



UNIVERSITY OF WALES: TRINITY SAINT DAVID PRIFYSGOL CYMRU:

Y DRINDOD DEWI SANT

London Campus/ Weekend Study

CerTHE Skills for the Workplace

Problem Solving and Decision Making/ BMSW4004

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## Section1: Introduction

In this report I am going to discuss problem solving and decision -making skills. The report is focuses on “Approaches and Techniques of decision making” and “PMI and Stakeholder analysis”. I also mention on the “Forcefield analysis” and “Fishbone diagram”. In this report I will look at the problems of NHS organisation, because they have problems on which can be find solution using different type of Analysis. The NHS is an organisation that offers health and social services to the citizens of the United Kingdom. Due to the dynamic environment in which its employees work and the changing population, the NHS is facing several problems and because of this, prompt and effective solutions must be taken to eliminate these problems. The NHS should require its manager to have skills in creating balance and communication between staff, also to empathise with them. The NHS Manager must be prepared to work well under pressure. All these skills will help him solve the problems they have.

Problem-solving and decision-making skills are important because they help us navigate various situations that may arise at work or even in our personal lives. Both problem solving and decision making involve deep and extended thinking. ([Problem solving and decision making, n.d.](#))

Decision making is an action where we must choose between two or more options. From these options we must make a choice between right or wrong. The decision we make is the judgement that helps us make the right decision to a problem. Decisions are made when there is a problem, but making the right decisions helps us both in the business environment and in our personal lives.

A problem-solving approach is actually a technique that different people and companies use to understand the problem that has arisen and thus find optimal solutions. They empower organisations and their employees to come up with innovative solutions by helping them grow and overcome old ways of thinking. ([Jamie Birt, n.d.](#))



Figure 1

## Section2: Approaches to decision making

Decision making is a mental or logical process that helps in choosing different and logical options from available options. The decisions that are made are either rational or creative. These are the different approaches that different people use to make the best decisions in each case. (New Assignment help, n.d.)

I describe some of them below, starting with:

- **Rational Approach-** In this approach, there are several steps that are followed strictly and in a certain order. This type of approach is most useful when the problems are well defined and all alternative solutions to the problems are available. In this approach, we need numbers and facts to make the right decision to solve the problems. (Principles of Management, n.d.)

In figure 2 below you can also be seen the stages of Rational decision-making process.

## The Rational Decision-Making Process

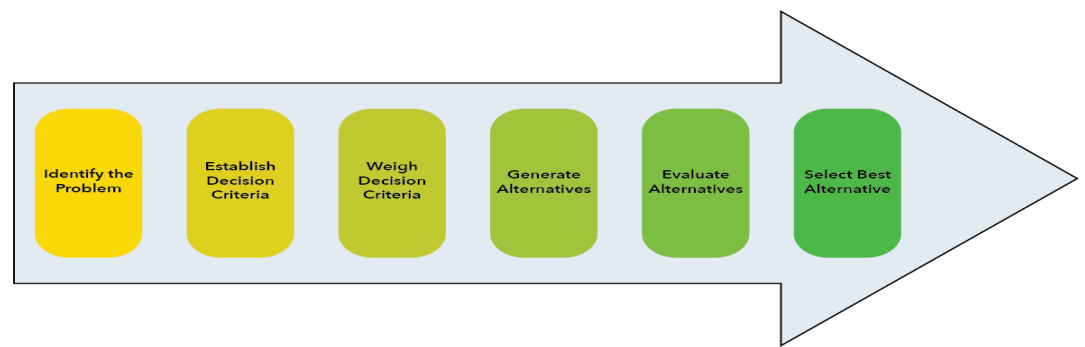


Figure 2

- **Creative Approach-** In this way, solving the problem will be done in a creative way. In this approach, the systematic steps are missing, but new steps are being prepared to find solutions to a given problem. A creative approach means finding new ideas and opinions to solve the specific problems of an organization. (Lucid Content team, n.d.)
- The creative approach is mostly used when solving complex problems that cannot be solved with the first, rational approach.

