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## Interview with Frank M. Gryna, Jr.

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## **Frank M. Gryna, Jr.**

(Interviewed on 2 May 1991, Wilton, Connecticut)

### Video Rolls #1-3

*Q: In understand from a business context, there's a business title. But from a personal sense of relationship, your name is spelled?*

FRANK GRYNA: G-R-Y-N-A.

*Q: Do we say business associate of so many years? What's your relationship with Dr. Juran?*

GRYNA: Maybe colleague. It's either business associate or colleague. Howland, you got any feeling on that. Yeah, I kind of like colleague.

*Q: For how many years does this go back.*

GRYNA: Yeah. Yeah. Okay, 1947.

*Q: We were all children then.*

GRYNA: You weren't even born.

*Q: I was, actually, 1940. Sitting here today and saying, wow, the Juran Institute and all this. Throw yourself back for a moment when you first met Dr. Juran. How did you meet and what was your first impression.*

GR YNA: I first met him when I walked into one of his classes at New York University, 1947. And, frankly, that first

impression was, well, here is one more professor -- of many that I've had. Nothing startling, nothing memorable.

I remember the course he was teaching us. It was a course in accounting for engineers. We were in an industrial engineering department. And, ah, my impression of him, here was a professor who was formal. He was ultra-prepared in what he wanted to say. There was not a single thing absent-minded about this guy.

But that was the first impression; and here we go with Dr. Professor Juran.

*Q: What led you to the course in the first place. Doesn't sound particularly exciting to me.*

OR YNA: It was a required course in the program, period. I was there because I was supposed to be there in order to gain the degree.

*Q: Now we all know about scuttlebutt, what professor teaches this. It was a required course. Probably there are a couple of guys teaching it. What was Juran's reputation around the school at the time?*

ORYNA: Well, he was relatively new at the school. I think that might have been -- I'm going to guess now, Jack -- it was probably maybe his second year or so. So the reputation aspect had not yet built up. But, from what I heard, you know, the scuttlebutt was, well, the new chairman of the department, his name is Juran, he seems like a very serious, formal guy. And that was the impression that people had, period.

*Q: As you got into the class, was it clear that this man was going to ultimately be one of the leaders in American quality improvement?*

GRYNA: Not in that course, because it was a course, frankly, on accounting for engineers. So that was not a course that had any real significant aspect of quality in it.

Now, we go to some later course: ah, yes. Ah -- as a graduate student, I remember the quality course that he taught. The title of it says a lot. The title of it was Management of Inspection and Quality Control. Now, the mere fact that I can remember that -- that goes back to about 1949 or so -- says something to me.

The significance of that title, though, is that while the rest of the country was talking about quality control from the viewpoint of the statistical aspects, that course that he was teaching was talking about quality from the viewpoint of the managerial aspects. Now, in that regard, he was clearly bucking the tide.

My guess is that there was no other course in the entire country that talked about the managerial aspects of quality. But he had it. And I do remember that all of us came away from that course with a deep impression.

Now, most of the students in that course were practicing engineers. And the message that they got was statistical tools have an important role in quality but there's an enormous amount of other things that need to be addressed and let's talk about them in this course.

And we all walked out of this course saying, hey, we learned something about quality from someone who's obviously lived it for decades. And it was clear in that course that, yes, here -- here is the master craftsman on quality. This fellow's been around.

But he's taken all that expericen, he's codified it into a body of knowledge, he wrote this book, he presented the course. Beautifully laid out and methodical and step by step. So there there was a deep impression made.

*Q: They always interveiw actresses as beautiful. They always say, I was such an ugly kid in high school, I never had a date. At what point did you have the sense of Dr. Juran, this moth turned into the butterfly.*

GRYNA: In that course I was just describing. The content of that course seemed to be so perceptive for a lot of this who had been exposed to the statistical aspects of quality.

r>. And, particularly, a young fellow like myself -- we were all fascinated with the statistical aspects because they're -- they're -- they're quite easy to bite into. They're quantitative and all that.

