

May/June 1991

VOLUME 5, NUMBER 3

COVER

Collage by Carl Wesley.

Co-FOUNDERS

Marjorie Kelly: Editor and Publisher Miriam Kniaz: Chief Operating Officer

Mark Simonson: Art Director Pat Thompson: Stabilizing Influence

Deborah Bihler: Assistant Editor Cari Lutz: Editorial Intern Craig Cox: Contributing Editor Doug Wallace: Columnist

Joey Johnson: Customer Relations Director Ouven Tran: Office Assistant

Gabrielle Austin: Advertising Director Laura Merrell: Advertising Assistant Mary T. Carlson: Publishing Consultant

ADVERTISING OFFICES
General: Gabrielle Austin 612/448-8864
West Coast: John Raatz,
The Visioneering Group 213/395-4416

EDITORIAL ADVISORY BOARD

Dr. Kenneth Blanchard, author, The Power of
Ethical Management

Frank Burns, President, Metasystems Design

Dr. Donald M. Clark, President and CEO, National Association for Industry-Education Cooperation Ben Cohen, Co-Founder, Ben & Jerry's Paul Freundlich, Founder, Coop America

Paul Freundlich, Founder, Coop America Kirk O. Hanson, Business Enterprise Trust Hazel Henderson, Futurist and economic analyst W. Michael Hoffman, Director, Center for Business Ethics, Bentley College

Kemeth Goodpaster, Koch Professor of Business Ethics, University of St. Thomas Thomas Kaney, VP Human Resources,

SmithKline Beecham

Stanley Karson, Director, Center for Corporat

Stanley Karson, Director, Center for Corporate Public Involvement Dr. Robert Kramarczuk, Dept. of Business Administration, University of St. Thomas

Doug Kruschke, President, InSynergy Inc. Kathleen Laughlin, labor historian, Ohio State University

Virginia Moran, socially responsible investment counselor

Dr. Gail E. Mullin, Dean, College of Business and Public Administration, Old Dominion University

Dr. Nel Noddings, Stanford University; author, Caring: A Feminine Approach to Ethics & Moral Education

William C. Norris, Founder and Chairman Emeritus, Control Data Harrison Owen, President, H.H. Owen & Co.

Harrison Owen, President, H.H. Owen & Co. David Schmidt, Director, Trinity Center for Ethics and Corporate Policy

Ethics and Corporate Policy
Robert L. Schwartz, Founder, Tarrytown
Conference Center

Joan Shapiro, VP, South Shore Bank Timothy Smith, Exec. Director, Interfaith Center on Corporate Responsibility

Dr. Barbara Ley Toffler, Resources for Responsible Management Doug Wallace, Director, Center for Ethics,

Doug Wallace, Director, Center for Ethics, Responsibilities and Values, College of St. Catherine Michaela Walsh, Founder and President,

Women's World Banking Lucien Wulsin, Chairman, Naropa Institute Thomas Wyman, Former Chairman and CEO of CBS

Business Ethics is indexed in the Alternative Press Index.



Doing What You Love For A Living

by Jill Kirschenbaum

Four people who have followed their hearts to a job they love, and have discovered themselves in the process. ▶ 16

Can Dow Clean Up Its Toxic Image?

by Craig Cox

Dow Chemical strives to be a responsible community citizen. But will the community believe it? ▶ 20

TREND WATCH

SIGNS OF THE TIMES: Esalen's new face, shareholder activism, green advertisers: beware. ▶ 10

TECHNOLOGY WATCH: Emissions from VDTs may not increase miscarriage risk, the issue of privacy has consumers hopping mad.

RESOURCES: Help for setting up childcare and eldercare programs, consumer reports for kids. ► 11

PROJECT WATCH: Whatever happened with the Valdez Principles? ► 11

NOT BUSINESS AS USUAL

Who Owns This Rabbit Anyway? Annie's redefines ownership. ▶ 12

Power to the Employee

Employees at Donnelly Corporation know what real power is.

They literally write the rules. ▶ 13

MUSINGS

How to Change the World

Striving for progress, but not perfection. ▶ 6

THE ENLIGHTENED MANAGER

Breaking Out of the 9-to-5 Box

Companies are breaking into flextime. ▶ 27

WORKING IDEAS

An office without walls, how to treat AIDS victims fairly in the workplace, contracts between departments. > 8

WHAT WOULD YOU DO?

In Sickness and In Health

How long should a company carry a non-performer? ▶ 24

THE ECOLOGICAL OFFICE

Recycle It, or Waste It.

Setting up an office recycling program. ▶ 26

BOOKEND

Adam Smith's Mistake

Smith erred in leaving benevolence out of his theory.

LETTERS TO THE EDITOR ▶ 4

SOCIALLY RESPONSIBLE BUSINESS DIRECTORY ▶ 29

CALENDAR ► 15

The mission of *Business Ethics* magazine is to promote ethical business practices, to serve that growing community of professionals striving to live and work in responsible ways, and to create a financially healthy company in the process.

Business Ethics (ISSN 0894-6582) is published bimonthly by Mavis Publications, Inc., 1107 Hazeltine Blvd. Suite 530, Chaska, MN 55318. Second-class postage paid at Chaska, MN 55518. Subscription rates: U.S. \$49; foreign \$59. Copyright ©1991 by Mavis Publications, Inc. Contributors: Please write for editorial guidelines, or query with article ideas. Unsolicited manuscripts must be accompanied by return postage. Subscriptions and editorial correspondence should be addressed to Business Ethics, 1107 Hazeltine Blvd, Suite 530, Chaska, MN 55318. Phone 612/448-8864. Postmaster: Send address changes to Business Ethics, 1107 Hazeltine Blvd., Suite 530, Chaska, MN 55318. ₹