

Problem Solving and Decision Making

Task 2

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Introduction:

Decision making is the skill which is intended to be possessed by every employee and this indicates the step by step process of sorting out a decision, collecting information and choosing the best option for solving a certain issue (Ren et al, 2018). All the companies may go through some problems which may be solved by the actions taken by the business managers like a management consultant. A problem has been selected in the assessment one which was handling an unsatisfied employee who wants to leave the company, Morrisons because she thought that poor communication has been maintained with her, she is abused both financially and physically and there is high work pressure in the Morrisons. In this problem solving and decision-making report, the selected problem may be evaluated, a plan would be made for implementing the solutions, monitoring and review process for the problem-solving issue would be discussed as well. It is hoped that a good understanding of the problem solving and decision making could be gained from this report. t

Evaluation:

Every problem may have lots of solutions and the skilled employees can sort out the best options for solving the problem effectively and efficiently (Acar, 2019). A management consultant is a person who works their best to solve any certain problem. Most of the cases they try to take help from any techniques. In the assessment one, a problem in Morrisons Company had been sorted out. In that problem, an employee was very unsatisfied to some systems. First of all, she was very unhappy with the work burden has been given. Secondly, he has been provided lower compensation and has been abused in some cases. Therefore, the employers of the Morrisons might have made very poor communication with her. All these made her very unhappy with the company. For all these reasons, she might have decided to leave the job and join another company. Management consultant might have considered some probable solutions. In this part, those solutions would be tried to be evaluated by using the two techniques mentioned. The mentioned two techniques are the PMI technique and Grid Analysis technique. In the PMI technique, the plus points, minus points and interesting points of every probable solution would be analysed and after that decision would be taken depending on the plus, minus and interesting points (Covernton et al, 2019). However, PMI tool will be used for evaluating the possible solutions.

PMI technique/tool:

P	M	I
Plus Points	Minus Points	Interesting Points

Figure: PMI technique for decision making

Source: (Hasanah, 2019)

PMI technique includes three factors which are plus, minus and interesting points which will help the management consultant to take the decision. This is an amazing tool for deciding to solve the mentioned issues. In the assessment one, the probable solutions which have been committed to the unsatisfied employee are very wide. Firstly, a good employee relation culture is tried to be made which will help the company so that a strong communication can be maintained among employee and employer. So, the plus point here is that all the employees will be trained in such a way that the employees become communicative and get inspired by watching the communication of another individual. The minus point here is that this will take a long time to implement. Finally, the interesting point here is that if this can be implemented, employee's productivity could be increased. The second solution was following democratic leadership style which will show the plus point such as higher employee engagement, information relationship will be built which will help to create strong communication and satisfaction of the employees will be increased (Kaufman et al, 2020). The minus point is that all the employees will contribute the same in decision making. The interesting matter here is that this will reduce employee turnover as all the employees will be satisfied with the system. So, following the democratic leadership to increase communication and create a good employee relation would be a better option. Complying with the newly passed domestic abuse bill will help the Morrisons's management consultant to reduce the domestic abuse upon the employees. But it will be hard and costly to train the employees to comply with the newly passed bill. Whistleblowing can be considered another option for reducing domestic abuse. This would

empower all the employees but adapting all the individuals in the whistleblowing world be hard enough. But it would be very much interesting to apply this method because it will help the management consultant to get help from every individual in the company. So, whistleblowing could be selected as a better option besides complying with the law. Lastly, as a solution to high work pressure, cross-functional training is a probable solution which will make the employees trained enough to work in any functional area, although this would be costly enough to cross-train all the employees. But it would be interesting and productive if it can be applied to the company. Devising all the functions, and assigning according to the capacity of the employees would be another option here. The good and bad side here is work pressure would be in a reasonable amount and this will create imbalance as everybody may not have the same skills. So, cross-training will be the best option to manage the work pressure.

