6-14-1991

Interview with Peg Juran Mayor

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Q: How would you like your name?

PEG JURAN MAYOR: Put "Peg Juran Mayor"

Q: And granddaughter.

PEG JURAN MAYOR: Granddaughter.

Q: Chuck's daughter. We had heard that your grandfather has a real eye for little girls.

PEG JURAN MAYOR: (LAUGHS) That's very true.

Q: It is true, huh? When did it start? When were you aware of it first?

PEG JURAN MAYOR: I think probably my -- an early memory of my grandfather. He used to come out three or four times a year, so we have a lot of -- I have a lot of memories of my grandfather when we were growing up. And he always -- it's not like he specified or emphasized my sister and I more than the brothers. But my brothers tell one story of when they were in New York one time, and my brothers were sitting on their couch. And grandma and grandad were still living in Manhattan. And my grandfather said well, of course, we've always liked the girls better than you, you know. And we would just hear these on the side. We have a doll collection -- my sister and I -- that my grandfather and
my grandmother would pick up the dolls in the different countries that they went to. And we still have that. And they'd bring back scarves and different jewelry and things like that. So I'm not sure what my brothers got on those trips, but we always seemed to get a lot of trinkets and things. So -- I don't know -- he just always talks about it.

_Q: Memories always -- even at your tender age -- always sort of takes place in these little snapshots or these little pieces of videotape. As you think about your relationship with your grandfather, what are some of the little pieces of videotape that run in your mind, of really nice times?_

PEG JURAN MAYOR: Well, he always -- when he came out to California, the first thing we would always do is we'd go to Gerard's Market, which is a local supermarket in Redlands. And we would -- granddaddy would do the shopping. And we would go through and he would buy raisin toast, and Gouda and Edam cheese -- which we never had except when he was there. And orange marmalade and nuts -- Brazil nuts and walnuts and things. And that's what we ate all weekend long. And I'm sure my mother was appalled. But, to this day, I think everyone in our family loves raisin toast. I have it for breakfast whenever I visit here. And for some reasons, it was always our treats, to eat those -- those things. And we would go out to dinner and things like that. So those are strong memories when he'd come to California. When we'd come to New York -- we came once when I was seven -- I think I was seven -- and we went to Cornell, we went around to see different things. And -- then, I just remember -- I think we tried to teach him to play frisbee one time. Which was very funny. Because I'm the youngest of the four kids. And we were out -- it was some playground of some kind. I don't know where it was. But it may have by U.N. Plaza. And so my brothers and my sister and I are there. And granddaddy never quite got the wrist thing. He'd just try and shove the
frisbee into the air, and that didn't seem to work very well. But he would take us to museums. And my sister and I went back before ninth grade -- I was in ninth grade -- and they took us to plays and -- things like that. So a lot of my more vivid memories are later, when I started getting involved in business and things like that. And reading his books and -- people asking me about him, and realizing, boy, I better know what I'm talking about. And -- he and I would have great conversations. And talk about things.

Q: You're in business. What business are you in?

PEG JURAN MAYOR: I just graduated from the Tuck School at Dartmouth with an MBA -- four days ago. Almost a week now. And I'm going into manufacturing with TRW. And I've done -- I've done -- I mean, for a young age, done some quality work with -- quality circles and training. Mostly training. So --

Q: What's it like when you walk into a quality circle and your name is Juran?

PEG JURAN MAYOR: The worst was -- I used to work for Boeing for several years. And they were just in the middle of their big quality push. And they didn't know -- they didn't know any of the names -- when I got there -- which was good, 'cause I didn't have the -- what I get now, which is "are you related to" you know, the first question they ask me on a job interview. But then, it was just getting started. And the video -- the first video set had just come out and Boeing had bought it. And my work group decided they needed to see it. And sitting there, in the room with all my co-workers and watching the videos was a little awkward. Luckily, I had a pretty good relationship with them and they just teased me about it. So that worked out all right. But it was very -- you know, just hearing people say the names, and just starting to
get aware of it. At Corning it was -- I worked at Corning last summer. And it was much bigger, of course, 'cause it was a several years spread. And Corning was -- they knew all about him. And -- that -- when they interviewed me at Dartmouth, that was the first question they asked. Is he related. Which is -- it's hard -- I mean, it's one of the pressures, because I know I can do the work. And I know, you know, I can be good. But you have an extra -- you have to prove there's other reasons that you got the job -- besides your last name.

