

NPF NATIONAL POSTAL FORUM *2016 National Postal Forum* Tune in to *Success*

***You Don't Have to be a
Supervisor
to be a Leader***

2016 National Postal Forum
Nashville, TN

Sean Joyce, Omega Consultants

Mark Fallon, The Berkshire Company

1

NPF NATIONAL POSTAL FORUM *2016 National Postal Forum* Tune in to *Success*

Overview

- Your Job and Your Personality
- Your Leadership IQ
- Your Destiny
- Your Work Style
- Personality Profile

Survey One: Does Your Job Satisfy Your
Personality Needs?

A

B

C

D

Survey One: Does Your Job Satisfy Your
Personality Needs?

A - Analytical

B - Behavioral

C - Conceptual

D - Directive

DOES YOUR JOB SATISFY YOUR PERSONALITY NEEDS

DIRECTIONS: For each of the ten items below, choose two answers from among the lettered choices. Put the number 5 next to your first choice for each item, and the number 1 next to your second letter choice.

I enjoy jobs that:

- a. Have much variety
- b. Involve people
- c. Allow independent action
- d. Are technical and defined

My main objective is to:

- a. Be the best in my field
- b. Feel secure in my job
- c. Get recognition for my work
- d. Have a status position

When faced with a problem, I:

- a. Apply careful analysis
- b. Rely on my feelings
- c. Look for creative paths
- d. Rely on proven approaches

When uncertain about what to do, I:

- a. Search for facts
- b. Delay making a decision
- c. Explore a possible compromise
- d. Rely on hunches and intuition

Whenever possible, I avoid

- a. Incomplete work
- b. Conflict with others
- c. Using numbers and formulas
- d. Long debates

In social settings, I generally:

- a. Think about what is being said
- b. Listen to conversations
- c. Observe what is going on
- d. Speak with others

I am good at remembering:

- a. Places where I met people
- b. People's personalities
- c. People's faces
- d. People's names

Others consider me:

- a. Disciplined and precise
- b. Supportive and compassionate
- c. Imaginative and perfectionist
- d. Aggressive and domineering

I dislike:

- a. Boring work
- b. Being rejected
- c. Following rules
- d. Losing control of others

I am especially good at:

- a. Solving difficult problems
- b. Interacting with others
- c. Seeing many possibilities
- d. Recalling dates and facts

SCORING

Tally up the number values you have assigned each letter. The two letters that have the highest scores correspond to your two major thinking styles.

EXPLANATION

A) **ANALYTICAL:** Analytical people are problem solvers. They have a desire to find the best possible answers. They examine lots of details and use large amounts of data. They are innovative, creative and enjoy variety.

B) **BEHAVIORAL:** Behavioral people need human contacts. They are supportive, empathic people. They use little data in making decisions, preferring to talk things out with others. They communicate easily and prefer to use persuasion instead of pressure to win their point of view.

C) **CONCEPTUAL:** Conceptual people are broad-minded thinkers who like to contemplate the “big picture.” They are future-oriented and achievement-oriented and tend to be independent, humanistic and creative.

D) **DIRECTIVE:** Directive people are authoritarian taskmasters. They need power and expect results. They act decisively and are rule and regulation minded. They are highly verbal and tend to rely on intuition.

These patterns predict the kind of work that might suit a person best. Businesspeople tend to score high on the analytical and conceptual scales. They like to consider many options and develop broad plans for their companies. Technical people, engineers, scientists and others in similar types of work are analytical and directive. They enjoy solving problems logically, working with numbers and finding mathematical and scientific answers.

Those in the helping arts combine conceptual and behavioral frames of mind. They like to work closely with people in developing an understanding of human affairs. People who combine the analytical-behavioral frameworks tend to go into fields of education and law, while directive-behavioral frameworks people are often found in sales and politics.

The highest score obtainable in any category is 50, but few people ever make this score. The closer your score is to 50, the stronger your thinking style is in that category. Match your thinking style with your current job, and consider how well your work satisfies your personality needs.

Survey One: Does Your Job Satisfy Your
Personality Needs?

- A - Analytical
- B - Behavioral
- C - Conceptual
- D - Directive

Survey One: Does Your Job Satisfy Your
Personality Needs?

- Does your job satisfy your needs?
- What part of your job is difficult for you?
- How do fill in the gaps?

Survey Two: What is Your Leadership IQ?

True or False?

Survey Two: What is Your Leadership IQ?

Score:

8 to 10

4 to 7

0 to 3

WHAT IS YOUR LEADERSHIP IQ

Are you ready to break away from the pack and lead the way? The following quiz will help determine if you've got what it takes to be an effective leader.

