



## **Oral History of Lynn Sanden**

Interviewed by:  
Luanne Johnson and Ann Hardy

Recorded: June 11, 2004  
Cameron Park, California

CHM Reference number: X3801.20047

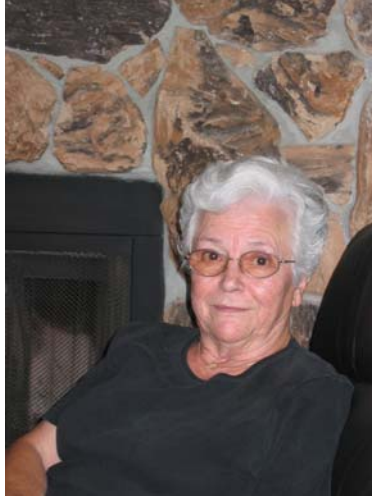
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## Lynn Sanden

Conducted by the Information Technology Corporate Histories Project



Lynn Sanden 06.11.2004

**Abstract:** *Lynn Sanden discusses her career with Tymshare beginning as a secretary in the Engineering Department and gradually assuming more and more personnel-related responsibilities until she became Manager of Personnel. She discusses implementing affirmative action programs after the passage of the Civil Right Act in 1964 and her role in integrating new employees into Tymshare's personnel systems following Tymshare's numerous acquisitions. She covers how gender discrimination varied in different departments at Tymshare and touches briefly on her career after leaving the company.*

### **Joining Tymshare**

**Ann Hardy:** I want to start with your background. I know we've been through all of that in our day, but I'd like to get it recorded. Your background and how you got to this job. And then the issues that arose.

**Luanne Johnson:** We know your brother was at Tymshare.

**Lynn Sanden:** Yes. My brother was there and he was instrumental in getting me there.

**Hardy:** Okay. You came in...

**Sanden:** In '69. He had told me about an opening there the year before that I looked at but didn't pursue.

**Johnson:** Was that the Personnel opening? Did you go to Tymshare in the Personnel position?

**Sanden:** No. It was a secretarial opening. I was divorced and had two children, and I thought, oh my gosh, I can't go with a start-up because I need security in a job. So I didn't go. Well, they did very well in that '68, '69 time frame, and a job came open in the Engineering Department. And I went down and interviewed and was hired.

**Hardy:** Who was your interview with?

**Sanden:** Jim Barker.

**Johnson:** And this was a secretarial job in the Engineering Department?

**Sanden:** Yes. In the Engineering Department. They didn't have a secretary at all, and now they needed one. And I took that job with a tough bunch of birds.

They were really smart. And they were mostly very nice to me. I mean, even at that level, at that time, you had to be able to stand up for yourself.

And then Howard Steadman dressed me down for writing a report as he had given it to me. I went back and got my notes and found out I had done exactly what he told me, so I went back in and told him, "Don't ever talk to me again like that. Don't ever." I said, "I did exactly what you told me and here are your instructions." He was one of those people that people were afraid of.

But from then on, he and I were good friends. So I learned from that experience at Tymshare that it was okay to speak your mind without being derogatory. But to stand up for yourself.

At that time, the person that was there had been with David Schmidt and Tom O'Rourke at GE, Barbara Mennell.

**Hardy:** Didn't you take over Barbara's job?

**Sanden:** Well, I did, I guess.

**Hardy:** In '69.

**Sanden:** Well, no, it was a little later than that. It was in '70, '71, when she left.

**Hardy:** But, in the meantime, for those two years, you really had her job and she was doing something else.

**Sanden:** Yes.

**Hardy:** Okay. What did Barbara do?

**Sanden:** Well, she was sort of an administrative assistant to Dave Schmidt. Barbara went with David.

**Hardy:** Oh, Barbara left when David left.

**Sanden:** Yes.

**Hardy:** Okay.

**Sanden:** Every time I would ask about something, I was told, "Well, this is how we did it at GE." And I can remember a couple of times, I really had to bite my tongue.

**Hardy:** Who told you that?

**Sanden:** Barbara.

**Hardy:** So you had her job before she left.

**Sanden:** And then when she left, I took over that whole thing.

They replaced David, and I became that person's secretary and started to do personnel work on a part-time basis.

