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Interview with Sylvia Juran

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Sylvia Juran
(Interviewed on 2 May 1991, Wilton, Connecticut)

Video Roll #15

Q: just in case. The correct spelling of your name?

SYLVIA JURAN: Sylvia, S-Y-L-V-I-A.

Q: And Juran as like .... ?

SYLVIA JURAN: As in Juran.

Q: J ... no, I know how to spell it at this point. Um, and you are daughter.

SYLVIA JURAN: I am ... I am the only daughter.

Q: The only daughter.

SYLVIA JURAN: And the favorite ... and the favorite daughter.

Q: Um, everyone has told us that.

SYLVIA JURAN: Okay.

Q: You were always the favorite.

SYLVIA JURAN: Favorite daughter.

Q: Now you were also the clear favorite.
SYLVIA JURAN: I don't believe that.

Q: You don't?

SYLVIA JURAN: No.

Q: Why not?

SYLVIA JURAN: Because I have a couple of terrific brothers. Is ... am I on already?

Q: I have ... listen, I have a daughter. I have a nice son. But that daughter, or a father, what do you say?

SYLVIA JURAN: Yeah, fathers love ... and my father loves little girls. He's got a thing about them.

Q: What's to not love? Were you a good girl?

SYLVIA JURAN: I think I had like a sly streak. Like, um, one time I was going up the stairs. And my father noticed that my hands were ... my fists were clenched. And, by the way, we were strictly forbidden to have marbles in the house. Because the vacuum cleaner could pick them up. So he saw that I was going up the stairs like this. And he pried open my little hands. And you can be sure that there were marbles in them. So, I was like sly, I think.

Q: So the big test of fatherhood, then, is what did he do about the marbles?

SYLVIA JURAN: I guess they got put outside.
Q: How about ... what did he do about you?

SYLVIA JURAN: Oh, I ... we never got sp ... I never remember being hit. I remember one time my brother, Chuck, was supposed to get a real whacking. But my mother and I had a plan. So (Laughter), we ... we put like a board, uh, under his trousers in the back. And so then he was lying in a bed waiting for the whacking. But I don't think he felt much. I think my father's hand got ... got it worse than my brother.

Q: Is your father a strict disciplinarian?

SYLVIA JURAN: He was. He was a very tough man. I mean, he's gotten considerably mellowed. He's, uh ... we had ... it sort of had to be his way. But the older I grew, the more I understand ... understood and understand him. And he's really right most of the time.

Q: What ... in speaking with him in and talking to Don ... obviously you get the sense that your father was driven by different forces at different times of his life. How did you see those? You know, as a child, obviously, growing up in the house ... how did you see the stages of your father's life?

SYLVIA JURAN: I don't know how much attuned I was to his career as such. But I knew that he always worked very hard. And he loved to work. And I knew that no matter what he did, he always put his best into it. Like, if he even wrapped a package to be sent in the mail. It was perfect. Everything was perfect. It had to be ... there was only one way to do things. And that was the right way.
Q: Does that also account for fatherhood? Was there one way to be a good father?

SYLVIA JURAN: Well, his way of being a father suited me. He was a disciplinarian. But he wanted you to do things right. Um, we did some bad things when we were kids. But I think we've pretty much straightened out, all of us. I think we did the normal things that kids do.

Q: One of the things that ... that we hear is, obviously, is that your father did quite a bit of traveling. I mean, he was driven to pursue success.

SYLVIA JURAN: Oh, yeah.

Q: Almost as though there was a destiny there.

SYLVIA JURAN: Yeah.

Q: Um, you know, I know I travel a bit. And I'm ... the ... the events in my daughter's life that I missed. I, to this day, regret. Not being at the assembly when she sang or played the tamberine. You know, that stuff. I mean, that ... that had to be somewhat disappointing.

SYLVIA JURAN: I don't remember any important events where he was absent. Or ... I .. I just don't recall.

Q: Syliva, are there any .... ? Look ... think back. Um, any of those little incidents. I mean, like the marbles, for example. Um, or to the fact that he wrapped a package perfectly. Some of the ... those events have sort of crystalized for you or will crystalize for someone who ultimately sees this
tape. The ... the kind of man, you know, you saw your father as being.

