



Why are there bosses who bring out the best in us and make us shine and love our work, and others depress us, undermine our self-confidence, and make us unhappy? What is it that makes one different from the other?

Why, with some managers, we give the best of ourselves, and we are cheerful, and with others, we feel sad and awkward.

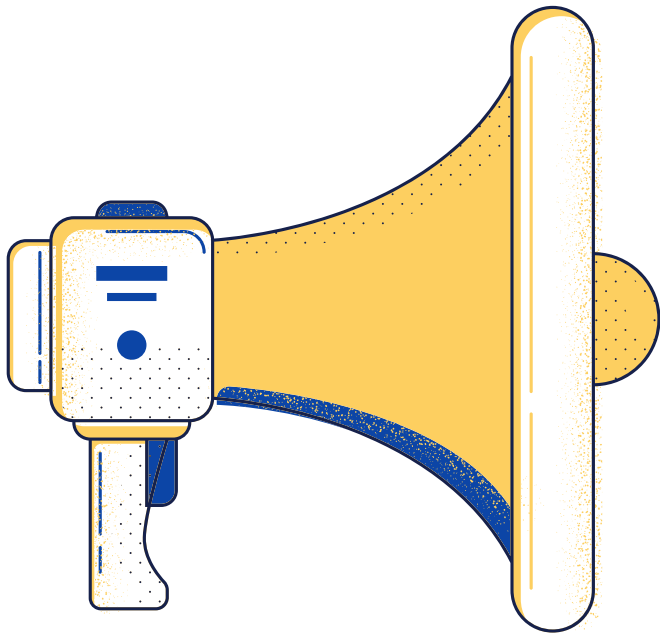
Multipliers

My book summary

@yocalizo



The big idea in this book



There are two types of leaders those who make you feel like you were born to do your job, and those who make you dread going to work in the morning. These are, respectively, multipliers and diminishers

- **diminishers** are the kinds of managers that sap both intelligence and energy from their employees.
- **multipliers** use their intelligence to bring out the intelligence and ability of everyone else.



What the diminishers do

- They put people in limited roles on the assumption it is all they can do
- They believe capabilities are static
- Intelligence is rare. Only a select few are on their level
- They believe projects will fail unless they are involved
- If a project succeeds without them, they see it as a reflection of them rather than the team
- Mistakes lead to blaming instead of learning
- They tell people what to do and how to do it



What the multipliers do

- They focus on what you can do, not what you can't do
- They believe in development. "Can't" is temporary
- Failure is a learning experience
- They want to see people succeed without them
- They believe in their team and trust that they'll figure things out themselves
- They give suggestions, not orders
- They aren't threatened by the capabilities of others
- They want others to get to their levels

The diminisher is not always evil and machiavellian who makes our life impossible on purpose. We can all be diminishers at some point without realizing it!

Recognizing these situations and acknowledging when we are accidental diminishers is important.



The Accidental Diminisher

1. **Idea Guy:** Has a new idea every day. Teams work on Monday's idea just for Tuesday to bring a more important idea. Teams abandon Monday's idea to work on Tuesday's, but then Wednesday burst in...
2. **Rescuer:** Helps too soon and too often so people become dependent. Employees of a Rescuer fail to experience success on their own and start to think they never will.
3. **Pacesetter:** Uses their own performance as the bar to motivate others. Instead, employees see this bar as unreachable or above their position and don't even try to reach it.
4. **Rapid Responder:** Jumps on problems immediately and handles them before anyone else can. This sets the precedent that the Rapid Responder is always on it so others don't bother.
5. **Optimist:** Thinks everything is achievable, which can undervalue team efforts and belittle challenges by not recognizing how difficult or intense things may be.
6. **Protector:** Keeps the team from experiencing adversity, which keeps teams from learning experiences.
7. **Perfectionist:** Wants everything to be perfect, but sometimes a 90% job with 100% ownership is better than a 100% job and a disheartened team.

Type of dimisnihers

The Empire Builder

- Fails to utilize employees, stunting their growth.
- Amasses resources and keeps employees in boxes.
 - Takes credit instead of giving it.

The Tyrant

- Shuts down other's ideas, leaving people to only communicate ideas in line with the Tyrants thinking.
 - They dominate meetings by doing all the talking.
- Offer extreme opinions to emphasize their position.
 - Their mood dictates the workplace vibe.

