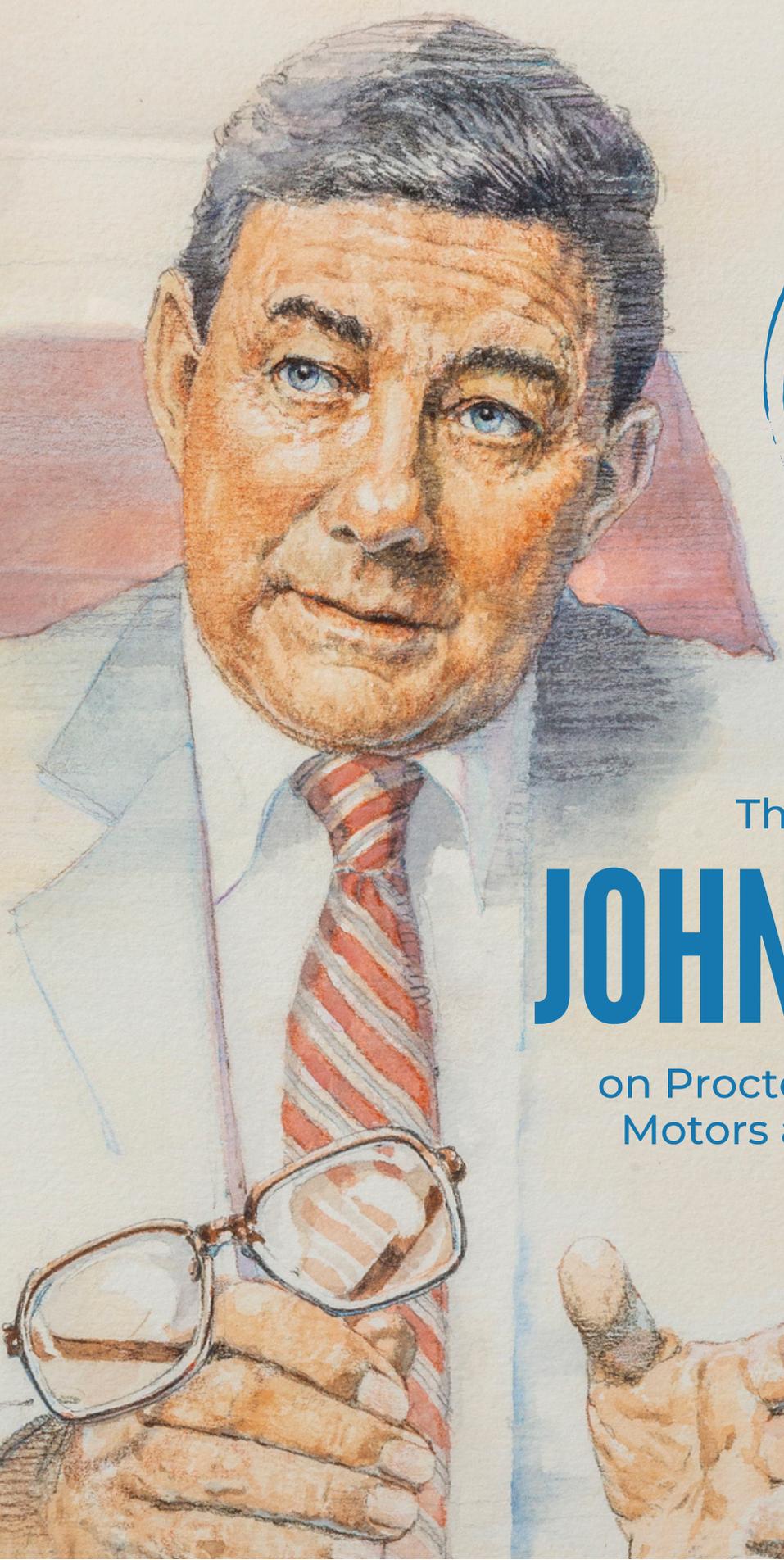


# HERE FOREVER



Now  
Available on  
Amazon

---

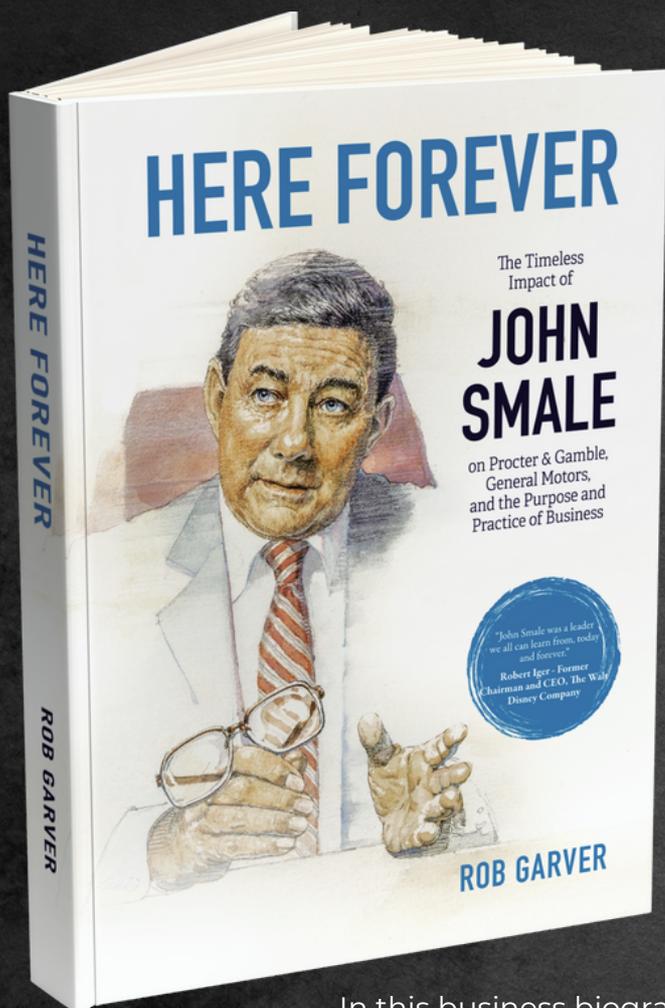
The Timeless Impact of

# JOHN SMALE

on Procter & Gamble, General  
Motors and the Purpose and  
Practice of Business

---

# PRESS KIT



# ABOUT THE BOOK

John Smale was arguably the most influential corporate leader of the second half of the 20th century. He grew one great company, Procter & Gamble, more than six-fold during the 21 years he led as president, CEO and chairman of the board. He helped another great company, General Motors, regain momentum in his role as chairman of the board at a critical time in GM's history - and set a new standard for corporate governance that has since transformed the role that Boards of public companies are expected to play. He championed diversity, not only as a US priority but also as a global priority. And he defined a corporate vision for the purpose and social responsibility of business that was decades ahead of its time. And yet, John Smale is largely unknown to many leaders guiding American and global businesses today.

In this business biography book, *Here Forever: The Timeless Impact of John Smale on Procter & Gamble, General Motors, and the Purpose and Practice of Business*, author and journalist Rob Garver sets out to change that. He takes us on a journey of discovery into the life of John Smale and why his example is urgently relevant and deeply needed in today's volatile, fast-changing world. He also brings us into his own story, as his discovery of John Smale helped him navigate a devastating personal loss that changed his vision of what this book could be.

Garver captures timeless lessons from Smale's life and executive leadership that leaders at all levels and in all kinds of organizations can learn from:

- Why knowing what to do when faced with tough choices is more important than knowing how
- Why having the business mindset to think in decades is the factor that most sets great leaders apart
- Why great companies are social institutions that need to be nurtured and perpetuated over time
- Why the two greatest gifts leaders can provide are high expectations and unre-served trust
- Why leaders must champion and protect the innovators in their organization
- And, why confidence and optimism are a leader's most essential traits

John Smale's life is remarkably timeless and timely. The principles by which he lived and led are as meaningful for leaders today as they were in his time. This book will help ensure his impact and legacy will be here with us—forever.

