

Stanley Gault

Stanley Gault is an Outstanding Director for two reasons. As a board room leader, he offers sage advice. And he is ready to jump in and fill a gap when necessary.

His most recent triumph has been mentoring 41-year-old **Andrea Jung** into the CEO slot at **Avon Products**. The cosmetic company was under pressure from an organization that was hungering for a female CEO. Gault offered his maturity to complement Jung's youth and inexperience. And the plan has succeeded.

"He's been playing a very supportive role for her," says fellow Avon board member **Brenda Barnes**, former president of **Pepsi North America**. "But he never forgets that he's not the CEO," Barnes notes. "He never oversteps that bound."

Gault's boardroom power comes from his extraordinary experience over the last decade.

When 1991 came round, Stanley Gault was wrapping up a remarkable career. He was 65 and had just about done it all. Gault had spent three decades rising through the ranks at

General Electric, where he narrowly lost a chance at the CEO title to someone by the name of **Jack Welch**.

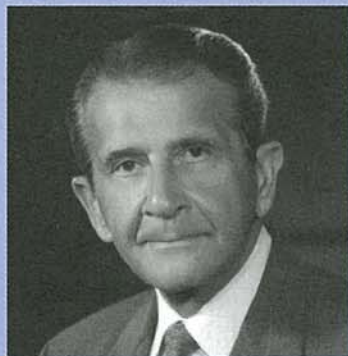
Then Gault had gone on to the top job at **Rubbermaid**—a move that struck some observers as strange. Why, they wondered, would anyone abandon a major industrial corporation with sales exceeding \$20 billion, for a small home-products manufacturer with just a few hundred million dollars in revenue? The answer: Stan Gault loves a challenge.

In his 11-year Rubbermaid tenure, Gault overhauled the company's mix of product lines, completely revamped its image, and transformed its management ranks. When all was said and done, Rubbermaid's sales had rocketed to \$1.5 billion. At 65, Gault stepped down as CEO.

His retirement lasted six weeks. Another challenge was lurking. This time it was at troubled tire maker **Goodyear**, where he was a board member. When his fellow directors tried coaxing him into the CEO's office, Gault couldn't resist. He couldn't resist triumphing at Goodyear, either. In just four years, he cut Goodyear's debt nearly 60%, and helped its market value rise six-fold.

In 1996, Gault retired a second time. This break lasted a little longer than the first—a full four years. Then, when he was nearly 74, Gault again answered the call of his fellow board members. At the end of 1999 he stepped in as non-executive chairman of Avon, where Jung had just become chief executive officer.

There appears to be no limit to the responsibilities Gault is willing to assume in the interests of shareholders. That's one thing that makes him an outstanding director. The other is his ability to fulfill those responsibilities with impeccable execution—



BORN

January 6, 1926, in Wooster, OH.
74 years old.

EDUCATION

BA, Wooster College, 1948.

CAREER HISTORY

Currently the non-executive chairman of Avon. Formerly chairman and CEO of Goodyear, and, prior to that, of Rubbermaid. Spent 30 years at General Electric, rising to senior vice president.

FAMILY

Married to Flo for 51 years. They have three children and six grandchildren.

HOME

Wooster, OH.

FAVORITE BOOK

The Greatest Generation, by Tom Brokaw, as well as everything by John Grisham. Also enjoys biographies of people successful in the business world.

FAVORITE MOVIE

A "great fan" of John Wayne and Clint Eastwood.

FAVORITE RESTAURANT

La Vieille Maison in Boca Raton, FL.

I DON'T LEAVE HOME WITHOUT ...

Cell phone, address book.

