

Doing Virtuous Business

NARRATOR:

THE WORLD ECONOMY IS AT A CRITICAL CROSSROADS. IN RECENT YEARS, SOME BUSINESS LEADERS HAVE BEEN GUIDING THEIR ORGANIZATIONS ON A RELENTLESS PURSUIT OF EVER-INCREASING PROFITS AND OTHER BOTTOM-LINE PERFORMANCE METRICS, WITH LITTLE REGARD FOR THE GREATER GOOD.

UNFORTUNATELY THIS AGGRESSIVE CHASE HAS -- AT TIMES -- LED TO QUESTIONABLE PRACTICES, SCHEMES AND SCANDALS THAT HAVE RUINED CAREERS, BANKRUPTED COMPANIES, AND CONTRIBUTED TO A DEVASTATING, WORLDWIDE FINANCIAL CRISIS.

AS COMPANIES WORK TO REPOSITION THEMSELVES IN THE GLOBAL MARKETPLACE, MORE LEADERS ARE LOOKING TO ENRICH THEIR MISSION AND RE-EVALUATE THE WAYS IN WHICH THEY DO BUSINESS. IN TURN, THEY ARE DEDICATING THEMSELVES TO CULTIVATING A CORPORATE CULTURE ROOTED IN VIRTUE, CHARACTER AND ETHICS.

MIROSLAV VOLFF, Founding Director - Center for Faith & Culture - Yale Divinity School: How do businesses contribute to an authentically flourishing human life? Is it simply by increasing the bottom-line? Or must we think about business as contributing to human flourishing, contributing to the common good?

IAN SHAPIRO, Yale University: What makes this a healthy market? Every market player will be trying to get as big a market share as possible. That's what firms do. They try to get market share. And so there's a tension between the incentives that each individual player has and what's good for all the players collectively.

ROGER MARTIN, Dean - Rotman School of Management, University of Toronto: More consumers are saying, "We're going to give extra points in our decisions to companies that have some kind of mission beyond simply making money.

JONATHAN MACEY, Professor - Professor, Yale Law School:
In a properly functioning economy, the more virtuous companies will be the companies that succeed the most.

FATHER OLIVER WILLIAMS, Professor - Mendoza Management School - University of Notre Dame:

If you go back to Aristotle, who...(edit)...really is the founder of what we call "virtue ethics," Aristotle said, "You become good by observing good people and seeing what they do, and then doing what they do"...(edit)...In a corporation, we call that developing an "ethical corporate culture."

JAMES OTTESON, Professor of Philosophy & Economics - Yeshiva University: (SE-026 / 1:27:23)

The idea of "virtue ethics" is that there's some conception of what a human being ought to be that you've internalized. And this forms a background from which you can then go on to do all the behaviors you engage in...being a parent, to getting married, to running a business.

NARRATOR:

GREAT MINDS THROUGHOUT HISTORY HAVE IDENTIFIED A NUMBER OF QUALITIES THEY BELIEVED WOULD ALLOW ONE TO LIVE A VIRTUOUS LIFE. IN EACH INSTANCE, THESE VIRTUES HAD A DIRECT LINK TO QUALITIES FOUND IN MANY OF THE WORLD'S FAITH TRADITIONS. AS ADAM SMITH MADE CLEAR, THE STRENGTH OF THE FREE ECONOMY ADVOCATED IN "*THE WEALTH OF NATIONS*" DEPENDS ON THIS CRITICAL LINK BETWEEN VIRTUE AND PROSPERITY.

THEODORE ROOSEVELT MALLOCH - Research Professor - Yale University / Author, "*Spiritual Enterprise*":

Here at Yale and at other leading management schools from Toronto to Europe, recent research has shown that corporate leaders who commit themselves to a core mission that is more holistic and steeped in spiritual capital often succeed in righting wrongs and creating genuine personal and social progress, while also succeeding in generating strong profits.

NARRATOR:

IN THE NEXT HOUR, WE WILL TAKE YOU FROM THE CLASSROOM TO THE BOARD ROOM TO EXPLORE VIRTUE ETHICS WITHIN THE FRAMEWORK OF SEVERAL MODERN BUSINESS SUCCESS STORIES ...14 VIRTUES...14 COMPANIES...AN IN-DEPTH LOOK WITH UNPRECEDENTED ACCESS TO MANY OF THE WORLD'S TOP CEOs AND CORPORATE LEADERS WHO EACH EXPLORE THIS CORE QUESTION:

...CAN CORPORATIONS CREATE WEALTH BY "VIRTUOUS" MEANS? THE ANSWERS MAY PROVE TO BE THE MOST IMPORTANT CONSIDERATION FOR LEADERS AS THEY CONTINUE TO DEFINE SUCCESS FOR THEMSELVES, FOR OTHERS, AND FOR THE WORLD AT LARGE.

HAROLD ATTRIDGE, Dean - Yale Divinity School:

The situation that has developed over the last couple years, with the economic downturn and the events that led to it, has raised consciousness about the importance of fundamental values that people should bring to their economic and business activities.

KATHLEEN TAYLOR, President & CEO - Four Seasons Hotels & Resorts:

Honesty and transparency and trust are an integral part of every relationship that you have with every person you know. And our job, and the job of the employees, is to deliver on that trust..

TIM SOLSO, Chairman & CEO - Cummins, Inc.

It's not that it's just nice to do what's morally correct. It's in our best interest.

NICHOLAS CAPALDI, Dir. of Center for Spiritual Capital - Loyola University - New Orleans:

We live now in a knowledge economy. The only way we can produce the kinds of products and services is by encouraging people to work together. That means that businesses - in order to prosper - have to encourage a kind of virtuous behavior.

[*"Doing Virtuous Business" logo animation*]

"Our Word Is Our Bond"
CARGILL PROFILE
VIRTUE = LEADERSHIP

NARRATOR:

1865 WAS A PIVOTAL YEAR IN THE HISTORY OF THE UNITED STATES. AFTER YEARS OF BLOODSHED, THE CIVIL WAR HAD FINALLY ENDED. IT WAS AT THIS TIME THAT WILLIAM WALLACE CARGILL, A PRESBYTERIAN FARMER AND TRADER, FIRST SETTLED IN THE ROUGH MIDWESTERN COUNTRYSIDE AND OPENED A SINGLE GRAIN STORAGE FACILITY FOR OTHER AREA FARMERS TO STORE AND TRADE. THE CORPORATE CREDO FOR CARGILL WAS A SIMPLE ONE... "OUR WORD IS OUR BOND."

Greg Page, CEO - Cargill:

I think it started initially in the context of us being a trading company, which was, we made a verbal promise and it didn't need a lot of written, contractual obligations. "Our word was our bond." When you hung up the phone or tore off the Telex, you knew you had an arrangement with Cargill that would be fulfilled.

NARRATOR:

TODAY, CARGILL IS ONE OF THE LARGEST PRIVATE, GLOBAL COMPANIES, WITH MORE THAN 160,000 EMPLOYEES WORLDWIDE...A LEADING PROVIDER OF FOOD, AGRICULTURAL AND RISK MANAGEMENT PRODUCTS AND SERVICES. THOUGH THE COMPANY'S RESPONSIBILITIES HAVE CHANGED SIGNIFICANTLY FROM W.W. CARGILL'S EARLY DAYS ON THE IOWA PRAIRIE, THE LEADERSHIP PRINCIPLES OF THE ORGANIZATION HAVE VARIED LITTLE.