# ABOUT JOHN SMALE



## JOHN SMALE

John Gray Smale was born in Listowel, Ontario in 1927. He graduated from Miami University in Oxford, Ohio in 1949, and in 1952 he was hired as an assistant brand manager at Procter & Gamble, beginning a working life with the company that would endure for 37 years. Working in the advertising department, Smale quickly made a name for himself by persuading the American Dental Association to endorse Crest toothpaste as an effective cavity preventative.

Smale steadily took on more responsibility at P&G, becoming president of the company in 1974, and then CEO in 1981. During his nine years as CEO of Procter and Gamble, the company's growth was remarkable. Sales and earnings more than doubled, and the number of product categories in which the company competed increased from 26 to 41. Under Smale's leadership, P&G diversified into the Health and Beauty businesses through important strategic acquisitions, including the purchase of Norwich-Eaton Pharmaceuticals and Richardson-Vicks Inc. Smale also oversaw the

expansion of P&G into two dozen new countries, transforming it into a global company. During his tenure as CEO, P&G's share price quadrupled.

In addition to growing the company, Smale also thoroughly restructured P&G, replacing the decades-old brand management model with an updated focus on category management. During his tenure, the company also partnered with Walmart to remake the relationship between the two companies, creating a widely imitated new business model for consumer packaged goods manufacturers and the retail trade.

Smale's business career didn't end with his time at P&G. In the early 1990's, he engineered a major turnaround at General Motors, which was widely credited with saving the giant automaker from looming bankruptcy. At the same time, he helped spark a revolution in corporate governance that transformed the way boards of directors of public companies operated.

By the time he finally retired in 2000, Smale's legacy had expanded far beyond his impact on P&G and General Motors. Throughout a career spanning five decades, Smale taught, mentored, and otherwise influenced the development of countless younger leaders. This included not just the seven CEOs of P&G who succeeded him, but also dozens of other executives spread across corporations around the globe. Many of those men and women are now CEOs themselves, and they credit Smale's example as a guiding model for their own leadership.

Smale was also a major benefactor to Cincinnati, his adopted home city. In addition to leading a commission in the 1980s that thoroughly overhauled the city's infrastructure and tax base, he personally donated funding that led to the creation of the John G. and Phyllis W. Smale Riverfront Park, a 45-acre public space combining gardens, performance venues and recreational facilities along the banks of the Ohio River.

## QUICK FACTS

- **Date of Birth:** August 1, 1927
- **Place:** Listowel, Ontario, Canada
- **Date of Death:** November 19, 2011
- **Place of Residence:** Marathon, FL
- **Name of Parents:** Peter J. and Vera G. Smale
- **Married:** Phyllis Weaver
- **Date of Marriage:** September 2, 1950
- **Children:** John Gray, Jr.; Catherine Anne; Lisa Beth; Peter McKee

# SELECT QUOTES

## ON CORPORATE SOCIAL RESPONSIBILITY

“The foundation of a strong corporate structure in America must be based on public trust in the integrity and performance of the business community. All the rhetoric and theory in the world won’t do a thing unless business has that trust. And trust is earned by actions — by doing not just what is legal but what is right.”

---

“A corporation must regard itself as a true citizen of the community in which it operates, pulling its weight to help solve community problems, because it knows that the health and welfare of the community are important to its own health and welfare.”

## ON LEARNING TO MAKE DIFFICULT DECISIONS

“That’s the kind of thing in an organization that gets passed on. Not through something that’s on a piece of paper but through actions, through comments, through statements, so that the younger people in an organization grow up understanding the right way to make a decision is to face up to the truth and not try to cover it one way or another. That is character that’s created over time. By actions. By people. By the management.”

