p>Drives sound decisions through rigorous debate</p>	<ul style="list-style-type: none"> Frame the issue Spark the debate Drive a sound decision 	<ol style="list-style-type: none"> Ask the hard question Ask for the data Ask each person 	<ul style="list-style-type: none"> As a leader, you can have a very strong opinion but also facilitate debate that creates room for other people's views. Debate makers are equally comfortable being the decision maker in the end. Rigorous debate doesn't break down teams: it builds them.
<p>Investor</p> <p>Gives others ownership for results & invests in their success</p>	<ul style="list-style-type: none"> Define ownership Invest resources Hold people accountable 	<ol style="list-style-type: none"> Let them know who is boss Let nature take its course Ask for the F-I-X Hand back the pen. 	<ul style="list-style-type: none"> Multipliers get involved in the operational details, but they keep the ownership with other people. Multipliers are rated 42% higher at delivering world-class results than their Diminisher counterparts.

If you had to define one idea that is common across all five disciplines what would it be? _____

What discipline could you make the most progress on in the least amount of time? _____

Of the various organizations you are part of (business, community, family) where could you implement the Multiplier approach with the greatest impact? Why?
