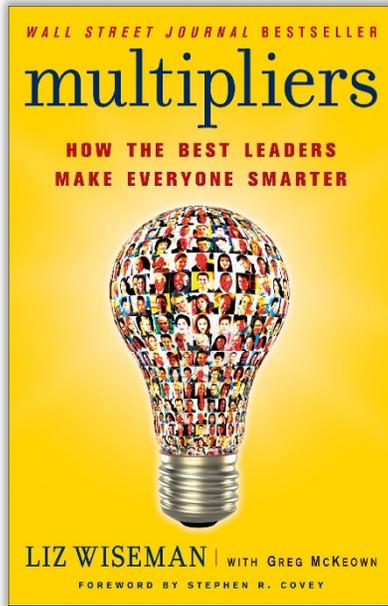
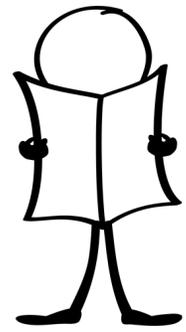


POINT

Get to the *point*, fast!



MULTIPLIERS

How the Best Leaders Make Everyone Smarter

POINT of Reference:

Wiseman, L. (2017). *Multipliers: How the best leaders make everyone smarter (Revised and Updated.)* Harper Business: New York, New York.

ISBN: 978-0062663078 | 384 pages



At 384 pages, this is a MEDIUM length read. Filled with lots of stories, so you could do a fair amount of skipping if you get the concepts.

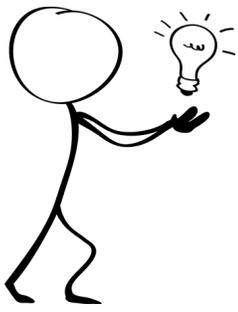
Genre

Business
Leadership
Business Management
Leadership & Motivation
Business Process

Solidly positioned among the greats in the genre of business leadership. A good addition to your library to sit alongside authors such as Peter Drucker and Steven Covey...who, by the way, wrote the Foreword.

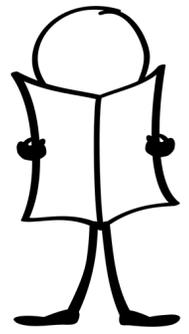
Key POINTs

- Introduces and defines two categories of leaders: *Multipliers* and *Diminishers*.
- Multipliers create an environment where they enable the creation of geniuses and powerful contributors
- Diminishers create an environment where they absorb the energy of others, stifle others, and diminish organizational capability
- Diminishers are only able to extract less than 50% of their peoples' capabilities to benefit the organization
- Multipliers are able to extract over 105% of their people's capabilities because they generate new growth



POINT

Get to the **point**, fast!



Main POINTs

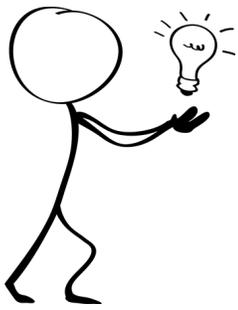
The author encourages us to adopt the behaviors of a “multiplier.” Research conducted by the author and other reputable organizations demonstrates that organizations led by *multipliers* substantially outperform *diminishers*. Suffice-it-to-say that *multipliers* do way more listening than they do talking. *Multipliers* ask a lot of questions and establish a team environment of discussion, debate, and *healthy* conflict. The author orients much of the book around intelligence. One of the main points that we like is this quote, “...these leaders [understand] that the person sitting at the apex of the intelligence hierarch is the *genius maker*, not the genius” (emphasis mine) (p. 5). In other words, it’s about team genius and team productivity, and it is absolutely not about the individual leader’s ego.

The *Diminisher* exhibits an intriguing set of behaviors that are well worth studying. First main point here is that we are all *diminishers* sometimes. For example, if you’ve ever cancelled a one-on-one meeting with your direct report shortly before the meeting was supposed to occur, well, you have sent a message to them that they are not as important as whatever it was you did instead. And, heaven forbid you’ve done it to that person several times in a row.

Extra POINTs

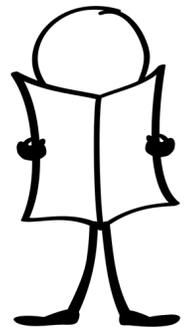
Multipliers make geniuses. People report getting smarter around multipliers, up to an 18-point improvement in IQ. They establish a culture of trust, productive conflict, commitment, accountability, and results. They also have a great sense of humor, and at the same time they have high expectations of their people. There is a true belief that their people can figure it out, rise above situations, and thrive in the midst of challenges...turning them into opportunities. This unwavering faith bolsters high achievement.

Next Up: *InfoGraphical* POINTs



POINT

Get to the *point*, fast!



Yes, we can hang our heads at this realization. Take solace in the fact that leadership (and leadership development) is a lifelong *practice*. One cannot be a leadership expert, only a master practitioner. *Diminishers* come in two flavors: intentional and unintentional. Both are damaging to the people in the organization. The author provides several examples and coaching points on how to deal with bosses who exhibit diminisher behaviors.

