

Task 2: Report

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Introduction

The ability to recognize problems and find logical and practical solutions to them is referred to as problem-solving skills. These abilities are crucial because they enable people to solve issues in both their personal and professional lives and make wise decisions. Someone with good problem-solving skills are expected to be able to define the problem, think of viable solutions and make optimum analytical choice to select their solution and reach the desired objective (Atilgan, 2013).

Possessing effective problem-solving abilities can make a person more successful and productive in both their personal and professional lives. For instance, being able to recognize and address issues at work can help increase efficiency and productivity and being able to address issues in personal relationships can help increase understanding and communication. These abilities are crucial for adjusting to new circumstances and producing innovative solutions to problems. Adaptability and problem-solving skills can give people a competitive edge in today's world of rapid change, so they can be especially crucial.

The Workplace Problem

As most people are aware, McDonalds is one of the largest and most well-known fast-food restaurants in the world with locations in multiple different counties. McDonald's is known for its burgers, fries, and other fast-food items, as well as its signature golden arches logo. The company has a menu that includes a variety of sandwiches, salads, and other items, as well as a selection of drinks and desserts.

Throughout the world, McDonald's corporate offices and restaurants employ a sizable workforce. Employees might be called "crew members" at the restaurant level. These people are in charge of many different jobs, such as taking orders, making food, handling money, and keeping the place tidy and organized. McDonald's also employs managers, who are in charge of overseeing the work of crew members, making sure the restaurant is running smoothly, and managing administrative duties.

The problem that will be analysed in this report is employee turnover in McDonalds in the branch of Hammersmith, London. What is employee turnover? As Price (1977) defines it is the quantity of the number of employees departing from an organization divided by the average employees in the organization or company in a period of time. Essentially is it the frequency of which existing employees are replaced by fresh hires. Due to the physical demands of the work and the potential for low job satisfaction and limited opportunities for advancement, the fast-food industry, including McDonald's, experiences high employee turnover. Usually, the

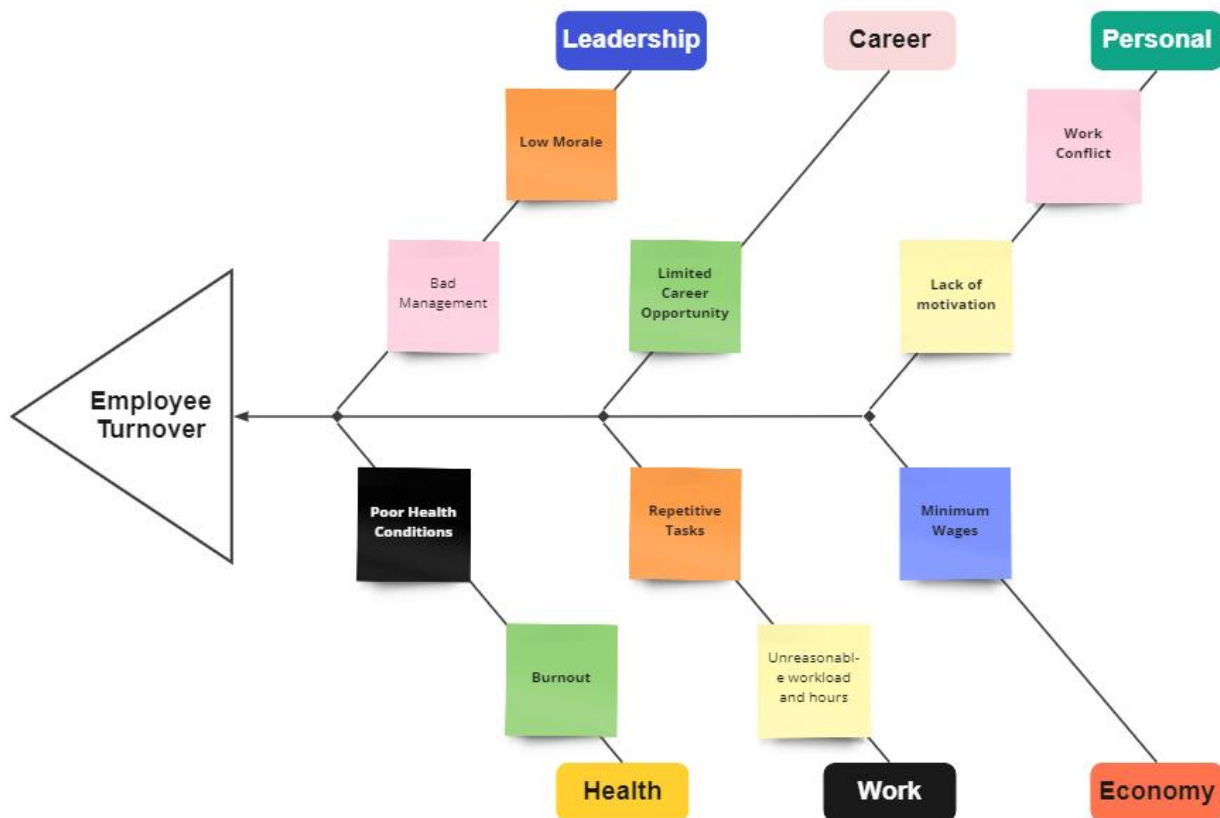
rate can differ by location and other factors such as organizational, personal, and structural. It is challenging to pinpoint a specific employee turnover rate for McDonald's. However, fast food chains frequently experience high staff turnover, especially among the crew. High employee turnover can be expensive for businesses because it can increase training and recruitment costs and disrupt operations (Ongori, 2007). Some other impacts of high turnover are:

