10-25-1991

Interview with Minerva Goldberg

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Minerva Juran Goldberg
(Interviewed on 25 October 1991, Williamsville, NY)

Video Rolls #13-17

Q: And do we do Minerva Juran Goldberg?

GOLDBERG: Minerva Juran Goldberg, that's my name.

Q: And Goldberg is spelling -- ?

GOLDBERG: G-O-L-D-B-E-R-G.

Q: And you are Joe Juran's -- ?

GOLDBERG: Sister.

Q: I have really been very lucky. I've had a chance to talk to two of your brothers and to lots of members of your family. The early years, particularly, are sort of like an American novel. The house in Minneapolis. What are your earliest memories of Joe Juran?

GOLDBERG: Well, you know, I was so small, and he was away -- Joe was away at school with my other brothers when I was little and in the house with my mother, that I didn't have much of a memory of Joe, at that time. But it's only later that I connected with him more.

Q: What was everyone's role in the family? How would you describe the family?

GOLDBERG: Well, when I was little, and living in what I call The Shack, up on, I think, University Avenue, in Minneapolis, I don't have much memories of that. Just little insignificant ones.
But my brother, Nate, who you may have seen, was closer to my age. He's only five years older than I am. And he played with my sister and me a little more than my two older brothers, Joe and Rudy.

But I can't remember much about those early years.

Q: So you knew Joe by reputation or through discussion of how other people saw him?

GOLDBERG: Well, I'll tell you when I got to know Joe best, from the earliest. First of all, when my sister and I were in the orphanage, I realized, vaguely, that he was concerned about us and thought about us, because he used to save all the Sunday funny papers, comics, we called them.

And every now and then we'd get a thick, three or four inch roll of comics, from the Sunday papers in the mail, and we'd have a wonderful time reading them and sharing them with the other children. But he used to take pains to collect those and mail them to us, you know, as often as he could. So I knew he was thinking of us all the time.

He had sort of a feeling, you know, Joe took on himself -- I feel now -- the role of the head of the family, especially after my father died and after my older brother died. My older brother, Rudy. And he always was concerned about our welfare, you know, my younger sister and I. And there was always evidence of that.

Especially when I was in high school. My father had died, and I had to find -- well, I had to go live somewhere else because the orphanage that we were in didn't allow people to -- children to stay there after they were age 13. We had a special dispensation to stay beyond that, but the board of directors were having a problem because we were in our teens and we were the only ones.

And my brother, Joe, took me to live with him in Chicago. And my younger sister went to live with my older sister, Betty, in Minnesota. And I went to the high school there. J. Shield Morton (?) high school. And Joe was like a father. He was only about 23 years old. But he used to sign my report cards, and he used to compliment me when I had good grades.

In fact, I had better grades the year I lived in his house.
with him than I did in the previous two years in high school, because he gave me sort of an incentive to do well. So I had really good grades. And, in fact, just a short while ago, I, in moving, I lost track of that report card. I wish I had it to show you.

But he used to encourage me, and I could see that -- I mean, I gained a little self esteem from his concern. And, in the evenings, he'd -- after dinner, he would take out a Parem (?) board. I don't know if you know what that is. But it's like a little pool table, but you hit the little round circles with your fingers and try to get them into the pockets. I could never beat him. I mean, no matter what he did -- I mean, he was always the winner.

But he encouraged me. In fact, I didn't understand or realize until I was a full-grown person, woman, how much he influenced me to do well. It's amazing, when I think about it. He was a big influence in my doing well in school.

And even at age 23, he was like a parent. And they lived in this little apartment, and yet, without any qualms, Joe had me living there and crowding them out.

But, eventually, my senior year in high school, my sister and I were brought back to Minneapolis be together. And I finished my last year of high school in Minneapolis.

Q: In talking with Joe and with Nate, they both spoke with incredible fondness and warmth of all the things that your mother did. The going to school with a coat, and walking everybody back from school. Interestingly, neither spoke with equal fondness of your father. And yet, here Joe became fatherly. Where do you think it came from?

GOLDBERG: You know, the only thing I can think of is that he had really such a bitter life in his early years, and he's a highly intelligent person. And all I can think of is that he made up his mind that my father wasn't the role model that he wanted to emulate. And he just used his good sense. I mean, he's such a warm person; he's so compassionate. All my brothers were like that. Caring and fond of us, their little sisters, you know.

But that always amazed me, because so many people I know who had hard lives in the beginning become so bitter.
But he hasn't, that I know of.

(TAPE OFF, THEN ON)

**Q:** Nate and Joe are so different. How would you characterize each?

**GOLDBERG:** Let me think. I think that Joe always seemed more serious appearing. And Nate was always more open and -- but both of them have the same quality of caring. And caring about their little sisters. I always felt that feeling. I knew that, in a crisis, I could call either one of them. In fact, I didn't even -- when I had a recent crisis, with my husband becoming ill and he had to go to a nursing home, Joe called me and so did Nate. And it was his -- the encouragement from both Joe and Nate to get myself going again.

And he called more than once to make sure that I was going to survive this. And I think I just kept that in mind. I kept in mind that they both cared about me, and I had that kind of support behind me, that brought me back to, you know, what I call normal.

**Q:** Joe is the top man in his field. Back when he was in his early 20's, did you ever suspect that this was what could happen to our brother?