In figure 3 below I show you the stages of Creative problem solving.

Creative Problem Solving Overview

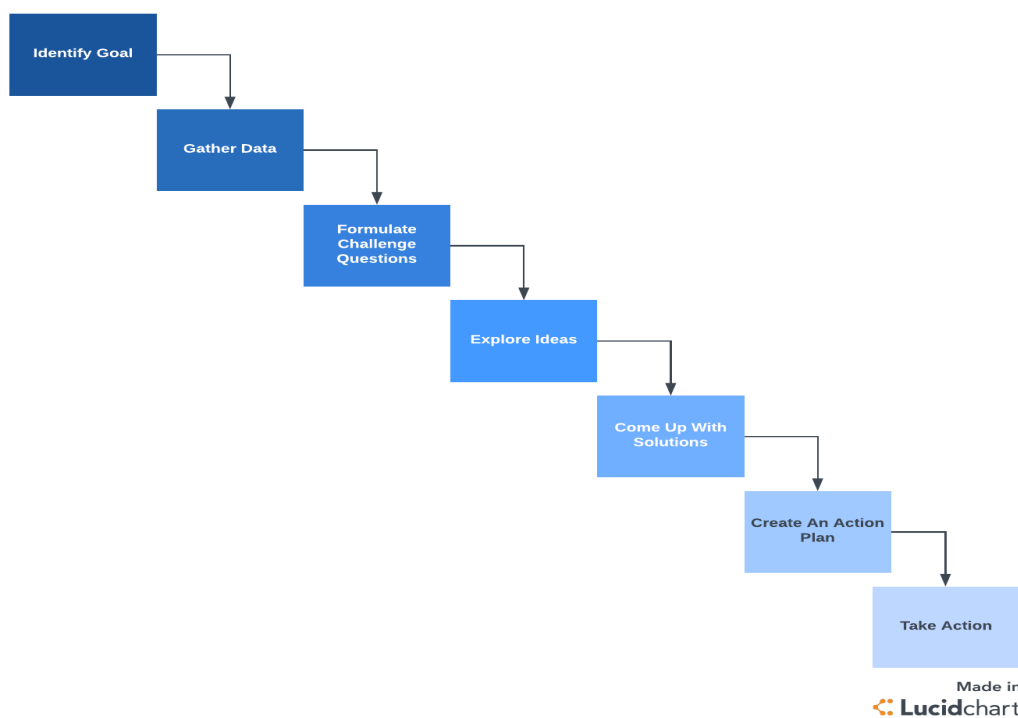


Figure 3

## Section 3: Techniques of Decision Making

Making the right decisions is a very important part of both business and personal life. People need to be more focused when they must make decisions to solve a specific problem. (Skills you need, n.d.) There are several techniques that are used and help us in solving problems.

