

4-7-1992

Interview with David Hutchins

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Dr. Joseph M. Juran Collection, "Interview with David Hutchins" (1992). *'An Immigrant's Gift': Interviews about the Life and Impact of Dr. Joseph M. Juran*. 4.
<https://nsuworks.nova.edu/juran-transcripts/4>

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David Hutchins

Video Roll # 21

(Interviewed on 7 April 1992, Amsterdam, The Netherlands)

Q: Would you say your name and spell it for us please.

HUTCHINS: David Hutchins. D-A- V-I-D
H-I-J-I-I-C-H-I-N-S.

*Q: And how should your title read, so people will know,
not only who you are, but what you do?*

HUTCHINS: Chairman of David Hutchins International,
Ltd.

Q: When did your relationship with Dr. Juran begin?

HUTCHINS: In 1983, I was on an assignment in the north of England, and I phoned my office for them to go through my mail, and the person on the other end wasn't a quality specialist and, therefore, didn't know one person from the other. And came to this letter which said, oh, we've got a letter from a Dr. Juran. And his account is that the wire went quiet from my end.

And I thought, Dr. Juran, what's he written to me for. And he, in fact, invited me down to his one-day upper management seminar in London, to discuss the possibility of

us marketing his products here in the U.K. -- or in the United Kingdom.

And I thought, well, maybe he's read too much into our publicity. Maybe he thinks we're bigger than we are. So I didn't allow myself to get too excited about that.

Anyway, I came down and met Dr. Juran. And we had a very good discussion; very positive discussion. And then moved on to the next stage, which was for us to view the original JQI set.

Well, I guess at that time I was a degree arrogant, as I suppose all consultants are, and I had determined that if there was any major discrepancy between the teachings and the tapes and our own thoughts, that maybe we shouldn't go ahead. I didn't want to compromise my beliefs.

So, even at the time of watching the tapes, we still hadn't allowed ourselves to get too carried away.

But I think the most stunning thing when we viewed the tapes was how much of what was in the tapes was totally consistent with what we were doing. And what I hadn't realized was that, as a student of quality over a previous 15 years, I'd unwittingly absorbed more of Dr. Juran's teachings than I'd realized. I thought a lot of things were my own thoughts; they actually weren't.

HUTCHINS: Uh hID.

Q: What was important to David Hutchins Associates to be associated with Joseph Juran?

HUTCHINS: Well, you have to go back a little bit further. In the 1970's, Dr. Juran was coming to the U.K. every year for his seminar, Upper Management and Quality. And, at that time, I was employed in the education field. And I desperately wanted to attend one of those events. I hadn't the financial resources to do it myself. And the college wouldn't fund it, either.

And I had this despairing thought that Dr. Juran's getting older each year, that I would never have that opportunity. And, in fact, I'd given up on it by the time that letter came. So I think that has some significance.

And then to meet Dr. Juran and then, subsequently, to even be his representative in the United Kingdom, I felt that I'd been born lucky. So I think that maybe explains it.

Q: So many people know Dr. Juran only on the videotapes or through the written word. You have had the great good fortune of spending time in his company. What is the Dr. Juran in writing and on tape like, and what's the Dr. Juran who sits next to you like?

HUTCHINS: They are the same person. But, of course, when you get talking to someone as a human being rather than just on a tape, I think you learn more about him. It's not different. It's just broader.

And to learn a little bit about his private life and his history and his own anecdotal experiences of his life, both in his family and at work, I guess it gives you a lot more depth.

(OFF CAMERA INSTRUCTION)

Q: Now here was somebody you were trying desperately to even attend a seminar conducted, and now here you are his representative in the U.K. What was most surprising to you about what Dr. Juran was really like?

HUTCHINS: I guess when you've not met somebody who has the status of Dr. Juran, there's some kind of aura around them. And he's a very open person; he's very easily approached, very approachable.

When we first got involved, we thought that there would be many hurdles to get over to become the representative and support his material. In fact, the opposite was true: he did everything to make life easy for us, and to get started. .

Q: Sometimes when you see celebrities or hear about celebrities, you sort of see them from a far off. In the media, they're presented one way. And when you actually meet them or become involved with them in business, it's quite something else. Like going into the kitchen of your favorite restaurant and saying, oh; no. How does Dr. Juran conduct his affairs in a business sense?

HUTCHINS: Everything I've seen about Dr. Juran -- privately and publicly -- has been the same. His meticulous attention to detail, the professionalism by which he applies himself to everything, I think is stunning. And I think that makes him different from most people.

Q: What has happened with David Hutchins Associates since its affiliation with Dr. Juran?

