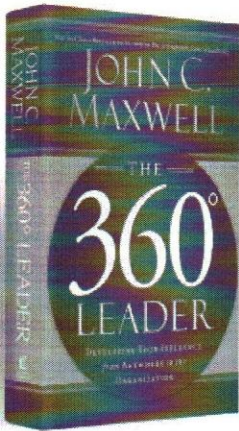


SOUNDVIEW  
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By John C. Maxwell

**Developing Your Influence  
 From Anywhere in the Organization**

**THE 360 DEGREE  
 LEADER**

**THE SUMMARY IN BRIEF**

*These are classic pictures of leadership: William Wallace leading the charge of his warriors against the army that would oppress his people. Winston Churchill defying the Nazi threat as much of Europe had collapsed. Mahatma Gandhi leading a 200-mile march to the sea to protest the Salt Act. Mary Kay Ash going off on her own to create the world-class organization Mary Kay Cosmetics. Martin Luther King Jr. standing before the Lincoln Memorial challenging the nation with his dream of reconciliation.*

*Each of these people was a great leader. Each made an impact that has touched millions of people. Yet these pictures can also be misleading. The reality is that 99 percent of all leadership occurs not from the top but from the middle of an organization. Usually, an organization has only one person who is the leader. So, what do you do if you are not that one person?*

*You can learn to develop your influence from wherever you are in the organization by becoming a 360-degree leader. You can learn to lead up, lead across and lead down. Only 360-degree leaders influence people at every level of the organization. By helping others, they help themselves.*

*Becoming a 360-degree leader is within the reach of anyone who possesses average or better leadership skills and is willing to work at it. You don't have to be the main leader to have a significant impact in your organization. Good leaders are not only capable of leading their followers but are also adept at leading their superiors and their peers.*

*This summary will teach you how to:*

- ✓ **Overcome the myths believed by many people in the middle of an organization.**
- ✓ **Deal with the most common challenges faced by people in the middle of an organization.**
- ✓ **Lead your boss, your colleagues and your followers.**
- ✓ **Overcome the setbacks and obstacles you will face on the road to becoming a 360-degree leader.**
- ✓ **Quantify the value of 360-degree leadership.**

**CONTENTS**

**The Myths of Leading  
 From the Middle**

*Pages 2, 3*

**The Challenges  
 360-Degree Leaders  
 Face**

*Pages 3, 4*

**The Principles  
 360-Degree Leaders  
 Practice to Lead Up**

*Pages 4, 5*

**The Principles  
 360-Degree Leaders  
 Practice to Lead Across**

*Pages 5, 6*

**The Principles  
 360-Degree Leaders  
 Practice to Lead Down**

*Pages 6, 7*

**The Value of  
 360-Degree Leaders**

*Pages 7, 8*

# THE 360 DEGREE LEADER

by John C. Maxwell

## — THE COMPLETE SUMMARY

### The Myths of Leading From the Middle

#### *The Position Myth*

The number one misconception people have about leaders is the belief that leadership comes simply from having a position or title. But nothing could be further from the truth. You don't need to possess a position at the top of your group, department, division or organization in order to lead. If you think you do, then you have bought into the position myth.

The true measure of leadership is influence — nothing more, nothing less. Leadership is dynamic, and the right to lead must be earned individually with each person you meet. Where you are on the "staircase of leadership" depends on your history with that person.

Position has little to do with genuine leadership. Influencing others is a matter of disposition, not position. Leadership is a choice you make, not a place you sit. Anyone can choose to become a leader wherever he or she is. You can make a difference no matter where you are.

#### *The Destination Myth*

Those who believe the destination myth might say, "When I get to the top, then I'll learn to lead."

But, if you want to succeed, you need to learn as much as you can about leadership before you have a leadership position. Good leadership is learned in the trenches. If you don't try out your leadership skills and decision-making process when the stakes are small and the risks are low, you're likely to get into trouble at higher levels when the cost of mistakes is high, the impact is far-reaching, and the exposure is greater. Mistakes made on a small scale can be easily overcome. Mistakes made when you're at the top cost the organization greatly and they damage a leader's credibility.

Start now to adopt the thinking, learn the skills, and develop the habits of the person you wish to be. Handle today so that it prepares you for tomorrow.

#### *The Influence Myth*

Those who believe the influence myth might say, "If I were on top, then people would follow me."

People who have no leadership experience have a tenden-

cy to overestimate the importance of a leadership title. You may be able to grant someone a position, but you cannot grant him or her real leadership. Influence must be earned.

A position gives you a chance. It gives you the opportunity to try out your leadership. It asks people to give you the benefit of the doubt for a while. But given some time, you will earn your level of influence — for better or worse. Good leaders will gain in influence behind their stated position. Remember, a position doesn't make a leader, but a leader can make a position.

#### *The Inexperience Myth*

Although the desire to improve an organization and the belief that you're capable of doing it are often the marks of a leader, without experience being the top person in an organization, you would likely overestimate the amount of control you have at the top. The higher you go and the larger the organization, the more you realize that many factors control the organization. More than ever, when you are at the top, you need every bit of influence you can muster. Your position does not give you total control — or protect you.

#### *The Freedom Myth*

Those who believe the freedom myth might say,

(continued on page 3)

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For additional information on the author, go to: <http://my.summary.com>

Published by Soundview Executive Book Summaries (ISSN 0747-2196), P.O. Box 1053, Concordville, PA 19331 USA, a division of Concentrated Knowledge Corp. Published monthly. Subscriptions: \$209 per year in the United States, Canada and Mexico, and \$295 to all other countries. Periodicals postage paid at Concordville, Pa., and additional offices.

Postmaster: Send address changes to Soundview, P.O. Box 1053, Concordville, PA 19331. Copyright © 2006 by Soundview Executive Book Summaries.

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### The Myths of Leading From the Middle

(continued from page 2)

“When I get to the top, I’ll no longer be limited.”

But when you move up in an organization, the weight of your responsibility increases. In many organizations, as you move up the ladder, you may even find that the amount of responsibility you take on increases faster than the amount of authority you receive. When you go higher, more is expected of you, the pressure is greater, and the impact of your decisions weighs more heavily. Leaders have more obligations and, because of that, they become more limited in terms of their freedom. It is a limitation they choose willingly, but they are limited just the same.

#### The Potential Myth

Someone who believes the potential myth would say, “I can’t reach my potential if I’m not the top leader.”

People should strive for the top of their game, not the top of the organization. Each of us should work to reach our potential, not necessarily the corner office. Sometimes you can make the greatest impact from somewhere other than first place.

#### The All-or-Nothing Myth

Someone who believes the all-or-nothing myth might say, “If I can’t get to the top, then I won’t try to lead.”

Some people in the middle become frustrated by their position in an organization because they define success as being “on top.” As a result, they believe that if they are not on top, they are not successful. If that frustration lasts long enough, they can become disillusioned, bitter and cynical. If it gets to that point, instead of being a help to themselves and their organization, they become a hindrance.