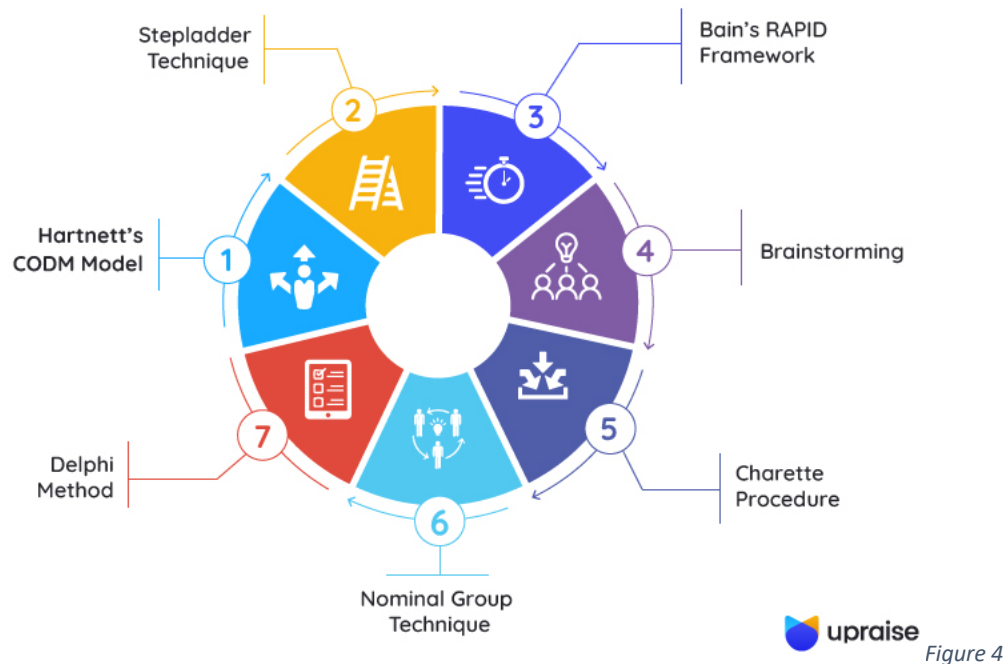
They are often used by managers of organisations to make appropriate decisions to solve the problems of their organisations. I will present some of these below and, together with them, I will discuss the NHS issues I address in this report.

- **Nominal group thinks** - This technique works with all members of an organisation. All workers participate here to make the right decisions. Employees share their innovative ideas or visions to solve the problem facing their organisation. ([Nominal Group technique, n.d.](#))
- The problems that the NHS has can also be solved with “Nominal group thinks” because the organization has a problem with increasing labour costs. With this technique, NHS employees will be able to actively participate in the decision-making process and thus improve their performance and build a strong team that contributes to the success of the organisation.
- **Delphi Technique**- This technique is almost like the first one, because here the employees are also involved in solving the problem, but here the difference is that the owner of the company is not revealed to any employee to avoid inconvenience and obstacles between the interacting groups. This technique can also help reduce conflicts among employees of an organisation. For NHS issues this technique can also be used but it will not be as useful to the company as the NHS issues it faces are more complex and internal in nature.
- **Brainstorming**- Organisations mostly use this technique because it will help them evaluate the many solutions to problems with discussions and group problem solving. This technique can be said to be the most creative that will help in finding solutions to problems. The brainstorming technique will also help the NHS in finding creative ideas from its staff to solve the problems it has. Thanks to this technique, creative ideas given by employees are noted and then evaluated to select the most effective one to solve the problem. The brainstorming technique is like the Nominal Group, but when a problem arises, the solutions are often given by the employees, and the Nominal Group thinks that the employees value and take the time to provide their ideas.
- **Forcefield analysis**- This is the technique that helps companies grow and increase their productivity. This technique also helps in analysing an existing plan that the organisation already has and then deciding whether that plan should be used continuously or not. According to this, the NHS needs to analyse its already existing plan to improve the quality of the services it provides to its customers, and which will help it against the competition that is private organisations. To perform this technique correctly, the person engaged in this task must determine the positive factors of the plan and the negative ones, if any. Then to analyse the plan and if it is not suitable to change it with a new plan.

NHS problems can be solved through a variety of decision-making techniques. According to NHS problems "Brainstorming" will help them well in solving the problem they have of a financial nature. With this technique, innovative ideas can be collected from NHS staff and thus the most effective ideas among them can be implemented. And the "Forcefield analysis" technique will help the NHS assess its existing plans and procedures that have guided the work so far. In addition, the NHS should also monitor the work and performance

of its employees, which will contribute to a better quality of the services offered and guarantee the specific advantage in the market.

In figure 4 below I show you some of the most used analytics by large companies.



## Section 4: PMI analysis

PMI is plus minus and interesting, and it can be said that they are the “Brainstorming” tools for decision making. Using all these stages of problem analysis, we encourage exploration of ideas and experiences we must solve problems. The concept is by Edward de Bono and is useful for several reasons:

- To consider new ideas.
- To make decisions by analysing the advantages and disadvantages of decisions.
- To consider all possible events after considering the factors.
- To discover all the strengths and weaknesses to improve the future conditions of the company.

