

University of Wales Trinity Saint David in Birmingham

Problem Solving and Decision Making



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Introduction

Within the scope of this module, it was proposed to us to prepare a report with the objective of exposing the contents to combat or reduce stress at work.

First, I will develop the points derivatives in the execution in this case: Impact of the complex problem on organizations and employees, Fishbone, Pest Analysis and Swot, Decision Making by PMI, Grid Analysis. Then, I will present a conclusion to help in solving the problem.

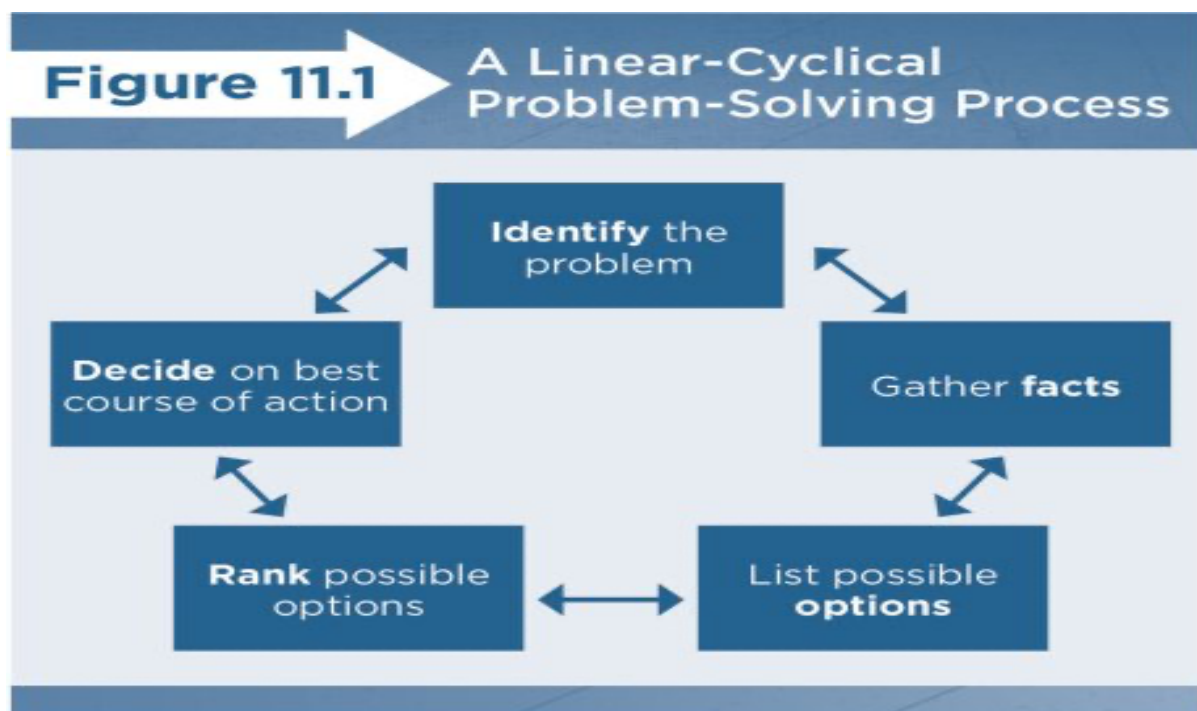
However, we use problem solving to refer to a situation where it is not immediately obvious how to achieve the goal.

SECTION 1

1. Problem and Decision Making

Cambridge University, (2021), **The Problem** it can be a situation, things, or people or one that requires attention and needs to be addressed or resolved.

Decision making allows you to choose between two or more courses of action.



There are different issues that affect effective decision making:

Not sufficient information

Deficient enough information, it appears that you are making an unsubstantiated decision. Take time and sort out the issues then make the decisions.

Overmuch information

it is a tactic used to delay organizational decision making, with those involved aiming to demand more and more information before they can decide.

