



Multipliers, Revised and Updated: How the Best Leaders Make Everyone Smarter

Liz Wiseman , Greg McKeown

[Download now](#)

[Read Online](#) 

Multipliers, Revised and Updated: How the Best Leaders Make Everyone Smarter

Liz Wiseman , Greg McKeown

Multipliers, Revised and Updated: How the Best Leaders Make Everyone Smarter Liz Wiseman , Greg McKeown

A revised and updated edition of the acclaimed *Wall Street Journal* bestseller that explores why some leaders drain capability and intelligence from their teams while others amplify it to produce better results.

We've all had experience with two dramatically different types of leaders. The first type drains intelligence, energy, and capability from the people around them and always needs to be the smartest person 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 this engaging and highly practical book, leadership expert Liz Wiseman explores these two leadership styles, persuasively showing how Multipliers can have a resoundingly positive and profitable effect on organizations—getting more done with fewer resources, developing and attracting talent, and cultivating new ideas and energy to drive organizational change and innovation.

In analyzing data from more than 150 leaders, Wiseman has identified five disciplines that distinguish Multipliers from Diminishers. 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. Lively, real-world case studies and practical tips and techniques bring to life each of these principles, showing you how to become a Multiplier too, whether you are a new or an experienced manager. This revered classic has been updated with new examples of Multipliers, as well as two new chapters one on accidental Diminishers, and one on how to deal with Diminishers.

Just imagine what you could accomplish if you could harness all the energy and intelligence around you. *Multipliers* will show you how.

Multipliers, Revised and Updated: How the Best Leaders Make Everyone Smarter Details

Date : Published May 16th 2017 by HarperBusiness

ISBN : 9780062663078

Author : Liz Wiseman , Greg McKeown

Format : Hardcover 384 pages

Genre : Leadership, Nonfiction, Business

 [Download Multipliers, Revised and Updated: How the Best Leaders ...pdf](#)

 [Read Online Multipliers, Revised and Updated: How the Best Leader ...pdf](#)

Download and Read Free Online Multipliers, Revised and Updated: How the Best Leaders Make Everyone Smarter Liz Wiseman , Greg McKeown

From Reader Review *Multipliers, Revised and Updated: How the Best Leaders Make Everyone Smarter* for online ebook

Wally Bock says

There is some good material in *Multipliers: How The Best Leaders Make Everyone Smarter* by Liz Wiseman but it's all in the first 10-15 percent. After that, the book becomes needlessly repetitive, and needlessly complex.

My full review is at <http://www.threestarleadership.com/bo...>

George P. says

NOTE: *Multipliers* is a secular business book. I am reviewing it from the perspective of a Christian minister who thinks its insights have application in church and nonprofit ministry contexts. If those are not your contexts, this review may not be the one you want to read

One of the reasons why leading a church is hard work is the problem of what David Allen calls “new demands, insufficient resources.” For example, youth ministry is vital to the health and future of the church, but we all know how hard it is to get volunteers to work with junior high students. Even Jesus faced this problem: “The harvest is plentiful but the workers are few” (Matthew 9:37).

The first solution to the problem of new demands and insufficient resources is specific *prayer*. “Ask the Lord of the harvest, therefore, to send out workers into his harvest field” (Matthew 9:38). God sees the new demands, but unlike us, He doesn't lack sufficient resources: “my God will meet all your needs according to the riches of his glory in Christ Jesus” (Philippians 4:19).

Complementing prayer is a second solution: the right *people*. Jesus taught us to pray for more “workers.” Paul described the Church as a “body” with variously gifted “parts” (1 Corinthians 12:12–31). The unfortunate fact is that too many pastors and other ministry leaders try to respond to new demands on their own — with only the gifts, talents and resources God has given them personally. They fail to see the gifts, talents and resources God has given them corporately, in their congregations. The consequence of this failure is burned-out pastors and leaders on the one hand and bored, frustrated and underutilized followers on the other.

Liz Wiseman wrote *Multipliers*, now out in a revised and updated edition, to figure out how leaders can grow both the intelligence and capability of their organizations. Although she wrote it for a business audience, I couldn't help but see its relevance to the problem of new demands and insufficient resources in churches too.

Let me try to explain:

Multipliers vs. Diminishers

Wiseman begins the book with this observation: “*There is more intelligence inside our organizations than we are using*” (emphasis in original). Multiplication taps into this intelligence. Its logic can be understood through three statements:

1. Most people in organizations are underutilized.

2. All capability can be leveraged with the right kind of leadership.
3. Therefore, intelligence and capability can be multiplied without requiring a bigger investment.

As a former staff and senior pastor and a current church member, I agree with the first statement wholeheartedly. Too many people in any given congregation sit in the pew on Sunday morning ... but nothing else. They are spiritual consumers, not spiritual producers.

