Interview with Blan Godfrey

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Q: How should we put your relationship?

GODFREY: I'm an employee.

Q: What should we call you?

GODFREY: I think a long-time colleague. 'Cause, you know, for years, he worked for me. Yeah, because I was at Bell Labs running these top management courses, and so I was paying him to come in and do part of it, you know.

So we worked very much together then, 'cause I would layout who they are and what they need, and where they're starting from. And what the challenge is going to be the next day. And, at the end of the day, we'd kind of do a post-mortem on how it went and all that sort of stuff.

So, yeah, we were working together. We still work together.

Q: Do you remember the first time?

GODFREY: Of course.

Q: What was the first time?

GODFREY: The first time I ever met Dr. Juran. The first time I ever met him was I went to check him out -- as he would put it, to case the joint when he was giving an upper management seminar, and we had drafted a plan for a three-day upper management seminar
for the top executives in AT&T. And we were looking for the right people to come in and speak.

And we had three candidates, and he was one of them. And so I took a team to Chicago, to one of his lectures, and that was the first time I saw him live. And, obviously, we liked what we heard, 'cause he was the one that we selected to do the middle day of these three days, for what started out Bell Labs and ended up being all of AT&T top executives.

Q: You checked out all three guys.

GODFREY: We checked out many more than three. But we narrowed it down to three for the final selection. Yes.

Q: What was it about Juran that survived?

GODFREY: Logic. Logic. Ah -- Dr. Juran, we felt, would appeal to the logical minds at Bell Laboratories. Other people might do better in the factories, with a little emotionalism, and some cursing and yelling and screaming.

But Bell Labs had to be convinced by the scientific method, you know. Proof -- theorem, proof, theorem, proof, you know. Tell me what it is we have to do, and then convince me this is the right way to do it. That you really know what you're talking about. That
that other people can listen, can understand what you've said, and then go do it.

Because we were very much looking for the how to, and most of these other people were talking about the why or the what.

Q:

GODFREY: 1983.

Q:

W:

What was this year to talking about the why or the what.
k. Frank took classed from Dr. Juran back in 1947, that was the first date. And from '47, like in the early '50's, a lecturer to the ASQC in Newark where he talked about many of these same things. And here's 30 years of wandering around in the desert and saying the same stuff and not a lot of people listening. Why was this not old hat? What was so attractive?

GODFREY:
Well, it was old hat. There was almost nothing new in anything that he said, that we heard in 1983. He just said it better and more convincingly to top management.
Center as were 188 other people. And the Quality Assurance Center had been doing these things since it was formed in 1925. And, as a matter of fact, the department that I headed was the department Dr. Juran worked; Walter Shuhart's old department. The Quality Theory Department.
And they had worked together from 1925 on, and so most of what he was talking about and doing, was not news to anybody in our department, the news was to the senior managers who had always thought that quality was the Quality Department's job and that they knew enough about it because they had been in integrated circuits, they had been in this or that.

And what we wanted to do was take it out of that. The first day of this three day seminar we used some people from Harvard Business School to talk about the competitive pressures and what was really changing in the world. And fast comp ana e's had to change, the rate of improvement. That was one of the messages that Dr. Juran had that was so much stronger than anybody's elses ... this whole idea of the rate of improve-\textsuperscript{t.1} Not just that you just have to do these things which Demian and others said, but that you have to do these things at a revolutionary pace not an evolutionary pace.

And he put things more in a business sense. He tied things more into the business of the company than anybody else.

Q: He seems so unbusiness-like, just in terms of personal manner, and--I--having worked with some ATT people, you're all so buttoned-downed, and tall, and
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good looking and
MBA,
and
r. Juran couldn't seem further from that image and presentation.

GODFREY:
You also have some strange percessions that ATT ... one of the few things that would not give tuition reimbursement for Bell Labs is MBA. They thought not only was it worthless but they wanted to discourage it not encourage it. So you could bet tuition reimbursements for taking courses in almost everything, I mean, even astronomy, but not for business. Uhm, it was considered the destroyer of business in many ways.

