

Leaders as Readers – Executive Book Summary

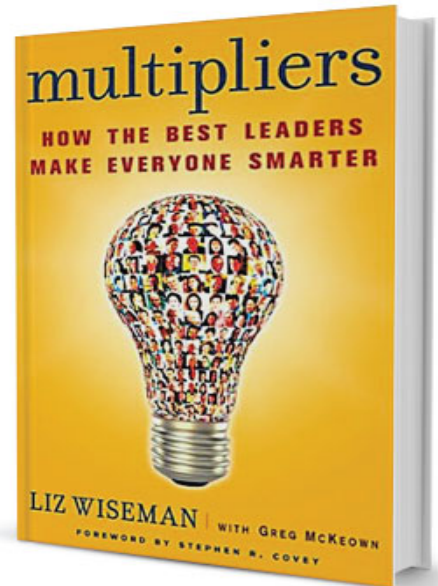
BECOME A 'MULTIPLIER'

October 2015



“How smart you are is defined by how clearly you can see the intellect of others.” [p. 79]

By Liz Wiseman
with Greg McKeown



Yasmin Hashmi



Author's Aims & Perspectives

Multipliers began with the research question to investigate:
“What are the vital few differences between intelligence Diminishers and intelligence Multipliers, and what impact do they have on an organization?”

This book was designed to:

- Provide an end-to-end learning experience
- Understand the 2x Multiplier Effect and its basis in research
- Clarify the differences between Multipliers and Diminishers
- Present a road map for becoming a Multiplier – YOU can be a Multiplier by creating genius around you and receive higher contributions from your people.

Note: Please click on image above or link to play the video.

(<https://www.youtube.com/watch?v=ctRoJaHu0z0>)

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multipliers

HOW THE BEST LEADERS
MAKE EVERYONE SMARTER



Notable Quotes...

Jim Collins

"If you only studied gold medalists at the Olympics, you might erroneously conclude that they won because they all had coached. It is only by contrasting winners with the people who lost that you realize that everyone has a coach, so having a coach cannot be the active ingredient in winning. We were looking for the active ingredients or differentiating factors." (p. 230)

Carol Dweck of
Stanford University

"Research found that children given a series of progressively harder puzzles and praised for their intelligence stagnate for fear of reaching the limit of their intelligence. Children given the same series of puzzles but then praised for their hard work actually increased their ability to reason and to solve problems. When these children were recognized for their efforts to think, they created a belief, and then a reality, that intelligence grows." (p. 13)

Continued p. 4

Summary of the Book

Multiplier's are genius makers and bring out the intelligence in others. Diminishers are self absorbed in their own intelligence and under minds others.

Multipliers: How the best leaders make everyone smarter, is a book based on the 'Multiplier Formula'. This formula is based on 'The 5 Disciplines of the Multipliers & Diminishers' as depicted in Figure 1 below. According to Liz Wiseman a Multiplier is the following:

The Talent Magnet: Who attracts and optimizes talent

The Liberator: Someone who requires people's best thinking

The Challenger: Extend challengers to others

The Debate Maker: Opens discussion and debate when making decisions

The Investor: Someone who instills accountability

Whereas in the Diminisher functions very differently. They are seen more like:

The Empire Builders: Hoard resources and underutilize talent

The Tyrant: Create tense environments and suppress peoples thinking

The Know-it-all: Gives directives and showcase how much they know

The Decision Maker: Makes abrupt decisions and confuse the organization

The Micro Manager: Drives results through their personal involvement. (Wiseman, p. 23)

By extracting people's full capacity, Multipliers get 2x the capability from people than do Diminishers. (Wiseman, p.31)

As a result they out weigh the results of a Diminisher!