---

“When young people join an organization, certainly a lot of their character has been formed, but the company, their environment, also has a role to play in the formation of their character. If you start in an association when you’re 21, 22, or 23 years old, you are still being molded in how you think about life.”

## ON CORPORATE BOARDS

“The basic responsibility of the board is to represent the owners’ interest in successfully perpetuating the business. The board is responsible for seeing that the corporation is managed in such a way as to ensure this result. I see this as an active, not a passive, responsibility.

“It is incumbent on the board to ensure, in good times as well as difficult ones, that the management is capably executing its responsibilities. The board encourages competent management by the nature of its questions and its requests for information. Also, by the depth of its understanding of the company’s vision and how the company executes its strategies.

“As I see it, the board has to act as an independent auditor of management ... asking the tough questions that management might not ask itself, particularly when the company is doing well and seen to be an industry leader.”

## ON PROCTER & GAMBLE

Procter & Gamble always seemed to me — almost like a living thing. Certainly, it had character — a meaning. And somehow, although the essence of a company’s personality and character is the sum of those of the people who have been part of it, I’ve always viewed P&G as more than the sum of its individuals.

---

“Would Procter & Gamble have been different if I hadn’t been there? Maybe, maybe not. I don’t know. Would the world have been different without Procter & Gamble and its innovative products? I truly believe it would. And, if I had some hand in that, then the company has given a meaning to my life’s work that will outlive me.”

---

“Well, P&G’s vision, I guess, has really been kind of a simple one for all of the years I’ve been involved. It’s importantly rooted in character and, as we say often here, doing what’s right.”



## ON INNOVATION AND P&G

“Fundamentally, this is an R&D company. If this company is going to be successful 50 years from now, it will be successful for the same reason that it is now, and that’s because we are ahead of the world in almost every category and product innovation.”

---

“It’s important that the people in R&D understand the enormous importance of what they do, because it really is everything we are. There is a fundamental principle I don’t think is going to change, and hasn’t changed in our history — and that is that we are an R&D-based company. We’re a company whose progress and fortunes are based on the success of inventing new brands, new processes that are really distinctive — that are market changers and really revolutionize a market when we go into it.

# ADVANCE PRAISE

“John Smale was that rare leader who was sought out by other leaders, especially when they were facing the toughest of challenges. His ability to see the long view and his deep conviction about doing the right thing for the long term have had a lasting impact on me. This book is a gift of insight for everyone who never had the chance to sit and learn at John’s side, as so many of us were honored to do.”

**SUSAN ARNOLD**  
**BOARD CHAIR, THE WALT DISNEY COMPANY**

“John Smale was one of the great business leaders of his time. This well-written biography tells us what fueled his unparalleled success — specifically, his passion for innovation and his relentless pursuit of excellence.”

**ED ARTZT**  
**RETIRED CHAIRMAN AND CEO, PROCTER & GAMBLE**



**SMALE AND ARTZT, 1989**

“My first reaction, as I began reading this book, was that John Smale led P&G at a time when the world was smaller and simpler. That things have moved on since. That the luxury business I work in now is more complicated and less fact-based.

“But as I kept reading, I started to see things from a different angle. I began to realize that the principles that informed John’s leadership are exactly the guiding lights that I rely on, day-in and day-out, to help me navigate the intricacies of my professional responsibilities today — doing the right thing, leadership as a service, managing for the long term, innovation as an engine of growth, focusing on the big picture without losing touch of details and individuals, boiling down thorny issues to fundamental choices, being frank and direct but always fair.

“It is on tough days — when things are complex, when analysis is unclear and decisions are difficult — that I go back to these values. Asking myself what would John Smale do is always a great way to be inspired and cut to the chase!”

**ANTONIO BELLONI, GROUP MANAGING DIRECTOR,  
LVMH LOUIS VUITTON MOET HENNESSY**

“Every person should read this book about John Smale. It’s a book about leadership, character, values and courage. He was a CEO way ahead of his time!

