

# THE 30 DAY MULTIPLIERS™ CHALLENGE

FAST TRACK 1: SMART PLAYS

## THE RESEARCH

The Multipliers™ research explains why some leaders create genius all around them while other leaders drain intelligence and capability from an organization. We analyzed over 100 executives across four continents to answer this question. As we studied these top leaders, it appeared that certain leaders weren't just intelligent themselves – they were intelligence multipliers.

Our research outlines the five key differentiators between intelligence Diminishers and intelligence Multipliers. These differences explain why some leaders get vastly more capability from their people – a highly relevant message in the current economic environment.

### The Model

	DIMINISHER		MULTIPLIER	
Create Work Climate <b>1</b>	<b>The Tyrant</b>	Creates a tense environment that suppresses people's thinking and capability	<b>The Liberator</b>	Creates an intense environment that requires people's best thinking and work
Set Direction <b>2</b>	<b>The Know-It-All</b>	Gives directives that showcase how much they know	<b>The Challenger</b>	Defines an opportunity that causes people to stretch
Manage Talent <b>3</b>	<b>The Empire Builder</b>	Hordes resources and underutilizes talent	<b>The Talent Magnet</b>	Attracts and deploys talent at its highest point of contribution
Make Decisions <b>4</b>	<b>The Decision Maker</b>	Makes abrupt decisions that confuse the organization	<b>The Debate Maker</b>	Drives sound decisions through rigorous debate
Deliver Results <b>5</b>	<b>The Micromanager</b>	Interferes with every detail to make sure it is done their way	<b>The Investor</b>	Gives other people ownership for results and invests in their success

### The Key Messages in The Multipliers™

1. Diminishers underutilize people and leave capability on the table.
2. Multipliers create genius everywhere and with everyone. People actually get smarter and more capable around them.
3. Multipliers are hard-edged managers. They expect great things from their people and drive them to achieve extraordinary results.
4. Multipliers leverage their resources. Corporations can get 2X more from their resources by turning their most intelligence resources into intelligence Multipliers.

## THE CHALLENGE

Although the Multiplier -- Diminisher framework might appear binary, there is a continuum between Multipliers and Diminishers, with a small number of people at either polar extreme. Our research showed that most of us fall along this spectrum and have the ability to move toward the side of the Multiplier. With the right intent, the Multiplier approach to leadership can be developed.

With this assumption in mind, we are inviting people to take a 30-Day Multiplier Challenge. This is long enough to allow an individual to complete a learning cycle and short enough to ensure clear accountability in the application of these ideas.

### Technique Track

Week 1	Week 2	Week 3	Week 4
<b>Phase 1: Define a Smart Play to apply</b>	<b>Phase 2: Try out the new Smart Play</b>	<b>Phase 3: Check in with your coach</b>	<b>Phase 4: Write up a success story</b>
Identify a Smart Play from the list provided (or come up with your own)	Think of three situations in the coming week where you can practice your Multiplier Smart Play.	Meet with your coach to discuss progress or challenges  Think of three situations in the coming week where you can practice your Multiplier Smart Play.	Write up the case study identifying (1) the situation (2) the usual approach and result and (3) the Multiplier approach and result.  Identify lessons that could be shared with others applying the Multiplier disciplines

## WEEK 1: SELECT A SMART PLAY

Step 1: The first thing to do is to review the problems below and select one of the Smart Plays you want to practice.

### Problems getting people to give their best thinking and work

*Symptom: "People give safe ideas they know I will agree with"*

Smart Play: Label your Opinions. Next time you give your opinion label whether it is a "soft opinion" or a "hard opinion." This can create space for others to comfortably disagree with you. Reserve the right to have "hard opinions" when it matters.

*Symptom: "People don't speak up and so I end up talking more than I want to"*

Smart Play Solution: Play your Chips. Give yourself a budget of poker chips for a meeting. Each chip is worth a number of seconds (or minutes) of speaking. Maybe it is five chips; maybe it is just one or two. Use them wisely, and leave the rest of the space for others to contribute.

*Symptom: "People don't admit they made mistakes and make excuses instead"*

Solution: Make your Mistakes Known. Share stories about your own mistakes and what you learned from them. Your acknowledgement of your personal mistakes will give others permission to experience failure and go on to learn and recover with dignity and increased capability. As you share your mistakes, let people know what you have learned and how you've incorporated this learning into your decisions and current leadership practices.

For more guidance read *The Liberator*.

### **Problems getting people stretch beyond their current limits**

*Symptom: "People are entrenched in the current status quo"*

Smart Play Solution: Wonder About It. Assume nothing and ponder the possibilities. Think like a three year old child and be curious. Wonder why. Wonder why not? Ponder the impossibilities by asking, "I wonder what is impossible that we could actually do?" Use the following questions to establish this state of intellectual curiosity.

- Who might know more about this or have a different perspective than me?
- What is at play that I don't understand fully?
- What aren't we taking into consideration?
- Have we connected all the dots?
- How is what I know getting in the way of what I don't know?

For more guidance read *The Challenger*.