Plan for implementing solutions:

Any employee may not want to switch to another company if they get proper ambience in the existing company (Dabirian et al, 2017). There may have several reasons for the employee's decision to leave the company. Some reasons are like the mentioned employees' reasons to leave the company. The reasons were high work pressure, poor communication with the employees in the pandemic situation and domestic abuse in the workplace. On the other hand, any company does not want to see high employee turnover as this may cost 33% of the compensation package like benefits and wages. In this part, a plan would be developed for implementing the probable solutions mentioned above. After the development of the implementation plan, that has to be communicated with the stakeholders which would be shown here in the stakeholder analysis part. By the way, Morrisons may take some initiatives to reduce staff turnover in their company. To reduce the employee turnover, Morrisons has already offered a 10% discount for the employees on the food purchase from the Morrisons outlets.

Plan Development:

Creating employee relation culture may take 2-3 years which is a medium-term plan. In this time, employees would be lead to create a good relationship with the employers. Employers can arrange recurrent training and look after their needs and wants and fulfil those. This will make the employees happy and they may think that they are given priority by the employers.

Applying democratic leadership in the company can take only one year which is a matter of short term plan. In this time, higher-level management can meet for setting all the policies and

practices to be maintained for applying democratic leadership and finally all the employees would be brought into the decision making process.

In the case of reducing the work pressure, the detail process would be set firstly (Wang et al, 2020). After that 50% of the employees could be trained cross-functionally so that they can be engaged in other's function if they may not have work in hand.

To devise and assign the tasks well, all the works could be divided depending on the divisional areas. Dividing all the functions of every department by several employees, tasks should be assigned so that any specific employee may not get burdened by tasks. It will take only one month for setting all the facts.

To establish Whistleblowing, individuals should be assured that their information would be kept confidential. This will inspire the individuals to express all the facts to eradicate the problems. On the other hand, one month of training could be given to all the employees to reduce both financial and physical abuse.

Stakeholder analysis:

The relevant parties on a certain function are called stakeholders who should be communicated about the plan of actions for assisting in solving any certain problem (Safford et al, 2017). In creating employee relation culture, the stakeholders are employers, employees and trainers.

In the case of managing the work burden, the HR managers and employees are the main stakeholders as they are directly related to the division of the work.

In complying with the law, the stakeholders are employees, HR managers, and legal prosecutors. On the other hand, to establish whistleblowing, the stakeholders would be all the employees in the Morrisons because anybody can raise his voice against any abuser.

To implement the solution functions properly, stakeholders have to be communicated the plan of actions properly so that they can conduct their part of duties successfully (Doorley and Garcia, 2020). If the stakeholders do their best for accomplishing their parts of duties properly, the problems would finally be solved effectively.

Monitoring and Review process:

Every company should monitor its functions properly to bring a positive and successful result. After the monitoring of the functions, the review should be provided on which the next functions would be set. Some techniques are followed by the managers to monitor the implementation of

probable solutions. The monitoring and review techniques which could be followed to monitor the problems are interviews, formal surveys, focus group discussion and direct observation.

Interviews:In the interview method of monitoring and review, the selected employees are asked about the solution steps (Cherrafi et al, 2017). Before interviewing the solutions should be communicated with the employees and then solutions should be implemented properly. As the mentioned problem in this report is related to job dissatisfaction, employees could be asked face-to-face about their satisfaction on the actions taken for eradicating the causes of the problem. This helps the company to know the facts directly from the mouth of the respondents or stakeholders. But in some cases, respondents may not feel comfortable about sharing the facts directly or sometimes they provide some fake information.

Formal survey:In the formal survey, a questionnaire may be made and provided to the respondents. In the case of employee dissatisfaction problem, the questionnaire should be made by considering the factors related to job dissatisfaction. Some matters should be kept in mind of the management consultant of Morrisons which are keeping the questions precise, easy to read and understand, to have multiple options to choose and not having open-ended questions if possible. As the issue of this report is internal, so the questionnaire would not be so much appropriate tool of monitoring and review.

