
Welcome! Take the Quiz

<https://thewisemangroup.com/quiz/accidental-diminisher/>

Take the quiz before we get started and review your results. Keep this screen report handy as we go through the session

Improving Relationships and Building Trust at Work

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What is challenging you right now?

What are I-2 challenges you are experiencing right now in leading your team.

Why is this challenging for you?

Reflect on your challenge, now what is at the core of this challenge?

Leadership appears to be the art of
getting others to **want**
do something you are convinced needs
to be done.

Vance Packard, *The Hidden Persuaders*

So, how do we ...?

➤ Motivate

➤ Inspire

➤ Coach

➤ Mentor

➤ Lead

✓ Employee Engagement

✓ Establishing Trust

✓ Authentic Relationship

✓ Helpful, Timely Feedback

WALL STREET JOURNAL BESTSELLER

multipliers

HOW THE BEST LEADERS
MAKE EVERYONE SMARTER



LIZ WISEMAN | WITH GREG MCKEOWN

FOREWORD BY STEPHEN R. COVEY

Sources for today

Multipliers: How the Best Leaders Make Everyone Smarter
By Liz Wiseman with Greg McKeown

A Tale of Two Managers

The Diminisher



A leader who squashes innovation and talent by doing all the thinking themselves. They have to put their mark on everything.

The Multiplier

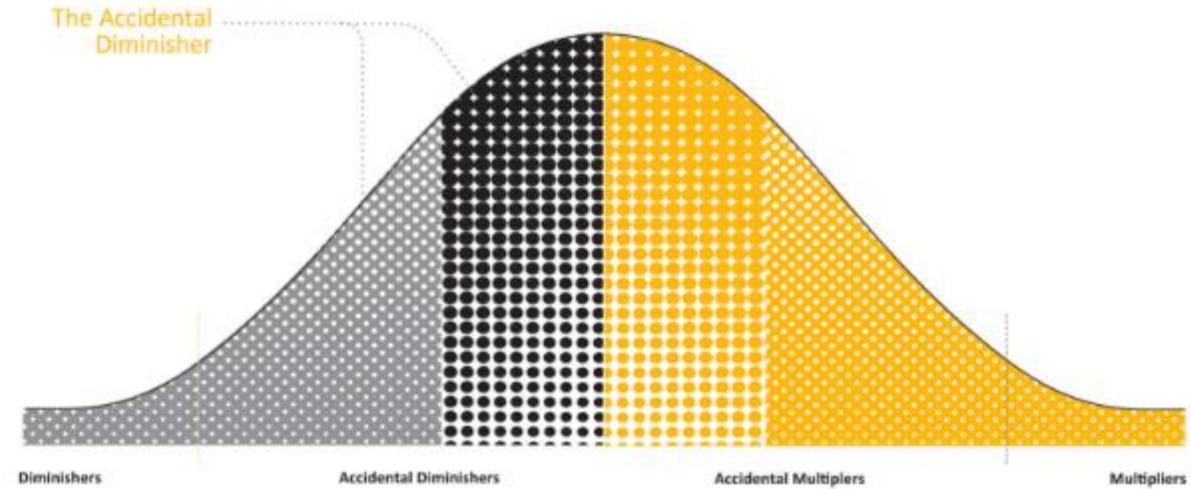


A leader who grows intelligence by engaging it. They don't need the credit, and they don't need to be the smartest in the room.

Most Diminishing is Accidental

While the narcissistic leaders grab the headlines, the vast majority of diminishing happening inside our workplaces is done by the Accidental Diminisher—managers with the best of intentions, good people who think they are doing a good job leading.

Accidental or not, the impact on their team is the same – Diminishers only get $\frac{1}{2}$ of the true brainpower of their people.



Identify Your Own Diminishing Tendencies

We all have Accidental Diminisher moments. The secret to the Multiplier effect is knowing what your vulnerabilities are, spotting them in action, and turning these situations into Multiplier moments.

We have identified a few ways that well-intentioned leaders Accidentally Diminish and have created this quiz to help you identify yours. How might we, despite the very best intentions, be having a diminishing impact on the people we lead?



