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1.0 Introduction

Problem Solving and Decision Making the Case Study

Problem Solving and Decision Making begins in the instant matter before us with the case study upon which this report is based, “Majority of Brits ‘Dissatisfied with Their Job’”, is the results of a survey of employees by Personal Group, an organizational UK think tank, dedicated to assisting employers establish more meaningful impact with their human resources available; namely their employees.
[\[https://www.personalgroup.com/\]](https://www.personalgroup.com/).

The results were published 27 May 2019, in the UK, via the web-based periodical The Week. The study found that in 2017 almost half of UK employees were unhappy at work (49%), but by 2019, the year of publication of the study, only 41% reported being “happy” at work. This leaves a disturbing 59% of UK people dissatisfied with their jobs.

[\[https://www.theweek.co.uk/101425/majority-of-brits-dissatisfied-with-their-job\]](https://www.theweek.co.uk/101425/majority-of-brits-dissatisfied-with-their-job)

One uncomfortable with these findings may, if not refuted, be eased by believing that this is a “one off” finding or statistical fluke were it not for the fact that just two years later these results were confirmed by yet another study commissioned by The Royal Horticultural Society finding in 2019 that at least “Three Million Brits hate their job and feel trapped..”, being bored and with little or no praise for their efforts, all the while disliking and having little to no interest in what they do as their work. Of the 2,000 employed individuals surveyed, over a full one-half stated that they felt “stuck”.
[\[https://www.thesun.co.uk/news/12229562/brits-hate-job-feel-trapped-study/\]](https://www.thesun.co.uk/news/12229562/brits-hate-job-feel-trapped-study/)

2.0 Definition of The Problem

The Definition of “Job Dissatisfaction”

According to Wise step, a web-based Blog in an article dated 03 May 2021, referenced at:

[\[https://content.wisestep.com/job-dissatisfaction-meaning-causes-reasons-effects/\]](https://content.wisestep.com/job-dissatisfaction-meaning-causes-reasons-effects/),

“Job Dissatisfaction” is defined as “. a situation in your job where you have to do work which doesn’t interest you, that helps you earn money.” The dissatisfaction and resulting unhappiness occur when, the article goes on to say, when not liking what you do in order to get paid. A formal survey does not need to be taken in order to realize that many people just keep struggling to obtain the money that a pay check brings, without actively seeking a happier environment in order to experience the satisfaction that a truly interesting job would bring. The author, Chitra Reddy, lists the major reasons for job dissatisfaction; among those being not feeling appreciated enough, change of mind by the employee about the job, colleagues at work talking about the affected employee behind their back, not enough “perks”, being taken for granted, among other things like it not being like the employee thought it would and sometimes personal problems that have nothing whatsoever to do with the job itself.

3.0 Analysis Information to Help Inform the Decision-Making Process

Decision Making Defined

A sensible definition of “Decision Making” can be found at The Peak Performance Center, part of their “Development Series”, which states that “Decision making is a process that involves the collection and analysis of information which results in the selection of a course of action among several alternatives.” The process of decision making is a multiple step one:

- Define and clarify the issue
- Determine the desired goal and outcome
- Gather all the facts and information
- Analyse the information
- Develop alternatives by thinking about or brainstorming possible options and Solutions
- Evaluate alternative options -consider and compare the pros and cons of each option
- Select the best option
- Implement the choice
- Evaluate the decision

[The Peak Performance Center, The Pursuit of Performance Excellence, <https://thepeakperformancecenter.com/development-series/skill-builder/personal-effectiveness/decision-making/>]

4.0 Use of A Proper Technique in Evaluation of Solutions

The “PESTLE” Analysis

The Pestle Analysis is actually a mnemonic for a business marketing analysis tool. Each letter of “Pestle” stands for each of the important principles that make up the whole of the analysis concept as follows:

- P - Political
- E - Economic
- S - Social
- T - Technological
- L - Legal
- E - Environmental

