

Problem Solving and Decision Making

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Table of contents

Introduction.....	3
Analysis of Interpersonal Conflict in the Workplace	3
Alternative solution and evaluation of interpersonal conflict.....	4
Development of a plan to implement the solution	6
Communicating the plan to the stakeholders	8
Conclusion	9
References.....	10

Introduction

The competitiveness of the business environment is growing in an ascending order on a global scale. Therefore, the prime objective of the management unit of companies on every sector is to increase the efficiency with respect to the work performance in the organisational workplace (Bratton and Gold, 2017). The leaders and managers of an organisation face various kinds of problems during different types of operational activities within the organisation. It is an essential task of the leaders and the management unit to solve these problems with the assistance of effective decision-making process for the betterment of the growth and success of the respective organisation (Western, 2019). In this report, problem solving methods and effective techniques would be discussed in a brief manner with the help of problem solving tools along with mentioning the impact of the concerned problem. A plan would also be developed to implement the necessary solution for the problem.

Analysis of Interpersonal Conflict in the Workplace

Employees work together in the workplace of an organisation for fulfilling mutual and common goals to attain the organisational aims and targets. The management unit of an organisation has to deal to various kinds of problems related to the employees in the organisation, which leaves an impact on the workforce productivity. **Interpersonal conflict** is one of the most common and a severe problem that is faced by the management unit of a company while handling the employees in the organisational workplace (Hocker and Wilmot, 2014). Interpersonal conflict is defined as the manifestation of incompatibility, difference in opinions between the individuals or disagreement on the grounds of perspectives (Madalina, 2016). Lack of trust and absence of significant bridge of communication is one of the most influential reasons behind the interpersonal conflicts in the organisational workplace. Globalisation is one of the most prominent aspects in today's world. In the world of globalisation, the business environment has evolved to cope up with the competitiveness in the market. Therefore, organisations have workforce that comprises of people coming from various cultural backgrounds with language differences, difference in basic etiquettes and other factors. Dissimilarity in a cross-cultural business environment is a major issue that leads to interpersonal conflict among the employees (McKibben, 2017). People from same cultural background also engage themselves in conflict because of difference in opinion or perspectives.

Interpersonal conflict has the capability of affecting the organisational productivity, growth and profitability in a negative way. Therefore, it acts as a negative catalyst in regards to determining the success rate of the respective company in the competitive market of the concerned sector (Roche *et al.*, 2014). This conflict occurs when individuals are not on the same page in terms of problem solving strategies or other operational activity. Personality of the individual, upbringing, education and various other factors play a pivotal role for interpersonal conflict within the organisational workplace. Interpersonal conflict is responsible for the workplace environment to be unhealthy and hostile. It is tough for the employees to perform the respective tasks in aligned with the organisational goals and objectives in a chaotic and unpleasant working environment because of the conflicts.

Alternative solution and evaluation of interpersonal conflict

Decision-making is one of the integral aspects of the operational activities of the management unit of an organisation. The environment of the organisational workplace along with the level of efficiency of the employees of the respective organisation is dependent upon the decision-making process of the individuals (Mondy and Martocchio, 2016). Efficiency in terms of the decision-making technique is responsible for the ascending growth of the organisation with respect to the operational activities in aligned with the targets of the team or the entire organisational goals. The decision-making technique helps in finding alternative solutions to the concerned problem in a strategic manner. It comprises of various steps; the first step deals with the identification of the necessary problem. It is crucial to identify the problem primarily before making plans and taking decisions regarding solving it. The next steps in about searching for alternatives and weighing the alternatives with respect to the requirements and the demands of the respective scenario. In the next step, it is needed to make a choice followed by its implementation. The final step deals with evaluation of the outcome or the results. In case of unsatisfactory results, the loop of the decision-making technique needs to be started again for gaining the desired results.

In this aspect, interpersonal conflict is identified as the problem. Conflict management is one of the most crucial aspects with respect to the managerial tasks. Conflict management deals with reducing and minimising the probability of conflicts in the organisational workplace among the employees based on various factors with the assistance of implementing effective and sound strategies (Elgoibar *et al.*, 2017). Diversity training program and team building strategies are effective methods of conflict management with the organisational workplace. A cross-cultural

workforce comprises of people from various cultures. Therefore, diversity-training program is essential to make the individuals understand the importance of cross cultural business environment and methods of tackling the differences by working together as a unit (Young and Guo, 2020).

Diversity training program is designed for facilitating positive intergroup interaction, reducing and minimising prejudice and discrimination in the organisational workplace, making the individuals aware by teaching the techniques of working together in a diversified workforce environment. Diversified training sessions could be conducted with the assistance of lectures, slideshows, interactive games, role-plays, group discussion and various other methods. Team building is a collective term for a group of activities for the enhancement of the relationship between the individuals by defining their specific roles within the teams with the assistance of innovative creative tasks. The employees must be provided with diversity training program and team building strategies for fulfilling the objectives of conflict management in a successful and effective way.