HUTCHINS: It's hard to say what would have happened if we hadn't had that association. So I can only talk about, you know, what is. And I would say, from 1983 through to now, our relationship -- both with Dr. Juran and with the Juran Institute -- is one of our prize possessions. And it must have broadened our scope considerably.

And I think the connection that we have with -- on an intellectual level, with the materials -- and I like to think that we could make an intellectual input, as well. I think the combination of that has probably given us something that goes far beyond what we might otherwise have had.

Q: Are there any wonderful war stories that you could tell about trying to call on some client in the old days, never getting through. And now that you are affiliated with Dr. Juran, suddenly, come in, come in?

HUTCHINS: Yes. I think, in the early days, that perhaps might not have happened as much as it would now, because in 1983, quality hadn't achieved the status that it has today, except from within the quality profession.

So I think, in those days, within the quality profession, of course, everybody had a rather hallowed impression of Dr. Juran. But outside of the profession, certainly in the United Kingdom, management didn't realize the importance of quality, as such.

And I think it is during this last decade when industry has woken up to the fact that quality is a major feature in their ability to compete, and survival. That then they start to

research and find the gurus and then discover the relevance of Dr. Juran.

So I think we've probably grown up with that impression, rather than suddenly coming out of the blue.

Q: People have told us: Dr. Juran has a wonderful sense of humor. You agree. Give us some insight into the Juran humor.

HUTCHINS: It's a very dry humor, and people who've -- have only seen Dr. Juran on the tapes, sometimes don't realize the humor that's in there.

For example, in Tape 1, I can't remember exactly what it says, but he said there'll be homework. And, of course, if you know him as a person, you know that's a kind of humorous line that some people, at first, think, hey, this is a college lecturer who's telling us to do homework.

And as they get further through the tapes, I think the humor starts to come through.

I think one of my favorite memories was at an EOQ conference in Portugal, in 1985. And all of the convention meeting rooms were on, I think, the ninth floor. And the restaurant was on the second floor. And all of the sessions finished simultaneously. And everybody converged on the elevator.

And we were having lunch with Dr. Juran. So we were keeping close to him. And we just managed to squeeze in. And just as we'd squeezed in, a young Spanish boy suddenly found himself nose-to-nose with Dr. Juran, and he didn't know what to say. He was kind of embarrassed.

And he said, "Dr. Juran," he said. And then he said, "You must be recognized all over the world." And Dr. Juran sort of looked to us almost like -- what's the Marx brothers -- lost it -- Groucho Marx -- and he said, "I'll be in trouble if I wasn't." And that sort of took the heat out of the situation for the guy.

Q: Tell me the story again, now that you know who Groucho.

HUTCHINS: Okay. Yeah. Yes. We were -- all in the various convention meetings on the ninth floor. Right from the very beginning?

Q: Yes, please.

HUTCHINS: Okay. Yeah. I think one of my -- one of my best memories was at the ELQ conference in Portugal in 1985. And all of the sessions were on the ninth floor of the hotel. And they all finished simultaneously. And the restaurant was on the second floor.

So everybody converged on the elevator -- about 900 people all trying to crush into two elevator shafts. And we were keeping very close in with Dr. Juran because we were having lunch with him.

And we squeezed into the elevator, and just as the doors were closing, a young Spanish lad somehow was forced in, and found himself nose-to-nose contact with Dr. Juran. And, of course, recognized him immediately, and was somewhat embarrassed.

And he said, "Dr. Juran," and then he felt he had to follow that with something. He then said, "You must be recognized all over the world." And Dr. Juran turned to us a little bit like Groucho Marx, and he said, "I'd be in trouble if I wasn't."

Q: How about some other memories, that reveal Joseph Juran, the man.

HUTCHINS: Uh huh. Well, I was sitting next to him at lunch one day. And I -- he was talking a little bit about his background and his history. And I discovered that, in his earlier days, he'd been quite a hand at table tennis. Well, I play lead table tennis even today.

And so we got talking about that. And I said, "Wow, I'd like to give you a game sometime." And he said, "Well," he said, "I'll give you a word of warning," he said, "Watch my backhand."

Q: Did the game ever take place?

HUTCHINS: No, not yet. I'm still waiting for it.

Q: Brian told us a story that you and he were at a conference once where Dr. Juran was giving a lecture, and pausing every once in a while, and reaching into his pocket and pulling out some sort of -- do you remember the story?

HUTCHINS: Yeah, yeah, I can take it right back to the origins. Yeah.

It was one of our clients, at least at that time, they weren't a client. And they'd attended Dr. Juran's one-day seminar in London. And afterwards, they invited us into to show them the tapes and talk about how we can help them.

And during the seminar, I think Dr. Juran must have had a cold or something -- every now and again he took a small tablet from his pocket and put it in his mouth with some water.

