

Multiplier Experiments

Make Space For Mistakes

Define a space where people can experiment, take risks, and recover.



Create a safe environment where people can take risks. Clarify the area where a) your team members have room to experiment and b) where the stakes are too high to allow failure.

Multiplier Discipline: **Liberator**, remedy for “Rescuer” and “Optimist” Accidental Diminisher

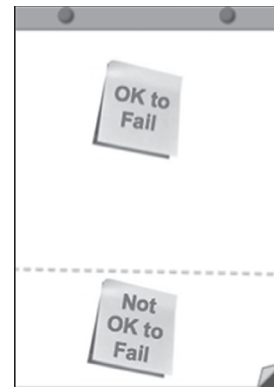
Multiplier Mindset:

People learn best from the natural consequences of their actions.

Multiplier Practices:

Create a clear “water line” above which people can experiment and take risks and still recover, but below which any mistakes “or cannon balls” might cause catastrophic failure and “sink the ship.” Work with your team to understand this waterline.

1. On a white board or flipchart, make two headings. —————>
2. Using post-it notes, ask each individual to list a number of scenarios where it is **OK TO FAIL** and some where it is **NOT OK TO FAIL**.
3. Have the individuals post their scenarios on the chart.
4. Allow individuals to move the Post-it notes between categories and debate which category each belongs in. Physically move the Post-it notes until the group reaches a shared understanding.
5. Push the thinking encouraging as many scenarios as possible to go into the “Okay to fail” category. Draw “the water line” between the categories.
6. Group like scenarios together.
7. Define the themes in each of the categories. For example:
 - a. It's OK to fail when a) the learning is greater than the cost, b) we have time or resources to recover or c) when customers or students are not harmed, etc.
 - b. It's not OK to fail when a) it violates our ethics or values, b) it does damage to our brand/reputation in the market, c) it is career ending for someone (including the leader), etc.
8. Record the key principles above and below the water line. Share this with the team.



The Promise:

Creating a clear “water line” for your team will give them confidence to experiment and take bolder action but will signal to them to be extra diligent where the stakes are high. This distinction will also signal to you when you can stand back and when you need to jump in and rescue.

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 to share your story.