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PROBLEM SOLVING AND DECISION MAKING



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Introduction

A problem is unhappy situation depriving someone or organization from achieving their aims and objectives. Any efforts to find solution to the problem are named problem solving.

Definition of complex problem

In this unique circumstance, complex problems are issues that are past the extent of any single organization to comprehend and react to; there is frequently contradiction about the reason for the issues and how to address them; and the issues must be tended to, not totally understood. The "way out" to the issue relies upon how the issue is "understood". Complex issues are hard to describe on the grounds that a range of employee will hold separate decisions about the explanation, personality and level of the subject (Stuart, 2014).

We are bordered with complex matters. In a universal /public point, a significant figure of these are recent, tough to explain or manage, and really weakening. They are commonly outside many people's everyday experience, there is distinction about how excellent to beat them (however not managing them may incite an increasing of the problem or still a significant shambles) and nurture to them will involve huge differences in human perform and expansive societal changes. Some complex problems faced in an organization includes: communication problems, racism, sexism, poor teamwork, gossip, bullying, or harassment to mention few. This report is going to be base on bullying and harassment at workplace.

Bullying: means to be treated unfairly at work or to force people to do things out of their own will. Bullying and harassment at workplace is a determined illustration of maltreatment from others in the workplace that causes either bodily or emotional injury. It can fuse such procedures as oral (phones or face-to-face), nonverbal (letters or emails), mental, actual maltreatment and embarrassment. Examples of bullying or harassment at workplaces are:

"Broadcasting hateful news"

"Unreasonable action"

"Singling out or routinely sabotaging somebody"

"Advancement and tuition opportunities denied"

Setting impossible deadline

Persistent unwarranted criticism (GOV.UK).

Scope:

Under the Equality Act 2010, badgering is depicted as unwanted straight that have the rationale or amazement of cruelty someone else's nobleness or making a "frightening, antagonistic, demeaning, embarrassing or unfriendly climate" intended for someone else. It very well might be of a sexual sort or be associated with the casualty's sex, transsexual status, incapacity, race, age, religion or convictions or sexual direction. "Bullying", which may take numerous structures, is not characterized in law. There is no course for a worker who endures tormenting at work to grumble to a business

council except if they initially leave. For this type of situation, the worker may, if had worked continuous for two years with the company may bring a case for useful uncalled for excusal dependent on the break of the suggested term of trust and certainty.

Aside from the lawful and monetary results, managers need to observe that a climate where bullying and harassment are not checked is not alluring as a work environment and workers might be “demotivated”, prompting elevated levels of nonattendance and “staff turnover” (nibusinessinfo.co.uk, 2020)

Impact: “Bullying and harassment” can likewise have a genuine unfavourable impact on the achievement of the company prompting decreased profitability and benefits.

Companies should know about the expected lawful “implications of bullying and harassment” in the work environment. The employee can still act against the company even after living workplace, unless necessary move is taken to avoid bullying and harassment. Bullying may arise from unwarranted management of individual. This can incorporate the utilization of programmed management, for example, PC recording of personal time from work or the quantity of calls dealt with, if these are not applied reasonably and reliably to all specialists.

Most claimants who have been bullied says their health has been affected, “causing stress and depression”. It is this link among harassing and stress-related sickness which moreover offers increase to conceivably ridiculous cases for individual injury (nibusinessinfo.co.uk, 2020)

Analysing the facts on the complex problem, to help notify the decision-making process

There is so many bullying and harassment cases but i will like to analyse this bully report with a case study. Sarah is workings as an organization bookkeeper in a giant NHS trust in London. She had been there for a very long time before any harassing happened yet a fine-tuning in her first line in the board changed that. Her boss focused on Sarah by making an issue out of each minor episode and being extremely basic, Sarah accepted that her new manager appreciated having control and control over her. This included revealing to her when she was leaving the office on each event, as well as utilizing the latrine. Also, when Sarah mentioned yearly leave the supervisor made it troublesome and would stand by until the latest possible time to affirm it, which implied that Sarah needed to either pay more for her days off or drop them, out and out. Sarah said "On the off chance that I made a blunder, I was abused for it, I felt so defenceless, as my each move was being watched and recorded." Sarah's grumbling to ranking directors turned into dead end as they anticipated staff

to determine such issues together and at first checked out the issue. Following a usual objection at executive level, steps were taken to determine the matter and intervention was utilized as the way forward. The hospice has since changed its tormenting and badgering strategy to incorporate better methods of managing bullying and harassing.