And during the discussions, one of the -- one of the guys from the client said, "Actually, we're not that interested in the tapes," he said, "How much does he want for his tablets."

Well, I shared that story with Dr. Juran at a meeting in Paris. And his reaction, he thought it was so funny, I thought maybe I shouldn't have told him.

Q: Leave the tapes, we'll take the pills. In 25 or 50 years, if you had the opportunity to write a chapter on the quality revolution in the world, what would you say in this chapter about Dr. Juran and his contribution?

HUTCHINS: I would say that Dr. Juran has an incredibly analytical mind. That at the time when the Japanese were being to re-emerge after World War II, the timing of Dr. Juran's visit was absolutely perfect. The break-through concept, project by project improvement, which was unique, had a dramatic effect on Japanese development from that moment onwards.

And I think it's a marvelous thing that Dr. Juran has lived long enough for us to reach the level of awareness that we are now, to appreciate those teachings and still have Dr. Juran

there to actually take people through the concepts and the methodology.

'Sincerely responsible, very much, for two revolutions. I think, first of all, the Japanese revolution and then, perhaps, the quality renaissance in the Western world. And I'm sure that when the history books are written, I think that will be a major feature.

Q: David, you're sort of a member of the family -- so we can open a closet for you and tell -- I'm sure you're aware of what's been happening, certainly in America. And that's that Dr. Deming has been reaping all sorts of publicity, and one story feeds on the one before. To the extent that, probably, if you picked up any paper in America, or Fortune magazine, or Forbes, you'd have the sense that Dr. Deming created a Japanese quality revolution single handed.

Anything that you can do in terms of speaking on this tape that will help American audiences, particularly, understand that Dr. Deming certainly did go to Japan, certainly did make some contribution. And to somehow help us clarify for audiences, who did what, and what contributions were made.

HUTCHINS: Well, I think, if you look at Japan following World War II, a period from '45 to '51, a period of American occupation of Japan.

I think people understate the role that, for example, General MacArthur had in that. Because his policy during that six years was to so change the thinking of the Japanese that they would not be militaristic in the future. And also,

that he wanted to help Japan stand on its feet economically and not live on hand-outs from the United States.

I think maybe he over-did that part of the policy, on reflection.

Dr. Deming went to Japan, I believe, as part of that -- many American consultants going over there as part of that plan. And I think I'm right in saying that the title of his presentation was The Application of Statistics to Marketing. And it was very focused on the application of statistical method.

And the Japanese, of course, needed to raise awareness of the importance of quality. And I don't think that is attributable, particularly, to Dr. Deming, because the Japanese Union of Scientists and Engineers was formed in 1946. And they'd already introduced statistical training courses long before Dr. Deming went there.

And Dr. Deming was really project Schuhart's work, largely. And the so-called Deming Wheel was originally the Schuhart Wheel. And so I guess that Dr. Deming probably ramped up some of that. He probably increased their awareness of the importance of statistics at the front end; the marketing customer satisfaction.

And, of course, they then created the so-called Deming Prize. They had to name it after somebody or do something. And I don't want to take anything from him. But this was for starters.

And if you look at the history, in detail, it wasn't until Dr. Juran went there in 1954, and he really said that -- and, in fact, he criticized them for putting too much emphasis on the

statistical method. And he said he wasn't surprised by that because he said the same thing was happening in the West.

And his audience were people like presidents of Nippon Steel, Mitsubishi, and so forth.

And he said that quality is your responsibility; it's at the top of the organization; it is not just focused at shop floor, just with the application of technique.

And, therefore, top management, they're the only people who can direct the resources of the business, to see where you are in competition with other people in the marketplace. And, therefore, decide on business strategies.

And it was really that message that Dr. Juran got over to the Japanese, that really started things on a significant scale. At least towards the development of the society that we see today.

Q". Could you give me that sort of in short form? So that if you were to say: so, in summary, Dr. Deming, Dr. Juran.

HUTCHINS: Okay. Dr. Deming, when he went in 1950, probably heightened their awareness of the importance of the statistical method, which they already had. And perhaps also the importance of customer satisfaction.

~Juran, in 1954, made the Japanese aware that quality was really the responsibility of top management. It was a competitive concept. That all improvement is project by ~/si9'. 5'0/'''cJEroject and that had to start from the top, using the Pareto concept, and then cascade down.

So, really, it was the teaching of Dr. Juran that enabled the Japanese to create organizations which are really the sum of

all of the expertise of all of their people. And it's that concept that I think is Dr. Juran's, and Dr. Juran's only:!

Q: Thank you, that was perfect. Let's talk about Dr. Juran, the family man. What insights have you been privileged to share with Dr. Juran as to how he relates to his family?

