

Problem Solving and Decision Making

(BMSW4004)

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Assignment 1

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Introduction

Workplace management is a difficult task for organisational heads. In the UK, cultural diversity creates critical workplace issues. In recruitment stages, cultural diversity plays its role as well. UK's workplaces do not show much diversity in comparison to their population. This workplace issue has a severe impact on employees' performance. Identified problems need to be solved by workplace managers to avoid the awkwardness of employees. This report will provide a clear definition of this workplace issue and provide some good solutions to reduce this problem. This section will prepare a development plan to have a consistent solution of this workplace issue along with the utility of workplace monitoring.

Definition of complex workplace issues

Cultural diversity is a combined result of values, practices, beliefs and traditions of individuals as per the race, gender, ethnicity, religious beliefs and much more. Workplace diversity invites significant discrimination among employees of UK's business enterprises. Employees face partialized behaviour from their seniors due to this issue (Cletus *et al.* 2018). Inefficient management and leadership capabilities are responsible behind this cultural discrimination. This workplace issues brings following complexities within workplace that demotivated employees to perform their best,

- **Conflicts:** Conflict takes place when discrimination and lack of respect are allowed within the workplace. This raises unnecessary conflicts due to the intolerance of employees (Brown, Schell and Pashniak, 2017). Most of the employees leave their jobs, which may cost the company to lose their talented employees.
- **Harassment:** Harassment is another dark side of workplace politics. Managers must have taken proper care to this. However, many companies do not have any strict policies to maintain workplace harassment. This lowers employees' confidence and self-belief. Harassment can have devastating impacts on staff.
- **Disregarding expectations:** Most of the companies in the UK ignore the needs of disabled employees and do not respect beliefs of other employees from other religions. This hurts their cultural mindset.

Management must take proper steps and schedule policies to restrict these workplace complications. The managers should provide their workers proper training to avoid these

situations and instruct strictly not to raise any such incidents. Creation of proper workplace policies with zero-tolerance regulations can be helpful in this regard. Leaders must know to appreciate culturally diversified employees for better outcomes for their projects. Higher the diversity, higher is the rate of innovative ideas (De Clercq *et al.* 2019). However, most of the workplace does not get this concept and employees face severe cultural discrimination resulting in poor job satisfaction within employees.

Identified problem in decision-making

This problem should stay at first priority for the workplace managers of the UK. This serious issue influences workplace decisions. This workplace issue requires proper attention from the HR managers. Regardless to mention, this sector of work involves violation of a company's human assets. Cultural environment reflects the current social, cultural and demographic differences at a social level (Goswami and Rangaswamy, 2019). The country has come up with a decision to make zero-diversified workplace in coming years. In this regard, companies start taking additional time to communicate with their employees about this matter. Management of business sectors has started assigning leaders to take care of this issue. Business decisions are seen to be influenced by the diversity factors. These days, management wants to involve culturally diversified employees in senior positions.

In most cases, companies want to show off their workplace equality by providing these people a good workplace stage. However, this is not an expected solution to these issues. Management needs to appreciate talent truly regardless of a candidate's gender, race and beliefs. Workplace bullying and poor behaviour show unethical workplace practices (Birks *et al.* 2017). An action plan must be prepared to take crucial decisions favouring culturally diversified employees. However, this does not indicate employees with no efficiency will also get similar opportunities. Organisational policies should be made prioritizing employees' qualifications, performance and talent. No other characteristics should come while taking crucial business decisions regarding promotion and incentives. Cultural diversity can only be solved by using adequate staff training sessions, fresh management heads and innovative policies to manage workplace culture.

Alternative solution

Cultural differences are common to arise between people belonging from two different countries or religious beliefs. It is important to trace down the reason behind cultural diversity to understand the alternative solutions. Increased productivity, higher rates of innovation, increased skill set and improved performance rates invite further diversity in workplaces. In short, some of the most beneficial practices to solve this workplace issue are as follows,

- ***Participation in open communication with employees:*** Open communication is always helpful for managers to understand their employees' mental condition. In this process, employees get to speak freely about their disturbances. Managers' concern about their employees shows from this activity.
- ***Provision of proper education and training:*** Workplaces must teach their employees that everyone is equally responsible for their job roles and all of them are selected as per their talent. In training period, employees must be well aware of the company's staff equality policies (Hopf and Dew, 2020). They must teach to value and respect their colleague for a systematic workplace management
- ***Allocation of mentors in project teams:*** Mentors are appointed to maintain proper workplace balance for employees. They must keep an eye on the employees' behaviour with other employees and performance both. Allocation of mentors aids to network possibilities that can be missed out for culturally diversified employees.
- ***Increased number of accountable managers:*** Allocation of accountable managers is done with the inclusion of diverse accountability to intensify actions of diverse workplace (Hopf and Dew, 2020).

It is seen that not many companies link their diversity programs to improve their performance even though top management heads consider that these programs are significant.

Decision-making techniques evaluating solutions

Diversity management is a crucial component of any workplace in the UK. Managers need to make critical and sensitive decisions to manage their diversity issues. Several cases are seen that companies who maintain diverse workforce gain better benefits in this competitive market. Diversity brings innovation and a variety of opinions from employees (Sprajc and Podbregar, 2016).

