



PROBLEM SOLVING AND DECISION MAKING (BMSW4004_LON)

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Problem Definition

The hotel company where I provided my maintenance and general service is located in central London, the hotel is a beautiful place, welcoming to customers, the establishment is rated three stars for satisfaction by the evaluators who would evaluate the building and as it worked, this hotel is like a chain of hotels all over London, the rooms are not luxurious but are very comfortable for guests wanting to spend a week or two. The organization inside the hotel was what left to be undesirable, that is, it was terrible for both the employees and the customers, exactly this hotel where I provided my services, I had two people who managed the place, but it was a general disorder.

When I was hired by the hotel chain company to do maintenance, take customers' bags to the rooms, show the rooms to customers, and do general services, well that's what the company proposed to me, but over time I managed to notice some flaws in the system of administration method of the jobs within the hotel network I was. When starting to work in this area within the company, it is my duty to always be punctual with arrival and departure times, always act in a kind and polite way with my co-workers and clients, I received task orders within the company and the delivered effectively and satisfactorily.

However, this hotel did not offer methods to encourage employees, that is, in general services and maintenance employees, we had no way of growing positively within the hotel, and this ends up harming the employees' dedication as we had just entered the monotony, without positive competition, without goals initiative of our lords (our team leaders).

Inside the hotel it was perceived that the only ones who competed between each other were the superiors (the manager and the leader of the chambermaids) this weighed on the workplace, leaving employees divided and not knowing what kind of action to take inside the hotel, as we were afraid of being fired from the company. And I was there inside that building watching a futile dispute of two leaders fighting each other to see who was in charge the most.

However, the ones who unfortunately ended up most harmed by this dispute were the cleaning, general services, and maintenance employees. The leaders did not know how to talk with kindness and politeness, always rude and rude to the other employees, always thinking they were the most important beings in the hotel, but the most important for me was customer satisfaction with our service, but it was not always the which happened because customers witnessed rows of fights and misunderstandings in the corridors or in the meeting room. I saw that this aggravated the pace of work even more, with little working time I was able to notice major flaws that would be simple to be resolved with politeness and kindness. When the customer entered the hotel to check-in, it was a disorganization on the part of the receptionists and the supervisors and taking the customers to the rooms helping with their bags, this was due to poor management of separation of duties, that is, the same employee who was busy doing maintenance at the hotel or cleaning some other room to be rented, had to stop the prisoners running to the reception to be able to pick up the clients' bags and guide the client to the room rented by him, while he stayed at the reception up to 4 people sitting and doing nothing waiting for the next customer.

With that, the misunderstandings between employees began because it was too heavy for some and too easy for others, that is, the tasks were very poorly divided by the manager who administered us, giving the impression that there were more privileged employees than the

others, and so creating discord and frustration between maintenance and cleaning staff and reception staff.

Note: through this report I described a small part of what it was like to be working at my last job, however I only described the part of the problem that occurred within the hotel company I worked for (specifically within the building where I provided my services), but not every day was like that.

Evaluation the current situation and identify and define alternative solutions.

According to (Decision Process, 2021) Decision making is a central responsibility of managers and leaders. It requires a definition of the problem or problem and the identification of factors related to it. This helps create a clear understanding of what needs to be decided and can drive the choice between alternatives.

However, from what I list, we can see that one of the major problems within the company is the lack of communication, compression, discipline between leaders, competition without fundamentals of positive gains, lack of interest from administrators and participants, not having goals to own and team gains, lack of companionship and kindness, failure in the division of tasks, and failure in the behaviour of certain favourite employees without criteria proposed by the company.

One of my great strategies that I used to identify this problem was to use an observation of how they manage our task distribution, this shows that the argument proposed by (Structured Decision Making, 2013) Good solutions are not possible without good alternatives. However, we often move to a single solution, without exploring distinct and creative alternatives. Technical teams take on the task of delivering “recommendations” to decision makers. But these recommendations often encompass value judgments that are best made by decision makers. Usually, what decision makers do is good information about a small and thoughtful set of alternatives - their consequences, and effective in certain cases, such as:

Solution 1: implementation of new ideas, to assign the order of the workplace, proposing new rules or revising previous rules, and putting into practice individual feedback between the manager and the employee, in order to be able to solve the problem.

Solution 2: At this stage, it is good to review that we have 3 divisions within the hotel, the administrative part (made by the manager and the cleaning supervisor) in the reception area, which receives and performs check-in and check-out, and the delivery of room keys to customers, and the maintenance of the rooms and general services including cleaning. To solve the problem of communication and task distribution, criteria that are observed in the role of each team member and analysis of the period and working time of each stage and correct distribution of tasks according to their function.

