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Interview with Brian Tilley

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Brian Tilley

(Interviewed on 28 August 1991, Wilton, Connecticut)

Video Rolls

Q: How should your name appear? How should it be spelled?

TILLEY: It's Brian, B-R-I-A-N. Tilley, T-I-L-L-E-Y. Well, yes. The company is David Hutchins. That's H-U-T-C-H-I-N-S. Hutchins. Associates, Limited. Yeah, exactly.

And, I mean, we act jointly with the Juran Institute. In fact, we handle the Juran Institute's materials in the U.K. So we're -- so I've been here many times.

Q: You're one of the family.

TILLEY: That's right, yeah, that's right, and I'm vice chairman, David Hutchins Associates.

Q: ... chairman --

TILLEY: David Hutchins. And David and I have been here many times.

Q: How far back does your relationship with the good doctor go?

TILLEY: I first read Dr. Juran's materials round about 1970, when I was a lecturer working in quality in a large

polytechnic in the U.K. And I first saw Dr. Juran in the flesh -- I hope I always would -- in 1976, at a seminar when he came to address the Institute of Quality Assurance in the United Kingdom, at Imperial College, London University.

And that was a great experience because I'd always that I'd see Dr. Juran, and that was the first time. And I always remember some of the things he told that audience on that occasion.

Q: Was it a friendly audience or was it on the ... ?

TILLEY: Oh, it was a very friendly audience, purely and simply, because, of course Dr. Juran's reputation, very well known in the U.K., as in so many other different situations. And so everybody was very keen.

In fact, the occasion was a celebration lecture. In fact, it was the second such celebration lecture. A lecture called the John Luxem Memorial Lecture, and Dr. Juran was invited to give the second of those lectures. And, at the end of it, it was a very happy occasion: he was given a presentation as well, for having been there, you know.

So it was a very friendly occasion.

Q: ... we can really ask you the question -- what is Dr. Juran really like?

TILLEY: Dr. Juran -- what's he really like. Well, as far as I'm concerned, as I say, he's been my mentor for many, many years. Both before I ever met him, in the flesh, and also, you know, since. And subsequent.

And Dr. Juran comes across to those who don't know him originally, as a rather severe old gentleman -- if I dare say that. But once you get to know Dr. Juran, there's a great deal of humor lurking just under the surface there. Which is all -- rather sort of dead-pan sort of nature.

And one has to have a sense of humor sometimes, I think, of that type, to appreciate the humor that's there. But you know, that -- that -- that's how it's been. I've always enjoyed being in the company of Dr. Juran. Although there are occasions when he's been rather sharp with me.

Q: Before we talk about ... , most of us who've worked with --

TILLEY: Yes, yes.

Q: -- pretty much in the first category; kind of stand-offish, aloof And everyone has told us that Dr. Juran has a spectacular sense of humor. But we really haven't seen it. Share with us an example of the Juran humor, if you would.

TILLEY: Well, the Juran humor comes across in all sorts of shapes and forms. I mean, the first time I saw it, to any great degree, was in those initial videotapes and some of the excerpts in those videotapes, you know, in that sense.

But also, I've seen it displayed in many other sort of situations. And I can't think of an exact example just quickly now. But I probably will be able to a little later on in this discussion.

Q: Long after we've left the room.

TILLEY: Yes, probably. Probably.

Q: We'll let you come back.

TILLEY: Yeah, okay.

Q: Something took place in an elevator at one time.

Q: ... story about that.

TILLEY: I remember the incident clearly. He'd been running his -- in those days, the one-day seminar: Upper Management and Quality, in those days, in London. And a group of representatives from a very large company in the U.K. were present there.

And -- ah -- unbeknown to us, they had noticed during the day that Dr. Juran was feeding himself some lozenges. And then about a couple, three months after that, we had to go and have some discussions with these people in the company about the possibility of them buying some of the Juran training materials ... the activity that they were involved in.

And my colleague, David Hutchins, handled that meeting with Steven (?), and after they'd said all the niceties and they sat down in the room for the negotiation, one of the senior management people in the company said, "Well, before we discuss the training materials and how much it's going to cost us, tell me, what will he charge us for his lozenges."

Q: And, of course, Hutchins being a businessman --

TILLEY: Exactly, yeah.

Q: ...

TILLEY: That's right, that's right.

Q: Actually, we've just spoken to ...

TILLEY: Yes. Right, yes.

