

AMERICA'S GREAT PARKS

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AND BEAT THE CROWDS

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SPECIAL REPORT

50 DREAM JOBS

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HIRING RIGHT NOW

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INFORMATION
YOU NEED ABOUT:
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THE GUIDE



Will Work for Good

At a time when we're supposed to feel lucky just to have a job, why are so many employers supporting our addiction to travel, helping us get fit, and inviting our dogs into the office? Because it's good business. Presenting our third annual list of *Outside's* Best Places to Work.



GETTY



It's a well-known fact that healthier employees save businesses money.



Secrets to Their Success

What makes a great job great? That was the big question we set out to answer with our third annual list of *Outside's* Best Places to Work. Because after two years of celebrating some phenomenal employers, we felt energized—*Look! They're successful precisely because they support a proper work-life balance!*—but also unsure how to proceed. We wanted more takeaway. We wanted to show other businesses the light. So this time around we drilled to the core of our winners' philosophies and practices to look for common strategies. As it turns out, companies from a vast array of industries are following the same enlightened paths.

Now comes your part. If you run a company, take heed of the seven fundamentals detailed here. If you work for a company that, er, needs some guidance, hand this magazine to your boss. (Don't worry, it's *Outside*; they won't think you're giving them management advice.) And if you're looking for a job, flip to the full breakdown of our 50 winners on pages 72–73. Many of them are hiring right now.

1. MAKE 'EM SWEAT

In 2008, **New Belgium Brewery** (#2 on our list) employees Lora Heckman (planning and design), KC McCuiston (facilities), and Jason Trujillo (quality assurance) looked out at the company's 50-acre property in Fort Collins, Colorado, and thought, *Hey, we could put a great cyclocross course here.* So they did. "I'm sure someone looked into insurance," says media relations director

Bryan Simpson, "but we broke the trail pretty quickly." Three years later, staffers take spins during the workday and host a six-week public race series in the fall. Bocce, yoga, and beach volleyball are other popular diversions. "It's harder for the production folks to peel away from the line," notes Simpson, "but they have a Ping-Pong table in there."

[MY COMPANY]

Neil Fiske CEO, Eddie Bauer, #19

When I first arrived here, in 2007, I wanted to take Eddie Bauer back to its roots as an outdoor company. The feedback I got was mostly skepticism. People were like, *We've heard that before.* The company had this amazing 90-year history, but they'd been through this period where they didn't think it was important. The archives were in boxes, scattered around Seattle. My first hire was a brand historian. That made people understand that it wasn't just rhetoric. There's just something about building a brand around the things that you love to do—it translates into a unique culture and motivation. When our First Ascent team summited Everest last May, you can't imagine how much excitement it generated in the office. We'd all had a hand in building the product. People felt like, *Yeah, I helped put them on top of Everest.*





Inspired people need inspired surroundings: things like surfboard storage, dog-friendly buildings, and open-floor work space.

WORK ABROAD

Some company somewhere sweet is always hiring—you just need to know how to find it. The easiest method? Teach English. ESL instructors are almost always in demand (check tefl.com). But if you don't want to abandon your profession, start by finding an employer in need in your country of choice, as they can often help cut through the visa red tape. Here's where to hunt:

- >Australia & New Zealand: employment.byron.com.au
- >Europe: www.eurograduate.com
- >Mexico, Central & South America: latpro.com
- >Africa: findajobinafrica.com
- >All Over: expatsdirect.com

not taking advantage," says PR manager Greg Randolph.

And then there's **Clif Bar & Company** (#3), whose offer-

ings are almost hard to believe: personal training, massages, nutritional counseling, a fully equipped gym, a spring-loaded wooden floor in the yoga room, a menu of 32 fitness classes (including off-site options like surfing lessons), and two and a half hours of paid workout time per week. It's amazing they have any of their products left to sell.

