* **Position**

Barbara Norris is a nurse manager for the large General Surgery Unit (GSU). She is bright and ambitious. This led her to pursue a master’s in nursing administration leading to her actual position. However, the GSU isn’t doing very well, predecessor had not kept complete and accurate records. There is a flagrant lack of collaboration as well as teamwork, and group and intergroup conflicts. Therefore, the objectives here are to bring together the team and make the team environment healthier. To achieve these objectives, Barbara will need to set up a culture of trust and respect in addition to building a fair and performant service.

**Situation Analysis**

The GSU service is on the verge of implosion. It is said that “Soon after Barbara began as a nurse manager in GSU, she received requests from 29 of the unit’s  
staff members for one-on-one meetings and she soon experienced firsthand the culture of conflict  
and blaming she had heard about.”

The issue is there because the previous leader of the service did not completely perform her job. Because of the poor work done previously and the lack of resources in the hospital. The staff felt overwhelmed, irritated, and treated unfairly. These feelings led to a very negative environment within the services.

Megan a new nurse says: “I want to feel like I belong and am a member of the  
team, but I often get indirect negative messages and feedback from you. You make me feel like I am doing  
everything wrong but won’t address me directly or in a straightforward manner.”

Jennifer a much-experienced nurse has also her problem: “I want feedback. It helps me to be a better nurse and to be a better co-worker, but the review  
the process here is a mystery! As is the annual salary increase. I’ve heard that we all receive the same increase  
regardless of our performance. Is this true? If it is, I don’t think this is fair.”

If this situation isn’t resolved this will lead to an outburst of the service because the work will not be performed correctly, the patient complaint will increase, and no one would want to work in the service due to its reputation.

* **Objectives or Goals**

The goal that we can set is to help the GSU service have a better work environment. In addition, we could set a goal to reduce the rate of team members turnover by 75% in 3 months from now and rising the satisfaction of the client by 50% 6 months from now

**Action Plan**

* To achieve these goals, we encourage Norris to find motivated mentors for new nurses and have mentors report on their trainees. She would need to educate these mentors to perform well. In any field, the culture is instituted by trainers, they are the ones that will lead the future employees, those that will stick and be part of the team.
* It would be wise to have a document or array where we can find the team’s performance, indicators and improvement displayed to all the team members publicly. Transparency is much needed in all organizations. This will allow team members to not be jealous and threaten one another. It would also be fair for those that work hard to be rewarded correctly.
* Finally, the team could designate a team representative to advocate the needs of the team with Barbara. There are a lot of issues such as the shift of focus from client to money that higher leaders do not understand and can only be brought through them.
* **Evidence**

The website management study guide informs us that: “Training the trainers is important as it helps them impart their respective trainings more efficiently and effectively.” he also adds that” The role of a trainer is just not to read out slides but actually motivate the audience to incorporate the learnings in their day-to-day life.” This is outstanding evidence, especially seeing the state in which the team is now. By training the trainers right, the whole unit culture will shift into a culture of respect and trust.

According to myhltoolkit, “Transparency fosters trust and open communication. It strengthens relationships between employees and their employers and helps nurture an environment of collaboration.” We can clearly see a lack of transparency within the unit. This led to employees feeling cheated on due to favoritism and create a negative work environment. If this is applied, surely the unit will only be better.

Goodbusiness Charter tells us that: “Employee representation may be defined as the right of employees to seek a union or individual to represent them for the purpose of negotiating with management on such issues as wages, hours, benefits and working conditions.” In our current situation, it is evident that the unit needs someone to stand up for them and negotiate with the management board.

* **Risk Assessment**

Even though these action items are very likely to succeed, in terms of relationships with humans there is always an unknown. We will never know how the other may react. But we could imagine that one of the trainers will fake her role and motivation and will not give good training. If this is the case, we should take her and talk to her, removing from a time her privilege of training a new nurse.

Being transparent and open about anything is good and increases trust within the unit. However, this could also lead to jealousy. Some nurses would put a spoke on the wheel of the other nurses. If this happens, it is very important to remind everyone that they all have the same equal chance. And, if they are doing everything that is needed, there is no reason for them to not be rewarded in the same way.

Finally, an employee representative may not do the correct job and not represent the unit very well. It is therefore important to have a time when an employee would play this role of representative. The team must decide, and it also need to change.

* **References**

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