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Problem Solving and Decision Making

Individual Report

Executive Summary

The report discusses the various aspects of communication gaps that a company faces. The focal point of the respective report are the various effective strategies which can be efficiently used to solve the multifaceted communication related problem of the company. However, all the problems and strategies to resolve them are discussed.

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Introduction

The purpose of the study is to discuss the complex problems faced in a workplace and their solutions. A business or company is a place where the employees, manager and others work together and make products and sell them for profit. Any place where people work together is called a workplace and in the workplace many problems are found that the employees and managers and others face. In order to grow a business successfully they are always aware of their problems that they could face and have to be ready for the challenges to overcome. Generally, in a company managers are hired for these purposes, they always must be aware of the situation and problems arise in the company and immediately need to pay their attention to the problems and before time they must solve the problems. The study sheds light on the implementation of solutions according to the problems.

Complex problem in workplaces

A workplace faces many problems, some are common and some grow along with time. Those which are common

problems for those solutions can be thought before but for new problems they need to make new effective strategies. The problems can be classified into two groups: internal and external. One of the complex problems is the communication gap which is common in workplaces. **Communication gap** is found both in external and internal issues (Boranijašević, 2021). Communication gap is found between the employees and employers and others. Communication gap is the meaning misunderstood by the speaker and recipient. It is an important bridge between the people present in the workplace.

Communication gap is found with the employees which results in poor performance of the company, suppliers which affect the production process, customers which affect understanding their buying patterns and demands and all these affect the cells of the company. The internal communication problems are Lack of Transparent Internal Communication, Vague Requests from Management, Employees Are Afraid to Ask Questions.

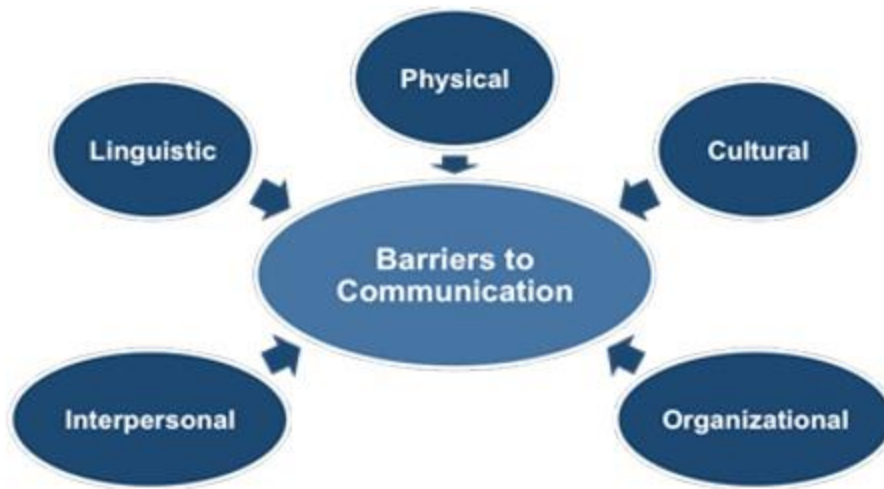


Figure 1 : Communication Barriers

(Source: Schroth, 2019)

Too Many Customer Complaints, Misaligned Employee and Company Goals, Neglecting the Needs of Your Remote Employees, Lack of Consistent Messaging, and Not Measuring the Results of Your Internal Communication Efforts.

Analysis of the problems

Communication is a process that connects individuals with each other and they share the problems and solutions and other things with each other. In business organisations it is important to maintain communication gaps as it is important for the success of the organisation. Communication gap can be increased due to many reasons like ***physical***,

perceptual, emotional, language, cultural barriers and Interpersonal barriers.

