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Interview with Laura Sutherland

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Laura Sutherland

Interviewed 28 August 1991, Wilton, Connecticut

Video Reel#

Q: How would you like your name and how should it be spelled?

SUTHERLAND: L-A-U-R-A, Laura. A. Sutherland. S-U-T-H-E-R-L-A-N-D.

Q: What does the "A" stand for?

SUTHERLAND: Anne.

Q: With an "E"?

SUTHERLAND: Uh hm. Thanks.

Q: And you are Dr. Juran's secretary.

SUTHERLAND: Yes ..

Q: How long have you been his secretary?

SUTHERLAND: I've been his secretary for about -- oh, I'd say about four years, now.

Q: Three wonderful years and one grotesque ...

SUTHERLAND: One learning.

Q: *How did you find out about the job?*

SUTHERLAND: Uhm -- through Dr. Juran, actually.

Q: *Really?*

SUTHERLAND: Yeah.

Q: *How was that?*

SUTHERLAND: Uhm -- he had a studio apartment on his property and he wanted a young couple to move there and . exchange for doing housework and carpentry work. And he happened to know that I had recently gotten married.

And he came up to me and asked if I would be interested in living there on his property and -- in exchange for doing some work. And I said, well, you know, I'm interested. I'll have to talk to my husband.

So I did and then we had an interview with him and that's when he mentioned: wouldn't that be great if you could live here as well as be my secretary. So I said: well, that would be IDEe.

So that's how it all came about.

Q: *Obviously, you knew Dr. Juran from before this conversation.*

SUTHERLAND: Yes.

Q: *How did you know that Dr. Juran was the ... ?*

SUTHERLAND: Uhm -- well, a while ago, what they used to do it every new employee would meet Dr. Juran personally, so he could get to know the employees and they could get to know him.

But they no longer do that. He's so busy and there's so many of them that it would just take up too much time. But-- so we had that initial meeting where we got to know each other a little bit. and that's how --

Q: How did you know Dr. Juran from before you had the first conversation about he was looking for a couple to live in the house?

SUTHERLAND: How did I know Dr. Juran? I don't know what you mean.

Q: Oh, because you had said Dr. Juran had the studio on his property.

SUTHERLAND: Db hm. Well. I worked for Juran Institute two years before I even started working for Dr. Juran.

Q: The plot thickens. You are really an old timer.

SUTHERLAND: Db hm. Six years.

Q: Wow.

SUTHERLAND: Yeah.

Q: Do you remember what that interview was like the first time that you met Dr. Juran?

SUTHERLAND: Uhm -- no.

Q: No, Well, here's the question I've asked everybody who's close to Dr. Juran. What is Dr. Juran really like?

SUTHERLAND: What's he really like. Uhm -- he's very dedicated to his work, extremely dedicated. And he has a passion for his work that I've never seen from anyone else before. Ah -- and he's -- he's -- he's -- has a real sense of humor. When he has projects behind him and when he's feeling relaxed, his sense of humor really comes out.

Q: Everybody has talked to us about this famous Juran sense of humor.

SUTHERLAND: Uhm.

Q: And despite all the time we've spent=

SUTHERLAND: (Laughing)

Q: -- we have yet to see the Juran sense of humor. What's his humor really like?

SUTHERLAND: It's hard to pinpoint. It's not that he'll, you know, tell you joke or anything. Uhm -- he'll just -- he'll come out with these phrases that are just so funny, that just make you laugh. But you can't pinpoint it.

Q: I know you have no short term memory or long term memory --

SUTHERLAND: Yeah.

Q: -- but anything that might come to mind?

SUTHERLAND: Yeah, but it's not -- it's sort of stupid (Laughing).

Q: That's okay.

SUTHERLAND: Oh, it's just a phrase. I mean, it's really stupid. I don't know if you want to put it on tape.

