

University of Wales Trinity Saint David London

Problem Solving and Decision Making BMSW_4004

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Introduction

Technology and evolution in management, as well as the distribution of tasks have had a great impact and have also marked changes in the behaviour of workers: their times, workspaces, the use of information, the way of work, have changed in recent times.

The consequence of job insecurity is the slowdown in labour productivity, inequality and working poverty, for these reasons it is essential to address problems quickly and find a good solution.

1. Define a complex problem in the workplace including its scope and impact.

Motivation is essential in my job since I work directly with the public and my state of mind can affect my attention to the public, so I identified my low motivation as a first problem.

As a point to follow, I found that another problem would be the lack of personnel since it is not possible to cover the necessary shifts without overloading the workers with which loss of effectiveness due to exhaustion.

Together with the previous problem, it would be the need for vacations since, as there are not enough personnel, it is not possible to take vacations, contributing to increasing the exhaustion of workers and lowering their performance.

Another problem that I have located would be that new workers do not receive necessary training, which lowers productivity, and the staff when start can feel the negativity vibe in another's staff members, and this can affect their interest to stay in the company.

A problem that encompasses all workers is low wages, causing discomfort and workers not working efficiently. They know that another's companies are paying better, and they raise the salary after a while.

In our company this is not happening and the staff its very disappointed because thoughts they have more time working for the company and they don't have a better pay.

There is also a problem with the time spent on breaks since it is not possible to take all the necessary time, the workers cannot rest properly and they come back tired, causing low performance.

To finish, a problem would be with the additional tasks, Reception staff its asked to cover housekeeping positions, o waiting positions, everyone its happy to help but the staff its starting to feel dissatisfaction, these tasks require more time and cause the work to not be carried out efficiently.

2. Analyse information on the identified problem, to help inform the decision-making process

It is evident that the motivation is low since the feedback of the clients reflect this attitude, in addition to the fact that it can be verified that there is a lot of turnovers of personnel, and the numerous sick leave due to anxiety and depression.

Problem two, the lack of personnel, can be seen in that there are not the necessary personnel to cover each position, being appreciated in the existing vacancies.

The problem of vacations is associated with the problem of personnel since it is not possible to take vacations leaving that position uncovered.

Continuing with the problem of training new personnel is associated with the urgency of filling vacant positions as quickly as possible.

The problem related to low salary, there are complaints from workers demanding a salary increase, there is also a considerable number of workers who announce their job change due to salary.

As for break time, it is a problem generated by the need of better organisation.

To finish, we cover the problem of additional tasks that are due to poor organization by group managers, there are reports from managers about these complaints. My observation

is that sometimes the staff take the reason of lack of personal to don't do their jobs correctly, lack of motivation.

3. Propose a range of alternative solutions to the problem.

For the problem of motivation, we could offer motivation courses, the possibility of growth in the company, offer bonuses or work fewer days.

For the need for personnel, it is proposed to hire interns, contact a recruitment agency, place job advertisements on job platforms such as job today, indeed... or offer bonuses for hiring relatives or friends.

For the problem of vacations, it is proposed to change the vacation time for extra pay or to close the company so that all the staff can rest.

As ideas to solve the training of workers, it is proposed to make a video program, hire only qualified personnel, or hire experts who quickly train groups.

As options to the salary problem, it is proposed not to pay for food, to give incentives for overtime or a salary increase for time in the company and objectives.

As for the break time, it is established to make the break starting half an hour before the shifts or that the section managers cover the position during that time.

To end the proposals, we propose for the problem of additional tasks to create an organizational chart or give an incentive for multitasking.

4. Use a decision-making technique to evaluate a range of solutions to identify the most appropriate option.

To solve the problem of motivation in an innovative way, we are going to create some bonuses related to customer opinions by offering them a satisfaction card.

In the case of the need for personnel, the most adapted solution to the problem would be the hiring of a temporary employment company to supply the demand for personnel.

Assuming that the hiring of personnel is a solution that can be effective in the problems that we are trying to solve regarding vacations and break time.

For the training of new personnel, we have opted for an innovative solution with a system of videos and applications directly related to the job and carrying out a knowledge test.

The problem of salary is solved in an adaptive way since a salary increase associated with time in the company and achievement of objectives is offered.

Finally, the problem of additional tasks is solved routinely by being informed of the functions that must be done according to the job.

5. Develop a plan to implement the solution.

To start with the motivation problem, a printing company will be contacted to carry out the design according to our card needs, after design approval and budget manager approval, the necessary units will be printed to start with the project, it will also be added an explanatory sign at the reception for clients that they will be given the key to the room with as many cards as there are people and the operation will be explained to them, in addition to the fact that each worker must carry their plate with their visible name, after collecting the keys at check out the cards will be collected and entered into the computer.

Each month the satisfaction data will be analysed, and a bonus will be given to the workers who have the most positive opinions.

For the personnel problem, first a personnel work company that is more related to the hotel industry will be contacted, after explaining the type of work that is offered in each vacancy, a meeting is arranged between the person in charge of the agency with the general manager to establish the relevant agreements to start.

It is established that the break and vacation problems will be solved once the new staff starts working.

To solve the training problem, it is first necessary to contact a teacher's academy and hire their services to make explanatory videos about the vacant jobs, a budget will be requested, and after approval the work will begin.

Once finished, the employees who view them will exist, a knowledge test will be carried out, if this test is not passed, the videos will be viewed again until the results are positive.