And then when he exposed us to these managerial aspects, indeed we -- we said, now, there's some -- ah -- I'll use the word: incisiveness and perception that this person has that -- that's very, very fundamental.

Ah -- I remember another instance, though, where I saw something personally with Juran that made a deep impression on me. I wonder if he remembers when he gave a paper at the Newark Section of the American Society for Quality Control. I'm going to guess and say very late '40's.

Now, at that meeting, you had probably a hundred to two hundred practicing quality control engineers from the greater New York area. Now that included many of the people who did pioneering work in the statistical aspects of quality. They really were probably the country's experts on the statistical aspects of quality.

Well Joe Juran gets up and he -- he gives a paper in which he -- he's talking about what to say to upper management to

gain the -- ah -- appreciation of upper management that they need to take a leadership role in their companies on quality.

And his message was, essentially, we've got to stop talking to upper management people about the statistical aspects of quality, and we've got to start to talk in their language. And he then went on more specifically to state that their language is typically the language of money. And he explained the concept of how presenting the quality problem in terms of the monetary loss that occurs is the way to talk about quality.

Well, the point that I'm trying to get at is, that speech was clearly bucking the tide because you had a group of people in the audience who considered the managerial aspects as the soft side of quality, and that wasn't rigorous, and so forth.

Whereas if you went into the statistical aspects, you know, that was very rigorous, etc. And, at that time, he was one of the very few people in the country that was pointing out that there are several sides to address and -- ah -- there I remember that as making a very dramatic impression on me that here is someone who is -- is making a major fundamental contribution to the knowledge of this quality topic.

*Q: The time you're describing goes back to the late '40's, early '50's.*

GRYNA: Right.

*Q: As I imagine it. Here we are in 1991, and this concept really didn't -- as I understand it -- start to take hold until maybe the late 70's or early '80's --*

GRYNA: True.

*Q: -- when quality improvement came out. Now you are probably as close to him as anyone else in the world as a*

*professional. You just described almost 40 or 50 years of time. What sustained you guys -- what sustained Dr. Juran in that, in all of that time when what he was saying seemed to not be able to really take hold in this country?*

GRYNA: Yes. What sustained Joe Juran. What sustained Frank Gryna -- as far as moving ahead with all our efforts on quality -- in the context of only getting a relatively modest degree of appreciation and reception from the outside world.

Ah -- well, I can speak for myself and make some guesses as far as Joe Juran is concerned. We were both very deeply involved in the applying the quality concepts. Of course, he was doing that on a consulting basis in a variety of companies. And he was building up a wealth of experience.

Now -- what sustains. I'm going to make a guess -- particularly in his case. He applied quality concepts to individual companies, and he saw the results of applying them. And that sense of accomplishment -- of consulting with the company, recommending this, they try out some of these things -- ah -- they get some degree of success.

That sense of accomplishment is -- is -- is something that sounds like a textbook explanation, but that's what keeps people going and you get a successful case here, and a successful case there. They're not all successful -- of course not.

But Juran, being the scholar that he is, he learns from all those cases -- the successes and the failures and so forth. I would guess, to him, all of that is just adding to the body of knowledge which, in his mind, would probably never, never be complete.

You know, I always like to think of him as -- **ah--** fundamentally, he's really a scholar, he really is.

I recall the years when he and I would be giving a seminar together. And every so often, he'd be up there and he'd be

lecturing away, and he'd stop me, pick up a pad, and he'd write something down. And I wouldn't pay any attention to it because I knew what he was doing.

But, in the coffee break, frequently someone from the seminar would say: Frank, what's he writing down. You know? And my guess would be that -- ah -- you or someone in the seminar made a remark. You asked a question or you made a remark about your experience, and Juran just learned something. And he wanted to make sure he didn't forget that. So what he wrote down was just a few words to remind him of your comment.

Now, I'd go on to say to those people that that comment might well end up as being a couple of sentences or a paragraph in the next edition of the Quality Control Handbook. Forever learning, forever learning. You know, the scholar. That's -- that's just part of his makeup.