Focus group discussion:In this method of monitoring, some similar minded people are brought for discussing an issue (Bäck et al, 2019). The questions may be asked by the managers or management consultant to know their perceptions and attitudes towards the issue. In the case of this report's topic, employees' perceptions and attitude would be tried to know their perceptions about the solution steps.

Direct observation:In the case of this monitoring and review technique, employees' works are looked after to know directly about the effectiveness of the steps taken. When the probable solutions will be implemented to reduce the employee turnover and make the employees satisfied with their job, managers and management consultant can look over the employees' satisfaction in doing a job in the company.

Some employees may not feel comfortable to share their opinions due to the fear that they may be punished when they are brought into a face-to-face interview (McFadden and Crowley-Henry, 2018). But if the company like Morrisons can assure their employees that they can share without any fear, their data will be kept secret and they will not be punished even when they will

share some negatives thought about the company, then interview would be the best monitoring and review technique for the problem mentioned here.

Conclusion:

Problems are always challenging to solve and decision-making is prime to find out the proper solution to any certain problem (Rüb, 2016). In this problem solving and decision-making report, a problem related to job dissatisfaction has been evaluated. The solutions to the reasons behind the problems have been evaluated. A plan has been made to implement the solution s functions and stakeholder analysis has been discussed. At the last part, some monitoring and review techniques have been discussed. This has given a good opportunity to know about several problem solving and decision-making issues.

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Problem Solving and Decision Making

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Introduction

- Problem solving and decision-making are two important transferable skills which should be possessed by every employees (Tsitskari et al, 2017).
- In this role play presentation, I will play the role of Management consultant to handle a dissatisfied employee for solving a problem.
- The company selected for this presentation is Morrisons where it has been seemed that there is a problem which is “employee dissatisfaction for working pressure and domestic , physical abuse”.

The Problem

- Morrisons, fourth largest supermarket chain company in the UK.
- The market share in the UK is more than 10% and employees are more than 110 000 employees (Ehwi et al, 2019).
- There are employee dissatisfaction in the company due to poor communication of the employers, high work pressure and domestic abuse for the migrant's employees.
- In this situation, employees are very much unpleasant
- The management is worried about the situation. They are looking for solving this complex problem very soon and for operating the company with success as like before.

Nature and impact of the Problem



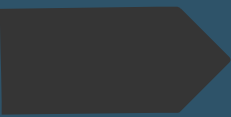
The nature of the mentioned problem is very intense because higher employee turnover is very bad for the company because the impact of this problem is very high. Actual impacts are:



Company's productivity is being reduced



Cost of recruiting and selecting employees recurrently is being increased



Nature and impact of the Problem Continue..

The potential impacts that can fall in the company's operation are:

