

CHAPTER 50

HOW TO KEEP EMPLOYEES MOTIVATED

I. One of the most important challenges we face as managers and supervisors in God's Work is that of keeping our employees motivated.

- A. The level of their morale, the quality of their work, and the quantity of their production rests greatly on our ability to draw out the best in them.
- B. It's vitally important that we master this art and realize the immense value God places on it as a part of our management responsibilities.
- C. Note how this concept is even recognized and reinforced in the business world:
 - 1. '*Most management experts agree that motivation is the key to good productivity. The supervisor's task is to create the right atmosphere conducive to motivation, using all the resources and skills he or she possesses.*' (W.H. Weiss, Supervisor's Standard Reference Handbook, Prentice-Hall, Inc., Englewood Cliffs, N.J., p. 192.)
 - 2. '*The level of performance in your department will directly relate to the skill and effectiveness with which you stimulate and inspire your employees to excellence.*' (Ken Allen, What an Executive Should Know About Motivating His People Effectively, Dartnell Corporation, Chicago, 1975, p. 2.)
 - 3. Peter Kyne states in his book, The Go-Getter, p. 59, '*In the army, sir, esprit de corps doesn't bubble up from the bottom. It filters down from the top. An organization is what its commanding officer is — neither better nor worse.*'
- D. The Bible also alludes to this essential truth in Hebrews 10:10.
 - 1. Heb. 10:24 — '*And let us consider and give attentive, continuous care to watching over one another, studying how we may stir up...to love and helpful deeds and noble activities.*' (Amplified Version.)

II. The title of today's lecture is: 'How To Keep Employees Motivated.'

- A. Please note and underscore the word 'keep.'
- B. It isn't enough just to inspire our people with occasional pep talks.
- C. The goal we should aim at is to keep them excited and inspired day after day, month after month and year after year.

III. But some may think:

- A. 'Well, my employees already are motivated.'
- B. 'They work hard, are dedicated to their jobs and produce an above average quota of work every day.'
- C. 'I rarely have to correct them for substandard performance or lack of interest.'
- D. 'My employees are productive, their morale is high and we respect each other as one happy family.'
- E. 'I'd say that 85 percent of my staff is so self-motivated that they require very little of my time and attention.'
- F. 'After all, most are converted and deeply realize this is the Work of God.'
- G. 'What else can be done to inspire them to work harder and produce more on the job?'

IV. First, let me explain why I feel this subject needs to be given.

- A. Granted, all the above points may be true.
- B. But it's my observation from many years of experience that unless we recognize some inevitable pitfalls, this type of motivation will eventually wind down and evaporate.
- C. For example:
 - 1. Our employees can become bored and stagnate with the same routine over a period of time.
 - 2. We can stifle their growth and initiative if we neglect to provide them with creative challenges.
 - 3. We can hinder them from finding the niche where they can be the happiest and most productive if we never bother to give them new opportunities.
 - 4. We can obstruct greater output and production by thinking they have reached their maximum level.

- D. Yes, it's possible to assume that all is well and everyone is operating at full capacity — unless we perceive inherent dangers.
- E. Therefore, I submit, that there is a higher level of motivation than just maintaining the daily grind.
- F. For our employees to be truly enriched, fulfilled and satisfied in their jobs, there is something yet we can do.

V. But, first, let's look at some key verses showing that God created man to be engaged in meaningful work.

- A. Scriptures:
 - 1. Gen. 2:15 — 'And the Lord God took the man, and put him into the garden of Eden to dress it and to keep it.'
 - 2. John 15:2, 8, 16 — 'Every branch in me that beareth not fruit he taketh away: and every branch that beareth fruit, he purgeth it, that it may bring forth more fruit. (8) Herein is my Father glorified, that ye bear much fruit; so shall ye be my disciples. (16) Ye have not chosen me, but I have chosen you, and ordained you, that ye should go and bring forth fruit....'
 - 3. Eph. 2:10 — 'For we are his workmanship, created in Christ Jesus unto good works, which God hath before ordained that we should walk in them.'
 - 4. Luke 17:10 — 'So likewise ye, when ye shall have done all those things which are commanded you, say, We are unprofitable servants: we have done that which was our duty to do.'
 - 5. I Cor. 15:58 — 'Therefore, my beloved brethren, be ye steadfast, unmoveable, always abounding in the work of the Lord, forasmuch as ye know that your labour is not in vain in the Lord.'
- B. Yes, God intended for man to work productively and be an achiever.
 - 1. The foundation of His plan and great purpose is based on this concept.
 - 2. Our ultimate job in the Kingdom will be determined by the quantity and quality of our works.
- C. One of God's greatest sources of joy and pleasure is meaningful work and activity.
 - 1. John 5:17 — 'But Jesus answered them, My Father worketh hitherto and I work.'
 - 2. Rev. 4:11 — 'Thou art worthy, O Lord, to receive glory and honour and power: for thou hast created all things, and for thy pleasure they are and were created.'