SYLVIA JURAN: I don't how to say ... how to answer that. Um, let's see. He was a loving and protective and supportive parent. I remember doing things with him like picking wild blackberries. And we also had raspberry bushes. And ... but ... after he got through with the raspberries, there weren't any left for anybody. He loved them. Let me see. My earliest memory of my father, my very earliest, is when I was really little. And I was sitting on his lap. And they used to really starch shirts in those days. You know, particularly the pocket? So, it was my ... I used to unstarch his pocket. Now, I must have been like three ... two or three or four, whatever, pretty small. Let's see. Events ... I don't remember specific ....

Q: What ... what was the first time that you somehow realized that ... that your father was actually this guy Dr. Juran.

SYLVIA JURAN: I guess when he was teaching at New York University uptown. Because some college friends of mine had friends who were in the school of engineering. And that ... well, I ... I ... his books were published ... started to be published pretty early. I guess I was in my 20s when he was ... no, I was proud of him. I must have realized it very early. I ... but I ... I also have an uncle who is quite an achiever. Uh, our Uncle Nat, my father's younger brother. He got an Academy Award for art direction. He directed many Hollywood movies, including Ronald Reagan movies.

Q: We didn't hear about that.
SYLVIA JURAN: Yes.

Q: What ... what is it in the .... ? What kind of an environment did those two guys, those brothers, grow up in that drove them to such achievement?

SYLVIA JURAN: A very harsh, severe childhood. There's something in the blood. There's something in the genes that just pushes the Jurans. Actually, my mother has got this same kind of vitality. There's something, if it could be bottled, somebody would make a fortune. It was really ... it's the kind of a hard life that you read about in the Horatio Alger stories. I know that he got up at, like, four o'clock to sell newspapers. And he had to ... he ... he couldn't afford to take the streetcar because it was five cents. And he didn't have five cents. So, he'd have to go out in this really ... it was Minnesota in the wint ... you know, in the winter? It would be twenty, thirty or more below zero. And he had ... he was determined ... you know, I remember a picture. There's a picture, there's a photo of my father's family. His mother, father and, I guess, all of them, or most of the children. And my father somehow stands out. He was a little boy. He couldn't have been more than eight or nine years old. But he had this incredibly serious expression. This was not a childlike ... a child's expression. It was like he was gritting his teeth. And maybe he couldn't even articulate it. But you felt that he was determined, somehow, to make it. On his own. I mean, how else? And this ... this was very early. I mean he always got good grades. He always studied. The way was clear for him. I don't ... I don't know if he could have articulated it. But he was always very serious.

Q: Did he ever share with you, um, his years in growing up?

SYLVIA JURAN: Yes.

Q: The devils that pursued him?

SYLVIA JURAN: Well, he'd ... like his father was kind of a bum. He was a shoemaker. And had all these neer-do-well bums who would come around and drink. Drink hootch in the shoe shop. I think my father didn't like that stuff so much. I guess he ... I guess he wanted to be different from that. He wanted to make something out of himself. To be proud of himself.

Q: We asked him, you know, "When you're a pioneer, who do you turn to as a role model?" And he thought and thought. Can you guess who he selected?

SYLVIA JURAN: I think it was his mother.

Q: It was.

SYLVIA JURAN: It was?

Q: Yeah.

SYLVIA JURAN: Yeah. He keeps a picture of her on his desk. She died when he was very young, of tuberculosis. Which, in those days, was a very common disease. There were epidemics of tuberculosis. She died in her 30s from TB, from overwork. All her children speak the same about her.

Q: Do you know what ... what he says he ... he prides the most about her influence?
SYLVIA JURAN: I don't know. Her love for her children.

Q: There was that. There was the strong sense of ethical behavior and honesty.

SYLVIA JURAN: Responsibilities.. Exactly.

Q: Great sense of honesty.

SYLVIA JURAN: Totally. This is one of the strongest features. He's ... his honesty is total and his integrity is total. It's almost frightening.

Q: How so?

