



Tanglewood Case Study

Environmental Scan

Tanglewood has a very complex environment with both external and internal forces working for and against the company at the same time. The data in table 1.1 shows that Tanglewood will lose 53% of its workforce this year due to retention issue that will require a large pool of entry level store associates to be hired. Shift leaders will also see a reduction of 50% requiring the promotions of 600 new shift leaders from current sales associates.

The culture of promoting from within creates strong work ethics among those employees wishing to attain more responsibility within Tanglewood. Urban areas may offer the level of sales associates required within the next year, and by offering higher than average pay may create a higher level of satisfaction to retain employees. Action Plan for Hiring in Spokane, Washington

Staffing levels for the next year will follow the historic trends of recent years. Tanglewood current workforce consists of 10,750 employees across 50 stores in the state of Washington. Tanglewood will require 3,995 store associates, 90 shift leaders, 156 department managers, -21 assistant store managers, and 5 store managers. Sales associates are the face of the company to the customer and special provisions need to be taken to insure that the employee knows that their hard work is integral to Tanglewood's success. The more successful employees will be promoted to shift leaders. The goal is to increase job satisfaction, with a variety of cross training and incentives to help retain talented associates. Entry level positions may require incentives to attract the large candidate pool needed to fill such a large gap. The internal practice of promoting from within Tanglewood offers the potential to advance within, but only after spending several years acclimating to Tanglewood's culture and store environment. Incentives such as higher starting pay will attract more applicants especially high school students looking for cash to spend.

High school students not wanting to attend college may find the culture of internal promotion welcoming as a chance to grow with the company. College graduates may find entry level jobs to lack the level of pay, odd-hours, and conflict with lower-level employees. Currently there is a surplus of 21 Assistant store managers and only 5 Store manager positions opening in the next year. The remaining 17 have the potential to be related to other regions that may need qualified store managers, though these assistant may lack the skills or knowledge to move ahead. Promotion from within is a key tenant that makes Tanglewood's culture terrific and it should be utilized to retain talent. Externally recruiting should be done to recruit through job fairs, kiosks, and employment web sites. Demographic

Tanglewood Case Study 4 Answers

Johannes Mursell



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