The ••
thing ••
s. You know, that he'd been a corporate director of several different boards. He understood how business was really managed, which a lot of the other people out in the field don't. Some of them never even worked in business. We get some really academic-type consultants out there. There's lots of theory and no real application.

But Juran always had an answer to how do you actually do this, and how does it tie into market share, how does it tie into reducing the cost of the business. And how do you get
ere's
where I thought he
had an edge over
everybody else.

He
really could talk
the language of
senior
masnagers, and they
would sit and talk
to him for hours.
And really talk with him.
Not sit and listen, not lecture to, but discuss major business problems, and how does what you're teaching really help us achieve our objectives.

Q: Did they then turn around and do it? Or do they?

GODFREY: Uh-hah.

Q: What happened next?

GODFREY: We were going on kind of what we called spontaneous combustion model at the time. If you exposed enough people to this, some people would do something. We were hoping for 10 percent.
over 20 percent, and,
we were incredibly
pleased that this many
were going away. And as
he says
all the time that no
compny really marches
like the may
day parade in Red
Square. You know--
everybody in step.
You go in single file.
Somebody does
something, gets out
front, and others
watch. There are always
those sitting
behind watching, you
know the old saying
that there are
those who make things
happen, those who watch
whatils
happening, and those
who always ask what
happened here.

And
hels ... that was what
he was telling that
actually happened in
ning to
us right before our very
eyes.

Some
of these people got
so turned on in
these workshops,
they stayed at the
end of the workshop
ause they were coming as management groups ...
created their quality counsel,
[garbled] at 5:15 when he ended at 5,
and had their first meeting that night as they laid out what they were going to do, how they were going to get the nominations, what projects they were going to start, who was going to lead ...
others, you went away, you know, saying this is all very interesting stuff, I wonder how it applies to R&D.

But we had enough that did something, that within a year we starting, well, our program of keeping the fires burning,
lity Day at ATT. And now has become kind of an institution, where directors and above can come and directors and above must speak. And they talk about what they've done and how they did it, and how they achieved whatever they achieved step by step.

Q: You really do get the sense in hearing stories about Dr. Juran, was here was the first guy saying the world is round, uh, in speaking to the Flat Earth society.

GODFREY: Well, I think it goes way beyond that, because that's back in the theory...
eople were saying that. But he was not only saying it's round, but here's how you can prove it's
And given that it's round...
round, here's a map that will take you to the new world. And here's some blueprints you can build a ship with, and here's an instruction plan for sailing a ship, and here's how to organize.

You need a captain, you need a First Mate, and you need people all the way down to the one's who sweep the floor. And here's an organization chart for you and that's way beyond the earth is round. It's here's how to take advantage of it being round. Here's what to do with it.

Q: Why would companies then in the forties
and seventies
ignore that
kinds of wonderful advice and that great roadmap~

GODFREY:
In 1950 companies in the united states made 50 percent of everything made in the world. The two most productive societies-- Germany and Japan--had been completely bombed in the rubble. Uh, the united states had had this incredible war experience in building up production facilities that nobody else ever had, and was having success that no one else had ever had.

When you're making half of
re the most productive
companies the world
has ever seen--not just
in that point in time,
but
ever--who can tell you
(laugh) you're doing
anything wrong?
I mean, come on! How, these are the most successful business managers in the world. Tell General Motors who had the leading position in the world in automobiles, making more cars than anybody had ever made, and more than the next two or three competitors were making combined, that they're doing something wrong?

They were the geniuses. They were the one's endowing the management's schools, you know the Sloan School, etc.
ly accepted
measurements in business magazines and business news, these people were the greatest. Remember people were flocking from around the world to learn American management methods.

You know, that was the goal of every rising manager from whatever countries to come to America and study how to manage companies. And these were the teachers, not the learners, in the fifties and sixties.

They saw no problems on the horizon. All their instruments—their instrument panels—said things are great. Things are great.

Q: And yet they weren't. That was the period when Juran was in Japan—

GODFREY: They weren't great in Japan. Japan couldn't sell anything! But I'm not sure we can go back
in the United States. What the companies made in the 1960s in the United States, consumers bought. Consumers were interested in cheap cars, they were interested in big cars, they weren't interested in fuel economy. They were interested in fins for a while, heaven forbid (laugh).

