



Multipliers

Wiseman Group

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Multipliers

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Developing leaders who can take on the world's toughest challenges.

MULTIPLIERSBOOK.COM + THEWISEMANGROUP.COM

Introduction

What is the purpose of this report?

This report is designed to give you detailed feedback on some ways that you may be Multiplying or Diminishing the intelligence in the people around you.

How do I interpret this report?

The first thing you will notice as you look through this report is that you have scores for both Multiplier and Diminisher behavior. Pay particular attention to the extremes on this.

What is the best strategy for making the most out of this report?

When reviewing your report, look for your extremes. Which discipline is your strongest? Which is your weakest, and is it dangerously within Diminisher territory? With this information, pursue these two strategies:

1. Neutralize a weakness. A common misconception is that development should turn your weaknesses into strengths. Clients often say, "I'm terrible at this and I need to become really great at it." I suggest to them that while this may be possible, it is unlikely that they will turn their biggest weaknesses into their biggest strengths. The truth is that you do not need to be fabulous at everything. You just can't be bad. You simply need to neutralize the weakness and move it into the middle, acceptable zone. Having realistic goals frees up capacity to do the most important development work: turning your modest strengths into towering strengths.
2. Top off a strength. Leaders with a small number of strengths are viewed more highly than leaders who have a broad base of capabilities. Of the five disciplines, identify your strongest area and then build a deep and broad repertoire of practices that allows you to excel at this discipline. Become a world-class Challenger or a resounding Talent Magnet. Invest your energy wisely and progress from good to great by topping off one of your strengths.

Working the extremes, by paying attention to your highs and lows while ignoring the middle, offers an efficient and sustainable pathway to leadership development.

Introduction

The foundation of the survey and this report: The Five Disciplines of the Multiplier

The feedback in this report is organized into the five Multiplier disciplines. In the research done by The Wiseman Group for the book Multipliers, these were the 5 areas where the management practices of Multipliers and Diminishers varied sharply. These five disciplines are as follows:

DIMINISHERS	MULTIPLIERS
<i>The Empire Builder</i> Hoard resources and underutilizes talent	<i>The Talent Magnet</i> Attracts talented people and uses them at their highest point of contribution
<i>The Tyrant</i> Creates a tense environment that suppresses people's thinking and capability	<i>The Liberator</i> Creates an intense environment that requires people's best thinking and work
<i>The Know-it-All</i> Gives directives that demonstrate how much they know	<i>The Challenger</i> Defines an opportunity that causes people to stretch their thinking and behaviors
<i>The Decision Maker</i> Makes centralized, abrupt decisions that confuse the organization	<i>The Debate Maker</i> Drives sound decisions through rigorous debate
<i>The Micromanager</i> Drives results through their personal involvement	<i>The Investor</i> Gives other people the ownership for results and invests in their success

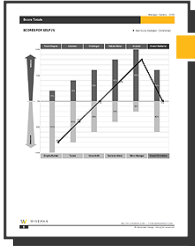
Key Concepts and Definitions

Disciplines - The five areas where The Wiseman Group's research showed that Multipliers and Diminishers lead very differently. There are five Multiplier disciplines and five Diminisher disciplines.

Practices - The specific behavior exhibited by a Multiplier or Diminisher in each of the five disciplines. Each assessment question allows you to give feedback on these practices.

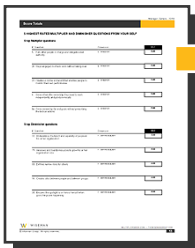
Multiplier Factor - The Multiplier Factor is the net (or difference) between your Multiplier and Diminisher Scores. If you have high Multiplier scores and low Diminisher Scores then your Multiplier Factor will be high. If you have high Multiplier scores and high Diminisher Scores your overall Multiplier Factor will be low: even though you exhibit a number of Multiplier behaviors they are "neutralized" by your Diminisher Scores.

Score Totals



SCORE SUMMARY

This report indicates the extent to which you are operating as a Multiplier or a Diminisher. The chart displays the average scores showing how you rated yourself for each of the five disciplines. The score is represented as a percentage of the highest possible score of 5 (on a scale of 1 to 5). For example, if your score for Talent Magnet was 75%, this means that your average score was 3.75 for this discipline. Each discipline is the average of a number of assessment questions that comprise that discipline. The arrows mark your net score, which is the difference between your Multiplier score and your Diminisher Score. This gives you an indication of your Multiplier Factor or your net effect as either a Multiplier or Diminisher.



