

DISCIPLINE AND MORALE

A. To understand people consider each worker from three different angles.

- a. The capacities of the individual.
 - 1. Health
 - 2. Physical strength
 - 3. Nervous coordination
 - 4. Apptitude and manner.
 - 5. Judgement, etc.
- b. His interests.
 - 1. Vocational life.
 - 2. His wishes and ambitions.
- c. Opportunities afforded him.
 - 1. Opportunity must be provided for him to exercise his special capacities and his interests.

B. Good general morale can be established by observing a few simple principles.

- a. Show interest in the other person; his ideas; his problems; his point of view.
- b. Always try to indicate how the other person's welfare will be advanced and his satisfaction increased.
- c. Be generous in giving credit and recognition.
- d. Maintain an open mind - Welcome suggestions.
- e. Provide good working conditions.

C. Some of the more irritating practices of supervisors which tend to reduce morale are:

- a. Breaking promises
- b. Belittling suggestions.
- c. Allowing confusion
- d. Showing favoritism.
- e. Forgetting praise
- f. Tone of orders.
- g. High Hat attitude
- h. Showing impatience.
- i. Too many rules.
- j. Stealing ideas
- k. Incomplete instructions
- l. Intimidation.
- m. Inadequate tools.
- n. Unjust criticism.
- o. Improper language
- p. Reprimanding employees before others.

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- D. There cannot be high standard of morale without the support of good discipline.
- a. Set up rules and standard for your department.
 - b. Consistently require complete adherence to the rules.
 - c. Never let orders and instructions be forgotten.
 - d. Be fair - Show no partiality.
 - e. Assume complete responsibility for your job.
 - f. Handle infraction of rules calmly, fairly, seriously.
- E. When a person is punished it should be for two reasons: First to correct the offender and Second to hold the rest of the workers up to a standard.
- a. When making reprimands.
 - 1. BE Calm yourself.
 - 2. Talk to him alone
 - 3. Give the offender a chance to calm down.
 - 4. Show him how to improve.
 - 5. Impose disciplinary action only if absolutly necessary.

In general, give your men a square deal and demand a square deal in return.

- F. It is useless to worry or punish a man for incompetence if he has done his best.
- G. A leader of men shall show a good example of:
- a. Subordination
 - b. Courage
 - c. Zeal
 - d. Sobriety
 - e. Neatness
 - f. Attention to duty.
- H. Other requirements of a leader are: simplicity, self control, tact, enthusiasm, reliability, honor and trustfulness. Be yourself - Be human - Use commonsense.
- I. He shall to the utmost of his ability maintain good order and discipline.
- a. Don't nag your men; don't neglect them; don't coddle them; don't clown with or in front of them.
- J. A leader is a man who molds circumstances who leads because his temperment and training have fitted him for leadership.
- a. A leader leads; he sets the pace which others follow.

The personality, character, and aims of the leader determine the type, effect and direction of his leadership.

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L. Leadership requires certain necessary qualities which include:

- a. loyalty
- b. Self reliance
- c. Good workmanship
- d. Good sportmanship.

M. Loyalty means simply a true, willing and unfailing devotion ~~to~~ to a cause.

N. Do not criticize your superiors or their orders. Any fool can criticize, most fools do.

O. A reputation for gameness, realibility, and trustworthiness will carry a man far along the road to promotion.

P. Boost always, everything whenever you can. Don't be a knocker.

Q. Justice means that all men under you will be treated fairly and no favorites played.

R. Careful preparation is the best safeguard against failure.

S. Never give a decision hastily. When you have decided stick to ~~it~~ ^{it} but do not hesitate to change your mind if you find later that you are clearly in the wrong.

T. ^A man must live cleanly, have the brain power to see the right, and the force of character to do the thing that he sees is right.

U. A man who knows and knows that he knows has self confidence.

V. A competent leader is tactful. Tact is the lubricating oil of human kindness.

W. A good leader has a reputation for doing things effeciently, well and promptly. Never has to be told to do a thing twice.

X. Initative means that you are able to do your own thinking.

Y. Every machine and every instrument is capable of vast improvement - So is every man.

Z. Keep yourself physically fit. Cultivate the habit of study and outside reading.
Know yourself, Know your Job, Know your Men.