Many people

It's not easy to make any decision when you have a lot of people, because everyone has their opinion and values. although it is sometimes important to know what these ideas are, because they are important, this is because many opinions may be better than one.

Bestowed interests

It contributes to the exploration of rational and intuitive aspects with the parties involved, and they will have to help with the outside to support the process.

Sensitive Supplements

Many persons find it difficult, but decisions tend to involve the prospect of change. Therefore, avoid making decisions based on emotions.

1.1. Work-related stress

Second R. Adrian, (2021), more than 11 million workdays are lost each year due to stress at work. This is because people have felt that they are doing too much that they shouldn't be doing.

Therefore, stress contributes to anxiety crisis or depression. That is why in the UK nearly half a million people suffer from work-related stress. It can be issues for our society. So, is essential know nothing is better than our health.

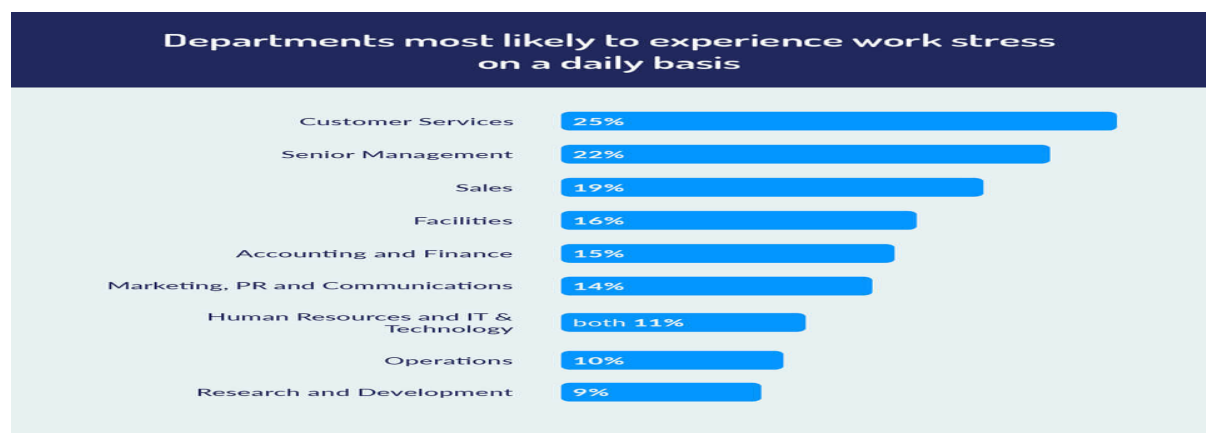


Fig.1 Work Related Stress in UK

SECTION 2

2. Nature and impact of the complex problem on employees and their organisations.

Bupa, (2021), Reflecting on this practical case, working with stress can cause certain problems such as:

- Deadlines limited with extreme load
- Always working under pressure
- Bullying at work or relationships with colleagues,
- Managing charm
- Lack of control of the work done
- Skills do not match the work you do.

Stress has its evolutionary period, as it starts little by little and then spreads out, as it can affect our professional and personal life.

