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## Interview with Brian Scott

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## **Brian Scott**

(Interviewed 10 May 1992, New York City)

### Video Roll #1

*Q: Monday, May 18th, we're going to be interviewing Brian Scott for the Juran Documentary.*

SCOTI: -- of W.D. Scott & Company, Proprietary, Limited. Which is an Australian way of stating a company. And, in that role, I succeeded my father, whose name -- which always makes Americans smile -- was Sir Walter Scott.

*Q: Part of the lineage?*

SCOTI: Well, it would be interesting if he was because the original Sir Walter Scott only had two daughters. No, he's not, no he's not.

In Anglo-Saxon communities there were large numbers of people whose surname was Scott who were given the name Walter. Yeah, and because that was the great man's name and, you know, it was the thing to do. And there were, and are, lots and lots of Walters in Scotland, in England, and in Australia.

And he did not -- he didn't, in fact, have a second name. Which means that the company name, W.D. Scott & Company, always raised a few questions: what is the -- what does the D stand for? Well, the D, in fact, was Dorothy, his wife, my mother. And the And Company were the two little

boys, of whom I was one, when the company was founded back in 1938.

*Q: Did you have over these years any direct connection with Dr. Juran?*

SCOTI: I had a limited association with him in the earlier years. When Dr. Juran first came to Australia -- I think it was in 1953 -- and he was brought out to Australia by my father, who was then, of course, the chief executive of the consulting firm he'd founded some 15 years before.

And he was one of, I think, 15 or 16 distinguished American lecturers, leaders in the management area, who Dad and his associates brought to Australia to run special seminars and conferences and, training groups.

And through and to about the mid-1960's. Because, at that stage, Australia didn't have a business school; it didn't have anything that was remotely like a business school. And Dad was one who was very keen to try and bring some of the best of the overseas know-how into the Australian business community.

And, in that context, he was fairly earlier, set upon seeking out Dr. Joe Juran. And he brought Dr. Juran to Australia in the early 1950's, for a series of seminars in Sydney and in Melbourne, the two major cities of Australia.

And I remember meeting him then. He looked very American with his -- his crew-cut and with his bow tie. They were always symbols of the Americans when we were -- were growing up. And I met him, of course, at the family dinner table. That's my early recollection as a teenager at the university.

And there were -- there are interesting reminiscences that I can mention in that regard. One of them is that, much later, I suppose in the late '60's or early '70's -- by which time Dr. Juran had come out again for the company.

Dad one day said to me, just in a reflective mood, he said: "You know, of all the people who we brought out to Australia, I think Joe Juran was the best, from our standpoint. " And what he meant by "from our standpoint" was really in bringing a practical management message to the Australian business community. It you'd like, bringing a management awareness.

And I think -- although it's a much, much smaller country, and the comparison is, obviously, a very limited one -- what Dr. Juran did when he first came out and ran those quality seminars in 1953, was to bring for the first time to Australia a recognition of this central role of quality in the management movement.

And Australia -- you need to understand -- had grown up as an affluent country; but a country, as we used to say, very much riding on the sheep's back. We were an agricultural country. A country, just after the war, of seven maybe eight million people. And one which had its prime heritage on agriculture and, increasingly, on mineral wealth.

And our industry had been very limited before the war. We had imported very many things, and paid for them through the receipts of the agricultural exports.

And now, it was in that first decade after the war, the war itself and then the first decade afterwards, that Australian industry started to develop -- that we started, if you like, to get a infrastructure to industry.

And, therefore, you know, you had a lot of what you in America would call very small business. And it was first generation business that was growing.

But what it lacked for in size and perhaps in sophistication was made up for by the enthusiasm and, if you like, patriotic dedication in the years after the war that we were going to turn this into a sophisticated nation, and we recognized that we couldn't just continue to ride on the sheep's back.

Now, it was into that context that Dr. Juran coming out, a number of leading organizations sending people to a conference on quality management, quality control, that was really quite a novel idea.

And the feedback from those conferences was very favorable indeed. Once again, I recall what my father had said about how practical and how instructive the feedback, the sheets on feedback were about these particular programs.

Now, by and large, the whole series of the 15 or 16 Americans who came out were well received. But the Australian is an independent animal at times, and sometimes they say: "Well, you know, he was all right, but he didn't tell us anything new." Or maybe, you know: "He was good and the philosophy is interesting, but what about the practical. "

It was that kind of atmosphere, and Dr. Juran met the practical test -- that was the situation.

Now, at the same time, at the end of that period of several weeks when Dr. Juran was in Australia -- this is another one of my father's reminiscences -- he said that he asked Dr. Juran what he thought about the Australian group. He said: "Well, it's pretty good, and they'll be -- they'll benefit from this sort of thing, and there's a lot of enthusiasm. And, yes, they'll move along."

And then he added -- I suppose a characteristic blunt and direct comment: "But, of course, they're nothing like as committed or as effective as the Japanese I've just been teaching in the preceding several weeks."

And Dad said to me later on, he said: "That was an absolute bombshell to me." Because, at that time, you know, we all knew about Japanese quality, and it was terrible. It was the pre-war -- we call it -- shonky quality, low-class quality, very, very much the copiest. And that they were cheap goods, in the worst sense of that term.