Improve your leadership and you can impact your organization. You can change people’s lives. You can be someone who adds value. You can learn to influence people at every level of the organization — even if you never get to the top. By helping others, you can help yourself. ■

For additional information on the five levels of leadership, go to: <http://my.summary.com>

## The Challenges 360-Degree Leaders Face

### The Tension Challenge

This challenge comes from the pressure of being caught in the middle. It’s not enough to merely recognize that leading from somewhere in the middle of an organization can be stressful. You need to learn how to relieve the tension. Here are five suggestions:

- **Become comfortable with the middle.** Being in the middle can be a great place — as long as you have

bought into the vision and believe in the leader.

- **Know what to own and what to let go.** Nothing frees a person from tension like clear lines of responsibility.
- **Find quick access to answers when caught in the middle.**
- **Never violate your position or the trust of the leader.**
- **Find a way to relieve stress.**

### The Frustration Challenge

This challenge results from following an ineffective leader.

Your job isn’t to fix the leader; it’s to add value. The only time that is not true is when the leader above you is unethical or criminal. If the leader won’t change, then change your attitude or your work address.

When you find yourself following a leader who is ineffective, do the following:

- **Develop a solid relationship with your leader, find common ground, and build a solid professional relationship.**
- **Identify and appreciate your leader’s strengths.** Find them and think about how they might be assets to the organization.
- **Commit yourself to adding value to your leader’s strengths.**

### The Multi-Hat Challenge

Leaders in the middle must perform tasks and have knowledge beyond their personal experience. And they often are forced to deal with multiple shifting priorities, often with limited time and resources.

Every role or “hat” you are asked to wear has its own responsibilities and objectives. If you change hats, keep in mind that the context changes. The goal often determines the role and the approach to take. Don’t use one hat to accomplish a task required for another hat. When you change hats, don’t change your personality. And don’t neglect any hat you are responsible to wear.

### The Ego Challenge

It’s normal for any person to want recognition, and leaders are the same. The fact that leaders in the middle of the pack are often hidden — and as a result they don’t get the credit or recognition they desire and often deserve — can be a real ego buster. The challenge is to be a team player and remain content while contributing.

Here’s how to do that:

- **Concentrate more on your duties than your dreams.**
- **Appreciate the value of your position.**
- **Find satisfaction in knowing the real reason for the success of a project.**
- **Embrace the compliments of others in the mid-**

(continued on page 4)

### The Challenges 360-Degree Leaders Face

(continued from page 3)

dle of the pack.

- Understand the difference between self-promotion and selfless promotion.

#### *The Fulfillment Challenge*

The right attitude is absolutely essential to contentment in the middle of an organization. Truly, leadership is more disposition than position. With the right attitude and the right skills, you can influence others from wherever you are in an organization. Here are five ways to develop an attitude of contentment and fulfillment right where you are:

- Develop strong relationships with key people.
- Define a win in terms of the team.
- Engage in crucial communication.
- Gain experience and maturity.
- Put the team above your personal success.

Leadership is about helping others win.

#### *The Vision Challenge*

Championing the vision is more difficult when you did not create it. The key to successfully navigating the vision challenge is this: The more you invest in the vision, the more it becomes your own. Even though your own vision may excite you more than someone else's, to get the opportunity to pursue your own dreams, you will almost certainly have to succeed in achieving the dreams of others.

#### *The Influence Challenge*

Leading others beyond your position is not easy.

Leadership is influence. If you have neither position nor influence, people will not follow you. And the further outside your position they are, the less likely they are to let you lead them. That's why 360-degree leaders work to change their thinking from, "I want a position that will make people follow me," to, "I want to become a person who people will want to follow."

People follow leaders they know, leaders who care. If leaders care about each individual as a person, then people respond well to them. The greater the depth of their concern, the broader and longer-lasting their influence. ■

For additional information on the challenge of following an ineffective leader, go to: <http://my.summary.com>

### The Principles 360-Degree Leaders Practice to Lead Up

Leading up is the 360-degree leader's greatest challenge. Most leaders want to lead, not be led. But most leaders also want to have value added to them. If you take the approach of wanting to add value to those above

you, you have the best chance of influencing them.

Your underlying strategy should be to support your leader, add value to the organization, and distinguish yourself from the rest of the pack by doing your work with excellence. If you do these things consistently, then in time the leader above you may learn to trust you, rely on you, and look to you for advice. With each step, your influence will increase and you will have more and more opportunities to lead up.

#### *Lead Yourself Exceptionally Well*

Nothing will make a better impression on your leader than your ability to manage yourself. If your leader must continually expend energy managing you, then you will be perceived as someone who drains time and energy. If you manage yourself well, however, your boss will see you as someone who maximizes opportunities and leverages personal strengths. To become someone your leader turns to when the heat is on, manage your emotions, time, priorities, energy, thinking, words, and your personal life.

#### *Lighten Your Leader's Load*

If you help lift the load, then you help your leader succeed. When the boss succeeds, the organization succeeds. Lifting shows you are a team player. It shows gratitude for being on the team and makes you part of something bigger. It also gets you noticed and increases your value and influence.

How do you lift your leader's load? Do your own job well first. When you find a problem, provide a solution. Tell leaders what they need to hear, not what they want to hear. Go the second mile and do more than is asked. Also, stand up or stand in for your leader whenever you can.

#### *Be Willing to Do What Others Won't*

Successful people do the things that unsuccessful people are unwilling to do. Few things gain the appreciation of a top leader more quickly than an employee with a whatever-it-takes attitude. That means taking the tough jobs. You learn resiliency and tenacity during tough assignments, not easy ones. When tough choices have to be made and results are difficult to achieve, leaders are forged. That means that you will have to sacrifice some personal goals for the sake of others. You will have to do something because it matters, not because it will get you noticed. Good leaders also find a way to succeed with people who are hard to work with by finding common ground and connecting with them.

#### *Do More Than Manage — Lead!*

To move beyond management to leadership, you need to broaden your mind-set and begin thinking like a leader. If you are already leading well, then use this as a checklist to see where you need to keep growing:

(continued on page 5)

## The Principles 360-Degree Leaders Practice to Lead Up

(continued from page 4)

- **Think longer term.**
- **See within the larger context of how something will impact those above and beside you.**
- **Push boundaries to find a better way.**
- **Emphasize intangibles such as morale, motivation, momentum, emotions, attitudes, atmosphere and timing.**
- **Rely on intuition.** As Dr. Joyce Brothers says, "Trust your hunches. They're usually based on facts filed away just below the conscious level."
- **Look for good people and invest in them to the point where they can be released and empowered to perform.**
- **Be an agent of change.** Leaders want more than just to see progress — they want to make it happen.

### *Invest in Relational Chemistry*

All good leadership is based on relationships. People won't go along with you if they can't get along with you. That's true whether you are leading up, across or down.

The key to developing chemistry with our leaders is to develop relationships with them by listening to their heartbeat to understand what makes them tick, knowing their priorities, catching their enthusiasm, supporting their vision, connecting with their interests, conforming to their personality, earning their trust, learning to work with their weaknesses, and respecting their family.

### *Be Prepared Every Time You Take Your Leader's Time*

For all leaders, time is precious. For that reason, you must always be prepared when you take any of your leader's time.