VI. What, then, are the keys to this higher form of motivation?

- A. Let's start with the leader himself.
 1. **To motivate others, you must be motivated yourself.**
 - a. 'Any business responds to leadership from the top, and if management is willing to make the effort of injecting itself it can pretty well establish the attitudes it desires. People, I found, want and respond to inspiration, but that stimulation has to come with some frequency.' (Stanley Marcus, Quest for the Best, The Viking Press, New York, 1979, pp. 41-42.)
 - b. Charles F. Kettering taught the men working under him to enjoy their jobs.... 'Whatever the method, there is no finer gift you can give than to arouse a genuine joy in work!' (E.F. Wells, What An Executive Should Know About Creating His Replacement, Dartnell Corp., Chicago, 1978, p. 19.)
 - c. 'The manager at the helm, whether he's president, a division manager, or a department head, creates excitement by osmosis if he's a natural enthusiast.' (Raymond Dreyfack, What An Executive Should Know About What It Takes to Climb to the Top, Dartnell Corp., Chicago, 1982, pp. 23-24.)
 - d. 'Nothing turns people off faster than the supervisor who preaches motivation, but doesn't practice what he preaches. The motivator must be motivated; this means animated, striving, realistic, energetic, and so on.' (Training Magazine, March 1980, p. 56.)
 - e. 'To effectively motivate employees the supervisor needs to set a good example. His dedication, his hard work, his conviction cannot help but be noticed and followed. Most employees will follow the supervisor's example, whether it be good or bad. If the supervisor truly wants to motivate his employees he must first motivate himself.' (Gary Endres, MPC supervisor.)
 2. **You must really care about your employees and strive to promote good morale.**
 - a. They say, 'Love makes the world go round.' A little 'caring' makes the wheels of industry turn smoother and faster too....
 'As consultants to hundreds of firms, we have often been asked to advise management on coping with such things as absenteeism, lateness, loafing, and careless work. Time and again we have observed that where such personal problems abound, managers are indifferent to employees. Pay scales may be high, benefits may be lavish, but morale remains low. Management indifference is the root of the problem.'

'Employees feel, 'They don't care about me, so why should I care about them? Why should I work so hard?'.....

'Whenever you see performance or attitudes deteriorate, consider the possibility that employees think you don't care about them anymore. Show them that you do, and you may be surprised at the difference in their work.' (Dr. Ernest Dichter, Manager/Motivator, The Economics Press, Inc., Fairfield, New Jersey, 1987.)

- b. 'Showing interest in employees and developing knowledge of their lives aids greatly in promoting good morale.'

'People want to feel important and personally significant. Take time to know each person individually. Learn names of spouses and children; ask about families; find out about leisure activities. This personal concern will pay off in increased productivity. Personal knowledge of employees will provide clues as to what reinforcers can be used effectively in the future.'

'Knowing your employees — their habits, worries, ambitions, touchy points and pet prides — helps you appreciate why they behave as they do.'

'Concern shown for an employee by the supervisor will be returned in more concern by the employee for the job to be done.'

'Good morale cannot be imposed or bought: it must be earned. It is the product of consistently high management character.'

'Morale is the worker's emotional stance toward his work. It may be measured by the degree of satisfaction of four basic wants: a sense of security, a sense of achievement, a sense of justice, and a sense of participation.' (Of Interest to Executives, The Royal Bank of Canada, Montreal, 1955, p. 36.)

VII. Here, then, are the keys on how to produce a higher level of motivation among employees.

1. Realize the most powerful form of employee motivation lies in the joy of worthwhile achievement.
 - a. Employees desire to be involved, to participate and offer meaningful contributions to the Work.
 - b. The job itself should give the worker personal incentive.
 - c. This is clearly established in the Bible.

- (1) Eccl. 3:22 — 'Wherefore I perceive that there is nothing better, than that a man should rejoice in his own works; for that is his portion: for who shall bring him to see what shall be after him?'
- (2) Eccl. 5:18, 19 — 'Behold that which I have seen: it is good and comely for one to eat and to drink, and to enjoy the good of all his labour that he taketh under the sun all the days of his life, which God giveth him: for it is his portion. (19) Every man also to whom God hath given riches and wealth, and hath given him power to eat thereof, and to take his portion, and to rejoice in his labour; this is the gift of God.'

