Are You a Multiplier...

Build brainpower in your organization with these tips from the bestselling book, now also a powerful 1-day leadership simulation:

... or An Accidental Diminisher?

Multipliers

- boost employee brainpower.

Diminishers

- do the opposite, often unintentionally.

Which one are you?
Accidental Diminishers
usually have *good* intentions. They can become *Multipliers* with these simple workarounds:

### Perfectionist

**Intention:** To help people produce *outstanding work* they are proud of.

**Outcome:** People feel criticized, become disheartened, and stop trying.

**Workaround:** Define the Standards of Excellence *Up Front*. Let people know what outstanding looks like and define the criteria for completeness. Ask people to self-assess by the standards.

### Rescuer

**Intention:** To ensure people are successful and to *protect* their reputations.

**Outcome:** People become *dependent*, which weakens their reputation.

**Workaround:** Ask for Their F-I-X. When someone brings you a problem or signals a need for help, remind yourself that he or she probably already has a solution. Ask, “*How do you think we should solve it?*”
**Always On**

**Intention:** To create *infectious energy* and share their point of view.

**Outcome:** They *consume* all the space, and other people *tune them out.*

**Workaround:** *Say It Just Once.* Instead of repeating yourself for emphasis, try saying things once, and create a reason for others to chime in and build on the idea. Set *expectations for others to speak up.*

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**Pace Setter**

**Intention:** To set *a high standard* for quality or pace.

**Outcome:** Other people become *spectators* or *give up* when they cannot *keep up.*

**Workaround:** *Stay Within Sight.* If you have a tendency pull out ahead, remind yourself to *stay within sight,* so people don’t give up or get lost. Stay within a distance that someone could catch up.
Rapid Responder

**Intention:** To keep their organization *moving fast.*

**Outcome:** Their organization *moves slowly* because of the traffic jam of too many decisions or changes.

**Workaround:** *Set a Mandatory Waiting Period.*
*Wait 24 hours* (or however many) before responding to anything that falls into someone else’s job. Give that person the first right of response.

Strategist

**Intention:** To create a compelling reason to move beyond the *status quo.*

**Outcome:** People defer up and second-guess the boss rather than finding answers.

**Workaround:** *Don’t Complete the Puzzle.*
As you paint a picture of the future, leave sections for your team to complete. Frame the puzzle by establishing the WHY and the WHAT, but *let your team fill in the HOW.*
Intention: For their ideas to stimulate ideas in others.

Outcome: They overwhelm others, who either shut down or spend time chasing the idea du jour.

Workaround: Create a Holding Tank. Before sharing new ideas, stop and ask yourself if you want the people who work for you to take action now. If not, hold off sharing and save it for later.

Optimist

Intention: To create a belief that the team can do it.

Outcome: People wonder if the Optimist appreciates the struggle and the possibility of failure.

Workaround: Signal the Struggle. Before offering your boundless enthusiasm, start by acknowledging how hard the work is. Let people know, “What I am asking you to do is hard. Success isn’t guaranteed.”
Protector

**Intention:** To keep people safe from political forces in the organization

**Outcome:** People don’t learn to fend for themselves.

**Workaround:** Expose and Inoculate. Expose your team members to harsh realities in small doses, so they can learn from their mistakes and develop strength.

Visit [advantageperformance.com](http://advantageperformance.com) for more information about *Multipliers*, and for access to our free tools & resources!

“**Multipliers** get 2x the intelligence from the people who work for them compared with **Diminishers.**”

- Liz Wiseman