2. DESTROY THE CUBICLES

Because inspired people need inspired surroundings. You know, things like surfboard storage (**Redspin**, #24), dog-friendly offices (too many to name), and even kegerators (**Smith Optics**). Other companies, like **Nau** (#22) and **Ruff Wear** (#41), have removed barriers to communication by, well, removing walls. At both outfits, employees sit in an open-floor

work space, creating a vibe that encourages a smoother flow of ideas. At **Horny Toad** (#37),

[MY COMPANY]

Geoff and Marcy Larson

Founders, Alaskan Brewing Company, #17

GEOFF: We met in our twenties, while working in Glacier National Park, in Montana. I was a short-order cook and Marcy was a night auditor. We became hiking buddies.

MARCY: Summer-season jobs—"seasonal bums" is what I think they call that.

GEOFF: Marcy got a job in Alaska, at Glacier Bay, and we both ended up moving to Juneau. I worked at a gold mine, then it closed. In the back of our minds, there'd been this idea to start a brewery.

MARCY: I wanted to be a bush pilot. That was my original goal, and I got my pilot's license. But we wanted to work together.

GEOFF: And we both love beer. We figured we could travel all over Alaska. Load up the plane and make deliveries.

MARCY: Our ethic was "Work hard, play hard." We'd worked for people who got it and people who didn't. As managers, we always try to remember that. If we're imposing something, how is it going to affect everybody? I think our crew really appreciates that. It's more of a family here than an employee-employer relationship.



BEST JOBS

>HOW WE PICKED THEM

First, with help from the Outdoor Industry Association, we got the word out to eligible applicants: nonprofit and for-profit companies with at least 15 employees working in the U.S. Our project partner, the Harrisburg, Pennsylvania-based research firm Best Companies Group (bestcompaniesgroup.net), then sent registered companies a confidential employee-satisfaction survey and an extensive employer questionnaire to collect information about policies, practices, and benefits. The results were analyzed by the Best Companies Group, which ranked the 50 winners in order of who best enables employees to balance productivity with an active, eco-conscious lifestyle.

