

From the solution:

# Multipliers: How the Best Leaders Ignite Everyone's Intelligence

SUMMARY GUIDE

## Create Space for Others Summary Guide

Multipliers create an environment where others can step up with their best thinking and work.

### Big Ideas

- Multipliers create space for others by promoting an environment of safety in which people think freely, speak openly, experiment, make mistakes, and learn.
- Multipliers give other people space and, in return, expect their best work. Multipliers manage the tension between creating safety and applying pressure.
- Creating space requires leaders to moderate their own contributions so that others can contribute more. They do not dominate or just disappear.

### Principle of Opportunity

People do their best when they have space to take initiative and are encouraged to excel.

### Mindset Shift

#### Diminisher Mindset

I need to apply pressure to get people's best work.

#### Multiplier Mindset

The best leaders create a space that fosters bold thinking and action.

### Make Space for Bold Thinking

Multipliers moderate their contributions to Create Space for Others. They choose to Play Big or Play Small, depending on which approach will help others contribute more.

#### Play Big

Assert yourself as the leader by taking up more time and space. For example, step in to clarify expectations, spark debate, or advance thinking.



## Guiding Questions

- Is it more important for me to share what I know than it is to hear from others?
- Will my input help people make progress?
- Do people need a frame to guide their work?
- Do I have a question that will help people think more boldly?
- Would talking about my mistakes help others learn?

### Play Small

Reduce how much time and space you take up so others can contribute. For example, exercise restraint to encourage input, promote exploration, listen to others, or allow for debate.

## Guiding Questions

- Do I need to restrain myself so others can contribute more?
- Will my input shut down people's thinking?
- Do people need time to explore new ideas?
- Are people offering thoughts and debating around our key priorities?
- Are people clear about boundaries and the risks they can take?



## Experiments to Create Space for Others

The following are Multiplier Experiments you can use to Create Space for Others.

Experiment	Play Big/Play Small	Talk Up Your Mistakes
<b>Description</b>	Observe your patterns of contribution to see where (and how) you can create space.	Let people know the mistakes you've made and what you've learned from them.
<b>Accidental Diminisher Tendencies</b>	All	Pacesetter, Optimist, Perfectionist

Experiment	Play Your Chips	Make Space to Take Risks
<b>Description</b>	Before a meeting, give yourself a budget of "chips," with each chip representing a comment or contribution.	Define for your team where and when it's okay for them to experiment and take risks.
<b>Accidental Diminisher Tendencies</b>	Idea Fountain, Always On, Rapid Responder, Strategist	Rescuer, Optimist, Protector, Perfectionist