

Problem Solving and Decision Making

BMSW4004

Task 2

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Introduction

In today's fast-paced business sector, strong problem-solving skills are crucial for both employees and leaders. If businesses can recognize, analyze, and resolve complex problems, they will be better able to adapt to changing conditions and maintain a competitive advantage. When coworker tensions are permitted to boil over without being addressed, morale, teamwork, and productivity can all suffer.

For this discussion, we will use Tesco Plc as an example of a flourishing British multinational corporation with global operations. Jack Cohen founded Tesco in 1919, and it has since become one of the largest supermarket chains in the globe. Tesco has experienced unprecedented growth and success, but it still confronts many of the same workplace challenges as other companies. This study will examine the prevalence of workplace conflict at Tesco as well as its effect on business outcomes and employee satisfaction.

The Workplace Problem: Interpersonal Conflict

Interpersonal conflict occurs when two or more employees are unable to work together due to divergent opinions on how things should be performed or how much they should be paid. Divergent long-term objectives, incompatible communication styles, and competition for limited resources are common sources of tension in the workplace (Pettigrew, 2014). Occasional disagreements are to be anticipated due to the size and diversity of Tesco's workforce.

Actual and Potential Impact on the Organisation

Reduced Productivity: Employees embroiled in a dispute with a colleague or supervisor may be less productive because they are preoccupied with the conflict. (Robbins & Judge, 2012) When employees are distracted from their work to deal with the repercussions of an argument, productivity can decrease.

Impaired Team Dynamics: Team conflict can result in rifts, mistrust, and a decrease in communication and productivity. When Tesco employees are not on the same page and do not work well together, the company's ability to achieve its strategic objectives is hindered.

Increased Employee Turnover: Long-term exposure to a hostile workplace can cause dissatisfaction and fatigue among employees, who may then seek employment elsewhere. Tesco's ability to retain its best employees and maintain its competitive advantage is threatened by its high turnover rate (Zsombok et al., 2014), which incurs recruitment and training expenses.

Damaged Reputation: Conflicts that are not resolved can escalate and become public, harming Tesco's reputation as an employer. Negative publicity about a company's culture in public view harms the organization's ability to attract and retain talented employees and customers (Bonete et al., 2015).

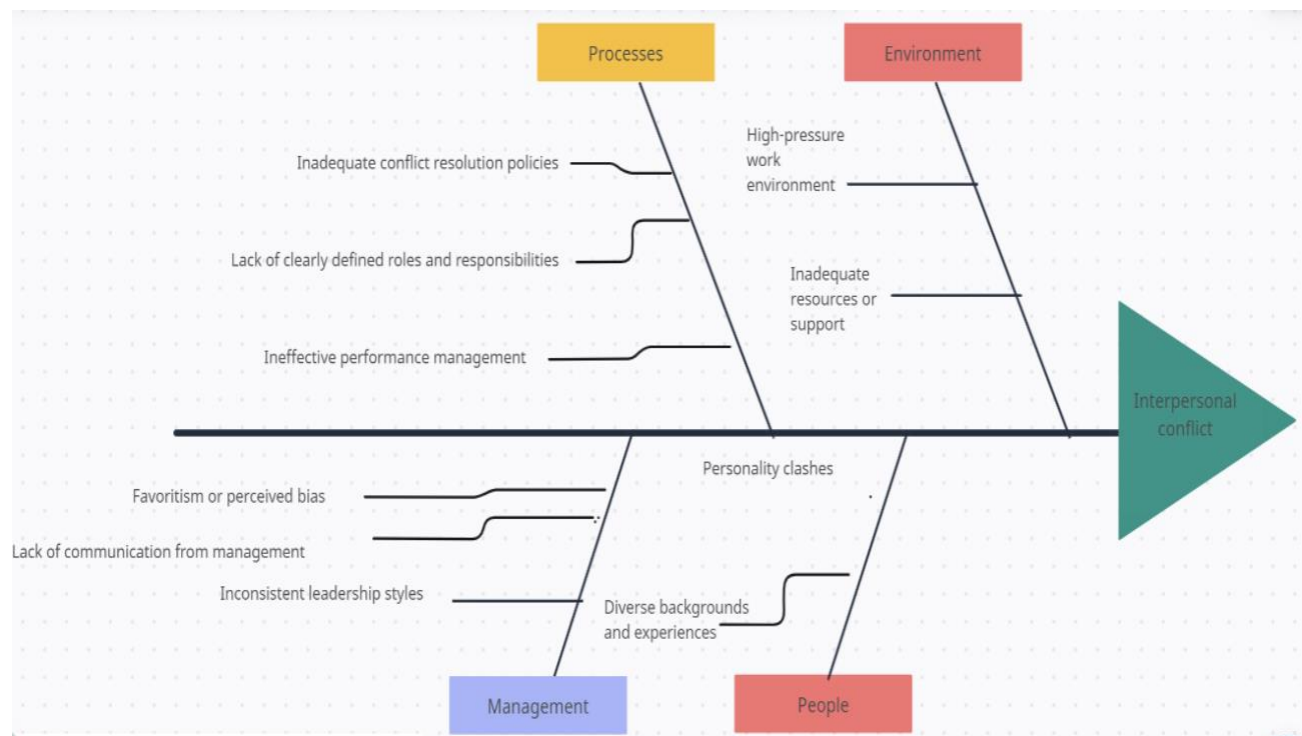
Legal and Financial Risks: A disagreement between colleagues could be the first step in an allegation of discrimination, harassment, or other inappropriate behaviour at the workplace. Possible outcomes of these claims include legal action, monetary penalties, and damage to Tesco's reputation (Brohan et al., 2012), all of which could harm the retailer's overall performance.