Inability to manage tormenting costs the business in different ways as it can affect the way of life of the entire organization. In the event that cases bring about an individual taking their boss to a business court, which goes to the consideration of the media, it can have an awful impact on the organization's status. Any business who accepts that the main way individuals will work is in the

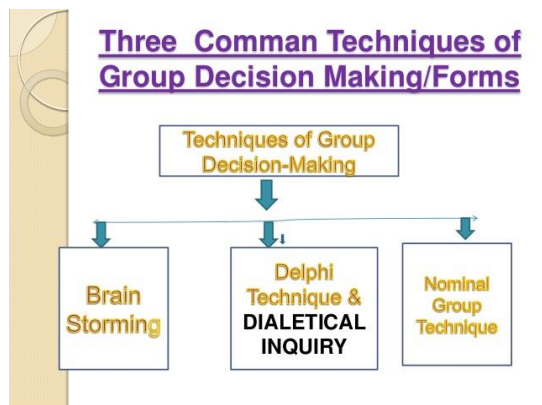
event that they are apprehensive and restless must be made to address how they esteem and utilize their HR – which is their most significant resource (union, 2013).

Suggestion on different kind of solution to the problem

Harassment/bullying have no direct meaning it comes in different structures. It comes in different circumstances and crosses sexual orientation, race, and age. According to “UNISON” work environment bullying can be portray as "steady aggressive, which happenings to threaten employees or meeting of representatives". Even though there is no exacting laws known with harassment at job, governing body subsist that can be used by managers to assist with prevention or tackle the matter. Any organizations that fail to deal with bullying/harassment is overstepping the bylaw. Under the Health and Safety at Work Act 1974, organizations should provide a protected and concrete working climate, as well as insurance from harassing and provocation at work. There are various alternative solutions to consider in this bullying or harassment problem prior to making a successful decision. All employees must be reassured to come forward without fright of humiliation or revenge and make sure that those who entertain this news are competent to do so successfully (union, 2013).

Utilizing a decision-making process to identify the most appropriate choice:

Decision making process has various systems that can be use by a group. Each is intended to improve the dynamic cycle somehow or another. Here are some common decision making techniques: Brainstorming, Delphi method, Nominal Group techniques, and Dialectical inquiry.



(Chart from: slideshare.net, 2013.)

Delphi method: This is can be use by Decision making gatherings when the employee is in diverse objective areas. The procedure was made at the Rand firm. Character in the Delphi "gathering" are conventionally chosen in light of the particular data/capability of taxing they comprise. Every meeting associate is query to freely give considerations, say, or conceivably elective responses for the decision issue in reformist levels. This fount of information might be given in a variety ways, e.g. electronic post, or web in a discussion area. Following every step in concert, other employees present pose demand and decision is placed or consider in some plan. Once an uncertain figure of rounds, the gather eventually shows up at an understanding decision on the best method (Barnett, 2020).

Brainstorming: This comprises of a few different classes of categories that join visuals, team ideation and individual ways to deal with making arrangements and arranging activities. Brainstorming

procedures can be basic instruments collected and coordinated attempt for the work surroundings. Exactly when gatherings present to make of opinion, employee is ready for matters, build actions and preparation for new interests. Besides, there are various kinds of Brainstorming procedure to relate in either alone and social occasion settings (Guide, 2020).

Nominal group technique: is a prepared system for group brainstorming that allows all members to contribute and make easy fast “agreement” on the significant of the matter, problem, or clarifications. Group members start by recording their opinion and followed by choosing the one they thought to be the best. When group members are prepared, everybody hand over their choice of opinion and the proposals are then examined and organized by the whole member utilizing a point method. NGT merge the significance ratings of” individual group members” into the concluding “weighted priorities of the” gathering (press, 2020).

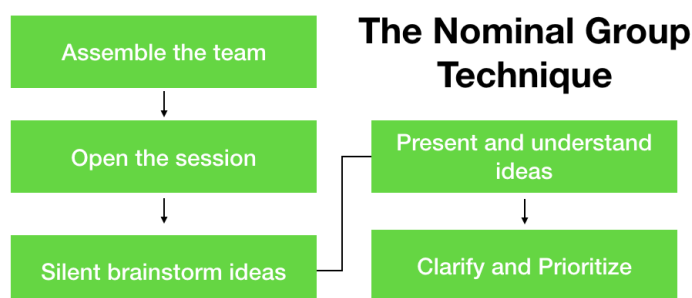
Nominal group is an appropriate method for the solution of bullying/harassment in the hospital. It is used to make resourceful and modern ideas. It is taken as a useful method of decision making but similar to brainstorming.