For the full list of this year's winners, turn the page. ➤





The 50 Best Places to Work

Company	Location	Business Type	Full-time Employees	Average Salary for Nonprofit Employee	Profit Sharing	Approx. Days Off After One Year	Compressed Workweeks	On-Site Commuter Reimbursement Program	Facilities Designed or Built Using Sustainable Techniques	Now Hiring	Where to Apply
1 Natural Habitat Adventures	Boulder, CO	Travel operator	39	—	✓	30	✓	✓	✓	✓	nathab.com
2 New Belgium Brewing	Fort Collins, CO	Brewery	34.5	\$75,714	✓	24	✓	✓	✓	✓	newbelgium.com
3 Clif Bar & Company	Berkeley, CA	Natural-energy-food manufacturer	233	\$100,700	✓	33	✓	✓	✓	✓	clifbar.com
4 Smith Optics	Ketchum, ID	Sunglass and goggles manufacturer	65	\$50,000	✓	15	✓	✓	✓	✓	smithoptics.com
5 Amer Sports Winter & Outdoor Co.	Ogden, UT	Outdoor gear and apparel (K2, Arc'teryx)	85	\$77,252	✓	25	✓	✓	✓	✓	amersports.com
6 Rally Software	Boulder, CO	Project-management-software developer	165	\$88,580	✓	24	✓	✓	✓	✓	rallydev.com
7 Tabar	Bethel, CT	Glove manufacturer	18	\$70,000	✓	20	✓	✓	✓	✓	tabarinc.com
8 LeBootCamp	Dover, DE	Online diet and weight-loss program	20	\$75,000	✓	40	✓	✓	✓	✓	lebootcamp.com
9 Seventh Generation	Burlington, VT	Earth-friendly household products	107	\$93,268	✓	16	✓	✓	✓	✓	seventhgeneration.com
10 Paradigm Group	Nashville, TN	Employee-benefits consulting firm	24	\$110,399	✓	25	✓	✓	✓	✓	paradigmgroup.net
11 Fitness Anywhere	San Francisco, CA	Fitness-products manufacturer	72	\$90,000	✓	20	✓	✓	✓	✓	fitnessanywhere.com
12 Osprey Packs	Cortez, CO	Outdoor-gear manufacturer	33	\$70,578	✓	22	✓	✓	✓	✓	ospreypacks.com
13 USANA Health Sciences	Salt Lake City, UT	Health-supplements manufacturer	587	\$83,934	✓	20	✓	✓	✓	✓	usana.com
14 The DREAM Program	Winooski, VT	Nonprofit/youth-mentoring organization	18	\$32,728	✓	25	✓	✓	✓	✓	dreamprogram.org
15 Carmichael Lynch	Minneapolis, MN	Advertising/public relations	205	—	✓	18	✓	✓	✓	✓	carmichaellynch.com
16 W. L. Gore & Associates	Newark, DE	Textile manufacturer (Gore-Tex)	5,750	—	✓	21	✓	✓	✓	✓	gore.com
17 Alaskan Brewing Company	Juneau, AK	Brewery	80	\$76,500	✓	24	✓	✓	✓	✓	alaskanbeer.com
18 SmartWool	Steamboat Springs, CO	Outdoor-apparel maker	77	\$72,000	✓	25	✓	✓	✓	✓	smartwool.com
19 Eddie Bauer	Bellevue, WA	Outdoor-and-casual-apparel maker	8,000	\$63,087	✓	23	✓	✓	✓	✓	eddiebauer.com
20 NatureBridge	San Francisco, CA	Environmental nonprofit	160	\$36,040	✓	25	✓	✓	✓	✓	naturebridge.org
21 Max Borges Agency	Miami, FL	Public relations	20	\$80,000	✓	22	✓	✓	✓	✓	maxborgesagency.com
22 Nau	Portland, OR	Outdoor-apparel maker	16	\$90,783	✓	27	✓	✓	✓	✓	nau.com
23 Chesapeake Energy Corporation	Oklahoma City, OK	Natural-gas producer	7,996	\$101,301	✓	23	✓	✓	✓	✓	chk.com
24 Redspin	Carpanteria, CA	Security auditor for banks and corporations	15	\$134,000	✓	27	✓	✓	✓	✓	redspin.com
25 Wilderness Adventure at Eagle Landing	Newcastle, VA	Adventure-recreation center	18	\$20,000	✓	11	✓	✓	✓	✓	wilderness-adventure.com
26 Pacific Market International	Seattle, WA	Food-and-beverage-container maker	82	\$89,000	✓	17	✓	✓	✓	✓	pmi-worldwide.com
27 River Design Group	Whitefish, MT	River-and-wetlands-restoration consultant	17	—	✓	21	✓	✓	✓	✓	riverdesigngroup.net
28 Keen	Portland, OR	Footwear manufacturer	82	\$77,000	✓	25	✓	✓	✓	✓	keenfootwear.com
29 Aspen Skiing Company	Aspen, CO	Ski-resorts operator	2,413	\$72,475	✓	17	✓	✓	✓	✓	aspensnowmass.com
30 Patagonia	Ventura, CA	Outdoor-gear-and-apparel maker	750	\$85,674	✓	17	✓	✓	✓	✓	patagonia.com
31 Timberland	Stratham, NH	Outdoor-apparel-and-footwear maker	838	\$95,000	✓	26	✓	✓	✓	✓	timberland.com
32 LiveStrong	Austin, TX	Cancer-research-and-support foundation	80	\$73,236	✓	30+	✓	✓	✓	✓	livestrong.org
33 Pearl Izumi	Louisville, CO	Outdoor-apparel maker	116	—	✓	20	✓	✓	✓	✓	pearlizumi.com
34 RealeFlow	Parma Heights, OH	Online real-estate information and marketing	19	\$60,000	✓	18	✓	✓	✓	✓	realeflow.com
35 Street Legal Industries	Oak Ridge, TN	Government consulting	55	\$103,500	✓	21	✓	✓	✓	✓	slind.net
36 Rutabaga	Madison, WI	Paddlesports retailer	28	—	✓	14	✓	✓	✓	✓	rutabaga.com
37 Horny Toad	Santa Barbara, CA	Outdoor-apparel maker	25	\$90,783	✓	27	✓	✓	✓	✓	hornytoad.com
38 Peaksware	Lafayette, CO	Online fitness trainer	22	\$70,000	✓	23	✓	✓	✓	✓	peaksware.com
39 Quality Bicycle Products	Bloomington, MN	Bicycle-parts distributor	407	\$63,441	✓	23	✓	✓	✓	✓	qbb.com
40 MindBody	San Luis Obispo, CA	Software developer for fitness studios	163	\$48,550	✓	20	✓	✓	✓	✓	mindbodyonline.com
41 Ruff Wear	Bend, OR	Dog-gear manufacturer	19	\$65,790	✓	25	✓	✓	✓	✓	ruffwear.com
42 G5 Search Marketing	Bend, OR	Internet-marketing consultant	70	—	✓	23	✓	✓	✓	✓	g5searchmarketing.com
43 Great Harvest Bread Co.	Dillon, MT	Bakery franchise	30	\$54,000	✓	26	✓	✓	✓	✓	greatharvest.com
44 NOLS	Lander, WY	Outdoor-education nonprofit	159	\$33,294	✓	23	✓	✓	✓	✓	nols.edu
45 Adventure Life Journeys	Missoula, MT	Travel operator	18	\$61,000	✓	16	✓	✓	✓	✓	adventure-life.com
46 Olukai Premium Footwear	Aliso Viejo, CA	Footwear manufacturer	30	\$73,900	✓	16	✓	✓	✓	✓	olukai.com
47 Sambazon	San Clemente, CA	Açaí-berry-products manufacturer	55	\$75,821	✓	20	✓	✓	✓	✓	sambazon.com
48 Volcom	Costa Mesa, CA	Action-sports-apparel manufacturer	295	\$96,367	✓	26	✓	✓	✓	✓	volcom.com
49 Dominion Digital	Glen Allen, VA	Technology consulting	43	\$95,023	✓	25	✓	✓	✓	✓	dominiondigital.com
50 TriSports.com	Tucson, AZ	Triathlon-equipment retailer	45	\$44,500	✓	14	✓	✓	✓	✓	trisports.com