Resolving internal conflicts at Tesco is essential for sustaining high morale and productivity. Using effective problem-solving skills and conflict resolution procedures, businesses can mitigate the negative effects of conflicts and foster a more cohesive and collaborative work environment (Wilmot et al., 2017).

Analysing Information

Root Cause Analysis (RCA) using Fishbone Diagram

A Fishbone Diagram (also known as an Ishikawa Diagram) can be an invaluable tool when attempting to identify the source of a perplexing problem. (Phillips & Simmonds, 2013) To obtain a comprehensive understanding of the problem at hand, this method employs an organized mapping of the contributing elements. We will use a Fishbone Diagram to identify potential causes of interpersonal conflicts at Tesco, including (but not limited to) those related to the organization's people, processes, environment, and management.



As a result of gathering data and information from multiple sources, including staff surveys, exit interviews, performance evaluations, and incident reports, the following were identified as the primary causes of interpersonal conflicts within Tesco.

a) Miscommunication or misunderstandings: Due to the diversity of personal experiences and perspectives held by Tesco's employees, workplace conflicts may arise. Linguistic or cultural communication barriers may exacerbate this issue.

b) Inadequate conflict resolution policies: When there are no clear and effective policies for managing interpersonal issues, it can be difficult for employees to negotiate and find peaceful resolutions to conflicts.

c) Insufficient managerial support or guidance: Conflicts arise when employees are perplexed and dissatisfied as a result of inconsistent leadership styles or a dearth of managerial guidance (Palanc et al., 2020). Employee perceptions of managerial favouritism or bias may exacerbate disagreements even further.

Tesco will be in a better position to address interpersonal issues and cultivate a healthier, more collaborative workplace if its employees can identify the underlying causes of disagreements.

Applying Situational Analysis

SWOT

Using the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis tool, Tesco's internal and external factors pertinent to conflict resolution and management can be evaluated, thereby enhancing the decision-making process.

Strengths:

- A large and diverse workforce that can offer distinctive insights and perspectives.
- Prominent, long-standing market presence
- Already existing foundational practices

Weaknesses:

- Methods for resolving conflicts that are inadequately implemented.
- Lack of guidance or support from upper management
- Difficulties in mutual comprehension resulting from cultural differences (Leiber et al., 2018).

Opportunities:

- Through the implementation of specific training programs, interpersonal communication and conflict resolution may be enhanced.
- Improving management guidance and leadership through training for new executives
- Creating a workplace that is more hospitable and conducive to collaboration

Threats:

- Constant friction between employees results in low productivity, high attrition, and a decline in reputation.
- Unresolved conflicts can lead to more significant problems, such as harassment or discrimination claims, which can have severe legal and financial repercussions.
- Negative effects of a hazardous workplace on productivity and morale

Using this information and the SWOT analysis, Tesco can select the best options for addressing and mitigating the effects of interdepartmental conflicts (Sarsby, 2016).