**Q:** Tell me about sitting in the room that first time, when you heard that Boeing had bought these tapes. Had you known about the tapes ahead of time?

**PEG JURAN MAYOR:** Ah -- right before I started work, my -- what would be my supervisor called me, and we were talking on the phone. And I said, you know, I've accepted the offer, and I'll be starting such-and-such a date. And she said, you know, all this while I've been wondering this, and I've just never bothered to ask you: but are you related to that, you know, Juran person in quality. And I -- yeah, he's my grandfather. And that sort of thing. So, when I walked in, my supervisor already knew about it and my co-workers didn't. Ah -- when they went through a whole thing where they were training the employees. That's often the first big push -- in these efforts. And -- so that was part of the training. You could take different courses; courses in statistical process control. And this was one of the sections. And I'm not sure why she wanted us to -- my manager wanted us to see all the tapes. I think we only got through eight of them -- I'll be honest.

**Q:** So you don't know how it ends.
PEG JURAN MAYOR: I don't know -- I have looked through the notebook thing. But, no, I haven't seen the end of the video series, so --

Q: He gets the girl.

PEG JURAN MAYOR: (LAUGHS) That's good. She's a good girl to get, so --

Q: Was it a little bit like watching family movies?

PEG JURAN MAYOR: Well, we never had -- we never took family movies until just recently when my dad got a video cassette. The funniest thing about the videos is -- I don't -- this was the first set. And later they even got it much more sophisticated and all this. But he was up there in -- in his bow tie and his black jacket that he always wears. And sometimes the camera would be coming from over here? And he wouldn't have turned it -- you know, on the news, they always turn in time. So sometimes they'd be shooting and he'd be talking out that way. It was like -- granddaddy, over here, you know? So those were kind of hard. But it was -- I mean, it was -- because I knew what he was saying. I'd done enough work that I knew what he was saying was -- was going to be very important. But it's hard when the companies are just getting started, as I'm sure he -- he can tell you about.

Q: Now, you've talked to him about his life's work. Have you ever challenged him on any points?

PEG JURAN MAYOR: Ah -- the one thing that we've sort of had -- my -- if I have a field, it is employee participation -- especially -- the factory floor, and getting employees involved. And he came up to talk to the Tuck School last year. They asked me to ask him. And he came up and gave a speech to my first-year class at that time. And afterwards, we were
having a discussion -- probably ten students and grandfather. And somebody asked a question about employee participation. And he and I had had several conversations because I worked in a self-managed factory this summer, and I've done a lot of reading on organizational behavior and that sort of thing. And he actually deferred to me on a question which was just -- it just made me feel really good. (LAUGHS) So it's not that -- I mean, it's interesting because that's -- that's definitely my field. I see quality as an avenue for employee participation. Rather than employee participation -- employee participation is the goal for me. And -- and it just helps you achieve the quality. So -- he's -- as far as challenging, he's just -- he just knows so much more about it it's not even --

Q: I sort of wonder how does the personal dynamics -- I mean, you're talking to your grandfather but your grandfather sort of wrote the book. To say, oh, you're all wrong.

PEG JURAN MAYOR: (LAUGHS) I can't imagine doing that. I -- I can -- if I can talk to him about things, it's because I've worked in two companies that were going through it. So I've seen that part of it. And -- he's come -- he comes in from the outside. But I was on the inside. So that might be one avenue where I can help. And I could talk to Corning with sort of a different angle, as well. And now, going to TRW will be the same situation, I hope.

Q: I completely forgot to ask your grandmother this. Maybe you can answer it. What's the story behind the bow tie?

PEG JURAN MAYOR: I have no idea. I don't even know -- I have no memory of him without a bow tie. Just -- and if its not wearing a bow tie, he's wearing one of those flannel shirts. But the same pants and the same jacket. It's just a
different -- different shirt. I've never -- I don't think I've ever seen him in a long tie. So it goes back at 26 years.