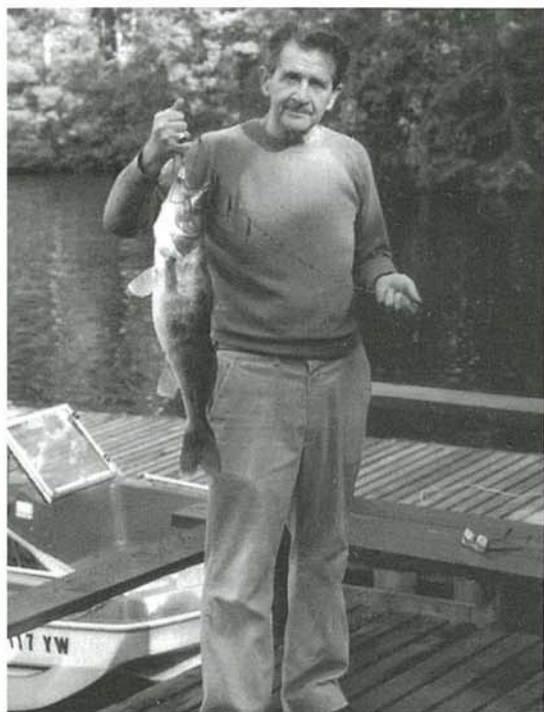
CURRENT BOARDS

Avon, Vencor, Timken, Wal-Mart Stores.

whether in the boardroom or in the corner office.

"I always looked at Stan as a model for what a board member should be like," says **James Preston**, the former chief executive of Avon.

"He's such an outstanding director that we've violated our board's age limit to ask him to stay on," reports **W.R. "Tim" Timken**, chairman and CEO of bearing and steel maker **Timken Company**. Noting that his



Stan Gault's "catch" in Canada

company has made the same exception for another of its directors, Timken says Gault still stands out: he's the only director they've exempted from the mandatory retirement rule *twice*.

"That's how good we think he is," Timken adds. "He lends significant credibility to a company."

"Stan is one of the exceptional corporate leaders of this, or any other,

"I always looked at Stan as a model for what a board member should be like."

—James Preston, former CEO, Avon

time," cheers **Richard Grasso**, chairman of the **New York Stock Exchange**, where Gault was formerly a director.

Preston says that, as CEO of Avon, he, too, found a valuable mentor in Gault. Part of Gault's skill as a teacher lies in his refusal to put his students on the spot. "He took pains to avoid embarrassing management," Preston recounts. "He would call me offline and say, 'Listen, I'm not sure about this issue. Rather than bring it up in front of the entire board, let's discuss it privately.'"

Gault's tact doesn't prevent him from addressing corporate problems when they arise. "When you run into tough times, he doesn't jump down your throat," Preston says. "But he does ask some very incisive questions."

Preston was so impressed with Gault's managerial know-how that he asked him to deliver speeches to Avon's global management team on two separate occasions. Using his incomparable track record as a source of inspiration, Gault counseled Avon's top brass on how to keep their own ranks motivated.

Tim Timken has been another fond student. "He's a great help to me because he's a superb CEO with such fantastic operating knowledge," Timken says. "If you're a chief executive, having that kind of a person to discuss problems with is a great benefit."

In addition to mentoring top executives and lending the credibility of his name to the companies he directs, Gault brings actionable ideas

into board meetings.

As an example, Timken points to the Asian economic crisis that sent tremors into the global economy in early 1998. When that crisis started, Timken recalls, many business leaders assumed its effects would be contained in the first quarter of 1998.

Gault thought otherwise—and told Timken so. "Stan said: Nope! This is going to have a much more significant impact," Timken recalls. And Gault was right. Companies in the manufacturing sector, like Timken, felt aftershocks well into 1999. "Stan was 100% correct. He helped us make some adjustments we might have missed."

At Avon, Gault played an important role in narrowing the company's focus. A 1980s diversification binge had left the firm with operations in everything from lipstick to nursing homes. "The non-core businesses were eating up our cash and assets," Preston reports. "Stan was a leader in getting us out. He helped us make the decisions that ultimately preserved Avon's independence at a time when corporate raiders were circling."

As a member of Avon's Nominating and Corporate Governance Committee, Gault was also influential in the decision to name Jung the company's first-ever female chief executive. "He's clearly supportive of women in the workplace," Barnes observes, adding that Gault was "instrumental" in planning Jung's appointment.