- **Disruption to operations:** When workers leave a company, it can disrupt work processes, and leave knowledge and experience gaps. This will temporarily increase in the workload for other employees, which could result in inefficiencies at the workplace.
- **Reduced customer satisfaction:** A McDonald's restaurant that has a high employee turnover rate may find it more difficult to give customers consistent, high-quality service. This can lead to dissatisfaction and potential loss of business.
- **Negative effects on company's culture:** A company's overall culture can be negatively affected by high employee turnover. It may be more difficult to foster close bonds and a sense of teamwork among employees if workers are frequently leaving the company.

Analysing Information

Root Cause Analysis (RCA)

A technique for finding the underlying causes of a problem is the fishbone analysis, also referred to as cause-and-effect analysis or the Ishikawa diagram. It bears the name of the method's creator, a Japanese quality control specialist in the 1960s by the name of Kaoru Ishikawa. To use fishbone analysis, one must first identify and explicitly state the problem that needs to be examined. After that, potential causes of the issue are categorized into groups such as materials, methods, equipment, environments, and people. However, these categories can be changed depending on the context. The problem is typically at one side of the diagram, and the categories branch out like the bones of a fish to represent these categories (Desai, Ojode and Desai, 2015).

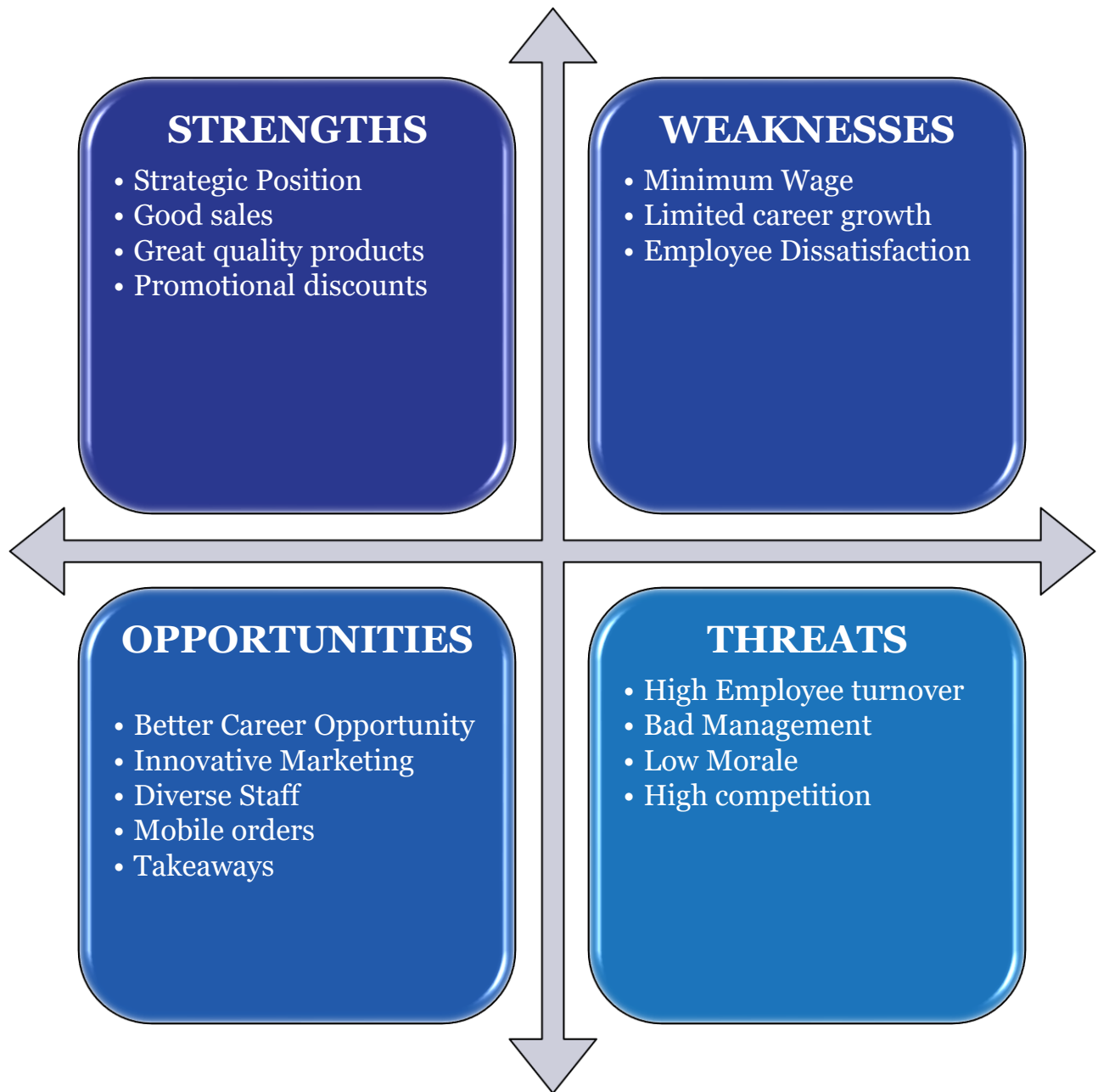


The fishbone analysis above is a representation of some of the potential causes of employee turnover. However, the real causes of the problem can be summarized into terrible management by the shift managers, overall atmosphere in the work environment and lack of career growth and developmental opportunities. To highlight these problems that generally start with one issue and causes a domino effect creating more problems in the process, a real example of bad management in the McDonalds Hammersmith branch is considered below:

Most of the time there are a lack of employees in the restaurant in the night shift (from around 7pm to 5 am). Since Hammersmith is a busy area and the restaurant is situated around multiple pubs, clubs and concert halls, sales increase dramatically in that period of time. Most staff prefers to work in the daytime thus the restaurant is already left short staffed during the night. With high turnover this problem becomes even more dire making the service quality dissatisfactory. Managers generally requests the staff to work overtime and ask them to operate multiple different equipment at the same time to fulfil the order quota. However, most staff only knows how to operate one or two machines because the lack of training. This means that the crew cannot fulfil the role of the missing staff members which means the service is severely delayed. Always having to work overtime also means that the employees are burned out after their shift which makes them more convinced to quit the job.

Situational Analysis

SWOT analysis is a business strategy tool used to evaluate the strengths, weaknesses, opportunities, and threats of a business or organization. SWOT is an acronym for Strengths, Weaknesses, Opportunities, and Threats. Following the identification of these variables, strategies are created that may enhance the positives, address the negatives, take advantage of opportunities, or respond to threats. A review of the organization's internal performance reveals its strengths and weaknesses, while a review of its external performance reveals its opportunities and threats (Dyson, 2004). It is a common tool for strategic planning and can be used in a number of contexts, such as business planning, marketing planning, and project planning. The same analysis has been used for the fast-food chain in hammersmith below:



Range of Alternative Solutions

Following the identification of the causes of the problem, three alternative solutions has been proposed:

- **Staff Recognition:** Turnover can be reduced by fostering a positive workplace culture. This could entail creating an environment that is welcoming and inclusive, praising and rewarding excellent work, and attending to employee complaints and concerns. It can be beneficial to build a sense of transparency and trust by regularly communicating with employees about their issues and getting their

feedbacks. Additionally, implementing reward systems such as employee of the month, quarter or year can be highly motivating.

