



TIPS FROM SANTA

on being a *Multiplier*

(How do you think he inspires the elves to make all those toys?)

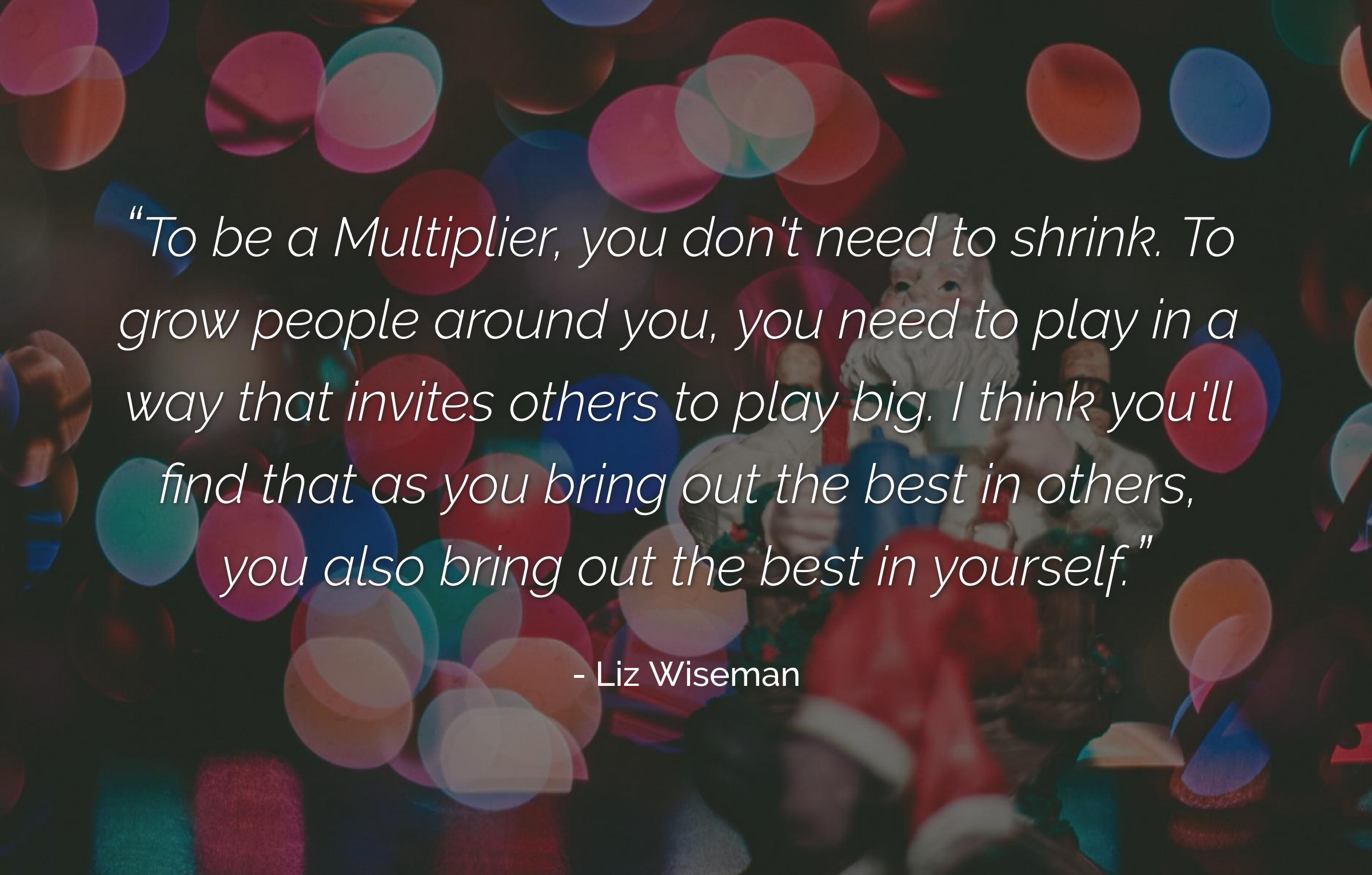
An Advantage Performance Group **holiday infographic** based on the groundbreaking bestseller by Liz Wiseman, *Multipliers: How the Best Leaders Make Everyone Smarter* and the official *Multipliers* business simulation, now available as a virtual workshop.