The important and first step is to find all the pros and cons to be listed. The next step is to list the cons or negatives. The third step is to collect the interesting things, which should be neither positive nor negative. Finally, the final assessment must be made against the positive, negative, and interesting points listed above.

### NHS PMI chart

**Plus:** Improving the quality of health services provided to UK citizens. Involvement of all staff in the important decision-making process and with which to solve the problems of NHS staff

themselves. All services offered should be accessible to UK citizens so that everyone can afford and enjoy the health care on offer.

**Minus:** Ineffective and weak strategies because the company is not managed properly and according to plan. Funding problems that prevent efficient operations that are important to the company. Provided poor quality of health care to its customers, due to which the number of customers decreases, and the reputation of the company also falls.

**Interesting:** A creative approach, interesting concepts can be applied to find effective solutions to the company's problems. Effective and innovative ideas can be used by the NHS to develop and implement effective and appropriate solutions to the company's problems. In the NHS, training programs and campaigns can be conducted to increase employee confidence and thereby contribute to the company's productivity. (NHS, n.d.)

## Section 5: Fishbone Diagram

The cause-and-effect diagram is called the Fishbone diagram. It's called this because the diagram looks like a fish skeleton. It can be said that the Fishbone Diagram is a more structured approach to looking at a given problem than other analytical methods such as brainstorming analysis. A fishbone diagram is used when a particular problem reoccurs. This diagram helps us better understand the problem and find a wider range of options to solve it.

The problem is described in the head of the fish and from there the bones of the fish become branches to find solutions to the problem. (tool, n.d.)

The first thing to do with a fishbone diagram is to identify the problem. In this report I deal with the problems of the NHS company. One of the company's big problems is waiting time. After describing the problem, we can also draw the fishbones as these are the main categories for identifying the factors of the problem. The four categories I have chosen for the stages of solving the NHS problem are:

- Environment
- Methods
- Equipment
- People

By looking at the individual categories we can identify the factors contributing to the NHS problem. At this stage, the branches of the diagram may be more in number, this depends on whether all means have been used to find the problem.

At this point I want to introduce you to my Fishbone diagram for solving the NHS problem. (NHS England and NHS Improvement, n.d.) In it I describe everything that has been said so far. You will find the diagram in figure 5.