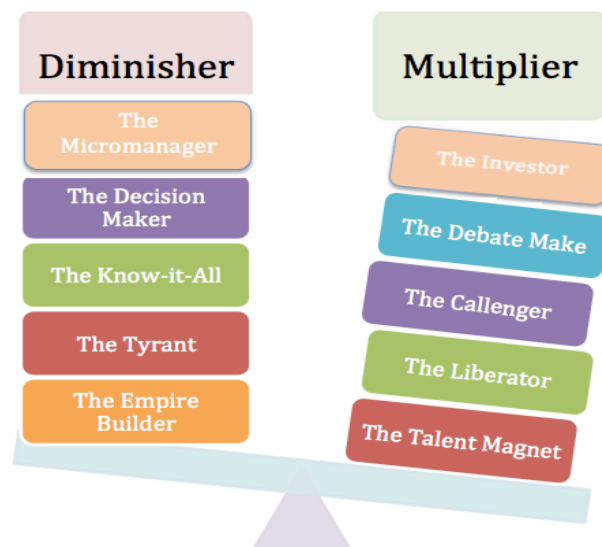


Figure 1. 5 Principles of Multipliers & Diminishers (Wiseman, 2010, p. 23)

THINKERS

50 multipliers

Based on the rigorous research of *Multipliers* and The Wiseman Group, Liz Wiseman has been listed on the Thinkers50 ranking and named one of the top 10 leadership thinkers in the world.

Click to see the 2013 Thinkers50 list of top notch leadership researchers and thought leaders. Learn **why they matter now**.
<http://www.thinkers50.com/t50-ranking/2013-2/>



Clayton Christensen
 W. Chan Kim & Renée Mauborgne
 Roger Martin
 Don Tapscott
 Vijay Govindarajan
 Rita McGrath
 Michael Porter
 Linda Hill
 Herminia Ibarra
 Marshall Goldsmith
 Pankaj Ghemawat
 Jim Collins
 Daniel Pink
 Lynda Gratton
 Amy Edmondson
 Sylvia Ann Hewlett
 Richard D'Aveni
 Marcus Buckingham
 Gary Hamel
 Nirmalya Kumar
 Nitin Nohria
 Teresa Amabile
 Richard Rumelt
 Jeffrey Pfeffer
 Richard Florida



A.G. Lafley
 Stewart Friedman
 Morten Hansen
 Tammy Erickson
 David Ulrich
 Liu Chuanzhi
 John Kotter
 Chip Heath & Dan Heath
 Sheryl Sandberg
 Umair Haque
 Daniel Goleman
 Henry Chesbrough
 Rosabeth Moss Kanter
 Julian Birkinshaw
 Subir Chowdhury
 Fons Trompenaars
 Chris Zook
 Sydney Finkelstein
 Anil Gupta
 Andrew Kakabadse
 Rakesh Khurana
 Celia de Anca
 Liz Wiseman
 Doug Ready
 Wang Shi

Figure 2. Thinkers 50 (Wiseman, 2013)

Down to the Point Multiplier Overview through the book

How would you...



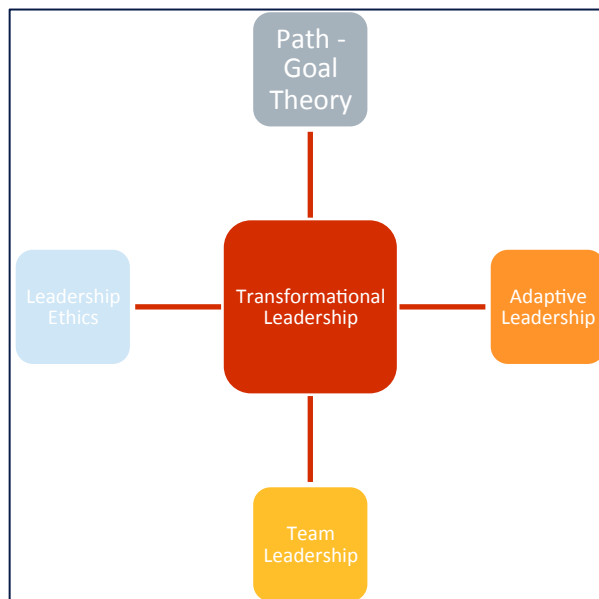
Are you a...	Manage Talent?	Approach Mistakes?	Set Direction?	Make Decisions?	Get Things Done?
Multiplier  "People are smart and will figure this out!"	Develop <ul style="list-style-type: none"> Ignore boundaries Find genius and 'Label it!' Connect people with opportunity Remove the blockers and 'Get out of the way!'	Explore <ul style="list-style-type: none"> Create space for others Demand the best work Generate rapid learning cycles 'Admit and share mistakes' 'Make your mistakes known'	Challenge <ul style="list-style-type: none"> Seed opportunity and create a starting point Asks the hard questions Generate belief in what is possible 'Take massive baby steps'	Consult <ul style="list-style-type: none"> Frame issues Sparks debate Communicates the decision and the rationale 'Data is key'	Support <ul style="list-style-type: none"> Define ownership and name the lead to others Invest resources Hold people accountable – expect complete work 'Hand back the pen'
Diminisher  "They will never figure this out without me!"	Use <ul style="list-style-type: none"> Bring in talent Underutilize and hoard resources for their own gain 'The Empire Builder'	Blame <ul style="list-style-type: none"> Creates a tense environment Suppresses people's thinking Brings up safe options 'The Tyrant'	Tell <ul style="list-style-type: none"> Give directives Limit what others can do 'What does the boss think?'	Decide <ul style="list-style-type: none"> Decide in an inner circle Decision making is done in the dark 'Is this a sound decision?'	Control <ul style="list-style-type: none"> Manage every detail Create dependence Presence is to perform 'The Micro Manager'