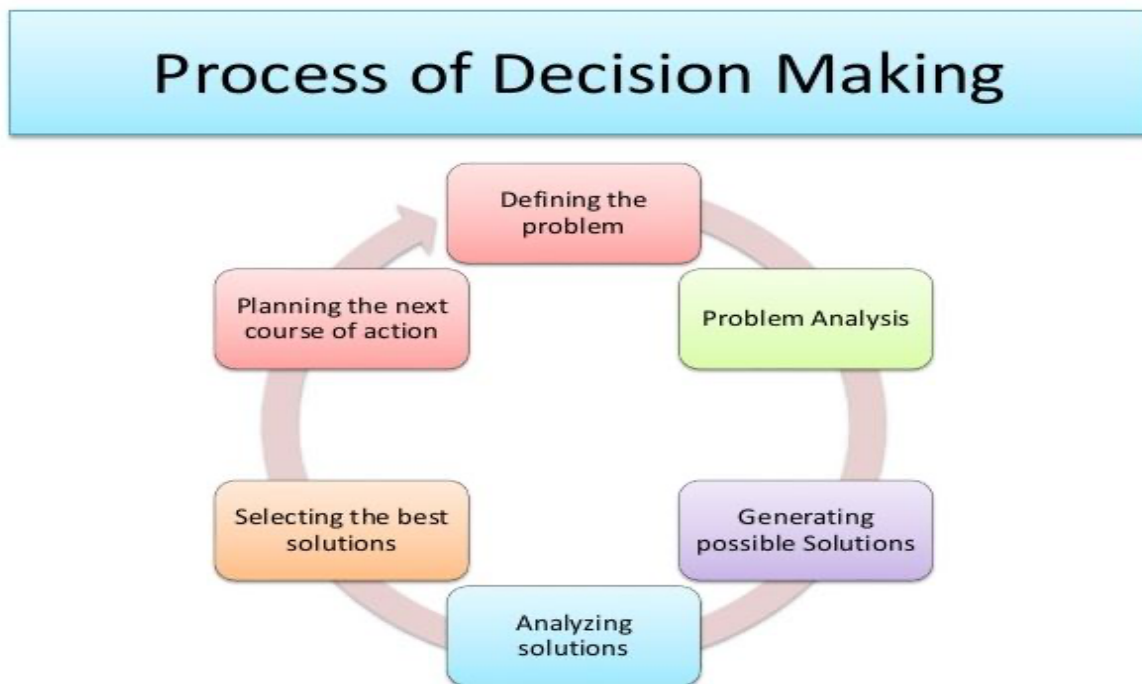


Fig.2 Process of Decision Marking

2.1. Identifying work-related stress

However, at this point we must use the method, **How, What and Why**.

First, is to identify why we are under stress to know how to deal with work with stress.

So, it is important to analyse and recognize changes in behaviour. Only then, you will be able to assess the problem and then to choose the best solution to be able to proceed if you continue to work or change the route so as not to cause stress.

However, it is advisable to plan for later in the future there will not be exact situations like these. Why the sooner you realize that work is causing you stress, the sooner you can take steps to make things better.

3. Causes and effects analysis of the complex problem

Mindtools, (2021), Cause-and-effect analysis is a Brainstorming diagram that helps us classify all the possible causes of a problem. Then, it is also identified as fishbone diagrams, Ishikawa diagrams. So, before you start solving the cause, is important to study all the things that caused this, only then think of a solution.

So, this can help you to solve the problem completely, the first time, and not just solve it on its part and make the problem run indefinitely.

L. Sarah, (2021) Fishbone diagram is called as a tool that helps us visualize and categorize the potential causes of a problem. It is used to identify the root causes of a problem. It should be effective as one of the test case techniques to determine causes and effects.

3.1. How to use the Tool or Fishbone Diagrams

According to Professor Kaoru Ishikawa, (1960-1990), to answer the questions in this practical case we must follow these steps:

First classify the problem, at this point, it is convenient to expose the problem you are facing, identify and analyse where and when it occurs.

On one of the sheets of paper write the problem on the left side and draw a horizontal line. Then leave space to develop ideas.

Elaboration of the principal causes involved, here you will need to name the causes that may be part of the problem. Factors such as: organizations, related individuals, health, materials Intrinsic to the position. Then draw a line on the spine of the diagram to expose each factor.

Categorise probable causes, once the factors have been identified, we will have to brainstorm the causes of the problem that might be related to the factor. Show these possible causes as shorter lines coming out of the bones in the diagram. If the cause is large or complex, it may be better to divide it into different points.

Investigate your map this is a final step, with all the possible causes you can think of shown in the diagram. Now we can investigate the cause in more detail, the more complex the importance of the problem, they should be analysed to find out what are the causes that give rise to the problem.