Greg Page:

At Cargill, we talk about leadership in three important components, and certainly there are more, but the core components are courage, conviction and integrity. We have people that we expect to behave as owners what are the things that owners demonstrate, it's enormous common sense. It's a practical view of how things should be and how we should behave.

NARRATOR:

DURING THE 1970S, AS AN EMBATTLED U.S. ECONOMY SUFFERED THROUGH POLITICAL AND ECONOMIC UPEHAVAL, CARGILL'S CEO, WHITNEY MACMILLAN, MADE A PUBLIC DECLARATION OF WHERE THE COMPANY STOOD ON A NUMBER OF SOCIAL AND ECONOMIC ISSUES. HIS CORPORATE MANIFESTO REAFFIRMED THE ORGANIZATION'S LONG-HELD TRADITIONS AND PLACED THE PHRASE "OUR WORD IS OUR BOND" INTO A GRANDER CONTEXT OF SUPREME LEADERSHIP PRINCIPLES, CORPORATE CONDUCT AND IMPACT ON THE COMMUNITIES IN WHICH THE COMPANY SERVES...LEADERSHIP PRINCIPLES THAT ARE STILL PRACTICED TODAY.

Greg Page:

There's a philanthropic component to corporate responsibility. How do we use a portion of the wealth that we generate through our commercial activities to make the communities in which we operate view us as a partner in the standard of living in that community? And, so, whether it's environmental, whether it's an employment impact, whether it's a societal impact, there are common goods that we have an obligation to provide.

Greg Page:

I call it "Psychic ROI," that they don't simply want to enjoy the financial fruits of the company. But they want to be proud of the way that I behave, the way the people I work with behave. And so...equally important for the family owners of Cargill is how we carry out our activities, and organization that they can be proud of.

"Miller's Social Agenda"
CUMMINS PROFILE - VIRTUE: JUSTICE

NARRATOR:

INNOVATION HAS BEEN AT THE HEART OF CUMMINS, INC. SINCE THE COMPANY'S FOUNDING IN 1919. AUTOMOTIVE TRANSPORTATION WAS STILL A RELATIVELY NEW CONCEPT AT THAT TIME. ENGINEER CLESSIE CUMMINS WAS AN EARLY PROPONENT OF DIESEL-POWERED ENGINES, AND STAGED SEVERAL CROSS-COUNTRY PROMOTIONAL TOURS TO TOUT DIESEL POWER. BUT IT WAS NOT UNTIL NEW GENERAL MANAGER J. IRWIN MILLER TOOK OVER THE ORGANIZATION IN 1936 THAT CUMMINS DEVELOPED A GRANDER VISION FOR THE COMPANY AND ITS PLACE WITHIN SOCIETY.

Tim Solso, Chairman and CEO, Cummins, Inc.:

Some of his values and beliefs started with character and integrity. That "we do what's right," and "we always do what we say we will do."

Tim Solso:

He also had a belief that it was in our best interest and our corporate responsibility to make the communities in which our people lived and worked the best they could be. And that if you didn't have a healthy community, it was impossible to have a healthy company.

NARRATOR:

DURING THE 1960S, MILLER BEFRIENDED A YOUNG DR. MARTIN LUTHER KING, JR. THE METHODIST ENTREPRENEUR AND OTHER CORPORATE LEADERS HELPED KING AND HIS SOUTHERN CHRISTIAN LEADERSHIP CONFERENCE PLAN THE MARCH ON WASHINGTON IN 1963.

Martin Luther King Speech trails off: "...Thank God, Almighty, We are free at last."

Tim Solso:

He also demanded that everybody be treated with dignity and respect, and when he noticed that this wasn't happening, he had not only a sense of urgency, by he had a sense of outrage.

NARRATOR:

DURING THE EARLY '80S, MILLER AND OTHER LEADERS AT CUMMINS DECIDED TO ACT AGAINST THE RACIAL ISSUES SURROUNDING APARTHEID IN SOUTH AFRICA. CUMMINS PULLED THE COMPANY'S INVESTMENTS OUT OF THE COUNTRY, ONE OF THE FIRST U.S. COMPANIES TO TAKE SUCH MEASURES.

Jean Blackwell: Executive V.P. - Corporate Responsibility - Cummins, Inc. :

Everyone has a role in solving problems in the community. Government has a role. Churches have a role...But companies have a role, too. And in many ways we are uniquely positioned, because we bring teams of people, we often bring the ability to work with other companies and bring them to the table. And so it would be a waste of a huge level of resources if companies didn't help solve problems.

NARRATOR:

TODAY CUMMINS CONTINUES THE TRADITIONS OF JUSTICE BEGUN BY J. IRWIN MILLER, PROMOTING GREATER DIVERSITY WITHIN BOTH ITS CUSTOMER BASE AND ITS EMPLOYEE BASE.

Tim Solso, Chairman and CEO, Cummins, Inc.:

We view corporate responsibility as mandatory in good business. We try and evaluate the impact that our decisions have on multiple stakeholders and come up with whatever is most responsible.

"Closed on Sunday"
CHICK-FIL-A SEGMENT
Virtue - Gratitude

NARRATOR:

AMID THE NEON SIGNS AND GLOBAL MARKETING OF THE FAST FOOD BUSINESS, IT IS DIFFICULT TO IMAGINE THAT THIS MULTI-BILLION-DOLLAR INDUSTRY CAN GIVE RISE TO THE DEVELOPMENT OF A *SPIRITUAL* ENTERPRISE--ONE WHERE THE IMPORTANCE OF *VIRTUE* CAN EQUAL THE IMPORTANCE OF A SLICK ADVERTISING CAMPAIGN OR AN INTENSE ANALYSIS OF THE BOTTOM LINE.

Truett Cathy, Founder & Chairman - Chick-fil-A Restaurants, Inc.:

I find there's a difference between a workaholic and a person excited about their work. No one wants to follow a workaholic. But you like to follow people that are excited about what's going on about their work.

NARRATOR:

THIS IS TRUETT CATHY, 85-YEAR-OLD FOUNDER OF CHICK-FIL-A RESTAURANTS, INCORPORATED.

Truett Cathy:

What an opportunity it is to be in a business where we train so many young people to work for us. And we really want to please. And that's one of the joys. Not ringing in the cash register. That's only a byproduct. And if you take care of the important things, the profit will be there.

NARRATOR:

TRUETT CATHY CERTAINLY UNDERSTANDS THE HARD WORK AND COMMITMENT IT DEMANDS TO "TAKE CARE OF THE IMPORTANT THINGS." AFTER SERVING IN WORLD WAR II, HE RETURNED TO HIS HOME STATE OF GEORGIA, WHERE HE OPENED A SMALL RESTAURANT IN 1946 WITH ALL HE HAD – \$4,000 IN SAVINGS – AND BEGAN TO EXPERIMENT WITH RECIPES FOR A BONELESS CHICKEN SANDWICH, THE STAPLE OF TODAY'S CHICK-FIL-A RESTAURANTS.