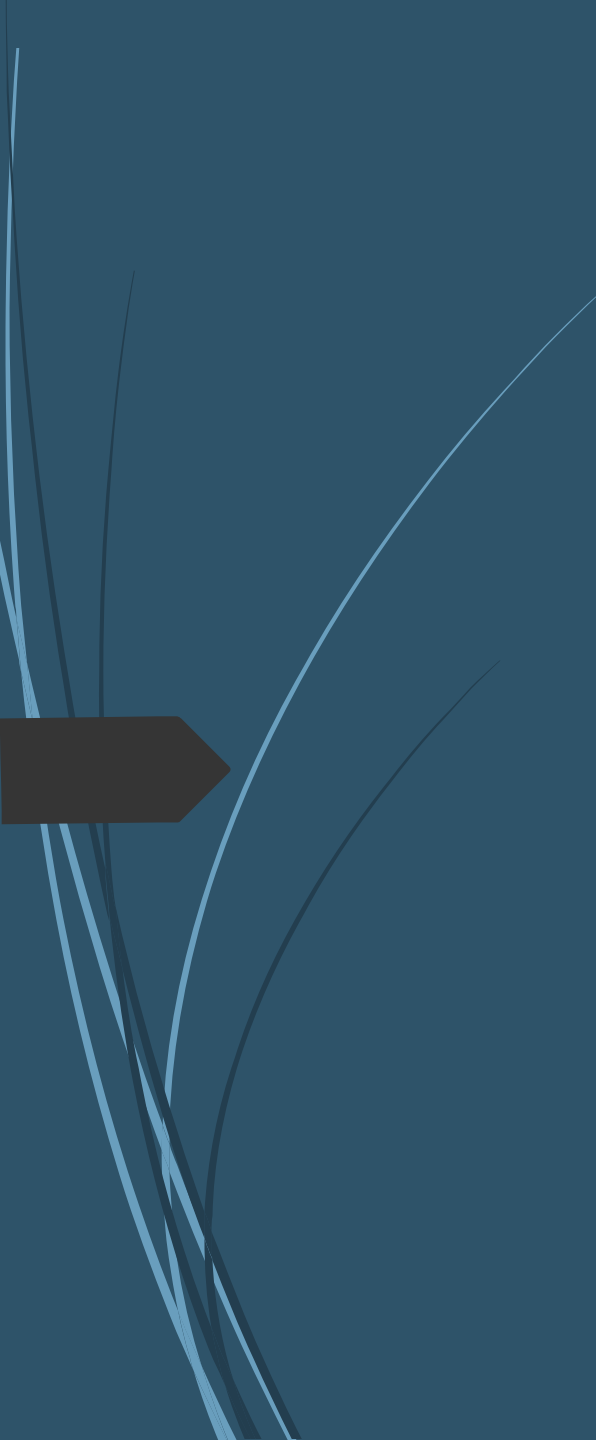
Company's growth is not increased

Company's image may be lower

Morrison's may not get enough qualified candidates to select the best ones

The market share can be reduced

High employee turnover can make a cost of 33% of a company's compensation package



Research-informed Cause and effect of this problem

- A research of TopCV showed that 65% of the UK employees are considering leaving their job in this Covid-19 pandemic (Lloyd, 2020).
- The main causes are poor communication of the employers with the employees of the employers, lower support to handle their function in this pandemic, and higher working pressure in the company.
- That's why they are deciding to leave their job which is lowering the performance of the company as a result.