And, for somebody to be saying, at that stage: well, of course, your people are smart and they're okay, and you know, I like them, but the Japanese are going to be much ahead of that. And, in fact, I expect the Japanese -- and he also added this: "I expect the Japanese to surpass our own people in America, in due course."

So he made those comments. And, as you might imagine, that was the sort of reminiscence that my father was fairly fond of quoting to people later on as we saw the miracle of Japan and the transformation of Japan taking place.

But although -- as I was trying to indicate -- we had a situation in Australia where it was a new industrial scene, and a very limited industrial scene. Yet, one can say that what Dr. Juran brought to Australia through that series of seminars was an opening of a door.

And I think that we can all be pleased that -- may I say -- my father made a wise selection of who would be an excellent communicator in this area, and that we were able to persuade Dr. Juran to come, and that, indeed, that seminar was filled.

Because I know, coming to my generation later on, that there would be people -- often in senior management

positions -- who would recall having been a member of the training program which Dr. Juran had conducted way back when. When was it? 1953, was it? You know, it would be that sort of talk.

Well, he came out again later. I guess it was 12 or 15 years later. And he ran some other seminars -- not just on quality on that occasion, but there was some general management ones at the time when he'd written about managerial break-through, and had enlarged, in a sense, his perspective on the total management challenge. And those seminars were also extremely well received. And there were people who were -- and continue to be -- so much in admiration of Dr. Juran, and there was the subsequent establishment by the Quality Control Institute in Australia of the Juran Medal, which continues to be awarded, and I believe continues to be the highest prestige award in quality in Australia.

And call I say -- as a matter of family pride -- that the organization had asked my father -- who was not a technical engineer at all; he'd been a cost accountant and really was a management man. He'd been -- he'd dedicated his life, really, to building a consultancy and building a professional awareness in management and had taken an active role in the international management movement.

But he had been asked first to be parton of the Quality Institute when it was established. But then, completely to his surprise, and perhaps a little to his embarrassment -- because he didn't have the technical background -- he was awarded the first Juran Medal. And that is a prized piece of memorabilia in the family archives, to this day.

*Q: It's a wonderful story. I've had -a chance to read a little bit about that myself. I'd like to break that story into a number of smaller pieces. It is certainly an extraordinary impression of your father back in the early '50's -- when Dr. Juran was relatively younger -- to find him. Do you recall how your father find a Joseph Juran?*

SCOTI: Yes, well, I think it is interesting that in the period immediately after the war, when the consultancy business was first being established, that my father -- who had not had the opportunity of tertiary education, except for taking accountancy degrees at night -- had made up for this by reading and being a person interested in what was going on in the wider world.

And he had read about and learned about some of the pioneers in the whole management movement. And, in 1947 -- which is, you know, a long time ago, and yet, in a lifetime sense, not all that far ago -- he was a man doing well in his business career; a man of 43, I guess, who had not -- for all practical purposes -- never traveled overseas. Never traveled overseas.

And there was an international management congress that was being held -- I believe it was in Stockholm. And he decided that he would travel to that. And if you can believe in the time changes -- the senses of time that have changed -- let me say that piece again.

He had found that the way to go was to make this the once- in-a-lifetime trip overseas. So he and my mother traveled by ship to England. And they met some management leaders in England. And they went on to Stockholm and they attended the first post-war International Management Congress.



These congresses had been going for 20-odd years, back into the 1920's. And he attended this, and there were papers given about management state of the art. And many of the leaders, the foremost leaders in management, were at that congress.

And I'm not certain whether it was there that he first met Dr. Juran. But he -- it alerted him to the interchange and the wonderful camaraderie. And, for him, the very generous attitude which people overseas would take towards somebody from the small and unknown country of kangaroos, called Australia.

And out of that conference, certainly, my father developed a series of contacts and, frankly, life-long friends, who were able to give him advice and to tell him about different of the leaders and different of the trends that were taking place.

Thus I remember that Mike Maynard -- whose work on methods of time measurement, was a very significant advance in the immediate post-war years -- came out to Australia, became a fast friend, and Dad would often consult with Mike.

Dr. Lillian Gilbreath was at the conference and subsequently, she, too, came out to Australia and became a fast friend of the whole family.

And there were people like that who Dad found -- much to his surprise, he was a modest man and much to his surprise to find -- that these people accepted him and would respond thoughtfully and helpfully to information which he would subsequently request about updating.

And, of course, it wasn't the first -- it wasn't the trip of a lifetime that -- that they took. Although they were away four or five months on that particular trip. Later on, he would travel the world in seven days for particular business reasons.

But he kept in touch with a lot of these people. And so it was -- as we would say today -- the networking. What was happening; who was outstanding in a particular area; who might you like to chat with to explore things.

And, as I say, I'm not certain whether it was a 1947 meeting or whether it was a subsequent introduction through one of the people who he met at that Stockholm conference, which he always felt was a turning point, not only in his career, but in terms of the business, because it provided the network of advice and information about where things were heading.

*Q: So your father made this contact with Dr. Juran, and ultimately invited him to Australia.*

seOTI: Yes.

