PROBLEM SOLVING AND DECISION MAKING

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Introduction

This study focuses on the workplace related problems of Nuffield Trust and NHS, which is a nonprofit seeking organisation, established in the United Kingdom, runs health charity operations throughout the country. Recently it is founded that few problems have been raised in the workplace of the Nuffield Trust. In addition with the reference of the Nuffield Trust, it can be said that the vertical mode of communication hampers the work-process of the organisation such as there are separate parties are ruling in the Britain and the Wales. For this reason there are different approaches and views are existing from the two different governments about the work atmosphere of the organisation which creates the adverse effect on the organization's work process. It can be said that there are problems can be generated in any particular workplaces such as the communication problems between the employees, the salary problems, problem-related the work efficiency of the employees. These types of problems can affect the work-culture and the productivity of the company. In addition to that, particular a problem, among the problems related with the internal work atmosphere of the company will be highlighted and explained in the study. In the study, the identified problem will be analysed in relation to resolving the solution. In relation with that, the problem-solving method will be mentioned in the discussion in terms of retrieving the proper atmosphere in the NHS organisation. The decision making technique will be enhanced here to evaluate the proper execution of the problem solving method. The whole discussion encompasses to the fact of internal problem in the workplace of NHS organisation.

Problem in workplace

A workplace is the place were different kind of people work together and interacts with worldviews and their communicating ways. The unsatisfactory communication between doctor and patient is a problem due to less interaction between them (Dorning and Blunt, 2015). Due to less communication between doctor and patient, a patient feels dissatisfaction with the reports. Workplace problems affect the employees and lower their efficiency, due to the unsatisfactory working environment employees have to suffer from stress, anxiety and depression. They

normally go through problems like interpersonal conflicts, communication issues, less motivation and job satisfaction, harassment, high job stress, gossips, bullying and discrimination. Workplace problems can be solved with the help of psychotherapy, it helps them to learn how to reduce work pressure and work-related problem, it also helps them improve their communication skill (Edwards, 2016). On the other hand, it can be said that due to the introduction of the Brexit, the immigration process has been disrupted. The young generation of the other countries does not have the opportunity which increases the problem of manpower in the NHS organisation. In relation to that the Pestle framework can be applied in relation to the organisational structure. It can be added that the political structure of United Kingdom helps the organisation to proceed their execution in terms of not compromising with the problems which affect to the business operations.

Analysis of the identified problem

In the present scenario of the internal work atmosphere of Nuffield Trust, it is founded that the problem of communication issues has been raising many problems in terms of the working culture of the company. It can be said that a good working atmosphere is structured in an organisation based on the smooth communication system. According to Edwards *et al*. (2018) in the workplace, generally, two types of communication theories are followed such as the horizontal theory and the vertical theory. According to the horizontal theory of the communication system, the communication system among the employees of the same designation is required to develop. In the discussion of the internal work atmosphere of the Nuffield Trust, it can be said that the communication problems among the employees can be recognised, which hampers the work process of the organisation. In addition to that, the irrelevant issues such as gossiping, the ego problems are getting priority in the work atmosphere of the company among the employees. The idea of teamwork is not getting priority in the workplace of the company. The vertical way of communication such as the instructions, given from the higher authority to the employees is not beyond of criticism in the said company's perspective. Personal choices of the official of the company have been given priority than the competency of the employees. In addition to that, the process of giving feedback and assessment

of the work is not technically correct here. Not only that, the meetings which are held in relation to the assignment, is a one-way procedure where an employee cannot get the opportunity to discuss about his/her individual problem.