Q: You ever see him in a bathing suit?

PEG JURAN MAYOR: I've seen pictures. It's hard, because some of the memories -- my family history is on slides, and some of the memories sort of -- I don't know if it's a memory or it's just the picture. So --

Q: How does your relationship with your grandfather, do you think, differ from your father's relationship with him?

PEG JURAN MAYOR: Ah -- I like big companies more than my father. And I'm about the only -- well, I am the only one going into -- I work for these behemoth companies, and see the people that really are out there getting the services of the Juran Institute and that sort of thing. Because, in many cases, it is the larger companies. Ah -- my dad hates corporations and can't understand why I want to work for them. And I think my grandfather thinks it's great, because it's sort of this insidious way to infiltrate and champion the cause towards quality. So that's -- that's a different side. I see my grandfather in -- I mean, it's so many years later from when my grandfather was raising my father and they were moving. I don't know -- my dad counted -- I think he moved 14 times before he graduated from high school. And I was raised on the same street. And lived in the same house until I was 16, and then we built a house right next door. So, you know, I -- I had very few addresses. And I think that was a reaction to my father having to move so much. But my grandfather loves that. He loves the stability that my family was able to have, in part because of his efforts and his moving around. And my grandfather's worked to help us get an education. His -- I mean, everybody's very grateful to him.
And it -- it strengthens the bond there, because he's -- I -- I wouldn't have gotten where I was.

Q: One of the possible places that this video could be placed is like Channel 13, or public broadcasting. What would you say to a station manager who said: why in the world would America be interested in watching a video tape on Joseph Juran? What would you say to that station manager?

PEG JURAN MAYOR: There's -- it's interesting, 'cause there's so many avenues that -- or audiences that he could appeal to. Ah -- he knows more than anyone I've ever met about the labor movement in America -- which is an interest of mine. Just the history of -- you could -- you could give it to someone who's interested in the history of labor. And you could give it to someone who's interested in just the American dream. I mean, in many ways, he represents that as an immigrant and -- someone who started as a paperboy. As far as the quality, that's -- you know, we're going on -- well, for him, it's been 40 years that he's been working on it. And America -- I mean, everybody talks about the success of a Ford Motor Company or some of the others. And he -- my grandfather is one of the drivers of that. So you can't just say Donald Peterson, CEO of Ford is the reason for it. Because it goes -- it goes back farther. I think it's just a part of the rebirth of American industry, in my opinion, because this is what's turning it around. And this is what's going to make it competitive in the future. And it's the reason American industry hasn't been competitive in the past. So --

Q: This is a question your grandfather's really uncomfortable in dealing with it. Deming has gotten just an amazing amount of publicity and notoriety and the Deming Prize in Japan and so forth. What do you see as Deming's contribution to Japan versus your grandfather's contribution to the quality of Japan?
PEG JURAN MAYOR: Hmm. It's -- I mean, it's interesting because -- I've seen Deming's tapes, too. And -- they're both -- neither one of them is -- well -- you can take this as you want. My feeling of Deming, Juran, and Crosby is that Crosby is the real media -- person and is more, whatever the term is, but is more outgoing and more apt to seek the attention. But I don't believe that Deming or Juran seek that attention. Although everybody loves applause. As far as Deming, in my mind, he's -- he is more of the statistician and he is not -- I was looking at one of my grandfather's books just last night, and it stated in there: "The goal is to delegate as much as possible to the factory floor." I mean, he talks about management, and he integrates -- sorry -- Oh -- Deming's more of a statistician in -- whereas my grandfather will talk about management, will talk about integrating the concepts. Which, to me, if you just teach people how to do control charts, it's not enough. Because if they don't know how to use that information, it doesn't go anywhere. A lot of the training programs teach management silly platitudes about how to treat people. But trying to integrate that with the statistics that actually have to be done, and watching the work, and charting the work that actually has to be done. And I think my grandfather does a better job of integrating that.

Q: When you were at the Amos Tuck School and your grandfather came. What was it like? Was it an event at the school?