NARRATOR:

INITIALLY, CATHY WORKED NEARLY 24 HOURS-A-DAY, SIX DAYS-A-WEEK. HOWEVER, THE BAPTIST RESTAURATEUR ALWAYS ENSURED THAT HIS ESTABLISHMENT WAS CLOSED ON SUNDAYS.

Truett Cathy:

People say, "Why do you close on Sunday? That's a big day. That's giving your competitors 20% of the sales generated on Sunday." So I said that if you work for six days, 24-hours-a-day, you're ready for a break.

NARRATOR:

CATHY HAS ALWAYS HELD TRUE TO THIS PRACTICE. TODAY, THERE ARE MORE THAN 1,300 CHICK-FIL-A RESTAURANTS ACROSS THE UNITED STATES, AND EVERY ONE OF THEM IS CLOSED ON SUNDAY.

Dan Cathy, President – Chick-fil-A Restaurants:

"Closed on Sunday." Those three words say so much about our values, our commitment, our attitudes toward people, on and on and on. And it's remarkable how this expression and the fact that we really do close our stores on Sunday so resonates with our customers.

NARRATOR:

THE PRACTICE OF BEING "CLOSED ON SUNDAY" IS ONE WAY THE CATHY FAMILY EXPRESSES ITS SINCERE GRATITUDE--TO GOD, AS WELL AS TO ITS EMPLOYEES, WHO WOULD OTHERWISE BE EXPECTED TO WORK SEVEN-DAYS-A-WEEK AT ANY OF CHICK-FIL-A'S RESTAURANT COMPETITORS.

Don "Bubba" Cathy, Senior V.P. - Chick-fil-A Restaurants, Inc.:

I think a lot of these companies that start heading to trouble when they've gotten too concerned with the bottom line or too concerned about a sales goal, too concerned about a profit goal, and all these other things. The people side of it goes to pot. We've been able to see a very balanced business culture with Chick-fil-A that I think is very unique.

A Commitment to "Compassionate Care"

TRIMEDX PROFILE - Virtue : Compassion

[Haiti Earthquake footage]

Greg Ranger, CEO - TriMedx:

The company is both mission and business. And I'd say the mission leads the business for us...(edit)... We want people to look at the way that we carry ourselves, the work that we do, and notice that there's something just a little different about that.

NARRATOR:

IN JANUARY 2010, THE COUNTRY OF HAITI WAS HIT BY A DEVASTATING EARTHQUAKE THAT LEFT THOUSANDS DEAD OR INJURED. INTERNATIONAL AID SOON BEGAN TO POUR INTO THE RAVAGED AREAS OF THE COUNTRY. FORTUNATELY FOR ONE AREA HOSPITAL, HELP WAS ALREADY IN PLACE TO PROVIDE NEEDED TECHNICAL SUPPORT TO AID THOSE IN NEED...THANKS TO THE COMMITMENT OF PERSONNEL AND EQUIPMENT FROM TRIMEDX, INCORPORATED.

Greg Ranger:

How do we impact other lives in the work that we do? We began at this goal. We had no idea what this was going to mean when we first brought it into concept. Just in the last fiscal year alone, we recorded over one million lives impacted in the work that we do here in the U.S. and throughout the world.

NARRATOR:

TRIMEDX STARTED AS A GROUP OF MEDICAL TECHNICIANS WORKING WITHIN THE ASCENSION HEALTH SYSTEM, THE LARGEST CATHOLIC HEALTH PROVIDER IN THE U.S. THESE EXPERTS PROVIDE TECHNICAL SUPPORT TO SERVICE AND MAINTAIN MEDICAL EQUIPMENT IN VARIOUS HOSPITAL SYSTEMS THROUGHOUT THE U.S.

Greg Ranger:

I think people have two sides to them in their core at work. One side's a technical ability, whatever their expertise is, how well they deliver that. The other piece of it is their behavior. How do they interact with their coworkers, the people that they serve? And that's just as important as their technical ability.

Greg Ranger (SE031 / approx. 1:27:36)

We've done 63 mission trips in 18 countries. What TriMedx does in the mission field is supply technical skills. There are a lot of companies and lots of people who donate medical equipment to hospitals. When a lot of this stuff gets to the country, it's either got damaged during shipment or it breaks fairly soon after they get it. And the ability to repair medical devices is a very special skill.

NARRATOR:

TRIMEDX HAS ADOPTED A MISSION AND VISION TO SERVE OTHERS WITH WHAT THEY CALL "COMPASSIONATE CARE," CARE THAT EXTENDS NOT ONLY TO HOSPITAL PERSONNEL AND SYSTEMS IN THE U.S., BUT ALSO TO MEDICAL CLINICS IN DEVELOPING NATIONS. THIS COMMITMENT TO "COMPASSIONATE CARE" FOR ASCENSION HEALTH AND ITS PARTNERS DATES BACK TO THE TIME WHEN ST. VINCENT DEPAUL FOUNDED THE ORDER OF CHARITY IN 1633. IT'S A VISION TRIMEDX CONTINUES TO CULTIVATE TODAY.

Greg Ranger:

Helping hospitals grow, so they can further support the communities where there really was no hope before. Where these poor and vulnerable people live, we're impacting their lives by improving health and healthcare that they have available to them.

"Taking Care of the Team"
TYSON FOODS SEGMENT
Virtue - Forgiveness

John Tyson, Chairman of the Board - Tyson Foods:

I started working in the company when I was 13-14...I grew up listening to the stories of my granddad, and things like, "We live in a community. You take care of the community. These people you're responsible for. And one thing I heard my granddad say, "If you take care of your people, then you'll be taken care of." And I think that's the right order.

NARRATOR:

IN 1931, AMERICA WAS IN THE HEART OF THE GREAT DEPRESSION WHEN JOHN TYSON'S GRANDFATHER, ALSO NAMED JOHN, STARTED A COMPANY THAT PRODUCED AND MARKETED POULTRY AND OTHER FARM PRODUCTS. TIMES WERE TOUGH FOR MANY MIDWESTERN FARMERS DURING THOSE DAYS OF DROUGHT, SOARING COSTS AND MINIMAL PROFITS. TYSON FOODS, LIKE MANY OF ITS NEIGHBORS, SURVIVED BY STICKING TOGETHER AND WORKING TOGETHER TO REACH A COMMON GOAL.

NARRATOR:

TODAY, MORE THAN 75 YEARS LATER, TYSON FOODS NO LONGER MUST FACE THE STRUGGLES ONCE ENDURED DURING THE 1930s. BUT THE COMPANY CONTINUES TO SUCCEED BASED ON THE NOTION OF TEAMWORK. TYSON FOODS NOW BOASTS A WORLDWIDE WORKFORCE NEAR 180,000, WITH EACH "TEAM MEMBER" ADHERING TO A SET OF CORE VALUES.

Donnie Smith, President & CEO - Tyson Foods:

You will never hear me say that I run Tyson Foods, because I don't. No one person could run an organization this big. I have a great privilege to lead a team of people. Those are the people that make the difference.