But -- one time I pulled in the driveway and I noticed that there was a red tabby cat walking through Dr. Juran's yard .. And I asked Dr. Juran if he had gotten a cat. And he said: no, no, no, we don't have ,animals. He said: that's the neighbor's cat; he walks his beat through the yard every day.

And something about the cat walking his beat just made me laugh.

Q: Juran is sort of interesting. In India, he might be like a Ghandi.

SUTHERLAND: Uhilln. Yem.

Q: He's clearly one of the major figures of his profession. And yet we're here talking about him like he's the guy.

SUTHERLAND: Yeah.

Q: Do you have any of that sense when you work with him that this is the number one man in his field in the world.

SUTHERLAND: Uhm -- I do, and that is in the back of my mind. But he's so easy-going. Uhm -- as long as you do your job and really try -- ah -- scratch that.

Q: Okay. Let me ask this a different way. Having done work here at the institute and working for companies -- one thing about quality is zero defects and do it right the first time and all these slogans. There must be more pressure on you to do it" right the first time and zero defects than anybody. What's it like to be the secretary to the person who is most involved with quality in the world?

SUTHERLAND: Ah -- at first, there was a lot of pressure because I didn't want to make mistakes. But, as I got to know Dr. Juran, and as the years went on, I got a little bit more comfortable and got to know him a little better and he got to know me a little bit better.

And I realized that, it's okay to make mistakes, that they -- it does happen. And -- ah -- Dr. Juran himself makes mistakes. And, you know, we sort of catch each other.

And he doesn't take it too hard, you know, if you make a mistake, that's okay. He'll take you step by step on how to avoid that the next time.

Q: Is he a tough boss?

SUTHERLAND: I think he expects a lot from you. He expects one hundred percent. But -- ah -- in certain areas, he can be very easy-going, also. If you don't understand something, he'll -- he'll take you step by step until you do understand.

Q: ... lesson there for people who work in industrial settings. Dr. Juran, if anybody, his time is limited, he is driven long hours, many demands. And yet, there's this level for tolerance of mistakes and taking the time to teach. What sort of lesson is that? What do you get out of this relationship?

SUTHERLAND: I've got to think about that one. Can you say the question again? What do I get out of our relationship?

Q: Yeah, working for the Juran Institute for six years, and working closely with him, what kind of things have you learned about quality?

SUTHERLAND: I think I've learned to -- ah -- judge my work -- ah -- and not be biased about it, and just really take a

good look at -- ah -- how to improve myself, and not to let any emotion, you know, get involved in it -- ah --like I don't need improvements, 'cause everybody does.

And I think I've just learned to be able to look at my work and re-look at my work and figure out a more efficient way, a better way of doing it.

Q: It's sort of an interesting situation. Here people in the quality world and engineers know Dr. Juran is a guy whose name is probably on every one of his books. Like a god.

SUTHERLAND: Uh hm, yeah.

Q: And yet, to probably 99% of the people in America, the name Juran means absolutely nothing.

SUTHERLAND: Yeah. I had no idea who he was when I first started.

Q: One of the things that we're going to try to do with this documentary that we're making is maybe to get it on PES or get it shown somewhere, and some station manager is going to say, who's Dr. Juran and why should anybody care about this thing; why should I devote 30 or 60 minutes of air time to this.

SUTHERLAND: Uh hm.

Q: Now that you're from where you came from who's Juran to as close to Juran in business as anybody is, what would you say to that station manager as to why anybody should care to watch a program on Juran?

SUTHERLAND: I think -- ah -- he really believes in what he's talking about, and he dedicates one hundred percent of his time and energy to it.

And just knowing him personally, and knowing that that is the way he is -- ah -- I think he has some very valid points and . -- ah -- I don't think people can afford not to take a look at his Views.

Ah -- I'm a -- I'm a customer, I buy things, I know what it feels like to have som~thing fall apart on me. And, in turn, I have customers. So everybody really is involved in what he has to say. And I think they should listen to what he has to say and then judge for themselves.

Q: I'm going to make you work even harder.

