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## Introduction

According to Polya, G (1945) Problem solving is the act of defining a problem, determining the cause of the problem, identifying, prioritising, and selecting alternatives for a solution and implementing a solution. The purpose of this report is to explain what problem is solving and decision making. Discussing workplace related problems such as poor communication and discrimination, using problem solving Tools for example, Pestle, Fish bone Analysis and PMI techniques to identify causes and effect of a problem and deciding a solution, evaluation of the best solution, analyse information on the identified problems to enhance decision making implementation.

### Workplace related problem

Workplace problems are issues that occur in the work environment, this can decrease performance, productivity, Lack of motivation, interests, absenteeism, and dissatisfaction when not resolved.

**Discrimination:** Workplace discrimination is an unjust treatment of an employee or group of people on the grounds of age, sexual orientation, race, religion/belief, gender identity, colour, pregnancy/maternity, and disability. Discrimination can be directly, indirectly, harassment and victimisation. The Equality Act 2010 legally protects a person from discrimination from their employers, businesses, any organisation which provide goods and services.

Equal pay: Paying a male staff more than a female staff is a sex discrimination, it is unlawful for employers to discriminate male or female in terms of their pay and conditions for doing the same job except in exceptional genuine occupational qualification for example jobs in single sex schools.

**Impact of discrimination on Employees:** For a female employee experiencing low pay from their male colleague, this could result in low self-esteem, deficient performance, financial stress, reduced teamwork and lack of motivation. Impact of discrimination on Organisation, will result in loss of productivity, staff absenteeism, lack of teamwork, poor communication, negative public image.

**Information to resolve issues for decision making:** The key to solving problems is being able to understand both sides of the issues, approaching it in a professional manner and being civil. Talk to your employer and try to resolve the issue by putting your questions in writing. Have an up-to-date equality policy. Clarify how employees can complain about discrimination if it happens.

**Checking Evidence:** Compare your pay to others, for example basic pay, overtime, or commission. The pay and benefits of the opposite sex doing the same work. If you think you have an unequal pay case, ask your employer for general information about pay and contractual term and condition. Seek advice from Trade unions, Citizen Advice bureau or ACAS, they provide advice on workplace problems and HR. issues. If this approach does not work, you can raise the issue formally by a formal grievance, gathering all evidence to share with employer. If not resolved, you can make a loss of earning claim to an employment Tribunal for equal pay.

### Problem solving techniques

Problem solving Techniques are in place to enable good decision making as listed below.

Identify the Problem- Be clear about what the problem is, different problem will have different views. Understand everyone's interest- Interests are needs satisfied by any given solution, best solution is the one that satisfy all parties interest and it is time of effective listening. List the possible solutions- this involves brainstorming and room for creativity. Evaluate the options- Find out the positive and negative. Document the agreed solution- it will help think through information and implications. Agree on possibilities, monitoring and evaluation- make contingency agreements about future circumstances and how compliances can be monitored. Create opportunities to evaluate the agreement and their implementation.

Aguilar J. (1967) who discusses ETPS and encompassed four of the environments. Economic, Technical, Political, and social influences. Pestle Analysis usually referred as PEST analysis is an idea of promoting principle, used by cooperation to trace atmosphere they are operating in or launching a brand-new project, product, or service.

PESTLE is a problem solving and decision-making method that represents Political, Economic, Social, Technology, Legal and Environment demonstrate the external factors used for identifying factors that affects an organisation externally used at cooperate level. It is used alongside SWOT to help identify opportunities and threats, it is a technique used to understand the impact of outside factors and understand the big picture of the environment they are situated in.

| <b>POLITICAL</b>                                                                           | <b>ECONOMIC</b>                                                                       | <b>SOCIAL</b>                                         | <b>TECHNOL-<br/>OGY</b>                                                                    | <b>LEGAL</b>                                                             | <b>ENVIRON-<br/>MENT</b>                                            |
|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------------|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|---------------------------------------------------------------------|
| Factors relating to tax, trade policies, Government policy. Legislation, global influence. | Factors relating to inflation rate, Exchange rates, Interest rates, Unemployment rate | Population age, Cultural barriers, life-style factors | Technology awareness, Technological change, opportunities advertised through social media. | Discrimination law, Employment laws. Healthy and safety. Consumer safety | Pollution, recycling. Bad Weather, climate change, Waste management |

