Mckinsey's 7S organizational alignment evaluation for KADGIS.

ODUSANYA, T.O.

2023

KADGIS

7-S Analysis

2/2/2023

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KADUNA GEOGRAPHIC INFORMATION SERVICE

(KADGIS)

MCKINSEY'S 7S ORGANIZATIONAL ALIGNMENT EVALUATION

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ACRONYMS

C of O: Certificate of Occupancy

DG: Director General

GIS: Geographic Information Service

ICT: Information and Communication Technologies

IGR: Internally Generated Revenue

IT: Information Technology

KADGIS: Kaduna Geographic Information Service

KDSG: Kaduna State Government

KIF: Kashim Ibrahim Fellowship

LUAC: Land Use Allocation Committee

MDA: Ministries, Departments, and Agencies

NYSC: National Youth Services Corps

SSHD: Self-Service Help Desk

SWOT: Strengths, Weaknesses, Opportunities, and Threats

USP: Unique Selling Point

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SYNOPSIS

Based on His Excellency's directive, post-workshop lecture, Mallam Nasir Ahmad El-Rufai, The Executive Governor of Kaduna State instructed the Kashim Ibrahim Fellows, 5.0, Class of Phoenix, to conduct the McKinsey 7-s analysis across Kaduna State's diverse and distinct MDAs.

This report specifically evaluated Kaduna Geographic Information Service, (KADGIS) by first exploring the background of the study followed by a review of the literature. Distinctly, the methodology employed for this evaluation was the desktop/library-based approach. Primary sources such as structured and unstructured questionnaires with over forty (40+) series of questions were utilized in combination with KADGIS Service Charter, in executing this report. Finally, the SWOT assessment tool was further adopted to crystalise the data collated.

A satisfactory feedback rate of responses was derived from fifty-one (51) respondents in total. Findings revealed from the analysis that KADGIS 7s is generally fair. However, it could be excellent. There are possibilities for enhancement as KADGIS's 7-s are filled with certain gaps or lacunas. These issues necessitate cautious redress in order to effect long-term, sustainable changes. It was on the basis of these revelations that the study concluded with diverse recommended actions based on each S scrutinized and essentially implementation strategies for those suggested improvements.

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EXECUTIVE SUMMARY

This analysis details the background, reviewed literature, the 7S conceptualization, findings, detailed survey of data, and presentations for KADGIS and recommendations. Based on the findings from KADGIS, the 7S model is a practical, comprehensive yet dynamic tool for analysis and action. The study majorly relied on primary data that is, a questionnaire comprising of varieties of over forty (40+) questions, with a high and satisfactory response rate. KADGIS's Service Charter and informal conversations were also helpful in deducing the comprehensive 7s analysis of the big-sized Agency.

The 7s framework was useful in deciphering the strengths, weaknesses, opportunities, and threats of KADGIS. These hard and soft 7S' detailed several aspects of the organization and how they interact. Furthermore, it offered powerful insights into the management actions and the Agency as a whole. This report is therefore beneficial to the Kaduna State Government, KADGIS staff, Stakeholders, and the general public. The 7S model assessment at KADGIS reflected the giant strides of the Agency and its overall operations. The feedback from the 7Ss also exposed the inherent gaps at KADGIS and the need to first look inward in order to achieve global best practices (in line with KADGIS's mission statement) and maximum potential both internally and externally.

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BACKGROUND TO THE STUDY

This analysis is focused on KADGIS 7-S Framework. The logical questions that come to mind right at this onset are: Why do MDAs or in this case, Agency exist? And is there even such a thing as the perfect Agency?

Although these questions seem somewhat rhetorical, they are nonetheless indispensable in setting the essence of this study. Thus, they deserve to be answered accordingly. In response to the first question, Agencies especially in Kaduna State, and from observation, exist for the sake of specificity in executing actions whilst directly catering to the general public's interest. This is because, individuals are generally optimizing beings and therefore more often than not, self-centered Thus, the umbrella of an agency dedicated to a particular mandate is for the benefit of greater citizens. KADGIS being such a reputable canopy is no exception in meeting the immediate needs of the populace in providing Kaduna State with a contemporary, efficient, and effective land administration.

In allusion to the second question, perfection might be a mythical conception as there is no such thing as a perfect Agency. However, it suffices to assert that, striving for perfection is ideal for consistent yet dynamic growth. Essentially, a fundamental guide towards achieving that is the McKinsey 7-S Model.

The prominent diagnostic and prescriptive 7-S Model was developed by McKinsey and Company in the 1980s, specifically by Robert H. Waterman and Tom Peters to shape the thinking of an entire generation of management.[1] Over the years, this McKinsey 7s has been applied by several organizations as an alignment model and a vital foundational

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[1] Kashim Ibrahim Fellowship, Governance and The Economy Workshop Handout on
"Organizational Alignment: The 7-S Model", Professor Jeffrey Bradach, Harvard Business School, 9-497-045, Rev. November 19, (1996) held by His Excellency Mallam Nasir Ahmad El-Rufai, The Executive Governor of Kaduna State on Friday, the 28th of October 2022 at Ali Akilu Lodge, Kaduna, Nigeria.

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tool for leaders and consultants.[2] It is therefore against this backdrop that this fundamental tool is utilized in this analysis of KADGIS.

Following this background to the study, this report will proceed with the elucidations of the 7-s then the review of literature on the 7s model and conceptualization of the 7s followed by methodology, the findings which include analysis and presentations, afterward recommendations, conclusion, and references.

Understanding The 7-S CONCEPTS

This reported KADGIS analysis commences with a brief explanation of the popular and most efficient 7S tool of analysis and why it is essential. Now, taking each in turn succinctly and in a tabular format for clarity.

Table 1: 7s Elucidations

S/N	DIMENSION	DEFINITION
1.	**STRATEGY**	This is the **organization's USP** that is, Unique Selling Point. It is an action that organizations plan in response to modifications in their external environment in order to gain a sustainable advantage over the competition.
2.	**STRUCTURE**	This focuses people's attention on tasks to be done. It is the basis for specialization, diversification, and coordination to achieve efficient integration of focused attention, mutual power, trust, influence, and expectations.

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[2]Kashim Ibrahim Fellowship, Governance and The Economy Workshop Handout on
"Organizational Alignment: The 7-S Model", Professor Jeffrey Bradach, Harvard Business School, 9-497-045, Rev. November 19, (1996) held by His Excellency Mallam Nasir Ahmad El-Rufai, The Executive Governor of Kaduna State on Friday, the 28th of October 2022 at Ali Akilu Lodge, Kaduna, Nigeria.

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3.	**SYSTEMS**	This entails all the formal and informal processes and procedures that an organization utilizes for quotidian management.
4.	**SHARED VALUES**	This is formerly called the '**Superordinate Goal'** (right at the centre!). They refer to the often-unwritten fundamental ideas or intrinsic precepts that convey a deep sense of purpose, stability, and meaning and guide the dynamics of the organization.
5.	**STYLE**	This impacts the interactions and norms people follow in an organization. It also captures how their work is being implemented.
6.	**STAFF**	This is focused on the administrative or human resources approach of selection, socialization process, recruitment, training, and maintenance of quality people in an organization.
7.	**SKILLS**	This is the 'core distinctive competencies' inherently embedded in the organization. It could also be described as what they do best.

This table 1 on clarifications is culled from the notes taken from Kashim Ibrahim Fellowship, Governance, and The Economy Workshop Handout on

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"Organizational Alignment: The 7-S Model", Professor Jeffrey Bradach, Harvard Business School, 9-497-045, Rev. November 19, (1996) held by His Excellency Mallam Nasir Ahmad El-Rufai, The Executive Governor of Kaduna State on Friday, the 28th of October 2022 at Ali Akilu Lodge, Kaduna, Nigeria.

REVIEWED LITERATURE

Works of literature were extensively reviewed for a better understanding of the 7-s framework. Asides from workshop materials corroborated by his Excellency's lecture, in an enlightening manner, further materials were sought. In order not to lose the main focus of this KADGIS 7S's report, reviewed literature will only be concisely constructed.

These seven (s) for evaluation are mutually connected in ascertaining the efficiency or otherwise of the agency.[3] This mutuality test *albeit* alignment is sacrosanct as the 7s are interdependent.[4] Notably, reviewed literature reflected the 7s model diagrammatically as well as the conceptualization of the 7s into three hard Ss and four soft Ss.

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[3] Achmad Masfi and Tintin Sukartini (2022). Effectiveness of Using the McKinsey 7S
Framework Model in Assessing Organizational Performance: A Systematic Review, Journal of Positive School Psychology, Volume 6, No. 8, pages 9136-9148.

[4] Ali Alshaher, (2013). 'The McKinsey 7S Model Framework for E-learning System
Readiness assessment, International Journal of Advances in Engineering & Technology IJAET, ISSN:22311963, Volume 6, Issue 5, pages 1948-1966.

THE 7S MODEL
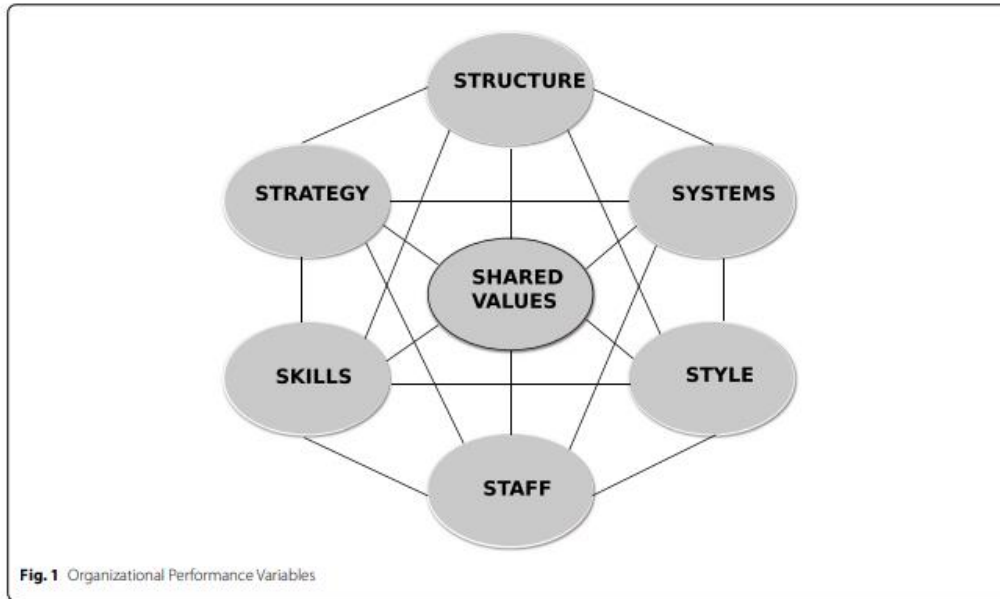
Fig. 1 Organizational Performance Variables

The above Fig. 1, Organizational Performance Variables, 7s Model is adapted from Chmielewska et al. (2022), page 4, as it replicates the workshop lecture presented by His Excellency Mallam Nasir Ahmad El-Rufai, The Executive Governor of Kaduna State

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CONCEPTUALIZATION OF THE 7-S MODELS

The McKinsey {easily remembered levers all beginning with the "S"} 7-S Model was developed by McKinsey and Company in the 1980s, specifically by Robert H. Waterman and Tom Peters to shape the thinking of an entire generation of management.[5] As a vital foundational tool for leaders and consultants, this framework is useful in understanding the strengths and weaknesses of organizations and can offer powerful insights to guide management actions.[6]

From the above, it is apparent that this 7-s tool of analysis is mostly utilized in the private sector as opposed to the public sector. Hence, this arguably makes this study innovative and significant. These hard and soft 7S' details several aspects of organizations and how they interact.[7]

The hard Ss' driven by management and are more tangible are as follows:

1. Strategy

2. Structure

3. Systems

The soft Ss' driven by culture and are less tangible are as follows:

1. Shared values
2. Style
3. Staff
4. Skills

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[5] Kashim Ibrahim Fellowship, Governance and The Economy Workshop Handout on "Organizational Alignment: The 7-S Model", Professor Jeffrey Bradach, Harvard Business School, 9-497-045, Rev. November 19, (1996) held by His Excellency Mallam Nasir Ahmad El-Rufai, The Executive Governor of Kaduna State on Friday, the 28th of October 2022 at Ali Akilu Lodge, Kaduna, Nigeria.