Apart from the theoretical issues, knowledge and the learning power of an employee are needed in terms of upgrading the communication skill in the workplace (Elsey *et al*. 2016). It is important from an employee's point of view to gather knowledge about the work process, otherwise, it will not be possible for him/her to provide the best performance. In order to resolve the problem, it is necessary to introduce a proper training schedule, by which a new candidate can connect with his/her colleagues in terms of the mitigate the given tasks, which is not properly followed in the Nuffield Trust. In addition to that, the reluctance of a few of the existing employees can create the problems in the communication. Apart from that from the point of view of the official, lack of the handling management issues can be responsible for the growing problem of the communication system (Erens *et al*.2017). There is a one-way communication system is followed in the work process of the organisation like the higher authority to the employees. For this reason, many times, the issue of misunderstanding of the assignment by the employees of the pathological department and the nurses creates problems. It is not clarified to the employees that what to do exactly and how to do which hampers the work procedure. In addition to that, it can be said that it has been founded in the work atmosphere of the Nuffield Trust, the written communication process is not followed in the work-process of the organisation. For this reason, the process of communication is hampered. The execution of the verbal communication enhances the work process faster, but the necessity of the formal way of communication system cannot be ignored. The written communication system upgrades the validity of the instructions and the providing feedback on the work, which enhances the work process smoothly. In the work atmosphere of the Nuffield Trust, the communication system between the management and the doctors are necessary to enhance. In addition to that, the nurses and the attendants of hospitals are required to communicate to the hospital authority of the NHS (Exworthy *et al*. 2016).

It can be said that the SWOT analysis can increase the possibility of heightening the work efficiency of the NHS. It can be added that the management of NHS has the government support

in terms of proceeding their work efficiency. On the other hand it can be said the management has to face weakness of monetary support in terms of increasing the quality of medical treatment. On the other hand the management can find out the way to provide more effective medical support to the people of the country. Apart from that the organization can focus on the affordability of the people in terms of increasing the way out of the problem regarding the medical treatment. It can be said that the effective man power can be marked as the threat to the organisation in terms of providing better quality of medical treatment.

In addition to that the fishbone model can be marked as the analysis through which the management of NHS can focus on the problems regarding the matter.

In addition to that organisation has been facing the problem of communication not only with the undertaking hospitals but also with the government also. The ruling strategies of the different parties in the two separate governments affect the work procedure of the organisation. As an example, it can be said that the organisation is facing a monetary problem. The government of Britain thinks to introduce the privatisation of the organisation whereas the government of Wales not showing interest to privatise the organization (Gainsbury, 2016). This type of different views hampers the work process of the organisation. Apart from that the different instructions of the two separate governments regarding to continue the work process of the organisation makes the procedure complex. The vertical communication process relating the issues of communication between the two governments and the organisation is not smooth which affects the growth process of the organisation. Apart from that, the two governments are not integrated in terms of developing the infrastructure of the organisation.

Proposal of alternative solutions to the problem

Solution to the problem of communication can end up with improving the system of communication. A higher authority must stay in touch with their employees, through media or through personal meet so that the employees can clarify there doubt and the higher authorities can explain their project and task clearly. Communicating with their employees increases the efficiency level and helps the employees to share their opinion, which increases the internal communication within the organization (Imison *et al*. 2016). Internal communication helps the

employees to carry out their task smoothly and increases their communication within the organisation. Developing a specific technique and certain knowledge help to reduce the conflicts and improve work efficiency. Developing a certain social media site so that, the communicating flow does not break. NHS organisation should prepare a list of ways which help in improving communication easily. Messaging, email, telephone and interpersonal communication will help them to solve their communication problems. Due to the improper communication between the authority and doctor's, patience have to suffer (Wise, 2014).

Brainstorming: Brainstorming is the group discussion where people gather to share the idea about the certain problem. Group discussion help to solve the problem in the fastest way, in this a meeting is commenced in which all member of organisation come with their ideas they get a chance to share their ideas and views then the best idea is chosen and implemented to solve the problem

Decision-making technique

Decision-making techniques can be implemented in order to resolve the problems of communication of the work culture of the NHS organisation. Based on the problems and the process of solution of the problems, decision-making techniques can be followed by the management of the organisation such as brainstorming process, nominal group technique, multi voting, Delphi method and electronic meeting technique. The brainstorming process of the decision making techniques refers to the procedure of the group problem solving discussion. In terms of solving the issue of the communication problem in the Nuffield Trust, it is necessary to organise the meeting to clarify the problems (Karakusevic, 2016). The hospitals which are under the supervision of the Nuffield Trust, are required to inform about the necessary elements in terms of heightening the quality of the service to the management of the Nuffield Trust. The problems such like the necessity of the monetary funds, recruiting efficient doctors in many categories, recruiting the proper number of nurses and the attendants can be mitigated by the organization (Williams *et al*. 2017).