- **Implementing a Rotation Plan:** Implementing a rotation plan means to create a work chart based on which a crew member is expected to learn to work efficiently with multiple different equipment and machines. This means that a Crew Trainer will train each crew member until they learn to work in every station such as the drinking station, fry station, assembling, cooking etc. This also solves problems such as lack of training.
- **Give more Benefits:** Low pay or few benefits is one of the main things that can cause staff turnover. Offering competitive pay and a full benefits package can aid in luring and keeping employees for a longer period of time. Furthermore, the upper management should consider extending the yearly paid vacations and giving more promotional discounts to their staff. They can also provide the workers the chance to grow professionally in their careers which will improve job satisfaction.

Evaluation of Alternative Solutions

The decision-making matrix is a qualitative tool for assessing and comparing diverse options or alternatives before making a choice. It is a methodical approach to weighing the benefits and drawbacks of each option and selecting the best course of action in light of a number of factors (Muruganantham and Gandhi, 2016). There are several ways to organize a decision-making matrix, but a typical method uses a grid or table with rows for the options being considered and columns for the criteria being used to evaluate the options. The best option is then determined by adding up the scores assigned to each option according to how well it satisfies each criterion. In this case four different factors were considered while making the decision-making matrix (DMM). These are: The budget for implementing the solution, the overall satisfaction of the employees if eventually implemented the solution, the time to implement the solution and the probability at reducing turnover without making drastic changes to the organization.

	Weight	Recognition	Rotation	Benefits
Budget	5	5x5=25	4x5=20	1x5=5
Satisfaction of employees	4	3x4=12	4x4=16	5x4=20
Time to implement	3	3x3=9	3x3=9	2x3=6
Reduce turnover	5	2x5=10	4x5=20	5x5=25
Total		56	65	56

Based on the DMM, the optimum solution to reduce turnover in Hammersmith's McDonalds is implementing the rotation plan.

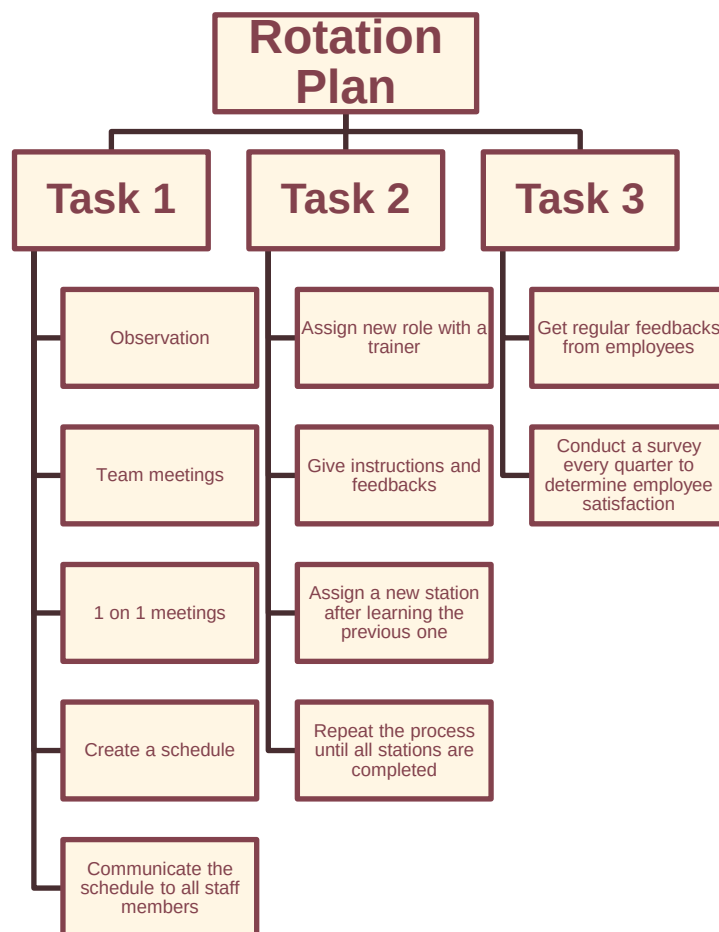
Implementation Plan

To implement this solution, both a Gant chart and the ADKAR model can be used. However, it is optimum to use the Gant Chart in this situation.