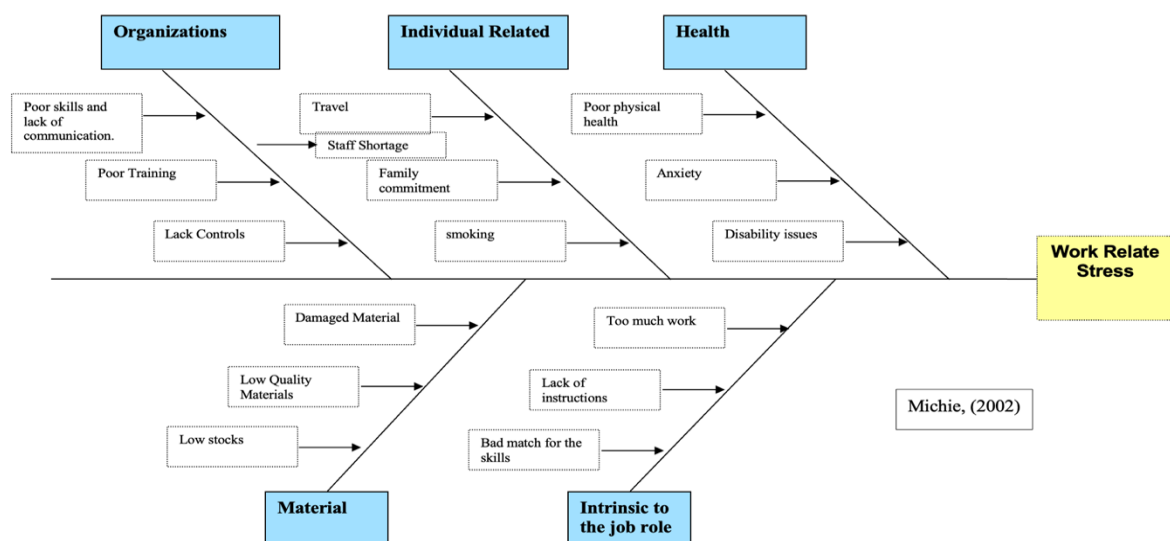


Fig 3. Example of Fishbone Diagram Work Relate Stress

SECTION 3

4. PESTLE ANALYSIS

K. Will, (2021), PEST Analysis classified as: political, economic, social, and technological, are the methods that an organization assesses the main external factors that influence its operation to become more competitive in the market.

According to Professor Francis J. Aguilar, (1967) PEST Analysis was first introduced under the name of ETPS. These factors cited above according to Scanning the Business Environment, "Aguilar influence the business environment. That's why they most reorganized the letters to create a convenient acronym for use today.

Analysing PESTLE, there are various abbreviations such as:

- **PEST:** Political, Economic, Sociological, Technological.
- **PESTLIED:** Political, economic, sociological, technological, environmental, legal, international, environmental, demographic.
- **STEEPLE:** Sociological, technological, environmental, economic, political, legal, ethical.

However, we use PESTLE and SWOT analysis to help us identify opportunities and threats.

PESTLE ANALYSIS					
P	E	S	T	L	E
✓ Brexit ✓ Tax ✓ Power ✓ Law ✓ Global Influence	✓ Inflation rates ✓ Interest rates ✓ Economic growth/decline ✓ Exchange rates	✓ Income distribution ✓ Lifestyle factors ✓ Demographic Influences	✓ Automation ✓ Level of innovation ✓ Speed Internet (5G) ✓ Cybersecurity	✓ Health and safety ✓ Employment Laws ✓ Discrimination s Laws	✓ Environmental Policies ✓ Weather ✓ Pollution ✓ Climate change ✓ Recycling

CIPD (2020)

Fig 4. Example of PESTLE ANALYSIS Work Relate Stress

4.1. SWOT Analysis

The SWOT analysis considers how: strengths, weaknesses, opportunities, and threats are designated as the framework used that allows you to assess the competitive position of a company and develop strategic planning.