Diversified organisations make successful decisions in regards to maintain workplace ethics. They prioritize their employees' preferences and choices at first place. Management takes decisions by analysing their employees' capabilities and offers them higher posts as per their qualifications and performance. Organisations need to make neutral decisions to safeguard their employees from bullying and harassment (Mateescu, 2017). Managerial decisions influence an employees' performance; these inefficient managerial decisions make employees resign their job. Managers follow certain steps while making critical decisions to solve this workplace issue,

- Problem definition
- Tracking the potential reason behind the problem
- Identification of alternative practices to solve the issue
- Selection of the most suitable option
- Planning and implementation of alternative approach
- Monitoring the implementation plan
- Verification of solution

Decision-making techniques are important to understand the proper solution of identified problems. However, poor recognition of reasons can violate the decision making process to adopt the most suitable option of managing cultural diversity in the workplace (Muqadas, Rehman and Aslam, 2017).

Plan development for solution

Development of planning requires good understanding of proposed issues within the workforce. Below table shows the probable planning layout for this issue.

Task name	Task description	Duration (in days)
1. Initiation	1.1. Identifying the issue	2
	1.2. Tracing down the probable reasons	3
	1.3. Allocation of resources	6
	1.4. Budget discussion	2

2. Planning	2.1. Identification of alternative solutions	3
	2.2. Planning to bring a new team	8
	2.3. Allocation of mentors and leaders	5
	2.4. Preparation of employee training	7
	2.5. Preparation for open communication with employees	6
3. Implementation	3.1. Assign new managers to manage workplace diversity	7
	3.2. Implementation of advanced HR approaches	10
	3.3. Inclusion of workplace ethics	4
	3.4. Adoption of friendly workplace culture	5
4. Monitoring	4.1. Maintaining workplace environment	3
	4.2. Verification of proposed solutions	4
	4.3. Performance analysis of implemented decisions	5
5. Closeout	5.1. Discussion of results	1

	5.2. Checking of usefulness	2
	5.3. Project closeout	1

Table 1: Planning to reduce cultural diversity in workplace

Planning of implementing the solutions must be placed sincerely so that primary organisational operations are not harmed due to this. Organisations need experienced managers to take part in these planning activities. Managers must know to brainstorm adequate solutions before selecting the best option for the identified issue of workplace diversity (Mateescu, 2017). They must take part in pilot study on their own to manage this issue first. They must have come up with innovative approaches to solve this issue. Creativity is an essential part of business's development these days. Managers' knowledge in testing employees' capability is required to execute their strategy.

Communication with stakeholders

Several stakeholders are required to make the above plan successful along with managers. Some of the important stakeholders of this plan are such as mentors, leaders, employees and much more. In most cases, managers call for team meetings to discuss their decisions and want to get suggestions in this regard. Leaders and mentors are the helping hand of managers in taking crucial decisions about cultural diversity (Mateescu, 2017). This is a sensitive issue, which requires tackling delicately. Apart from face-to-face meetings, managers often take part in video conferencing to communicate with stakeholders or other participants of this development plan. On other hand, they sometimes call or text their colleagues to get information about the project's suitability. A communication plan is provided to feature to support this statement.

Stakeholders' name	Mode of communication	Frequency	Description	Audience
Project manager	Face-to-face meeting/ video conferencing	Weekly	These individuals discuss the utility of the	Business development team

			proposed plan. Examines the project's progress from leaders	
Mentors	Telephonic conversation/ Text messages	Monthly	Updates status of proposed plan to the manager	Business development team
Leaders	Face-to-face meeting	Weekly	Leaders share their views on the problem. Shares results of their team after implementing the proposed solutions	Business development team

Table 2: Communication plan

Assessment of appropriate monitoring

Proper monitoring techniques help the firm to understand the suitability of their plan. Monitoring is systematic review of changed workplace decisions. Appropriate monitoring techniques will evaluate and justify the success of proposed decisions to solve the workplace issue. Planning and implementation process gets success only when the process displays expected results. Performance monitoring is helpful for this plan to meet its success (Jahagirdar and Bankar, 2020). In case, any performance inefficiency is traced down while the process, the project cannot deliver expected outcomes. This situation demands quick changes in planning. Inefficient monitoring makes no sense as this fails to identify the gap of the planning schedule. Effective monitoring can notify the stakeholders about the changing needs of their plan if required.

In this step, project managers match actual project outcomes with desired outcomes to compare the results (Kamales and Knorr, 2019). Some of the steps of performing monitoring assessment are as follows,

- Determination of nature and probable side-effects of results
- Development of conceptual site model
- Analysis of risk factors
- Evaluation of remedial alternatives

This operation is helpful for the managers to understand the nature and type of their planning. This section is also helpful to identify the impact of proposed solutions on some other parts of business.

Conclusion

This report has shed light on the vulnerable characteristics of workplace diversities in the UK. Several employees are seen to face these issues resulting in early job resignation. This is a reason for the company's reduced productivity. Even after implementing several ideas, this cultural diversity cannot be reduced totally. This report has highlighted some solutions to tackle this issue within the workplace. Some alternative solutions are provided as well. It can be concluded that managers must have taken strict workplace policy to restrict these issues. A plan is developed to show a probable layout of eliminating this issue from the project team. This report has included a communication process that is adopted by project managers to communicate with their stakeholders about the project progress.

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Appendix

Fish-bone diagram