**Hardy:** Well, when David left, Sassenfeld came.

**Sanden:** Right.

**Hardy:** What was his first name?

### **Initial Personnel Responsibilities**

**Sanden:** Helmut. Don't ask me how I remembered that.

So then I was doing his administrative work and I was doing the testing of the secretarial and clerical force.

**Johnson:** So that's how you moved into the personnel stuff.

**Sanden:** The long story is my brother hired a secretary that was a disaster and we ended up terminating that woman. Pat D'Agati, Tom O'Rourke's secretary, did the personnel work and I told her that no secretarial people are going to get in Tech Division unless they get by me. And she said, "Oh good, Lynn. That's great."

So that's really how I started. And then I continued in that position, I don't know, a couple of years, maybe two or three. And then Sassenfeld went away and they brought in a person from Southern California.

**Hardy:** Sassenfeld was only there for about six months.

**Sanden:** When Ray Wakeman came up from Southern California, he brought his own person with him, and Tymshare made a job for me at Corporate in the accounting department.

**Hardy:** Where was your job when you were working for Sassenfeld?

**Sanden:** Well, it started on Meadow Drive and then it moved down to Bubb Road, because we moved down there.

**Hardy:** On Meadow, east side?

**Sanden:** Yes. That's where the Tech Division was at the time.

**Hardy:** We were on East Meadow Drive. Was it next to the computer center?

**Sanden:** It was across the street from the computer center. And you were there on East Meadow Drive.

**Hardy:** I was in the computer center.

**Sanden:** And then I went up to Corporate which was in Palo Alto.

**Hardy:** Where was Corporate in Palo Alto, do you remember that?

**Sanden:** Good lord, I don't remember.

**Hardy:** Corporate was on Distal Drive for awhile and then went to Palo Alto and then went to Bubb Road.

I spent most of my time in the computer center.

**Sanden:** I don't remember that you had an office.

**Hardy:** My desk was in the computer center.

**Johnson:** Okay, so you went to Corporate.

### **Becoming Manager of Personnel**

**Sanden:** I went to Corporate and I worked in accounting for a year.

I was not an accountant. And I didn't like it, but we had changed health insurance plans and the CFO was in charge of that and Accounting was reporting to him. So he asked me to help him with that. So now I was moving into benefits.

**Hardy:** What year was that?

**Sanden:** '77, I guess. It was just before Corporate moved down to Bubb Road.

So I got into benefits, but I was really tired of accounting and I didn't see where I was going to go in the company and I was getting ready to quit. I talked to the President's secretary and I think I talked with him too and let him know I was a little discouraged. As it turned out they had a plan for me, they were going to take me out of accounting and put me into Personnel. They weren't going to tell me it until we got to Bubb Road. So when we got to Bubb Road, I then started working full-time in Personnel.

**Johnson:** But you had no formal training, this was all on-the-job training?

**Sanden:** OJT. Tom thought I had a lot of empathy, so that would work well in Personnel.

**Hardy:** Turned out that she was feisty, but it worked well.

**Sanden:** Oh my gosh, they sent me to all kinds of training after that. Once I kind of got settled in there and they decided that was going to work they sent me off to get trained as a full-fledged Personnel Manager.

At the time Pat D'Agati was still doing some of the Personnel work. I was doing all of the interviewing and taking care of benefits and the legal aspects. She was setting up the files and sending information over to payroll and things like that. They kind of eased me into it.

They gave me as much as I could take and then they would give me more. That's when I learned about people. Everyone would say, "Oh, I want to be in Personnel, because I like people." I said, "Do you like their paperwork? And do you like their problems?"

**Hardy:** You won't like them after you've been in Personnel for awhile.



**Sanden:** You end up dealing with a mountain of different types of things. Typing a letter to a techie who's screwing half the women in the Accounting Department, for heaven's sakes.

**Hardy:** Oh, you found that guy.

**Sanden:** Yes. And then someone else is getting charged by his wife with this or that. It goes on and on and on. At the time I was a very liberal person, politically. So I had to help all the little people, and I had to help all the Black people, and what I got back was these non-exempt employees who would go flying across the country to be at a second-cousin, twice-removed's funeral, but couldn't get work.

It was really, really a learning experience...Goodness sakes.

**Hardy:** There's a lot to learn to be a good employee.

**Sanden:** There's a lot to learn, and to be a Personnel Manager, you have to communicate to these people that you have to get to work every day, and you have to get there on time.

