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Problem solving & decision making bmsw4004_Ion

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INTRODUCTION

The importance of problem-solving skills

Our ability to find solutions has been a driving force in human evolution. It describes the methods we use to comprehend what is happening in our environment, identify things we wish to change, and the decide what must be done to achieve the desired outcome. Solving problems leads to all new inventions, social and cultural advancement, and the established of market-based economies. It provides the basis for education, communication, and continuous improvement. For both individuals and businesses, problem solving is crucial because it gives us the power to influence our surroundings. Every step of the problem-solving process involves the use of techniques and skills that influence the overall effectiveness of influencing change and the degree of problem complexity that may be handled. Some of the benefits that problem solving skills has been that you can repair broken things, some items deteriorate and brake over time, while others are defective right away. There are many items, interactions, activities, and processes in both personal and professional words that are broken or not functioning as intended. We may identify these things; determine why they are broken and choose a course of action to fix them using the mechanism provided by problem-solving. Another benefit is that you become more efficient, the environment does not exist in a vacuum for people or organisations. Because of the intricate and dynamic web of relationships that exists, a single person's actions frequently have an impact on others, either directly or indirectly through altering the dynamics of the environment. As a result of these interdependencies, people can work together to solve increasingly challenging problems, but they also create a force that compels everyone to keep improving to keep up with progress made by others. Problem solving enables us to comprehend the relationships and implement modifications and improvements to finish and survive in a continuously changing environment. Finally, we can recognise and take advantage of environmental opportunities and exert (some level of control) over the future by resolving issues. Problem-solving skills and processes are vital to everyday life for both individuals and organisations. (Stottler, 2022)

Background of the organisation

In Winston-Salem, North Carolina, Vernon Rudolph (1937) rented a building in the area that is now known as Old Salem and started selling Krispy Kreme doughnuts to neighbourhood grocery stores after purchasing a secret yeast-raised doughnut recipe from a New Orleans French cook. As the aroma of doughnuts cooking wafted over the streets, onlookers stopped to inquire if they might get hot doughnuts. He then began selling hot Original Glazed doughnuts to passer by via a hole in an exterior wall. After the war (1945), they designed a showcase for their eye-catching doughnuts. The top served as a counter, and because cake doughnuts and cake sticks were available alongside yeast doughnuts, an attractive display of the variety on offer could be created. The first retail only store opens in 1989, delivering doughnuts to customers via the 180-degree production line. The first location is located on

High Point Road in Greensboro, North Carolina. The first Krispy Kreme Doughnuts store in the UK opened its doors in October 2003. In the UK, Krispy Kreme Doughnuts offers 16 different doughnut varieties, as well as the occasional feature doughnut. (Kreme, n.d.)