BEST JOBS

WORK REMOTELY

With telecommuting increasingly popular, many people are looking to use “I’m remote today” to mean “I’m at the ski cabin/beach shack.” But with cell coverage sketchy in many spots, you end up having to explain curious phone numbers. The solution: Google Voice. The free service, which launched in the U.S. last March, allows users to route calls to wherever they are. Request an invite (google.com/googlevoice/about.html), sync it with up to six phones, then click where you want to be rung. (You can add temporary locales like, say, your friend’s lake house.) You can also dial out from any line so your Google number shows up on caller ID, and send and receive SMS texts. Miss a call? Google e-mails you a link to the voicemail recording and a rough transcript—so you can read it on the chairlift.

brainstorming sessions often happen over the office Ping-Pong table, and the fine people at **Adventure Life Journeys** (#45) run their operation in a modified Victorian in the middle of Missoula, Montana. Management principle? It’s easier to stay calm when your desk sits in a bedroom.

When **Keen** (#28) converted an old warehouse in Portland, Oregon’s Pearl District into a new company HQ four years ago, they took the opportunity to rethink work space entirely. The defining feature is a 3,000-square-foot “living room” outfitted with accessories such as a Wii game console, a movie screen and projector, and musical instruments. “There are times when you’re playing and times when you’re working,” says Kate Lee, Keen’s head of human resources. There are also times when you’re sharing: Keen lets local nonprofits use the space for fundraising and other activities. “We wanted an office that



Summer hours. Flex time. Telecommuting. Help employees get out of the office.