**Johnson:** What kind of departments were these people working in?

**Sanden:** Oh, they could be a receptionist, or they could be over in the computer center, or they could be in the accounting department, all over. I mean for awhile, I could walk around that place and I had fired people in each and every department. They use to say, "Well, she's a tough interviewer." I didn't think I was really that tough, but I had things I wanted to know.

And I wanted to know as much about their attitudes as I did about their skills. I mean I could teach them skills, but I couldn't teach them attitude.

**Johnson:** You can't teach them what their parents didn't teach them.

**Sanden:** Right. So I had to learn that lesson. But I used to say that being a mother of three children is very good training, because you manage a lot of different things and you have to have patience and tolerance and all of those things. So I was very happy to be in Personnel.

That's where I wanted to end up anyhow, as it turns out. I had forgotten, but that's where I wanted to be when I hired in. They ask you a question on the application: What do you want to

be doing in ten years? Personnel Manager. Then I forgot it. I was too busy working. And I always believed, you know, that if you do the job you're assigned well, the future will take care of itself.

**Hardy:** Well, once you become Manager of Personnel, for whom did you work?

**Sanden:** Tom O'Rourke.

**Hardy:** Did it ever change?

**Sanden:** Not until Joe Walton came in when we did that Western State Bank Card acquisition.

**Hardy:** He became your boss?

**Sanden:** Right. He was Personnel Director. And he had a lot of training and was responsible for a bunch of things.

**Hardy:** That was because of the bank card acquisition.

**Sanden:** Yes.

**Johnson:** Why was that, was there a huge influx of employees or something?

**Sanden:** Yes. And he had good union negotiating skills. They were unionized people. And he had negotiated the last contract that they had.

**Johnson:** And he was the Personnel Manager at the company you acquired?

**Sanden:** Yes, right.

And there was another person before Joe, Dan Hager.

**Hardy:** Oh yes. When did he come?

**Sanden:** He reported to Alden Heintz.

**Hardy:** And you reported to Dan?

**Sanden:** Right. They moved the personnel function over under Alden when Hager came.

**Hardy:** And why did he come?

**Sanden:** They thought they needed a heavyweight...

**Hardy:** In Personnel.

**Sanden:** In HR, now it was supposed to be called HR.

**Hardy:** What were his skills?

**Sanden:** Well, he had been a Director of HR at, I think it was, Intel, that large company up in the city.

**Johnson:** Yes, a big conglomerate.

**Sanden:** And so he came with very good credentials.

**Hardy:** What happened to him?

**Sanden:** He and Tom didn't really get along.

**Johnson:** Going through the annual reports I noted that all during the 70's the number of employees was growing dramatically. So was the decision that they needed a heavyweight in Human Resources a result of that fact?

**Hardy:** They were doing so many acquisitions.

## Integrating Personnel Policies for Acquired Companies

**Johnson:** So that's why the number of employees was growing. It wasn't because they were hiring that many people. And then I suppose you run into the issue that the acquisitions are going to have different personnel policies in each company.

**Sanden:** Right, right. My job was to go out there and get these things integrated.

Well, there was only so many hours in a day, and one of our biggest acquisitions was United Data Centers. I had to go to visit each and every one of those data centers.

**Johnson:** Oh, did you? How many were there at that time?

**Sanden:** Well, I think there were about 14. I think I was out there on the road for about three weeks.

Al Eisenstat came with United Data Centers. So he and I traveled the country.

**Johnson:** So what did you do when you went out and talked to these people?

**Sanden:** I would have a meeting with all of the employees, a general meeting and welcome them to Tymshare, and explain about our benefits. And explain that, while you might see some new faces, you're not going to see a lot, because whatever you were doing, you were doing it well. Otherwise, you would not have been acquired.

That simple.

So, you don't have a lot to worry about. And I'm as close as the telephone, so give me a call. I would sign them all up for our benefit plans. Then take the forms with the information back home and get it processed. We'd explain the history of Tymshare and all of that. I was suppose to be the goodwill ambassador.

**Johnson:** Were there any of these acquisition where it really went bad in terms of there being such a disparity between what people had been used to in the way the employees were treated?

**Sanden:** Well, let's see, we did one, I can't even remember the name of it -- they were up there in Menlo Park. Oh, SRI. We did an acquisition of a small unit of SRI.

