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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 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

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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.

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GODFREY:

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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.

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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 th e
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 else's ... this whole idea of the rate of improvet.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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r. Juran couldn't
seem further
from that image and
presentation.

GODFREY:

You also have some
strange
perceptions 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 •••

that
impressed us
about Dr.

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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

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ere's
where I thought he
had an edge over
everybody else.

He
really could talk
the language of
senior
managers, and they
would sit and talk
to him for hours.

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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.

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over 20 percent, and,
we were incredibly
pleased that this many
were going away. And as
he says
all the time that no
company 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
what's
happening, and those
who always ask what
happened here.

And
he's ... that was what
he was telling that
actually happened in

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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

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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,

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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

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eople were saying
that. But he was not
only
saying it's round, but
here's how you can
prove it's

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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

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and seventies
ignore that
kind 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

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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.

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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

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- 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

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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

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in
the market. I mean we
had college students
who wanted
very cheap,
economical cars. The
Volkswagon bug became
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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 student 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.
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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
volkswagon, or perhaps
an Audi, or another

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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

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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

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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, guruh 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 say, 'in 1966 I took your four-day course, and it was a turning point in my life. And what I went back with changed our whole company. Because you said that the true definition of quality was really fitness for use, which really included a market side and freedom from deficiency. And we calculated what our defects were costing us never really. When we did that we were stunned. And the things that we learned there led us to this and this.'

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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

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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

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courses from Juran
Institute, and other
things--and say, 'you
won't believe how I
changed the way
we built a fireplace,'
you know?

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le 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
yard, 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

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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

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t's making all this
stuff real to her.

Q: In the
larger view
how is--
let's change

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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
oneday. 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.

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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'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

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wering the
questions, and get you
thinking about what
should Juran
Institute 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
Institute's has.

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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

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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

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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
convince 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

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to
get everybody in their
company this is
(garbled). And,
the impact that he's
left behind is just
absolutely
incredible.

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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.

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'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
get to know him,
especially in the
business
relationship like I
had with him when I
was still
at Bell Labs, is
the ethics, the
committment--if he
says
he's going to do
something, he
always does it. If
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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.

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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. '

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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
honestness,
integrity. I
think the remarkable

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gets i
from a public n
seminar or anything,
is this incredible •
ability to accept .
and want criticism. .

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

Most of b
us even though we
know it's for our i
good, and we love it t
when Jack Schatz
tells me, you know,
I should do something t
different in front of h
the camera--I i
mean, I still resent r
being told, you know. t

And y
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 defensiveness, 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. sudent.

And I think)his whole style of teaching, his whole style of research, has been a data gatherer, data gatherer, a synthesizer. 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 priorities. 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.

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That's what been done, and that's how these

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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.

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as a first
step, but he's also
used his database
better than anybody
else, and he's had a
remarkable ability to
syntheslze.
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

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member ah--
particularly a
luncheon, 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.

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 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

Literally the way they manage their
companies, literally they did things, and thought about
the world.

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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.

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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

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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

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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.

Be caus

e 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

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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

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ot the second, the
third and
the fourth laying on
the shelves too that
I'm not
thoroughly expert
in.

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

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

So
we'll still think of
him as a living
teacher. We'll still
think of him as
somebody who's our
consultant, our

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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

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Q: If you
could reach across
these hundred
years and say to one of
these quality managers,
who hasn't

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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

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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

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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

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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 of
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

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'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.

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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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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

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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*

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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 Mas 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 Mr. 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,

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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 r_hi.s 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

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(INTERVIEW

