



OUR MISSION:

To encourage CREW Chicago Members to converse and connect with the goal of developing their capabilities as confident leaders, change agents, and fulfilled, effective professionals.

We will carry out this mission in a collegial, supportive environment that encourages openness, respecting the integrity of each CREW Chicago member.

WALL STREET JOURNAL BESTSELLER

multipliers

HOW THE BEST LEADERS
MAKE EVERYONE SMARTER

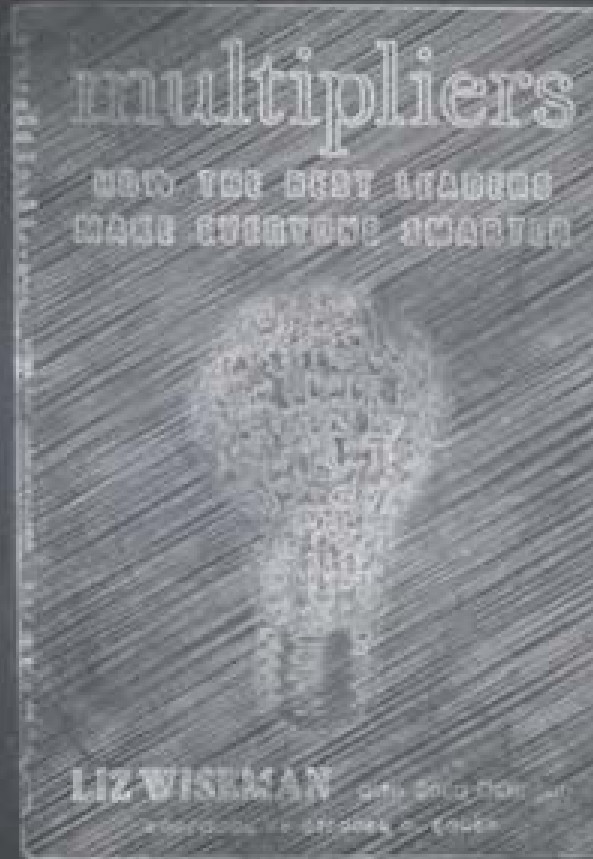


LIZ WISEMAN | WITH GREG MCKEOWN

FOREWORD BY STEPHEN R. COVEY

ARE YOU A
GENIUS
OR
A GENIUS
MAKER?

Concept of the Multiplier



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 their own intelligence, stifle others, and deplete the organization of crucial intelligence and capability.

