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Observations on Morale



Rev. Gordon Craig
Chaplain to the UK Oil and Gas Industry

Workforce Engagement and Skills



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The UK Oil and Gas

Chaplaincy

Observations on Morale

Rev Gordon Craig





Ministry
of Defence

Joint Doctrine Publication 0-01

UK Defence Doctrine

Fifth Edition





Maintenance of morale is crucial for operational success. High morale is characterised by steadfastness, courage, confidence and sustained hope. Morale manifests itself as staying power and resolve, as well as the will to prevail in spite of provocation and adversity.

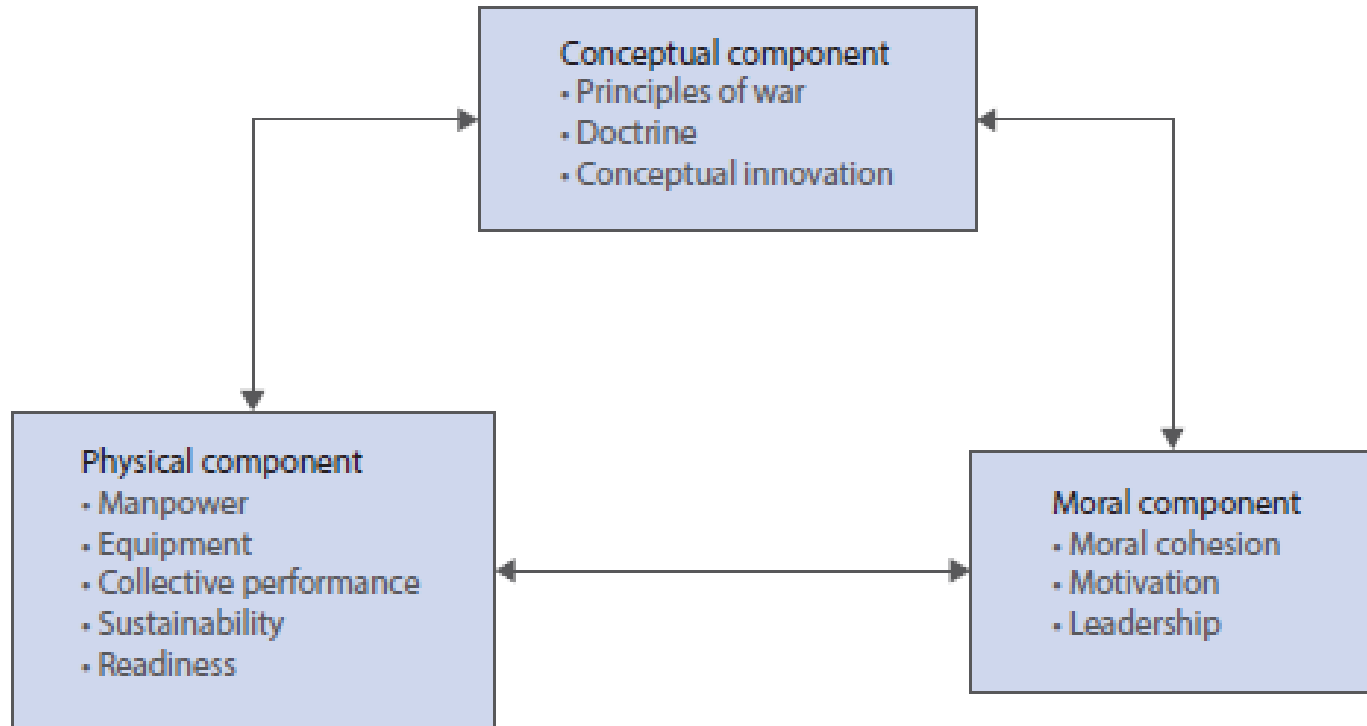


Figure 2.1 – The components of fighting power



The Moral Component

- Cohesion
- Motivation
- Leadership

Leadership

Leadership is characterised by projecting personality and purpose to influence subordinates and other key stakeholders (such as contractors) to prevail in demanding circumstances. There is no definitive style of leader and no prescription for leadership. Leadership is not the preserve of senior officers – decisive leadership must be practised at every level. The exercise of leadership is related to individual and group dynamics and the context within which assigned missions and tasks have to be achieved.



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Rev Gordon Craig

01224 298532

gordon.craig@ukoilandgaschaplaincy.com





The Moral Component

Our People and their Morale

- Cohesion – The offshore team
- Motivation – External Influences
- Leadership - Communication



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