In this discussion, five "W" is related to the structure and the work-process of the organisation such as the who, what, when, where and why. Elaborately it can be said that who means who is

facing the problem. There is Nuffield Trust, which can be treated as the problem facing entity. In the second part, the impacts of the problem are highlighted. The decorating work process of the organisation can be mentioned as the impact of the miscommunication process (Karakusevic, 2016).

In the next step of the discussion, it is to be focused on the matter of the time when the problems are started to occur. In this context, it can be defined that from the introducing time of the NHS, the problems between the two different states have been started which affects the work process of the NHS(Turner *et al*. 2015). In the time of introducing Brexit and the economic problem such as recession, the problem of the internal atmosphere is generated in a huge shape. Apart from that in the time of reducing the trend of income of the government, it is not possible to provide financial help to the management of the organisation. The different objectives and different views of the government of two different states affect the work atmosphere of the Nuffield Trust. The problem happens in the time of the Nuffield Trust's point of view. The problem happens for the reason of lack of communication between the government and the organisation and also the internal problem of the communication in the working place of the hospital (Layard and Appleby, 2017).

Mind map: It is a diagram containing lots of information about the problem, which is shown visually in a meeting by gathering the member of the organisation, then ideas and views are share upon the problem (Turner *et al*. 2015). Among the ideas, an idea is been selected to be performed accordingly. It also can be prepared as the written notes at the time of meeting. It helps in decision making it make the process fast as it is discussed in front of members, it provides an advantage to the members to share its innovative idea to solve the problem it increases the communication between the high authority and low level.

Brainstorming: Group discussion is done to execute the best idea to solve the communication problem that is being occurred less interaction between the high level to low level. Brainstorming is done to get the new and spontaneous variety of ideas (Lewis and Edwards, 2015).

A plan implementing solution

In order to find out the solution to the present problems of the organisation, it is needed to take action on basis of urgency. In the context, it can be said that the problem of communication happens for the two different sections such as the communication between the organisation and the government and also the communication system between the organisation internal basis (Timmins *et al*. 2017). For the primary solution, it can be said that it is necessary to take few policies to implement. Primarily it is necessary to provide support to the organisation on the basis of their necessity such as the step to solve the monetary problem, the steps in order to mitigate the urgency of the infrastructure. A government can take necessary steps to construct the proper infrastructure of the hospitals, which is under the Nuffield Trust. A government can introduce a board of planning committee, which will monitor the process of the infrastructure of the hospitals. Implementing the second option, it can be happened to announce the NHSas the separate entity from the government or the autonomous body (Majeed, 2015). The total planning regarding the health of the hospitals are planned by the organisation and there is any kind of decision of any party will not be entertained. Only the management will maintain the process of running the work process of the hospitals. The management will be only responsible for any kind of event happened in the hospitals of the NHS(Street, 2016). The process of issuing the share of the organisation can overcome the challenges of the monetary problems. On the other hand, the cost of medical treatment is required to increase in terms of gathering the income of the Nuffield Trust. Apart from that, it can be possible to introduce the company to a totally private firm. The privatization of the organisation can enhance the work process of the company (Marshall *et al.* 20014). On the contrary, it can be said that the privatization of the organisation can snatch away the medical opportunity from the poor. For this reason, the affordability of the poor people will not be matched to the demand of the privatization of the hospital.

Policies of planning	Government support	Autonomous body	Privatization
Advantages	The governmental	If the NHSis	In the time of

	support to the organization can enhance the work atmosphere of the organisation. The steps of the government can resolve the monetary problems and the problem of infrastructure. The government will maintain the recruitment process. Along with it can be said the government will maintain the communication process also.	converted to an autonomous body, a separate board of management will direct the work procedure of the company. In that time the problem of miscommunication can be avoided because the initiative of the government can be avoided. The employees will be responsible for the management of the organisation and the management will deliver the instructions. For the reason, the confusing types of instructions can be avoided and the work process will be smooth	introducing privatization, the professionalism can be introduced in the procedure of medical treatment. The communication system will be followed a professional manner which will enhance the work atmosphere of the organisation
Disadvantages	Introducing the government support to the organisation	In terms of introducing an autonomous body in	The disadvantages of the privatization can be mentioned such as

	can expand the opportunity for the government to indulge in the internal work atmosphere of the organisation. It will affect the communication process of the organisation. The hospitals under the organisation cannot get the chance to brief their problems and the problems will not be solved due to the tussle about the conflict between the two nations England and Wales.	the organisation, it is necessary to arrange the financial support. In this time it is not easier to get the government support easily. On the other hand, it can be said that the management is to require to continue the communication system smoothly avoiding the irrelevant issues like partiality, biliousness.	the affordability of the common people will not match with the monetary demand of the organisation.