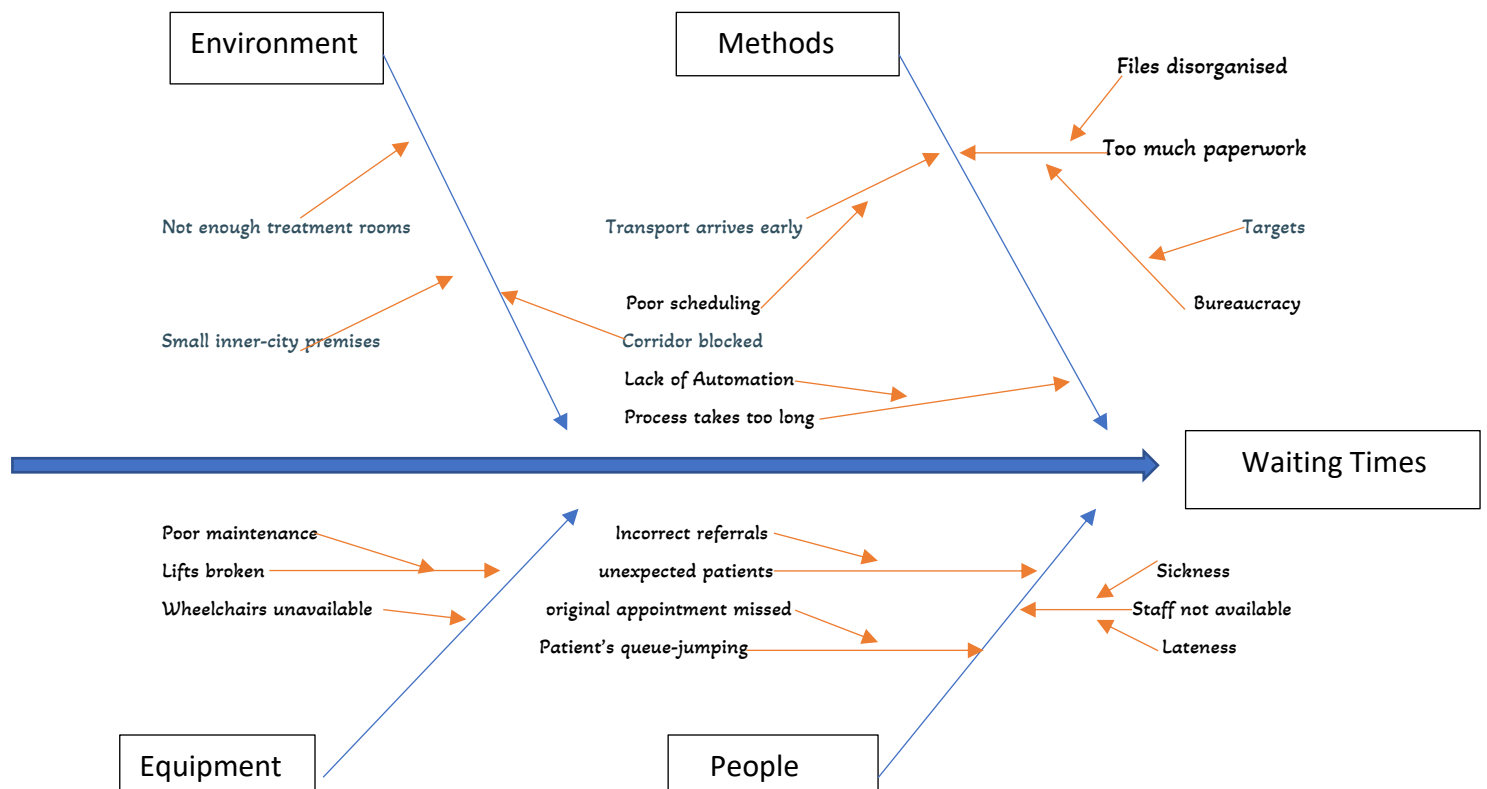


Figure 5

## Section 6: Stakeholder Analysis

When the employees of an organisation are involved in solving the problems that the organisation has and those employees are directly affected, they are called stakeholders. Stakeholder analysis is a process in which all employees involved in solving the organisation's problems are identified. They are identified and grouped according to their levels of involvement in problem solving, their interests in this project, and then it is determined how these groups can best communicate with each other to work most effectively together for the organisation. ([Product plan, n.d.](#))

The NHS works with its stakeholders and staff to ensure that they are actively involved at all stages of the development of PCS (Primary Care Support) services.

A stakeholder forum has been established to ensure that NHS care services understand the views of key stakeholders and enable them to influence service delivery. ([NHS, n.d.](#))

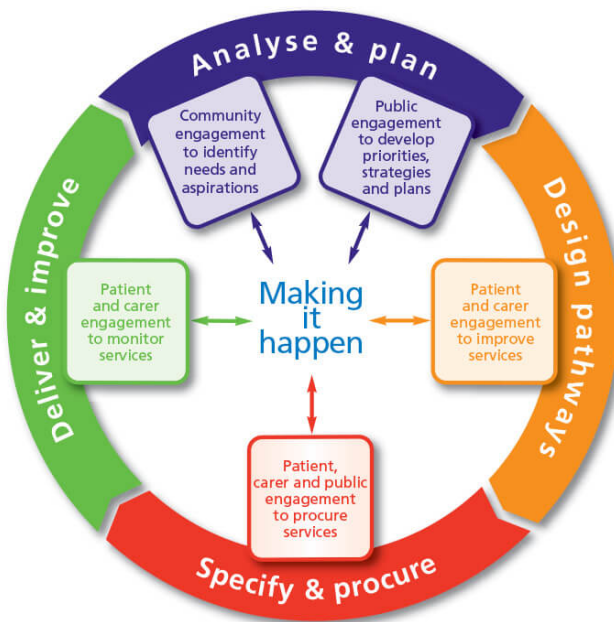
Stakeholder members include:

- British Medical Association (BMA)
- Local Optical Committee Support Unit (LOCSU)
- Optical Confederation, Pharmaceutical Services Negotiating Committee (PSNC)
- British Dental Association (BDA)
- Royal College of General Practitioners (RCGP).

In Figure 6 below, I show you an example of a Stakeholder analysis of the NHS company.

# The Engagement Cycle

Engaging with patients and the public throughout the commissioning process



[www.institute.nhs.uk/engagementcycle](http://www.institute.nhs.uk/engagementcycle)

Figure 6

## Section 7: Conclusion

This report is just a starting point for how the NHS can improve its services. Looking at the various problems of the NHS with the analyses listed above, I arrived at how to make solutions to the organisation's problems.

Problem solving is a quest for proper business development or our personal growth, with the various analyses we overcome the barriers in front of us to reach real solutions. The stages of problem solving include Identification of the problem, structuring of the problem through the various forms and analyses with which possible solutions are sought, often with different thinking and ideas on the problem. After arriving at the possible solutions, one of them is selected through the process of making the right decision.

Problem-solving and decision-making skills are important because they help us navigate different situations at work or in personal terms. Mostly, they are complementary and can also be used to solve the same problems that arise. at the workplace. Both problem solving and decision making involve deep and critical thinking. They can be used in all careers and industries, as they help many organisations solve complex problems and value the skills of their employees. A manager or leader in a company must first decide which problems to prioritise. This may involve multiple solutions to the problem and then following the steps to resolve it.

When we are more focused when making decisions, we improve our lifestyle and effectively solve the problem at hand.

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## Section 9: Appendix 1: Role Play

# ROLE PLAY

**Problem Solving and Decision making**

**Model code: BMSW4004**

**Lecturer: Dr Faizu Edu**

**Manager consultant: Ayten Tair**

**Unsatisfied employee: Shenay Ulanova**

**Shenay Ulanova**

Good morning, Mrs Ayten, I would like to talk to you today If you have a free time. I have important thing to discuss with you.

**Ayten Tair**

Good morning Shenay, you can come in my office now if you like?

**Shenay Ulanova**

Ok Mrs Ayten, I will come in your office after few minutes. Thank you.

**Ayten Tair**

I will be waiting for you.

**Shenay Ulanova**

Hi, Mrs Ayten I have issue with my timetable, because now my son starts school and I must drop off him at 8,30am and to picking up him at 3pm. This makes my working time to be between 9am and 3pm during weekdays.

**Ayten Tair**

Alright Shenay, do you have any solutions of your problem?

**Shenay Ulanova**

Thank you for asking, Mrs Ayten. I was thinking during weekdays I can work between 9am and 3pm and then weekends I can cover the other working hours.

**Ayten Tair**

Ok Shenay, let me think, if you come work at 9am this can affect your salary because our working time start at 7am and its finish at 5pm, and may your colleagues with children will want to make same working shift as you.

**Shenay Ulanova**

So, I spoke with some of them which we are in the same working shift they said its fine for them because they have someone who is doing the school run instead them.

**Ayten Tair**

This is good Shenay, however I'm thinking you may enrol your son for before school clubs and after school clubs, because I don't want this school run to affect your salary and other employees in this company.

**Shenay Ulanova**

So, I already spoke with my son headteacher they have only after school clubs which are to 7pm and I can enrol my son for after school clubs.

**Ayten Tair**

That's perfect Shenay, then you can start your work at 9am after dropping off your son and you will finish work at 7pm, as this you will cover morning 2 hours and will not affect your salary and other employees in this company.

**Shenay Ulanova**

That's awesome Mrs Ayten, Thank you.

