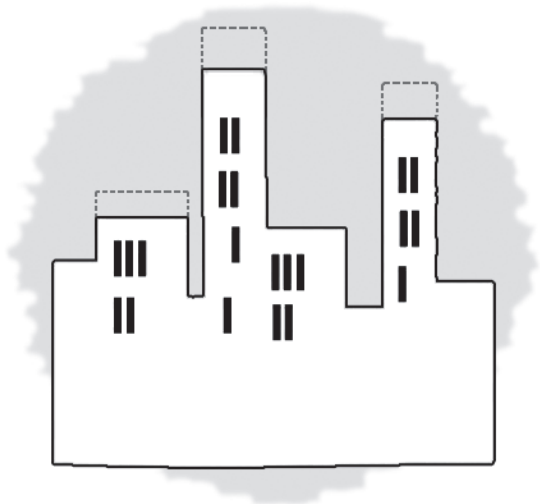


Multiplier Experiments

SuperSize It

Give someone
a job that is a
size too big.

Acknowledge that everyone on your team is at different capability levels. But everyone is capable of growth. Carve out roles and responsibilities the way you shop for shoes for preschoolers . . . one size too big. And then let the person grow into their new responsibilities.



Multiplier Discipline: **Talent Finder, Challenger, Investor**, remedy for “Org Manager” Accidental Diminisher

Multiplier Mindset:

Everyone can grow.

Multiplier Practices:

1. Map out the capability levels of your team, acknowledging that they will probably look more like a jagged skyline than a high-jump bar.
2. Pick one or two people who are ready for a stretch.
3. Map out a set of responsibilities that are beyond their current capabilities that will cause them to really stretch. Let them know you are giving them “a job” that might feel a bit too big. Affirm your belief in their ability to learn and grow into the role.
4. Maintain a vacuum that must be filled . . . by them, not you.
5. Do the same across all the individuals on your team.

Caveat: Give harder work, not more work. Doing more of the same thing doesn’t grow our capabilities (unless we are knife jugglers).

The Promise:

People and organizations stretch when there is a healthy gap between what needs to be done and what the current capabilities of the individuals or team are. When you size this gap “one size too big” you grow the people around you. They will find it challenging, but exhilarating.

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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 on-going 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.