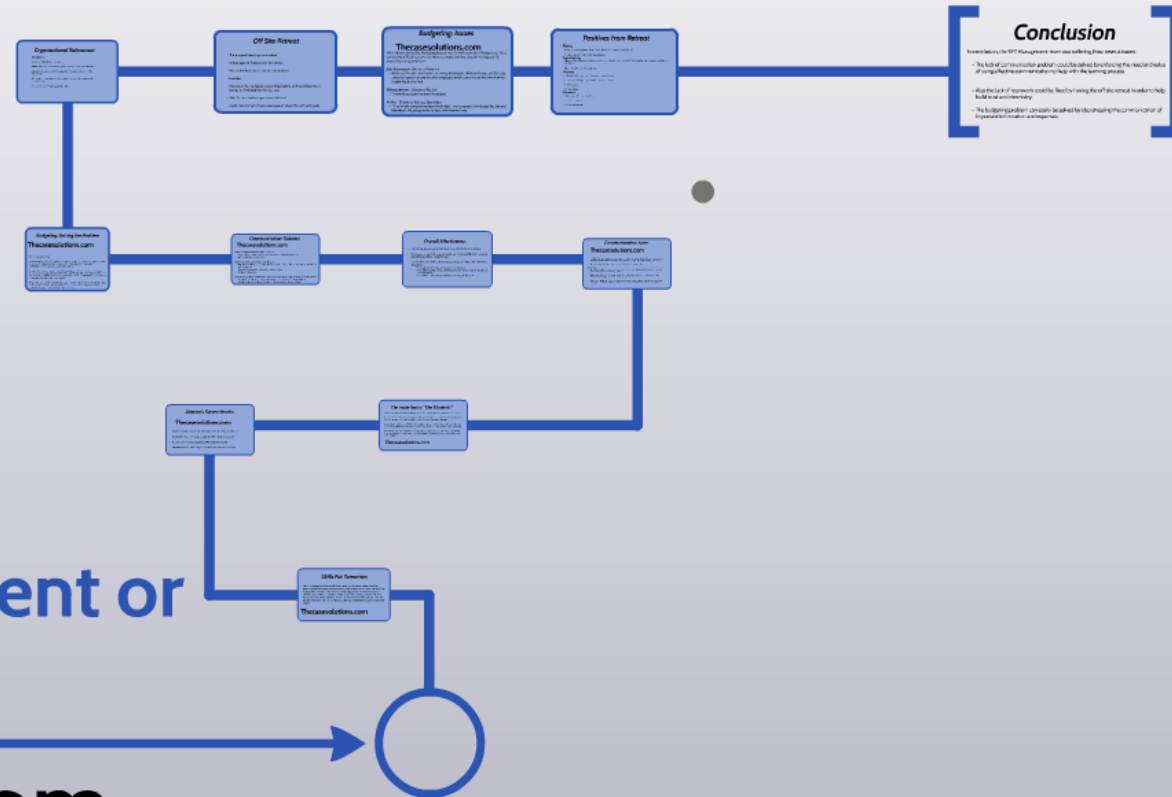


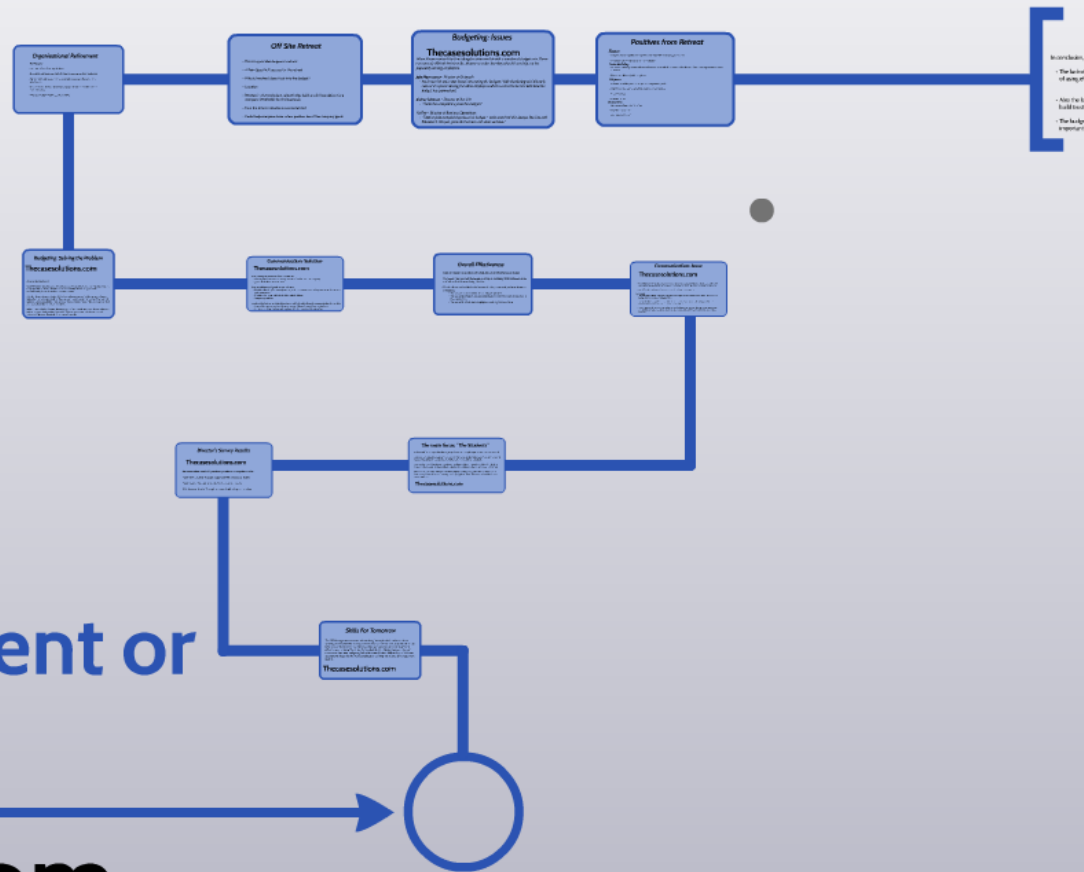
Mattel: Crisis Management or Management Crisis

