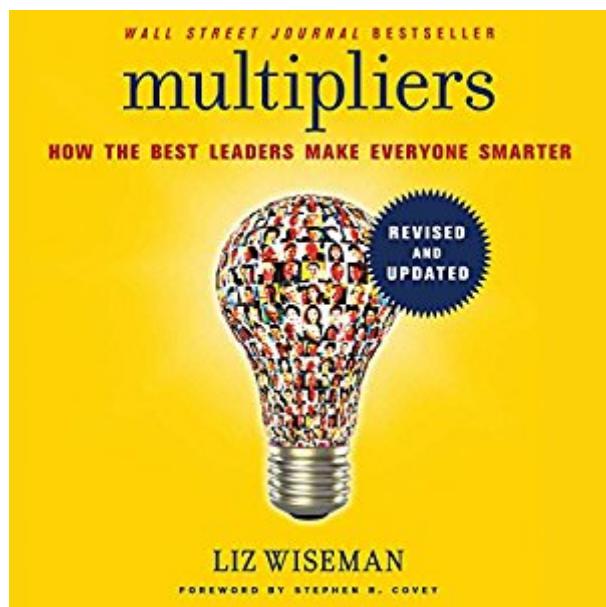


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# Multipliers, Revised And Updated: How The Best Leaders Make Everyone Smarter



## Synopsis

A revised and updated edition of the acclaimed Wall Street Journal best seller that explores why some leaders drain capability and intelligence from their teams while others amplify it to produce better results. We've all had experiences with two dramatically different types of leaders. The first type drain intelligence, energy, and capability from the people around them and always need to be the smartest people in the room. These are the idea killers, the energy sappers, the diminishers of talent and commitment. On the other side of the spectrum are leaders who use their intelligence to amplify the smarts and capabilities of the people around them. When these leaders walk into a room, lightbulbs go off over people's heads; ideas flow, and problems get solved. These are the leaders who inspire employees to stretch themselves to deliver results that surpass expectations. These are the Multipliers. And the world needs more of them - especially now, when leaders are expected to do more with less. In this engaging and highly practical book, leadership expert Liz Wiseman explores these two leadership styles, persuasively showing how Multipliers can have a resoundingly positive and profitable effect on organizations - getting more done with fewer resources, developing and attracting talent, and cultivating new ideas and energy to drive organizational change and innovation. In analyzing data from more than 150 leaders, Wiseman has identified five disciplines that distinguish Multipliers from Diminishers. These five disciplines are not based on innate talent; indeed, they are skills and practices that everyone can learn to use - even lifelong and recalcitrant Diminishers. Lively real-world case studies and practical tips and techniques bring to life each of these principles, showing you how to become a Multiplier, too, whether you are a new or an experienced manager. This revered classic has been updated with new examples of Multipliers as well as two new chapters - one on accidental Diminishers and one on how to deal with Diminishers. Just imagine what you could accomplish if you could harness all the energy and intelligence around you. Multipliers will show you how. PLEASE NOTE: When you purchase this title, the accompanying reference material will be available in your My Library section along with the audio.

## Book Information

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## Customer Reviews

A few very good ideas....but they are padded out way too much making it about 3 chapters of great content into a book. Well suited to audible at x2.5 plus a book summary.

Liz at best!! better than the first edition. Though you would have read the first one, please do read this

NOTE: 'Multipliers' is a secular business book. I am reviewing it from the perspective of a Christian minister who thinks its insights have application in church and nonprofit ministry contexts. If those are not your contexts, this review may not be the one you want to read. One of the reasons why leading a church is hard work is the problem of what David Allen calls "new demands, insufficient resources." For example, youth ministry is vital to the health and future of the church, but we all know how hard it is to get volunteers to work with junior high students. Even Jesus faced this problem: "The harvest is plentiful but the workers are few" (Matthew 9:37). The first solution to the problem of new demands and insufficient resources is specific prayer. "Ask the Lord of the harvest, therefore, to send out workers into his harvest field" (Matthew 9:38). God sees the new demands, but unlike us, He doesn't lack sufficient resources: "my God will meet all your needs according to the riches of his glory in Christ Jesus" (Philippians 4:19). Complementing prayer is a second solution: the right people. Jesus taught us to pray for more "workers." Paul described the Church as a "body" with variously gifted "parts" (1 Corinthians 12:12). The unfortunate fact is that too many pastors and other ministry leaders try to respond to new demands on their own "with only the gifts, talents and resources God has given them personally. They fail to see the gifts, talents and resources God has given them corporately, in their congregations. The consequence of this failure

is burned-out pastors and leaders on the one hand and bored, frustrated and underutilized followers on the other. Liz Wiseman wrote *Multipliers*, now out in a revised and updated edition, to figure out how leaders can grow both the intelligence and capability of their organizations. Although she wrote it for a business audience, I couldn't help but see its relevance to the problem of new demands and insufficient resources in churches too. Let me try to explain: *Multipliers* vs. *Diminishers*.