But that's part of what sustain him and myself -- ah -- it's part of a learning process.

*Q: What was the moment, the incident that you went from being student to becoming an active colleague of Dr. Juran?*

GRYNA: Yes. Ah -- well-- ah -- I was a student of Joe Juran's from, oh, about '47 to 1950 or something like that.

And then he left the university about that time to go out on his own as a one man consultant. Ah -- oh, and for maybe the next -- ah -- oh, ten years or so, on occasion, I might work with him on some specific task. Just on occasion.

And then I guess -- oh, yes, then we started working on the handbook. And -- ah -- on the first edition of the handbook which came out, I believe, in 1950 or so -- ah -- my role there was just to make a few graphs and things like that.

But starting on the second edition I had a more active role by starting to do writing and so forth. And second, third, and four edition --

But to answer your question about when did I become more of a colleague, that probably started when I jointly did some seminars with him. And that, I think, starts about 1970. Because there we were together more often than before and -- ah -- he would give most of the seminar and I would give some of the topics and we'd work together.

So -- I -- I'd say it started, really, with the seminars.

*Q: Joe Juran has almost become like Johnny Carson. What is Joe Juran really like?*

GRYNA: He's formal. You mentioned Johnny Carson, I mean, I'll tell a little story on Joe Juran Institute. You may realize that he used to live right next to the United Nations in a marvelous apartment house, where Johnny Carson also lived.

And I -- I recall one time that I was down there and Johnny Carson's name happened to come up. And Joe made the remark: oh, yes, Johnny Carson does live in this building, and every so often I see him when he goes down to get his mail; and he goes down to get his mail in his bathrobe.

Well, that -- that was an example of, obviously, something that's not exactly proper, particularly if you're a very formal person like Joe Juran Institute is. That's his makeup. He is formal.

A term that I've often described him -- ah -- is the term: the most self-disciplined person that I have ever known. And there's an example I use of how self-disciplined he is.

When we were giving seminars together -- ah -- as you might guess, we had extremely detailed check lists on what's supposed to happen behind the scenes at the seminar, for each

day. And one of my roles was to keep an eye on those check lists and make sure that everything gets done.

One of the items on the check list is that by 6:00 p.m on Monday evening -- the first evening of the seminar -- in Joe Juran's hotel room there would be 12 naval oranges. Not 11, not 13, and they must be naval oranges. Now Joe watches his diet very, very carefully. And I'm sure he does everything that the medical people say we should do.

Well, part of his diet -- at least at that time and at least while he was on the road -- his supper, I believe, consisted of four naval oranges, period.

And I say to myself: anyone that can be that disciplined is - in my mind -- the most self-disciplined person I've ever known. Ah -- it's -- it's an example of a trait of -- trait of his.

But he is very formal, very in -- very incisive. Methodical, of course. He is Mr. Methodical, as a matter of fact. Those are the words that I think of.

*Q: Must have been the most boring road trips ever.*

GR YNA: Oh, no, no. Because of -- because the fascination was in the seminar itself. Because during the seminar, you know, he would be presenting topics and presenting them so concisely. And, you know, you could see from the people in the audience how they -- they really understood the conciseness and the perceptiveness in -- in all of his remarks.

And there really is a fascination on that. At least there was a fascination to me on that. So, oh, indeed there was nothing boring about it. Heavens no.

*Q: In seeing him, he's become almost a religious figure in the world of quality. Is it something that happened over time? You know, the star that rose in the east. You were kind of his Boswell. How did you see it happen.*

GRYNA: Well-- looking back, I guess it did gradually happen over time. It became extremely accelerated when our country ran into severe competition -- particularly from the Japanese on quality. And all of a sudden, the country had to address this quality issue a lot more seriously than it did before.

And, in addressing it, and people started to learn the different concepts. Of course, there were a lot of people who saw the wisdom in all of Juran's concepts. And so that wisdom that really had been in the books and in the literature and in the seminars, really for several decades, suddenly that wisdom became on stage.