NARRATOR:

THERE ARE MANY WAYS IN WHICH TYSON WORKS TO ELIMINATE THE SENSE OF CORPORATE HIERARCHY IN ORDER TO PROMOTE A STRONGER SENSE OF TEAMWORK AT THEIR FACILITIES. TOP MANAGEMENT IS OFTEN SEEN WALKING, TALKING AND WORKING SIDE-BY-SIDE WITH FELLOW "TEAM MEMBERS." AS WELL, THE TYSON CHAPLAINCY PROGRAM BUILDS WHAT THEY TERM A "FAITH-FRIENDLY" ENVIRONMENT THAT ADDRESSES THE SOCIAL AND SPIRITUAL NEEDS OF TEAM MEMBERS.

Rick McKinnie, Dir. Chaplain Services - Tyson Foods:

What I've experienced in the organization...is that this is a company that just truly, truly cares for the people, and out of that, I think we have great success.

NARRATOR:

TYSON HAS DISCOVERED THAT ONE OF THE GREATEST VIRTUES TO HELP DEVELOP TEAMWORK WITHIN THE ORGANIZATION IS THE VIRTUE OF FORGIVENESS.

John Tyson, Chairman of the Board - Tyson Foods:

If you don't forgive people for trying to do something, how can people innovate? They'll be scared to death not to try something. We encourage our folks to try to do something, and you're going to have some failures, but our failures, you're going to have some lessons. So we have to have that permission and forgiveness or otherwise people would stay around and not do anything.

NARRATOR:

TYSON CONTINUES TO MOVE FORWARD BY DEVELOPING A SENSE OF TEAMWORK, NOT ONLY WITHIN ITS OWN WALLS, BUT ALSO AT COMMUNITY FUND-RAISERS, SUCH FOOD DRIVES AND OTHER IMPORTANT CIVIC EVENTS.

Donnie Smith, President & CEO - Tyson Foods:

We have to all realize that it's all of us working together, pulling on the same rope, all the time...(edit)...And by the way, have a great time in the process. This is a fun place to work, because we like working together. We're a good team. We like working together as a team. We like sharing in each other's success. That's fun stuff. We have a good time here.

How to Build a Village

ORGANIZATION - Grameen Bank / VIRTUE - Generosity

Muhammad Yunus, Founder and Chairman, Grameen Bank International:

Human beings are not one dimensional beings. They are not just money-making machines...Human beings are multi-dimensional beings. But this multi-dimensionality is not reflected within the economic theory that we have created. So that has to be amended.

NARRATOR:

MUHAMMAD YUNUS IS A TOP ECONOMICS PROFESSOR AT A NOTED UNIVERSITY IN BANGLADESH. HIS IDEALS WERE SHAPED BY HAUNTING MEMORIES FROM HIS MUSLIM CHILDHOOD, WHEN HUNDREDS OF BEGGARS WOULD OFTEN PASS BY HIS HOME EVERY DAY. AS A BUSINESSMAN AND EDUCATOR, YUNUS WOULD DEDICATE HIS LIFE TO THE POOR. BUT HE DISCOVERED THAT THERE WAS NO LOCAL OR WORLD BANKING SYSTEM IN PLACE TO HELP SERVE THESE PEOPLE. AND SO YUNUS TOOK MATTERS INTO HIS OWN HANDS AND CREATED A BANK FOR THE POOR -- AN INSTITUTION HE CALLED GRAMEEN BANK, A WORD THAT MEANS "VILLAGE" IN THE BENGALI LANGUAGE.

Muhammad Yunus:

We wanted to bring financial services to poor people, which didn't exist, which still doesn't exist in most countries. We provide the banking services that create the opportunities for income generation, and the bank recovers its cost and makes profit. And the bank is owned by the poor people, so the profit goes back to them. So in every sense, this is as much a business as one can get, but the only thing is that it is done in a completely different way.

NARRATOR:

GRAMEEN BANK PROVIDES LOANS THROUGH "MICRO-CREDIT"...SMALL AMOUNTS GIVEN TO INDIVIDUALS AND AREA COMPANIES TO REINVEST IN LOCAL BUSINESS. GRAMEEN SUPPLIES THE MONEY, AND SMALL BUSINESS PEOPLE PROVIDE A PROMISE TO CULTIVATE GOODS AND SERVICES FOR THE REGION. AS WELL, THESE COMPANIES HIRE LOCAL EMPLOYEES, WHICH HELPS ALLEVIATE POVERTY IN THE AREA. THE REPAYMENT RATE ON GRAMEEN LOANS IS IMPRESSIVE...EXCEEDING 97-PERCENT.

Muhammad Yunus:

Poverty is a lack of income, lack of opportunity. So by providing the financial services and lending the money to create their own self-employment, they can start earning money. So income goes up. And once income goes up, their poverty level goes down.

NARRATOR:

YUNUS'S INITIATIVE EARNED HIM THE 2006 NOBEL PEACE PRIZE, AMONG HUNDREDS OF OTHER GLOBAL HONORS. HIS WORK IS THE EPITOME OF GENEROSITY...NOT "GENEROSITY" IN THE TYPICAL SENSE OF GIVING AWAY SOMETHING FOR FREE...BUT A GRANDER VISION OF THE TERM -- ONE OF SELFLESSNESS, WHICH PROVIDES NEW AND GREATER OPPORTUNITIES FOR INDIVIDUALS TO HELP THEMSELVES, WHICH, IN TURN, HELPS BUILD SELF-ESTEEM AND PRIDE IN THE ECONOMIC "VILLAGE" THAT SURROUNDS THEM.

Muhammad Yunus:

...The moment you open this idea that business is to be created on the theory of selflessness, this thing will keep coming back again. And that will be a business for helping others.

Investing in the Sustainable "Social Business"

COMPANY - Dannon Foods, Inc. / VIRTUE - Patience

NARRATOR:

THIS IS THE STORY OF TWO MEN WHO WENT TO A BUSINESS LUNCH IN PARIS AND ENDED UP FEEDING MILLIONS OF FAMILIES IN DEVELOPING NATIONS THROUGHOUT THE WORLD.

Franck Riboud, CEO - Group Danone, Inc.:

You cannot drive a company just thinking about profit...(edit)...You can't deliver economic result if you don't have social progress. You can't have social progress if you are not doing benefit.

NARRATOR:

ONE MEMBER OF THE LUNCH PARTY WAS FRANCK RIBOUD, THE HEAD OF THE DANNON COMPANY, A LEADER IN THE PRODUCTION AND DISTRIBUTION OF DAIRY PRODUCTS AND A VARIETY OF "HEALTH-THROUGH-FOOD" INITIATIVES THAT DATED BACK TO THE COMPANY'S INCEPTION IN EUROPE IN 1919. HIS LUNCH PARTNER WAS MUHAMMAD YUNUS, THE VISIONARY BEHIND GRAMEEN BANK INTERNATIONAL, A LEADING BANKING SYSTEM FOR THE POOR. OVER THE COURSE OF THEIR LUNCH, THEY WERE CRAFTING THE MISSION AND VISION FOR THE GRAMEEN - DANONE INITIATIVE.

Franck Riboud:

I get this feeling that I want to become his friend. I don't know, maybe this has happened to you. And I decided to become his friend.

