

Lynn Martin

“Twice in my life I knew everything,” jokes former Secretary of Labor **Lynn Martin**. “Once when I was in my twenties. And once when I was leaving the Department of Labor.” Martin says her second brush with omniscience ended quickly when she left the public sector and started sitting on corporate boards.

“Joining boards has put me on the fastest learning curve I’ve ever had to ride,” she says. “I hope I’m giving back to these companies what they’ve given me in knowledge and experience.”

Her peers say Martin succeeds at doing just that.

Her extensive political career makes her exceptionally qualified to oversee corporate public policy. Martin spent four years in the Illinois legislature before moving on to Washington, where she served as a Representative from Illinois. Then she joined **George H. W. Bush’s** cabinet, where she served two years overseeing a staff of 18,000 in the Labor Department. As a result of her political experience, she’s sat on the public policy commit-

tees at **SBC, Procter & Gamble** and **TRW**.

Martin’s Washington connections are helpful to her boards. She played a key role during SBC’s merger with **Ameritech**, the Chicago-based telecommunications concern on whose board Martin sat prior to the deal. Noting the numerous regulatory hurdles the merger had to clear, fellow SBC director **Laura d’Andrea Tyson** says, “There’s a great deal of state and regional politics involved in a process like that. Lynn gives management advice about the importance of engaging these politicians early on in the discussions.”

While Martin’s political know-how makes it natural for her to offer such advice, she draws the line when it comes to using her political influence to sway elected officials on behalf of a company.

“Before accepting any board seat, I make it very clear that I do not lobby,” she explains. “As a former cabinet minister, I just don’t think it would be appropriate.”

And her tenure at the Department of Labor more than qualifies her for her three nominating committees and two compensation committees. **Laura D’Andrea Tyson**, dean of the **Haas School of Business** at **UC Berkeley**, says human resources and labor-related issues remain Martin’s forte. “She spends a lot of time thinking about how people get along in organizations, and how they treat other,” Tyson observes. “Those are areas where the board looks to Lynn for leadership.”

Her leadership sometimes directs her peers’ attention to issues surrounding women in the workplace, a longtime area of concentration for Martin. “Good managers want to hear



BORN

December 26, 1939. 60 years old.

EDUCATION

Earned her BA from the University of Illinois in three years, graduating Phi Beta Kappa in 1960.

CAREER HISTORY

Currently holds the Davee chair at the Kellogg School at Northwestern. Also chairs Deloitte & Touche’s Council for the Advancement of Women. Formerly U.S. Secretary of Labor, a congresswoman, and a member of the Illinois legislature.

FAMILY

Married to Harry, a Federal judge. Has two children, five stepchildren, and 12 grandchildren.

HOME

Chicago.

FAVORITE BOOK

The Once and Future King by T.H. White. Also a fan of Jane Austen.

FAVORITE MUSIC

Opera, Beethoven, Mozart, Roy Orbison. “There’s very little rock n’ roll I don’t enjoy.”

FAVORITE RESTAURANT

Her home. “My husband and I both cook. He bakes; I don’t. He’s not just my equal; occasionally he’s better.”

I DON’T LEAVE HOME WITHOUT ...

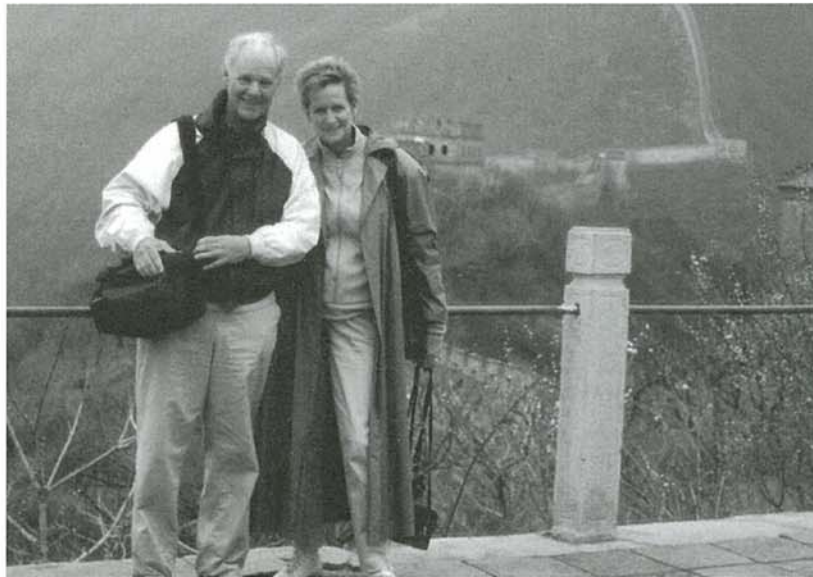
A notepad and a (rarely used) cell phone.

CURRENT BOARDS

SBC, Harcourt General, Procter & Gamble, Ryder System, TRW.

women's views," Martin notes. "But I like to make certain there's a process in place to make that feasible. Sometimes women have unique concerns."

Martin's not just speculating on the matter. She's acquired professional expertise in women's affairs, through her role as chair of **Deloitte & Touche's** Council for the Advancement of Women. The Council studies the concerns of female partners and employees at Deloitte, and works aggressively to keep them at the firm. Why? "Deloitte is a partnership," Martin explains. "And what it sells are the services of people. Most folks prefer that their accountants have been



Lynn and her husband at the Great Wall in China

around for more than a day and a half."

Independence is important to Martin. She puts corporate audit committees as off-limits, not as a result of her political work, but rather because of her involvement with Deloitte. She's leery of either putting herself in the position of reviewing Deloitte's auditing, or of considering Deloitte's bid

on a particular auditing task. Doing so might open herself, the corporation, or her fellow directors to undesirable scrutiny.

"Having worked in the public sector, I'm very familiar with how closely one can be examined by the press and the opposition," she remarks.

When she's not attending board meetings or busy at Deloitte, Martin teaches classes at **Northwest University's Kellogg School of Management**, where she holds the Davee Chair.

On the Procter & Gamble board, Martin has acquired a reputation for going out of her way to develop a consumer's-eye view of the company's

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—Lynn Martin

products. Whenever a new line of merchandise hits the stores, Martin is among the first to try it out. "We joke that we don't need testing anymore—because we have me!" Martin exclaims.

In fact, Martin says, it's logical and quite useful for her to experience Procter's goods the way other consumers do. Most of the company's products are purchased by women—even when they're usually used by an entire family. So Martin believes that her views are especially valuable.

Her interest in the P&G products lets managers know that the board is paying attention to their efforts. "The people who work at the company love the fact that someone from the board calls them up to say: 'Listen, are you sure about this or that detail?'" she explains.

Martin has faced many challenges as a director—from the decision to sell **Ryder's** billion-dollar Public Transportation Services division, to the recent dismissal of Procter's **Durk Jager** after a surprisingly brief 17-month stint as CEO. She says one of her greatest challenges has been participating in **Harcourt General's** decision to retain **Goldman Sachs** and put itself up for a possible sale.

And, as she normally does, Martin returns to the people part of the equation. "The challenge in any deal," she says, "is to make sure the people who have helped the company grow are protected."