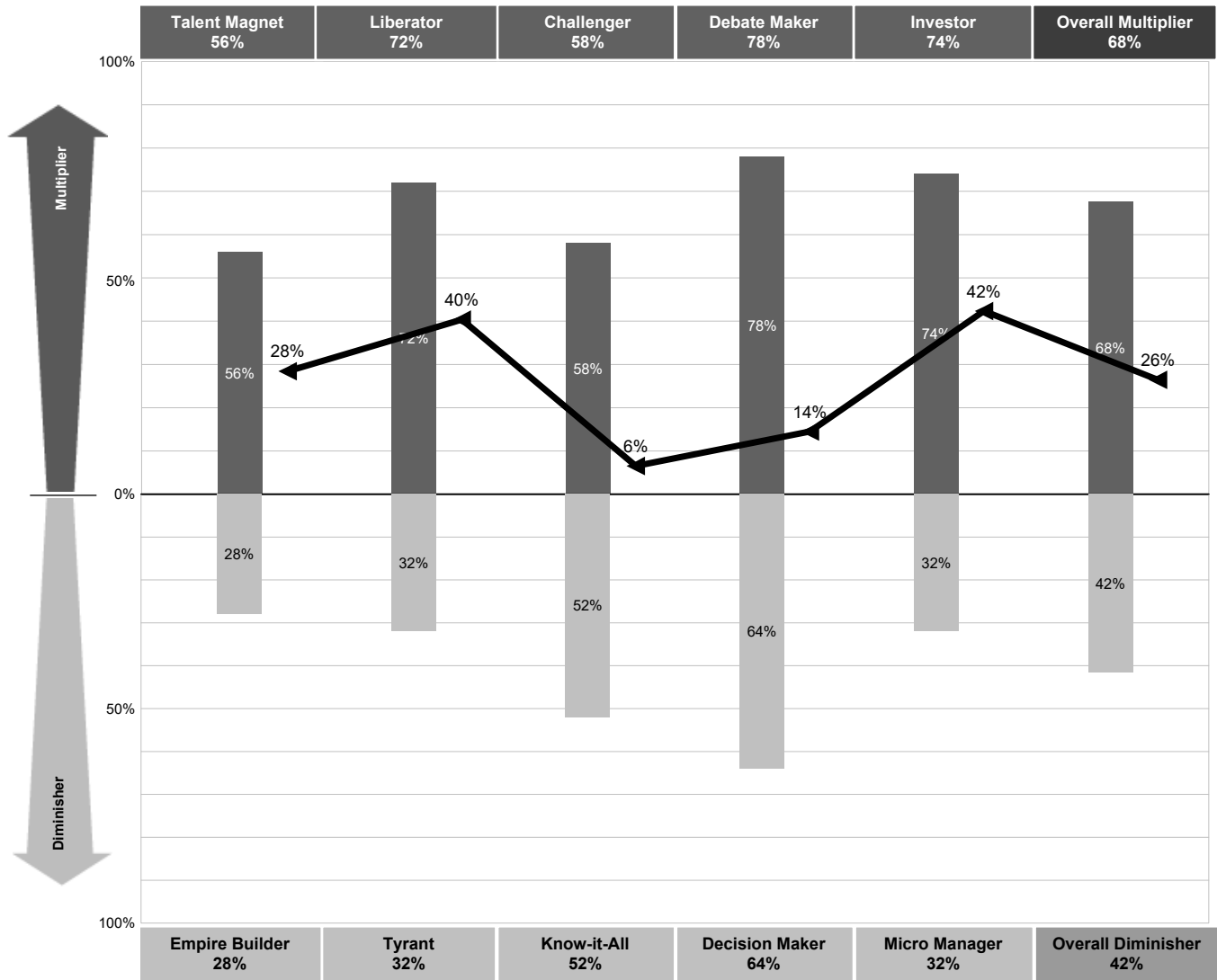
5 TOP MULTIPLIER & DIMINISHER QUESTIONS

This chart lists the highest rated Multiplier and Diminisher questions. In each case you will see the questions identified by the dimension title and question number.

Score Totals

SCORE SUMMARY

◀ Net Score (Multiplier - Diminisher)



Score Totals

5 HIGHEST RATED MULTIPLIER AND DIMINISHER QUESTIONS

5 top Multiplier questions

# Question	Dimension	SCORES
16. Readily admits and shares his or her own mistakes	B. LIBERATOR	5.00
27. Insists that others learn from their mistakes	B. LIBERATOR	5.00
35. Communicates decisions by explaining the issues and the rationale for the decision	D. DEBATE MAKER	5.00
4. Gives others the ownership they need to work independently and produce results	E. INVESTOR	5.00
5. Puts other people in charge and delegates real authority	E. INVESTOR	5.00