[6] Achmad Masfi and Tintin Sukartini (2022). Effectiveness of Using the McKinsey 7S Framework Model in Assessing Organizational Performance: A Systematic Review, Journal of Positive School Psychology, Volume 6, No. 8, pages 9136-9148.

[7] Ali Alshaher, (2013). 'The McKinsey 7S Model Framework for E-learning System Readiness assessment, International Journal of Advances in Engineering & Technology IJAET, ISSN:22311963, Volume 6, Issue 5, pages 1948-1966.

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METHODOLOGY

To efficiently accomplish the objective of analysing KADGIS 7S, it is necessary to have a style of approach. Hence, the distinctive methodology employed for this evaluation is the desktop/library-based approach, KADGIS Service Charter, a structured and unstructured questionnaire with over forty (40+) series of questions and finally adopted the SWOT assessment to further crystalise the data collated.

The two-in-one structured and unstructured (open-ended) questionnaire method comprising of a variety of forty (40) questions, was utilized as the most appropriate data collection method for deducing crucial factors tailored towards the 7S. This questionnaire was prepared and circulated digitally and physically over the period of a month across diverse departments of KADGIS specifically from Monday, 5th December 2022 to Friday the 13th of January 2023.[8]

The rationale for the questionnaire selection is that KADGIS is a 'well-protected'[9] and big-sized Agency with diverse categories of staff such as consultants, *ad hoc,* and the general or main staff. A remarkably high and satisfactory response rate was achieved with a total of fifty-one (51) responses, which is slightly above a quarter, in an Agency of about two hundred (200) active workforces. Nevertheless, it is observed that some of these respondents skipped certain questions at intervals which resulted in the responses wavering between the total of forty-eight to fifty-one (48-51).

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[8] Questionnaire on 7s Model prepared for Kaduna Geographic Information Service (KADGIS)<https://docs.google.com/forms/d/1y_lOQhs0fRTnBa_RVjHZMWjfEbMLRgrPMtyuKlZeAGo/edit accessed 16th January 2023.

[9] By well protected, I mean that it is almost impossible to access data or roam around freely at KADGIS without first having an appointment and secondly, going through the appropriate, tedious, and strategic procedures. Thus, in addition to the questionnaire, I had informal conversations with a few of the KADGIS staff as well as obtained first-hand insight from my fellow-fellow posted to KADGIS.

KADGIS's OVERVIEW

KADGIS is in pursuant to the provisions of the Land Use Act Laws of the Federation (CAP 202 of 2004) and other relevant laws, providing quality and sustainable Land Use Planning and Administration in Kaduna State (KADGIS Service Charter). The Agency was established via Law No.15 (2015), reviewed in 2018, which establishes KADGIS as a body corporate under the Office of the Governor.[10] The KADGIS Law also sets out key responsibilities and **core mandates** of the Agency as that of general planning and implementation of all approved plaining schemes; cadastral control, surveys, and mapping; and the general administration and management of land and geospatial information in the State (KADGIS Service Charter).

LOCATION

KADGIS's head office is situated at No. 31 Ali Akilu Road, Unguwan Sarki, Kaduna State, Nigeria.

KADGIS contact details are as follows:
1. Phone Numbers: 0903 210 2632; 0905 800 8251
2. Email Address: customerservice@kadgis.org
3. Website: https://www.kadgis.org/
4. Google Map: https://rb.gy/pjryok
5. Social Media Platforms:
   a) Twitter: https://twitter.com/KADGIS_KDSG
   b) Facebook: https://web.facebook.com/kadgis?_rdc=1&_rdr
   c) Instagram: https://www.instagram.com/kadgis/

KADGIS's vision is to deliver modern, efficient, and reliable land administration in the state by providing secured and affordable land titles for all through the use of Geospatial Database and Base Map.

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[10] Kaduna Geographic Information Service Law 2015 reviewed in 2018 (KADGIS), https://laws.lawnigeria.com/2019/05/17/kaduna-geographic-information-service-kadgis-law-2015/ accessed 20th December 2022

KADGIS motto is "Land is wealth" whilst its **mission** is to deliver an efficient land management service through highly qualified and motivated professional staff in line with global best practices (KADGIS Service Charter).

According to KADGIS's Service Charter, its **clients** include the following:

1. General Public

2. Federal, State and Local Governments

3. Non-Governmental Organizations (NGOs)

4. Religious Bodies

5. Farmers

6. Professional Bodies

7. Development Partners

8. Military and Para-military Organizations

9. Industrial and Commercial Entities

10. Multinational Corporations

11. Traditional Institutions

12. Tourism/Recreational and Sports Investors

13. Educational Institutions, etc.

The Agency subscribes to the following **core values**:

1. Professionalism: Professional staff that are technically sound in delivering services to clients.

2. Efficiency: Timeliness in delivering quality services to clients

3. Integrity: Honest and ethically disciplined staff

4. Equity: Fairness and openness in dealing with clients

5. Accountability: Responsiveness, probity, and transparency in delivery of services to clients and customers.

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(KADGIS Service Charter)

DEMOGRAPHIC CHARACTERISTICS OF KADGIS'S STAFF

This analysis commenced with preliminary questions to understand the nature of the demography before diving into the main questions on 7s. These questions entail the demographic characteristics of KADGIS Staff, and they are expounded as follows:

Gender

KADGIS workforce is comprised of more men than women. This is based on the overall population of two hundred (200) major staff as indicated on the staff list (asides from another group of workers). The feedback from the responses collated evidence more males at sixty-two percent (62%) compared to female at thirty-eight (38%) participants.

BIO DATA / DEMOGRAPHIC   Gender
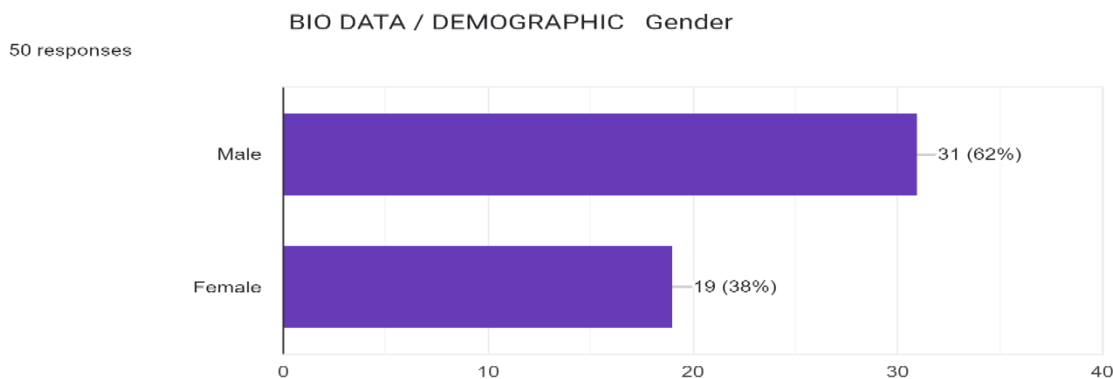
50 responses

Age

At KADGIS, there are more middle-aged and elderly people than the younger age group. From the responses collated, there are little to no persons at all, in their early twenties (20s) and majority of the staff at ages thirty-six (36) and above.
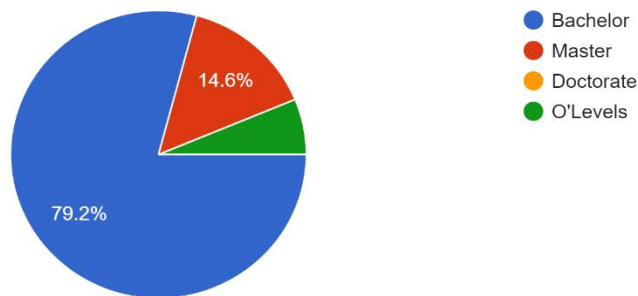
17

Age
51 responses
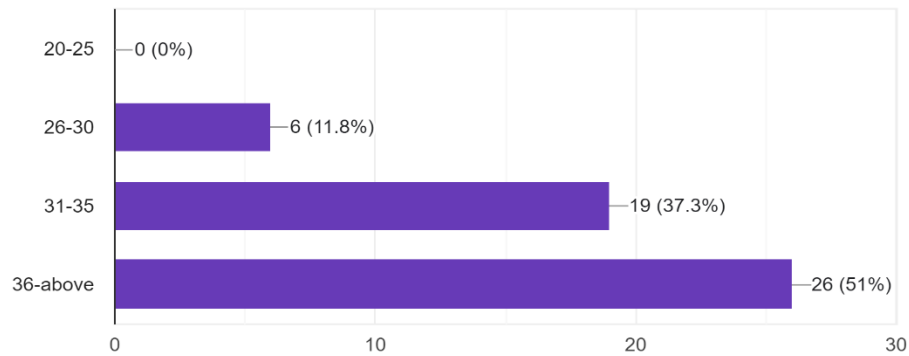
Level of Education

The largest group of people at KADGIS are educated and can boast of bachelor's degrees. However, from the responses collated there are a few with the ordinary levels and there is no single doctorate degree holder at KADGIS. Also, there are only a few post-graduate degree holders at masters' level.

Level of Education
48 responses

Professional Qualifications

Interestingly at KADGIS, it is impressive to note that the majority of staff members have at least a professional qualification aside their degrees with a few more people having

dual professional qualifications. Nevertheless, there are still about thirty-four (34%) with no professional qualification whatsoever.

Professional Qualification
47 responses

- Single Membership
- Multiple Memberships
- Nil

48.9% · 17% · 34%
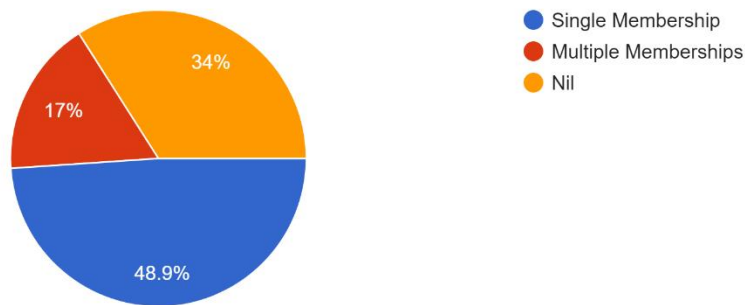
Work Experience

The staff at KADGIS are experienced as the majority of them have their work experiences spanning across four years and above. This denotes astute professionalism, and it also highlights that there is no novice as no one fell into the 'below one year' category with regards to work experience. It is impressive to also note that there are about thirty-seven (37%) staff members with work experiences of eight years (8+) and above.

