

MODULE: BMSW4004

ASSESMENT TITLE: PROBLEM SOLVING AND DECISION MAKING

LECTURE'S NAME: XAVIER MATIENI

STUDENT ID: 2133003

OSCAR DAVID SEDANO GIL

TABLE OF CONTENTS

1. INTRODUCTION
2. THE WORKPLACE PROBLEM
3. ANALYSING INFORMATION
4. ROOT CAUSE ANALYSIS (RCA)
5. APPLYING SITUATIONAL ANALYSIS MODELS
6. RANGE OF ALTERNATIVE SOLUTIONS
7. EVALUATION OF ALTERNATIVE SOLUTIONS
8. IMPLEMENTING THE SOLUTION
9. COMMUNICATION WITH SKATEHOLDERS
10. MONITORING AND REVIEW TECHNIQUES
11. CONCLUSION
12. REFERENCES
13. APPENDIX

Introduction

This report aims to address the complex workplace problem of high turnover at a company using structured problem-solving tools and techniques. On leveraging strengths to address weaknesses given the external landscape. This report aims to address the complex workplace problem of high turnover at a company using structured problem-solving tools and techniques. Recent data on turnover rates, exit interviews, and employee satisfaction surveys indicate declining retention and engagement among staff. An interview with a long-term employee, Xavier Matieni, provided additional insights into factors causing job dissatisfaction and loss of motivation.

The impact of high turnover disrupts operations, strains resources, and damages external reputation. A systematic approach is needed to analyse root causes, propose solutions, and develop an actionable plan tailored to the organizational context. This report applies tools like fishbone diagrams, SWOT/PESTLE analysis, weighted decision matrices, and change management models.

By leveraging these recognized problem-solving methodologies, optimal interventions can be identified to reduce turnover, rebuild morale, and improve productivity. The following sections detail the phased approach taken - defining the problem, determining causes, generating and evaluating alternatives, selecting a solution, developing an implementation plan, and communicating with stakeholders.

Defining the Problem

Throughout my personal journey of addressing high turnover within my company, I utilized various problem-solving techniques to gain a comprehensive understanding of the root causes of dissatisfaction. One of the key tools I employed was the Fishbone diagram, which allowed me to visually map out the main causes contributing to high turnover and job dissatisfaction. By categorizing the causes into four primary categories - Policies, Management, Methods, and Procedures - I was able to identify the key areas that required attention and improvement.

Under the category of Policies, it became evident that the company's policies had become less stringent, leading to a decline in the quality of service provided. This laxity in policies had a direct impact on employee satisfaction and motivation. Furthermore, the performance management system was deemed ineffective, failing to provide employees with clear expectations and feedback, thus contributing to their dissatisfaction.

Moving on to the category of Management, it became apparent that a lack of communication and engagement from management was a significant source of frustration among the staff. Employees felt disconnected and undervalued due to the lack of transparency and involvement in decision-making processes. The management style was also perceived as poor and toxic, creating an unhealthy work environment that contributed to high turnover rates.

In the category of Methods, it was identified that the outdated and slow work methods employed by the company led to a sense of monotony and a lack of challenge among employees. The absence of innovative approaches and adequate training opportunities further exacerbated the issue. Additionally, understaffing created an overwhelming workload, leading to stress and burnout among employees.

Finally, the Procedures category revealed several detrimental aspects within the work environment. Gossip and rumours negatively impacted the overall morale and trust among employees. Unclear expectations and conflicting priorities created confusion and hindered productivity. Additionally, poor communication channels further exacerbated these issues, impeding effective collaboration and problem-solving.

Having identified the key causes contributing to high turnover and job dissatisfaction, it was imperative to develop solutions tailored to address these underlying problems. By utilizing a structured problem-solving approach, I sought to identify potential remedies that would have a positive impact on the organization.

To evaluate these potential solutions objectively, I employed a weighted decision matrix. The criteria considered in this matrix included cost, impact on turnover, feasibility, and implementation timeframe. Each solution was rated and weighted accordingly.

After careful evaluation, it became evident that one of the most effective solutions was to improve Communication & Transparency within the organization. This solution scored the highest in the weighted decision matrix, primarily due to its potential impact on addressing the root causes of high turnover and job dissatisfaction. By fostering open communication channels and promoting transparency, employees would feel more valued, engaged, and included in decision-making processes. This, in turn, could contribute to a more positive work environment and improved retention rates.

Additionally, improving Communication & Transparency proved to be a feasible solution for our organization, with a moderate cost associated with its implementation. By leveraging existing resources and enhancing communication practices, the necessary changes could be made without significant financial burdens.

