

Excerpt from *The Multiplier Effect: Tapping the Genius Inside Our Schools*
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ACCIDENTAL DIMINISHER REPLACEMENT PRACTICES

Accidental Diminisher Profile	Multiplier Experiment	Page	Simple Workaround
Idea Guy	Extreme Questions	85	Create a Holding Tank. Before you share a new idea, stop and ask yourself if you want the people who work for you to take action on it—right now. If not, hold off sharing it, and put it into a holding tank in your brain or on a piece of paper.
Always On	Play Fewer Chips	60	Say It Just Once. When we are most excited, we tend to repeat ourselves and re-explain for emphasis, hoping to get positive reactions from our colleagues. Avoid overcontributing by saying the important things just once, and create a reason for others to chime in and build on the idea.
	Give 51% of the Vote	126	
Rescuer	Make Space for Mistakes	62	Ask for Their “F-I-X”. 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?”
	Give it Back	128	
Pacesetter	Give 51% of the Vote	126	Stay Within Sight. If you have a tendency to pull out ahead, remind yourself to stay within sight so people don’t give up or get lost. Don’t get more than two to three car lengths ahead of the pack; don’t go around a corner. Stay within distance that someone could realistically catch up.
Rapid Responder	Extreme Questions	85	Set a Mandatory Waiting Period. Wait 24 (or however many) hours before responding to any email if someone else should be responding. Give that person the first right of response.
	Make a Debate	107	
Optimist	Make Space for Mistakes	62	Signal the Struggle. Before offering your boundless enthusiasm, start by acknowledging how hard the work is. Let people know, “What I am asking you to do is hard. I’m not sure it’s been done before. Success isn’t guaranteed.” With that said, express your belief in them and what is possible.
	Talk Up Your Mistakes	64	