**Hardy:** It brought in Doug Englebart.

**Sanden:** That group, from my perspective, had a hard time getting integrated into the Tymshare culture.

**Hardy:** Was this Doug's group? Or were there others?

**Sanden:** There were others.

**Hardy:** It was the others that had a hard time?

**Sanden:** Yes, I don't think Doug had a hard time.

**Hardy:** Doug did fine. The others worked for Doug, didn't they, but then most of them left?

**Sanden:** Some of them stayed, but I what I recalled the most is that when I went out to do the presentation, they were hostile.

**Johnson:** They didn't want to be acquired.

**Sanden:** And that was the first time that that had ever happened to me. Because mostly, you know, you welcome them as friends and all of that. But I was no friend in that meeting.

**Hardy:** Well, that was a very different kind of organization than Tymshare.

**Sanden:** And then the other one that was difficult was a company called Western Twenty Nine.

**Hardy:** That was the travel group, right?

**Sanden:** They were hostile.

**Hardy:** Why did Pat Brent ever agree to the acquisition if they were going to be hostile about it?

**Sanden:** Well, I don't know the direct answer to that question. My suspicion is he was promised more than was delivered.

**Hardy:** Well, part of the problem was that the acquisition agreement was written to give Pat a certain percentage of the profits. Rather than being based on the growth of the revenue or something like that. And as it was organized in Tymshare, it would never make a profit. One of the things they needed was communications, so they needed Tymnet which was part of the deal. We started the year with an agreement with Tymnet that they would charge a certain amount for the communications, and as soon as Western Twenty Nine started making a profit at that rate, they raised the rate of what they were charging for Tymnet.

It was all internal costs. But they made sure that it never made a profit. So that's one of the reasons why Pat might have been mad.

**Sanden:** Wouldn't surprise me. I didn't know that detail, but I can read between the lines. They made promises they didn't keep.

**Johnson:** I've seen that happen. I know another situation where exactly the same thing occurred. It was based on the profit and when you sit down and listen to one side of it you can understand all the rationale about why the accounting got done the way it did. But the person who was supposed to get the money, didn't.

**Hardy:** That's right. Never, ever sign an agreement based on profit.

**Sanden:** Yes, by now Tymnet was feeling their oats. Let me tell you they were feeling their oats and they were going to be independent. So, we had that little hassle going on also.

**Hardy:** It was very unfair. That's no way to write an agreement.

That was after the UDC acquisition.

Who were some good people that came and stayed through all that?

**Sanden:** Just Pat and...who was his sidekick?

**Hardy:** Jim Nappo. They were the two owners.

**Sanden:** Yeah. But they were totally different. Different personalities.

**Hardy:** Oh, completely different personalities, right. They were partners in the business and they were the ones who were going to make out. It was clear they could've been profitable at the rate that Tymnet was charging when they got acquired. And then they got acquired and it didn't work out that way. Whether or not they got screwed, I don't know, but Tymnet raised its rates.

**Sanden:** Yes, I don't know that they got screwed. They may have, but some of the problem may have been...you know, when you are used to being a president, when you are used to giving the orders, and now you've got to take some orders, that's not easy.

**Hardy:** It was kind of brutal. Pat was not lovable, but...

**Sanden:** You could say he brought out the worst in people.

**Hardy:** Okay, so we were talking about difficult acquisitions. That was certainly a difficult one just because of the terms of the acquisition.

**Sanden:** I think that was about our last acquisition.

**Hardy:** Really? What about the medical...remember the hospital?

**Johnson:** What kind of company was it?

**Hardy:** It was a company that automated the medical information in hospitals. What was really weird about that acquisition is I did a lot of interviewing beforehand to evaluate whether or not we should proceed. I wrote a big, long memo about why this was completely inappropriate for Tymshare. And they acquired them anyway and then had them report to me.

**Sanden:** You know, isn't that classic? I mean you're complaining and complaining and whoop, it's yours. Go for it.

**Hardy:** I mean, at least they could have handed it to one of the people who thought it was a good idea.

**Johnson:** What ultimately happen with that company? Did they ever get really integrated into Tymshare?

**Hardy:** No, there was nothing to integrate. There was a mistaken theory that you could use Tymnet for the in-house, in-hospital communications system. You know, all the nursing stations needed to communicate with central finance and accounting and billing and all that.

**Sanden:** They needed a local area network.

**Hardy:** Tymnet was completely inappropriate for that. It had nothing to do with making those nursing stations communicate better. Tymshare and Tymnet contributed absolutely nothing to that group, but they hung around for a time for doing nothing. It was a stupid thing to acquire them.

