**Multipliers**

A Book Review

Key quotes

“A key insight was that Multipliers are hare-edged managers. There is nothing soft about these leaders. They expect great things from their people and drive them to achieve extraordinary results.”

“It isn’t how much you know that matters. What matters is how much access you have to what other people know. It isn’t just how intelligent your team members are; it is how much of that intelligence you can draw out and put to use.”

“Across industries and in the public, private, and nonprofit sectors, we continued to find that Multipliers get at least two times more from people.”

“The Diminisher is an Empire Builder. The Multiplier is a Talent Magnet.”

“The number one difference between a Nobel prize winner and others is not IQ or work ethic, but that they ask bigger questions.” (Peter Drucker). (p. 97)

Multipliers – How the Best Leaders Make Everyone Smarter. Braeuler Consulting works with organizations to leverage Strategic Thinking and Execution Planning and we encompass many of these principles into our Four Decisions™ methodology and development of company’s One Page Strategic Plans. Whatever system or systems you decide to use, I encourage you to understand them fully, implement them slowly and completely and maintain the discipline and rhythm necessary to see concrete results. Employees tire of “Flavor of the Month” initiatives. They also thrive on organizational alignment, execution of plans and achievements that garner a sense of accomplishment.

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“The impact of a Multiplier can be seen in two ways: first, from the point of view of the people they work with and second, from the point of view of the organizations they shape and create. (p. 11)
Who are YOU?

**Multipliers** – leaders who amplify or multiply the intelligence in the people around them.

**Diminishers** – leaders who diminish the intelligence in the people around them.

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### The Multiplier Effect

**Multipliers are Genius Makers**

- **Assumptions on how Diminishers and Multipliers lead others (P. 20):**

<table>
<thead>
<tr>
<th>How would you:</th>
<th>Dimisher</th>
<th>Multiplier</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage Talent?</td>
<td>Use</td>
<td>Develop</td>
</tr>
<tr>
<td>Approach mistakes</td>
<td>Blame</td>
<td>Explore</td>
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<tr>
<td>Set direction?</td>
<td>Tell</td>
<td>Challenge</td>
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<tr>
<td>Make decisions?</td>
<td>Decide</td>
<td>Consult</td>
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<tr>
<td>Get things done?</td>
<td>Control</td>
<td>Support</td>
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**Mind of the Multiplier**

**The Multiplier Effect**

- *Disciplines of the Multiplier*

**Accelerators**

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**The 5 Disciplines of the Multiplier** (P.23)

<table>
<thead>
<tr>
<th>Dimisher</th>
<th>Multiplier</th>
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<tbody>
<tr>
<td>The Empire Builder</td>
<td>Hoards resources and underutilizes talent</td>
</tr>
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<td></td>
</tr>
<tr>
<td>underutilizes talent</td>
<td></td>
</tr>
<tr>
<td>The Talent Magnet</td>
<td>Attracts talented people and 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>
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<tr>
<td>Creates a tense</td>
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<tr>
<td>environment that</td>
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<td>suppresses people’s</td>
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<tr>
<td>thinking and capability</td>
<td></td>
</tr>
<tr>
<td>The Know-it-All</td>
<td>Gives directives that showcase how much they know</td>
</tr>
<tr>
<td>Gives directives that</td>
<td></td>
</tr>
<tr>
<td>showcase how much they know</td>
<td></td>
</tr>
<tr>
<td>The Challenger</td>
<td>Defines an opportunity that causes people to stretch</td>
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</tr>
<tr>
<td>The Decision Maker</td>
<td>Makes centralized, abrupt decisions that confuse the organization</td>
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<td>confuse the organization</td>
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</tr>
<tr>
<td>The Debate Maker</td>
<td>Drives sound decisions through rigorous debate</td>
</tr>
<tr>
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<td></td>
</tr>
<tr>
<td>The Micro Manager</td>
<td>Drives results through their personal involvement</td>
</tr>
<tr>
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<td></td>
</tr>
<tr>
<td>The Investor</td>
<td>Gives other people the ownership for results and invests in their success</td>
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“It has been said that after meeting with the great British Prime Minister William Ewart Gladstone, you left feeling he was the smartest person in the world, but after meeting with his rival Benjamin Disraeli, you left thinking you were the smartest person.”

