

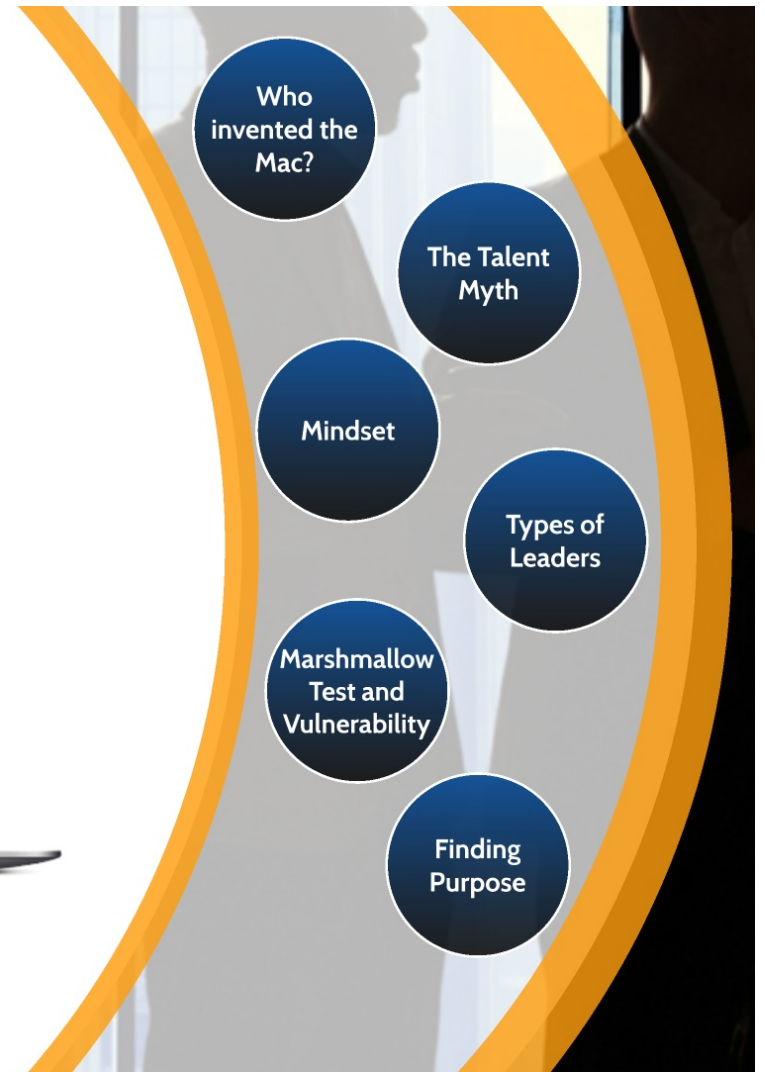


# Leadership

How To Become The Best Leader To Make Your Team Smarter

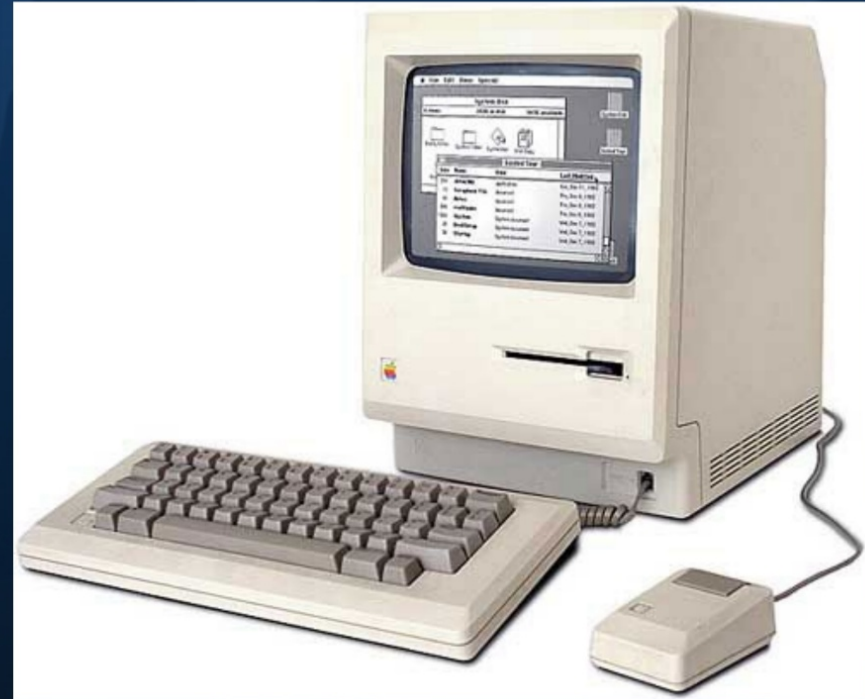








# Who invented the Mac?



# Steve Jobs...



Steve  
Jobs...  
**Nope**



Who is  
this?