- We all have at least one, maybe more than one
- Usually tied to a strength or preference

Idea Fountain



Your Intention

Idea Fountain



Your Intention



Their Experience

Always On



Your Intention

Always On

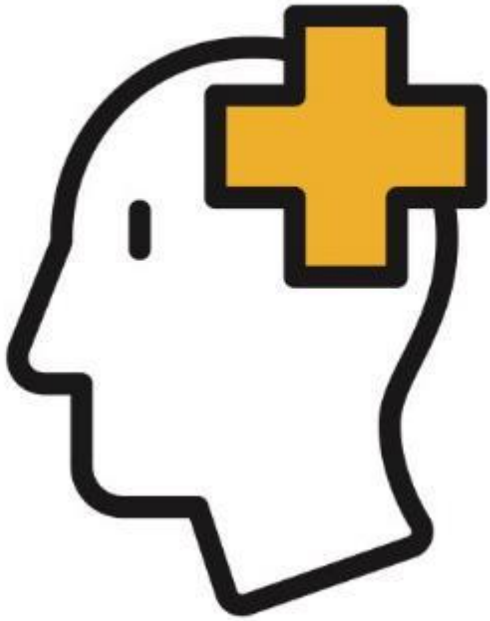


Your Intention



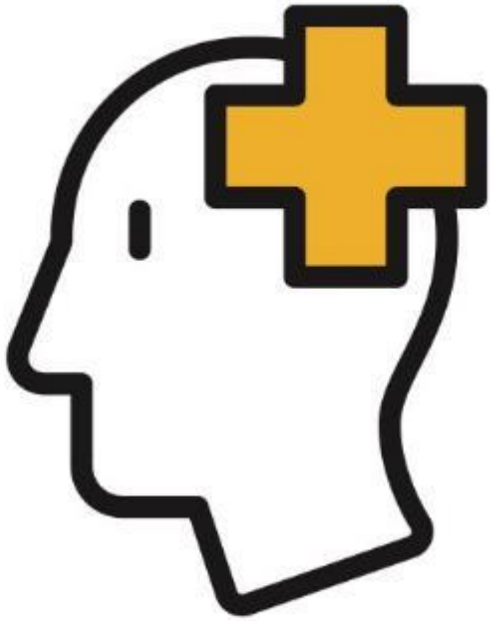
Their Experience

Rescuer



Your Intention

Rescuer



Your Intention



Their Experience

Pacesetter



Your Intention

Pacesetter



Your Intention



Their Experience



- When does this tendency serve you well? (i.e., What reinforces this tendency for you? What rewards do you get from using it?)
- When does this tendency have a diminishing effect on others? (i.e., it doesn't get results, alienates others)

Now what?

