

Attachment D

MULTIPLIERS

2 Courses = 1/2-Day Seminar

1. THE MULTIPLIER EFFECT

90-Minute Course

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

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
 - Activity: Virtual Board – What did your Multipliers / Diminisher get from you?
- 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 (~30 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
- Breakout (4-5 per): Identifying your Accidental Diminisher Tendency
 - Each person identifies their top Accidental Diminisher tendency and selects a Multiplier practice to remedy that vulnerability
 - Breakout Room: Each person shares A) their Accidental Diminisher tendency and B) their Multiplier Practice
 - For intact teams, each person asks others what they see
 - What can leaders do to encourage Multiplier behavior? Shifts for Habit Chain Development

Habit Chain Clinic (~30 mins)

- Presentation: Tee up idea of habit chains and demonstrate the activity
- Breakout (pairs): Identify diminishing habit and build new multiplying habit chain with a partner
 - Breakout: In pairs, each team members designs a new Multiplier habit
 - 1-2 people share their work with the larger 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.)

CLOSING: (5 Mins)

Becoming a Genius Maker

- It’s not what you know, it’s how you access others
- It’s not what they know, it’s how fast your team can learn
- Ski video

2. Leading Curiously 90-Minute Course

The Art of The Question (~40 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)

- 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)

Naming Genius (~40 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)

Wrap up (~10 mins)

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