



Promoting Communication & Education Between the Mailing Industry & the USPS



BUILDING BETTER LEADERSHIP SKILLS

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AGENDA

1. Managers vs. Leaders
2. Leadership Styles
3. Leadership Skills
4. Things Leaders Must Do
5. Awareness of Behavioral Styles
6. Understanding Generational Uniqueness
7. Coaching/Feedback Generation Specific Suggestions
8. Questions



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Managers

- Administers
- Is a Copy
- Maintains
- Focuses on system and structure
- Relies on control
- Short range view
- Asks how and when

Leaders

- Innovates
- Is an original
- Develops
- Focuses on people
- Inspires trust
- Long-range view
- Asks what and why



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Managers

- Eye on bottom line
- Imitates
- Accepts status quo
- Classic good soldier
- Does things right

Leaders

- Eye on horizon
- Originates
- Challenges status quo
- His/Her own person
- Does right thing



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LEADERSHIP SKILLS

Technical (SMART)

- Action
- Thinking

Interpersonal (NICE)

- People
- Character

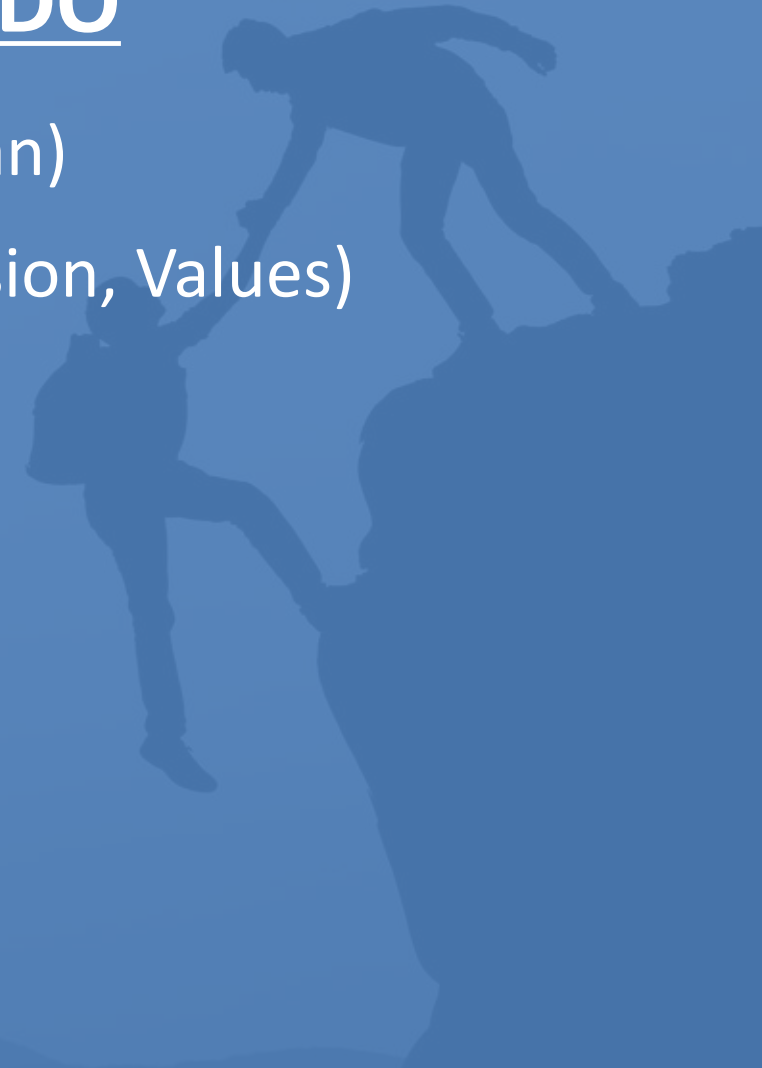


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THINGS LEADERS MUST DO

- **Remain Calm** (Don't Panic, Plan)
- **Set the Direction** (Vision, Mission, Values)
- **Set Goals** (The What & When)
- **Define Roles** (The Who)
- **Form Teams** (The We)
- **Provide Feedback** (The How)