Whether you have unlimited access to your boss or you only get a few minutes on rare occasions, you need to think and plan ahead. Don't make your boss think for you, and bring something to the table.

### *Know When to Push and When to Back Off*

Successful leaders make the right move at the right moment with the right motive. Timing is critically important to leadership. When it comes to gaining influence with your boss, timing is equally important.

It's wise to wait for the right moment to speak up. A great idea at the wrong time will be received just the same as a bad idea. Of course, there are times when you must speak up, even if the timing doesn't seem ideal. The trick is knowing which is which.

### *Become a Go-To Player*

Few things elevate a person above his or her peers the way becoming a go-to player does. Everyone admires go-to players and looks to them when the heat is on — not only their leaders, but also their followers and peers. Go-to

players produce when the pressure is on. They are the people who find a way to make things happen no matter what.

If you adopt the positive tenacity of a go-to player and take every opportunity to make things happen, your leader will come to rely on you. If you have the willingness and the capacity to lift the load of your leaders when they need it, you will have influence with them.

### *Be Better Tomorrow Than You Are Today*

Often, when people get to their desired destination, they stop striving to grow or improve.

There's certainly nothing wrong with the desire to progress in your career, but never try to "arrive." Instead, intend your journey to be open-ended. Most people have no idea how far they can go in life. They aim way too low. The key to personal development is being more growth oriented than goal oriented. There is no downside to making growth your goal. If you keep learning, you will be better tomorrow than you are today, and that can do many things for you. ■

For additional information on when to push your leader, go to: <http://my.summary.com>

## The Principles 360-Degree Leaders Practice to Lead Across

To succeed as a 360-degree leader who leads peer-to-peer, you have to work at giving your colleagues reasons to respect and follow you. You can do that by helping your peers win. If you can help them win, you will not only help the organization, but also yourself.

### *Understand, Practice and Complete the Leadership Loop*

If you want to gain influence and credibility with people working alongside you, don't try to take shortcuts or cheat the process. Instead, you have to show people that you care about them by taking an interest in them. Make an effort to get to know them as individuals. You should also strive to see others' unique experiences and skills as resources and try to learn from them.

When you go out of your way to add value to your peers, they understand that you really want them to win with no hidden agenda of your own. Affirm them by praising their strengths and acknowledging their accomplishments.

### *Put Completing Fellow Leaders Ahead of Competing With Them*

In healthy working environments, there is both competition and teamwork. The issue is to know when each is appropriate. When it comes to your teammates, you want to compete in such a way that instead of compet-

(continued on page 6)

### The Principles 360-Degree Leaders Practice to Lead Across

(continued from page 5)

ing with them, you are completing them.

Winning at all costs will cost you when it comes to your peers. If your goal is to beat your peers, then you will never be able to lead across with them. How do you balance competing and completing? First, acknowledge your natural desire to compete and channel it in a positive way. Embrace healthy competition. The whole goal of healthy competition is to leverage it for the corporate win.

#### ***Be a Friend***

We often consider ourselves to be many things to the people who work alongside us — co-workers, teammates, contributors, competitors — but we often forget to be the one thing that every person wants: a friend. Poet Ralph Waldo Emerson wrote, “The glory of friendship is not in the outstretched hand, nor the kindly smile, nor the joy of companionship; it is in the spiritual inspiration that comes to one when he discovers that someone else believes in him and is willing to trust him.”

A great approach to friendship at work is to make it your goal to be a friend, not to find a friend. As you reach out to your co-workers, listen, find common ground not related to work, be available beyond business hours, have a sense of humor, and tell the truth when others don't.

#### ***Avoid Office Politics***

Playing politics is changing who you are or what you normally do to gain an advantage with whomever currently has power. In work environments, this may mean sucking up to the boss, constantly changing positions to get on the winning side, or using people for personal gain without regard for how it affects them. Political people are fickle and opportunistic, doing what's expedient in the moment to win, regardless of what's best for their peers, their employees or the organization.

In the long run, integrity, consistency and productivity always pay off — in better teamwork and a clear conscience. To avoid office politics, avoid gossip; stay away from petty arguments; stand up for what's right, not for what's popular; look at all sides of the issue; don't protect your turf; and say what you mean and mean what you say.

#### ***Expand Your Circle of Acquaintances***

If you want to expand your influence, you have to expand your circle of acquaintances.

Expanding your circle of acquaintances helps you improve, exposes you to new ideas, and prompts you to see things from a different point of view, which will help you generate new ideas of your own. It will help you to learn new working methods and pick up additional skills. And it will help you to become more inno-

vative. Expanding your circle also expands your network, putting you into contact with more people and giving you potential access to their networks.

#### ***Let the Best Idea Win***

Leaders in the middle of the organization who help to surface good ideas are creating what an organization needs most. They do that by producing synergy among their peers. And they will develop influence with their peers because when they are present, they make the whole team better.

To generate good ideas, 360-degree leaders listen to all ideas and never settle for just one idea. They also look in unusual places for ideas. Don't let the personality of someone with whom you work cause you to lose sight of the greater purpose, which is to add value to the team and advance the organization. If that means listening to the ideas of people with whom you have no chemistry, or worse, a difficult history, so be it. A 360-degree leader protects creative people and their ideas.

#### ***Don't Pretend You're Perfect***

Since nobody is perfect, we need to quit pretending. People who are real, who are genuine concerning their weaknesses as well as their strengths, draw others to them. They engender trust. They are approachable. And they are a breath of fresh air in an environment where others are scrambling to reach the top by trying to look good. To “get real,” admit your faults, ask for advice, worry less about what others think, be open to learning from others, and put away pride and pretense. ■

### The Principles 360-Degree Leaders Practice to Lead Down

What makes 360-degree leaders unique — and so effective — is that they take the time and effort to earn influence with their followers just as they do with those over whom they have no authority.

As a 360-degree leader, when you lead down, you are doing more than just getting people to do what you want. You are finding out who they are, helping them to discover and reach their potential, showing the way by becoming a model they can follow, helping them become a part of something bigger than they could create on their own, and rewarding them for being contributors on the team.

#### ***Walk Slowly Through the Halls***

One of the best ways to stay connected to your people and keep track of how they are doing is to approach the task informally as you move among them. To connect with people, you travel at their speed. Express that you care and create a healthy balance of personal and professional interest. Professional interest shows that you have

(continued on page 7)

### The Principles 360-Degree Leaders

#### Practice to Lead Down

(continued from page 6)

the desire to help them. That is something all good leaders share. Personal interest goes deeper — it shows your heart. When you take interest in your people as human beings, you need to be sure not to cross the line. There is a point at which interest becomes inappropriate.

#### See Everyone as a '10'

Three-hundred-and-sixty-degree leaders get more out of their people because they think more of their people. They respect and value them and, as a result, their people want to follow them. The positive, uplifting attitude that they bring to leadership creates a positive working environment where everyone on the team has a place and purpose, and where everyone shares in the win.

To shine in this area, see people as they can become. Let them borrow your belief in them. Catch them doing something right. Give them the benefit of the doubt. And understand that people usually rise to the leader's expectations.

