

Teamwork and The Power of Grace

ACUP+ 2026 Conference

March 30, 2026

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Overview

- GRACE defined
- Who are you?
- GRACE and Strength
- GRACE and Character



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GRACE:

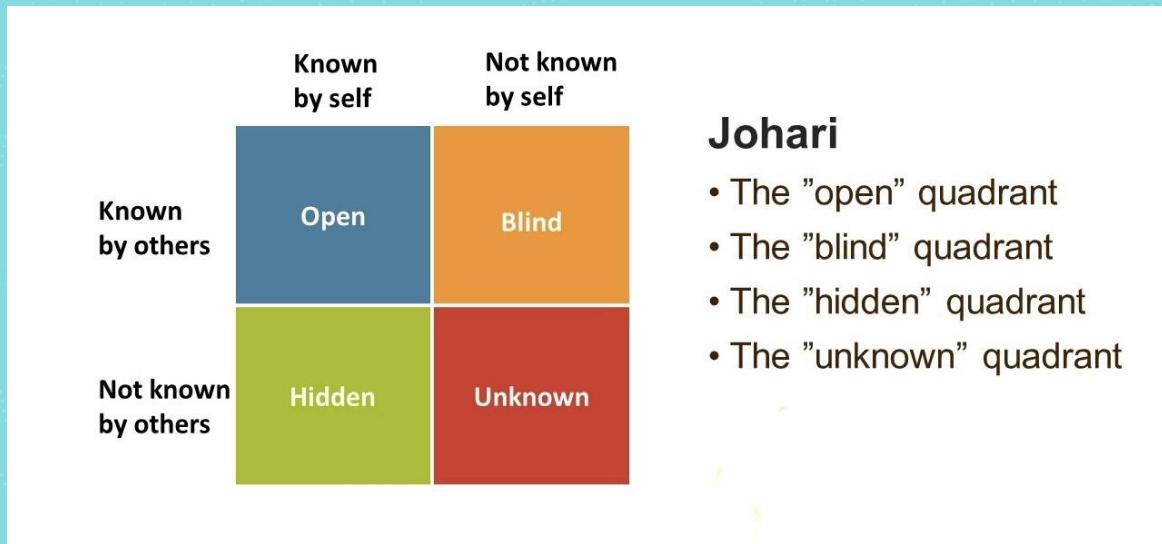
- Generosity
- Respect
- Action
- Compassion
- Energy



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Johari Window



Johari

- The "open" quadrant
- The "blind" quadrant
- The "hidden" quadrant
- The "unknown" quadrant

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Who Are You?

- Director
- Promoter
- Supporter
- Analyzer





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Mark the response to each of the following situations which describe your behavior.

1 When I talk to others, I like to
a. get to the point
b. talk
c. tell only what I want others to know
d. go into great detail

2 At times, I may be
a. blunt
b. slow to give information
c. overly strict in my interpretations
d. very subjective in my description of things

3 Most of my communication is directed toward
a. being friendly with others
b. precision
c. cooperation
d. getting results

4 Am sometimes accused of
a. being tentative
b. not listening
c. procrastinating
d. talking too much

5 When I am in a discussion with people, they
a. know I desire the facts
b. know I do not like surprises
c. know where I stand
d. know I am enthusiastic

6 I like communication which is
a. positive
b. logical
c. straightforward
d. calm

7 I like conversations which are
a. stimulating
b. optimistic
c. sincere
d. controlled

8 do not like conversations which
a. create stress
b. are not cooperative
c. do not accept my view
d. I cannot control

9 I feel best when I am
a. listening to others
b. following an agenda
c. giving directions
d. poised and in control

10 My greatest weakness in communicating is
a. demand for details
b. reacting too quickly
c. desire for personal attention
d. speaking without adequate preparation

11 Most of the people think of me as
a. friendly
b. cautious
c. open to change
d. sincere

12 My greatest need is to
a. be with people
b. be given time to adjust to changes
c. be encouraged
d. be given frank direction and evaluation

13 The basic ideas of communication is to
a. cooperate with others
b. gain power over others
c. persuade others
d. brings things under control

14 When I use written communication I tend to
a. be to brief
b. oversell an idea
c. go by the book
d. over-document

15 I function best in an environment which
a. is free
b. includes other people
c. is organized
d. is pleasant

16 Conversations that motivate me, provide
a. a challenge
b. comfort
c. friendly relationships
d. recognition


17 When others are under stress, I tell them
a. about the positive
b. what to do
c. to adjust to the situation
d. to stay calm