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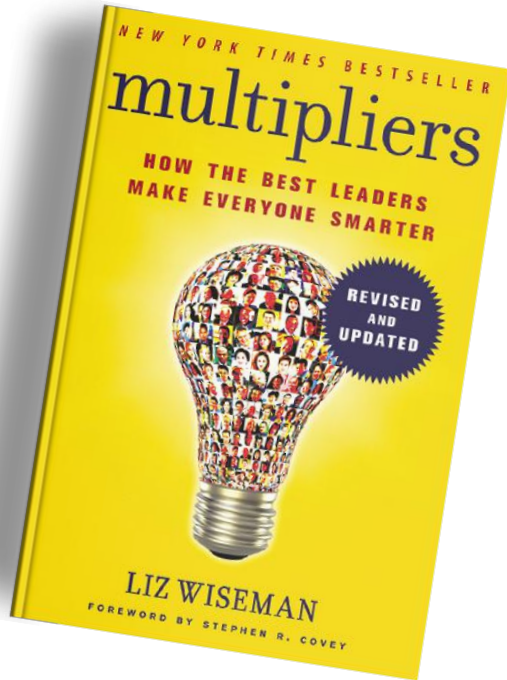


“To be a Multiplier, you don't need to shrink. To grow people around you, you need to play in a way that invites others to play big. I think you'll find that as you bring out the best in others, you also bring out the best in yourself.”