Begin today to see and lead people as they can be, not as they are, and you will be amazed by how they respond to you. Not only will your relationship with them improve and their productivity increase, but you also will help them rise to their potential.

#### Develop Each Team Member as a Person

There is much more to good leadership than just getting the job done. Getting the job done makes you a success. Getting the job done through others makes you a leader. But developing people while helping them get the job done at the highest level makes you an exceptional leader.

In order to develop your staff, you need to keep growing yourself. Understand that development is a long-term process. Development is based on the needs of your people: You give them what they need in order to become better people. To do that well, you need to know people's dreams and desires.

Take responsibility for conforming your leadership style to what your people need, not expecting them to adapt to you. As a leader, your first responsibility is to help others define the reality of who they are. Sometimes that means having difficult conversations. The thing you need to remember is that people will work through difficult things if they believe you want to work with them.

#### Place People in Their Strength Zones

When employees are continually asked to perform in an area of weakness, they become demoralized, they are less productive, and they eventually burn out.

Successful people find their own strength zones. Successful leaders find the strength zones of the people they lead. When you place individuals in their strength

zones, you change people's lives for the better, their jobs become rewarding and fulfilling, and you help both the organization and yourself. The ability to help people find the best place means discovering their true strengths, giving them the right job, identifying the skills that they'll need, and providing world-class training.

#### Model the Behavior You Desire

Leaders set the tone and the pace for all the people working for them. Therefore, leaders need to be what they want to see. Your behavior determines the culture. Your attitude determines the atmosphere. Your values determine the decisions. If your decisions are not consistent with your values, they are always short-lived. Your investment determines the return. Your character determines the trust. Your work ethic determines the productivity. Your growth determines the potential.

Followers become like their leaders. They are influenced by their leaders' values. They adopt their working methods. They even emulate many of their quirks and habits. That's why we must always be aware of our own conduct before criticizing the people who work for us. If you don't like what your people are doing, first take a look at yourself.

#### Transfer the Vision

As a leader in the middle of the organization, you will be transferring what is primarily the vision of others. Leaders in the middle may not always be the inventors of the vision; they are almost always its interpreters.

To interpret the vision in a way that fires up people and sets them off in the right direction, include the following elements: clarity; connection of past, present and future; purpose; goals; a challenge; stories that make the vision relational and warm; and passion. If there is no passion in the picture, then your vision isn't transferable.

#### Reward for Results

Whatever actions leaders reward will be repeated. That is why it is very important to reward results and to do it the right way. To reward results most effectively, give praise publicly and privately, back up praise with money, don't reward everyone the same, give perks beyond pay, promote when possible, and remember that you get what you pay for. ■

### The Value of 360-Degree Leaders

Becoming a 360-degree leader isn't easy. It takes much work and it doesn't happen overnight. But it is worth every bit of the effort.

As you seek to grow as a leader, you will not always succeed. You will not always be rewarded the way you should be. Your leaders may not listen to you at times.

(continued on page 8)

### The Value of 360-Degree Leaders

(continued from page 7)

Your peers may ignore you. Your followers won't follow. And the battle may feel like it's uphill all the way.

Don't let that discourage you. By becoming a better leader, you add tremendous value to your organization. Everything rises and falls on leadership.

The following are five values that 360-degree leaders add to their organizations:

#### 1. A leadership team is more effective than just one leader.

Organizations need to develop leadership teams at every level. A group of leaders working together is always more effective than one leader working alone. And for teams to develop at every level, they need leaders at every level.

As a leader in the middle, if you develop a team, you will be making your organization better and helping it to fulfill its vision. You will be adding value no matter where you serve in the organization. As you do that, keep in mind that visionary leaders are willing to hire people better than themselves, wise leaders shape their people into a team, secure leaders focus on others and want them to do well, experienced leaders listen to their teams, and productive leaders understand that one is too small a number to achieve greatness.

#### 2. Leaders are needed at every level of the organization.

If a team starts out with a vision but without a leader, it is in trouble. Why? Because vision leaks. And without a leader, the vision will dissipate and the team will drift until it has no sense of direction. On the other hand, if a team starts out with a leader but without a vision, it will do fine because it will eventually have a vision. Leaders are always headed somewhere. They have vision, and that vision gives not only them direction but it gives their people direction.

Without a leader, decisions are delayed, agendas are multiplied, conflicts are extended and morale is low. Without a leader, production is low and success is difficult.

#### 3. Leading successfully at one level is a qualifier for leading at the next level.

Growing organizations are always looking for good people to step up to the next level and lead. To find out if a person is qualified to make the jump, they look at that person's track record in his or her current position. Leadership is a journey that starts where you are, not where you want to be. Great responsibilities come only after handling small ones well.

#### 4. Good leaders in the middle make better leaders at the top.

Good leaders maximize the performance of those on their team. They set direction. They inspire their people and help them work together. They get results.

Good leaders bring out the best, not only in their followers but also in other leaders. Good leaders raise the bar when it comes to performance and teamwork, and this often challenges other leaders in the organization to improve.

Leaders in the middle of an organization are closer to the people in the trenches than the leaders on top. As a result, they know more about what's going on. They understand the people who are doing the work and the issues they face. They also have greater influence at those lower levels than the top leaders.

Today's workers are tomorrow's leaders in the middle of the organization. And today's leaders in the middle will be tomorrow's leaders at the top. While you function as a 360-degree leader in the middle of the organization, if you keep growing you will probably get your opportunity to become a top leader. But at the same time, you need to be looking at the people working for you and thinking about how you can prepare them to eventually take your place in the middle.

#### 5. Three-hundred-and-sixty-degree leaders possess qualities every organization needs.

The 360-degree leader possesses qualities that every organization wants to see in all of its employees, especially in its leaders. These include the following:

- **Adaptability:** Quickly adjusting to change.
- **Discernment:** Understanding the real issues.
- **Perspective:** Seeing beyond your own vantage point.
- **Communication:** Linking to all levels of the organization.
- **Security:** Finding identity in self, not the position.
- **Servanthood:** Doing whatever it takes.
- **Resourcefulness:** Finding creative ways to make things happen.
- **Maturity:** Putting the team before oneself.
- **Endurance:** Remaining consistent in character and competence over the long haul.
- **Countability:** Being able to be counted on when it counts. ■

#### RECOMMENDED READING LIST

If you liked *The 360 Degree Leader*, you'll also like:

1. ***Winning with People* by John C. Maxwell.** Maxwell describes how anyone can improve his or her relationship skills.
2. ***Winners Never Cheat* by Jon M. Huntsman.** Huntsman presents the principled lessons he has learned and followed throughout his lifetime and explains how business can be done ethically.
3. ***Primal Leadership* by Daniel Goleman, Richard Boyatzis and Annie McKee.** The authors describe how managers and executives can use self-management and empathy to become emotionally intelligent leaders.
4. ***The Book of Leadership Wisdom* by Peter Krass.** Krass has compiled the leadership wisdom of the business leaders of yesterday and today, including Harold Geneen, J. Paul Getty, Robert Haas, Katherine Graham, John Patterson and Ray Kroc.
5. ***Leadership* by Rudolph W. Giuliani.** Giuliani presents leadership principles and strategies using stories from his long history as a leader, and describes the results that great leadership can attain.