SUTHERLAND: That was a hard one. Don't put that in.

Q: In the years you've been working with Dr. Juran, what are the most important things you think that Dr. Juran is saying that people in America -- my daughter, who listens to rock-and-roll rap music, what should she care about what Dr. Juran is saying?

SUTHERLAND: Ah -- I think it not only will improve products, but it will improve your life -- ah --

Q: I'm not sure that we know what "it" means.

SUTHERLAND: Oh, okay. Ah -- I'm not even sure I know what it means. Let's see.

Q: We know that Dr. Juran is involved --

SUTHERLAND: This subject of quality, you mean?

Q: Yeah. Why should my daughter, who listens to rap music, care about quality or what Dr. Juran is saying about quality and has been saying?

SUTHERLAND: Uhm. I'd have to think about that one.

Q: Okay. We'll come back to all these.

SUTHERLAND: I'd have to -- write it down on paper and then --

Q: Do you really?

SUTHERLAND: Yeah, that's the way I am. I can think about things and things will pop into my head and I'll just jot 'em down on a piece of paper. And it's much easier for me that way.

Q: That would work well in another kind of a context. In this, we're sort of trading off -- there's the tension of watching you think of things, and there's a big difference. Let's come at this from another way: before you started working for Dr. Juran, what was quality? What did it mean to you before, and now that you've been exposed to it for six years, what does quality mean to you now?

SUTHERLAND: Ah -- I didn't think that much of it in the beginning. I just thought it was a pretty straight-forward thing. Quality is when something that you buy works the way it's supposed to.

Ah -- but after I've worked here for six years, I realize that quality isn't -- ah -- just made in products, but it's also how you deal with people and services. Ah -- and that I've also learned that the employees that you work with, they are your customers, as well as your co-workers.

So I've -- I've learned a little bit more about the definitions of quality.

Q: At some point, you're going to leave the job that you have and you're going to --

SUTHERLAND: Uh hm.

Q: -- you'd have to replace yourself. And somebody's going to come in fresh and new, their first day of work, and you're going to have to tell this person what Dr. Juran is like and what he expects.

SUTHERLAND: Uhhm.

*Q: I'm not pushing you out the door of Dr. Juran's employ, but when that moment happens, **if** I were the person who's replacing you, what would you tell me about Dr. Juran and what his expectations are, so that my time on the job doesn't turn into a disaster from day one?*

SUTHERLAND: I would tell you that his expectations are very high, and be willing to give it one hundred percent, and really think things through. Ah -- he's -- don't leave out any details when speaking with him or communicating to him -- ah -- because those details may be important and -- ah -- I don't know. I'd have to think about it.

Q: Were there a couple of rough moments in the early days?

SUTHERLAND: Yeah.

Q: Tell me about a couple of rough moments.

SUTHERLAND: No, I'd rather not. (Laughs)

Q: Okay. Let's come in from the good side. Years from now you're going to be off on your life and sort of think back about your time with Dr. Juran, and you'll play in your mind

the home movies that you've made in your head. Tell me about some of the nice home movies that you'll think about.

SUTHERLAND: I don't think I'll ever forget him. His complete total dedication to what he believes in and his passion for his work. I don't think I'll ever forget that, 'cause I don't think I've met anybody like him. Yeah.

Q: We have seen, as a result of talking to his family members, so of the flip side of Dr. Juran.

SUTHERLAND: Uhhm.

Q: The flip side of the passion, dedication, hours, time, travel, days on the road. And what it has meant to missing out on watching his children grow up. My guess is that working as closely as you do, and working at his home, you see both of those sides.

SUTHERLAND: Hm hm.

Q: Is there a lesson in what price you pay versus what you ... ?

SUTHERLAND: Well, I don't think anybody can determine what life you should lead. That's up to the individual himself. Ah -- he's chosen to do what he loves to do. And -- ah -- he's helped a lot of people along the way.

