

# MULTIPLIERS SCENARIOS & OUTCOMES

Multipliers lead with an assumption that people are smart, and that by deliberately moderating their own contributions, the intelligence of others can be drawn out. They notice and use the Native Genius that everyone has, inspiring people to grow and develop in their presence, because learning beats knowing any day. Their leadership presence multiplies and amplifies the intelligence of those around them, making everyone smarter.

## **DO YOU TEND TO PROVIDE ANSWERS AND SOLUTIONS MORE THAN YOU ASK QUESTIONS TO EXPLORE, GATHER NEW INTELLIGENCE, OR CONTRIBUTIONS FROM OTHERS?**

Asking vs. telling, or “asking better questions”, is a core skill of a Multiplier, and is one of the most powerful leadership qualities that a person can develop over time. When we lead this way, it’s possible to transform the culture into one that creates dialogue, clarifies thinking, creates new connections, opens up innovation and creativity, and affirms intelligence of others.

## **DO YOU KNOW AND UNDERSTAND THE NATIVE GENIUS OF EVERYONE ON YOUR TEAM?**

Intelligence is an organizational muscle; if you don’t use it you lose it. Everyone is brilliant at something. Everyone has Native Genius. The challenge to the Multiplier is understanding people better, and trying to utilize more of the genius in others. By seeking out and focusing on genius everywhere, the organization and the individual benefits from people being utilized to their fullest potential.

## **DO YOU OR OTHERS ON YOUR TEAM HAVE A TENDENCY TO GET EXCITED ABOUT A NEW IDEA, SOLUTION, OR POSSIBILITY WHICH TENDS TO OVERWHELM SOME?**

If you or someone you work closely with is known as an “Idea Fountain”, this can drown out or dampen the intelligence or contributions of others. Multipliers focus on deliberately moderating their own contributions, so that others have room to contribute. We think of this as “playing fewer chips” - what is the highest value move, or “chip”, that will help draw out the intelligence, creativity, or innovation from others?

## **DO YOU NOTICE YOUR TEAM NOT SPEAKING UP AND SHARING THEIR THOUGHTS, OPINIONS, OR MISTAKES?**

Multiplier leaders create safety that encourages ideas, opinions, and experimentation. They make sure that they’re fostering an environment where mistakes can be talked about and are mined for maximum learning, which benefits everyone.

## **DO YOU NOTICE THAT SOME ON YOUR TEAM DEFER TO YOU CONSTANTLY, OR FEEL THEY NEED TO CHECK-IN WITH YOU ON MOST DECISIONS OR DELIVERABLES?**

Deferring to leaders, or your team members or peers needing constant check-ins can mean many things. Unintentional micro-management can come in multiple flavors, including people feeling like they need to check-in, get approval or “buy-in”, essentially turning their leader into a required “gate” to move work forward. Multipliers focus on listening to understand, and asking questions to unlock resourcefulness, bringing out intelligence from others and helping build confidence in their ability.

## **DO YOU FIND YOURSELF “ALWAYS ON”, OR SETTING A PACE THAT YOUR TEAM CAN’T KEEP UP WITH?**

With so much going on in a growing company and a bias towards action, it can be tough to set healthy boundaries, and promote your team to honor and protect theirs as well. Leading at a pace that team members can’t keep up with will cause them to disengage and not contribute, essentially letting you “lap” them! Multipliers pay attention to signals from those around them and the teams they lead, noticing when their “always on” tendency is diminishing, and when the pace being set isn’t allowing their team to be utilized at its highest potential.

## **ARE PEOPLE GROWING AND DEVELOPING IN YOUR PRESENCE?**

This is a key quality of a Multiplier; they not only lead in a way that amplifies the intelligence of others, but they coach their teams in a way that draws on brilliance, genius, and untapped resourcefulness. Multipliers create an intense but non-stressful environment that requires everyone’s best thinking, creates energy, and promotes growth everywhere.