“I spent the formative years of my 28 years at P&G when Mr. Smale was the CEO. Until I read this book, I didn’t realize how much of who I am as a leader today directly flowed from John Smale’s DNA as a leader. John always focused on doing the right thing, identifying and growing talent, and making the hard choices that were in the best interest of the Company for the long-term, even if it meant short-term negative consequences. Everyone can learn from John Smale and this fast-paced book.”

**CHIP BERGH, PRESIDENT AND CEO OF LEVI STRAUSS & CO.**

“Very early in his career, John Smale convinced me, just beginning my own career in an advertising agency, that P&G was the company I wanted to work with, not just for a project or two, but for decades. The reason was simple. Though he was just starting his career, he personified P&G’s culture — its integrity, its belief in creativity, and its commitment to growing people — in a way that no one I had ever met had done. We did in fact spend decades working alongside one another, building some of the world’s greatest brands. He was a remarkable man. I was privileged to know him.”

**ROY BOSTOCK, FORMER CHAIRMAN AND CEO, DMB&B;  
FORMER VICE CHAIRMAN, DELTA AIRLINES**

“If you want to become an impactful leader in the 21st century, read this book. Great leaders honor and learn from the past, meet the challenges of the present in a quality way, and set the table for a more prosperous future. John Smale was a great leader — arguably the best corporate leader of the second half of the 20th century. And, as I understand it, he was an even better human being. The leadership lessons of his storied career are timeless. Learn from him, grow with him, and become the leader you are meant to be.”

**DOUGLAS R. CONANT, FOUNDER  
CONANT LEADERSHIP; FORMER CHAIRMAN, AVON  
PRODUCTS; FORMER PRESIDENT AND CEO, CAMPBELL  
SOUP COMPANY**

“One of my favorite definitions of leadership is found on a tombstone at Normandy. It reads, ‘Leadership is judgment, courage and carelessness of self.’ John Smale’s life and career add the one missing element: character. This is a book that needs to be read by anyone in a position of leadership. Its examples of people getting it right and people getting it wrong provide priceless lessons for all.”

**NORM AUGUSTINE**  
**RETIRED CHAIRMAN & CEO, LOCKHEED MARTIN CORP.**

“John Smale’s example shows that a leader’s sense of time is the hidden source of their power and integrity. Never mind today’s buzzwords — we’d all do well to follow Smale’s combination of short-term excellence and long-term values.”

**ZACHARY FIRST, EXECUTIVE DIRECTOR, DRUCKER  
INSTITUTE**

# ADVANCE PRAISE

“John Smale graduated from Miami University with a degree in business in 1949. At Miami, we believe that leadership requires vision, integrity, and courage. Throughout his career, John demonstrated all three attributes.

“Here Forever: How P&G’s John Smale Mastered the Art of the Long View and Shaped the Purpose of Business is an important book for all leaders to read because it reminds us of the need to lead effective organizations that contribute to the communities of which they are part, provide meaning and purpose to those who work for their organization, and constantly innovate (with a long-term view in mind) in order to ensure the organization is sustainable.”

**JENNY DARROCH, DEAN OF THE FARMER SCHOOL OF BUSINESS, MIAMI UNIVERSITY**

“John Smale was the leader we all aspire to be. He led The Procter & Gamble Company to codify its Purpose and Values during a seminal time of globalization. He embodied the company’s Purpose (improve the lives of the world’s consumers) and its Values (integrity, leadership, ownership, passion for winning, and trust). They formed his character. He exemplified this character to the employees of the company. At West Point we work to create leaders of character. That’s our mission. Character, Purpose, and Values attracted me to P&G. The desire to be part of something bigger than oneself — something that matters.

“It was my privilege to get to know John better over the last years of his life. The more I got to know him, the more I realized what an authentic leader of character he was. Today, in a world which is increasingly cynical and divisive, being a leader of character matters more than ever. The life of John Smale, captured so well in this book, is an ideal for us all.”