Wiseman begins the book with this observation: "There is more intelligence inside our organizations than we are using" (emphasis in original).

Multiplication taps into this intelligence. Its logic can be understood through three statements:

1. Most people in organizations are underutilized.
2. All capability can be leveraged with the right kind of leadership.
3. Therefore, intelligence and capability can be multiplied without requiring a bigger investment.

As a former staff and senior pastor and a current church member, I agree with the first statement wholeheartedly. Too many people in any given congregation sit in the pew on Sunday morning but nothing else. They are spiritual consumers, not spiritual producers. Regarding the third statement, I certainly hope my church can do more without investing in additional staff and buildings. I'd like to see a more productive and efficient use of what we already have before we lay out more money for sparkly new stuff.

The second statement, then, is key: We need "the right kind of leadership." Wiseman calls these leaders *Multipliers* and contrasts them with *Diminishers*. *Multipliers* tap into the intelligence of their organizations, grow it and increase the capability of their team members and of their organization. *Diminishers* "shut down the smarts of those around them." *Multipliers* begin with the assumption, "People are smart and will figure this out." *Diminishers* begin with the assumption, "They will never figure this out without me."

According to Wiseman, no leader is entirely a *Multiplier* or entirely a *Diminisher*. Instead, all leaders perform on a spectrum, with both *Multiplier* and *Diminisher* tendencies. This means leaders can move either way on the spectrum. Two important questions now arise: How do *Multipliers* lead? And how do I become a *Multiplier*?

**Multiplier Practices**

Wiseman's research indicates that *Multipliers* lead by engaging in five specific roles:

1. **The Talent Magnet:** "They attract and deploy talent to its fullest, regardless of who owns the resource, and people flock to work with them because they know they will grow and be successful."
2. **The Liberator:** "Multipliers establish a unique and highly motivating work environment where everyone has permission to think and the space to do their best work."
3. **The Challenger:** "They seed opportunities, lay down challenges that stretch the

organization, and in doing so, generate belief that it can be done and enthusiasm about the process. **4. The Debate Maker:** Multipliers engage people in debating the issues up front, which leads to decisions that people understand and can execute efficiently. **5. The Investor:** Multipliers deliver and sustain superior results by inculcating high expectations across the organization.

Now, before you dismiss this as so much business-book gobbledegook, try thinking of Jesus leadership in terms of Wiseman's five roles: **The Talent Magnet:** Jesus' disciples, despite not being religious, political, economic or academic elites, established a religion that is still thriving 2,000 years later. **The Liberator:** Jesus empowered His followers to preach the same message as He did, with signs and wonders following (Matthew 10:1-42; Mark 6:6-13; Luke 10:1-24). **The Challenger:** Read those three Synoptic Gospel passages cited above, then reminder that Jesus commissioned His followers to do these things in His absence. Not only that, He left the task to "make disciples of all nations" both to His first-century followers and to us (Matthew 18:18). The Great Commission is a perpetual challenge that Christ has called and empowered us to fulfill.

**The Debate Maker:** We rightly think of Jesus as a master teacher, but we fail to appreciate how often He taught by means of debate. In his book, *All the Questions Jesus Asks*, Stan Guthrie notes that Jesus asked 295 questions. That number doesn't even include all the questions Jesus was asked by others.

**The Investor:** Could any expectation be higher than what Jesus told His disciples in John 20:21: "As the Father has sent me, I am sending you. Please don't misunderstand me. Multipliers is a business book, not a ministry book. It's written from a secular perspective, not a biblical one. It addresses a specific question in leadership – how to leverage capability through leadership. It is neither the first nor last word on leadership, let alone the first or last word on the pastoral leadership of Christian congregations. Still, it has incredible diagnostic value because it helps identify the kinds of practices that do (and don't) make the best use of resources in an organization, including, in my opinion, the local church. **Becoming Multipliers**

So, how can pastors and other ministry leaders become Multipliers? To answer that, we need to depart from Wiseman for a moment and remember the words of Jesus himself, "Ask the Lord of the harvest, therefore, to send out workers into his harvest field" (Matthew 9:38). Ministry is not about making widgets but about making disciples, and the only person who can make a disciple is one who is himself being discipled. Ministry is spiritual work and requires spiritual growth, which comes first and foremost through a