- Accidental Diminisher vs. Multiplier

**ASK BETTER
QUESTIONS**

**LOOK FOR
GENIUS**

**THE
MULTIPLIER
EFFECT**

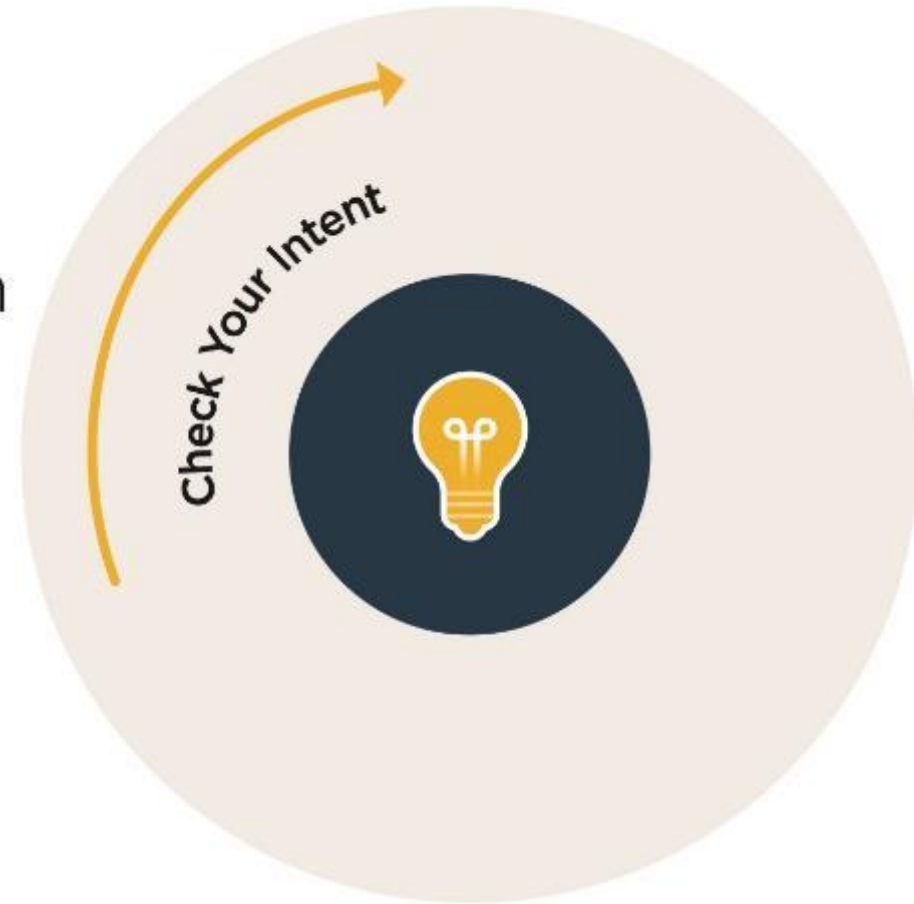
**CREATE SPACE
FOR OTHERS**

**OFFER BIGGER
CHALLENGES**

Check Your Intent

Ask yourself:

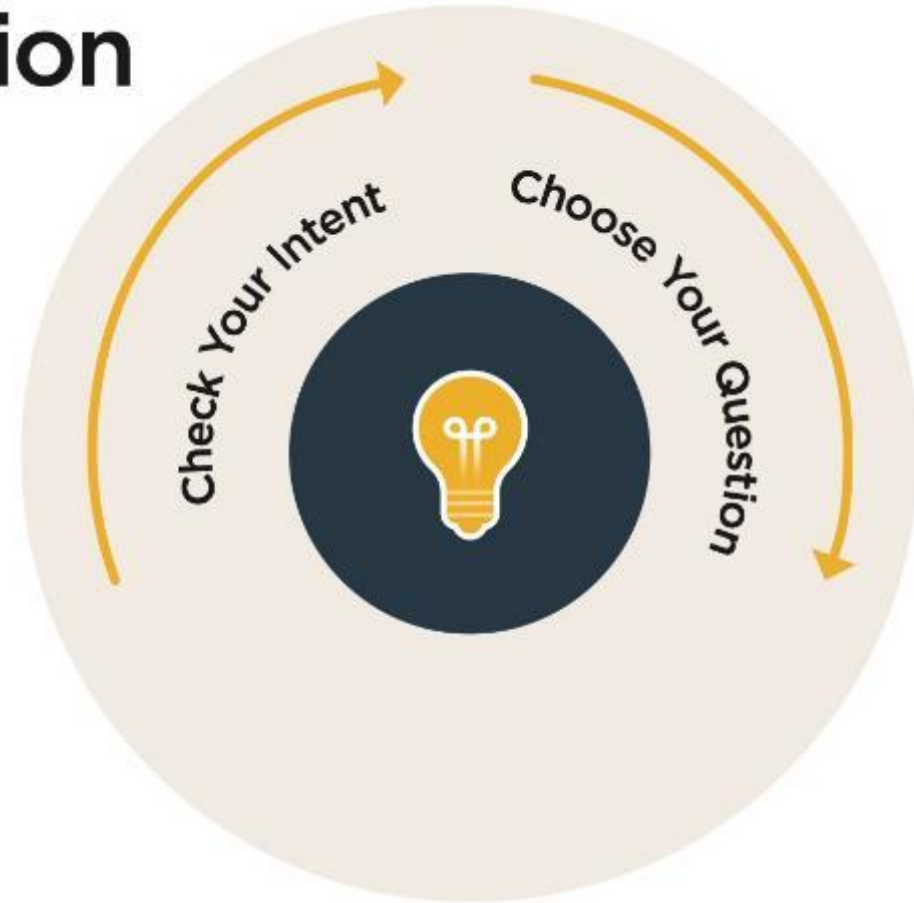
- What am I trying to accomplish with this conversation?
- How can I intentionally multiply the intelligence of the person I'm talking to?



