

**PROBLEM SOLVING AND DECISION MAKING- BMSW4004-
LON- NADEEM MIRZA**

OFFICE ENVIRONMENT

Micromanagement

Lack of empathy

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UWTSD

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Problem definition

Recruitment Agency

- Micromanagement
- Lack of empathy

Staff:**Branch Manager****Operations Director****Team Leader****Consultants**

There are many kinds of employment agencies and the majority of them use similar process, but they are not the same as their services may be different to some extent. Recruitment agencies help other organizations to make whole hiring process simpler. By tradition they match applicants to job openings while working with businesses directly to help them with their staffing requirements and also they post the job vacancy online to find candidates with the right skills. Recruitment consultants find new career opportunities for candidates and help them with CVs or prepare them for interviews.

Although every workplace environment has various types of members with different kinds of attitudes the effect of people with bad attitudes are very complicated to manage as they cause a disturbance to the working environment and this should not be tolerated. Hence it is important to stop these rude manners at the workplace as it can influence job performances of other employees.

One of the consultants named Sarah just started to work for this company without a proper training which led to her poor performance. In addition to this issue the team leader already assumed that the consultant is not a good asset for their company and decided to give the consultant Sarah feedback on her job performance but in fact she was being more micromanaged on a daily basis where her weaknesses were only criticised in a rude way even, she tried to do her best at work as well as not taking criticism personally however Sarah became frustrated and stressed.

Indeed, receiving constructive feedback can be vital to employees because they can learn from their mistakes and become successful in the workplace. If the feedback is delivered well rather than receiving all feedbacks critical and never positive can cause work related

stress, moreover, lack of training often leads to considerable consequences. Furthermore, Sara was refused to take time off to look after her sick child, so she decided to resign immediately and left because the management did not even respect her family commitments.

Being micromanaged can immediately trigger employees to feel a loss of independence which typically leads to employees no longer feel like to go extra mile for the business as happened with Sarah and other employees. This style of management is killer of morale in the workplace whether on purpose or not. Continuous surveillance makes top productivity hard to achieve because employees feel powerless and are forced to slow down their work due to constant criticism and corrections to their method of working.

As a result of this toxic environment that have not a positive effect on people working there and when every conversation with the managers feel like a performance review was the reason why many of the employees either quite due to anxiety from micromanagement or were fired due to lack of empathy from management that can seriously affect employee's productivity and damage people's health.

All the reasons mentioned above are crucial for the management to become aware of and deal with the problems to make sure the company is making progress. Or else this style of leadership can become inefficient and very difficult for employees to work for them as they cannot understand how to motivate each employee.

Evaluation the current situation and identify and define alternative solutions.

A manager's job is to provide guidance and support to employees to facilitate healthy environment where employees can perform at their best because micromanaging affect people the opposite way and damage people's mental health since being repeatedly criticized at work can be very difficult for people when already struggle with mental illness so then it can be even harder for many to ask for help as the cause of controlling when people's self-confidence is damaged.

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Mental health difficulties are prevalent these days and widely understood as major problem so it is important for the organisations to make sure to better understand the causes and dynamics of stress at the workplace and analyse how they can reasonably assess, implement, and evaluate stress management alternatives.

Most micromanagers suppose that they need to have control over everything that take place in their company as well as they usually have the best intentions for their team, unfortunately they have developed poor habits resulting in micromanaging methods. This style of leadership is demonstrating that this is the way to lead a team. However, they need to understand how important is to have a good control over themselves first or else the business and mental health of everyone will prevent the team from thriving.

In addition to micromanaging there is another reason that is common among managements even though they do a great job but lacking empathy and due to this the relationships between managers, leaders and employees will suffer as empathy often improves human interactions in general and lead to more effective communication and positive results in work.

"Everyone have emotional triggers and limits that once activated, can affect the decisions that are taken."

