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INTRODUCTION

Problem-solving refers to identifying a specific problem, causes behind the problem, its solution, and lastly, implementation of the best alternative or solution (Pollak, 2015). Problem-solving is important enough for modern organisations that face different problems from the business environment. Problem-solving helps solve workplace or organisational issues and conflicts. Finding candidates with the right skills and knowledge makes organisations resilient and adaptive, and finally, makes workplaces or organisations happy and healthy. The purpose of this report is to apply recognised problem-solving tools, methods, and techniques to come up with solutions to a work-based problem, "Culture", and evaluate possible solutions to this problem. This report will cover the aspects such as defining the problem mentioned with its scope and impacts, analysing information on the issue for helping the decision-making process, proposing solutions to the problem, identifying the best solution or alternative, developing a plan for implementing an identified solution, communicating the plan to stakeholders, and lastly, ensuring successful implementation of the solution through assessing proper monitoring and review techniques.

CULTURAL PROBLEMS IN THE WORKPLACE

The problem that often we can find in a workplace is based on cultural factors, which refers to employees' different cultures, that create problems in the workplace such as misunderstanding, communication problems, and many others. In detail, the culture of employees refers to the respective values, beliefs, attitudes, assumptions, lifestyles etc. Generally, different types of employees are in a workplace with diverse cultures and cultural aspects. The culture of employees has both positive and negative impacts on the workplace and an entire organisation (Gezon and Kottak, 2014). Some positive effects of culture are that culture increases tolerance, helps come together, enhances the quality of job assigned, and improves the overall well-being of both individuals and an organisation. Finally, there is no alternative to a different culture in an organisation for learning something new.

On the other hand, culture has several negative impacts. It is one of the important reasons for low employee engagement. It increases the absenteeism rate; it might be a cause of lack of empathy and flexibility; different cultures are the reasons for misunderstanding and bad communication. It might increase employee turnover rates in an organisation (Pursuantmedia.com, 2021).

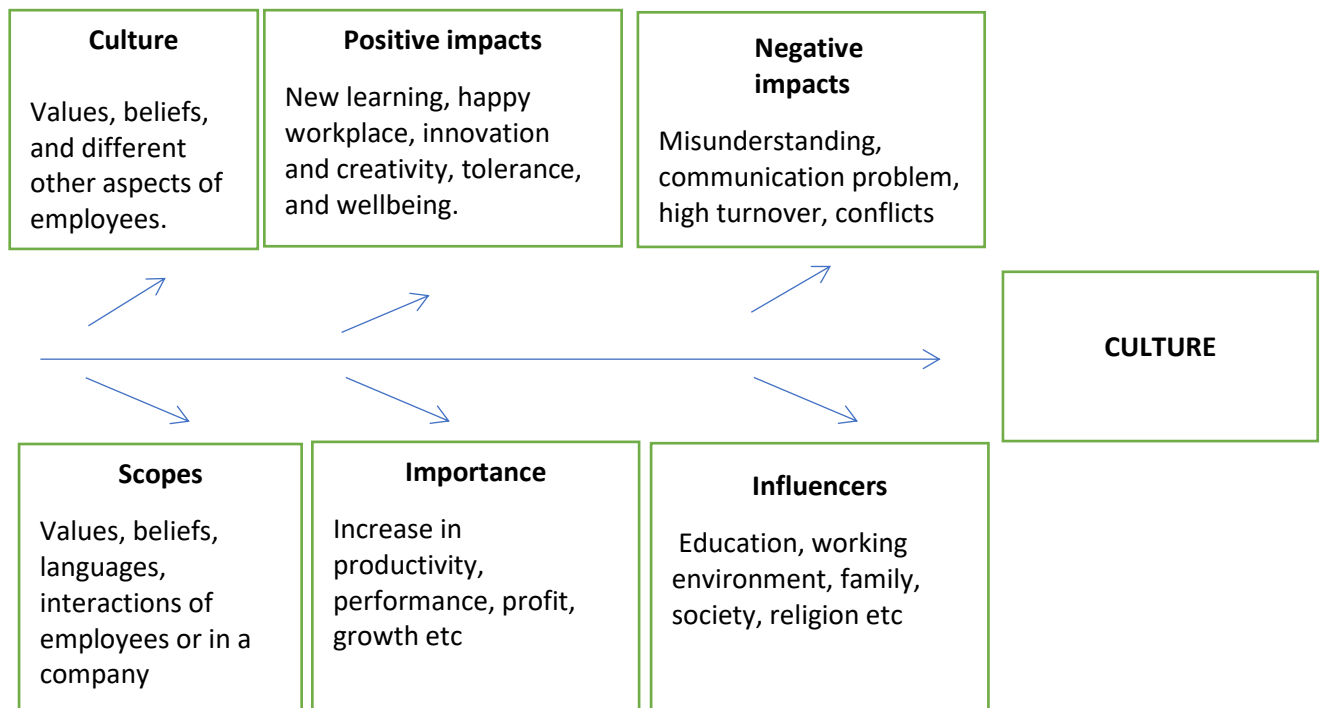
ANALYSE INFORMATION FOR THE CULTURAL PROBLEM IN A WORKPLACE TO HELP INFORM THE DECISION-MAKING PROGRESS

