

## CHAPTER 48

### **HOW TO BUILD AND SUSTAIN TEAM MORALE**

#### **I. Wise King Solomon once said, 'When the righteous are in authority, the people rejoice' (Prov. 29:2).**

- A. When applied to a king ruling over his subjects, we all know what this verse means:
  - 1. His people are happy and feel secure because they know their king loves them.
  - 2. He puts their interests above his own.
  - 3. He will protect them from foreign invaders and will see that justice is fairly administered.
  - 4. Because he fears God, they know he will guide them in right paths, never abuse his office or power or rip them off in self-serving schemes.
- B. When applying this verse to you and me, as leaders or managers, the same principles should apply.
  - 1. If we're God-fearing and loving toward our employees, they will enjoy high morale and be happy and productive.
  - 2. They'll know we're solicitous of their well-being, are considerate of their feelings and have their personal welfare at heart.
  - 3. They'll be motivated to produce the finest quality of work.
  - 4. Our team members will support us willingly for they know from first-hand experience that we're honorable and trustworthy.

#### **II. Today I would like to present a discussion on how to build team morale.**

- A. In this limited time, it would be impossible to cover every aspect of this subject.
- B. Therefore, I plan to discuss only the most important aspects of effective leadership in building team morale.

#### **C. FOURTEEN STEPS:**

##### **1. Good team morale starts with the boss.**

- a. Whether or not employees within your division, department or section are motivated to produce and excel rests largely with you, the leader in charge.
- b. This involves being enthusiastic and positive-minded and possessing the ability to unite your team into a smooth-functioning, well-oiled machine.
- c. You have to be the motivator and spark plug inspiring your people into cohesive action.
- d. If there are conflicts and clashes in the workplace, you and I would do well to re-examine our leadership skills.
- e. Peace, goodwill and harmony among team members, as well as their productive output, are strong indications that you are a competent leader.

##### **2. Use the Bible as your chief management textbook.**

- a. The Bible is replete with hundreds of management principles.
- b. In fact, there are dozens of passages touching directly on employer-employee relationships:
  - (1) Ephesians 6:5-9
  - (2) Colossians 3:22-23
  - (3) Matthew 25:14-30
  - (4) Matthew 20:1-16
- c. Actually, all commandments dealing with everyday Christian living can — and should — be applied on the job.
- d. Whenever you, as a boss, conscientiously incorporate the Bible into your day-to-day management style, you will find that the spirit and morale of your team will soar.

##### **3. Be the kind of leader your people can trust and respect.**

- a. To build a strong and viable team, it's essential to reflect trustworthiness and steadfast character.
- b. Your employees need the assurance that your loyalty for them is true and feel confident you'll never let them down.

Examples:

- (1) Keeping your promises.
  - (2) Being dutifully fair to all and not showing favoritism.
  - (3) Being certain to get all the facts before administering discipline.
  - (4) Not using harsh threats which cause employees to feel their jobs are insecure.
- c. As to the matter of respect: This involves your skills and qualifications as a leader and how you measure up.

For example:

- (1) Maintaining high standards and values.
- (2) Being honest and ethical in your business practices as well as in your private life.
- (3) Keeping up-to-date with the state-of-the-art.
- (4) Looking for ways to improve the operation and innovate positive changes.
- (5) Projecting an image of sound-mindedness and good judgment and the ability to make intelligent decisions.

**4. Realize that every person on the team is important.**

- a. According to I Cor. 12:12-25, there is no insignificant member in the body of the Church.
- b. Every person counts, even the uncomely parts.
- c. How critically true and important this is in the workplace.
- d. If a job needs to be done — no matter how small or menial — then the person performing that task serves a useful purpose.
- e. Remember that a watch has both large and small cogs in order for it to function properly.
- f. Make each person under your charge feel needed and appreciated.

**5. Encourage open communication and free interchange of ideas.**

- a. First and foremost it is imperative that you, as the boss, communicate the desired goals of the Work to every rank and file member on the team.
- b. They need to be updated on the latest news, breakthroughs and plans for the future.
- c. This makes them feel like they are an important part of the team.
- d. Conversely, it's equally as important for your people to feel free to come to you with ideas and suggestions
- e. Although you may not be able to use every suggestion offered, your willingness to listen builds morale.
- f. Not only should you intently listen, but also (if possible) allow team members to participate in implementing approved changes.
- g. Be humble and approachable!
- h. Communicate — keep the team informed and hear them out!

**6. Provide opportunities for job enrichment and employee growth.**

- a. Employees will be motivated to push themselves and try even harder if they know there's room to grow.
- b. Thus in building morale it's vital to find ways to challenge them and to increase their usefulness.

Examples:

- (1) Cross-training.
  - (2) Promoting from within.
  - (3) Delegation.
  - (4) On-the-job training.
  - (5) Paying for classes or seminars to improve technical skills.
  - (6) Purchasing necessary books and training aids for an office library.
- c. Help build your people, and they will help build God's Work.

**NOTE:** *Mr. Graham Hawkins said in a lecture he gave in a management class for students that, 'The mark of a good manager is that if he must be gone for an extended period of time, his office will run smoothly and efficiently just as if he were there.'*

**7. Give praise, recognition and rewards.**

- a. Praise is a tonic that stimulates employee growth and productivity.  
Areas of praise that a good boss should note frequently:
  - (1) Improvement in efficiency and error rate.

