



Miami Marlins

Case Study #1

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Overview

- Clear Management Issues within Marlins organization
- 2020: Miami Marlins hire Kim Ng as general manager, the first female GM in American Big Four sports
- 3 years later Ng declines contract offer and leaves the organization
- Ng was undercut by President of Operations
- Ng did not feel respected within organization
- Not new to organization dysfunction (Derek Jeter)
- Organization issues leads to players not wanting to come to Miami
- Marlins need to change structure of organization and create clear goals to improve on and off field performance



Purpose Statement

- Current Mission
- Current Vision
- Current Values
- New Vision
- New Values.



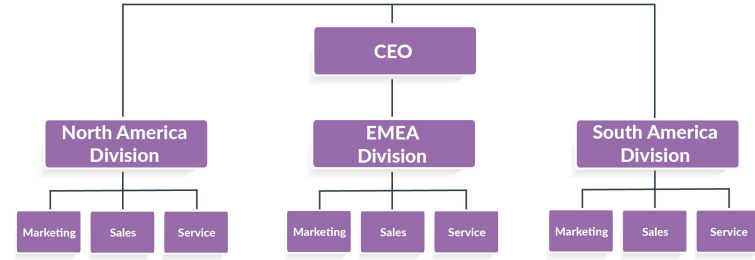
The Plan

Focus on formal structure

Participative/Consultative

Overall make sure people know their spot in the company, but also have the ability to collaborate.

Geography-Based Organizational Design



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SMART Goals

Specific - Improve communication within the organization to enhance collaboration and efficiency
efficiency

Measurable - Using scores we can have each employee create scores out of 100 through specific categories. These scores will show how satisfied the employees are with communication and collaboration.

Achievable - Having meetings that allow collaboration with the organization and have training within the company.

Relevant - Currently the biggest issue is people not feeling satisfied with their role and that they purpose of the company does not align with them. This allows for people not to get lost and if they feel like they are going in the wrong direction it allows them to speak their mind.

Time Bound - At the end of every quarter make sure that their are scores submitted.

Conclusion

All in all, instead of completely changing the company we just want to put emphasis on their current purpose and revise a few things. Currently people are following different values which allows for many problems and people feel like they aren't a close part of the organization. Making sure people know their jobs and know what we stand for allows for people to be more connected and allow us to achieve what we want. Also within the organization people are feeling like they aren't getting the respect their position has. Making sure that we emphasis and constantly remind people who they are and what they do will allow people to feel respected.



Reference

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