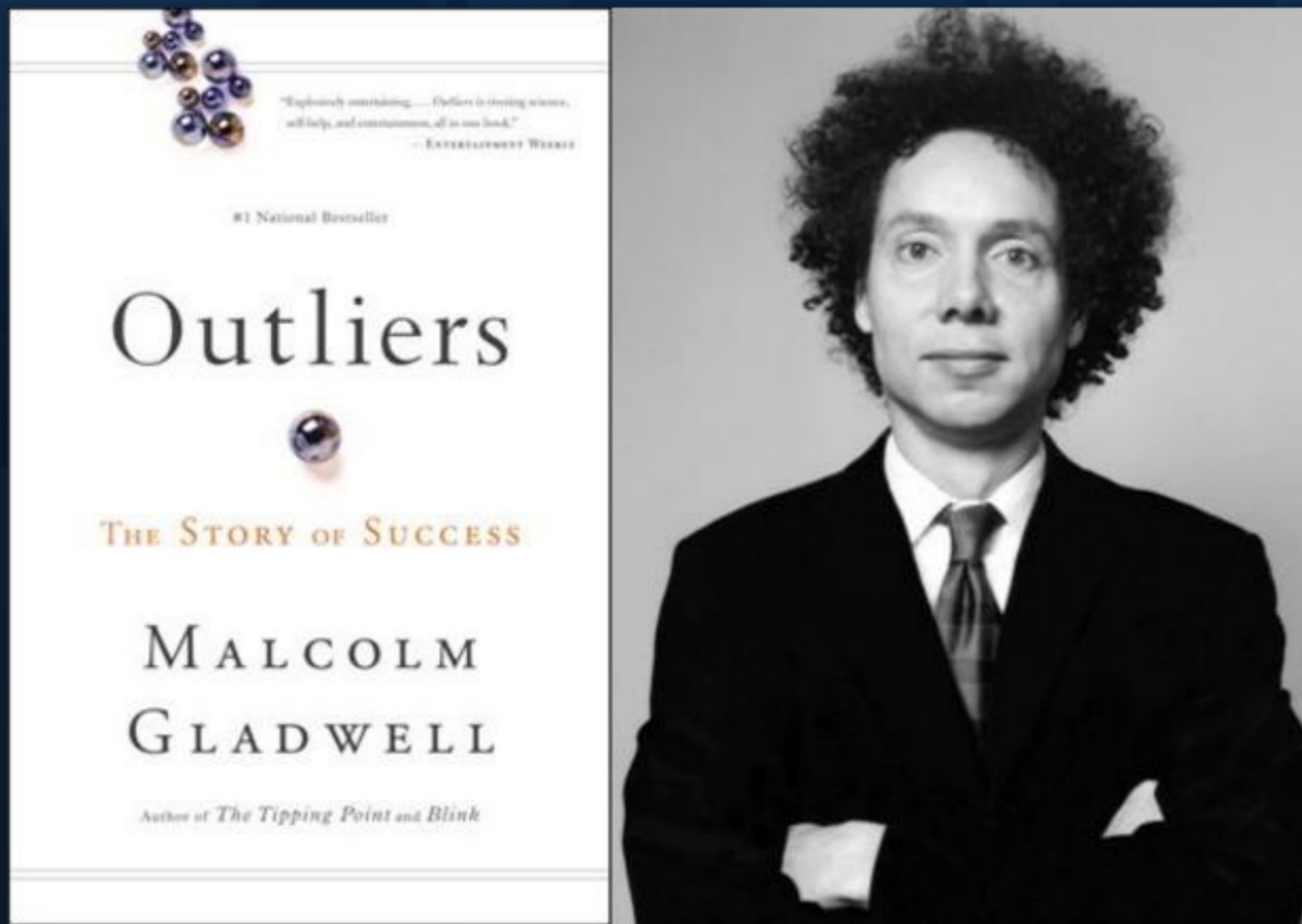


# Fully engaged at work

- The biggest opportunity leaders have is to access the most valuable resources we have
- Our employees have far more capability, talent, resourcefulness, creativity, initiative than we allow them to use
- Across 142 countries, only 13% of people around the world are fully engaged at work<sup>1</sup>