- (2) Increased production.
- (3) Being dependable, reliable and always coming through when needed.
- (4) Willingness to work overtime.
- (5) Being thrifty and cost-conscious.
- b. Recognition is equally as important.
  - Examples:
  - (1) Publicly recognizing a notable achievement.
  - (2) Giving credit where credit is due. (Nothing is more demoralizing to the team than for the boss to take credit for their accomplishments and be a glory hog.)
  - (3) Giving a plaque for 25-year service.
- c. One of the most important ways of motivating the team is to reward them monetarily for a job well done.
  - Examples:
  - (1) Regular raises.
  - (2) Bonuses.
  - (3) Raising to higher pay scale when qualified and deserving.
- d. Remember the biblical injunction, '*The labourer is worthy of his reward*' (1 Tim. 5:18).

**8. Show your employees you care for them as people, not just as workers.**

- a. Team members should never be looked on as mere units, statistics or fishes in a pond.
- b. Make it a point to show your personal concern for them as individuals.

Some examples:

- (1) Phoning or visiting them when they are sick.
- (2) Sending flowers and get-well cards during prolonged illness.
- (3) Acknowledging a death in the family.
- c. Also express concern for employees' comfort and well-being in the work environment.

Examples:

- (1) Comfortable temperature and lighting.
- (2) Safety.
- (3) Adequate equipment and furniture.
- (4) Keeping machinery in good repair.
- d. Consider impact on families when transferring, laying-off or firing.

Examples:

- (1) Child may be a senior in high school.
- (2) Climate may be injurious to health.
- (3) Employee may be deeply in debt and severely strapped if laid-off without warning or sufficient time to prepare.
- (4) As to firing, has the employee been patiently worked with and given a chance to improve? Can he or she be moved elsewhere and salvaged?
- e. Be thoughtful and sensitive to the feelings and needs of all who work for you.

**9. Stress cooperation and teamwork.**

- a. This not only involves interaction between employees within a section or department, but to all areas of the Work.
- b. Strive to be a peacemaker and a builder of bridges.
- c. Remind employees that as a worldwide Work, we must work together in harmony, each giving and sharing to help the other.
- d. Again, here's an area where good communication is so important.

**10. Create a family atmosphere of closeness and fellowship.**

- a. Try to inject a sense of family and togetherness in the work place.
- b. Have occasional office parties or pot-luck luncheons.
- c. If the staff is small enough, you might treat them to an occasional lunch or dinner on the house.
- d. Plan some activity where families can be invited.
- e. Have extended coffee breaks where employees can join you in informal rap sessions.
- f. Remember the importance of a warm family environment and the proper use of humor.

**11. Infuse into each employee a 'quality' mode of thinking.**

- a. In I Corinthians 10:31 we are commanded, '*... whatsoever ye do, do all to the glory of God.*'
- b. Matthew 5:48 tells us to become perfect.
- c. Ecclesiastes 9:10 exhorts us that, '*Whatsoever thy hand findeth to do, do it with thy might...*'
- d. These verses, among many others, most assuredly stress the importance of being quality conscious.
  - (1) Examples:
    - (a) Not allowing smudge marks or strike-overs on a letter.
    - (b) Being sure that printed material such as booklets are evenly trimmed.
    - (c) Require tidy housekeeping.
    - (d) Make sure employee reports are well-organized and accurate.
- e. It's a known psychological fact that, when people are encouraged to excel in their endeavors, their sense of quality improves proportionately.
- f. Thus enthusiasm and high-spirited morale are automatic spin-offs when employees are encouraged to attain excellence.

**12. Use authority to lead and guide the team, not as a whip to drive them.**

- a. People work much better in an atmosphere of love and encouragement than in one of anxiety and fear.
- b. Scare tactics and veiled threats may get the job done, but human beings innately resent this kind of treatment.
- c. The severe and heavy use of authority indicates that the leader lacks confidence in his ability to lead.
- d. Authority should be used as a tool for service, never as a means to exalt self.
- e. As a side note: a leader should never use his power or office to get special privileges.
- f. Sometimes authority may have to be strongly used, but only after kindness and love have been tried first.

**13. Keep the team inspired and motivated by helping them see the big picture and how their jobs fit in.**

- a. Boredom and routine can set in unless you as the leader keep the focus sharp and clear.
- b. Talk about the growth and plans of the Work and the hopes and dreams of Mr. Armstrong.
- c. Frequently remind employees how their jobs are fulfilling an intrinsic role in carrying the Gospel to all the world.
- d. Help them to realize the seriousness of their calling and that the way they carry out their duties will in part determine their reward.
- e. Stress the fact that we're working for the living God and not just a pay check.

**14. Set a sterling example in all walks of life.**

- a. This has to do with maintaining high morals, impeccable ethics and high values.
- b. It has to do with setting high standards for yourself and creating a tone of efficiency, hard work and excellence.
- c. Be circumspect in small matters such as:
  - 1) Paying for personal postage, long distance phone calls and xerox copies.
  - 2) Not allowing yourself to think you're above the law and that the rules don't apply to the boss.
  - 3) Watching your language and never telling shady jokes.
- d. Be everything you wish your employees to be and they will eventually absorb your desires, ideals and Godly way of thinking.

**III. Good managers would do well to deeply reflect on and inculcate the principle found in Is. 40:11.**

- A. Is. 40:11 — '*He shall feed his flock like a shepherd: he shall gather the lambs with his arm, and carry them in his bosom, and shall gently lead those that are with young.*'