Problems with colleagues is a common problem seen in almost every workplace. A workplace consists of employees, managers, heads of the company and many others and one of the ways to gain success is to maintain a good relationship between them. The problems between the colleagues are found mostly because of the lack of communication. Lack of communication creates distance between them as a result some of them make trouble for others, torture them indirectly, gossip about them and work as back stabbers. They always try to create obstacles in their way of promotion. All these cause misunderstanding and distrust and employees are mentally disturbed which is not good for the reputation of the company. All these affect the management system, productivity, employees' good performance and progress of the company. All these lead the business towards uncertainty, failure, radical problems and other business problems. The communication gap is mostly found because of fear within the employees especially when they are talking with a higher authority

person. Sometimes employees are afraid of presenting their ideas or put their problems in front of others because of lack of confidence which occurs as a result of the gap made among the employees. As a result of the communication gap an unhealthy competition has grown among the employees, they maintain an utter disgusting attitude towards each other and all these lead the organisation towards the destruction. The impacts of this communication gap are ***the increase in employee turnover, poor customer service, lower shareholder return, lower employee productivity, greater incidence of injury and increased absenteeism.***

Range of alternative solutions:

In order to reduce the communication gap between the employees at first it is necessary to encourage the employees to put their problems and doubts in front of others and then the management team must keep in touch with the employees so that they can understand their problems better and solve the problems gracefully rather than creating a bad communication or showing bad attitude

towards their problems and faults (McKenzie and Halstead 2017). Some solutions to reduce the communication gaps are - ***to be focused***, when communicating with someone face to face because it helps in understanding things better and there is no question of doubt; ***frame the message***, while messaging someone about something it is needed to keep on mind that the message must be simple and clear so that there will be no possibility of misunderstanding and vagueness; ***use appropriate volume***, while talking to someone because too much words to express something sometimes diverse the mind of the person with whom you are talking so use little but sufficient words; ***avoid assumptions***, as it can cause misunderstanding and misconceptions which is not correct for a company; ***check for comprehension***, as everyone today wants to pretend himself as known of everything so when they do not understand something they do not express that and for this it is important to check for comprehension; ***use the right medium***, there are many ways to communicate but the best and proper medium need to be chosen in order to deliver the message correctly like email; ***practice listening skills***,

to understand one's problem first of all it is important to listen to his words carefully only then one can understand the things exactly; ***invest in the Right Communication and Collaboration Tools***, and ***don't wait too long to bring up sensitive issues***. To solve the problems regarding the problems between the colleagues which is because of the communication gap the solution is to promote equality and teamwork. They will ask for the feedback regarding the misbehave and negative attitude and find strategies for the solutions as per their feedback. These increase the communication between the members and build good relationships that create a healthy and friendly environment in the company and it helps in production and growth of reputation of the company.

Decision making technique to evaluate the best solution:

There are many strategies to decide for a solution. Generally, some of the steps followed by the company to make decisions regarding the problems are first needed to understand the problem, then investigate the situation in

detail, and create a constructive environment, generating good alternatives, exploring options, choosing among the alternatives and selecting the best solution (Cattaneo and Aprea, 2018). Then evaluate the plan and communicate the decision, and act. These techniques are generally used by all the organisations to choose the best solution. Analytical hierarchy process is a decision-making process which follows five steps and the steps are

Step1 Define Alternatives

Different alternatives have different criteria and they depend on the customer's perspectives.

Step2 Define the Problem and Criteria

In This step the problems need to be defined well and see what kind of other issues can be faced under this problem and their criterias.

Step3 Establish Priority amongst Criteria Using Pairwise Comparison

Before applying the situations, it is needed to compare the criterias and then select the most effective one.

Step4 Check Consistency

It is important to check the consistency, the chance of appreciation and the importance.

Step5 Get the Relative Weights

Software tools are used for the calculation and assign relative weights to the criterias. Once it is ready then evaluate it in order to get the best solution.

Planning to implement the solution

After making the solution it is important to plan the way how to implement the solution in the workplace (Cattaneo and Aprea, 2018). A perfect strategy of planning shows that the organisation has the correct employees who can take the right decision at the time. There are many ways of implementing solutions.

1.Set Strategic Planning

In this process all the information of the workplace gathered in a place and then discussed the planning with the executive team and provided with needed tools and employees required.

2.Analyze Your Current Workplace Profile

In this process we need to look deeper on the current situation of the workplace and the staff there and find out the root of the problems.

3.Develop an Action Plan

After looking at the gaps and problems in the workplace they need to make strategies for accurate productivity. The issues can be those which are particularly faced by one company and generally not found in others.

4.Implement Your Action Plan

Here it requires working with different departments like the finance department for budget and others. They also need the cooperation of the executive and management team and IT staff. All this makes sure that the plan will proceed smoothly.