Q: And talking with a number of people --

TILLEY: Yes, yeah.

Q: -- we've gotten a fairly good perspective on how Dr. Juran is regarded and (INAUDIBLE).

TILLEY: Yes.

Q: You are a *first* representative of the U.K.

TILLEY: Yes, that's right.

Q: Now, clearly as a sales person or a representative, everything you say is suspect. But how is Dr. Juran regarded in the U.K., and when you say he's a mentor, that means an awful lot.

TILLEY: Uhm.

Q: How did you find Dr. Juran in the first place? And how did you get ... ?

TILLEY: Dr. Juran, I mean, obviously, because of the nature of the business we do -- quality -- I had been very aware, for many years prior to that I ever met Dr. Juran, of Dr. Juran's contribution to this whole subject, worldwide.

And Dr. Juran, of course, had visited, in the days gone by, many companies in the U.K. before I knew him well. And one of those companies that I knew he had visited -- well, it was actually a company I had once worked with: the Rolls Royce Aero Engine Company in the U.K.

And Dr. Juran had talked to that company about their position some time previous. And I knew about that.

Dr. Juran also, as I say, you know, had become known to us because of his ratings, the materials that had been developed, and so on. And everybody was aware of the sort of constructive mind that was at work there, laying down very important premises for businesses to follow -- long before most people had even realized that sort of thing.

You see, Dr. Juran -- my first readings of Dr. Juran were a book that he wrote, Managerial Breakthrough. A book that appeared in 1964. And I had read that book, from cover to cover. And realized how much good, intelligent, advice there was there for companies in relation to the way they would develop in the future:

And, of course, all the material that's in those videotapes that really appeared first in 1981, when a much higher profile of Dr. Juran became more widespread in the U.K.

Well, much of the material that was in those videotapes had already been written in that book, Managerial Breakthrough, two decades previous, in that sense.

So that fact is, the messages that Dr. Juran -- and others, of course, but we're talking about Dr. Juran -- had conveyed to the Japanese. They had been then transcribed into those written materials.

And basically, what we found then, in the early '80's, was that a lot of that material that was having an impact in a deeply recessive time, in the U.K., were coming like new to people who hadn't had that background.

But I believe Dr. Juran has had a very profound effect, as I say, on those advocates who've taken the trouble to study those materials in relation to that in the U.K., and have found it great beneficial,

There's another thing I'd like to say: I think, unlike some American consultants who don't get well received in the U.K., Dr. Juran has always been well received in the U.K. because of the explicit nature -- I mean, he's wonderful with words, in terms of, you know, putting difficult concepts across, in very basic, easy to understand language.

And I have a theory, and I once talked to Dr. Juran about this: I have a theory that Dr. Juran's early European roots -- you know -- still had a bearing on the way he could communicate with people across Europe, and people, particularly people, in the English language. Although, of course, those early roots weren't in that part of Europe.

But, nevertheless, I think that's always had a profound impact on people, and people have commented to me on that: how succinct and easy to understand was the message of difficult concepts, you know; And so that's become -- I believe that's been very influential.

Q: Take a deep breath.

TILLEY: Yeah, yes, okay. Yeah.

Q: Loosen up a little bit.

TILLEY: Okay.

Q: What was it like in the early days of going out and representing Dr. Juran back when you first began the relationship, and this last several months. Has there been a difference in acceptance, recognition among the companies ...

TILLEY: Well, you see, I believe that in the -- in our situation, in the U.K., there's still a long, long way to go; considerable progress to be made.

That even in these deep times of recession that we've got now, a lot of the companies that even own those materials that they've used as their training base, to change their competitive position, to improve their -- you know -- their penetration of world markets and that sort of thing.

Well, I believe that even now, they've not go total benefit from that, due to a sort of restrictive thought process on part of many of those organizations.

But if I go back to the origin of this -- to a large extent certainly, our -- our contacts directly with Dr. Juran go back to January 1983, when we were approached as an organization to work more closely with the Juran Institute.

Having said that -- as I say -- we had to worry, in our own organization, whether working with Dr. Juran would be

incompatible with the sort of things we were already doing, in our organization.

And we studied those materials as a sort of a pilot. We found everything we ever believed in was locked into that. So we then were able to start to work with that; with a lot of very interesting companies, in the U.K.

And I suppose the flood tide of interest, you know, in terms of Dr. Juran's specific approach, the flood tide of interest was in the period '84, '85, '86. And many companies use those training materials to really improve position. And many did, because they took it very seriously.