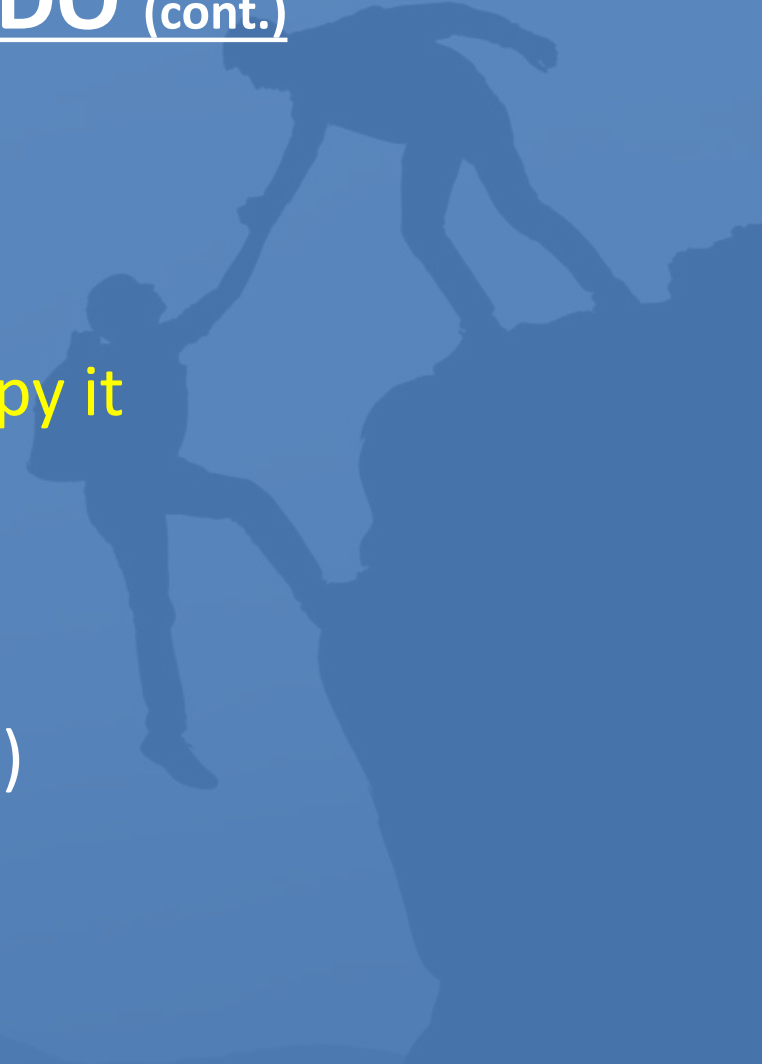


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THINGS LEADERS MUST DO (cont.)

- Get Feedback
- Get a Personality
- Find a Culture You Like and Copy it
- Spread Some Joy (Rewards)
- Get a Life (Work/Life Balance)
- Get Help (No One Leads Alone)





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ADDITIONAL RESPONSIBILITIES **OF EFFECTIVE LEADERS**

- Succession Planning
- Attracting/Retaining Talent
- Developing Team Members
- Partnership/Collaboration
- Maintain Perspective
- Performance Management (Why is it important?)

AWARENESS OF BEHAVIORAL STYLES





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AWARENESS OF BEHAVIORAL STYLES