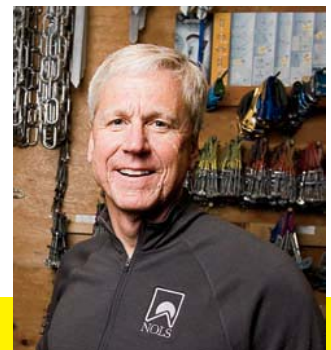
reflects the values of Keen and the needs of our people,” says Lee. “That’s what we have.”

3. PAY IT FORWARD

Last October, when a massive pine beetle infestation in Steamboat Springs, Colorado, forced the U.S. Forest Service to start clear-cutting dead and dying trees, **SmartWool** (#18) saw an opportunity for one of their biannual Serve-A-Palooza days. Twenty employees hit the woods, sawed and chopped like mad, and delivered bundles of firewood to families in need. “It was an awesome, emotional day,” says sales rep Erin di Sanpi, who headed up the project. Workers there and at parent company **Timberland** (#31) are allowed 40 hours a year to volunteer. Marketing production manager Andrew Bisbee spent

his time with a group cutting a new mountain-bike trail—a project that offered a little payback. “Yeah,” he admits, “we reaped the benefit.”

As smart business leaders know, this type of community service can inspire innovation and teamwork. “We’re passion-



[MY COMPANY]

John Gans

Executive Director, National Outdoor Leadership School (NOLS), #44

People are typically drawn to a nonprofit because they’re passionate about the mission of the organization, and they hope to share common values with co-workers. But nonprofits are going to make decisions that at times look very corporate. Years ago, one of our trustees said something that’s stuck with me: NOLS operates like a school in the wilderness and a business in the boardroom. Both are necessary—and you need to be comfortable with that or you won’t achieve some of your long-term goals. At the same time, you don’t want to take away that strong, values-driven idealism. For NOLS, it’s our courses in the field that really cut to no-nonsense. It can be miserable weather, it can be tough conditions—that gets you right to the core of things. The more you do that in all settings, the more genuine it is for people. You take away the spin element.



WORK OUT

It's a commonly reported notion that group bike rides and other shared workouts have displaced the golf course as top venues for job networking. Great! But what's the strategy for finding work while hitting your maximum heart rate? We like these tips, adapted from Jeffrey G. Allen's *Instant Interviews: 101 Ways to Get the Best Job of Your Life*.

>Be Early: Target sessions before 9 A.M. to sync with the professional crowd.

>Be Tactful: Let your coaches know you're job hunting so they can make introductions.

>Be Patient: Don't pass out your business cards on the first day—make a real connection around your shared sport, then talk business. Just ask Tad Huser, who scored his job as domestic sourcing manager at SmartWool through a contact he made at the 24 Hours of Moab. "We became friends," he says. "Then when the position came up, she got my résumé in the right hands."

ate about our jobs, but they can dominate your life," says Jon Harris, a development director at **the DREAM Program** (#14), a nonprofit mentoring program that serves young people in Vermont. Staffers get two paid volunteer hours a week, which they spend as EMTs, coaches, or advisers at other organizations. "When we volunteer together, there's a contagious energy," says Harris. **Rally Software** (#6) has seen similar enthusiasm. They ask their employees to dedicate 1 percent of their

Many companies offer exceptional on-site fitness facilities, plus reimbursements for ski passes and race entry fees.



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paid work time to volunteering. In 2009, 62 Rally employees contributed a whopping 2,300 hours. Not surprisingly, these companies tend to attract altruistic people. "It's probably one of the hiring filters here," says SmartWool's di Sanpi. "Many of us are motivated to surpass the 40 volunteer hours on our own time. You don't have to push to get us out the door."

