

JANUARY 4, 2023



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Problem-Solving and Decision-Making
Module Code: BMSW4004

ELENA RADU
STUDENT ID: 2121862

Table of Content

- 1. Introduction**
- 2. Aim and objective**
- 3. Define a complex problem in the workplace including its scope and impact**
- 4. Analyse information on the identified problem, to help inform the decision-making process**
- 5. Propose a range of alternative solutions to the problem**
- 6. Use a decision-making technique to evaluate a range of solutions to identify the most appropriate option**
- 7. Develop a plan for implementing the solution**
- 8. Communicate the plan to stakeholders**
- 9. Assess appropriate monitoring and review techniques to ensure successfully**
- 10. Conclusion**
- 11. References**
- 12. Appendix**

1. Introduction:

Every company has challenges, whether they are significant or minor. The capacity to address these challenges is fundamental to any work; if done correctly, they may be reduced or even eliminated altogether. Having the appropriate self-assurance and ingenuity to solve these issues may assist in mitigating their adverse effects on the company. In addition to solving difficulties, making decisions is also essential in the workplace. This is because it is often the role of leaders to make the appropriate choices to enhance the performance of the organisation (CMOE, n.d.).

The Audley Group, a market leader in the building and administration of retirement communities in the United Kingdom since 1999 (Audley Group | Live better for longer, n.d.), has been chosen as the organisation that will be discussed in this report.

2. Aim and objective:

Based on the case study, this paper attempts to analyze the different complicated challenges affecting the organisation and the various decision-making choices that may be employed to address them. It also investigates successful implementation strategies.

This project also investigates the efficacy of the solution to a specific issue. It also focuses on the methods that might be used to measure its effectiveness.

3. Define a complex problem in the workplace including its scope and impact

According to Ain Nur Amilia Md Yusof and Noor Hanim Rahmat (2020), apart from growing its profits, an organization's success relies on cooperation and good relationship between its members. One of the most crucial factors that an organization must consider when it comes to making its work go smoothly is having proper communication.

The concept of workplace communication refers to the exchange of information among employees or groups within an organization. It can be done through various forms of communication, such as email, text messages, and voicemails (Ain Nur Amilia Md Yusof and Noor Hanim Rahmat, 2020).

The listener and the speaker may have instant adverse effects due to verbal confrontations. In addition, arguments brought on by technology, such as text messages, phone conversations, and emails, might make it challenging to carry out the job appropriately (Ain Nur Amilia Md Yusof and Noor Hanim Rahmat, 2020).

The importance of communication to the overall performance of an organisation was investigated in research carried out by Keyton (2011). The researcher concluded that if an organization's communication is weak, the organization's performance may suffer. It is well acknowledged that ineffective communication is one of the primary contributors to the failure of a company. This problem may also result in workers being more dismissive and losing respect for the executives of the company and the organisation as a whole.

4. Analyse information on the identified problem, to help inform the decision-making process

Communication refers to the process of exchanging information and gaining mutual understanding. Communication is essential in the workplace because it enables individuals to create and maintain good connections (Rana, 2013).

Despite the significance of communication, it is not always easy to forecast its significance in each interaction. For instance, although an administrator spends most of their time talking, they may not always be able to anticipate the level of significance that their words would have in a particular conversation. Understanding and information must be communicated between the intended recipient and the sender before communication can begin (Rana, 2013).

According to Page (2019), communication is crucial in the workplace because it enables people from diverse backgrounds to collaborate toward the same objectives. Unfortunately, many managers are unaware of the significance of efficient communication. They often fail to communicate their thoughts and vision effectively. If an organization's executives fail to foster an environment that encourages open communication, it may impact the workers' productivity and work culture.

The following are some of the reasons why excellent communication in the workplace is so important:

Job satisfaction: An organization can create a more favourable work environment by encouraging open communication between its senior and junior employees (Ain Nur Amilia Md Yusof and Noor Hanim Rahmat, 2020).

Decrease conflicts: Through clear and open communication, workplace problems may be readily handled, leading to individual and professional development (Ain Nur Amilia Md Yusof and Noor Hanim Rahmat, 2020).

Boost productivity: Communicating effectively is very important for an organization as it can boost employee productivity and improve its performance (Ain Nur Amilia Md Yusof and Noor Hanim Rahmat, 2020).

Build relationships: This generates a pleasant atmosphere and fosters better working relationships, which benefits the business (Ain Nur Amilia Md Yusof and Noor Hanim Rahmat, 2020).

Resources: Miscommunication between employees creates unneeded delays in everyday work whenever an organisation has challenges, crises, or disputes (Ain Nur Amilia Md Yusof and Noor Hanim Rahmat, 2020).