[www.gallup.com/poll/165269/worldwide-employees-engaged-work.aspx](http://www.gallup.com/poll/165269/worldwide-employees-engaged-work.aspx).





# The Talent Myth

Are smart people overrated?

- Malcolm Gladwell Op-Ed The New Yorker, 2002
- Gladwell posed the question about talent
- What if smart people are overrated?
- Are people born smart?

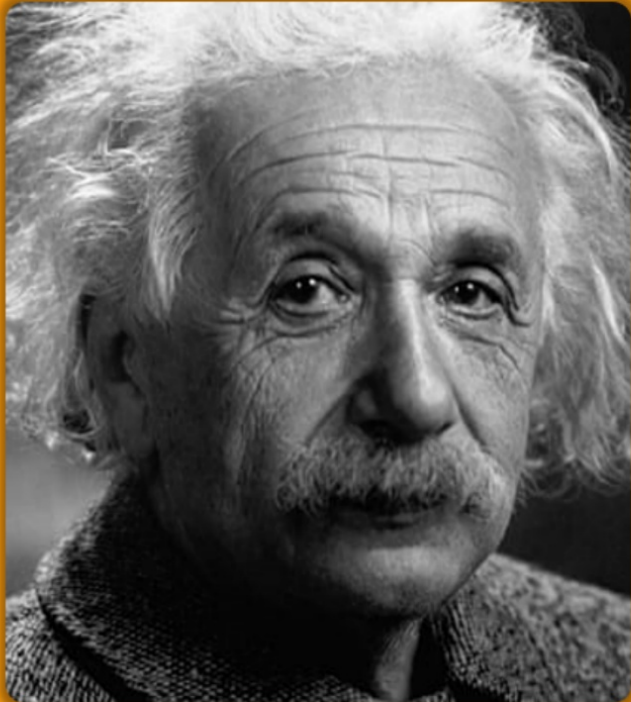
The New Yorker, July 14, 2002



# Enron







- Einstein's teacher told him he was "academically subnormal"
- Michael Jordan's coach said he "was not anymore talented than any of the other players"
- Walt Disney was fired for lack of a "creative imagination"

# Carol Dweck, PhD Stanford University

Meet Carol Dweck, psychologist and one of the world's leading researcher in the field of motivation.

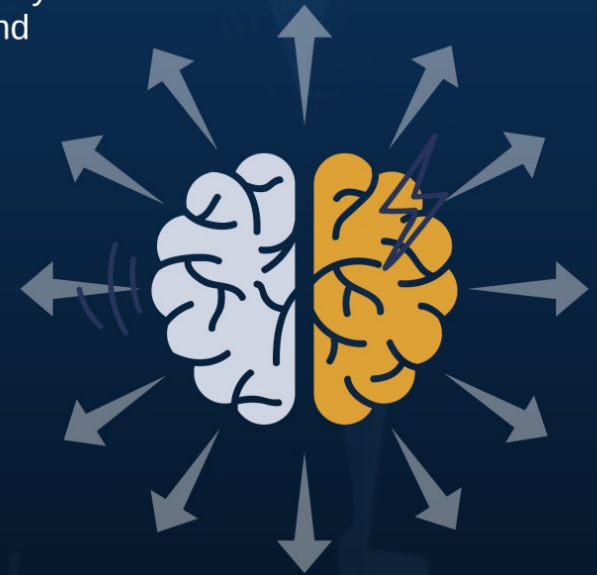
Dweck found that students' mindsets  
—how they perceive their abilities  
—played a key role in their motivation  
and achievement, and found that if we  
changed students' mindsets, we could  
boost their achievement.