I mean, uh, Mercedes even had fins for a while, I mean, there was—American companies were making what people wanted in 1960. We can argue that maybe they shouldn't have wanted that. Maybe they should've wanted better quality and more solidly built...
g, but the American ideal in the 60s was to buy a new car every three years.

The trade-in value was very important, and loyalty—you always went back to the same dealer. It was good business, I mean, for the American market they seemed to understand it very well.

Q: The American manufacturers satisfying to a fairly well the needs of the American consumer, and yet at a given point, General Motors stopped satisfying.

GODFREY: Consumers began to get more sophisticated, and we
in the market. I mean we had college students who wanted very cheap, economical cars. The Volkswagon bug became a
ts. And one of the things I think that American manufacturers are missing is the new generations they were giving away. I mean just like the railroads never gave discounts, the airlines gave half priced tickets to college students and the military, so we all flew standby at half-price when we were college students or in the army, we weren't about to go back to buses and trains when we got a real job. And so the airlines took the market right away from trains and, uh, buses.

I mean most of never even considered it after that.
instruments on the controls of senior management.

GODFREY: The senior management didn't have a longterm view, they weren't saying who were our future customers? If the college students and the professors are buying German cars, volkswagons and later, you know, audis and BMWs and Mercedes and everything, do they have an influence on the rest of the market, and as the college students grow will they give up their volkswagons and come back to their chevrolets or will they look for a bigger volkswagen, or perhaps an Audi, or another
will they become convinced that
German cars, and later Japanese cars, are what they really want, rather than American cars.

I think the American manufacturers assume that when they grew out of the small car that had the very small profit margins, they'd move up to a big American car, not a big somebody else's car.

Q: How did Juran know this when so many other's didn't?

GODFREY: I'm not sure he's a marketing genius. I think he had a belief in innate quality, that a way to compete in the marketplace was to make something...
nd if Nissan could
make a good car at a
lower price and a car
that was equal
in quality to what was
offered in the
American market,
people would buy the
one that was at the
lower price, of
better quality.

And
later, if they could
sell at the same
price a better
quality, and people
knew it was better
quality because now
their perceptions had
been changed,
they would select
that over that. The
consumers weren't
dumb. When offered a
choice, they would
choose the best.

And
as consumers became
more educated at
their not just
ir thirty,
and that different ones offer different things, the consumers say, well, what I really want now is four-wheel drive. What I really want is no-maintenance problems. I really want something that has comfortable seats and an easy to read dash. And I'll go look for that.

And I'll buy it from whomever I find it from.

Q: So many of the now, I guess, guhru is the wrong word, but there are so many people now holding out promises of improved quality, uhm, who put on a really good show. Uh, my impression is that Dr. Juran doesn't put on such a good show.

GODFREY: No, he's not a showman. Uh, although he's probably as memorable as anybody in the market. I mean people go away and quote things that he said, twenty years ago. I'm with him a lot as we go around the world and give courses, and people will come up and lay, 'in 1966 I took your four-day course, and it was a hanging point in my life. And what I went back with was...

And we calculated what our defects were costing us... When we did that we were stunned. And then what we learned there led us to this and this.'
e's a difference I think, they don't go away and say this was the greatest talk I've ever heard. They go away saying there is more to think about here, then I could possibly imagine. It's going to take me probably years to understand this and really understand how to use all this.

And then they start reading books. I think that's one reason his books have been such huge sellers, and things like the handbook just sell over and over and over. Every edition, you know, everybody buys the next one. Because they know that things in there that they can
bably never read all
1800 pages.

Q: Why
should American
television viewers
care one whit about
a, uh, learning more
about Joe Juran.

GODFREY:
American television
viewers. Um,
actually--I'll give a
very strange answer to
this. I
think that the average
person, if they listen
seriously to
what he's telling
companies, can find
they can use his
stuff at home too.