Therefore, SWOT analysis is one of its objectives and evaluates the company's internal and external factors.

One of the key elements of SWOT, it seeks to identify the main potencies, difficulties, chances, and fears which leads to fact-based analysis, having new ideas and perspective.

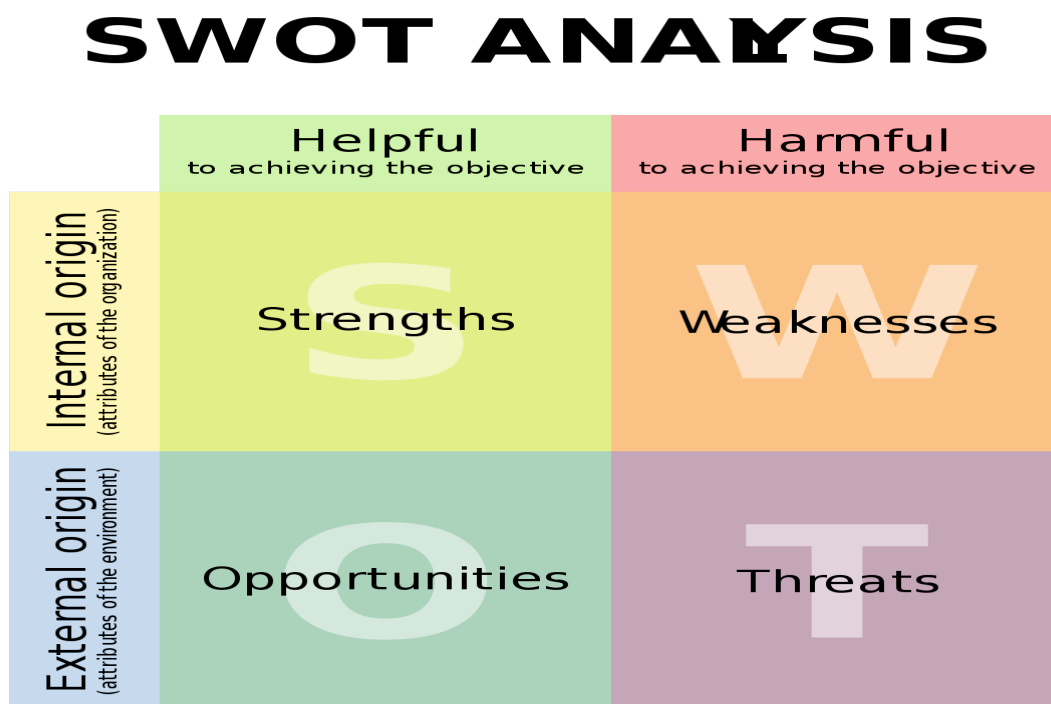


Fig.4 SWOT ANALYSIS

Why organization want to use SWOT Analysis

- Identify and Classify
- Construct a comprehensive image of situations
- Create connections between both the optimistic and destructive sides of a situation.



- Create links between the two inner and outer sides of a situation

Strengths

Strengths describe in convenient to show your strengths to differentiate you. For example, you can leave this job that causes you stress if in case you have a good qualification this will help in making certain decisions to find another job.

Weaknesses

These are attributes that can harm your goals, so you will have to face them to take advantage of this opportunity.

Opportunities

It is these respective external factors that give you the advantage of competing, for example, nowadays there are platforms where you will have opportunities to access and find a new job. In addition, you will also be able to access mental health support.

Threats

These are the factors that cause you fears and will make you give up. For example, rising unemployment and cheap labour supply.

SWOT Analysis Internal

Investopedia (2021), Internal factors are what we can control within the organization such as break, less hours., concrete, and immaterial.