# Mindset

## What is a Mindset?

- Mindset is a simple idea discovered by world-renowned Stanford University psychologist Dr. Carol Dweck in decades of research on achievement and success --- a simple idea that makes all the difference.
- Your Mindset is your collection of thoughts and beliefs that shape your thought habits. And your habits affect how you think, what you feel, and what you do.
- Your Mindset impacts how you make sense of the world, and how you make sense of you.
- Think about your intelligence, your talents, your personality...
- Are these qualities simply fixed traits, carved in stone and that's that? OR are they things you can cultivate throughout your life?
- Because they are related to Mindset, it also helps to understand Attitude and Beliefs

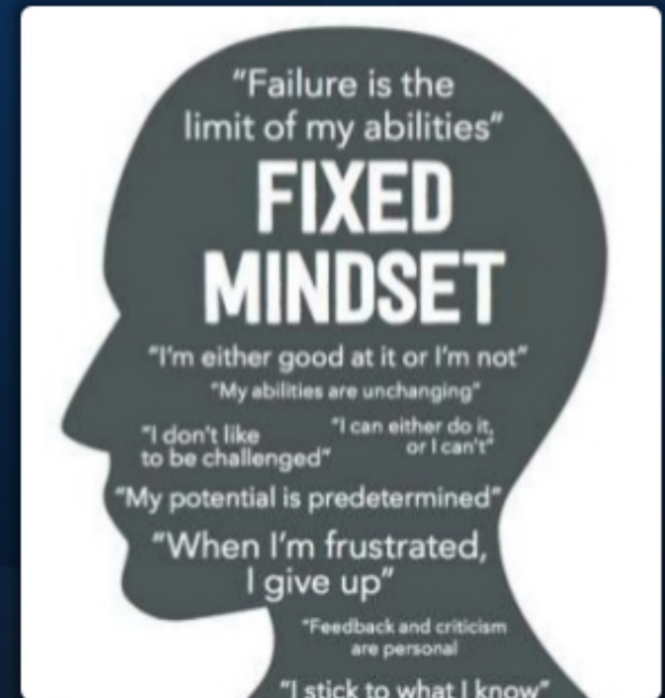


1. Dweck, Carol S. 2008. Mindset. New York, NY: Ballantine Books.

# Fixed Mindset

## What is a Fixed Mindset?

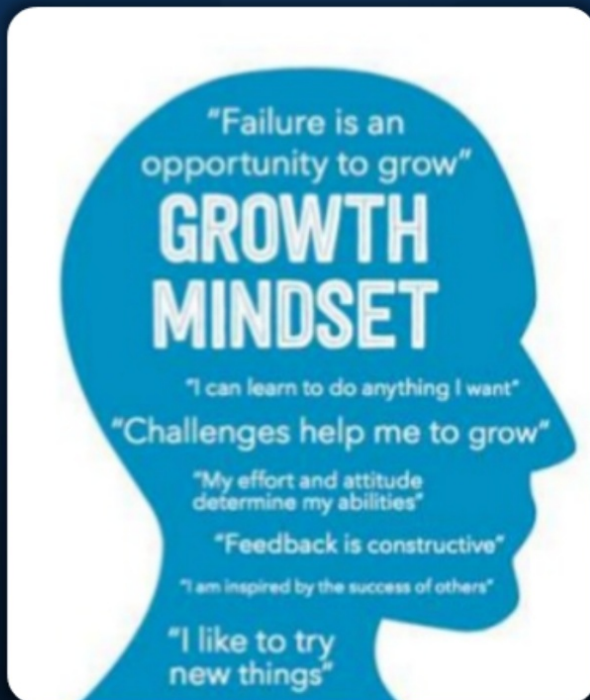
- In a fixed mindset, people believe their basic qualities, like their intelligence or talent, are simply fixed traits.
- They spend their time documenting their intelligence or talent instead of developing them.
- They also believe that talent alone creates success---without effort.
- Their goals end up becoming about looking smart all the time and to never appear incompetent.





# Growth Mindset

## What is a Growth Mindset?



- In a growth mindset, people believe that their most basic abilities can be developed and grow through dedication and hard work— brains and talent are just the starting point.
- This view creates a love of learning and a resilience that is essential for great accomplishment. Virtually all great people have had these qualities.
- Teaching a growth mindset creates motivation and productivity in the worlds of business, education, and sports.

# Growth Mindset vs Fixed Mindset

What kind of Mindset do you have?



