

SHOPPING FOR A NEW BOSS



If you want a job that will bring out your best, don't just look for the right company or job/role; shop for your boss. Here's a shopping guide that will help you find a Multiplier.

1. Look for signs of Multiplier and Diminisher behavior. The three traits most correlated with Multiplier leaders are: intellectual curiosity, asking great questions, and customer focus. Similarly, the traits most negatively correlated with Diminisher leaders are: entertains debate and contrary views, empowers others, seeks to understand, and sense of humor, so be on the lookout for those too. Here are a few telltale signs and questions to help spot the Multipliers and Diminishers.

Multiplier Signs:

- Has a low talk/listen ratio
- Asks follow-on questions out of curiosity
- Asks "why" to better understand
- Shares multiple perspectives on issues
- Shows sincere self depreciation & laughs

Diminisher Signs:

- Has a high talk/listen ratio
- Accepts surface-level answers
- Asks about "what" and "how"
- Is emphatic with ideas
- Takes themselves very seriously

2. **Ask revealing questions.** Ask questions that expose mindset and core assumption.
 - Do they have a growth or fixed Mindset?**
Ask: How have you become better as a leader? Listen for: Do they demonstrate an awareness of their vulnerabilities and do they actively seek out information about their blind spots? Has feedback from colleagues fueled self-improvement? Do they see the downsides of their good intentions?
 - Are they self or team focused?**
Ask: Tell me about your team? Listen for: Not what they say, but how long they can talk. If they are self-focused, the conversation will come back to them quickly.
 - How do they view their role?**
Ask: What is the fundamental role that leaders play here? How would others describe your role on the team? Listen for: Do they see themselves as a thought leader or a catalyst?
 - How do they view intelligence?**
Ask: What type of people are seen as highly intelligent here? Listen for: Is there a singular view of intelligence or do they think people bring unique types of capabilities.
 - How much responsibility and ownership do they give others?**
Ask: What is an example of a project that is currently owned by someone at my level? Listen for: Do they describe a set of tasks or a large project or initiative?
3. **Check the reviews.** Sleuth around to find out what it's like to work for this boss. Talk to the people who are currently working for him or her or use tools like Glassdoor.com.
4. **Try-before you buy.** If you have any doubts, ask to work initially as a contractor or consultant. If this isn't feasible, ask to sit in a team meeting or participate on a conference call to better understand how the team works.

Note: If the prospective manager is uncomfortable with you asking or doing any of the above, you've just received all the information you need.