In the case of a salary increase, human resources will be contacted, and a report will be requested on the workers who have been with the company the longest, depending on the time, a significant increase will be established, the general manager will approve the salary increase or the bonuses for objectives and will be notify the workers on their payroll.

Regarding the additional tasks will be communicated to each manager the functions of their workers to avoid inclusions in other sections.

6. Communicate the plan to stakeholders.

First, the primary stakeholders who are the workers will be established, since their interest is very high in solving this problem because it directly affects them in the performance of their work, an informative meeting will be held where the method used to solve the problem will be explained. problem, explanatory posters will also be placed in the common areas so that they have a constant visual reminder, and they will be offered the option of doubts in a suggestion box.

As for the secondary stakeholders, who are the clients, information will be offered at the reception, in addition to each worker being able to report the use of the cards if necessary.

In the same meeting of the workers, primary stakeholders, the solutions taken to solve the problems of lack of personnel will be explained by counting on a temporary employment company, explaining that once these workers are active, vacations can be taken, and time will be respected. of break.

A work assignment list will be given to those responsible for each group so that they can be informed of the tasks that correspond to them each time they are requested.

To inform the workers who are affected by the solution taken on the salary increase, an internal meeting will be held, primary stakeholders, and they will be given an explanatory sheet with the salary increase according to the time in the company and objectives met, since that the problem is general to all workers and affects them directly.

Information on the time in the company and objectives met will be added to each payslip so that they have a weekly reminder, and they are offered the possibility of communicating any type of doubt or suggestion with human resources.

7. Evaluate appropriate monitoring and review techniques to ensure successful implementation of the solution.

To monitor the solution to the motivation problem, we will use a behaviour control type since the supervisor will evaluate the correct application of the applied measures, a direct control of the rules will be applied to establish a correct use.

At the end of each month, it will be evaluated if the measures are appropriate to solve the motivational problem.

To monitor that the solutions on the personnel that concern the problems of vacations, time for the break and occupying all the vacations, we will use a control clan model since each manager will report if the measures increase the desired effect and will be able to modify what they deem convenient. to improve the solution.

To control that the application of training to our workers achieves the desired objective, output control will be used, in such a way that a type of measure will be established that guarantees automatic correction if some of the videos do not follow the desired effect.

In addition, a follow-up of the objectives achieved will be applied to monitor that it follows the right path.

To ensure that the salary increase corresponds to the time in the company and objectives achieved, we must use an output control model, each manager will report the correct application, correcting two errors during the process.

To correct the problem of the additional tasks we will use a control clan since each manager will establish the correct use of the measures.

Conclusion

Roger Fisher argues that a key element in understanding why things happen is knowing why people make decisions the way they do.

Hence the importance of analysing a conflict, because otherwise the necessary information for its solution is not available.

For this we must know the protagonists of the conflict, their culture to better understand them, the causes that originated it, the communication problems, the emotions, the perceptions of the parties, the values and principles, the influence of external factors, and the interests and needs of those involved.

The attitudes, values and styles of the people are the determinants for the positive or negative outcome of the conflict.

Conflicts in the position are normal, we must interpret them as an opportunity to improve and grow.

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TASK1

-Good morning, Mr Francisco

-Good MORNING Sandra, how can I help

-Well Mr Francisco, as you know I have around five years working for this company, and in the last time I don't feel myself to motivated to continue working for the company, I come today to speak with you and see if I could progress or see what options I have to make myself more motivated.

-I understand Sandra, we really appreciate you and your job, and I recognize that the last few months were quite difficult for everyone, as you know two of our receptionist leave, and after starts the luck of staff...

-Yes, it's exactly how I am filling, I try my best to administrate and coordinate all the staff around here, but our Reception really ned to hire two more persons, I need to take my holidays and disconnect, and I am feeling it will not be possible before ending the year. Because Mr Francisco, I need time to do the training for that people and after, let's see if they stay or leave.

-I know perfectly what you say, I am thinking the same...I know it's not quite professional, but Brexit breaks our structure of good functioning.

-Yes, I agree with that, but I suggest to ... increase salary, our staff its leaving because our company only pay £10 per hour and you know that its not a good pay.

After that what about break time, we don't give 30 min break because our luck of staff, but isn't their fault.

My staff can't accept this kind of things, and our actual receptionist are in disagree to do extra tasks , like housekeeping when they needed...

-I see, what I can say Sandra ... I agree again but we don't have enough staff...Let me speak this afternoon with the Commission and let's see if I can convince them to solve the problem about short break, hiring someone from agency and better pay.

By other hand, tomorrow I have a interview with a girl, she its student and she want to do the practice here at our hotel, maybe it's a good idea to take her and have an extra help.

Also Friday, I have another 2 interview to hire staff one for housekeeping and another for Reception.

-Ok, thanks for that, and accept me apologise to bother, but I think its extremally necessary to solve those problems.

-Don't worry Sandra, and the most important, stay with us I will increase your payment a little bit and, if I don't find someone in 2 weeks I cover you, and you can take your holidays.

-wow that sounds good!! Thank you very much, you know that I didn't had my honey moon yet...and I really deserve to go holidays if possible with good weather.

-I know, and because you pronounced your honeymoon, our company will give you a voucher with £500 to spend in wherever you need.

-Thank you very much for everything, I just start to feel more motivated.

-Thank you to Sandra and no worries we fix that.