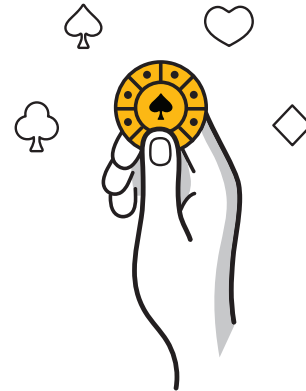


Multiplier EXPERIMENTS

PLAY FEWER CHIPS

Play fewer chips in a meeting.

Before a meeting, give yourself a budget of “poker chips,” with each chip representing a comment or contribution to the meeting. Use your chips wisely, and leave the rest of the space for others to contribute.



MULTIPLIER DISCIPLINE

Liberator

Remedy for **Always On** and **Idea Guy** Accidental Diminisher

MULTIPLIER MINDSET

By being small, others get a chance to be big.
By being big less often, your own ideas will be more impactful.

MULTIPLIER PRACTICES

Plan how you will use your chips. When you play a chip, go big! But when you aren't playing a chip, stay small and leave room for others. Below are some ways you might Go Big and play your chips, and when you might want to Go Small.

Caveat 1: You might need to allow some silence to pass after you speak. Others might be expecting you to jump back in. Be OK with silence. It creates a vacuum that draws in others.

Caveat 2: If you are worried that someone might think you are disengaged, tell them at the outset that you will be operating in listening mode and want to give air-time to others.

The Promise: You create more room for others to contribute, and your own ideas will be more heard and influential.

Go Big	Go Small
<ol style="list-style-type: none"> 1. Open the meeting by framing the issue (What is the issue/decision? Why is it important? How will it be discussed/decided?) 2. Ask a big question. 3. Offer an idea of your own (that isn't already surfacing). 4. Redirect the conversation or get it back on track. 5. Summarize 	<ol style="list-style-type: none"> 1. When you have the urge to say, "Yes, I think that too." 2. When you want to reframe what you heard into your own idea. 3. When you want to say, "I did some research and the data validates that."

Multiplier EXPERIMENTS | Play Fewer Chips

Lab Results

Mahmoud Mansoura, a global support delivery manager for HP Enterprise in Morocco, was inspired to rethink his contributions as a leader. After attending a Multipliers Workshop, Mahmoud could see that he was taking up too much space with his team—he realized he was always talking. He met with his team weekly and followed a practice of opening the meeting by sharing announcements and news, and giving directions to team members. This was a practice he had done for years, but now he started to pay attention to the impact on the team and wondered if others might contribute more if he talked less. Mahmoud decided to limit his contributions using the poker chips. He stopped opening the meetings with his remarks, and instead began every meeting with a roundtable where all team members were invited to share. Mahmoud was able to listen to the team share successes and challenges and watch them problem-solve. He now only intervenes when the team can use some redirection or he feels that a well-timed comment from him could have a positive impact on the team. Mahmoud has successfully shifted the amount of space he consumes in meeting through intentional practice and “poker chips.”

Your Turn: Prepare for success with Multiplier practices. Use this grid to plan and reflect on your experiments.

Look for Opportunity Where and how might you use this experiment?	Increase Your Impact Where and how might you use this experiment?
Maximize Your Learning What happened and what is your evidence?	Develop Your Skill Where can you use this again?