

# Advancing Staff Development



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*Investing in the Future*

## **Increase Your Multiplier Moments**

There's far more intelligence and energy inside organizations than we realize. When leaders become Multipliers, they unlock these capabilities. Become a Multiplier who sees and uses the untapped capabilities of your team members. Rekindle your team's energy and enthusiasm as you engage them in achieving stronger results. When you lead as a Multiplier, your team's innovative, bold thinking will help you all break through to new levels of performance. Total time commitment up to 9.25 hours. Course Fees: \$495 member/ \$695 non-member.

- Identify Multipliers, Diminishers, and Accidental Diminisher tendencies.
- Practice maximizing your team's contributions by asking the right questions.
- Understand how to utilize someone's genius at its highest point of contribution.
- Establish an environment with the right balance of safety and high standards that frees people up to do their best work.
- Develop the ability to stretch others to grow their intelligence and capability.

## Agenda:

- The Multiplier Effect
  - The best leaders ignite the brilliance of everyone. You can learn how to change your behavior and create a Multiplier Effect that will amplify the intelligence and capabilities of your team members.
  - 30 minutes
- Identify Multiplier and Diminisher Behaviors
  - Action Activity: Identify based on experience
  - What are your Accidental Diminisher warning signs?
  - 9 ways you may be Diminishing Others
  - 30 minutes
- Avoid Overplaying Your Strengths
  - Get Your Volume Right
  - Which Strengths are you Overusing?
  - 10 minutes
- Ask Better Questions
  - Multipliers use questions to access the intelligence of the people they lead.
    - Work towards focusing the intelligence of teams on the right problems.
    - Practice maximizing your team's contributions by asking the right questions.
  - 30 minutes

- Ask Better Question on the Job
  - Action Activity: Plan a meeting
  - 40 Back-pocket questions
  - Listening tips to draw out the best thinking in others
  - 20 minutes
- Take Your Learning Further
  - Conversations with Direct Reports
  - Meeting Follow-ups
  - 5 Coaching Questions
  - Talk Less, Listen More
  - Listen like a Leader
  - Listen First Tool
  - Autobiographical Responses and Empathic Listening
  - 40 minutes
- Look for Genius
  - Everyone has something they do naturally well. Multipliers learn to recognize individual strengths and use their insights to benefit the whole team.
    - Discover how to recognize someone's genius.
    - Help others see their unique, personal genius.
    - Understand how to utilize someone's genius at its highest point of contribution.
  - 30 minutes
- Look for Genius on Your Team
  - Action Activity: Notice and Recognize
  - Team Exercise
  - Unlocking team potential
  - 45 minutes
- Take Your Learning Further: Focus on Your Team
  - Connecting to motivators
  - Unleash Your Team's Potential through Coaching
  - Unconscious Bias: Cultivate Connection
  - Paradigms
  - Build empathy with co-workers
  - 75 minutes
- Create Space for Others
  - Multipliers create space for others by supplying a safe environment in which they can do their best work and learn from mistakes.
    - Create an intense environment in which thinking and work flourish.
    - Establish an environment with the right balance of safety and high standards that frees people up to do their best work.
  - 30 minutes

- Create Space for Your Team
  - Action Activity: team perspectives
  - Speak Up, Take Risks, Excel
  - Help your team without taking over
  - Manager Stories
  - 30 minutes
- Take Your Learning Further: Focus on Team Contributions
  - How to facilitate group discussions
  - Sharing Failures and how to learn from them
  - Manager Stories
  - 5 ways to boost your emotional intelligence
  - 30 minutes
- Offer Bigger Challenges
  - Multipliers invite people to stretch beyond what they currently know how to do. They frame challenges as questions that compel people to engage their full intelligence and capability.
    - Articulate challenges that are well-calibrated to generate results and promote individual growth.
    - Develop the ability to stretch others to grow their intelligence and capability.
  - 30 minutes
- Offer Bigger Challenges to Your Team
  - Action Activity: What's our greatest area of Opportunity?
  - Engage with Compelling Stretch Challenges
  - Types of Challenges that get teams excited
  - 20 minutes
- Take Your Learning Further: Helping Your Team Contribute
  - Boost your team's commitment to goals
  - How to lead your team in pursuit of a goal
  - Create a shared Team Vision and Strategy
  - 5 Reasons you need a team vision
  - 40 minutes
- Multipliers in Action
  - Increasing Multiplier Moments allows us to manage our Accidental Diminisher tendencies and be an Intentional Multiplier, even beyond direct reports.
    - Understand how to become an Intentional Multiplier and plan your first steps to take.
  - 30 minutes

- Deal with Diminishers
  - Multipliers have great influence on their team, but they can also influence the people they don't manage. Use these resources to increase your multiplier moments when working with everyone around you.
  - Action Activity
  - 6 Tactics for dealing with a Diminisher Leader
  - Address Diminishing Behavior Productively
  - 30 minutes