And maybe some parts of his life have suffered, but -- ah -- he's doing what makes him happy, and that's important. Not only to him, but to the many people that he helps every day.

Q: It sounds so wonderful. I don't want you to divulge any confidences, obviously.

SUTHERLAND: Hm hm.

Q: Can you tell us about some of the things -- what are some of the wonderful things he does ... people he knows? That we might not know about. That he would not be uncomfortable with ...

SUTHERLAND: Uh hm. He helps the government; does a lot of work for the government. Ah -- most of the time free of charge.

Ah -- he's helped students. I remember receiving a letter from a student who -- ah -- wanted to speak with him about the subject of quality, and he invited him over to the house -- ah -- and spoke with him about the subject of quality.

So little things like that.

Q: Sometimes people reveal themselves -- that certainly, with every respect to Dr. Juran would invite somebody over to his house, a student. Are there any of those other little momentary insights that have happened?

SUTHERLAND: Hmm -- I can't recall.

Q: Things that, after working so close with him, even surprzse even you.

SUTHERLAND: Uh hm. Hmm -- I can't recall any.

Q: We know how hard and how long that he works, and the sense that he has of his clock constantly ticking at this point. What kind of demands does that put on you? Is it a standard 9:00 to 5:00 kind of job?

SUTHERLAND: Ah -- it varies. Mondays are usually heavier than Tuesdays, because he has the whole weekend to work uninterrupted. Ah -- but most of what he does is writing and that doesn't really involve me in any way.

So -- ah -- you know, some days it's heavy and some days it's not. But -- ah --

Q: What's a typical day like? What's it like from the morning --

SUTHERLAND: Okay.

Q: What's it like to work for Dr. Juran?

SUTHERLAND: Well, every day we meet in the morning to discuss the -- ah -- the agenda for the day. And we only meet once. And after we've discussed everything, and -- ah -- he's given me all what needs, you know, what has to be done, I go into my office and I complete what I have to be done -- what has to be done.

And then I travel to the Institute in Wilton and do typesetting. Ah -- but it's pretty -- you know exactly what you're going to have to do that day, right from the very beginning, right from that meeting point.

Q: You taught Dr. Juran how to type?

SUTHERLAND: Yes. I taught -- well, actually, I taught him how to use the computer; he taught himself how to type. He -- I -- he asked me to go out and buy a typing book, which I did. And -- ah -- he taught himself.

Q: At what age?

SUTHERLAND: I think it was 85.

Q: He's got all these books behind him that he writes, and he writes all day long --

SUTHERLAND: Yeah.

Q: How does he do it?

SUTHERLAND: I don't know. He spendsevery waking hour doing it. It's the first thing he does when he gets up in the morning, and it's the last thing he does before he goes to bed at night, and everything in between.

Q: He just writes and writes and writes?

SUTHERLAND: Yeah.

Q: Do you have correct or do any of that stuff?

SUTHERLAND: Well-- ah -- yeah. I mean, if I see an error or something, I'll take it in to him and he'll -- he'll say, oh, okay. Or he'll say, no, that's the way I want it. But--

Q: What kind of a student was he at learning how to use a computer?

SUTHERLAND: He was excellent. he -- ah -- he learned things very quickly. Ah -- I'd only have to --

Q: It sounds like it could be an interesting story.

SUTHERLAND: Yeah.

Q: Let's say Dr. Juran --

SUTHERLAND: Okay, I know I keep forgettin'.

Q: Talk about the computer.

SUTHERLAND: Uhhm.

Q: So, at some point, Dr. Juran made a decision that he wanted to learn to type on a computer.

SUTHERLAND: Uhm hm.

Q: Tell me about how it all took place.

SUTHERLAND: Well, I don't know how it began initially -- ah -- I just have heard Dr. Juran say over the past few months that he wanted to start to learn to use the computer.

But his work and, you know, he was so busy he never had a chance to learn. So he kept tellin' me: one day I'm gonna learn to use the computer. And eventually that day came around, he had to, because that was when they were first setting up the Ridgefield office.