1. True leaders are born, not made
True False
2. If I take on a leadership role, I'll improve my popularity.
True False
3. The very best leaders know the value of keeping a low profile.
True False
4. If you usually get along well with those in charge, you will probably be a good leader.
True False
5. The best leaders know what to do
True False
6. An effective leader must try to maintain a forceful personality
True False
7. My physical appearance has little or nothing to do with my becoming a leader
True False
8. I prefer reading fiction to nonfiction
True False
9. I usually stick to my decisions even when it is unpopular with my group
True False
10. Being a quick decision-maker is an important trait of a good leader
True False

SCORING

To tally your score, give yourself 1 point for each response that matches yours.

**1.False 2.False 3.False 4.True 5.False 6.False 7.False 8.False
9.False 10.False**

A score of 8-10 points: You would be or are an effective leader. You are sensitive to the needs of those you would direct, and if you are not already in some type of supervisory role; you are probably not developing to your fullest potential.

A score of 4-7 points: You have an average ability to lead a group. Like most others in this broad category, you probably can improve your capability to take charge if you receive some extra training.

A score of 0-3 points: You are a solid follower and not a leader of others. This does not mean you will fail in those endeavors you choose, but only that you will probably not achieve your goals if they have to be reached through others. People with low scores often work better on their own or as a team member rather than as a leader.



2016 National Postal Forum

Tune in to *Success*

Survey Two: What is Your Leadership IQ?

Score:

8 to 10

4 to 7

0 to 3



2016 National Postal Forum

Tune in to *Success*

Survey Two: What is Your Leadership IQ?

- Score = current state, not future state
- Look for ways to learn and grow
- Take responsibility for self-development



2016 National Postal Forum

Tune in to

Success

Survey Three: Can You Control Your Own Destiny?

True or False?



2016 National Postal Forum

Tune in to

Success

Survey Three: Can You Control Your Own Destiny?

Score:

7 to 10

4 to 6

0 to 3

CAN YOU CONTROL YOUR OWN DESTINY?

1. When I am certain that I am right, I can convince others
True False
2. It is probably silly to think that I can change someone's basic attitudes
True False
3. Success at work is due mainly to my own efforts and frame of mind
True False
4. Whether I make a lot of money in life is mostly a matter of luck
True False
5. There is not much that a disadvantaged person can do to succeed in life unless he or she is educated
True False
6. Assuming there are two teams of equal skill, the cheering crowd is more important than luck in determining the winner
True False
7. Most problems work themselves out
True False
8. I sometimes get the feeling of being lucky
True False
9. I own a good luck charm
True False
10. It is better to be smart than lucky
True False

To tally your scores, give yourself 1 point for each response that matches yours.

1. True
2. False
3. True
4. False
5. True
6. True
7. False
8. False
9. False
10. True

A score of 7-10 points: You are highly inner-directed. You do not follow trends easily. You like your life in your own hands.

A score of 4-6 points: You have a balance between inner and outer directedness

A score of 0-3 points: You tend to lean toward being outer-directed. This could mean you are discouraged about life or lack self-confidence. You need to set goals so that you realize you have the power to achieve success.



2016 National Postal Forum

Tune in to *Success*

Survey Three: Can You Control Your Own Destiny?

Score:

7 to 10

4 to 6

0 to 3



2016 National Postal Forum

Tune in to *Success*

Survey Three: Can You Control Your Own Destiny?

- How does your viewpoint impact your actions?
- How do you change?
- Should you change?
- Be responsible for your decisions

Survey Four: What is Your Work Style?

A

B

C

D

Survey Four: What is Your Work Style?

A – 1 Point

B – 2 Points

C – 3 Points

D – 4 points

WHAT IS YOUR WORK STYLE

1. I am precise and methodical in my approach to problems
 - a. Not like me
 - b. Somewhat unlike me
 - c. Somewhat like me
 - d. Very much like me
2. I can usually tolerate boring jobs
 - a. Not like me
 - b. Somewhat unlike me
 - c. Somewhat like me
 - d. Very much like me
3. It bothers me to cope with several problems at once
 - a. Not like me
 - b. Somewhat unlike me
 - c. Somewhat like me
 - d. Very much like me
4. When faced with an assignment, I'm known as a steady plodder
 - a. Not like me
 - b. Somewhat unlike me
 - c. Somewhat like me
 - d. Very much like me
5. Compared with others, I am a conformist when it comes to society's general expectations
 - a. Not like me
 - b. Somewhat unlike me
 - c. Somewhat like me
 - d. Very much like me
6. I make a few errors when involved with routine tasks for long period of times
 - a. Not like me
 - b. Somewhat unlike me
 - c. Somewhat like me
 - d. Very much like me