### **Problems getting people to go above and beyond their job titles**

*Symptom: "I know this person is smart, but I can't seem to get anything out of them."*

Smart Play Solution: Become a Genius Watcher. Identify someone's true genius and find ways to put it to work.

Identify it: Make a list of 8-10 people you work with closely. Start to note the things they do both easily and freely. Go beyond surface-level skills by asking "why" about 3 times until you find the underlying capability that allows someone to do some activity well.

Test it: Once you've developed a hypothesis about each person, test out your thinking and refine your views. Ask a colleague if he thinks critical thinking is one of Susan's geniuses. Test the idea with Susan herself.

Work it: Once you've found a native genius for someone, make a list of five different roles you could put this person in that would utilize and expand this genius. Look for jobs and roles both inside and outside of your organization.

*Symptom: "This whole team seems to be underperforming even though I have some great people on it."*

Smart Play Solution: Pull Some Weeds. Unleash talent in your organization by removing players (even smart ones) that are having a diminishing effect on a team. Find the weeds and pull them out. Don't do it quietly -- huddle the team immediately, and let them know that you've removed someone because they were holding back the team. Give people permission to think fully again.

*Symptom: "People are too focused on their place in the organizational structure"*

Smart Play Solution: Build a Genius Center. Build your organization around genius instead of around jobs. Instead of starting with the org chart and then assigning people, begin by creating a map of the native genius and capabilities that sit in your organization. After identifying the native genius of your people, look for common capabilities that map to the strategic imperatives and core competencies needed to compete in the marketplace. Design your organization around genius centers.

For more guidance read *The Talent Magnet*

## Problems getting your team to really execute decisions you make

*Symptom: "People nod their heads when I tell them about a decision, but then they complain about it afterwards."*

Smart Play Solution: Question Your Role. Stop answering questions and begin asking them. Master the art of question asking in these steps.

1. Known realm: Ask questions that you know a rough answer to. Drip small pieces of information that would guide people to discover the answer themselves.
2. Unknown realm: Ask questions that you don't have an answer to. Tell people you want their insight. Discover the answers together.
3. Uncomfortable realm: Ask questions that challenge the fundamental assumptions of the organization. Rethink your current approaches in light of new assumptions.

For more guidance read *The Debate Maker*

## Problems getting people to act without supervision

*Symptom: "People don't do anything until I tell them to"*

Smart Play Solution: Let Them Know Who is Boss. When you delegate, let people know that they are in charge and accountable. Tell them how you will stay engaged and support them, but they remain in charge. Tell them they have 51% of the vote and that you are only 49%.

*Symptom: "People bring me problems I know they could solve."*

Smart Play Solution: Ask for the F-I-X. When someone brings you a problem, give it back to them and ask for the fix. Use simple questions like, "What solution(s) do you see to this problem?" or "What would you like to do to fix this?" Or, tell them, "I'm interested to know how you would solve this problem." Don't assume responsibility for fixing it. Put the problem back on their desk.

*Symptom: "Once I jump in to help someone I end up taking the whole project back"*

Smart Play Solution: Hand Back the Pen. When your team members are struggling to find a solution or create a plan, jump in and help, but don't take over. Imagine you are all at the white board and are trying to architect a plan. They are stuck and have asked for your help by handing you the white board pen. Jump up and share ideas that teach and coach, but once you've got them kick started, give the pen back. By giving the pen back, you let them know they are still in the lead and are accountable to finish the job.

*Symptom: "I feel like I am always nagging my team to get things done"*

Smart Play Solution: Let Nature Take Its Course. Allow your team members to experience the natural consequences of their actions. Don't jump in and fix something so it doesn't fail. Let the person experience failure and then be available to help them learn from it. Conversely, don't mitigate the natural consequences of their successes. Step out of the way, give them the credit, and let them reap the full benefits of their wins.

For more guidance read *The Investor*

Step 2: Write down one Smart Play to work on. You might find it helpful to identify an individual or team you want to focus on to keep the scope of your challenge manageable.

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**WEEK 2: TRY OUT THE SMART PLAY**

Record three situations in the coming week where you can practice your Multiplier Smart Play. Record the results of your attempts here.

What was the situation and what specifically did you do? (Cause)	What was the reactions from other people? What specifically happened? (Effect)
Situation 1	
Situation 2	
Situation 3	

**WEEK 3: CHECK IN WITH YOUR COACH**

Check in with your coach and make adjustments if necessary. Answer the following questions.

What have you learned from the process so far?

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What is working? What isn't working?

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Repeat the exercise for another week.

What was the situation and what specifically did you do? (Cause)	What was the reactions from other people? What specifically happened? (Effect)
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Situation 1	
Situation 2	
Situation 3	

**WEEK 4: WRITE UP A SUCCESS STORY**

Write up the case study identifying (1) the situation (2) the usual approach and result and (3) the Multiplier approach and result.

What was the situation?	
What would you normally have done, but didn't?	
What did you do this time and what was the effect?	

What is one thing you would suggest to anyone else taking the 30-Day Multiplier Challenge?

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