



**MANAGEMENT  
AT THE UK  
DIVISION OF  
US JAN**

**ABSTRACT**

“Our people are our greatest asset”

“Don’t worry we tell everyone what it’s like”

**Motivation Matters Limited**



We interviewed  
the UK CEO to  
find out his  
views.

*What is your view of the people that work for you?*

Our people are our greatest asset. There are a few backsliders, there always are. I care about everyone so we never act hastily. A good bunch and I always tell them that.

*How do you reward people who shine?*

Our HR department has a high flyers programme – the HFPs. Our HR manager always picks them. I know the choice is right because a lot are headhunted soon after completing the programme.

*Do you have any other reward schemes?*

Yes. The bonuses are good. I do not just give that away you understand, I have to get value for money. Sadly, it seems that our people are not prepared to put in that extra effort to make the bonus. All I hear from our Ops manager is a constant string of excuses.

*Perhaps the Ops manager has problems. Do you have anyone looking at improvements?*

Yes of course. There is a continuous improvement scheme. I got a consultant in to set it up. The system investigates every error fully. This is a big investment, which shows how importantly I rate this. I make sure everyone knows the what, how, when and who went wrong so it never happens again.

*Your division's performance must be good then.*

Yes, we always hit our numbers. I put a lot of push behind the monthly figures. We always seem to do half our work in the last week. It needs me to push it.

*Absence is a good measure of motivation. Do you have any figures?*

The HR manager will have. We have a fair but firm system to stop duvet days or anything like that. HR keeps the records, carries out return to work interviews and applies the rules without deviation, to ensure fairness. Some of the managers have to work at home from time to time just to get some peace and quiet. To be fair, we have a system to record that to keep our records clean and accurate.

*Thank you. You seem to have a well-run company here.*





We stayed in a hotel that night and, as luck would have it, had a drink with a US Jan employee. We asked for his comments.

Thank you for being so candid that is very useful.

They say “people are our greatest asset” but they don’t mean it. A Customer being shown round the place asked the boss how many people worked here. About half he said! Ha ha.

Oh the HFPs? We call them Hardly Flipping Perfects or something like that. You seem to have to be the right sort, good looks and friendly if you know what I mean. And they never want to mix with us anymore so we give them a hard time. Most get the message and leave.

The bonus scheme is useless. The boss is so stuck on this he doesn’t listen to the problems. We tell the Ops manager but she is highly stressed and could pop at any moment! Until they can be bothered to sort the problems out why should we put ourselves out?

Continuous improvement! Don’t make me laugh! They just want to blame someone when things go wrong. How can you be blamed when the IT stops working and loses your data? It drives us mad and they won’t listen. It is outside the scope of the system they say. I can’t repeat what we say.

Yes, the last week of the month is always crazy. The boss blows his top and then some of the processes get short-circuited. How can those processes be important at the beginning of the month but not at the end? Why not stop the double-checking all month? It is so boring!

Sick days are a problem. The system is down your throat all the time. I have had 7 days absence in the last ten years ok. But now I need to come in an hour late every day for a few weeks to take my mother for a check-up in the hospital. I just need an hour that’s all. But they won’t let me use my holiday at an hour per day, it’s against the rules. So I shall be absent for that hour and go through the whole rigmarole of interviews, warnings and who knows what. I just don’t need the hassle when my mother isn’t well.

No problem. Don’t worry we tell everyone what it’s like. That’s why they can’t recruit anyone round here! Thanks for the drink.

**This story is wholly fictional. Any similarity with any person or organisation is both entirely coincidental and quite likely.**





## MOTIVATION MATTERS LIMITED

### VISION

Inspiring good management, and thus achievement, within organizations will improve employee attitudes, engagement and job satisfaction to create stronger companies with more productive people.

More productive companies build competitive advantage creating a sustainable business with safe growth, healthy profits, secure well paid jobs and contribute to the well-being of the UK.

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