"Communication must work both ways. Listening is essential to leadership." (LLopis,2013)

"Surveys regularly show that in the workplace, relationships are more valued than wages" (Mitchell, 2014)

"Toxic climate is an unsafe one. The spiral is downward, and the performance of all parties will suffer. People excel in climates of safety, not climates of fear." (Tynan, 2021)

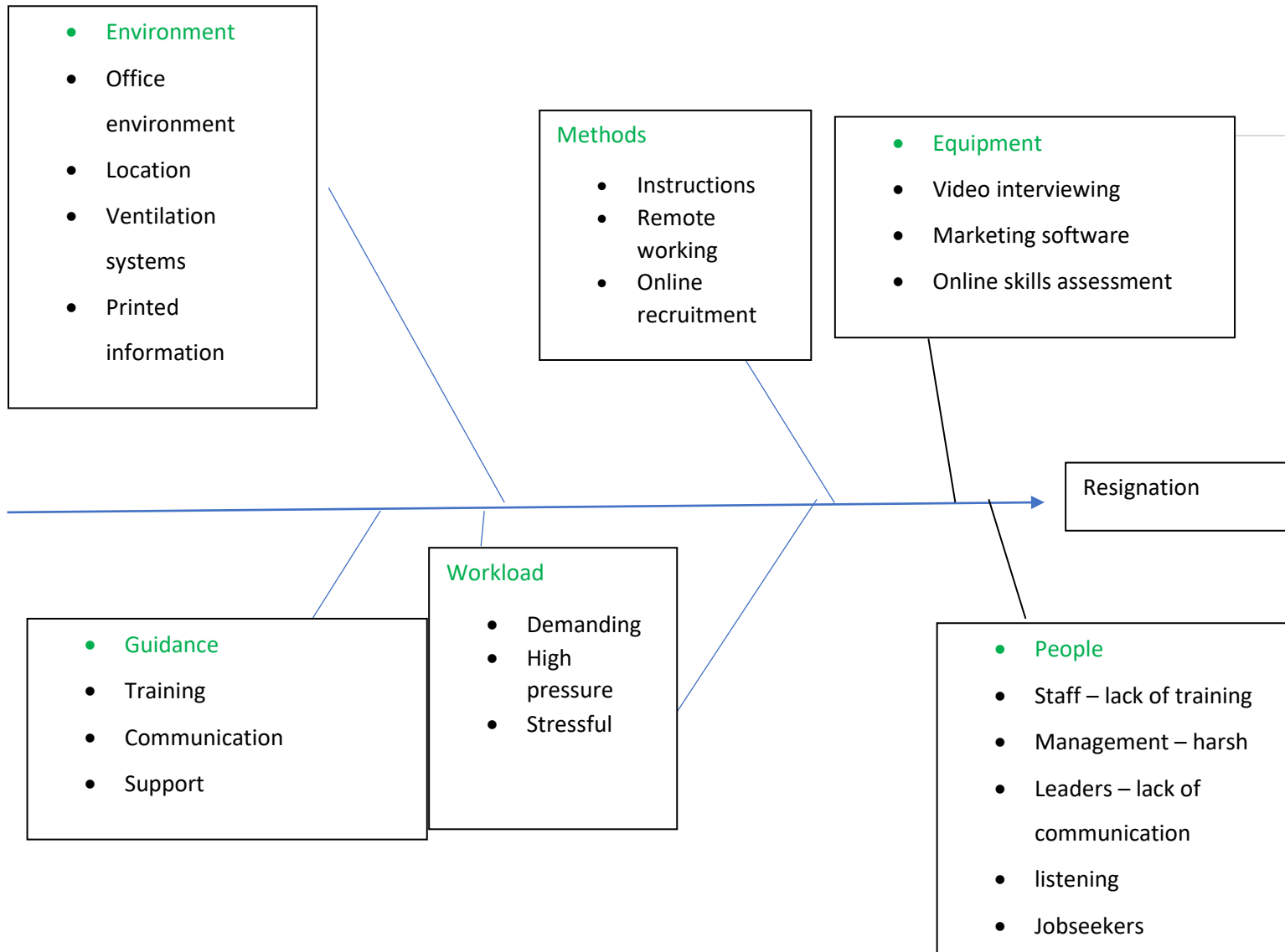
SWOT analysis

Strengths	Weaknesses
• Qualified staff • Temporary and permanent staffing • Faster hiring • Online recruitment	• Lack of training • Negative feedback • Cultural fit • No experience
Opportunities	Threats
• Competition • Finding ways to minimize weaknesses • Salary increases • Training	• No right qualifications • Lack of empathy • Micromanagement • Mental health