Regarding the third statement, I certainly hope my church can do more without investing in additional staff and buildings. I'd like to see a more productive and efficient use of what we already have before we lay out more money for sparkly new stuff.

The second statement, then, is key: We need "the right kind of leadership." Wiseman calls these leaders Multipliers and contrasts them with Diminishers. Multipliers tap into the intelligence of their organizations, grow it and increase the capability of their team members and of their organization. Diminishers "shut down the smarts of those around them." Multipliers begin with the assumption, "People are smart and will figure this out." Diminishers begin with the assumption, "They will never figure this out without me."

According to Wiseman, no leader is entirely a Multiplier or entirely a Diminisher. Instead, all leaders perform on a spectrum, with both Multiplier and Diminisher tendencies. This means leaders can move either way on the spectrum.

Two important questions now arise: How do Multipliers lead? And how do I become a Multiplier?

Multiplier Practices

Wiseman's research indicates that Multipliers lead by engaging in five specific roles:

1. *The Talent Magnet*: "[T]hey attract and deploy talent to its fullest, regardless of who owns the resource, and people flock to work with them because they know they will grow and be successful."
2. *The Liberator*: "Multipliers establish a unique and highly motivating work environment where everyone has permission to think and the space to do their best work."
3. *The Challenger*: "They seed opportunities, lay down challenges that stretch the organization, and in doing so, generate belief that it can be done and enthusiasm about the process."
4. *The Debate Maker*: "Multipliers engage people in debating the issues up front, which leads to decisions that people understand and can execute efficiently."
4. *The Investor*: "Multipliers deliver and sustain superior results by inculcating high expectations across the organization."

Now, before you dismiss this as so much business-book gobbledygook, try thinking of Jesus' leadership in terms of Wiseman's five roles:

The Talent Magnet: Jesus's disciples, despite not being religious, political, economic or academic elites, established a religion that is still thriving 2,000 years later.

The Liberator: Jesus empowered His followers to preach the same message as He did, with signs and wonders following (Matthew 10:1–42; Mark 6:6–13; Luke 10:1–24).

The Challenger: Read those three Synoptic Gospel passages cited above, then reminder that Jesus commissioned His followers to do these things *in His absence*. Not only that, He left the task to "make disciples of all nations" both to His first-century followers *and to us* (Matthew 18:18). The Great Commission is a perpetual challenge that Christ has called and empowered us to fulfill.

The Debate Maker: We rightly think of Jesus as a master teacher, but we fail to appreciate how often He taught by means of debate. In his book, *All the Questions Jesus Asks*, Stan Guthrie notes that Jesus asked 295 questions. That number doesn't even include all the questions Jesus was asked by others.

The Investor: Could any expectation be higher than what Jesus told His disciples in John 20:21: "As the Father has sent me, I am sending you"?

Please don't misunderstand me. *Multipliers* is a business book, not a ministry book. It's written from a secular perspective, not a biblical one. It addresses a specific question in leadership — how to leverage capability through leadership. It is neither the first nor last word on leadership, let alone the first or last word on the pastoral leadership of Christian congregations.

Still, it has incredible diagnostic value because it helps identify the kinds of practices that do (and don't) make the best use of resources in an organization, including, in my opinion, the local church.

Becoming Multipliers

So, how can pastors and other ministry leaders become Multipliers?

To answer that, we need to depart from Wiseman for a moment and remember the words of Jesus himself, "Ask the Lord of the harvest, therefore, to send out workers into his harvest field" (Matthew 9:38). Ministry is not about making widgets but about making disciples, and the only person who can make a disciple is one who is himself being discipled. Ministry is spiritual work and requires spiritual growth, which comes first and foremost through a prayerful relationship with the Father, Son and Holy Spirit.

Ministry is also relational, however. And the ministry of leadership requires that we work in relationship with the spiritually gifted people God has placed in our pews. Wiseman offers five pieces of advice to business leaders as they resolve to move from the Diminisher to the Multiplier side of the leadership spectrum, and I'd like to tweak these for ministry settings:

First, *start with the assumptions*: Do I assume that my congregation is spiritually gifted to do the ministry (Multiplier) or do I assume that I must do it myself or micromanage them in the process (Diminisher)?

Second, *work the extremes (neutralize a weakness; top off a strength)*: Am I surrounding myself with others whose ministry strengths complement my ministry weaknesses? Am I working hard to develop the ministry gifts that I am best at personally?

Third, *run an experiment*: Am I actively trying to develop new Multiplier habits by identifying my Diminisher tendencies and replacing them with Multiplier assumptions and practices?

Fourth, *brace yourself for setbacks*: Change always involves a measure of failure. The apostle Peter, for example, was the first (and only) apostle to walk on water, but also the first (and only) apostle to sink after walking on water. If Jesus picked Peter up and got him back on the boat, He can do the same for you.