As was discussed before, the meaning of effective communication in the workplace and its relevance has now been established. There was an incident in one of Audley's villages that had the potential to have severe repercussions. Miscommunication may sometimes result in more hazardous circumstances, such as the one I illustrated in Task 1, which I stated previously (infection prevention and control not met). Additionally, as a result of the same problem, it has been proved that the workers do not have a solid understanding of the relevant reporting lines, which is why the information did not reach the appropriate person.

5. Propose a range of alternative solutions to the problem

According to Trout (2021), a fishbone diagram helps find the cause(s) of process flaws, variances, or breakdowns. It helps layer-by-layer identify probable underlying causes of an impact.

It has been determined, via this method, what the underlying cause of this problem is, in addition to identifying some potential contributing factors (see Appendix 1). This has been of great use in determining a variety of options, but the most appropriate ones are:

- Daily Brief Log will be addressed every morning and include significant information about the owners in addition to internal adjustments and news;
- Access to work phones and email addresses for all employees;
- Management meeting regarding “effective communication among team”.

In addition, a **SWOT analysis** has been undertaken for Audley’s village to reduce communication barriers:

Strengths: The services offered by this organisation have given its proprietors substantial satisfaction. In addition, the recruitment team is very attentive to possible employees.

Weaknesses: The policies and guidelines must always be adhered to. As many owners are deemed vulnerable, any error might have devastating consequences.

Opportunities: The opportunity for existential workers to further their careers is one of the company's most important benefits for its personnel. The company's Academy program provides a significant competitive advantage compared to the market. The staff maintains frequent communication with the Academy, expressing interest in certain topics, and the organisation will guarantee that this interest is considered and further developed.

Threats: Communication barriers inside the organisation may endanger its compliance with regulations and guidelines, resulting in severe repercussions for its owners and employees.

According to the prior assessment, these are the three most effective options. It will guarantee that the communication issue is given adequate consideration and highlight the required steps that must be performed and maintained so that the services are provided appropriately and any negative ideas or behaviors within the team are avoided.

6. Use a decision-making technique to evaluate a range of solutions to identify the most appropriate option

A Weighted Decision Matrix is a decision-making tool that compares numerous possibilities based on characteristics evaluated according to their significance. Former Professor at the University of Strathclyde in Glasgow, Stuart Pugh, developed the weighted decision matrix. A finalized matrix enables individuals to rate their alternatives and gives a decision-making foundation. Used in various decision-making contexts, particularly those involving a decision that must be made between many possibilities (Sciencedirect.com, 2010).

In addition to the Fishbone Diagram and the SWOT analysis, the weight-decision-making matrix was utilised in order to guarantee that the organization will, from this point forward, adopt the best decision possible, decisions that will be carried out consistently so that unfavorable circumstances will not occur again (see Appendix 2).

Because the communication barriers constitute such a significant risk, one of the aspects considered was how difficult it would be to implement the plan. To ensure that neither the owners nor the workers are put in danger, it is essential that all the proposed solutions be implemented as quickly and effectively as possible (Envoy and Fowell, 2021). Determining whether they are long-term solutions was another significant consideration that had to be made. Due to the issue's significance, the members must ensure that the selected measures will be consistently implemented and followed.

It has been concluded that the daily brief log is the best option for this purpose. It will guarantee communication among managers, ensuring that the information is passed on to all the relevant staff. Every morning, a discussion will be conducted on every component, and the log will be updated with any activities or information that is particularly noteworthy.

Additionally, it has been discussed that the implementation of work phones and email accounts for every member means that the essential information will be stored there, and the staff will be able to check it whenever necessary.

7. Develop a plan for implementing the solution

According to Calder (2013), the concept of the ADKAR model was conceptualized to implement change in various areas, such as government, business, and the community. This framework was designed to help organizations implement effective changes.

The acronym ADKAR stands for Desire, Awareness, Knowledge, Ability, and Reinforcement. These words represent the various steps in the process of implementing a change. The model emphasizes the importance of people-centered change (Calder, 2013).

As the situation is oriented on communication (people), I found the ADKAR approach most applicable (see Appendix 3). The first stage (awareness) has shown that this is a severe problem; consequently, further actions are required. As a second phase (desire), the ideas were presented, and the team was enthusiastic and eager to assist with the concepts. The management will be needed to access the information and complete the daily log; therefore, no further knowledge-based training or learning is necessary (knowledge). The execution of this procedure will occur every morning (action phase); initially, three staff members from different departments are needed in addition to the on-duty manager. Management has determined that beginning with the next two-week rota, the mandatory Daily Log team will consist of five individuals, one from each department. For the reinforcement phase, once the matter had been addressed, all team members agreed that the ineffectiveness of the communication had been repeatedly shown. Nevertheless, the most recent issue was utterly unacceptable since it might have substantially affected the owners' health and safety. Therefore, the crew has learned from past errors and is dedicated to adhering to the Daily Log schedule.

