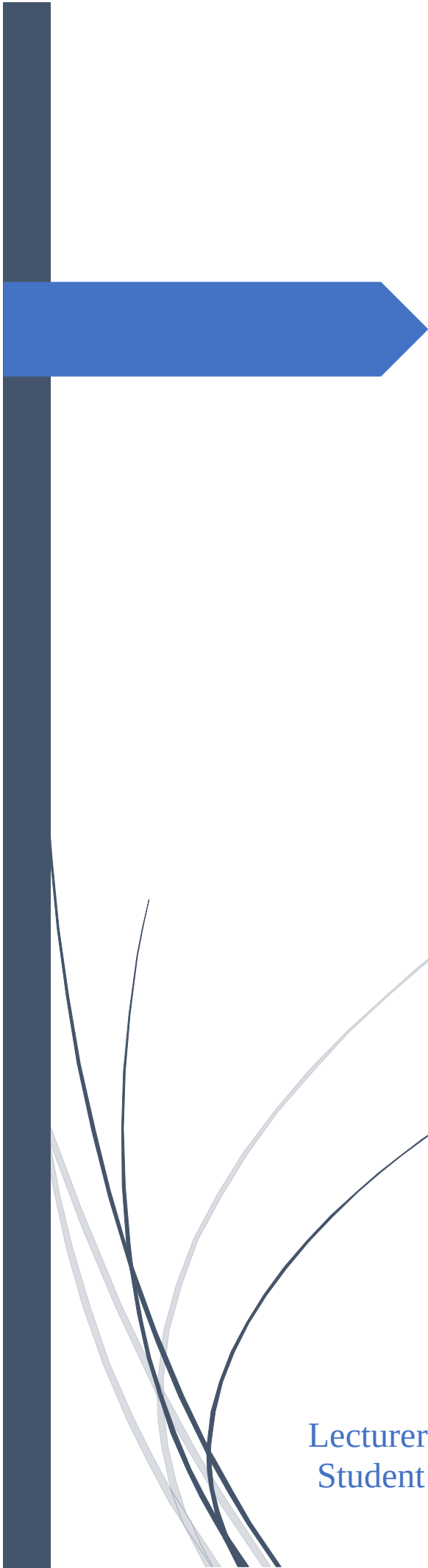




PROBLEM SOLVING AND DECISION MAKING

BMSW4004

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1.0 INTRODUCTION

Various problem-solving tools and techniques have been applied in this report to be used in a workplace where there is a specific problem with your workers' teamwork, and any of the techniques described can be used to solve the problem and find solutions easily with a comprehensive analysis to discover the root of the problem in a simple way and apply the correct solutions, taking into account a wide knowledge of the causes that cause it.

2.0 DEFINITION OF THE PROBLEM

The definition of a problem must be realistic and is very important to achieve a possible solution effectively and implement it correctly (Soriano, 2016). Knowing exactly what the definition of the problem is, it will be easier to detect which is the solution and which technique is the most effective to solve it quickly without having doubts about what we need to improve.

Roti Chai is one of the busiest restaurants in London with many customers who are in a rush especially during lunch because they have to go back to work afterwards.

The restaurant has a problem with the teamwork of the staff, since it is not being successful and is affecting the opinion of our clients about the service, since most of our clients seek speed in the service and not having a good Teamwork makes service too slow, causing the loss of many customers.

The customer wants a good service showing confidence in the work and in the service that the company is giving, thus showing that our product is of high quality making customers trust our company (Miller, 2020). Getting customers' trust, we get them to trust us and be able to sell more products ensuring better profits. We must avoid bad customer service due to bad teamwork in a disorganized way, giving a bad image of our company and making customers not trust our service and sell our products. Bad teamwork has a negative impact on sales.

3.0 ANALYSE INFORMATION ON THE IDENTIFIED PROBLEM

Staff do not work as a team making them totally disorganized and with an individualistic attitude. They do not have an order and a priority of the steps to follow in the service that they must give and they do not know how to prioritize when they must help a colleague who needs help, giving priority to their tasks and forgetting that they must also do some teamwork to achieve the restaurant's objectives and not individual objectives. Often there are clients who complain about not having enough attention, the problem is that some workers do not help others when a client does not belong to their work section, because each worker does a part of the floor but that does not mean that they have to forget about the rest of the tables. Drinks arrive after the meal because another waiter did not want to take them.