Fifth, *ask a colleague*: If "the eye cannot say to the hand, 'I don't need you!' And the head cannot say to the feet, 'I don't need you!'" (1 Corinthians 12:21), then Christian leaders cannot isolate themselves from either their ministry peers or the people they lead. The title of Reuben Welch's classic book on Christian community gets it exactly right: *We Really Do Need Each Other*.

So, back to the problem of "new demands, insufficient resources" that I mentioned at the outset of this review. Yes, it is a real problem that pastors and other ministry leaders feel deeply. But prayer to our infinitely resourceful God and wise leadership practices can help us more fully utilize the capabilities of our spiritually gifted congregations. There are, after all, more spiritual gifts in our congregations than we are

currently using.

Are you the kind of leader who can multiply them?

Book Reviewed:

Liz Wiseman, *Multipliers: How the Best Leaders Make Everyone Smarter*, rev. ed. (New York: Harper Business, 2017).

P.S. If you found my review helpful, please vote "Yes" on my Amazon.com review page.

P.S.S. This review was written for InfluenceMagazine.com and appears here by permission.

Christian Turcu says

“Good leadership consists of showing average people how to do the work of superior people.” (John D. Rockefeller)

One of the greatest basketball players of all time, born Ervin Johnson, was phenomenally talented even at a young age. While a youth, Johnson received some advice from his coach who said, “Every time you get the ball, take the shot.” So he did. And, he scored nearly all of his team’s points. But then, one day, he caught a glimpse of the disappointment on the faces of the parents who had come to watch their kids playing, whereas he stole the show every time. This made him decide to truly lead and to use his God-given talent to help everyone on the team become better players. He was later given the nickname of “Magic” for his ability to raise the level of play on every team he played on.

Multipliers are leaders who use their intelligence to amplify the capabilities of the people around them. When these leaders walk into a room, light bulbs go off over people’s heads, ideas flow, problems get solved. These are the leaders who inspire employees to stretch themselves and get more. They are talent magnets, liberators, debate-makers and investors who instill ownership and accountability.

Multipliers are genius makers. They make everyone around them smarter and more capable. Multipliers invoke each person's unique intelligence and create an atmosphere of genius - innovation, productive effort, and collective intelligence. They are leaders of leaders.

Diminishers, on the other hand, operate under the assumption that “people won’t figure it out without me.” They drain intelligence, energy and capability from people around them and always need to be the smartest ones in the room. They are corporate tyrants, idea killers, energy sappers, and diminishers of talent and commitment. As a result, they tend to tell others what to do and make decisions themselves. Diminishers tend to be control freaks, micro-managers, or leaders who build fiefdoms and hoard resources, siphoning power into their own silos at the expense of everyone else – all the while squandering the talent that they’ve brought into the organization.

So, will you be a genius or a genius maker?

Kirsi Dahl says

Really enjoy and appreciate this book. I refer back to it often. I was able to take the quiz to identify my "accidental diminisher" behavior and then use information in the book to understand how it is diminishing and more importantly how to change.

Curtismchale says

This is a must read book for anyone in charge of ... anyone. Yes it's geared towards business, but it's a great parenting manual as well. You need to do the same things in both roles.

Being a Multiplier is good for business and good for parenthood.

Joanne says

Timely, approachable and meaningful

Multipliers was the subject of a series of discussions with a group of leaders in the company where I worked. Over 9 months, we held video/phone conference discussions, alternating discussion leaders with each chapter. The material was timely both because of the continual need in business to do more with the resources we have, and because throughout the time we read the book, we were faced with specific challenges in our business that we used learnings from the book to meet, resolve and conquer. Multipliers was approachable because we could find useful material to apply even after reading only one chapter. Finally, Multipliers was meaningful because many of the example scenarios strongly resonated with us, and we could easily see how to take a Multipliers approach to the situations we encountered in our work.

Paul M says

A Must Read for All Leaders

Leaders need to utilize the talents and brain power of those under them. The multiplying of leader through the u

Daniel Palevski says

The main thesis of the book is that essentially we all (especially managers) have the ability to get more or less out of the people we collaborate, interact and work with on a regular basis, depending on our behaviors. These behaviors are then characterized into two general categories - multiplying behaviors and diminishing behaviors. Individuals who exhibit diminishing behaviors tend to get low amounts of total effectiveness from the folks they work with (in the ranges of 20 - 40 percent) while those who exhibit multiplying behaviors tend to get much higher rates of effectiveness from those they work with (somewhere in the 60 - 80 percent range); apparently, 100 percent effectiveness is unattainable, although this wasn't really discussed on the

book. However, the research they presented in the beginning of the book supporting these numbers really made a compelling case to read the rest of the book.