We got a completely new computer system, and I was already started on the computer system, and he had to learn. He had to learn. We had the computer system there, and he had no choice. I kept bugging him about it. (Laughs)

Q: So day one, there he is sitting down in front of the green-eyed monster.

SUTHERLAND: Yeah.

Q: What happened?

SUTHERLAND: Ah -- he didn't want to go step by step. He wanted to learn at his own pace. He wanted to jump from one thing to the next. And I wasn't used to that because when I trained people on the computers, it's usually step by step, and it has a -- ah -- a definite order in the way I teach.

And he wanted to just jump around. (Laughs) He wasn't willing to go step by step.

But what I did teach him, he took in, and I only had to tell him once. And he picked it right up.

Q: Pet peeves.

SUTHERLAND: (Laughs)

Q: What is he still doing that drives you crazy in the office?

SUTHERLAND: Oh, God, you really want me to say this? I don't know. Ah -- I can't say it.

Q: Well, we know about his washcloth on the shower door.

SUTHERLAND: Oh, you do? (Laughs)

Q: You'd be amazed what people have told us. The world is waiting.

SUTHERLAND: I know. (Laughs) There's so much -- no, I'm only kidding, I'm only kidding, really, I'm jokin'.

Ah ... he's very particular about everything. Right down to the ... the smallest of details. Just very particular. Things have to be done a certain way. There's certain steps on how to do things.

Ah .. I can't think of anything except for that. When my husband and I moved into this studio apartment, he had instructions on how to build the fire in the fireplace. Little things like that. (Laughs) Very particular.

Everything has its place, everything has its order. Everything has its specific time. So just really, everything goes according to his time schedule.

Q: Is it a real world time schedule or is it some crazy internal clock?

SUTHERLAND: No, it's his time schedule.

Q: Like what?

SUTHERLAND: Ah -- well --

Q: By the way, this is coming across as a charming and endearing. This is not coming across as crazy.

SUTHERLAND: Yeah, okay.

Q: And it's sort of nice to see that this precise guy does stuff that the rest of us do.

SUTHERLAND: Yeah.

Q: So what's the Dr. Juran clock like?

SUTHERLAND: Well, he wakes up in the morning, I'm sure, at the same time every morning. He goes into his office, has his coffee and his newspaper. Then I arrive, and we have our meeting. And he goes to lunch at the same time every day.

He takes his nap at the same time every day. His dinner is served at the same time every day. And he goes to bed same time every night. He goes -- everything is according to schedule.

And if he's a few minutes off, I think it upsets him a little bit.

Q: Maybe it's not a new day, maybe it's a play-back of the day before.

SUTHERLAND: Uhmhm.

Q: What's the best stuff about working for Dr. Juran, the best part of working for Dr. Juran?

SUTHERLAND: Ah -- I like dealing with the clients. It's -- they idolize him. And it's really neat to see that.

Q: *What are some of the best -- ring; you pick it up --*

SUTHERLAND: Yeah.

Q: *-- who calls?*

SUTHERLAND: Oh, everybody, from all different companies. Ah--

Q: *Who were you most impressed with who's called?*

SUTHERLAND: Ah -- you don't want me to be specific, do you?

Q: *Well, if it's George the president.*

SUTHERLAND: Well, it's never him. (Laughs) There've been a few clients that have been -- you just felt like you've known them all your life. You know, you could let -- get -- let down your guard and be yourself. And that's a nice, nice feeling to have with, you know, with clients calling up.

But it doesn't always happen. Ah -- there's that level of tension when clients call up, because -- like I said -- they idolize Dr. Juran. And as Dr. Juran's assistant, they have a close eye on me, and my work is a reflection on Dr. Juran and Juran Institute.

And that's a heavy load to carry sometimes.

Q: *It sounds like it.*

)

SUTHERLAND: Yeah.

Q: What's the worst part about being the assistant to Dr. Juran?

