

## Instructions

You have been hired by ABC Company to create a leadership model for the company. During your initial discussions with the client, you learned that ABC is a custom paper products firm that makes envelopes, forms, letterhead, signs, and other paper products used in the company. There are 221 employees, 10 are on the management team and there are 25 managers and supervisors. Ten Managers oversee 15 team leads or supervisors. There are 10 teams of 11 – 12 people on a team. The managers and their teams have been established based on functions. That is, the teams perform specialized functions. The major departments are HR, Marketing & Sales, QC, and production. Every team member is knowledgeable of and can perform the job duties of other members of their team. Although the structure is “siloeed,” there is constant communication between the teams. The organization functions extremely well. Production and sales have been high for 24 straight quarters.

The owner of ABC Company wants to acquire three other companies in ABC’s supply chain and distribution network. They will be wholly owned subsidiaries of ABC. The owner wants a “Value-Based Leadership Model” that articulates ABC’s “Core Leadership Principles”. These are the values, ethics, and norms that guide leadership behaviors. Here’s the rub, ABC Company has not articulated any leadership principles to serve as the foundation of their Leadership Model. That’s why you were contacted, to create that model.

Your job as a consulting team is to accomplish the following.

1. Define what a “value-based leadership model” is.
2. Identify leadership values, ethics, and norms common to a production company.
3. Express these values, ethics, and norms in behavioral terms.
4. Work together with your consulting team to create a “Value-Based Leadership Model.”
5. **Work alone. Do not collaborate or communicate with anyone in the ODCL team.**
6. Use the space below to draw your version of the Model.