18 My greatest strength in talking to others is
a. conscientious
b. outgoing
c. decisive
d. willing to listen

COMMUNICATION STYLE SCORE SHEET

Circle your selection and total the number in each column

	DIRECTOR	PROMOTER	SUPPORTER	ANALYZER
1	a	b	c	d
2	a	d	b	c
3	d	a	c	b
4	b	d	c	a
5	c	d	b	a
6	c	a	d	b
7	a	b	c	d
8	d	c	b	a
9	c	d	b	a
10	b	d	c	a
11	c	a	d	b
12	d	a	b	c
13	b	c	a	d
14	a	b	c	d
15	a	b	d	c
16	a	d	c	b
17	b	a	d	c
18	c	b	d	a
TOTALS	_____	_____	_____	_____



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Director - Profile

- **Psychological Need:** To direct/dominate others
- **Predominant Strength:** High ego strength and task-oriented
- **Goal Driven:** Personal challenges
- **Fear:** Being taken advantage of
- **Over-extension:** Impatience



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Director – Effective Communication

Analyzer

- Combine efficiency with details
- Be prepared to have conclusions questioned

Promoter

- Start with questions about them
- Explain conclusions with examples

Supporter

- Don't start with big goals or objectives
- Reach conclusion through small steps

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Promoter

- **Psychological Need:**
To interact with others
- **Predominant Strength:**
Optimistic and people-oriented
- **Goal Driven:** Social driven
- **Fear:** Social rejection
- **Over-extension:** Disorganization

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Promoter – Effective Communication


 <p>Analyzer</p> <ul style="list-style-type: none"> • Be prepared for questions • Balance niceties with facts and figures 	 <p>Director</p> <ul style="list-style-type: none"> • Present conclusions with optimism • Skip niceties and get to the issues 	 <p>Supporter</p> <ul style="list-style-type: none"> • Moderate enthusiastic approach • Use social talk to build trust
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Supporter

- **Psychological Need:** To serve others
- **Predominant Strength:** Team player, concrete results
- **Goal Driven:** Traditional practices
- **Fear:** Loss of stability
- **Over-extension:** Possessiveness




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Supporter – Effective Communication

<div style="border: 2px solid #008080; border-radius: 50%; width: 150px; height: 150px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <h3 style="margin: 0;">Analyzer</h3> </div> <ul style="list-style-type: none"> • Show that traditions support processes • Be prepared for questions 	<div style="border: 2px solid #008080; border-radius: 50%; width: 150px; height: 150px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <h3 style="margin: 0;">Promoter</h3> </div> <ul style="list-style-type: none"> • Connect “team” to “family” • Allow time for social talk 	<div style="border: 2px solid #008080; border-radius: 50%; width: 150px; height: 150px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <h3 style="margin: 0;">Director</h3> </div> <ul style="list-style-type: none"> • Demonstrate results quickly • Balance process and results
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Analyzer


- **Psychological Need:**
To comply with personal standards
- **Predominant Strength:** Accuracy
- **Goal Driven:** Proper procedures
- **Fear:** Criticism of their work
- **Over-extension:** Overly critical



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Analyzer – Effective Communication

 <p>Director</p> <ul style="list-style-type: none"> • Provide only needed details • Be prepared for quick pace 	 <p>Promoter</p> <ul style="list-style-type: none"> • Use stories to explain facts & figures • Be prepared for personal questions 	 <p>Supporter</p> <ul style="list-style-type: none"> • Explain details one step at a time • Show how procedures provide security
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GRACE and the Servant Leader

Traditional Leader

- Rank
- Power & Control
- Success = Output
- Speaks
- All about them

Servant Leader

- Opportunity to serve
- Sharing/engagement
- Success = Growth
- Listens
- All about others

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GRACE and Strength

- Principles over rules
- Group over the individual
- Good over expedient
- Humility over recognition




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GRACE and Character



- Generosity
- Open to criticism
- Stand up for what is right
- Believes the best
- Values people



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GRACE:

- **G**enerosity
- **R**espect
- **A**ction
- **C**ompassion
- **E**nergy

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Thank you!