*Q: Independent, clear thinking, who was this guy to come and tell us our business -- kind of environment. And now, here are seminars scheduled in Sydney and Melbourne. What do you recall was the atmosphere of those early seminars. Here's Joe Juran, bow tie, crew cut, American to the core.*

seOTI: Yes. As I say, I was still only a teenager at that stage, and I certainly didn't attend any of those seminars. But I did learn about -- not only from my father, but from others in the organization, when I joined the organization a few years later.

And, most particularly, when Dr. Juran came out the second time. I mean, that was the time when people would remember. They'd remember stories. They'd remember his meticulousness. They'd remember that his sparseness and

clarity of phrase. They would quote a particular phrase. I remember Joe Juran saying that last time he was here. It was that kind of talk.

So, whatever it was -- and I suppose one would have to say that he established very quickly his credibility with them.

Now, in those days --

*Q: Not he --*

*SCOTT:* I'm sorry, right. Yes, yes, right, right, okay.

In the early '50's, when the consulting colleagues of my father were reminiscing -- sorry, I'll start again.

When Dr. Juran came out to Australia a second time, in the 1960's, that was a time when I heard many reminiscences about his first visit to Australia. I heard it from -- heard them from colleagues of my father; colleagues within the consulting organization, who had, as part of their training, being told to sit in on these seminars.

And which they did, and which they talked about how -- how terrific they were. That was the Australian vernacular. They were really very fine seminars indeed.

Now, I think it's fair to say that the message from those consultants was that Dr. Juran quickly established a credibility, a practical credibility. Now, that is in contrast with what was -- and to some extent, still is -- an Australian view of the academic environment.

Unhappily, the word academe or academic is still, at times, a pejorative in Australia. Meaning somebody who doesn't really have their feet on the ground, or who's not practical enough, or who hasn't gotten their fingernails dirty -- all those sorts of phrases get used to describe to situation.

Now, Dr. Juran, somehow very quickly, established that kind of credibility. He'd been there; he knew what it was about; he had the practical experience. And I think that's particularly interesting because, you know, coming out ... I characterize, he looked very American to the Australian eye.

His hair style, his bow tie -- a dapper man with a great sense of self confidence, and an ability to project a leadership and an authority.

And the independent-minded Australian could quite often resent that sort of thing, particularly if somebody had a lot of airs and graces about them. But it didn't happen with Dr. Juran. That's the interesting thing.

He somehow quickly overcame almost this disadvantage of being called professor, a doctor, and coming from a university, and being an American expert. All of those things somehow quickly faded -- as they often do with an Australian -- when there is a genuine quality of capacity that comes across.

That's what I think was the -- the essence of Dr. Juran's impact in that first period.

And bear in mind that they people who attended those seminars -- as if often the case -- were the up and comers. These were the people who were in their 30' s, who would be seen as leaders in their companies in the future.

And Australia was looking at a fairly bright future, as the country was growing fast; its immigration was making its population grow; and we were looking at a pretty comfortable, expanding, strong future. There was a lot of optimism in Australia, in other words, at that time.

*Q: What we talked about is a sense that the first impression. Here Dr. Juran came in on two separate occasions.*

SCOTI: Yes.

About ten years apart, as I understand it.

SCOTI: Yes.

*Q: And really I find of won these people over, at least on the first blush. Well, we're now close to 30 years past that time and I guess you had said that, of all of the consultants that our father was able to attract and bring to Australia, Dr. Juran is still looked upon as kind of the best one -- the one who has the most long-lasting impact.*

*As you look back from now -- with the method of 20/20 hindsight -- what do you think it was that Dr. Juran brought to the up and comers of Australia that has enabled you to make that evaluation that this was the best one?*

SCOTI: Well, let me say, first, the -- it was my father's comment, in the early 1970's, which said that Dr. Juran was probably the most effective.

And there is no possible doubt that a number of those future leaders of Australian industry got a message from Dr. Juran that shaped their perspective on the total management culture. Their role as professional managers. It influenced them a lot.

So I think that, over and above the particular lessons and the fact that there was know-how, there was somehow a know-why and a thinking man's approach to the management

role that sort of philosophical role, that also came through with his message.

That's what I interpret in my kind of retrospective insight, as to what others thought about it.

I think I would say that, when you look at the position 30 years on -- and it's nearly 40 years on indeed since that initial visit -- what is the overall long-lasting effect.

Well, in those days, there wasn't the sort of structured approach to different activities of management. It was the early 1970' s before that quality institute really started to hit its straps, to get into stride.

Now, since that time, of course -- in Australia as elsewhere -- there has been that growing attention and awareness to quality and the role of quality. And we've seen -- we've seen gimmicks. We've seen new know-how.

We've seen the way in which technology itself has allowed assessments, has allowed the calculations, has allowed the planning, as well as the control factors in quality to be dramatically built up and up-graded. We've seen all of that.

And I think that what that has all meant is that the initial information and views about quality, and that image of Dr. Juran, has since then been institutionalized -- shall I say -- as quality itself has become an institutionalized feature of management.

And, in Australia today -- and I suspect it parallels the United . States -- that whole emphasis on total quality. A recognition that total quality is an essential element of international best practice comparisons. Those are part and parcel of the conventional wisdom of the day.