4. LOOSEN THE REINS

As Gary Hamel wrote in *The Future of Management*, his influential 2007 book on innovative strategies at top businesses, **W. L. Gore & Associates** (#16) is "a company built around a set of management principles diametrically opposed to much of modern business orthodoxy." He wasn't exaggerating. Only a handful of Gore employees even have titles, and people work in small, self-directed teams, reporting to each other, not to a boss. At Gore, leaders are selected by their peers, and salary



[MY COMPANY]

Darren Bush

Owner, Rutabaga, #36

Basically, I like to do things that make my life easier. So I hire better people. I pay them more money. I trust them. That way, if I want to leave work at 2 P.M. I can. Years ago, I worked for the Department of Labor, where a lot of folks were just slogging through their work. But when I got to know them, I found out they had these amazing talents: One guy had a great DJ business, and one of the data-entry clerks had won blue ribbons at the state fair for her quilts. All their creativity was kicked out of them because the government discouraged leadership. I know every time I tried something new, I got spanked. At Rutabaga, I try to create an environment where people aren't afraid to fail. You have to put the reins on people sometimes, but it's better to rein in a horse that loves to run than have to use the spurs all the time.

Some companies focus on energy use in their buildings or supply chain, while others concentrate directly on what's in their products.



is based on rankings determined by a committee that gathers reports from staffers. Workers are encouraged to use half a day per week as “dabble time” to pursue projects. “You’re able to leverage what you’re good at to help the company be successful,” says Brian Gallagher, who’s worked in marketing at Gore since 2002. “It’s awesome.”

So why haven’t more companies adopted this model? Hamel’s conclusion: fear. Most executives tremble at the notion of handing over so much power. But that’s not the case at **Great Harvest Bread Co.** (#43), which uses a unique “freedom franchise” model in its 209 licensed bakeries across the country. Ditching the traditional franchise strategy—top-down direction of cloned outlets—Great Harvest operates on a

[MY COMPANY]

Richard Woolcott

Founder, Volcom, #48

Nineteen years ago, snowboarding brought the two worlds of surfing and skateboarding together. We saw that change coming, so we positioned ourselves for it. Today we’re a bigger company, but we also have a responsibility to stay true to what the brand is about. Most of our executives surf, skate, and snowboard. Through the summer months, we have half-day Fridays so people can go enjoy the beach, and a lot of people take advantage of the company skate park at lunch. We offer yoga once a week. We have two houses at Pipeline, which employees can use for vacations. Our newest program, Volcom University, offers employee classes during work hours on everything from how to live a happier life to the basics of finance to learning how to snowboard. We take a very humble approach. I’d still be living in the same trailer on the beach near Laguna Beach today if the state hadn’t torn down the park a few years ago.



consensus basis, with any changes requiring the approval of an elected council. As CEO Mike Ferretti puts it in the company’s blog, “Giving up control of your business is scary.” But doing so, he says, will ultimately “cement the bond” with your team.

5. IGNORE THE CLOCK

Summer hours. Flex time.

Telecommuting. Almost every company on our list finds a way to help employees get out of the office, often so they can do something fun. Among our favorites: #12 **Osprey**’s “stress-free holiday season” approach, which gives employees time for obligations at home—like stuffing their Thanksgiving turkeys.

Trusting your team to manage their own hours—to come in at 10:30, say, after skiing fresh powder, and then stay until 8—flies in the face of a trend toward squeezing every waking minute out of your staff, but good companies manage to do it while maintaining high output. “This is a results-oriented workplace,” says Mona Patel, the executive VP of people and organizational

development at **Live-Strong** (#32), which allows employees to take unlimited paid time off, with the understanding that they won’t abuse the privilege. (Nobody has.)