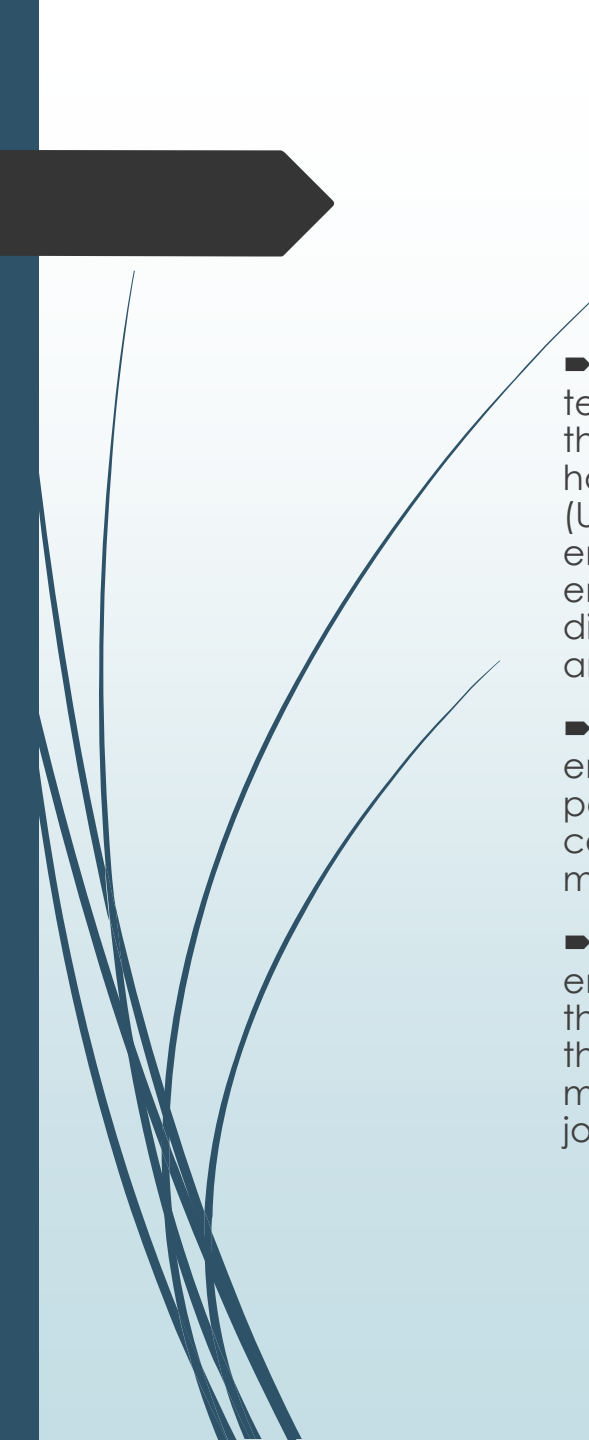


Political: Government's initiative, stability of the political system can impact the company (Sung, 2018). As there is unstable political system and Brexit issue in the UK, it may increase the job dissatisfaction of the employee.

Economic: The rate of unemployment in the UK is being lowered year after year and in 2019, this rate is 3.9%. This indicates that there may have job availability in the UK. This will inspire the employees to leave their job and get their preferred one.

Social: Lifestyles of people are changing nowadays, and people now want to get flexibility in their operation. So work pressure will inspire them to leave the job.