I mean, I'm sure that Dr. Juran would cringe at some of the superficial sweeping statements that are made at times in

that area. But there is no doubting that quality is as important a subject in the eyes of your profile of managers in Australia today as any other single topic.

*Q: Are there any things that somehow you can sort of point to, very objectively, and say: these activities, these results, these achievements are the direct result of the teachings of Joseph Juran?*

SCOTT: I think there are probably two kinds of things. One of them is the practical emphasis which he has always put on quality matters. In other words, it's testing them, it's putting people into projects, it's putting people working into groups.

And my memory of the stories about the individual groups and the way in which the people try to grapple with this very new approach to management problems, that made an impact.

In other words, it's probably a very early forerunner of thinking about quality circles. But the fact that working collaboratively as a group, and having leaders trained -- the training, the trainers notion -- those are things which we take for granted today. But they were important elements that were built into the know-how of managers on their up in the organization.

So I think -- while it may sound very simplified, very simple -- that notion of working collaboratively as groups and on projects, and finding manageable projects. Not trying to solve the whole world's problems all in one hit.

But what is a project, which, at the end of the day, we could tackle; it would be manageable; we can keep the rest of the organization going. And then we can implement, in a way which will make productivity better, will give us an

improved result, will give us a much reduced level of quality defects. That would be one.

The other is -- I must say -- a more philosophical one. You do need a champion. You do need a pioneer. You do need somebody who has given an inspiration and a leadership to set a new subject, a new concept on its way.

Now, we know that sometimes there are a number of people in this -- in this area. And we probably all say, and I know Dr. Juran would say, that, you know, what he was imparting was -- was the result of very many other insights which other people had conveyed to him. And that's the great teacher passing on to the next generation.

But I think that is it. That it is the teacher in Dr. Juran, and the fact that this man of high eminence, a world leader, come to Australia, was interested in Australia. The fact that he kept coming back to Australia -- I think he's now been out there four or maybe it's five times -- and, you know, that he -- he allowed his name to go forward with a medal to honor leadership in the country.

All of these things -- it's that attitude of mind which he conveys. Which means that when people in Australia do think about quality, very many of them will think about Juran.

Not many of them are still around who were in active business role, who were there in 1953, you know, and -- while they're been many in 1965, those people, too will -- many of them will have moved into retirement.

But there is that message and, together with that, a kind of legend that's there, that I think has helped the quality movement to have the legitimacy and have the strength that it probably would have developed over time. But I think he expedited it.



And I think he provided the standard. Because, I mean,  
the man is professionalism personified.

(END OF TAPE 1)

## Brian Scott

### Video Roll #2

*Q: You raised a very interesting point, which is that all the people who attended in 1953 are probably now retired comfortably somewhere. A lot of the people who were there in the '60's are probably retired or about to. And yet, Dr. Juran is as far from retirement as could possibly be. What do you think keeps that old guy going?*

SCOTT: Well, I'm probably not the person to ask that question because there are others who see him day to day and week to week. But I think it's a wonderful thing that he has kept going, because I think it reflects on the total movement which he has been so centrally -- has played so central a part in.

That is to say, that when somebody is absolutely dedicated to a movement, to a philosophy, it is interesting how they can become just almost ageless in continuing to convey that message. Let me have another go at saying the same thing as that.

You're basically asking me why does Dr. Juran and how does Dr. Juran keep going.

I think that, as one who just onlooks with fascination and interest at this remarkable man, one has to say, of course, he has had the good luck that life brings of a long life, and a life in which is health his clearly stayed firm, and has enabled him to keep going without discomforts of a physical kind.



His mind -- everybody says and it's my impression, too - has not faltered or failed one bit over the, and throughout, that long business career.

I think it is -- it is wonderful from a wider world community -- maybe Mrs. Juran wouldn't agree with this -- but it's wonderful that he has continued to be able to commit himself and to continue to give the leadership in an unabated way.

Because there's no question that the legend and the things which the legend stands for, grow as the person gets older. And that's great. There's a nostalgic and a respect which the Western world doesn't often enough give to the older person. But, in the case of somebody like Dr. Juran, it does, and it's terrific.

And I think that he has been able to provide, therefore, that straddling of continuity from those early days where you didn't have the systems, the infrastructure of literature, of organizations, of many people practicing, of a case history building up. You didn't have any of that was there.

He was one who provided that leadership to establish it. And then to have him as a continued symbol, and not just a symbol, a wise man talking about latest developments and having new insights. That's provided, once again, that --that championing of this whole area

And so I think it's been -- it's been wonderful, even though I, as I'm sure all of his many friends would say, if he had chosen to put up his feet a bit and to move on and do some retrospective writing 20 years ago, we would have all applauded and said, well, you know, wonderful career, and we hope that he has a long and active and productive retirement.

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But retirement has, in fact, been a continuance of the  
Page: 18 business life, and we will all be -- I Brian Scott (18 May 1992)  
think, as we reflect back

on it -- grateful that he didn't decide to take that easier option.