SUTHERLAND: I -- I would have to say that -- that when the clients call up -- ah -- being that I'm his assistant, they have -- they have a close --. close watch on me. They want to see how I do things. They expect me to be perfect.

(OFF CAMERA REMARKS)

Q: Everybody who has a job, goes home and says to their wife, their husband: oh, did I have a day today. What kind of days do you tell your husband: oh, did I have a day today?

SUTHERLAND: Oh, I have all kinds of days. I mean, some are good and some aren't so good and some days you just want to give up. But, everybody has those days. (Laughs)

Q: People who are as scrutinized as Dr. Juran has as rigid schedules --

SUTHERLAND: Yeah.

Q: -- and planned in advance and traveled. There are days when you're on the road and nothing goes right. And you get that phone call.

SUTHERLAND: Uh hm.

Q: What's Dr. Juran like when the clock breaks and the plane is late --

SUTHERLAND: Uh hm.

Q: -- and it's raining and he can't, and nothing's going right? How does he deal with the unanticipated?

SUTHERLAND: Ah -- I think he takes it in stride. **Ah--** things happen, and he -- he adapts to it. Ah -- he is very on the time clock -- ah -- on a schedule, but if something happens, he deals with it. Just like anybody else.

When he's traveling on the road, he doesn't bother me much. If he misses his flight, he gets another one. So he's pretty independent when he's on the road.

Q: There are people in that position who are always surrounded by a hundred people who are always doing things for them. I'll bet Madonna never walks ...

SUTHERLAND: (Laughs)

Q: How much does Dr. Juran rely on your and staff to take care of daily life things, and how much does he ... himself to living like the rest of us do?

SUTHERLAND: You mean, handling personal things in his life?

Q: Yeah. Does Dr. Juran go to a supermarket?

SUTHERLAND: Ah -- no, I think Mrs. Juran does that. And the folks that live in Dr. Juran's studio house. I think they help out with the chores.

Ah -- but I don't -- I can't recall any personal things that I've done for him except for that his granddaughter's getting married and he asked me to make flight reservations. Ah-- but I'm not exactly sure what he does in his personal life. I think his life consists of his work, and that's what I handle. That's --

Q: There are doctors, for example, who say to their assistants: I never want to take a call, hold all calls, I don't want to talk to anybody.

SUTHERLAND: Uhm.

Q: How accessible is he to the world? What kind of things did you surprise you that he will or will not do himself?

SUTHERLAND: Ah -- well, I have to screen all phone calls. And he will not call someone back, if I don't have the proper information down. Ah -- he wants to know the subject of their call. He wants to know why they want to talk to him. And -- ah -- very rarely will he -- ah -- phone someone back unless he knows exactly what they want.

And sometimes he's just too busy. He has to turn people away. As much as he tries to accommodate people, sometimes it just gets too congested.

Q: One of thme things that surprised me was that, at a given point -- you know there's a Deming Prize?

SUTHERLAND: Uh hm.

Q: A number of years ago, the Japanese approached Dr. Juran and said that they wanted to pay what they thought was a real long-time debt, and they wanted to create a Juran Prize.

SUTHERLAND: Uhm.

Q: And he said, no. There's a level of immortality -- who could say no to that.

SUTHERLAND: Uh hm.

Q: What do you think it is about Dr. Juran that allows him to say, no, he doesn't need a prize with his name on it?

SUTHERLAND: I don't know. I think he's very modest. Ah -- I don't think he's the type of person that looks for -- ah - - what's the word I'm lookin' for. Mental block. (Laughs)

Q: Was he what you would expect. Here's a guy who's rich and famous, certainly in a certain circle. Does he seem that way if you sort of meeting him? Does he seem like a guy who's rich and famous?

SUTHERLAND: No. No.

Q: After all these years of being this close to Dr. Juran, is he what you thought he'd be?