The identified problem is culture or employee culture. Employee culture has impacts on employees, the workplace, and organisations. The information regarding the culture or employee culture has been analysed through tools like SWOT and Fishbone diagram in the following

Swot analysis

Strengths	Weaknesses
Socio-cultural enrichment Diverse facilities Strong social networks Cultural identities Wider connections	Quality of different aspects Misunderstanding Conflicts Lack of trust, sympathy, flexibility Grouping, gossiping (DFTB, 2018).
Threats	Opportunities
Conflicts, negative impacts on organisations, problems with productivity and performance	Innovation and creativity, something new to learn, wide resources, cooperation, diverse ideas

Fishbone diagram of culture or employee culture



ALTERNATIVE SOLUTIONS TO THE PROBLEM

We discussed the negative impacts that can be driven by the culture of employees in an organisation; therefore, this problem should be solved. In order to do so, some solutions have been proposed in the following:

Shared culture: Organisations should introduce shared culture. In a shared culture, goals, objectives, aims, languages, values, beliefs, professional attitudes, and other employee aspects will be the same for everyone, which will help eliminate this problem (Perucci, 2021). Moreover, in shared culture, employees work in teams, coordinate to achieve organisations' goals or objectives, and come together. Thus, the shared culture helps eliminate the culture problem.

Hiring the right people: Hiring starts inputting employees into an organisation. Different significant aspects of an organisation depend on hiring, such as goals achievement, getting the right persons for the right positions, skilled and experienced workforces, organisational culture, productivity and performance of both organisation and employees and many others. Therefore, the hiring process should be effective in organisations (Perucci, 2021). Apart from that, organisations should hire the right people for the correct positions, resulting in getting out of the cultural problem.

Communication: Communication can solve many problems in an organisation but, it should be adequate. Effective communication channels should be from the highest level to the lowest in organisations (Halliday and Slater, 2013). Through effective communication, information can be exchanged and gathered about problems, solutions, and other aspects. Thus, identifying the cultural issue and solution of it will be easier.

Training and development: There will have diverse types of employees in organisations. They should be managed effectively for the greater benefit of organisations as well as employees. In doing so, training and development programs and projects can be arranged. Through training and development programs and projects, cultural problems can be solved easily as these will make employees aware and help them get out of their problems.

DECISION-MAKING TECHNIQUE TO EVALUATE A RANGE OF SOLUTIONS TO IDENTIFY THE MOST APPROPRIATE OPTION

The solutions to the culture problem are Shared culture, hiring the right people, communication, and training and development (Ryan, 2021). In the following Porter's Five Forces analysis, and PMI decision-making tool has been used in order to evaluate the solutions mentioned.

Porter's five forces analysis

Shared culture, hiring the right people, communication, and training and development are the unique solutions to the problem discussed so far; communication is less costly because it doesn't need any inputs from outside of the company. Moreover, just cooperation inside the company and willingness of stakeholders is required. On the other hand, other solutions like shared culture, hiring the right people, and training and development need inputs from outside, which will cost companies the most. Moreover, except for shared culture, other solutions are not viable. But introducing or developing a shared culture in companies will be difficult, costly, and time-consuming. All the solutions are appropriate for solving the problem mentioned, but communication in comparison with other solutions is the best in terms of cost and other aspects.

PMI decision-making tool

<i>Items</i>	<i>Plus</i>	<i>Minus</i>	<i>Interesting</i>
Shared culture	Sustainable solution	Costly and time-consuming	Helpful for achieving any goal and objective (Joyner, 2019).
Hiring the right people	Skilled and right employees	It might not solve the problem completely	Rightly skilled persons for the right positions
Communication	Less costly, permanent and sustainable a solution	Extra steps, monitoring are required to implement it	It will come up with dramatic changes in different areas of companies in the future
Training and development	Skills and knowledge development	Not viable a solution	Anytime and any change is possible

It can be concluded that communication is highly effective as a solution to a cultural problem.