5.Monitor, Evaluate, and Revise Your Plan

Monitor the implementation of the plan and its effectiveness and show the result of your plan.

Communication with the stakeholders:The stakeholders of a company are investors, employees, customers, suppliers, communities, governments, or trade associations. It is important to discuss every decision with

the stakeholders as they are vital parts of the company. In order to progress a company, the feedback of shareholders is also important (Quéré, 2020). There are many benefits of discussing with the shareholders and those are they enable more effective and informative decision making, leads to shareholders satisfaction, promotes many ways of communication and this can improve the chance of the success of the project. There are many ways to communicate with stakeholders and those are- Schedule a meeting, send out a newsletter, Separate online “screen to screen” meetings, project summary reports, schedule a conference call and lunch meetings. Before applying the situation strategies of the problems, it is necessary to discuss these with the stakeholders of the company and ask their opinions on the matter. There are four steps followed to discuss the strategies with the stakeholders -

1 Planning

Here the aim and objectives of the stakeholders are discussed and agreed then after determining the aim and objective they plan the process and consult the appropriate method.

2. Process

In this stage the process is carried out and it is important to develop effective communication with the stakeholders to get honest review and beliefs.

3. Presentation

In this stage the whole data is gathered and determines whether the presentations of the data are according to the stakeholder's view.

4. Promise

This is the final stage where action takes place according to the plan and helps to develop a long-term relationship.

Appropriate monitoring and review techniques for successful implementation of the solution:

According to Schroth (2019), the study has discussed all the points related to strategic planning. However, the company needs to keep an eye on all the ongoing processes that are needed for the successful implementation of the solution. Developing the action plan and implementing it to the company's actions requires a

deeper look into the entire process (Salam and Hasan, 2020).

1. Informing all the gaps
2. Determining the projects are executed
3. Understanding the satisfaction of stakeholders
4. Understanding areas for further development.

Conclusion

The study shows the complex problem of an organisation and their solution strategy. There are some problems that can be detected from the beginning and already make exact strategies for the solution but some problems are current which cannot be detected earlier, in such cases they need to search for the solutions and the way of their implications but before applying them into business as a solution they first need to discuss with others about its impact on business. They need to discuss the problems with higher authority and the stakeholders also and take their opinions on it and when they all or majority of them agree on the process of solution then it is implemented on the problems.

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Role Play

- Job dissatisfaction is a significant problem within an organisation
- It is crucial for all the employees to work in a productive workplace culture (White et al. 2019)
- There are several factors responsible for increasing job dissatisfaction

Speaker Note:

Job dissatisfaction is a significant problem within an organisation especially when an employee starts to feel unhappy and dissatisfied with their job roles and worklife. It is crucial for all the employees to work in a productive workplace culture and surrounded by efficient and friendly colleagues and working environment. There are several factors responsible for increasing job dissatisfaction of the employees and among them a disturbance in work life balance and underpayment are some of the most primary reasons for which employees start thinking about quitting their jobs and finding better alternatives. Every employee when he or she becomes a part of an organisation their expectations remain in proper working hours, friends,

supportive hierarchies and a productive workplace culture that can boost up their motivational level (White *et al.* 2019). A high-performance company culture in this regard places an important role for the employees to understand their roles and responsibilities and improve their performance at the highest level. However, frustration, lack of interest and poor productivity of the organisations have increased the rate of employee turnover in recent years at a significant level.

Nicholas Hendricks is a management consultant and Tim Robbins is a dissatisfied employee who is suffering from different workplace inefficiencies and his disrupted work life balance. Tim is concerned about the increasing employee turnover rate and has decided to quit his job at the end of this month. Nicholas mainly communicates with the employees regarding their problems and scope and opportunities in their career. The announcement of Tim concerned Nick and he decided to plan a conversation with him regarding the problems and issues is facing within Nick's workplace. The study reflects a role play that involves these two characters and discusses the in-depth analysis of

this Complex problem and analyses the influence of macro environmental factors to the complex problems. Nick is expected to to provide some of the alternative solutions to address the issue of Tim and their discussion is elaborated as follows

- Tim is not satisfied with his job.
- Nick is not sure why Tim wants to leave his job.
- The prolonged working hours (White et al. 2020).