Application of the Theory into Practice

The Accidental Diminishers Report

As depicted in Peter Northouse's book, *Leadership: theory and Practice*, leadership is a process whereby an individual influences a group of individuals to achieve a common goal. Such leaders also have an ethical responsibility to attend to the needs and concerns of followers as it's a relationship or being together and not one where one is above the other. An analogy of this is like the leader and the follower being on two sides but on the same coin. (Northouse, 2015, p. 6-7) There is the common goal however each one has a function, which greatly influences the other. Liz Wiseman boils the influencing factor onto the leader as being a Multiplier, a Diminisher or you may simply be an Accidental Diminisher unaware of your affects on others.

When making a comparison of the traits illustrated by Wiseman for each leadership style, they correlate into a combination of five theoretical leadership categories, as explained in Northouse, which are all interrelated. At the heart of Wiseman's Multiplier concept is



the model of transformational leadership, which is influenced by the path-goal theory, leadership ethics, team leadership and finally adaptive leadership – as outlined in Table 1. When there is an imbalance in one of the 5 Principles of being a Multiplier, the leader slowly moves into a diminishing role.

There is an understanding of managerial roles being one where you are 'the boss', which entail particular characteristics that are commended. (Wiseman, 2010, p. 25) However our perceptions of leadership need to be in tune towards being more transformational in order to be a Multiplier.

multipliers

HOW THE BEST LEADERS
MAKE EVERYONE SMARTER



Notable Quotes Continued...

John Dewey

"The only freedom that is of enduring importance is the freedom of intelligence, that is to say, freedom of observation and of judgment" (p. 65)



Multipliers are Intense!

Leaders who can discern and create the difference between a tense and an intense climate can access significantly more brainpower from their organizations" (p. 95)

"Multipliers are rated 42% higher at delivering world-class results than their Diminisher counterparts" (p. 193)

Wiseman has created a survey tool, which would allow you to determine whether you actually have characteristics of a Diminisher or to help you determine whether you are an Accidental Diminisher.

The impact of coming to terms or realizing our diminishing characteristics could be empowering to actually do something about the matter. As one executive put it in the book, “When I read the findings, I realized that I have been living in Diminisher land so long that I have gone native.” (Wiseman, 2010, p. 25) As Wiseman states, the good news for the Accidental Diminisher is that there is a viable path to becoming a Multiplier. (Wiseman, 2010, p. 26)

So I put the survey to test on myself, which could be found at www.multipliersbooks.com, to see whether I have Diminisher qualities. As seen in Figure 3, there are various aspect of the Diminisher that could be hidden in a leader, which could be seen as noble character traits. However, Wiseman’s Multiplier model emphasizes the concept of amplifying intelligence and ownership to your team

Table 1. Outlining the Theory Applicable to Wiseman’s Multipliers Model

Transformational Leadership	
Path-Goal Theory	Explains how leaders motivate followers to be productive and satisfied with their work (Northouse, 2015, p.135).
Adaptive Leadership	Analyze how to help people change and adjust to new situations (Northouse, 2015, p.292).
Team Leadership	The team has a compelling purpose, right people, real team, clear norms of conduct, supportive organizational context, and team focused coaching (Hackman, 2012).
Leadership Ethics	There is a conscious effort in the leader to demonstrate respect for others, service, justice, manifesting honesty, and building community (Northouse, 2015, p.341).