And people in higher and higher positions started to apply that wisdom. And then people saw, ah, what this man has been saying that most of us really didn't attach a lot of significance - - particularly higher management -- now we see and now we understand. And they revered him for -- for coming up with all that wisdom.

*Q: Was there ever a time when he was npt fully appreciated and not well compensated, apparently. He ever said: I'm going to bag it, this is maybe a road I'm not going to pursue?*

GRYNA: I've often wondered whether -- just how he felt when, as he espoused his concepts on the managerial side of quality -- how he felt when -- he certainly must have realized that those people who were -- let me put it -- over-dedicated to the statistical aspects, and who were, some of them, were critical of his emphasis of the managerial concepts.

And remember now, he was one of the few people who was espousing the importance of the managerial aspects. And I've always wondered how he felt about that. Ah -- but yet, he

strongly believed, of course. And that strong belief sustained him over those years in which there were a lot of non-believers on the managerial aspects.

Ah -- and there were others who felt either the statistical aspects would be the key thing, or others who felt that if we could just go through some kind of a metamorphosis in our organizations and change the attitudes of people -- getting into that kind of thinking.

There were others who felt that was the primary thrust. Whereas Juran was saying, no, there's a whole collection of things -- including the statistical, including -- ah -- first changing the behavior of people and letting the change in behavior change their attitude.

You know, he was saying all these things. Not anyone particular set of techniques is going to do it. And, I think all reasonable people today would conclude that he was correct in that.

*Q: Here was a man with a family, a wife, children, bills to pay -- rent, food. And the world not banging down his door. Did you guys go out and make sales calls? I mean, how did Dr. Juran get his business in the early days?*

GRYNA: I recall that he was really operating as a one-man consultant. And so -- this is conjecture on my part on how he got the business. But -- ah -- now, he was giving seminars. And, in the act of giving seminars, sometimes someone in the seminar says: -- ah -- hey, perhaps we need to bring you into our company to help us on some things.

And then, from that point, because it's heavily word of mouth, you go in and you're helpful to a company and -- ah -- that word gets around. And, as other people consider your services, sometimes they ask: well, could you tell me some of the other companies you've worked with. And phone calls are

made. And the other companies say, oh, yes, he's very helpful.

Ah -- but like any consultant, the early days of his consulting, I'm going to assume there are times in which you better be prepared for some lean times until that reputation builds up. Ah -- because back in those early days, the emphasis on quality was, of course, nothing like it is now.

But -- ah -- a successful track record has everything to do with it. That's what it comes down to.

*Q: Let's look at some highs and some lows. What, in your relationship with Joe Juran, what do you think now was the moment of greatest triumph for Joe Juran, when you were at his side?*

GRYNA: Oh, my -- moment of greatest triumph. I wasn't at his side, but one moment that -- ah -- he might attach an enormous amount of significance to, I would if I was in his shoes -- ah -- was the time he received that award from the emperor in Japan. Because here we had a foreign country presenting him with an extremely prestigious award. Ah-- for all the help that he gave in Japan and so forth. So I assume that must have been one of his very, very high points.

Ah -- of a different nature of -- ah -- some of the high points and a lot more recently, I sense that his observation of what's been happening the past few years as a result -- or partly as a result -- of the Malcolm Baldrige National Quality Award.

He obviously is -- is very thrilled at how that Baldrige Award has had such an important impact in getting some of our American organizations -- not only to move on quality, but to do some truly extraordinary things on quality.

And as they explain what it is that they did to attain the award, you know, Joe Juran is now able to point out to the rest

of the country: hey, here is evidence that some truly remarkable things can be done. There's no point in saying this is too difficult; or we don't have time, or it will cost money, or this or that. These companies did it.

Now, I -- I'm guessing that he -- he feels a personal sense of -- of accomplishment to having contributed to that. But it goes beyond that. I think a sense of America, as a country, moving ahead on quality -- ah -- in a way that we weren't so sure they would be that decisive -- ah -- these companies.