PESTLE

Political	• Changes to government policy • Visa requirement
Economic	• Job opportunities • Unemployment • Staff support
Sociological	• The company culture...employee vs employer • Online recruitment • Remote working
Technological	• Direct advertisement • Access to electronic devices • Internet connectivity
Legal	• Company law and regulations • Mental health
Environmental	• Location • Printed information

Cause and Effect Diagram (Fishbone Analysis)



Define alternative Solution

Solution 01

Implement a successful training program

Solution 02

Set clear expectations

Solution 03

Survey employees and measure the result

Solution 04

Build trust and learn to listen

PMI Decision Making tool

Solution 01 -implement training program across staff– PMI Model (score scale is 5)

Plus, Points	Minus Points	Interesting Points
1. Reduce stress-5	1. Unhappy staff-(-2)	1. reduced workload -(5)
1. Improve mental health-5	2. mental & physical fatigue (-5)	2. friendly culture -(5)
2. Increase productivity-5	3. Risk staff shortage (-4)	3. safe environment – (5)
3. Satisfied clients - 5	4. reduced productivity (3)	4. remote working – (4)
4. Increased turnover 5	5. possible burnout (-5)	5.improved skills – (5)
Total Plus Points = 25	Minus Points = (-19)	Interesting Points = (+24)

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Final Value for solution 01 = 25 + 19 – 24 = 20

Solution 04 – build trust and learn to listen

– PMI Model (score scale is 5)

Plus, Points	Minus Points	Interesting Points
1 Leadership effectiveness 4	1. Poor communication - (-4)	1 Clear expectations -(3)
2 Communication -5	2 Stress (-3)	3 Learn to listen -(3)
3 wellbeing 4	3 Uncertainty (-4)	3 building trust (4)
4 active listening 3	4 Absence (-5)	4 learning opportunities (3)
5 health for everyone -5	5 Resignation -5	5 Online learning (3)
Total Plus Points = 21	Minus Points = (21)	Interesting Points = (16)

Final value for solution 04 – 21+21-16=26

Evaluate and define the best solution

One of the most crucial capabilities to demonstrate empathy in effective communication is active listening as this skill will help managers to build trust and positive relationships within their team otherwise everyone will be afraid to be honest and feel that they are not doing their best at work. Active listening helps with spotting challenges that employees are facing and finding quicker way out to those issues. Active listening can be developed with practice. For instance, question employees how they prefer to be managed and set clear expectations. Additionally, when leaders reflect on how they feel when they are not listened to, it is very easy to switch the script and recognize how it may possibly make employees feel. The power of communication skills and empathy is the key to better leadership even it is not easy and cannot be developed overnight it is worth to focus and practice these skills.