- Liz Wiseman

MULTIPLIERS

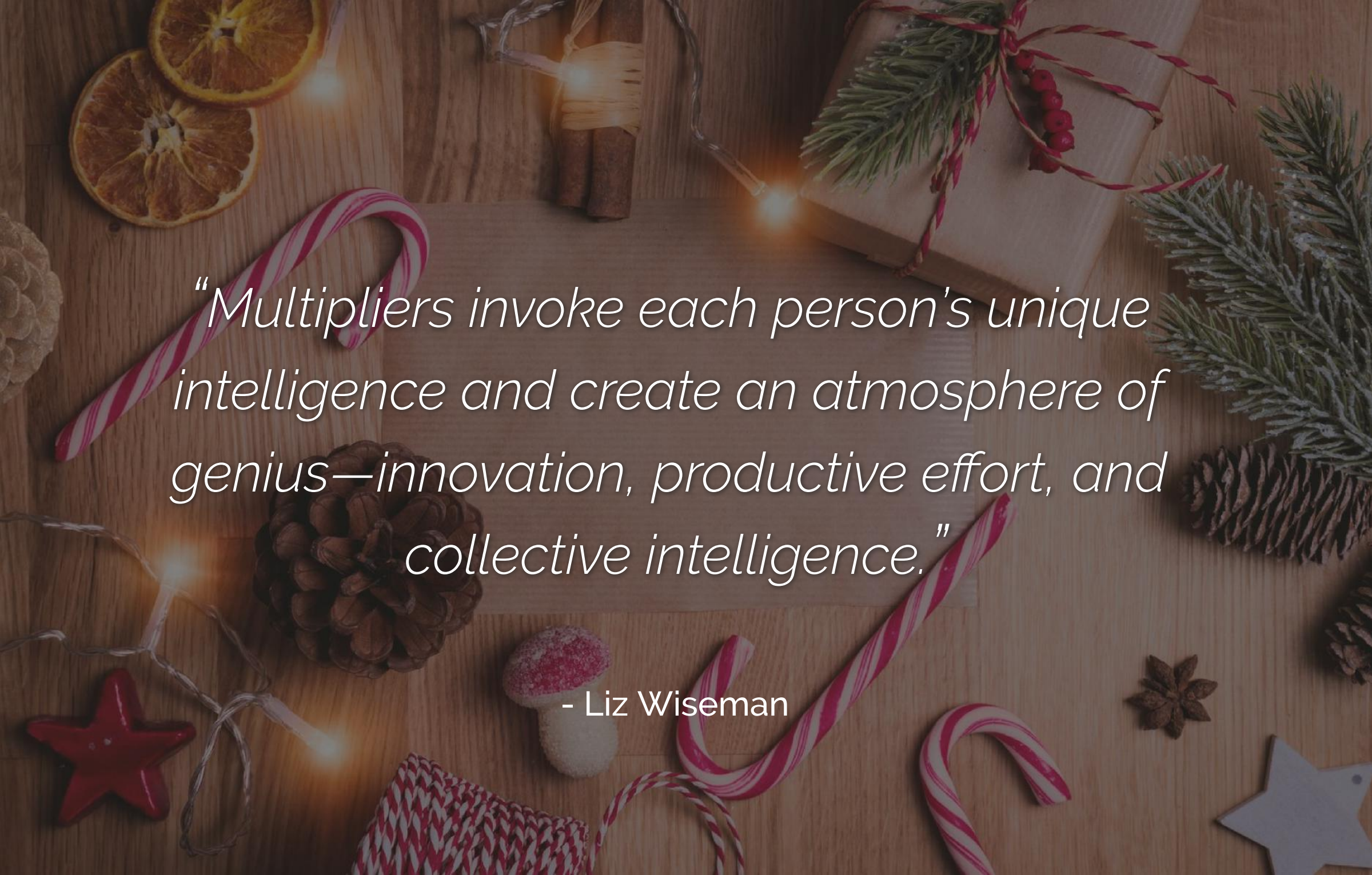
An introduction



In her bestselling book, Liz Wiseman set out to discover why some leaders are able to draw out the best talents of people around them while others have the opposite effect, not only *not* inspiring their people's best work but often *unintentionally* draining their contributions.

Her research revealed traits that genius makers have in common as well as habits that typically get in their way. From those she created Accidental Diminisher personas named for behaviors common to those who tend to quash the talent around them.

In the holiday spirit, here are some traits of both types of leaders *reimagined for the Christmas season*.



“Multipliers invoke each person’s unique intelligence and create an atmosphere of genius—innovation, productive effort, and collective intelligence.”

- Liz Wiseman

Multipliers are

GENIUS MAKERS

How do they do it?



The 5 DISCIPLINES of
MULTIPLIERS

How they do it:

- Look for talent everywhere
- Find people's native genius
- Utilize people to their fullest
- Remove the blockers

What they don't do:

The opposite of a Talent Magnet is the Empire Builder. While they typically *do* bring in top talent, they hoard resources, underutilize thinking, and use talent for their own gain.

A black and white photograph of three garden gnomes standing in a field of tall, thin grasses. The gnomes are positioned across the frame: one on the left, one in the center, and one on the right. They all have long, white beards and pointed hats. The central gnome is slightly taller than the others. The background is a soft-focus field of similar grasses.

2 The Liberator

Liberators inspire people's best and boldest thinking.

How they do it:

- Create space
- Demand best work
- Generate rapid learning cycles

What they don't do:

The opposite of a Liberator is the Know-It-All. They typically give directives that showcase how much they know, limiting what their organization can achieve to what they themselves know how to do.

3 The Challenger

Multipliers challenge people to go beyond what they know how to do.

How they do it:

- Seed the opportunity
- Lay down a challenge
- Generate a belief in what is possible

What they don't do:

The opposite of a Challenger is the Tyrant. They create a tense environment that suppresses people's thinking and capability. As a result, people hold back, bring up only safe ideas they know the leader agrees with, and work cautiously.

4 The Debate Maker

Debate Makers encourage people to debate the issues up front.

How they do it:

- Frame the issue
- Spark the debate
- Drive a sound decision

What they don't do:

The opposite of a Debate Maker is the Decision Maker. They make decisions efficiently within a small inner circle, but they leave the broader organization in the dark to debate the soundness of the decision instead of executing on it.

5 The Investor

Investors instill accountability by giving others the ownership they need to produce results.

How they do it:

- Define ownership
- Invest resources
- Hold people accountable

What they don't do:

The opposite of an Investor is the Micromanager. They manage every detail in a way that creates dependence and requires their presence for the organization to perform.

ACCIDENTAL DIMINISHERS

Oops!

We all have "Accidental Diminisher" moments. Here are some things we really don't mean to do as leaders, and how to change those behaviors for the better.



PERFECTIONIST



WHAT THEIR INTENTION IS:

To help people produce outstanding work they can be proud of.