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## Multipliers

### How the Best Leaders Make Everyone Smarter

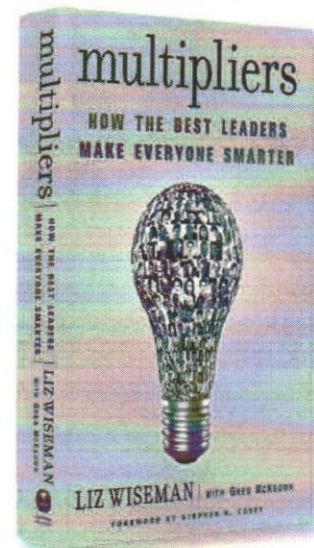
#### THE SUMMARY IN BRIEF

We've all had experience with two dramatically different types of leaders. The first type drains intelligence, energy and capabilities from the ones around them and always need to be the smartest ones in the room. These are the idea killers, the energy sappers, the diminishers of talent and commitment. On the other side of the spectrum are leaders who use their intelligence to amplify the smarts and capabilities of the people around them. When these leaders walk into a room, light bulbs go off over people's heads, ideas flow and problems get solved. These are the leaders who inspire employees to stretch themselves to deliver results that surpass expectations. These are the Multipliers. And the world needs more of them, especially now, when leaders are expected to do more with less.

In *Multipliers: How the Best Leaders Make Everyone Smarter*, leadership expert Liz Wiseman and management consultant Greg McKeown explore these two leadership styles. In analyzing data from more than 150 leaders, Wiseman and McKeown have identified five disciplines that distinguish Multipliers from Diminishers and found that Multipliers get twice the capability from their people than Diminishers do. These five disciplines are not based on innate talent; indeed, they are skills and practices that everyone can learn to use, even lifelong and recalcitrant Diminishers.

#### IN THIS SUMMARY, YOU WILL LEARN:

- How to get more done with fewer resources.
- How to develop and attract talent.
- How to cultivate new ideas and energy to drive organizational change and innovation.
- How to have a resoundingly positive and profitable effect on your organization.



by Liz Wiseman  
with Greg McKeown

#### CONTENTS

##### The Multiplier Effect

Page 2

##### The Talent Magnet

Page 3

##### The Liberator

Page 4

##### The Challenger

Page 5

##### The Debate Maker

Page 6

##### The Investor

Page 7

##### Becoming a Multiplier

Page 8

# THE COMPLETE SUMMARY: MULTIPLIERS

by Liz Wiseman with Greg McKeown

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*Multipliers: How the Best Leaders Make Everyone Smarter* by Liz Wiseman with Greg McKeown. Copyright © 2010 by Elizabeth Wiseman. Summarized with permission from the publisher, Harper Business, an Imprint of HarperCollins Publishers, 268 pages, \$25.99, ISBN 978-0-06-196439-8. To purchase this book, go to [www.amazon.com](http://www.amazon.com) or [www.bn.com](http://www.bn.com).

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## The Multiplier Effect

Multipliers bring out the intelligence in others. They build collective, viral intelligence in organizations.

There are also Diminishers. These leaders are absorbed in their own intelligence, stifle others and deplete the organization of crucial intelligence and capability.

We've all experienced these two types of leaders. What type of leader are you right now? Are you a genius or are you a genius maker?

Multipliers are genius makers. Everyone around them gets smarter and more capable. People may not become geniuses in a traditional sense, but Multipliers invoke each person's unique intelligence and create an atmosphere of genius — innovation, productive effort and collective intelligence.

## The Logic of Multiplication

Better leverage and utilization of resources at the organizational level require adopting a new corporate logic. This new logic is one of multiplication. Instead of achieving linear growth by adding new resources, you can more efficiently extract the capability of your people and watch growth skyrocket.

Leaders rooted in the logic of multiplication believe:

1. Most people in organizations are underutilized.
2. All capabilities can be leveraged with the right kind of leadership.
3. Therefore, intelligence and capability can be multiplied without requiring a bigger investment.

For example, when Apple Inc. needed to achieve rapid growth with flat resources in one division, they didn't expand their sales force. Instead, they gathered the

key players across the various job functions, took a week to study the problem and collaboratively developed a solution. They changed the sales model to utilize competency centers and better leverage their best salespeople and deep industry experts in the sales cycle. They achieved year-over-year growth in the double digits with virtually flat resources.

## Tale of Two Managers

Consider two division managers at Intel. Both worked in the same company, in the same job and with many of the same people. But these two leaders had a markedly different impact on these people. The first was "Frank," who had been promoted into management after architecting one of the early microprocessor chips. Frank was a brilliant scientist, but the problem was that he did all the thinking for his team. Vikram, who was one of his management team members, said, "He was very, very smart. But people had a way of shutting down around him. He just killed our ideas. You always knew he would have an answer for everything." In a typical team meeting, he did about 30 percent of the talking and left little space for others. He had really strong opinions and put his energy into selling his ideas to others and convincing them to execute on the details. Frank hired intelligent people, but they soon realized that they didn't have permission to think for themselves and would either quit or threaten to quit. Vikram reflected, "My job was more like cranking than creating. Frank really only got from me about 50 percent of what I had to offer." Vikram worked for another divisional manager at Intel, George, who managed to get everything out of him. George had a reputation for running successful businesses at Intel, and every business he ran was prof-



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Published by Soundview Executive Book Summaries (ISSN 0747-2196), 500 Old Forge Lane, Suite 501, Kennett Square, PA 19348, a division of Concentrated Knowledge Corp. Published monthly. Subscriptions starting at \$99 per year. Copyright © 2011 by Soundview Executive Book Summaries.

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## Summary: MULTIPLIERS

itable and grew under his leadership. Vikram said, “I was a rock star around George. He made me and my career. Around him I felt like a smart SOB — everyone felt like that. He got 100 percent from me — it was exhilarating.” George grew people’s intelligence by engaging it. He wasn’t the center of attention and didn’t worry about how smart he looked. In a typical team meeting, he spoke only about 10 percent of the time, mostly just to “crisp up” the problem statement. He would then back away and give his team space to find an answer. Often the ideas his team would generate were worth incremental millions to the business. Frank was so absorbed in his own intelligence that he stifled others and diluted the organization of crucial intelligence and capability. George brought out the intelligence in others and created collective, viral intelligence in his organization. He made use of all the brainpower that sat in his organization. One leader was a genius. The other was a genius maker.

### Multipliers Among Us

Multipliers are out there. Multipliers know how to find dormant intelligence, challenge it and put it to use at its fullest. They exist in business, in education, in nonprofits and in government. Consider these people:

- **Narayana Murthy**, founder and chairman of India-based Infosys Technologies, who led the company over a 20-year period, growing revenue at \$4.6 billion and becoming one of India’s largest and most successful companies (with over 100,000 professionals) by hiring people smarter than himself, giving them room to contribute and building a management team that would succeed him without skipping a beat.

