



如何提振團隊士氣

適當且正向的團隊士氣會帶領整個團隊以穩健的步伐步入正軌，這是員工在工作技能、職能之外，最重要的一項武器。團隊士氣固然重要，卻若有似無，好像很難像完成一份報告或顧好一個專案般，其品質與成效清晰可見，究竟什麼時候該為團隊士氣有所作為？究竟該有何作為？以及良好的團隊士氣會如何幫助整個團隊呢？





什麼時候應該介入？

01 壓力中

當團隊正處在某種業務壓力之中，例如正共同面對評鑑考核時、某一年度大計劃時，團隊成員要共同完成某項任務並一同承擔進度與品質的壓力時，就需要團隊士氣的提升，因為此時適當的壓力有助於成員對任務保持專注，但過大的壓力則可能打擊到個別成員而拖垮團隊，團隊士氣的建立與維持有助於成員的壓力忍受能力。





什麼時候應該介入？

02 挫折中

有時壞消息不會等你準備好才來拜訪，例如天災人禍、上級主管對整個團隊的刁難等，突然而來的噩耗或麻煩總是會打亂團隊原本的步調與氣氛，而團隊士氣的再建立能夠穩定成員的狀態，並承接住在團隊間流竄的不安、焦慮之感，使成員有機會稍加整頓後，回到正軌。





什麼時候應該介入？

03 人員流動時

團隊的組成是「人」，重視與適時處理人的問題至關重要，當團隊中有成員離開、有新成員加入時，團隊中不論在人際互動上、任務內容的協調與安排等都將受之影響，而這些影響都可能增加成員在心理或業務上的壓力。身為主管，應多加留意成員的身心狀況，安定人心，協助成員適應變動的環境。





什麼時候應該介入？

04 微小事件

除了上述情境，實務中仍有許多大小風險會挫敗團隊士氣，團隊中每個成員的個人狀態、家中變故、工作倦怠程度等，各個都可能影響團隊的氛圍；更重要的是，提振團隊士氣不應等到士氣低迷時才有所行動，當互動當下情境合宜，主管即可不吝嗇地有所作為。





該怎麼做？

01 實質獎勵：「這是你應得的」

最直接、最能讓成員「有感」的即是實質獎勵，當成員花費大量心力完成一個專案、成員的實力與效率被主管看在眼里時，適時給予獎金、慶功、提拔等合理的實質獎勵，能讓成員增加對團隊任務的使命感。





該怎麼做？

02 口頭鼓勵：「我看見你的努力」

當實質獎勵不容易提供時，或團隊的任務尚在進行中、成員處於壓力狀態時，適時的口頭鼓勵亦十分重要，讓成員知道他的貢獻對團隊很重要，不要吝嗇鼓勵與獎勵值得被善待的成員，有時儘僅是嘴上一句話都能讓人感受到力量。





該怎麼做？

03 在乎你的員工

團隊是一個相互扶持的整體，記得讓成員知道主管對他們的在乎，適時關心成員的近況，當員工身處困境時，給出有限度的體諒與寬待；當成員需要幫助的時候，給出你能給予的。明白成員的苦衷，站在他的立場替他著想，這些雪中送炭、錦上添花的微小舉動，都能讓人感到被在乎，增進對團隊的認同。





該怎麼做？

04 主管的以身作則

當主管交付任務予團隊成員時，同時也交付了期待與壓力，而成員在疲憊時勢必會停下來評估自己要達到多大程度的品質，若身為主管能在工作態度、對品質的要求上以身作則，成員會知道主管是「玩真的」，並能夠學習與跟進主管的步伐，在團隊任務與目標的認知上保持一致。





該怎麼做？

05 信任你的員工

團隊的前進並非以一己之力就能達成，必定需要成員各自的努力與合作，主管無法所有事都親力親為，於是除了控管績效、KPI之外，主管必須信任團隊成員，必須賦予其各自的任務，並在細節上相信成員能自理，當一件事情有不同方法可以達到目標時，若成員有意願，則允許其嘗試，避免過度控制成員。這樣能讓成員感受到自己是值得託付、值得等待的人，增加成員的自我效能。