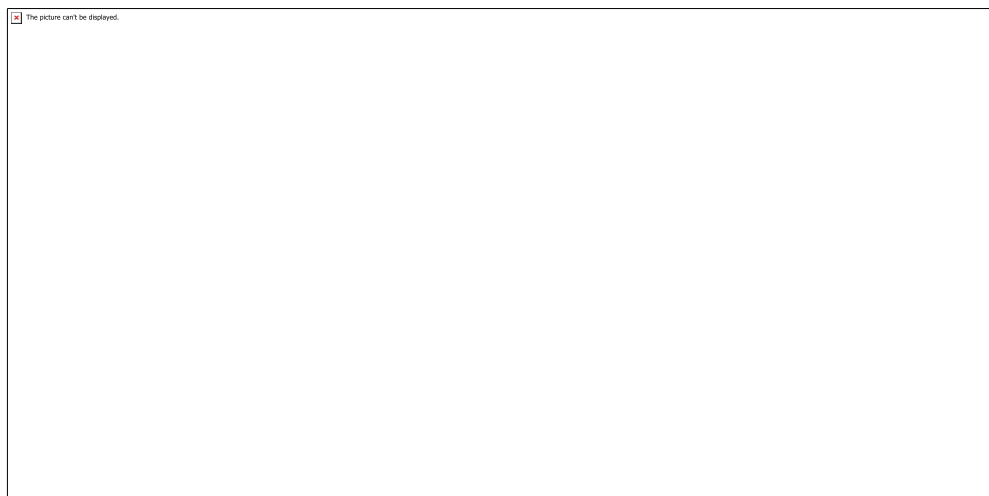
The workplace problem

Staff training may appear to be an expensive and time-consuming endeavour, but the benefits of highly trained employees far outweigh the initial investments. Fully trained employees not only perform better on the jobs for which they are hired, but they also impress customers and are more easily retained. A workforce that has received quality training is more likely to stay with their employer. In some cases, employers will be required by law to provide employee training, whereas others may provide training to improve productivity, service standards, and customer experiences. Poor workplace training has a multitude of negative repercussions, and firms can quickly lose success as a result. Poorly trained employees do not provide a professional image, are less likely to produce spectacular outcomes, are more likely to quit, and raise the possibility of workplace mishaps and errors. (Tate, 2017) In Krispy Kreme we are experiencing a lot this problem with untrained and unmotivated employees, and to solve this problem we are using a tool called fishbone diagram.

ROOT CAUSE ANALYSIS

Fishbone Diagram

A contemporary quality management tool known as the Fishbone diagram or Ishikawa diagram demonstrates the cause-and-effect link for any quality issue that has occurred or could occur. It offers a visual representation of each potential root cause of a problem, allowing for easy analysis and root cause determination. It is a tool that can be utilised in both proactive and reactive situations. (Srivastav, 2022)



This diagram is divided by four problems:

PEOPLE: New and existing employees that they are not trained at all and because of that they feel unmotivated and stressed.

PRODUCTS: All the doughnuts are freshly made and the person that is working at the picking area needs to be very careful when putting the doughnuts on the tray because he may squeeze them, and the product will end in waste. Having sixteen different types of doughnuts, it means a lot of measurements which it makes untrained employees confuse.

LEADERSHIP: Starting with the poor hiring practices it is resulting in underperforming or temperamental employees who we will need to replace before they have really settled in. The management support is low and the directions of how the job needs to be done are unclear.

ECONOMY: The budget is the amount of money that the company or the organisation has available to spend. In this case the budget is small and has not leftovers to spend on employee training.

APPLYING SITUATIONAL ANALYSIS MODELS

PESTLE ANALYSIS

Pestle analysis, it alludes to a business's political, economic, social, technological, legal, and environmental aspects. Businesses use it to assess the macroeconomic elements that affect how well their operations are going. They offer knowledgeable insight into the outside forces affecting organisations. Results of this study can be used by management, professionals, and the public to make wise judgements. Pestle analysis, it aids organisations or corporations in assessing outside variables that might affect internal decision-making. Organisations that are aware of these facts can increase possibilities and lessen hazards. (Indeed Editorial Team, 2022)

POLITICAL:

- Laws and guidelines from the government on workplace education and training
- A stable political environment and the possibility of labour upheaval

ECONOMIC:

- Funding options, costs for training and development initiatives

- Economic factors that could affect the company's capacity to make training investments

SOCIAL:

- Perceptions of training and development among employees
- Demographic elements like the workforce's age and educational attainment

TECHNOLOGICAL:

- The accessibility and application of technology in training and development, including online learning and virtual training programmes
- New technologies' effects on the knowledge and skills needed in the workplace

LEGAL:

- Regulations relating to occupational health and safety are one example of a legal obligation for training and development.
- Risks associated with failing to provide employees with proper training

ENVIRONMENTAL:

- The effect of external factors, such as pandemics, or natural disasters, on the capacity to supply training
- Changes in society or culture and their effects on the requirement for training and development at work

By considering these elements, PESTLE study can assist firms in identifying the underlying causes of unprivileged workplace training and in creating strategies to solve the problem and enhance employee growth and implementation.