- d. Job satisfaction and the joy of achievement are primary motivational keys recognized by the experts in industry.

- (1) 'Personnel experts and industrial psychologists have learned that.... the job itself is the most important motivator. Workers want jobs that give them a sense of achievement, enable them to be recognized and permit them to move up to something better after good performance. They are motivated by work that is meaningful, gives them responsibility, and lets them grow.' (W.H. Weiss, Supervisor's Standard Reference Handbook, Prentice-Hall, Englewood Cliffs, N.J., 1980, p. 52.)

- (2) 'A characteristic that is noticed very quickly in a motivated worker is his willingness to extend and exert himself beyond the ordinary limits. A worker who is motivated by the job itself is never a clock watcher....it is significant that the reward he desires for this extra effort is not primarily financial....To the worker motivated by his work, extra effort means extra satisfaction. A major part of the richness in his life comes from his sense of satisfaction and fulfillment in his job.' (Anthony J. Roan, Modern Management, Part 3, Ed. 2, International Correspondence Schools, Montreal, 1971, pp. 14-15.)

- e. Although physical rewards and benefits are of paramount importance, a simple example will illustrate that drive and motivation do not come from money and other perks by themselves.

- (1) Example:

(a) Would you be motivated and happy peeling potatoes eight hours a day, six days a week for 20 years even though offered \$1,000,000?

(b) Obviously, our workers should derive a greater sense of satisfaction from their jobs than just receiving a wage.

2. Make sure that each employee sees the value of his job.

- a. It's doubtful that Rolls Royce could produce a first class automobile unless each worker had a sense of pride in the final product.
- b. The same is true with employees in God's Work.
- c. You as the boss should make sure that each individual understands how the puzzle fits together and the intrinsic role his job plays in your overall operation.
- d. *'The effective manager takes the time to make sure that the worker thoroughly understands where his job fits into the company's total operation. The worker then knows why his job is important and why he should take pains to do it as well as he can. It is worth mentioning here that the worker who is motivated inwardly to do a good job never has to be watched or closely supervised. A worker's own sense of pride and challenge is the most effective manager a company can possess.'*
 (Anthony J. Roan, Modern Management, Part 3, Edition 2, International Correspondence Schools, 1971, p. 13.)
- e. The operation of your office is similar to the links in a chain — each one is crucial in completing the task at hand.
- f. Remember that a watch is composed of many parts — large and small — but each one is vital for it to run efficiently and accurately.
- g. God shows us in I Corinthians 12 that each employee counts no matter how insignificant and trivial his tasks may be.
 (1) I Cor. 12:18-23, 25 — *'But now hath God set the members every one of them in the body, as it hath pleased him. (19) And if they were all one member, where were the body? (20) But now are they many members, yet but one body. (21) And the eye cannot say unto the hand, I have no need of thee: nor again the head to the feet, I have no need of you. (22) Nay, much more those members of the body, which seem to be more feeble, are necessary: (23) And those members of the body, which we think to be less honourable, upon these we bestow more abundant honour.... 25)...that the members should have the same care one for another.'*

3. Make each employee feel important and needed.

- a. We as managers in God's Work should make every effort to fill this inherent desire in each of our workers.
- b. *'If you can make people feel important, they will be more willing to cooperate, do good work, and be pleased with their job. The psychology behind this is simple — feeling important makes you look at your work as worthwhile, necessary to the company, and something not everyone can do. When you don't feel important, it's natural not to be enthusiastic about your work or anxious to get it done.... A good way to make a man feel important is to thank him for something he has accomplished.... [Furthermore,] the most pleasant word to a man's ears is his own name. It makes him an individual distinct and unique from others. It adds identity. So, to make a man feel important, use his name when talking to him and when talking to others about him in his presence.'* (W.H. Weiss, Supervisor's Standard Reference Handbook, Prentice-Hall, Inc., Englewood Cliffs, N.J., 1980, pp. 55.)
- c. *'You are attracted to the person who contributes to your positive self-image. You feel a bond with that type of individual. There is an almost uncontrollable urge to do things for the person who makes one feel important....Look for the good qualities in others.'* (Robert Conklin, How To Get People To Do Things, Contemporary Books, Inc., Chicago, 1979, p. 32.)
- d. Here are some practical ways you can heighten an employee's sense of self-worth:
 - (1) Ask his opinion on future plans, proposed changes, and suggestions for improvement.
 - (2) Write an occasional note explaining why his job is important and why his contributions are well received.
 - (3) Have private one-on-one talks in the office reinforcing the value of his or her skills.
 - (4) Occasionally stopping at someone's desk to show you are interested in what the employee is doing.