**ROBERT A. MCDONALD, CHAIRMAN, WEST POINT ASSOCIATION OF GRADUATES; RETIRED CHAIRMAN, PRESIDENT & CEO OF THE PROCTER & GAMBLE COMPANY; 8TH SECRETARY OF THE DEPARTMENT OF VETERANS AFFAIRS**

“I learned timeless lessons from John Smale: Be principles- and values-led; invest in innovation for sustainable competitive advantage; and focus on growth and value creation for the long term. These leadership lessons have served P&G very well, and they are and will always be relevant to many other companies across a wide range of industries.”

**A.G. LAFLEY, FORMER CHAIRMAN AND CEO, THE PROCTER & GAMBLE COMPANY**

“John Smale was one of my closest and dearest friends. He was a man of incredibly strong character and principle and I admired him as much as any man I have ever known. I also had the unique pleasure to experience the ‘lighter side’ of John when he and his wife Phyllis and my wife Marilyn and I took trips together. He had a great sense of humor. I could write a book about John but that will now not be necessary!”

**CHARLES S. MECHEM, JR., RETIRED CHAIRMAN AND CEO, TAFT BROADCASTING COMPANY**

“True leadership is putting the interest of others ahead of your own, knowing that by doing so you are better off yourself as well. John had plenty of this, and there are many lessons in the way he practiced it.

“John Smale’s character was carefully defined by strong values and consistent behavior when it counted most — a lesson all leaders need to understand and, more importantly, practice. I encourage you to read this important book. Impact guaranteed for all who simply want to be better “

**PAUL POLMAN, AUTHOR, NET POSITIVE; RETIRED CEO, UNILEVER**

“John Smale’s life, as explored in this book, is a gift to all who seek examples of extraordinary corporate, community, and family leadership. He is an exemplar of a future-focused visionary whose exceptional skills in business building were only equaled by his uncanny ability to quickly identify and then invest in developing highly effective leaders. The very human side of John’s life reminds us that true success always entails having a deep love of and involvement in building strong communities and families. This book provides a rare look into the mind and heart of a very private, humble yet incredible person. It leaves us with inspiration that is applicable to all aspects of our lives.”

