MULTIPLIERS
How the Best Leaders Make Everyone Smarter

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She has conducted significant research in the field of leadership and collective intelligence and writes for Harvard Business Review and a variety of other business and leadership journals.

She is a frequent guest lecturer at BYU, Harvard, the Naval Postgraduate School, Stanford and Yale. Liz holds a Bachelors degree in Business Management and a Masters of Organizational Behavior from Brigham Young University.

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Foreward: Over his lifetime, Stephen Covey inspired millions with the power of universal principles. As he traveled the globe many times over, his message was a simple one: for true success and meaning in life, we must be principle-centered in all areas of life.

Covey was the author of many acclaimed books, including the international best seller, The 7 Habits of Highly Effective People, First Things First, Principle-Centered Leadership, The 7 Habits of Highly Effective Families, and The 8th Habit: From Effectiveness to Greatness.

“What does every successful CEO or CFO have in common? They are all Multipliers. Learn how they change the world through other.” – John Doerr, Kleiner Perkins Caufield and Byers.
## A Tale of Two Managers

### The Diminisher
- Highly intelligent
- Does all the thinking
- Others had a way of shutting down around him
- “They will never get this done without me”

### The Multiplier
- Left an impact on those around him
- People feel valued and smart around him
- Got 100% out of everybody
- “People are smart and will figure this out”.

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### The 5 disciplines of managers:

<table>
<thead>
<tr>
<th>Diminisher</th>
<th>Multiplier</th>
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<tbody>
<tr>
<td><strong>The Empire Builder</strong></td>
<td><strong>The Talent Magnet</strong></td>
</tr>
<tr>
<td>Hoards resources and underutilizes talent</td>
<td>Attracts talented people and uses them at their highest point of contribution</td>
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<tr>
<td><strong>The Tyrant</strong></td>
<td><strong>The Liberator</strong></td>
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<tr>
<td>Creates a tense environment that suppresses people’s thinking and capability</td>
<td>Creates an intense environment that requires people’s best thinking and work</td>
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<tr>
<td><strong>The Know-it-all</strong></td>
<td><strong>The Challenger</strong></td>
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<tr>
<td>Gives directives that showcase how much they know</td>
<td>Defines an opportunity that requires people to stretch</td>
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<tr>
<td><strong>The Decision Maker</strong></td>
<td><strong>The Debate Maker</strong></td>
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<tr>
<td>Makes centralized, abrupt decisions that confuse the organization</td>
<td>Drives sound decisions through rigorous debate</td>
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<tr>
<td><strong>The Micro-Manager</strong></td>
<td><strong>The Investor</strong></td>
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<tr>
<td>Drives results through their personal involvement</td>
<td>Gives other people the ownership for results and invests in their success</td>
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“After meeting with the great British Prime Minister William Ewart Gladstone, you left feeling he was the smartest person in the world, but after meeting with his rival Benjamin Disraeli, you left thinking you were the smartest person.” -Bono
**The TALENT MAGNET**

**Multipliers are Talent Magnets, whereas Diminishers are Empire Builders**

Empire Builders recruit workers with the purpose of the worker to become part of the leader’s empire, and used to make him look mightier. Talent Magnets also recruit people, but then use these people to the best of their abilities. The Talent Magnet’s approach leads to growth, recognition, and opportunities. The Diminisher’s approach leads to limitations, loss of confidence and little opportunity.

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**THE CYCLE OF ATTRACTION**

I. The cycle of attraction begins with the leader possessing confidence and magnetism to surround himself with A Players -- people with raw talent and the intelligence needed for the challenge.

II. The genius of these A Players gets discovered, and utilized to the fullest, where the people have room and support to grow, thus becoming A+ Players.

III. These people are positioned in the spotlight, and get kudos and recognition for their work. They attract attention and their value increases in the talent-marketplace, both internally and externally.

IV. As this pattern of utilization, growth and opportunity occurs across multiple people, others in the organization notice the leader and the organization begins to develop a reputation.

Recruitment advertisement in The Times (London), 1914, by Ernest Shackleton, a British explorer setting out to traverse Antarctica:

*Men wanted: For hazardous journey. Small wages, bitter cold, long months of complete darkness, constant danger, safe return doubtful. Honour and recognition in case of success.*

Surprisingly, hundreds of men applied. Shackleton, with the wisdom of an experience captain, staffed his crew with men of a certain orientation. Men who were attracted to adventure and recognition, but who were also realistically prepared for the hardship they would face.

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“I not only use the brains that I have, but all that I can borrow” - Woodrow Wilson
Multipliers are Liberators, Diminishers are Tyrants

Tyrants judge, dominate and create anxiety in others. Liberators create intense environments that require everyone’s best thinking. Liberators do so in three ways: Listen More, Demand People’s Best Work, and Admit their own Mistakes.

Listen More

By restraining yourself, you are giving others the opportunity to release themselves, and voice their opinions. Liberators must be more than good listeners; they are focused listeners who are truly interested in what all parties have to say. They shift the more common ratio of listening to talking so that they find themselves listening most of the time.

Liberators also “level the playing field” by allowing a voice to everyone involved, not only those in upper management. By allowing everyone a voice, leaders get a chance hear from those who are closest to the real issues and can give the most accurate feedback. This technique is also an effective way to make everyone feel valued in the workplace.

Demand People’s Best Work

Liberators are not overly concerned with winning or losing, or meeting a certain outcome. Rather, they consistently ask for people’s best work, and if that is being produced, they are satisfied. This focus on the work creates a pressure environment which elevates performance, whereas focusing on the outcome creates stressful environment that may hinder performance.

