

Teamwork and The Power of Grace

Nevada-Sierra Postal Customer Council

August 27, 2025

Mark M. Fallon
President and CEO
The Berkshire Company
www.berkshire-company.com

BERKSHIRE
COMPANY

1



Overview

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

BERKSHIRE
COMPANY

2

GRACE:

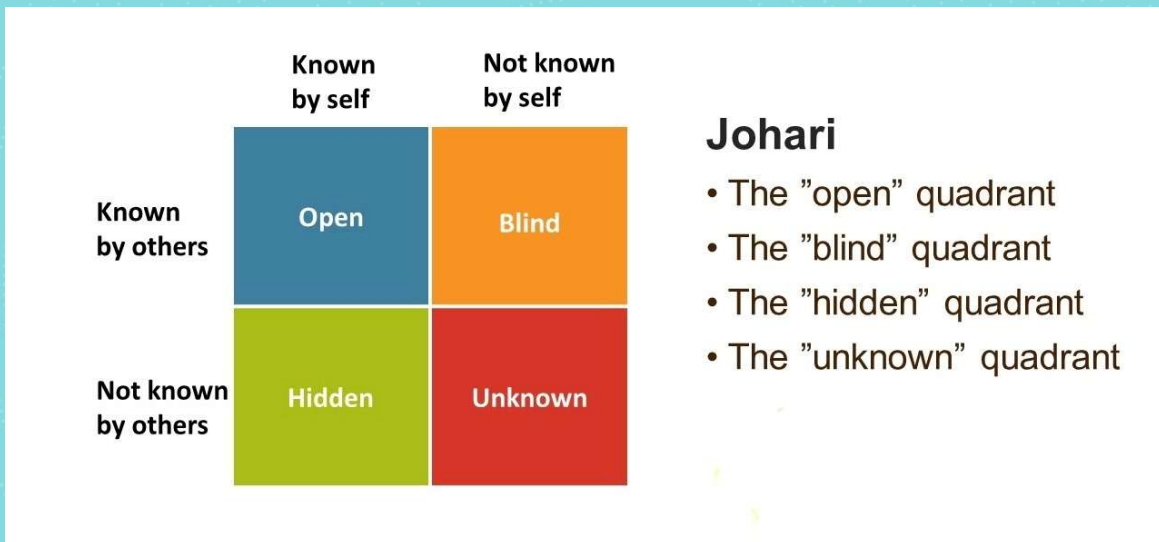
- **G**enerosity
- **R**espect
- **A**ction
- **C**ompassion
- **E**nergy



BERKSHIRE
COMPANY

3

Johari Window



BERKSHIRE
COMPANY

4

Who Are You?

- Director
- Promoter
- Supporter
- Analyzer

BERKSHIRE
COMPANY

5

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. overrule 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				

BERKSHIRE
COMPANY

6

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



7

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

BERKSHIRE
COMPANY

8






Promoter

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

**BERKSHIRE
COMPANY**

9

Promoter – Effective Communication

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

**BERKSHIRE
COMPANY**

10

Supporter

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



11

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

BERKSHIRE
COMPANY

12





Analyzer

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

**BERKSHIRE
COMPANY**

13

Analyzer – Effective Communication

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

**BERKSHIRE
COMPANY**

14

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

BERKSHIRE
COMPANY

15


GRACE and Strength

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



BERKSHIRE
COMPANY

16



GRACE and Character


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

BERKSHIRE
COMPANY

17

GRACE:

- **Generosity**
- **Respect**
- **Action**
- **Compassion**
- **Energy**



BERKSHIRE
COMPANY

18

Thank you!

Mark M. Fallon

President and CEO, The Berkshire Company

Visit: www.berkshire-company.com

Email: mmf@berkshire-company.com



LinkedIn:

[Mark Fallon](#)

Instagram:

[mmfallon621](#)

BERKSHIRE
COMPANY

19

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

BERKSHIRE
COMPANY

20