*Q: I have a confession to make. If the people of Australia chose to name its quality medal after me, I would have accepted it. As far removed as I am. But it seems to me that the acceptance of the award is certainly one thing. But far more important is the fact that the Australian Organization of Quality Control chose to name its quality medal after Dr. Juran. What led to that designation and that decision?*

*SCOTT:* I think the award was -- was agreed to in that context because he was seen --

*Q: Not he ...*

*SCOTT:* Yes, right, okay. The Juran Medal I believe was named and saluted Dr. Juran because he was seen among the leaders of the quality movement in Australia as having been the people who had moved them most, who had made them aware.

Now, that's undoubtedly not just the visits to Australia; but they played an important part. In addition to that, there were his writings, and there was a recognition of the leadership that he was providing in a worldwide basis.

But I think there was gratitude that he had shown such interest in Australia. There was this feeling -- and we all know it; one looks back at a great teacher. There was one special teacher who set us on a track; who gave us a new

insight; who made us stop and reflect and change our direction.

And I think there was a bit of that was in it. That's what I sense.

*Q: When I spoke to Dr. Juran last week and said, clearly in preparation for this conversation, I said, what can we hope to talk about, what kinds of things would be most productive. And he really talked with great fondness about his relationship with your father --*

SCOTT: Yes.

*Q: -- and with your whole family, and the times he spent on his prolonged visits.*

SCOTT: Yes.

*Q: This really is kind of a portrait, painted by many artists with many brushes. If your father were alive today, and the paint brush were in your father's hands --*

SCOTT: Yes.

*Q: -- what would his portrait of Dr. Juran, or his written portrait of Dr. Juran be?*

SCOTT: Well, my father's portrait of Dr. Juran -- if he could come out from the great white cloud in the sky -- would be one, I think, of saying that Dr. Juran was one of the truly great men of this century. I mean, he is, notwithstanding his great age, he is a man totally of this century.

And he has -- he has had an impact. This is the sort of thing that I believe he would say. He has had an impact, certainly on that all-important quality movement. But his writings have been wider than that. His thinking has been wider than that.

He recognized the impact of what another great management mind -- Peter Drucker -- has talk about, it's the discontinuities of change. And the sweeping pace of change, and what that means to management and, indeed, to a society. He recognized that.

He wrote a book on the board of directors at a time when not too many people were thinking about the trust and the responsibility and the skill and the requirements of boards of directors.

At a time when boards of directors were all too often clubs rather than groupings of -- well-balanced groupings -- of professionally dedicated people, and trying to take stock of a great many different points of view.

So I think that the first point that perhaps my father might have made is that Joe Juran's impact on management was a sweeping impact. And he may not be the best-known name in the whole management movement.

But Dad would have had him right up there in the cumulative impact of thinking and ideas and teaching has been right there, as a foreniost leader. That would be one point.

I think a second point would be one that would be a bit more personal. And that would be that Dr. Juran was a person who was concentrated and focused and serious-minded about the issues of the world. And, as we all know, a very incisive thinker and communicator of these things.

But he was well balanced. Always the person who would see things in a proper perspective. He would see two sides of an argument. He would understand the human involvement. And that was a point that my father was always very concerned about, that management was fundamentally about the management of human beings for human purpose. It wasn't just a technocratic exercise.

And he always felt -- I know -- that Dr. Juran thought about the people and understood the people and the motivational aspects and so that would be a second factor.

A third one, which I would identify with very, very closely to, is that Dr. Juran had a sense of loyalty and good will and continued association. And we, as an organization, in these days, continue in Australia to be linked with the Juran Institute.

And how did this come about? Well, with the organization, in about 1980, one of my former colleagues -- now retired -- had been communicating with Dr. Juran, and he said in a Christmas note: you know, we've been doing these video tapes and I wonder whether the people in the W.D. Scott organization would be interested at all in seeing them and perhaps in becoming involved in distributing and having a business association again.

That was the -- the matter that was raised. And it was -- it was at a time when my father was, in fact, unwell, and I remember telling him that -- that, go ahead, made this approach. And he was delighted.

And so I made contact with Dr. Juran and we talked about how -- our interest. He said, you'll need to see these, to see whether they're appropriate, and so on. So he said, I'll have some air freighted out to you, and they were air freighted out.



Now, that's telling a particular aspect of our long-time association. There is an organizational continuity of association that goes through almost 40 years now.

And he raised that question again. I think much less from a commercial opportunity standpoint, rather than, I wonder whether my good friends in Australia would like to join in an association -- if it's of interest to them.

And that loyalty -- my mother continues to exchange messages, certainly at Christmas time and sometimes at other -- in other -- at other times of the year, with her -- with Dr. Juran's wife. And there is a continued warmth that runs across the years. And I see those letters each year, and I can vouch for that.

*Q: Everyone tells us about the Juran humor. With the amount of time that Dr. Juran has spent with your family since the '50's, did you see any flashes of the Juran humor. And, if so, can you give us an example?*

SCOTI: No, I was asking people. This is not for the tape.

I was asking people for examples, and I was given about three examples. And now you ask me, I've got to try and recall them. My mother gave me a good story and I'm ashamed to tell that I've forgotten it.

*Q: Let's come back to it.*

SCOTI: Yes, let's come back to it, because I'm lost on that one just for the moment. I mean, you have that sense of the crisp witticism. But you've got to have a concrete example to make it meaningful.

*Q: Dr. Juran has always, at least in all of our conversations, talked about these points of giving back.*

SCOTI: Yes.