Admit your Mistakes

Liberators admit their own mistakes, therefore encouraging all others to do the same. Liberators then focus on what can be learned from the mistakes. Tyrants and Liberators both expect mistakes; Tyrants stand ready to pounce on those who make mistakes, Liberators are ready to help you learn from it.

“The only freedom that is of enduring importance is the freedom of intelligence, that is to say, freedom of observation and of judgment” - John Dewey
The Know-it-All leads as a know-it-all, or expert, assuming that their job is to know the most and to tell the organization what to do. Workers within this organization often waste a lot of time trying to deduce what the boss thinks, and act accordingly. Know-it-all leaders limit what their organization can accomplish to what they know, or are able to do.

The Multiplier leads as a Challenger. Instead of knowing the answer, they use their smarts to set opportunities for their organizations and challenge them to collectively find solutions. These organizations are not limited to what one individual knows, or can do, but rather the organization is often pushed beyond what they currently know or can do.

Three steps to becoming a successful Challenger:

Step 1: SEED THE OPPORTUNITY
Multipliers understand that people grow through challenge. Multipliers do not simply give answers (even when they might know them). Rather they find ways to express the need, challenge current assumptions, reframe problems, and create a starting point.

Step 2: LAY DOWN A CHALLENGE
Multipliers create a vacuum that draws people into the challenge. They begin by establishing a compelling challenge, then ask some hard questions, and allow others to fill in the blanks.

Step 3: GENERATE BELIEF
Multipliers create belief by instilling in others that the impossible is actually possible. Some assistance may be given to create a path, and even co-create a plan. Belief is fortified by experiencing early success in the execution of the plan.

“The number one reason between a Nobel prize winner and others is not IQ or work ethic, but that they ask bigger questions.” – Peter Drucker
The DEBATE MAKER

Diminishers are Decision Makers, whereas Multipliers are Debate Makers

How leaders make decisions is profoundly influenced by how they engage and leverage the resources around them. Diminishers make decisions, which underutilizes the expertise around them, and leaves the organization spinning to accommodate, rather than executing. Multipliers on the other hand create an environment where they can frame a problem, and then encourage a strong debate over the facts in order to hear from all parties, and then make a sound decision.

**Decision Makers**

- **What they do:** Engage only themselves, or a small inner circle in the decision-making process.
- **What they get:**
  - Underutilization of the bulk of their resources, while a select few are overworked.
  - A lack of information from those closest to the action, resulting in poor decisions.
  - Too many resources thrown at those who don’t have the understanding they need to execute the decisions effectively.

**Debate Makers**

- **What they do:** Access a wide spectrum of thinking in a rigorous debate before making decisions.
- **What they get:**
  - High utilization of the bulk of their resources.
  - Real information they need to make sound decisions.
  - Efficient execution with lower resource levels because they have built a deep understanding of the issues, which readies the organization to execute.

*It is better to debate a decision without settling it than settling a decision without debating it.*

—Joseph Joubert
Diminishers act as micromanagers, whereas Multipliers act as Investors

This chapter asks one of the most important questions of an organization: What happens when the leader is not there? Wiseman argued that production is significantly impacted when a micromanager is not there. Workers have been trained that little can be accomplished without the leader. However, when an “Investor Leader” is not there, production is impacted very minimally, if at all, as the members of the team are competent to continue working without the leader present.

**Diminishers work as micromanagers** who maintain ownership, and as a result, create environments where people wait to be told what to do, and sometimes become free-riders allowing the micromanager to often do most of the work.

**Multipliers**, on the other hand, **work as investors**. They instill ownership and accountability in others, by defining them as leaders, while providing them with the coaching and resources they need. Investors hold their team accountable for the results, but also give credit, where credit is due.

“If you want to build a ship, don’t drum up the men to gather wood, divide the work and give orders. Instead, teach them to yearn for the vast and endless sea.” - Antoine de St. Exupery
To become a Multiplier, Wiseman discusses the two major challenges many people find difficult to overcome: (a) wanting to change leadership styles, but being “stuck” as a diminisher and not knowing how to change, and (b) feeling too busy to give time and effort to these changes.

To help guide a potential leadership shift, Wiseman offers the following 3 Accelerators.

Accelerator #1
“Work the Extremes”
- Avoid trying to fix all 5 areas of becoming an accelerator at once.
- Choose a weakness and work to neutralize it.
- Choose a strength and work to make it even better.
- Although not working on all 5 areas, work on something.

Accelerator #2
“Start with the Assumptions”
- Take time to really think about your personal assumptions in terms of working with other people.
- Our behaviors flow from our attitude, so maybe a simple shift in attitude in terms of trusting others to do exemplary work will have a big impact.

Accelerator #3
“Focus on 1 practice”
- Pick one practice that will help your transition in becoming a multiplier and focus on it for 30 days.
- Wiseman claims that a deep focus on one practice for 30 days will internalize the practice, and less effort will need to be put upon it in the future.

Final Thoughts:

This was a very enjoyable book, full of many real-life stories that supported the key contrasts between “Multipliers” and “Diminishers”. The blend of stories with practical tips to work towards becoming a Multiplier was a very effective way to write a book which can be referenced over and over again as one develops as a leader.

One shortcoming of the book is that they made the idea of becoming a Multiplier-style leader appear to be the preferred way to lead, and the process to become a multiplier very simple, when in fact there are as many leadership styles out there as there are leaders, and changing one’s style can be extremely difficult, as it deals with one’s core values and beliefs.

Beyond that, the book speaks to me individually as I think about my leadership style, and helps me wrestle with ideas of how I want to lead others. I would recommend this book to any existing or aspiring leader.

“When I let go of what I am, I become what I might be.” – Lao Tzu