Speaker Note:

Nick- Hey Tim, how are you doing! Long time no see!!

Tim- Just about toSpeaker Note complete the target of sending emails provided to me. What about you sir?

Nick- I'm fine but I heard you are quitting your job. What makes you do that?

Tim- Well sir it has been really unsatisfying for me to continue this job when there is no day off available in the entire week. The working days are already 6 in a week and sometimes I have to work overtime as per the instructions of my boss. In addition to that he tells me to work even on Sundays when there is immense work pressure in the company (White et al. 2020). I understand it is my responsibility to retain the existing client and help the company to maintain a continuous work flow throughout the year but it is a heavy workload for me. I have no work life

balance and sometimes it is becoming too difficult for me to spend time with my family and friends.

- Nick believes in alternative ways of tackling problems.
- Tim believes heavy work load is an issue (Saquib et al. 2019).
- Work life balance gets hampered

Speaker Note:

Nick- I understand your problem but you know there are always alternative ways to tackle the heavy workload in your company, right? You can talk to your manager about scheduling your working hours in the entire week and let's find out what solutions he suggests to you.

Tim- I don't think this is going to be an answer to my problem. I have already talked to him about the heavy workload I've been suffering from and how it is interrupting my personal life. I had made it clear to him how much work life balance is important for an employee to improve his/her productivity levels (Saquib et al. 2019). You have been working in this industry for several years and you know it better that too much emphasis on the work frequently results in frustration and loneliness, right? I haven't been

able to go out for a vacation with my family in the last 1.5 years where I used to travel at least three times a year. This has been really annoying for me and I don't even get any day off in some of the national holidays too which is also making me sick with my job role and responsibilities. However, according to my manager it is the responsibility of the employees to serve as per their best capabilities especially in the peak season when the job flow is higher. But I don't think he has any justification for what he says as this job flow is constant throughout the year and it is making me burnout.

- Consistency in performanceConsistency in performance is crucial for any organisation.
- Salary plays an important part (De Clercq et al. 2019).
- Skill development is important to manage the job.

Speaker Note:

Nick- I know it is inevitable that consistency in performance and job satisfaction is extremely crucial for any organisation to increase its productivity. Employees really need time to recharge themselves and according to research it has been proved that not taking a healthy break from the working life can result in an unwelcome mental and physical effects on the workers. I think this is the main reason you have not been quite up to the mark in the last few months as you are suffering from job burnout. Maybe there is improper management of the tasks and poor leadership skills of your hierarchies that are making you dissatisfied with your job (De Clercq et al. 2019). I think changing the team and

working under an experienced leader can fix your issues regarding the mess in your work schedule.

Tim- Yes, maybe you are right Mr. Hendricks but that's not all the issues I have been facing lately. I am also feeling underpaid by considering the amount of what I do regularly and this is another significant reason that influenced my decision to quit this job. Even after walking the entire day and almost every weekend, my salary hike in the past two years has not been as I expected when I joined this organisation. I have been witnessing other employees get promoted by performing the same job responsibilities in the same area where I have been working for this company for several years. I think I have developed adequate skills and experience to eliminate any disruption in the workflow. Yet I am not finding any opportunity or room to grow myself in this organisation. This is also increasing my stress of having to pay bills with Limited income and establishing myself in the professional field.

- Macro environmental factors that are contributing to problem.
- The economic factors also make significant impact on job dissatisfaction (De Jong, Grundmeyer and Yankey 2017).
- Economic condition and GDP growth of the country is crucial.