Work Experience
51 responses

- Below One Year
- 1-3 years
- 4-7 years
- 8-11 years

37.3% · 9.8% · 52.9%

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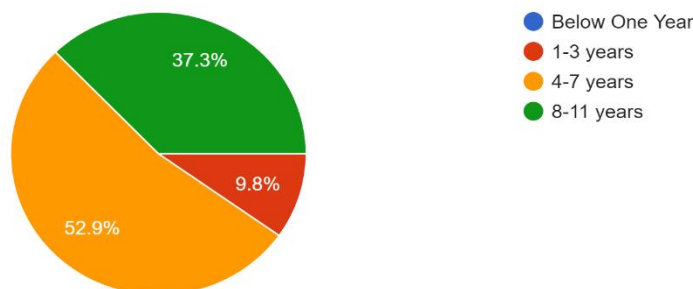
Marital Status

KADGIS staff are majorly maritally settled as illustrated by eighty percent (80%) married staff. About fifteen percent (15%) are single, four (4%) percent are widowed and there is no record of divorced staff members.
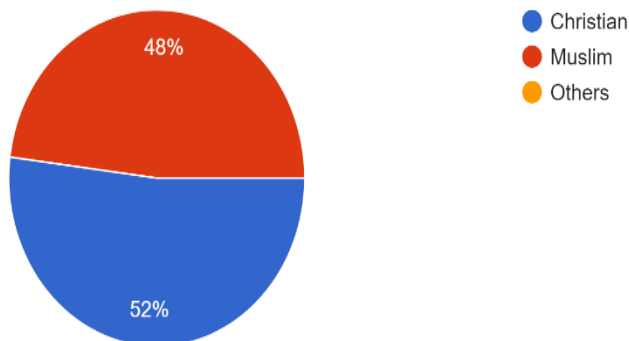
Marital Status
51 responses

Legend:
- Married
- Single
- Divorced
- Widowed

15.7%
80.4%
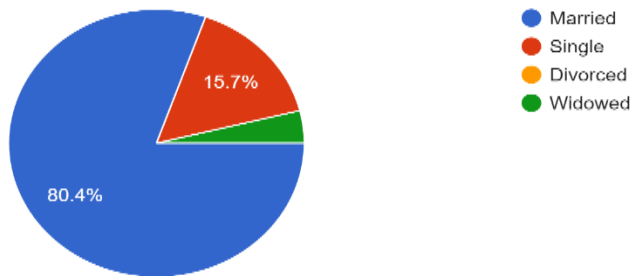
Religion

At KADGIS, there are more Christians than Muslims. This is revealed from the responses collated with fifty-two percent (52%) being Christians and forty-eight (48%) Muslims.

Religion
50 responses

Legend:
- Christian
- Muslim
- Others

48%
52%

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Occupation

There are more civil servants than public servants at KADGIS. This is further corroborated by the information from KADGIS's website. This accounts for over fifty (50) civil servants being posted to the KADGIS Annex as at Tuesday 1st March. These civil servants have begun operations with mass data capture activities and the commencement of the transfer of land files, survey files and maps into the new archive.[11]

From the collated responses, civil servants rank at ninety-four percent (94%) while public servants rank at six percent (6%).

Occupation
50 responses

● Civil Servant
● Public Servant

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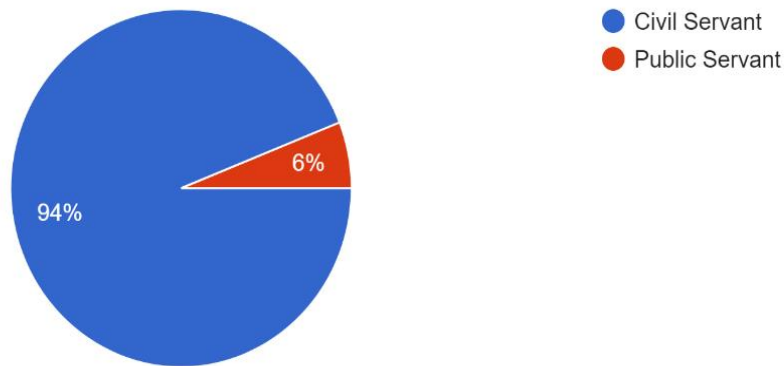
[11] Kaduna Geographic Information Service (KADGIS), Website<
https://kdsg.gov.ng/2021/03/06/kaduna-geographic-information-service/ accessed 20th December 2022

FINDINGS: DATA ANALYSIS AND PRESENTATION

In addition to the demographic analysis above, the following discusses the findings, and analyses, and presents the data collated from each component of the 7-s framework at KADGIS. It follows the in-depth survey of KADGIS 7S' respondents' analysis and takes each significant element in turns.

STRATEGY

According to respondents, KADGIS is distinct from other Ministries, Departments, and Agencies (MDAs). Strategically KADGIS gathers, collates, and digitises all geospatial data, store this information in a central database, and, through the KADGIS Service Centre, deliver products including maps, reports, and analysis, supporting the informed decision in all Kaduna State Ministries, Departments, and Agencies (MDAs).

This strategy therefore goes on to explore KADGIS's unique selling points and sources of its sustainable competitive advantage with regard to costs, quality, services, and technical leadership are as explained below:

1. KADGIS strategy is aimed towards having an exceptionally good land administration within Kaduna State.
2. By title, all land that would lead to the increase of revenue generation are efficiently being managed by KADGIS.
3. To upgrade the new digital land registry and clear dispute between landowners as well as to improve revenue generation.
4. Technical authority as a staff advantage and the use of modern equipment and an appealing branding.
5. Transparency, reliability, straightforward, good mode of conduct and affordable services to all customers and making them feel that they matter.

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6. Well-organized leadership style with capacity building, improved technology, professionalism and integrity, good understanding between customers and staff, and in rendering quality services.

7. To gather, collate and digitise all geospatial data, store the information in a central database and through its service centre, it delivers products which includes Maps, Reports and Analysis supporting informed decision for all in all Kaduna state Ministries, Departments and Agencies (MDAs).

KADGIS key strategy priorities in breaking barriers and improving customer services are as follows:

1. Priority of customer services by constantly ensuring customers satisfaction and feedback mechanism for the people of Kaduna State.

2. To break the barriers of fake land speculation in the state and ensure improved and authentic services to the people.

3. Treating customers with courtesy and respect. Giving them a conducive environment to feel better refreshed before proceeding into the necessary offices to facilitate their documentations. This has given the customers confidence about the office the directly proceed to for collection of their documents.

4. Provision of the digital Certificate of Occupancy (C of O) within the shortest possible time and the proper documentation of clients.

5. Care about customer satisfaction by providing enabling environment, efficient data repository and transparency in all land-related matter.

6. Cutting edge innovations in land management and administration such as the ease of doing business and customers satisfaction.

7. Improved customer services through an enhanced technology in all departments and capacity building.

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8. Meeting targets and deadlines as well as improving customer service and staff motivation.

9. Sensitization for the indigenes and customers on the need to register their parcels of land, provide guidance on necessary procedures, and ensure the security of tenure to all landowners in the state.

10. Provisions of land administration services that are first to all and second to none within the thirty-six (36) states of the federation and especially in Kaduna State.

11. Awareness and prompt responses geared towards the improvement of satisfactory customer services. By understanding customers' needs, and feedback, and by setting and communicating clear service standards.

12. Proactive measures in getting solutions to problems of applications, changes in ownership, and management of landed properties.

13. Improving land value and generating income for the state.

The above responses from respondents are aptly in consonance with KADGIS core services as provided in its Service Charter which is as follows.

1. **Land Administration:** General land administration and management of records and use(s) for the benefit of title holders and the state

2. **Registration of Titles and Transactions:** Official recording of legally recognised interests in all land transactions and landed properties e.g., Mortgagees, Assignments, Devolutions, etc.

3. **Land Registry:** General capture and management of all data pertaining to land records.

4. **Land Valuation:** Assessment of land and landed properties for the purpose of payment of compensation, assignment, rental, and probate purposes.

5. **Land Surveying**: The demarcation of lands using appropriate instruments to provide a distinct description of landed properties for all title holders.

6. **Cadastral Survey and Mapping**: Survey and demarcation of land for the purpose of defining individual plots for registration in the land registry, mapping of data and information.

7. **Urban and Regional Planning**: Identification of sites for land use planning (Residential, Commercial, Industrial, Institutional, Recreational, Agricultural etc) for sustainable economic development.

As stipulated in KADGIS's Service Charter, the agency strives to attain the following service targets within the time frames provided below:

Table 2: KADGIS Time Frames

S/N	Key Services	Time Frame
1.	Direct Allocation of land	Subject to availability of Land
2.	Deed of Grant (Customary to Statutory	2 Months
3.	Approval for Assignment	2 Weeks
4.	Approval for Mortgages	2 Days
5.	Preparation of Layouts	1 Month
6.	Application for Subdivision of Titles	2 Months
7.	Application for Merger of Titles	2 Months
8.	Completion of Survey Report	2 Weeks
9.	Completion of final Survey	3 Weeks

On a scale of one to five (1-5), five (5) being the highest, staff at sixty percent (60%) strongly believe that KADGIS operates in a purposeful mode.

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3. KADGIS operates in a purposeful mode
50 responses
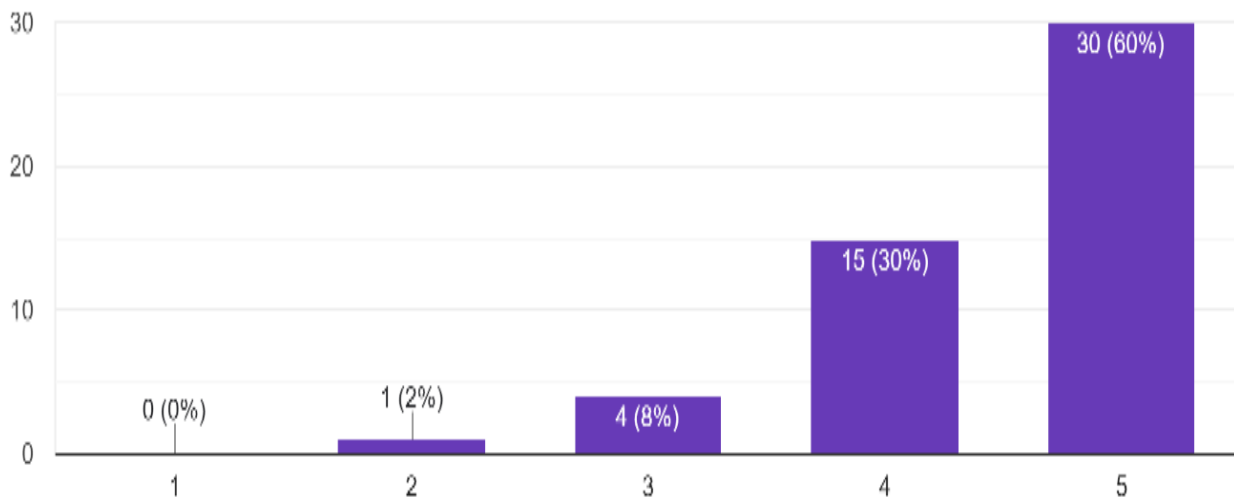
STRUCTURE

KADGIS organization's structural form at the apex is as follows:
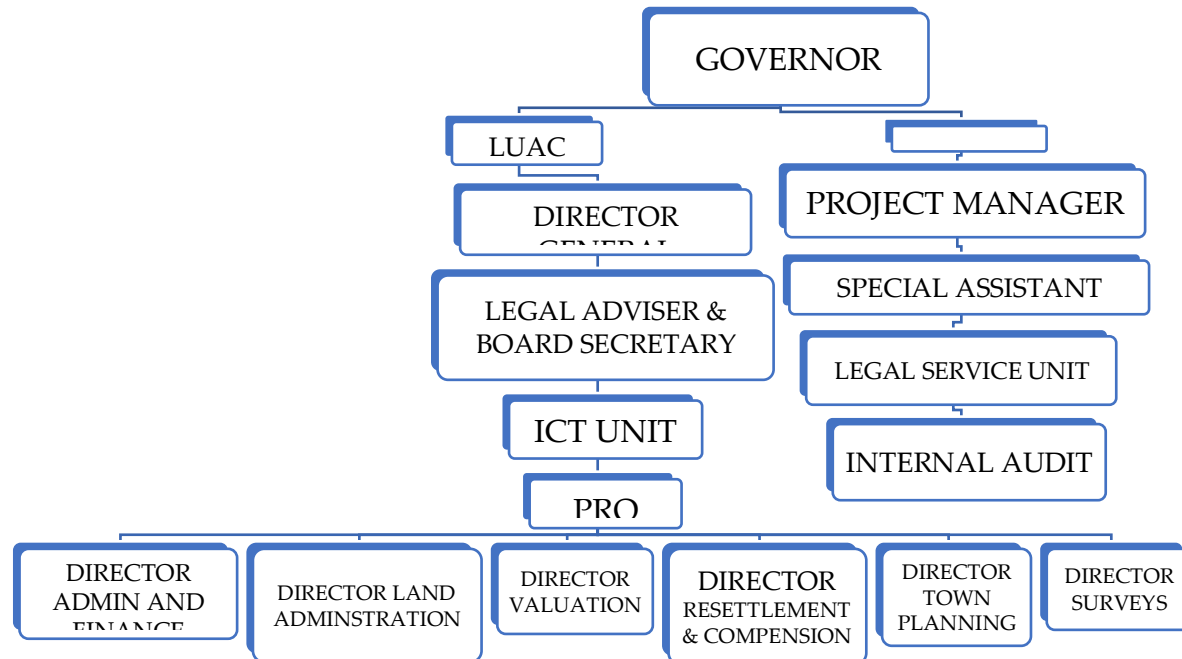
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Figure 2: KADGIS Structural Organogram extracted from Kaduna Geographic Information Service (KADGIS) Service Charter page 3.

