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## Interview with Gerald Hartman

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## **Gerald Hartman**

(Interviewed 29 October 1991, Atlanta, GA)

### Video Rolls #29-31

*Q: The creation on video series was the thing that turned Joseph Juran from entrepreneurial consultant into the Juran Institute.*

HARTMAN: That's right.

*Q: How did you know about him? What led you to make that momentous purchase?*

HARTMAN: Well, the -- it goes back quite a few years. It goes back to about 1960, when my first association with Dr. Juran was through his Quality Control Handbook.

I was given an assignment on statistical process control, and having been a graduate of Lehigh University, I had no experience with statistical process control, so I asked my boss. I said, where do I get this information.

He went into his office and he said, here it is. Here was a volume, thousand or more pages, Juran Quality Control Handbook. He said, it's in here somewhere, you'll find it, look it up. And from that point on, 30 years ago, I've been utilizing Juran Quality Control Handbook.

My next association with Juran came several years later. And it was through his -- what I believe is the bible of the quality control engineer and quality control manager, quality assurance. And it's his book entitled, Managerial Breakthrough. I've used that book for at least 20, 25 years. It's my bible.

I've read it, went back to it, reflected on it, looking up different things. And looking at it, I've visualized a different message that Dr. Juran was trying to give me: if you take my book you'll see a multiplicity of color codes in it from the different times that I looked at that book and analyzed things differently, per Dr. Juran.

I saw him first time in person about 1979. In 1979, I attended a quality conference, and Dr. Juran was making a presentation. I was amazed. Here was a 75 year old individual acting like he was 50. And he had loads of information to give us. I was very, very impressed.

Now, you asked me to talk a little bit about purchasing of JQI videotapes and workbooks. What led me to that decision. Well, it was a difficult decision. I had exposure to Dr. Juran, and yet I was with a very, very large corporation: Bethlehem Steel Corporation.

I was the manager in charge of the corporate quality . We had ten operating plants. To make that decision, I assigned my assistant and another engineer who worked for me to critique all the gurus.

So, in 1980, we started the process. Late 1980. I had attended, oh, about ten years previous, a Deming lecture. So I'd critiqued him, so I had someone else critique him in that era of the 1980's.

I myself signed up for a management of quality, and upper management on quality, a five-day seminar in the Chicago area. At that seminar, I had made my decision, but I was only one of three who was going to make the final decision. In doing so, I had asked my assistant to also sign up and take this management of quality and upper management on quality.

We went through Crosby, Gallowsky, Deming, and many other of the quality gurus. And what sold us was the fact that two of the three who critiqued what was out there in this quality world, we were sold on Juran.

Furthermore, he had mentioned at the second seminar where my assistant attended, that he was coming out either

early or late Fall of 1981, with the **JQI** videotape series. So we phoned to headquarters, made the decision, we are going with Dr. Juran. When can we get a copy of this videotape series. In December of 1981, we were told it will be arriving the next day.

I lined up a meeting at the corporate office at Bethlehem Steel, to invite each operating plant to send a maximum of two representatives, plus three of my staff, get together some time towards Christmas. Twenty-four people were in a meeting room where we had video facilities, and we critiqued all 16 tapes in one day. Thirteen plus ours.

We definitely sat down afterwards and said: this is for us. We did not even have a copy of the workbooks yet. But we made the decision by the videotape series that this is the way we're going to go.

Now, we had to sell our management, because with ten operating plants and the corporate office going Juran, we need 11 sets of videotapes and thousands of workbooks. The first order which we gave Juran Institute was for 11 sets of tapes, 2,000 workbooks, for a total of \$216,000.

We, of course, inaugurated Juran in each of the operating plants in about three months after we'd received this.

My boss said: why are we going this way? He's now chairman of Bethlehem Steel. And I said: because we are believers. We are disciples of Juran, from what he has offered in his videotape series. And we believe that this is the only structured approach to quality in the United States of America.

The other gurus talk about it, but they do not give you anything in paper, anything in videotape, for you to work from. And this is what we need to do it successfully at Bethlehem Steel Corporation.