8. Communicate the plan to stakeholders

It has been determined that the primary stakeholders are team members. The management team had a special meeting to discuss communication, and after collecting sufficient information and developing a strategy, they conveyed the suggested processes and ideas to the stakeholders. Therefore, good communication, engagement, and cooperation will significantly affect the success of any change attempt (CLP, 2022).

9. Assess appropriate monitoring and review techniques to ensure successfully

implementation of the solution

As per Smith (n.d.), techniques such as observation, output calculation, absenteeism, and staff turnover rate are examples of effective monitoring and evaluating methods that might be implemented to assess how well the approach is being implemented. The observation that considers the performance of workers moving through the process of communication has a good chance of proving useful regarding the primary goal of determining whether the solution was successful.

As a result of the decisions made about this issue, the management team will have a greater capacity to interfere with the workers' activity. It will provide better and more effective communication and offer the possibility for the team members to ask questions every day if they feel there is anything they do not understand. In addition, supervisors will be able to carefully monitor their employees' attitudes and interactions, as well as the process of implementing such routines.

10. Conclusion

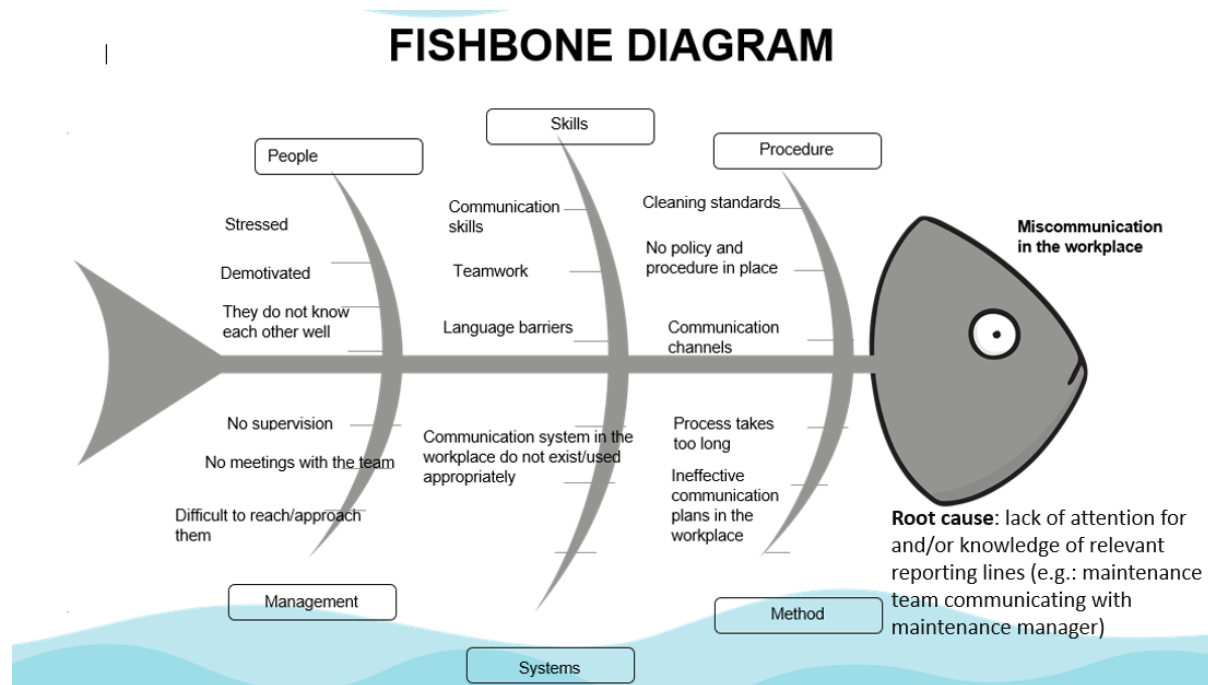
The significance and influence of communication inside an organization have been the subject of several studies, all of which support its relevance. There are many different types of communication barriers, and they all need to be handled quickly. These barriers may range from basic uncomfortable circumstances among team members to severe repercussions. The event that took place in Audley served as a demonstration of the influence that it can have. Additionally, it explained the execution of the choices and provided an in-depth examination of the process of managing and overcoming communication difficulties and challenges.