Choose Your Question

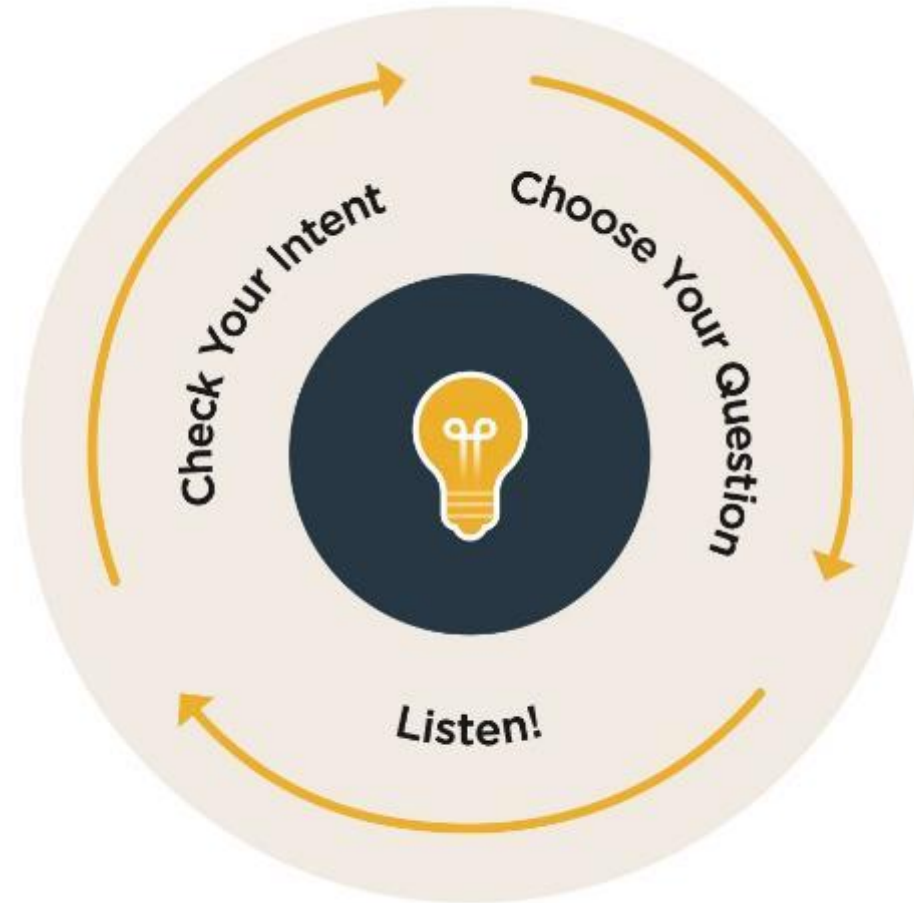
Effective questions:

- Create dialogue.
- Create new connections.
- Access and affirm others' intelligence.
- Clarify thinking.
- Open innovation and creativity.



Listen!

Listen genuinely to what the other person says so you can understand their reality.





ASK BETTER
QUESTIONS

Ask better questions

- Back Pocket Questions
 - Open-ended questions designed to get more information from the speaker and to keep the conversation going
- Examples:
 - Can you give me an example?
 - Can you tell me more about that?

Look for genius



- Everyone has something they are good at – a natural skill or knowledge that comes easy to them. It's a superpower!
- It's something they enjoy doing and what others recognize as a strength
 - do better than anyone else
 - effortless
 - freely without being asked

Creating space for others

- How much “space” do you take up as a leader?
- Play Big or Play Small



CREATE SPACE
FOR OTHERS

Play Big

Assert yourself as the leader by taking up more time and space.



Play Small

Reduce how much time and space you take up as the leader.



Offering bigger challenges

- Compelling challenge
 - A real question
 - Human-centered
 - Authentic
 - Solving a puzzle



Offering bigger challenges

- Create a stretch challenge
 - What is a goal or opportunity facing your team right now?
 - Write this as a challenge question
- I.e.: Employee engagement is low and needs to increase among all employees
- How might we give our team more ownership over tasks?



How does this
connect to trust
and improving
relationships at
work?

- Creating multiplier moments for team members greatly **impacts how they see themselves** and their **connection** to the work
- They feel **empowered** and work harder for their leader
- Multiplier leaders demonstrate **high trust** and create environments of high trust
- **Communication improves** and joint decision-making occurs among all team members
- Increases interpersonal **team relationships**
- **Appreciating** the natural genius of team members also builds trust

Now what?

- Looking back at your quiz results, which of the four principles might you need to use to shift from accidental diminisher to a MULTIPLIER?

References

- TheWisemanGroup.com
- Free preview: books.google.com; search **multipliers**

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QUESTIONS