SYLVIA JURAN: (Laughter) It's, um ... well, one time he ... I don't know if I got this quite straight. But, um, he was paid for a consulting job in Eastern Europe. In dollars or ... I mean, he was paid in cash. There was no record of it anywhere. And you can be sure that he ... that when he did his income tax, this was fully listed as income. No way of tracing it whatsoever. I ... I think I've got the story right. Of many ... many illustrations of that ... of concern for his family. Uh, his sister got into, uh some difficulties with some dishonest lawyers at one point. And he went down to Birmingham. He spent days just sorting out the whole situation. Straightening it out. And seeing that they didn't get away with anything. And that she was ... that she was treated properly. Uh, I can just ... I can give you a very recent instance. When my mother, at the age of 85, had to have an operation? Now, here's this man, he's 85, too. She needed ... she'd had the operation. She needed an after care facility. He spent about two days driving around Connecticut, in the vicinity. Personally visiting every
... about six, at least six places. Going around, looking at it. Talking to the people. Filling out forms until he was convinced that he had found the best one. That's what he's like.

Q: Indefatigible.

SYLVIA JURAN: Indefatigible.

Q: Titalist(?)

SYLVIA JURAN: Nothing ... there's nothing less than the best. In ... in every respect. I mean, he puts his best into whatever he does. And I'm ... I think some of that has rubbed off on me. A little late in the game, maybe. But it has. I'm ... I try to be that way myself.

Q: You talked about that Juran vitality that should be bottled. What are the ... what are some of the elements of that ... that mystical product that we could all put on the market and make a fortune with?

SYLVIA JURAN: Well, a kind of an insatiable thirst for work. Maybe he goes too far. My mother complains, but it's hopeless. He's just energy. Getting up early. Which I can't seem to manage. Getting up early. Uh, going to bed late. And most of the hours in between seem to be filled with ... with work. But he'll watch ... he'll watch tennis games and baseball now. But that's for a break. He'll, um ... he takes very good care of his health. Uh, one of the jokes ... one of the family jokes is that ... and it's really true ... except when he's traveling, he eats ... he eats exactly the same thing for breakfast every day. Exactly the same thing for lunch. (Laughter) And exactly the same thing for dinner. And it ...
Q: Let us in on it.

SYLVIA JURAN: Do you want to know the secret?

Q: Yes. What are .... ?

SYLVIA JURAN: The secrets?

Q: What's the menu?

SYLVIA JURAN: (Laughter) Okay. Breakfast. It used to be eggs, but he doesn't touch them now. It's, uh, okay, prunes. And I think it's, like, eight prunes. Everything is counted out. And, with horror, I realize that I do the same. I mean, I'm ... I count things, too. No prunes, but .... (Laughter) They're cracking up. (Laughter)

Q: It's okay. We're allowed. So we've got ... okay, breakfast is ....

SYLVIA JURAN: Okay, breakfast, you've got either eight or nine prunes. I forget what the latest number is. Then, skim milk. Not even 1%. Skim milk. Uh, I think he's ... I think it's Kellogg's K. Or ... or ... uh, shredded wheat. Those little shredded wheat pillows with skim milk. Um, no sugar, of course. And then black coffee. Instant coffee. Then for lunch it's, um ... okay, my mother ... oh ... oh ... everything's ready for him, you know. She ... she's been doing this for years. First of all there's a salad without any dressing on it. There's one for lunch and there's one for dinner. She's got them in the refrigerator by 10:00 AM. Then there's ... then ... then it's half of a tin of ... of a certain kind of tuna fish. And there's like a ... there's this square dish with glass cover. And
he eats half of it one day. And there's a line ... you could use it for a ruler ... down the middle. And then the (Laughter) the second half, the second day. (Laughter) You mean nobody else has talked about this?

Q: Dinner must be unbelievable.

SYLVIA JURAN: Dinner's great. Dinner's, uh, (Laughter). Dinner's the same thing. It's the second salad. It's really funny when you think of it. Then he has broiled chicken. And he used to eat skin but now he does not eat the skin. What does he have ... and a lot of fr ... fresh fruit. See, it's like his body's a ... a machine. And he wants the machine to run as long as possible. So he's giving it the best possible kind of fuel he can. And also, he has this exercycle. I was after him for years to ... to do some real exercise. So finally, when the doctor said, yes, it would be a good idea, he got this. And he's gone like 9,000 miles on it already. He watches certain programs on TV. Very lowbrow programs, to my horror.