The above is a snippet from the extensive structure detailed in KADGIS Service Charter. This hierarchal structure (only at the apex level) of KADGIS and at the utmost peak of the organogram is the Executive Governor of Kaduna State then the Land Use Allocation Committee (LUAC) and the Board. KADGIS formation is quite strategic, well-structured, and multidimensional as it encompasses several departments and sub-units.

At the basic level, is the DG, followed by the management teams and or deputy directors, departmental heads, sub-units staff, supervisors, and the general crew. KADGIS operates with the following departments:

1. Administration and Finance: Coordinates the general Administration and Finance activities of the Agency.

2. <u>Urban and Regional Planning:</u> Responsible for the development and implementation of physical development plans, as well as the development and implementation of the Urban and Regional Planning Policies

3. <u>Land Administration:</u> Responsible for General Administration and Management of Land Use in the entire state.

4. <u>Valuation Department:</u> Responsible for the assessment and valuation of lands and properties for the purpose of taxation.

5. <u>Survey Department:</u> Responsible for general cadastral surveys, geospatial, and mapping.

6. <u>Resettlement and Compensation:</u> Responsible for assessment and valuation, Resettlement, and payment of compensation for acquired lands and Economic trees.

The majority of respondents adduced that, at KADGIS, the unit or sub-unit with the most power and influence is the Land Administration. A particular anonymous report stood out is "all units work in collaboration with each other to achieve results. However, in my humble opinion, the office of the Director General is the most powerful." Others had differing opinions on the most powerful unit or sub-unit of influence, and these are as follows: Customer Services, Administration and Finance; Town Planning; Valuation; Policy Unit; C of O unit; Compensation and Resettlement; Management; Survey Unit.

Fifty percent (50%) of participants, ranking on five (points) meaning exactly average believe that KADGIS is a centralised agency. On the other hand, the remaining average ranked on different points with four (4) being the second highest of thirty-one percent (31%).
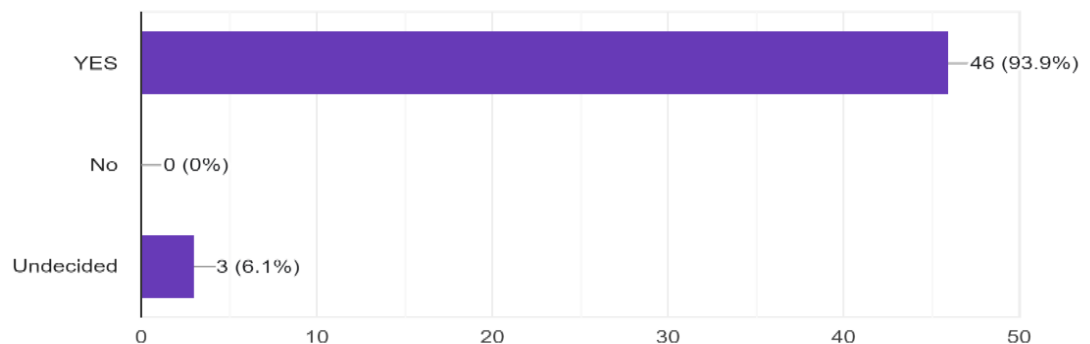
28

6. KADGIS is centralized

48 responses
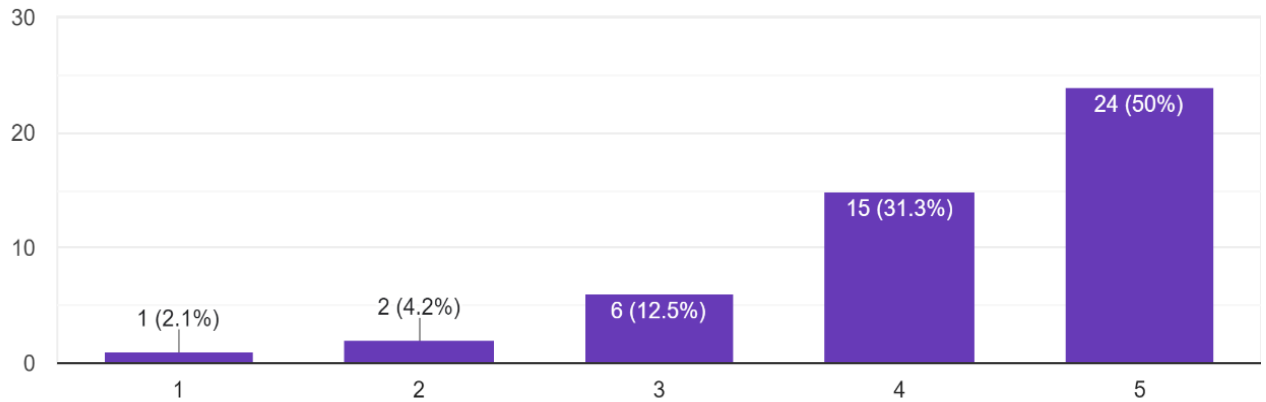
Communication is relatively open at KADGIS, as corroborated by fifty percent (50%) participants, ranking on five (points). Over ninety-three percent (93%) participants also adduced that KADGIS has a set of guiding beliefs.

## 7. KADGIS has a set of guiding beliefs

49 responses

Some stated that all departments are powerful whereas, others asserted that they are partially functional. There are differing opinions on the relative status and power of the organizational sub-units at KADGIS, and they are as follows:

1. There is a great deal of effective collaboration and synergy between the sub-units and unit heads.

2. The organizational sub-units are remarkably effective and have resulted in quick delivery of results.

3. KADGIS sub-units are well-coordinated, powerful, and efficient especially in moving files and tracking easily.

4. The status and power of the organizational sub-units is focused efficiency.

5. The power lies in collective operational structure and the performance of departmental special tasks.

6. At KADGIS, the power of the organizational sub-units is fair, active and target towards achieving the Agency's mandates.

7. The organizational sub-units' relative status is aimed at controlling and coordinating activities in line with the job description of the units.

The general objectives and core values are set forth unambiguously at KADGIS. The Service Charter is a short but mighty (all you need at a glance) document that speaks for itself concerning the services provided, performance targets and the standard of services. Also, it was prepared in May 2021 and most importantly, it is noted that the revision would incorporate relevant feedback from the public, and changes in their service focus or mandate for the next revised Service Charter in May 2025. Essentially, responses from the esteemed participants also reflects that majority are aware of KADGIS's core values and they also know that it is clearly stated as indicated in the graphical illustration below.

10. General objectives and values are set forth

48 responses
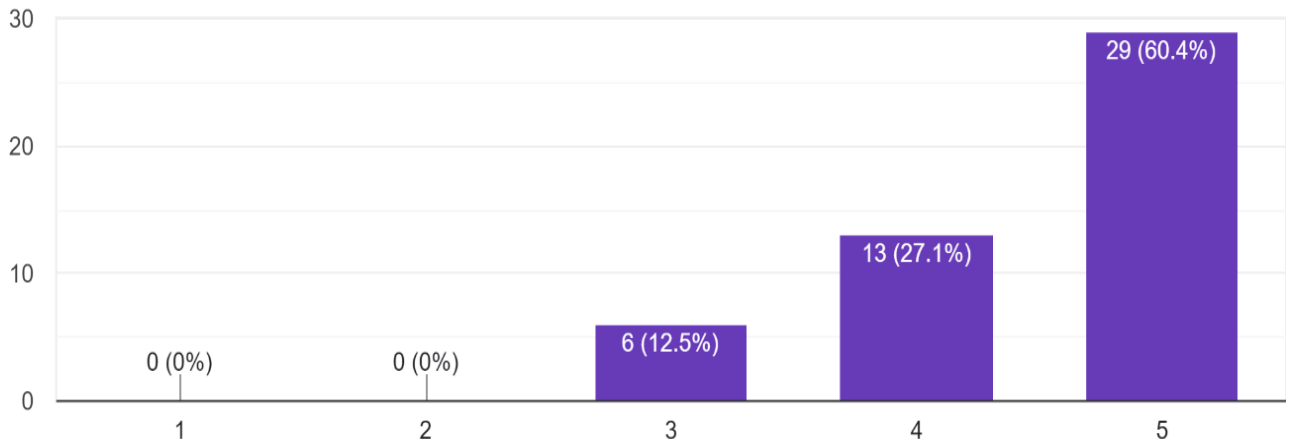
Nevertheless, it could be logically adduced that all staff, that is, a hundred percent (100%) are expected to know (even in their sleep), the core values of the Agency or at least, that they are evidently set out in the Service Charter.

SYSTEMS

Over eighty-five percent (85%+) of the respondent strongly believe that KADGIS has the systems needed to run its operations. For example, a system for monitoring customer satisfaction as depicted below. About two percent (2%) responded in the negative whilst over ten percent (10%+) of the responses were undecided.

QUESTIONS ON SYSTEMS   11. Does KADGIS have the systems needed to run its operations?
(E.g., does it have a system for monitoring customer satisfaction?)
48 responses
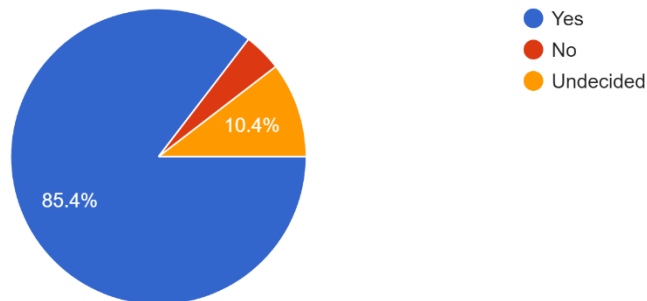
At KADGIS, the management systems that top management uses to run the Agency and the ones they pay the closest attention to are as follows:

1. Maximum service delivery and supervision of working tools such as Computers/Laptops to ensure continual productivity.

2. Merlin Self Service Help Desk (SSHD) (This is a feature of Magic Service Desk) to ensure capable techniques and security. The management of KADGIS goes through this robust system.