And Dr. Juran, of course, visited some of those companies, and he met some of the people in some of those companies.

If I dare digress just for a moment, the first meeting that Dr. Juran had with the users of those materials was in London, in -- it will be October 1984. And there were only -- I'll tell you what it was like: there were only ten people in that room on that occasion. And Dr. Juran took the trouble to come and converse with those people for a whole day.

It was very interesting -- as an aside -- that that particular day coincided with the day Mrs. Indira Gandhi was assassinated. And the room we were working in was right opposite the Indian embassy in London. And during the day, a big crowd developed right opposite the room where we were working in the Waldorf Hotel, in the Aldwych in London.

And this chanting started. But Dr. Juran religiously was trying to interest the group of people that were there. And again, with sort of a Groucho Marx tendency, he said to that group of people, "When things began to fly, I'll hit the deck and you all follow me." Because there was a lot of noise going on outside the building.

But anyway, having said that, that was where it started, so far as I recall -- was concerned in the U.K. From those very basic beginnings.

But, I mean, nowadays, of course, there are many users of that material and they would give credit, you know, to the benefits they've got from using that material.

Although I'm bound to say, as well -- 'cause it ought to be said -- that in terms of those materials, because the English, to a large extent, have this obstinate streak in them -- or the British have this obstinate streak in them -- there are organizations that have a sort of a love/hate relationship with those materials and those principles in the respect that people - - some people absolutely swear by the principles that being forward when they've tried to implement that in their organizations.

And others feel like swear at. You know. They will go down some other track. But I think they're very foolish, because there is so much sound practice being displayed in that that can be of such great benefit to organizations.

And those who've taken that seriously, they have got phenomenal benefit from this, you know, and I think that will go on .

Q: It was Noel Coward who said that the U.K. and America are two countries separated by a common language.

TILLEY: Winston Churchill said that.

Q: Did he say that, too? To what extent does that have an impact on the discipline of managing for quality?

TILLEY: It does -- it does have it -- it does have a difference in the respect that our cultures are different. And yet, there are elements of our cultures that are the same, you know, in this respect.

I've lost my thought process, sorry. Let's do that bit again.

Q: Two countries divided by a common language, and its impact on managing for quality.

TILLEY : Yeah. As I say, our cultures -- our cultures are different. Although, as I say, many aspects of what we do are the same.

They're only different in the respect that I believe there's a much more deeply -- and I've experienced this because of working around the world in different countries -- there's a different sort of level of questioning, almost a violent level of questioning, that is put forward by many a British manager that would question and want to debate directions, paths, that they know they ought to follow.

And I've detected this much more -- much more -- well, the term I'd like to use is arrogant, although I don't want to put down my own nation in that sense. But a much more arrogant view about the need to accept new directions and that sort of thing, I think, in the British mind, which, of course, has its advantages and disadvantages, than I've detected in some other places.

Now, having said that, I believe that, so far, the progress of quality -- and particularly linked to the teachings of Dr. Juran -- have been, in many ways, much more visible on my several visits to the U.S.A., than I would say has the same level of visibility in my own country.

Because I think we've got a lot to do yet to break down the -- the difficulties of acceptance, you know, that people have, in relation to that, you know. So that's it.

Q: -- we are hoping to get on our public television channels, the ones that are ... Masterpiece Theater.

TILLEY: Yes.

Q: And I'm sure that the station managers, in some ways, are very parochial. They're going to look for a thousand ways

to say, we're not going to put on a television documentary about this Dr. Juran guy. What can you say to these people, these station managers for us, as to why people in America, whether or not they're engineers or statisticians or even interested in quality in any sort of business way, would want a program about this guy, Dr. Juran.

TILLEY: Well, I believe that Dr. Juran has been absolutely instrumental in changing the thought process -- predominantly, of course, beginning with the Japanese, in the early '50's, 1954 and onwards.

But I think it's taken a long time for people in the West, you know, basically to accept the need to listen in relation to that because the story has not been well enough told in terms of Dr. Juran's contribution.

And I think a large part of that is because Dr. Juran has always been a very private sort of person, not the sort of person who would push himself forward, or allowed to be pushed forward by other people, you know, who would want to make that clear.

So I believe that Dr. Juran has never received the credit for which he's due in terms of the massive contribution that he made originally to the thought processes of those Japanese people who, of course, later -- two decades later -- took over supremacy in all sorts of world markets. -- And others have been given rather more credit, so far as that's concerned.