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About The Berkshire Company

An independent management consulting firm, The Berkshire Company specializes in improving your business process, including analyzing your operation, developing and selecting solutions, and providing project management.

The Berkshire Company has helped more than 100 organizations improve their operations with:

- Process Evaluations & Improvements
- Strategy Development
- Project Management
- Mail Center Security
- New Technology

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A Postal Primer for Printers

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Overview

- Ben Franklin – Printer & Postmaster
- Key USPS Regulations & Programs
 - Mailpiece Design
 - Addressing
 - Intelligent Mail
 - Business Mail Entry
- 2026 USPS Promotions & Incentives
- Ongoing USPS Changes
- Congressional Actions
- Postal Resources for Printers

2

1 Ben Franklin

The Man, The Myth, The Printer & Postmaster General

3

Ben Franklin – Printer & Postmaster General

- Founding Father, inventor, diplomat, writer – and printer
- Operated his own printing press in Philadelphia
- Appointed Postmaster of Philadelphia in 1737
- Named joint Postmaster General of the Colonies in 1753 by King George III
- Standardized postal routes and introduced accounting methods
- Appointed Postmaster General by Second Continental Congress



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2 Key USPS Regulations & Programs

Mailpiece Design · Addressing · Intelligent Mail · Business Mail Entry

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Mailpiece Design

Letters

Up to 3.5 oz
Max 11.5" × 6.125"
Aspect ratio rules

Flats

Up to 13 oz
Max 15" × 12"
Must be flexible

Self-Mailers

Folded mail pieces
No envelope needed
Tab/seal requirements

Booklets & Catalogs

Bound mail pieces
Special preparation rules
Weight & thickness limits

[Publication 25 – Designing Letter and Reply Mail](#)



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Addressing

- CASS – Coding Accuracy Support System
 - Validates and standardizes address data
 - Required for automation-compatible mailings
- NCOALink – National Change of Address
 - Identifies movers and updates address files
 - Available through USPS-certified licensees
- Move Update Requirement
 - Mailers must update addresses within 95 days of mailing
 - Non-compliance results in additional postage charges



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Intelligent Mail

IMb / Mail.dat

Intelligent Mail barcode encodes routing & tracking data; Mail.dat is the file standard

Informed Delivery

Email previews of incoming mail sent to recipients – opt-in program

Informed Visibility

Real-time scan data feed for mailer tracking and logistics planning

ACS – Address Change Service

Automated electronic notification of UAA mail and address changes

Mailers Scorecard

Online tool showing quality metrics for Full-Service mailings



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Business Mail Entry

Post Offices

- Retail window service for smaller mailings
- Accept permit imprint mail
- Staff available to answer basic mailing questions
- Not ideal for large volume presort mailings

Business Mail Entry Unit (BMEU)

- Dedicated facility for commercial mailers
- Accepts large-volume presorted mail
- Staff specializes in bulk mail requirements
- Verifies postage, sort accuracy, and documentation

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3 2026 USPS Promotions & Incentives

Discounts for innovative and high-value direct mail

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2026 USPS Promotions – Quick Reference



Promotion	Discount	Mail Class	Dates
Integrated Technology	5%	FCM & Marketing Mail	"Pick Six"
Tactile, Sensory & Interactive	5%	FCM & Marketing Mail	Jan 1 – Jun 30
Continuous Contact	5%	USPS Marketing Mail	Apr 1 – Dec 31
First-Class Mail Advertising	5%	First-Class Mail	Sep 1 – Dec 31
Catalog Insights	10%	USPS Marketing Mail	Oct 2025 – Jun 30

Add-Ons (with main promotion): Informed Delivery +1% / +0.5% | Sustainability +1%

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AI and Postal Promotions



- Integrated Technology Promotion – 5% Postage Discount in 2026
- “Pick 6” Scheduling
- Option 1: Mailpiece Copy
- Option 2: Mailpiece Image
- It’s easier than you think
- Don’t forgot the Add-Ons!

