



Problem Solving and Decision Making

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Introduction

Problems are defined as the situations, things or behaviour that need to be solved through problem solving process. The process has several stages to follow: problem defining, gathering data, evaluating alternative options and selecting the most beneficial and reviewing the results. It can be realised in a creative way which is more innovative or in a rationale way which is more objectives. The problems present in organisations can be in connection to performance, finances, management and organisation, business ethics, communication, discrimination, knowledge. The skills for solving problems are valuable in the working environment as it can help the business surpass obstacles and challenges (Forman, 2020).

Defining the problem

The work based problem to be analysed in this report is the lack of training. For the support of the analysis it will be used the current workplace: Morrison Plc.

Lack of training relates to the level of knowledge from the organisation. Neglecting training in an organisation can lead to negative consequences that means neglecting the organisation, the productivity, the safety of the employees. In an organisation managers and HR can be responsible with the evaluation of the training needs required for the job.

Lack of training can impact the organisation activity in major ways: to weaken the performance and low rates of productivity, to lower talent retention and high staff turnover, to have unsafe working environments, to have poor knowledge on industry trends and policies, unsatisfied employees, ineffective staff management, increased costs.

One of the negative outcome of the lack of training is a weakened performance. Untrained employees can struggle to produce efficiently high-quality work. Training provides knowledge and skills to for job performing, meeting deadlines, time management.

Another outcome of the lack of training is the risk of having unsafe work environments. Training is a prevention for safety risks. Safety training is disregarded many times in thinking is just common sense and it is the organisation responsibility to do everything in its power to maintain a safe workplace (The Training Associates, 2018).

Knowledge is power and lack of training can be seen as lack of knowledge. Training on trends the organisation can stay ahead of competition and take advantage of key advancements in the industry.

Lack of training can lead to frustration, work related stress and poor job performance. Employees will then feel undervalued and become unsatisfied and unengaged. This can influence the levels

of staff retaining and high staff turnover. High staff turnover can be costly for the organisation and reduce loyalty and morale. An organisation that has developed a reputation for high staff turnover is not very attractive for potential candidates (High Speed Training, 2018).

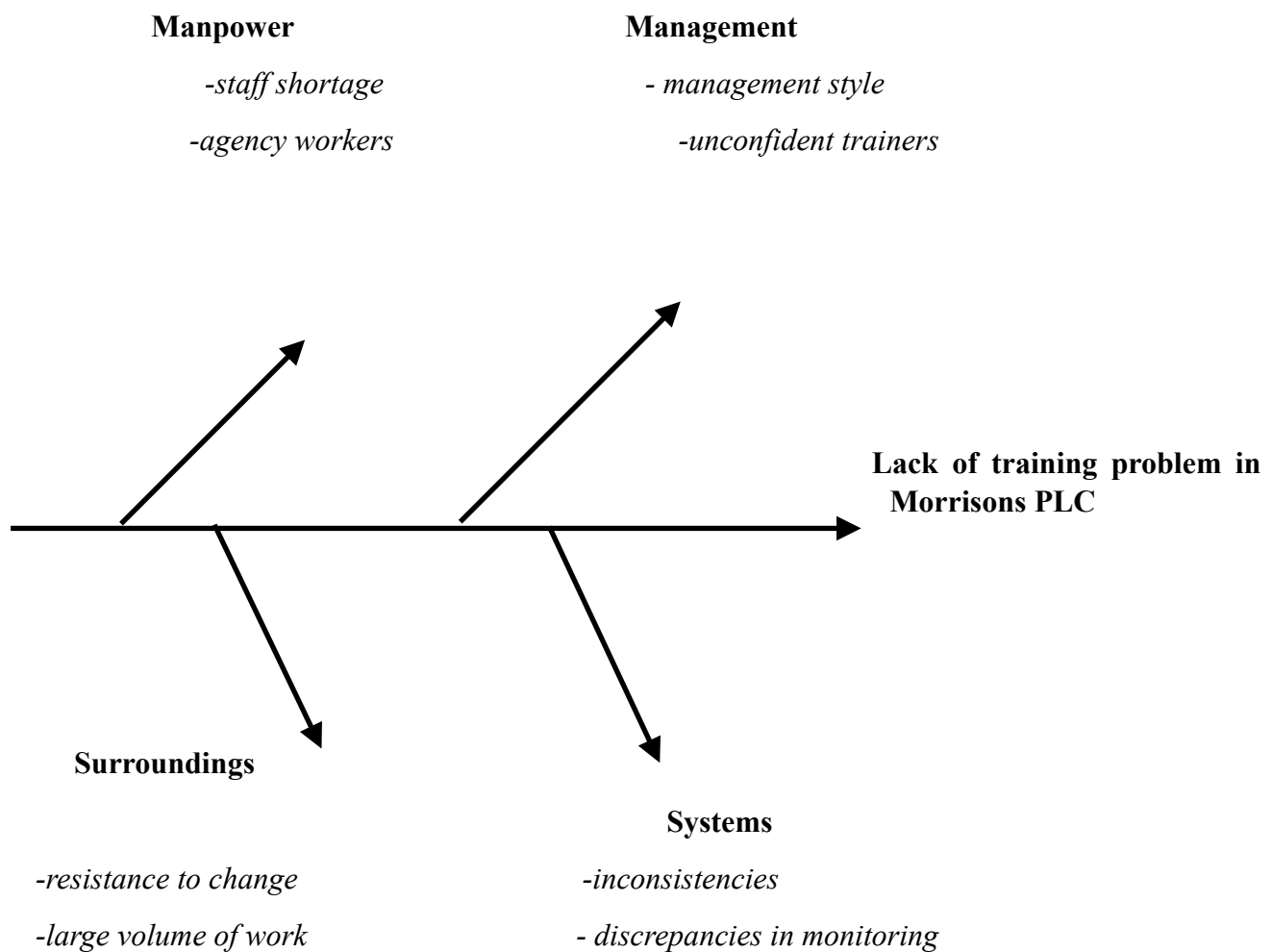
Another outcome of the lack of training is the low rates of productivity and that can happen when the employees are not confident enough to execute the job or it can take longer to realise it. A poor training that is rushed will not be very effective and employees will waste time asking for help from colleagues or managers detracting them from their job.

