command of Genesis and the Great Commission of Matthew’s Gospel.

In the Parable of the Talents, Jesus referred to the full range of gifts that people have been given to carry out their life’s work. The Master did not consider one type of work more worthy than another. His only injunction was that people should be willing to risk failure by using their gifts so that the results for the Master might multiply.

Business and other secular work is both a mission (to help people in practical ways) and a mission field. The good news of the Bible is that God plans to redeem us and that we were made in His image so that we could continue His work of creation. We glorify God through our enthusiastic and creative stewardship of the resources he has given us to serve others and provide for ourselves.

When I was a child, we sang a song in Sunday school called “Dare to Be a Daniel.” Back then, interpretation of the song focused on Daniel’s courage when he faced the lions, standing firm against his enemies and refusing to recant his faith in God. Today, the song takes on additional meaning. I am called to be like Daniel and serve God by working effectively in a world that is hostile, or at least indifferent, to His existence and to His message. Like Daniel, I am called to steward the resources entrusted to me, both to meet my own needs and the needs of the world around me. In all of this work, I am charged with using my talents and skills to glorify God. Dare to be a Daniel and enter into the Master’s joy!
APPENDIX A

Case Study of AES

“The two people who started Applied Energy Services (AES) in 1982 launched their venture with a modest-sounding goal. They weren’t out to make millions, or to change the world with a new product, or to see their names in the headlines. They simply wanted to build an enterprise they could be proud of. They were clear about that even before they knew exactly what the company would do. The founders wanted a company that valued people and acted responsibly, that was fair and honest in its approach not only to customers, suppliers, and employees, but to the greater society in which we live. If they happened to make good profits, so much the better. But that wasn’t their goal—they cared more about the kind of company they could build than its bottom line. To the mild surprise of some and the amazement of many, they have been able to achieve both.”

Early 1970s The founders of AES (Roger Sant and Dennis Bakke) meet in the Federal Energy Administration, where they are leading the government’s conservation programs during the energy crisis of the early 1970s.

1977 to 1981 Sant and Bakke come up with the idea for the company while writing a study for the Mellon Institute at Carnegie Mellon University. The study results in a book, Creating Abundance: The Least Cost

Energy Strategy. The study argues for the separation of electricity generation from the distribution of electricity. The authors believe that if the generation of electricity was not owned or regulated by the government, the competition between private owners would lower prices to consumers and improve efficiencies and service.

Sept. 1980  Sant and Bakke plan the new company during a car ride from Annapolis to Washington, D.C.

Jan. 1982  AES is formed with a $60,000 bank loan guaranteed by the principals. Soon afterward they attract $1 million from other investors, including a few family members.

March 1983  The first “shared values” statement is unveiled and defended at a corporate retreat.

Dec. 1983  The company’s first power plant is financed. It is a $181 million facility in Houston, Texas. Fuel for the plant is made from petroleum coke, a waste product from a nearby oil refinery.

1986  A special task force recommends against developing a large corporate personnel staff; instead, human resources becomes a part of each line job in the plants.

1987  The Honeycomb system of self-management teams is introduced. This radically different workplace emphasizes openness. It is flat, not hierarchical. Decision making is decentralized, and managers do not give orders or make decisions on their own.
Employees are paid salaries, not hourly wages. Everyone is considered a business person.

By 1990 The company owns and operates new and refurbished independent power-producing facilities in California, Connecticut, Hawaii, Oklahoma, Pennsylvania, and Texas.

1991 AES goes public with a statement that shared values are more important than profits. The initial public offering price is $19.25 per share ($2.78 when adjusted for several splits). Its stock trades first on Nasdaq and later on the New York Stock Exchange.

1992 A well-organized citizens group forces AES to sell a plant under construction in Florida to a competitor. At the Shady Point plant in Oklahoma, AES technicians falsify environmental reports to the Environmental Protection Agency. The stock price drops 57 percent, to $17.

1992 AES starts construction on a natural-gas-fired power plant in England and purchases several power plants in Northern Ireland. These are the company’s first businesses outside the United States.