Solution 3: Implement goals and objectives for each team, demonstrating friendly competition with profitable rewards for the team, categorizing a chance of good performance getting good results through well-organized work well done by stakeholders.

Solution 4: Introduce communication between the manager and the employees, showing kindness and politeness, but at the same time firmness and determination, as this way the employees would feel more secure with the manager method and knowing that even he called the tension due to failures that occurred during work is to improve our own development and performance within the company.

After all the alternatives analysed and an alternative, it's time to implement the decision. Three essential actions to implement a decision are: developing a plan, communicating with the defined parties, and executing the plan (which includes evaluating the results and adjusting as necessary).

Apply decision making tools to finding the best solution for the problem.

The problem that occurred most of the time inside the hotel is the lack of communication between the employees and the manager, and the failure of the employees' task distribution when organizing the arrival and departure of customers from the hotel, for example, at the time from the cleaning of the rooms and the maintenance found after the clients' stay at the hotel, with the improvement of communication and distribution of well-resolved tasks, there would no longer be the problem of dissatisfaction and psychological and physical pressure to deliver what the manager requested from the team.

As an employee and to expect support from the company, that is, from the bosses, the company's support, when offered, can often help a lot with the team's performance, providing more comfort and peace of mind at work.

Aiming to demonstrate my problem-solving proposal is not easy, as each detail, each task and each flaw must be carefully studied to be corrected, and not have the inconvenience of the same problems coming back or new problems and failures arising within the building I worked at the hotel. Presenting these factors must be with the objective of demonstrating my own performance and my desire to improve the work environment, with this I must be careful not to aggressively impose on the manager demonstrating responsibility with my words and gestures, that everyone who is interested in the subject can understand my proposal, as well as found (Houghton Mifflin Harcourt, 2020) (Managers are constantly called upon to make decisions to solve problems. Decision making and problem solving are continuous processes of evaluating situations or problems, considering alternatives, making choices, and accompanying them with the necessary actions.)

To take this initiative, it is necessary to separate some Topco's of how to elaborate the entire explanation process so that it is understood in the best possible way, and that everything is clarified.

Task	Duration	Resources required
Submit my proposal on the first day of the work week	3 hours	Macbook, meeting room.
Talk to my superior and ask for permission to prepare a meeting	1 week before	Macbook, projector, digital screen, and office room.
Inform the number of hours necessary to carry out the meeting	3 hours	Have the necessary equipment to demonstrate my ideas inside the meeting room.

Arrange review meetings	4 days (one day per week)	Laptop, projector, feedback forms for company stakeholders, office room,
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The security and privacy for the solution that is to be proposed to the manager comes through individuality, that is, confidentially, leaving interested parties to know only at the time of the meeting about the main points to be discussed, just informing the others before the meeting the main reason for everyone to attend the meeting place.

Performance monitoring, this part will be carefully assigned once a week for 4 weeks, within this period, each step taken during the week after the meeting must be carefully elaborated, with this, 4 more meetings must be created, one per week, just to discuss improvements and some lines that still need to be adjusted.

Approval of the plan can only be completed after demonstrating the project to the administrative part, the manager of the hotel building that I provide my services, and once it has been analyzed and approved, it must be shown to other interested parties through the meeting, and hopes that after applying this method, come improvement and satisfaction of a good job to all parts of the company.

Despite having several setbacks within the company, it is essential to use good communication as this is one of the most required methods within a work environment, that is, many of the problems of large and small companies occur due to lack of ability to communicate between teams, employees and bosses, and customers. Pay attention to the smallest details when there is a failure in the company's internal system. It is very effective because this way you can identify the problem and know how to solve the situation, alleviating the problems and intrigues and bringing more productivity to the company. with the responsibility and ability of each one present within the team to perform better results and bring improvements within the company for profit.

Conclusion

Despite having several setbacks within the company, it is essential to use good communication as this is one of the most required methods within a work environment, that is, many of the problems of large and small companies occur due to lack of ability to communicate between teams, employees and bosses, and customers. Pay attention to the smallest details when there is a failure in the company's internal system. It is very effective because this way you can identify the problem and know how to solve the situation, alleviating the problems and intrigues and bringing more productivity to the company. with the responsibility and ability of each one present within the team to perform better results and bring improvements within the company for profit. Indeed, a lot of the actions taken by the administrative part have a great effect on the entire team, it is essential to have the company's support presence to avoid any slippage, that is, implementing feedbacks, and mini meetings to evaluate the proposed projects to know if it is working correctly and if you need to improve any point. This is a small vision that I must improve the work environment by providing my services and mainly with the intention of having good profit.

Referencing

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