The ineffective Staff Management can be a consequence of the lack of training. Managers that are not well trained will do not know how to handle conflicts effectively, how to solve problems, how to motivate the team, how to adapt to changes within the organisation and also how to manage employees and delegate work. An ineffective manager can lead to employees leaving the organisation.

Lack of training can also increase the cost and expenses of the organisation such as medical costs for work accidents, customer compensation for defective products which can lead to loss of customers, legal risks and lawsuits when employees claim the lack of training the reason for work accidents (Small Business, 2019).

Analysis of the problem

The analysis of the lack of training problem in the organisations is realised using the Fishbone model, PESTLE analysis, SWOT analysis and Porter's five forces.



PESTLE analysis

Political factors

1. A major political event was Brexit and this change generated many changes in import and export regulations.
2. The food retailers in the United Kingdom has to follow multiple regulations imposed by the Government related to safety, labelling, recalls, traceability (Food Standards Agency, 2021).
3. Pandemic was another major determinant for political changes related to the food industry

Economic factors

1. Brexit and pandemic had generated fluctuations in currency
2. The pressure of inflation had affected the industry
3. The price of oil had registered rise and that mirrored in tighter household budgeting

Social factors

1. Rise of demand for home delivery for food shopping due to pandemic
2. Health oriented trends and locally sourced products
3. Morrisons brand positioning

Technological factors

1. Morrisons Plc uses artificial intelligence for warehouses and stocking in stores
2. Usage of technology has reduced waste and has increased efficiency for the organisation
3. Technology has helped the level of responsiveness to customers, by using digital data for emerging trends and needs

Legal factors

1. Legislation on Food safety (FSA)
2. Regular trade audits to ensure integrity
3. Morrisons has separate department to support with legal compliances

Environmental factors

1. Morrisons has focused on sustainability and reduced operational carbon
2. Also in order to reduce plastic usage has launched returnable storing solutions for fish supplying and plastic free choices for vegetables and fruits (Morrisons, 2021).

3. The organisation has focused on zero waste on landfill for their manufacturing sites.

Morrisons efforts to increase efficiency and effectiveness of the organisation has focused on modernising technology, artificial intelligence and learning machines that allows handling the stock levels based on customer demand and to improve customer service.

SWOT analysis

Strengths Strong distribution network and supply chain Customer oriented with Loyalty programs Large product portfolio Large product customisation and food making skill (Market Research, 2005).	Weaknesses Limited market presence Slow process for private label recall Slow process for changes adaptation
Opportunities Expanding to other markets Becoming the largest grocery retailer in the domestic market Growth of online food shopping in Pandemic Amazon, Ocado partnership development (Haleem, Jehangir 2007).	Threats Pandemic Competition Technological risk Change in regulations for the industry

Porter's Five Forces

Threat of new entrants

The new entrants in the food retailing industry focus on innovative strategies related to price strategies, reducing costs for the business, and proposing new values to the customers. Morrison's strategy to tackle new entrants has been use economy of scale, investing in research and development for creating innovative products and define standards regularly.

