

Business Ethics

THE MAGAZINE OF SOCIALLY RESPONSIBLE BUSINESS

March/April 1993

VOL. 7, NO. 2

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.

CO-FOUNDERS

Marjorie Kelly EDITOR AND PUBLISHER
Miriam Kniaz CHIEF OPERATING OFFICER

EDITORIAL

Craig Cox MANAGING EDITOR
Margaret Kaeter ASSOCIATE EDITOR
Christy Warner EDITORIAL INTERN
Doug Wallace COLUMNIST
Mark Engebretson, Susan Gaines, Steve Perlstein

CONTRIBUTING WRITERS

DESIGN

Mark Simonson ART DIRECTOR
Pat Thompson STABILIZING INFLUENCE

CIRCULATION

Rebecca Sterner CIRCULATION CONSULTANT

ADVERTISING AND ADMINISTRATION

Miriam Kniaz 612/962-4700 ADVERTISING
Christa Swanson OFFICE ASSISTANT
Leonoria Jett BOOKKEEPER

LIST RENTAL

Bob Farcas, InFocus Communications 800/348-6498

EDITORIAL ADVISORY BOARD

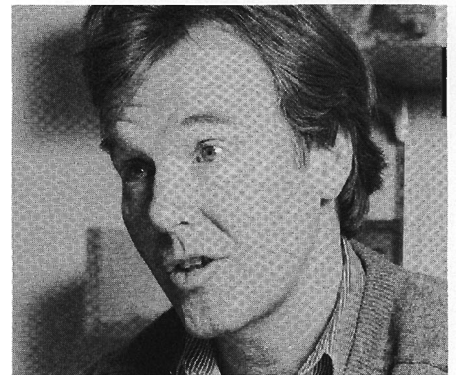
Ben Cohen Co-Founder, Ben & Jerry's
Craig Dreilinger President, Dreiford Group
Paul Freundlich Founder, Co-op America
Kirk O. Hanson Business Enterprise Trust
Hazel Henderson Futurist and economic analyst
W. Michael Hoffman Director, Center for Business Ethics, Bentley College
Kenneth Goodpaster Koch Professor of Business Ethics, University of St. Thomas
Thomas Kaney VP Human Resources, SmithKline Beecham
Stanley Karson Director, Center for Corporate Public Involvement
Mendel Melzer Vice President, Prudential Capital
Virginia Moran Socially responsible investment counselor
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.
David Schmidt Consultant, Corporate Values Management
Joan Shapiro VP, South Shore Bank
Timothy Smith Exec. Director, Interfaith Center on Corporate Responsibility
Dr. Barbara Ley Toffler Resources for Responsible Management
Michaela Walsh Founding President and Trustee, Women's World Banking
Thomas Wyman Former Chairman and CEO of CBS

Business Ethics (ISSN 0894-6582) is published bimonthly by Mavis Publications, Inc., 52 S. 10th St., #110, Minneapolis, MN 55403-2001. Second-class postage paid at Minneapolis, MN 55403-2001 and additional offices. Subscription rates: U.S. \$49; foreign \$59. Copyright © 1993 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**, 52 S. 10th St., #110, Minneapolis, MN 55403-2001. Phone 612/962-4700. **Postmaster: Send address changes to Business Ethics, Subscription Dept., P.O. Box 14748, Dayton, OH 45413.** ♻️

Business Ethics is indexed in the *Alternative Press Index*.

17 This Guy Can Teach You a Thing or Two
In Peter Senge's "learning organization," thinking is the key to change, hierarchy is redefined, and social mission is the essence of success. (P.S. There *are* no learning organizations.)

COVER PHOTOGRAPH BY ERIC H. ANTONIOU.



22 NAFTA: Economic Boon or Ethical Boondoggle?

How we solve the thorny issues surrounding free trade could determine the economic fate of three nations.

BY MARGARET KAETER

26 Public Enemy #1

After enduring a fifteen-year assault from unions and other liberal forces, Coors Brewing is actively repairing its tarnished image.

BY SUSAN GAINES

Not Business As Usual

14 High-Octane Formula A Texaco plant reawakens its workforce.

15 It's Like Money in the Bank Inner-city lending made easy—and profitable.

16 Powered Up AES energizes a lively independent power industry.

DEPARTMENTS

6 MUSINGS

The Soul of Work

Cultivating depth and sacredness in everyday worklife.

8 Trend Watch

Squash those butts, says the EPA, TWA workers take the controls, Big Brother and your credit card, Robert Reich's carrot and stick, scary news on sexual harassment.

12 People

Connie Best sees the forest for the trees, Bill Ginn plays the guerilla, and Stefan Doering lands in the lap of *Mademoiselle*.

30 Working Ideas

Levi Strauss goes casual, creating a disability coordinator, and Flex Dollars for flex benefits.

32 THE ENLIGHTENED MANAGER

When the Problem Is You

Managers should learn to accept criticism, without punishing the critics.

35 WHAT WOULD YOU DO?

The Man Who Knew Too Much

If Craig told the truth about his company's compliance problems, he risked losing his job.

37 SOCIAL INVESTING

Tips on Cleaning Up That Inherited Portfolio

Options on dealing with an inheritance that may not fit your values.

39 BOOK REVIEWS

All For a Good Cause

Doing Best By Doing Good, by Richard Steckel and Robin Simons, and *Doing Well While Doing Good*, by L. Lawrence Embley, focus on cause-related marketing.

46 PURSUIT OF HAPPINESS

Bringing Work Home

"I long for the days when children worked beside their parents."

4 Letters

33 Catalogue

38 The Deals Page

43 Directory

45 Calendar