1992 Sant and Bakke are jointly named Entrepreneur of the Year for Social Responsibility in Washington, D.C.

Early 1990s AES begins business operations in Argentina, Australia, Bangladesh, Brazil, Cameroon, Canada, Chile, China, Colombia, the Czech Republic, the Dominican Republic, El Salvador, Georgia, Hungary, India,
Italy, Kazakhstan, Mexico, the Netherlands, Nigeria, Oman, Pakistan, Panama, Qatar, South Africa, Sri Lanka, Tanzania, Uganda, and Ukraine.

1994 Bakke becomes CEO.

1995 The “advice process” replaces conventional approvals for most major decisions in the corporation.

1995 AES joins several other companies in the purchase of the utility serving Rio de Janeiro in Brazil and later the utility and many of the hydroelectric facilities serving São Paulo.

1996 The company decides to overcome self-doubt about its size and questions about its image by adding “The Global Power Company” to its name.

By 2000 AES produces more than 50,000 megawatts of electricity capacity. Only a few utilities in the world have more generating capacity. The company operates in 31 countries, has more than 40,000 employees, $33.7 billion in assets, and serves the electricity needs of more than 100 million people. AES also owns or oversees 17 electric distribution companies worldwide.

Sept. 2000 Bakke is named CEO of the Year by ING Barings for Worldwide Emerging Markets.

Oct. 2000 AES stock hits an all-time high of $70.62 per share.

2001 The company purchases the utility serving Peoria, Illinois, and its surrounding counties and, not long afterward, the utility serving Indianapolis, Indiana.
2001  Electricity companies are hit hard by poor market conditions. Enron and other competitors collapse. AES reports poor economic results. Its stock price drops more than $50 a share.

2002  In February, the AES stock price dips below $5 per share.

June 2002  Bakke retires from AES; Paul Hanrahan becomes CEO.
The Joy at Work Approach

<table>
<thead>
<tr>
<th>A Conventional Approach</th>
<th>The Joy at Work Approach</th>
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<tbody>
<tr>
<td><strong>Treatment of Employees</strong></td>
<td></td>
</tr>
<tr>
<td>More than 95% of important decisions are made by official leaders of the organization, officers, and board members.</td>
<td>Some 99% of all important decisions are made by nonleaders.</td>
</tr>
<tr>
<td>Decisions are made or “approved” by leaders at the highest practicable organizational level.</td>
<td>Decisions are made by nonleaders at the lowest practicable organizational level.</td>
</tr>
<tr>
<td>Employees have an established expenditure limit, above which they must obtain prior approval from supervisors.</td>
<td>No approval by supervisors and higher-ups is required for spending company money; only obtaining advice is mandatory.</td>
</tr>
<tr>
<td>Organizational charts are published and job descriptions determined for everyone by managers and/or the human resources department. Organizational charts use first initial and last names of employees.</td>
<td>No official organization charts; no job descriptions except those that say “Do whatever it takes” or ones written by the employee.</td>
</tr>
<tr>
<td>Job positions, slots, and titles remain basically the same over time. Only the names with the boxes change.</td>
<td>No company-wide job descriptions. Every person is considered unique and must build a job around his or her unique skills and passions.</td>
</tr>
</tbody>
</table>
### A Conventional Approach

**Treatment of Employees**

- Management and labor are treated and paid differently. Problems between management and labor will often arise.

- Under “control” philosophy, the job of supervisors is to make decisions, hold people accountable, assign responsibility, and perform a host of other tasks, making it impossible to have more than a few people reporting to any one leader. A large organization may require eight to 12 layers of management.

- Separate organizations for operations, business development, and financial control. A central controller, along with numerous regional controllers, reports directly to the CFO.

- Many separate staff groups oversee operations. Most members of these groups have similar skills and educational backgrounds.

- Central office has substantial number of executives and staff-support organizations.

### The Joy at Work Approach

- There is only one category of employee within the organization. There are no separate management people.

- Minimum number of supervisory layers (no more than three to five between the CEO and an entry-level person) to minimize the number of bosses and hierarchy. Each person is responsible for managing himself or herself.

- New business development and financial management are linked as closely as possible to day-to-day operations. Most of these functions exist within same team or same co-organizational unit.

- A minimal number of specialist staff groups (strategy, financial analysis, planning, purchasing, human resources, etc.). These functions are assigned to local operating teams.