NARRATOR:

THE TWO FRIENDS COLLABORATED TO DEVELOP NEW YOGURT FACILITIES IN VARIOUS EMERGING NATIONS. LOCAL EMPLOYMENT WOULD HELP ALLEVIATE POVERTY IN EACH REGION. THE PRODUCT THEY WOULD CREATE WOULD BE A KIND OF "SUPER-YOGURT," A TYPE WHERE A SINGLE SERVING WOULD PROVIDE ONE CHILD AN ENTIRE DAY'S NUTRITIONAL NEEDS...AN INITIATIVE BOTH MEN TERMED A SUSTAINABLE "SOCIAL BUSINESS."

Franck Riboud:

Charity depends on one guy. But if this guy died, then what will happen? Pfft. With a social business, a profitable social business, normally this business will continue, even if tomorrow I am no more there, because the model itself will continue to work.

NARRATOR:

A DEVOUT CATHOLIC, RIBOUD WAS AN ENTHUSIASTIC SUPPORTER OF INITIATIVES TO PROVIDE SERVICE TO THE POOR. BUT THE DANNON CEO ALSO UNDERSTOOD THAT THE IDEA MIGHT BE TOUGH TO SELL TO INVESTORS. THE NOTION OF DEVELOPING NEW FACTORIES THAT REINVESTED PROFITS INTO THE COMMUNITIES THEY SERVED WAS UNIQUE. THROUGH ENDURING PATIENCE -- AND INITIAL SUCCESS AT A HANDFUL OF TRIAL FACTORIES -- RIBOUD EVENTUALLY WON THE CONFIDENCE OF HIS SHAREHOLDERS AND THE LARGER WORLD MARKET.

Franck Riboud:

My job is to create balance between the expectation of the shareholders, the expectations of the people working for the company, and on top of that, the expectation of the community around the company. This has created something wonderful. And it is not the end of the story. It's the beginning of the story.

“The Soul of the Firm”
SERVICEMASTER / Virtue - Faith

NARRATOR:

CORPORATE GOVERNANCE BASED ON PRINCIPLED ACTIONS, AND A COMPANY MOTTO THAT EXCLAIMS “DO THE RIGHT THING!” THESE ARE THE MANDATES OF A LEADER WHO UNDERSTANDS THE IMPORTANCE OF FAITH AND SERVICE—ONE WHO SEEKS TO CULTIVATE “THE SOUL OF THE FIRM.”

William Pollard - Chairman Emeritus, ServiceMaster, Inc.:

The “Soul of the Firm” speaks in our mindset here at ServiceMaster to the people of the firm and to whether those people are growing as individuals, are becoming someone in fulfilling a significant purpose and mission in life. That goes beyond the task of the job every day.

NARRATOR:

THIS IS BILL POLLARD, CHAIRMAN EMERITUS OF SERVICEMASTER, INCORPORATED. CONSUMERS KNOW SERVICEMASTER PRIMARILY BY ITS COMMERCIAL SERVICE PROVIDERS, SUCH AS TRUGREEN / CHEMLAWN LANDSCAPING, TERMINEX PEST CONTROL, AND MERRY MAIDS CLEANING SERVICES. POLLARD SERVED AS CEO OF THE MULTI-BILLION-DOLLAR FIRM FROM 1983 TO 1993.

William Pollard:

Henry Ford once said, “Why do I always get the whole person when all I really wanted was a pair of hands?” It’s so easy in a business environment to look at people as just a pair of hands, a line on a profit-and-loss statement called “cost of labor.” And if I can reduce the cost of labor, then my profit goes up. But behind that line are real people, whole people. They’re people that have a physical side, an emotional side, but they also have a spiritual side. They’re human. That’s part of our humanity.

NARRATOR:

WANTING TO ENSURE THAT HIS CORPORATION WAS INTEGRATING “THE WHOLE PERSON,” POLLARD LED SERVICEMASTER TO ENACT A NEW CORPORATE CODE OF CONDUCT—ONE THAT FOCUSED ON BUILDING COMMUNITY, BOTH WITHIN ITS OWN EMPLOYEE BASE...AND OUTSIDE THE ORGANIZATION THROUGH SUPERIOR CUSTOMER SERVICE. THE FOUR MAIN OBJECTIVES OF THE COMPANY FALL UNDER THE HEADING: “DO THE RIGHT THING.” A STATUE OUTSIDE THE CORPORATE HEADQUARTERS REPRESENTS THE BIBLICAL STORY OF JESUS WASHING THE FEET OF HIS DISCIPLES -- A STORY THAT REFLECTS POLLARD'S PERSONAL FAITH, AS WELL AS HIS BELIEF IN A CORPORATE CREDO OF SERVANT-LEADERSHIP. IT IS THROUGH THIS FAITH AND PRACTICE, POLLARD BELIEVES THAT SERVICEMASTER WILL CONTINUE TO "DO THE RIGHT THING."

William Pollard:

Our relationship with our customers as we serve them is a very important relationship. That’s part of the community that we have to build. When we build that, then there’s strength in that relationship. That strength is translated into a measurement we use in this company called customer retention. And it’s true with respect to our company and with most service companies. It always costs you more to sell a new customer than to retain an existing customer. So guess what? When your customer retention rate goes up, your profit goes up. So now it translates right to your bottom line that everybody understands in business.

William Pollard:

...In Proverbs it says, "Hard work leads to profit. Mere talk is worthless." There is a standard of productivity and profit and it's expected of one to accomplish something with the talents God has given us."

"Building Walls – Breaking Down Walls"
HABITAT FOR HUMANITY SEGMENT

Robyn Taliaferro, Habitat Homeowner:

It's a wonderful feeling seeing my house go up. It's more or less like a dream. And I'm still waiting to wake up from it.

NARRATOR:

ROBYN TALIAFERRO IS SAWING, SANDING, AND SWEATING HER WAY TOWARD HOME OWNERSHIP—A GOAL SHE COULD NOT HAVE IMAGINED ATTAINING WITHOUT THE HELP OF A PARTNER LIKE HABITAT FOR HUMANITY. HABITAT AND ITS ARMY OF IMPASSIONED VOLUNTEERS HAVE COME TO THE AID OF ROBYN AND MILLIONS OF OTHER FAMILIES WORLDWIDE, WORKING WITH HOMEOWNERS TO BUILD SAFE, AFFORDABLE HOUSES.

Robyn:

I have a real investment in it, and everyone else, too. The more people that come down and help build on my home is more or less...it feels like a home. It's a good feeling.

NARRATOR:

HABITAT FOR HUMANITY IS A WORLDWIDE, GRASSROOTS MOVEMENT WITH MORE THAN 2,500 AFFILIATES IN 98 COUNTRIES. THE ORGANIZATION CULTIVATES COMMUNITY SUPPORT UNDER WHAT THEY CALL THE "THEOLOGY OF THE HAMMER."

Jonathan Reckford, President/CEO, Habitat for Humanity, International:

The "Theology of the Hammer" is that we don't have to reach theological agreement on every major issue to be able to come out and agree on serving people in need. And so what we found is that there is a unity and a breaking down of barriers when we bring people from different faith backgrounds, from all different parts of our society, and more and more rare, we actually get people to cross socio-economic lines and come out and work together. And that process of coming out and building together is remarkable. You put up walls, and at the same time, you break down walls. It's a fascinating thing to see.