- **Sue Siegel**, former biotech president-turned-venture capitalist for Mohr Davidow Ventures (MDV), whose partner says, “There is a Sue effect. Everything around her gets better and companies grow under her guidance. I often wonder what people are like when they aren’t around Sue.”

- **Lutz Ziob**, general manager of Microsoft Learning, whose team says of him, “He creates an environment where good things happen. He recruits great people, allows them to make mistakes and ferociously debates the important decisions. He demands our best, but then shares the success with the whole team.”

Leaders like these provide an aspiration point for those who would be Multipliers.

### You Can Be a Multiplier

You can be a Multiplier. You can create genius around you and receive a higher contribution from your

## Five Multiplier Disciplines

Here are the five disciplines of the Multipliers:

1. **The Talent Magnet:** Attract and optimize talent.
2. **The Liberator:** Require people’s best thinking.
3. **The Challenger:** Extend challenges.
4. **The Debate Maker:** Debate decisions.
5. **The Investor:** Instill accountability

people. You can choose to think like a Multiplier and operate like one.

As companies shed resources, the need for leaders who can multiply the intelligence and capability around them is more vital than ever.

Here are a few central messages:

1. **Diminishers underutilize people and leave capability on the table.**
2. **Multipliers increase intelligence in people and in organizations.** People actually get smarter and more capable around them.
3. **Multipliers leverage their resources.**

Corporations can get two times more from their resources by turning their most intelligent resources into intelligence Multipliers.

By extracting people’s full capability, Multipliers get twice the capability from people than do Diminishers. ●

## The Talent Magnet

Multipliers operate as Talent Magnets. They attract talented people and then use them to their fullest; you might think of it as working at their highest point of contribution. They get access to the best talent not because they are necessarily great recruiters but rather because people flock to work for them. They do so knowing their capabilities will be appreciated and knowing their value will also appreciate in the marketplace.

In contrast, Diminishers operate as Empire Builders who hoard resources and underutilize talent. They bring in top talent and make big promises, but they underutilize their people and disenchant them. Why? Because they are often amassing the resources for self-promotion and their own gain.

Each of these approaches produces a self-perpetuating cycle. The Talent Magnet spawns a virtuous cycle of attraction, and the Empire Builder spawns a vicious cycle of decline.

## Summary: MULTIPLIERS

### A Cycle of Attraction

The cycle of attraction begins with a leader possessing the confidence and magnetism to surround him or herself with “A players” — sheer raw talent and the right mix of intelligence needed for the challenge. Under the leadership of the Talent Magnet, the genius of these players gets discovered and utilized to the fullest. Having been stretched, these players become smarter and more capable. “A players” become A+ players. These people are positioned in the spotlight and get kudos and recognition for their work. They attract attention and their value increases in the talent marketplace, internally and externally. These A+ players get offered even bigger opportunities and seize them with the full support of the Talent Magnet.

And then the cycle kicks into hyper-drive. As this pattern of utilization, growth and opportunity occurs across multiple people, others in the organization notice and the leader and the organization get a reputation. They build a reputation as “the place to grow.” This reputation spreads and more A players flock to work in the Talent Magnet’s organization, so there is a steady flow of talent in the door, replacing talent growing out of the organization.

A Talent Magnet creates a powerful force that attracts talent and then accelerates the growth of intelligence and capability.

### Thomas and Andreas Struengmann

Consider leaders like the twin brothers Thomas and Andreas Struengmann of Munich-based Hexal Pharmaceuticals. They created a company worth \$7 billion by finding great talent and unleashing it inside their organization. The brothers used unconventional tactics to match talent with opportunities. Instead of relying on organizational charts and job descriptions, they followed an “amoeba model.” Jobs were structured loosely and people could pursue work where there appeared to be a fit between their capabilities and a business need. For instance, a customer services assistant saw an opportunity to streamline a flow of work that was outside her typical scope of responsibilities. She emailed her colleagues asking for input on ways to improve the process. She then gathered a team of people with the right expertise, secured a budget and created a prototypical process. The system was then green-lighted for widespread use by the Struengmann brothers.

### The Four Practices of the Talent Magnet

For Multipliers, there are four active practices that together catalyze and sustain this cycle of attraction:

**1. Look for talent everywhere.** Multipliers cast a wide net and find talent in many settings and diverse forms, knowing that intelligence has many facets. Talent Magnets look for talent everywhere and then study that talent to uncover and unlock the real genius that lies within.

**2. Find people’s native genius.** “Native genius” is even more specific than a strength or a skill that might be highly rated on a 360-degree leadership assessment. A native genius is something that people do not only exceptionally well but absolutely naturally. They do it easily (without extra effort) and freely (without condition).

**3. Utilize people at their fullest.** Once a Talent Magnet has uncovered the native genius of others, he or she looks for opportunities that demand that capability. Some of these are obvious; others require a fresh look at the business or the organization. Once they’ve engaged the person’s true genius, they shine a spotlight on them so other people can see their genius in action.

**4. Remove the blockers.** Talent Magnets go beyond just giving people resources. They remove the impediments, which quite often means removing the people who are blocking and impeding the growth of others. In almost every organization there are people who overrun others, consuming the resources needed to fuel the growth of people around them. Like weeds in a garden bed, they choke the development of the intelligence around them.

### Becoming a Talent Magnet

#### *The Starting Block: Become a Genius Watcher*

*Start noticing the strengths and native genius of your staff and colleagues using these three steps:*

- 1. Identify it. Pick a colleague whom you’d like to better utilize. Start to note the things he or she does both easily and freely. Go beyond the surface-level skills to find his or her underlying capabilities. You might need to ask “why does he/she do this well?” a few times to identify the core of his or her genius.*
- 2. Test it. Once you’ve developed a hypothesis about each person, test out your thinking with your colleague and further refine your understanding of his or her capabilities.*
- 3. Work it. Make a list of five different roles you could put the person in that would utilize and expand this genius. Consider short-term assignments and projects that would demand and stretch his or her capability. ●*

### The Liberator

Michael Chang began his career in a small consulting

## Summary: MULTIPLIERS

company. As a young manager, he was forceful with his opinion and erred toward brutal honesty. Over time, he saw its damaging effects and reflected, “It certainly doesn’t get people to blossom.”

As Chang gained leadership experience, he learned to be direct without being destructive. He learned how to create an environment where he could tell the truth and have others grow from it.

Today, this manager is the CEO of a thriving start-up company. He has developed practices that give space for others to do their best work. He makes a conscious effort to create a learning environment by recruiting people with a strong learning orientation and then often admitting his own mistakes. When offering his opinion, he distinguishes “hard opinions” from “soft opinions.” Soft opinions signal to his team: *Here are some ideas for you to consider in your own thinking.* Hard opinions are reserved for times when he holds a very strong view.

### Liberators Versus Tyrants

Here’s a leader who began his career headed down the path of a management tyrant but who has become a Multiplier and Liberator himself. The accomplishment is significant when you consider the path of least resistance for most smart, driven leaders is to become a Tyrant. Even Chang said, “It’s not like it isn’t tempting to be tyrannical when you can.”

