

# PROBLEM SOLVING PAPER

This paper will discuss an aspect of organizational behaviour in the field of Orthopaedics Department. The main issue discussed is cognition-based trust and its importance in good leadership and smooth running of the organization.

## Organization

Orthopaedics department of Lahore General Hospital is a highly specialized surgical department. It deals with complex surgical treatments. Trauma cases, bony deformities, spine problems, joint and ligamentous issues from the whole Punjab are referred to this department. The surgical teams are divided into various groups that cater the patients needs and also serve the function of teaching the new orthopaedic aspirants. A healthy environment between the employees and the managers is need round the clock. Active communication between the surgical teams and the other departments of the hospital is crucial.

Because of the tertiary nature of the hospital and scarcity of resources, the work load of the department is skyrocketing. A very strong team leader and manager is needed to optimize the surgical process and manage the department for its smooth running. This team leader is known as Head of the Department and is responsible for patronizing all the surgeries, managing the ward policies, taking issues to hospital managements, managing the ward finances, teaching the post-graduate residents and leading the new research projects for betterment of patients.

## Problem

Recently, the Orthopaedic department was faced with a new problem. The active Head of Department was transferred from the hospital and is at Secretary Health's disposal. This created a large gap in the management that needed to be filled with an equally effective Head of department. A new Professor is appointed to take the place of Head of Department. But the employees are very reluctant to trust this new leadership. They have not seen the new Professor at such a post before and feel that he might not be able to run the department as well as the previous head of department. His credentials, experience and previous researches are not considered up to the mark. This has changed the climate of the department and the efficacy of the ward is being negatively affected. There are trust issues of the employees as they have not seen the new professor doing complex and critical surgeries. The professor has not held any managerial post before becoming the new head of department.

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**Kathleen Armour**



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