There are
all sorts of things in
quality
management that if we
did in our lives we
would be better
off too. And I'm
surprised at how many
courses from Juran Institute, and other things--and say, 'you won't believe how I changed the way we built a fireplace,' you know?
Or,

I just built a new picnic table.
ile for my
background and I used
quality planning. Yeah
I really
thought about how
we're going to use
this, you know, and
when all the relatives
are there, you know,
what we're
doing in the back
eyard, and it changed
the way I designed
this, you know, and I
used all these steps.
Have you ever
written anything about
how to use this in
homelife, and
stuff. '

And I
think that people
would find a lecture
by Dr. Joseph M.
Juran, which is
intended for senior
executives of major
Fortune 500
corporations, to be
amazingly useful--how
the house or in how we drive to work.

I remember one of our friends talking about driving to work with his daughter every morning, and there--he had some stopwatch for his, she was nine at the time--and she measured stoplight times, and plotting histograms and things. Because she's really learning how to use those things that she's hearing about in school and in everyday life.

And she'd could not wait until she gets in and gets her data sheet out and gets her stopwatch. And he says it's really given them something
t's making all this stuff real to her.
Q: In the larger view, how is-- let's change the--

GODFREY:

Obviously I
haven't been in my room. I just saw it on the desk. I thought it was [garbled]. Oh, it was because I didn't get any when you handed out the business management the other day ... oh I'm no longer slighted ..

Q:
Here's a question.
Here you have this terrific career going at AT&T, and at least to us outsiders, we don't know the real stuff. Probably could be chairman of AT&T someday. And now here's the Juran Institute, I mean, for all--I mean nice building, small company in Wilton, Connecticut. Not AT&T for sure.
on airplane or anything.
What made your life change, what--why would you give up AT&T to go to Juran.

GODFREY:
Obviously Juran is very persuasive. And it did take him four years to (laugh) to be persuasive. But he did talk me into it. Ah, he has a way of turning things around, just like he does with the company. He says, well what do you really want to be doing in five years or ten years?

And he makes you create your own vision and say, what is it that you'd really be satisfied with? And
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he

would

plant

seeds,

like
he'd say, is changing AT&T enough? Or do you want to do the same things with a variety of companies. Do you have interest outside of telecommunications. Well, of course. You know, the answer is yes, and you say, this and this. And then he'd say what if, this opportunity presented itself. So he would get you thinking, and then he'd be a little more persuasive, and then he would start laying out plans, and he'd say, 'what we think ought to be done, and what do you think should be done?'
wering the
questions, and get you
tinking about what
should Juran
stitute be? How
should it fit, not
only in the U.S. but
the world. And pretty
soon, you're finding
yourself
pretty intrigued with
the opportunities that
Juran
stitute's has.

And how
Juran really can, in
it's small way,
can change the world.
Literally change the
world.

Q: You
have traveled with Dr.
Juran and as a
representative of the
Juran Institute. Um,
how is, how
does, how does Juran
the man, how is he
changing the
G O D F R E Y

J
I
I

I

I
h
a
v
b
e
e
n
O
v
r
whelmed by
how many people have
stated that he has had
more impact on
their life, then anyone
else. Anyone el~A-
Well,

That what
they heard from him,
and did on the
basis of what they
learned from him, has
led them
completely in a new
direction ...
personally, for the
company, for the people
around them. That he
appealed to
their logic. They said
afterwards well of
course he's
right. And if he's
right why aren't we
doing this?

And once
they started doing
some of these
things and got
d what do we
do now, and how do we
expand this. And you
know they did
it in the
manufacturing plant,
and then how do we
expand
it in the business
areas of the company?

And now
that I'm so
convinced, how do I
convice others?
That's one of the
questions he gets
all
the time. They say,
well, you know, you
don't have to
convince me. I know!
But how do I get
everybody in my
company to
understand it this
way?

And
that's very powerful,
if you think about
it. That there are
to
get everybody in their
compny this is
(garbled). And,
the impact that he's
left behind is just
absolutely
incredible.
And if you got to a place like...
e Japan where they just—we can't even take a break to go to the restroom, because the pictures, and the people just wanting to come up and talk, or people wanting to come up and say what they learned twenty years ago, or how he effected them.

I mean it's far beyond the typical celebrity stuff, where they just want to be seen with him. They basically just want to thank him. In some way, they want to thank him for what he's done.
're going to
talk to this
afternoon,
different from the
Joe Juran you
went and checked
out all those
years ago with his
colleagues.

