

Illuminating DATA



98 leader participants in a 4-month period
71 survey respondents
97% participated in follow-up activities
97% self-reported measurable results

Study Tracks Electrifying Results of Multipliers Simulation at Madison Gas and Electric

A Utility of the Future

At Madison Gas and Electric (MGE), we're focused on becoming a utility of the future. As part of our Energy 2030 initiative, we've identified the critical skills needed by our leaders to effectively lead us into the future. In order to support the growth and development of our leaders, we turned to our longtime partners at Advantage Performance and BTS to help implement the Multipliers Simulation.

Based on Liz Wiseman's groundbreaking book, *Multipliers: How the Best Leaders Make Everyone Smarter*, the *Multipliers Simulation* shows leaders how to lead as Multipliers (rather than Diminishers) of their employees' talents and intelligence. We launched Multipliers in 2016. Early in 2017, our partners at Advantage surveyed the program participants to measure the results of the simulation.

“The simulation made me realize that I was not giving my team enough credit to do the work that was expected. I have a new awareness of the strengths of my team.”

MGE Leader



97% agree or strongly agree:

“I learned something that I have been able to use on my job that helps me accomplish measurable results for which I am accountable”

Quantifying Results

In perhaps the greatest testament to the effectiveness of the program, 97 percent of the respondents indicated that, as a result of participation in the *Multipliers Simulation*, they learned something that they have been able to use on the job to help accomplish measurable results.

One highlight of the program that respondents identified is the exploration of Accidental Diminishers, managers who have the best intentions but through their actions and words have the effect of lessening their team's contributions. As an example, during the *Multipliers Simulation*, one veteran manager realized his tendency was to rescue his team members by fixing things himself rather than allowing them to fix their own mistakes. He would frequently correct omissions and math errors on his own, which had the effect of not only failing to hold team members accountable for their own work, but also not giving them a chance to learn from their mistakes. By falling into this trap, he realized that he was not giving his team enough credit for being able to do their jobs properly.

After the simulation, he made a conscious choice to stop rescuing his team. Once he began returning errors to team members to correct on their own, he was able to chart a 20-percent decrease in the number of errors made by his team. The end result is that team members have learned from their mistakes and gotten better at their jobs, while at the same time the manager has more time to focus on other things. He reports that he's actually spending less time at the office now, which contributes to his own happiness and engagement on the job.

Ensuring Ongoing Impact

The survey results verified that the *Multipliers Simulation* is driving behaviors that are creating a measurable business impact. Participants reported that they are delegating more tasks and projects to employees and doing less rescuing, involving teams in making important decisions, providing stretch assignments, and having more productive team meetings. They also reported increased team member engagement, improved performance and productivity, better communication, and faster time to performance for new employees.

Not surprisingly, those participants whose managers are most involved reported the strongest results. Clearly, manager engagement drives results. In addition, those participants who intentionally applied the tools they learned were more likely to report greater results and satisfaction with the program. Our investment in the Multipliers process, and our active engagement in using the tools and learning, will ensure that our leaders are equipped to lead us into the future.