*Q: Giving back to the world. What do you believe has been Dr. Juran's gift to the industrial society?*

SCOTI: I think that Dr. Juran has made a very great contribution to industrial society by identifying the -- long before it was fashionable to talk in these terms -- the importance of excellence. The importance of integrity in management.]

Because I think that those two characteristics are essential to the whole quality ethos. That you are looking to provide better quality products, to serve the society with better quality products. You are looking to -- you are seeking to strive to improve the standard of quality or service, which is provided

And, that a sense of betterment is part of the purpose of work. That a continuing aspiring to improving what has been done in the past. I think that sense of the dynamic striving towards something better and relating that to a very fundamental commercial pay-off is really one of the major things that Dr. Juran has done.

And he's managed to do that as the great teacher. I mean, you talk in a sense of --

One talks about Dr. Juran's gift to the next generation. Well, of course, that is the ultimate satisfaction for the great teacher.

That they have worked with. That the great teacher has worked with students -- whatever age and whatever context -- worked with students to give them insights and

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understandings which will carry forward into higher quality performance or attitudes or whatever it may be, in the next generation.

And that, in turn, that gets given back into the generation after that. And one can see that sort of thing happening over" Dr. Juran's long period.

*Q: If you were to narrow the focus slightly. Not the industrial world as a whole, but Australia specifically.*

SCOTI: Yes.

*Q: What has Dr. Juran given to Australia?*

SCOTI: Well, Dr. Juran's gift to Australia is one which has been to introduce, as part of a needed sophistication and awareness about the science of management. Let me start again.

Dr. Juran has given to Australia in -- no, once more.

In the period when Dr. Juran first visited Australia, he was able to bring a message about the role which scientific management, broadly conceived, could play to advance Australia's industrial base.

And Australia was in a process of change. It had its first generation of real business leaders: people who were looking to build up an industrial base that could enable Australia to thrive in the years and the decades ahead.

What Dr. Juran brought to Australia at that stage was a message that you needed to focus in on areas like quality, to make quality a -- an integral part of your management shaping on the work -- in the work place, and in your mind. It was that combination.

Now, he did that, and was able to build from that. Or Australia was able to build from that an understanding of quality which could help to move the country forward.

And I think that Dr. Juran came, in those early post-war years, to a country which was looking for guidance. We did not have any business schools until the mid-1960's in Australia. We didn't have that sort of educational structure.

We had a very Anglicized education structure where you read subjects of a traditional kind, but you didn't move very much into commercial subjects. You read economics, but you didn't study business administration. There were no case studies in Australia at that state.

So the sort of education, such as it was for business development, were packaged courses that were purchased from consultants or from schools in the United States.

It was a comparative rarity to have somebody like Dr. Juran come to Australia, you know. It was a long way. It was pre-jet times. He didn't -- you didn't just hop on a plane and come down overnight. You had to make a long trip and, indeed, it was a very expensive trip, relative to earnings -- earning power in those days.

So he was -- he was somebody who had troubled and was interested to come to Australia He made the Australians feel interested. And that was the symbolism.

*Q: Our goal, obviously, in this video is to try and reach a broader audience. A public television. We would have easier time if this were a documentary about the life of Elvis Presley or Madonna or a movie star.*

SCOTT: Yes.

*Q: Here's Joe Juran, the old guy with the bow tie and the crew cut. Why do you think people who are not business leaders or involved as industrial professionals, why should they care a whit about seeing a program on the life of someone like him? Joseph Juran, what has he done for them?*

*SCOTT:* I think that there is not only a need, but a -- start again.

I think there is not only a desirable -- I'm still not getting that right. Here we go again.

The stories in the media focus so much on entertainers or on news stories that are, frankly, light weight or they're about personalities rather than about substance.

Now, we know that that's the way of the world, and we know that the people in the media will tell us that that's what often sells papers or sells programs or what you will.

But just as, in recent times, we have seen the growth of public television; we've seen the growth of open learning programs; we've seen the growth of documentaries; we've seen a different kind of more selective communication taking place.

The insights that can come from stories about somebody who is, perhaps, little known to the very wide world, but whose achievements and whose exploits well put together can be very meaningful and, indeed, can become an inspiration to people.

And perhaps can give a better basis, a better perspective, a better balance of what is really important in this world, is highly desirable. And, in the case of Dr. Juran, you have somebody who has achieved -- who has climbed mountains, who has achieved enormous things.

We haven't touched on, and it's not even appropriate in our chat to be talking about Dr. Juran's huge achievements in Japan. But that has been part of the heroics for those who know and care about the whole management movement.

And to be able to document, and to be able to tell a wider audience about the way in which achievement can be carried out quietly and with integrity and with persistence and without worrying about whether the story is carried on page 1, or whether there's a photographic opportunity, or whether there's a television snatch and a phrase that has been -- that makes it part of real news.

The real news, as we all know, is so often not in the newspapers. It's the cumulative results of great people's endeavors. And there are many stories that are out there which would, I think, help -- they would help at the school, at the educational level.

They would help at the -- at the mainstream community level, where, you know, the greatness of a society can really be made up of what somebody once called the ordinary decency of the ordinary person.

