WORKSHEET + WORKED EXAMPLE

Make Room for Other Voices in Meetings

A small meeting experiment that gives other people's reasoning room to develop.

15 minutes | Participation and leader restraint

Use it in three moves

1. Notice one recurring intervention and the intention behind it.
2. Try a small practice that gives others room while keeping constraints clear.
3. Ask about the actual effect before deciding that the change worked.

When do you tend to step in?

Choose a moment you can recognize next time.

What are you trying to help with?

Acknowledge the intention without assuming it is the effect.

What might others experience?

Treat this as a question to check with them.

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YOUR WORKING NOTES / CONTINUED

What will you try instead?

Choose a visible practice, not a promise to be less dominant.

What still needs clear leadership from you?

Restraint does not mean hiding constraints or abandoning responsibility.

How will you ask whether the practice helped?

Do not infer success from silence or compliance.

A question for me

Can I remain responsible without being the first person to supply an answer?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

When do you tend to step in?

When the group pauses after I ask for options, I usually offer my preferred answer.

What are you trying to help with?

I want to keep the discussion moving and reduce uncertainty.

What might others experience?

They may hear my answer as the decision and stop offering alternatives.

What will you try instead?

Give everyone two quiet minutes to note options, then ask to hear several before sharing mine.

What still needs clear leadership from you?

State the budget and decision deadline before the quiet thinking time.

How will you ask whether the practice helped?

Ask what ideas became easier to raise and whether the discussion still had enough direction.

The thinking behind it

Your presence can make more thinking possible or narrow the room around your answer. Ask what changes when you use your authority to create space.

Liz Wiseman's Multipliers work explores leadership behaviors that draw out others' intelligence. This original practice examines one intervention and its effect. It does not classify a person as a fixed "multiplier" or "diminisher," or reproduce the book's assessment.

Read You Have a Culture Problem by Nic Payne