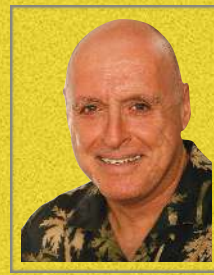


THE EXTRA POINT

BY JERRY ROBERTS



444 Leaders Should be Consistently Inconsistent — Part 1

Can you be a good leader if you are consistently inconsistent? I'm Jerry Roberts and I want you to think about that as we prepare to jump into The Extra Point.

What if I told you that in 2020, you'll be a far better manager and leader if you are inconsistent in how you manage and lead? I know what you're saying. "Don't we want to be a model of consistency — isn't that the goal?" What if I said, "Sometimes"?

What if I said there are times you want to be totally consistent, and other times you want to be flexible and less predictable.

If you're open to experimenting with your approach I think the best way is to decide what you will be totally consistent on with your team members, and where you can afford inconsistency.

In his book *How Will You Measure Your Life*, Harvard Business School professor Clayton Christensen said: "It's easier to hold to your principles 100% of the time, rather than 98% of the time. The boundary is powerful because you don't cross it. If you have justified crossing it once, there's nothing stopping you from doing it again."

So what are the lines you shouldn't cross, what don't you want to compromise?

1. Personal and company values. As soon as you compromise your basic values, their meaning is lost. These govern the tough decisions you make when there's no easy answers. What do we do when there's lots of money to be made if we'll just look away from values. All the Wall Streets crooks and cheats had values.

Cigarette manufacturers and pharmaceutical companies that engineered their products to be more addictive for reasons of profit, they had values. What are your values?

2. How you conduct yourself. If you're the CEO or company owner the example you set in many ways determines the overall company culture. Workers are always watching. They see your inconsistencies. If you rule the shop with an attitude of "Do as I say, not as I do," then you'll be seen as hypocritical and that spells trouble.

3. Helping people grow. Jack Welch, legendary former CEO of General Electric, said: "Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others." John Maxwell hit on this point repeatedly at last week's Live2Lead conference. You can't afford to be wishy-washy or skimp on developing talent. It's the only thing that determines whether or not you'll succeed. The idea is to strengthen strengths and help everybody take a positive step forward in their development. Not just a few, but everybody. We can't afford to leave people behind.

4. Featuring one-on-one meetings. It's the manager's number one tool. Solve issues, give and receive feedback, discuss career growth, coach, and build the relationship.

5. Accountability. You can't hold some to a set of standards and let others slide. Everybody must agree to the same standard when it comes to being accountable. This makes them accountable to not just the organization, but also to each other. Tomorrow, we'll discuss what we should be inconsistent with.

That's The Extra Point. Get out there and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

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