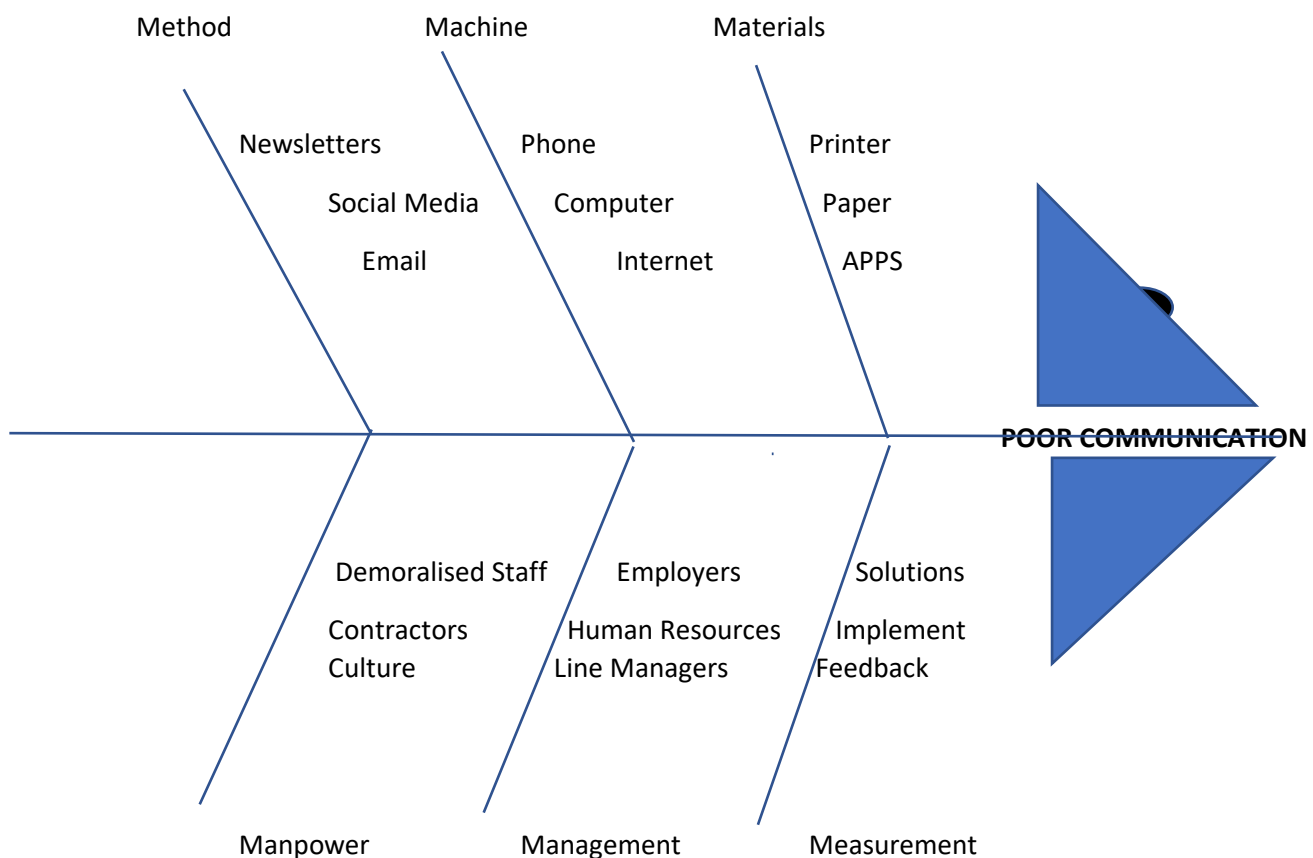
## PMI

De Bono, (1988) "Thinking is our way of moving from one arrangement of knowledge to a better one" He wanted to encourage people to think individually to encourage creativity rather than traditionally brainstorming group think, this is another technique for identifying a problem and making a decision. PMI Plus, minus, interesting is a brain storming decision making and critical thinking tool. It is used to encourage the examination of ideas, concepts, and experiences from three perspectives. Plus, for positive and good points, Minus for negative/ disadvantages and interesting for the aspects that are neither positive nor negative or neutral observation, this may result in opportunities for further discussion. According to Strteeter(2004) & Sanchez (2010) advantages of PMI strategy is enhancing brain storming ideas, allows quick decision making by analysing and weighing the pros and cons. Reflecting upon or evaluating a product or process after the fact, identify strengths and weaknesses for future improvements. It enlightened decisions, encourages seeing both sides of arguments, it helps generate ideas about a question or problem, it encourages reflection on creativity

