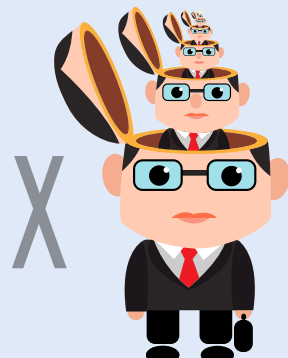


# Multiplying Intelligence



Empowering Leaders to Access the Organization's Full Intellectual Capacity

## Elevating the Leadership Mindset

As director of learning and development for Guidewire, a provider of software for property and casualty insurers, I'm always thinking about ways we can become more agile and tap into the full capabilities of the organization. I was getting ready for an all-hands meeting of our global finance leaders and wanted to find a cutting-edge, engaging way to build excitement within the group while expanding their leadership skills. I was especially interested in helping our finance leaders bring an elevated, more altruistic mindset to the people management aspect of their jobs.

I had experience with the concept of "Multipliers," from Liz Wiseman's groundbreaking book, *Multipliers: How the Best Leaders Make Everyone Smarter*, and I was looking for a way to bring the Multipliers concepts and practices to our leadership team. In talking with my contacts at Advantage Performance, I was excited to learn that they offer a one-day workshop based on Multipliers that aligned perfectly with my goal to get more brainpower and creativity out of the organization.

“ Advantage made it really easy for me to bring in the program. They are a great company to work with and the *Multipliers Simulation* is a real sweet spot for them. ”

Julie Gayner, Director of Learning and Organizational Development

## Multipliers versus Diminishers

Developed by BTS, Advantage's strategic thought leader partner, the *Multipliers Simulation* shows leaders how to lead as Multipliers (rather than Diminishers) of their employees' talents and intelligence. Our finance leaders learned and experienced the Multipliers mindset through engaging, interactive activities. Throughout the day, they practiced key Multipliers principles and developed skills for both multiplying the intelligence of their teams and avoiding becoming Accidental Diminishers. It was compelling to our finance leaders to see how the Multipliers mindset and tools would give them more access to the brainpower of their people and bring out twice the intelligence.

The format of the experience allowed all of our finance leaders – including our CFO, controller, and vice presidents – to reach their own “a-ha” moments by working through realistic and challenging scenarios, collaborating with their table teams, participating in rich discussions, and reflecting on their own interactions and relationships. With this very personal leadership approach, we could see people's minds expanding as they went through the workshop, and it was easy to visualize how this new culture and approach was going to unfold for the organization. The participants left the program with an aligned mindset and new insight into how to access the full intellectual capacity of their teams.

## Focused Accountability Leads to Greater Success

As the finance team headed into the fourth quarter, they decided to focus on three Multiplier behaviors they thought could help the team be successful during their annual “crunch time.” By holding each other accountable for the behaviors, the team has been able to maintain the momentum sparked by the workshop and solidify the Multipliers behaviors on an individual and team level.

With the whole team going through the experience as a function, we have been able to build a culture and common language around the Multipliers mindset. In addition, we've had opportunities to do follow up work within the finance function that has built even greater alignment with the culture. We look forward to cascading the program to other parts of the organization and tapping into the great stores of brainpower and innovation that exist across Guidewire.

30 finance leaders
1-day program
2X intelligence