*Q: Let's look at the other extreme, and sort of revealing of Joe Juran. What do you think is the low point; what was the low point in his life?*

GRYNA: Low point. A guess, on my part. The early days of quality -- after World War II -- had an enormous emphasis on the statistical aspects of quality. For a number of years, the country almost had a wave of emphasis on the statistical aspects. Now way back in his career, Joe Juran was no slouch on those statistical aspects. He had a very strong background in it.

He went on to become interested in the managerial aspects. I would suppose -- if I was in his shoes and I was preaching a bunch of concepts of -- in this case -- the managerial aspects, but -- which so many of my colleagues in -- in -- in the professional area were preaching a different approach, that wouldn't be the easiest thing to live with.

Ah -- now, whether that's a low point or not, I don't know. It would sure be a burden to -- a tough burden to carry. He carried it and came through it with flying colors.

*Q: Where would American industry be today if a Joe Juran never appeared on the horizon? What difference has Joe Juran made in American corporate life do you think?*

GRYNA: He certainly is one of the very few people that has convinced our upper management people in America that they personally must take a clear, decisive leadership role in doing for their company what needs to be done to achieve quality superiority. Or at the very minimum, at least become competitive in the world on quality.

Ah -- I attach a lot of importance to his role in convincing upper management -- because, in my own opinion, the single most important thing that companies need to do on quality is to get upper management to take a personal leadership role in quality. Joe Juran was extremely influential in that.

Now, to address your question: suppose that had not happened. Well, if he didn't influence upper management. And one other thing: if he didn't also make this massive contribution --

*Q: Let's call him Joe Juran. If Joe Juran didn't, because this sounds like we're on a good role.*

GRYNA: Okay. I see Joe Juran making two major contributions. Let me just mention them first and then say, well, suppose he didn't make it where would we be.

Two major contributions: influencing upper management to take a leadership role. And the second major contribution is codifying an enormous amount of knowledge on quality. Now, he developed some of that knowledge; he developed some very, very important parts of it.

But he pulled together and put in the Quality Control Handbook what today we call the quality disciplines. It's the collection of concepts, tools, and techniques on quality.

So those two very major contributions.

Now, suppose that didn't happen, where would America be today. My guess is that companies would be making products

and they would be providing services. These products and services would have certain specifications. The companies would be doing their best to meet the specifications.

Frequently, they would not be meeting the specifications so they would rely on inspection to sort out all the bad units. And they would rely on passing the extra costs of scrap and rework and so forth -- passing those extra costs on, frankly, to the customer. You gotta put those costs somewhere, so they go into your selling price.

Ah -- under the past business conditions, that was possible to do. And, frankly, that's what was done in more than a few companies. We relied on inspection; we incurred a lot of extra costs. They got passed on to the customer.

But then the competitive aspect of quality came in and today it's quite possible to get very high quality and low price simultaneously.

If Juran and others hadn't made these big contributions in convincing upper management and developing the methodologies, most of our companies would not be competitive to sell their products in the world market. And, of course, that would be a disaster.

So I don't think I'm over-dramatizing that. Things have changed. We -- years ago, we could rely on inspection. Not any more.

And for the companies that are going to continue to rely on inspection -- ah -- they're courting disaster. That's it.

*Q: We with this program are trying to reach a larger audience than the standard Juran target market of people in business. If this would be on PES, what should the non-business person -- what should the American who casually flips on PES, know about Dr. Juran, Joseph Juran, that would make it important for them to see this television program?*

GRYNA: Typical -- ah -- viewer in America should realize that Joe Juran is a man who has taken his enormous background of experience in the quality arena -- if I can call it that -- and has successfully applied that experience throughout the world to help organizations become competitive.

Ah -- helping organizations become competitive has a couple of major impacts as far as the typical viewer -- ah -- in any country, including America. Ah -- helping organizations become competitive -- ah -- protects the jobs of those viewers in whatever company they're working for.