GODFR

EY: I think what's
missing in the
public performance
of the Joe Juran is
the warmth and the
humanness. When you
come to know him,
especially in the
business
relationship like I
had with him when I
was still
at Bell Labs, is
the ethics, the
commitment—if he
says
he's going to do
something, he
always does it. If
he
rt of the lecture,
and he
says he'll give you
a promissory note,
he literally writes

it down and at
three or four in
the afternoon he
comes
back and says, now
with this section,
let me answer

__
~/___________
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something somebody raised at 10 minutes after 10 this morning.
ing a
lecture, understand what was important to this
audience--Bell Lab software developers, that he'd had
very
little experience with--and at the next two weeks, four
weeks later when he came back for the next session that
had software developers, he'd incorporated many of the
questions and the answers, and their concerns.

He'd call up two or three times in
between,
to say who can I talk about, that really understands
this. I really want to know more about the software
development process. This continual learning, this
continual trying to meet the needs of his customers.
I
mean the same thing that he's been teaching.

But he also does that in private life.

And,
and you in person, you ask him a question and if he
cannot
answer you immediately, two weeks later, you may get
this
two or three page written document saying 'remember
when
you brought this up? I've really been thinking about. '

'And I think that what we ought to do is
such
this?' And he'll
have attached a letter. And he'll say, 'I think this
person writes about it better than anybody I've ever
seen
in the world. '
he gives you an answer and says 'No, I think you're wrong for these reasons.' You might get three weeks from now four pages of written things ...

'I'm still thinking about what you brought and I think you had some really good points. When I think about it in a different way, maybe what you were saying is this this and this, and it leads to a very different answer then the one that we discussed.'

So it's, it's his honesty, integrity. I think the remarkable
gets from a public seminar or anything, is this incredible ability to accept and want criticism.

I mean, if I could copy one thing, and here just take it away from him and stuff it in myself, it'd be this openness to comments from anyone that you obviously appreciate.

Most of us even though we know it's for our good, and we love it when Jack Schatz tells me, you know, I should do something different in front of the camera--I mean, I still resent being told, you know.

And I have to get over
minutes later.

Somehow he seems to absorb it immediately, and thank you for--and you know he appreciated it. And he
sits there and he thinks about it, and he says, 'yeah, I think you're right. We ought to do this differently next time.' Or, 'No, let me tell you why I'm not going to accept that.'

And he gives you a reason why it's not useful for what we're doing now. But he's still appreciates the input. And he uses it. And this ability to use ideas from large numbers of people, with no real defenseness, is something you must learn.

I don't think anybody could possibly have been born with this. I think it's a skill that has to be developed over time. And that is a remarkable skill.

Q: What keeps him so young?

GODFREY: Oh, the fact that he thinks, this, there's so much to be learned. He, his still, he's still a student, still a scholar, still learning new things. He has a list of things he wants to know more about.

You know this project at the Juran Foundation about the history of quality--you know all these things to learn. He's a perpetual student.

And I think his whole style of teaching, his whole style of research, has been a data gatherer, data gatherer, a synethesizer. An empiricist, learning from what others have done, generalizing it, abstracting
~-ah' now I know the basic principles, now I know the steps of the breakthrough sequence.

Now I know how to really prioritize.

creation of the Prado principale, and so forth.

Now I really know how we ought to manage quality. We ought to divide between control, which is quite different from improvement. And there's something over at planning or quality by design that's even different from that.

And if we break this up and create a toolbox for each, now people can understand it.

That's what's been done, and that's how these company
nies, or have the success these companies are having. So he abstracts it, and then he takes it back to practice in another context.

So he can take it out of the, uh, nitty-gritty where a lot of people get lost, abstract it, and then bring it back down to what people actually do on a day-to-day basis.

And, that, I think is what sets him apart from everybody else. He's always said, if you ask him, and you really pinpoint it, he thinks the key to his success has always been that he has a better data base than anybody else.
And

And,

I think,

uh,

that

may

be

true
as a first step, but he's also used his database better than anybody else, and he's had a remarkable ability to synthesize. And having synthesized which some others have done almost as well, he has one more advantage, in that he can come back into reality again and how to put it in practice. And how to, which is his real strength.