And if the society can be exposed to, and learn from, the stories of achievement of people like Joe Juran, I believe that is improving the quality of society, and I believe that when we all talk about media responsibility, this is one good way in which the media can really move to improve communications today.

*Q: I know how closely your father was -- he brought Joe Juran to Australia in the first place -- instrumental in the formation of the Australian Organization of Quality Control and the creation of the Juran Medal. What did it mean to*

*your family to have Dr. Juran present with the awarding of the first Juran Medal, to your father?*

seOTI: Yes. It was very special to have Dr. Juran present at that first award, and for Dad, genuinely, to feel not only humble, but feel inadequate. He felt that people who were involved in quality were people who were engineers, who were mathematicians, who had a technical prowess.

His was not that. And I think it took him a little while to come to terms with the idea that he really had earned that honor.

But for him and for all of the family, with him by that stage being about 71, 72 years of age, and having had -- as we thought -- a signal career in Australia, helping to build an awareness and a respect for management as a profession. I think that was his great contribution to Australia, over and above the individual work situations that he contributed to.

And that was, in a sense, a special kind of salute, that we were very proud and delighted, and the family linkage -- the warmth of that relationship which we all felt -- and Dr. Juran had that happy knack of making you know that was a very genuine feeling that was there.

That was -- that was wonderful. It ranks -- as I reflect back -- on -- it ranks with probably two others, which, for reasons that you will understand -- three others, perhaps -- for reasons you will understand were also very special.

One of them was that he received the Gilbreath Medal some ten years or so before. And the warmth of association which both my father and mother had with the great lady, Dr. Lillian Gilbreath. And the respect for the work which she and her late husband had done in pioneering the management movement.



That was very special. But that was on the way through. That was, as I say, more than a decade before.

The other two awards, come into a slightly different category. The first was that he was given a knighthood, and that led him to be Sir Walter Scott, which, of course, caused much joke about when he was going to start writing his novels and so on.

And the second was later on, when Australia moved to an award system called the Order of Australia, that he was -- in, I think, it was his 75th year -- made a Companion, which was the highest award in that -- in that system. And quite a rare award.

And those two, of course, had the similar happiness of being a reward in retrospect at the end of a career, but also they had the national pride about them. And so I would group those four honors as being the very special remembrances.

And, as I say, we had -- as I think I may have indicted before -- we have the Juran Medal as one of the ... items in our archives of the family.

*Q: Going for a couple of short answers now.*

SCOTI: Yes. Sure.

*Q: In presenting the Juran Award to your father, Dr. Juran, in his speech, said: in my view, a major measure of the stature of a man is the extent to which he devotes his remaining energies to making the world into something better than it was when he entered. And he went on to talk about your father.*

SCOTT: Yes.

*Q: How would you apply the same criteria to Dr. Juran?*

SCOTT: I think you could put inverted commas around the statement, from the start to the finish, and you could say that Dr. Juran has met, in the fullest way, the test of that quotation.

I don't know whether that's a helpful answer to you, didn't that I didn't ...

*Q: Now, for a universal audience. Dr. Juran is the man who --?*

SCOTT: Dr. Juran is the man who was one of the great -- has been -- sorry, let me make it in the present.

Dr. Juran is a man who has contributed mightily to the progress of the 20th Century in the -- in its advances in industry, its advances in technology. But its advances, too, in a more civilized approach to organizations and their conduct. ----

He is a person who reflects the very best features of American leadership in the world, in the second of the 20th Century. And I think that the true leadership --

(END OF VIDEO ROLL #2)

## Brian Scott

### Video Roll #3

*Q: We were on the subject of the answer to that last question. Remember the direction you were heading in?*

SCOTI: No.

*Q: The point was you quoted something --*

SCOTI: Yes.

*Q: -- of Dr. Juran.*

### (OFF CAMERA DISCUSSION OF ANSWER)

SCOTI: Well, Dr. Juran is the man who has contributed mightily to the leadership of the United States and, in many ways, the whole world, in a professional, high-minded approach to the management of large organizations.

If this has been the American century, when you have seen the marvel of industrial might. When you have seen the leadership of the United States, and the generosity of United States transmitted right around the world.

Dr. Juran has been one of those at the forefront of pressing the buttons to make sure that this sort of thing happens. I think that Joseph Juran, to me, personifies some of the very best features of American leadership in the 20 -- in the second half of the 20th Century.

Because he gave of his own knowledge, of his own insights, he gave in terms of striving to understand different cultures and to make sure that he could work with those people and be a great teacher with those people. And to show them how they could make it. What they could do.

The Japanese story exemplifies that, in a minor way, in terms of our country being much smaller, so does the Australian story.

Se Juran has been a great leader for his country. He has been a world leader who has looked beyond borders and been able to carry know-how to all parts of the world. And, in that sense, I think one has to say that any true listing of great leaders of the 20th Century must include Joe Juran.

*Q: There's a couple more things I'd like to talk about. By your admission, the relationship between the Scott family and Joe Juran is primarily through your father. As the leadership of W.D. Scott and Associates passed from your father into your hands, my guess is that at some point you were sitting across a table or desk and said: Dad, what do we do about this Joe Juran stuff.*

*When you asked the equivalent question, what did your father say about what do we do about this Juran stuff?*

SCOTT: My father would typically say to me: well, I'll tell you what I think, since you've asked me, but then, he'd either say I'm going to get out of your hair, or you just ignore what I say because it's now a different time and you have to make your own judgments.