4.0 PROPOSE ALTERNATIVE SOLUTIONS

BRAINSTORMING:

Every two weeks we will hold meetings in the office (AlMutairi, 2015), making groups with staff, each one have different work styles and personality. On a blackboard, a person will write down all the ideas that arise from the meeting and will describe the problem.

A few minutes will be given for each member to think creatively about the ideas that they will share

We will make clear that all ideas will be respected making everyone participate in the meeting without being judged. When all the staff have given ideas, what we will do is classify them, analyzing them to find the best and most creative ones (Jay Mandelbaum, 2017).

BRAINSTORMING STRENGTHS	BRAINSTORMING WEAKNESSES
Discover new points of view Definition of problems Team member participation	It takes a long time Useless ideas Disagreements Need for leader

(Jansen, 2016).

5.0 DECISION-MAKING TECHNIQUE FISHBONE DIAGRAM

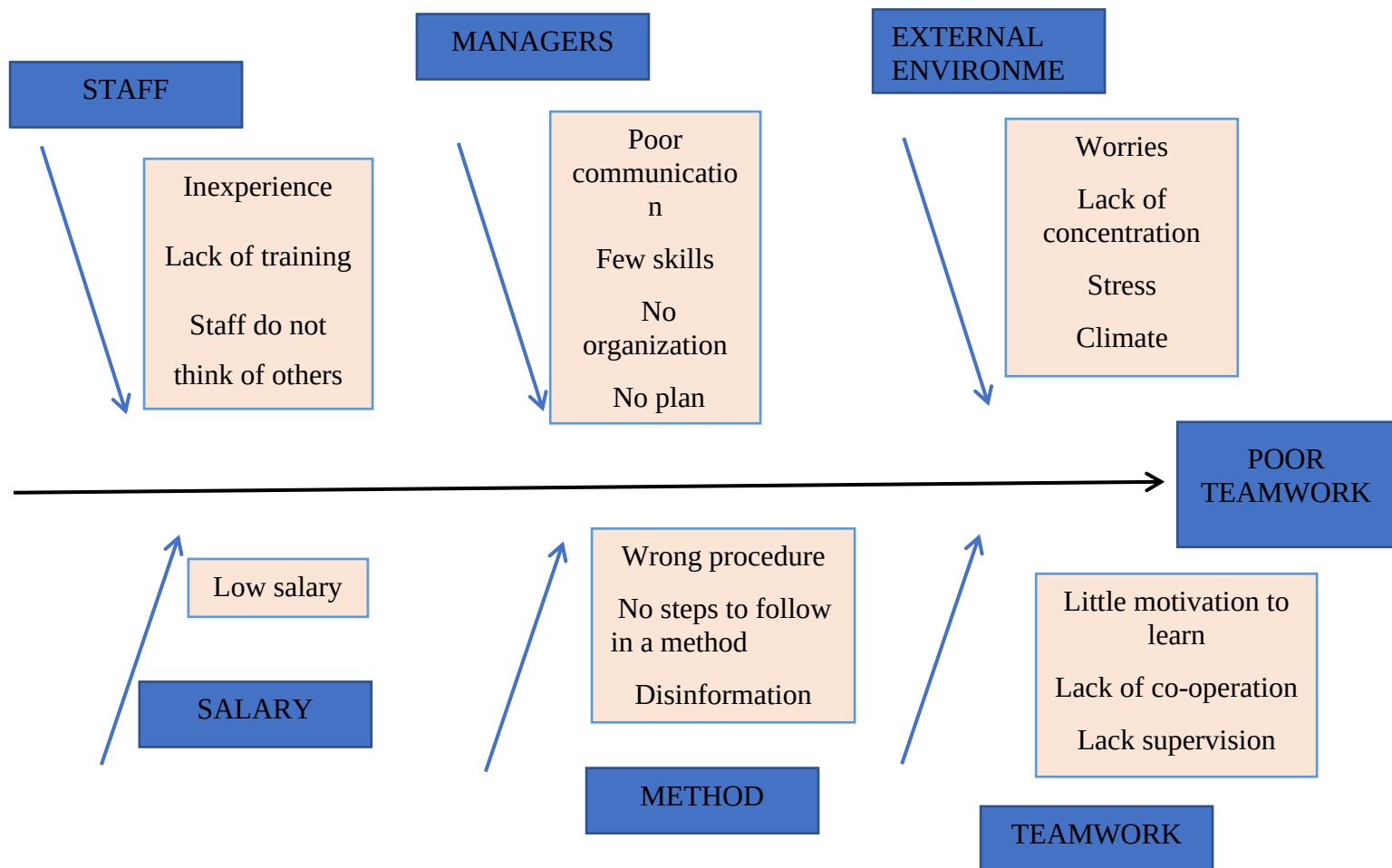
One group setting in one office in the restaurant and a blackboard on the wall to list all the causes of the problem that we have on one side of the blackboard (Usmani, 2020). We will write the problem to be solved (poor teamwork) and then the " spine of the fish " with the causes that cause it. The causes will be categorized into employees, managers, external environment, salaries, methods and teamwork (Harel, 2016).

