



The M.U.L.T.I.P.L.Y. Framework

The Blueprint for Building
Independent,
High-Performance Leaders

Melva Slythe Farquharson

The M.U.L.T.I.P.L.Y. Framework

The Blueprint for Building Independent,
High-Performance Leaders

By Melva Slythe Farquharson

The M.U.L.T.I.P.L.Y. Framework

The Blueprint for Building Independent, High-Performance Leaders

Why This Framework Exists

Here's the truth most leaders learn too late: **you cannot build a legacy by doing everything yourself.**

The moment you became an emerging leader, your job changed. You stopped being the best doer on your team and started becoming the person who *builds* the best doers. That's a completely different skill — and nobody hands you the manual.

This is the manual.

The M.U.L.T.I.P.L.Y. Framework is built on one unshakable idea:

Great leaders don't create followers. They multiply leaders.

You already know how to sell. You know how to book, coach a facial, and close. That's addition. This framework is about **multiplication** — turning one strong consultant into a team of confident, self-directed leaders who don't need you standing over them to succeed.

When you multiply instead of manage, three things happen:

- Your team grows without draining you.
- Your income compounds instead of capping at your personal effort.

- Your influence outlives your direct involvement — that's a real **Red Jacket legacy**.

Let's build it.

The 8 Stages at a Glance

Stage	Focus	Core Shift
M — Model the Standard	Lead by living it	From telling to showing
U — Uncover the Right People	Get the right seats filled	From recruiting to selecting
L — Lift Through Ownership	Transfer responsibility	From tasks to outcomes
T — Teach with Questions	Coach, don't rescue	From answers to thinking
I — Ignite Identity	Shift self-perception	From "I sell" to "I lead"
P — Protect Your Energy	Sustainable leadership	From burnt out to grounded
L — Launch New Leaders	Reproduce yourself	From expert to multiplier
Y — Yield a System	Make it duplicatable	From one-off to repeatable

Stage M — Model the Standard

The principle: People do what they see, not what they're *told*. Your team is always watching how you show up — your consistency, your attitude, your work ethic, your recovery after a hard month.

You can't build a team of leaders while you're cutting corners in private. The standard you live becomes the standard they inherit. This is the foundation of everything else.

Mary Kay application:

- Book consistently, even when your calendar is already full. Your team notices when you stop.
- Attend the meetings you expect them to attend.
- Show them how you handle a "no" with grace — because they'll copy your resilience, not just your scripts.
- Wear the Red Jacket like it means something. It does.

Coaching questions to ask yourself:

- "What am I modeling right now that I'd be proud to see multiplied across my whole team?"
- "Where am I asking my team to do something I've quietly stopped doing?"

Action step: Choose one habit this week that you want your entire team to adopt. Live it visibly and consistently for 30 days before you ask a single person to follow it.

Stage U — Uncover the Right People

The principle: Greatness starts with *who*, not *what*. The strongest teams aren't built by recruiting everyone with a pulse — they're built by getting the *right* people into the *right* seats.

Not every new consultant is meant to lead. And that's okay. Your job is to see the spark of a future leader early — the ones who show up, follow through, and get hungry after a win instead of disappearing.

Mary Kay application:

- When recruiting, look past "she'd be great at parties." Look for consistency, coachability, and drive.
- Identify your future **Star Team Builders** by behavior, not just excitement. Excitement fades; character compounds.
- Match people to what energizes them. Some shine at selling. Some shine at recruiting. Some shine at encouraging others. Put them where they'll win.

Coaching questions:

- "Who on my team lights up when they help someone else succeed?" (*That's a future leader.*)
- "Am I recruiting to fill a number, or to build a bench of leaders?"
- "Is this person in the seat that matches her strengths — or the seat I assigned out of convenience?"

Action step: List your active team members. Mark three you believe have leadership potential. Beside each name, write the *one* seat where they'd thrive most.

Stage L — Lift Through Ownership

The principle: Dependency is not loyalty. When your team can't move without you, you don't have leaders — you have an audience.

The fastest way to grow a leader is to hand her real ownership. Not a task to complete, but an *outcome* to own. There's a world of difference between "hand out these samples" and "you own new-guest experience at our next event — make it unforgettable."

Clarity of ownership beats a clever team chart every time. Everyone should know exactly what they're responsible for.

Mary Kay application:

- Give a rising leader ownership of the weekly team meeting agenda.
- Let someone own the new-consultant welcome process end to end.
- Assign a team member to own follow-up culture — and let her build it her way.

Coaching questions:

- "What am I still holding that someone on my team is ready to own?"
- "Does each person know exactly what outcome she's responsible for?"
- "The last time something went wrong — was it because ownership was unclear?"

Action step: Identify one responsibility you've been holding onto. Transfer full ownership of it this week — the outcome, not just the task — to one person who's ready.

Stage T — Teach with Questions

The principle: The fastest way to keep someone dependent is to hand her your answer. The fastest way to grow a leader is to help her find her own.

Every time you rescue, you rob her of a rep. Great mentors resist the urge to fix. They ask the question that makes their team member *think* — and thinking is where leaders are made.

The Instant-Shift Coaching Questions:

Keep these in your back pocket. Use them anytime a team member comes to you stuck:

1. **"What outcome are you actually trying to create?"** — moves her from busy to focused.
2. **"What would you do if you couldn't ask me?"** — dissolves dependency on the spot.
3. **"What have you already tried?"** — builds resourcefulness before you offer input.
4. **"What does the leader you're becoming do here?"** — closes the gap between who she is and who she's growing into.
5. **"What will it cost you if you wait?"** — creates healthy urgency without pressure.