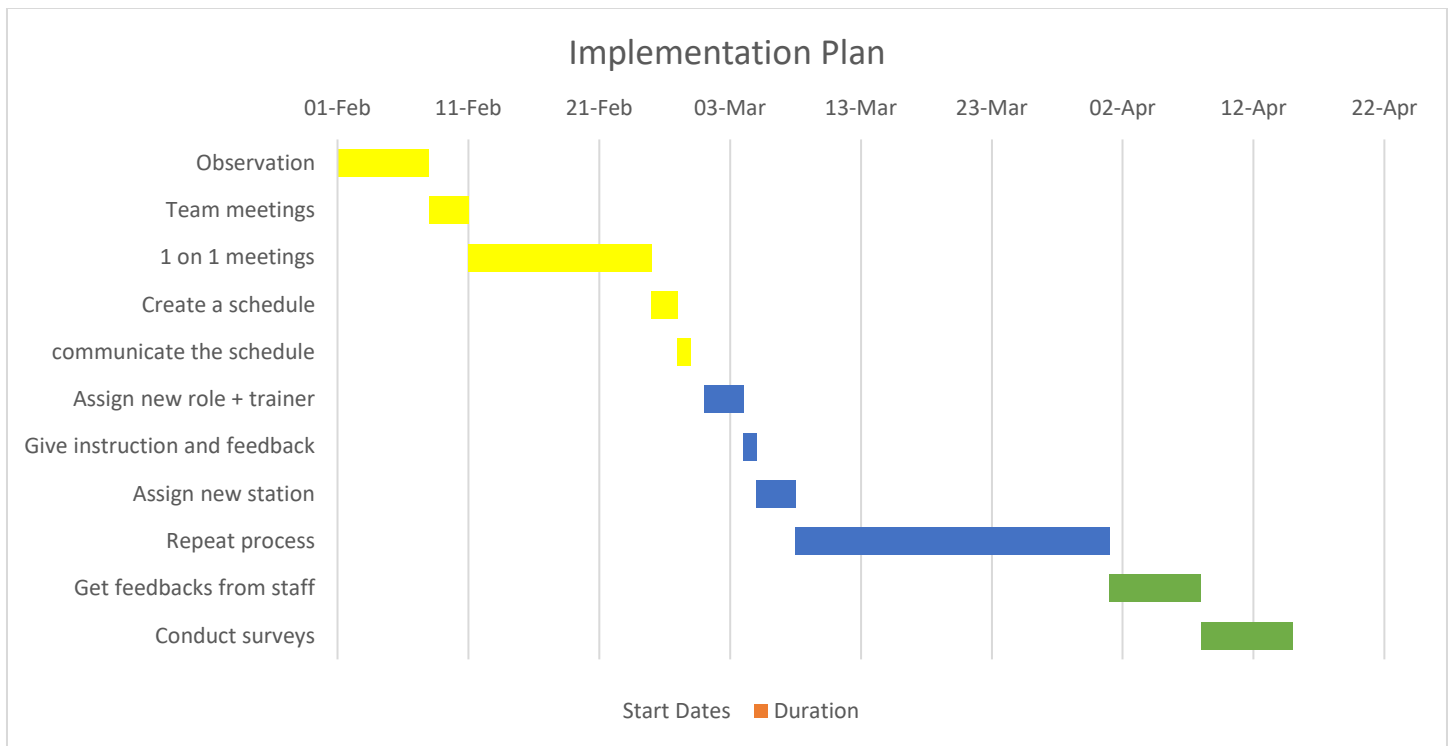
A Gantt chart is a bar graph used to show a project's schedule. Henry Gantt, an American management consultant and engineer, is recognized by having his chart bear his name. He created the chart in the early 20th century.

Gantt charts are used to visualize a project's tasks and activities, their interdependencies, and the timeline for completing them. Each task is represented by a horizontal bar on the chart, and the length of the bar reflects the task's duration. A timeline that runs the length of the chart's top shows the start and end dates for each task. Gantt charts are particularly useful because they enable project managers and team members to comprehend the relationships between tasks and how one task affects another. The project schedule can therefore be adjusted as necessary to consider any potential problems (Kumar, 2005).

Before making a Gantt chart, it is recommended to use a work breakdown structure (WBS) to organize the tasks into a hierarchy as indicated below.