**Sanden:** They were way back on the East coast in New Jersey.

**Hardy:** That's right. They were in a pretty part of New Jersey. It was lovely to go visit them, but....

**Sanden:** That was the first sign that things were kind of slipping.

### **Acquisition of Tymshare by McDonnell Douglas Automation**

**Hardy:** But shortly after that, McDonnell Douglas got involved. That acquisition was completed in January of '84.

Those negotiations went on for a year. So, starting in '83, all management time was pretty much focused on getting in and out of the McDonnell agreement.

**Sanden:** Well, I think it was Christmas of '83 when we all went home thinking we were going to remain independent.



**Hardy:** Right, yes. After having negotiated for a whole year, we really thought we won and then...

**Sanden:** And then we came back in January and Tom O'Rourke was making a video to distribute to the field sale offices, and a notice came across on the teletype outside of Alden's office that the board of directors had elected to allow us to be acquired McDonnell Douglas.

**Johnson:** I remember something from the interview I did with Tom. There was somebody else that made a hostile bid for Tymshare.

**Sanden:** Yes. In New York, Wall Street. A very conservative company.

**Johnson:** And the Tymshare board went looking for a white knight and McDonnell Douglas was that white knight.

**Sanden:** Yes. The board of directors sold him out. That's the long and short of it. By now they had reduced the price of the stock. It was not a good time, not a good thing.

**Hardy:** Tom didn't mention in that interview who that company was. It was a company that manufactured terminals.

**Johnson:** Yes, he said it was a large company.

**Sanden:** And the thing about it was that we couldn't afford to be acquired by a company that was that conservative. So...

### **Implementing Affirmative Action**

**Johnson:** Let's back up a little bit because of one of the things we touched on earlier was all the changing laws that occurred during the '70s.

**Hardy:** That's right. Why don't you get back to all the law?

**Johnson:** Talk to me a little bit about some of those experiences.

**Hardy:** When did some of those laws come in?

**Sanden:** Well, actually, most of them were part of the Civil Rights Act.

**Hardy:** When was the Civil Rights Act?

**Sanden:** I think 1964. And then we had Executive Order 11246, which actually established...

**Hardy:** Executive Order 11246, what did it do?

**Sanden:** It established affirmative action.

**Hardy:** What does that mean?

**Sanden:** What that meant was that all federal contractors were now charged with recording how many minorities they had in each position of the company, and those positions were put under several categories. It was called EEO1.

**Johnson:** Yes, that was in the early '70s.

**Sanden:** Early '70s, I think it was about '72.

**Johnson:** I was selling a payroll system at that time. And that was the point in which suddenly it began to make sense to have an automated Human Resources system, because of the requirement for doing all that reporting. Payroll had been automated from the very beginning, but not HR, and EEO1 established a lot of reporting that you had to do, and everybody had to start keeping track of things they didn't ...

**Sanden:** That they didn't have to do before. So then you had to have an affirmative action program. They laid out how it was suppose to be done. And a big part of the affirmative action program is not only telling what you're doing now, but what you are going to do in the future in order to improve your numbers. It was all a numbers game.

**Hardy:** Did you have a number you were supposed to meet?

**Sanden:** Yes. When you were working with your EEO specialist, they'd give what they call an onsite review. They came down and lived in your office.

**Hardy:** The numbers could be different for every company?

**Sanden:** Yes, they could be different for every company, because it depended on the kind of work you were doing and the kind of employees you needed in order to do that work. And they would draw a circle around a given area...

**Johnson:** A lot of it was geographic.

**Sanden:** Yes, they would draw a circle around your area and that was your recruiting area. And then they would survey how many workers were available in that area. In some cases, the Feds had statistics that you had to use, in others you could develop your own statistics. It just depended. But the rules were pretty hard and fast. And now as Personnel Manager, you had to talk to managers if they didn't have any women or minorities in a group where the availability appeared to be good.

And then you had to go out and do your outreach and find and hire people to make your numbers. So now you have to involve all of the managers to tell them this good news.

**Hardy:** Before this, it wasn't that they just accidentally didn't hire a woman. It is because at least a couple of divisions had rules, set down by the managers, that there would be no woman...