3. The QGIS software for maps likened to google map.

4. Land Administration Services and the provision of quality information.

5. Monitoring and motivation for maximum service.

6. Refreshers training, paying attention to quality and information security management system.

7. Total quality system aligned with project and knowledge.

8. Legal search and regularization

9. Punctuality and access to perform certain functions and less on challenging work (Ease)

10. Diligently overseeing the C of O processing and offers of grant.

32

11. Attentive to customers and their problems and also address staff when in need.

12. Strategy and professionalism in ensuring achieved targets.

At KADGIS, there is a learning mode of management. For example, the Geographic Information Service (GIS) Transport is a consultant company that regularises KADGIS operations, manages the office, update the map of Kaduna, design the forest route, industrial route etc. This consultant regularly educates and update the management team which logically influences a mode of learning. However, as illustrated graphically below, there was a tie in points four and five (4&5) from the scale of one to five (1-5) from the respondents' responses.

13. There is a LEARNING MODE of management
50 responses
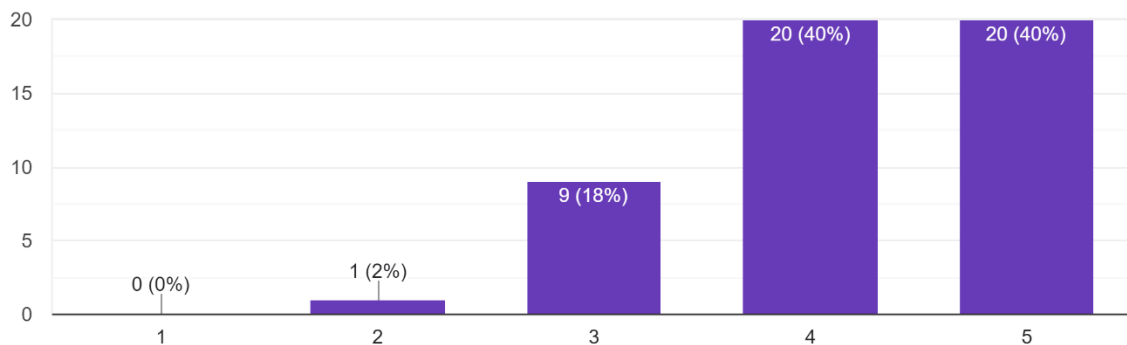
Correspondingly, on the responses of an effort being made to inspire people at KADGIS, the responses rates ranked in the low as evident from the graphical illustration below. Logically, without more, this could be interpreted to mean that the people do not feel inspired very much.

14. An effort is made to inspire people

49 responses
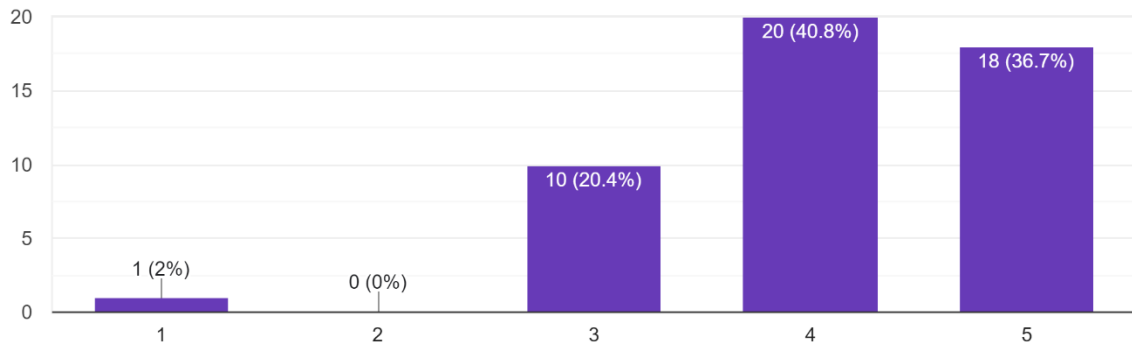
STAFFING

The pie chart below demonstrates the nature of staffing at KADGIS as majorly through formal training considering that eighty-eight percent (88%) responded. While other in the minority zone reasoned that it could also be through mentoring programs and or stretch assignments.

QUESTIONS ON STAFFING   15. How does KADGIS recruit and develop its people?

49 responses
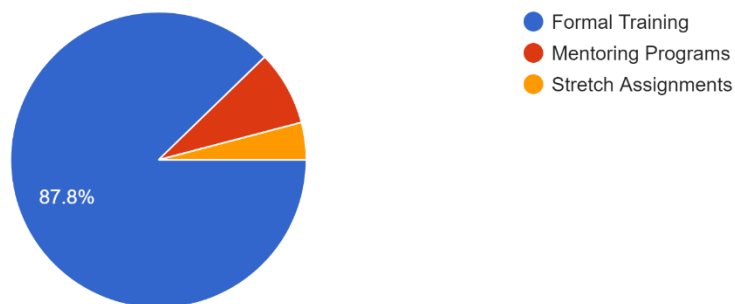
Flowing from the analysis above that KADGIS has a well-structured strategy and structure, its manpower is arguably insufficient and less coordinated in allusion to

34

responses from question sixteen (16). The responses interpreted graphically below signals that there certainly could be room for improvements.

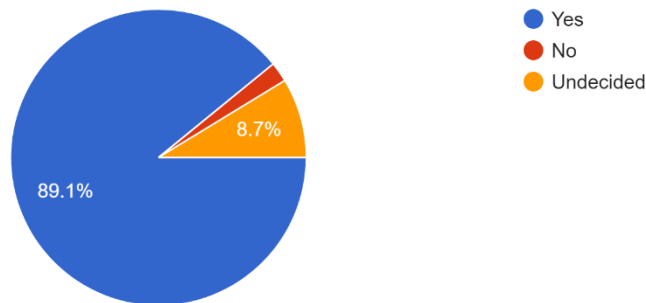16. KADGIS has well coordinated team and sufficient manpower
49 responses
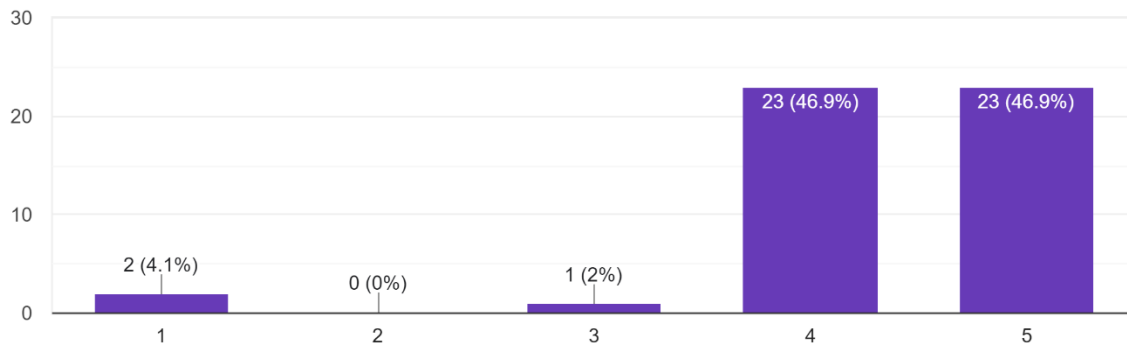
With regards to information technology (IT) and skills, KADGIS staff are technologically savvy, and this is reflected in the pie chart below. The responses ranked in the affirmative of almost ninety percent (90%).

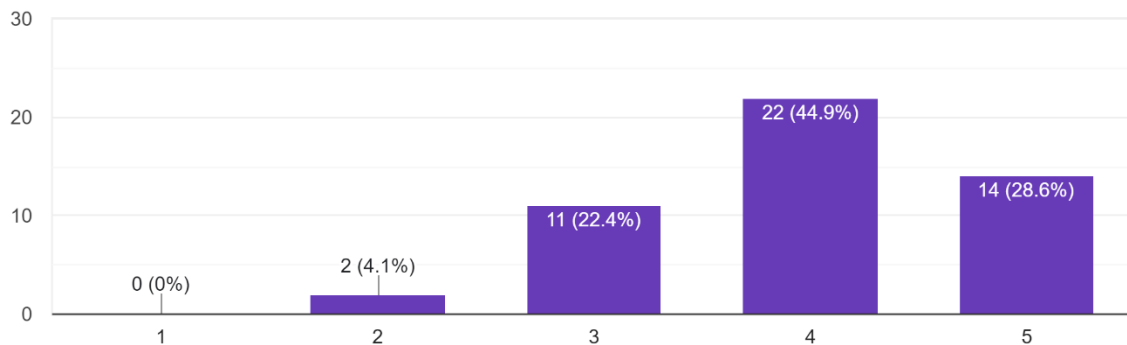17. KADGIS's employees are technologically savvy
46 responses

From the graphical evidence below, it suffices to assert that employees are not often retained.

35

18. Employees are retained
49 responses

An anonymous respondent wrote "One can only tell of his departmental head. However, they are most likely to be professionals in their field of study and businesspeople, men, and women." The above appears as an assumption as opposed to statement of fact. In addition, there are several *ad hoc* staff who conduct more outdoor tasks, surveys and capturing files. Some of the other responses on the demographic characteristics of the management team in terms of background, areas of specialization, nationality, professional identity, and experience outside KADGIS are listed below:

1. KADGIS is made up of experienced, excellent, versatile, seasoned, and multifaceted professionals who are well trained across the departments and external professions as well yet related to the Agency.

2. The management teams consist of professional experts from all levels and groups ranging from different ethnicities, age groups, tenure, educational backgrounds, and religious practices.

3. Management team is majorly Nigerians, ages 30 years and above, and are professionals from various fields.

4. They are calm, social, and careful, and practiced their professionalism in their spheres of influence.

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5. KADGIS staff are dynamic and there are both Nigerians and expatriates. They are all professionals in their field of specialization.

Essentially, it is worth remembering at this onset that, right after the KADGIS introduction above, the demographic characteristics of its staff were extensively explored in graphical illustrations and sufficient details. These details ranged from gender, age, level of education, professional qualifications, work experience, marital status, religion, and occupation. Nonetheless, it is re-examined as a crucial factor under KADGIS staffing. Moreso, the graphical analysis below, corroborates that, to a considerable extent, KADGIS appoints employees from diverse backgrounds.

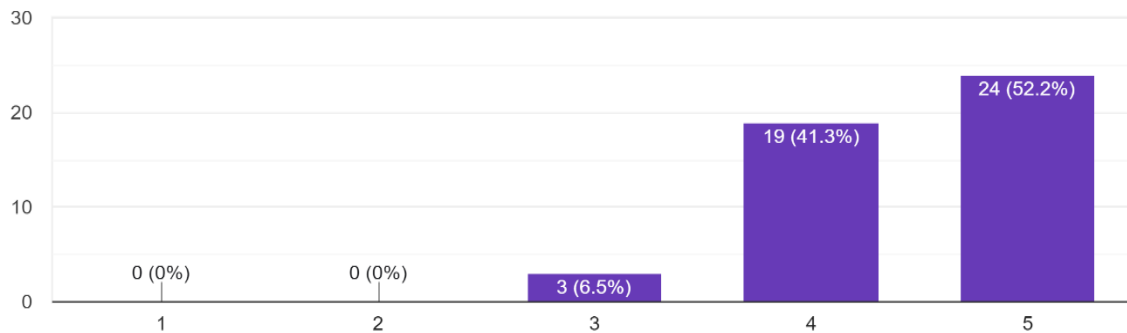### 20. KADGIS appoints employees from diverse backgrounds
46 responses
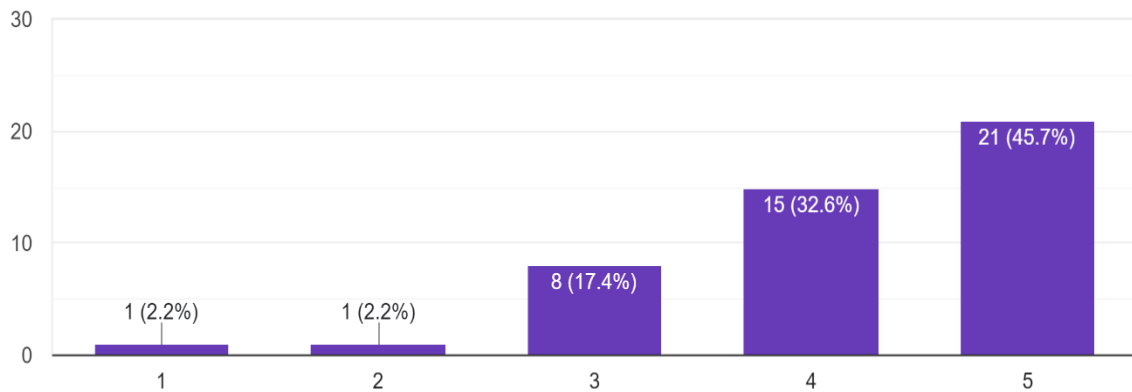
Respondents also agreed with over fifty-two percent (52%) high ranking points in the graph below, that there are opportunities for advancement in KADGIS.

