

### **Enron's New Vision: 1990 and 1991**

... Ken Lay's turnaround triumph at Enron, along with his well-developed political connections and generous financial contributions to George H. W. Bush's presidential campaign, brought him an offer in late 1991 to replace Texas businessman Robert Mosbacher as the nation's Secretary of Commerce. The United States had successfully invaded Panama to arrest its corrupt political leader General Manuel Noriega and overwhelmingly defeated Iraq in the Gulf War with minimal American casualties. Bush's high approval ratings virtually guaranteed his reelection the following year. Lay could return to Washington, based on the foundation of his company's success, and deregulate the entire business sector.

**DECISION CHOICE.** *If you were Ken Lay trying to reshape the nation's energy and deregulation policies would you:*

- (1) remain at Enron with its large debts but bright future; or*
- (2) become Secretary of Commerce? Why?*