- Few people in the central office.
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<tr>
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<tbody>
<tr>
<td><strong>Treatment of Employees</strong></td>
<td></td>
</tr>
<tr>
<td>Financial management and risk assessment are set apart from general operations. New business development also requires a separate office.</td>
<td>Financial management and risk assessment are important elements of each person’s job.</td>
</tr>
<tr>
<td>Most “central” functions are carried out by permanent central staff employees.</td>
<td>Functions requiring heavy central coordination (auditing, corporate capital allocation and balance-sheet management, global sourcing) are performed by volunteer task forces.</td>
</tr>
<tr>
<td>Promotes specialization and organizes employees in groups composed of people with the same specialties.</td>
<td>Encourages people to be generalists. Assigns a limited number of specialists to groups of generalists so they can teach their skills throughout the organization.</td>
</tr>
<tr>
<td>Minimal use of task forces.</td>
<td>Substantial use of temporary task forces at all levels of the company to deal with issues that cross organizational lines.</td>
</tr>
<tr>
<td>Low level of “volunteerism.” Employees are characterized by a high degree of passivity.</td>
<td>High degree of “volunteerism” for special assignments and task forces. People at all levels of the organization are actively engaged in its operations.</td>
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<td>A Conventional Approach</td>
<td>The Joy at Work Approach</td>
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<tr>
<td><strong>Purpose, Mission, Goal</strong></td>
<td><strong>Purpose, Mission, Goal</strong></td>
</tr>
<tr>
<td>The principal purpose of the company is “creating shareholder value,” although other purposes or goals may be mentioned.</td>
<td>The principal goal or purpose of the company is stewarding its resources to serve society in an economically strong manner.</td>
</tr>
<tr>
<td><strong>Important differences exist between public and internal communications regarding the company's purposes and goals.</strong></td>
<td>Company communications to all stakeholders contain the same corporate ideas of purpose, mission, and goals.</td>
</tr>
<tr>
<td>Messages outside the company are controlled by a public-relations firm and the director of investor relations. Only designated senior people are allowed to speak for the company in public.</td>
<td>Every employee is allowed to make statements to the public about the company, including to shareholders.</td>
</tr>
<tr>
<td>The primary evaluation criterion is economic performance related to creating shareholder value.</td>
<td><strong>Evaluation of company and individual performance linked to the company's mission and purposes of serving, economic sustainability, and shared values.</strong></td>
</tr>
<tr>
<td>Shared values are mentioned in public primarily to promote the competitive advantage they give the company in creating value for shareholders and as a recruiting tool.</td>
<td>When the mission is discussed inside and outside the company, it will often include references to shared values and principles.</td>
</tr>
<tr>
<td>Shared values are promoted as a technique to improve chances to achieve economic goals.</td>
<td>Shared values are goals to which the company aspires in and of themselves, not merely as a means to financial ends.</td>
</tr>
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### A Conventional Approach vs. The Joy at Work Approach

#### Annual Reports

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<tr>
<th>A Conventional Approach</th>
<th>The Joy at Work Approach</th>
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<tr>
<td>CEO's annual letter is addressed to shareholders.</td>
<td>CEO's annual letter is addressed to all stakeholders, including employees, governments, communities, customers, shareholders, and suppliers.</td>
</tr>
<tr>
<td>Focuses primarily on issues and economics related to shareholders. Will not contain assessment of company performance regarding shared principles and values.</td>
<td>Includes reports on the company's purpose, the economics relevant to each group of stakeholders, and shared values and principles.</td>
</tr>
<tr>
<td>May acknowledge regular employees as the company's best “assets,” but photographs and text focus on senior leaders and board members.</td>
<td>Contains the names of ordinary employees to emphasize that the company respects and values each employee.</td>
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#### Leaders and Managers

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<thead>
<tr>
<th>A Conventional Approach</th>
<th>The Joy at Work Approach</th>
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<tr>
<td>Leaders see their role as managing people and resources.</td>
<td>Leaders see their role as serving other employees.</td>
</tr>
<tr>
<td>Leaders see themselves as initiators, creators of vision, developers of action plans, accountability officers, and those who have an ability “to get things done.”</td>
<td>Leaders are mentors, coaches, teachers, helpers, and cheerleaders.</td>
</tr>
<tr>
<td>Adopt “participative management” techniques, in which bosses ask subordinates for advice but make final decisions themselves.</td>
<td>Allow subordinates to manage resources and make decisions. Oversee rigorous advice process and fire people who do not use it appropriately.</td>
</tr>
</tbody>
</table>
**A Conventional Approach**  

(Leads and Managers)

Managers are responsible for closely monitoring employees and holding them accountable for performance.