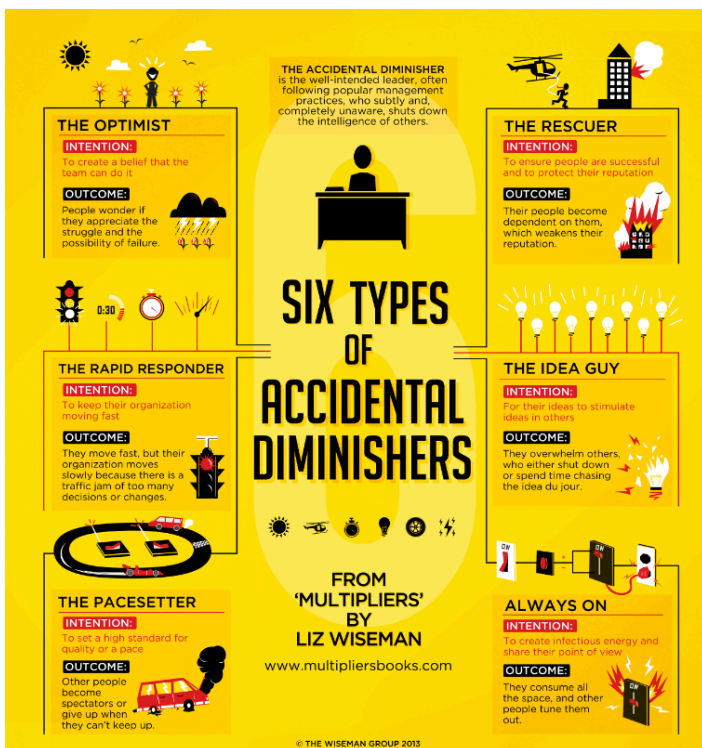


Figure 3. 6 Types of Accidental Diminishers (Wiseman, 2013)

members to create a community for a common goal to benefit an organization.

My results...well not very surprising but as you can see in Figure 4 – I guessed that I would score lower in the micro managing field, since I do have perfectionist traits. This survey is a useful tool to give perspective on oneself, but it also provides feedback referencing back to the text. Since Wiseman had written the book as a guide to put the Multiplier model into effect. Once you identify areas to work on, Wiseman outlines an approach to tackle those traits by calling it ‘The Lazy Way Strategy’ in becoming an ‘Accelerator’. This strategy includes: (Wiseman, 2010, p. 223)

1. **Working the extremes:** Bring up your lowest lows and take your highest high to the next level.
2. **Start with the Assumptions:** Adopt the

- assumptions of a Multiplier and allow the behavior and practices to naturally follow
3. **Take a 30-Day Multiplier Challenge:** Pick one practice within one principle and work on it for 30 days.

Despite the strategies and the structured approach Wiseman illustrates in her book, it comes down to what kind of leader you want to be. You can analyze the theories and see examples of how they transpire in practice, however you need to ask yourself – as Wiseman did in her book – “Which will you be: A genius? Or a genius maker? Perhaps, you stand with one foot on the building and the other on the wire. The choice matters.” (Wiseman, 2010, p. 222)