Tasks	Start Dates	Duration
Observation	01-Feb	7
Team meetings	08-Feb	3
1 on 1 meetings	11-Feb	14
Create a schedule	25-Feb	2
communicate the schedule	27-Feb	1
Assign new role + trainer	01-Mar	3
Give instruction and feedback	04-Mar	1
Assign new station	05-Mar	3
Repeat process	08-Mar	24
Get feedbacks from staff	01-Apr	7
Conduct surveys	08-Apr	7



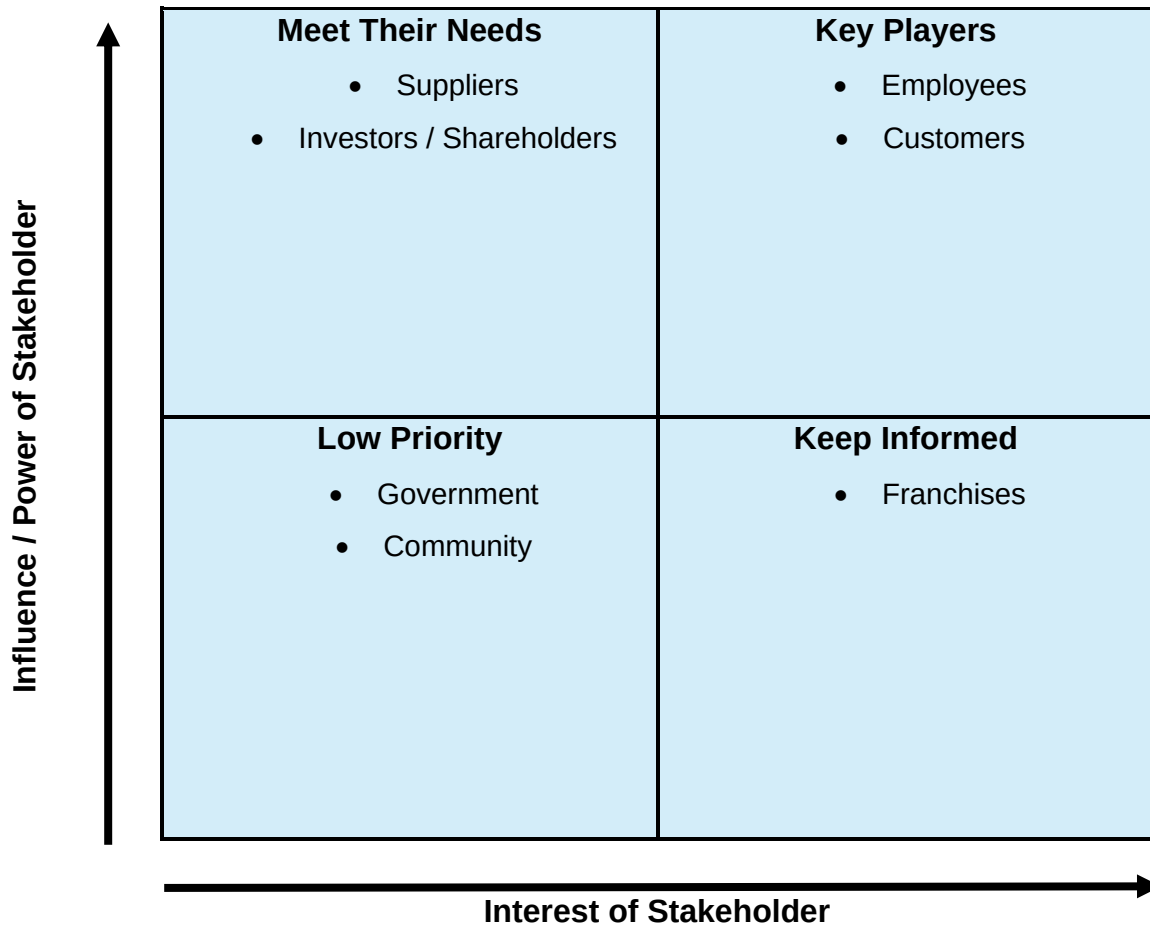
Based on the chart above it can be summarized that the implementation plan initiates with the shift managers observing the crew and gathering data. Then attending one on one meetings with the individual staff and relaying the information to the upper management to build a work chart for each staff to adhere to. After that communicating these changes to the staff through electronic mails and notice boards in the crew rooms. After that, only a few volunteering crew members will be chosen and will be tasked to pair up with a crew trainer who already know how to operate every area of the restaurant. The crew trainers are expected to teach, observe, give feedbacks, and answer any questions the crew member might have. After a few days of training, the staff should be available to work on their own without needing any supervision, at which point they will relocate again to a different area of the restaurant and learn from the scratch. This process of repeating and learning will take about a month which is the longest task in the chart considering that learning to operate each station might take about three days.