SWOT ANALYSIS

Whether you are launching a new business or managing one, a SWOT analysis is a remarkably straightforward yet effective technique to help you define your business plan. (Parsons, 2021)

<u>Strengths</u> • Effective guidance assistance for training • Experienced training statistics • Professional trainers	<u>Weaknesses</u> • Inadequate training budget • Shortage of time arranged for training • Not well-planned training programs
<u>Opportunities</u> • Possibilities for fostering a culture of lifelong learning inside the company • Possibilities to collaborate with external groups to deliver training	<u>Threats</u> • Employees who may be averse to learning new skills expressing resistance to change • External threats, such modifications to laws or standards in the sector that call for new training

RANGE OF ALTERNATIVE SOLUTIONS

1. Online platform which all team members can log in and do their online training.
2. Posters on the walls with the steps for every task and books with important information.
3. The manager or the relevant team member to give the appropriate manual training to the existing staff members and especially the newcomers. To train from basic tasks and gradually the hard tasks. Also, rotation will be something necessary as well.

EVALUATION OF ALTERNATIVE SOLUTIONS

Decision Matrix

By balancing factors based on importance, a decision matrix is a table of values organised into columns and rows that lets you compare potential options visually. A decision matrix can assist you in setting task priorities, solving problems, and developing justifications for decisions you have already made. It can also help you decide which course of action is best for the company. When we need to evaluate a circumstance logically and there are numerous comparable factors to consider, we use a decision matrix. (Peek, 2022)

 The picture can't be displayed.

Based on the weight that we apply for every factor, the best solution for solving our problem is solution number three. We chose this solution because it was the most appropriate one regarding the staff needs, because not everyone is friendly with the new technology and devices.

IMPLEMENTING THE SOLUTION

Gantt Chart

A mechanic engineer from America named Henry Gantt (1861-1919) created the Gantt chart. The graphical representation of a project schedule that is the most frequently used is the Gantt chart. It is a particular style of bar chart that displays the beginning and ending dated of a project's constituent parts, including its assets, planning, and reliance. (GRANT, 2022)

IMPLEMENTATION PLAN

Tasks		Duration (weeks)
1	Choose the appropriate person to do the training	1
2	Identify staff needs	2
3	Staff engagement	2
4	Measure it	1
5	Congratulate access	1
6	Revise and update training programme	2

	Start Date	End Date	09/01/2023	16/01/2023	23/01/2023	30/01/2023	06/02/2023	13/02/2023	20/02/2023	27/02/2023	06/03/2023	13/03/2023
Task 1	09/01/2023	15/01/2023										
Task 2	16/01/2023	29/01/2023										
Task 3	30/01/2023	12/02/2023										
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Task 5	20/02/2023	26/02/2023										
Task 6	27/02/2023	12/03/2023										

Regarding the solution, we made above an implementation plan, consisting of six tasks. Using this plan, we can occupy the duration of each and between them. Starting from the first task which is to choose the appropriate person to do the training on the ninth of January 2023 and the duration is one week and ending with the task by revising and updating the training programme, which the duration is two weeks. The total time we have established for this plan is ten weeks.

Communication plan with stakeholders

All entities that are in some way impacted by a business or organisation are considered stakeholders, and in our business the stakeholders are:

- Shareholders
- Customers
- Employees

- Suppliers
- Government
- Community

Meet their needs • Shareholders • Suppliers	Key Players • Customers • Employees
Low Priority • Government • Community	Keep Informed • N/A

STAKEHOLDER COMMUNICATION PLAN				
STAKEHOLDERS	POWER/INTEREST	COMMUNICATION VEHICLE	FREQUENCY	COMMENTS
Shareholders	High/Low	Email/Letter Phone	Every 4-6 months	N/A
Customers	High/High	Krispy Kreme App Email Website	Every 2-4 weeks	N/A
Employees	High/High	Krispy Kreme Hub Email Website What's up group	Every week required	N/A
Suppliers	High/Low	Email	Every 1-2 months	N/A
Government	Low/Low	Letter/Email	Every 6 months	N/A

Community	Low/Low	Krispy Kreme App Website	Every 3-6 months	N/A
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Conclusion

Good training means good quality of work, high productivity, and happy environment. By using all these important tools, we consider that the problem in Krispy Kreme will be solved within the next few weeks. After a short time, we will weight our progress and perceive if we are leading on having good results.