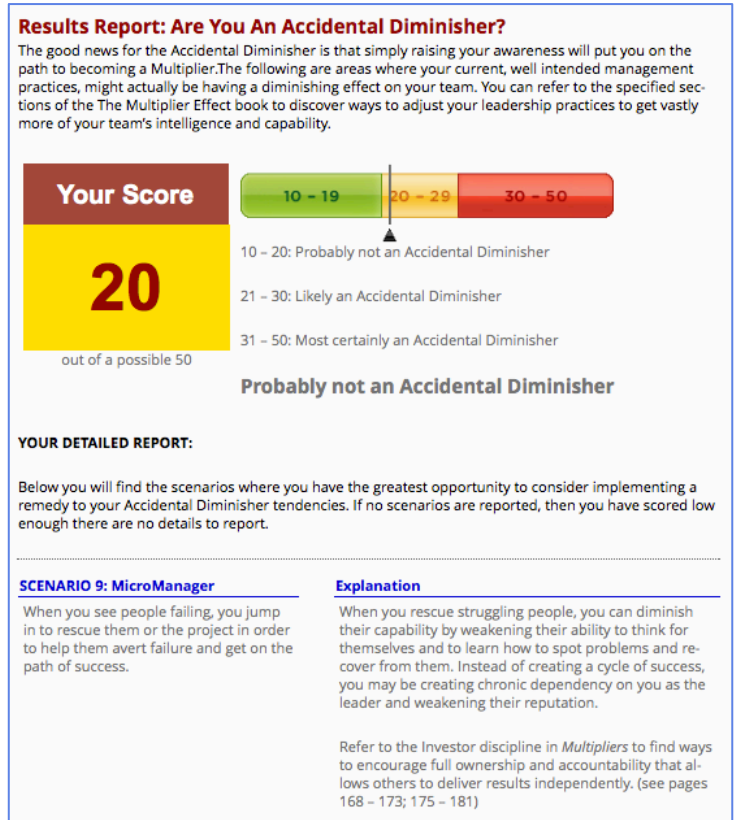


Figure 4. Y. Hashmi's Accidental Diminisher Report

Discussion Questions to Ponder Upon

1. Considering Robert Greene's quote, 'Never outshine your master'. To what extent can you be a Multiplier under the leadership of a Diminisher? What would be your approach?
2. In the book, *Leadership by P. Northouse*, what types of leadership approaches would be applicable to Multipliers, Diminishers and Accidental Diminishers?
3. Leaders direct and guide followers to bring progress in organizations. How could a Multiplier give 'ownership' on tasks without becoming disengaged yourself? How would you maintain a balance with your team without seeming too relaxed?
4. Can educators be Diminishers in the classroom? How would you modify the 5 Principles to being a Multiplier to fit an educational/classroom context?
5. One from the book: "If you had to define one idea that is common across all 5 principles what would it be?" (Wiseman, 2010, p. 250)

Evaluation of the Book



Multipliers – How the Best Leaders Make Everyone Smarter, is a great book provided with strategies and insights into how to magnify a team’s intelligence. Not only does Liz Wiseman take us into the mind of the Multiplier, but she also approaches the task by providing insights into how Diminishers function. Wiseman takes the guide further by addressing how we may actually be ‘Accidental Diminishers’ and concludes the book with how to address the challenges and how to become a Multiplier one step at a time.

Wiseman brings her expertise on the topic as a researcher, executive advisor and a speaker of leadership. A former executive from at Oracle Corporation, Wiseman has also been listed on the Thinkers 50 ranking and named one of the top ten leadership thinkers in the world. (Wiseman, 2010) With her background and expertise she tag-teamed with Greg McKeown, from Stanford University, to approach the Multipliers movement with a very strong research based investigation. Appendix A of the book, clearly outlines the research process, which brings credibility to the concepts, which brings confidence to the reader. This can be clearly seen in the Figure 5.

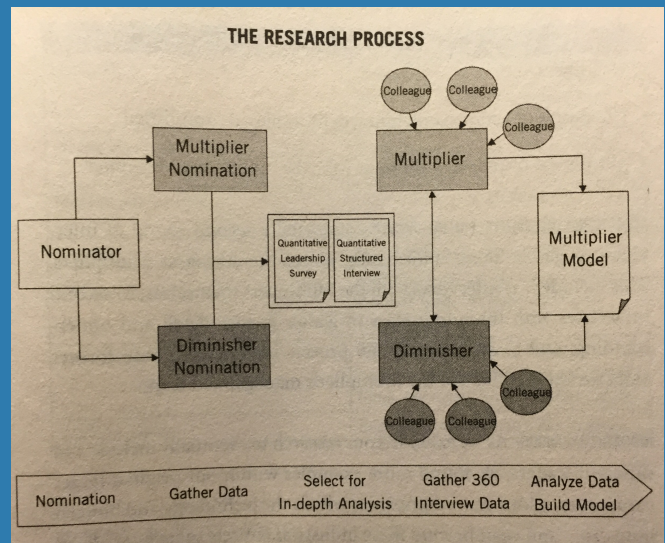


Figure 5. The Research Process (Wiseman, 2010, p. 233)

Wiseman asks many times throughout the book, ‘Are you a genius maker?’ which gets the reader thinking about their role as a leader. As a result, this adds a practical element to how one reads the text. As I read through the book, I consistently was challenged by the author to think about my role as a leader. How do I led in my previous leadership roles, and how can I improve to move away from falling into the role of becoming an Accidental Diminisher? She provides a variety of examples of Multipliers and Diminishers in various fields, which makes the book highly accessible to different individuals.