Q: We know which one it is.

SYLVIA JURAN: You do?

Q: Yes, Jeopardy. And actually, his own word, he's getting a little slow on some of the answers.

SYLVIA JURAN: Is he?

Q: People are beating him who he thinks shouldn't.

SYLVIA JURAN: Oh dear. I, I don't know about it. It's, I nev, I don't watch, I haven't watched the program.
Q: Okay, we, we found all the real good stuff. I mean here’s a man who, obviously disciplined, driven, careful. What’s the bad stuff? I mean what, what are the secret foibles?

SYLVIA JURAN: There used to be bad stuff. There is no more bad stuff. But some of the foibles are adorable. Now I don’t know if this is prying too much into his pri, but he does two things that I think are adorable. One of them is, after he takes his shower he takes his wash cloth and he plasters it against the wall of the shower stall. So, you know, when it comes off it’s like a board. I think it’s great.

Then the other thing he does is to, is he, in, his toothpaste he, he doesn’t roll it. He, he sort of, it goes from the bottom and then it gets flattened out gradually. So he once showed me a toothpaste tube that he was finished with and it could have been used as a real, it was, I just started laughing. It was great.

Q: He’s cute.

SYLVIA JURAN: He’s, he’s heaven.

Q: Did, growing up did you have a sense that this is a guy with a destiny?

SYLVIA JURAN: Well it was a self imposed destiny. He wanted to make his mark. He wanted to make his mark, and I think from a very early age. He was a chess champion, of course. That was the first. And I, wonderful grades I, I’m, I’m sure since grade school. Grades, no, maybe...
Q: He had you all horn swaggled. He didn't do well in college.

SYLVIA JURAN: Oh dear.

Q: But he was a, did, was a chess champion.

SYLVIA JURAN: I guess, I guess maybe because he was playing chess so much.

Q: Too much time with chess.

SYLVIA JURAN: Oh, that's interesting. I guess I thought he had all As. Well, that's all right. But in the depths of the depression he was one of the few who had a good job waiting for him.

Q: Lots of people believe they have a destiny. Lots of people have the potential. But here is a man who absolutely has fulfilled it.

SYLVIA JURAN: Yes.

Q: How was he able to do it when, when, you know, there are millions of us who have these aspirations somehow haven't?

SYLVIA JURAN: Because when you're determined to make good you more or less can't do anything else. I mean you can. You can. You can take time out for your family but you, you, you can get involved in sports, you know, to some extent. But you have to focus. It has to be in your mind all the time that this is it. This is your life. And you have to love it, and he loves it. You have to make, you have to love
something. And then you have to concentrate on it. And most people can't do this. Or the drive isn't that strong. They like to do different things.

I, I thought I would be a Russian scholar but I love to cook and I love seeing my friends. I ended up in publishing for various reasons. You really have to be focused on one thing. And you have to be determined to be the best. And lots of people could do it. I think just about anyone could be a genius in, in any one thing. But they, they've got to be determined to do it.

Q: Shall we change tapes?
   : Let's change tape. (MIKE OFF)

Video Roll #16

SYLVIA JURAN: Oh, well, about this determination? I've, I, I've had a little anglings on that. Not as much as he has because I haven't been focused the way he has. But times when I’ve been writing something for my own and putting my best into it, there is really nothing that compares with it. It's, it's just, it's like some kind of joy. It's addictive. It's the most addictive drug there is.

Q: It's interesting in, just in speaking with him, and we've, we've sort of worked together now over a number of years and spent a lot of time in each, certainly professionally in each other's company, even in, in an arrangement like this. And I was very surprised. I said, you know, as you look back over the, obviously very distinguished professional career, you know, what are the things that you are now proudest of? You know, that you could say...and I was amazed that he says he no longer feels pride or, associated with those things. He's,
doesn't look back. He looks forward. And I said, he's sort of gone to the next plateau.

SYLVIA JURAN: At 86, yeah.

Q: What, where is the ground work that says he now is looking to see how he can help society in some way?