Critical

Serious

Pushy

Practical

Industrious

Picky

Strong Willed

Dominating

Indecisive

Expecting

Severe

Decisive

Persistent

Moralistic

Independent

Harsh

Stuffy

Orderly

Tough

Efficient

Conforming

Willing

Manipulating

Enthusiastic

Supportive

Dependent

Ambitious

Reacting

Unsure

Dependable

Excitable

Dramatic

Respectful

Awkward

Stimulating

Egotistical

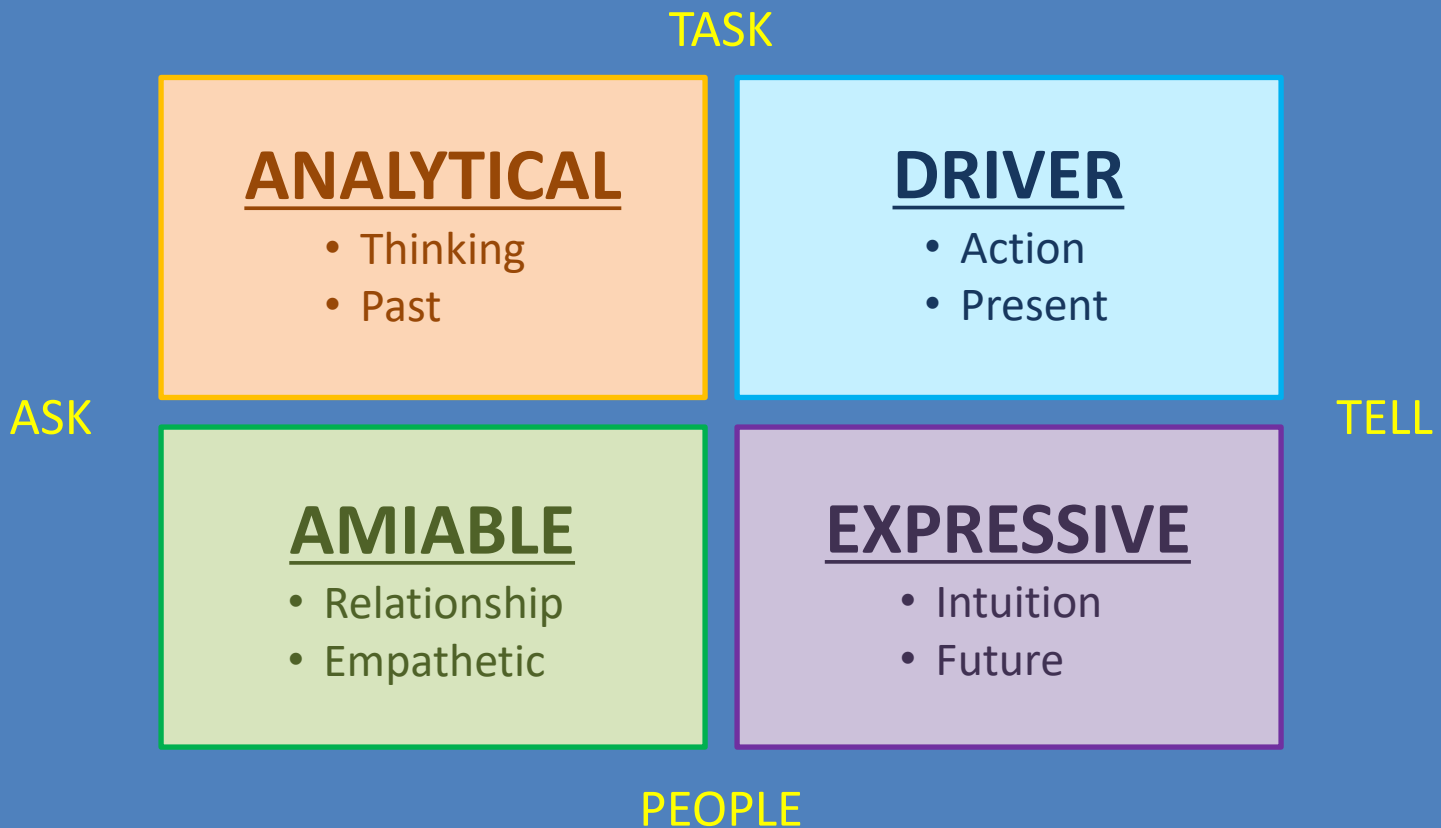
Ingratiating

Agreeable

Undisciplined

Friendly

AWARENESS OF BEHAVIORAL STYLES





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VERSATILITY WITH DRIVERS

DO'S

- Be clear, brief, to the point
- Stick to business
- Come prepared with all requirements, objectives
- Present the facts logically
- Ask specific questions

