

MULTIPLIERS

How the Best Leaders Make Everyone Smarter

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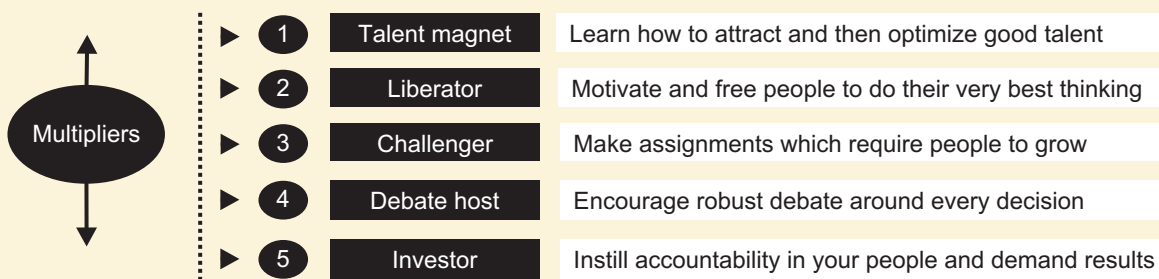
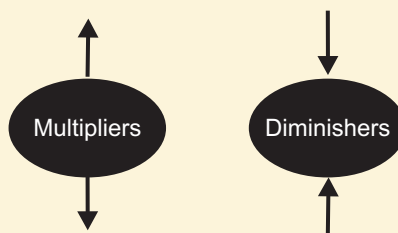
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MAIN IDEA

Some leaders drain all the intelligence and creativity out of their teams and organizations because they insist on trying to be the smartest person in the room. These leaders can be termed “diminishers.” At the other end of the spectrum are leaders who bring out the best in their people and help them get smarter. This second group of leaders can be termed “multipliers”.

In a study of more than 150 senior leaders across 35 companies, it was qualitatively shown a definite “Multiplier Effect” exists. Specifically, leaders who act as multipliers get at least twice as much productivity as diminishers and in some cases multipliers get a lot more than that from their people. In obvious and direct ways, it pays to be a multiplier.

To become a multiplier, there are five disciplines you will need to master:



Discipline # 1 – Become a talent magnet Page 2

Multipliers act as talent magnets whereas diminishers are empire builders. Develop a track record for delivering good solid results and also a reputation for being someone who utilizes the talents of employees to the fullest so your people can grow and prepare to move to the next level. Become skilled at finding ways to accelerate the careers of the people who work for you and everyone will line up to come onboard.

Discipline #2 – Act as a liberator Page 3

Multipliers act as talent liberators whereas diminishers function more like tyrants. Get into the habit of freeing people from the oppressive forces which exist in any corporate hierarchy. Give people permission to think, speak and act according to their own judgement and reasoning. In this way, you create an environment where the very best ideas can bubble to the surface and get picked up on.

Discipline #3 – Challenge people to excel Page 4

Multipliers act as thought challengers whereas diminishers are know-it-alls. Be open about the fact you don't have all the answers and therefore everyone has to be prepared to use their smarts at all times. Push your people to identify the big opportunities where they can make a contribution and then push them to have the focus and energy to confront that challenge and do genuinely great world-class stuff.

Discipline #4 – Host robust and inclusive debates Page 5

Multipliers act as debate makers whereas diminishers are decision makers. If you can get everyone to participate in the process by which a decision gets made, they will feel much more responsibility to make it happen. If you can learn how to get everyone involved in robust and wide-ranging debates, you stand a greater chance of tapping into the collective brainpower of your entire organization.

Discipline #5 – Invest in your people and make them accountable. Page 6

Multipliers invest in their people whereas diminishers make the mistake of attempting to micro manage everything. Teach the people you work with how to operate independently by giving them ownership and investing in their success. Make everyone self sufficient and you've created an organization or a team which can operate independently and deliver results without your direct involvement.

Putting it all together – The Multiplier Effect Pages 7 - 8

Some leaders consistently manage to bring out the best in their people. They make each of us feel smarter, better and more productive. This is the kind of leader you will become if you integrate the five multiplier disciplines into the way you act. If you can identify, enhance and then harness the inherent genius of the people around you, there are no limits to what your organization can achieve.