Furthermore, the relatively fast implementation timeframe of this solution was a notable advantage. By prioritizing enhanced communication practices and transparency, we could begin to see positive changes and improvements in employee satisfaction and retention rates sooner rather than late

Potential Solutions

After conducting a thorough root cause analysis to identify the underlying factors contributing to high turnover and job dissatisfaction, three alternative solutions were proposed. These solutions aimed to address the key issues identified earlier and create a more positive work environment. The alternatives included a Retention Bonus Program, an Employee Wellness Program, and increased Communication & Transparency.

The Retention Bonus Program involved implementing financial incentives to reward employee loyalty and encourage them to stay with the company. This solution aimed to address the issue of limited incentives and provide tangible rewards for employees who chose to remain committed to the organization.

The Employee Wellness Program focused on providing resources and support for the physical and mental well-being of employees. By offering wellness initiatives such as gym memberships, mental health counseling, and stress management workshops, this solution aimed to address the concerns surrounding limited development opportunities and toxic culture.

The third alternative, increased Communication & Transparency, aimed to enhance information sharing and promote employee voice within the organization. By establishing open communication channels, fostering transparency in decision-making processes, and actively involving employees in discussions, this solution aimed to address the issues of poor communication and a lack of engagement from management.

To objectively evaluate these alternative solutions, a weighted decision matrix was employed. The decision matrix incorporated defined criteria, including cost, impact on turnover, viability, and implementation timeframe. Each solution was rated on a scale from 1 (low) to 5 (high) for each criterion, with the ratings weighted according to their importance.

Through this data-driven technique, increasing Communication & Transparency emerged as the optimal choice based on its potential impact, moderate cost and resource needs, and relatively fast implementation timeframe. The solution received the highest weighted score in the decision matrix.

The evaluation process allowed for an objective assessment of each alternative, taking into consideration multiple criteria and their respective weights. This approach ensured that the decision was based on a comprehensive analysis, rather than relying solely on subjective judgments or personal preferences.

By selecting the solution of increasing Communication & Transparency, the organization can address the root causes of high turnover and job dissatisfaction. This solution has the potential to create a more positive work environment by fostering open communication channels, promoting transparency, and actively involving employees in decision-making processes. It addresses the issues of poor communication, limited development opportunities, and a toxic culture, which were identified as key contributors to high turnover.

Selected Solution and Implementation Plan

The weighted matrix indicated that enhancing communication and transparency between leadership and staff is the best solution. Improved information sharing and avenues for employee voice can increase engagement and retention.

A phased implementation plan was developed using the ADKAR change management framework (Hiatt, 2006). The goal is to increase transparency within 12 months. Initial actions include finalizing a communication plan, implementing employee feedback channels, and providing management training on communication and leadership skills.

Later stages will establish regular staff meetings for open discussion and town halls to share company performance. Success will be tracked via turnover metrics and engagement survey results.

The structured workplan with milestones, resources, and success measures will drive effective implementation. Change management models like ADKAR ensure coordination and stakeholder alignment.

Communications Plan

In order to successfully implement the chosen solution of increasing Communication & Transparency, clear and effective communication will be critical. A well-designed communication plan can help facilitate the desired culture shift within the organization and ensure engagement at all levels. The plan involves various strategies and tactics to promote open communication and transparency throughout the implementation process.

The first step in the communication plan is to introduce the initiative through announcements and kick-off meetings. This will create awareness and generate excitement among employees. The kick-off meetings can serve as a platform to explain the objectives, benefits, and expected outcomes of the increased Communication & Transparency initiative.

Regular updates on the progress of the initiative and opportunities for employee input will be provided through various channels such as email, intranet postings, and meetings. These updates will keep employees informed about the changes being implemented and give them a chance to share their thoughts, ideas, and concerns.

To ensure that managers play an active role in facilitating open communication, tailored messaging will be provided to them. This messaging will emphasize the importance of their role in promoting transparency and creating an environment where employees feel comfortable expressing their opinions and ideas. Additionally, training sessions will be conducted to equip managers with the necessary skills to effectively communicate and engage with their teams.

Celebrating and reinforcing successes throughout the implementation process is crucial to maintain momentum and employee engagement. Internal promotions and events can be organized to recognize and appreciate individuals and teams who actively participate in the increased Communication & Transparency initiative. These celebrations will serve as

positive reinforcement and encourage continued commitment to the new communication practices.

Throughout the rollout, it is essential to promptly respond to employee concerns and feedback. This can be achieved by establishing feedback mechanisms such as surveys, a helpline number, and open office hours. These two-way communication channels will enable employees to provide input, ask questions, and voice any concerns they may have. Prompt responses and actions taken based on their feedback will demonstrate the organization's commitment to listening and addressing their needs.