Speaker Note:

Nick- Tim, I think you need to understand the Macro environmental factors that are contributing to your problem. You know that job this satisfaction is highly dependent on the external market environment such as the political economic and social condition of the country. For instance, the political instability in the country business regulations have influenced the higher employee turnover and job dissatisfaction in this company. The economic factors also make significant impact on job dissatisfaction of the employees and it influence the high turnover as well. For instance, if a company e experience is a decline in the

annual turnover and sales it is inevitable for or its employees to quit their job. However, the table economic condition and GDP growth of the country can be helpful for the company to expand the job opportunities and this enhance the employee job satisfaction level (De Jong, Grundmeyer and Yankey 2017). Social factors can influence the job dissatisfaction of the employees. It involves the loyalty performance and relationship between each of the employees and it highly motivates them and improve their performance as well. I can understand the workplace culture is crucial for any employee to perform efficiently and provide the best outcome of their capabilities. Technological factors also influence the job satisfaction level of the employees and implementation of Advanced technology at the workplace motivate the workers to to learn new skills and gather more experience in their respective fields. In this regard they can also be familiar with the automated system and it can provide benefits to the professional case solution services as well. However, the environmental factors and legal factors are also responsible for job dissatisfaction of the employees as the legal

frameworks regarding business trading and tax rates can be motivate their performance and prevent them from achieving their career goals.

- Hierarchies of the company struggles to distribute the tasks.
- Inadequate management at the upper level hierarchies (Park,Chae and Kim 2017).
- The employees of different levels must be transparent

Speaker Note:

Tim- Yes, Mr. Hendricks I can understand what you are trying to elaborate and I know that it is not only me who is dissatisfied with his job for the heavier workload and feeling underpaid. But I think you're clearly understanding that the organisation offers competitive salaries that are the least compared to the market rate. Not only that, I think the hierarchies of the company are also struggling to distribute the tasks to specific employees according to their performance and experience level (Park,Chae and Kim 2017). This is the main reason for which the company is unable to balance between the workload and some of the employees like me are becoming the victim of it. Can you propose an effective solution to that problem and suggest

to me one good reason for staying in this company any longer?

Nick- yes, I have plenty of options and solutions for you that can not only reduce your workload but also can help the company effectively maintain the workflow. According to my experience inadequate management at the upper level hierarchies has been the most significant problem of this company and it is resulting in a balanced relationship between the employees and is drafting the collaborative performance as well. The managers with poor leadership skills are harming the business procedures and I think I have to talk to the management executive about creating clear and short-term goals for meeting the Expectations. This can reduce the workload as well as employee burnout. The employees of different levels must be transparent about their communication and by providing consistent and individual feedback can be beneficial for the organisation to emphasize the positive attributes and encourage the micromanagement within the organisation.

- It is not crucial for the employees to work in a nurturing environment.
- Management level executives needs to reinforce the career development (Shaikh, Shaikh and Shaikh 2019).
- Increasing the career growth opportunities within this company.

Speaker Note:

Tim- This can be probably some of the effective ways to tackle the heavy workload allocated to some of the employees but is there any solution to the Limited career growth prospects in this company?

Nick- yes, I also have alternative solution for that full stop it is crucial for the employees to work in a nurturing environment that can enhance their career grows and help them to fulfill their goals. In this regard I think the management level executives needs to reinforce the career development opportunities and according to my best knowledge providing internal mobility and creating a

training and development infrastructure within the workplace can improve the skill levels of the employees and it will help to properly distribute the tasks in each team members. Supporting side projects and organising mentoring programs for the unskilled workers can be considered in this regard to promote the employee performance and increase the career growth opportunities within this company (Shaikh, Shaikh and Shaikh 2019).

- *The promotions and salary increment is essential.*
- Management structure of this company and planned strategic improvement (De Jong, Grundmeyer and Yankey, 2017).
- An extra vacation day a can also be provided by the company.

Speaker Note:

Tim- What about the promotions and salary increment?
How will you propose to the management executive about

setting up an appropriate salary structure so that all the employees get paid as per their job responsibilities and the efforts they put into their works?

Nick- There is a potential solution too. By adding incentives and bonus facilities for rewarding the employees can be an effective way not only meet the satisfaction level of the employees but also to retain them. In this regard I'll talk to the manager about offering flexible working hours or days to the employees. An extra vacation day a can also be provided by the company in a month and I think that will motivate the employees to perform better. I will manage the workflow of the company simultaneously (De Jong, Grundmeyer and Yankey 2017). I hope those strategies I have planned to implement can fix your issue. What's your opinion?

Tim- looks like you have thoroughly investigated in the management structure of this company and planned strategic improvement for the betterment of both the company and their employees. I think this will work for me to address my ongoing issues in this company and provide me a better working life.

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