SYLVIA JURAN: Well, I, I think that's, I think you can't separate in a, in a man's career or a woman's career, you can't separate the altruism from the desire for self fulfillment. But anyone who, who is serious about what they do is, is help, is helping society in every way. You know, someone who makes a movie that touches people's hearts, someone who writes a book. Some, you know, it connects with people. And it....

Q: I understand he was sort of a fan of that movie, Cheaper By The Dozen and the sort of practicing of scientific management in the, in the home environment, as it were. I don't know if you remember that movie.

SYLVIA JURAN: Not too well. Well, we disagree about certain things. Like he thinks knives on a magnetic rack should have the points down. I think they should have the points up. We've had a couple of disputes on that. I've tried to show him that it's easier to grab the handle of the knife. Yeah, things are, he's got things set up the way he wants them. But any good household would be the same.

Q: The remarkable achievements, the driven, the drive, the dedication that we talked about, are never achieved without some form of price. What, what kind of price do you think your father has, has paid for that level of, of success?
SYLVIA JURAN: He thinks that he didn't spend enough time with his children when they were small. And particularly, I guess, with my older brother who has had a lot of troubles. But those were different times and there were no Dr. Spock books. Parenting wasn't the same way back then in the '30s, early '30s, as it is now. So much more is known now. I guess he would have, I guess he thinks he could have been a better father. I think he was a good father. I was, we had a won, we had a, we had a great thing going.

Q: I understand he, he is a wonderful story teller and tells great jokes.

SYLVIA JURAN: I can't remember any of his jokes, but I know he's told a lot of good ones.

Q: We, in all these years I've never heard him tell a joke.

SYLVIA JURAN: Oh god. He's told plenty. I wish I could remember them. He's, he's funny. He's very funny.

Q: He's still driving.


Q: Doesn't he know he's 86 years old?

SYLVIA JURAN: No. He thinks he's about...50, I guess. I, I think he's going to go on forever. I hope he does.

Q: Yeah. It would be nice if he does. We started to talk before about this, this magical solution that's, goes through the
Jurans. Articulate again for me, if you would, what are, what are the ingredients of this magical...

SYLVIA JURAN: The ability to concentrate. A determination to do your best, to be the best. It's a determination to be the best. It's a kind of idealism. That's really what it is. It's a determination to, to work to your utmost capacity. To give the absolute last ounce of what you're capable of. It's, it's a kind of craziness. It's kind of a wonderful craziness.

Q: Growing up, let's say as an adolescent or a teenager in a house like that where every once in a while you want to bag it or stay out a little later or not do your history homework....

SYLVIA JURAN: Yeah, there wasn't much tolerance for that, I guess, when I was young. We, there was an absence of patience. But maybe we, maybe we deserved it.

Q: How would, we're going to be speaking with your mother, I guess in a week or so.

SYLVIA JURAN: Good.

Q: But you know, from a daughter's perspective, here you are, you know, two women in a, clearly a male dominated household.

SYLVIA JURAN: Definitely.

Q: Boys against the girls?
SYLVIA JURAN: No, there was never anything like that. Although, it seemed to me my brothers never had to do as much around the house as I did. I'm convinced of that.

Q: We hear there was a lot of chores to do. There was a great sense that everybody had to make a contribution.

SYLVIA JURAN: I made a contribution. I, I guess my brothers did. But I guess we had kind of a feud going sometimes, me and my brothers.

Q: You could tell us about it. We, we've heard about some of the...

SYLVIA JURAN: Have you?

Q: Sure. You tell us yours, then I'll say what, what we've heard.

SYLVIA JURAN: God. I can't remember specific incidents. Oh, my two brothers, Bob and Chuck, had hidden something of mine and Don hadn't been born then. And I, I couldn't get it out of, I finally found it. I think they had, I think I had a box of bath powder and there was like a piece of paper or something that I needed. I think they had buried it in the bath p...I can't remember. It was the two of them. They were always doing wicked things. I was pretty good, I guess.

Q: Were there things like family trips, family vacations?

SYLVIA JURAN: Yes. Lots. I, yeah. We went to the national parks. We went to, we did a lot of traveling. We went to the lake. We, in Minnesota we used to go a lake in the summers. I remember minnows tickling my legs. I must have
been about five or six. Let's see, yes, we went on plenty of
vacations. I remember sitting up in the car. It's pretty far
back, though.