## Growth Mindset

- I can learn anything I want to.
- When I'm frustrated, I persevere.
- I want to challenge myself.
- When I fail, I learn.
- Tell me I try hard.
- If you succeed, I'm inspired.
- My effort and attitude determine everything.



## Fixed Mindset

- I'm either good at it, or I'm not.
- When I'm frustrated, I give up.
- I don't like to be challenged.
- When I fail, I'm good.
- Tell me I'm smart.
- If you succeed, I feel threatened.
- My abilities determine everything.

# Fixed Mindset and Leadership



# Growth Mindset: **Jack Welch**



- Increased GE from \$14 billion, to over \$400 billion in 20 years
- Emphasized teamwork and communication with all levels
- Open to change and improvement
- A supportive guide – not a judge



# Good To Great

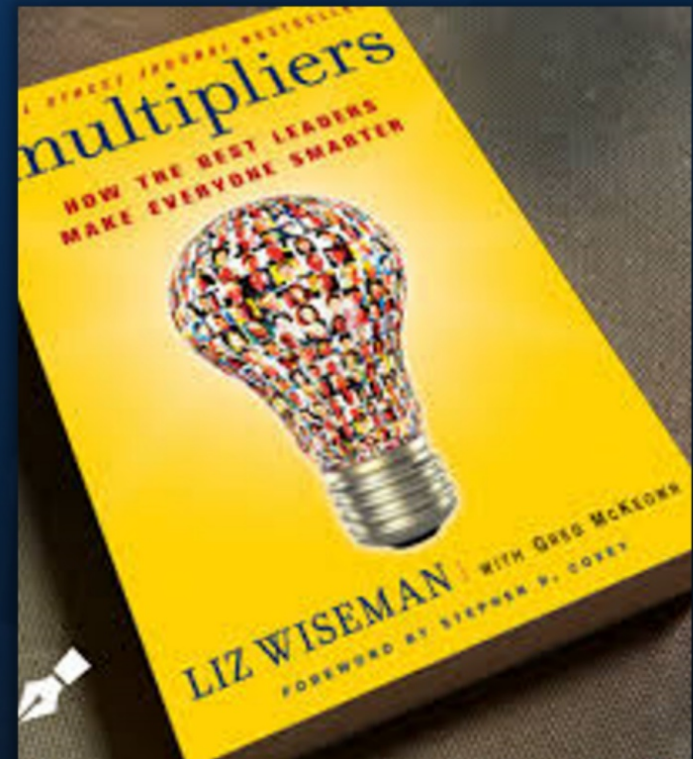
- Jim Collins analyzed high performing companies with sustained growth
- Top leaders were more self-effacing, not charismatic and ego driven
- Asked more questions, instead of giving answers

# Multipliers

- Some leaders managed to make everyone else around them smarter.

yet...

- Other leaders seem to drain intelligence and capability out of people.



Wiseman, Liz, Multipliers: How the Best Leaders Make Everyone Smarter. New York, NY: HarperBusiness, an imprint of HarperCollinsPublishers, 2017.

# Two Types of Leaders

## Diminishers

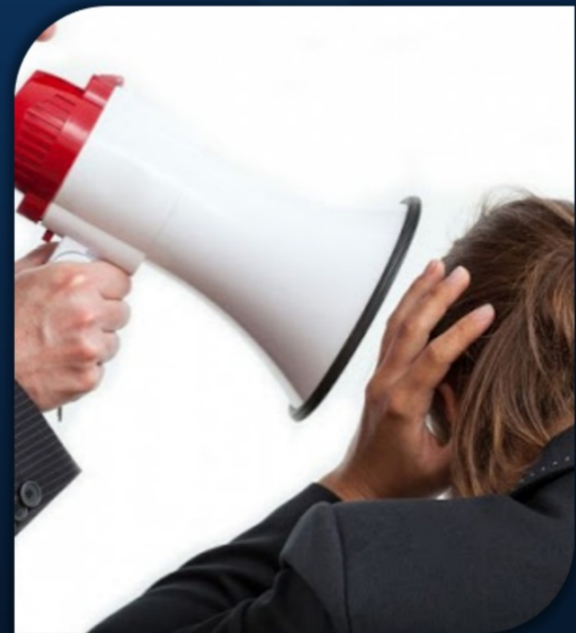
1

leaders who diminish the intelligence in the people around them

## Multipliers

2

leaders who amplify or multiply the intelligence in the people around them



A background image showing a close-up of hands in business attire writing on a document with a pencil. A laptop and a mouse are visible in the background.