HUTCHINS: Not as much as I would like to have done, mainly because we've -- because he's in the States and we're in the U.K. But I've had the good fortune of meeting Dr. Juran at Howland Blackiston's, with his family and with his wife.

And it's hard to put it into words, but there's a tremendous empathy and feeling of kinship in the family, which is -- for a man as busy as Dr. Juran, it's heartening to see that kind of relationship.

And I remember we were there, I think, two years ago. And somewhere during the evening, Dr. Juran was sitting next to his wife, and he said, "Okay, kiddo, it's time to go."

Q: If you had an opportunity to speak to Dr. Juran's grandchildren, 25 or 30 years from now, who may never have known, had the ability to know Dr. Juran, who may not really know much about quality or the world. What would you tell them about their grandfather?

HUTCHINS: I would tell them to learn as much as they can about his approach to life, his approach to his own

personal affairs. And if they can just take some of that onboard, they won't do too badly.

Q: To this day, what keeps the man going? At an age when most people are tending to their gardens, or playing golf, or sitting in the sunshine, Dr. Juran is still behind that word processor.

HUTCHINS : Well, I think almost the first thing he ever said to me, when I shook his hand, he said, "I don't distinguish between work and pleasure." And I think that's quite a profound statement. And you don't stop playing golf when you get to 60, or you don't stop going to the theater when you get to 60.

If work is a real pleasure, and it's part of your life, then you carry on doing it for as long as it's humanly possible. And I think that's probably a lot to do with it.

Q: "What do you think it would be like to be Joseph Juran? With a life that links work and pleasure so closely?"

HUTCHINS: I think one of the blessings that he has is that he's recognized in his own lifetime. I always think it's awful when somebody is recognized after they've died. And I think the renaissance of quality in the West that has happened, not only while he's alive but while he's still active, it must be, I think, perhaps, one of the most important rewards that he could have.

Q: We've spoken to so many who've told us about the recognition; the joy of accomplishment and so forth. In your observation, has there been an equivalent price that Dr. Juran has paid along the way?

HUTCHINS: I'm sure there must be. Because you can never fit into a lifetime all the things that you want to do. So he must have sacrificed quite a lot -- possibly personal things. And to the great God quality, which is how it looks.

And -- but I'm not personally aware of that.

Q: Our memories of people are always sort of in the form of little photographs or home videotapes. Years from now, when you think about Dr. Juran, and you run that memory, put the photograph in place or run the little videotape, what's that scene going to be?

HUTCHINS: Standing in front of an overhead projector, writing his own slides, and talking in a very relaxed way to the audience. Interacting with them. And just being generally in command of that situation.

*Q: Now the open-ended question: what have we not talked about, about Dr. Juran -- the man, the professional, the philosopher -- that you believe absolutely should be on this videotape. And perhaps **if** you don't say this, nobody will.*

HUTCHINS: For me, and I think this is typical of many great people -- how he's not single minded in the sense that

he is only focused on his work. He loves music. He loves history. He seems to find time to pack all of these things into his life.

He's incredibly disciplined in the way he organizes himself, looking after his body, and the way he eats, and just his general approach to life. He just seems to have everything so much all together.

I don't know if that comes through or not, but certainly that's the thing which impacts me the most. I find I use him as a role model, largely unwittingly.

Q: Anything else?

BLACKISTON : Yeah, we talked about his contributions in Japan, and ... very specifically quality. But I'd be interested, David, your thoughts, personal feelings of what effect that may have had on the bigger picture, society and so forth?

Q: You just heard what Howland said. We've talked about what Dr. Juran's work, teachings, efforts, did for the people of Japan after the Second World War. And, by extension, to today.

BLACKISTON: It's almost like, why would anybody want to watch this?

Q: Why should my wife give a hoot about Dr. Juran? Why should anybody want to see a program on the life of this old guy with a bow tie and the moustache?

HUTCHINS: I think that Dr. Juran has probably created a revolution -- maybe even un~ittingly -- in socie~, not just in industI'. <ecause, if you think back to the 1950's, I think most of industry was product oriented, rather than the inarket oriented.

And, unfortunately, when you're product oriented, and if you can sell everything can, make -- as industry could in those days -- then quality's almost the last thing you think about. "/ .J-1

So I think me consumer probably was disadvantaged in many, many ways.

With the current quality revolution that is driven by market and customer satisfaction, that nowadays the customer is being regarded very much more with importance.

And I think what's happened is that the quality revolution which is now taking place, inside industry, is not going out, moving out into society. And I think fwe're talking as much about the quality of life in the society and the environment. And I think it now impacts on every man, woman, and child. And I think, in the future, this revolution will contin~.]

And I would like to see Dr. Juran going down in history as having created -- or being, certainly, a major player in creating a much better environment for everybody, not just in terms of product.

(END OF TAPE 21)

