



THE GLOBAL LEADERSHIP SUMMIT

PROCESS TOOL

THE MULTIPLIER EFFECT—Liz Wiseman

GOAL

- ▶ To identify how you might have Multiplier or Diminisher tendencies in your leadership

SURVEY YOUR SITUATION

- ▶ After you have watched the video, we suggest that you take 30 to 40 minutes to process the content. Please begin with prayer. Ask God, through the Holy Spirit, to bring the right leadership situations to your mind—and to give you fresh ideas as you think through the implications of this message in your context.
- ▶ If you are at a table with more than eight people, we suggest dividing into smaller groups of four to seven so that everyone has an opportunity to participate.

PROCESS QUESTIONS

1. During the session, Wiseman invited the audience to think of someone who had been a Diminisher to them and someone who had been a Multiplier. Discuss the following questions with your group.

Who was a Diminisher to you?

- What did this person do?
- Describe their behaviors with a few key words.

How much of your intelligence was this person getting from you (not how hard you were working)?

0% 20% 40% 60% 80% 100%

What did they believe about you?

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Who was a Multiplier to you?

- What did this person do?
- Describe their behaviors with a few key words.

0% **20%** **40%** **60%** **80%** **100%**

How much of your intelligence was this person getting from you (not how hard you were working)?

What did they believe about you?

2. Wiseman’s research identified five traits in which Diminishers differed from Multipliers.

Diminishers	Multipliers
Believe people will not figure it out without me	Believe people are smart and will figure it out
<p>Empire Builder Hoards resources and underutilizes talent</p>	<p>Talent Magnet Attracts talented people and uses them at their highest point of contribution</p>
<p>Tyrant Creates a tense environment that suppresses people’s thinking and capability</p>	<p>Liberator Creates an intense environment that requires people’s best thinking and work</p>
<p>Know-it-all Gives directives that showcase how much they know</p>	<p>Challenger Defines an opportunity that causes people to stretch</p>
<p>Decision Maker Makes centralized, abrupt decisions that may confuse the organization</p>	<p>Debate Maker Drives sound decisions through rigorous debate</p>
<p>Micro-Manager Drives results through their personal involvement</p>	<p>Investor Gives other people the ownership for results and invests in their success</p>

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Take a look at the chart above. Under each column, place a check mark next to the one Multiplier and the one Diminisher trait that you might see in yourself. (Note that “diminishing” might be done unintentionally.)

For each of the traits that you identified, think about how these tendencies might be affecting the people that you lead. Write down your thoughts below.

My Multiplier Trait: _____

How it affects my team:

My Diminisher Trait: _____

How it affects my team:

As a group, take a few minutes to identify one or two ways each person could make changes to magnify their Multiplier trait and overcome their Diminisher trait.

3. Wiseman’s team has developed a number of exercises that can help people grow in their ability to become Multipliers. One is the “Extreme Question Challenge”. Take a few minutes to practice this skill right now.

Divide into groups of two and have one person describe a challenge they are facing professionally or personally. The other person should try to help the person address the problem, but only by asking questions. Try it for a few minutes and then switch. When you are finished, reconvene with your group and talk about how the exercise went by using the questions below.

How did it feel to only ask questions?

How did it feel to be asked questions?

Do you think you made progress addressing your challenge? How so? Or if you didn’t, why not?

What is a situation you are currently facing that could be addressed by asking more questions?

CLOSE—Wrap up your discussion time by praying for the people in your group—that they can become more of a Multiplier with those they lead.