21. There are opportunities for advancement in KADGIS
46 responses

The feedback on KADGIS needs being reflected in the skills of its personnel is not excellent yet, it is neither strong nor weak. This is because the two strongest points were points four and five (4&5) as depicted below. However, these points were both in the ranges of over thirty-six (36%) respectively with the next highest being over twenty-three (23%). Thus, it suffices to assert that there is a need for improvement in order to ensure that KADGIS's needs are reflective of the personnel's skills.

22. KADGIS needs are reflected in the skills of its personnel
47 responses
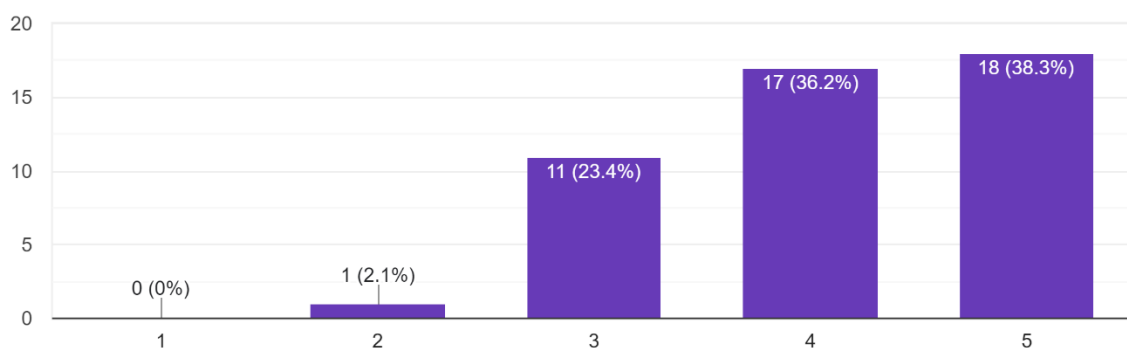
At KADGIS, the strongest leaders have the ability to mobilise staff in executing urgent tasks within the required time and delivering the outcomes. While the weakest are casual

staff or and messengers. The following are adjudged the strongest leaders and weakest leaders by respondents also known as Staff.

**Table 3: Strongest versus Weakest Leaders**

S/N	Strongest Leaders	Weakest Leaders
1.	Management teams	Clerical Staff
2.	Land Administration Department	Planning Unit
3.	Directors and Heads of Departments	Junior Staff
4.	Policymakers	Field Staff
5.	C of O Unit	Survey Unit

It is noticeable that both segments in the table above are termed "leaders." Hence, sometimes, leading from the top, strong point, middle, back, bottom or even weak point is still leadership. Leadership is after all a process and not a destination.

KADGIS staff have e-resources and platform support albeit weak as perceived from the responses collated below.

24. Staff have e-resources and platform support
47 responses
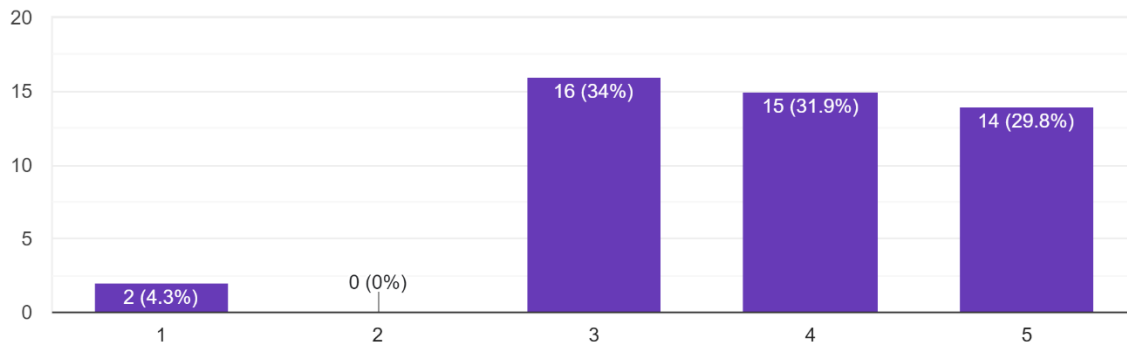
SKILLS

KADGIS is distinctively good at performing the following business activities:

1. Land Administration and Services

2. Title documentation/deeds, digitization, valuation, and digitization of landed properties

3. Layout designs

4. Maintenance, transaction, and change of ownership.

5. Collection of ground rent

6. Registration of title documents and Issuance of Digital C of Os

7. Planning and implementation of all land policies

8. Generating Revenue and Land Matters

9. Engagement with major stakeholders and effective communication with people

10. Town Planning, Survey, Valuation, and Mapping.

11. Securing landed property for Kaduna state citizens

12. General Administration and Management of Land

There are certain new capabilities, attitudes, and or behaviours that KADGIS needs to develop, and conversely, some other ones that should be "unlearnt", in order to compete in the future. They are analysed below in the tabular form.

Table 4: Develop versus Unlearn

| S/N	DEVELOP	UNLEARN
1.	Online applications, Information Communication Technology (ICT) quick response to complaints and solve them immediately.	Old/manual process of Application Submission

2.	To accommodate technological advancements. Use of drone and manual surveying	Unlearn normal civil servants' attitude to work
3.	Be open to sustainable ideas and ensure adequacy in data storage.	Anti-land matters
4.	Staff welfare, training, workshops, and motivation	
5.	Inaugurates electronic land registry.	

STYLE

The analysis of how top management makes a decision is displayed below from over thirty-two percent (32%+) adjudging the style as participatory. Others, however, are of the opinion that it is sometimes between the top-down or analytical approaches.

QUESTIONS ON STYLE   27. How does top management make decisions?
43 responses
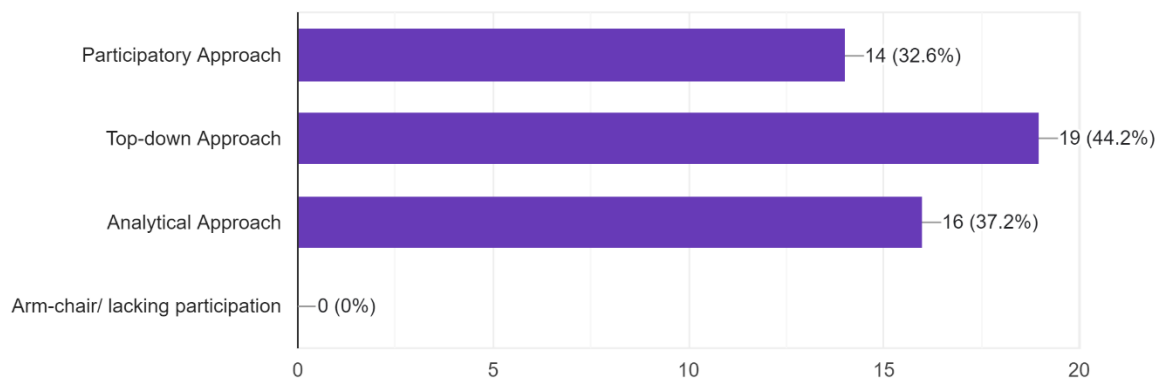
In addition to how top management make decisions, KADGIS service standards is presented in the tabular format below.

Table 5: KADGIS's Service Standards

S/N	Service Standard	Description	Level of Service
1.	**Qualitative Service**	Implementation of general Land Use policies. Provision of serviced layouts.	In accordance with the Land Use Act, Laws of the Federation (CAP 202 of 2004), **KADGIS** Law No. 152018 (as amended), Kaduna State Land Use Regulations (2018), and other relevant Laws.
		Proper assessment and payment of compensation on acquired lands and economic trees.	
2.	**Speed of Service**	Accurate cadastral surveys and mapping. Prompt response to correspondences and enquires. Processing of applications.	Acknowledgment and or respond to correspondence and inquiries within 48 hours. 1. Assignments – 2 weeks 2. Mortgages – 1 week

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			3. Subdivision of Titles: 2 months 4. Merger of Titles – 2 months
3.	**Accountability**	Prompt and transparent service delivery	Daily display of services rendered on KADGIS's website.
4.	**Fairness**	Equity and openness in all our transactions.	Equal opportunity to all applicants
5.	**Record Keeping**	Digitization of all processes, products, and records.	The design, building, and installation of modern gadgets.

In order to deliver the level of services required to satisfy client's needs and expectations at KADGIS, clients are expected to fulfil the following obligations:

1. To abide by statutory requirements and other obligations that must be met in order to be eligible for services sought or for payments {KADGIS Application Guidelines).

2. To treat staff with courtesy and expect the same from all staff of KADGIS.

3. To offer feedback suggestions or complaints at any point in time regards to services

4. To exercise their right to appeal and seek recourse.

5. Not to offer inducement to staff or to solicit the same.

6. Attend scheduled meetings punctually if and when invited and

7. Respond to requests for information precisely. Accurately. Thoroughly and in time.

43

Feedback and Complaints' Procedure: Feedback, suggestions and complaints are welcomed from the public to help the agency improve its services. Clients can give suggestions or make complaints regarding services the agency offers through emails, SMS, phone calls, in writing or verbally.

In responding to suggestions, feedback, and complaints KADGIS demonstrates the following:

1. Listens to the public, acknowledge, record, and treat all complaints with confidentiality.
2. Shows no discrimination against the public in handling complaints and suggestions.
3. Investigates all complaints, take necessary action, and give feedback to complaints on the progress of resolution.
4. Encourages clients to provide the agency with accurate and reliable details to help it resolve their complaints.

Over forty-six percent (46+) voted the highest point five (5) in ascertaining that there is mutual trust and respect across all levels at KADGIS. It could be adduced that the rest of the population being the majority are not convinced that there is mutual trust and respect across all levels.

28. There is mutual trust and respect across all levels at KADGIS
49 responses
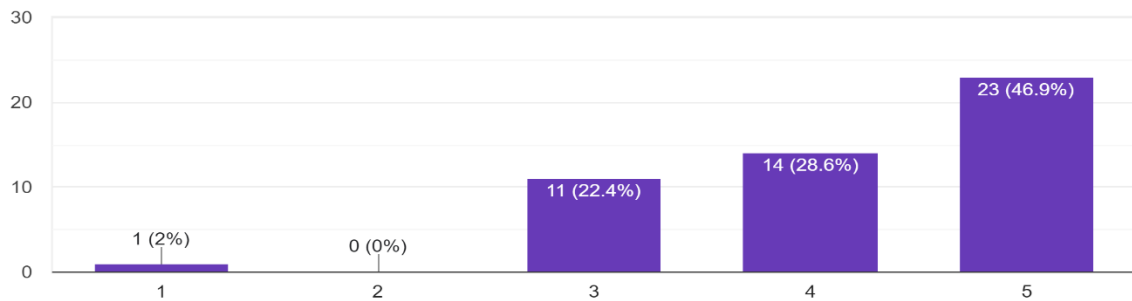
At KADGIS, findings revealed that management assumes that individuals want more responsibilities, albeit on a fluctuating scale. Nonetheless, this somewhat also corroborates with the above little to less "all-inclusive or participatory approach" or style that the management adopts.

