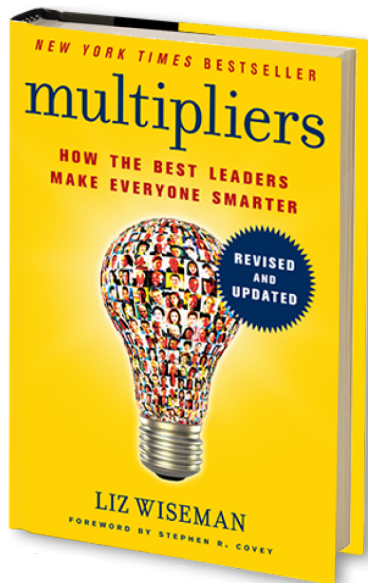


Are You a **Multiplier...**

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:



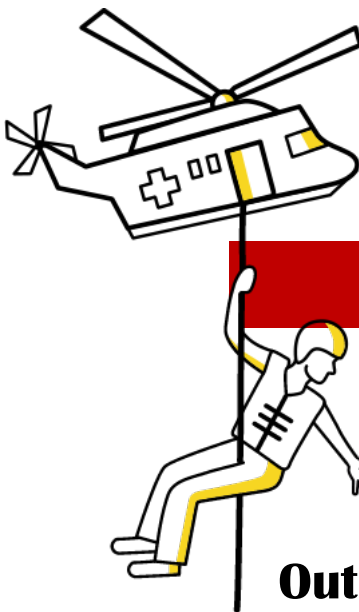
Perfectionist

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.

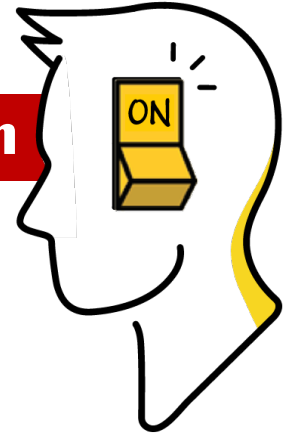
Outcome: People become *dependent*, which weakens their reputation.



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

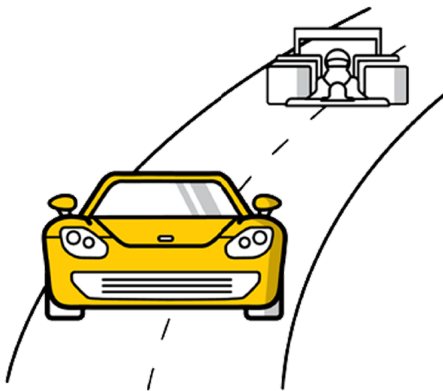


Intention: To create *infectious energy* and share their point of view.

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*.

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*.



Idea Guy

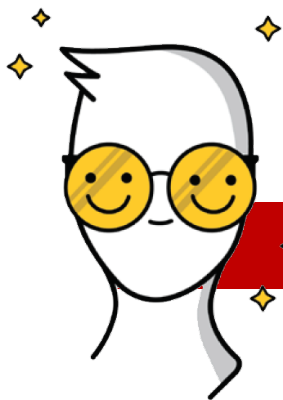


Intention: For their ideas to *stimulate* ideas in others.

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** 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

Advantage Performance Group

(415) 925-6832 • www.advantageperformance.com • contact@advantageperformance.com

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