Use of each of these factors to consider in their totality, provides a sort of checklist when arriving at a solution of a problem towards the accomplishment of needed resolution of conflict or in the terms of marketing, moving toward the smooth sale of a product or providing of a business-related service. Each factor is not to be considered equal to one another, but each is an important factor to consider in its own right. The purpose of use of Pestle Analysis is to provide an overall or “Bird’s Eye View” of the many considerations that need to be taken into account and kept track of toward the goal of the desired results. [Reference: “What is Pestle Analysis? An Important Business Analysis Tool”, Pestle Analysis, A web-based Blog, [\[https://pestleanalysis.com/what-is-pestle-analysis/\]](https://pestleanalysis.com/what-is-pestle-analysis/); Accessed: 22 April 2021]

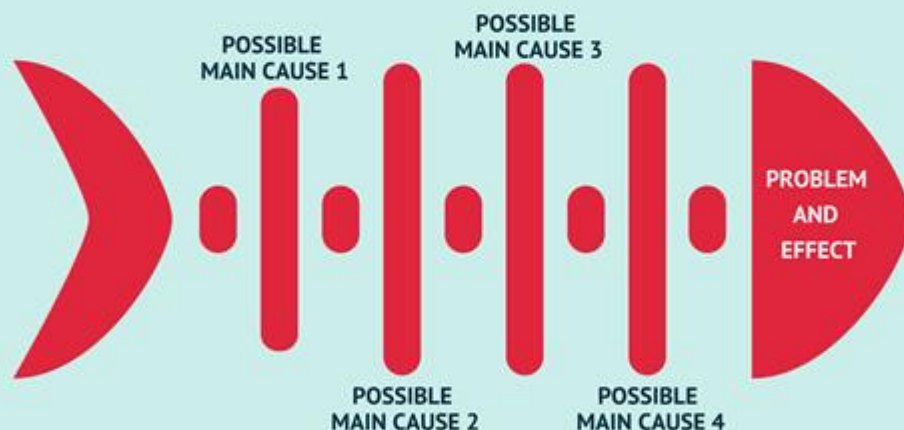
The “FISH BONE” Analysis

The Fishbone Analysis is diagrammatically illustrated below by fourweekmba.com and provides a clear definition of the basis for determining the cause of a problem, and the “cause and effect” of that problem or problems. The individual “bones” of the fish list the possible causes for the problems being analyzed; giving whoever is charged with solving the problem or problems, the opportunity to consider a range of alternatives. Therefore, a Fishbone Analysis is simply a “Cause and Effect” analysis, used to determine the root cause of a problem, the effect of the cause, thereby being used to come up with a solution to the problem.

<https://fourweekmba.com/fishbone-diagram/>

The Fishbone Diagram In A Nutshell

The Fishbone Diagram is a diagram-based technique used in brainstorming to identify potential causes for a problem, thus it is a visual representation of cause and effect. The problem or effect serves as the head of the fish. Possible causes of the problem are listed on the individual “bones” of the fish. This encourages problem-solving teams to consider a wide range of alternatives.



FourWeekMBA

5.0 Conflict Problems and Solutions

The Role Play Dialog

Managing Consultant: Hi Ms. Nikolova nice to see you, how are you today?

Unsatisfied Employee: Thank you Ms. Sarar, I am good, it's very nice to see you too.

Managing Consultant: Great. So, please tell me the problem that you're having?

Unsatisfied Employee: I am working in True IT as Customer Help Desk Agent and I am very much frustrated because my colleague in Germany keeps messaging me very early about 5 in the morning in my time. They send me urgent requests every time before I am up, and I am tired of being disturbed with 10 requests before I am at work. I feel like they do not like me.

This affects the quality of my life. Giving me stress when I am not ready for it.

I understand the work is very important and has to be done in timely manner. I really would like to cover their request but also but I would like keep my own time for myself.

Managing Consultant: Ms. Nikolova you are one of our best employees in our company, I really would like to get your problem resolved.

Unsatisfied Employee: Thank you Ms. Sarar, your company is also very important for me and I really enjoy being part of the True IT Limited.

Managing Consultant: So, I would suggest, try to schedule a time to discuss with your colleague via phone so you can bring the issue. By discussing this matter openly but kindly with your colleague in Germany you can most likely find a way for them to provide you with the information they value in a way, maybe e-mail, as I have suggested instead of messaging, so that your sleep and rest time will not be disturbed.