Range of Alternative Solutions

Solution 1: Foster an environment of cooperation and mutual respect by providing staff with training that improves their communication, listening, and problem-solving skills.

Solution 2: To provide clearer direction, the conflict resolution policy should be updated and strengthened. Create an impartial and user-friendly system for employees to submit issues.

Evaluation of Alternative Solutions

In this section, we will evaluate the advantages and disadvantages of each of the identified causes and potential solutions. Thus, we can narrow in on the optimal strategy for resolving workplace tensions at Tesco.

Solution 1: Targeted training programs

Pros:

- Enhances communication and active listening abilities, thereby reducing the root causes of misunderstandings.
- Employees are given the autonomy and support necessary to resolve conflicts amicably.
- Promotes a more welcoming and supportive workplace environment.

Cons:

- Creating and administering training programs is an expensive and time-consuming endeavour.
- Problems with management that have persisted for some time may not be resolved immediately (Sulistiyani et al., 2020).

Solution 2: Revise and strengthen conflict resolution policies

Pros:

- It provides explicit guidelines and procedures, thereby addressing the core issue with inadequate dispute resolution policies.
- Creates an objective channel for employees to express concerns.
- Demonstrates Tesco's commitment to resolving workplace tensions and fostering unity.

Cons:

- It requires effort and time to review, modify, and disseminate new policies to employees.
- Compliance and the achievement of the desired outcomes are contingent upon the policies being effectively enforced and monitored.

Solution 2 (revising and strengthening conflict resolution policies) emerges as the best option after weighing the advantages and disadvantages of the identified fundamental causes. Solution 2 provides a distinct framework for conflict resolution, which is the foundation of a healthier work environment and a significant root cause of the problem (Joseph & Gaba, 2020). Together, this strategy and Tesco's ongoing efforts to enhance

communication and management support will help to reduce workplace issues and promote collaboration and acceptance throughout the organization.

Implementation of the Solution (ADKAR Model)

Here's the ADKAR implementation plan for revising and strengthening conflict resolution policies at Tesco, presented in a table format:

Phase	Actions
Awareness	- Communicate the need for improved conflict resolution policies to all employees and stakeholders.
	- Highlight the benefits and expected outcomes.
Desire	- Engage employees in the process by seeking their input and feedback on existing policies and improvements.
	- Obtain management buy-in and support for the implementation of the revised policies.
Knowledge	- Develop a comprehensive training program to familiarize employees and managers with the new policies.

Phase	Actions
	- Provide additional resources, such as guidelines and FAQs, to support understanding of the new policies.
Ability	- Roll out the revised policies and reporting mechanisms, ensuring access to necessary tools and resources.
	- Offer ongoing support and coaching for managers to effectively address conflicts and enforce policies.
Reinforcement	- Monitor and track the implementation's success through regular check-ins, employee surveys, and incident report analysis.
	- Continuously refine and improve the policies based on feedback and lessons learned.

Communication plan with stakeholders

1. Identify the stakeholders:

The following is a list of stakeholders involved in the implementation of the revised conflict resolution policies at Tesco:

- Senior management (e.g., CEOs, Directors)
- Human Resources (HR) department
- Line managers and supervisors
- Employees at all levels and departments
- Employee representatives (e.g., trade unions)
- Customers (indirectly affected)

2. Creating an Influence/Power and Interest matrix:

Stakeholders	Low Power / Low Interest	Low Power / High Interest	High Power / Low Interest	High Power / High Interest
Senior management				X
Human Resources				X
Line managers				X
Employees		X		
Employee representatives		X		
Customers	X			

3. Stakeholder engagement plan

Stakeholder	Communication Objective	Communication Method	Frequency	Responsibility
Senior management	Secure buy-in and support for the initiative	In-person meetings, presentations	Monthly	HR department
Human Resources	Collaborate on policy development and rollout	Workshops, meetings, email updates	Weekly	Project team
Line managers	Train and equip to enforce new policies	Training sessions, email updates	Bi-weekly	HR department
Employees	Inform and educate on new policies	Company-wide announcements, trainings	Monthly	HR department
Employee representatives	Gather feedback and address concerns	Meetings, surveys, consultations	Monthly	HR department

The stakeholder engagement plan above outlines the communication objectives, methods, frequency, and responsibility for each stakeholder group concerning the implementation of the revised conflict resolution policies at Tesco. This plan ensures that all relevant parties are kept informed and engaged throughout the process, contributing to the initiative's success (Pelka, 2019).