PEG JURAN MAYOR: It was -- it was actually very interesting because -- the director of -- executive education at Tuck had never heard of him. And I had had a lot of -- I had had several professors and a lot of students come up and say: can we get your grandfather up there this year? So I went up to the director of education and I said: some people have talked to me about getting my grandfather to come here. And
this man is not an academician, he works with companies but, apparently, doesn't know what they're doing as far as quality, 'cause he said: well, who is he? And I thought, oh, my gosh, what am I going to do now? So I sort of explained it and got some professors to help on that. So he was to come up and they -- they were going to have him talk to the first year class, which is about 160 students. The second years were angry and went and said, we better get to hear him, too. So they made it voluntary for everybody. And this director of education had no idea what -- what to do about this. So he arranged to have it in this classroom, which seated about 60 people. And I just thought, you really don't know what you're doing. The whole engineering school wanted to come and everything. So they had to move it at the last minute into the big auditorium, which seats -- I don't know -- 400 maybe. Ah -- but it was interesting because they had Bruce Wasserstein come down that same day from Wasserstein, Parella and Liar's Poker and the whole Wall Street movement. And he was addressing one of the courses immediately following my grandfather. So we - - my grandfather spoke and went into a smaller session and then Mr. Wasserstein spoke. And I had so many people coming up to me afterwards saying: you know, you have no idea the contrast between the two. The -- my grandfather up there answering questions and sort of so concerned about the health of American business, in contrast to this person who was concerned about fees and concerned about money. And it was -- it was refreshing. It was very nice. And my grandfather was actually very funny in the -- in his speech 'cause he -- I lived in the dorm, and I told my family all about the problems in the dorm. One of which was lack of hot water. And I had developed in my dorm, I learned my quality. I developed a check sheet -- to collect data, so we could present it to the school and say, you really have a problem here. And so we all kept track and said how hot the shower was, and what time we'd taken it, and everything. Ah -- and so my grandfather knew about that problem. And he managed
to slip that in. The whole administration was at this speech. And he slipped it in about how hotels have problems with hot water and, "well, hotels aren't the only places that have problems with hot -- " And the whole school cheered and it was -- it was very funny. So -- and actually, the -- that night they had a dinner with a group of students, and it was sort of a random drawing of students, and a couple of faculty members. And -- I sat by grandma because I can --
PEG JURAN MAYOR: --- sat over with my grandmother. And the people are sitting --- we had a great time over my by grandmother. But -- I knew that the reason my grandfather had come up in the first place was, I had called him and I said, look, you can come up and you can talk to the faculty, and you can do that, but you can also talk to students. And you can -- he loves young people. And he loves -- I think he loves his grandchildren, not only because they're grandchildren but because of the life and the spark. And I promised him spark. And he -- I think he got it. But because some people could have private meeting with him and things like that. But it's -- he really enjoys it. And when -- when we were in the smaller group, one of the second year students, who was going into consulting, came up and he said -- or he asked my grandfather a question. He said: you know, can you tell me a little bit about quality in -- what was it -- insurance companies, I believe was the -- was the field. And what can you tell me about the movements in there. And my grandfather said: well, look, give me your name and I'll send you some articles. And so this same individual came up to me and he said: oh, Peggy, he really doesn't have time to do that. Can you -- can you help me. And I said: look, if he said he'll send you articles, he'll send you articles. Give him your name. And you notice him -- he'll write it on his pad of paper. And once it's on there, he does it. And I talked to that same student couple of weeks later and he'd received the articles and a nice note. And, you know, I mean, he's just -- a lot of the gurus or whatever that you would talk to wouldn't take the time to do that. So it's kind of nice.

Q: I've asked everyone this, because we sort of slip in and slip out of these relationships with your grandfather and you see him momentarily in a very narrow context. What's Dr. Juran really like?
PEG JURAN MAYOR: He's demanding. He's motivating in how demanding he is. He always has something that he wants us to improve on -- sometimes it's your appearance. Last night he didn't like my laugh (LAUGHS) and so he told me about that. Or my hair, or, you know -- but he's -- he cares. I mean, in the final analysis, it's his concern. And he wants to know -- and this is true of my siblings that aren't going into business, that are going into other fields. He wants to know why you want to go work some place. Or why you want to do these kinds of things. To -- it's not to test your commitment, but to see how you think, and he learns things. And he wants to learn from everyone. But he doesn't tolerate failure -- and it's all how you define that. But he's a very strong individual himself. I remember him calling me in college one time and I had a weight problem in college. And he said: well, I gained a pound last week, got to get that off. And I -- oh, no. I don't want to talk about it. But, you know, it's that sort of thing, where he's -- he has such control of his own life, sometimes it's hard to be as controlled.