Unsatisfied Employee: Oh yeah, it's very good idea but I haven't done that before I discuss the issue with you.

Managing Consultant: You can arrange a phone call and find out the problem by asking questions - "Is there a reason you send me requests before I'm up? Am I helping you with your requests too late?"

Once you understand why they're doing it, you can help them for their needs. Maybe they send you 10 messages at 6am because that's right before their break, and they don't want to forget their questions when they go on break.

Unsatisfied Employee: Yeah, it's a very good idea.

Managing Consultant: Now figure out a solution that works for both of you.

Should you schedule a morning check in to go over these requests in real time rather than via messages?

Unsatisfied Employee: Oh yeah these are very good ideas and I think I should schedule a morning check in to go over these requests in real time rather than via messages so in that case both of us would be happy.

Thank you so much sir for your suggestions.

Managing Consultant: You're welcome Ms. Nikolova it's my pleasure.

Application of The Pestle Analysis to The Role Play

The foregoing dialog presents the identification of a problem between an employee, a Customer Help Desk Agent of an IT company who has a colleague in Germany who keeps messaging the Desk Agent at odd hours of the morning, creating a problem for the Desk Agent of disturbance of these odd hours. In the utilisation of The Pestle Analysis, the Desk Agent could and fortunately has reached out to managing consultant Beyhan Sarar in order to share their concerns and seek suggestions to see what can be done to resolve the problem and conflict.

Manager Sarar explains quite rightly to the Help Desk Agent the two analysis tools available, The Pestle Analysis and The Fishbone Analysis and how these tools can be utilised in order to identify and resolve the conflict the Help Desk Agent is having. Regarding the Pestle Analysis, the manager, Ms. Sarar suggests that the employee avoid “confrontation” with the colleague with which the Help Desk Agent is having a conflict.

Manager Sarar, recognising the value of the economic, social, and economic aspects of The Pestle Analysis correctly advises through professional consulting a solution of resolving the problem and conflicts between the Help Desk Agent and their colleague in such a way to address all three matters. Were the problem not identified and resolved, the IT company would suffer economic losses as a result of continued poor communication between employees; at least one of two employees would continue to feel as though they are not liked, resulting in employee dissatisfaction; and through the use of technological resources, in this case e-mail, communication is enhanced to the benefit of the company and all concerned.

Application of The Fishbone Analysis to The Role Play

The same dialog just examined for the application of The Pestle Analysis presents the opportunity also to have the application of The Fishbone Analysis to the problems and conflicts presented by the facts.

The “Problem and Effect” represented by the head of the fish, is represented in the dialog by the fact that the Help Desk Agent displays the problem of a colleague calling at odd hours, frequently disrupting the rest period of the Help Agent, resulting in frustration and dissatisfaction with the work environment for the IT employee acting as the Help Desk Agent.

The identification of the main cause of the problem is represented by one of the bones of the fish, with the main cause of the problem specifically being an immediate lack of communication between the two colleagues the IT company.

The Management Consultant, represented in the dialog by Manager Ms. Sarar, in addition to utilizing the Pestle Analysis recognizes and also draws upon the resource of The Fishbone Analysis when she discusses and acknowledges the problem and conflicts between the two employees and suggests to the Help Desk Agent to avoid confrontation between the two colleagues and approach the problem a socially acceptable manner in order to resolve the conflict amicably. In this way, Ms. Sarar has used both analysis tools, The Fishbone Analysis and also The Pestle Analysis to cross check and verify each other in the identification of the problems presented and the resolution of conflicts and possibly further compound problems.

In the foregoing dialogue, both Fishbone Analysis and Pestle Analysis have been appropriately utilized to;

- Identify the problem and conflict
- Identify the main cause of the problem and cause of conflict
- The resulting “Effect” of the problem and cause of the conflict

As illustrated by the Head of The Fishbone Analysis and the categories from the Economic, Social, Technological and Environmental aspects from the Pestle Analysis tool.

This quality, professional work on the part of Ms. Sarar as manager resulted the identification and resolution of the presented problem and conflict in a professional and productive manner.

6.0 References

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