

Assessment 2

Module: Problem Solving and Decision making

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Introduction

My name is Nicu Tiberiu Nastasa, a student at Trinity Saint David University of Wales and this is my report on Problem Solving and decision making. In this report, I will apply the Fishbone and ADKAR methods to solve a recent and real problem in the hotel I manage.

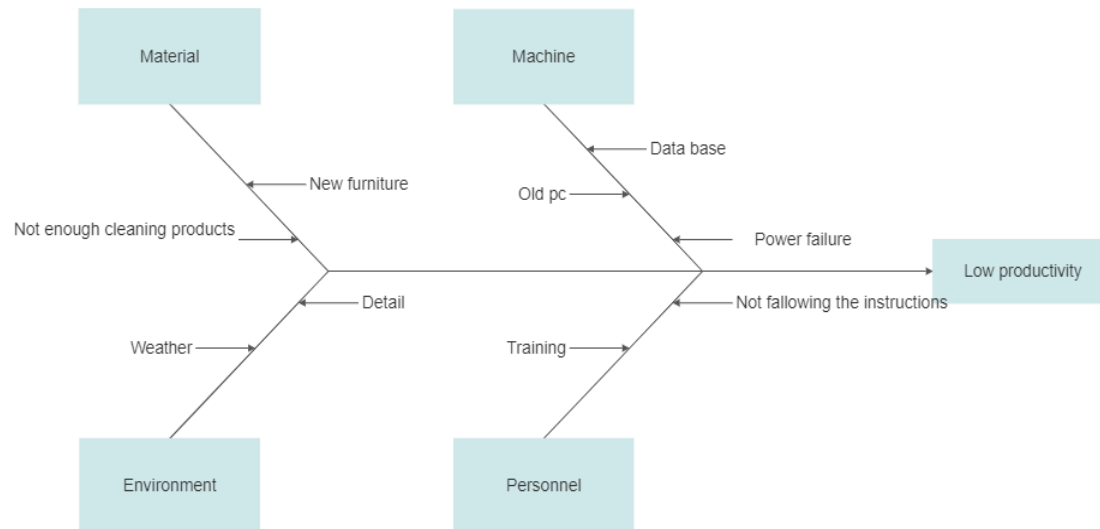
I have been working in a hotel for 3 years and I managed to promote myself as a duty manager in an Ibis hotel. In all these years I have encountered various problems and I have always detected, analyzed and offered solutions to problems, closely monitoring the progress of solutions. One of the most recent problems was when I received several complaints from customers that the rooms were not clean. Customer feedback is very important for the business because obviously, customers are the ones who pay for the services offered by the hotel. The owners of the hotel also found out about these complaints, that is, my superiors, who of course blamed me for this, asking for explanations and solutions as soon as possible.

To analyze this situation, we held a meeting with all employees, which means the cleaning, reception and kitchen departments. After listening to all the statements of my colleagues from all departments, it was clear to me that it was a matter of lack of communication between departments.

Ussing Fishbone Diagram

What is Fish Diagram and how do I use this method?

A Fishbone diagram is a method of visualizing the cause and effect of a problem. This method combines the practice of brainstorming and uses me as a test study technique to determine the cause and effect and it is useful in product development and troubleshooting processes and is very often used to focus on the conversation around the problem.



Information gathered during preliminary investigation:

The reception team did not correctly verify the information in the system regarding the check-in and check-out of the hotel clients.

The supervisor of the hotel cleaning team did not check well and did not follow the correct steps offered in the training to check the rooms.

The first complaint from the clients was on 21.08.2021 in connection with 2 rooms found dirty.-The information gathered from the meeting I had with the cleaning, reception and kitchen department: lack of communication and non-compliance with the hierarchy within the employees. These two problems led to the first complaints made by customers, in which we had to offer a refund and which affected our rating on TripAdvisor.

Cause:

- There was no process of data transmission and reception and non-compliance with the job description by subordinate colleagues, such as assistant manager, supervisor.

Effect:

- The decreasing tendency of the clients' accommodation, the bad reputation of the hotel.

Solution plan for lack of communication, low productivity using the ADKAR method.

ADKAR

The ADKAR method was invented by Jeffery Hiatt, the founder of Prosci in 2006, and is a method that helps us to reach steam goals. ADKAR are acronyms for the words: Awareness, Desire, Knowledge, Ability, Reinforcement.

Awareness:

this phase gives me the opportunity to make sure that employees understand the need for change. This is done through communication activities, focusing on transparency and the benefits we want to obtain, being clear about the pains of the process, all these elements that can positively support this process. This whole model is based on the need to establish trust as a way to incorporate changes quickly and constantly, which is why this phase is very relevant.

Desire: Inspiring the desire to change is the most difficult part of the ADKAR Change Management Model. In these situations, appeal to peoples' logical as well as emotional sides. This calls for an important dose of Leadership and make sure you can deliver your commitment by being grounded into this step.

In order for this phase to be successful, it must be made clear to the people just what the change will include and why it can be beneficial. The successful achievement of a Desire goal also involves creating a feedback loop with the teams in order to ensure concerns are raised immediately and ideas are captured and addressed as necessary

Knowledge: The purpose of this phase is to ensure that all staff not only understand the need for change but also follow the steps that are necessary to achieve the goal. To accomplish this, it's best to have a clear understanding of what skills and knowledge will be required once the change is implemented and by identifying all gaps, we can begin the process of training and upskilling the appropriate people to fill the gaps. The goal goes beyond process knowledge, however, since it requires that people also understand "how to change." i.e Behavioral and soft skills training needs to be facilitated along with process training.