**Sanden:** In this group.

**Hardy:** "Over my dead body there will be a woman in this group."

**Sanden:** And, of course, I didn't know that. I didn't have access to that information, so it was over my dead body that they were not going to hire a woman for a job.

So you can imagine there were a few clashes there.

**Johnson:** Were you still reporting to Tom, and was he behind you on that?

**Sanden:** A 100%.

**Johnson:** Good for him.

**Sanden:** A 100%. And it wasn't easy for him.

**Hardy:** He didn't like those laws at all. That's an understatement.

**Sanden:** She overstates. Because he really supported the effort but it was not easy. He was part of a different generation that never had to do that. But it wasn't that he didn't believe woman were not capable.

**Hardy:** No, that's right.

**Johnson:** He was one of those that just doesn't like the government telling him what to do.

**Hardy:** That was his problem.

**Johnson:** From what I know of Tom, his position was totally pragmatic.

**Sanden:** Yes.

**Johnson:** If we're going to have to do this, let's just do it.

**Hardy:** Yes, right.

**Sanden:** And as a federal contractor, you know, we were required... In fact my reputation got enhanced a bunch, because we won a Navy contract back in D.C. and it had been very competitive.

**Hardy:** I remember that, a Navy contract. When did we win that?

**Sanden:** Late '70's, early '80's.

**Johnson:** Was this a contract for a Tymshare application or was it for the network?

**Sanden:** It was a Tymshare contract.

And we got all the way through the process but on any federal contract like that there's a place where EEOC has to sign off.

And they said, "Oh my God. You have to fly back there and put together and include an affirmative action plan, right now."

**Johnson:** Because this was being staffed in DC?

**Sanden:** Yes. Oh my gosh, I worked night and day, day and night to get that thing done. Well, I was lucky. I got a woman as the onsite reviewer who was really very helpful. But then, I found them all very helpful. And when they found problems, my attitude was: Aw, shucks, I'll be darned. Well, let me see what can we do about this. I never tried to be smart-alecky with them. And I did play very dumb. Tom told me later that I may have overdone it just a little. He said he heard some reports from people who heard me talking to this woman and it was like I didn't hardly know anything.

But I got it done. And even Ron Braniff, because it was in his division...even Ron Braniff gave me kudos for that.

**Hardy:** That was a big win.

**Sanden:** That was a big win. Yes. And Tom, of course, was really pleased.

**Hardy:** Tom was more willing to give out compliments.

**Sanden:** Oh yes, he was. It certainly was not a natural thing for him, but he recognized that it was important. And then, in all the time that I was there, we only had one EEOC complaint.

**Hardy:** Can you imagine? In a company that big?

**Sanden:** I told them, if we get complaints, you guys are in deep doo-doo. And that's going to cost the corporation so many dollars, you know, blah-blah-blah. So everyone kind of tip-toed around and did what they were supposed to do. Once they knew that this was the law and there was no way around it, so get with the program, they did.

**Hardy:** hey actually did, yes. And they did a good job and they hired good women in spite of themselves and it all it worked out. Computer room operations didn't fall apart.

**Sanden:** We had a few close calls on sexual harassment and stuff like that, but I would manage to take my big stick and walk quietly, and get it solved before it ever turned into an official complaint. We only had one case and that was by a secretary and she was kind of a different kind of a person. Her boss told her that after she came back from lunch she should kind of freshen up her face and her hair and that she could wear some better clothes. And, bingo, out she went to the EEOC and charged him with sexual harassment. And the guy that she charged was about the last person in the world...

**Hardy:** Who would do that.

**Sanden:** Who would actually do that, but Tom had to sit down with him and with the lawyer -- she had a lawyer of course -- and the EEOC person. He got the message because he remembers sitting down with them. They wouldn't deal with anyone except the president.

**Hardy:** Wow.

**Sanden:** When the notice came, it came to the president and the president had to respond. So there was none of this, oh well, I didn't know about that. I didn't know my employee was doing that. It went straight to the top, in all cases.

**Hardy:** That was good. Do they still do that?

**Sanden:** Well, you know since left McDonnell Douglas, I haven't tried to keep up with a lot of that stuff.

**Hardy:** I don't blame you.

**Sanden:** Yes, I have no need and it's not that interesting anymore. I've paid my dues.

I was there at the company for 17 years.