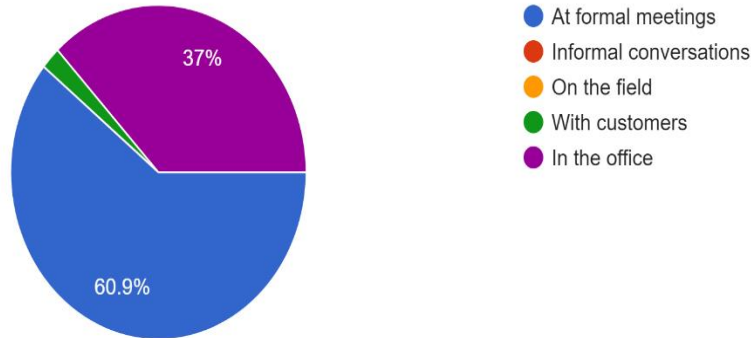29. Management assumes that individuals want more responsibilities
45 responses
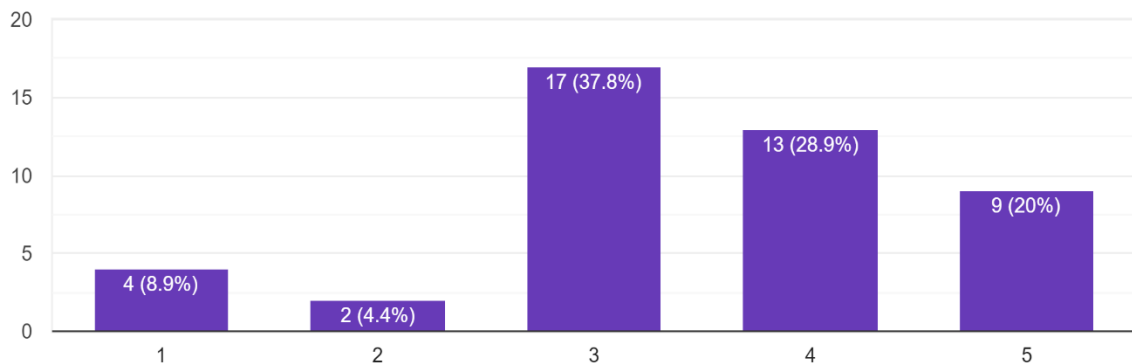
KADGIS management team spend their time mostly at formal meetings and also in the office. This is echoed in the pie chart below.

30. How do management spend their time?
46 responses

- At formal meetings
- Informal conversations
- On the field
- With customers
- In the office

37%

60.9%

SHARED VALUES

KADGIS members of staff impressively have a shared and collective understanding of why KADGIS exists. This is further affirmed by the questionnaire responses by over ninety-five percent (95%+) respondents.

QUESTIONS ON SHARED VALUES   31. Do people have a shared understanding of why KADGIS exists?
46 responses

- YES
- NO
- Undecided

95.7%
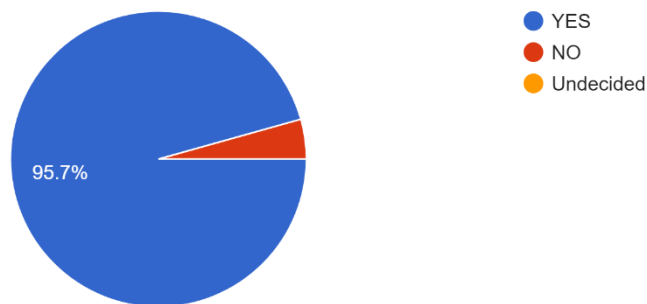
There is a shared and mutual understanding of KADGIS's vision to deliver modern, efficient, and reliable land administration in the state by providing secured and affordable land titles for all through the use of Geospatial Database and Base Map.

However, the level of this shared understanding is debatable as exhibited from this graph below. It therefore goes without saying that it is imperative to foster advanced and universal understanding of KADGIS vision across all levels.

### 32. There is a shared understanding of KADGIS's vision
47 responses
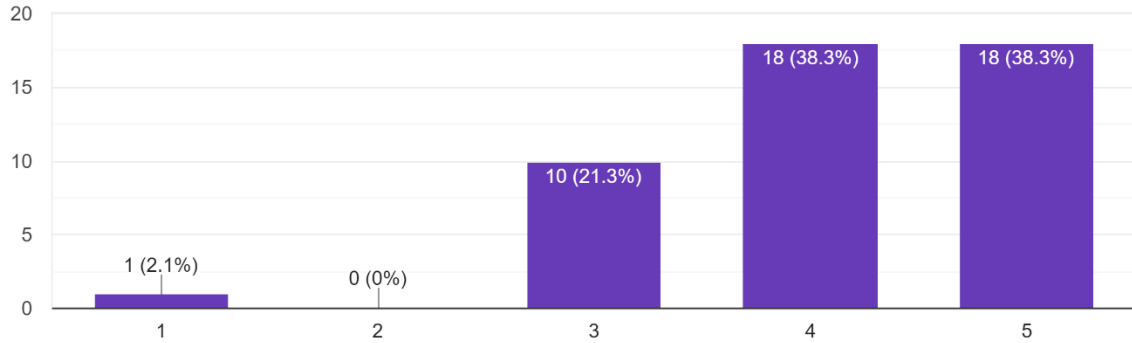
Short run and long run matters are sidestepped in order to meet the pressing needs which might sometimes be external or internal, respectively. The type of issues that receives the most and least top-management attention are identified as follows:

### 33. What types of issues receive the most and least top-management attention?
41 responses
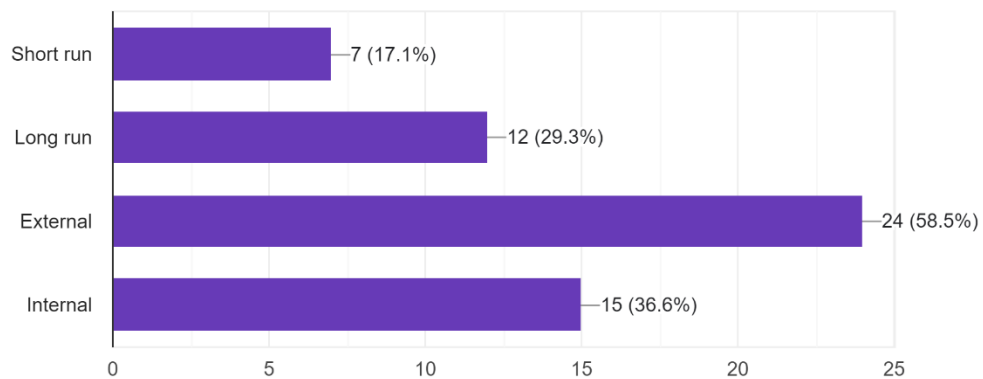
Overall, barely forty-five percent (45%) of the respondent are of the view that people generally describe KADGIS as being distinctive. This apparently corroborates the need for improvement, especially in how people perceive the services that KADGIS renders.

34. People describe KADGIS as being distinctive
46 responses
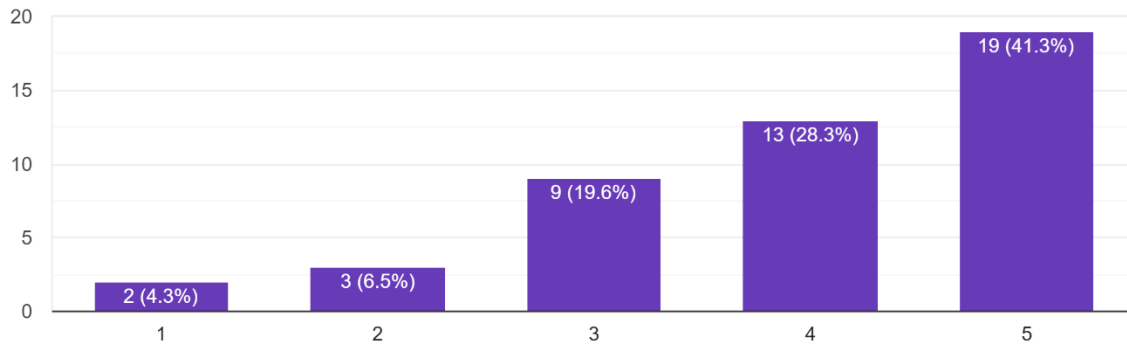
KADGIS rewards demanding work through the following means:

1. Motivation, Incentives, and promotions

2. Compliments or Appreciation in cash and kinds – This is by way of awards, awards of honour, or prize-giving awards and generally rewards.

3. Performance bonus (monetary) allowance

4. Plot allocation

5. Via Extrinsic Bonuses

6. Through 5% payment - by remuneration from the 5% bonus of collected revenue

7. More work

Motivating to have found that over ninety percent, (90%+) find their role at KADGIS as fulfilling. This is further demonstrated in the pie chart collated below.

48

36. Do you feel fulfilled in your role?

47 responses

- YES
- NO
- Undecided

91.5%
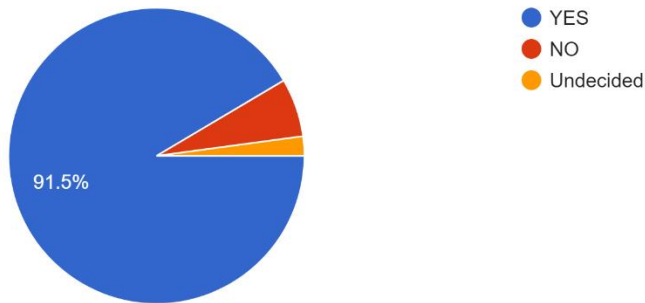
Conflict management mechanism as well as collaboration at KADGIS are weak as only forty percent (40%) respondent on four points rating asserted that conflict is managed. Similarly, only forty-one percent (41%) of the respondents affirm that collaboration is rewarded at KADGIS. These are exhibited below respectively.

37. Conflict is managed

47 responses
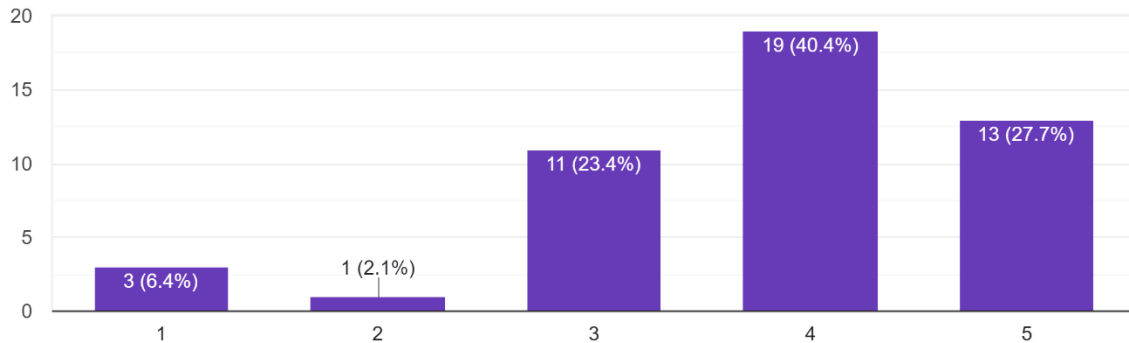
38. Collaboration is rewarded

46 responses
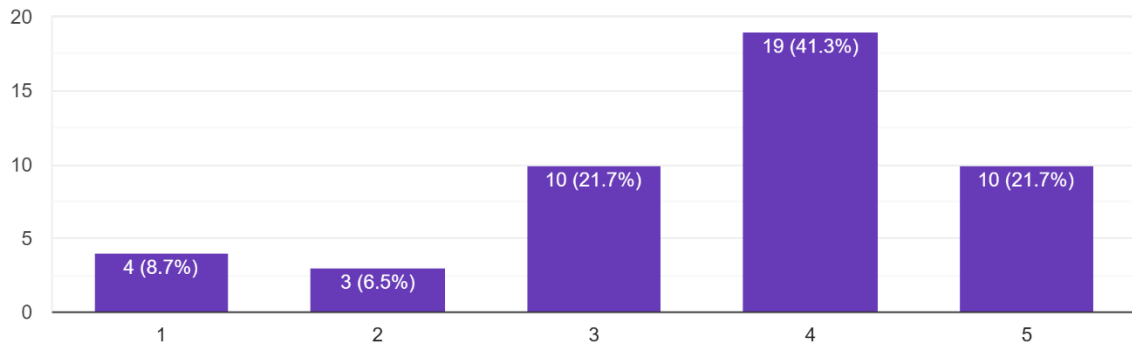
Only thirty-five percent (35%) of the respondents are of the opinion that KADGIS is seen as an open system.