The Micromanager

- They don't trust others with real responsibilities.
 - They delegate fluff work.
- When they do pass off important work, they're quick to take it back when it doesn't follow their vision.

The Decision Maker

- They give context of the "what" instead of the "how", limiting others ability to understand or contribute.
 - They choose their own ideas over what's determined by the group.



Type of multipliers

The Talent Magnet

- Appreciates all types of intelligence.
- Recognizes what people are naturally good at.
 - Ignores positional boundaries.
- Gives opportunity to develop natural skills.

The Liberator

- Does more listening than talking when discussing an issue or opportunity.
- They put trust in those closest to an issue.
 - They publicly admit to their mistakes.

The Challenger

- They present opportunities rather than direct tasks.
- Challenges assumptions with questions to push for proper due diligence, not their own agenda.
- Suggests a path for success through past wins.

The Investor

- Focuses on teaching over just giving the answer.
 - Offer reassurance and communicate trust.
 - Be available to help without taking over.
 - They let others be in charge.



The 8 things leaders who are multipliers do

1. Identify natural talent by recognizing what people are good at. Ask "why" to get to the root of their intelligence. This can determine their development path
2. Don't put people in boxes. Allow people to develop and fill gaps through opportunities.
3. Let others speak. Listen and consider ideas that don't align with your own
4. Ask questions to challenge teams to find the right solution - not to bring them to your side
5. Give people the right tools to figure things out for themselves
6. Delegate meaningful tasks and empower others to own them from start to finish
7. Create an environment where it's safe to fail by connecting failure to growth
8. Talk up the capabilities and successes of others rather than your own



Working with a diminisher boss is complicated, but these techniques can help make it more bearable.

6 TIPS

1. Don't react to everything that a Diminisher does - learn to ignore things
2. Limit your interactions with a Diminisher and increase interactions with others
3. Understand a Diminisher and realize it's them, not you
4. Retreat and regroup. When a Diminisher disagrees, they won't change their mind. Come back and try again when the heat is down
5. Keep Diminishers in the loop so they know things are on track. It'll keep them from micromanaging
6. Force a Diminisher to give you a target. Ask for clear context., objectives and direction

ASSUMPTION

BEHAVIORS / DISCIPLINES

RESULTS

MULTIPLIERS 		DIMINISHERS 	
"People are smart and can figure things out."		"People can't figure it out without me."	
 Talent Magnets Hire talented people, use/develop them fully, and help them to succeed. People thrive and a Cycle of Attraction is created.		 Empire Builders Hire talented people but underutilize them. Hoard resources for own gain. Talents are stunted, results suffer, and a Cycle of Decline is created.	
 Liberators Create an intense environment that demands people's best performance. They create stability so people are free to think/act boldly and focus on their work.		 Tyrants Create a tensed environment that crushes people's ability to think/perform. They create anxiety so people act cautiously and are afraid to speak up.	
 Challengers Define opportunities in a way that motivates people to stretch themselves beyond existing know-how, discover and execute optimal solutions.		 Know-it-Alls Define directives, show off their superior insights and tell people what to do. People second-guess the boss and are stuck with what they already have/know.	
 Debate Makers Engage people in rigorous debate to arrive at sound decisions. People are challenged, own and understand the decisions made.		 Decision Makers Make decisions by themselves or their inner circle, dominate discussions and force through decisions, leaving others feeling uninvolved and confused.	
 Investors Investors build people's ownership and ability to perform without them. They share insights but give back the accountability.		 Micromanagers Diminishers try to do everything personally. They jump in and out, creating confusion and overdependence on them.	
Get 2X results out of people		Get <50% results out of people	

Multipliers vs Diminishers





Why is it worthwhile to make an effort to become a Multiplier manager?

So what happens when your organization is lead by Multipliers instead of Diminishers? The Multiplier Effect refers to the growth of capabilities and resources stemming from positive leadership. **It is the idea of developing and maximizing resources rather than finding new ones and the the ripple effects stemming from these decisions.**

- Improved employee retention
- Fewer capability gaps across your organization
- Fulfilled employees
- Smaller headcount = less overhead
- Fewer cultural vulnerabilities
- Less susceptible to capacity issues

Summary