7. I stick to tried-and-true solutions to problems
 - a. Not like me
 - b. Somewhat unlike me
 - c. Somewhat like me
 - d. Very much like me

8. I would prefer to work for a company than to work for myself
 - a. Not like me
 - b. Somewhat unlike me
 - c. Somewhat like me
 - d. Very much like me

9. I like to work with colleagues who do not “rock the boat” by suggesting changes
 - a. Not like me
 - b. Somewhat unlike me
 - c. Somewhat like me
 - d. Very much like me

10. I have more patience with detailed work than do most people
 - a. Not like me
 - b. Somewhat unlike me
 - c. Somewhat like me
 - d. Very much like me

11. It would not bother me to act without my boss’s permission
 - a. Not like me
 - b. Somewhat unlike me
 - c. Somewhat like me
 - d. Very much like me

12. I enjoy detailed work
 - a. Not like me
 - b. Somewhat unlike me
 - c. Somewhat like me
 - d. Very much like me

SCORING

To tally your score, give yourself 1 point for each “a” response, 2 points for each “b” response, 3 points for each “c” response, and 4 points for each “d” response.

A score of 34-48 points: You are a highly adaptive worker. You follow guidelines and get the job done well.

A score of 22-33 points: You strike a balance between being an adaptive and an innovator.

A score of 10-21 points: You are a highly innovative worker. You like to modify, adjust and recognize different aspects of the job to come up with a different finished product.

Survey Four: What is Your Work Style?

Score:

34 to 48

22 to 33

10 to 21

Survey Four: What is Your Work Style?

- Not a right way or wrong way
- Recognize your style
- Recognize the style of your boss
- Recognize the style of your employees

Survey Five: Personality Profile

- Lion
- Dolphin
- Retriever
- Beaver

Survey Five: Personality Profile

- Natural Strengths
- Natural Weaknesses
- Communication Skills
- Needs

INSTRUCTIONS: Identify the degree in which the following characteristics or behaviors most accurately describe you.

0=NOT AT ALL

1=SOMEWHAT

2=MOSTLY

3=VERY MUCH

LION

DOLPHIN

RETRIEVER

BEAVER

Likes Control

Enthusiastic

Sensitive

Consistent

Confident

Visionary

Calm

Reserved

Firm

Energetic

Non-demanding

Practical

Likes Challenge

Promoter

Enjoys Routine

Factual

Problem Solver

Mixes easily

Relational

Perfectionist

Bold

Fun-loving

Adaptive

Detailed

Goal Driven

Spontaneous

Thoughtful

Inquisitive

Strong-willed

Likes New Ideas

Patient

Persistent

Self-Reliant

Optimistic

Good Listener

Sensitive

Persistent

Takes Risks

Loyal

Accurate

Takes Charge

Motivator

Even Keeled

Controlled

Enterprising

Friendly

Indecisive

Conscientious

Completive

Popular

Dislikes Change

Discerning

Productive

Enjoys Variety

Sympathetic

Analytical

Purposeful

Group Oriented

Nurturing

Precise

Adventurous

Initiator

Tolerant

Scheduled

Independent

Inspirational

Peace Maker

Deliberate

Enterprising

Likes Change

Dry Humor

Orderly

LIONS

Lions are leaders. They are decisive, bottom-line individuals who seek new opportunities and adventures.

Lions are confident and self-reliant. In a group setting, their immediate instinct is to take charge. Unfortunately, if they do not learn to tone down their aggressiveness, their natural domineering traits can cause problems with others.

NATURAL STRENGTHS

**DECISIVE
GOAL-ORIENTED
ACHIEVEMENT DRIVEN
GETS RESULTS
INDEPENDENT
RISK-TAKER
PERSISTENT
EFFICIENT
COMPETITIVE**

NATURAL WEAKNESSES

**IMPATIENT
BLUNT
POOR LISTENER
IMPLUSIVE
DEMANDING
SELECT PROJECTS OVER PEOPLE
CAN BE INSENSITIVE TO FEELINGS
FEARS INACTIVITY, RELAXATION
BORED BY ROUTINE**

BASIC DISPOSITION: Fast-paced, task-oriented

MOTIVATED BY: Results; challenge, action, power and accomplishment

TIME MANAGEMENT: Focus on NOW; immediate results; action oriented

COMMUNICATION: Directed to the point

DECISION MAKING: Impulsive; needs few facts to make decision, trusts self

UNDER PRESSURE: Becomes autocratic

GREATEST NEEDS: Results; new challenges; direct answers; variety
Authority; advancement; leadership roles

DOLPHINS

Dolphins are excitable, fun-seekers who like to be around people. They are great at motivating others and want to be included in decisions.

