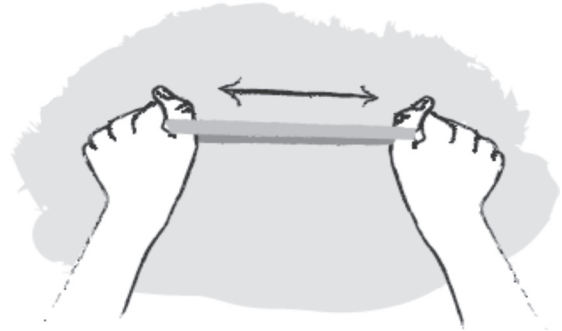


## Multiplier Experiments

### Lay A Concrete Challenge

Lay down a concrete challenge for your organization.



Engage your team by giving them a “mission impossible,” something hard that will challenge the entire organization. Help them see what might be possible, extend an intriguing, vivid challenge, and, then generate belief that it just might be possible.

Multiplier Discipline: **Challenger**

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#### Multiplier Mindset:

People are capable of doing hard things.

#### Multiplier Practices:

1. Identify the hard thing your organization might be capable of doing.
2. Turn it into a question. Ensure your question is great by making it:
  - a. Intriguing—Is it an interesting puzzle to solve?
  - b. Vivid—Can someone visualize what success looks like?
3. Identify a first step that is achievable. Refine your question.
4. Ask your question to your organization. And then don't answer it. Let your team find solutions.

**Caveat 1:** Get the stretch level right. If it is too easy, no one will make much effort. But if it is outrageous, no one will want to try. Stretch people but do not break them.

**Caveat 2:** If you do pose a huge challenge, be sure to label it as “impossible” or “crazy.” This allows your organization to take risks and fail and celebrate the progress.

#### The Promise:

When leaders offer a challenge and then create a culture of belief, the organization steps up. People contribute beyond what they thought they could. Your team will likely report the experience as “exhausting but totally exhilarating” and will want to sign up for another stretch.

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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.