## Problems solving tools

Ishikawa, K (1960) created the fish bone analysis, it is a tool used to identify causes and effect to a related problem to discover root causes. It is also used to brainstorm to ask the WHYS, used for potential cause identification. Below I have outlined an example of it use to confirm poor communication work related problem.

### Effects



### Causes

### **Porter's five force**

Porter, E. (1980) is for analysing a company's competitive environment, the number and power of a company's competitive rival, potential new entrants, supplier, customer and substitute products influence a company's profitability.

Porter's five forces is a model that identifies and analyses five competitive forces that shapes every industry help determine an industry strength, and weaknesses. It is used to analyse the industry structure of a company as well as it cooperates strategy and beneficial for big company. Porter's five forces is a framework for analysing company's competitive environment, the number and power of a competitive rivals, potential new market entrants, bargaining power of supplier, bargaining power of customers, threat of substitute products and threat of new entrants.

**Competition in the industry:** The larger the number of competitors and their ability to undercut a company along with number of equivalent products and services they offer, the lesser the power of the company. When competitive rivalry is low then the company has power to charge higher prices and set the terms of contracts to achieve higher sales and profits.

**Company's power:** This is affected by the force of new entrants into its market. It weakens the company's position, company with strong barriers to entry is ideal for an existing company and would be able to charge higher prices and negative better terms.

**Power of supplier:** This can increase cost of inputs, affected by numbers of the inputs of goods or services. The less uniqueness of inputs and what it costs will cause a company to switch to another supplier. The fewer suppliers to an industry, the more a company would depend on a supplier, this enables the supplier the power to increase the price of inputs and push for advantages in trade. Alternatively, when they are many suppliers or low switching cost between rival suppliers a company can keep its input cost lower and enhance profits.

**Power of customers:** Fewer customers means that customers have more power to negotiate for lower prices and better deals. A company with many customers will be charging higher prices to increase profitability.

**Threats of substitutes:** Substitute goods or services that can replace the company's products or services can threaten the company because when substitutes are available, its customers have other options and company's power can be weakened. Conversely if a company produces products that do not have a close substitute, they will have the power to increase prices.

### **Evaluation of practical solutions using fish bone diagram for poor communication**

- Create a safe space for communication
- Communication must be consistent and constant
- Set a clear norms and expectation
- Get control of mobile communication and communication Technology
- Make both internal and external documents easily accessible
- Break down communication silos to encourage collaboration in the organisation.

- Accountability allows tracking who is and who is not doing what is being asked
- Proactively seek feedback

#### **Implementation of solution for poor communication in the workplace**

- Use the right tools/devices for healthy for example communication Apps, zoom, Team chat, WhatsApp, emails, and Skype, socially engaging everyone.
- Do not mix work communication with personal communication, it distracts from professionalism, leads to gossip leading to decreased morale.
- Focus on consistency of communication, this allows efficiency and effectiveness
- Meet with employers regularly, create an open environment and recognise Achievements
- Listening, is a key to effective communication
- Be open to feedback, follow through information shared and ask for reply

#### **Assessment of appropriate monitoring and review techniques for successful implementation of the solution.**

- Address employees that require improvement and follow up.
- Identify the actions required and schedule action
- Put measures in place to counter adverse consequence
- identify management of the action
- Monitor and communicate continuously
- Review plan

#### **Conclusion**

Overall, I have defined problem solving, discussed work related problem, the impact and information on how to resolve the issues. Problem solving techniques which enhance good decision-making using PESTLE analysis, PMI. I have discussed problem solving tools Fish bone diagram analysis which identify the causes and Effect to discover root causes. Porters five forces used by big company or organisation which identify five competitive forces that shapes every industry.

I have evaluated solutions for poor communication and implementation of workable solutions and monitoring techniques for successful implementation of solution.

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