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Appendix

Task 1 (Dialogue)

ROLE PLAY

Management consultant: Mrs Stana-**MS**

Dissatisfied employee: Mr Rahman- **MR**

Brief: This is a discussion between the management consultant Mrs Stana and a non-managerial staff, Mr Rahman about poor training / lack of training at the workplace.

MS: Good morning, Mr Rahman. How are you doing today?

MR: I am fine, thank you and you?

MS: I am very well, thank you. So, tell me Mr Rahman what is the reason that brings you here today?

MR: Well, it has been a while that we are experiencing too many problems with our new and existing colleagues because they do not have the proper training. First, we are experiencing low productivity because they don't know how to do their tasks properly, we are receiving complaints for poor quality and services and last and most important is that as a long-term employee in your company I am feeling a lot of pressure trying to complete tasks on time.

MS: Mr Rahman, thank you for bringing up this issue to my attention. I will immediately get in touch with my other co-workers, and we will try to find the best solution as soon as possible. Thank you for your time.

MR: Thank you, Mrs Stana.

Task 1 (power point slides)



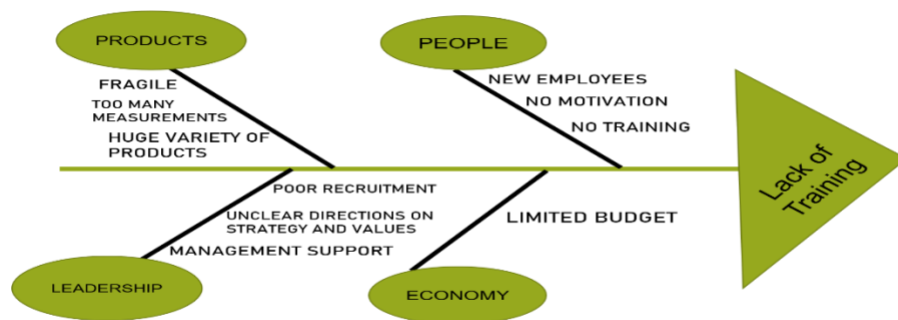
ROLE PLAY

PROBLEM SOLVING & DECISION MAKING

by Artiola Stana

NATURE OF THE COMPLEX PROBLEM

This is a discussion between the management consultant Mrs Stana and a non-managerial staff, Mr Rahman about of lack of training at the workplace. People working for the company don't have proper training and is ending to an unhappy environment. How could we do this work? We made a fishbone analysis to find the root cause and we have some solutions as well that we have evaluate to find the best one to solve our problem.



SOLUTIONS

1. Online platform which all team members can log in and do their online training.



2. Posters on the walls with the steps for every task and books with important information.



3 .

The manager or the relevant team member to give the appropriate manual training to the existing staff members and especially the newcomers. To train from basic tasks and gradually the hard tasks. Also, rotation will be something necessary as well.



EVALUATION OF ALTERNATIVE SOLUTIONS

DECISION MATRIX

<i>FACTORS</i>	<i>WEIGHT</i>	<i>SOLUTION 1</i>	<i>SOLUTION 2</i>	<i>SOLUTION 3</i>
Easy to understand	4	$2 \times 4 = 8$	$3 \times 4 = 12$	$5 \times 4 = 20$
More practical	3	$3 \times 3 = 9$	$4 \times 3 = 12$	$5 \times 3 = 15$
Teamwork	5	$2 \times 5 = 10$	$2 \times 5 = 10$	$4 \times 5 = 20$
Good contact with the products	2	$2 \times 2 = 4$	$3 \times 2 = 6$	$5 \times 2 = 10$
TOTAL		31	40	65

The best solution for this problem is the solution number 3.