NARRATOR:

THIS NOTION OF "BREAKING DOWN WALLS BY BUILDING WALLS" IS A REFLECTION OF HUMILITY -- THE VIRTUE THAT STARTED WITH HABITAT FOUNDER MILLARD FULLER, A HUMBLE MENNONITE BUILDER WHO BELIEVED THAT PEOPLE FROM A VARIETY OF BACKGROUNDS COULD COME TOGETHER FOR ONE SPIRITUAL PURPOSE.

Sandy Howarth, Habitat Regional Site Director/Volunteer:

I've had many times, volunteers, sponsors of homes, come up to me at a dedication ceremony with tears in their eyes, saying to me, "Thank you for getting me involved in Habitat, because I feel blessed. I know I've blessed this family's life by my work with them or the money I've donated. But the thing that surprised me is it gave back to me."

NARRATOR:

HABITAT FOR HUMANITY HAS GROWN FROM A FEW HOME DEVELOPMENT PROJECTS TO MORE THAN 200,000 HOMES WORLDWIDE. TODAY HABITAT SERVES MORE 3,000 COMMUNITIES ACROSS THE GLOBE.

Reckford:

I think that the core of what makes Habitat work is we don't just give things to people, we truly partner with people in need of decent housing. So there's a dignity and a sense of relationship that is transformational.

Cultivating Conscious Capitalism

ORGANIZATION - Whole Foods, Inc. / VIRTUE - Perseverance

John Mackey, Co-Chief Executive Officer, Whole Foods Market:

People want what they're doing in their work to make a difference in the world. So every business has the potential for a deeper purpose.

NARRATOR:

HERE ON THE SHELVES OF WHOLE FOODS MARKET SIT NATURAL FOOD PRODUCTS FROM ALL OVER THE GLOBE. FOR FOUNDER JOHN MACKEY, THESE ITEMS REPRESENT FAR MORE THAN A SOURCE OF PROFIT AND A HEALTHY DIET. THEY ALSO REPRESENT A COOPERATIVE VENTURE THAT PRODUCES A WIN-WIN SITUATION FOR ALL INVOLVED, FROM CUSTOMERS TO EMPLOYEES, AND FROM VENDORS TO SHAREHOLDERS...A CONCEPT MACKEY CALLS "CONSCIOUS CAPITALISM."

Mackey:

Conscious capitalism...rejects the idea that business .is merely to maximize profits and shareholder value, and that the shareholder is the only stakeholder that matters. The conscious business has discovered or created its deeper purpose. When a business taps into its deeper purpose, that tends to inspire and motivate the employees...It releases more creative energy.

NARRATOR:

THESE NOTIONS OF CONSCIOUS CAPITALISM HAVE TRANSFORMED WHOLE FOODS INTO A VAST FORTUNE 500 SUPERMARKET EMPIRE. THE UNLIKELY SUCCESS STORY OF THE COMPANY IS A LESSON IN SHEER PERSEVERANCE MORE THAN 30 YEARS IN THE MAKING.

NARRATOR:

IN 1978, JOHN MACKKEY WAS A 25-YEAR-OLD COLLEGE DROP-OUT, WHO, ALONG WITH HIS 21-YEAR-OLD GIRLFRIEND, OPENED A NATURAL FOODS STORE IN AUSTIN, TEXAS. AT ONE POINT EARLY IN THEIR CAREERS, THE COUPLE WAS EVICTED FROM THEIR APARTMENT FOR USING THEIR HOME TO STORE FOOD PRODUCTS...A DEVELOPMENT THAT CAUSED THEM -- FOR A TIME -- TO ACTUALLY LIVE IN THE STORE ITSELF.

Mackey:

Our vision was no more than selling healthy food that made people's lives better, and have a good living for ourselves. We're continuing to discover a deeper purpose in Whole Foods.

NARRATOR:

MACKKEY'S PERSEVERANCE HAS HELPED TURN WHOLE FOODS INTO AN INTERNATIONAL LEADER IN MARKETING NATURAL FOOD PRODUCTS...AN ORGANIZATION THAT WORKS WITH SUPPLIERS ALL OVER THE WORLD THROUGH THE WHOLE PLANET FOUNDATION TO HELP DEVELOP SMALL FAMILY FARMS INTO INTERNATIONAL SUPPLIERS. AS WELL, MACKKEY HAS HELPED TO CREATE THE CONSCIOUS CAPITALISM FOUNDATION -- AN ORGANIZATION FOUNDED ON MANY BUDDHIST PRINCIPLES -- A GROUP THAT ATTRACTS FELLOW LEADERS WHO ARE COMMITTED TO BUILDING CORPORATE VALUE.

Michael Strong, Chief Visionary Officer - Conscious Capitalism, Inc.

This is a deep blending of doing good and for-profit capitalism. One of the things we find is the people in these companies deploy the company assets in a way that will actually make the company more profitable by doing more good.

John Mackey:

As time passes, you'll see more and more conscious businesses begin to take their place in the business ecosystem, because it's a more robust business model that works better. And it's the right model for the 21st century.

"Character First"
KIMRAY SEGMENT
Virtue - Courage

NARRATOR:

TODAY IN THE HEART OF RURAL OKLAHOMA, GIANT RIGS LIKE THIS ONE CONTINUE TO CHURN OUT VITAL NATURAL RESOURCES TO SUPPORT THE OIL AND GAS INDUSTRY. MUCH OF THE TECHNOLOGY IT TAKES TO KEEP MANY OF THE BIG RIGS OPERATING IS DUE TO A NUMBER OF INNOVATIONS FROM A BRILLIANT, ENGINEERING MIND FROM OKLAHOMA CITY.

NARRATOR:

THE ENGINEER WAS GARMAN KIMMEL, THE FOUNDER OF KIMRAY, INC., ONE OF THE NATION'S LEADING MANUFACTURERS OF CONTROL VALVES, ENERGY-EXCHANGE PUMPS AND OTHER CONTROL DEVICES FOR THE WORLD'S OIL AND GAS INDUSTRY.

Thomas A. Hill, Chairman of the Board - Kimray, Inc.:

From the very beginning, he valued trust. He valued relationships. And relationships drove how he did business...(edit)...If you want to have a good relationship, you have to have good character, because it's based upon trust. It's based upon integrity. That's what character is all about.

NARRATOR:

KIMMEL HAD A PASSION AND A TALENT FOR CREATIVE ENGINEERING...ON THE FACTORY FLOOR, AND IN RELATIONSHIPS WITH CUSTOMERS AND STAFF.

Thomas Hill:

We want our customers to have a fantastic experience when they deal with our people. We have customers that will come visit our company even when they don't need to buy anything. They just come here in order to be encouraged, because our employees are encouraging to them.

NARRATOR:

SON-IN-LAW THOMAS HILL AND HIS TWO SONS HAVE CONTINUED TO RUN THE BILLION-DOLLAR FAMILY BUSINESS BY EMPLOYING A HIRING PRACTICE GARMAN DARED TO IMPLEMENT WHEN THE COMPANY WAS FOUNDED IN 1948...A PRACTICE IN WHICH EMPLOYEES ARE HIRED NOT ONLY ON THEIR SKILL SET, BUT ALSO ON THEIR CHARACTER.