Q: I would think, if my mother or my father called me and said: I don't like your hair, I don't like your laugh, I don't like your weight, I don't like your this. I'd say: leave me alone.

PEG JURAN MAYOR: Yeah.

Q: What is it in him that allows you not only to accept it, but to sort of embrace it, in a sense. I mean, here you are.

PEG JURAN MAYOR: Well, I'm not sure I accepted it (LAUGHS) in college. But one thing is, I mean, in all the classes I've taken about how to train people and things like that, they say: pick one thing, give people one piece of feedback, and then move on. And then let them deal with it as they
would. And that's what he does. It's sort of a -- you have a boat on the water and there's rocks underneath, and he just kind of lowers the water level a little bit, in efforts to improve you. You hit a new rock, and you get that one out of the way, and then there's a new one, and that sort of thing. So it's not -- it's not oppressive where it's: oh, you're a total failure. It's -- you know, you might want to change that. So --

Q: Your father made an interesting observation. He said there's something about the Juran clan that doesn't make us good employees. And yet here you are a good employee. What is it about the other Jurans that somehow make them not such good employees?

PEG JURAN MAYOR: I'm a good employee who wants to be CEO -- so (LAUGHS) may have a different tack. I think -- we're very independent. This is a -- this is a family that gets together -- I had Christmas with my siblings for the first time in five years this past Christmas. Because I've been back east for the past several years, I see them more often. But if we see each other once a year, it's a good thing. And it takes us ten minutes to catch up and then we move on. And we don't -- we don't sweat the little stuff -- and we don't -- we miss some of the day-to-day. But it -- it's still a very close family. So that's hard in a -- in a company because a lot of times, you know, it's -- it is that everyday thing, and it's very connective and that sort of thing. We're also -- all of us are time compulsive. And we have what's called the Juran twitch. Which is, you know, looking at your wristwatch. And -- that's hard for some people. When I'm starting a meeting, when I'm running it myself, it starts on time. And it drives me crazy when it doesn't. And it drives other people crazy. We're good employees because we plan. Most of us are maniacal planners. I'm probably the worst. And -- we're bad employees because sometimes we don't -- we won't settle. And we'll bring up the uglier topics. I mean, I think we've learned -- I would hope
we've learned a certain level of either integrity or very high standards for ourselves and for others. And we -- just as my grandfather won't put up with less, neither do we. So -- we're the squeaky wheel, which sometimes gets greased and sometimes gets fired. (LAUGHS) depending on the situation.

Q: We've just done talking to your grandmother. In her day, she was clearly a feminist. She was a woman who worked.

PEG JURAN MAYOR: Uh hm

Q: At a career a couple of years before having children, before starting a family. And yet, here she has seemingly surrendered literally her whole life to support what your grandfather has done in his lifetime. Is a modern woman of today. How do you see your grandmother's life.