Q: Were you kids still at home when, when money ceased
to be a problem for your father?

SYLVIA JURAN: No. No, I don't think so. I think we
were out of, I think we were out of college by then.

Q: What changes did you notice in your father as, as he
was less driven by the need to, to survive and, in this,
financially? And when he became, you know, less concerned
with that?

SYLVIA JURAN: Well he became quite generous, giving
money to various causes. He, his life didn't change in the
slightest. Neither, for need, for either of them. Well they
lived in better houses. But their actual way of life is quite
conservative. They never went in for, for any, for fancy
stuff. They, you know, good theater tickets, things like that.

Q: I understand music was very important in your home.

SYLVIA JURAN: Yes. [My mother played the piano and
we used to have these great evenings. I wonder if families do
this anymore. Around the piano, my mother would play, give
us all (UNCLEAR) songs and we would all sing them. We'd
all have various parts. And he would, he'd sing, he'd sing the
roles, he'd sing the parts where the, where the voice went way
down. Like a Policeman's Lot is not a happy one, that was one
of his favorites. I remember that was great. That was really
nice. We did a lot of things together.
Q: Can you remember a time when, you know, the family as a whole was at its happiest?

SYLVIA JURAN: I think when we were in grade school probably. Because when the war came it, it really disrupted things. We were, we'd been living in (Summit,) New Jersey and we were all pretty happy in school.

Then, in 1942, he went to work for the government because he had this, he had a strong feeling that he wanted to be involved. That he wanted, it was very altruistic since he took a big cut in salary, I guess. Yeah, he did. It was, it wasn't easy for the family. But it, he felt that it was something he had to do. So we all moved to Virginia and he worked for the government until 1945. This kind of disrupted our family. This was a bad thing for our family. It happened in many families. This wasn't unique.

Q: This was essentially voluntary decision.

SYLVIA JURAN: Very much so.

Q: It wasn't like being drafted and sent off to war.

SYLVIA JURAN: No. He....

Q: What kind of input did other members of the family have for something that was going to be as, as, a major event in your family's history as it turned out to be?

SYLVIA JURAN: You mean the war?

Q: Well no, your, not so much the war as your father's decision to say I'm going to leave Summit, New Jersey where we're all happy and comfortable and move to Washington to
take something altruistic at a substantially lower salary and place you all in, in far more difficult surroundings?

SYLVIA JURAN: Of course it wasn't said in those terms. But that, those were the facts, I guess. There was no input. (LAUGHS) He made the decisions. He made the decision. I'm sure he talked it over with my mother. We were never consulted on anything. We sort of obeyed.

Q: You were in high school at the time?

SYLVIA JURAN: Let's see. Yes.

Q: 1952?

SYLVIA JURAN: Junior high school.

Q: What a difficult time. You were about to graduate the following year and lose all those friends.

SYLVIA JURAN: Oh, forget it. What friends?

Q: Really?

SYLVIA JURAN: It was rough. I didn't get out of it. I, I was in a mess. Well don't put this on the thing but I was in a mess from like seventh grade through twelfth grade, whic his not...now I, I could look back at it now. I look back at it now and I realize this is not a big deal. It's really very minor. So, I had friends my own age in college and I had a pretty interesting life. So I had like five very bad years. But it's really not significant. Now, I see that now.
Q: How was it, it's interesting, you're all, you know, coming back here today and you, this is the first time you’ve been in this building?

SYLVIA JURAN: Absolutely.

Q: You live where?

SYLVIA JURAN: I live in Manhattan, east side.

Q: Not so far away.

SYLVIA JURAN: Really? Yeah.

Q: And this is, they've been here for what, about two years or maybe three years in this building.

SYLVIA JURAN: Yeah.

Q: How come?

SYLVIA JURAN: I don't know. I have my own life and he never suggested that we, I've always said oh, it would be nice to see it. Also, its just moved. I think I saw the building a, the old build, the building of the other one, the other institute. I've never, I think we drove past this once with my a, nieces, a couple of my nieces. It's pretty fancy.

