

# Business

## ETHICS

VOLUME 2, NUMBER 2

March 1987

---

### MUSINGS

*Signs of Change in the War Machine*

by Marjorie Kelly

Winding down the military/industrial machinery behind war-making won't be easy, but hopeful stirrings of change are already visible.

4

---

### NOT BUSINESS AS USUAL

Economic conversion work is on the rise, helping industries convert from military to nonmilitary production . . . Business Executives for National Security aims to bring business sense to Pentagon spending.

6

---

### AN INTERVIEW WITH LES ARNOLD

*Defense Executive Working for Peace*

by Melissa Everett

Making weapons isn't near the heart of Les Arnold, songwriter, Vietnam veteran, and 35-year-old president of Arnold Magnetics. The story of his decision to work for peace from within the defense industry.

8

---

### THE LONG ROAD BACK

*Progress Report on the Defense Industry Initiatives*

by Michael Ducey

The scandal-plagued defense industry has for a year and a half been running a voluntary program to encourage ethics in operations. Is it working?

12

---

### THE PEACEFUL INDUSTRY

*California vintners aren't competitors but friends*

by Richard Paul Hinkle

A world-class wine business has emerged in California, in large part because of open sharing and a lack of competition among vintners. The antithesis of a war industry.

15

---

### NOTEBOOK

Portraits of people who once worked for war and now work for peace . . . Toys R Us stops selling realistic toy guns . . . consumer pressure on nuclear weapons manufacturers . . . an unlikely critic of defense spending . . . useful resources. . .

16

---

### BOOKEND

*The Trintab Factor*

by Harold Willens

Business is the most flexible and change-oriented segment of our society, and can be a powerful force to stop nuclear war. With the influence business wields, it can be a trintab, the tiny lever that turns the rudder of our ship of state.

18

---

*Marjorie Kelly:* Editor and Publisher  
*Patrick JB Flynn:* Design and Production  
*Michael Ducey:* Associate Editor  
*Miriam Kniaz:* Systems Support  
*Bradley Kelly:* Editorial Assistant  
*Julie Falk:* Editorial Intern

*Business Ethics* is set in ITC New Baskerville type by Impressions Inc. of Madison, Wisconsin. The magazine is printed offset on Karma Natural by Community Publications of McFarland, Wisconsin. Copyright ©1988 by Mavis Publications. 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, P.O. Box 3473, Madison, WI 53704-0473. Phone: 608/244-1987. *Business Ethics* (ISSN 0894-6582) is published monthly except January and June by Mavis Publications, 217 Division Street, Madison, WI 53704. Second class postage paid at Madison, Wisconsin. Subscription rates: U.S., Canada, and Mexico—One year, \$97. Foreign—One year, \$107. Postmaster: Send address changes to Business Ethics, P.O. Box 3473, Madison, WI 53704-0473. ✉