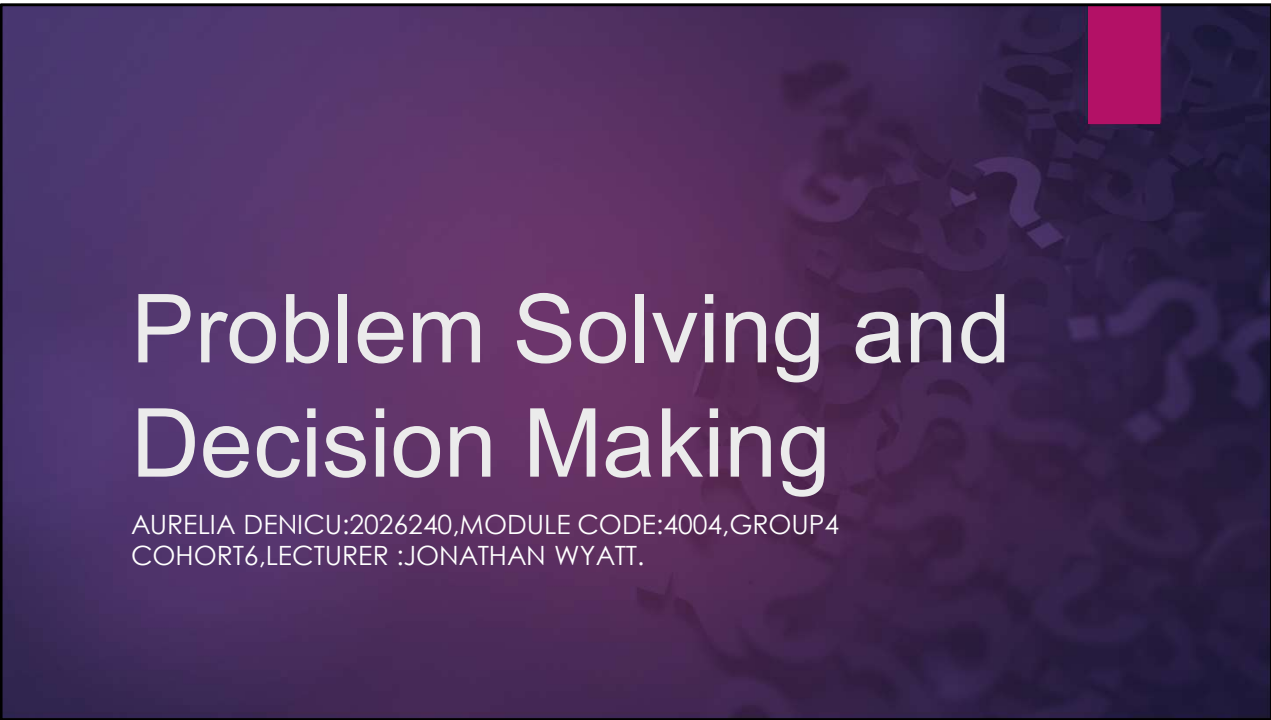
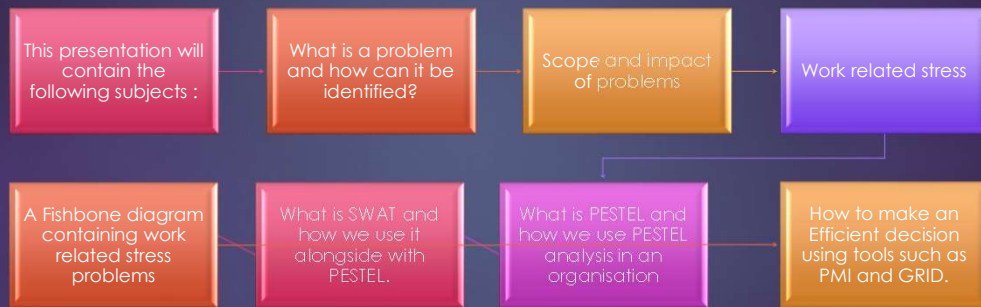




Problem Solving and Decision Making

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Introduction



Source:Author

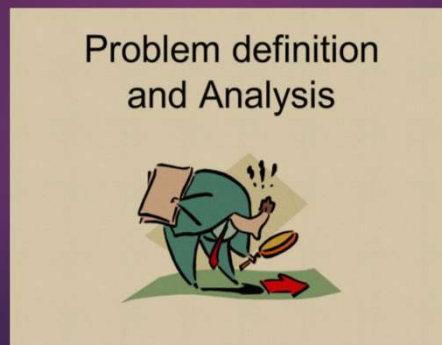
In order to achieve Effective Decision Making we need to identify the problem, then we need to see the size of the problem and the scope and impact of it .Using tools such as PESTEL and SWAT will help us identify the factors that are affecting an organisation from inside and outside.