*Q: You were about to say, even before JQI Dr. Juran came to Bethlehem.*

HARTMAN: No, he came after JQI.

Q: *What happened?*

HARTMAN: Well, since we had ten operating plants and a corporate office to inaugurate Juran to. We had many, many different -- sets of circumstances to utilize the Juran tape series.

And we left it up to each of the operating plants to decide how they were going to utilize it. Some did it in a five-day, 40-hour week. We had five weeks, six weeks, 12 weeks, 16 weeks utilization of the tape series.

Because of this, because we had tried a variety of situations, we had been talking to Dr. Juran, and he asked if there'd be an opportunity for him to come to Bethlehem and witness any of this. I said, absolutely, we have scheduled -- and it was about a month away -- a meeting at the corporate office in Bethlehem Steel to review all the various techniques used throughout the corporation, and it's a day and a half meeting.

He said: give me the date; I can fit it in. So he came. Naturally, we were honored, privileged to have Dr. Juran visit our facilities and see what we were doing.

We, of course, asked him to critique it. He did. He, of course, said he came away with as much, even maybe more, than he gave, because he had an opportunity to see his tape series utilized in many, many different ways.

One of the things that we noticed early on was the fact that tape 11, the statistical tools, was not adequate for us at Bethlehem Steel. And I notified Dr. Juran of this, and said, we need more in statistical concepts than you have to offer us in tape II.

We have not reached that plateau in statistical process control, statistical concepts that you possibly have thought industry is at. So we are going to develop our own statistical concepts, which we are going to supplement the Juran tape

series.

And it amounted to a 12 hour series that we utilized. In addition, we added teamwork concepts up front.

An interesting side-light of this, Juran visited us three times at Bethlehem. And we were fortunate to give the keynote paper in April of 1983. But prior to April 1983, Dr. Juran called my home on a Saturday. And I was out playing golf. And my wife took the message.

And he said could you have Gerry please call me when he gets home from golf. Which I did. In calling back, he answered: this is Joe Juran. I said: how're you doing, this is Gerry Hartman. He said: what'd you do today? I said: I played golf. What'd you shoot? How many birdies? I said: yeah, I did, and I shot pretty good. Actually it was an 84 or 85, because when it was below 85 I was happy ..

He said: well, I tell you, I'm going to challenge you; I'm going to ask a favor of you: would you critique my outline of the statistical tools that we are going to be generating because of your suggestion a year or so ago.

I said: absolutely, I'd be delighted. He said: well, I'll tell you: I put it in the mail already before I talked to you a second time, simply 'cause anybody who had all that time to loaf out on the golf course certainly would have time to critique my statistical tools outline.

Which I did -- honored and privileged to do so.

An incident which occurred in April '83, which I think is very significant to the quality effort in the United States of America. I was very fortunate on the last day to have lunch with Dr. Juran -- I mean, breakfast with Dr. Juran. During that time, he announced to me what he was going to announce at the closing of the conference.

He announced that he was going to create a national quality organization and set up a foundation, a fund, which he would denote all his lecture fees and a percentage of the profits from Juran Institute. He wanted something in the United States comparable to what the Japanese have.

Needless to say, even though I had heard it at breakfast, I had tears in my eyes. And he got a standing ovation from the audience. I believe it was two or three minutes. 'Cause here was a man, now 77 or 78 years old, who was devoting the rest of his life to quality in the United States.

And it's my opinion that the true quality revolution in the United States -- even though it was already moving -- got the needed impetus from what Juran did in 1983, April.

*Q: The field has become cluttered.*

HARTMAN: Clones.

*Q: What has driven him to not fall behind?*

HARTMAN: He's been on a mission. A mission -- not just for the United States, but for the world, for quality improvement. In that last decade, I think he's concentrated in the United States of America.

And he wants to see before he hangs it up, that mission in the right direction and have the momentum to continue. It's a never-ending job, this quality revolution. And we're thankful that Dr. Juran has taken his time and his latter part of his life -- I hope he lives to **110** -- but I hope his mission, that he sees it, is at least in the right direction long before that.

