

Faith in the Workplace

CEO believes in corporate compassion, duty

By Rob Cullivan
Staff writer

ROCHESTER — When Frank M. Stotz thinks of his former boss, Daniel E. Gill, chairman and chief executive officer of Bausch & Lomb Inc., Jesus's parable of the talents comes to mind.

Appearing in the 25th chapter of Matthew's Gospel, the parable tells of a man who entrusts three of his servants with various sums of money before he leaves for a journey.

Upon his return two of his servants report that they have turned a profit on the sums given them.

But the third servant tells the man that he buried the money, a response which so angers the master that he dismisses the servant with a rather nasty rebuke about useless servants grinding their teeth and wailing in the dark.

Stotz speculated that Gill would have been one of the two servants who wisely invested the money given him.

"He's not the one burying the money," Stotz laughed about Gill, for whom he worked until April of last year.

Indeed, not only does Gill attempt to steer his employees' talents into a profitable future, he also attempts to steer the church's assets into profitable paths by chairing the diocesan Stewardship Council. Formed in 1988, the council advises the diocese on such matters as finance, development and investment.

Executive

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makes the biggest difference in the world."

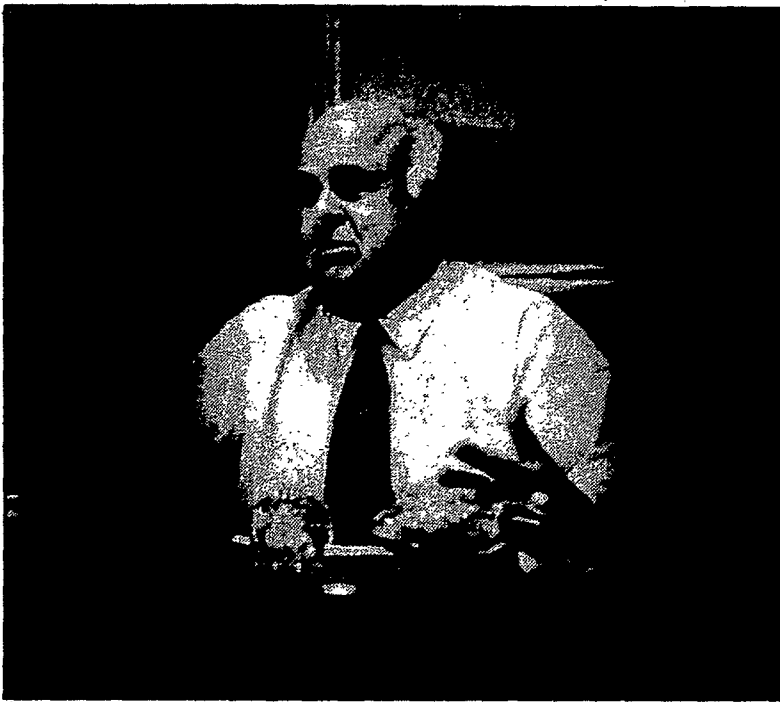
"I think that's what's missing in corporate America — being able to take care of one another," she added.

Hume, 38, was the daughter of a salesman and lived in 13 different towns and cities in the northeastern United States while growing up. Yet she's remained firmly rooted at IBM since she began working for the computer company in 1980, two years after graduating at the top of her class from Scranton University in Pennsylvania.

Her lively personality and sharp mind have served as a solid combination for her steady rise within IBM. This past January, Hume became an account executive working with the Lotus Development Corporation, one of the world's largest software-development firms. She acts as IBM's chief liaison with Lotus.

Hume's responsibilities include weekly trips to Boston and monthly meetings with Jim Manzi, Lotus' chief executive officer. She also manages joint development, marketing and sales plans between IBM and Lotus.

Prior to this assignment Hume logged a two-year stint as an IBM product manager, overseeing a staff of 350. It was during this time Hume endured some of the most trying moments of her career, when



S. John Wilkin/Staff photographer

Daniel E. Gill, who serves as chairman and chief executive officer of Bausch & Lomb Inc., sees his role on the diocesan Stewardship Council as that of a servant to the church.

Gill sees his role on the council as that of a servant to the church — advising the diocese where to put its money, and making those investments within the ethical guidelines set forth by the diocese.