4. Give feedback, praise and recognition.

- a. This is a duty and privilege that a manager must not neglect.
- b. It has to do with verbal and outward commendation rather than just a passing comment.
 (1) *...there are millions going to bed every night starving emotionally for a few words or gestures of appreciation....Studies have shown that there is more job dissatisfaction caused by lack of appreciation than all other causes combined.'* (Robert Conklin, How To Get People To Do Things, Contemporary Books, Inc., Chicago, 1979, p. 35.)

(2) 'The need or desire for recognition is as essential to the nature of man as the need for a sense of achievement. If a man does a job exceptionally well, he wants people to know it and to recognize the fact....it has been proved time and time again that recognition is actually a stimulus to even greater production.' (Anthony J. Roan, Modern Management, Part 3, Edition 2, International Correspondence Schools, Montreal, 1971, pp. 17-18.)

(3) 'Research has shown that appreciation of work done is one of the most important motivators. Every individual has a desire to achieve and likes to have someone recognize that achievement. People need to feel important, regardless of how modest their position is. 'Good job performance must be noticed if it is to continue. The surest way to demotivate someone is to take him for granted.' (Frank Goble, Excellence in Leadership, pp. 104-105.)

(4) 'Arnold Bennett, the writer, was intrigued when a publisher he knew kept singing the praises of his secretary. One day when Bennett and the secretary were alone he asked her, 'What is the secret of this wonderful efficiency of yours? Your employer is always talking about it.'

'It is not my secret,' smiled the secretary. 'It is his.' And she went on to explain that whatever duty she performed, however small it was, he never failed to acknowledge it and thank her for it. This encouraged her to give of her very best, whatever she was doing.

'A few words of gratitude and encouragement do bring out the best in other people. Just give it a try and you'll see.' (Francis Gay, Working Together, Dartnell Corporation, Chicago, 1984, p. 2.)

c. Make it a practice to give encouragement and feedback on a regular basis so that employees will know how they're measuring up and whether they're pleasing the boss.

d. Remember the example Christ gave in Matthew 25.

(1) Matt. 25:21 — 'His lord said unto him, Well done, thou good and faithful servant: thou hast been faithful over a few things, I will make thee ruler over many things: enter thou into the joy of thy lord.'

5. Ignite a spark of drive and ambition.

a. This largely involves the matter of infusing confidence and incentive into the employee.

b. Winston Churchill called it 'imputing a virtue.'

c. It simply boils down to expressing the idea that you believe in the abilities of your people and what they can accomplish.

d. It's recognizing their potential and inspiring them to reach higher.

e. 'My first job away from home was waiting on tables. The owner complimented my work highly. Soon he began to tell me that he could see qualities in me that were destined to carry me to large success in life. He constantly expressed great confidence in me, and what I would be able to accomplish, if I were willing to put forth the effort.'

'I had never realized before that I possessed any abilities. But now, for the first time, I began to believe in myself. This hotel owner aroused ambition — created within me the desire to climb the ladder of success — to become an important somebody. This, of course, was vanity. But it also was ambition for accomplishment — for self-improvement. He also stimulated the will to put forth whatever effort it would require to achieve this success. He made me realize I would have to study, acquire knowledge and know-how, be industrious and exercise self-denial. It impelled me to driving effort.'

'It is impossible to estimate the importance of this sudden arousal of ambition — this injection of an intense desire for success — this igniting of the spark of determined energy to achieve worthy accomplishment. This was the turning point of my life. There had awakened within a totally new outlook on the future....'

'What a tragedy the vast majority of human minds cannot be given this hope — this desire — this ambitious expectation — this confidence — in their future!' (Herbert W. Armstrong, The Autobiography of Herbert W. Armstrong, Vol. 1, Worldwide Church of God, 1986, pp. 10-12.)

f. 'Believing in your people and having confidence that they can do the work will increase their level of performance because they will attempt to live up to your expectations and be worthy of your trust.' (W.H. Weiss, Supervisor's Standard Reference Handbook, Prentice-Hall, Englewood Cliffs, N.J., 1980, p. 192.)

