

Problem Solving and Decision Making

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Introduction



Forming a work team implies considering fundamental elements to face human relationships: for example, we must accept others, respect others, increase trust, collaborate integration, maintain enthusiasm, achieve empathy without falling into dependency, these among many other conditions that we could consider as primary values.

There are specific difficulties that can manifest when interacting with others.

- Dominant attitude is produced by individualism and poorly conceived leadership.
- Unquestionable opinions cause fear of retaliation or ill comfort.
- Non-professional activities cause loss of responsibility and commitment.
- Lack of interest in others and authoritarianism are the causes of bad feeling.
- Power struggles accumulate into selfishness and lack of understanding of individual strengths.

These are some of the difficulties of teamwork. With this activity, I want to present in a brief description of a complex problem in my current job and show possible solutions.

Complex Problem



My name is Cristina, I work for a British company named Costa Coffee as a Manager, With this presentation, I want to demonstrate a problem that is currently happening in my workplace and I would like to explain a possible solution. This is mainly dealing with a co-worker that has been working for my employer for the last 4 years, this person is unpleasant to my co-workers. This has a strong impact on all workers within the branch that and since February this year, two colleagues had to leave their jobs.

Complex problems are situations that are way beyond the reach of an organization, problems can only be addressed and not always fully resolved. To understand this, I need to be aware of often disagreements about the cause of problems, and there may also be disagreements about how to solve them. Complex problems are difficult to define because different people will have different views on the situation, nature of the problem and scope of the problem. Social complexity often makes problems more difficult to solve as problems that are complex are generally not resolved quickly or simply, stuck. Problems are complex in three ways: **(a) Dynamically, complex** when cause and effect are far away in time and space making it difficult to catch them at first glance. **(b) By nature, complex**, when they develop in an unknown and unpredictable way. **(c) Socially, complex** when the people involved see things differently and therefore the problems that polarize and do not move forward.

Analyse Information



The problem is that a co-worker had a personal problem in their past and it is affecting their current life. They have a toxic personality (negative, treacherous, aggressive) and my staff say it is difficult to work with this person. To make the situation more difficult to address it their staff member has made and created a group of 3 other co-workers who seem to support the needs of this co-worker.

Identifying a problem is about knowing and identify that their mayor is a problem and that a solution needs to be found. Assessing a problem involves identifying the problem primarily and establishing the reasons that are associated with that problem. A key detail from this evaluation will ensure that the "root causes", are identified and not just the symptoms of the problem, these need to be recognized and then addressed within the project design. Rarely do we avoid investigating what the problem to be solved consists of by rushing immediately in to try to remedy it blindly.

Identified Problem



In the evaluation of problems, I need to classify and evaluate by three steps, these being (a) identity (b) define (c) fractional.

Identify (a)

Identifying a problem is knowing that it exists and that I need to find a solution.

Define (b)

The definition of a problem is made up by specifying the preliminary reason of the problem. These initial conditions can be of numerous types. Functional, Constructive, Economic, Aesthetic, Ergonomic, Ecological or Security.

Fractional (c)

The fractional problem is to divide it into simpler smaller sections to analyze each possible cause.

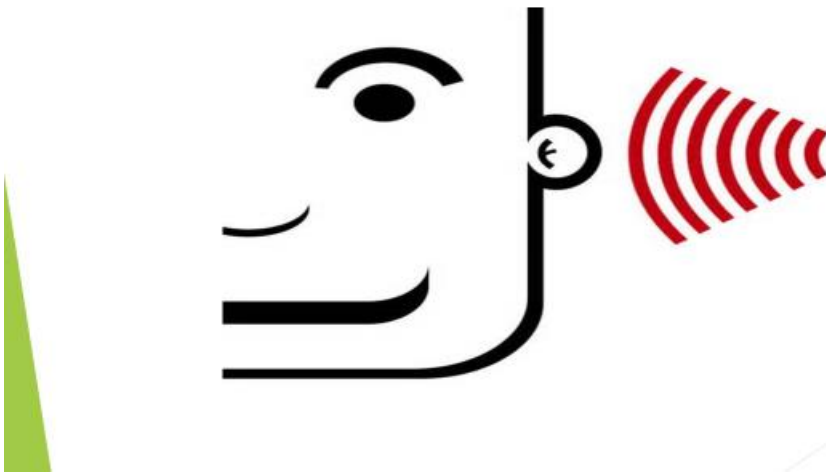
Alternative Solutions



Some alternative solutions could be: Talking to them to try and understand why they have an aggressive attitude, Suggestion they could do seek counselling or therapy, Trying group activities with the branch team members such as going to diner with the money raised in the tips. Suggesting they do product sales competitions with other team members. Doing our online training within a wider group.

A good manager is interested and helps the group find answers. Similarly, once a problem is resolved, I will comment on the responses and select whatever is nice for the meeting. A good manager is one who recognizes the struggle and confronts it by carrying out activities to understand it.

Listen



Listen and do not judge:

I must emphasize that before continuing the conflict, I must explore both sides of the story.

Investigate:

At that point and once I have listened to both versions of the conflict, I will do an analysis

Realize what is at the bottom of the difficulty:

Striving to reorganize the core of the conflict and what could be a temporary problem turning into a permanent. It is essential that you try to resolve the dispute with all parties

Be conciliatory:

At that point, once you have found the root cause of the problem, I will start creating a movement to address this root cause. I will Continually be finding ways to improve the situation and monitor constantly



What is the goal:

A manager does not restrict, participate, or assist in forcing their views on staff members but continuously strives to understand and adapt to the staff's needs. I must aim not to judge the staff member, but I should visualize the course of action that needs to take place before acting also trying to see the problem from there point view.