THE FIVE DISCIPLINES OF THE MULTIPLIER

DIMINISHER

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

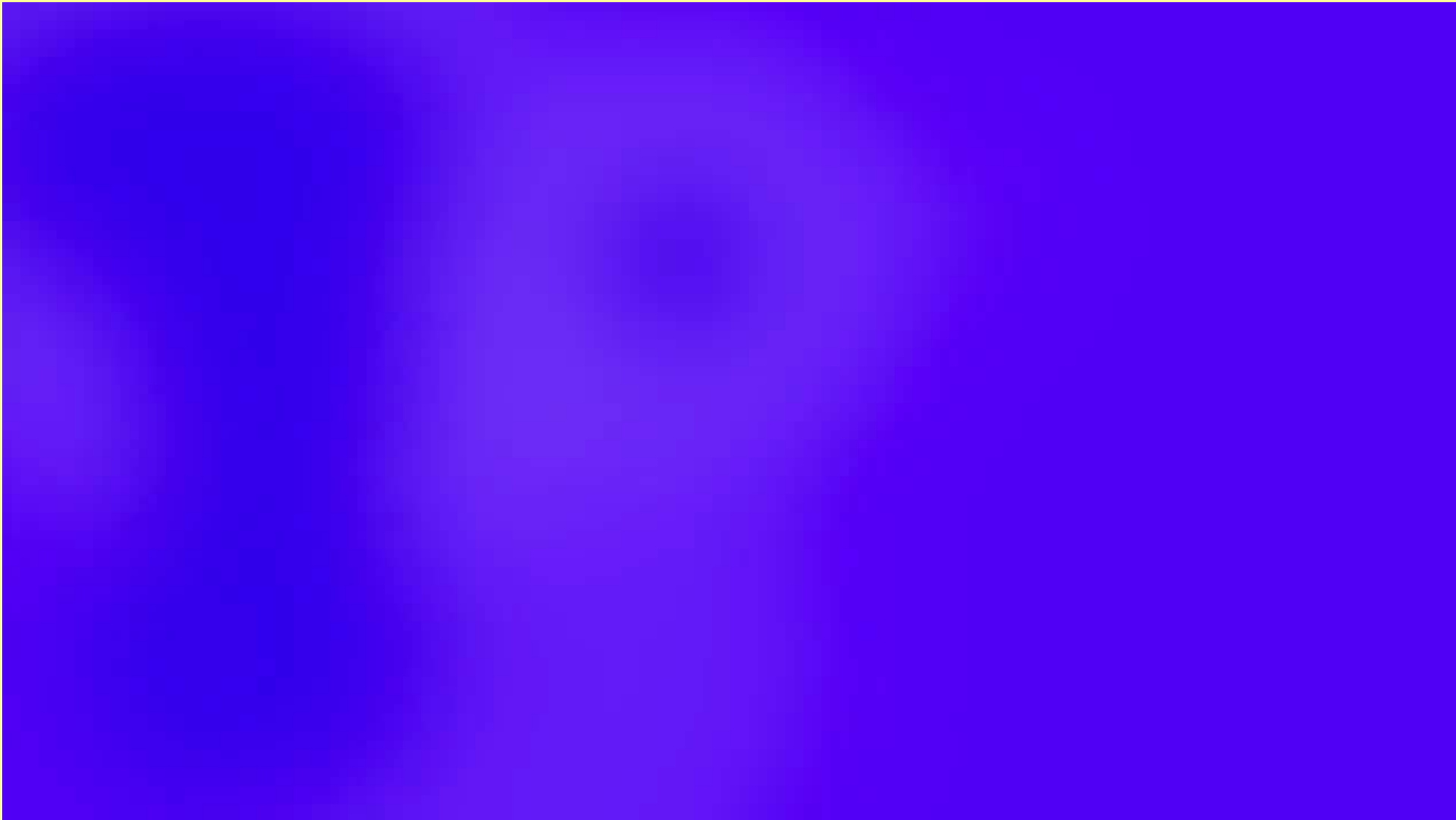
MULTIPLIER

The Talent Magnet	Attracts talented people & uses them at their highest point of contribution
The Liberator	Creates an intense environment that requires people's best thinking and work
The Challenger	Defines an opportunity that causes people to stretch
The Debate Maker	Drives sound decisions through rigorous debate
The Investor	Gives other people the ownership for results and invests in their success

THE RESULTS

By extracting people's full capability, Multipliers get twice the capability from people as do Diminishers.

The Accidental Diminisher





THE OPTIMIST

INTENTION:

To create a belief that the team can do it

OUTCOME:

People wonder if they appreciate the struggle and the possibility of failure.



THE ACCIDENTAL DIMINISHER is the well-intended leader, often following popular management practices, who subtly and, completely unaware, shuts down the intelligence of others.



SIX TYPES OF ACCIDENTAL DIMINISHERS



FROM 'MULTIPLIERS' BY LIZ WISEMAN

www.multipliersbooks.com



THE RESCUER

INTENTION:

To ensure people are successful and to protect their reputation

OUTCOME:

Their people become dependent on them, which weakens their reputation.



THE RAPID RESPONDER

INTENTION:

To keep their organization moving fast

OUTCOME:

They move fast, but their organization moves slowly because there is a traffic jam of too many decisions or changes.



THE PACESETTER

INTENTION:

To set a high standard for quality or a pace

OUTCOME:

Other people become spectators or give up when they can't keep up.



THE IDEA GUY

INTENTION:

For their ideas to stimulate ideas in others

OUTCOME:

They overwhelm others, who either shut down or spend time chasing the idea du jour.



ALWAYS ON

INTENTION:

To create infectious energy and share their point of view

OUTCOME:

They consume all the space, and other people tune them out.



What is a Multiplier?

Multipliers are genius makers.

- Everyone around them gets smarter and more capable.
- Multipliers invoke each person's unique intelligence and create an atmosphere of genius – innovation, productive effort and collective intelligence.
- Multipliers get *twice* the capability as do Diminishers.