Q: What's the neatest thing about traveling the world with Dr. Juran?

GODFREY: The stories that other people tell about him, and the influence and impact
particularly a four-hour luncheon (laughter) we had in Tokyo recently last October. And the people there, since it was his last visit to Japan, his announced last visit to Japan, had put together those who could still come of the original 1954 hosts of the Senior Executive management meeting.

These are people who had risen to high levels of academia in Japan, or top levels of the top companies in the world. And they were talking about around the table how this 1954 lecturers had really changed their
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Literally the way they manage their companies, literally they did things, and thought about the world.
hey had

done since then. And how it had related, and how, you
know, they've all kept up with each other's careers and
everything. To have the opportunity--I literally lost all

sense of inhibition and got out a notebook and sat at the

luncheon table taking notes while these people talked, I
mean, I mean I moved my plates out of the way and sat
there and scribbled like a college student.

But it was just some of the most

fascinating

insights about how these people could become true

leaders

in world industry, had applied the lessons learned, and

had learned their own lessons and shared them with each

other, and then shared them again with him.

Q: I don't mean this to sound blasphemous.

Is this like Christ and the disciples, uh, I mean

there's

almost this sense of Godlike visionary fervor.

GODFREY: No--I really don't think that Dr.

Juran inspires a disciple relationship. I think Dr.

Demming does. I think that's one of the big differences.

Demming has these disciples who run around

preaching what he taught, uh, sometimes I think, uh,

with
complete lack of understanding, and sometimes completely being able to reduce it to practice.

Juran is very different. I think what he inspires is more of --uh--collegial relationship. A partnership.
him don't feel
that they have to take what he says and go out and do it.
They feel that they have the right to say 'I don't understand. I don't believe this. I tried to apply it,
and it didn't seem to work here. I think we'd have to
spend a lot more time on training and facilitate it. I
think a team leader needs have a much stronger role and
you talk about a team leader as being just--uh--a first
among equals, and maybe even an elected.'

'Uh, uh, in our company that doesn't work. '
And he will listen and he'll say, 'let me understand more
about your company. '

And you feel you have a consultant, an
advisor. Someone who helps you to learn and helps you
apply in your company, rather than someone dictates, 'it
must be this way.' 'This is the truth, it has come down
from on high. '

He's not like that at all. And so it's very
different from what he inspires. It's not a disciple
relationship.

It's much more of
a working
relationship,
'we're in this
together, we both know
a hell of a lot more
than we did last year,
and so much more than
five years
ago. '

And
when he stands up
and talks about how

much has been
learned in the
country in the last
ten
years, in applying
quality, he's also
talking about how
much he has
learned. I think
that's one of the
real
differences. Is
that he's such a
learner.

And that
what he does today is
ee years ago or five
years ago.

Q:
without becoming
morbid, what should
the
world remember long
after Joe Juran
departs.

GODFR
EY: I think that
the world will
remember Joseph
Juran as a living
person. Years
after
he's departed.

Because
people are still
reading, and
rereading--I think
I've read about
five times now,
Managerial
Breakthrough. I
even taught out of
it at
Columbia university
for about three
years, and of all
somebody who's taught of it, I still find new things when I read that.

I still find things I didn't understand before. I think I was rereading the first edition of the
ot the second, the
third and
d the fourth laying on
i the shelves too that
I'm not
s thoroughly expert
i in.

But I
i was finding things in
n the first one
n that I could really
n understand because
h that was when some
e of the things were
n being developed for
n the first time.

And, so
n that I think that
n we'll continue to
r read what he's
n written, and see
n things in it that we
n didn't know before.

So
n we'll still think of
n him as a living
n teacher. We'll still
n think of him as
n somebody who's our
n consultant, our
yea (laughter). I would predict, now this sounds wild, but I believe it fully. A hundred years from now people will still be reading his books, and still understanding things for the first time, and saying why I didn't I know that ten years ago or twenty years ago.

