



Leadership and The Power of Grace

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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	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	<p>COMMUNICATION STYLE SCORE SHEET</p> <p>Circle your selection and total the number in each column</p> <table border="1"> <thead> <tr> <th></th> <th>DIRECTOR</th> <th>PROMOTER</th> <th>SUPPORTER</th> <th>ANALYZER</th> </tr> </thead> <tbody> <tr><td>1</td><td>a</td><td>b</td><td>c</td><td>d</td></tr> <tr><td>2</td><td>a</td><td>d</td><td>b</td><td>c</td></tr> <tr><td>3</td><td>d</td><td>a</td><td>c</td><td>b</td></tr> <tr><td>4</td><td>b</td><td>d</td><td>c</td><td>a</td></tr> <tr><td>5</td><td>c</td><td>d</td><td>b</td><td>a</td></tr> <tr><td>6</td><td>c</td><td>a</td><td>d</td><td>b</td></tr> <tr><td>7</td><td>a</td><td>b</td><td>c</td><td>d</td></tr> <tr><td>8</td><td>d</td><td>c</td><td>b</td><td>a</td></tr> <tr><td>9</td><td>c</td><td>d</td><td>b</td><td>a</td></tr> <tr><td>10</td><td>b</td><td>d</td><td>c</td><td>a</td></tr> <tr><td>11</td><td>c</td><td>a</td><td>d</td><td>b</td></tr> <tr><td>12</td><td>d</td><td>a</td><td>b</td><td>c</td></tr> <tr><td>13</td><td>b</td><td>c</td><td>a</td><td>d</td></tr> <tr><td>14</td><td>a</td><td>b</td><td>c</td><td>d</td></tr> <tr><td>15</td><td>a</td><td>b</td><td>d</td><td>c</td></tr> <tr><td>16</td><td>a</td><td>d</td><td>c</td><td>b</td></tr> <tr><td>17</td><td>b</td><td>a</td><td>d</td><td>c</td></tr> <tr><td>18</td><td>c</td><td>b</td><td>d</td><td>a</td></tr> <tr> <td colspan="5">TOTALS</td> </tr> </tbody> </table>		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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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	11 Most of the people think of me as a. friendly b. cautious c. open to change d. sincere																																																																																																					
3 Most of my communication is directed toward a. being friendly with others b. precision c. cooperation d. getting results	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																																																																																																					
4 Am sometimes accused of a. being tentative b. not listening c. procrastinating d. talking too much	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																																																																																																					
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	14 When I use written communication I tend to a. be to brief b. overall an idea c. go by the book d. over-document																																																																																																					
6 I like communication which is a. positive b. logical c. straightforward d. calm	15 I function best in an environment which a. is free b. includes other people c. is organized d. is pleasant																																																																																																					
7 I like conversations which are a. stimulating b. optimistic c. sincere d. controlled	16 Conversations that motivate me, provide a. a challenge b. comfort c. friendly relationships d. recognition																																																																																																					
8 do not like conversations which a. create stress b. are not cooperative c. do not accept my view d. I cannot control	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																																																																																																					
9 I feel best when I am a. listening to others b. following an agenda c. giving directions d. poised and in control	18 My greatest strength in talking to others is a. conscientious b. outgoing c. decisive d. willing to listen																																																																																																					

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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

Analyzer

- 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

<div style="border: 2px solid #008080; border-radius: 50%; width: 150px; height: 150px; margin: 0 auto; display: flex; align-items: center; justify-content: center; background-color: white;"> Director </div> <ul style="list-style-type: none"> • Provide only needed details • Be prepared for quick pace 	<div style="border: 2px solid #008080; border-radius: 50%; width: 150px; height: 150px; margin: 0 auto; display: flex; align-items: center; justify-content: center; background-color: white;"> Promoter </div> <ul style="list-style-type: none"> • Use stories to explain facts & figures • Be prepared for personal 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; background-color: white;"> Supporter </div> <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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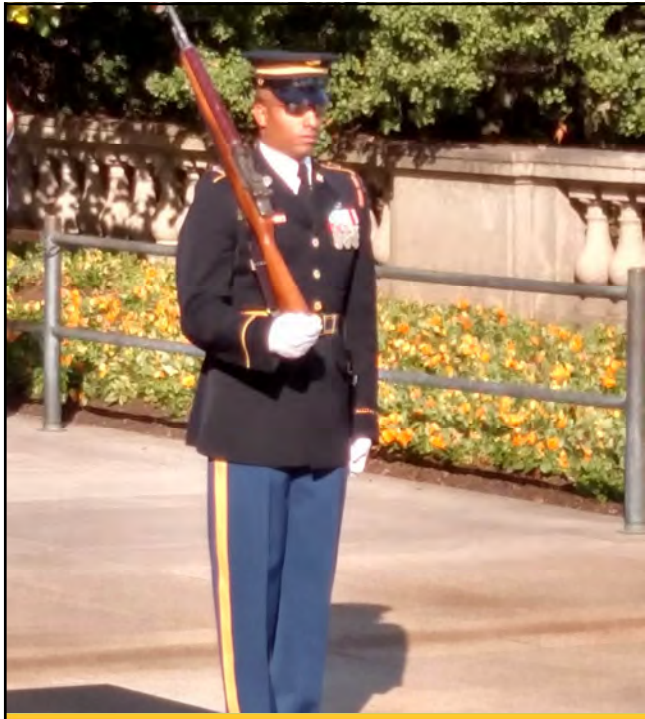
GRACE and Strength

- 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

A photograph of a sunset over a body of water. The sun is low on the horizon, casting a golden glow across the sky and reflecting on the water. A person is visible standing on the rocky shore in the foreground.

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Thank you!

Mark M. Fallon

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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 80 organizations improve their operations with:

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

Learn more at: www.berkshire-company.com

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