結論

常常團隊士氣的高低有無，也不只是操之在主管的手中，團隊中的每個成員都有著程度不一的影響力。主管的帶頭鼓舞有其重要性，這可作為一種示範與開始，它代表著主管對整個團隊的重視，當這樣的重視能被團隊中的成員接收到，他們會逐漸形成越來越團結且有目的感的群體，自然而來能夠為了共同目標彼此照顧、相互激勵。





激勵團隊士氣不是一兩天的事情，也不是一個人的事情，它需要被長期經營，而在經營的過程中，相關的作為也會在不同人身上反覆發生，當正向的循環被建立，其成果將會是複利、倍增的！

EAP員工協助方案，歡迎您諮詢預約

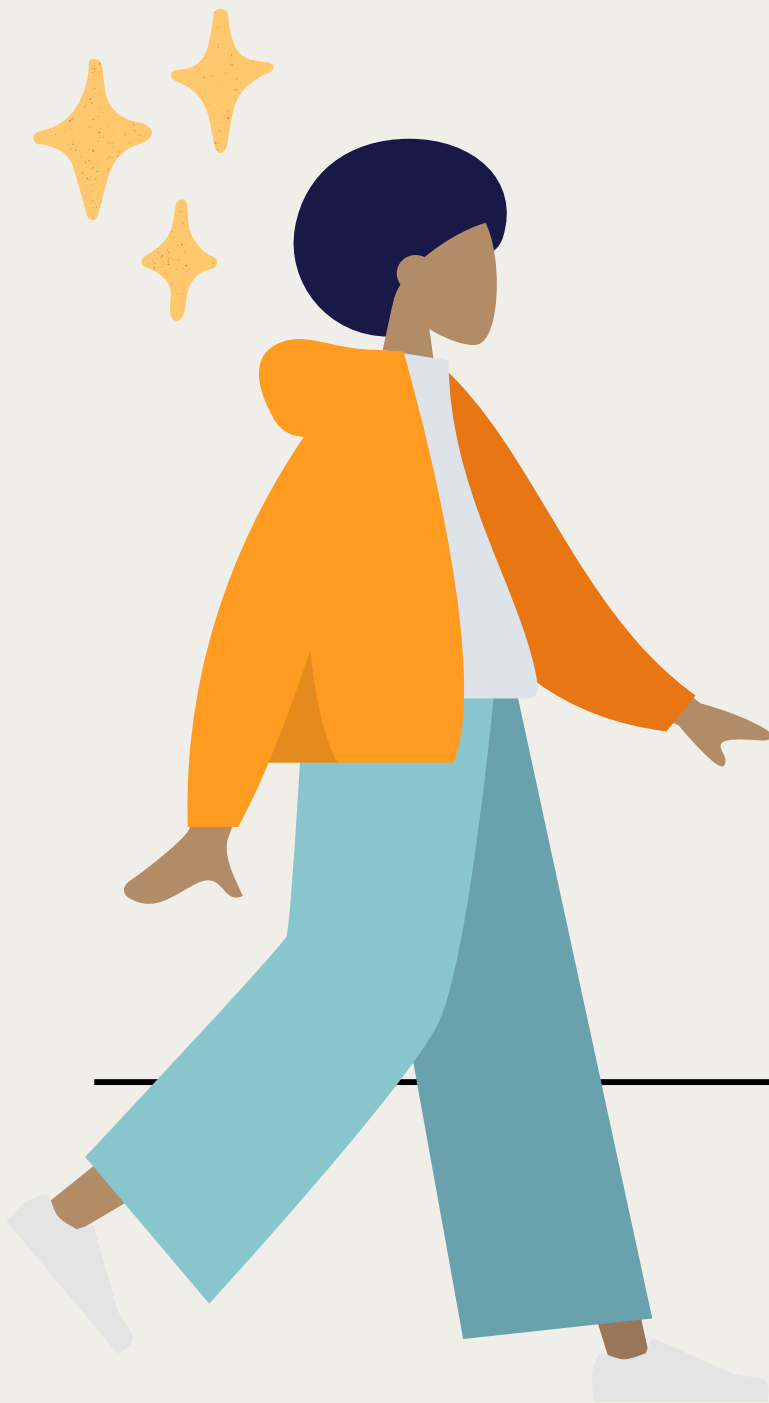
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Invocation Prayer