He has worked years without taking a vacation. He has dedicated his life to this mission. And not many of us have had that courage to do so.

*Q: What will be judged his greatest contribution to the world?*

HARTMAN: He was the leader. He was the individual with his organization, had given the structured approach to quality, which people can use. The cheerleaders out there, the other gurus, the copycats, owe it to Joe Juran. There's no

question in my mind about that.

His workbooks, his newest things on quality planning, his efforts beyond what we started with at Bethlehem in 1981, 1982, means that he is never losing sight of the changing environment in quality, and he is adding these new techniques to his list of accomplishments.

(END OF TAPE 29, START TAPE 30)

*Q: -- readily available.*

HARTMAN: He mentioned it after you left, that MAC has it in the unit system, the seven, but they don't use it because they haven't made certain that it is debugged enough, or that it will give them the same quality. But they're going to be using it.

*Q: Why would people care about Joe Juran?*

HARTMAN: Because, not only in the manufacturing industry, has Juran videotape series been successful, Juran Planning and Deployment has been successful. It's in the service industries. It's in the McDonald's, it's in the ffim's, it's in AT&T.

I have had individuals who've gone through Juran, have become facilitators and gone through as students in JQI -- come up to me in my most recent position at Standard Steel, where we adopted Juran as little as a year ago -- say, I have used this in negotiating my budget conceptually with my wife.

Now, if that can happen, that's volunteered information, conceptually that they can utilize this to problem solving, and how you get to problem solving in JQI, I can see why the housewife could be interested in it.

My personal opinion, the concept should go down to the teachers of our elementary schools and let them be



indoctrinated with Juran. And then allow them to teach it to the students in the elementary school, because everyone in the world -- not only the United States -- has to be on the quality bandwagon, because quality of life, quality of work life, which you heard, not many people know what that means.

If it's yourself, yes, you can think about it. Juran defines quality. And when you work with it, you understand it better. That's why I think the housewife should be interested in this.

*Q: What makes Joe Juran tick?*

HARTMAN: I wish I knew. I'd like to have one-hundredth of Joe Juran in my blood. He is motivated by something inside of him to continue on his venture in his life. Same way with Dr. Deming. He is 91. They have something which gives them the reason to move on.

I think -- and he has to speak for himself -- that he wants the quality revolution to be successful in the United States. Remember, he's been in this for almost 60 years. Remember, he was with AMA -- American Management Association -- in the early 1950's and wasn't recognized as a quality guru until the '70's.

He had to go to Japan and help Deming give the structured approach. He gave the structured approach. Deming gave the statistics. Juran was needed in 1954 to carry through the structured approach with his Management of Quality. Developed that early. That's a long time ago in the careers of most people. They're ended in the time frame from 1954 to 1991.

And yet he is proceeding with the same energy. I saw him in person not too long ago. And the same energy, the same alertness in his mind is still there as when I first met him in 1979 or 1980.

*Q: What surprises you most about Dr. Juran?*

HARTMAN: Himself. I can't pick out something to isolate it. I think the whole character of the man surprises me. The true dedication. The tremendous capability of recalling instances of the past that he had. Quality experiences.

The fact that he has gone from a manufacturing area to taking into all the service areas -- the hospitals and so forth -- successfully with his tape series, amazes me. He is adaptable. He is capable of changing himself, very quickly, to adopt to the situation at hand.

I've never seen him at a loss for words. I've been with him at least for ten full days in my career in his -- his seminars or at Bethlehem, and he is never at a loss for an experience which he can pick out of that computer mind that he has, and relate it to the situation that occurred during discussion.

*Q: Tell me of an incident that would capture the essence of Joseph Juran.*

HARTMAN: " my mind probably isn't as computer trained as his. I can remember a question that was asked in the Management of Quality, which probably took him five seconds to reflect on an incident that he had experienced. And he got through the question by related to the Hawthorne experience that he had in the Bell Laboratory System.