Multipliers liberate people from the oppressive forces within corporate hierarchy. They liberate people to think, to speak and to act with reason. They create an environment where the best ideas surface and where people do their best work. They give people permission to think.

### Tense Versus Intense

Tyrants create a *tense* environment — one that is full of stress and anxiety. Liberators create an *intense* environment that requires concentration, diligence and energy. It is an environment where people are encouraged to think for themselves but also where people experience a deep obligation to do their best work.

Diminishers create a stress-filled environment because they don’t give people control over their own performance. They operate as Tyrants, overexerting their will on the organization. They cause others to shrink, retreat and hold back. In the presence of a Tyrant, people try not to stand out. Just consider how people operate under the rule of a political dictator. Tyrants get diminished thinking from others because people offer only the safest of ideas and mediocre work.

While a Tyrant creates stress that causes people to

hold back, a Liberator creates space for people to step up. While a Tyrant swings between positions that create whiplash in the organization, a Liberator builds stability that generates forward momentum.

The Liberator creates an environment where good things happen. They create the conditions where intelligence is engaged, grown and transformed into concrete successes.

### The Three Practices of the Liberator

Among the Multipliers studied, researchers found three common practices among Liberators:

**1. Create space.** Liberators don’t take it for granted that people have the space they need. They deliberately carve out space for others to be able to make a contribution.

**2. Demand people’s best work.** As a manager you know when someone is working below his or her usual performance. What is harder to know is whether people are giving everything they have to give. Asking whether people are giving their best gives them the opportunity to push themselves beyond their previous limits.

**3. Generate rapid learning cycles.** Liberators give people permission to make mistakes and the obligation to learn from them.

Lutz Ziob, the general manager of Microsoft Learning, creates an environment of equal parts pressure and learning. One member of his management team said, “Lutz creates an environment where good things happen.” Lutz is clear about the realities and demands of the business, but he makes it safe for his staff to experiment. As another of his managers said, “With Lutz, you can make any mistake once. But just once.” Lutz encourages risk taking by talking openly, and quite shamelessly, about his own mistakes.

### Becoming a Liberator

**The Starting Block: Dispense Your Ideas in Small Doses**  
*If you are an idea guy who is prone to toss out more ideas than anyone can catch or if you have “the gift of gab,” try dispensing your ideas in small but intense doses. Introduce fewer ideas and leave white space. Providing more distance between your ideas has a powerful dual effect: First, it creates room for others to contribute, and second, people really listen when you say something. Imagine you are playing your ideas like poker chips, with each being carefully placed where it will create the most value. ●*

### The Challenger

Diminishers operate as Know-It-Alls, assuming that their job is to know the most and to tell their organization what to do. The organization often revolves around

## Summary: MULTIPLIERS

what they know, with people wasting cycles trying to deduce what the boss thinks and how to — at least — look like they are executing accordingly. In the end, Diminishers place an artificial limit on what their organizations can accomplish. Because they are overly focused on what they know, they limit what their organization can achieve to what they themselves know how to do.

In setting direction for their organizations, Multipliers have a fundamentally different approach. Instead of knowing the answer, they play the role of the Challenger. They use their smarts to find the right opportunities for their organizations and challenge and stretch their organizations to get there. They aren't limited by what they themselves know. They push their teams beyond their own knowledge and that of the organization. As a result, they create organizations that deeply understand a challenge and have the focus and energy to confront it.

### The Three Practices of the Challenger

How does the Challenger engage the full brainpower of the organization? Among the Multipliers studied, researchers found three common practices among Challengers:

**1. Seed the opportunity.** Multipliers understand that people grow through challenge. They understand that intelligence grows by being stretched and tested. So even if the leader has a clear vision of the direction, he or she doesn't just give it to people. Multipliers don't just give answers. They provide just enough information to provoke thinking and to help people discover and see the opportunity for themselves. They begin a process of discovery.

**2. Lay down a challenge.** Once an opportunity is seeded and intellectual energy is created, Multipliers establish the challenge at hand in such a way that it creates a huge stretch for an organization. While Diminishers create a huge gap between what they know and what other people know, Multipliers create a vacuum that draws people into the challenge. They establish a compelling challenge that creates tension. People see the tension and the size of the stretch and are intrigued and, perhaps, even puzzled.

**3. Generate belief.** By seeding the opportunity and laying down a challenge, people are interested in what is possible. But this isn't enough to create movement. Multipliers generate belief — the belief that the impossible is actually possible. It isn't enough that people see and understand the stretch; they need to actually stretch themselves.

### Shai Agassi, CEO of Better Place

Shai Agassi, CEO of Better Place and a member of the Young Global Leaders (an elite group of up-and-coming world leaders), is one such Challenger. When Shai sat in on the Young Global Leaders forum in 2005, he was asked, "What could you do to make the world a better place?" This question and challenge stuck with him and became the catalyst for founding Better Place, a company focused on building the battery-charging infrastructure needed to make electric cars a reality. Shai challenged the people in this young company by asking, "How can we change a battery in five minutes?" and, "How can we make it user-friendly, location-independent, car-independent and cheap so it can be scalable?" It seemed like a near-impossible task when he turned it over to his team, but as one team member said, "Shai has a way of making the impossible seem possible." The team broke down the challenge into pieces and constructed a prototype in 3 months — not for a battery switch in 5 minutes but rather for a switch in 1.5 minutes. The team surpassed his outrageous expectations.

### Becoming a Challenger

#### *The Starting Block: Go Extreme With Questions*

*Becoming a Challenger starts with developing an overactive imagination and a serious case of curiosity. When deeply rooted in a mind-set of curiosity, one is ready to begin working as a Challenger. Go extreme with questions. Stop answering questions and begin asking them. The best leaders don't provide all the answers; they ask the right questions. Use your knowledge of the business or a situation to ask insightful and challenging questions that cause people to stop, think and rethink. Take the extreme question challenge and pick a meeting where you ask only questions — no statements, no answers, no directives — just questions that get other people thinking. ●*

### The Debate Maker

Diminishers seem to hold an assumption that *there are only a few people worth listening to*. Sometimes they state that thought out loud, like the executive who admitted to listening to only one or two people from his 4,000-person organization. But typically such executives manifest their assumption in more subtle ways. They ask their direct reports to interview candidates for an open position, but they end up hiring the person their "star employee" favors. They say they have an open-door policy, but they seem to spend a lot of time in closed-door meetings with one or two highly influential advisers. They might patronize people by asking for their opinion, but when it comes down to the high-stakes

## Summary: MULTIPLIERS

decisions, they make them privately and announce them to the organization.

Multipliers hold a very different view. They don't focus on what they know but on how to know what others know. They seem to assume that *with enough minds we can figure it out*. They are interested in every relevant insight people can offer. Like the executive who, even late at night, after a 12-hour debate, insisted the team listen to one more comment from a junior member of the group. The comment turned out to be the crucial insight necessary for solving the question at hand. It's no surprise that Multipliers approach decisions by bringing people together, discovering what they know and encouraging people to challenge and stretch each other's thinking through collective dialogue and debate.

