

questions of ethics and an employee revolt all enter into the spontaneous, facilitated case study. Join the panel as they work through the ethical challenges of the consulting assignment from Hades, sharing your perspective and wisdom.

- Maneuver through unexpected ethical minefields without either you or the engagement blowing up.
- Maintain your ethics while juggling the complex issues which often develop in an assignment.
- Apply the IMC USA Code of Ethics to a variety of consulting issues

***The Case: Roofing Structures, Inc.***

Key Players

Played by:

Arturo Campi	Founder, Roofing Structures, Inc.	
Jules Campi	Chairman and CEO, stockholder	
Tony Campi	Jules' brother, stockholder	
Maria Morgan	Jules' sister, stockholder	
Miles Morgan	Maria's son, Head of Engineering	(Ian Jacobsen CMC)
Charles Baker	Jules' son-in-law, Head of Scheduling	
Jack Stockett	CFO	
Rob Dolly	EVP and COO	
Will Litchen	VP of Marketing	
Sally Fellows	Personnel Manager	
Paul Charlston CMC)	Partner, Organizational Dynamics	(Jack Snader
Wallace Shepherd	Former partner of Organizational Dynamics	
Janet Roberts Chan CPCC)	Consultant, Organizational Dynamics	(Barbara
Steve Smith CMC)	Partner, BTAC	(Ray Suarez
Lois Freeman CMC)	Partner, Market Masters	(Jennifer Vessels

Background

**Roofing Structures, Inc.** is an \$80 million wood beam products manufacturing company with primary operations in Oregon and a satellite plant in Georgia. The company's product line includes glue-laminated wooden arches, open web trusses and I-joists milled and glued to customer specifications. Principal markets are churches, schools, large halls, warehouse stores, and auditoriums. Customers are architects and builders of commercial properties.

charge of scheduling.

The Campi family still owns 140 acres of industrial park land in Oregon, which it leases to Roofing Structures, Weyerhaeuser, Georgia Pacific, a local lumber mill, and a regional trucking company. The land is particularly valuable because it fronts on IS 5, and one of the last active railroad spurs in the region goes through the park.

The company hasn't been profitable for six years. Jules blames it on the increased price of lumber that made steel more attractive than wooden beams and trusses. But profits had been on the downslide before lumber prices went up. The only way the company has been able to stay afloat has been through a heavy bank credit line and loans from the family, which sold 60 acres of the industrial park three years ago. **Jack Stockett**, the CFO has also been extremely successful in warding off anxious suppliers.

The whole family is stressed about the cash drain and wonders what it could do about the outside forces they imagine are working against the company. Miles Morgan, Maria's son, is one voice that believes there are problems within the company. He knows Roofing Structure products are high quality and a better value than most all the company's competitors, including manufacturers of steel beam and joist. At the last management meeting he finally persuaded Jules to retain a consulting firm to see what could be done to turn the company around. Jules appointed Miles and **Rob Dolly** to find and retain the right consultant. Rob, who is the Executive Vice President (and not related to the Campi family) is COO.

**Organizational Dynamics** is a \$20,000,000 management consulting firm with four offices in the US and one in Brussels. It has a strong reputation in growth strategies and profit improvement. Many of their principals are retired executives and consultants in very specialized fields. They also hire aggressively from the top graduate schools. Miles and Rob were impressed with **Wallace Shepherd**, Partner of the San Francisco office of Organizational Dynamics and signed an agreement to have them do the work.

However, two weeks after the engagement has started, Shepherd leaves suddenly to take on increased responsibilities at a competitor. The management of Organizational Dynamics asks **Paul Charleston**, the Managing Partner of the Midwest Region, to also cover the Pacific Region until a successor to Shepherd can be appointed.

**BTAC** is one of the Big Three public accounting and management consulting firms organized along industry lines and has been very successful in building a cadre of outstanding specialists in a number of fields, one of which is in the building products industry. **Steve Smith**, BTAC Partner in Portland, is a specialist in the manufacture of wood products, and particularly in the combination of wood and steel.

**Market Masters** is a small boutique firm specializing in product leadership and market growth. **Lois Freeman** is Principal and owner of the firm. Several months before Jules agreed to allow Miles and Rob hire Organizational Dynamics, **Will Lichten**, VP of Roofing Structures Marketing, retained Linda to help him with a marketing growth plan. It

## E. MICHAEL SHAYS CMC FIMC

Michael Shays joined IMC in 1973, became President of IMC in 1983 and again in 2001, and Chairman of the International Council of Management Consulting Institutes in 1993. He conceived of and created our Chapter form of organization and introduced Ethics testing into the certification process. He has been Chairman and publisher of the Journal of Management Consulting since 1991 and is the current Executive Director of ICMCI.

Michael's is senior principal of EMS Consultants. His practice helps management reach breakthrough solutions and achieve implementation by focusing on what must be achieved instead of what is wrong and what caused it.

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