

Problem Solving and Decision Making

BMSW4004

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1. INTRODUCTION

In every organisation, we always face different situations and different problems. I will be analysing these various problems and the capacity to solve these problems and successfully achieve my goals using other techniques. I will explore all the factors that influence a problem in my workplace, apply the various methods that I have learned, and explain how to implement solutions that I think are more suitable for my organisation. This analysis aims to understand the different problems and my choice for the best problem-solving techniques and a good understanding of decision-making and an effective problem solver.

2. PROBLEM IN THE WORKPLACE

I will be explaining and analysing a problem that my organisation is facing and requires immediate problem solving and decision making with the different factors that have influence internally and externally, concluding with a plan on the most suitable solution.

i. Problem Description

A small or medium-sized business usually does not require a human resources department; this can lead to different problems, particularly in a company where there are 12 members from the staff, including management and staff members. There is a potential lack of organisation as it is challenging to find and define people who develop the right practical skills for the company.

In general, we can find a high percentage of unsatisfied employees inside my organisation due to lack of management or missing and human resources department or the appropriate management. There is a considerable lack of hierarchy, making this difficult to set a status of authority between different staff members.

The Store manager mentioned: "I have seen how other are members of the staff swap or change the work shifts without letting me know when I'm one of the managers. This is unacceptable; everyone should notify me of any changes on the rota or any decisions related to the staff members."

Analysing this situation, this staff member is just a store manager in a specific venue and is requesting complete control on rota or changes related to the staff. As a store manager, the primary duties or focus on having an ideal environment for the customer and not focusing on nothing is not related to the venue.

Deciding to take over on rota and the different aspects of the staff members is not part of the store manager role. Generates confusion between the staff members and questions as to why this member of the staff has control over the rota when it is just a store manager and why or who gives it the power to decide.

In addition, some members of the staff students are making it difficult to give them responsibilities or make them grow within the company as they do not have enough experience in the industry or not enough skills. Not forget that right now, due Brexit situation, there is a significant impact on the availability of workers.

Britain's employers are struggling with the worst staff shortages since the late 1990s, amid the rush to reopen from lockdown and a sharp drop in overseas workers due to Covid and [Brexit](#).

(Partington,2021).

ii. The Impact

There is considerable concern about which direction the company will take from affecting all the staff members. They considerably lower their performance, affecting all other staff members and the company's image to sales.

As a small company, we rely on investors where provide a reduced financial income; stakeholders start growing some concerns about the performance and future, adding more pressure to the staff members.

As a result of that shortage of labour and missing human resource departments, it will be an addition to the whole country And a quicker approach to the financial crisis than expected.

iii. External & Internal Factors

It is vital to consider how external factors an internal will affect the company economy, politics, competitors, customers, even the climate conditions are uncomfortable factors that can affect any organisation performance and goals,

There have been many challenges and external factors affecting the organisation, such as covid and political decisions. These factors appear every day for the organisation, and it does not mean they should stop trying to adapt or even analyse the opportunities of these threats. One of the most popular methods used to analyse external problems in organisations is the PESTLE analysis combined with a SWOT analysis. Using these tools, you will be available to analyse and identify the different weaknesses, issues, or opportunities that could help solve the problems and make the most effective decisions for the organisation's benefit.

SWOT Analysis

The SWOT analysis is a tool created by professor Albert Humphrey at the Stanford research institute (1960-1970). The tool can be built quickly to analyse different internal and external weaknesses and also complex decisions in business (Helms *et al.* 2010, p. 216)

PESTLE Analysis

Professor Francis Aguila was the creator of the past analysis, helping to analyse the business and personal opportunities to think in advance of the significant threats, helping you shape different changes. (Mind Tools, 2021)

3. PROBLEM SOLVING AND DECISION MAKING

In this section, I will have a deeper look and apply different techniques to help solve the problem within my organisation in the most accurate way to solve issues and make decisions.

i. Problem Solving Decision-Making Techniques

I will be using two of the most effective tools for my organisation problem, PESTLE and SWOT analysis.

PESTLE

Political:

- Pandemic strategy plans
- Effect of disputes with different countries
- Tax policy

Economic:

- Labour cost
- General economic situation
- Ease access to loans

Sociological:

- Laws affecting work and staff members
- Cultural barriers
- Labour population growth

Technological:

- Relevant future technology on staff management apps
- Consumers communicate via email
- Tech supply shortage

Legal:

- European law Regulations
- Employees rights
- Tax

Environmental:

- COVID new variants
- Climate.
- Environmental policies.

Applying PESTLE analysis, we can see the different threats affecting externally; looking into each of them; we can find that political and legal factors will have a more significant impact on our problem. Still, we can see that as our financial circumstances concerns are rising, the governments will try to find a balance in the economy; keeping access to loans and grants to help the company survive indicates a considerable financial crisis. There's also something to consider: environmental factor as climate change and covid new variants. These will affect how the government will be applying new regulations and laws with a considerable difference in finding staff abroad as borders are closing to ensure the virus is not expanding. so the challenge is how we can promote people internally or find potential employees in the job market

SWOT

Strengths

- Competitive salaries
- Close approach to staff members
- Flexible working hours

Weaknesses

- Financial situation
- Lack of investors
- Issues with the structure or hierarchy

Opportunities

- New business concept
- Internal professional career development
- There are no competitors in the market