Monitoring & Review Techniques

To ensure the successful implementation of revised conflict resolution policies at Tesco, monitoring and review techniques are crucial. Employ the following methods to measure progress and make necessary adjustments:

Milestone tracking: Establish clear milestones in the Gantt chart and track their completion. Hold regular progress meetings with the project team to discuss updates and challenges.

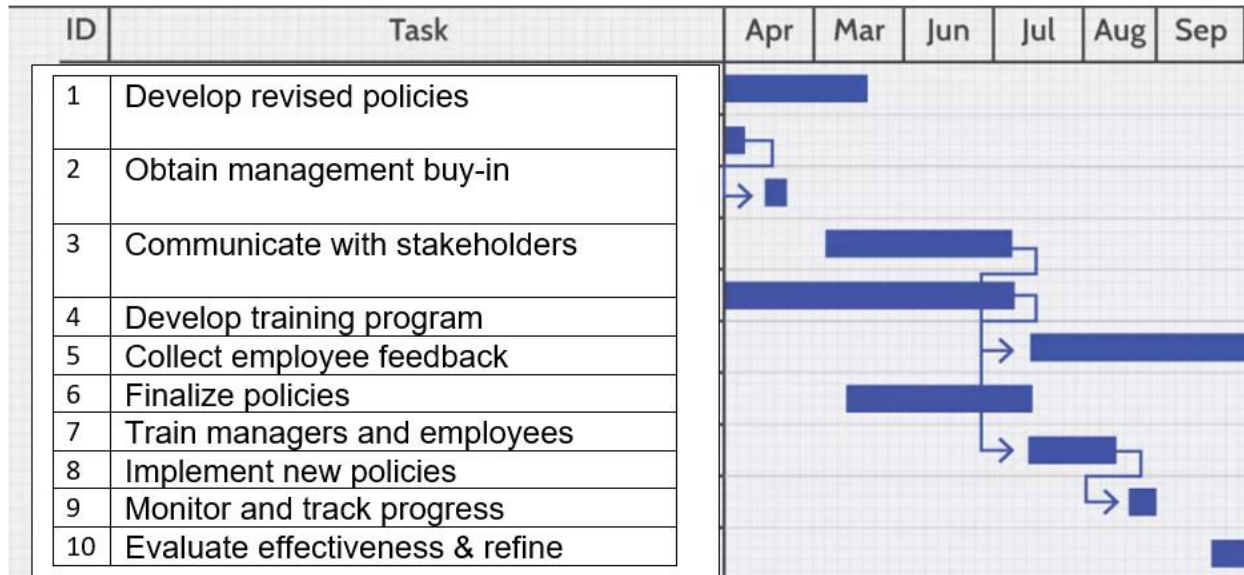
Key Performance Indicators (KPIs): Define KPIs, such as the number of employees trained, the reduction in reported conflicts, and employee satisfaction with new policies. Regularly monitor KPIs and compare them with predefined targets to assess effectiveness (Koot et al., 2021).

Employee feedback: Gather feedback through surveys, focus groups, or one-on-one interviews. Use employee insights to improve policy effectiveness and address concerns.

By using milestone tracking, KPI monitoring, and employee feedback, Tesco can ensure that the revised conflict resolution policies are successfully implemented, leading to a healthier and more collaborative work environment.

Gantt Chart

A Gantt Chart can be used to visualize the schedule for a project by plotting the activities and major milestones against time. The following Gantt chart details Tesco's implementation of new conflict resolution procedures.



Conclusion

To maintain a positive, productive, and welcoming work environment for all employees, Tesco must take measures to reduce interpersonal issues. By identifying the causes of these conflicts and analyzing alternative solutions, we have determined that modifying and enhancing conflict resolution policies is the best course of action. Using the ADKAR model and a stakeholder engagement plan, as well as monitoring and review mechanisms to ensure its success, we have developed a detailed strategy for deploying this solution. By adhering to these new principles and maintaining open channels of communication with all stakeholders, Tesco may mitigate the negative effects of interpersonal conflicts, foster a more collaborative workplace, and increase employee happiness and corporate success.