6. Instill initiative by giving a challenge.

a. Human beings will accomplish a great deal more when they're inspired to stretch their abilities to the utmost.

b. They will be motivated to think and use their minds to a higher level.

c. Therefore, keep your employees sharp and alert by giving them challenging opportunities.

- d. '*By giving a little encouragement, and by gradually increasing the difficulty of assignments, a manager will find that most of his subordinates will rise to a surprisingly high level of action or ability. The worker who is encouraged to use his own initiative becomes involved emotionally and intellectually in the performance of his job.*' (Anthony J. Roan, *Modern Management*, Part 3, Edition 2, International Correspondence Schools, Montreal, 1971, p. 12.)
- e. '*Worthwhile people cannot be really content in jobs where they are not being challenged, not learning new things, not making personal progress. If you're after good results, this is a fact of life you can't afford to ignore.*' (*Bits & Pieces*, Vol. 13, No. 4., The Economics Press, Inc., Fairfield, N.J., April 1980, pp. 2-4.)
- f. '*Whatever you do, be careful not to underrate people. A new look may surprise you. Visualize the man or woman in a more challenging situation. What counts is not what they were capable of yesterday, but what they can do for the business today and tomorrow.*' (*Bits & Pieces*, Vol. 15, No. 12, The Economics Press, Inc., Fairfield, N.J., December 1982, pp. 19-20.)
- g. '*First things come first. In most successful organizations developing people heads the list. And the best way to develop them is to make them stretch a bit. The more capable your subordinates, the more they need a constant challenge to maintain their interest.*' (*Bits and Pieces*, Vol. 13, No. 4, The Economics Press, Inc., Fairfield, N.J., April 1980, pp. 2-4.)
- h. Examples.
 - (1) Delegate a special assignment or study as a cost-saving measure.
 - (2) Ask the secretary to reorganize the files in a more efficient manner.
 - (3) Find the cause of a bottleneck in the production flow and offer solutions.

7. Set Clearly Defined Goals.

- a. Spell out your expectations in clear and simple language.
- b. Insist on quality standards, but avoid frustrating employees with unrealistic demands.
- c. Set quotas.
- d. Try to break last year's record on the production line.
- e. Set benchmarks along the way to make sure you're on target.
- f. As a manager, take an interest, get involved, monitor progress and reinforce with encouragement.
- g. Strive to see that major goals and objectives are clearly understood by each member of the team.
- h. 'Goals Are Essential to Achievement'
 - (1) '*The right goal will arouse ambition. Ambition is more than mere desire. It is desire plus incentive — determination — will to achieve the desire. The right goal will be so intensely desired it will excite vigorous and determined effort. It will fire one with incentive.*' (Herbert W. Armstrong, *The Seven Laws of Success*, Worldwide Church of God, 1974, p. 20.)
 - (2) '*Achievement is never possible except against specific, limited, clearly defined targets, in business as well as in a service institution.*' (Peter Drucker, *People and Performance — The Best of Peter Drucker on Management*, Harper & Row, New York, 1977, p. 135.)
 - (3) '*To get somewhere, you must know where you're going....Planning is the road map that leads you to your destination. Motivation is the fuel that will get you there. But first, you have to have a goal... There can be little joy in working aimlessly. It's debilitating. Negative attitudes and poor self-esteem fester in the frustration of purposeless labor. [However] virtually nothing on earth can stop a person with a positive attitude who has his goal clearly insight.*' (Denis Waitley and Reni L. Witt, *The Joy of Working*, Dodd, Mead & Co., Inc., New York, 1985, pp. 36-38.)

8. Encourage ideas and creative thinking on how to solve problems and do a better job.

- a. Solicit input and ask for suggestions on how to eliminate redundancies and increase production.
- b. Encourage workers to examine and evaluate their individual tasks in an effort to improve efficiency.
- c. Have them look at old procedures and techniques through new eyes.
- d. Inspire continued creativity.
- e. '*Good leaders expect people to think about how to do things better — they ask them for their opinions and really listen. When they have problems, they share them — everybody is expected to think.*' (*Bits and Pieces*, Vol. 13, No. 4, The Economics Press, Inc., New Jersey, April, 1980, pp. 2-4.)