Threats

- Emerging competitors
- Customer negative media
- Employees leaving the company

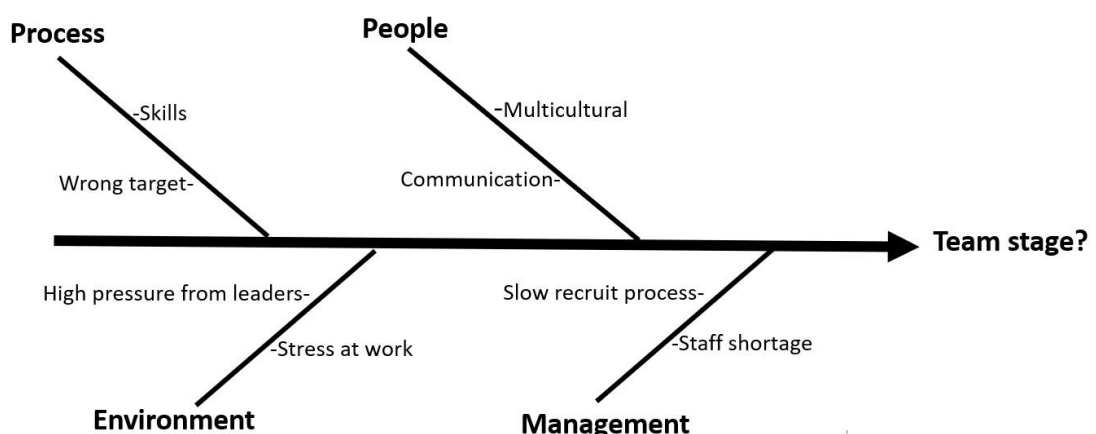
Now looking at the problem that is affecting internally, we can find different issues as the current financial situation and how challenging will be to find new investors. On the other hand, we are a new business concept that has never been done before, keeping an opportunity to attract those investors. The main problem affecting the company is the structure or hierarchy and how employees can start growing their concerns about the company's future and looking for other opportunities outside the organisation.

Another tool and technique we can use is the FISHBONE diagram. This tool will help us identify the problem and explore where the different issues appear during this process and the possible ways to solve them.

ISHIKAWA DIAGRAM The Ishikawa diagram also called the fishbone diagram or cause-and-effect diagram; is used to explore inputs that could explain the output is also used to encourage employee participation and increases the understanding of processes and can be used to identify root causes of problems or defects, identify possible causes of variation and identify critical areas for data collection.

(Best 2008, pp. 150)

Inside of my organisation results applying the FISHBONE diagram will show like this:



Increase skills in the management mostly we need to focus on exhaustive hiring process, internal career promotions and Human Resources team support.

Hiring process

A hiring process conducted through different jobseeker's platforms would be ideal with a more exhaustive and precise process looking for skilled people and trying to find opportunities abroad in countries related with the Commonwealth given the opportunity two others hold a visa for stay in the country and work.

It is always easier to promote someone internally, and low cost with a high percentage of satisfaction for the member is promoting this new opportunity.

Human resources

It will help have the most significant support on the hiring process, knowledge of the different laws relating to the workplace, and a better human approach to the staff members to understand their concerns and work together with them to find solutions in the best manner.

Also, the human resources department would support any mental wellbeing of the staff members related to covid situations.

Management Hierarchy

Communicating to staff members of relative positions or the new roles is always tricky because sometimes it does not suit everyone, so any change related to the existing staff members should be studied before applying.

The most important is to find the most skill and the highest management that could help build the rest of the team of managers and staff members excellent to separate the different tasks and duties of each of the staff members.

ii. Alternative Solutions

The Kepner-Tregoe Approach

The Kepner-Tregoe approach is based on the premise that the end goal of any decision is to make the "best possible" choice. This is a critical distinction: the goal is not to make a perfect choice or a choice with no defects. So the decision-maker must accept some risk.

(Mind Tools 2021)

The way that Kepner-Tregoe approach decision making is through four stages. These stages are:

Situation Analysis

Identified situations and how this can be resolved

Identify the main facts about the problem

define why we need a decision

understand what is happening at that moment and set the priorities to complete

Problem Analysis

identify the causes of each problem

Have more precise information about what's happening in the business

bring together evidence of the situation

Decision Analysis

collect all the alternatives

identify those alternatives that can solve the problem
also mention the risk of each solution

Potential Problem Analysis

Take the decisions you choose on Step 3

Apply these solutions

Taken account the impact of each decision and identify before proceeding

(Free Management eBooks)

iii Plan to stakeholders

Lack of hierarchy and staff shortage

Stage 1

Set up Human Resources department to help and support on the hiring process and staff wellbeing approach

Stage 2

Approach to different ways of hiring. High-level hiring assuming the cost of skilled candidates or abroad hiring opportunities.

Stage 3

Set up management hierarchy with their specific goals, duties and a precise description of the roles with the human resources department support

Stage 4

Promote potential internal candidates with new management roles.

Stage 5

Follow the progression of the different departments and promoted staff members supporting their roles with the human resources for a successful understanding of the importance of a balanced hierarchy and support from human resources.

4. CONCLUSION

Good management skills are crucial for organisations, and understanding how to manage individuals or situations is a difficult task by also challenging for those who would like to achieve things then no one can do. Every situation is different; every individual is other. From my perspective, an excellent approach to each member of the staff or a personal understanding of the situations will be helpful to apply the tools and have a better understanding and efficiently manage any situation that could appear at work or inside of your organisation.

Good management is crucial for organisations but let's not forget always have a human touch and a good and effective approach to the situation. We can learn many ways to manage problems will take decisions. Still, we always have into consideration the way we will approach before starting any decisions and understanding the risk of those decisions.

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