### Sue Siegel, Former President of Affymetrix

Sue Siegel, former president of the biotech company Affymetrix, built a muscle for debate inside the organization when she led it through a critical decision about whether or not to recall a flagship product. Customers had begun reporting problems in the firm's micro-arrays, which were rendering inaccurate DNA-typing data from 20 percent of the chip. As a scientist and industry veteran, Sue could have easily diagnosed the situation herself. But she reached out into the organization for the deep intelligence that would lead to the best decision. She convened a team of managers and professionals that spanned the normal management hierarchy. She framed the issue, asked the hard questions and then opened a debate. Some argued for keeping the product, which was rendering accurate results from 80 percent of the chip and delivering value to customers. Others argued that the chip should be pulled and replaced. After two days of debate, the senior management team decided to recall the product. What was the result? Affymetrix experienced a short-term hit to its market value. At the same time, the entire organization rallied and carried out the decision brilliantly. The company regained its market value and more. It built an ethos for how customers should be treated and how important decisions should be executed.

### The Three Practices of the Debate Maker

Multipliers do three specific things very differently from Diminishers when it comes to decision making. While Diminishers raise issues, dominate discussions and force decisions, Multipliers do the following:

**1. Frame the issues.** Debate Makers know that the secret sauce of a great debate is what they do *before* the

debate actually begins. They prepare the organization for the debate by forming the right questions and the right team and framing the issues and the process in a way in which everyone can contribute.

**2. Spark the debate.** There are two key elements that couple and form the yin and the yang of great debate: Create a safe climate and demand rigor.

**3. Drive sound decisions.** Multipliers may relish a great debate, but they pursue debate with a clear end: a sound decision. They ensure this in three ways. First, they reclarify the decision-making process. Second, they make the decision or explicitly delegate it to someone else to decide. And third, they communicate the decision and the rationale behind it.

### Becoming a Debate Maker

#### *The Starting Block: Three Asks*

*Follow this simplified, three-step approach to leading debates.*

- 1. Ask the hard question. Formulate a question for debate that will get at the core issues and the essential decision to be made. Pose the question to your team and then stop. Instead of following up with your views, ask for theirs.*
- 2. Ask for data. When someone offers an opinion, don't let it rest on anecdote. Instead ask for evidence that led him or her to this opinion.*
- 3. Ask each person. Reach beyond the dominant voices to gather in and hear all views. Ask people not only to share their views, but to formulate a position in the debate. ●*

### The Investor

When John Chambers, CEO of Cisco, hired his first vice president, he gave the new VP complete control of his domain (customer support) and made sure that their respective roles were clear. He said, "Doug, when it comes to how we run this area of the company, you get 51 percent of the vote and you are 100 percent responsible for the result. Keep me in the loop, and consult me as you go." By letting Doug know that he had "51 percent of the vote," John gave Doug clear ownership but also let him know that he was available to consult with him and back him up. Instead of second-guessing his boss and worrying that his efforts would be hijacked, Doug could use his full intellect and energy to build a successful business. Multipliers operate as Investors. They invest by infusing others with the resources and ownership they need to produce results independently of the leader. It isn't just benevolence. They invest and they expect results.

### The Three Practices of the Investor

## Summary: MULTIPLIERS

Here are the three steps:

**1. Define ownership.** Investors begin this cycle by establishing ownership up front. They see intelligence and capability in the people around them, and they put them in charge.

**2. Invest resources.** The moment Investors establish an ownership position, they step in and begin investing. They protect their investment by infusing the knowledge and resources the person will need to successfully deliver on his or her accountability.

**3. Hold people accountable.** Investors get involved in other people's work, but they continually give back leadership and accountability.

### Becoming an Investor

#### *The Starting Block: Expect Complete Work*

*People learn best when they are fully accountable and when they experience the consequences of their work. Instead of jumping in and fixing the work of others, give it back to them and let them know what needs to be improved or completed. And ask people to go beyond pointing out problems: Ask them to find a solution. By wrestling with it themselves, they'll grow their capability and will be able to operate more independently next time. ●*

### Becoming a Multiplier

You can learn to lead like a Multiplier. You can do it the hard way by tackling everything at once. You can attempt to apply all five disciplines all the time and all the way. Chances are you will exert great effort but show little progress and will eventually give up. Or you can take the lazy way, and with the right approach and tools, make sustainable progress without overwhelming yourself or others.

Below are three lazy-way strategies or accelerators that can propel you on your journey to become a Multiplier. Any one of these, or all three together, will accelerate your development and enable you to attain maximum results with just the right amount of effort:

- **Work the extremes.** Assess your leadership practices and then focus your development on the two extremes: 1) Bring up your lowest low and 2) take your highest high to the next level.
- **Start with the assumptions.** Adopt the assumptions of a Multiplier and allow the behavior and practices to naturally follow.
- **Take a 30-day multiplier challenge.** Pick one practice within one discipline and work it for 30 days.

Taking a 30-day challenge will put you on the Multiplier path and will produce initial traction and momentum. But it takes more than a quick win to truly become a Multiplier. Sustaining the momentum takes repetition, time and reinforcement.

### Genius or Genius Maker

When Philippe Petit illegally connected a tightrope wire between the 1,368-foot Twin Towers in New York City, he still had the chance to change his mind. The moment of truth came later, when he stood with one foot still on the building and another on the wire in front of him. The wire was bouncing up and down with the airflow between the buildings. His weight was still on his back leg. Petit described that critical moment as he stood on the edge overlooking the chasm. He reflected, "I had to make a decision of shifting my weight from one foot anchored to the building to the foot anchored on the wire. Something I could not resist called me [out] on that cable." He shifted his weight and took the first step.

You might feel like Petit, with one foot anchored to the building of the status quo and the other anchored to the wire of change. You can remove your foot from the wire, lean back and continue to lead the way you have in the past. Or you can shift your weight onto the wire and lead more like a Multiplier. Inertia will keep you on the building where it is comfortable and safe. But for many of us there is also a force pulling us out onto the wire and to a more impactful and fulfilling way of leading others. Will you shift your weight?

### 'The Smartest Person'

Bono, the rock star and global activist, said, "It has been said that after meeting with the great British Prime Minister William Ewart Gladstone, you left feeling he was the smartest person in the world, but after meeting with his rival Benjamin Disraeli, you left thinking you were the smartest person." The observation captures the essence and the power of a Multiplier.

Which will you be: A genius? Or a genius maker? The choice matters. ●

#### RECOMMENDED READING LIST

If you liked *Multipliers*, you'll also like:

1. ***The Inspiring Leader* by John H. Zenger, Scott Edinger, Joseph Folkman.** This title reveals the newest research on how top leaders inspire teams to greatness.
2. ***The Leadership Pipeline* by James Noel, Stephen Drotter and Ram Charan.** Three experts show companies how to build their own leaders by understanding the critical passages a leader must navigate.
3. ***How the Best Leaders Lead* by Brian Tracy.** Tracy reveals the strategies he teaches top executives to achieve astounding results in difficult markets.