Now, I believe, consequently, that the populace at large probably don't realize that. And I believe they should have that really made clear in relation to that.

That a major contributor to the Japanese success, in terms of putting thoughts in the minds of those early managers in those Japanese companies was impacted by this teacher -- this teacher who went to -- to put those ideas forward.

Now, Dr. Juran himself once said to me that there's an element there that's very important. He said: others can take the credit for this to the extent that they want to. But he said:

all of us who went to Japan -- himself and others that he mentioned. He said: we only gave the messages. We told them the rules of the game. We laid out the rules of the game.

Now, he said: I had said that to American managers many times prior to that, but they didn't take any notice. But he said: the credit for the development the Japanese made was the fact that they listened and they had the will to try out and implement the teachings that I was putting forward.

And he said: my view is maybe if they hadn't had teachers like me, it may have taken them several years more to achieve what they have achieved, but they would have achieved it, never -- nonetheless, because of the will they had to follow this through to the absolute logical conclusion.

And my view that that sort of message needs to be made clear in relation to this, because it's a phenomenal contribution.

*Q: If you were to detail contributions, tick them **off** on the fingers of one hand, what are the phenomenal contributions of Joseph Juran?*

TILLEY: Well~ phenomenal contributions of Joseph Juran is basically being able to get into the minds of very senior people in organizations the need that they have to devote the lion's share of the time they have at their disposal to this subject of quality.

And if they devote the time they should to this subject of quality -- and that's the major amount of their time -- all the other things will fall into place. That they shouldn't have a pre-occupation with cost and profit and all these -- all those things will follow if, in fact, we make the number one priority qual!~)

All think it's the way he's been able to influence those who were acceptable to the story -- those who accepted the teaching. The way he's been able to influence the thought processes of those senior leaders in industry to take their

companies down this path. It's -- that, I think, has been a major contribution.

And then, of course, the infrastructure that surrounds that about how they've then got to drive their companies in that direction, through all the various teaching and training and activities they have to engage in.

And that can only emanate from the top. And people who've listened to that message, then they've achieved it.

And you have enough examples of that, in the U.S.A., in these recent years, with the Malcolm Baldrige Award system, to prove that if managers do take that -- and there are examples of that now -- then, in fact, the possibility, in terms of what a company can do, knows no limits, knows no limits.

It's not just particular to Japan. That's where -- that's where the sort of visibility of example started. But I think it can be done anywhere.

Q: You said something that was actually remarkable, and if you were on trial, I'd probably go after you.

TILLEY: Yes, that's right.

Q: You said that Dr. Juran is the person who did things that other people have been given credit for. What things has Dr. Juran done that other people have been given credit for?

TILLEY: Well, Dr. Juran, you see, basically, was the architect of how Japanese managers were taught to manage for quality. And most seed courses that he ran in 1954, for the Japanese Union of Scientists and Engineers, they really set the standard to Japanese managers as to what they had to do in the future.

Now, other people -- and I'm not going to mention names in this interview -- but other people, as I say, have gone before, and they had concentrated on concepts associated with techniques and tools.

But Dr. Juran was the first person -- to my knowledge, and I've researched it well -- who pointed out that if we did not manage a company for quality, all the techniques in the world would not achieve the ends that we need to achieve.

And so we've had statisticians, we've had motivators, we've had all sorts of people who've concentrated on specialist aspects of the subject, but Dr. Juran clearly pointed out that unless we manage the whole business with quality as the prime prerequisite, then all these other things will end up with sparse results, instead of total results.

And the very fact that **nrss**, the Japanese Union of Scientists and Engineers, continue to invite Dr. Juran bade for the next decade, and then made that the basis of the way they would train subsequently all managers.

And that seed course was the root of even a lot of the training that's still carried out to this day -- that must tell you something about the contribution of Dr. Juran in that scene.

And all I wish is that we could have achieved that same sort of dedication to follow that elsewhere in the world. And I think the time will come when we'll have to do that anyway. But that's what I think is the major contribution.

*Q: I have asked everyone this question who has had some day-to-day contact with him, **face-to-face** contact with him.*

TILLEY: Yes.

Q: All of us carry our memories sort of in the form of snapshots and scrapbooks. Some day later you're going to think about Dr. Juran and you're going to kind of file through the scrapbook in your mind. Tell me about a little bit of that newsreel or videotape footage that you're going to remember with the greatest degree of fondness.