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Mail Growth Incentive

30%

postage credit for qualifying volume
exceeding your baseline

- Program period: January 1 – December 31, 2026
- Eligible mail classes: First-Class Mail and USPS Marketing Mail
- Baseline determined by previous year's volume
- Minimum threshold: 1 million qualifying pieces
- Credit applied against future postage – not a cash refund



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4 Ongoing Changes Within the USPS

Delivering for America · New Networks · New Leadership

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What's Changing at the USPS

Delivering for America Plan

10-year strategic plan to achieve financial sustainability and service excellence

New Processing Network

Consolidation into Regional Processing & Distribution Centers (RPDCs)

Regional Transportation Optimization

RTO initiative restructures transportation lanes and schedules between facilities

Postage Rates

Next rate adjustment expected July 2026 – plan for increased costs

PMG Steiner

Postmaster General David Steiner took office in 2025



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New Processing Network

Regional Processing
and Distribution Center
(RPD C)



- All outgoing operations
- Destinating Parcels to the 5 digit
- Cross dock destinating 3-digit letters and flats

Local Processing
Center (LPC)



- Letters and Flats to DPS or carrier route
- Cross dock 5-digit parcels

Sort and Deliver
Center (SDC)



- Parcels to Carrier Route

Delivery Unit
(DU)

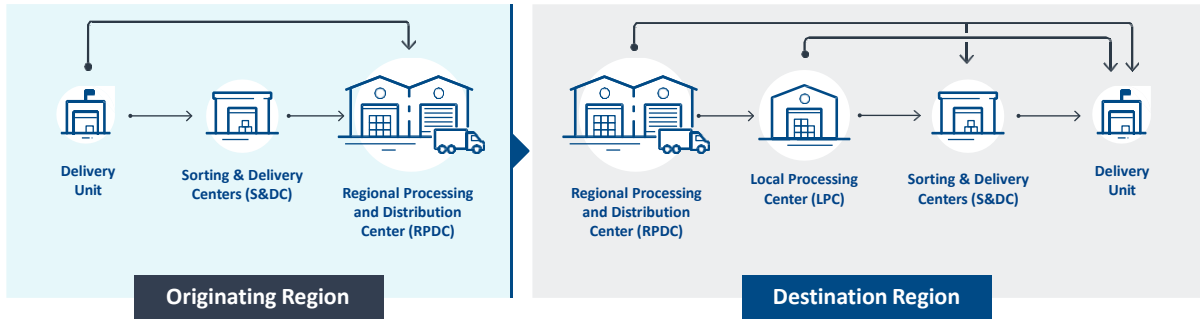


- Destinating Entry

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The Future Network Flow: End-to-End Model



REDUCE COST • IMPROVE ON-TIME DELIVERY • RELIABLE SERVICE STANDARDS
OPTIMIZE RESOURCE & PROCESS YIELD • ENERGIZE EMPLOYEES • EXPAND USPS CONNECT REACH
ENHANCE PRODUCTS • ALIGN NETWORK TO GROUND ADVANTAGE • CAPTURE MORE PACKAGE MARKETSHARE

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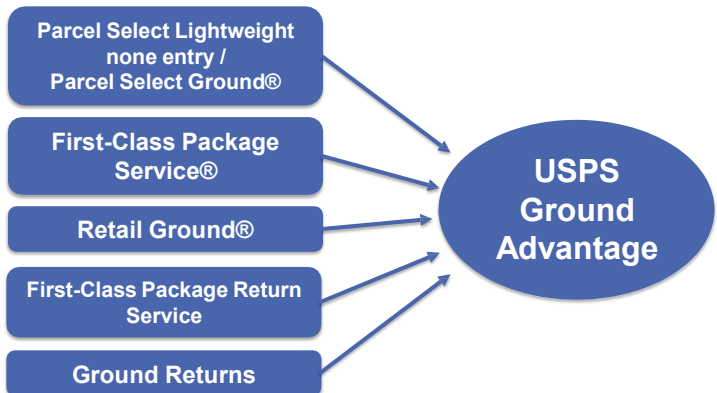
USPS Ground Advantage

Features: \$100 of Insurance for USPS Ground Advantage
 Added USPS Ground Advantage Return Including \$100 of Insurance

Combines several service offerings into streamlined ground products

Two-to-five-day delivery across entire CONUS ZIP range

Accessible across all USPS outlets and vendor platforms (Retail, Click-N-Ship, PC Postage, eVS, ePostage, Military Overseas Post Offices, GSS)



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Future Rate Authority Estimates With Current Regulations