For example: For **Strength** what are we doing well? And For **Weakness**, what are our worst performers?

SWOT Analysis External

Everything that happens outside the company that could affect the organization. As an example, we have monetary policies, market changes, suppliers, these are categories to be extracted to create a list of opportunities and weaknesses.

Hence, you can suggest questions such as:

Opportunity What are the trends in the market?

Threat Are their new laws to harm our production?

SECTION 4

5. An Evaluation of Solutions to Work-related stress

Decision making is a process that allows us to make certain choices, identifying a decision, gathering information, and evaluating alternative resolutions.

According to the **CMI** (Chartered Management Institute) defined decision making as the process of choice that exists between alternative courses of action. Since it can occur on an individual or organizational level.

However, we should get some decisions solve, because if we continue work with stress, we can lose the jobs.

There are the rational decisions processes that help us take some decision:

- Unruly Identification
- Norm's definition
- Alternative generation and evaluation
- Realization

Unruly Identification

First, it is important to know that before taking any decision, you must first know the cause of the problem. Only then will it help us reach a rational solution.

Norms Definition

Many problems are seen as multidimensional. However, being that people should be able to determine the main factors influencing the problem.

Alternative generation and evaluation

This makes it identify and evaluate each course. It makes the problem itself and the criteria or factors. We must consider that the advantages and disadvantages can be evaluated to establish the most appropriate action and solution.

Realization

Once the core solution is established, the implementation step is required to apply the solution. Normally, at this stage it is convenient that more problems will arise if the identification or structuring of the original problem was not carried out completely.

An Evaluation of Solutions to Work-related stress					
Solution: To make a better decision, we have chosen the best option. For sample, in my company we work a lot stress. So, we have to take a better decision. 1----5					
	Miller	Sophia	Cristiano	Eleni	Total
Less hours and more productions	4	4	1	2	11
Share works hoards	2	2	3	3	10
More Breaktime	1	3	4	4	12
PPA Time	2	1	2	1	6
The best option is More Breaktime 12					

Fig.5 Example of Evaluation of Solutions

6. Decision Making by PMI

PMI (Plus, Minus, and Interesting) is a brainstorming tool that helps in decision making and critical thinking. Also, we can put in list to know what is good and bad. Basing on this stress-related case PMI helps to encourage ideas, concepts, and experiences to be executed from more than one perspective.

Dr Edward de Bono is an advocate of critical thinking and was the one who developed PMI. Also, PMI is used to check whether we can follow through with the ideas or not. Let's weigh the pros, cons, and implications of a decision.

There are some Step to use to making a good decision:

Deliberate the Positive Points

Consider the positives, the interesting aspects should be listed, everything that asked us to follow. Stop criticizing throughout the process, just say all the positive points you can imagine. Example: more money, more time, change of job, etc.

Consider the Minus Points

In this step we identify the Negative Points For example: meeting new colleagues, More training, etc.

Reflect the attractive topics in the situation.

Listed here are all the motivators, they are not just positive or negative, but points of interest that you should carefully target.