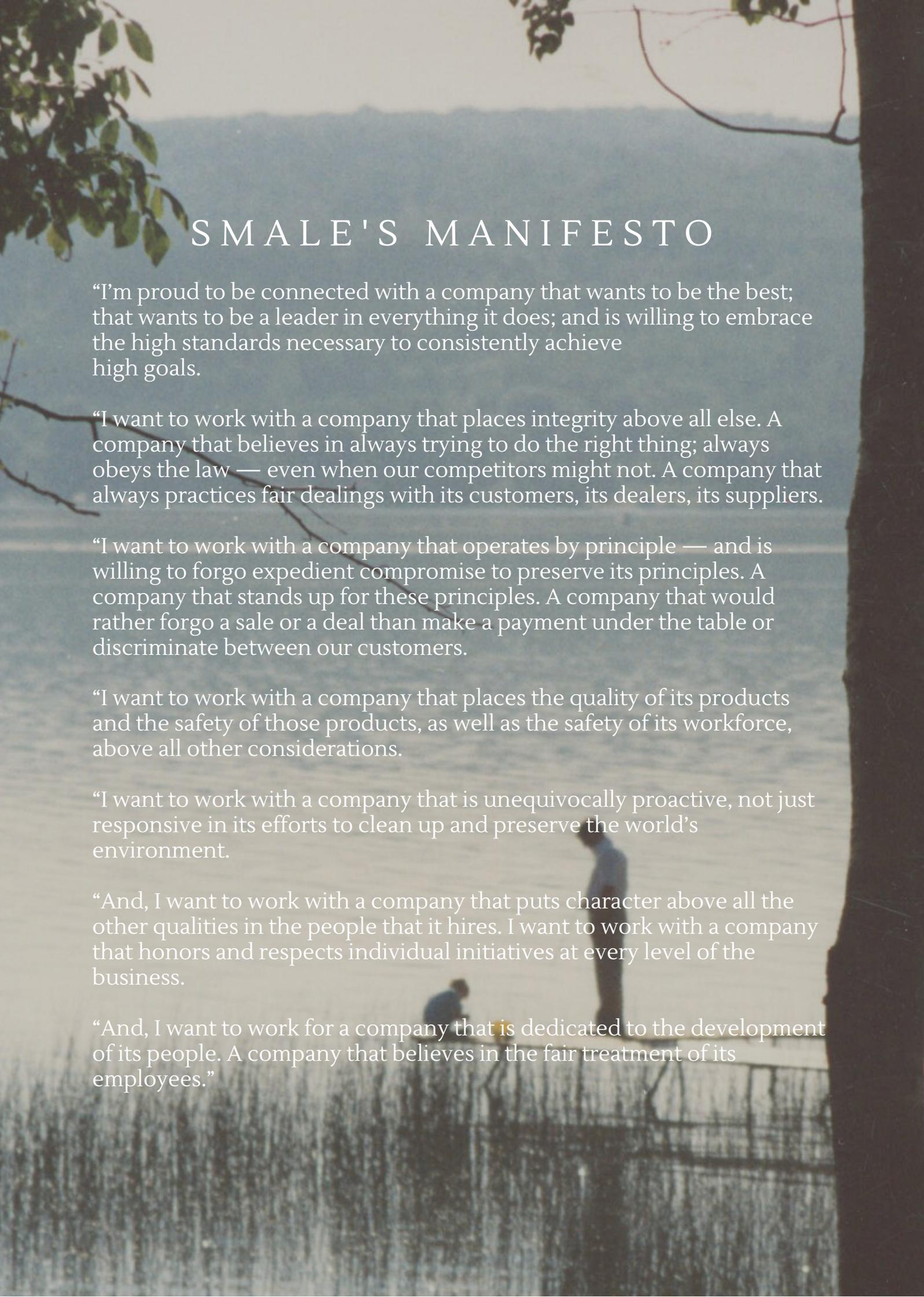
**JANET B. REID, PH.D., CEO, BRBS WORLD, LLC; MEMBER OF THE P&G DIVERSITY AND INCLUSION ADVISORY BOARD**

“Here Forever captures an essential truth about John Smale: he was totally clear about who he was and what he valued. His commitment to innovation and to excellence never wavered, starting with himself. As a result, he built great brands, renewed great institutions, and helped people grow with confidence, optimism and courage, empowered by his trust. He was a leader we all can continue to learn from, today and forever.”

**ROBERT IGER, RETIRED CHAIRMAN AND CEO, THE WALT DISNEY COMPANY**

“A new idea or proposed change often feels uncomfortable. An initial reaction may be, ‘This isn’t the P&G way.’ “We need to challenge that thinking. While our basic values — respect for the individual, honesty and integrity — will never change, we have many practices and procedures that should change over time to meet the needs of a growing and dynamic business.”

**JOHN SMALE**



# SMALE'S MANIFESTO

“I’m proud to be connected with a company that wants to be the best; that wants to be a leader in everything it does; and is willing to embrace the high standards necessary to consistently achieve high goals.

“I want to work with a company that places integrity above all else. A company that believes in always trying to do the right thing; always obeys the law — even when our competitors might not. A company that always practices fair dealings with its customers, its dealers, its suppliers.

“I want to work with a company that operates by principle — and is willing to forgo expedient compromise to preserve its principles. A company that stands up for these principles. A company that would rather forgo a sale or a deal than make a payment under the table or discriminate between our customers.

“I want to work with a company that places the quality of its products and the safety of those products, as well as the safety of its workforce, above all other considerations.

“I want to work with a company that is unequivocally proactive, not just responsive in its efforts to clean up and preserve the world’s environment.

“And, I want to work with a company that puts character above all the other qualities in the people that it hires. I want to work with a company that honors and respects individual initiatives at every level of the business.

“And, I want to work for a company that is dedicated to the development of its people. A company that believes in the fair treatment of its employees.”