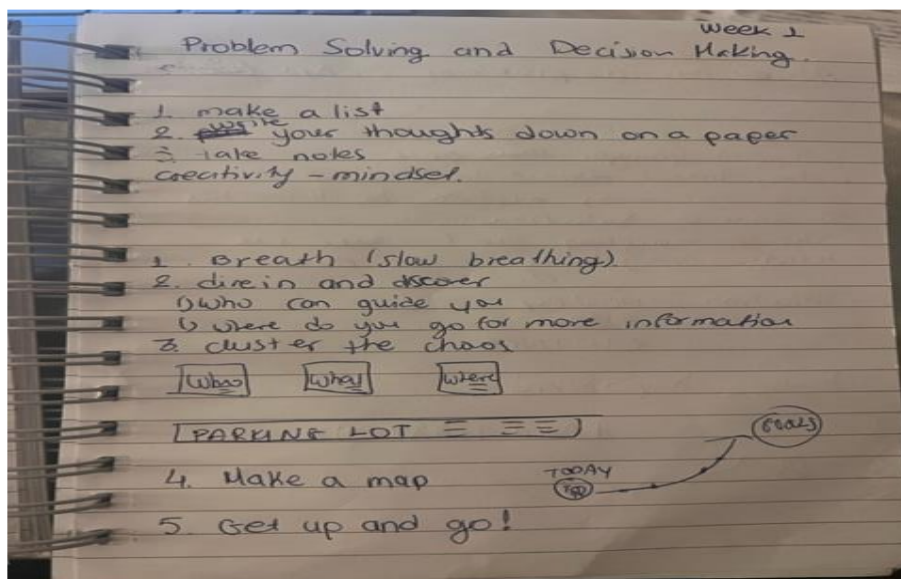
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Task 6	27/02/2023	12/03/2023										

Thank you!

Notes from class



Decision Making Week 2

- operational
- tactical
- organisational

Factors affecting decision

- stress
- energy
- time available
- writing guidelines
- amount of information
- routine vs non routine
- money/funds
- creative thinking

INGREDIENTS FOR GOOD DECISION MAKING

- involve the team
- delegate
- brainstorming
- be creative
- be objective

CHARACTERISTICS OF EFFECTIVE DECISION

- conducted in a system
- the benefits or consequences should be determined
- the results revolve around more possible outcomes

Decision Making Process

- define a problem
- list and weigh alternatives
- select the best decision(s)
- monitor the progress
- review the decision.

3 steps of decision making

- Challenge the constraints (1)
- before you decide
- embrace a Pre-mortem (2)
- check the basics (3)

cobra effect → INDIA

Problem Solving

Week 3

solve a problem → creative solutions
→ solution

creativity → new ideas
→ think out of the box
→ being innovative

feasible → εφικτός

creativity defined

- intelligence
- academic achievement
- creativity

Components

- expertise
- creativity
- motivation
- thinking

rational = logical - structure

characteristics of creative person

beginner mind	—	experience
freedom	—	discipline
play	—	professionalism
improvisation	—	planning

Tools for creating
new ideas

- attribute listing
- brainstorming
- visioning

Employees have to have access to information in
order to be creative.
They should be rewarded.

serendipity → happy ending

creative problem techniques

- serendipity
- free association
- structured relationship
- group techniques

Alex Osborn 1950s

Divergent thinking → using imagination

Convergent thinking → using logic

OF → Objective Finding

FF → Fact Finding - Gather Data

PF → Problem Finding - Clarify the Problem

inability to change or $\leftarrow$ rigidity = not being adapted.

IF - Idea ~~Finding~~ Finding

SF - Solution Finding

AF -

::

BARRIERS

- self-constraining beliefs
- fears, beliefs, stresses
- routine and rigidity

Benefits of creative problem solving to the team.

- good communication
- morale boosting
- shared skills
- improved teamwork

to the individual

- confidence
- personal effectiveness
- greater understanding of corporate goals

- identify the problem
- ideas
- evaluate
- implement.