5 top Diminisher questions

# Question	Dimension	SCORES
50. Makes decisions efficiently in a small, inner circle	I. DECISION MAKER	5.00
54. Tests other people's knowledge	H. KNOW-IT-ALL	4.00
32. Underutilizes the talent and capability of people in his or her organization	F. EMPIRE BUILDER	3.00
21. Evaluates and criticizes others' ideas and actions	G. TYRANT	3.00
7. Gives answers more often than asks questions	H. KNOW-IT-ALL	3.00

Score Details



QUESTION SCORES

This section of the report is the heart of your feedback and should be used for pinpointing specific practices to develop (or Diminisher practices to avoid) as part of your Multiplier development plan. The data is organized into the disciplines, with the five Multiplier disciplines presented first and then followed by the five Diminisher disciplines.

Within each discipline, there is several assessment questions that reflect the practices (or behaviors) associated with this discipline.

Score Details

TALENT MAGNET (Multiplier)

↓ Question # within survey

	AVG	- Not Sure NA	- Rarely or not at all like you 1	- To some extent 2	- To a moderate extent 3	- To a great extent 4	- One of the clearest examples of this 5
9. Utilizes people's capabilities at their highest level of contribution	2.0	.	.	1	.	.	.
10. Removes people who are impeding the smarts and the growth of others	3.0	.	.	.	1	.	.
13. Fully utilizes the talent of others	3.0	.	.	.	1	.	.
24. Shines a spotlight on the work of others	4.0	1	.
51. Helps others understand their own natural talents by labeling these talents and skills	2.0	.	.	1	.	.	.
52. Makes an effort to identify people's natural talents (things they do easily and freely)	2.0	.	.	1	.	.	.
53. Appreciates all types of intelligence and capabilities in others	3.0	.	.	.	1	.	.
62. Gets out of the way of other people so they can get their work done	4.0	1	.
63. Connects others with opportunities that engage their talents	3.0	.	.	.	1	.	.
71. Looks for and finds talent both in and outside his or her immediate organization	2.0	.	.	1	.	.	.

Score Details

LIBERATOR (Multiplier)

↓ Question # within survey

	AVG	- Not Sure NA	- Rarely or not at all like you 1	- To some extent 2	- To a moderate extent 3	- To a great extent 4	- One of the clearest examples of this 5
16. Readily admits and shares his or her own mistakes	5.0	1
27. Insists that others learn from their mistakes	5.0	1
37. Restrains themselves in meetings and conversations to make space for others to contribute	1.0	.	1
42. Ensures that others are delivering their best work	2.0	.	.	1	.	.	.
45. Listens intently to understand the ideas of others	4.0	1	.
47. Gives permission for others to make mistakes	4.0	1	.
48. Actively seeks out the softer voices or more reserved individuals in a group so everyone can be heard	3.0	.	.	.	1	.	.
61. Operates with consistency and predictability	4.0	1	.
65. Creates an intense environment that requires people's best	4.0	1	.
73. Invites others to give their very best work	4.0	1	.

Score Details

CHALLENGER (Multiplier)

↓ Question # within survey

	AVG	- Not Sure NA	- Rarely or not at all like you 1	- To some extent 2	- To a moderate extent 3	- To a great extent 4	- One of the clearest examples of this 5
2. Provides a starting point for others instead of giving them a complete solution	3.0	.	.	.	1	.	.
8. Challenges the prevailing assumptions in the organization	3.0	.	.	.	1	.	.
11. Orchestrates early wins to build momentum and belief	2.0	.	.	1	.	.	.
19. Generates belief that goals that seem impossible are actually possible	4.0	1	.
25. Reframes problems into opportunities	3.0	.	.	.	1	.	.
29. Gives others concrete challenges to solve	3.0	.	.	.	1	.	.
38. Places the responsibility for solving problems onto others	3.0	.	.	.	1	.	.
46. Asks hard questions which cause others to think differently	3.0	.	.	.	1	.	.
49. Builds the collective will to take on hard challenges	2.0	.	.	1	.	.	.
69. Seeds opportunities and lets others discover the issues themselves	3.0	.	.	.	1	.	.

Score Details

DEBATE MAKER (Multiplier)

↓ Question # within survey

	AVG	NA - Not Sure	1 - Rarely or not at all like you	2 - To some extent	3 - To a moderate extent	4 - To a great extent	5 - One of the clearest examples of this
1. Identifies the data that needs to be gathered to make sound decisions	4.0	1	.
15. Engages people in debating the issues upfront, before decisions get made	4.0	1	.
26. Defines the critical questions to be debated and answered	4.0	1	.
35. Communicates decisions by explaining the issues and the rationale for the decision	5.0	1
40. Makes sound decisions following rigorous debate	4.0	1	.
44. Explains the decision making process to all involved	4.0	1	.
56. Frames decisions by explaining the "what", "why", and "how" of a decision	4.0	1	.
57. Demands rigorous, complete thinking during debate	4.0	1	.
58. Sparks debate by encouraging everyone to share their views	4.0	1	.
70. Gathers the right players needed to debate issues and make sound decisions	2.0	.	.	1	.	.	.