Of motivation of people can be done in a variety of ways. And the variety of ways is changing their environment and they will go on and on and on because they've been -- come part of the change and be felt important. And he used that as an example to answer a question which probably was only related 25 to 50% of that answer.

That is his adaptability, and that is a characteristic which he has and I remember the question was: how do you get all these people interested in pursuing this quality revolution, this quality venture.

*Q: What do you admire most about him?*

HARTMAN: The fact that he's continuing in his latter years, utilizing the vast talents he has, probably is keeping as mentally agile as he is because he is constantly working and giving of himself. And, in doing that, he's probably going to live a long time because he has these challenges.

He faces these challenges and accepts them and continues. That I admire. Most of us probably would say, I've had it. He has not. He sees there's still that challenge out there, and that's a very admirable trait of his.

*Q: Dr. Juran is the man who -- ?*

HARTMAN: Should be credited for the quality revolution in the United States, because of his structured approach, there -- the tools were there in workbooks, on videotape series, to utilize for us in industry not to have these outside consultants coming in on a pitch make sake basis. He has it structured.

*Q: Tell me about a picture of Dr. Juran?*

HARTMAN: I would think that I was very fortunate to have been exposed to him as an individual; was very fortunate to have the opportunity to be one-on-one with him on several occasions. I felt challenged. I felt insecure.

And yet, I felt here was a man taking his time with Gerry Hartman, giving his time, one-on-one, and he did not have to. That, I would love to have videotapes of those particular sit-downs with him and reflect. In my mind, I can reflect on them.

*Q: Have you seen examples of his humor?*

HARTMAN: Many. It's very, very dry.

*Q: Give us an example of the Juran humor?*

HARTMAN: The example he uses is, when we're talking about the legal aspects and product liability involved in quality he ... used very early. Of course, I know it now, but I didn't at the particular time. That, by training, he's a member of the Bar.

And he sets up -- Frank Gryna, who, at that particular time in Management of Quality -- said, "Frank, tell 'em, I'm a member of the Bar. I'm an attorney by training. "

And then he gets his wallet and goes through this, and demonstrates to the audience: "Frank you read this. " And then Frank reads the fact that J. M. Juran is, indeed, a barrister. And not that he has practiced it. But he says, I'm aware of what goes through the minds of the legal profession.

That type of humor he has used many instances of others. But that I remember, 'cause that was really during my first -- second association with him when I was in the Management of Quality.

*Q: What are inhibitors that prevent quality improvement from becoming fully integrated everywhere?*

HARTMAN: Resistance to change. Resistance to change by management, upper management, middle management. And then the cultural shock of the ROE employees being asked to participate.

Lip service. You go out and do it. And not becoming part of it. If upper management becomes part of it, it's more likely to be successful. If they not only are the cheerleaders, they're actual participants, it will work.

The buy-in has to be when trust, dignity, and respect is exhibited at all levels in the organization. When trust, dignity, and respect is there, then the quality movement in that organization will be successful.

You can't change -- it can't be called a program. It's a

never-ending process, because the race for quality is never finished. If they accept that, then it will be successful.

If they're going to be like the Wall Street gurus, the guys who look at the stock market every five minutes, and it's announced that the market goes up or down because the president did something, and then ask American industry to make that commitment for years before they see a change in the bottom line, then we're in trouble.

We have to give it a chance to work. The chance to work is have the patience and the guts to proceed, because it's going to take -- in an organization -- four or five years before you really see the bottom line results.

(OFF CAMERA INSTRUCTIONS)

*Q: They talk about it, why don't they do it? What's going on with senior managers?*

HARTMAN: Because they are interested in day-to-day results, week-to-week results. Some of them don't even have annual operating plans. If you don't have an annual operating plan, how can you plan ahead and hold people accountable for quality.

If they don't have that, and they're going to be working on what's getting out at the end of the month, instead of what are we going to be doing next year at this time or five years from now, then the quality revolution won't work in their company.