**Compensation**

About 75 to 95 percent based on economic performance.

**The Joy at Work Approach**

(Leads and Managers)

Leaders advocate self-accountability, self-initiative, self-control, and individual responsibility among employees.

**Compensation**

Based as much on an individual’s performance on values and principles as on economics.

Different pay programs for leaders than for workers.

Everyone is paid according to the same criteria. No special program for senior leaders or “management.”

Huge emphasis on “incentive pay,” “performance units,” and other quantitative, predetermined formulas for calculating compensation, especially for senior managers.

Few predetermined formulas or quantitative measures for calculating individual compensation.

Pay is widely used to modify future behavior rather than to reward past performance.

Individual initiative and willingness to take responsibility and be held accountable considered positively in compensation decisions.

Most attention will be on the leaders (fewer than 10% of the people), because they are the major decision makers of the organization and the ones expected

Team and company performance are more important than individual performance in determining compensation. Many organizational units give same bonus to every
### A Conventional Approach vs. The Joy at Work Approach

#### Compensation

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<tr>
<td>to “control” and motivate the other employees.</td>
<td>person or divide the bonus and long-term compensation using a percentage of base salary for all employees, including managers.</td>
</tr>
<tr>
<td>Hourly pay and overtime pay for the majority of employees.</td>
<td>Most employees receive salary and no overtime pay.</td>
</tr>
<tr>
<td>Strict adherence to a policy of written performance assessments of each individual, written by supervisor after an annual review of each subordinate.</td>
<td>Annual performance evaluation is based on self-review combined with advice from colleagues and leaders.</td>
</tr>
<tr>
<td>Pay set by bosses.</td>
<td>Ongoing experiments allowing individuals to set their own compensation, after getting advice from colleagues and supervisors.</td>
</tr>
<tr>
<td>Turnover of employees is higher.</td>
<td>The number of people leaving voluntarily is extremely low.</td>
</tr>
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#### Education, Training, and Information

<table>
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<tr>
<th>A Conventional Approach</th>
<th>The Joy at Work Approach</th>
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<tbody>
<tr>
<td>Assume people learn best through formal training (i.e., classroom) programs and by watching others make decisions.</td>
<td>Assume people learn primarily through informal mentoring, getting advice on problems and issues for which they are responsible. Assume the most effective education comes from taking actions, making decisions, and being accountable for results.</td>
</tr>
</tbody>
</table>
A Conventional Approach  The Joy at Work Approach

Education, Training, and Information

Management information system designed to provide information primarily to managers (leaders). Financial and other “sensitive” information shared only with leaders. Other information given to people on a “need to know” basis.

“Management” information is shared with everyone in the company, not just senior leaders. Most decisions made by people other than leaders.

SEC-designated “insiders,” who have access to all financial data, include fewer than two dozen individuals.

Almost everyone in the company is an “insider” as defined by the Securities and Exchange Commission.

Business reviews limited to relatively small number of senior people to assure “quality” discussions. Being invited is considered a major perk. Seen as a way to educate senior managers about the issues facing the company. Presentations made by the most sophisticated senior leaders with experience using PowerPoint and other visual techniques.

Business reviews are open to a large group of company leaders and others. Seen as a way to inform and educate about values and economic issues facing the company. Presentations given by those closest to the issues, despite lack of experience in making such presentations. Because teachers learn more than students, learning will be maximized for the very people who need it most.

Concentrate on hiring great people because the company leadership assumes that only a few people with wide experience and special skills have what it takes to make the company successful.