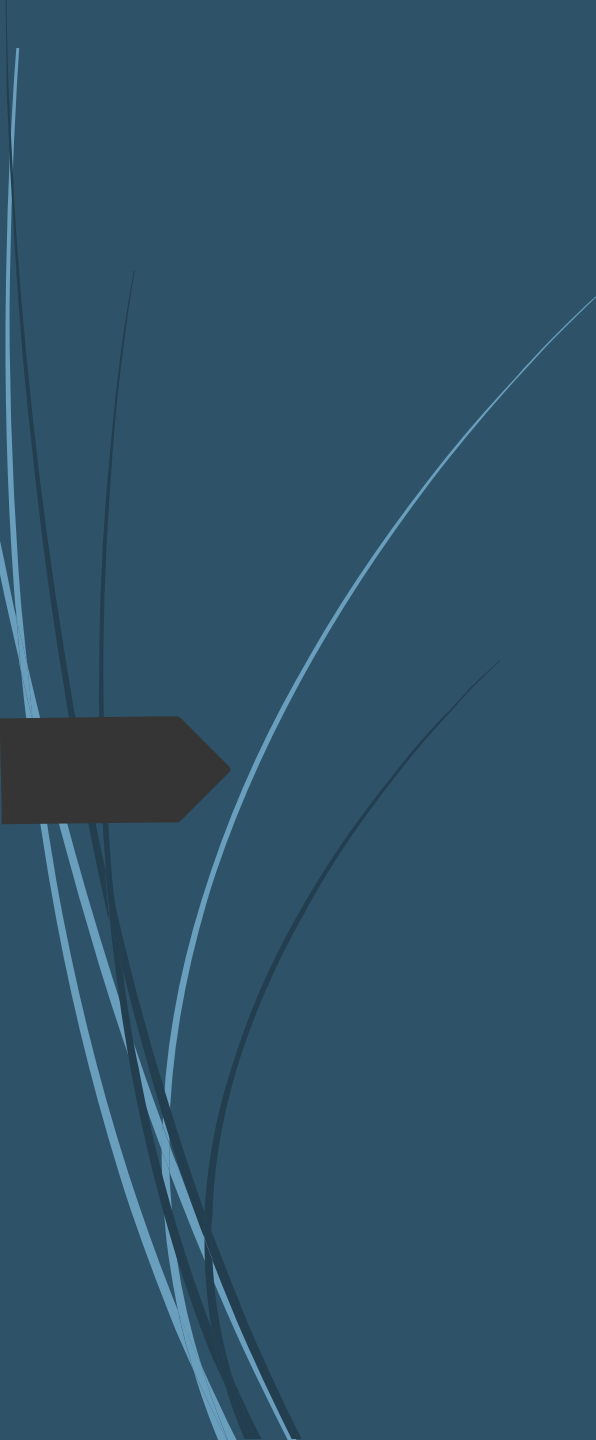


► **Technological:** The advancement of technology and technological change in the company may make the operation handling much more complicated (Ustundag and Cevikcan, 2017). So, when employers do not communicate with the employees and do not provide proper direction, employees may get frustration and leave job.

► **Legal:** There are several laws such as employment rights act 1996, and newly passed domestic abuse bill may force the company like Morrison's to take action to make employees happy.

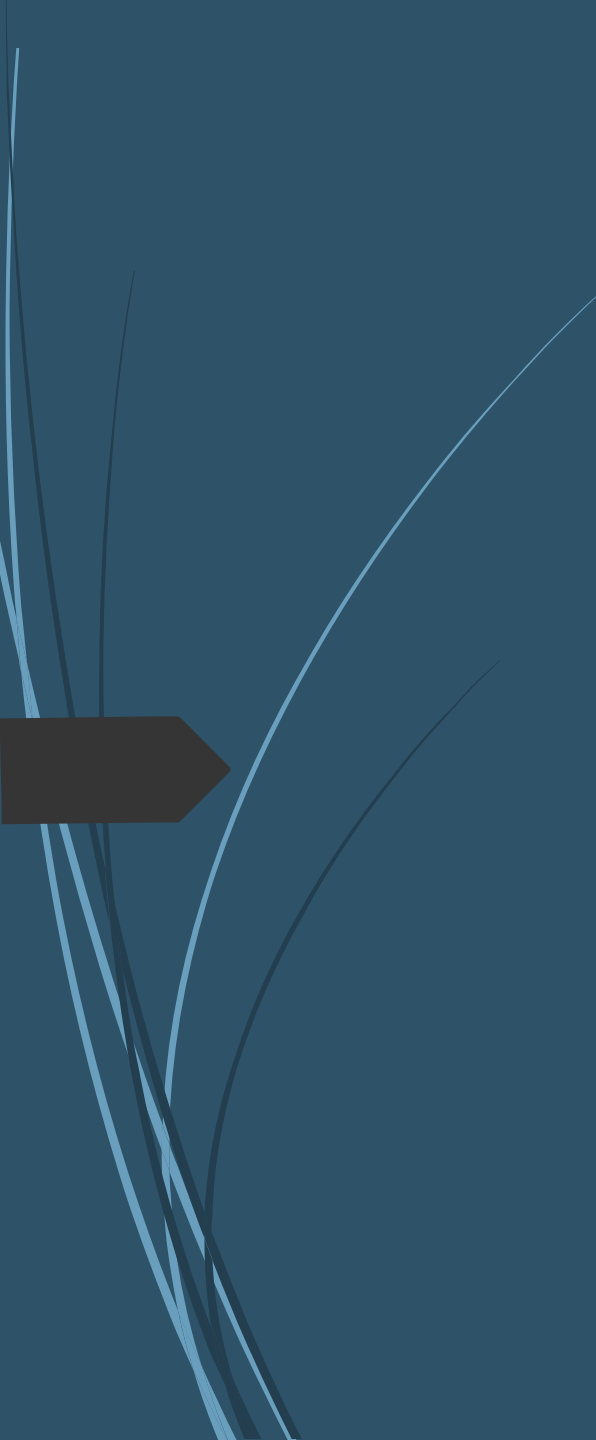
► **Environmental:** Impact of the environmentally-negative operation of the company like Morrison's may lower the image of the company which may mentally force the employee to leave job.