TILLEY : Well, there are two or three incidents that immediately come to mind, which are like personal incidents.

And the first one is not a very happy one. But it shows me part of the character of the professionalism of Dr. Juran -- if I dare share this with you. He may not like to be reminded about this.

But I was chairing our organization in the U.K. We invite Dr. Juran -- or have done until subsequently -- once a year. And I was chairman of a session where, in fact, Dr. Juran had begun to speak. And I probably shall carry this with me to the grave, this memory.

And I realized, because of signs that were being made to me in the audience down in front. Very large audience. That although Dr. Juran was speaking and writing on the acetate roll and speaking very lucidly, nobody could see what was going on because the head of the overhead projector had not been turned up so that the thing was going on the screen -- what he was writing was going on the screen.

So, as a good and helpful chairman, I leant across from my seat to correct the projector, to assist him, and basically, he quickly shunned my assistance and said: please, don't interfere with what I'm doing.

Now, of course, that was really a put-down for me, and I was very embarrassed at the time. But that showed me something about his professionalism in that respect. So that was a put-down for me.

Another example which is on the more pleasant side was the fact that last year we were all pleased to be able to make a very solitary presentation to Dr. Juran on his stated last appearance in London.

And, again, that will always be a cherished memory of Dr. Juran being made that presentation, and everybody in the room -- you know, 150 or so people in the room -- standing to really acknowledge the contribution and the respect that people have in the U.K. And we were able to make this presentation of a piece of memorabilia that was dear to Dr. Juran.

And that was also a tremendously wonderful experience which, again, I shall carry with me, and my colleagues will, in

our organization, 'til at the end of our time, you know, in that sort of respect.

And, of course, there are many other memories of that sort of sort, but I have some very cherished memories of time spent in Dr. Juran's company, and it's always tremendous.

Q: Last question: what have I been not smart enough to ask. you about Dr. Juran. Your memories, your relationship, his place in history, that you believe absolutely deserves a place on this videotape.

TILLEY: Well, as I say, as far as I'm concerned, I think his humanity to people, you know, that have been involved in organi -- that's probably not the right sort of word.

But you see, the fact is, many people in Juran's -- in Dr. Juran's position, you know, they -- they have so placed themselves on pedestal that they've been nearly unapproachable in a private sort of sense.

But I've always been phe o enaHy impressed with Dr. Juran's interest to talk to all elegates at a meeting, and if needs be, give thosr.del~ . s a considerable amount of his time, you know, aSL!!nport~j ~e's been in the scene of all this -- even to invite delGat~s to his hotel room after the day's proceedings to maybe adkd them on some sort of aspect.

And, to me, there's a sort of degree of humility there as well as, you know, the -- the sort of public sort of face. And I think that has been a tremendous side of Dr. Juran that certainly I shall always remember, and so will many other people who've been on the receiving end of that assistance.

Q: Fine, thank you. Time is up.

TILLEY: Okay.

Q: Just keeping the story.

TILLEY: That's right. Well, you see, it's --

Q: Now, you want to try the story again with all the details.

TILLEY: Okay.

Q: Warm, arduous day. Every moment or two popping a lozenge. What's in those pills.

TILLEY: Yeah. Okay. Fine.

Q: Go.

TILLEY: Right, so I remember an incident, as I say, in London in the mid-'80's, when Dr. Juran was still doing his series of lectures, Upper Management and Quality. That's when it was a oneday lecture.

And a group of clients from a large company in the U.K. had sent quite a large group of people to that seminar to gain information.

And so you've got to imagine this situation of Dr. Juran in his late 80's, you know, performing all day at a very high energy level, taking questions from the audience, having to respond to all these sort of things.

And these people from this company had noticed that, during the day, irrespective of all this, every so often, rather guardedly, Dr. Juran had picked up a glass and slipped a little lozenge in his mouth and then taken a little sip. And he thought that hadn't been noticed in the audience. But these people from this company had noticed that.

And they were amazed by the vitality of this little wiry gentleman, you know, really performing all day long in respect to this.

Well, some couple of months later, it must have been two or three months later, this same client invited us to go and talk

to them about the possibility of them using the program, Juran on Quality Improvement, to aid them in their approach.

And so, of course, this was a very important meeting with some senior people from the company, and my colleague, David Hutchins, went on this occasion, and he was all prepared for quite a -- quite an, intensive sort of period of explanation and negotiation.

