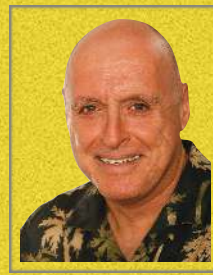


# THE EXTRA POINT

BY JERRY ROBERTS



## # 445 Leaders Should be Consistently Inconsistent — Part 2

Yesterday we talked about what managers and leaders should be consistent about. Today we flip the script and focus on areas where we can be inconsistent. Is that a little scary? I'm Jerry Roberts and it's next on The Extra Point.

Yesterday we discussed the importance of maintaining consistency in five key areas: Personal and company values, How we conduct ourselves, helping people grow, holding one-on-one meetings with team members, and accountability for everybody. We don't want to fudge on any of those. No wiggle room, managers stay focused on those factors. Yet, inconsistency also score points. Let's find out where.

Duke University basketball coach Mike Krzyzewski can shed some light. He said: "The most incredibly interesting thing about being a leader is what adjustments you make and how you make them, while keeping your core principles alive and well."

Krzyzewski and Duke last won an NCAA championship in 2015, and what happened that year was a perfect example of the coach's statement. He booted a player off the team for violating team rules. Then, when injuries weakened the team, he changed how he utilized players, rotating eight of them in and out against the top teams in the country — with Duke taking home the trophy.

In this instance inconsistency is a strategy. It's also features flexibility. Let's dig a little further.

1. Growing people. While you manage everyone equally under a set code of values and rules, the way you invest in growing talent should vary from person to person. You might train me once every six months and the person next to me twice as often. Perhaps they're working on a more critical project, have different needs, or respond better to training which means your investment in them brings a greater return. If

someone in your organization is super-aggressive and wants to get ahead, it just makes sense to put more money into their development than others who show little to average interest. Inconsistency is definitely the way to go here.

2. Tactics and strategies. You'll treat introverts differently from extroverts. Your approach to millennials, Baby Boomers and others may vary. Again, core values and policies will be the same, but your methods may not.

3. Trust. Here's something you've heard: trust is earned. You earn a lot, you get a lot. Earn little, get little. How does that work with delegating tasks? If I continually deliver quality work, on time, and gradually take more of a role in making decisions, the level of trust you have in me will grow. The fact that I have to earn your trust negates any chance of consistency.

4. How hard we push. We have to understand situations and the state of the team in order to decide how much to push workers. Everything isn't an emergency. Know the capacity of people and be smart about this.

5) Risk and control. Along with allowing a worker greater authority is the matter of understanding risk. Greater risk brings an increased chance of failing. Thus, we must be inconsistent with parceling out authority. All things considered, consistency and inconsistency have their place as factors that every leader has to balance.

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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