Score Details

INVESTOR (Multiplier)

↓ Question # within survey

4. Gives others the ownership they need to work independently and produce results

AVG	- Not Sure NA	- Rarely or not at all like you 1	- To some extent 2	- To a moderate extent 3	- To a great extent 4	- One of the clearest examples of this 5
5.0	1

5. Puts other people in charge and delegates real authority

5.0	1
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20. Stays engaged in others' work without taking over

2.0	.	.	1	.	.	.
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22. Gives others back up resources to help them be successful

2.0	.	.	1	.	.	.
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23. Creates a visible scorecard that enables people to monitor their own performance

3.0	.	.	.	1	.	.
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33. Gives people roles that are stretch assignments

4.0	1	.
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41. Invests in other people by teaching them and coaching their efforts

2.0	.	.	1	.	.	.
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59. Expects others to complete their own work

5.0	1
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64. Gives ownership for end goals without prescribing the tactical actions

5.0	1
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67. Allows others to fail, learn and figure it out on their own

4.0	1	.
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Score Details

EMPIRE BUILDER (Diminisher)

↓ Question # within survey

14. Creates silos between people and between groups

AVG	- Not Sure NA	- Rarely or not at all like you 1	- To some extent 2	- To a moderate extent 3	- To a great extent 4	- One of the clearest examples of this 5
1.0	.	1

32. Underutilizes the talent and capability of people in his or her organization

3.0	.	.	.	1	.	.
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36. Ensures the spotlight is on him or herself when good things are happening

1.0	.	1
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68. Defines narrow roles for others

1.0	.	1
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75. Amasses and hoards resources to grow his or her organization size

1.0	.	1
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Score Details

TYRANT (Diminisher)

↓ Question # within survey

12. Voices strong opinions and pushes his or her own ideas

AVG	- Not Sure NA	- Rarely or not at all like you 1	- To some extent 2	- To a moderate extent 3	- To a great extent 4	- One of the clearest examples of this 5
1.0	.	1

18. Creates anxiety and tension around him or herself

2.0	.	.	1	.	.	.
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21. Evaluates and criticizes others' ideas and actions

3.0	.	.	.	1	.	.
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31. Dominates discussions and meetings

1.0	.	1
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74. Acts inconsistently and unpredictably

1.0	.	1
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Score Details

KNOW-IT-ALL (Diminisher)

↓ Question # within survey

6. Tells people how to do their jobs

AVG	- Not Sure NA	- Rarely or not at all like you 1	- To some extent 2	- To a moderate extent 3	- To a great extent 4	- One of the clearest examples of this 5
2.0	.	.	1	.	.	.

7. Gives answers more often than asks questions

3.0	.	.	.	1	.	.
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34. Lets other people know how much he or she knows

1.0	.	1
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54. Tests other people's knowledge

4.0	1	.
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55. Sells his or her ideas to others

3.0	.	.	.	1	.	.
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Score Details

DECISION MAKER (Diminisher)

↓ Question # within survey

3. Makes reactive decisions

AVG	- Not Sure NA	- Rarely or not at all like you 1	- To some extent 2	- To a moderate extent 3	- To a great extent 4	- One of the clearest examples of this 5
3.0	.	.	.	1	.	.

30. Dominates decision making discussions with his/her own opinions

2.0	.	.	1	.	.	.
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39. Fails to broadly communicate decisions or explain the rationale

3.0	.	.	.	1	.	.
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43. Short-cuts debate and jumps quickly to a decision

3.0	.	.	.	1	.	.
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50. Makes decisions efficiently in a small, inner circle

5.0	1
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Score Details

MICRO MANAGER (Diminisher)

↓ Question # within survey

17. Jumps in and out of projects abruptly

AVG	NA - Not Sure	1 - Rarely or not at all like you	2 - To some extent	3 - To a moderate extent	4 - To a great extent	5 - One of the clearest examples of this
2.0	.	.	1	.	.	.

28. Micromanages the details

1.0	.	1
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60. Delegates piecemeal tasks but maintains ownership for major initiatives

2.0	.	.	1	.	.	.
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66. Takes back responsibility from others as soon as problems arise

1.0	.	1
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72. Creates dependence on him or herself for the organization to perform

2.0	.	.	1	.	.	.
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