We thank you for gathering us. As we surrender ourselves in adoration, we ask that You would come by Your Holy Spirit and inspire our hearts today. Fill our lives with Your endless love. Inspire our conversations with Your truth. Fill our hearts with Your presence. We ask this for Your glory and praise.

Amen.



First Reading

"Now faith is the substance of things hoped for, the evidence of things not seen. For by it the elders obtained a good report. Through faith we understand that the worlds were framed by the word of God, so that things which are seen were not made of things which do appear."

HEBREWS 11: 1-3



Petitions



LET OUR RESPONSE BE:

Heavenly Father, we lift our
intention to you. Hear us.

Song of Declaration



A JOY IN MY HEART

BY KATHARINE PURVIS



**THERE'S A JOY IN MY HEART THAT SHALL EVER ABIDE
'TIS A JOY TO THE WORLD THAT UNKNOWN;
FOR IN UNDYING LOVE JESUS CAME SEEKING ME,
AND HE BROUGHT ME AGAIN TO HIS OWN.**



**I AM WALKING WITH JESUS IN FELLOWSHIP SWEET,
AND HIS GLORY SWEEPS OVER MY SOUL;
ALL MY BURDENS AND SORROWS I LAY AT HIS FEET,
AND MY SPIRIT IS EVERY WHIT WHOLE.**





**SIN CAN HARM ME NO MORE, FOR MY SAVIOUR AND GUIDE
IS SO NEAR ME I NEVER CAN STRAY;
IN HIS CARE AND PROTECTION I SAFELY ABIDE,
AND HIS LOVE SHELTERS ME EV'RY DAY.**

CHORUS:

**O THE SWEET AND PRECIOUS JOY HE GIVES,
AS I WALK BY HIS SIDE DAY BY DAY,
IN MY HEART THE BLESSED SAVIOUR LIVES,
AND HIS LOVE BRIGHTENS ALL THE WAY.**



Biblical Response

“I am the true vine, and my Father is the gardener. He cuts off every branch in me that bears no fruit, while every branch that does bear fruit he prunes so that it will be even more fruitful. You are already clean because of the word I have spoken to you. 4 Remain in me, as I also remain in you. No branch can bear fruit by itself; it must remain in the vine. Neither can you bear fruit unless you remain in me.”

JOHN 15: 1-4



Pastoral Prayer

The Message

“He is faithful. Are you faithful as well? To have faith is to put Him first over other worldly things. Is he at your life’s center?”



Offering of Thanksgiving



Offertory Prayer

We offer you, Lord, ourselves and our work.
Please accept it as a token of our gratitude
to you, and in the hope that it will contribute
to the building of your kingdom on earth;
through Jesus Christ our Lord.

Amen.



Recessional Hymn

BREATHE ON ME BREATH OF GOD

BY EDWIN HATCH





**BREATHE ON ME WITH THE BREATH OF GOD,
FILL ME WITH YOUR LIFE ANEW,
THAT I MAY LOVE YOU AS YOU DO LOVE,
AND DO WHAT YOU WOULD COMMAND.**

**BREATHE ON ME WITH THE BREATH OF GOD,
UNTIL MY HEART IS PURE
UNTIL MY MIND IS WITH YOU IN
TO YOUR WILL TO ENDURE.**

**BREATHE ON ME, BREATH OF GOD, TILL I AM
WHOLLY THINE, UNTIL THIS EARTHLY PART
OF ME GLOWS WITH THY FIRE DIVINE.**



**BREATHE ON ME, BREATH OF GOD, SO SHALL
I NEVER DIE, BUT LIVE WITH THEE THE
PERFECT LIFE OF THINE ETERNITY.**