Bono on George Clooney, Time Magazine, May 11, 2009
The Five Disciplines

**THE TALENT MAGNET**
**MITT ROMNEY; ERNEST SHACKLETON**

1. The cycle of attraction.
   - Attract other A players
     - A Players
     - Get fully utilized & grow
   - Offered opportunities
     - A+ Players
     - Increased Mkt Value
     - Get recognized

2. The cycle of decline (P.40)
   - Averts A players and attracts B players
     - A players
     - Get boxed in and limited
   - Stay and wait
     - A - Players
     - Decreased Mkt Value
     - Lose confidence and recede

3. The four practices of the Talent Magnet:
   a. Look for talent everywhere
   b. Find people’s native talent
   c. Utilize people to their fullest
   d. Remove the blockers
4. The Diminisher acquires resources, puts people in boxes and lets talent languish.

**BECOME A TALENT MAGNET:**
**BECOME A GENIUS WATCHER AND PULL SOME WEEDS**

**Diminishers give answers. Good leaders ask questions. Multipliers ask the really hard questions. They ask the questions that challenge people not only to think but to rethink. They ask questions so immense that people can’t answer them based on their current knowledge or where they currently stand. To answer these questions, the organization must learn. Enabled by these big questions, a vacuum is created. It is a vacuum between what people know and what they need to know to answer the question. It is also a vacuum between what they can currently do and what they need to be able to do. (P. 116)**

**THE LIBERATOR**
**STEVEN SPIELBERG**

1. Create environments where good things happen.
   a. Create space
   b. Demand peoples best work
   c. Generate rapid learning cycles (learning from mistakes)
2. Diminishers dominate the space, create anxiety and judge others

**THE CHALLENGER**

1. Engage the brainpower of the organization
   a. Seed the opportunity – show the need; challenge the assumptions; reframe problems
   b. Lay down a challenge and raise the bar; ask the hard questions and let others fill in the blanks
   c. Generate belief by laying out a path and orchestrate early wins
2. Diminishers tell what they know, test what you know and tell people how to do their jobs

“If you have a task to perform and are vitally interested in it, excited and challenged by it, then you will exert maximum energy. But in the excitement, the pain of fatigue dissipates, and the exuberance of what you hope to achieve overcomes the weariness.” Jimmy Carter (P. 129)
**Propel your journey to become a Multiplier by using these ACCELERATORS (p.203):**

<table>
<thead>
<tr>
<th>Accelerator</th>
<th>How it Works</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Work the extremes</strong></td>
<td>Assess your leadership practices and the focus your development on the two extremes: 1) bring up your lowest low and 2) take your highest high to the next level</td>
</tr>
<tr>
<td><strong>Start with the Assumptions</strong></td>
<td>Adopt the assumptions of a Multiplier and allow the behavior and practices to naturally follow</td>
</tr>
<tr>
<td><strong>Take the 30-day Multiplier Challenge</strong></td>
<td>Pick one practice within one discipline, and work it for 30 days</td>
</tr>
</tbody>
</table>

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**THE DEBATE MAKER
ENGAGING AND LEVERAGING THE RESOURCES AROUND YOU.**

Three practices of the Debate Maker (P. 142)

- **Frame the issue:**
  - i) Define the question
  - ii) Form the team
  - iii) Assemble the data
  - iv) Frame the decision

- **Spark the debate:**
  - i) Engaging
  - ii) Comprehensive
  - iii) Fact based
  - iv) educational

- **Drive a sound decision**
  - i) Reclarify the process
  - ii) Make the decision
  - iii) Communicate the decision & rationale

Yin: Create safety for best thinking
Yang: Demand Rigor

Diminishers raise issues, dominate the discussion and force the decision

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**THE INVESTOR
DON’T MICROMANAGE – INVEST!**

MICROMANAGERS have to call every play and are always running onto the field jumping in and taking over!

The Three Practices of the Investor

1. **Define ownership** by naming the lead, giving ownership for the end goal and stretching the role
2. **Invest resources** by teaching and coaching, and providing backup resources when needed.
3. **Hold people accountable** by giving it back, expecting complete work and respect natural consequences. They also make the scoreboard visible.

The diminishers approach to execution is to maintain ownership, jump in and out and take it back.

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**Which will you be?**

A genius? Or a genius maker?
The choice matters. (p.222)