

Thanks a lot , I acknowledge your contribution to getting us here so far.
We really appreciate your efforts and contributions.

Achieving Maximum Performance through Employee Motivation

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} Process, Performance
& Psychology.

a particular business in the FCT of Nigeria clothes worn of finesse and poise. Almost every wife of the men in power has been clothed by this business. And after 10 years of being in operation you would naturally assume that this business should be on autopilot at this time, but this is not the case.

In recent times, the business has gotten to the brink of losing more customers than ever because it seemed like the gaps that were unseen suddenly became largely widened. Invoices were being misquoted, garments were being misplaced, customers were notified with wrong balances, etc. This was a harrowing period for the elite brand. Then I stepped in to help.

The origin of the crisis:

Some years ago, the business had employed 2 ladies. One, an accountant to handle the business software and invoicing. The other, to handle customer services and tailors' deliverables. It looked pretty defined and work was flowing really well. But as it turned out, the accountant resigned and left for another job. She was replaced with someone equally efficient. As the business expanded, the new employee who by now had understood the ropes of this business, left to open her own outfit in the same business. There was a gap and by providence the accountant who resigned came back to request that she be reinstated. The CEO gladly did and in a move to secure her loyalty, raised her wage by about 100%. The original second staff with whom the business started, who never left and who was present while all the staffing changes had happened did not get any pay raise. In fact, she became a subordinate of the "returnee accountant".

Implication of Organogram Misjudgement:

For the purpose of this article, I will name the returnee accountant, Hadiza and the long-standing staff, Eno. Hadiza is choleric. A go-getter and can be very intrusive. She is hard and exhibits loads of energy. Eno, on the other hand is laidback, easy-going and compromising. This looks like a good combination for teamwork. But this did not work in this business because of the misjudgement described above. Eno felt unwanted, slighted and unappreciated. She particularly told me that since her 10 years of working at this organization, she feels she is wasting her time because she has never been appraised, appreciated or rewarded. From my interactions with her boss, however, I hear glowing words and praises for her. So it was difficult to match her feelings against the words I heard about her.

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There Is A Correlation Between How Your Internal Personnel Relate & The Experiences You Will Achieve With Customers.

Hadiza, being a forceful person, did not help the issues. Whenever Eno (whose job was to handle customers and tailors) was doing her job, she would interrupt, interfere and attempt to veto outcomes. This was getting to Eno so badly that Eno decided to 'leave the work' to Hadiza. Eno became reclusive and dysfunctional. She was only a figure head who appeared at work,

sat down listening to music, did her 'best' to do her daily job but never extended her work beyond her beat. After all, Hadiza wants to do 'everything', she thought.

After x-raying the entire episodes and views, we found that procedural norms from years back had been abandoned by the staff. Vendors and service providers from way back had been replaced by the staff because of personal interests and then volume purchases of accessories were replaced with daily purchases of bits and pieces. The cost of operations went up and the volume of damages or wastes piled up. The brand was looking customer perception, money and materials.

The Solution:

The chance of running any successful business is a function of the potentials of the people in the business. So, the first step we took was to **align all procedures as originally conceived by the owner of the business.** When we documented the original blueprint, we then benchmarked the task-by-task processes against current realities of the business. This was important so as to eliminate moribund tasks and ensure efficiency.

Having defined what the entire workflow for the business entailed, our next step was to **create the accountant officer model** where we split the customer database into blocks and assigned blocks to staff to manage. The idea was to hold persons responsible for their own customer welfare, in terms of contact, queries, challenges, invoicing, dressmaking, etc. We believed this would isolate problems significantly and make the customer feel cared for. But this was a costly approach to implement. The implication was that everyone was doing the same work. The overhead on the system and business was high since account officers had to take turns to update the business software, and different people had different updates per customer. When a staff missed work or when a customer came in the absence of a staff, the staff on ground was vulnerable to mistakes and errors drawing from unforeseen details of measurements or balances or any information that was not captured on the system.

So we decided to come down to **personalities** of the people in the business. Who did we have in-house? What were their attributes? What were their tendencies? And what were the flairs and strengths? Our backup attempt then was to match role domains per staff so that we played according to their strengths. So this meant we had roles including Finance (Accounting & Inventory), Procurement, Customer Service/Admin (office management), Production (Tailors), and Communications/Marketing (Social media). This worked pretty well when we matched persons, roles and SWOTS.

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Organizations must aspire for win-win scenarios and ensure that the goose that lays the eggs is well catered for to lay more eggs.

The long-standing staff was promoted and wages prorated to match her years and rank based on the new grading system we implemented. It finally looked like everyone justified what they earned and ever since, the energy and feedback from business has been nothing but happiness.

Conclusions:

More often than not, the real problem in business is *a staff is treated* has many things not to do with our processes or our visions. These components are usually in place but when the people who may work it feel disgruntled, dislodged or unwanted, these processes will be sabotaged. Some employers will go on a rampage of firing and hiring new people but the cost of this alone is more than the cost of therapeutic intervention for the business, in the long run. Organizations must aspire for win-win scenarios and ensure that the goose that lays the eggs is well catered for to lay more eggs. What must you do for the people in your business this week?



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