After identifying the problems we have to use PMI and GRID tools to analyse the factors and take the right decision in solving the problem.

Using all the tools mentioned above I will identify the problems that are causing Work related stress faced by UK's employees in Health sector.

What is a problem and how we diagnose it?

- ▶ According to Seel (2012 , p.115) : "a problem is considered to be a matter which is difficult to solve or settle, a doubtful case, or a complex task involving doubt and uncertainty."



A problem is a difficulty or an obstacle that we can face in day by day activities or at work.

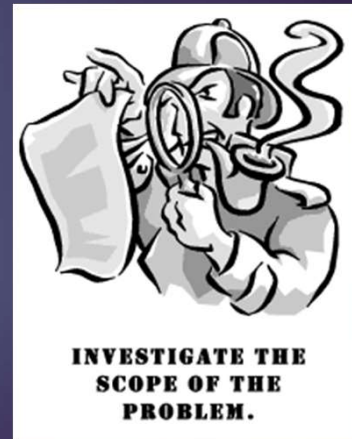
In an organisation problems can occur among employees, between employees and their superiors .if they are not identified and solved problems can affect the productivity and well being of the organisation and the work force as well.

The Initial Analysis of a problem consist in:

- Gather information
- Define the scope
- Define the impact
- Decide the consequences

Scope and impact of the problem

- ▶ Scope is referring to how far the problem reach and who is affected.
- ▶ Impact is about how are they affected.



According to Davis(2021) :” When defining the scope , you need to identify what is working and what is not working”.

Scope is finding the good and bad aspects of the problem in order to see what impact is going to have.

The impact of the problem is according to Lopes(2017):” As you assess a problem, define it’s impact. It the problem small, medium, or large?”

The size of the problem defines the impact it has on us, but also how we react to it .

People have different personalities and for that the impact of the problem is going to vary from individuals. Some people face problems in a stronger way then other ,therefore the impact on them is going to be different, is not going to be that big.

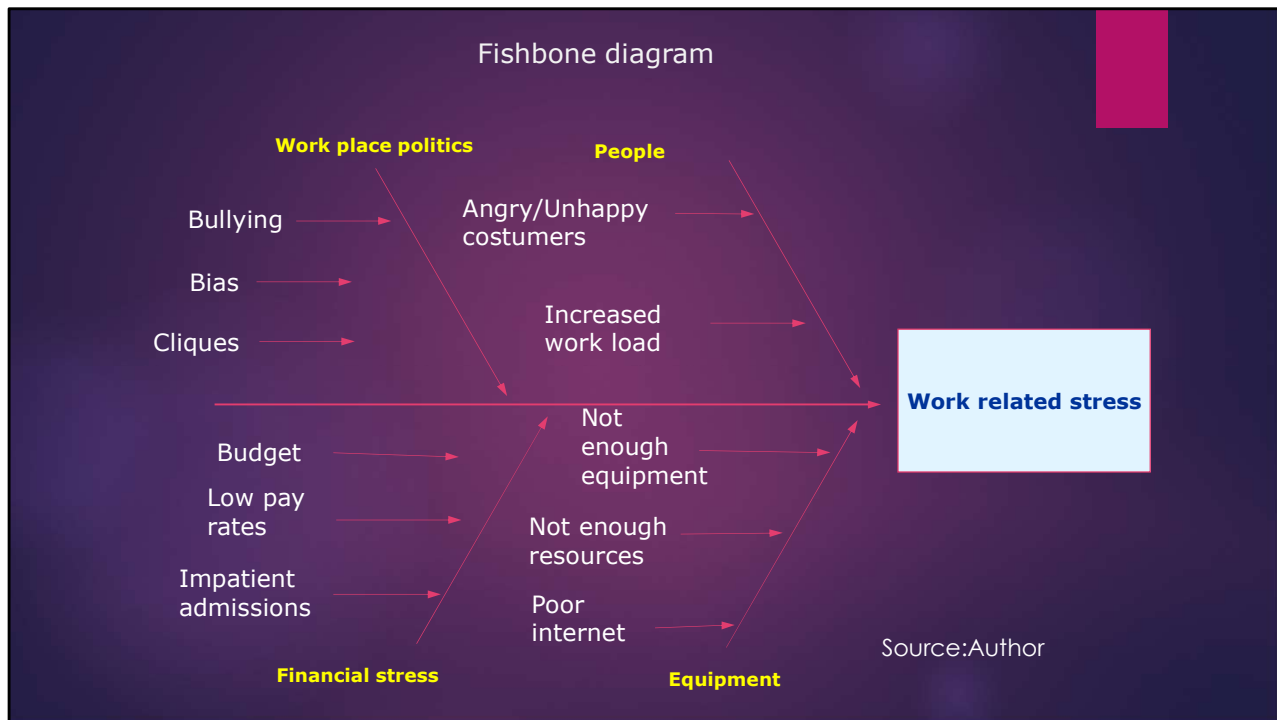
Work related stress for UK's Health sector employees