They have to have that commitment. They fail to analyze themselves in what their company has to do. The best way it works is one of their peers, another CEO out there, gets to them and say, 'Hey, Harry, you won't believe what's happened in my organization. "And Harry is now saying, what?

It's the quality being displayed, and he has a lot of faith in his peer, and say, how did you do it. Well, he said, I headed it up. I was not only a cheerleader, I was a participant. Then it will work. Until that happens, it shall never work.

*Q: He has said the same thing 40 years.*

HARTMAN: Fifty.

*Q: Why didn't Juran say the hell with it?*

HARTMAN: Because American industry wasn't ready for it. American industry, the leaders, were put on pressure by their board of directors, by profitability, for short-term returns on investments. They were looking what happens tomorrow. They could not listen and say, give it to me, right now, I can do it.

I had an example today in someone that I know and got him started on Juran. He said, one of the most difficult things that he has had was convince his CEO that the results are there, but you've got to have patience. And the results have to be, we're trained for the bottom line.

Harvard Business School, bottom line. What do we get on the returns. Chief financial officers influence the CEO and say, this -- I can't see it on the bottom line. If I can't see it on the bottom line, what is it giving us.

Well, it's giving a lot more before you see on the bottom line. It's learning to work together as a team. Conceptually, you're getting better people out there, more familiar with what's happening in our own organization.

(END OF TAPE 30, START TAPE 31)

HARTMAN: See when I'm -- I'm not confined, guys, you think I'm excited now. You haven't seen anything yet. I hate to be confined, I really do.

*Q: You were starting to say something.*

HARTMAN: Well, I'm truly a disciple of Juran. And I became a disciple when I saw the man in person. The thing

about being a disciple is, do you take it in stress. Do you really preach what you believe. And I preached it.

And in the stressful condition of the steel industry, in the 1980's, when it was Bethlehem Steel -- and since I've been with Standard Steel for two years, we inaugurated a Juran at Standard Steel. I preached Juran and Juran only.

I say, it doesn't have to be Juran until you can show me something better. When you can show me something better, I'll listen, but not until that point. We haven't found -- in 1991 -- anything better than Juran. And whether it's called Juran or not, it is Juran.

And I say that because I get, daily, offers for people to come in and teach what Juran has been teaching for 50 years. And yet, I look back, because of my association and experience with him, and said, they can't be anywhere near what Joe Juran is. He has more experience. He sat down through his career.

And if they could see the books -- not only the handbook, but everything else: Quality Planning, everything else that he has written -- they would understand what I mean.

We had Juran at Standard Steel. We had a disciple of Juran come there and present it, and he sold it as well as myself selling it. So, yes, I'm an advocate, a disciple, I worship him, truly. Because he has made my career easier to give me the tools and what I can use in telling my side of the story.

He can't be in 10,000 places until the tape series. He can now be in 100,000, a million places, through the tape series.

*Q: Does his philosophy wind up on the bottom line?*

HARTMAN: Absolutely. Hundreds of millions of dollars in Bethlehem Steel. I am convinced -- I was an outsider, I left them in February of 1984 -- that the reason they didn't go Chapter 11 was because of the savings that were made because we'd implemented Juran in 1982.

That was one reason. There were other reasons, of course. I would say 350 to \$400 million savings occurred at Bethlehem Steel Corporation. That helped them survive going Chapter 11.

There may be others who differ with my analysis. Be that as it may, that's my opinion, and I believe in it.

*Q: Why hasn't somebody offered it cheaper?*

HARTMAN: I don't think the cost is too high. So a lower cost -- you mean lower cost for the tape series? Lower cost for the workbooks? It's very small, it's the people time costs that you utilize in analyzing your return.

Out particular course at Standard Steel with the Juran tapes runs 52 hours. You take an average wage of \$12 an hour, without benefits, times 52, and then you take that times hundreds or thousands of people that are going to be going through the course, you're talking to millions of dollars, whereas the Juran tape series and workbooks, you're talking tens of thousands of dollars.