Dolphins are great networkers who are capable of summoning diverse people and positions in the decision making process. People enjoy being around them

NATURAL STENGTHS

**ENTHUSIASTIC
OPTIMISTIC
GOOD COMMUNICATOR
PASSIONATE
INSPIRATIONAL
OUTGOING
PERSONAL
DRAMATIC**

NATURAL WEAKNESSES

**UNREALISTIC
NOT DETAILED ORIENTED
DISORGANIZED
IMPULSIVE
SELECTS FELLINGS OVER LOGIC
REACTIVE
EXCITABLE
CAN BE OVER-TALKATIVE**

BASIC DISPOSITION: Fast-paced, People-oriented

MOTIVATED BY: Recognition and approval of others

TIME MANAGEMENT: Future-directed; tend to rush to next activity

COMMUNICATION: Enthusiastic and stimulating; motivational

DECISION MAKING: Intuitive and fast

UNDER PRESSURE: Use verbal skills to attack; can be more concerned about popularity than achieving tangible results

GREATEST NEEDS: Social activities and recognition; freedom from details; Prestige; opportunities to verbally share ideas

GOLDEN RETRIEVERS

Golden retrievers are loyal. They are great listeners, incredibly empathetic and warm encouragers.

NATURAL STRENGTHS

**PATIENT
TEAM-PLAYER
STABLE
COMPASSIONATE
DEPENDABLE AND RELIABLE
SUPPORTIVE AND AGREEABLE**

NATURAL WEAKNESSES

**INDECISIVE
OVER-ACCOMMODATING
SLOW TO INITIATE
FEARS CHANGE
INTERNALIZES HURTS BY OTHERS
SACRIFICE RESULTS FOR HARMONY**

BASIC DISPOSITION: Slow-paced, people-oriented

MOTIVATED BY: Desire for good relationships and appreciation of others

TIME MANAGEMENT: Focus on the present; devotes time to helping others

COMMUNICATION: Two-way communicator; great listener; empathetic responses

DECISION MAKING: Makes decisions more slowly, wants input from others and can yield to others input

UNDER PRESSURE: Becomes too tolerant; gives in to wishes, opinions and ideas of others

GREATEST NEEDS: Quality relationships; security; a relaxed and friendly environment; freedom to work at their own pace; task driven projects

BEAVERS

Beavers have a strong need to do things “right” and “by the book.” They are the gatekeepers of quality control providing accurate and detailed information. Because rules, consistency and high standards are so important, they are often frustrated with others who do not share these same characteristics. Their strong need for maintaining high standards can short-circuit their ability to express warmth in a relationship.

NATURAL STRENGTHS

**ACCURATE
ANALYTICAL AND DETAIL ORIENTED
THOROUGHNESS AND ORDERLY
METHODICAL
CONTROLLED
INDUSTRIOUS**

NATURAL WEAKNESSES

**TOO SELF-DEMANDING
TOO CRITICAL OF OTHERS
PERFECTIONISTIC
OVERLY CAUTIOUS
SENSITIVE
SLOW TO DECIDE WITHOUT FACTS**

- BASIC DISPOSITION:** Slow-paced, task oriented
- MOTIVATED BY:** The desire to be right and maintain quality
- TIME MANAGEMENT:** Measured; schedule driven; accurate
- COMMUNICATION:** Communicate details; can be impersonal
- DECISION MAKING:** Needs information and accurate facts to make decisions
- UNDER PRESSURE:** Becomes cautious; impersonal; makes decisions on fact not people’s needs; passive aggressive
- GREATEST NEEDS:** Security; time to adjust to change; defined tasks that require planning and precision; low risk



2016 National Postal Forum

Tune in to *Success*

Questions?

Mark Fallon
The Berkshire Company

www.berkshire-company.com

www.markfallon.com

mmf@berkshire-company.com

Twitter: @MarkMFallon



HABITS OF SUCCESSFUL LEADERS

TEAMWORK
MOTIVATION
INSPIRATION
LEADERSHIP
VISION
+ INNOVATION

SUCCESS



THEY HAVE A DEFINITE PURPOSE



THEY KNOW THEIR MOTIVES



THEY SURROUND THEMSELVES WITH
POSITIVE PEOPLE

Don't expect to
see positive
changes in your
life if you surround
yourself with
negative people.