Thomas A. Hill:

If you don't make a profit, you don't stay in business. But we believe that success -- both individual success and corporate success -- is driven by good character, or integrity, or virtue.

NARRATOR:

THE FAMILY'S CORPORATE MANAGEMENT PHILOSOPHY IS ROOTED IN COURAGE -- THE COURAGE TO FORGO SHORT -TERM GAINS IN ORDER TO INVEST IN LONG-TERM POSSIBILITIES -- AND THE COURAGE TO PLACE CHARACTER BEFORE PROFIT.

Thomas Hill III, President - Kimray, Inc.:

...Our desire to make our employees successful, our desire to make the community we're in successful, and our desire to make our customers successful is genuine.

NARRATOR:

KIMRAY HAS DEVELOPED A BOLD INITIATIVE CALLED "CHARACTER FIRST," IN WHICH STAFF MEMBERS MEASURE THEIR SUCCESS BASED ON SPECIFIC "CHARACTER CRITERIA," AS WELL AS SKILLS AND ACHIEVEMENTS.

Thomas A. Hill, Chairman of the Board - Kimray, Inc.

We tell our customers right up front what our value system is. We tell the board of directors what we're trying to accomplish, both from a corporate standpoint as far as expanding the company's business, but also expanding our influence in the community and having a greater impact for good in our community.

"VALUE - On the Shelf, In the Heart"

Wal-Mart / Don Soderquist Profile

VIRTUE = DISCIPLINE

NARRATOR:

[birds chirping, Don looking out over lake setting]

THIS IS DON SODERQUIST'S WORLD...A QUIET RETREAT IN NORTHWEST ARKANSAS...

JUST DOWN THE ROAD, AND YET SEEMINGLY A MILLION MILES AWAY FROM THIS PEACEFUL SETTING, LIES ANOTHER SCENE THAT DON SODERQUIST KNOWS WELL...

[cut to Walmart scenes]

NARRATOR:

...IT'S THE WORLD OF DISCOUNT, RETAIL SHOPPING. THIS IS *ALSO* THE WORLD OF DON SODERQUIST, FORMER CHIEF OPERATING OFFICER OF WALMART, INC.

Don Soderquist, Former COO, Walmart, Inc.:

What is the vision? What is the big dream? What is it we are trying to accomplish? I think another part of it is mission. That is like how we are going to go about and do it? And the values say, "This is what we live by." And those three all merge together and really become a part of the culture of an organization.

NARRATOR:

OF COURSE, THE DRIVING FORCE BEHIND THE MASSIVE SUCCESS OF WALMART LIES IN SAM WALTON, THE COMPANY'S FOUNDER. ALONG A TINY ROAD THAT LEADS INTO THE TOWN OF BENTONVILLE, ARKANSAS, WALTON FIRST MANAGED A SINGLE, 5-AND-TEN-CENT STORE IN 1945. FROM THIS ONE STORE, WALTON CULTIVATED A CORPORATE CULTURE THAT FOCUSED ON SUPREME CUSTOMER SERVICE AND ATTENTION.

Don Soderquist:

We were a highly disciplined organization. And when I say that, I don't mean that we had a lot of rules and regulations. Rather, we had a lot of guidelines to direct our people. And people knew and understood what those guidelines meant. Number one: respect every person, every individual. Number two: we're in business to satisfy our customers. Number three we will continue to strive for excellence in everything we do.

NARRATOR:

DON SODERQUIST JOINED THE ORGANIZATION IN 1980, AND, WITHIN EIGHT YEARS, WAS NAMED VICE CHAIRMAN AND CHIEF OPERATING OFFICER. AS THE "KEEPER OF THE CORPORATE CULTURE," SODERQUIST SOON REALIZED THAT THE DEMANDS OF RUNNING THE NATION'S LARGEST RETAILER WERE PULLING HIM AND THE COMPANY IN VARIOUS DIRECTIONS. STILL, THROUGH THE PRACTICE OF DISCIPLINE, DON SODERQUIST LEARNED NEVER TO WAIVER FROM THE FOUNDING PRINCIPLES THAT ORIGINALLY MADE WALMART A SUCCESS.

Don Soderquist:

When we would observe our competitors, one of the places they really fell down was at the point of execution. They had great ideas. They had great plans, but they couldn't get it executed at the store level. Now if you tie this idea of discipline with people who are committed...the discipline is much easier.

NARRATOR:

AS THE NEW CENTURY DAWNED, SODERQUIST LOOKED TO EXPAND THESE MANAGEMENT PHILOSOPHIES. HE RETIRED FROM WALMART TO HELP FOUND AND ORGANIZE THE SODERQUIST CENTER FOR LEADERSHIP AND ETHICS, A VALUES-BASED MANAGEMENT TRAINING RETREAT DEEP IN THE WOODED HILLS OF NORTHWEST ARKANSAS.

Don Soderquist:

The real object of what we're trying to get them to do is get them so energized about making sure they perpetuate the values within their organization.

"Lessons from the Millwright"
HERMAN MILLER SEGMENT
Virtue - Respect

NARRATOR:

IN TINY HOLLAND, MICHIGAN SITS THE WORLD HEADQUARTERS OF HERMAN MILLER -- A MULTI-BILLION DOLLAR MANUFACTURER OF QUALITY OFFICE FURNITURE. DURING ITS EARLY DAYS, THE PLANT HIRED MANY SKILLED CRAFTSMEN FROM THE AREA TO HELP BUILD HAND-CRAFTED FURNITURE.

NARRATOR:

ONE DAY IN 1927, WORKERS LEARNED OF THE DEATH OF THE COMPANY MILLWRIGHT. WHEN FOUNDER D.J. DE PREE HEARD OF THE MILLWRIGHT'S PASSING, HE STOPPED BY THE WIDOW'S HOME TO PAY HIS RESPECTS.

D.J. De Pree, Founder - Herman Miller (1986 Interview)

She...brought out sheets of the poetry he'd written. And this was quite impressive. I had just known him as a mechanic...This amazed me that a man could write poetry like this...I had come to the conclusion that we were ALL extraordinary.

Brian Walker, President & CEO - Herman Miller, Inc.:

I think at that point, it really changed the tone and the way the company operated, from being inclusive not only in ownership and results, but inclusive in solving the problems and letting the people be involved in the creation of the ideas and the implementation.

NARRATOR:

THE STORY OF THE MILLWRIGHT EXEMPLIFIES THE VIRTUE OF RESPECT AT HERMAN MILLER. HERE, MANAGEMENT AND STAFF WORK TOGETHER AS "TEAM MEMBERS," AND EACH IS RESPONSIBLE FOR DEVELOPING CREATIVE STRATEGIES TO PUSH THE COMPANY TO GREATER SUCCESS.

Tony Cortese, Senior V.P. - People Services - Herman Miller, Inc.:

We try to create an environment at Herman Miller where employees can be more than just their job title. This is one of the few places I know of today, and irrespective of your job title...you can become involved in so many different things here. Our values tend to give us a bearing, if you will...point us in the right direction on where to go with things. And I think that's really important for any employee at Herman Miller, because we expect leadership out of all employees and all the decisions they make.