My biggest criticism is how Wiseman emphasizes the importance of promoting intelligence, but for the need to increase productivity without the need to increase resources. Although it is very important to maximize the output of your team members, various phrases and terminology was used that almost gave the sense of being a Multiplier of objects. I am sure that this was not intentional, but one could argue that ultimately don’t organizations want to be efficient yet maximize people’s intelligence.

Coming from an educational position, how many times do we find teachers feeling under paid, unappreciated, not having enough time and being under staffed? The concept in Multipliers is definitely

an admirable one. However, when it comes down to productivity, team members were referred to as 'resources'. Examples from the text are listed below:

- 'Define opportunities that challenge people to go beyond what they know how to do' (Wiseman, 2010, p. 124)
- 'Stretch the Role' (Wiseman, 2010, p. 171)
- 'Let them know who is the Boss. When you delegate, you probably let people know what you are expecting of them. But take this to the next level and let people know that they (not you) are in charge and accountable.' (Wiseman, 2010, p. 188)

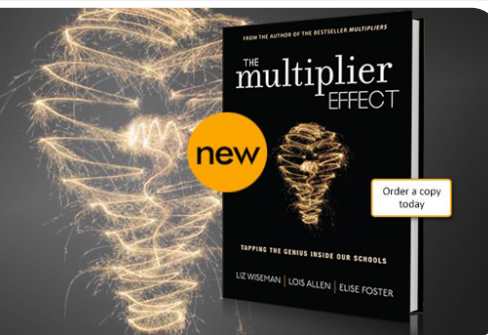
It is always dangerous to take words and phrases out of context, however as I read the text I couldn't help but think stretching, challenging and passing the leadership role is all-wonderful. However, would this also open up the chance for the Multiplier to turn into a Diminisher if we don't monitor how much we demand from our team members? I feel this is the case for leaders in general, where there needs to be a balance in what we expect, how much we demand and what actually transpires. Wiseman's Multiplier model is definitely one to reflect on, but like all models they are hypothetical and should be reflected upon when apply into your own context. Like many things!



looking to

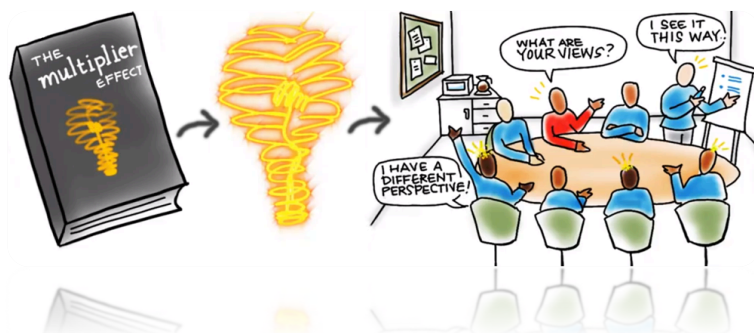
Wiseman's book is a great read, which is based on sound, convincing research. However with this research, as an educator, we all need to reflect on how such models apply to us and perhaps see how it could be adapted into our contexts. I also feel that the role of a leadership coach who supports the leader helps facilitate the individual in their role. At the Inter-Community School Zurich (ICSZ), our mission statement is: 'Achieve your Potential. Pursue your Passion. Fulfill your Responsibility', which would be inline with Wiseman's Multiplier concept. However in practice, if anything, leaders should tap into their teams potential first in order to understand how much they can extract from them that is realistic and responsibly ethical in order to foster each individuals passions.

An invitation to leaders across education to operate as Multipliers, accessing and channeling the intelligence, talent and creativity of the people around them.



The Multipliers Effect Tapping the Genius Inside our Schools

An insight of how the Multipliers effect could be applied in an educational context!



'Living and Working with Childlike Wonder'
Click on image above or link to play video.
https://www.youtube.com/watch?v=GN1V8Y_kOEI

Sources:

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FOR YOUR INFORMATION

Other Books by Liz Wiseman