**Ayten Tair**

Thank you for getting touch with me Shenay and explained your problem.

See you around.

**Shenay Ulanova.**

See you Mrs Ayten.

## Section 10: Appendix 2: Role Play Presentation

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LECTURER NAME:

*DR. FAIZU EDU*

STUDENT ID: 2121081  
MODULE CODE: BMSW4004





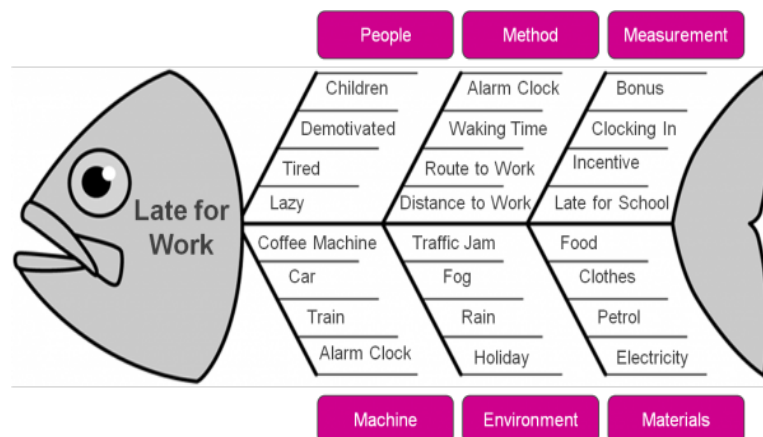
## NATURE OF THE COMPLEX PROBLEM

- Flexible working time at the Workplace

## CAUSE AND EFFECT ANALYSIS

In solving this issue is used Fishbone analysis:

- \* Identify the problem
- \* Work out the major factors involved
- \* Identify possible causes
- \* Analyze the diagram



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## ALTERNATIVE SOLUTIONS

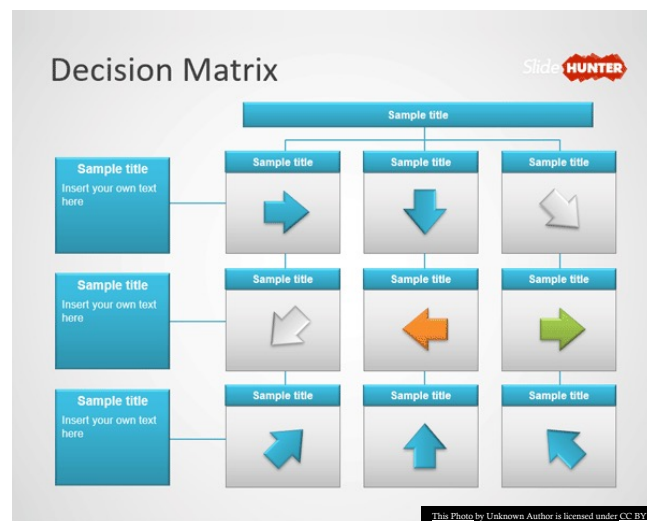
- Weekends extra hours working shift .
- Before school club and After school club.
- After school clubs.

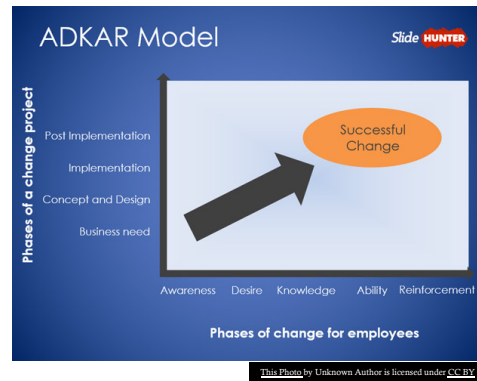


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## EVOLUTION OF ALTERNATIVE SOLUTIONS

Weighted decision making matrix





# IMPLEMENTATION PLAN

Implementation plan of ADKAR

## REFERENCES

All References are inside text.

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THANK YOU