NARRATOR:

AT HERMAN MILLER, RESPECT EXTENDS BEYOND THE WALLS OF THEIR MANUFACTURING FACILITIES AND INTO THE COMMUNITY, WITH SEVERAL NEIGHBORHOOD IMPROVEMENT PROGRAMS AND INITIATIVES TO PROTECT THE ENVIRONMENT. THE COMPANY RESERVES 50% OF ANY NEW LAND DEVELOPMENT TO THE FORMATION OF GREEN SPACE AND EFFORTS TO PRESERVE THE NATURAL BEAUTY OF THE AREA.

Brian Walker, President & CEO - Herman Miller, Inc.:

The De Pree family had a very strong faith system in all of their beliefs. And it came through in almost everything they did in the business even our core values around the environment came from D.J.'s belief that you were merely a steward of the environment, therefore you were expected to take care of the environment.

Brian Walker, President & CEO - Herman Miller, Inc.:

...When you get behind almost every one of our values, it comes to that question of, "What is the greater good? If I can serve the greater good, will I increase the level of creativity, so that I can do even greater work, and again, create more for the greater good?"

Managing by the Golden Rule

Four Seasons Segment - VIRTUE: HONESTY

NARRATOR:

MAX SHARP WAS A BUILDING CONTRACTOR WHO SOUGHT TO CONSTRUCT A NEW LIFE FOR HIS FAMILY DURING THE EARLY 20TH CENTURY. LIKE MANY POLISH-JEWS AT THE TIME, MAX AND HIS FAMILY FLED HARDSHIP IN EUROPE, IMMIGRATING TO TORONTO, CANADA.

Isadore Sharp, Founder and Chairman, Four Seasons Hotels and Resorts:

Growing up in a poor immigrant home has been a great advantage, because you have parents who are hard-working, came to this country without an education, without two cents to rub

together, just through their own will and spirit were able to raise a family and give food and shelter.

NARRATOR:

ISADORE SHARP, MAX'S SON, DECIDED TO GO INTO THE FAMILY BUSINESS, AND WORKED HIS WAY THROUGH COLLEGE WITH A DEGREE IN ARCHITECTURE. IN 1961, WITH HIS FATHER'S HELP, HE BEGAN WORK ON THE CONSTRUCTION OF A NEW HOTEL IN TORONTO -- ONE BUILT ON A FOUNDATION OF HONESTY AND SUPREME CUSTOMER SERVICE -- A TYPE OF HIGH-END, LUXURY HOTEL THAT HE CALLED THE *FOUR SEASONS*.

Isadore Sharp:

You have to be a person who's comfortable in dealing in a trustworthy way and never compromise your integrity. It's your trust that you've earned that gives you the power to influence.

NARRATOR:

BY THE END OF THE 1970s, *FOUR SEASONS* HAD EXPANDED THROUGHOUT CANADA, EUROPE AND THE UNITED STATES. AT EACH AND EVERY FACILITY, SHARP INCORPORATED A SIMPLE, YET EFFECTIVE, MANAGEMENT STRATEGY, BASED ON THE GOLDEN RULE.

Isadore Sharp:

Nobody has to read a rule book. It's very simple for everybody to understand, if they are prepared to live by that themselves is do unto others as you would have them do unto you. It's probably the single most profound statement ever made.

Kathleen Taylor, President & CEO, Four Seasons Hotels & Resorts:

We treat our employees the way that we think they want to be treated. And we know, in turn, that they will then treat our guests the way our guests want to be treated.

NARRATOR:

TODAY, *FOUR SEASONS* HAS EXPANDED TO MORE THAN 50 PROPERTIES ON EVERY CONTINENT EXCEPT ANTARCTICA. SHARP ACHIEVED THIS THROUGH HIS UNWAVERING COMMITMENT TO HONESTY AND SERVICE -- TWO QUALITIES THAT HAVE HELPED DEFINE *FOUR SEASONS* AND THEIR ONGOING PHILANTHROPIC EFFORTS, SUCH AS SUPPORT FOR CUTTING-EDGE CANCER RESEARCH -- TWO QUALITIES SHARP LEARNED DECADES AGO IN A POOR, IMMIGRANT NEIGHBORHOOD IN TORONTO.

Isadore Sharp:

Those values that you learn, as we all do when we're very young, unknowingly downloaded. That becomes who we are. And I was fortunate enough that my parents were hard-working. To them, honesty and helping others, even with how little you had, was always a part of your life.

CLOSING SEGMENT

NARRATOR:

AS THESE EXAMPLES HAVE SHOWN, COMPANIES THAT STRIVE TO DEVELOP HUMAN AND SPIRITUAL CAPITAL, AS WELL AS ECONOMIC CAPITAL, ARE NOT WORKING TO ACHIEVE SEPARATE AND DISTINCT GOALS. RATHER, THEY ARE ALL CULTIVATING TRUE PROSPERITY. RECENT RESEARCH INDICATES THAT LEADERS WHO STRIVE TO EXCEL AT VIRTUE HELP CONTRIBUTE TO THE ONGOING SUCCESS OF CAPITALISM.

ROD LOHIN, Professor - Rotman School of Management - University of Toronto:

Businesses are among the most powerful, well-resourced, talent-full organizations that we have in the globe. Business isn't just about skinning the cat another way. It's about making things better for all those who you are doing business with.

JOHN HARE, Professor - Philosophical Theology - Yale Divinity School:

The moral demand is that we care about all the people affected by what we do. And we have to make their purposes our purposes.

NARRATOR:

THE STUDY OF CORPORATE ETHICS WAS RECENTLY HIGHLIGHTED IN THE HARVARD BUSINESS REVIEW, WHICH INCLUDED A STUDY OF THE VIRTUE MATRIX, AN EFFECTIVE TOOL THAT MEASURES A COMPANY'S ECONOMIC AND SOCIAL CAPITAL.

ROGER MARTIN, Dean - Rotman School of Management, University of Toronto:

What does that all mean for a company? It means you can be a company that makes money, makes profit for your shareholders, and makes the world a better place.

THEODORE ROOSEVELT MALLOCH, Research Professor - Yale Divinity School / Author: "*Spiritual Enterprise*":

Companies guided by virtues possess critical assets. They have the courage and perseverance to pursue their goals, based on the character of who they are, as well as the humility and compassion that guard against arrogance and unethical behavior. Such virtuous companies will be accepted in the global economy, not as rapacious marauders or predators, but instead, as partners whose presence promises generosity, leadership and competition. Recent research has shown that nothing is more valuable for a company in the global economy than its reputation for virtue.

NARRATOR:

IN THE NEW CONDITIONS CREATED BY GLOBALIZATION, COMPANIES THAT CULTIVATE ETHICS, CHARACTER AND VIRTUE CAN SUCCEED AS NEVER BEFORE IN HIGHLY COMPETITIVE AND INTERCONNECTED COMMERCE THROUGHOUT EVERY CONTINENT IN THE WORLD.

[transition to closing credits]

UNDERWRITING CREDIT NARRATOR:

Major funding for this program is made possible by grants from the John Templeton Foundation. Additional funding is provided by Lilly Endowment, Inc., the Ford Foundation, and by the Ecophilos Foundation.

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