

Profit with Honor: MWDBE Good Faith Efforts

By Leslie Ann McMillan

To borrow a phrase from eminent scholar Daniel Yankelovich, who himself adapted it from the most eminent source—profit with honor is essential to healthy enterprise. The author of *Profit with Honor: The New Stage of Market Capitalism* (Yale University Press, 2006) urges businesses to aspire to higher ethical ground in their values and practices, to their own benefit and that of society generally.

Mr. Yankelovich writes, “In this book, I use the term *stewardship ethics* to convey the commitment to care for one’s institution and those it serves in a manner that responds to a higher level of expectations. In the chapters that follow, I elaborate how the ethical commitments of corporate cultures are directly related to the social, political, and economic structures of the larger society. If our corporations can upgrade their ethical norms to the level of stewardship ethics, this achievement will also strengthen the ethical values of our society.”

Although Mr. Yankelovich’s book does not directly address the realm of diversity contracting and procurement, its principles can reward all of the partners—small businesses, large contractors and suppliers, agencies, and the public.

Agencies do have valid moral, social, and economic reasons to establish goals for greater government contract participation by small businesses owned by minorities, women, or disadvantaged entrepreneurs. Putting the ideals into practice requires honest commitment and perseverance in the hearts, minds, and actions of everyone involved in the process.

As Mr. Yankelovich observes regarding the wider subject of ethical business pursuits, “Laws and regulations by themselves do not ensure compliance. One of the most prominent features of the scandals is gaming the system—finding clever ways of circumventing the rules and regulations. . . . The key to successful reform is to combine regulations and norms in such a way that they mutually support each other in encouraging companies (and gatekeepers) to do the right things, not the wrong ones. . . . Norms are



social values—the unwritten rules that dictate what sorts of behavior are acceptable or unacceptable.”

During forty years of MWDBE enactments throughout all levels and structures of government in America, the term *good faith effort* has gained

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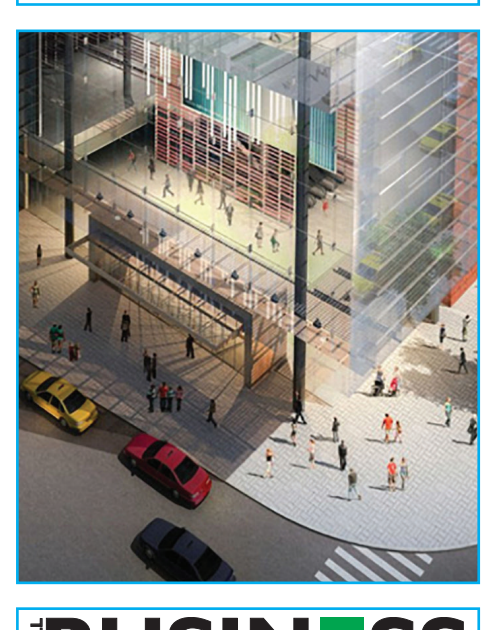
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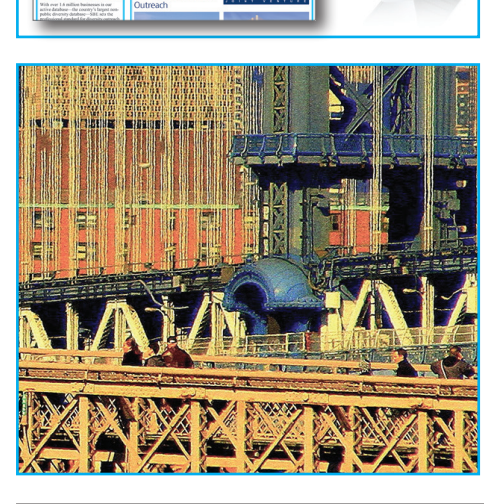
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If you are interested in bidding on this project, please contact Skanska’s Diversity and Outreach Coordinator: Aislinn.Speranza@skanska.com • EOE/M/F/Vet/Disabled

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Starting a new business? Looking for capital and finance options? Looking for general advice on starting or maintaining your business? Hear from representatives from the local SBA office and the New Hampshire Secretary of State Corporation Division. This workshop (currently held online during the pandemic) is offered on the first Thursday of every month. To join this free webinar, copy and paste the link below into your browser, then register for tickets to the date of your choice to receive the access code. <https://www.eventbrite.com/e/secretary-of-state-quickstart-and-small-business-administration-programs-tickets-262004180557>

8(a) Orientation and SAM Registration Webinar
 Wednesday, December 20, 2023, 10:30 am–11:30 am Online
 Main Sponsor(s): US Small Business Administration
 Contact: SBA Illinois District Office, 312-353-4528, illinois.do@sba.gov
 Fee: Free; registration required
 Join the Small Business Administration (SBA) Illinois District Office for a virtual workshop providing an overview of the 8(a) Business Development program, eligibility requirements, and program benefits. Also learn how to increase your potential for federal contract opportunities through System for Award Management (SAM) registration, including information that you need for the registration process. SBA presenters will offer additional tips, address FAQs, give directions on where to get further assistance, and answer your other questions. To register for this free webinar, visit <https://www.eventbrite.com/e/8a-orientation-sam-registration-tickets-518989961947>

SBA and SOS Monthly Webinar
 Thursday, January 4, 2024, 9:00 am–11:00 am Online
 Main Sponsor(s): US Small Business Administration, New Hampshire Secretary of State Corporation Division
 Contact: Miguel Moralez, 603-225-1601, miguel.moralez@sba.gov
 Fee: Free; registration required

Selling to the Federal Government Webinar
 Thursday, January 25, 2024, 1:00 pm–4:00 pm Online
 Main Sponsor(s): US Small Business Administration
 Contact: George Tapia, 610-382-3086, george.tapia@sba.gov
 Fee: Free; registration required
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