But the other aspect: those viewers are also customers and so all the effort that Joe Juran has done over the years is -- has led to you and I obtaining products that meet our needs better than they did in previous years. And meet those needs at a more competitive price than was possible years ago.

And that's why the typical viewer should -- ah -- should be interesting in learning about a fellow who's contributed to doing that.

*Q: I'd like to go back to the previous question, using the word viewers. Viewers who see this tape will say, why should I care a whit about this old guy, Joe Juran.*

GRYNA: Right.

*Q: Why should a viewer of any television station care one whit about Joe Juran?*

GRYNA: Right. Jack, I sense that there's building up in America quite a -- an enthusiasm for this country to -- uhm, ah -- become -- ah -- more the leader that a lot of viewers felt we were years ago.

And I -- I sense that, particularly with the evidence, let's say, of the product quality that comes on Japanese products,

more and more Americans are -- they're thinking and saying, well, why can't our products be that way, and they're starting to get more intense on it.

They're not quite mad about it yet. But they're getting close, because they know we used to be the leader on quality -- and indeed we are on -- on some products -- on -- on plenty of products.

But there's also a sense that we don't have that clear leadership position that we had years ago. And so for a viewer to say, well, if there's some fellow with a message that -- with some evidence behind it, that he can help this country become that -- achieve that leadership position that we used to have, then I'd like to hear what this fellow's saying.

Ah -- it's -- it started out with a few people -- as a matter of fact, let me give you an example. Goes back maybe six or eight years.

We started to hear about activities within a particular city. Activities concerning quality. And these activities were not focused in one company. There seemed to be one or six people in a particular city who said, well, we gotta talk about quality in this city, meaning, all the organizations in this city need to be moving ahead with using modern quality techniques.

Now, all the organizations then meant all the companies, the manufacturing and service companies, and also the -- ah -- municipal government and so forth.

Now, I heard some of these people talk and, frankly, my initial reaction was: oh, here we have a few crusaders, and they're very vocal, they're very sincere, no question about their sincerity. Ah -- but they're just a few crusaders and nothings going -- much is going to happen about this.

I was wrong. Maybe at the beginning they were crusaders. But this has now happened in too many cities, and it's not a flash in the pan. Some of these little organizations that have

been formed to just generate enthusiasm for quality in a particular community. Ah -- those organizations have stayed together -- they've stayed together.

And so I'm going to use that to conclude that perhaps throughout the country, there's an enthusiastic desire, on the part of the average American, to get our reputation for quality back to where it used to be. And they are willing to listen to anyone that they think can contribute to that.

*Q: How did you screw up the courage to call him Joe? America calls this guy Dr. Juran.*

GRYNA: Right. Right.

*Q: How do you cross the line?*

GRYNA: In my case, it took probably 15 years -- let's start with that. But -- ah -- seriously, among the -- among the quality professionals, you know, who had known him for years, actually many of those quality professionals called him Joe for a long time. There is nothing -- nothing new about that.

Ah -- now recall that he, over the years, he's been very active in the American Society for Quality Control. A lot of writing. Attending the conferences and so forth. And so he was, you know, in contact with his professional colleagues, a great deal of the time. And so there were plenty of people who really him Joe, contrary to the general impression that it's Dr. Juran.

*Q: In having sat with him this way a number of times, I have watched him and marvel at how sharp he is. have you ever been surprised at just how great this guy's memory is?*

GRYNA: Oh, oh my. I'm glad you asked me about his memory. Ah -- let me tell you the remark that I hear people in seminars make.

You know, I'll be talking to them again in that coffee break and toward the end of the seminar they'll say, you know, one of the things that we really marvel about -- Dr. Juran, of course -- is one of us will ask a question and, in responding to the question, it almost seems as if he's reaching into a file cabinet that he has in his head and he's pulling out of the file cabinet a case from the XYZ Company, because the fellow who asked the question, let's say, is from the steel industry, and so he reaches in for a case from the steel industry that addresses the question.