Most adults (80-95%) are assumed to thrive in a joy-filled workplace; will do what it takes to help the company fulfill its purpose in an economically sustainable manner. The company does what it can to assist employees to reach their potential, but their development is primarily an individual responsibility.
### A Conventional Approach vs. The Joy at Work Approach

#### Auditing

<table>
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<tr>
<td>Audits are conducted by full-time experts from central office or professional auditors.</td>
<td>Audit teams consist of people from varied backgrounds who volunteer to work part time on the audits, advised by outside experts.</td>
</tr>
<tr>
<td>Auditing is seen primarily as a compliance function and is limited primarily to the financial functions of the company.</td>
<td>Auditing is seen both as an educational tool for those auditing and a help to those being audited. Afterward, the “auditors” are expected to return to their workplaces and lead change and the pursuit of excellence.</td>
</tr>
<tr>
<td>There are no values surveys that “audit” compliance with the organization’s purpose and principles.</td>
<td>Performance is audited on values/principles, mission/purpose, safety, and environment. Values surveys and other audits are reviewed by each local business unit.</td>
</tr>
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#### Board of Directors

<table>
<thead>
<tr>
<th>A Conventional Approach</th>
<th>The Joy at Work Approach</th>
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</thead>
<tbody>
<tr>
<td>Sees primary role as representing the interests of shareholders.</td>
<td>Sees role as representing the interests of all stakeholders (employees, suppliers, shareholders, customers).</td>
</tr>
<tr>
<td>Hires, fires and compensates CEO, and approves compensation for all senior officers.</td>
<td>Hires, fires and compensates CEO; nominates new board members.</td>
</tr>
<tr>
<td>Votes on all major financial matters, development of new business, organizational changes, and strategy decisions, even if these are primarily rubber-stamp actions.</td>
<td>Primarily advisers to CEO and other senior leaders, with occasional ratification of employee decisions.</td>
</tr>
</tbody>
</table>
Sample AES Corporate Values and Principles Survey Questions

1999 survey

How well do you believe that you communicate in words and actions the AES principles/values? Please explain your answer.

In your opinion, how well do your colleagues live and communicate the AES principles/values?

In your opinion, how well do AES leaders live and communicate the AES principles and values? Why?

What is the biggest problem you experience with the AES shared values/principles? Why?

1997 survey

If you had it to do it over again, would you apply for a job at AES? Why or why not?

How would you rate your level of confidence in AES leaders? Why?

1996 survey

How comfortable would you feel expressing your opinion within AES if you disagreed with a company decision? Why?

In some situations, doing what is right and making a profit are not the same. In such situations, from what you have heard and observed, how good a job do you believe AES people do in
choosing what is consistent with AES’s principles over making a profit? Why?

Several of AES’s plants have opted to change from an hourly pay with overtime approach to a system in which everyone in the plant is paid on an all-salary/no-overtime basis. What is your opinion of this type of compensation system?

How well is AES doing on its mission to steward resources and nurture relationships to help meet the world’s need for safe, clean, reliable, cost-effective electricity?

1995 survey

How would you rate AES as a company to work for compared with other companies for which you have worked or heard about?

How much information do you believe AES people receive regarding developments in the company?

Based on what you have observed at AES, how often do you believe the interests of all stakeholders (i.e., AES people, customers, suppliers, shareholders, governments, communities) are taken into consideration when decisions are made?

How well do you believe AES people company-wide are doing in relation to the four principles listed below? (Fun, fairness, integrity, and social responsibility)

How satisfied were you with AES’s actions and/or response to the concerns expressed in last year’s survey?
ACKNOWLEDGMENTS

I am grateful to Stephen Smith for his remarkable editing job. He had the good sense and skill to convert my written draft into a book that captures the way I speak and conveys the meaning I intended.

My family helped shape the major themes of the book with their lives, words, encouragement, and editing. Without the advice and support of Eileen, this book could not have been completed. My daughter, Margaret, and sons, Brett, Scott, Dennis Jr., and Peter, greatly influenced my ideas and figured in the stories that illustrate them. My brothers, Ray and Lowell, and sister, Marilyn Bakke Pearson, gave me immeasurable assistance. Eileen’s parents, Helen and Brantley Harvey, adopted me into their family. My mom, Ruth Hawkinson Bakke, guided me into organizational life as a child. My late father, Tollef Bakke, who grounded me in faith and taught me contentment, significantly influenced my life’s work as well. My assistant, Susie Paek, worked with me on every step of the book’s development. Sally Sears Belcher was the first “outsider” to read my draft manuscript and add her suggestions and encouragement. Susan Gaynor, Sara Casey, Jen Keister, Quinn Paek, copy editor James Bock, and publisher Mark Pearson all had a hand in putting the book together.

