

Student Name: Adina Georgiana-Bidir

Student Number: 1908325

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Lecturer: Winifred Soribe

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Introduction

This report aims to analyse and discuss a workplace problem and its solution. The tools used to analyse the situation are Swot Analysis, Gibbs reflective cycle, Decision-Making techniques.

In this report, employee performance is treated as a workplace problem.

Problem description:

Costa was founded in 1971 by two brothers, Bruno and Sergio, who wanted to share the taste of quality coffee. Costa has become one of the largest coffee companies, expanding its name worldwide, but mostly to the UK. To further carry the reputation and quality of the coffee, the qualified staff in the delivery of the customer's coffee must be ensured. Unfortunately, not all Costa stores always have the most qualified staff. There are small exceptions where some employees do not understand that what is required must be fully complied with.

Problems in Costa are that sometimes some of the employees do not understand precisely what they are supposed to do and what attributes do they have. For example, at one of the stores' employees working there for a long time, despite all the training, information, and warnings they received, they did not manage to perform better to be ready to progress to the next level. This can negatively affect the company as it will bring down the sales, customers will notice that something has changed to their coffees, and the environment is not the same as it used to be once. Working in a big chain like Costa needs attention and passion. In every Costa will be standards that need to be followed, and if they do not do that, the company will suffer.

Alternative solutions to the problem

For this problem, it will be more than one solution but always choose the right one.

The first solution will be more training for those who did not perform better and ensure that excellent communication and explanation between managers and employees is made.

The second solution will be not to leave the less prepared alone during the day, because there will be nobody to guide their progress and after that they can complain that no one taught them again how to do the right things in a better way.

The third will be a discussion between the Store Manager and employee. That will mean that they will have to discuss the situation they caused, as not following the standards can affect the entire team. An example can be that if they do not follow the cleaning process, especially during Covid-19, another team member can see how it is done and will think that is the right way, which it is not. Another example can be that heating the milk to a too high temperature can cause the milk to boil excessively, and the taste of a coffee with burnt milk will result.

Fourth solution, and the hard one for both sides, is to fire the employee and give them a notice period for them to find a job that suits them for those who do not perform in any way. There will be no problems because there will always be proof that everyone did everything to train the staff, but unfortunately, they can not reach the required performances.

Evaluation of the solutions

Using a Brainstorming decision-making technique means that the Manager and Area Manager will meet to discuss and review the available solutions, their pros, and cons, and decide which one from the above will be implemented. The participants will not agree entirely with the decision, but they will have to reach a common goal and choose what is best for the staff and the store.

For the first decision, the Store Manager and Area Manager will need to discuss the solution's pros and cons as follows. Area Manager will consider this solution, which has been made as they do not have anything to lose as this does not affect their sales. However, on the other hand, the negative side of this solution is that the employee had months to prove their skills and aptitude to perform their job, and the shift leader had done everything to teach them.

The Store Manager will accept this solution as there will always be a place for better work, and in this way, they will work as a team and improve their knowledge. On another side, the Store Manager will not accept this solution as having all the months behind to learn and get training still, they could not perform.

Another discussion will be for the second solution, which has been found for the problem. The Area Manager will disagree on this solution; nobody will be able to make them improve into their task during the day; therefore, it will be against this. However, it is an excellent chance to learn by themselves, and it is a perfect opportunity to prove that.

The Store Manager will always know what is the best regarding recruitment and team engagement, communication, and satisfaction. It will be a part of this decision, as knowing how to manage a shop will help them. Moreover, it will be the one that decides to let the not experienced staff run the shift as will always be a good improvement in this situation but will not accept this because this can minimize the sales for those days, a minus for the company.

The third solution will be an agreement from both sides because it is the best solution that will develop an employee's knowledge. The best will be having a short meeting and discussing the problems found in the shop directly with the staff involved.