39. KADGIS is seen as an open system

48 responses
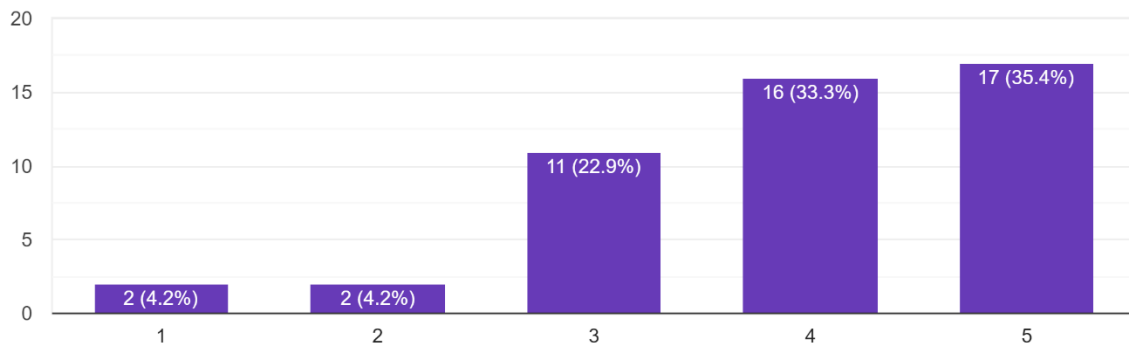
Respondents suggest that KADGIS can be improved in the following ways:

1. KADGIS has advanced beyond the way it started and there is still room for improvement in terms of the regularization program so as to meet up with the mapped-out areas.

50

2. The need for more training, regularly organizing of refresher training workshop, professional development and seminars and development of staff.

3. Through continuous deployment of novel and high-level technology in the application and processing of 'Titled' documents.

4. By effective monitoring, staffing, coordination, organisation, and motivation.

5. By training and retraining of their staff in all respect, updating and review of policies set.

6. By employing more excellent staffs to enhance manpower, and generally encouraging staff, increasing their take home renumeration and adequate provision of their welfare. And by creating an enabling environment that promotes individual and professional growth.

7. More efforts in being responsive and by opening sub-office in three zones of the state.

8. Constant Training and retraining of staff in various fields to meet up with the status quo, staff motivation is critical to staff satisfaction and organizational growth, improve on management decisions by practicing a participatory style of management (as there are some grassroots problems that the junior staff in the field are more aware of, not meeting them will make management be unaware of these issues and it won't get resolve), and also improve on the monitoring of certain processes and programs (e.g. File tracking, Regularization, Layout preparation, Compensation and valuation etc). Improving the salary of staff as this will discourage staff from practicing or liaising with outsiders to conduct fraud or shady deals or even collect bribes or tasking applicants unnecessarily.

9. Staff should be sensitized on the need to be transparent, trustworthy; work diligently and readily share ideas with other staff. "If all individuals dedicate themselves in doing what is expected for them including me. Then the sky will be our starting point" anonymous.

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10. Placing staffs appropriately and strategically in their respective professional units.

11. Improve the customer care services and ensure effective performance in the overall working process to minimize the level of withdrawals. In addition, provide quality services to customers, maintain teamwork and collaborations among her employees.

12. Investment in research, sustainability plans, more focused management team and by improving e-services.

13. Online transactions and ease of application from anyone's comfort zone.

14. Through opening more branches in each local government to increase the Registration of land titles and engaging its staffs in training /workshops pertaining their various field of work. By also motivating the staff to encourage them to be hardworking and contented.

15. By appointing a good and credible Director General just like the present one.

SWOT ANALYSIS

The following Strengths, Weaknesses, Opportunities and Threats (SWOT) assay aspect of this study is to crystalise the data findings and analytical presentations above.

Table 6: SWOT Analysis

S/N	STRENGHTS	WEAKNESSES	OPPORTUNITIES	THREATS
1.	Demographics is fair but not excellent. The DG is female regardless the Agency is more male populated.	The fact that some staff are not aware of KADGIS vision, mission and objective is worrisome.	Younger generations' ideas to balance out the golden elderly perspectives.	Customer Service The need to critically monitor and

				constantly update KADGIS virtual spaces starting from its websites and across all social media platforms
2.	Internally generating revenue (IGR) for Kaduna State through KADGIS is undoubtedly a major source of income and strength.	KADGIS mission, vision and objectives cannot be said to be in sync or cordial alignment if some customers still feel inadequate attention.	More opportunities should be accorded in the area of staffing or recruitment.	The general assumption that Government workers are lazy or do not always take their jobs seriously whilst frustrating clients in the process
3.	The level of ICT at KADGIS is impressive although not	From the responses collated, there is the need for KADGIS's management to	Easy access to funding, investments, and land for	Tackling trust deficit issues at work for

	perfect. With contemporary trainings, KADGIS will definitely sour higher.	adopt a more inclusive and sustainable approaches to leadership. Spend some time with staff at all levels and welcome the participatory approach.	development of the State and populace.	enhanced shared values
4.	KADGIS work experience rate is considerably an area of strength.	Only 35% feel that KADGIS is an open system. Thus, ensuring transparency is a triple requirement because of the general trust deficit of the people.	Some of the strategics have not been fully developed and ought to be looked into.	Insurgencies, insecurity of lives and properties is a major disturbing threat.
5.	Governmental support in structure and governance is also an incredible source of strength to KADGIS.	Staff encouragement, motivation, and a reward system to make them feel appreciated and re-energized.		

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RECOMMENDATIONS

This segment summarises the **observations, suggestions,** and **implementation mechanisms** for this report.

Flowing from the above recommended feedback from the respondents, staff of KADGIS themselves as well as the overall observation from the detailed questionnaire feedback on its 7s analysis, the following suggestions and possible implementation measures for enhancing KADGIS are further analysed below.

1. KADGIS demographics signals the need to do more in the following areas:

    a. For example, although KADGIS Director General is a woman, there is still a lacuna in the overall department as it needs more women in order to achieve gender balance and equal representation at all levels. This could be achieved through trainings and sensitization for gender equality in decision making. More so, having a creche in KADGIS would make working moms feels at ease and give the best to their jobs giving that their children are nearer to them and in good hands.

    b. With consideration to age, there is the need for younger persons especially in their early and late twenties as they could potentially bring in fresh contemporary perspective (making strong allusion and example to the Kashim Ibrahim Fellows) to balance out the elderly golden and perhaps customary opinion. This could be achieved at the elementary levels for instance, through the retainment of quality individuals from the mandatory National Youth Services Corps (NYSC) route. Arguably, this would also strengthen the staffing or manpower at KADGIS.

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c. The level of education and professional qualifications also indicates the need for improvement for optimal returns. To achieve the best of the best in any organization education is and must remain a continuum. That is, education is cyclical and never ending. Education is power and to stay empowered and keep abreast, it is important for everyone to keep learning no matter the current level. This can be encouraged via workshops and seminars for staff members, discounted fees, allowances, contributions and or scholarship opportunities for further learning.

2. Strategic Objectives of KADGIS can be enhanced in the following ways:

a. By prompt management of communication and feedback especially with the means of technology advancement. It could be logically deduced that feedback not regularly monitored cannot be said to have been managed albeit, efficiently addressed.

b. From the responses collated, for instance, question ten (10), the fact that only sixty percent (60%) of KADGIS workforce is aware that KADGIS objectives and core values are plainly set out is worrisome and shows that there is the need to conduct more (ICT inclusive) trainings and awareness especially internally. In-house or departmental trainings is suggested to identify weaknesses for instance in presentation skills and categorise staff in such a way that they balance each other's strengths and weaknesses efficiently.

3. The structural dimension of KADGIS is robust and there might be cases of issues not been adequately handled with proper attention compared to smaller tightly knitted Agencies. Thus, the heads of departments must ensure that the go over

and beyond in being super stringent in line with standard benchmark practises to address all issues without leaving any stone unturned.

a. Also, based on the tie and lower rate in responses to questions thirteen (13) and fourteen (14) respectively on the management having a learning mode and inspiring the people sparks curiosity and deserves redress. Management team should be more conscious to inculcate learning mode.

4. In allusion to KADGIS's staffing, it is imperative to be more deliberate in ensuing the needs of the agency are reflected in the skills of its personnel.

5. Observation from responses demonstrates that there ought to be a more transparent style, all-inclusive, mutual trust, and respect across all levels. Top management should make decisions from a participatory channel as opposed to the top-down or analytical approaches.

6. With regards to shared values, conflict management mechanism at KADGIS needs to be evaluated as only forty percent (40%) respondent on four points rating asserted that conflict is managed.

7. KADGIS should consciously ensure that staff are adequately appreciated. This is based on the responses collated whereby the workforce feel the sense of appreciation and motivation on the part of the management needs to be improved. "...In some departments, staff work tirelessly and never get an encouragement to deliver more and better next time. Even if it is a word of praise to motivate such staff. (E.g., Well-done or Great Job. Keep it up etc.)." A more logical manner could

be to utilise anonymous quarterly feedback from the staff, so that certain reasonable needs can be met as the management deems fit.

8. From a glance, KADGIS website was last updated in 2019-2021 and we are currently in the year 2023, that says a lot! KADGIS being a 'well-protected' office should constantly maintain their website with quality updates, enriching and detailed information and keep the public abreast with the latest updates in the Agency in a timely and easily accessed manner.

CONCLUSION

Based on the findings from KADGIS, the 7S model is a practical, comprehensive yet dynamic tool for analysis and action. With the 7S model analysis at KADGIS, it reflects the giant strides and thoroughly describes in-depth, their overall assessments and operations. On a final note, the feedbacks from the 7Ss analysis must be implemented holistically as it also exposes the gaps inherent at KADGIS and the need to look inward in order to achieve global best practices (in line with KADGIS's mission statement) and maximum potentials both internally and externally. Finally, as noted in the KADGIS's Service Charter set to be revised in May 2025, some albeit all of the implemented suggestions by way of recommendations noted above could be reflected in this revised standard official document, the Service Charter, 2025.

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EXHIBITS

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Exhibit 1: Preliminary Cover Page, sourced from Kaduna Geographic Information Service, KADGIS official Website https://www.kadgis.org/ accessed 18th January 2023.

Exhibit 2: The above Fig. 1, Organizational Performance Variables, 7s Model is adapted from Chmielewska et al. (2022), page 4, as it replicates the workshop lecture presented by His Excellency Mallam Nasir Ahmad El-Rufai, The Executive Governor of Kaduna State.

Exhibit 3: Figure 2: KADGIS Structural Organogram extracted from Kaduna Geographic Information Service (KADGIS) Service Charter page 3