



Building a High Morale Workplace

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Preface

This is a book about hope—because when there is hope, there is limitless opportunity for managers to create the ultimate high morale workplace, in good times and in bad. This also is a book about how managers inspire employee growth and renewal from day to day, moving workers step by step toward a beacon of light—a light indicating a better tomorrow filled with greater meaning and higher truth.

This book holds very special meaning for me as the author. When my editor, John Woods, called me in New York to see if I was available for this project, I had just returned from Ground Zero, where an hour earlier I stood looking at the still-smoldering wreckage from the terrorist attacks on the World Trade Center.

I have always been driven by my passion for developing the personal best in people, but that's changed. After witnessing the indescribable, I've been filled with an even greater passion. A passion to do something that can in some small way help managers to create and rebuild a high morale work environment while fulfilling my personal quest to help both leaders and their followers rise above the tough times and persevere no matter what. Writing this book is one way of making that quest a reality.

More than ever, managers must try to do everything they can to continually improve and build high employee morale in their organizations. Employees universally need motivation and inspiration. They need something to believe in—a sense of belonging and purpose. They need hope. We all do. I knew that if I could address some of those needs in this book I would be able to give managers a tool that would help guide them to creating a high morale work environment.

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Never has there been a time so ripe with opportunity or full of promise for managers to make a significant difference in their organizations and for their people. And never has there been a better time for managers to demonstrate to employees their leadership vitality, creativity, positive energy, and commitment to a healthier and more enjoyable work environment.

Throughout this book, I emphasize that the key to a manager's success is in his or her people. The core feeling that comes from a high morale workplace is simply the reflection of the quality, one-on-one relationships that individual workers have with their managers. It's the trust, respect, and common courtesies that managers show toward their employees on a daily basis that contribute to building exceptional employee performance and to sustaining higher employee morale.

Ralph Waldo Emerson writes in *The Conduct of Life*, "Our chief want in life is somebody who shall make us do what we can." This quote embodies the critical nature and inherent responsibility managers just like you are facing when it comes to developing their people and inspiring employee morale to its highest levels.

Abracadabra—You've Got High Employee Morale

Here's the deal—right up front. There is no such thing as abracadabra when it comes to creating high morale in the workplace. And, with the exception of the mythical pixie dust that exists only at Disney, there is no magic trick or fairy dust to sprinkle on people in hopes of creating a fun, synergistic, and highly productive organization. Achieving those things takes a manager's hard work and dedication. It is my hope that having this book to help you along the way will make that work less difficult.

It is also my desire and hope that you will find this book to be an invaluable resource that you will turn to time and again and that the next time you are called upon to confront one of the many issues of workplace morale, this book will serve as a trusted companion and quick-reference guide when you need it most.

Selecting the Best Ideas for You in This Book

Whether you're reading Chapter 2 on the effects of globalization on employee morale and its connection to how we behave as managers and treat our employees or referencing Chapter 9 on how to win back lost morale when tragedy strikes while learning about the new expectations employees are placing on managers and what to do about it, you'll find gathered within the covers of this book some of the best and most useful ideas on creating a jubilant and uplifting workplace for everyone—from those who have been there, done that.

The ideas in this book come from many talented people. Some are well-known managers and global leaders; others are not so well known, but noticeably effective in their management styles. Some are authors, consultants, scholars, and entrepreneurs. Some are living and some are dead. Maybe you know some of these people and their companies, or perhaps you've read about them and admire their people skills and talent for bringing out the best in others. Regardless of your familiarity with the experts in this book, all of them have proven performance records when it comes to creating extraordinary employee morale and leaving their indelible imprint on the hearts, minds, and souls of those who are fortunate enough to work with them.

And so where do these experts come from? They come from all sectors of the global workplace—business, professions, politics, government, social and non-profit organizations, manufacturing, healthcare, technology, and more. Their countless contributions to this book consist of interviews I have conducted in person and by phone. There are also organizations and people in this book that I have yet to meet in person or interview. Yet, I've studied and researched them and their organizations for years, showcasing their invigorating and morale-boosting management styles in my keynote speeches and workshops I facilitate around the world. When it comes to creating high employee morale, there are lots of people who are doing it right and who

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love to tell their stories. You'll find those stories and real-world examples in this book.

Purpose of This Book

I wrote this book with a specific purpose in mind. That purpose was not just to have managers read this book and then put it on the shelf to collect dust. I wrote *Building a High Morale Workplace* for managers, like you, to use as a valuable field guide to help shape and increase your chances of success and help ensure the survivability of morale and motivation within your organization.

It was my goal while writing this book that you, the reader, would be able to easily glean important pieces of information and apply them in the most appropriate and effective ways on the job, as quickly as possible.








Manager's Call to Action

Here is where I will make a personal request of you. My request is that you take the wellspring of information in this book—information that will hopefully inform and inspire you—and interpret it as your own personal call to action. In other words, do something with this information. Take these gems of advice and make them come alive where you work. I believe that by doing this you will have the opportunity to create a lasting legacy—the legacy of a valued organization with valued people that survives and thrives over time in a high-spirited, high-energy, high morale workplace.

Special Features

The idea behind the books in the Briefcase Series is to give you practical information written in a friendly, person-to-person style. The chapters are short, deal with tactical issues, and include lots of examples. They also feature numerous boxes designed to give you different types of specific information. Here's a description of the boxes you'll find in this book.

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	<p>These boxes do just what they say: give you tips and tactics for being smart in promoting employee morale.</p>
	<p>These boxes provide warnings for where things could go wrong when you're dealing with employees.</p>
	<p>These books give you how-to hints for building morale.</p>
	<p>Every subject has some special jargon and terms. These boxes provide definitions of these concepts.</p>
	<p>It's always useful to have examples of what others have done, either well or not so well. Find these stories in these boxes.</p>
	<p>This identifies boxes where you'll find specific procedures you can follow to take advantage of the book's advice.</p>
	<p>How can you make sure you won't make a mistake when managing? You can't, but these boxes will give you practical advice on how to minimize the possibility.</p>

Acknowledgments

If you've ever written a book, you know that it practically takes a village to make it a reality. If you haven't written a book, just take my word for it. I can't say enough about the support and love of family and friends that gets you through when you are sitting at your computer day and night writing for months at a time. From the deepest part of my heart, I'd like to thank all the

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It goes without saying that this book could not have been written without the hundreds of people I interviewed who demonstrate daily their unwavering commitment to creating a more joyful, respectful, humane, esteeming, and spirit-filled place for people to work. This especially includes the firefighters, police officers, medical practitioners, clergy, and people of New York and Washington, D.C. for sharing their heartfelt stories with me.

Finally, I would like to dedicate this book to the victims of September 11, 2001, and to their loved ones.