And -- and people marvel at that. Indeed, one of his inherent strengths is that ability to remember, to recall. Now remember part of that, he's the scholar, he's the scholar, forever documenting, forever learning, forever learning. That sounds like a, you know, an exaggeration. Ah -- I'm -- I'm precisely correct when I say he is forever learning.

*Q: When did he surprise even you at what he pulled out of that file cabinet?*

GR YNA: I can't recall any individual surprise. It's the collection that, on so many questions that he's asked in the seminar, the fact that he's able to respond to often with the case -- it's not just that it's a case example. It's a case example that really is relevant to the question that was asked.

So the surprise is something that's built up over the years. And, of course, I've been a position -- in a position where I've been there to observe it. You know, some one may see it in one seminar, but I would see it in seminar after seminar. And -- ah -- it makes a big --

*Q: His name is so frequently coupled with Dr. Deming.*

GRYNA: Yeah.

*Q: And it's gone back years and year and years.*

GRYNA: Yeah.

*Q: Is there like the traditional rivals, the Army/Navy game? What's the relationship between Deming and Juran?*

GRYNA: Right. Right. Deming and Juran -- and let me throw in one more name of Peter Drucker. Now -- ah -- the reason I throw -- throw that in, a lot of people don't realize that, at one time, with all three of them -- I mean, three masters in their craft. Ah -- all three of them taught at New York University.

And if memory serves me correctly, I think that all three of them were there, in different departments -- ah -- at about the same time. And so that -- wow, what a -- what a batting order New York University had at that time.

Now, concerning Joe Juran and Ed Deming. My observation of the two of them is they clearly have the utmost respect for each other. They're both brilliant. They're both highly experienced in their craft. They're both extremely persuasive -- in very different ways -- but both extremely persuasive.

They both understand the importance of their own areas of expertise. Joe Juran is the first to proclaim the importance of the statistical tools in quality. And that's Ed -- one of Ed Deming's very major fortes.

Ed Deming is the first to proclaim the importance of the managerial tools. And Ed likes to mention over and over again that -- ah -- at least 85% of the quality problems are

system controllable and the other 15% are worker controllable. And Ed always points out that, as Dr. Juran has said over the years, most of the problems are management or system controllable.

Ah -- so there's -- there's an understanding and a tremendous mutual respect for the competencies of each of them.

*Q: At the risk of being morbid, what's Joe Juran's euology going to be? What's the lead line that the world will remember Joe Juran for?*

GRYNA: Lead line.

*Q: That opening sentence about Joe Juran, why the world will always long remember Joe Juran. Joe Juran is the man who --*

GRYNA: I -- I think of memorial type statements like, Joe Juran is the man who led America back to the leadership position in quality throughout the world.

*Q: That's very nice. What difference has Joe Juran made in your life?*

GRYNA: Starting at the very beginning when we -- when I first encountered him -- ah -- the message that came through loud and clear from listening to Juran -- ah -- was: with respect to quality of products and services, the managerial side of the issue was a -- a great importance.

Now, saying that today, that statement is trite. I mean, that's obvious. It is of great importance. And it's also obvious that that broad statement can be developed into concepts and

tools and techniques which help one address the managerial side of quality.

All that's obvious today. But I was being told that back in 1947 and 1948, in which most of the rest of the people in the country did not believe that. They believed that quality was a technical problem -- a technical problem that could best be solved by statistical and other techniques.

Whereas what Joe Juran taught me -- going all the way back to those early years, what quality is something that needs to be addressed by using managerial concepts and statistical concepts and technological concepts.

If you think about that being said over 40 years ago, that indeed had a very deep impact on me. As I proceeded in my career, having started with that foundation -- well, frankly, everything I did just proceeded, frankly, rather methodically that way.

And I learned over the years that other people who were in the quality arena, who were encountering problems in getting the receptivity of the concepts and so forth. As I spoke to them about why they seemed to be encountering problems in getting acceptance, it was clear to me that they had focused most of their effort in some particular set of tools or techniques.