Ability: This is an important phase for leaders to plan carefully, ensuring to include practical exercises across all training phases, in addition, it is crucial that a

Performance Monitoring framework is implemented early in the process. You can only gain an understanding of the real advancement through this method. Measurement of the entire change process is an additional benefit.

Reinforcement: We can say that this last stage aims to make the Change to stick. Change must be addressed from all aspects (such as appraisals, incentives, rewards) if it is to become a new standard. Creating a monitoring system also means ensuring you start the process early on, so that all problems are identified and corrected, and so that any results of the change process can be evaluated.

What's good about the model ?

During the Change program, ADKAR recognizes and rewards individuals and their personal contributions. You can accelerate the metabolic rate of change within your organization by focusing on the five goals of the Model. Furthermore, since Goals, rather than Steps, are the basis of the model, it can be simply applied across many different scenarios in different situations: small projects to large incremental changes. Additionally, focusing on the people's needs instead of just technical aspects can improve your change success rate.

What's bad about the model?

As a result, the model is very well suited for incremental changes, but is unsuitable for large-scale projects, as it does not take into account the directional aspects. When there is a high degree of uncertainty, and directional leadership is required in order to accomplish change, a complement to the ADKAR Change Management Model is necessary.

ADKAR conclusion:

ADKAR has the advantage of a bottom-up approach in focusing on each individual and their contribution during the Change program. Your organization can accelerate its change metabolic rate by focusing on the Model's 5 goals. Additionally, since Goals rather than Steps underlie the model, it can be applied to a broad range of situations: for example, small projects to large incremental developments. Additionally, focusing on the people's needs instead of just technical aspects can improve your change success rate. This model provides a very helpful framework of reference when you know what needs to be changed.

Decision making

1. The hotel where I work as a manager has non-stop staff and is divided into 3 shifts of 8 hours each, so I required the preparation of reports and their delivery before the shift change, meaning that each shift change at the beginning of the work schedule , have the reports printed with the necessary information about the current state of the hotel, such as: occupant, name of guests, available rooms, occupied rooms.

2. I added 3 phones for each department and then I created a chat group where employees can discuss in real time any problems and then be reported directly to me by the assistant manager or supervisors. Communication is very important between departments. The reception department must send to the cleaning department the list of rooms that are occupied, that are free, that need cleaning. If this information is transmitted incorrectly, problems will arise.

3. I will conduct training with each supervisor to ensure that the standards imposed by the company are met. Here I refer to the stages of cleaning a room, how to use the new solutions for cleaning and refreshing the rooms. At the same time, I contacted the IT technical team to create an online program in which the cleaning staff to learn and evaluate themselves on a monthly basis. Also in this software will be permanently added the new products that will enter the hotel so that each employee can learn how to use it and what is the purpose of its use. This solution will give me the opportunity to analyze the staff to figure out what they know how to do well or what needs to be improved.

4. Because the hotel staff is made up of staff from several countries, English is very important. In this condition, I will provide an intensive online English course, adapted to each employee, which will last 4 weeks. This course will greatly improve their ability to communicate, to express themselves clearly, so that the information is transmitted and received correctly. Improving the English language was my decision after attending the meeting with the three departments. Then I realized that many of the employees could not express themselves even if their services are good. It is practically impossible to work without understanding English.

5. Due to customer complaints, the rating on Trip Advisor has decreased. This situation needs to be fixed urgently because the TripAdvisor application offers us

30% of the number of clients per month. For this situation, I decided to order new furniture, organic and good quality cleaning products, perfume to spray every 4 hours to have a pleasant smell in the hotel lobbies. We hired 3 linen porters who will work in 3 shifts of 8 hours each to help the cleaning staff performing various tasks, such as: Collecting dirty linen, collecting garbage from the room, helping with various tasks required by the cleaning staff.

I informed the owner of the problems facing the hotel and then I proposed this action plan that will help improve services, increase hotel occupancy and train staff to meet those financial objectives of the company.

I decided to monitor the implementation of the solutions and their progress by developing a monthly action plan in which the hotel staff must meet certain goals. Each supervisor in the 3 departments must report directly to me on how the solutions are developed at department level.

Conclusion

I managed to offer solutions and implement them and now the hotel works very well, the occupancy of the hotel has increased from 85% to 96% and the reviews on Trip Advisor are very good, the hotel is rated with 4.5 stars out of a total of 5. The use of Fishbone and ADKAR methods have been extremely useful to me, helping me to improve the quality of the services offered by our company, to offer employees a professional development plan in which I have included training, intensive English course. I managed to rebuild the communication between the three departments and now each employee knows what to do, and when various problems arise, they can ask for support from supervisors or directly to me through the chat group I created for the company's employees. The rooms are very clean for the cleaning team conducted a training course offered by the company, and the supervisors of each department closely monitor the stages of the changes we have implemented, reporting directly to me through weekly meetings.

References

<https://www.prosci.com/methodology/adkar>

Posted by [Protiviti KnowledgeLeader](#) on Fri, Feb 15, 2019

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