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Skills For Tomorrow

The SFT Management team at the Harrisburg, Pennsylvania location has been suffering from ineffective management for the past few months. Our intention is to help provide them with easy and reasonable solutions to increase management effectiveness. A few of the issues that we feel SFT is suffering from are: a lack of communication, poor budgeting, lack of teamwork, internal office drama. With our solutions we hope that the Harrisburg location can improve its' overall management quality.

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Director's Survey Results

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Communication: 9 out of 11 people responded with adequate or below.

Teamwork: 10 out of 11 people responded with adequate or below.

Trust: 8 out of 11 people responded with adequate or below.

Effectiveness: 6 out of 11 people responded with adequate or below.

The main focus: “The Students”

When asked “What do you love about your job?” 9 out of 11 people responded with students in mind.

Alvarez does not need to focus so much on performance results, but rather focus more on the student’s needs. If the student’s needs are met the higher performance will come naturally.

Alvarez also needs to be clear when making budgeting decisions. He needs to let the other directors know that the top priority when setting the budget was making sure the student’s were not affected.

The root cause of many of the problems the company is facing may be that the employees do not know they all share the same common goal of helping the students. This needs to be made clear to every employee.

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Communication: Issue

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- At SkillsForTomorrow, employees feel that they are not getting respected for doing their jobs and are putting down others solely because they don't know what their importance is in the company which is creating internal drama.
- Out of 11 employee interviews, 10 expressed a need for change in communication.

For example:

- **Jake Rasmussen**, Director of Outreach, expressed that “people need to understand what it is that I do, and why it's so important to the success of this organization.”
- **Lucinda Smith**, Director of HR, also stated that she believes if everyone understood how things work in each department, they would all have more respect for each position.
- **Nancy Cummings**, Director of Career Services, stated that the company needs to “develop a better sense of trust among directors. People need to understand everyone else's roles and how we all fit together to make this place successful.”

Communication: Solution

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Have a company retreat and use the time to:

- thoroughly communicate the importance of each role in the company
- get to know the newer directors

Have monthly meetings where each director:

- Explains what they're currently working on in that month and the importance to the success of the company
- Explains the reason behind administrative decisions
- Budgeting decisions.

In order to help Alvarez attain better trust and leadership through communication he needs to:

- Remind his employees that the common goal they all share is helping students.
- Set time aside with individual employees to discuss internal drama issues

Budgeting: Issues

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When Alvarez arrived the Harrisburg location was hit with a number of budget cuts. These cut not only difficult decisions for Alvarez to make, but they also did not help out his popularity among employees.

Jake Rasmussen - Director of Outreach

- Made sure his voice was heard concerning the budgets. With that being said this only caused an uproar among the other employees which seemed to be fine with how the budget has panned out.*

Sidney Johnson - Director of Res Life

- “I hate the complaining over the budgets”*

Yu Fen - Director of Business Operations

- “Tired of Jake complaining about his budget - we’re stretched thin (except Res Life and Education). We just gotta do the best with what we have.”*

Budgeting: Solving the Problem

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- *Focus on Compromising:*
- *Communication-* Jake was correct in some sense of his argument. It is very important that the employees know how the decisions are made and why. There is a huge need of communicating this so all employees are more aware.
- *Visuals-* It is very important not only for the employees, but also for the students to know where the money is going. Maybe if there were some visual graphs of how much money, and where it is going, would help them understand better. Sometimes numbers on paper can look a lot worse than they actually are in real life.
- *Roles-* There is a lack of knowing the importance of some of the Directors roles and why some wishes are granted while others are denied. This can create some really intense turmoil between employees . Especially if not handled correctly.