Mary Kay application:

- When a consultant says "I can't fill my datebook," resist the fix. Ask, "What worked the last time you were fully booked?"
- When a team member is scared to recruit, ask, "What would you tell a new consultant who felt exactly like you do right now?"

Coaching questions to ask yourself:

- "Where am I giving answers I should be turning into questions?"
- "Do my team members leave our conversations more confident — or more dependent?"

Action step: For the next seven days, answer every team question with a question first. Notice how much they already know when you stop rescuing.

Stage I — Ignite Identity

The principle: People don't rise to what you tell them to do. They rise to who they believe they are.

A consultant who sees herself as "someone who sells a little on the side" will always perform like one. The moment she starts to see herself as a *leader* — the shift is instant and permanent. Your greatest job as a mentor is to hold up a mirror to who she's becoming before she can see it herself.

This is where you challenge the quiet limiting belief: "*I'm not a leader type.*" Most future leaders don't feel ready. Readiness isn't a feeling — it's a decision.

Mary Kay application:

- Introduce a rising consultant as "one of my future directors" — out loud, in front of others.
- Celebrate leadership *behavior*, not just sales numbers. When she mentors someone, name it: "That's exactly what a leader does."
- Speak to the woman she's becoming, not just the one in front of you today.

Coaching questions:

- "Who do you want to become through this business — not just what do you want to earn?"
- "What would change in how you show up if you already saw yourself as a director?"
- "What's one belief about yourself you're ready to leave behind?"

Action step: Choose one emerging leader. This week, tell her — specifically and sincerely — the leader you see in her. Watch her stand taller.

Stage P — Protect Your Energy

The principle: You cannot pour into others from an empty source. A depleted leader multiplies anxiety. A grounded leader multiplies clarity.

Here's the trap: developing leaders *from your old habits* — the guilt, the over-explaining, the need to be needed — will burn you out before your team ever breaks through. Protecting your energy isn't selfish. It's the architecture that makes multiplication sustainable.

Boundaries aren't distance. They're how you stay whole enough to keep giving.

Mary Kay application:

- Set "office hours" for team texts and honor them. Availability without boundaries trains dependency.
- Stop attending every single thing. Send a leader in your place — and let her grow from it.
- Recover intentionally after big pushes like Seminar or a quarter close. Rest is part of the work.

Coaching questions:

- "Where is my energy leaking into things my team could handle?"
- "Am I present because I add value — or because I'm afraid to let go?"
- "What boundary would make me a *better* leader, not a distant one?"

Action step: Name one boundary that protects your energy — and communicate it to your team this week. Then hold it, guilt-free.

Stage L — Launch New Leaders

The principle: It takes a leader to raise a leader. Your value isn't measured by how much *you* produce. It's measured by how many leaders you *reproduce*.

This is the shift from being indispensable to being a multiplier. The goal isn't for your team to need you more — it's for them to need you *less*, because you built them so well. That's not loss. That's legacy.

Insecure leaders hoard. Secure leaders release. If you can't give power away, you don't have power — you have fear wearing a leadership title.

Mary Kay application:

- Actively coach team members toward their own **Star Team Builder Club** and directorship.
- Let a rising leader run a meeting, train a new consultant, or lead a challenge — fully, without you hovering.
- Celebrate her wins louder than your own. When she debuts, you both rise.

Coaching questions:

- "Who on my team is ready for more responsibility than I've given her?"
- "What am I doing that's actually blocking someone's growth?"
- "If I stepped back for a month, who could carry the team — and how do I build more of them?"

Action step: Identify one team member ready to lead. Give her a real leadership assignment this month — and resist the urge to step in.

Stage Y — Yield a Repeatable System

The principle: A leader who can only lead by force of personality builds a team that collapses without her. A leader who builds a *system* builds something that runs — and grows — with or without her in the room.

Everything you've learned in the stages above should become a documented, repeatable path. When a new consultant joins, she shouldn't depend on catching you in a good moment. She should be able to follow the same proven steps every leader before her followed.

This is how you turn your leadership into a franchise of excellence — duplicatable, teachable, and built to last.

Mary Kay application:

- Document your new-consultant onboarding into a simple, repeatable checklist.
- Create a standard "path to Red Jacket" your whole team can see and follow.
- Turn your best trainings into a library your leaders can reuse — so you teach it once and it multiplies forever.

Coaching questions:

- "If I disappeared for 90 days, could my team still onboard, train, and grow?"
- "What am I teaching over and over that I should document once?"
- "Is my success repeatable — or does it live only in my head?"

Action step: Choose one process you repeat constantly. Document it this week into a simple, shareable format your whole team can use.

The 90-Day Multiplier Self-Assessment

Rate yourself 1–5 on each stage. Be honest — this is your mirror, not your judge.

Stage	Question	Score (1–5)
M	Does this model the standard I expect?	
U	Do I have the right people in the right seats?	
L	Have I transferred real ownership to my team?	
T	Do I coach with questions rather than rescue?	
I	Am I igniting the leader identity in my people?	
P	Am I protecting my energy sustainably?	
L	Am I actively launching new leaders?	
Y	Is my leadership repeatable and documented?	

Your lowest score is your next move. Don't try to fix all eight at once. Pick the one stage holding you back most, and give it your full focus for the next 30 days.

The One Thing to Remember

You didn't come this far to build a business that depends on you doing everything forever. You came to build **leaders** — women who will one day build leaders of their own.

That's the whole point. That's the multiplication.

So this week, do one thing: pick one emerging leader, and take one action from this framework to move her from *dependent* to *confident*. Model something. Transfer something. Ask a better question. Speak the leader you see in her.

Start there. Then keep going.

Great leaders don't create followers. They multiply leaders — and you were made to be one of them.

www.SelfMasteryThinking.com