Evaluation of Alternative Solution

- There may be multiple solutions for reducing the employee's turnover rate (Yu, 2019).
- The solutions to the root causes must be searched firstly
- Poor communication of the employers could be solved through gradually building good employee relations and trust,
- employee's engagement can be encouraged
- democratic leadership can be applied
- Covid-19 concerns can be solved through implementing sanitising measures at the entrance of stores and increasing security and door-man staff to make sure these measures are being respected.



Evaluation of Alternative Solution

- Domestic abuse of the migrants workers could be reduced through complying with law and whistle blowing
- In cases where domestic abuse persists, employer should offer to support police report statements with documented evidence by H.R
- High work pressure could be solved by assigning a flexible working hour for every employee and reducing their duties.

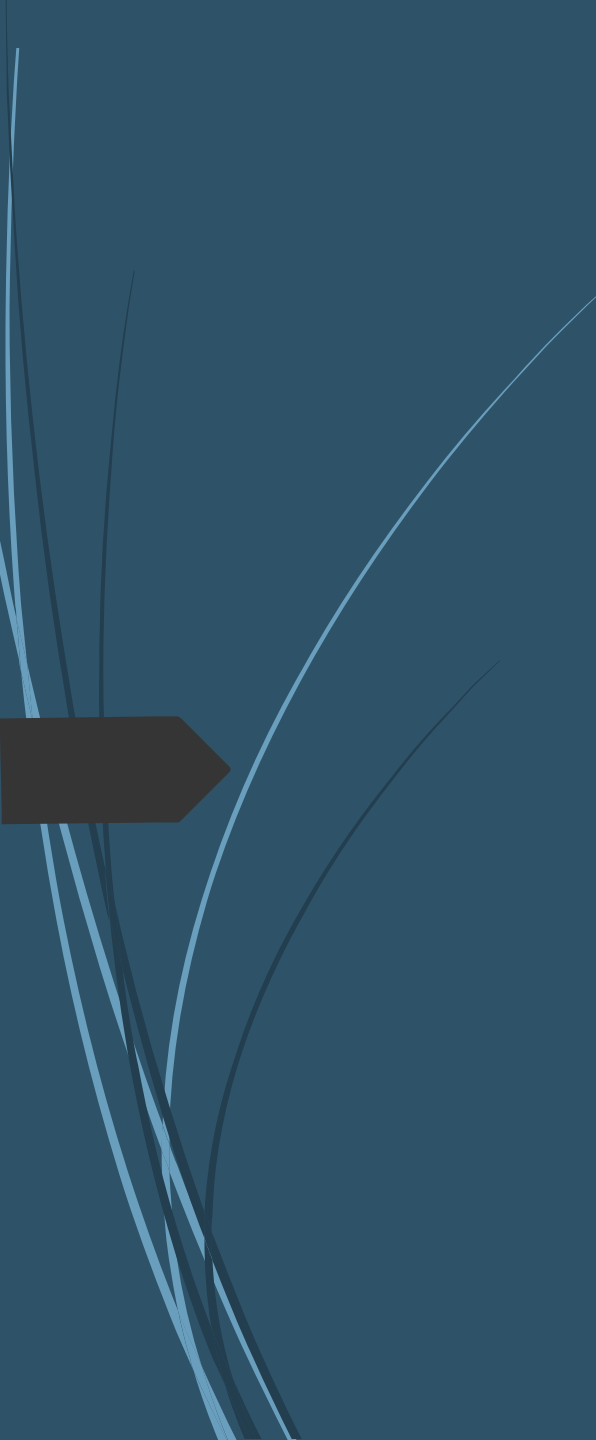
Plan of implementation

- ▶ The chosen solutions must be implemented to get the proper result which is **the reduced employee turnover rate**. Following implementation actions could be taken:
- ▶ Using the Zoom, Meet or other online platforms, regular meeting can be arranged to communicate with the employees regularly and keep them in the right track (Rysavy and Michalak, 2020). On the other hand, business managers should lead to follow democratic leadership style.
- ▶ The business leaders of Morrison's should know well about the domestic abuse law which will help them to cut the problem's influence and take actions accordingly against it.
- ▶ Work pressure could be reduced through organising the tasks properly and employees could be trained cross-functionally.



