

AT A GLANCE: THE ACCIDENTAL DIMINISHER

THE ACCIDENTAL DIMINISHER is the well-intended leader, often following popular management practices, who subtly and, completely unaware, shuts down the intelligence of others.

THE MOST FREQUENT ACCIDENTAL DIMINISHER TENDENCIES

Tendency	Intention	Outcome	Replacement or Multiplier Experiment
Idea Guy	For their ideas to stimulate ideas in others	They overwhelm others, who either shut down or spend time chasing the idea du jour.	Create a Holding Tank <i>Extreme Questions</i>
Always On	To create infectious energy and share their point of view	They consume all the space, and other people tune them out.	Say It Just Once <i>Play Fewer Chips</i> <i>Give 51% of the Vote</i>
Rescuer	To ensure people are successful and to protect their reputation	Their people become dependent on them, which weakens their reputation.	Ask for Their "F-I-X" <i>Make Space for Mistakes</i> <i>Give It Back</i>
Pacesetter	To set a high standard for quality or a pace	Other people become spectators or give up when they can't keep up.	Stay Within Sight <i>Give 51% of the Vote</i>
Rapid Responder	To keep their organization moving fast	They move fast, but their organization moves slowly because there is a traffic jam of too many decisions or changes.	Set a Mandatory Waiting Period <i>Extreme Questions</i> <i>Make a Debate</i>
Optimist	To create a belief that the team can do it	People wonder if they appreciate the struggle and the possibility of failure.	Signal the Struggle <i>Make Space for Mistakes</i> <i>Talk Up Your Mistakes</i>

LEADING WITH INTENTION allows a leader to understand how his or her natural tendencies become barriers to accessing intelligence.

1. Identify when these tendencies happen, and replace them with better practices.
2. Bring clarity to your observations by taking our online quiz, "Are You an Accidental Diminisher?" The quiz can be found at MultiplierEffectBook.com
3. Use your results and ask others. Adjust. Continue on your journey.