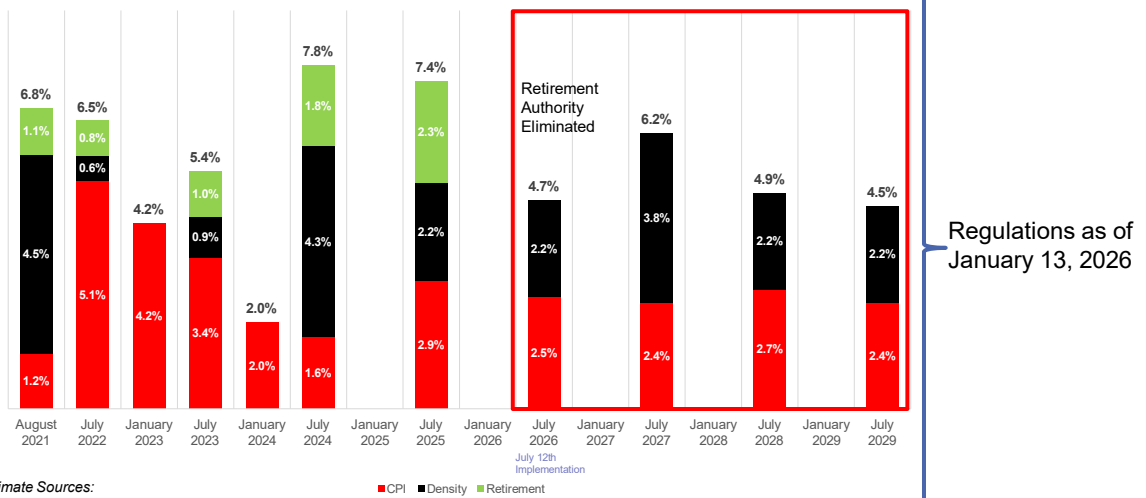


Chart Estimate Sources:
CPI: S&P Global Market Intelligence (formerly IHS Markit)
Density updated Jan 2026

■ CPI ■ Density ■ Retirement



5 Congressional Actions

Presidential Nominees · Legislation

Congressional Actions & Postal Reform

Presidential Nominees

- USPS Board of Governors seats subject to Presidential nomination
- Senate confirmation required for each Governor
- Board composition affects strategic direction and Postmaster General selection

Legislation

- Postal reform bills periodically introduced in Congress
- Rate-setting authority and price cap rules under review
- Printers and mailers urged to contact representatives and engage with industry advocacy



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Postal Reform Act of 2022

- Eliminates the prepayment of future retiree health benefits.
- Requires future retirees to enroll in Medicare.
- Allows the USPS to provide non-postal products and services for government agencies – from federal to state to tribal to local.
- Requires an integrated package and mail services network, deliveries 6 days a week.
- Mandates greater transparency on performance, including website.
- Increases the number of copies a rural newspaper can send to nonsubscribers from 10 percent to 50 percent.
- Requires a study and reform of flats processing.
- Adjusts language around selecting transportation methods.
- Includes the Postal Regulatory Commission (PRC) in the appointment of the USPS Inspector General.

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USPS: Legislation Update – 119th Congress

- 162 Bills focused on or impacting the USPS (as of 3/21/26)
 - 89 Naming post offices
 - 6 Election related
 - 2 Stamp related
 - 2 Drug related
 - 15 ZIP Codes
 - 48 USPS reform, funding, recognition, operations

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USPS: Legislation Update – 119th Congress

- USPS Board of Governors
 - Five open Positions
 - Four nominees –no hearings scheduled
- Postal Regulatory Commission
 - Chairperson Michael Kubayanda resigned October 3, 2025
 - Acting Chair – Commissioner Taub
 - No nominees at this time

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6 Postal Resources for Printers

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Postal Resources for Printers

Postal Explorer

pe.usps.com

Complete DMM, publications, postage calculators, and mailing standards

PostalPro

postalpro.usps.com

PCC resources, training, guides for business mailers

Mailing & Shipping Solutions Center

postalpro.usps.com/solutions

Live and online support by trained mailing requirements agent

USPS National Programs

usps.com

Informed Delivery, promotions, tools for national mailers

Other Key
Associations:

PCC

AIM

MTAC

IPMA



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Questions?



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NETWORK WITH ME



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Popular Presentations for Future Events

- Artificial Intelligence: Help, Not Hype
- Do It Now!
- Social Media: Promoting Your Professional Profile
- The Future of Business
- What's Going On?