

Problem Solving and Decision Making
(BMSW4004)

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Individual Report

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Task 2 - Individual Report

- **Define a complex problem in the workplace including its scope and impact;**

Complex problems are beyond the expertise of any firm because it is impossible sometimes to present and respond to them as they often cause disagreement regarding the caused problem (Chi6n, Charles and Morales, 2019). The problem that I had to fix was brought up from Daniel, who is our employee at the restaurant. Daniel asked for a meeting with me in order to share his issues at work and the possible solution that I can suggest him. So his position is a waiter and he is saying that because we are short of staff he gets to do a lot more work and doesn't get enough time to serve customers hence he gets less tips. But his main problem is that he only gets one day off per week and he can't meet with his friends and family. We came to this point because the previous waiter who worked for us was a lazy person and thought this job was too much for him. Daniel said he didn't mind to cover the gap in the schedule temporary but it's taking too long for us to find someone new and he asked why people avoid to take this job.

Because complex problems are beyond the capability of any single organization to comprehend and respond to, I had to communicate with the stakeholders everything I gave as possible solution to Daniel's issue.

The importance of effective ways to solve wicked challenges is for parties to have a common knowledge of the problem and a shared commitment to potential solutions. This does not necessarily imply perfect agreement on the nature of the problem, but it does imply that the stakeholders are aware of each other's viewpoints well enough to engage in meaningful discussion about the many interpretations of the issue and to use the intellectual capacity to resolve the issue (Moore, 2011).

Analyse information on the identified problem, to help inform the decision-making process;

I've made my own PESTEL analyses to Daniel's problem to be able to explain with more details why he and also us as a company are in this situation. The analyses generally show that less people are interested in working such a job. There are several reasons for that.

1. Political: Because the restaurants were closed during pandemic, seems like people think this is an unsecure job in this way. And because of Brexit we can't get that easy new employees outside UK and we are more limited when searching for ones.
2. Economical: Because of the economical inflation, seems like less people go out dining in restaurants and they prefer to stay home or get fast food and potential employees know about this and they think that they may not be financially satisfied if they get a job like this.
3. Social: Another reason people to avoid this job, is the stress they get from working with so many customers. Some people come and try to do it but they give up because they can't handle too many or too fussy customers.
4. Technological: Surprisingly for some people it's quite difficult to learn to use the tab for the orders and when it gets really busy they mess up everything so that makes them want to leave the job.
5. Environmental: There is an example of a vegan girl who applied for the position and said that is fine with serving meat, but only after a short period of time she said that she can't do it and left straight away.
6. Legal: There were even people applying for the job but being under aged and it is not legal to hire them.

So, Daniel said that he understands the situation but also that he can't keep on working like this anymore, so I had to find solution to his problem because he is a key worker for our company and also because we look after our staff.

Managers in most organizations solve organizational challenges in one of two ways: intuitively or rationally, depending on the structure of the organization, the type of problem, their experience, and cognitive aptitude. Structured issues, for instance, are simple and known and may be handled quickly by applying past solutions or tried-and-true standard operating procedures (SOPs) (Vaněk, Mikoláš and Žvákova, 2012)

- **Propose a range of alternative solutions to the problem;**

I suggested few options to solve Daniel's problems at work in order to keep him motivated and organized and also to give him more free time as he has been working hard and he deserves to spend time with his family and friends. So I proposed:

1. Changes to the schedule which will allow him to have second day off as this was his biggest concern.
2. Higher bonuses as a sign of appreciation and also to keep him motivated.
3. New adverts for part-time employees to help with the situation temporary.
4. More adverts for full-time employees in order to fix the problem permanently.

We didn't get to the point where Daniel would suggest different options as he said he was happy with what I suggested him and it seems like those are the things he was expecting to get anyway.

- **Use a decision-making technique to evaluate a range of solutions to identify the most appropriate option.**

I used a SWOT Analysis as a management decision-making technique to identify our organization's strengths and weaknesses, and also opportunities and threats from the outside. I've applied it to this specific situation to help myself when looking for most appropriate option I could give.

Strengths:

- A great experienced staff able to work in different situations.
- A busy restaurant with a lot of incomes.
- Clean and tidy place to work.

Weaknesses:

- We left Daniel to cover the empty position for too long.
- The company loses some customers due to late servings.

Opportunities:

- We could expand business due to high volume of customers.
- We could invest more in our staff.
- We could invest more in technology.

Threats

- There is less available people to hire for a free position.
- The restaurant next door is getting opened soon and we could lose customers.
- We could lose staff due to wrong decisions.

Putting out this assessment may be enlightening, both in terms of identifying what needs to be done and in order to place issues into context (Visser, 2015).

- **Develop a plan for implementing the solution and Communicate the plan to stakeholders**

Implement Organizational Structure Into an Organization:

Construct a Fascinating Structure:

One of the simplest approaches to get started is to design an organism structure for your firm. This permits you to generate both employee and organisation to works entirely under the companies demands of the model designed instead of the present workforce (Vaněk, Mikoláš and Žváková, 2012).

So what we can do in future is to find a way together with the stakeholders to change the way we hire people to make sure we get the right candidates instead of those coming for a day or two and then leaving.

Sort by Function:

Construct an organisational chart with the help of companies' functions and verify each is staffed suitable. Information and technology, marketing, production, finance, human resource management, and finance are all common business features. Certain people should be in charge of performing these tasks on time and have organisational responsibilities hiring contractors for short time will not assist the company in long run (Vaněk, Mikoláš and Žváková, 2012).

Combination of Functions

To save money, organisations delegate many tasks to various department or function leaders, particularly if the role only demands part-time involvement (Puranam and Maciejovsky, 2017).

Businesses frequently integrate accountancy and human capital, marketing and business, or office management with computer technology, for instance.

We did something similar as we let people multitasking while not being able to hire new employees. We had to set benchmarks to indicate when it's appropriate to divide these tasks due to the workload.

Make a command structure.

The immediate superior of each employee should be clearly identified in your organisational structure. It keeps divisions from competing and workers from thinking they shouldn't have to obey a coworker's directive since that coworker isn't their boss (Puranam and Maciejovsky, 2017).

Stakeholders in Your Structure should be informed.

Our organisational structure isn't top-secret documentation, and it works best when every employee, from the top of the chain of authority to the bottom, is aware of it. That is why it is so important that we discuss my plan of solution with the stakeholders.

- **Assess appropriate monitoring and review techniques to ensure successful implementation of the solution.**

We must ensure that a programme is really executed and implemented as intended in order to determine its impact. Will Daniel get what I promised him for instance? When is it the right time to talk to stakeholders? Are my ideas good for them? Is there anything else we can do? If some components of the programme aren't executed appropriately, the corporation may incorrectly infer that the programme had no effect when, in fact, it wasn't done properly (Chi6n, Charles and Morales, 2019).

So it seems like not so difficult to resolve a problem like Daniel's, but in fact it is because we have to follow the structure of our business in order to make the right decisions. We also have to first identify the problem, then make the analyses and then try to find the best solutions for him.

The outcomes from the meeting with Daniel are:

He feels happier because he was able to share his problems with the right person and also he got the solutions that he was probably already expecting to hear. That will motivate him to stay with us and continue to do his job well.

As a company which cares for its employees I was very happy too to be able to help him and I believe that there will be no disagreement with the stakeholders and everything that was promised to him he will get eventually. All that we have to do afterwards is to make sure we implement the solution successfully.

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