The last decision is the hardest one, as this will need to pay significant attention to taking it. Discussing with the Area Manager, it needs to sort out what is best for the company. Firing employees who are not qualified for the requires which are expected, can have good and bad parts such as:

Bad Parts

- New recruitments to replace the staff who cannot improve will bring down the shop, as everything will need to be taken from the beginning and start a new training.
- New updates need to be done to complete their training, which can take a couple of months, which will not be a plus for them.
- A new salary will need to be set up for the new ones
- New people in their team
- New staff for the regular customers

Good Parts

- Having already experience from other shops
- Great customer service
- New opportunity to grow the sales
- Opportunity to bring new customers

Implementing the solution

After having a brainstorming between the Store Manager and Area Manager, the best decision that can be implemented in this problem is the third one; discussing the problem in a short meeting with all the staff. From my point of view, as a Manager, I will always choose to first discuss with the people involved in any issues than to fire them or leave them on the side by themselves. Moreover, having a short meeting with them can be very constructive. They can understand in a better way where the problem is, how can be fixed, how can improve their knowledge and even themselves. In my opinion, it will matter first to discuss where they go wrong, why it is essential to follow as standard, explain to them how needs to be done, and the right procedures.

Communicate the plan to stakeholders

After having discussions with the involved person and figuring out what can be the most appropriate solution for the problems caused in the shop, the Store Manager decided to communicate everything to the Area Manager and explain step by step all the requirements they have to think about. Therefore, the Area Manager it is a bit concerned if everything would work out as it needs to be. It can be ensured that there is nothing to worry about, as everything will solve out as everyone will do what they can in order to improve in their work, sales, and coffee sales as well as cleanliness and teamwork.

When communicating the solution to the Area Manager a SWOT Analysis has been prepared as follows:

- Strengths
 - It shows that the opinions of the staff do matter
 - It is good to see other points of view on how to improve
 - The team is involved in decisions that could affect them
- Weaknesses
 - The team member involved may feel offended
 - If there is a gripe between the staff members this could affect their opinion in a negative way
 - The Store Manager may be influenced by the majority
- Opportunities
 - This type of meetings can develop general knowledge of the staff
 - If the team members are happy with the solution this could create an harmonious atmosphere
- Weaknesses

- Employee involved can resign as is not treat like a sensible problem
- The confidential information may be spread outside the staff

Review of the solution

Monitoring is the continuous cycle of consistently gathering and investigating essential data to ensure you are doing what you set out to do. It will, in general, repeatedly happen, however sets of data might be assembled at average spans, for instance, quarterly.

A review is a point at which you take a gander at the consequences of an assessment and choose whether it needs to change. Data from observing may likewise provoke an audit of a little zone of your work, yet a considerable survey can happen once a legitimate assessment of your adequacy has occurred. An audit may happen every year or toward the finish of a more drawn out term venture.

After a month, the Area Manager got a meeting with the Store Manager to review all the staff, especially those who were less prepared to see if there are improvements in their work. Everything has been controlled by the Store Manager and can be seen as a significant improvement in the store. All the staff knows every standard, and they are following this all the time. Moreover, there were no complaints about anything. Therefore, there has been a significant increase in shop sales, everyone is happy after having all the problems discussed with the Store Manager, and a solution has been found for this.

At the beginning of the problem the Store Manager and the staff were feeling a bit low and quite upset as their colleague did not show any sign of improvement. This was a big concern for the Store Manager as it had significant repercussions on the store reputation and staff engagement.

When the brainstorming took place, it felt uncomfortable for the Store Manager to come with some of the solutions because the Store Manager could understand the employee's situation. Seeing this problem from both sides it made it even harder to choose the right solution.

After deciding on what is best for the team and the store itself, the Store Manager felt more relieved and happier that everything has been sorted out without any redundancy.

Conclusion

In conclusion, in every workplace problem will exist. There is no exception. It is especially noteworthy how you approach a problem, how it is discussed, and how it is solved. Before making a hasty decision, it must be thought of from several points of view, how it would affect the team, how it would affect the store, how it would affect the people involved. Each decision must be discussed with all parties involved, and an excellent solution to any situation must be adapted.

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