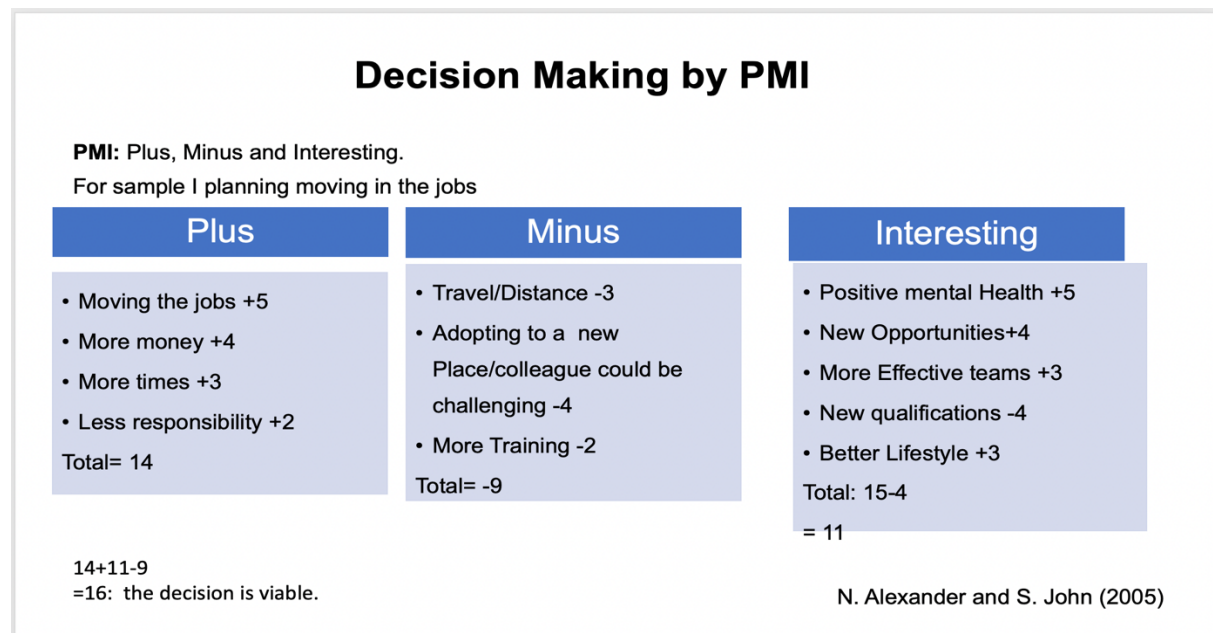


Fig.6 Example of PMI

6.1. Grid Analysis

Grid analysis: is a tool used in decision making generally, it is preferable when making a choice where many factors must be balanced. Also, this tool is managed through the criteria definition.

This tool ranks factors by importance, on a scale of 0 to 5, where 5 is most important. Because it pays to have factors of equal importance.

Afterwards we must score essential elements in your choice. Now, mark each preference since 0 to 3.

However, It is not necessary to have a different score for each option, as if none of them were good for a specific factor in your decision, as all options must score 0.

Grid Analysis

The solutions to reduce stress at work

0-----10

	Factors			
Alternatives	Money	Time	Traveling	Total
Change The department 3	10 - 30	6 - 18	0 - 0	48
Work less hours 2	10 - 20	8 - 16	5 - 10	46
Change the jobs 1	10 - 10	10 - 10	10 - 10	30

The best one is changing the department 48

Fig.7 Example of Grid Analysis



Conclusion

In concluding this report, I would like to emphasize that all problems are complex and allow for judgments to reach decisions. Because, in the case of stress at work, there are several paths that we must take to get one, we choose the best solution.

On the other hand, our health comes first, but we must also be concerned with their bills and needs, this because a poorly calculated decision will create a greater problem for our health.

Finally, to decide, we must understand that we will have to face certain challenges and, many times, there will be certain changes both in our personal life and in our family. These changes are related to new colleagues, Working distances and salary differences.

ACTIVITY

Problem:

- ✓ High stress at work affects the health of workers, as the team is unable to meet customer requests.

Chosen Solution:

- ✓ Change Department

Act plan

Activities	Narrative	Period structure	Team responsible
Change Department	Speak with departmental managers to see if there is a possibility of changing departments. Stay focused on the meeting.	5th September 2021 10th September 2021	Supervise
Identify Department	Show interest in the department you are moving to. Trying to show the experience about the same.	12th September 2021 14th September 2021	General Manager
Find a proper place	The management team will discuss and decide if it will be possible to have this department transfer. Finalize the agreement with HR to approve this change.	15th September 2021 16th September 2021	General Manager
Organize moving day	Communicate to other supervisors in another department about the respective change.	17th September 2021– 18th September 2021	General Manager



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