References:

- Ain Nur Amilia Md Yusof and Noor Hanim Rahmat (2020). COMMUNICATION BARRIERS AT THE WORKPLACE: A CASE STUDY. [online] ResearchGate. Available at: https://www.researchgate.net/publication/344149639_COMMUNICATION_BARRIERS_AT_THE_WORKPLACE_A_CASE_STUDY/ [Accessed 1 Jan. 2023].
- Audley Group | Live better for longer. (n.d.). Audley Group | Live better for longer. [online] Available at: <https://www.audleygroup.com/> [Accessed 1 Jan. 2023].
- Borkowski, N. (2009). Organizational Behavior in Health Care. [online] Google Books. Jones & Bartlett Learning. Available at: <https://books.google.co.uk/books?hl=en&lr=&id=HzKuA6Pzc8MC&oi=fnd&pg=PA71&dq=Keyton/> [Accessed 2 Jan. 2023].
- Calder, A. (2013). Organizational Change: Models for Successfully Implementing Change. Undergraduate Honors Capstone Projects. [online] www.doi:10.26076/c90a-83f5/ [Accessed 2 Jan. 2023].
- CLP. (2022). How to identify stakeholders and communicate change to them. [online] Available at: <https://www.change-leadership.net/how-to-identify-stakeholders-and-communicate-change-to-them/> [Accessed 1 Jan. 2023].
- CMOE. (n.d.). Problem Solving and Decision Making. [online] Available at: <https://cmoe.com/products-and-services/problem-solving-and-decision-making/> [Accessed 2 Jan. 2023].
- Envoy and Fowell, T. (2021). How to get ahead of workplace problems and implement solutions fast. [online] Envoy. Available at: <https://envoy.com/blog/how-to-get-ahead-of-workplace-problems-and-implement-solutions-fast/> [Accessed 2 Jan. 2023].
- Keyton, J. (2011). Communication and organizational culture: a key to understanding work experience. Los Angeles; London; New Delhi: Sage Publications. [Accessed 1 Jan. 2023].
- Page, M. (2019). The importance of good communication in the workplace | Michael Page UK. [online] Michael Page. Available at: <https://www.michaelpage.co.uk/advice/management-advice/development-and-retention/importance-good-communication-workplace/> [Accessed 1 Jan. 2023].
- Rana, R. (2013). Effective Communication in a Diverse Workplace. [online] papers.ssrn.com. Available at: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2225761/ [Accessed 1 Jan. 2023].
- Sciencedirect.com. (2010). Decision Matrix - an overview | ScienceDirect Topics. [online] Available at: <https://www.sciencedirect.com/topics/engineering/decision-matrix/> [Accessed 2 Jan. 2023].
- Smith, B. (n.d.). How to Observe the Progress of Your Team. [online] blog.discinsights.com. Available at: <https://blog.discinsights.com/how-to-observe-the-progress-of-your-team> [Accessed 2 Jan. 2023].
- Trout, J. (2021). Fishbone Diagram Explained | Reliable Plant. [online] www.reliableplant.com. Available at: <https://www.reliableplant.com/fishbone-diagram-31877/> [Accessed 1 Jan. 2023].

weighteddecision.com. (n.d.). Weighted Decision Matrix Examples and Downloads. [online] Available at: <https://www.weighteddecision.com/>. [Accessed 2 Jan. 2023].

Appendix 1



Appendix 2

Weight decision-making matrix

Factors	Weight	Solution 1: Daily brief log	Solution 2: Access to work phones and work email addresses for each employee	Solution 3: Management meeting regarding "effective communication among team"
Efficient communication	4	4x4	4x4	2x4
Team working	4	4x4	4x4	2x4
Long term solutions	2	4x2	4x2	1x2
Difficulty of implementing	3	4x3	2x3	3x3
Totals		52	46	27

Appendix 3

ADKAR

Awareness	Desire	Knowledge	Action	Reinforcement
After a meeting of the HoDs, each department manager communicated the issue with the team. It has been approved that this is a real issue, therefore the solution mentioned above has been explained; there is a procedure that will ensure effective communication among departments	The staff have been positive towards the idea, open to suggestions and willing to help with implementation	The solution does not require any extra knowledge from staff; the duty manager will be responsible for accessing the system and communicating it with the team;	The implementation of this process will take place every morning; at the beginning, 3 members of staff from different departments are required along with the duty manager. It has been discussed among management that from the following 2 weeks' rota, the required team for the Daily Log will be 5 members, one from each department.	Once the issue had been raised, all the team members agreed that the communication was ineffective and has been proven several times. Still, the last problem was entirely inappropriate as it might have had a significant impact on the health and safety of our owners. Therefore, the whole team has learned from previous mistakes and also, is committed to sticking to the Daily Log plan.