## Multipliers

What are the vital few differences between intelligence Diminishers and intelligence Multipliers?



# Multipliers

**FINDING YOUR  
ZONE OF  
GENIUS**



# What Multipliers Get



Multipliers create genius. People actually get smarter around them



Multipliers leverage their resources better. They receive 2X more capability and productivity from their employees

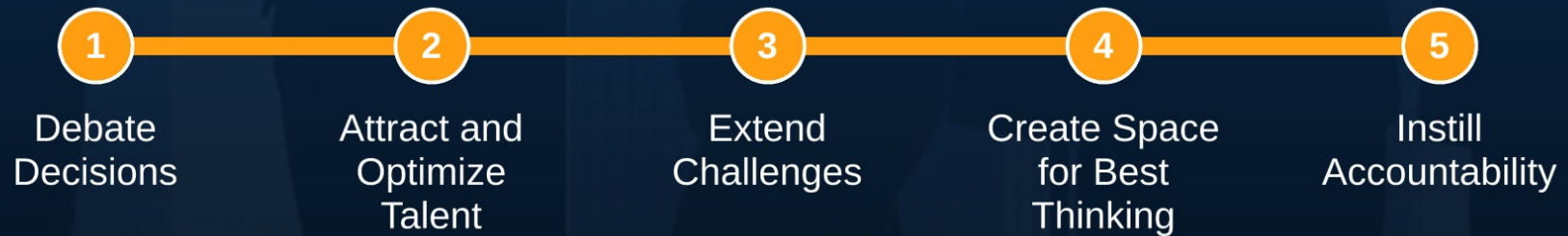
# What Multipliers See

- Multipliers hold very different assumptions
- Intelligence grows through engagement
- The collective is smarter than the individual
- People want to be fully utilized



# What Multipliers Do

- Multipliers are hard-edged managers. They expect great work and drive people to achieve extraordinary results.
- Multipliers do 5 things very differently than diminishers





# The 5 Multiplier Disciplines

**The Liberator**

1

Create space for best thinking

**The Challenger**

2

Extend challenges

**The Talent Magnet**

3

Attract and optimize talent

**The Debate Maker**

4

Debate decisions

**The Investor**

5

Instill accountability

# Traits



## Diminishers

- The tyrant
- The know-it-all
- The empire builder
- The decision maker
- The micro-manager