Monitoring and Evaluation

Ongoing monitoring will help evaluate program effectiveness and identify potential improvements. Key performance indicators include:

- Employee turnover rate year-over-year
-
- Participation rates in new initiatives like staff meetings
-
- Employee satisfaction survey results
-
- Use of anonymous feedback channels
-
- Completion of management training programs

Quantitative data will be supplemented with qualitative feedback gathered through meetings and surveys. Periodic engagement pulse checks will gauge progress.

If targets are unmet, root cause analysis can determine if issues exist with program design or implementation. Additional interventions may be incorporated, like further training or incentives.

A post-implementation review will look holistically at gains after the 12-month rollout, including retention trends, cost savings, and participation analytics. Lessons learned can guide strategy enhancement.

Conclusion

In conclusion, the structured application of problem-solving tools, such as the Fishbone diagram and weighted decision matrix, provided valuable insights into the root causes of high turnover and job dissatisfaction. Through this analysis, the solution of increasing Communication & Transparency emerged as the most effective choice to address these issues.

The identified solution entails implementing a comprehensive communication plan that includes various strategies, such as introducing the initiative through announcements and kick-off meetings, providing regular updates and opportunities for employee input, tailoring

messaging to managers, conducting training sessions, celebrating successes, promptly addressing concerns and feedback, and recognizing employees who actively participate.

However, implementing the chosen solution is just the beginning. Ongoing monitoring, communication, and adaptability will be crucial to the successful execution of the strategy. Regular evaluation and feedback mechanisms should be established to gauge the effectiveness of the communication initiatives and make necessary adjustments as needed. This iterative approach will ensure that the organization remains responsive to the evolving needs and preferences of its employees.

Additionally, maintaining open lines of communication throughout the implementation process will be vital. Employees should be encouraged to provide feedback, ask questions, and share their ideas and concerns. By actively listening and promptly responding to their input, the organization can demonstrate its commitment to creating a transparent and supportive work environment.

Furthermore, adaptability is essential in addressing any unforeseen challenges or obstacles that may arise during the implementation process. Flexibility in adjusting the communication strategies and tactics will enable the organization to overcome barriers and ensure the success of the initiative.

Ultimately, the goal of increasing Communication & Transparency is to reduce turnover and boost employee engagement. By fostering a culture of open communication, trust, and involvement, the organization can create a positive work environment where employees feel valued, heard, and motivated to contribute their best.

In conclusion, the structured problem-solving approach, coupled with a comprehensive communication plan, provides a solid foundation for addressing high turnover and job dissatisfaction. By prioritizing ongoing monitoring, effective communication, and adaptability, the organization can execute a successful strategy that reduces turnover and boosts employee engagement. It is through these efforts that the organization can create a thriving and sustainable work environment for its employees.

References

Hiatt, J. M. (2006). ADKAR: A model for change in business, government and our community. Prosci.

Carpenter, M. A., & Sanders, W. M. (2009). *Strategic management: A dynamic perspective*. Pearson Education.

Ishikawa, K. (1985). *What is total quality control? The Japanese way*. Prentice-Hall.

Kaplan, R. S., & Norton, D. P. (1996). *The balanced scorecard: Translating strategy into action*. Harvard Business Press.

Kotter, J. P. (1995). Leading change: Why transformation efforts fail. *Harvard Business Review*, 73(2), 59-67.

Lencioni, P. (2002). *The five dysfunctions of a team: A leadership fable*. Jossey-Bass.

Porter, M. E. (1985). *Competitive advantage: Creating and sustaining superior performance*. Free Press.

Sinek, S. (2009). *Start with why: How great leaders inspire everyone to take action*. Portfolio.

Tuckman, B. W. (1965). Developmental sequence in small groups. *Psychological Bulletin*, 63(6), 384-399.

Ulrich, D., & Dulebohn, J. H. (2015). Are we there yet? What's next for HR? *Human Resource Management Review*, 25(2), 188-204.

The ADKAR Model

Awareness	Desire	Knowledge	Ability	Reinforcement
Why	Go back to being competitive	Years of experience, mother USA	Good recruitment process, professionalism	Recognition Incentives Bonuses
What	Being professional Meet the standards	UPS training PCM Being updated	Driving and delivering training Customer service	Self motivation Self development
When	Short /medium term	Requirements	Resources that the company needs	Recognition Incentives Bonuses

Fishbone

This is a method to identify the factors, categorize the main cause of the problems and to prioritise solving it providing a big picture.