# CHRONOLOGY



1927 Born in Listowel, Ontario, Canada

1949 Graduated from Miami University

Joined Vick Chemical Company

1950 Married Phyllis Weaver

1952 Joined Procter & Gamble as Assistant Brand Manager

1954 Brand Manager

1958 Associate Advertising Manager

1963 Manager, Advertising Department, Toilet Goods Division

1966 Manager, Toilet Goods Division

1967 Vice President, Toilet Goods Division

1968 Vice President, Bar Soap and Household Cleaning Products Division

1969 Vice President, Packaged Soap and Detergent Division

1970 Vice President - Group Executive

1972 Member, P&G Board of Directors

1973 Executive Vice President

1974 President

1981 President and Chief Executive Officer

1986 Chairman of the Board and Chief Executive Officer, P&G

1990 Retired as Chairman of the Board and Chief Executive Officer, P&G

Chairman of the Executive Committee of the Board of Directors, P&G

1992 Chairman of the Board of Directors, General Motors

1995 Retired from P&G Board of Directors

1996 Chairman of the Executive Committee of the Board of Directors, General Motors

2000 Retired from GM Board of Directors

2011 Died at his home in Cincinnati, Ohio

# ABOUT THE AUTHOR



## ROB GARVER

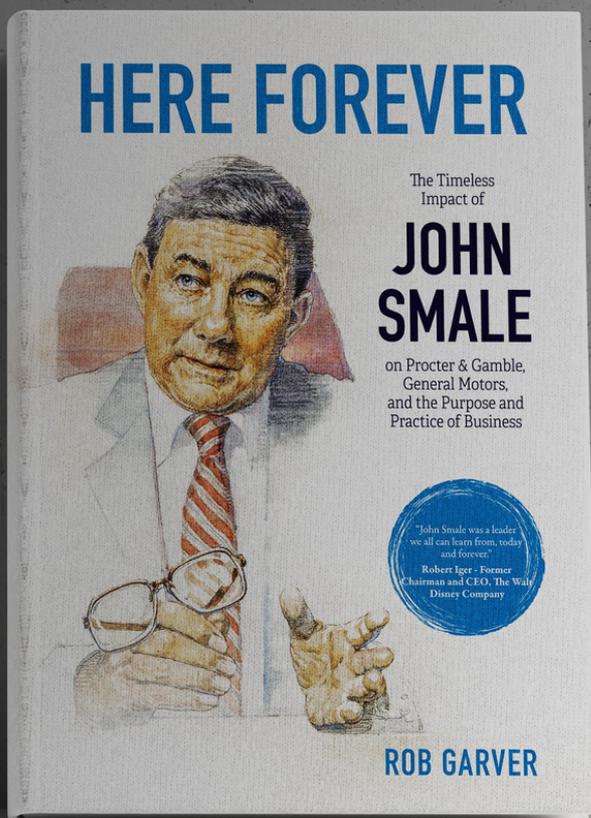
Rob Garver is a journalist and freelance writer based in Washington, D.C. His work has appeared in The Washington Post, The New York Times, and Voice of America, among other publications. He served as national correspondent for The Fiscal Times and collaborated with Bob Woodward on Woodward's New York Times best-selling book, The Price of Politics. He holds a master's degree in public policy from Georgetown University and a bachelor's degree from the University of Vermont.

Category: Business Books, Biographies

Topics covered:

Business biography, Corporate governance, Corporate vision, Executive leadership, Business mindset, Business purpose, Business strategy

## NOW AVAILABLE ON AMAZON



AVAILABLE IN HARDCOVER,  
SOFTCOVER AND E-BOOK EDITIONS

LEARN MORE at  
[johnsmalehereforever.com](http://johnsmalehereforever.com)

For a review copy, contact:

Natalie Hastings  
Marketing and PR Consultant  
513-376-2728  
[natalie@inthelimeLight.co](mailto:natalie@inthelimeLight.co)