The Five Disciplines of The Multiplier



The Talent Magnet



The Liberator



The Challenger



The Debate Maker



The Investor

The Talent Magnet

1. Looks for Talent Everywhere

- Appreciates all types of talent
- Ignores boundaries

2. Finds People's Native Talent

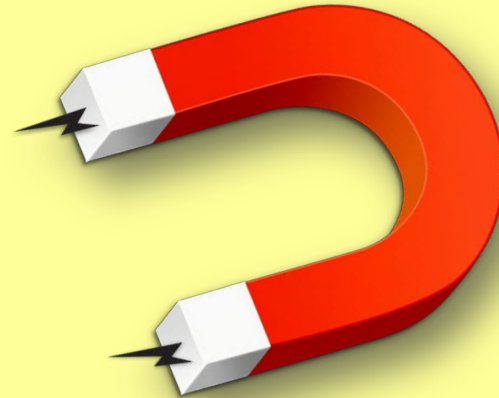
- Looks for what is native
- Labels it

3. Utilizes People at Their Fullest

- Connects people with opportunities
- Shines a spotlight

4. Removes the Blockers

- Gets rid of Prima Donnas
- Gets out of the way



Become a Talent Magnet

- Become a genius watcher
- Pull some weeds

Unexpected Findings

- Both Talent Magnets and Empire Builders attract "A" talent, but Talent Magnets make the most of their talent.
- Talent Magnets don't run out of talent - there is a stream of "A" talent waiting.

The Talent Magnet



The Liberator

1. Creates Space

- Releases others by restraining yourself
- Shifts the ratio of listening to talking
- Operates Consistently
- Levels the playing Field

2. Demands Best Work

- Defends the standard
- Distinguishes best work from outcomes

3. Generates Rapid Learning Cycles

- Admits and shares mistakes
- Insists on learning from mistakes



Become a Liberator

- Play your chips
- Label your opinions
- Make your mistakes known

Unexpected Findings

- The path of least resistance is often the path of tyranny. A leader can still be a Tyrant.
- Liberators give people permission to think and an obligation to do their best work.
- Multipliers are intense, not tense. Leaders who discern the difference access significantly more brainpower.

The Challenger

1. Seeds the Opportunity
 - Shows the need
 - Challenges the assumptions
 - Reframes problems
 - Creates a Starting Point
2. Lays Down a Challenge
 - Extends a concrete challenge
 - Asks the hard questions
 - Lets others fill in the blanks
3. Generates Belief in What is Possible
 - Helicopters Down
 - Lays out a path
 - Co-creates the plans
 - Orchestrates an early wins



Become a Challenger

- Ask a leading question
- Take a bus trip
- Take a massive baby step

Unexpected Findings

- Advantages come from simply seeding the opportunities.
- Challengers have full range of emotion: Think big & ask big questions; Connect to the specific steps needed.
- Asking the impossible *in the right way* creates more safety than asking for something easier.

The Debate Maker



1. Frames the Issue
 - Defines the question
 - Forms the team
 - Assembles the data
 - Frames the decision

2. Sparks the Debate
 - Creates safety for best thinking
 - Demands rigor

3. Drives a Sound Decision
 - Re-clarifies the decision-making process
 - Makes the decision
 - Communicates the decision and rationale

Become a Debate Maker

- Ask the hard question
- Ask for the data
- Ask each person

Unexpected Findings

- Facilitate debate that creates room for other's views; have strong opinions. Data is the key.
- They are equally comfortable as the decision maker or consensus-driven leaders.
- Rigorous debate builds a team and makes it stronger.

The Investor

1. Defines Ownership
 - Names the lead
 - Gives ownership for the end goal
 - Stretches the role
2. Invests Resources
 - Teaches and coaches
 - Provides backup
3. Holds People Accountable
 - Gives it back
 - Expects complete work
 - Respects natural consequences
 - Makes the scoreboard visible



Become an Investor

- Let them know who is boss
- Let nature take its course
- Ask for the F-I-X
- Hand back the pen.

Unexpected Findings

- Remain involved in the operational details, but keep ownership with others.
- Multipliers deliver 42% higher world-class results than Diminishers.

Group Breakout

How can you effectively deal with a
Diminisher in your midst?

Become a Multiplier

The *Lazy Way* Strategy

Work Your Extremes

Lowest Low & Highest High

Adopt the Assumptions of a Multiplier

Allow the behavior & practices to naturally flow

Take a 30-Day Challenge

Pick one practice within one discipline, work it for 30 days

Final Thoughts

- 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?

As a Mindful Leader and Multiplier,
you can make everyone smarter.....

Ask really insightful and interesting
questions that make people think!