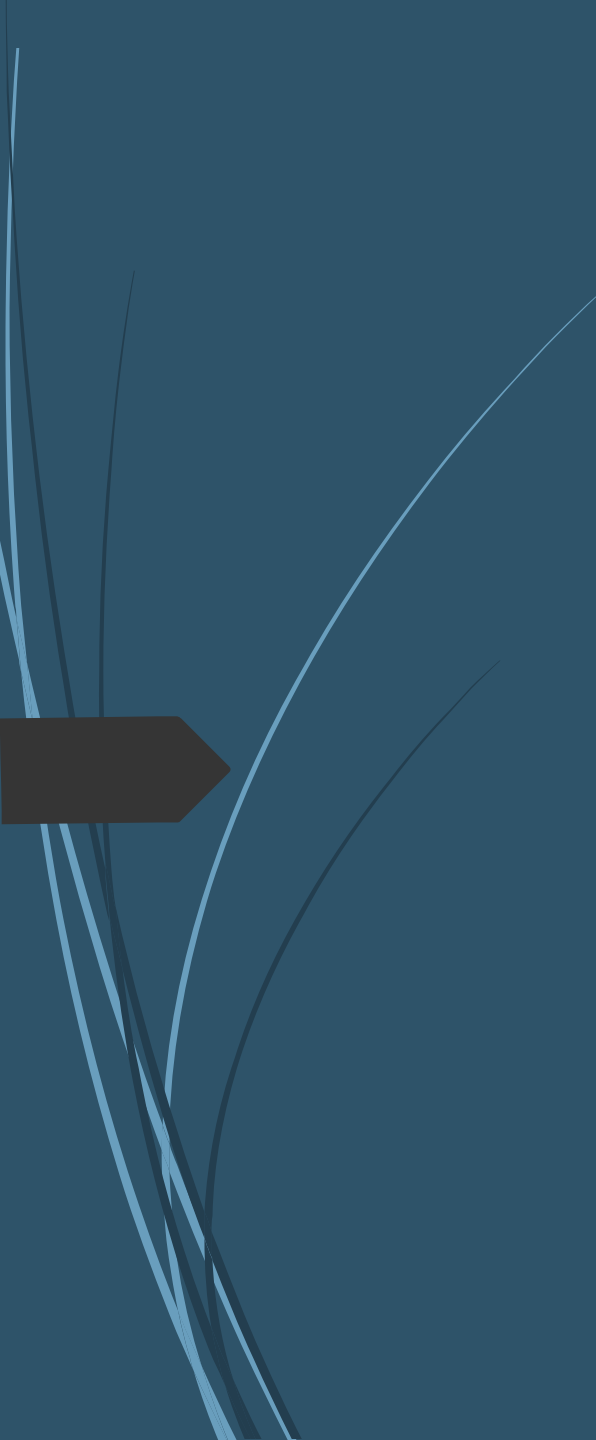
Conclusion

- Most of the employees may leave the company without expressing their issues with the concerned authority and management cannot take action to solve that problem (Anderson, 2019).
- But if they can solve the problem, the employees may be so much happy.
- However, in this presentation, this fact is clear by discussing the problem, its cause, effect, PESTLE analysis, probable solutions, ways of implementation and conversation. Here, a comprehensive plan of solving an organisational problem has been solved very effectively.



Any Questions?

Please, let me know.

A decorative graphic on the left side of the slide. It features a dark blue vertical bar. Overlaid on this bar are several thin, curved lines in shades of blue and white, resembling stylized grass or reeds. A dark brown arrow points to the right, positioned horizontally across the middle of the blue bar.

**THANK YOU VERY MUCH
FOR YOUR ATTENTION**

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