Communicating the plan with stakeholders

In order to overcome the communication, problem occurs because of different ruling parties it creates a communication error for the people under it. The problem mainly arising because of different rules and regulations followed by different parties which creates an miscommunication between the employees and the suppliers and it staffs (Murray *et al*. 2018). In order to resolve

the problem, they have to pass common rules and regulation so that no communication issues arise. Due to less communication between the opposite parties they have clashed, if the parties are not having the same point of view then they can privatise it so that every organisation will have its own rules and regulations and then the communication error will decrease. The conflict between two ruling parties can also be ignored through making them an autonomous body they will set their own rules and regulation by which they will have their own rules and regulation and have their own communication networks, which will improve their communication network that will help in the smooth working of organization (Nuffield Trust, 2017). Apply this concept it will create a smooth communication between the employees of the organisation. Good communication reduces communication barrier between the doctor, patience, attendance, and the authorities. It is important to stay in touch with the high-level authority so that they can know the issues and running of the organisation. In non-profit organisation their main motive is to do welfare for the people without thinking of profit, so sometimes the interest level is low with low power so attendant is least interested in communication (Oliver, 2014).

Assessing appropriate monitoring and review techniques

In order to operate and work on improving the techniques through which it may be effective for the firm to evaluate the works and make the works as per the needs of the patients. In this context there may be some review techniques on the virtue of which the works can be maintained in an appropriate manner are as follows:

a. **Creating a specific measurement of the various types of help that can be provided:** There may need to be some effective types of specific measurement on the virtue of which the works that will be done can be completed on the point and in an effective way. This measurement point would need to be taken up in such a way after controlling all the working ways through which this may consider being effective for the company in the various effective way (Oliver, 2016). There are few ways through which the measurement options that had been included may not be on the point, it may result in hard for the firm in various ways possible, and the works that will be performed may hinder the works of the company in various ways.

b. **Develop a system for the monitoring purpose:** There is always a necessity of controlling the works in an effective way on the virtue of which the works that may lead to the effective working ways may be effective for the company in various ways possible (Steventon *et al*. 2014). This monitoring purpose of the works that are being done would need to be one the point and in an effective way. This system would need to be checked on daily, monthly or yearly and in this way it may be easy for the firm to understand the way of working ways and to be done in an effective way (Oliver, 2016).
c. **Keeping an effective accountability of the documentation time:** Keeping effective accounts of the works that are being done in the company would be effective enough for the firm to evaluate all the ineffective way of working and taking a note of all the works in an effective way (Smith *et al*. 2014). There may need to be proper documentation process through which the works that will be performed in the company would be effective for the company to work and maintain the works in an effective way. This documentation would need to make the works in such a way through which this may need to be done as per the process that the company would want it to be and make the works effective (Powell and Heinz, 2016).
d. **Creating and environment friendly process:** There may be various environmental ways of working through which the works that are being performed may be as per the ways through which the company would be performing the working in an effective way. This may relate the works through which it may be effective for the company in various ways and making it effective for the environment as well. This type of friendly process may make the works as per the requirement of the works of the company and this may be as per the needs of the patients as well (Rechel *et al*. 2016).

Conclusions

Ethical and effective communication helps the organisation to run smooth. In the above context it has been discussed about the problem faced in the workplace and from their, it has been found the problem in communicating. The solution to the problem is also been provided and decision

making is also explained with the help of brainstorm and mind map. Communication helps in executing the ideas and also help to understand the ideas of others and help in selecting the proper idea which will help in solving the problems. The more effective the communication will be they will get the better result. Implementation of the problem is also explained and the plan is also communicated to the stakeholders and how the implementation will be done through using this processes.

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