I enjoy business and management books, because they are often filled with things that seem like common sense but until it's explained to you in a simple and easy to understand way it can be hard to fully integrate into your own way of doing things. A lot of these things do tend to get repetitive across different books. In this book, for example, they talk about how micro-managing is really a diminishing behavior and if you don't let go sometimes you impede the growth of others. What was interesting about this book was how the author described the multiplying behavior in this case, as investing; the author took this analogy pretty far and even related to how in private equity the investor first typically helps establish clear majority ownership and begins the investment process from there. These types of devices were useful even in taking some relatively trope concepts, like micro-managing impedes growth, while shedding some new light and insight.

My favorite part of the book, by far, was the chapter on the "Accidental Diminisher." These are people who generally mean well, but can get caught up in diminishing behaviors without even realizing it. I definitely related to a lot of these and thought a few of them might be worth sharing here:

The Idea Guy - this is the creative, outside-the-box thinker inside a group who is always coming up with great new ideas. However, what they don't realize is that others get so overwhelmed with the quantity of ideas coming from this one person they're not able to execute on any one of them while also stifling the idea generation from others in the group. Honestly, I have always aspired to be the idea guy, but reading this reminded me that no idea is worth anything without proper execution.

Pacesetter - I've always believed that if you want to lead you need to lead by example. However, when the pacesetter ends up constantly keeping themselves out of reach of others in the group this can end up being discouraging and others may simply choose to become spectators. This reminds me of an exercise my son's little league coach does - after he has the kids run across their field one direction their fastest, he has them run back together in one line; it's funny to watch them struggle to keep in the same pace with each other on the way back.

Rapid Responder - this is the person who's always the first to fire back a response to a query or request sent to the team, and is another way of leading by example. Others in the group may end up avoiding reviewing and responding to any of the issues if they figure that the one person who is always responding first has 'got this one.'

Strategist - the strategist is the one who is always trying to lay out the big picture. Surely, to be a leader you have to create a vision. But, as a lot of the other accidental diminisher traits have pointed out, if you are consistently the one playing this role in a group you are diminishing others abilities to grow into that same role. I think that's a common theme with a lot of the accidentally diminishing traits, that each of them become detrimental when they are overused. A little bit of restraint can go a long way!

The book ends with an appendix which includes a number of experiments you can conduct yourself to try and change some of your behaviors from diminishing to multiplying. I'm yet to go through these and I may try out a few myself. There's also an interesting web-site that I think is supposed to work as a companion to the book - <http://multipliersbooks.com/> - which is supposed to include some free assessments and such, but I haven't tried them out yet. Feel free to try them out, and let me know what you think below!

Joseph Schoolland says

Long but good. In short, leaders can be multipliers who get more than 100% out of their people or diminishers who get less than 50% out of their people. I especially appreciated the chapter on Accidental Diminishers and also the idea of being a multiplier upward toward those who are leading you (I believe both are only in the 2017 edition).

I was torn between three and four stars. I thought about four because the ideas in this book are important for all leaders (and followers, too) and because I had no problem skimming all the examples. I went with three

because it was long. Too many anecdotes for my taste. If you feel compelled to read every word when you pick up a book, then I suggest finding a summary somewhere and reading that instead.

Peter says

Would have read this one earlier

Practical book that slaps you in the face. Whoops I did it again, said the accidental diminisher. Now time to work on creating geniuses

Vicky says

The best book I've read to date about management. The book talks about how to manage people by inspiring them to do their best. That may sound fluffy, but the book is anything but - with comments such as:

* how to lead group discussions to make sure that people not only contribute but actually come to decisions they're committed to (give people work beforehand to prepare arguments, then get them to potentially switch opinions to break deadlocks);

* how to check if and when you're an 'accidental diminisher' (e.g. overprotecting your team, being a Pollyanna-like optimist) and how to counter it (ranging from inoculating the team to some challenges to acknowledging difficulties better)

* dealing with actual diminishers around you (pretend they're not and you might be surprised with the response)

I've been recommending this book to a lot of people moving into management as a way to help them manage well.

Brian says

One of the most helpful Multiplier experiments was the last one called "Shopping for a new boss". There are great questions to use for interviewing persons for management or supervisory positions. Just as importantly, there are questions for persons who are actively interviewing. If you've always struggled with what can you ask the interview team about their boss or organization. Start here. In other words, let them know how you can be a "multiplier" in their organization OR through the interview process learn whether the person interviewing is a "multiplier" or a "diminisher" in hers/his leadership style.

Shawn Harvey says

One of the most profound books on leadership that I have read. It is so challenging that I am going through it again as I prepare to bring out the native genius in the staff and returning interns this year.

Ricky says

Get the best out of the people

Practical guidance to create an environment where intelligence can be fully engaged, grown and transformed into successes for the individual as well as the company that they worked with!