9. Arouse pride of workmanship.

- a. Col. 3:22-23 tells us: '*Servants, obey in all things your masters according to the flesh; not with eye service, as menpleasers; but in singleness of heart, fearing God; (23) And whatsoever ye do, do it heartily, as to the Lord, and not unto men.*'
- b. I Cor. 10:31 exhorts: '*Whether therefore ye eat, or drink, or whatsoever ye do, do all to the glory of God.*'

- c. Eccl. 9:10 states: '*Whatsoever thy hand findeth to do, do it with thy might; for there is no work, nor device, nor knowledge, nor wisdom, in the grave, whither thou goest.*'
 - d. We should encourage each worker to be the best that he can be — to become an expert in his field of responsibility.
 - e. Such a goal can't be accomplished overnight and we must not forfeit quality for quantity.
 - f. Interestingly, this concept is recognized in industry.
 - 1) Charles F. Kettering taught the men working under him to enjoy their jobs by arousing pride of workmanship. He felt that even digging a ditch could give a man a sense of accomplishment if he dug it with artistry, making a circle perfectly symmetrical, its sides handsomely vertical. (E.F. Wells, What an Executive Should Know About Creating His Replacement, Dartnell Corp., Chicago, 1978, p. 19.)
10. Prevent boredom and burnout by cross-training employees and rotating routine jobs.
- a. This will provide many benefits to the Work and to the employee alike.
 - b. Makes backup available in case of sickness or an emergency.
 - c. Gives your people a challenge to learn something new.
 - d. Builds morale by demonstrating you care as a boss.
 - e. Provides a ready replacement in the event of marriage, transfer or death.
 - f. Employees will become better educated in the full scope of your operation.
 - g. '*Let's face it — a great deal of work required in business is repetitive and monotonous — not very challenging or motivating to anyone. Aside from trying to do the same thing better, there's not much opportunity for a sense of personal accomplishment.*'
'There are ways, however, that a smart boss tries to give people even in the most repetitive jobs a greater sense of involvement. It may be by turning over to them certain decisions they can learn to handle, by asking their opinions, by having them keep an eye on certain 'special' things. Even the smallest things may help people feel they are...more important to the organization.
'People generally would like a bigger, not smaller, piece of the action. They crave greater recognition, greater responsibility, more chance to feel that what they do really matters. They want to use more, not fewer, of their talents.
'You don't have to be concerned about motivating people who get a sense of achievement from their work. They motivate themselves.' (Management Memo, The Economics Press, Inc., Fairfield, N.J., 1980, No. 469.)
11. Provide adequate training and the opportunity to grow and develop.
- a. The focus here is job enrichment and enabling the employee to become a true professional in his special line of work.
 - b. The objective is to encourage growth and development within the worker.
 - c. '*Employee growth and development is one of the most important functions of management, but it is also probably one of the most over-looked, due to the fact that it is long-term in effect. It doesn't create a daily impact or crisis if we neglect it.*' (Eric Shaw, MPC Supervisor.)
 - d. '*Every person wishes to develop his own potentialities as fully as possible....'Because this desire to grow and to advance as a person is so basic to the worker, it is one of the primary factors in true motivation.'* (Anthony J. Roan, Modern Management, Part 3, Ed. 2, International Correspondence Schools, Montreal, 1971, p. 19.)
 - e. '*Employees, especially new ones, really appreciate a boss who will provide the necessary training needed to do the job right. One of the most frightening things an employee can face is a job which has no parameters defined, because he fears that he will certainly do something in time which will displease the boss — and usually he does.*' (Lee McGraw, Personal Correspondence writer.)
 - f. '*[Provide] the best training you can — because well-trained, competent employees are your biggest asset, the backbone and most of the appendages of your business — and worth more than your physical plant.*' (Printers' Ink.)
12. Be aware of the physical needs and comfort of your staff.
- a. Comfort needs would include:
 - (1) Proper lighting, temperature and ventilation.
 - (2) Clean floors, windows and restrooms.
 - (3) A properly fitted chair.
 - b. Physical needs would include:
 - (1) Adequate and well-maintained equipment to do the job.

- (2) Sufficient storage and work space.
 - (3) Necessary office supplies.
13. Reward for effort, sacrifice and achievement.
- a. This gets into the area of adequate pay and bonuses.
 - b. Of recognition for long-time service.
 - c. Occasional paid time off for those who have gone above the call of duty or who have worked extra-long hours.
 - d. Lunches or dinners for special recognition.
 - e. Flowers or gifts in commemoration of anniversaries, a new baby, etc.
14. Pray daily for your team and ask God to sustain their enthusiasm for His Work.
- a. If you're praying earnestly for your people from the heart, your interest and concern for them will come through.
 - b. Your whole demeanor and attitude toward them will take on a genuine sincerity.
 - c. If you ask God for help and inspiration, you'll find that your employees will be consistently motivated.

— END —