Bargaining power of suppliers

A high power of suppliers can lower the profitability of Morrisons and decrease margins. For that purpose Morrison has established a complex supply chain that allows them to shift to another if prices go up.

Bargaining power of buyers

Buyer are cost oriented and that can put pressure on the organisation on long term. Morrison can tackle the bargaining power of buyers by building a large customer base. This will also help to Morrison to streamline the number of sales. By introducing new innovative products the organisation can limit the bargaining power of the buyers as usually discounts are expected on established products.

Threat of substitute products/services

When a different product meets the customer needs better than existing ones then the industry can be affected. Morrison's strategy could be more service oriented, ensuring a high customer experience.

Rivalry among competition

High levels of rivalry affects prices and reduces profitability. The food retailing industry is very competitive and this can impact Morrison's profitability on long term. Morrison has to create differentiation and collaborate with competitors for expanding the market share like Amazon, Ocado (The Guardian, 2019).

Generating alternative solutions

The analysis has highlighted various causes for the problem such as staff shortage, agency workers, management style, unconfident trainers, resistance to change, large volume of work, inconsistencies, discrepancies in monitoring. The PESTLE analysis, SWOT analysis, Porter's five forces can help managers to create strategies and exploit them for the organisation profitability. Morrisons Plc is a strong player in the food retailing industry and has embraced digitalisation very well through its partnerships with Ocado and Amazon. Also low cost for home delivery and pandemic lockdowns has favoured the business growth.

The lack of training is a major problem that needs to be addressed by Morrisons. The generation of alternative solutions has to take in consideration resource allocation and ensure the training is effective.

In order to have effective training I should be avoided the limitation of time for training. Employees need time to absorb the information, to ask questions. Microlearning is a solution for presenting chunks of information rather than an abundant training.

Inconsistency can originate in the workforce spread geographically. Cultural differences and backgrounds can also influence the process of training. Therefore it has to be elaborated a clear presentation of the training goals from the beginning ensuring all team knows what to expect during the training. Another aspect to look at is to diversify the type of training taking in consideration the different learning styles. For that purpose it should be introduced power point presentations, graphs and other clever display of information rather than written reports and emailing. This solution involves the development of a different style of training.

Selecting the most beneficial solution

Microlearning can not be very practical in Morrisons, especially in their warehouses because of the large number of employees and limited number of trainers. Morrison's activity is dispersed geographically and that can create inconsistency in training. Also Morrison's employees can have different cultural backgrounds or language barriers and that should be addressed by developing a different style of training that would be more effective and will take into account the elements evaluated in the analysis.

Morrisons has the resources to develop new training programs that would take into account different learning styles, different culture and backgrounds, different levels of language knowledge and technical terms. The new training programs should make use of images and videos rather than a person sitting in front of the group and speaking and explaining.

Plan of action

The selected solution is to create and develop new training programs. For this stage it can be use the ADKAR change model that has five stages. The awareness stage involves the communication with employees prior the change. The management will inform the staff in Morrison that it has been observed that the lack of problem affects the organisation and that is intended to develop new types of training. The desire stage measures the employee reaction to the proposed change. The knowledge stage is the training provision. In the ability stage Morrison will practice the new training programs to several stores and warehouses before implementing the change fully. At this stage it can be realised any adjustments. The reinforcement stage is the monitoring of the change. This will be realised by managers who can get feedback from the employees, but it can also look at performance levels and productivity, employee levels of satisfaction.

Communicating to stakeholders

This change involves usage of resources for training development and for extra hours payment for employees so the training is not rushed and employees have time to ask questions. Therefore the board of directors has to be communicated the proposed changed for training, emphasising the need for change and the impacts of the problem. After getting the approval from the board it has to be informed the management and the employees.

Conclusion

The identified problem in Morrison is the lack of training. This refers also to inconsistent, rushed and ineffective training. The selected solution for Morison is to have a different approach to training that takes in considerations the employees needs, the learning styles and the differences related to geographical spreading.

The analysis has emphasised that Morrison has the resources to make this change and that will benefit the organisation on all levels. Therefore the benefits of training add value to the organisation and can improve the quality of the work and performance.

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