Gill added that the council has taught him much about the differences between working with a corporation and working with the church.

"I think my mind doesn't work the same as a religious mind," Gill said, pointing out that diocesan leaders tend to seek as much input from as many different groups in the church as possible before de-

termining a matter.

"I probably push harder for closure on an issue quicker," Gill continued. "I'm always amazed at how long people will discuss them in a religious environment."

Stotz noted that such a statement is characteristic of Gill's thinking.

"He has the incredible talent of asking the most obvious question that cuts to the heart of the matter," Stotz said.

Now retired and a member of the Stewardship Council himself, Stotz worked for Gill for three years as chief financial officer at Bausch & Lomb,

a worldwide health care and optics company. He recalls Gill as a corporate executive who, among other things, encourages people to do their best, treats his employees fairly, and who urges his company to increase its numbers of women and minority leaders.

"He's a man of enormous integrity," Stotz said of Gill, a parishioner at St. Thomas More Church, 2617 East Ave. "He insists that things be done the right way."

Gill confessed that he rarely thought of his work specifically in terms of his Catholic faith, but he did note that his company emphasizes community service and philanthropic activity. He also said that he tries to bring certain Christian values to play in his own corporate behavior.

For example, he explained, Bausch & Lomb recently hired a new vice president of human resources. Finding the best candidate was somewhat difficult, Gill frankly admitted, because many of the candidates who interviewed for the job were from "ruthless, non-compassionate" corporate backgrounds.

"I think our culture carries with it a greater compassion for the individual," he said of Bausch & Lomb, adding that the company also recently established an Ethics and Compliance Committee.

The greatest test of that compassion, Gill said, is when a company like B&L must lay off workers. Indeed, faced with a major excess of sunglasses in-

ventory last year to the tune of \$75 million, B&L was forced to trim 10 percent of its worldwide work force last year.

"I know we at our company consider layoffs an avenue of last resort," Gill said. "But if we don't make these tough decisions, we don't stay healthy as a company."

Gill added that as a CEO, he feels the impact of every criticism B&L suffers. For example, he noted his distress over a lawsuit recently filed by two contact lens wearers, alleging that the company illegally sold the same type of eye-care solution at two different prices under two different names.

"We would never knowingly do anything wrong," Gill insisted. "You think: 'Why would they ever think we would do that?'"

Despite its financial and legal troubles over the last year, B&L's stockholders seem to think Gill deserves some just praise. According to an April 26 article in Rochester's *Democrat and Chronicle*, all the stockholders — save one — interviewed by a reporter at B&L's annual stockholders' meeting considered Gill's report on the company's past performance and future goals to be open and honest.

Stotz agreed with the stockholders' assessment of Gill.

"He's taken the bumps in the road pretty well," Stotz said. "I think it's a tribute to the guy's integrity that he's not blaming the world for a bunch of bad luck."

Gill mused out loud that heading a large company like B&L inevitably means taking some punches on the chin from both the public and the press.

"Sometime you are unjustly praised and sometimes you are unjustly criticized," he said with a smile.

Yet, whether the corporate trade winds blow for good or ill, Gill seems content to continue to sail the sea of business.

"It's a good job," he said of his position, adding, "everyone should be a CEO at least once."

her department's work force was trimmed last year.

"The layoffs were horrible. I spent the entire day crying in my office," Hume recalled. "My director said, 'Don't feel responsible,' but I said, 'I can't help it — now these people have nothing.'"

Although Hume's sensitivity carries into the workplace, she emphasized that her greatest level of caring is still reserved for

her husband, William, and children Kate, 11, and Michael, 7.

She said IBM would prefer for her to work out of Boston due to her many responsibilities in that area, but she remains in Endicott "because my husband and family are here."

"Life is a matter of choice," she said. "The most important things in my life? Kate and Mike. There ain't no compromising those children, or my

husband!," she stated with a big smile.

In recent years, Hume's values have been reinforced in a sobering manner. Both her parents died of cancer — her father in 1990 and her mother in 1992.

"Going through a true-life crisis just broadens the appreciation of what I've got," Hume said. "I thank God every day for the gifts I've been given."

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