

MULTIPLIERS

2-Day Workshop Agenda

Goal: Participants understand that they can double the output of their talent by 2x if they change their mindset:

From: I'm the smartest person in the room... without me they won't figure it out

To: Greatness exists in others, it's up to me to draw it out

Day-1

The Multiplier Effect (~30 mins)

Key Learning Point(s): Multipliers and Diminishers hold radically different assumptions about people. These assumptions drive their behavior. Diminishers are absorbed in their own intelligence, stifle others and deplete the organization of crucial intelligence and capability. Multipliers are genius makers and bring out the intelligence in others.

The focus of the Diminisher is how they will personally provide the answers/solve the challenges. The focus of the Multiplier is how to bring the right people together and focus their best thinking on challenges and opportunities.

- Action: Each person identifies a Diminisher and Multiplier leader
- Presentation: Show Bill Campbell video – we can all become multipliers
 - Recap of research and 5 disciplines of Multipliers and Diminishers
- Discussion: Compare differences in behavior, output, mindsets

The Accidental Diminisher (~60 mins)

Key Learning Point(s): The Multiplier/Diminisher framework is not binary; there is a continuum between Multipliers and Diminishers, with just a small number of people at either polar extreme.

The Multiplier approach can be developed. This begins with shifting the assumptions that drive diminishing tendencies and reducing the behaviors that have a diminishing effect on others. Then Multiplier practices can be added in to amplify the genius of those around you. Encourage people to focus on increasing the number of Multiplier moments they have.

- Presentation: Quick pictorial review of 9 Accidental Diminisher Tendencies
- Action: Identifying your Accidental Diminisher Tendency

- Each person identifies their top Accidental Diminisher tendency and selects a Multiplier practice to remedy that vulnerability
 - Feedback exchange: Each person swaps sheets with someone who can give them feedback on A) their Accidental Diminisher tendency and B) their Multiplier Practice
 - Repeat to get 2-3 rounds of feedback
 - What can leaders do to encourage Multiplier behavior? Shifts for Habit Chain Development
- **Habit Chain Clinic - Optional (~40 mins)**
 - Presentation: Tee up idea of habit chains and demonstrate the activity
 - Action: Identify diminishing habit and build new multiplying habit chain with a partner
 - Find Your People (small groups)
 - Share your Shift (large group)
 - Discussion: Building awareness of accidental diminishing across the company
 - What people learn in the feedback exchange?
 - How do the Accidental Diminisher tendencies of senior leaders drive behavior of larger organization?
 - How does company culture encourage Accidental Diminisher behavior (i.e., Be bold drives “idea guy;” Be Passionate drives “always on;” or Be Decisive drives “rapid responder” behavior.)

The Art of The Question - Optional (~35 mins)

Key Learning Point: The best leaders ask questions that focus the organization on the right problems and opportunities. The core skill of the Multiplier is asking the right questions.

- Practice #1: Asking more questions
 - Presentation: Extreme question challenge
 - Action: Extreme question challenge (individual exercise in pairs)
 - Discussion: Observations re. Individual experience and team dynamics
- Practice #2: Asking better questions
 - Presentation: The question value ladder
 - Action: Extreme question challenge (individual exercise in pairs)
 - Discussion: Observations re. Individual experience and team dynamics
- **Back Pocket Questions - Optional (~15 mins)**
 - Discussion: When should you lead from inquiry? (group discussion)
 - What pulls us out of inquiry mode?
 - Presentation: Walk through Back Pocket Question Cards
 - Action: Create questions for a top initiative

- Formulate questions for work challenge (pair activity)
- Share questions for challenge (table activity)
- Create Back Pocket Question (individual activity)

The Talent Magnet (~90 mins)

Key Learning points: Genius is inevitable; the challenge question is how you use it. Talent Magnets are genius watchers. They aren't bound by the confines of their organization, so they seek out the native genius in others everywhere so they can put it to work for the good of the organization and the individual.

- a. Presentation: Look for Talent Everywhere
- b. Discussion: Genius Tapping (table activity)
- c. Action: Naming the native genius in others (table activity)

Day 2

The Liberator (~90 mins)

Key Learning Point: Wisdom has the greatest impact when dispensed in small but intense doses. Liberators moderate their contribution to create an intense environment that requires others' best thinking and best work. They create safety that encourages experimentation and ensure that each mistake is mined for maximum learning and not repeated.

Part One: Create Space

- Example and Discussion: Ray Lane
 - Cues for When to Be Big and When to Be Small
 - Leader Lab - Multiplier Experiment: Play Fewer Chips
 - Leader Lab - Multiplier Experiment: Playing Your Chips

Part One: Making Mistakes

- Set: Oh the Mistakes I've Made
 - Leader Lab - Multiplier Experiment: Talk Up Your Mistakes
 - Leader Lab - Multiplier Experiment: Make Space for Mistakes
 - Debrief: Make Space for Mistakes
 - Experiment Planning

Challenger (~90 mins)

Key Learning Point: Challengers define opportunities that push people to go beyond what they know how to do. They not only cast a vision and ask the big questions, but they also connect that thinking to tangible steps needed to create momentum.

- Introduction and Rubber-Band Stretch Demonstration (10 minutes)

- Matt McCauley Case Study (15 minutes)
- Leader Lab: Lay a Stretch Challenge (55 minutes)
- Multiplier Experiment: Creating Stretch (15 minutes)
- Multiplier Experiment: Evaluating your Challenge (20 minutes)
- Multiplier Experiment: Generate Belief and On-the-Spot Coaching (20 minutes)
- Module Debrief (5 minutes)
- Experiment Planning (5 minutes)

Debate Maker (~90 - 120 mins)

Key Learning Point(s): Debate Makers understand that all decisions get debated. They orchestrate up-front, rigorous debate to drive sound decisions, develop the collective intelligence of their teams, and enable the organization to effectively execute.

- Introduction (5 minutes)
- Practices of Debate Makers (5 minutes)
- Lutz Ziob Case Study (20 minutes)
- Leader Lab: Make a Debate (60 minutes)
 - Multiplier Experiment: Frame the Issue and On-the-Spot Coaching (30 minutes)
 - Multiplier Experiment: Hold a Debate (30 minutes)
- Module Summary (10 minutes)
- Experiment Planning (5 minutes)

The Investor (~90 - 140 mins with options)

Key Learning Point: Investors grow the capability of others by transferring ownership for work that is “too big” for their current role. They provide support and resources to foster growth but do not fracture the learning process by rescuing them from struggle or mistakes.

- Letting Go Activity and Investor Practices
- Leader Lab – Introduction (Jai Choi)
- Leader Lab – Multiplier Experiment: Give it Back
- Leader Lab – Multiplier Experiment: Super Size It
- Leader Lab – Multiplier Experiment: Give 51% of the Vote
- Experiment Planning

Wrap up (~10 mins)

- Presentation: Built to be Challenged (Video)
 - Make the shift: From Genius to Genius Maker