DON'TS

- Ramble or waste time
- Try to build personal relationships
- Forget or lose things
- Leave loopholes
- Ask rhetorical questions
- Come with ready made decisions



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VERSATILITY WITH EXPRESSIVES

DO'S

- Support their dreams
- Be Stimulating
- Leave time for relating socializing
- Don't deal with details
- Ask for their opinion
- Provide ideas for action
- Provide testimonials
- Offer incentives

DON'TS

- Legislate
- Be curt or cold
- Do facts first
- Impersonal or judgmental
- Talk down to them
- Be dogmatic



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VERSATILITY WITH AMIABLES

DO'S

- Start with personal comment
- Show sincere interest in them
- Draw out personal goals
- Present your case softly
- Ask how questions
- Be casual and informal
- Define individual contributions
- Provide assurances and guarantees

DON'TS

- Rush into business
- Stick to business
- Be domineering or demanding
- Debate about facts and figures
- Manipulate or bully
- Be vague
- Offer guarantees you can't deliver



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VERSATILITY WITH ANALYTICALS

DO'S

- Prepare and be accurate
- Approach directly
- Support their thoughtful approach
- Take your time and be persistent
- Provide step-by-step time table
- Give time to think
- Provide practical evidence

DON'TS

- Be disorganized
- Be casual
- Rush decisions
- Be vague or waist time
- Provide personal incentives
- Threaten, coax, or whine
- Use opinions as evidence
- Use gimmicks



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GENERATIONAL UNIQUENESS

Age Span:

BUILDERS: (1929-1946)

BOOMERS: (1947-1964)

GEN X: (1965-1980)

GEN Y: (1981-2000)



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GENERATIONAL UNIQUENESS

Traits:

BUILDERS: Conservative, Discipline, Respect for authority, Loyal, Patriotic, Practical

BOOMERS: Idealistic, Break the rules, Time stressed, Politically correct, Optimistic, Want recognition

GEN X: Self-sufficient, Skeptical, Flexible, Media/Info/Tech savvy, Entrepreneurial

GEN Y: Confident, Well-educated, Self-sufficient, Tolerant, Socially/politically conscious, Hopeful and optimistic



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GENERATIONAL UNIQUENESS

Work Is:

BUILDERS: Inevitable

BOOMERS: Exciting Adventure

GEN X: Difficult Challenge

GEN Y: To Make a Difference



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GENERATIONAL UNIQUENESS

Work Ethic:

BUILDERS: Loyal, Dedicated, Follow the Rules

BOOMERS: Driven, Workaholic

GEN X: Balanced

GEN Y: Values Diversity and Change



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GENERATIONAL UNIQUENESS

Leads By:

BUILDERS: Hierarchy

BOOMERS: Consensus

GEN X: Competence

GEN Y: Pulling Together



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Coaching/Feedback with Builders

- Offer opportunities for them to mentor
- Offer opportunities to continue working perhaps in a part-time position
- Allow them to volunteer if they do not want to continue working
- Show them that you value their expertise and contribution



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Coaching/Feedback with **Boomers**

- Help them explore their next set of workplace options
- Demonstrate how your organization can continue to use their talents
- Walk the talk on work/life balance by redesigning their jobs to accommodate multiple life demands
- Encourage them to enrich their present job and grow in place if they need to slow their career pace



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Coaching/Feedback with **Gen X**

- Talk to them about their reputation not just job tasks
- Give them your candid perspective and feedback
- Acknowledge their ability to work independently
- Encourage them to leverage their entrepreneurial abilities
- Help them get the most out of every job position by discussing what the job can do for them and what they can learn from it



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Coaching/Feedback with Millennials

- Demonstrate the stability and long-term value of your organization
- Show how your organization is flexible and filled with learning opportunities
- Provide work schedules that help them build careers and families at the same time
- Make groups and teams part of their job



QUESTIONS?



Thank You!



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