Analysis the character of my Staff



I will Analyse the different characters of my staff to better understand them. Taking everything into account I must use my experience in managing staff techniques. Using company guidelines from the companies Human Resources.

Decision Making Techniques



I will hold a meeting with the managers and assistant managers to understand the problem and implement a solution plan

THE DISCUSSION MEETING

It is one of the most productive methods to discuss new opportunities, share ideas and start projects where a good level of trust is required.

PREPARATION

- Avoid complicated preparations.
- Duration: 2 hours.
- Subjects that concern or interest everyone.
- Attendees: Non-confrontational

At the Meeting



The Manager thanks everyone for attending.

I will present an agenda with the following formula: We are a group of colleagues and we are here because we are all interested and or concerned about the following topics.

I will remind everybody that we all have ideas and they should express their opinions, people should be respected, trust is essential, and all should observe the possible problem. I must investigate after they have heard to other ideas listens, the objectives are to explore and remedy the problem. I will begin with some personal experience related to the current problem. Every time an idea is expressed its discussed by all. All ideas are discussed in the meeting and everyone can input. At all times there is the freedom to speak about any ideas anyone has. I will record on the meeting minutes, these are later discussed, summarized, and then concluded.

Develop a plan



Going forward the action plan will be:

Suggesting all have dinner all together once a month at a local restaurant get to know each other better over 1 year. This will be paid for with the tips collected from the customers.

Once a week there will be a 20-minute group relationship therapy over 6-month period

Company online courses to learn about affective teamwork, these will be every 2 weeks and are on-going.

Make product sales a team competition where all benefit, with the possibility of winning free lunches and snacks. These will be held monthly and by using new product range when they are available.

Define the objectives:

The plan must have a clear, concise, and measurable objective. I cannot start a plan if I do not know what I want to achieve or in how long it should take.

Detail the strategies:

I must specify the strategies that will be followed to achieve the objective. These should show the path that will be followed during the development and execution of the action plan.

Tasks:

I must identify and propose the tasks for each of the proposed strategies.

Create a Gantt Chart



Create a Gantt Chart:

I must have specific times and dates for each task for which it is recommended to record the plan in the form of a Gantt chart.

Designate responsibility:

I must assign those responsible for each task who should preferably also be those who are involved in the preparation of the plan.

Execute the plan:

Then I will proceed to the execution of the plan with each person already aware of the tasks that must be carried out to comply with the proposed strategies and achieve the final objective of the plan.

Communicate the plan to stakeholders



The communication of the plan will in the form of a report.

I must keep in mind that there are no quick and easy solutions to the current problems and resolving this will take time especially if it is a complex situation due to personal feelings and emotions. The effectiveness in executing a plan depends largely on the communication strategy, therefore it is important that the organization clearly presents a clear message and informs both all employees and managers. It is necessary to have good internal communications for the execution of the action plan.

Review Techniques



I will display our agreed plan on the staff notice board within the canteen. As each task is carried out, I will amend the Gantt Chart. I will record all conclusions on a spreadsheet which will also be displayed on the notice board. I will also record the possible problems encountered regarding the tasks to be carried out as well as any new ideas the group wants to suggest.

The desired results may not automatically achieve even with our plan even if all resources are implemented. Some challenges, problems and incidents may arise in the plans life cycle and the Manager is responsible to keep in control of the plan to until completion. There are tools that can assist the Manager in his efforts to ensure that the plan is implemented, channeled, measured and controlled.

In general, the tools to assist can be organized into four main categories:

Supervision:

Carry out constant reviews.

Plan evaluation:

Evaluating whether the expected benefits will be delivered and will continue being effective in the future.

Evaluate achievements and changes:

This can be done through monitoring weekly and comparing against the action plan.

Risk management:

Identify and manage the plan's risks that may have an affect your ability to achieve desirable results within the plan.

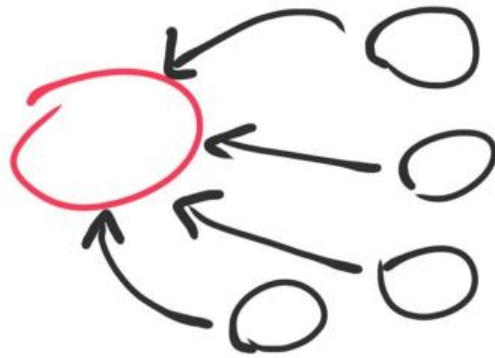


The Integrated Management Systems Confirms that all the proposed changes to the plan are taking place. It is important to remember that the objective of implementing the plan is a model for monitoring, evaluating the control processes and continuously monitor the actual efficiency of the plan. If a different method of monitoring is identified the team should discuss, identify possible new actions, and implement the changes and adjust the plan.

Changes are made first to the plan so that your objectives of the plan can be considered. The team along with other stakeholders must believe that the proposed new actions will produce the desired effect.

The revised plan is to be approved before being communicated only then can the work continue as the revised plan.

Conclusion



There are two important variables to achieve results, processes, and human talent. Also, projects can be affected by technical failures, lack of inputs, difficulties in teamwork impact on the performance of tasks and the quality of results. Resources such as effective communication, powerful questions, conversations will help to make a better decision in the group and to have more clarity on the actions to be taken to improve the environment in the work team.

Thank You

Arthur Engel, December 1997, Problem-Solving Strategies

Peter F. Drucker, January 1967, The Effective Decision