And so he went into the board room with these managers, and just after David had sat down and they engaged in pleasantries, they looked at David and they said: look, David, before we talk about acquisition of Juran on Quality Improvement, as a training aid, and we discuss the costs of that, let's discuss something else.

They said: we noticed at the seminar that we attended that Dr. Juran kept taking a particular lozenge. How much will he charge us for his lozenges to give us that same level of vitality?

Q: Could we do the story one more time.

TILLEY: Yes, okay.

Q: The problem telling the story quite that way is we're not sure what those pills really were.

TILLEY: Yeah.

Q: See if you could set it up, Dr. Juran arrived, maybe he had a sore throat and was taking lozenges. So we set up sore throat, at least ... so he set the lozenge story up first, ... fine, maybe we could even shorten the whole --

TILLEY: Yeah.

Q: At the break.

TULEY: Right.

Q: Instead of making it months later. What I'm trying to do is make the story shorter and get to the punch fast.

TILLEY: Okay. Right.

(CROSSTALK)

Q: Pills, because they didn't know they were lozenges, the audience didn't know.

TILLEY: Okay.

Q: So we'll set the story up.

TILLEY: All right.

Q: Long arduous day.

TILLEY: Okay, I'll try. I'll try. Okay, fine. Now, I remember -- I remember an occasion when Dr. Juran had been giving his seminar, Upper Management and Quality, in London, and that was in the days when it was a one-day seminar. And there were a group of people from a large company in the U.K. which sent a delegation along to that.

And they'd watched Dr. Juran perform with extreme vitality throughout the day. And from time to time, they noticed that he would take a sip from a glass and he would pop a little lozenge in his mouth, and they coupled this up with the level of vitality that he displayed throughout the day.

Anyway, consequently came the end of the day, and couple, three months later, we were invited to go to that company to negotiate with them about the sale of Juran's -- Dr. Juran's materials. And, as I say, it was quite a potentially arduous day

that David Hutchins faced when he arrived at that organization on that day.

And they ushered him into the board room, and David was expecting them to start being asked questions about the training materials.

But, before that took place, they made the observation: say, look, David, we don't want to talk yet about those training materials. We noticed the vitality lozenges that Dr. Juran was taking all day long when, in fact, he did the seminar. What will he charge us for those lozenges so that we may go into this with the same degree of vitality.

Q: ... what do you think? That's terrific. Is there anything else while we've got you for five more minutes you want to share with us?

TILLEY: Yeah.

Q: With that same sense of humor?

TILLEY: No, I mean, I just, you see -- it's very difficult to sort of couple it all into -- because there's so many incidents that one thinks about, you know, over the years --

Q: Let me ask you --

TILLEY: -- when we've been -- yeah, ask the -- yeah, that's probably better.

Q: What, after all these years and all this familiarity with Dr. Juran, and seeing him in all these situations, continues to amaze you the most about the man?

TILLEY: Oh, the thing that amazes me is his continued vitality, at the sort of age that he has now reached. The sharpness of mind.

Also, the sharpness of wit, and reaction. And that never ceases to amaze me because it never appears -- certainly in the public circumstances, and the private circumstances, in which I've seen Dr. Juran. It never appears to lessen.

And it's always so exciting to see that. And, really, so amazing to see that. And that doesn't seem to lessen.

Q: How about an example of his wit that seems always to be at hand.

TILLEY: Well, of course, you see, I'm interested in the sort of punch lines -- we would be interested in the punch lines that he uses, you know, in his seminars of telling the story of President Grant, you know, who couldn't spell.

Now, there's always a point in one of Dr. Juran Institute's seminars, where, when he's writing on the screen, where he will make slip and he will say: oops, spelt a word wrong there. And then he will say to the audience, well, of course, we had a president who used to do that. And he was all right about it provided that other people didn't remind him of it. But if somebody reminded of it, he would say, I have got no time for any mind who can't think of two ways to spell the same word.

And then usually the audience will dissolve. And such stories as that, I remember graphically. Because being interested in humor myself, things like that, I think, are the sort of things that stay in the memory of an audience, you know, to lighten little moments. And I think there's a lot of that, you know, in that respect.

Q: What's the correct pronunciation of Marleybone Road.

TILLEY: Marleybone Road.

Q: I've always wondered.

TILLEY: All right?

Q: *Thank you sir.*

TILLEY: I really am going to have to --

(END OF INTERVIEW)

