

At A Glance: The Multiplier Effect

THE MODEL

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