- ▶ Financial stress, overworked employees, increased number of patients, lack of equipment are only a few factors that contribute to work related stress.

Work related stress is according to Better Health Channel(2012):" Work-related stress arises where work demands of various types and combinations exceed the person's capacity and capability to cope."

The Covid pandemic is one good example of increased work related stress among employees in the Health sector. Having an increasing numbers of patients and facing a new and deadly virus made a lot of employees quit their jobs. Being short of staff and having to work more made the remaining employees stress more.

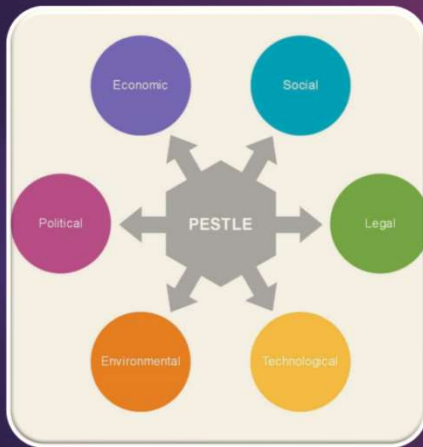


Factors such as workplace politics ,people ,financial stress, equipment are considerate problems that can increase stress at the workplace.

To identify a problem and what is causing it ,is necessary to use the fishbone diagram tool.

A Fishbone diagram is ,according to Lewis(2020) :” Typically used for root cause analysis, a fishbone diagram combines the practice of brainstorming with a type of mind map template.”

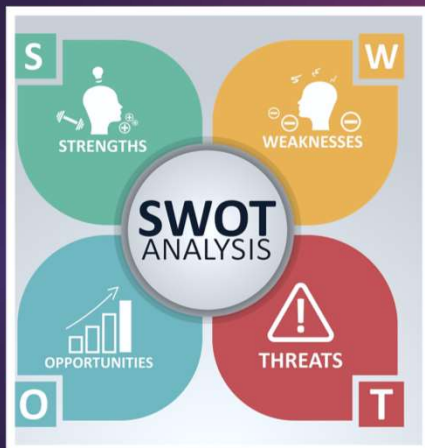
PESTEL Analysis of macro-environmental factors that affect UK's Health Sector



- ▶ **P**olitical : Financial stress ,low pay rates ,inpatient admissions ,Tax policy,
- ▶ **E**conomical : Budget ,not enough resources.
- ▶ **S**ocial : Increased number of patients , Cultural barriers ,Bias ,Increased workload.
- ▶ **T**echnological : Poor Internet ,online training ,not enough equipment.
- ▶ **E**nvironmental : weather ,pressure from NGO's, Environmental politics.
- ▶ **L**egal : Employment laws ,Health and safety Laws.

The Analysis if according to The University of Sydney (2021) :” A PESTLE analysis is a tool used to gain a macro picture of an industry environment. PESTLE stands for Political, Economic, Social, Technological, Legal and Environmental factors.” This tool is useful for identifying factors that affect an organisation from outside. The PESTEL Analysis is a tool used for understanding the “big picture” and to identify the external factors involved in change rather than solutions.

What is SWOT and how do we use it?



- ▶ Strengths
- ▶ Weakness
- ▶ Opportunities
- ▶ Threats
- ▶ Strengths and Weakness are Internal Factors
- ▶ Opportunities and Threats are External Factors

Swat analysis is according to KENTON (2021) :“a framework used to evaluate a company's competitive position and to develop strategic planning.”

This framework is used to identify and analyse the internal and external factors that can have an impact on the viability of a project ,person , place or an organisation. With SWAT analysis we identify and categorise the factors , build an understanding picture of the situation and we create links between both positive and negative sides of the situation.

After identifying the external and internal factors that affect an organisation with PESTEL Analysis , we have to use SWAT Analysis in order to categorise the factors and see the negative and positive side of the situation.