WHAT REALLY HAPPENS:

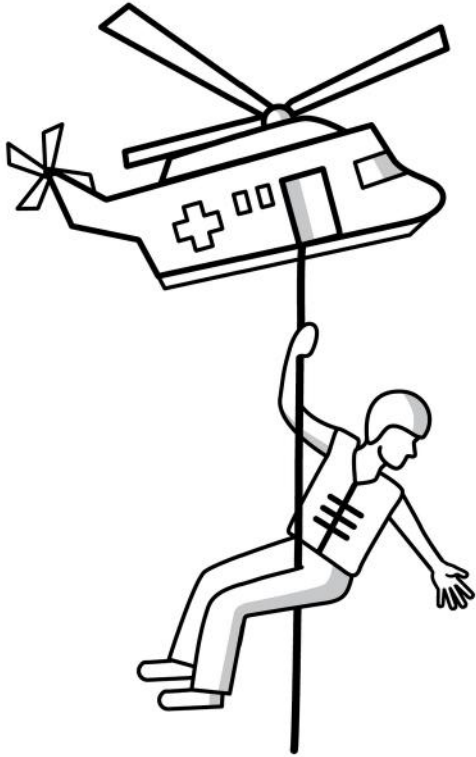
People feel criticized, become disheartened, and stop trying.

WHAT WORKS BETTER:

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



WHAT THEIR INTENTION IS:

To ensure people are successful and protect their reputations.

WHAT REALLY HAPPENS:

People become dependent, which weakens their reputation.

WHAT WORKS BETTER:

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?"*

The background is a dark, black and white bokeh effect. It consists of numerous out-of-focus light points of varying sizes and brightness, scattered across the frame. In the center, there are faint, glowing light trails that form a shape resembling a stylized human figure or a pair of arms outstretched, with a vertical line extending downwards from the center. The overall effect is ethereal and abstract.

ALWAYS ON

WHAT THEIR INTENTION IS:

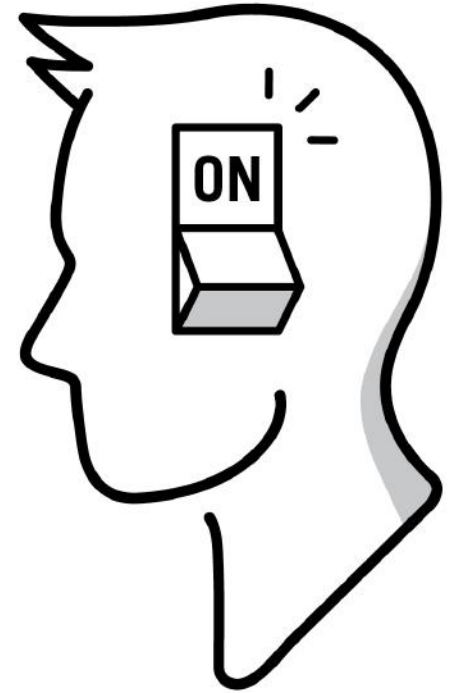
To create infectious energy and share their point of view.

WHAT REALLY HAPPENS:

They consume all the space, and people tune them out.

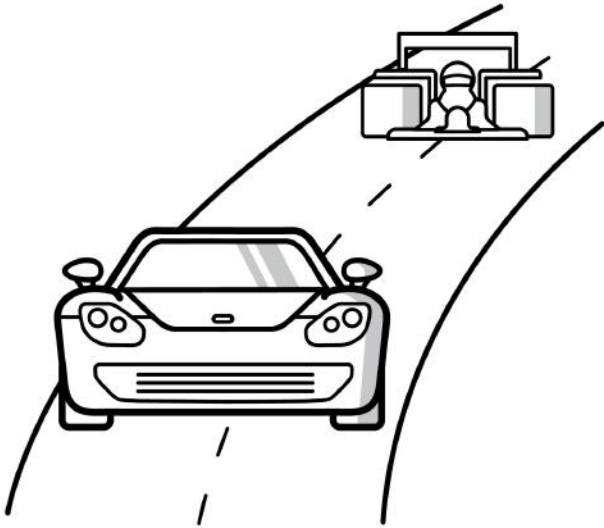
WHAT WORKS BETTER:

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.





PAGE SETTER



WHAT THEIR INTENTION IS:

To set a high standard for quality or pace.

WHAT REALLY HAPPENS:

Other people become spectators or give up when they cannot keep up.

WHAT WORKS BETTER:

If you have a tendency to pull out ahead, remind yourself to stay within sight so people don't give up or get lost. Stay within a distance from which someone could catch up.

THERE IS SO MUCH MORE!

Empower your people with leadership skills to help everyone reach their full potential.

Learn more about Multipliers coaching and virtual workshops here.



Take a free *Multipliers*
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Advantage

Advantage Performance Group
We help organizations develop great people.