So you're going to get maybe a thousand-fold return on your investment in the tape series, after you've trained your people. Even in the training project team -- teams, we are paying for their time.

By training concept projects that they're utilizing, we're paying for their time, committed. And this is going to go on again and again and again, as they work on projects.

So the cost is very, very small, as far as the cost for the Juran tape series and the workbooks.

*Q: How does this benefit the consumer?*

HARTMAN: Well, I hope every concern -- whether it's service, whether it's manufacturing, whatever -- their mission says we want to be world class; we want to be the best in what we do. To become that, you have to become a low-cost



producer. I say, low-cost producer, because what you sell it for -- and sometimes people sell it below cost -- determines your profitability.

If you can have a profit, you can reinvest. If you can reinvest, the consumer's going to benefit. Because he'll get world class quality at world class cost. Because the price, then, will be competitive throughout the world.

And he'll be able to deliver it on time, at a competitive price, anywhere in the world. And that's a secret. We are becoming smaller and smaller, because communications, transportation systems are such that you can be anywhere in the world in a day. Communications, in seconds.

So you have to be able to be world class and be competitive. And the quality revolution in the United States is going to make us competitive throughout the world.

*Q: Where are we in the quality revolution?*

HARTMAN: I think we're being recognized in many areas. Like Motorola, for example. They are world class. There's no question. Xerox, with their adopting of the Juran, they are world class.

Some of the other concerns who have just got started recently are not world class. They may not even be of the class of the United States, or this hemisphere, as a matter of fact. But they are progressing.

There are many areas today when, quote, The Japanese, unquote, now are buying American made products. Different philosophy in the United States. A different marketing philosophy, a different government philosophy in the United States of America compared to Japan, the Third World countries, and Europe.

There's a lot of sponsorship of industry. You can call it whatever you want. You can call it dumping, or anything. But it's a sponsorship, I'd like to say, where they put monies into these industries and market five-year plans as to the

penetration they're going to make.

We haven't come that far in the United States. We need more cooperation between the federal, state governments and industry in the United States. We cannot afford to become a service industry. We have to have manufacturing. Because manufacturing generates those profits for the service industries to be profitable.

And, therefore, the revolution has to be throughout the entire American industry to be world class.

*Q: What is his greatest challenge ahead?*

HARTMAN: Well, that's a good description. I think his bow tie gives him away, because that's a couple of generations ago.

If they can accept the fact that the knowledge that he gives us is the controlling aspect of what we're going to be learning from him, whether he is in 18th Century garb it doesn't make any difference. It then requires the individual who is introducing Joe Juran to the world at that time that he sells that.

That link between knowledge and capability is important, rather than what somebody looks like. He is young, agile mind in 1940, 1950 garb. No question about that. But you have to accept that.

*Q: How has he impacted your life?*

HARTMAN: He's made me a better person. He's made me a better manager. He's been -- made me a better administrative. I believed in the concepts before I met Joseph Juran. He gave me the tools to employ the concepts. He's made my career successful.

*Q: What one idea should someone come away with and carry?*

HARTMAN: Well, I don't know if your wife knows Dr. Juran, but my wife would say, you knew him; I can understand why you were so fond of him; I can understand why you followed him

I don't what your wife -- and how she would interpret it. But I think, if the examples are appropriate used in 60 Minutes or whatever, it can be brought down to the housewife. The wife, if she's working, will fully appreciate him. If the proper examples are used, everyone shall appreciate him.

And we have to get the service industries, where she is probably knowledgeable -- maybe more knowledgeable than you are.

*Q: What have I not asked you?*

HARTMAN: I think I've expressed my viewpoints on Juran as best I can. To know the man is to appreciate him more. To be one-on-one with him is a reward. Those who haven't had the opportunity to be one-on-one with him probably will not get the same benefits as I have.

Because truly, as you see him, that's what he is. And that, I think, is important. He is what he appears on all the taps that he's on. That I may have the luxury of a few. Whereas the hundreds of thousands of people may not have had that luxury.

*Q: Thank you, sir.*

(END OF TAPE 31)