### **Career at McDonnell Douglas Automation and After**

**Johnson:** So you stayed on after the McDonnell Douglas acquisition.

**Sanden:** Yes, I decided actually to give it a try, because I didn't know that it would not be a good company.

My uncle had worked at Douglas Aircraft in Southern California, and he just loved it. And he thought they were good employers.

So I decided to stick it out and I stuck it out as long as I could but, gosh, I'd go back there one week, and take a bunch of stuff with me and give it all to them.

**Johnson:** Back there in St. Louis.

**Sanden:** In St. Louis, yes. Then come back home, only to receive a request from the person right across the hall from the other person for the same information but in a different format. You know, going from an independent kind of a free-flowing place and now there were all these layers. And they didn't necessarily communicate with each other, because they've each got their own little fiefdom. I couldn't deal with it.

**Johnson:** You were working out here.

**Sanden:** Yes.

**Johnson:** But reporting to somebody back there, is the way that it was working?

**Sanden:** Let's see... HR reported into Bill Walton, I think. No, I'm not sure. It kind of went both ways.

**Johnson:** It's the other side of the acquisition problem that you had a lot of layers and people who were trying to deal with the fact a new culture was being imposed on them.

**Sanden:** We all ended up reporting in to St. Louis because they had a huge, huge HR department. But we were reporting to Alden so that doesn't make any sense.

**Hardy:** Alden was reporting to St. Louis, correct?

**Sanden:** I don't remember.

**Johnson:** So what did you do when left in '86?

**Sanden:** Oh, I took a whole year off. I didn't know how tired I was until I stopped.

So I took that year off and then I just relaxed and then I started doing consulting. That kept me going for awhile. From '87 to '89, I just did consulting. And then I was doing consulting for a company over in Fremont. In fact there were several former Tymshare-ites there and the owner of the company was a former Tymshare person, and he knew how tough I could be, if I had to. So at our five-year reunion, he sent one of his minions over to find out what I was doing, and would I'd like to come over and work for him. So I did.

**Hardy:** When were you with Dawn?

**Sanden:** From '90-'97. And then I stayed over there until I was ready to retire. Now I'm totally retired.

### **Gender Discrimination Issues**

**Hardy:** Okay. Was there any anticipation of the changes in the law in terms of the organization or where there any consequences of those changed laws in terms of the organization or in terms of the Personnel Department?

**Sanden:** Well, we had a lot more recording to do. Each department or group had to look at their own numbers, and answer for the numbers. And they had to keep log sheets and all of that, or they were supposed to. Didn't always get the cooperation of everyone, but...

And for each job we had to do job posting. That was another requirement. We had to post all jobs as they became available throughout the company. So it was a lot more work for the Personnel Department.



**Hardy:** So did the department double, triple in size at that time? Or did the law come in gradually and that way you could sort of...

**Sanden:** It just moved up slowly. We had a system that used an RFP. Not a request for proposal, a request for personnel. Well, it was a big thing. Tom wouldn't let managers do their own staffing. They had to have approval from him, or from me. Many times someone would do the presentation to Tom and I'd have to sit there. And they'd think they had convinced Tom, and he'd turn to me and say, "Well, what do you think, Lynn?".

That did not enhance my reputation. But now we had to keep track of the RFP's. We always had to keep track, but now we had to keep more information about each RFP. So, yes, the department grew. For awhile it was just a couple of us. And then it got to be three and four.

**Hardy:** It was a fairly sizable department by the mid-80's.

**Sanden:** And this was a woman managing six women. But very low turnover.

**Hardy:** So you had six women reporting to you.

**Sanden:** And some of them, you know, Judy and Alice, had been with me for eleven years. Of course, the others always looked at this bevy of women wondering how did they ever get along. But it worked out very well. They were loyal employees. Of course I had a rule: if you don't like what I'm doing and I hear that back from someone outside of this department and I didn't have a chance to deal with it, that's cause for termination. Here, sign this. They had to agree about that. It was in those days when women were getting more and more attention, and we just couldn't afford to have any backbiting. It would have dealt us a terrible blow. So that was one of the things that I did.

**Hardy:** As Director of Personnel managing six women, did the EEOC want you to hire men in the department?

**Sanden:** Sure, I did once. In fact, he was a homosexual. And poor Judy had done the initial interview -- she used to do the initial interviews and then I would do the final. And she came to me whispering, "I don't know how you're going to deal with this." And I said, "What's the matter?" "He's that way."