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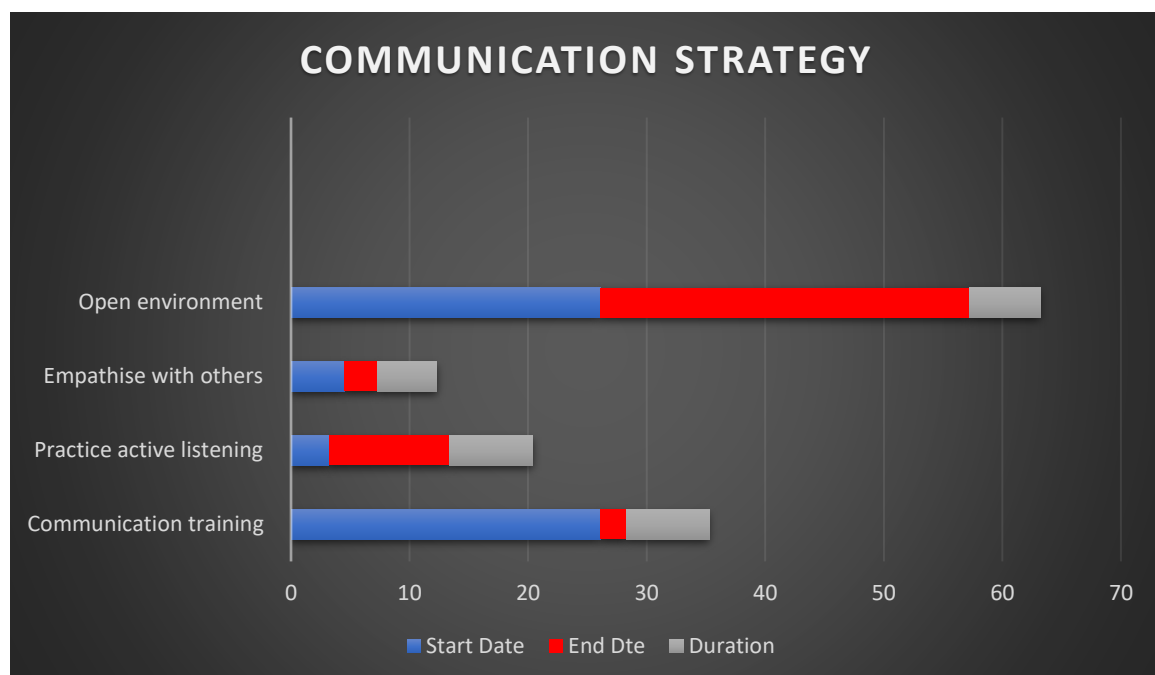
“Fortunately, empathy is not a fixed trait. It can be learned.” (Shapiro,2002)

If provided enough time and support, leaders can develop and enhance their empathy skills through coaching, training, or developmental opportunities and initiatives.

To understand others, managers must be a great listener because when a manager is a good listener, individuals feel respected, and trust grows.

Produce your plan:

Gantt Chart



Review your implementation process

Tools and techniques to review your implementation process

- **Review meetings**
- **Feedback forms from employees and management**
- **Communication tools**

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Determine new management development for company is vital to make sure that what is planned is going to be completed. To make the most of the benefits that the plan of success can be reached it is important also to make sure that there is an improvement. However, to assess the quality of implementation takes time, usually few weeks or months for the changes to take effect.

Review meetings are a good chance to have a discussion with a team colleague about their work, specific progress, and discussion about their performance. Through review meetings managers practise and improve their communication skills by making themselves available for discussions with their team members and by listening to them with empathy.

Furthermore, the best way to gather feedback is to find out what their employees like most and least about their responsibilities, what keeps them at their company and what would attract them to think about other opportunities. Also, a great way is to use an online satisfaction survey and manager feedback survey.

Besides communication apps and tools are now required in the workplace and have a positive impact on employee communication in the workplace with colleagues and leaders. On the other hand, ideal starting point for anyone who want to improve communication skills in the workplace is to assign to relevant courses that will help managers and employees to improve their soft skills.

The last thing is to go through the implementation process again and look for ways to continuously improve by identifying the key lessons learned and to build effective working environment.

Conclusion

The management is the head of an organization, and it may at times give the impression that the work they do is light while the employees are doing all the complicated work. However, the organization needs a guideline and the right direction. Being able to manage a team also involves leading (Alveson, 2003) them to accomplishment so the manager should always track performance and come up with solutions.

A periodical meeting to discuss about internal concerns and take actions following these meetings as this will improve the trust of the team in management.

The risk of micromanagement and lack of empathy can cost a business time, energy, income, and employees. The negative effects spread very quickly, harming not only the scrutinised employees but also the whole company.

It is critical to realise that a difficult situation can be managed in cautious approach and understand how important is to adopt mindfulness as a way of life because it will enhance problem solving skills and the empathetic relationship amongst management and employees.

Therefore, improving the managerial and leadership skills within their employee base is a critical part of leading organization successfully and become the company assets. Lots of managers are not even aware that they are micromanaging and that this style of management negatively affects their employees and so the whole company.

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