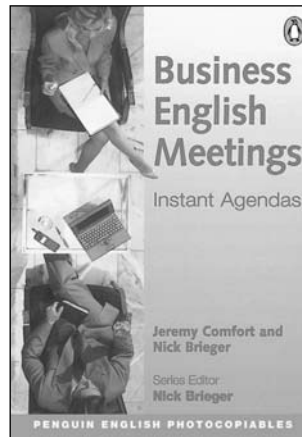


#9 | Staff Morale

Level:	Upper Intermediate – Advanced
Time:	45 minutes
Activity Type:	Role-play
Focus:	Meetings, discussion, negotiating
Taken from:	Business English Meetings: Instant Agendas
Visit:	www.penguinenglish.com



Method

- 1 Ask students how much job satisfaction they get and what factors contribute most to their job satisfaction.
- 2 Establish the situation. Their company has carried out a survey on all its employees to look at job satisfaction. They will attend a meeting to look at the results of the survey and to provide solutions to any staff morale problems.
- 3 Hand out a copy of the meeting notes to each student. Ask students to read through the sheet and make sure they understand the issues and the purpose of the meeting.
- 4 Assign roles and give each student the appropriate role card. Allow students some time to prepare for the meeting.
- 5 Give students a set time for the meeting (approximately 20 minutes).

#9 Staff Morale – Meeting Notes

ISSUE

You have carried out a survey at work and found that staff morale is low:

I enjoy coming to work	27 per cent
I don't mind coming to work	26 per cent
I would prefer to stay at home	24 per cent
I hate coming to work	23 per cent

Reasons I don't get job satisfaction

Pay is too low	10 per cent
Job is too routine	35 per cent
Atmosphere is not friendly	25 per cent
Job is too difficult	15 per cent
Hours are too long	15 per cent

Your task is to improve staff morale. Below are some suggestions to start the discussion.

- *Better job descriptions*
- *Introduce a performance appraisal system*
- *Start a staff social club*
- *Start a programme of team-building courses*
- *Introduce profit sharing*

AGENDA

- 1 Survey results**
- 2 Improving staff morale**
- 3 Action plan**

Notes to the agenda

- 1 Survey results*
Brief discussion of results and reasons
- 2 Improving staff morale*
Brainstorming on different ways to improve morale
- 3 Action plan*
Decisions about what action to take.

#9 Staff Morale – Role Cards

ROLES

Manager 1

You think staff morale is low because everybody is overworked. The answer is to recruit more people and reduce working hours.

Manager 2

You think staff morale is low because some of the managers are too authoritarian. You feel the atmosphere would be improved at work if team spirit was better.

Manager 3

You think staff morale is low because staff have been in their jobs too long, They need to have a change. You think job rotation could be the answer.

Manager 4

You think staff morale is low because many of the jobs are repetitive. You think you need to create better social facilities to compensate for this.

Manager 5

You think staff morale is low because of low pay. The only answer is to substantially increase salaries.