SUTHERLAND: Well, he's a pretty unique person. I didn't expect him -- I didn't expect many things, you know, the way he is. And, like I said, he's completely dedicated to his work. I didn't expect that. Ah - I didn't expect that. I don't know.

Q: We haven't met, and ... working ... it's ... 1981. And when I heard that we were going to be working with his assistant, I immediately envisioned a woman who would be 50 years old --

SUTHERLAND: (Laughs)

Q: -- having come out of some major corporation. One of these sort of tight back hair, six typewriters going at once, and when I saw you, you were the last kind of person I would ever expect to be Dr. Juran's assistant. Why would I have thought he would have had this 50 year old, six typewriter person,

with three Roladexes? And why aren't you 50 years old with six typewriters.

SUTHERLAND: (Laughs) All -- are you askin' me what makes a relationship work? Or -- or --

Q: Yes. You seem so young, inexperienced, and you have to deal with so much.

SUTHERLAND: It's a big job. (Laughs) Ah -- I think we've grown comfortable with each other. Ah -- I give it my all. When he asks me to do something, he can count on it to be done properly. And -- ah -- I think we complement each other.

He's got long-term memory, I have short-term memory. (Laughs) And he's got old views and I have young ones. And we sort of balance each other off. We're completely different people. Completely different. It makes it interesting.

Q: I said something in the middle of what you were saying.

SUTHERLAND: What?

Q: Tell me again. What makes this remarkable arrangement? I would have thought that you were Dr. Juran's assistant's assistant. You just don't look old, enough, or mature enough, or tough enough, to do all the things that obviously Dr. Juran's assistant has to do. What makes this relationship work?

SUTHERLAND: I think we've grown comfortable with each other. All -- when he asks me to do something -- ah -- he knows he can count on me to get it done properly. All -- and I also think we complement each other.

He's got long-term memory, and I've got short-term memory. And he's got old views, and I've got young ones. So I think we balance -- balance each other off.

Q: Do ever battle over some -- I mean, old views/young views?

SUTIFFIRLAND: Yeah. Sometimes.

Q: Tell me a good battle --

SUTIFFIRLAND: We have our spats. (Laughs)

Q: Give me a good one.

SUTIFFIRLAND: Oh, I can't think of anything right off the top of my head. But, you know, I mean, we don't get along all the time. He -- we have disagreements just like everybody else. And he's firm with what he believes in, and I'm firm with what I believe in, and -- and we have a conflict. But we work it out.

Q: Is are a list of things that you have agreed to disagree on? He knows he's not going to change your mind, and you know you're not going to change his mind.

SUTHERLAND: Yeah, I think we just sort of -- just drop it. Drop the subject of whatever we're talking about and go -- move on.

Q: What are the things you've agreed to disagree about?

SUTIFFIRLAND: I don't have a list. But -- ah --

Q: ... our memory.

SUTHERLAND: (Laughs) What are the things I've agreed to disagree with him on? Hmm -- I really -- I can't think of any thing specific.

Q: *Last question. What have I not--*

SUTHERLAND: Oh, God, ...

Q: *-- asked you, that you think should be on a tape about Dr. Juran ...*

SUTHERLAND: In 30 seconds? It's gonna take me that long to think about it. (Laughs) Ah -- can you repeat the question, please?

Q: *What have we not talked about that absolutely should be on this tape?*

SUTHERLAND: Should be on the tape? I don't know. I'd have to think about that one; that is hard.

Q: *Through. your whole life, you're going to remember this one thing about Dr. Juran, which is -- ?*

SUTHERLAND: I'm going to remember his passion for his work. And his total dedication to what he believes in. And -- oh, yeah -- I'll never forget his L. L. Bean flannel shirts and his homemade knit ski cap. (Laughs)

Mrs. Juran actually made the ski cap for him. It's the cutest little thing. (Laughs) And he wears it to keep his head warm. But that's what I'll be -- I'll remember about him.

Q: *Thank you madam assistant.*

SUTHERLAND: You're welcome. That was awful.

