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How The Best Leaders Make Everyone Smarter

Multipliers: HOW THE BEST LEADERS MAKE EVERYONE SMARTER

Liz Wiseman

Diminishers drain intelligence, energy, and capability from the people around them and always needs to be the smartest person in the room. Multipliers use their intelligence to amplify the smarts and capabilities of the people around them. Our research of 150 leaders in 35 companies across 5 continents has shown that Multipliers do 5 things very differently than their Diminisher counterparts and get twice the capability from others than their Diminisher counterparts do.

Talent Magnet

- 1. Look for genius in others:** Find what your people do easily and naturally and identify new roles that utilize and extend their genius.
- 2. Stretch the role:** Give people jobs that are 1 or 2 sizes too big for them. Tell them they will grow into them!

Liberator

- 1. Play your chips sparingly:** Instead of doing the talking, create room for others to think and speak up. Dispense your thoughts in small but intense doses. They get more room and you'll be more heard.
- 2. Confess your mistakes:** Give people permission to think and to fail by openly sharing stories about times you took risks and failed. Give everyone a chance to fail at something once (and just once), but insist they learn from it.

Challenger:

- 1. Ask more questions:** Ask hard, interesting questions and then listen to learn what others know.
- 2. Extend challenges:** Extend an interesting, stretch challenge, but don't offer a solution.

Debate Maker

- 1. Frame a debate:** Define the question, explain why it matters and then give people time to gather data and prepare an opening position before the debate.
- 2. Spark debate:** Keep everyone on their toes by asking people to switch positions (or perspectives) and argue the issue from the other point of view.

Investor

- 1. Transfer ownership:** After you let the other person know they are in charge, tell them that you are NOT in charge. Tell them they have 51% of the vote.
- 2. Expect complete work:** Instead of finishing other people's incomplete work, give it back and ask for the "fix." Expect people to give their full brainpower and hold people accountable for finishing the job.

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