Joel Fleishman hounded me for years to write this book. I owe him much for his persuasion. Others in academia who made a mark on my thinking include Wally Scott at Kellogg, Lynn Sharp Paine at Harvard, and Jeff Pfeffer at Stanford.

Peter Block is the author who has had the greatest impact on me. As the bibliography shows, many other writers were important as well. Foremost among them was Bob Waterman, who tested me
on organizational issues for more than 20 years with his books and conversation.

Max De Pree, Dennis Autry, Jim Collins, Randy Spitzer, and Rob Lebow did much to shape my thinking, even though I never had the opportunity to meet them personally. Peter Woicke at the International Finance Corporation of the World Bank influenced my views as well.

At AES, Roger Sant gave me the great gift of freedom to institute workplace reforms. For 21 years, he supported most of the ideas in this book, even when he had personal doubts. The philosophy expressed in this book could not have been developed, let alone put between hard covers, if it were not for my senior AES colleagues. My debt to them for their ideas, encouragement, and loyalty can never be repaid. Roger Naill, Barry Sharp, Stu Ryan, Tom Tribone, Bob Hemphill, the late Dave McMillen, Bill Arnold, Mark Fitzpatrick, John Ruggirello, Bill Luraschi, Ken Woodcock, and Paul Hanrahan lead the list, backed up by Lenny Lee, Ann Murtlow, Damian Obiglio, Shahzad Qasim, Dan Rothrupt, Sarah Slusser, and Paul Stinson. Both Paul and Dan made telephone calls to me in 1992 while I was on vacation that helped me decide to stay with the company and pursue my vision. Many others helped push me in the right direction: Mark Adams, Michael Armstrong, Peter Bajc, Leon Ballard, Chip Bergeson, Leslie Biddle, Ed Blackford, Joe Brandt, Tommy Brooks, Jason Bryant, Rich Bulger, Larry Cantrell, Tony Chavez, Steven Clancy, Pete Convey, Rebecca Cranna, Steve Dahm, Glen Davis, Randy DeWulf, Al Dyer, Charles Falter, Stewart Ferguson, James Ferrar, Harold Franson, Susan Gaynor, Andres Gluski, Terry Gould, Mark Green, John Grier, Joan Halbert (my assistant for 11 years), Ned Hall, Trey Hall, Bill Harshbarger, Steve Hase, Doyle Hibler, Sharon Hillman, Chris Hollingshead, Randy Holloway, Andrew Horrocks, Karl Huber, Dwane Ingalls, Naveed Ismail, Haresh Jaisinghani and Flora Zhao (the couple for whose marriage Flora asked both my permission and blessing), Bob Johnson, Rod Jorgenson, David Kehres, Jerry Kelm, Shahid Zulfiqar Khan, Lundy Kiger, Csaba Kiss, Tom Kunde, Jerry Kurek, Ricky Lam,

Members of the AES board were remarkable for their loyalty, dedication, and guidance. Many spent 15 to 20 years serving a company that one auditor, early in the company’s history, called the “puppy with large paws.” Those who served the longest and had the greatest impact were Roger Sant, Alice “Tish” Emerson, Bob Hemphill, Frank Jungers, Phil Lader, Henry Linden, John MacArthur, Hazel O’Leary, Art Rolander, Russell Train, Tom Unterberg, and Bob Waterman. I am thankful for the opportunity they gave me to help steward the resources we had been given to serve the world’s need for safe, clean, reliable electricity.

There is no doubt that the group of people Eileen and I met with weekly during the 1980s and ’90s for study, sharing, and recreation were influential in developing the ideas for the book. They included Myron and Esther Augsburger, Bill and Ruth Brooks, Ric and Lani Daniels, Rich and Kathy Gathro, Jerry and Jeannie Herbert, Mim Mumaw, Bruce and Julia Overton, John and Sue Seel, and Dan and Jennifer Van Horn.