Effective Decision Making



- ▶ According to Ortega(2017) : " Decision making underpins the fabric of everything we do."
- ▶ In order to make an Effective Decision we must follow the rational decision process:
- ▶ Identify the problem
- ▶ Define the problem
- ▶ Find solutions
- ▶ Choose the best solution
- ▶ Implement that solution
- ▶ Evaluate the decision before making it.

Decision making is the process of when we have to make choices after we identify the problem ,we define it by gathering information , find multiple solutions ,choose the best solution ,implement that solution to the rest and evaluate the decision before making it final.

Tools such as PMI and GRID are used to help when making an effective decision.

Decision Making Tool PMI

- ▶ PMI Analysis is according to Virtual Library(2021) : " a brainstorming, decision making and critical thinking tool. It is used to encourage the examination of ideas, concepts and experiences from more than one perspective."
- ▶ PMI stands for :
- ▶ **PLUS** – What is good?
- ▶ **MINUS** – What is bad?
- ▶ **INTERESTING** – What is interesting?

Plus	Minus	Interesting
Increased salaries due to the pandemic	Discrimination	Better work force
NHS staff having discounts and priority	Lack of staff due to Covid 19	NHS discount and priority
Multi-cultural employees for a better work force	Overworked employees	Lack of staff due to pandemic
Mixed gender employees	Increasing number of patients	Increasing numbers of patients
	Increasing number of health problems due to work related stress	Increasing number of health problems
	Financial stress	Lack of equipment
	Lack of equipment	

Source: Author

When using the PMI tool we have to draw a table with three columns headed Plus ,Minus and Interesting .after we done that we have to consider the Positive Points of the situation ,then the Negative Points and the Interesting Points.
The final step is to make a conclusion based on the result.

Grid Analysis Decision Making tool

- ▶ Grid analysis is a tool used in decision making and according to Johnson(2017) is:" a technique that can help you take your options into account, factor in the details and come out with the right choice."

0	1	2	3	4	5
Not important					Most important

Source: Author

GRID Analysis is a technique that will help you when making a decision.

How does it work?

All we need is a pen and a piece of paper to write on the factors based on their importance.

We rate the factors from 0 which is not/less important and 5 most important.

After rating the factors we then scale them based on their importance.

The following step is to score the factors from 0-3 ,where 0 is less important and 3 is most important , multiply each of the scores by the values of the relative importance.

The option that scores the highest wins , which means that is the decision that we should make.



Solutions for the problems caused by work related stress

- ▶ The two problems that in my opinion are most important to discuss about are :
- ▶ Increasing number of patients
- ▶ Not enough resources

Increasing number of patients is a factor that produces a high level of stress among employees in Health Sector.

Due to the pandemic the UK hospitals are facing a large number of patients , which lead to overworked staff with a higher stress level.

Patients coming announced, facing a deadly virus , having to work overtime are factors that contribute to work related stress.

Some NHS staff members quit their jobs due to stress ,tiredness and fear. This lead to another problem such as not enough employees.

Lack of resources due to Brexit and Covid is a problem that UK is facing at the moment.

Having a larger number then usual of patients ,the hospitals are facing the lack of rooms , lack of equipment such as wheelchairs and equipment required for the treatment of Covid.

After identifying these factors ,after using the tools mentioned above in this presentation the solutions in my opinion are:

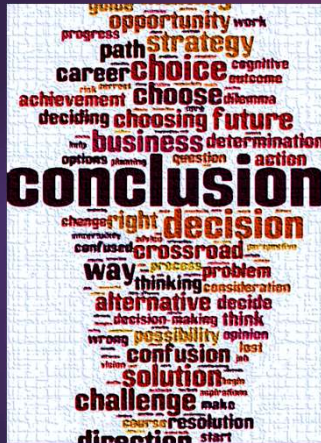
For increasing number of patients ,I would provide a better training for my employees to know how to deal in these stressful situations ,I would organise everything in a way that is less stressful for the staff , making the medical appointments shorter ,giving the employees more breaks and also rewards to keep them motivated.

Lack of resources is an external factor and even if we would try to find solution is not for us to fix and resolve . But I would try to find even second hand equipment to try to increase the number of the existing one .

Employees are a resource that is lacking now .I would try to find more people ,make a more attractive work environment to attract more people.

I would also increase the salaries ,because the employees of the Health sector are always here for us when we need them the most.

Conclusion



- In conclusion ,to make effective decisions we need to use tools such as :PESTEL,SWOT ,PMI and GRID.

In order to find the best solution, we need to identify the problem and the internal or external factors that are affecting us or the organization that we are working in , also to find the positive and negative points.

After taking in consideration all the factors of the problem ,we then are able to balance based on the importance and find the right decision to solve the problem.

The

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