

# THE EXTRA POINT

BY JERRY ROBERTS



## # 1469 Why Leaders Should Always Speak Last — Part 2

If you're the leader of your organization, it's likely that when important conversations or decisions take place, you'll be the one at the center of it all. If that's the way it is at your place, and that's the way it always is, I think you're giving away an opportunity. I'm Jerry Roberts, and we're going to get back into the conversation we started yesterday, next on The Extra Point.

We touched on several key points yesterday, as we made a case for leaders letting other people speak first in a meeting, before they give their opinion.

When the leader gives their opinion right off the bat, some people will think, "Okay, well that's that. His/her mind is made up. There's no reason for me to chime in."

Most people don't challenge the boss. That's just how it is, and it's a shame. Challenging existing opinion, ideas, policy, and strategies is the way we grow. It's how we engineer breakthroughs.

We should get our egos out of the way and train people to take an opposing position, if they see a way to make things better. We should challenge them when they don't.

If you've never done this, it might be a little scary for your workers the first time or two, but they'll get used to it. So will you. You'll get used to not having to do all the speaking and thinking.

As we discussed yesterday, you can also have various people lead meetings. From leading a meeting once in a while, maybe that will see them eventually lead a project.

If you buy into the concept that the number one job of a leader is to create more leaders, then you also buy into the need for constant personal development and growth. Once people start to grow, They'll want more of it.

Will everybody want that? No, not everybody.

The beauty of it is that with you offering the same opportunity to everyone over time, they should more or less self-select. Some will step up, some will step back.

What that does for the leader is it becomes a little easier to see who wants more, who wants to grow, and who might be interested in hanging with you for the longer term. Notice that I didn't say "long" term, I said longer.

Younger workers who are now conditioned to say sayonara to employers in months, weeks, and sometime days, could see something in what you're doing that will flip a switch and turn them around.

So, maybe you're saying, "Wait a second here, I can do all that by just letting other people speak first in a meeting a couple of times?" No, of course not.

The idea is that as you let others carry the ball once in a while, you'll become comfortable with that and then let them run meetings, take on tasks with a greater degree of difficulty, and — wait for it — even make some decisions ... and then maybe they'll get more interested in their job and your company.

With the most difficult labor market Guam has seen in many years, and one that looks like it's not going to get any easier any time soon, the name of the game now is to protect your best talent from getting poached by other employers, while you do everything you can to help new workers decide to stay with you longer. That gets you going in the right direction.

That's the Extra Point. Be responsible and make something good happen today. For 93.3FM, the Ray Gibson Show, and First Hawaiian Bank, I'm Jerry Roberts.

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