

150 leaders.
35 companies.
7 years of focused research.

1 really BIG question.



If you like the book and the *Multipliers* concepts Liz brings to life at our webinar, **you're going to love the *Multipliers* experience!**

Thank you for joining our *Dealing with Diminishers* webinar featuring bestselling *Multipliers* author Liz Wiseman and brought to you by [Advantage Performance Group](#). We hope you find this material useful as you join the quest to rid the world of bad bosses!

Our thought leader partner BTS, global experts in strategy, partnered with Liz to create a learning experience especially for those wanting to put the *Multipliers* principles, lessons, and benefits to work in their organizations.

Available exclusively through Advantage Performance Group and BTS, [The Multipliers Simulation](#) allows leaders to experience the *Multiplier* mindset, practice *Multiplier* principles, and learn to avoid *Diminisher* traps within the context of real-life business challenges.

For more information or to find out how to bring the *Multipliers* experience to your organization, contact Advantage today!



Advantage Performance Group

We help leaders lead, sellers sell, and businesses flourish.

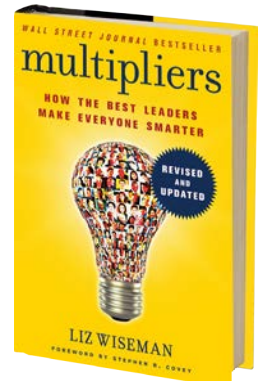
Contact us by phone at [800.494.6646](tel:800.494.6646), via email at contact@advantageperformance.com or visit us on the web at www.advantageperformance.com.

multipliers

HOW THE BEST LEADERS MAKE EVERYONE SMARTER

By extracting people's full capability,
Multipliers get twice the performance from their team.

We've all had experience with two dramatically different types of leaders. The first type drains intelligence, energy, and capability from the people around them and always needs to be the smartest person in the room. These are the idea killers, the energy sappers, the diminishers of talent and commitment. On the other side of the spectrum are leaders who use their intelligence to amplify the smarts and capabilities of the people around them. When these leaders walk into a room, light bulbs go off over people's heads; ideas flow and problems get solved. These are the leaders who inspire people to stretch themselves to deliver results that surpass expectations. These are the Multipliers. And the world needs more of them, especially now when leaders are not just expected to do more with less, but also expected to innovate and build agile, engaged teams.



THE MODEL

DIMINISHERS

These leaders are absorbed in their own intelligence, stifle others, and deplete the organization of crucial intelligence and capability.

MULTIPLIERS

These leaders are genius makers and bring out the intelligence in others. They build collective, viral intelligence in organizations.

SEE	The Assumption “People won’t figure it out without me”	The Assumption “People are smart and will figure it out”	SEE																								
DO	The Five Disciplines of the Diminisher <table><tr><th colspan="2">DIMINISHER</th></tr><tr><td>The Empire Builder</td><td>Hoards resources and underutilizes talent</td></tr><tr><td>The Tyrant</td><td>Creates a tense environment that suppresses people’s thinking and capability</td></tr><tr><td>The Know-It-All</td><td>Gives directives that showcase how much they know</td></tr><tr><td>The Decision Maker</td><td>Makes centralized, abrupt decisions that confuse the organization</td></tr><tr><td>The Micromanager</td><td>Drives results through their personal involvement</td></tr></table>	DIMINISHER		The Empire Builder	Hoards resources and underutilizes talent	The Tyrant	Creates a tense environment that suppresses people’s thinking and capability	The Know-It-All	Gives directives that showcase how much they know	The Decision Maker	Makes centralized, abrupt decisions that confuse the organization	The Micromanager	Drives results through their personal involvement	The Five Disciplines of the Multiplier <table><tr><th colspan="2">MULTIPLIER</th></tr><tr><td>The Talent Magnet</td><td>Attracts talented people & uses them at their highest point of contribution</td></tr><tr><td>The Liberator</td><td>Creates an intense environment that requires people’s best thinking and work</td></tr><tr><td>The Challenger</td><td>Defines an opportunity that causes people to stretch</td></tr><tr><td>The Debate Maker</td><td>Drives sound decisions through rigorous debate</td></tr><tr><td>The Investor</td><td>Gives other people ownership for results and invests in their success</td></tr></table>	MULTIPLIER		The Talent Magnet	Attracts talented people & uses them at their highest point of contribution	The Liberator	Creates an intense environment that requires people’s best thinking and work	The Challenger	Defines an opportunity that causes people to stretch	The Debate Maker	Drives sound decisions through rigorous debate	The Investor	Gives other people ownership for results and invests in their success	DO
DIMINISHER																											
The Empire Builder	Hoards resources and underutilizes talent																										
The Tyrant	Creates a tense environment that suppresses people’s thinking and capability																										
The Know-It-All	Gives directives that showcase how much they know																										
The Decision Maker	Makes centralized, abrupt decisions that confuse the organization																										
The Micromanager	Drives results through their personal involvement																										
MULTIPLIER																											
The Talent Magnet	Attracts talented people & uses them at their highest point of contribution																										
The Liberator	Creates an intense environment that requires people’s best thinking and work																										
The Challenger	Defines an opportunity that causes people to stretch																										
The Debate Maker	Drives sound decisions through rigorous debate																										
The Investor	Gives other people ownership for results and invests in their success																										
GET	The Result <50%	The Result 2X	GET																								
How might you be accidentally diminishing your team? 		What can you do in the next 24 hours to be more of a Multiplier? 																									

