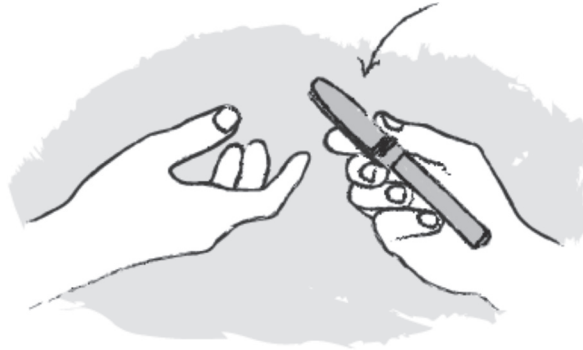


## Multiplier Experiments

# Give It Back

Give ownership back to the person it belongs to.



When someone brings you a problem that you think they are capable of solving, give it back to them and ask for the “F-I-X.”\* Play the role of coach rather than problem solver.

If someone legitimately needs help, jump in (take “the pen”\*) and contribute, but then clearly give ownership (“the pen”) back.

Multiplier Discipline: **The Investor**, remedy for “Rescuer” Accidental Diminisher

### Multiplier Mindset:

People are smart and will figure it out.

### Multiplier Practices:

1. **Ask for the F-I-X:** When someone brings you a problem, ask them to complete the thought process and provide a solution (an F-I-X)\*. Use coaching questions like these to offer help, but maintain their ownership for the work:
  - What solution(s) do you see to this problem?
  - How would you propose we solve this?
  - What would you like to do to fix this?
2. **Give the “pen” back:** When your team members are struggling, offer help, but have an exit plan. Here are some statements and questions that will help you clarify that you are giving back ownership.
  - I’m happy to help you think this through, but you are still the lead on this.
  - Those are thoughts to consider. You can take it from here.
  - I’m here to back you up. What do you need from me as you lead this?

### The Promise:

As a leader, people around you will constantly bring you problems that bait you into taking over. When you resist the bait, you allow people the dignity of completing their own work and solving their own problems. “Give the pen back,” and people around you will grow in their capability and independence.

\* Reference the Investor chapter for the “Give back the pen” and “Don’t give me an A-W-K without an F-I-X” stories.

Use this worksheet to plan and reflect on your Multiplier Experiments.

### 1. Experiment Purpose

What problem are you trying to address?	What do you hope to accomplish?

### 2. Document Your Plan

When and where will you try this?	What might limit success?	What will you do to overcome these hurdles?

### 3. Establish Measures

How will you know if you've been successful?	How will you get feedback?

### 4. Evaluate Results

What happened?	What impact did you have on others?	What was accomplished?

### 5. Study Your Learning

What surprised you?	What could you do differently to improve your results?	How would you describe the return on your investment for this experiment?

### 6. Make Lasting Change

How will you make this part of your ongoing management practice?	When and where will you use this approach again?

We'd love to hear about your successes with this Multiplier Experiment. Visit [MultiplierEffectBook.com](http://MultiplierEffectBook.com) to share your story.