DEVELOP A PLAN FOR IMPLEMENTING THE SOLUTION

There must have proper planning for implementing the alternative identified in the above section. Therefore, a plan has been developed in the following-

Solution or problem	Introducing an effective communication process
Activities	In order to implement this solution, all ranging from the highest level to the lowest level of an organisation should be informed about the plan and solution, setting up smooth communication channels, arranging one or two sessions for informing and training employees and others about the processes of communication.
Timeline	By the next six months, it will be started on 1 st December and ended on 31 st May.
Resources required	Funding for arranging the sessions of teaching and informing and printing as well as delivering leaflets or undertaking activities regarding.
Monitoring and evaluation	In order to monitor and evaluate the plan and solution, the process monitoring method or technique will be there.

Gantt chart

A Gantt chart with project activities and their timeframe has been demonstrated in the following-

Activities	Timeframe
Informing the stakeholders or arranging a meeting with stakeholders	December 2021- January 2022
Finding out and setting smooth communication channel/s	February 2022-March 2022
Arranging sessions for imparting lessons on the entire communication process	April 2022-May 2022

Activities	December 2021	January 2022	February 2022	March 2022	April 2022	May 2022
Informing the stakeholders or arranging meeting with stakeholders						

Finding out and setting smooth communication channel/s						
Arranging sessions for imparting lessons on the entire communication process						

Total 3 activities will take 6 months (each activity 2 months).

COMMUNICATE THE PLAN TO STAKEHOLDERS

Generally, stakeholder of an organisation covers the employees, suppliers, buyers, investors or shareholders, management etc. The plan only needs to be communicated to employees, shareholders, and management. It is more about the employees and management that means it is internal a problem and plan. Apart from that, several methods or ways can be resorted in order to communicate the plan to stakeholders such as-

Holding meetings: The first task for communicating the plan to stakeholders is to hold meeting/s or arrange session/s. Through the session/s or meeting/s stakeholders will be informed about or detail out the plan (Scholes and James, 2018).

Clarifying key points: The key points of the plan, the benefit of identified solution, resources required, and other key points should be clarified to stakeholders. Defining key points to stakeholders will get a comprehensive idea of the problem, solution, and plan.

Entailing benefits, risks, and others: The risks associated with the plan and solutions identified benefits of the solutions which have been mentioned in the above sections should be entailed to stakeholders (Scholes and James, 2018).

Answers of why: Lastly, there might have questions from the stakeholders regarding various aspects of the plan, solution, and problem. Apart from that, the presenter of the plan should answer the queries of stakeholders.

ASSESS APPROPRIATE MONITORING AND REVIEW TECHNIQUES TO ENSURE SUCCESSFUL IMPLEMENTATION OF THE SOLUTION

The solution to the culture problem is ensuring effective communication across organizations. Apart from that, for successful implementation of the solution and the plan, there must be proper monitoring and review technique/s. Without adequate monitoring and review techniques, it is pretty impossible to get effective outcomes of the planning and solution. Therefore, the process monitoring or tracking process can be applied or used for monitoring and reviewing the success of the implementation of the solution. Process tracking is about time to time tracking performance and other aspects of a process, solution, or plan (Workflow Management Software by Integrify, 2021). The key benefit of this method or technique is that it reviews or monitors activity by activity and process by process. If it finds any problem regarding any activity or process, it provides feedbacks instantly and takes steps to solve the problem when the process or activity is on. Therefore, risks of failure of the plan or solution; wastage of money, time, energy, and other aspects are less. Due to these benefits, process tracking will be the number one monitoring and review technique for implementing the plan or solution.

CONCLUSION

This report is about identification of and solving a problem in the workplace. The identified problem is culture of employees. The problem not only has negative impacts on employees, workplace but also on an entire organisation. The positive and negative impacts of the problem have been discussed in the first two or three sections. Several solutions have been demonstrated and analysed through the cost-benefit decision making or analysis technique. After analysis, it has been determined that communication is the best solution to the problem. After getting the solution of the problem, a plan for implementing the solution has been described and communicated to stakeholders relevant. Lastly, the process tracking monitoring technique has been identified as the appropriate monitoring and review technique for the solution or plan.

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