Communication Plan with Stakeholders

Stakeholders are all those entities that are in anyway effected by a company or organization. McDonalds stakeholders are:

- Customers
- Employees

- Franchises
- Suppliers
- Investors and Shareholders
- Government
- Community



Stakeholder	Power / Interest	Communication Vehicle	Frequency
Customers	High/High	Website McDonald's App Email	Every Month
Employees	High/High	Website McDonald's App	Every Week

		Email Notice Board Face to Face	
Franchises	Low/High	Email Website	Every 2 months
Suppliers	High/Low	Email	Every 2 months
Shareholders / Investors	High/Low	Email	Every 6 months
Community	Low/Low	Website McDonald's App	Every 6 months
Government	Low/Low	Letter	Every Year

Conclusion

It is worth noting that there does not exist any solution to end the high employee turnover fast food chains, it can only be reduced. Thus, in conclusion, based on several feedbacks from both customers and employees, it is deemed that the implementation of the rotation plan can help reduce the turnover rate in Hammersmith's branch of McDonald's.

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Appendix

Roleplay Dialogue (Task 1)

Management consultant: Mrs Stana-**MS**

Dissatisfied employee: Mr Rahman- **MR**

Brief: This is a discussion between the management consultant Mrs Stana and a non-managerial staff, Mr Rahman about poor training / lack of training at the workplace.

MS: Good morning, Mr Rahman. How are you doing today?

MR: I am fine, thank you and you?

MS: I am very well, thank you. So, tell me Mr Rahman what is the reason that brings you here today?

MR: Well, it has been a while that we are experiencing too many problems with our new and existing colleagues because they do not have the proper training. First, we are experiencing low productivity because they don't know how to do their tasks properly, we are receiving complaints for poor quality and services and last and most important is that as a long-term employee in your company I am feeling a lot of pressure trying to complete tasks on time.

MS: Mr Rahman, thank you for bringing up this issue to my attention. I will immediately get in touch with my other co-workers, and we will try to find the best solution as soon as possible. Thank you for your time.

MR: Thank you, Mrs Stana.

PowerPoint Presentation (Task 1)



PROBLEM SOLVING AND DECISION MAKING

Task 1

Module: BMSW4004_LON

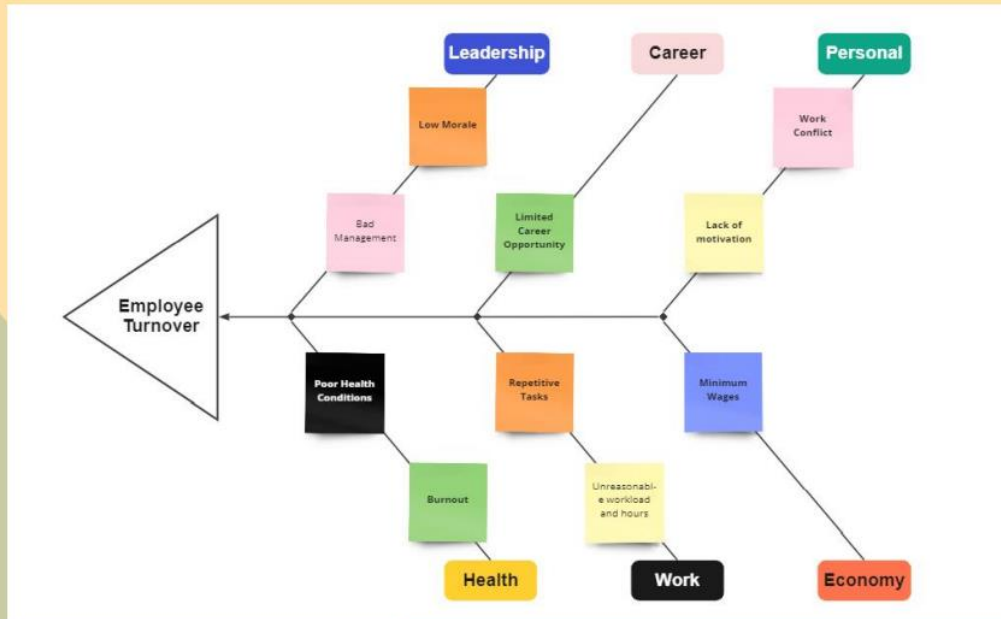
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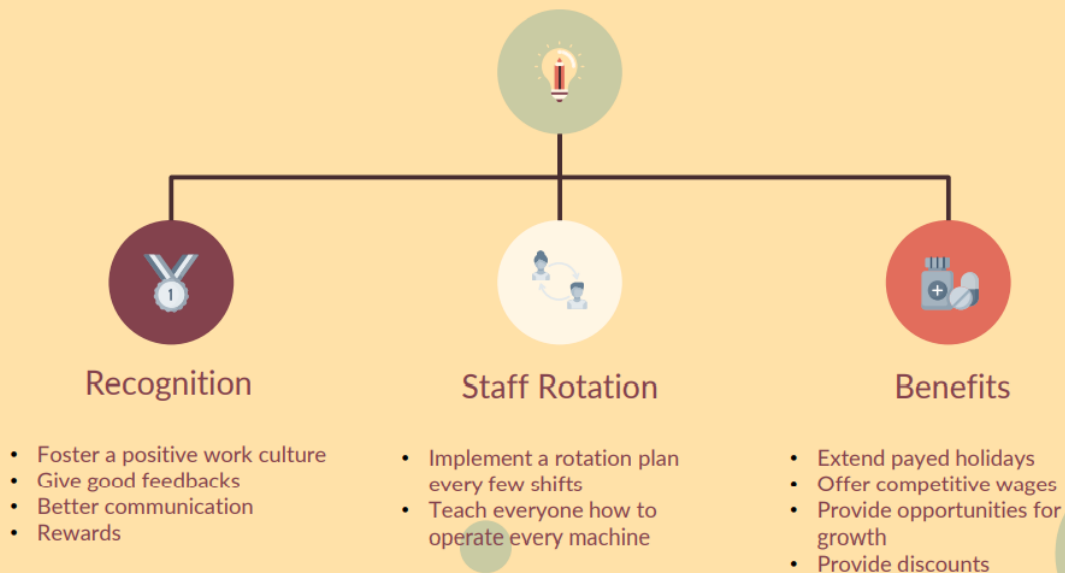
Nature of the Problem

