You will be told your whole life that you need to learn to listen, I would say that you need to learn to be the last to speak. I see it in boardrooms every day of the week, even people who consider themselves good leaders, who may actually be decent leaders, will walk into a room and say here's the problem, here's what I think, but I'm interested in your opinion, let's go around the room. It's too late.

别人会劝告你，你要一辈子的时间来学习倾听，而我要告诉你，你需要学的是做最后一个发言的人。我每天都能在会议室看到这样的场景，即便是那些自认为是好领导的人，他们或许实际上确实领导有方，但当他们一走进房间，上来就说：“我有个问题，我是这么想的，但我对你的观点也挺感兴趣的，让我们轮流来说说自己的想法。”其实，此时再鼓励大家各抒己见，已经太晚了。

The skill to hold your opinions to yourself until everyone has spoken does two things, one, it gives everybody else the feeling that they have been heard, it gives everyone else the ability to feel that they have contributed. And two, you get the benefit of hearing what everybody else has to think before you render your opinion. The skill is really to keep your opinions to yourself, if you agree with somebody don't nod YES, if you disagree with somebody don't nod NO.

要做到保留自己的意见直到最后，有两个技巧。第一，给大家一种被倾听的感觉，让他们觉得自己对这次会议有贡献。第二，在你发表意见之前，认真倾听他人的发言，你自己也会受益。这样做的诀窍在于你要把自己的观点保留到最后，即便中途你同意某个人的观点，你也不要点头，不同意他们所说的，你也不要摇头。

Simply sit there. Take it all in and the only thing you're allowed to do is ask questions, so that you can understand what they mean and why they have the opinion that they have, you must understand from where they are speaking, why they have the opinion they have, not just what they are saying. And at the end you will get your turn.

你要做的仅仅是坐下来认真倾听并提出问题，这样你就能理解他们要表达的意思以及他们为什么或这样说，你必须要理解他们这样说的原因，而不仅仅是知道他们说了什么。等到最后，才是轮到你发言的时候。

1.**be the last to speak**

 做最后一个发言者；

2.**boardroom**

  会议室；

3.**decent**['diːsənt]

  正派的；得体的；相当好的；

4.**let's go around the room.**

  （会议上）大家轮流发表意见吧；

5.**hold/keep your opinions to yourself**

  保留你的意见；

6.**render your opinion**

  提出你的意见；

7.**nod yes/nod no**

  点头/摇头；

8.**take it all in**

  全部听进去；注意倾听；

9.**get your turn**

  轮到你；