Problem Solving

Week 4

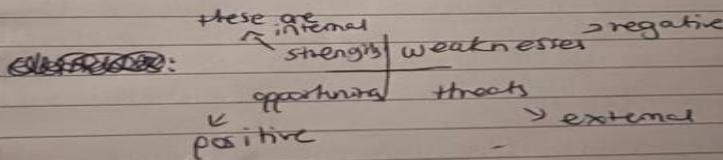
Session 1: SWOT Analysis

determination → strength
strengths

~~threats~~ and weaknesses → internal
threats

opportunities and ~~strengths~~ = external

SWOT analysis is a part of a ^{strategic} plan.



H SWOT

- easy to do
- managers ~~and~~ can use this
- provides
- develop business goals

you can not use it for complex issues.

SWOT

strengths

- handmade
- very good relationship with local trader
- for (S) crea.

weaknesses

- employee complementary skills

opportunities

- to buy in enterprise
-

threats

- supplier
- having only one supplier

* Investors *

Problem Solving

Week 5

Recap

STRENGTHS

- Valuable brands
- Good quality
- Efficient Software development
- Excellent Online Service
- Growth in Sales $\Rightarrow$ Revenues
- Strong Capital
- Frequent launching of new product
- Unique design $\Rightarrow$ smartphones
- Good technology $\Rightarrow$ software
- Effective focus Marketing
- Present in Multiple countries

WEAKNESSES

- high prices $\Rightarrow$ product and services
- Faulty batteries
- stagnating software development
- incompatibility with other system
- lack of parental control
- decrease in free App Availability
- cheap overseas workforce in manufacturing
- restrictions in modifying the system
- fragile devices
- involvement in Lawsuit and misconduct

- research and development opportunities = Capital
- product diversity $\Rightarrow$ AI $\Rightarrow$ manufacturing industry
- consistent customer growth
- demand towards smart wearable tech
- expanding into the music industry = Apple music
- recycling old iPhones

THREATS

- strong competition = Samsung = Huawei = Microsoft
- new trend to use other competitor products
- lacking other products such as kitchen appliances
- rapid tech change
- change in labour costs

Decision making

PMI decision tool

topic: study ~~online~~ remotely

Plus	Minus	Interesting
no transfer cost	no good understanding	Am i going to learn properly?
more sleep	not gaining valuable informations	Am i going to find it easy?
capable to use different devices	no problem solved	
	fall asleep	
	background noise	

Decision making

PMI decision tool

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Problem Solving Week 6

- organisation system
 - ↳ structure of the company.
- the manager delegate responsibility

cognitive psychology

- ↳ in business,
- study of thinking on reasoning impulses based on emotions, creativity
- is the science of how we think.
- concepts: human perception, attention, learning, memory.

Problem Solving Week 6

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Problem Solving Week 7.

- psychological climate (weather)
- organisational health (take care of your employees)
- ↳ well-being, task dividing.

- positive psychology
- ↳ positive emotions, well-being
- ↳ increase engagement
- ↳ increase motivation

CORP B ORGANISATION =
profitability + well-being.

Managers skills

- ↳ technical skills
- ↳ human skills
- ↳ conceptual skills

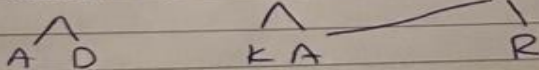
Problem Solving Week 8. (NGTUM)

ADKAR → to implement a change

What is change management?

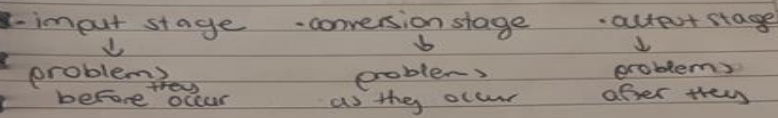
Awareness
Desire
Knowledge
Ability
Reinforcement

current → transition → future



Problem solving. Week 9.

three types of control



Step 1 → managers at each organizational level need to set their own standards.

Step 2 → managers need to measure the output, what steps they follow. Also their behavior.

Step 3 → managers evaluate whether - and to what extent - performance deviates the performance chosen in step 2.

Step 4 → If managers decide that the level of performance is unacceptable then they need to make a plan ~~and~~ to achieve.