“He’s what way? What are you trying to tell me?” I didn’t get it. I just didn’t get it. So then I went an interviewed him and he was a perfectly reasonable person so we hired him. And he worked out very well, until he wanted to move to San Francisco. He did a fine job for us. Not a problem at all. And that was really good for the personnel department. That was our first male.

He got along with everyone, no one had a problem with him. Either within the department or outside.

**Hardy:** There were other gays in there in the Tech Division. Tymshare didn’t really discriminate on that.

**Sanden:** Oh, you think Bert Novak didn’t discriminate? Are you kidding me?

**Hardy:** Except in operations and sales. Operations and sales discriminated against everybody they could get away with.

**Sanden:** The Caucasian males who wore dark suits and white shirts.

**Hardy:** Do you think that Personnel actually changed the way the company did things? I think you had a lot of impact on the company spirit because things were run fairly.

**Johnson:** That’s an important part of the culture of a company.

**Hardy:** I know O’Rourke supported that, but...

**Sanden:** Oh, he did.

**Hardy:** There were a million HR directors out there who would have not enforced it.

**Sanden:** Yes, some people just wouldn’t follow the procedures. But if you didn’t, you could get your kneecaps broken. Would you like your personnel file to disappear? How would you like it just to be gone? I said that to a few managers. They’d get so argumentative with me. Sometimes I’d go home at night and think, “What am I doing in this job?”

These guys are all fighting me. Well, you gotta understand, if you were in their place, would you be wanting to change? Everyone resists change. The next day, I did it all over again.

**Hardy:** So what was it like when Bert hired his first woman? Deb, right?

**Sanden:** Yes, Deb. And she was really well, well qualified, thank God.

**Johnson:** Is this in sales?

**Hardy:** This is operations.

**Sanden:** This is operations. Well, it bubbled around for quite awhile. You know, some of the men talked dirty.

**Hardy:** I'm sure Deb handled that all right.

**Sanden:** Yes, she was okay with that. And she dealt with it.

**Hardy:** They tested her up one side and down the other.

**Sanden:** Oh, yes.

**Hardy:** Did you warn her she was going to be tested?

**Sanden:** Yes. I told her you're the first one in so they're going to pull every trick in the book. But I am absolutely, positively 1000% sure you can handle it. And if they'd ever did screw up, you know where I live. And only once or twice did she come over. The rest of the time she dealt with them herself, and it was okay.

**Hardy:** Well, that's pretty good. Once or twice. For a lot of women these days, it would be a lot more than they would ever have anticipated having to deal with. They just don't know.

**Johnson:** Yes. You know what's interesting, though, is so many companies now have integrated the whole concept of diversity into their culture to an extent where they claim it is critical to their profitability, it is critical to their innovation and so on. You now hear companies

saying that having that diversity is part of their top-level strategy. I'm sure that there are many cases where it is just talk, but I think that it probably means that there are cases where the company has literally discovered that it is critical to their strategy.

**Hardy:** I suspect that it true, but I also suspect that it is going to be harder in a lot of other areas if the laws are rescinded.

**Johnson:** Oh, I'm sure.

**Hardy:** The law made a big difference.

**Sanden:** Oh yes, this was not voluntary. You couldn't opt out.

**Hardy:** Who was the first woman that Braniff brought into the sales force?

**Sanden:** I think it was a woman back East actually, a Barbara.

**Hardy:** I think so, too.

**Sanden:** Barbara....I can't remember her last name.

**Hardy:** Or did women come into his sales force with the Graphic Control acquisition when Barbara Brizdle was there?

**Sanden:** That's the one I'm thinking of, Barbara Brizdle.

**Hardy:** It was the Graphics Controls acquisition, which already had women in their sales force.

**Sanden:** Yeah, it was. He allowed women in PR, in the documentation area. That was the first.

**Hardy:** Well, Sales was what he was protecting. Braniff came from IBM and all the time he was at IBM, IBM had a rule that there would be no woman in Sales. And so it is not surprising that he brought that rule with him.

**Johnson:** That's a very interesting comment. I have never heard that before.

**Hardy:** What?

**Johnson:** That IBM had that rule of no women in Sales.

**Hardy:** I got a letter from Tom Watson saying that there were no women in Sales.

**Johnson:** I never knew that. Well, I think that wraps it up. Thanks so much, Lynn, for your time. It's been really, really interesting.

END OF INTERVIEW