WWW.LIVELIFEHAPPY.COM

THEY ARE SELF-RELIANT



THEY HAVE SELF-CONTROL



THEY FIND PRODUCTIVE USES FOR
THEIR CREATIVITY



THEY ARE DECISIVE



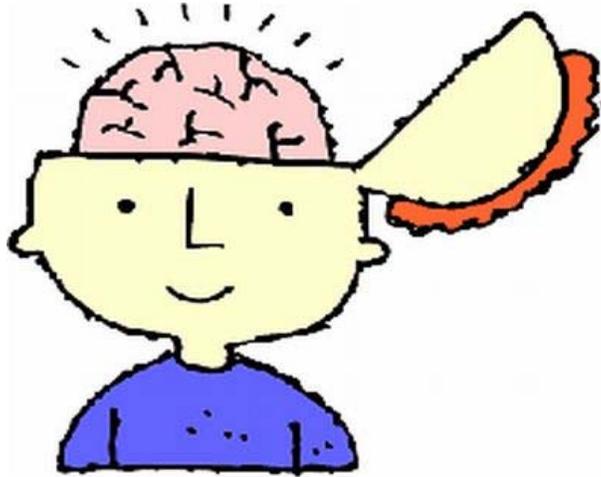
THEY GATHER INFORMATION BEFORE
REACHING CONCLUSIONS



THEY CAN CONTROL THEIR
ENTHUSIASM



THEY ARE OPEN MINDED



THEY ALWAYS DO MORE THAN EXPECTED



THEY ARE DIPLOMATIC



THEY LISTEN MORE THAN THEY SPEAK



THEY PAY ATTENTION TO DETAIL



THEY CAN TAKE CRITICISM



THEY ARE INCREDIBLY CHARISMATIC



THEY ARE LOYAL



THEY ARE FOCUSED



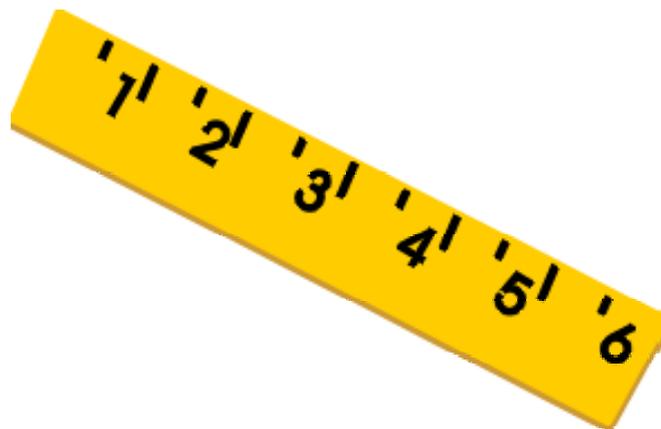
THEY LEARN FROM THEIR MISTAKES

Mistakes
Are The
Stepping Stones
To Learning!

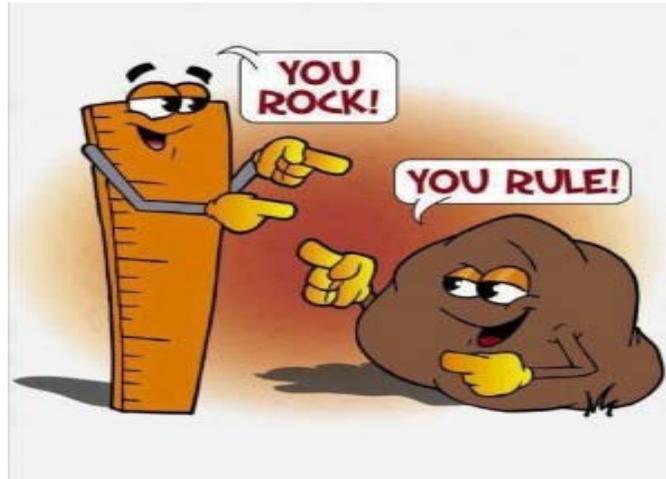
THEY ACCEPT RESPONSIBILITY FOR
SUBORDINATES' FAILURES



THEY TREAT OTHERS THE WAY THEY
WANT TO BE TREATED



THEY PRAISE THE ACHIEVEMENTS OF OTHERS



THEY MAINTAIN A POSITIVE ATTITUDE

**Your
attitude
is like a
price tag,
it shows how
valuable
you are.**

THEY DO NOT MAKE EXCUSES



THEY FOCUS ON WHAT THEY WANT