Follow Us On Social Media

[Twitter: @LizWiseman](https://twitter.com/LizWiseman)
[LinkedIn: http://linkd.in/JnWS6V](http://linkd.in/JnWS6V)
[Facebook: https://www.facebook.com/multipliersbooks/](https://www.facebook.com/multipliersbooks/)
 Take our Free Accidental Diminisher Quiz at: <http://bit.ly/10iAHga>

multipliers

HOW THE BEST LEADERS — MAKE EVERYONE SMARTER

What did your
Diminisher do?



How much intelligence
did he/she get out
of you? (0 - 100)



What did your
Multiplier do?



How much intelligence
did he/she get out
of you? (0 - 100)





MULTIPLIERS | DEALING WITH DIMINISHERS

In a Multiplier culture, managers actively bring out the best ideas and full intelligence their employees. However, employees can help shape this culture both by offering their full contribution and responding to diminishing behavior in the most effective ways. The following strategies can help employees maximize their own contribution while minimizing the reductive effect of diminishing leaders.

LEVEL 1: DEFENSES AGAINST THE DARK ARTS OF DIMINISHING MANAGERS

- 1. TURN DOWN THE VOLUME:** Decrease the volume of diminishing messages and increase the volume of other, more enabling, voices—your own, as well as those of supportive leaders and colleagues.
- 2. STRENGTHEN OTHER CONNECTIONS:** If you can't get inside the Diminisher's trust circle, build other circles of influence by increasing your connections with different people and work.
- 3. RETREAT AND REGROUP:** Instead of trying to diffuse a Diminisher on the spot, gracefully retreat and regroup. Acknowledge that they've given you ideas to consider and ask to meet again.
- 4. SEND THE RIGHT SIGNALS:** You can earn more space by determining what is important to the Diminisher and then sending signals that it is also important to you.
- 5. ASSERT YOUR CAPABILITY:** Sometimes you need to tell an overly helpful manager or colleague that you don't need help. Let them know what you are prepared to do (and then be sure to do it).
- 6. ASK FOR PERFORMANCE INTEL:** When a Diminisher becomes immediately prescriptive, ask them to back up and provide more context and direction, so you can hit the right target.
- 7. SHOP FOR A NEW BOSS:** If the only way out is to quit, don't just swap one bad manager for another. Instead of simply searching for a new job, shop for a Multiplier boss (see shopping guide on page 338 of *Multipliers V2*).

LEVEL 2: MULTIPLYING UP (BRINGING OUT THE BEST IN YOUR BOSS)

- 1. EXPLOIT YOUR BOSS' STRENGTHS:** Instead of trying to change your boss, focus on trying to better utilize his or her knowledge and skills in service of the work you're leading.
- 2. GIVE THEM A USER'S GUIDE:** You don't need to wait until your higher-ups discover your true brilliance; you can be proactive by simply telling people what you are good at and how you can be best used.
- 3. LISTEN TO LEARN:** Instead of dismissing a Diminisher's criticism, figure out what this person can teach you and then let them know what insights you gained from them.
- 4. ADMIT YOUR MISTAKES:** Instead of hiding your misdeeds (which typically invites greater levels of micromanaging), own your mistake, communicate what you learned, and earn the space you need to get it right the next time.
- 5. SIGN UP FOR A STRETCH:** Just because your boss hasn't asked you to take on a new challenge doesn't mean you can't volunteer. Send signals that you are ready to tackle a challenge that is a size too big.
- 6. INVITE THEM TO THE PARTY:** Instead of keeping the Diminisher out of your business, try bringing them in and steering their contribution to where it is most valuable (or perhaps just least diminishing).