

At A Glance: The Multiplier Effect

THE MODEL

DIMINISHERS	MULTIPLIERS
<p>These leaders are absorbed in their own intelligence, stifle others, and deplete the organization of crucial intelligence and capability.</p>	<p>These leaders are genius makers and bring out the intelligence in others. They build collective, viral intelligence in organizations.</p>
<p>SEE</p>	<p>SEE</p>
<p>The Assumption “People won’t figure it out without me”</p>	<p>The Assumption “People are smart and will figure it out”</p>
<p>DO</p>	<p>DO</p>
<p>The Five Disciplines of the Diminisher</p>	<p>The Five Disciplines of the Multiplier</p>
<p>The Gate Keeper Hoards resources and underutilizes talent</p>	<p>The Talent Finder Attracts talented people & uses them at their highest point of contribution</p>
<p>The Tyrant Creates a tense environment that suppresses people’s thinking and capability</p>	<p>The Liberator Creates an intense environment that requires people’s best thinking and work</p>
<p>The Know-It-All Gives directives that showcase how much they know</p>	<p>The Challenger Defines an opportunity that causes people to stretch</p>
<p>The Decision Maker Makes centralized, abrupt decisions that confuse the organization</p>	<p>The Community Builder Drives sound decisions by constructing decision-making forums</p>
<p>The Micromanager Drives results through their personal involvement</p>	<p>The Investor Gives other people ownership for results and invests in their success</p>
<p>GET</p>	<p>GET</p>
<p>The Result 40%</p>	<p>The Result 2.3X</p>