



GREATER CHARLOTTE
POSTAL CUSTOMER COUNCIL


Leadership and The Power of Grace

Greater Charlotte Postal Customer Council
March 21, 2023

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The Berkshire Company
www.berkshire-company.com




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Overview


- GRACE defined
- Who are you?
- GRACE and the Servant Leader
- GRACE and Strength
- GRACE and Character



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GRACE:

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



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Johari Window

	Known by self	Not known by self
Known by others	Open	Blind
Not known by others	Hidden	Unknown

Johari

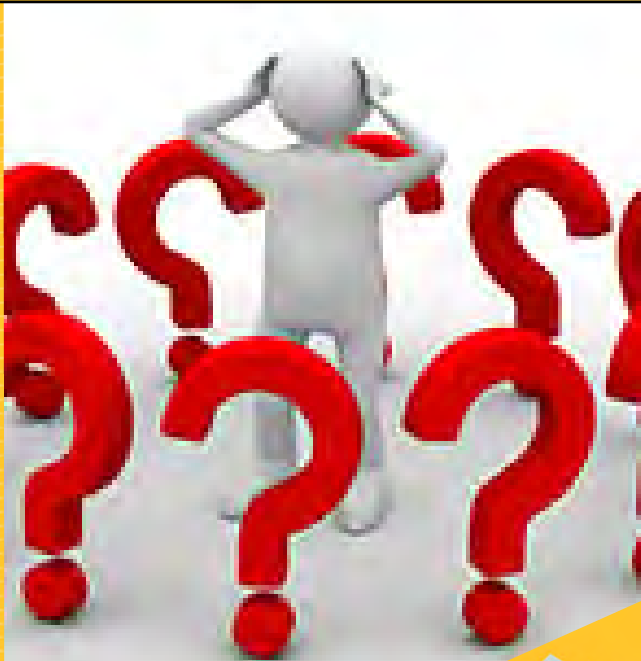
- The "open" quadrant
- The "blind" quadrant
- The "hidden" quadrant
- The "unknown" quadrant


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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. bring things under control

14 When I use written communication I tend to
a. be to brief
b. over-sell 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




Analyzer

- Be prepared for questions
- Balance niceties with facts and figures



Director

- Present conclusions with optimism
- Skip niceties and get to the issues



Supporter

- 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




Analzer

- Show that traditions support processes
- Be prepared for questions




Promoter

- Connect “team” to “family”
- Allow time for social talk




Director

- 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:

- Generosity
- Respect
- Action
- Compassion
- Energy

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Thank you!

Mark M. Fallon

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About The Berkshire Company

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- Process Evaluations & Improvements
- Strategy Development
- Project Management
- Outsource vs. Insource
- Mail Center Security
- New Technology

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Enter **MARK2023** and (very importantly) click APPLY.

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- | | |
|---|--|
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TOTALS	_____	_____	_____	_____