Whenever we will write a cause before we have to ask ourselves the question of why, the causes with the greatest impact will go closer to the head if we have too many causes to write we can make subgroups and put them on the board helping us to be aware of the problem identifying the causes (Marlon Dumas, 2018). These meetings helps to identify the causes. We will use colors to write the causes according to their importance and we will take a photo to convert the drawing on the board into pdf format and after printing it all the employees will see it.

FISHBONE STRENGTHS	FISHBONE WEAKNESSES
Discover cause and effect of problems. Discover new ideas. Helps to think about why problems happen. Prioritizing problems	Waste time identifying irrelevant problems It takes a lot of space Difficult to show related problems between them on a single spine

(Hardison, 2016).

Fishbone diagram:



The fishbone tells us that the staff is not well trained and needs to improve teamwork skills. Managers do not communicate with employees and do not follow a plan to achieve daily goals causing them to not supervise the work properly making staff unmotivated, misinformed and unhappy with their salaries.

Improvements to improve the solution (Martine Haas, 2016):

- Give information to employees to understand how they should work to be successful in the method to be followed.
- Organization of managers' time to get sufficient supervision of employees.
- Increase salary with bonuses for having achieved objectives, making everyone think about being productive for the common goals, being necessary to work as a

team to achieve them. Example: try to sell 20 bottles of wine daily regardless of who has sold them and giving the bonus to the whole team.

- Facilities to get days off, making a balance between their personal life and their work avoiding stress and worries.
- Encourage communication by teaching them that it is important. Meetings with professionals will be held monthly to teach teamwork skills.
- Employees have to serve customers equally even if they do not belong to their section, taking drinks to the tables even if they have not taken the order, they have to maintain eye contact with colleagues, they have to understand that they will only see benefits in their salaries if the objectives are achieved thanks to the whole group.

6.0 7 STEP PROBLEM SOLVING TECHNIQUE

- Identify: Daily the restaurant receives complaints from customers for waiting long time to be served, being ignored by staff members, receiving drinks almost at the end of the meal, not receiving the Bill on time, this is due to poor teamwork because they are not generous helping their colleagues (Powers, 2018).
- Explore: Problem occurs because managers do not have supervision of employees and do not teach them the steps to follow to be effective and motivate them,
- Set Goals: Solving this problem, customers will buy more food and return more often leaving good comments, it is expected to achieve organization where everyone does their part helping colleagues under the supervision of managers where communication is the most important thing by having customers receive bills on time and taking orders when they are ready to order.
- Look at alternatives: Weekly we will carry out the brainstorm technique to create solutions to the problem with, alternatives like activities outside of work, create signs to understand each other.
- Select: Creating connections outside of work takes a lot of time but it would increase the communication, if we have create connections before, for the members it will be easier to seek eye contact.