Communication is one of the most essential factors that play a crucial role in the performance of the employees within the organisational workplace (Warnecke, 2014). Efficiency regarding communication skills is beneficial for attaining the goals of conflict management in a successful way (Calvó-Armengol *et al.*, 2015). Therefore, the management unit of the company should concentrate on boosting the level of communication skills of the employees with the assistance of proper training sessions for minimising the probability of conflict within the organisational workplace. Group discussion, debates and availability of an open platform where everyone gets a chance to state their opinion and perspectives could be advantageous in attaining the aim of improving the communication skills. Effective teamwork has the potential of solving the problem with respect to conflict within the employees in the organisational performance (Salas *et al.*, 2015). The employees should be given a chance to perform together as a team for fulfilling mutual goals. Training session must be provided for better comprehension of the importance of working together as a team for the upgrade of the level in work performance. Individual goals should not be prioritised over team goals and opinion of others should be respected, even if it does not agree with the individual's opinion. These aspects are crucial to negotiate the risk of conflict within the workplace of the respective firm. The management unit must make sure that the organisation workplace is free from any discriminatory event. No employee should be discriminated based on factors such as race, religion, gender, age, disability, sexual preference, marital status and similar

other factors. Equal treatment and availability of equal opportunities has the potential of influencing the workplace environment in a positive way.

Development of a plan to implement the solution

Objectives	Strategies	Benefits	Risk factors	Timeline
Enhancement of the communication skills	- Arrangement of group discussion and debates, providing an open platform for the respective individuals to state their views - Recording the speech of the employees during a program	Improvement in communication skills	Lack of participation from the employees	2 months
To comprehend the importance of diversity and teaching methods to work in a diversified workplace	- Arrangement of seminar and voluntary programs involving people from different cultures - Slideshows and online courses - Role-plays and interactive games	Upgrade in the level of skills of handling a diversified workplace environment, which would be beneficial to avoid interpersonal conflicts	Conflicts during the sessions involving people from different cultures, which would leave a negative impact on the performance in aligned with the objective	2 months

	• Arrangement of lectures by professionals who have the experience of working successfully and effectively in a cross cultural business environment			
To work together as a team in a cohesive manner	• Arrangement of team games, debates • Providing a task where the individuals must work together as a team, it could also be voluntary or any organisational task • Training programs and attending online courses for the betterment of team work	Enhancement of cohesiveness as an unit	Disagreements while working as a team	2 months

Table: Plan to implement the solution

Communicating the plan to the stakeholders

It is essential to make the stakeholders aware about the plan of the problem solving technique yielding for yielding best results. In this case, interpersonal conflict is identified as the concerned problem, which needs to be solved with the assistance of various strategies and development of a plan. Therefore, the employees of the organisation should be made aware regarding this aspect and the management unit must take care of the expectations of the employees along with analysing the mindset and perspectives. The plan should be communicated to the employees in a clear and specific manner to avoid any sense of chaos and confusion. The employees should be made understood regarding the necessity to solve the problem, which is essential for the betterment of the organisational growth and productivity. It would be advantageous for aligning the activities of the problem solving technique with the goals with the assistance of effective decision-making and communication.

The techniques must be reviewed for checking the output of the problem solving technique. Monitoring the results would help to know whether the plan worked or it needs further modifications to get the desired result in regards to conflict management strategies and goals. The management unit must communicate with the employees and know about their feelings and perspectives regarding the transformation after the implementation of the technique. The work performance and the output should be monitored. Employee retention is a crucial aspect that helps in uplifting the growth and level of productivity of an organisation in an ascending graph (Kossivi *et al.*, 2016). Interpersonal conflict behaves like a negative catalyst in attaining the goals of employee retention. A conflict within the organisational workplace is one of the sole reasons behind high turnover. Therefore, the staff turnover rate should be monitored after implementation of the technique to see the difference in the results. Employee surveys at three different stages; before the implementation of the plan, during and after the implementation of the plan is necessary. It would be beneficial to understand the difference by assessing these aspects. The work performance of the unit should also be reviewed based on the goals that are being achieved or not after working together as a team. The management unit also must check whether any individual within the workplace of the organisation conducts any discriminatory behaviour.

Conclusion

A conclusion can be drawn from the above report that it is essential for the management unit of an organisation to identify the critical problems before making strategies with the assistance of problem-solving techniques to reduce and minimise the probability of the occur of the respective problem. The decision-making process plays an influential role in the implementation of the problem-solving technique for mitigating the limitations and obstacles. In this study, the problem regarding interpersonal conflict is briefly discussed. Various strategies regarding successful application of conflict management with the help of effective problem solving methods is also elaborated in the above report. Betterment in communication skills and team work helps an individual to work together as an entire unit without conflicts in the organisational workplace. Employees should value a diversified cross-cultural environment and respect the differences for working together in aligned with the organisational goals and objectives in an effective manner.

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