



# Grounded: Frank Lorenzo and the Destruction of Eastern Airlines

*Aaron Bernstein*

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## **Grounded: Frank Lorenzo and the Destruction of Eastern Airlines** Aaron Bernstein

In 1986, the president of Eastern Airlines and former astronaut, Frank Borman, set his airline on a collision course with Frank Lorenzo. Desperate to revive his failing talks with Eastern's unions, Borman began negotiating a sale with the man they feared most. Frank Lorenzo had built Texas Air and Continental into an empire through anti-union tactics and had earned him labour's hatred and the support of the big money-men like Drexel's Mike Milken. But Borman, blinded by his own arrogance, misjudged, and his beloved airline ended up with Lorenzo. "Business Week"'s Aaron Bernstein gives an account of this saga, which has implications for the future of American business. The wider failure of Eastern under Lorenzo marks the demise of the traditional tough-guy approach to management. In this age of techno-service, businesses cannot survive with embittered employees.

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