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Appendix

PROBLEM SOLVING AND DECISION MAKING

Student Name

Student Number

Module Code: BMSW4004

INTRODUCTION

- *In today's presentation, we will delve into the nature of job dissatisfaction, explore its root causes, and examine its implications on both individual and organizational levels.*
- *We will also discuss evidence-based strategies and alternative solutions that can help organizations address and mitigate job dissatisfaction, ultimately fostering a more engaged, satisfied, and productive workforce.*

NATURE OF JOB DISSATISFACTION

Multifaceted factors

- Job dissatisfaction arises from a range of factors, such as lack of belonging, appreciation, inclusion, support, purpose, trust, and flexibility, among others.
- These factors can vary significantly from one individual to another and across different industries, making it difficult to pinpoint a single cause or solution.

Impact on personal life

- The case study shows that workplace unhappiness can have a profound impact on employees' personal lives, affecting their physical and mental well-being, relationships, and overall life satisfaction.
- This further complicates the issue, as the line between work and personal life becomes increasingly blurred.

Industry-specific trends

- The research indicates that some industries have higher levels of workplace happiness than others.
- This suggests that job dissatisfaction may be influenced by factors unique to specific industries, further complicating the problem and making it challenging to identify universal solutions.

CONTINUED

Post-pandemic changes

- The ongoing effects of the pandemic have led to a significant shift in the way people view their careers and prioritize happiness in the workplace.
- This has resulted in the "Great Resignation," where many employees are re-evaluating their career choices and seeking more fulfilling work.
- This change in mindset adds another layer of complexity to the problem of job dissatisfaction.

Balancing employee needs and organizational goals

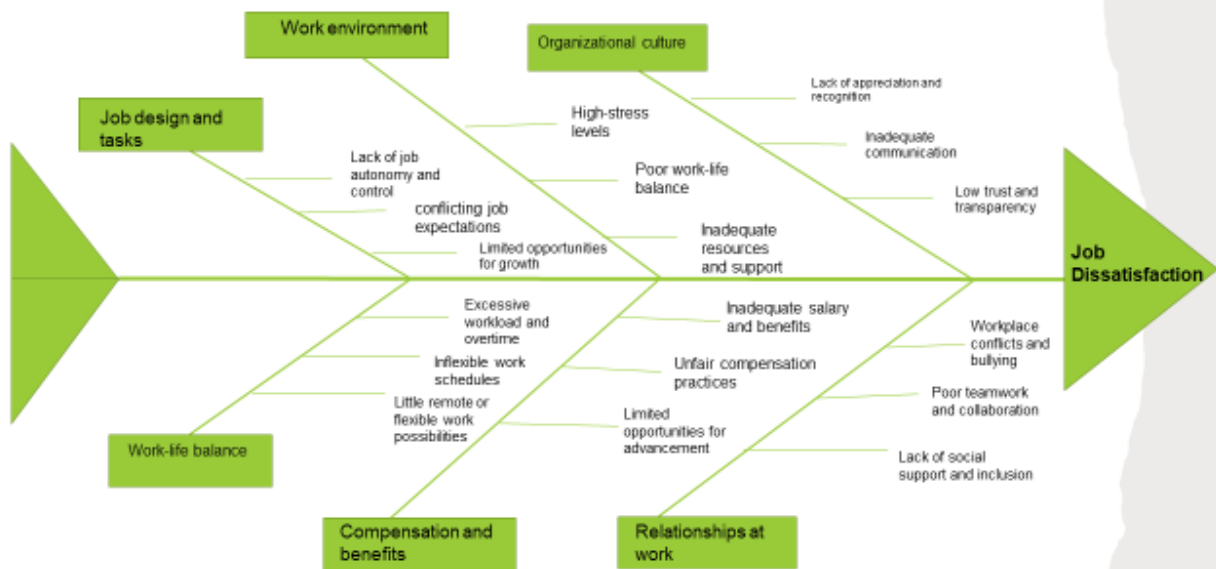
- Employers must find ways to address job dissatisfaction while maintaining productivity, employee retention, and overall organizational success.
- This can be challenging, as solutions need to be tailored to individual employees and industries while considering broader organizational goals.