Based on the case study above, Sarah's grievance to ranking directors turned into dead end as they anticipated staff to determine such issues together and at first looked into the issue. Next a proper complaint was reported at the director stage, steps were taken to determine the matter and negotiation was utilized as the way forward. The clinic has since changed its bullying and badgering strategy to incorporate better methods of managing harassing.

A Develop plan to implement the solution

To begin with, this Nominal Group Technique has two stages: first stage –the group manager present the issue, each member bring up ideas, independently writes it in sheet and then the manager collects ideas and write it on a noticeable board. Secondly – the ideas are discussed in order, members clarify ideas, once ideas are discussed and clarified, and the ideas are positioned according to their advantages and disadvantages. Each participant is important to vote on ideas independently. Then the ideas with the highest position are selected (Manishha, 2013).

(Chart from: pminnovationpills.com, 2019.)

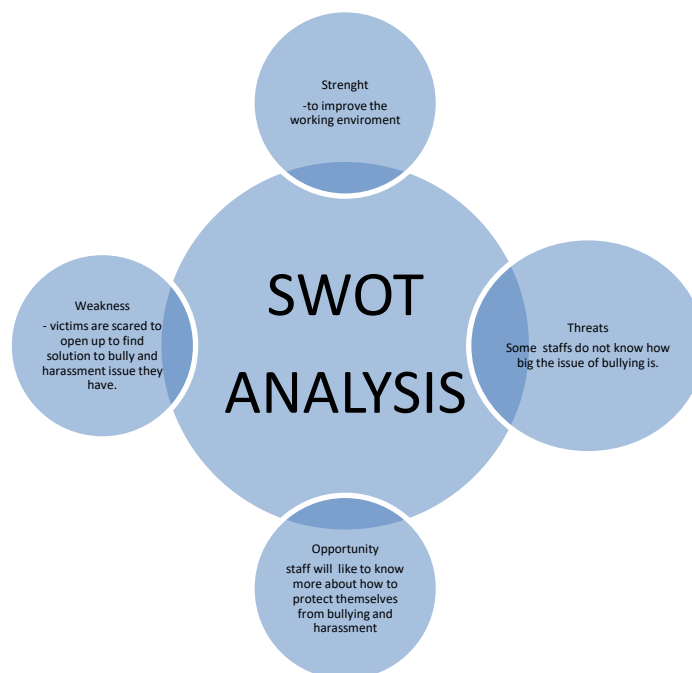


Communicate the plan to stakeholders

This is one of the stages in problem solving that organization need to go through to implement the chosen decision making technique. If the organization wants to build effect on the decision taken, then they must execute on them. Hence, the important step to take after the decision is to communicate the decision to all stakeholders concern. Making sure that decisions and responsibilities are clearly stated and passed to the stakeholders. The objectives of the decision must be understandable to all the appropriate people. All agreed actions must be followed up every now and then to be sure of succession. The behaviour and manner in which people relate with each other must be monitored to put an end to bullying and harassment in the organisation (Group, 2020).

Considering proper monitoring and review process to certify successful performance of the plan

There are various ways to monitor and to review any solution picked by the organization. The decision making solution chosen (Nominal Group technique) must be adhere to, to stop all the bullying and harassment behaviour. The organization should have a procedure to stop any act of bullying to make the workplace conducive to work. Several tools are available to monitor and to review the techniques such as pestle analysis, fishbone analysis, and swot analysis to mention few. In this report SWOT analysis will be use:



Conclusion:

Work life can be miserable when staff are being bullied or harassed. Bullying is characterized as conduct towards a person that makes them feel cheated. It can regularly be difficult to figure out what qualifies as harassment on the grounds that the experience of abuse is considered differently between individuals. A behaviour considered offensive by someone may be tolerated by another. Bullying should not be allowed at any level of organization because it causes set back to both the organization and the individuals. Organizations should make use and implement the decision making

process chosen and also make the working environment safe for employees.. And this should be followed up with monitoring and review at all time.

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