- Implement: the restaurant will promote the idea of creating connections by spending free time outside of work doing different activities such as trips during a weekend all together and living different experiences getting to know each other.
- Evaluate: Weekly sales targets will be set making the whole team earn a bonus, it will not be seen who is who sells the most, it will only be seen if the objective has been reached, if they are not achieved the objectives we will try to bet on giving more learning classes (Verma, 2015).

8.1 SOLUTION

The managers have done a fishbone analysis with the help of an expert.

Managers have detected that employees do not have communication with each other because they are only focused on their own work, the fishbone analysis shows us points that we can improve to make employees happy, such as motivating them and giving them training so that they learn that they have to work in group. We will try to motivate them by setting weekly objectives such as achieving a minimum of sales and if the objectives are achieved, everyone's salary will be increased by 5%. The only thing that will be looked at is if the objective has been achieved but not who has done it better.

7.0 PLAN FOR IMPLEMENTING THE SOLUTION

The ADKAR model is a model that serves so that all the members of the company individually are capable of developing the steps (Matern, 2020).

Create awareness of the need to change: Employees will be shown negative comments from customers so that they are aware that if they do not work as a team the restaurant loses money and their salaries will be damaged. Everyone wants to earn more money and by making employees pursue specific objectives such as managing to sell 20 bottles of wine a day regardless of who has sold them, when the objective is achieved, managers will not look at who has done it and everyone will benefit from a raise salary (Patwardhan, 2018).

Foster desire to make the change: Managers will motivate employees daily, emphasizing when they are doing a good job or making them feel happy to be changing and doing a better job making everyone feel capable of working well and not resisting change.

Provide knowledge on how to change: Meetings will be held every morning to give information about the type of reservations that we will have during the day and to emphasize the things that we expect from each member of the staff and how they should address possible problems that may arise, giving information according to the needs of each one (Freedman, 2016).

Reinforce the change: Success will be celebrated with the goals achieved to encourage their motivation by giving bonuses by increasing their salaries, giving away weekend trips, giving advantages to receive days off or giving extra vacations (Malhotra, 2019).

ADKAR STRENGTHS	ADKAR WEAKNESSES
Identify why employees resist change. Help in the process of change. Create an action plan. Identify changes that do not work.	Does not distinguish between incremental change and step change. Does not distinguish between leadership and management Ignore needs for leadership.

(Raymond, 2015).

There is no teamwork because employees think individually. Managers have to motivate employees to understand that the way to work is to achieve company goals and not individual goals. Every week, small objectives will be set for the company, such as reaching a minimum daily sales and if this is achieved, everyone's salary will be increased by 5%. So employees would not think about their individual achievements.

8.0 COMMUNICATE THE PLAN TO STAKEHOLDERS

We must clearly define what the staff has to do and what they need to do differently (Gallagher, 2019). It is important that communication is of high quality to be able to teach and inform stakeholders about everything that we need to implement to achieve the

changes and we must teach the things that should be changed because they do not help to achieve the proposed objectives. the changes should be done through training sessions and meetings, keeping track of the development of the changes thanks to reports that will be made daily.

STAKEHOLDER	COMMUNICATIONS METHOD	FREQUENCY	RESPONSIBILITY	COMMENTS
Manager 1	Meetings, Training sessions	Daily	Implementation Team	Reports
Manager 2	Meetings, Training sessions	Daily	Implementation Team	Reports
Manager 3	Email,Application, Training sessions	Daily	Implementation Team	Reports

(Lynch, 2019).

9.0 REVIEW TECHNIQUES

The techniques can be reviewed at any time but it is usually done in the morning to check if the applied techniques worked the day before (Lang, 2020). It gives time to change them if they do not work. Weekly questionnaires will be sent to the employees to know if they are motivated and the trainings are working, also individual meetings will be held to find out what external factors such as stress or personal concerns are affecting teamwork. Employees will be proposed activities outside of work such as going to eat during the days off all together to increase the feeling of group to forget their problems while they work.

10.0 CONCLUSION

The techniques described above are extremely effective in solving and discovering the root of most problems in a workplace and can be used easily helping all employees to solve the problem described. Thanks to having knowledge of the root of the problem, we know exactly which is the solution that we must apply and which will be more effective.

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