IMPACT OF JOB DISSATISFACTION

Job Dissatisfaction

- Decreased productivity
- High employee turnover
- Low employee morale
- Poor customer service
- Increased absenteeism
- Diminished innovation and creativity
- Loss of talent
- Strained workplace relationships
- Increased costs
- Damage to employer brand

CAUSE-AND-EFFECT ANALYSIS (FISHBONE DIAGRAM)



ALTERNATIVE SOLUTIONS

The program could include:

- Regular feedback and recognition systems to appreciate employees' efforts and achievements.
- Training programs for managers and supervisors to improve communication, leadership, and trust-building skills.
- Promoting a healthy work-life balance by encouraging employees to take breaks, offering flexible work schedules, and providing options for remote work.

Solution 1: Implement a comprehensive employee engagement program



This solution aims to address multiple root causes of job dissatisfaction, such as organizational culture, work environment, job design and tasks, relationships at work, and compensation and benefits.

This solution could include:

- Ensuring that job descriptions accurately reflect employees' responsibilities and expectations.
- Redesigning roles to provide employees with more autonomy and control over their tasks.
- Implementing job rotation, job enrichment, or job enlargement to increase task variety and challenge.

Solution 2: Conduct periodic job design and role evaluations



Regularly reviewing and updating job roles and responsibilities can help address root causes related to job design and tasks, work-life balance, and compensation and benefits.

The program could include:

- Offering stress management workshops and counseling services for employees struggling with work-related stress.
- Providing resources and support for employees to maintain a healthy work-life balance, such as childcare services or fitness center memberships.
- Encouraging social interaction and team bonding through regular team events, lunches, and celebrations.

Solution 3: Establish an employee wellness program



An employee wellness program can tackle root causes related to work environment, relationships at work, and work-life balance.

EVALUATION OF ALTERNATIVE SOLUTIONS

- A weighted decision-making matrix is a useful tool for evaluating and comparing multiple alternative solutions based on specific criteria and their importance.
- To use a weighted decision-making matrix, one needs to list the alternative solutions, identify the evaluation criteria, assign weights to each criterion based on its importance, and score each alternative for each criterion.

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ADKAR MODEL

Awareness:	Desire:	Knowledge:	Ability:	Reinforcement:
• Communicate the importance of employee engagement and wellness to all employees. • Share the benefits of the proposed programs for individual well-being and organizational success.	• Share success stories from other organizations that have implemented similar programs. • Involve employees in the program development process to increase buy-in and support.	• Provide training and resources to help employees understand and participate in the programs. • Offer workshops and seminars on topics related to engagement and wellness.	• Implement the employee engagement and wellness programs in a phased approach. • Provide ongoing support and resources to help employees adopt new behaviors and habits.	• Regularly monitor and evaluate the effectiveness of the programs. • Recognize and celebrate employee achievements and improvements. • Adjust and improve the programs based on feedback and evaluation results.

GANTT CHART

Task	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Needs Assessment	■					
Program Development	■	■				
Training & Awareness		■	■			
Implementation			■	■		
Monitoring & Evaluation				■	■	■
Adjustments & Improvements						■

WEIGHTED DECISION-MAKING MATRIX

DECISION MATRIX - WEIGHTED

	Criteria 1	Criteria 2	Criteria 3	Criteria 4	
CRITERIA DESCRIPTION	Cost-effectiveness Ease of implement Impact on employee Impact on retention & productivity				
WEIGHT	Criteria 1	Criteria 2	Criteria 3	Criteria 4	WEIGHTED SCORE
	25%	25%	25%	25%	100%
0.25	0.25	0.25	0.25	0.25	1
OPTIONS	Criteria 1 SCORES	Criteria 2 SCORES	Criteria 3 SCORES	Criteria 4	
Solution 1	3	3	4	4	3.55
Solution 2	4	4	3	3	3.5
Solution 3	4	3	4	3	3.55

RESULT & CONCLUSION

- Based on the weighted decision-making matrix, Solutions 1 and 3 are tied with a score of 3.55, and both appear to be the most appropriate solutions.
- Either solutions can be chosen or can be considered implementing a combination of both to address job dissatisfaction in the organization.
- In conclusion, job dissatisfaction is a multifaceted issue that affects individuals and organizations alike. Throughout this presentation, we have explored the various factors contributing to job dissatisfaction, including organizational culture, work environment, job design, relationships at work, compensation and benefits, work-life balance, and career growth opportunities. We have also discussed potential solutions and strategies that can help organizations address the root causes of job dissatisfaction, promoting a more positive work environment and improving employee satisfaction. By implementing these evidence-based approaches, organizations can enhance productivity, employee retention, and overall success.*