PEG JURAN MAYOR: There's a book. By Vidasak Vilwess (?) called All Passions Spent. And my grandmother gave me a copy of it which she had read. And it's about the same kind of thing: a woman whose husband rises to be prime minister of England, and then dies. And all the children say: oh, well, grandma will have to come stay with us. Or, oh, we'll have to take care of her. And what the -- what the woman decides is that she's going to buy a home in the country and she's going to live by herself, and she'll ask you to visit, when she wants to see you. And she really sort of is: now it's my turn. Ah -- and there were passages in that book that were underlined by my grandmother. And I just treasure the copy. I would never do anything to lose it. But what I see is that within her, there are stories. I mean, she wants to write down -- she has been writing down stories, on her own. I have very much a separate relationship with her than I do with my grandfather. And, in many ways, much closer to my grandmother. I'm -- we write to each other and we talk to
each other. And she's -- she's practically mother of the bride on this wedding that I'm planning. And -- it's definitely a separate thing. And I think everybody in the family has a separate relationship with her. So she does have an entity outside. In New York City, you couldn't keep up with her. She was all over that town, and taking the buses, and you know, she could take taxis. And just -- I used to spend the day with her and I was exhausted at the end. And she'd come home and make the chicken and salad dinner, you know. And she's -- she's amazing. I remember just a few years -- she taught me how to knit about five years ago. And I -- I knit constantly now. And then about three years ago, she decided she was going to take up quilting. And she was 83 years old. And I thought, my -- you know, gee, this is -- this is a real -- a real woman. And it's -- she always has a project. I mean, that's the way all of us are. She always has a project. And, besides, she only said she's going to cook for him for another year, so -- and then it'll be interesting, 'cause I bet there's just no bounds on what she's going to want to do. So -- when she got hurt -- when she had her surgery last summer, it was very -- I think that was a good thing that happened. Because my grandfather had eight weeks where he needed to take care of himself. And he didn't even know where the plates were in the kitchen, type of thing. And she taught him, and she knew everything so much by -- when you make the same thing for seven years, you can pretty much tell someone how to do it. And she told him how to do everything. And I came and visited during that time, and he was: would you like some chicken? Yeah, and he was so proud that he could make it himself. But it also showed him -- and I remember seeing him visit her at the hospital, or when she came home. And to me, he seemed more devoted. And maybe I was super-sensitive because she had been in the hospital and everything. But -- you saw it. I mean, you just -- you see the bond between the two of them. It's really -- they've been married 65 years. Amazing, so --
Q: What have I not asked you?

PEG JURAN MAYOR: Hm.

Q: About your grandfather that you think deserves a place on videotape and if you don't say it, maybe nobody else will?

PEG JURAN MAYOR: Hm. I don't know.

Q: Think about it.

PEG JURAN MAYOR: In some ways, he's -- he has set a standard for all of us. He's very boot-strap, I mean, from the newsboy to whatever you would like to call his current position. Ah -- and for the rest of us, he sort of -- he sort of makes us feel that way. Everyone in our family, I think, believes that you earn your keep, and you earn people's respect. And you don't just get it because of your last name, or because of your title, or something like that. Ah -- so it's a challenge -- by helping us with our education, he said: you can go to any school you get into. So then it's a challenge to see how good you get. Ah -- you can work for any company that you get hired by. And that sort of thing. So it's very motivating because of the -- it's not perfection, but it's always working toward that.

Q: Everyone we have talked to, if there's one skeleton in the Juran family closet, it's your Uncle Bob, and the relationship between your Uncle Bob and your grandfather. Everyone seems frustrated by it, and pained by it, but seemingly powerless to do anything about it. Now here's a man who's boot-strapped himself up, who's moved mountains literally. Brought the Japanese economy to the forefront. What do you think stands in the way of reuniting a father and his first son?
PEG JURAN MAYOR: Well, in that case it's 40 years, probably, of it being -- uncomfortable. And Bob -- I know Bob has visited here and it's just been a -- not a good situation. They say that everybody has something. Everybody's got some flaw. And where we will help us and tell us what some of our more obnoxious habits are, that sort of thing, I think that's his. And I think our family believes that there comes a time where something like that is his business. And it -- it's a very difficult thing. It's his eldest son. And the fact that my father and Bob don't talk. I've never met him. The fact that they don't talk doesn't help things, because he's very close with my father. So the chance of it being perceived as a betrayal on somebody's part is very high. Ah -- he's very busy. I used to -- we used to correspond by writing. And my grandmother and I still correspond. But -- it's easier to call granddaddy now, 'cause he's so busy. And, you know, it's all the back-log. And that's what he talks about. But I think that -- the busier you are, the less approachable. And people get frustrated by that. And maybe Bob's frustrated -- I don't know. It's -- I'm just -- all of us are very glad that Joy is here. And so we know Joy. And I don't know Mike very well. Bob's other -- Bob's other child. But, you know, sort of vicariously, get to know him. So--

Q: Thank you Madam President.

(END OF INTERVIEW WITH PEGGY JURAN MAJOR)