Employee turnover is an expensive obstacle companies have to face. This is especially true for McDonalds where the yearly employee turnover is very high. This maybe the biggest hurdle the fast food chain faces each year as its main components are its employees.

Cause and Effect Analysis (Fishbone)



Alternative Solutions

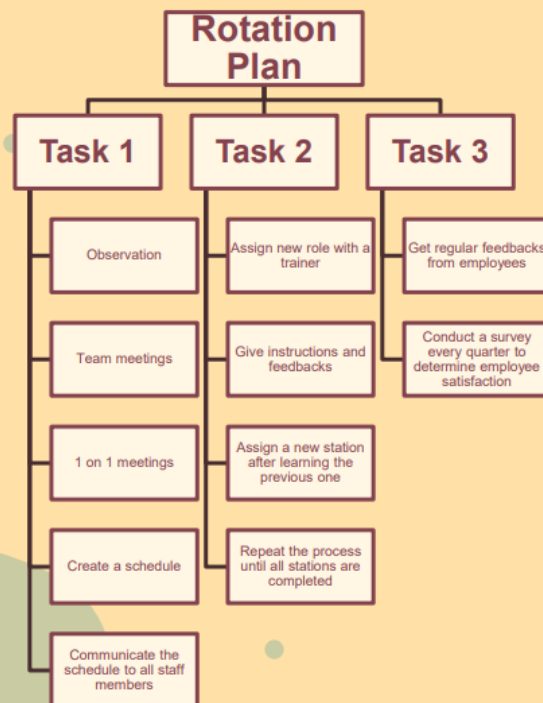


Evaluation of Alternative Solutions

	Weight	Recognition	Rotation	Benefits
Budget	5	$5 \times 5 = 25$	$4 \times 5 = 20$	$1 \times 5 = 5$
Satisfaction of employees	4	$3 \times 4 = 12$	$4 \times 4 = 16$	$5 \times 4 = 20$
Time to implement	3	$3 \times 3 = 9$	$3 \times 3 = 9$	$2 \times 3 = 6$
Reduce turnover	5	$2 \times 5 = 10$	$4 \times 5 = 20$	$5 \times 5 = 25$
Total		56	65	56

Based on the Decision Making Matrix (DMM) it is advised to implement a rotation plan so that the staff changes their stations every few hours in order to adapt to the various work stations around the kitchen, drinking and cooking area and gain enough knowledge to operate the machined without needing any supervision.

Word Breakdown Structure (WBS)



Implementation Plan (Gantt Chart)

Implementation Plan