Well, when I was very young, I never dreamed that anyone would do that. I was naive, you know, because, you know, Joe Juran had taught me, well, it's a whole bunch of things, including the managerial aspects.

And it truly set a clear path forward for me in how I would proceed in my career as far as applying quality concepts.

*Q: What have I not asked you?*

GRYNA: Two things. Ah -- both of a humorous nature.

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He's a scholar. He's always 'wanting to learn. Example: in one of the seminars one time, I was having breakfast with him, and he said: you know, I gather you're a swimmer. I said: yes, that's true. He said: yeah, some of the fellows in the course noticed that you were swimming in the hotel pool and you're rather serious at it. And I said: yes, I am.

So he thought about that for a while. And he announced to me, he said: I know how to swim, but I don't know how to swim properly.

Now, here's a man who's telling me this when he's probably about 70 years old. He says: I don't know how to swim properly, and he said, I think I want you to teach me how to swim properly. So some evening, he says, I will come down to the pool and I want you to show me how to swim.

Well, on that one, I would say to Joe Juran: Joe, I'm still waiting for you to come down to the pool. Ah -- but he was dead serious about that. I know he was.

Ah -- the other story I like to tell is one my wife reminds me of. She keeps saying to me: I don't see how he can travel all over the world with just that one small suitcase that he has. And I agree: I don't see how he can do it either, but he can do it.

*Q: Howland, is there anything else?*

*HOWLAND: Maybe a couple of things.*

*Q: Let's do the string of adjectives first. When you think of Joe Juran, what words stream to mind immediately?*

GRYNA: Very formal. Incisive. Self disciplined. Those are the words that occur to me.

*Q: Let's talk about the experience in putting that famous Quality Control Handbook together.*

GRYNA: Right.

*Q: Let's talk about the process, the day-to-day, slugging it out stuff. What was it like?*

GR YNA: Right. Sure. Ah -- well, particularly starting with the second edition of the handbook, where -- ah -- I was active in writing and then also editing some sections.

Ah -- now during most of the time on the several editions of the handbook, Joe Juran and I were geographically very far apart .. Ah -- and so there were some extremely long phone calls that were detailed follow-ups on letters and things like that.

But -- ah -- with his methodical way of doing everything on -- on the handbook, we had a number of chapters. He wrote a good deal of the chapters. We had other authors from the outside write some chapters. And then I wrote some chapters.

And so there was a question of writing and also editing those work of -- of other people.

And, of course, there's an enormous amount of detail in doing all that. And you don't have available in the earlier days, all of the technologies on typing, etc., that you have now. And so, indeed, the amount of time that's spent on that -- oh, gosh, I'm glad we never really kept track of all that.

But, you know, people don't realize that on -- on any -- at least, let me say, technical book -- those are the only ones I'm familiar with. Typically, you're doing it part time. You know, you have some other major activities and fit -- fit the book in when you can.

And so doing it, even a revised edition, takes years. Like the very last edition, the fourth edition, I think from the time

that we said, yes, we will start on revising, I think it took us five years total on that. Ah -- enormous task.

*Q: Let's focus on him: what kind of a task-master is he to work under?*

GRYNA: Yes. He's ah -- he's very, very specific -- ah-- in what he feels needs to be done -- ah -- one would never walk away with a vague understanding of what's required. He's -- he's very specific on that.

Ah -- he's very -- ah -- open-minded, as far as hearing proposals on things. He encourages that very greatly. He's very good about that. Ah -- he's -- he's not -- he's not dogmatic in what he thinks needs to go into a book.

He's -- and he's very prepared to change his mind. Ah-- I've noticed how certain things that maybe were stressed in one edition of the book, and that he personally wrote let's say, in a later edition of the book, they may not even appear. Ah-- whereas it would be much easier if you just repeated that again and so forth.

No he -- because he's constantly searching for the new ideas, he weeds out the old ideas in order to find space for the new one. But that, to him, well that's just normal; that's just part of him.

*Q: We've got it. Great.*

(END OF TAPES 1,2, and 3)

