



SOCIETY OF ACTUARIES

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# How the Best Leaders Make Everyone Smarter – A Review

by Troy Wieck



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**E**ditor's Note: *The Management & Personal Development Section launched a contest last summer soliciting both formal and informal short reviews of business management and personal development books. Contributors' names were entered in a random drawing. Congratulations go to Troy Wieck, who received both a gift card and now publication of his review in The Stepping Stone.*

In *Multipliers: How the Best Leaders Make Everyone Smarter*, Liz Wiseman and Greg Mckeown examine two extreme management paradigms: the "Multiplier" who can literally multiply the intelligence of those they work with, and the "Diminisher" who underutilizes and diminishes the intelligence of those they supervise.

Liz and Greg selected "a set of companies and industries in which individual and organizational intelligence provide a competitive advantage." They interviewed senior professionals inside these organizations to identify leaders who fit either the Multiplier or the Diminisher description. By studying more than 150 of these leaders and using interviews and assessments of their practices, they developed a Multiplier Formula.

## Multipliers:

1. Are talent magnets
2. Liberate peoples' best thinking
3. Extend challenges
4. Debate decisions
5. Instill accountability

## Diminishers:

1. Are absorbed in their own intelligence
2. Create tense environments - stifling others
3. Build empires
4. Limit what the organization can achieve to what they themselves know
5. Micromanage

As actuaries we can be susceptible to the Diminisher management style. The outward perception of our intelligent natures can make others fearful to confront us, question us, and work with us collectively. *Multipliers* supplies a formula for using our leadership position to compound that vast pool of intelligence that surrounds us. By finding the genius in someone, challenging them, discussing/debating, and relying on the fact that people are smart and can figure things out we can use this "multiplier effect" in an already powerful profession. ●