Lee and Carlie Dixon and Ken and Meredith Brown have played a similar role in more recent times. During the past 20 years, two of my pastors, Myron Augsburger and Steve King, have had a strong effect on how I viewed my work and the world around me. Even before that, Linda Brown Rahman, Nancy Benson Krook, Roy Nelson, Bill and Louise Sygitowicz, Dan Seelye, Johanna Lund Bakke, Booth Gardner (former director of the University of Puget Sound Business School),
Paul Grimsrud, and Fred Molinari befriended and supported me.

I owe an immense debt to my friend Fred Malek, who brought me to Washington, D.C.; Jonathan Moore, who has been a mentor to me since my early days in government; the late John Sawhill, who gave me my first government executive role; Tom Firth, for his financial counsel; and President Bill Clinton and Sen. Hillary Rodham Clinton for their longtime friendship.

For a dozen years, my friends in my Saturday morning old men's basketball group pushed me to write an op-ed piece about some of the ideas in *Joy at Work*. It was not published, so they urged me to get started on the book instead. The group includes Brett Bernhardt, Erik Byker, Phil Brasher, Mike Cavanaugh, Guy Chetta, Mike Cromartie, Cliff Dean, Dennis Freemyer, William Haseltine, Steve Larson, Byron List, Steve McFarland, Patrick Mellan, John Potthast, John Sado, Phil Sechler, Curt Thompson, and Joe White.

The men that I meet with monthly for Bible study nourished and encouraged me during the entire book-writing process. We are led by Jerry Leachman, and others include Charles Balch, Fred Barnes, David Bradley, Bob Giaimo, Robert Haft, Morton Kondracke, Jeff Martin, Ken Starr, and John Yates.

Thanks to Brad Smith for putting these ideas at the center of a new school he leads, Bakke Graduate University in Seattle, Washington, which offers courses of study leading to both a master’s in business administration and a doctorate in ministry. Similarly, my gratitude goes to Paul Devlin, who captured much of my philosophy in his award-winning documentary, *Power Trip*, which cataloged AES’s efforts to supply electricity to the people of Tbilisi, Georgia.
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- AES Honeycomb; Lynn Sharp Paine and Sarah Mavrinac; Dec 9, 1994; 29p
Senior managers of the AES Corp. must decide whether to drop the company’s emphasis on corporate values and revamp organizational controls, as advised by investment analysts and outside counsel. The company is recovering from an incident of environmental fraud at one of its plants where an innovative decentralized “honeycomb” structure has been put in place. Some believe the structure is too decentralized and that lack of controls contributed to the incident. This case study illustrates an aspirations-driven approach to organizational integrity and shows the interdependence of values and organizational structure. It invites discussion about the relationship of values, organizational performance, and shareholder gain.

- AES: Hungarian Project (A); Lynn Sharp Paine and Ann Leamon; March 15, 2000; 25p
The AES Corp. has put out a request for bids to build a new power plant in Hungary. Just after the closing date for submitting bids, one of the contractors calls to request an opportunity to “improve” its bid. Although AES has not yet completed its analysis, this contractor appears to be the low bidder. What should the coordinator do? The decision is one of several faced by AES as it attempts to do business in post-socialist Hungary. This case study explores how AES implements its values and ethical standards in a post-Communist context, including its distinctive approach to downsizing the workforce at the power plants it purchases.

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- Reflective questions to prepare readers for small group discussion
- Questions for small group discussion
- Guidelines for immediate and long-term application for business leaders at all levels of corporations

Printable version available on the web at: www.DennisBakke.com

Bible Study DVD

*The Joy at Work Bible Study DVD* is designed to be used with *Joy at Work: A Bible Study Companion.* Dennis Bakke, along with Christian business leaders and ministers, discuss the biblical principles underpinning *Joy at Work.* These insightful conversations take your Bible study into the lives of leaders who have integrated their faith and work. Bible Study Guide authors Raymond Bakke, William Hendricks, and Brad Smith host these video segments that will enrich your study experience.

80 minutes (divided into 8 sessions), plus bonus material.
Preview available at www.DennisBakke.com