prayerful relationship with the Father, Son and Holy Spirit. Ministry is also relational, however. And the ministry of leadership requires that we work in relationship with the spiritually gifted people God has placed in our pews. Wiseman offers five pieces of advice to business leaders as they resolve to move from the Diminisher to the Multiplier side of the leadership spectrum, and I'd like to tweak these for ministry settings: First, start with the assumptions: Do I assume that my congregation is spiritually gifted to do the ministry (Multiplier) or do I assume that I must do it myself or micromanage them in the process (Diminisher)? Second, work the extremes (neutralize a weakness; top off a strength): Am I surrounding myself with others whose ministry strengths complement my ministry weaknesses? Am I working hard to develop the ministry gifts that I am best at personally? Third, run an experiment: Am I actively trying to develop new Multiplier habits by identifying my Diminisher tendencies and replacing them with Multiplier assumptions and practices? Fourth, brace yourself for setbacks: Change always involves a measure of failure. The apostle Peter, for example, was the first (and only) apostle to walk on water, but also the first (and only) apostle to sink after walking on water. If Jesus picked Peter up and got him back on the boat, He can do the same for you. Fifth, ask a colleague: If "the eye cannot say to the hand, 'It is not yours to do what I do,'" and "the head cannot say to the feet, 'It is not yours to receive what I receive,'" then Christian leaders cannot isolate themselves from either their ministry peers or the people they lead. The title of Reuben Welch's classic book on Christian community gets it exactly right: *We Really Do Need Each Other*. So, back to the problem of "new demands, insufficient resources" that I mentioned at the outset of this review. Yes, it is a real problem that pastors and other ministry leaders feel deeply. But prayer to our infinitely resourceful God and wise leadership practices can help us more fully utilize the capabilities of our spiritually gifted congregations. There are, after all, more spiritual gifts in our congregations than we are currently using. Are you the kind of leader who can multiply them?

In the first edition of this book, written with Greg McKeown, Liz Wiseman juxtaposes two quite different types of persons whom she characterizes as the "Multiplier" and the "Diminisher." Although she refers to them as leaders, suggesting they have supervisory responsibilities, they could also be direct reports at the management level or workers at the "shop floor" level. Multipliers "extract full capability," their own as well as others', and demonstrate five disciplines: Talent Magnet,

Liberator, Challenger, Debate Maker, and Investor. Diminishers underutilize talent and resources, their own as well as others, and also demonstrate five disciplines: Empire Builder, Tyrant, Know-It-All, Decision Maker, and Micro Manager. Wiseman devotes a separate chapter to each of the five Multiplier leadership roles. Wiseman cites dozens of real-world examples that suggest how almost any organization (regardless of its size or nature) can plan, implement, accelerate, and sustain a human development program that strengthens participants' leadership and management skills that (a) will enable them to multiply the intelligence and capability of the people around them and (b) avoid behaviors that can diminish people's ability and enthusiasm. As Wiseman clearly realizes, people combine some of the best and worst traits of both the Multiplier and Diminisher. Strengths can become weaknesses or vice versa if carried to an extreme. A Talent Magnet, for example, could be especially effective recognizing and attracting high-potentials and then hoard their talents, exploiting them to her or his advantage. A Micro Manager could be especially alert for significant details that others ignore but deny other people's professional development by refusing to delegate tasks to them. In the healthiest organizations, there are constant efforts to increase (multiply) positive and productive engagement while reducing (diminishing) waste. In the revised and update edition (May 2017), Wiseman develops in even greater depth many of her brilliant insights that were first introduced in 2010. In this context, I am reminded of an incident that occurred years ago when one of Albert Einstein's faculty colleagues at Princeton gently chided him asking the same questions each year on his final examination. "Quite true. Guilty as charged. Every year the answers are different." All organizations always need leaders who make everyone smarter and they need these leaders at all levels and in all areas of the given enterprise. Multipliers must also sustain cultural change in a competitive marketplace that is more volatile, more uncertain, more complex, and more ambiguous than at any prior time that I can remember. What's new in the revised and expanded edition? According to Wiseman, they include a Preface that describes the changing landscape of management and why leaders can and must get more from their talent (Pages xvii-xxii); A new chapter on the ways that well-intended leaders become "Accidental Diminishers" (Chapter 7); A new chapter on how to deal with Diminishers and minimize their impact on yourself and others (Chapter 8); A new section on how to effect lasting change inside corporations (Chapter 9); A new set of tools to enable managers to put the ideas into action (Appendix E). She also includes a number of new case studies of Multiplier leaders throughout her lively and eloquent narrative. Wiseman again focuses on seven familiar archetypes: Multiplier sees issues in Technicolor; Diminisher sees them in black-and-white; Talent

Manager builds a consensus driven by ability and diversityLiberator creates a culture with discipline that nourishes growth and developmentChallenger embraces opportunity but is wary of assumptions and premisesDebate Maker: Achieves high-impact results, guided and informed by collective judgmentInvestor: Sees the objective, applies the resources, and proceeds with strict accountabilityOf course, as Wiseman points out, Diminishers reduce morale and performance whereas Multipliers “make everyone smarter.” Empire Builders hoard talent whereas Talent Managers nourish it. Tyrants impose their will whereas Liberators celebrate principled dissent. Know-It-Alls think and live in terms of first-person-singular pronouns whereas Challengers seem to have first-person-plural pronouns in their DNA. Micromanagers are hostage to details that support what James O’Toole characterizes as “the ideology of comfort and the tyranny of custom” whereas Investors thrive through others’ achievementsFor whom will this book be most valuable? First, for those who must -- in Alvin Toffler’s words -- “learn, unlearn, and relearn.” Also, for their supervisors and other decision-makers who need to strengthen leadership and management skills.

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