Q: It's very nice.

SYLVIA JURAN: It's, it's great.

Q: And yet I, I mean I don’t want to push you into an area that you're not comfortable.
SYLVIA JURAN: No, that's all right.

Q: It would seem to me that....

SYLVIA JURAN: That's all right.

Q: I mean I have a, I have a daughter who I consider to be very special, and a son, you know. And I, I mean I share stuff and I take them and I show them and I bring them.

SYLVIA JURAN: Yeah.

Q: And it would seem that the most natural thing to say...

SYLVIA JURAN: Yeah. His career was not, was just, it was like for him. It wasn't, we never shared in that. It was just him. That's the way it was.

Q: As he's mellowed a bit, has his priority shifted at all?

SYLVIA JURAN: He's easier to deal with. He was, it was not easy when we were growing up. It was pretty authoritarian.

Q: Couldn't say dad says no, let's ask mom?

SYLVIA JURAN: There was never any thought of doing anything other than what he said we would do. It never occurred to us. I mean at least not to me. That was it. That was the law.

Q: Four kids, collective bargaining opportunities? None of that?
SYLVIA JURAN: No, there was none of that. Ex, there were one or two, yeah. Once my mother, my brother Don told me once that they, he and mother and my father were on a trip and they wanted, my mother and Don wanted to see a certain thing but there was a big crowd and they had to wait. Like they had to wait one hour, then they had to wait two hours, 'cause it started every hour, and my father wanted to leave. But the two of them ganged up on him and he, they finally convinced him. And they did go to it and it was great and he admitted that they should have gone and that he was glad that they had. But he had, he has, he's got a very strong personality and it was, things were pretty cut and dried when we were growing up.

Q: When you get together with your brothers and you talk about the good old days, what, what kind of things do you talk about?

SYLVIA JURAN: Oh, tricks we played. It's, I can't think of any specific instances. I'm, remember, yeah, my brother Chuck did something terrible once. Or well, he was up on the roof and my grandmother was in the backyard and he had the garden hose. He was pretty young and I think he turned it on my grandmother which was not a nice thing to do. Escapades, various escapades.

Q: We hear about your father's sense of humor every once in a while. Is there any example that you can sort of pull out that would say, is it, what's the funniest thing your father ever did spontaneously?

SYLVIA JURAN: I just, I wish I could think of something. He's got, he's got a fantastic sense of humor. But
it's, it's all sort of ad hoc. It's so specific to the situation that I
can't think of any, any instance.

Q: We are hoping that this videotape might be seen by a
larger audience than just those people in business who are
involved in, in quality. Why would the standard Channel 13
viewer where this might find a home, perhaps, what do you
think they would be interested in? Why would, you know,
what, what about Joe Juran that the standard Channel 13
viewer would like to see?

SYLVIA JURAN: I think there'd be wide interest in how a
man achieves success seen from many viewpoints. From the
viewpoints of his family, his family, his friends, his associates.
I, I've never seen a program like that. I think it would be
great.

Q: I guess in a, in a short answer then, how did Joseph
Juran achieve success?

SYLVIA JURAN: By establishing goals for himself and,
and achieving, just doing it. Just zeroing in and doing it,
which is the only way.

Q: If you could somehow wave a magic wand over your
growing up in your father's home, change one thing, what
would that, what magic wand would you change?

SYLVIA JURAN: I would...this applies to both my
parents. I would have softened their personalities somewhat.
And may, I would, I would have them made, I would have
made them, I would have made them a little more easy going,
I think, both of them.
**Q:** Sylvia, what have I been not smart enough to ask you?

**SYLVIA JURAN:** Nothing.

**Q:** That you believe absolutely ought to be on a tape about the life of Joseph Juran that maybe if you don't say it nobody will.

**SYLVIA JURAN:** Well, I'll tell you what I can say. The people who know him best, I can only speak for his family. The people who really know him love him very deeply. And, and respect him and admire him.

**Q:** Is there anything that we...she touch on?

**HOWLAND:** I think it's great. It's great.

**Q:** Thank you.

**SYLVIA JURAN:** Well, you got a lot on me.

(END OF VIDEOTAPE)