Uh,

there's a, it's like the true classic book. You know Dickens doesn't go away. And Poe doesn't go away, and uh, we still re-read short stories that we've read maybe three times and we still enjoy them. And I think the true quality professional still enjoy Managerial Breakthrough, will
Q: If you could reach across these hundred years and say to one of these quality managers, who hasn't
th and talking to and
having lunch with Dr. Juran, what do you want that quality professional to know?

GODFREY:
I think the Quality Professionals in the future, especially thinking about what they should learn from Dr. Juran, is to really understand the discipline of the scientific method, the value of structure, that none of this happens by itself.

And that what Dr. Juran was teaching and giving, which keeps being forgotten over and over, is literally how to
What is the role and specific job of each person in an organization.

He's always saying, you know, if we cannot answer the question, what should I do tomorrow that's different than what I'm doing today. Then we haven't provided the value the people are looking for.

And I think the Quality Professional should strive to emulate, is anytime you have a question, is not giving us a theoretical answer or something, but literally answer the question for
morrow, that's really
different from what
you've been
doing today and six
months ago.'

And

that is the lesson
that the Quality
Professional should
really learn is that
their job is to
ctice. Not to create
maybe
another new fancy
method.

I mean,
people will remember
his Prado
Diagram. They'll
remember him as the
pioneer of the whole
concept of cost of
quality. They'll
remember him as the
pioneer of really
working definitions sof
quality, fitness
for use, but getting it
down to the features,
and the
freedom from
deficiency.

They'll
remember these kind
of breakthrough
concepts, the
dividing quality
management into three
management processes
of, uh, planning

That
's what people will remember, because they're innovative.

And you know his string of innovations are just so much longer than anyone else's that's out there now, or has been.

But, I'm afraid that'll overwhelm the real message of what he really taught was the hard work involved of going from the theory to the day to day practice.

Q: I'm looking for a couple of short answers at this point, as we sort of wind down. How has your life inside been changed as a result of your contact with Dr. Juran.
Oh, I think, that my conscious...
tact from
the first meetings
with Dr. Juran in 1983
has been changed
very much in that--I
think what he taught
me more than
anything else, how to
put into structure and
context the
hundreds of things I'd
learned.

I mean
Bell Labs was just
the greatest place
in the world lots of
things, and coming in
to Bell Labs
with a Ph.D. in
statistics, which is
the foundation of
quality management--I
was just so prepared
to learn all
this stuff, and I was
just absorbing it
like crazy for
fourteen years. But I
wasn't able to
articulate it and

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I
w
as great at bits
and pieces and lots
of
tools. And what I
really learned from
him was how to
package things in a
way that people can
use them.

And I
have just become so
much more
effective, and so
much a better
teacher because of
that.

Q: We
as consumers in
America today, if we
know nothing else
about Joseph M.
Juran, what should
we
know?

GODFREY:
As a consumer, as
somebody kind of
an average Joe, what
they should really

he was basically the innovator of most of the ideas that people talk about as continuous quality improvement now.
Basically the idea of an organization as in continuous change and changing for the better rather than
han

the old way that organizations deteriorated, or that people deteriorate, or that uh, that products get worse.

   But that's not necessarily so, and that you can build a system that literally builds on itself. Continuous improvement, at a rate beyond anything we've ever dreamed of.

   And that, uh, he was the true pioneer of quality improvement. And has had more impact on the things that we all buy and use everyday, services and products, then probably any other living human being.

   Q: What have I not been smart enough to ask you that you think you should be asked?

   GODFREY: Oh (laughter). You've asked me everything I ever knew. Um, is there something I should say that I haven't said. Um.

   Q: That if you don't say nobody will.

   GODFREY: I think that what some people may not know is how much ur. Juran believes in quality management as a social good, or good for the whole world.

   And how much he goes out of his way to do things, not for pay, not for fame, maybe things people won't even know about. But to sit down with individuals,
Congress, or generals in the air force, or in the army,
others that he thinks will have an influence on others, so that he's willing to be way behind the scenes as a teacher.

That somehow his impact may happen five, ten, twenty years from now. I mean his 18 visits to countries that used to be behind the iron curtain. We never got any money, he, never really was sure that they'd ever use any of this. But just on the chance that they need this, that they can learn and apply it, no matter what the society they're working in.

He was willing to take more chances because of the strong