And that was, I must say, one of the greatneses of my own father, that he did not want to impose the views of what he regarded as the outgoing generation on the incoming

generation. And I hope I can be as wise as that in the years to come.

I think that the position, so far as my father's comments when matters of Joe Juran came up, was this: that he had told me of the success of those seminars that were conducted in the 1950's and the 1960's. And he said, if ever the opportunity was there, to invite Dr. Juran on our own behalf again, that would be wonderful.

But he was also mindful of the fact that the Quality Institute, itself, was claiming Dr. Juran. And understandably so. That was the -- the industry organization and times had changed.

And I think that both of us had reached a point of thinking that the association with Dr. Juran was probably, at that stage, complete. Not in a personal sense, because my father and mother, both, thought the world of Dr. and Mrs. Juran. And, indeed, my mother still is very fond of Joe and Babs, very fond of them.

But it happened that, a little later, the unexpected approach came about with the establishment of the Juran Institute, and the marketing of the Juran tapes on quality improvement. And that opened a new door.

Now, I did not need to ask my father what he thought about that. He -- his reaction was exactly as I expected, and I almost took it for granted, that if there was a chance of a commercially sound arrangement that could be established whereby we might market those tapes and provide support to those tapes, he thought that would be wonderful.

And it simply needed the judgment as to whether there was likely to be a market in Australia, and whether we could provide that support.

And I might tell you -- as a matter of interest -- that when the tapes were being sent to us, we were saying -- the consultants were saying -- well, it will be very interesting to see these tapes. Because we had wonderful visits from Dr. Juran. The question is, are they up to date, and are they going to be modern enough.

And when they arrived, I organized an informal seminar among a range of our consultants in the industrial engineering area in particular. And a whole range in age.

And we put on excerpts from two of the tapes. And then we opened it up for discussion on whether there was a market and what they thought about them and so on. And Dr. Juran and everybody associated with the Juran Institute would have been delighted to have seen the reactions to that.

Because even the youngest of the consultants were identifying readily with the presentation and the style of those tapes.

It was, to me, extremely interesting because we did want to see whether these were tapes that would have an appeal that went right across the board. And nobody in Australia had seen them to that stage. So they made it.

*Q: All of us carries memories, a still photograph, or a little movie that runs -- years from now, when you think back about Dr. Juran, with fondness hopefully, what movie are you going to be seeing?*

seOTI: I'm going to be seeing, I think, a man whose countenance was serious, whose interests and whose messages were also very serious and quite profound. I'm going to remember him with a clarity and a well-grounded sense of expreSSION.

The phrase-making of Dr. Juran is wonderful; he doesn't waste words; he comes to the nub; he says it. And I will also remember a twinkle in the eye, that there always is time for a good story or a wisecrack or something that will, somehow, be endearing to the audience and win the audience.

Not as a showman, but as a person who was a really effective communicator. Those are the sorts of characteristics. And I will think of this man as an immensely warm, caring, concerned human being, who -- as I've said before -- has made a monumental contribution to America and to the world.

*Q: What have I not asked that you really think belongs on a videotape?*

*SCOTT:* I suppose one -- one aspect is, that I'd like to highlight, is a sense of friendship -- not just warmth of friendship because of business interests; not just even friendship because people get along agreeably together. But friendship that's there to last.

And when you're far away, it's very easy to drift and .. somebody has to keep those contacts in place.

Joe Juran kept in touch with my father, as my father kept in touch with Joe Juran. He cared enough and was interested enough in this far away, small country that we have. Small country in population terms.

He kept in touch and was always interested and concerned about the organization and its well being. He was interested in the family and what was happening in the family. There was the communications that took place, particularly at Christmas, that continue to take place particularly at Christmas.

There's a friendship that goes through a long generation. And I suppose I, as the son of a prominent businessman, and having come into that same business, am particularly sensitive to a special kind of friendship that I've been the beneficiary of.

There's a special kind of friendship when your father -- \ father and mother -- have had a warm association with contemporaries. And because that friendship has been warm you, as a son, are welcomed into that discussion, into that context, and there's an interest that is shown.

Over the years, I've had the good opportunity -- the good fortune, I should say. I've had the good fortune of getting closer to people who were originally my father's friends. And, somehow, there's a generational transfer that takes place.

And as one gets old -- as I'm getting older -- one gets to recognize just how rich an inheritance that has been, to have those kinds of friends.

The relationship will never be the same as it is among contemporaries. It's a different one. It's -- in the case of Dr. Juran and myself -- it's the better part of 30 years difference in age. And, you know, I respect, even standing in awe of the man.

But I like to think that we have a relationship which is not just him and me, but it's him and a warmth that he feels towards the whole Scott family, as the whole Scott family feels a warmth towards him.

And, you know, friendships -- true friendships -- should last. And it seems to me from my experience, and from our family's experience, that Dr. and Mrs. Juran have friendships like that are made to last and we love them for it.



Q: *Thank you, sir.*

**(END OF INTERVIEW)**

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