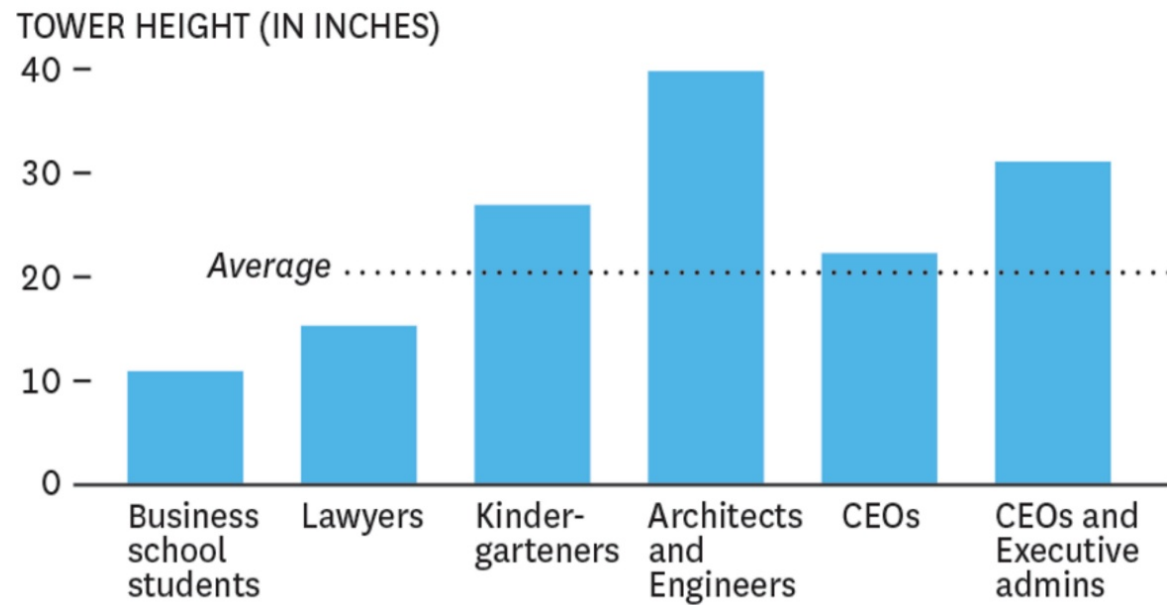
## Multipliers

- The liberator
- The challenger
- The talent magnet
- The debate maker
- The investor

# The Marshmallow Challenge



# Results



SOURCE TOM WUJEC, TED APRIL 2010

HBR.ORG



# Vulnerability



**“Tell me what you want, and I’ll help you”-  
Denny Fitch UA Pilot Trainer**



# Action Items to Build Vulnerability

**Make sure the leader is vulnerable first and often**

**Leaders at Google ask their teams 3 questions**

- 1 What is one thing that I currently do that you'd like me to continue to do?
- 2 What is the one thing that I don't currently do frequently enough that you think I should do more often?
- 3 What can I do to make you more effective?

Coyle, Daniel. The Culture Code: The Secrets of Highly Successful Groups. , 2018. Print.

# Action Items to Build Vulnerability

## Over communicate Expectations

- Be explicit and persistent about sending big, clear signals that establish expectations, modeled cooperation, and aligned language and roles to maximize helping behavior
- Collaborate and make others successful- going out of the way to help others
- Deliver the negative stuff in person
- Face-to-face meetings





# Action Items to Build Vulnerability

## Practice effective listening

- Interact in ways that make the other person feel safe and supported
- Take a helping, cooperative space
- Ask questions that gently and constructively challenge old assumptions
- Make occasional suggestions to open up alternative paths



# Action Items to Build Vulnerability: Resist adding value. It's not what you say, it's what you don't say



# Finding Purpose

- In 1965 Harvard Psychologist Robert Rosenthal did a study to look at how stories guide group behavior
- Used the “Harvard Test of Inflected Acquisition” to detect what students would excel academically in the coming year
- To shape purpose, create a high –purpose environment, flood the zone with signals that link the present effort to a meaningful future, and use a single story to orient motivation the way a magnetic field orients a compass needle to true north. This is why we work. Here is where you should put your energy.



# This is why we work; this is what we are aiming for

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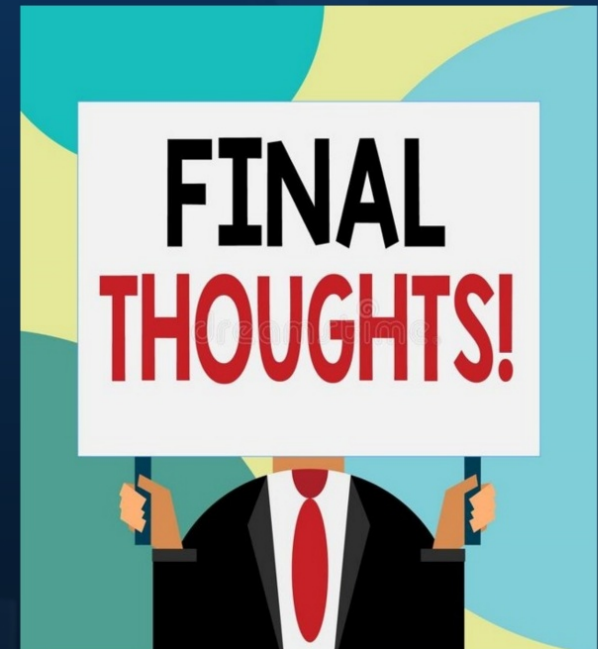
- High purpose environments work best by team members sending handfuls of steady, ultra clear signals (not one big signal) that are aligned with a shared goal
- Not about being inspiring, more about being consistent
- Not found within big speeches, but found within everyday moments





# Final Thoughts!

- While successful leadership can look and feel like magic, it's not.
- Leadership is not something you are. It's something you do.





# Thank You



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# Leadership

How To Become The Best Leader To Make Your Team Smarter