As these companies see it, letting workers make time for family or fresh tracks keeps them energized. In some cases, a few hours here and there aren’t enough, which is why **Rutabaga** (#36) will hold a job open for up to a year if a dedi-

cated worker needs a walkabout. “People need growth to be happy,” says company owner Darren Bush. **Patagonia** (#30) seconds that notion. Founder Yvon Chouinard, who detailed his own path to responsible



Bike commuting “begins a process of calibration for the day,” says year-round rider Tom Demerly, of TriSports.com.

business practices in 2005’s *Let My People Go Surfing*, allows employees to take four-month leaves of absence. Last summer, Patagonia customer-service employee Adam Bradley used his leave to set a new record for the fastest unsupported through-hike of the Pacific Crest Trail: 65 days, nine hours, 58 minutes, and 47 seconds.

6. REDUCE YOUR IMPACT

With greenwashing now among the most insidious of corporate marketing tactics, it’s reassuring to see so many businesses adopting honest strategies for environmental responsibility. Some of our companies focus on energy use in their buildings or supply chain, while others concentrate directly on what’s in their products. **Timberland** (#31), to cite just one example, rates its apparel with a Green Index to determine its environmental impact and includes “nutrition labels” to inform consumers of what’s in their shoes (nearly 80 percent of their footwear includes recycled materials).

Seventh Generation (#9) aggressively aids employees with conservation efforts in their non-work lives, offering \$500 yearly reimbursements to staffers for home upgrades, plus loans of up to \$5,000 to reduce their personal carbon output.

One simple but powerful approach to greening: getting commuters out of cars. **Quality Bicycle Products** (#39) gives its motorless commuters up to \$3 a day in credits toward gear. Last year, they paid out \$41,000 to staffers who biked, jogged, scooted, and even skied to their Bloomington, Minnesota, offices, where temperatures often dip into single digits during commute hours. Meanwhile, **Osprey** (#12) and **New Belgium Brewing** (#2) give employees new bikes after a year on the job.

Rewarding pedal power isn’t just pro-environment; it’s good for workers. “It begins a process of calibration for the day,” says year-round rider Tom Demerly, manager of bike operations at **TriSports.com** (#50). “We see tangible results in productivity from people who ride.”

7. SWAG THEM!

Because nothing shows your staff the love better than free travel, gear, and parties. **Natural Habitat Adventures** (#1): In addition to free “site inspection” travel opportunities for its staff, NatHab offers discounted travel (80 percent) for a family member—to make sure the trip doesn’t feel like work.

MindBody (#40): Recent company events: a beginner surf



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clinic, a whale-watching excursion, and a seven-day retreat in Mexico.

Osprey (#12): A floating “powder day.”

Dominion Digital (#49): Team-building exercises include a whitewater-rafting trip down Virginia’s James River and skeet shooting. (Skeet shooting!)

OluKai (#46): Parties include bowling night, a Cinco de Mayo festival, a “snow escape” weekend, a Halloween costume party, and a holiday party at which they give away items like airline tickets and Bose sound systems.

RealeFlow (#34): Last year, the staff took an all-expenses-paid cruise to the Bahamas.

Carmichael Lynch (#15): The annual O’Gong Show talent competition on their rooftop patio. One legendary skit: a male employee re-creating *Flashdance*’s “Maniac” scene.

REPORTED BY ALICIA CARR, RYAN KROGH, MICHAEL ROBERTS, AND JENNIFER L. SCHWARTZ



[MY COMPANY]

Jeffrey Hollender Co-founder, Seventh Generation, #9

There’s a level of transparency in business today that never existed before—information about your company is controlled by your customers, your employees, and NGOs. That means you get an exponential reward by creating a lot of fans, and you get your butt kicked by pissing people off. How do you turn this into an advantage? By having a mission that’s uplifting and that captures people’s passion, and by giving your workers a sense of fulfillment based on the very nature of what they do. We try to follow a systemic approach. If you provide great health coverage but stress people out like crazy, who cares? So we spent a ton of money creating an office where every person can look out a window. And we forced everyone here to be an owner, because that’s fundamentally different from being an employee. Two years ago, when we allowed people to sell some of their stock, it was transformative: They experienced the value of what they had created.

Hollender’s latest book is *The Responsibility Revolution: How the Next Generation of Businesses Will Win*.