**GOLDBERG:** Well, you know, I think I took him for granted. He was my brother, my big brother. And I didn't realize exactly what he was doing. I didn't really know. I just knew he was busy.

And, in fact, do you know that the year that I spent going to high school and living in his apartment in Chicago with him and his dear wife, he got me a job at Western Electric -- remember, this was the Depression -- for the summer. And so it was the first job I ever held, filing cards at the Western Electric.

And it was very worthwhile. And I just took it for granted. I didn't appreciate, then, you know, what it meant for me. But he was that concerned, and would go to that length, to find a job for me during the summer, when I went to high school there. Just for one year.
Q: At what point did it occur to you that maybe there was something going on with Joe Juran?

GOLDBERG: Oh, I think -- you see, I used to visit him once in a while, when he lived in Tuckahoe, and see him when he lived in New York, and various homes. And since I lived in the East, he was the closest family member. And, of course, his home was always open to me.

But he had written, I think, his first book. And, oh, I was so proud of it. And I got a copy of it. And I thought, now, my brother, Joe, is somebody. But I just knew him as my brother. And I knew he was intelligent, I could tell that, 'cause he seemed to know everything about everything. And I could go to him with any question and he'd give me a reasonable answer.

In fact, another thing that impressed me was his concern for my doing well. He came to Buffalo once -- I think he went to some conference, either in Rochester or in Buffalo, it might have been. Years back.

And as I was driving him to his hotel, after his visit to my home, I told him that I was going to school, I was going to the university. I had just started going, but I was getting a lot of flack from everybody I knew, well, even my husband. They couldn't understand why I was going to college at this stage in my life. My daughter was 11 years old, and I was 20 years out of high school.

But he was the first person that I ever spoke to about it that said: I think that's good. And he encouraged me to do it. And so I took insults. I had people in my -- among my husband's family -- who once said to me: why do you want to go to the university? Even if you graduate, what could you do with it?

But he never said anything like that. Joe said: go. And I think, if can recollect -- my memory isn't as good as it should -- but Joe gave me some money for tuition. And I didn't like taking it, but he insisted. Because my husband was the only person working in our family, and we didn't have a lot of money.

But he encouraged me. And then, as soon as he -- Joe encouraged me, I said the heck with everybody else. And I kept going. I was the only older person in the college. And
I went through and did well. Thanks to Joe's encouragement.

Q: When did you realize that Joe was a world renowned celebrity?

GOLDBERG: Well, I began to realize that when I knew from his dear wife, Babs, that all the things he was doing. That he was traveling around and being -- giving seminars. And he was called upon. And then he was publishing. And I realized that he's somebody.

And even though I didn't see very much of Joe, I kept -- his wife, Babs, was like a sister to me, and throughout all the years, all these 60 some years, we've communicated by letter, and she used to keep me informed of what he was doing. And I began to -- it began to sink in that he's really doing something important.

And then I read some of his books and I saw the kinds of the things he was -- Joe was putting out for his courses, you know. And I began to realize that. He was somebody special.

He was always unique in my mind, anyway. But I just -- it soaked in gradually. Especially when he used to travel overseas. And, oh, I just -- I thought, isn't that fantastic what he's accomplished. Joe is just marvelous.

Q: What was that magic in that house in Minneapolis that produced such a remarkable family?

GOLDBERG: I think a lot of it was in the genes. I think that we were just lucky to have intelligence given to us. And then people like Joe, and my other brothers, used it. You know, so many people do have intelligence, but they don't make something of it.

And, of course, the hard work ethic was, somehow -- somehow it soaked into us. I think it was the times, too. I think in the times that we grew up in, the work ethic was important. And nobody got anything for nothing.

Q: It's interesting that you and Babs have stayed in close touch. You grew up virtuously penniless.
GOLDBERG: That's true.

Q: I guess during the war Joe left what was a very high-paying, rewarding position, went to Washington at an enormous cut in salary, a real financial sacrifice. How did someone who grew up in such poverty subject his family to such poverty?

GOLDBERG: Well, I'm not sure that he subjected them to anything very bad. Because I think the way Joe worked things out, he made sure that his family was provided for and that he was able to do the thing that he felt was important and necessary for the country.

And his contribution, I think, is so super. You know that I often think, nowadays, if we had a few elected officials, duplicates of Joe Juran, we wouldn't have the terrible things that are going on in our government. We might not even have a deficit, the way I feel, you know.

Because I don't know anyone more ethical than he is. He would never stoop to do some of the things that some of our elected officials are accused of doing. And I -- I don't know what it is, but that's just the way he was. I don't know how he came by it any more than anybody else.

Q: What's the Joe Juran humor?

GOLDBERG: Oh, it's subtle. And I always think of his humor when I look at the New Yorker cartoons. I mean, it's that kind of clever humor that I enjoy. He's -- he doesn't say a lot, but when Joe says something and he's being -- he wants it to be humorous, he hits the mark. I think it's just part of his innate intelligence.

Q: Can you give me some examples --

(END OF TAPE 13, START TAPE 14)

GOLDBERG: I don't know if I have any specific examples. It's just that I always enjoyed him. I think -- now,
I saw him playing with his little great granddaughter, Brook, when I visited his home about five or six years ago. And just watching him enjoy her, that little baby, it was so delightful. And he -- he saw the humor in just the things the little baby did, you know. I mean he could enjoy that so much.

I can't think of any specific moments when he said something that was humorous, but he does it a lot.

Q: What can you recall that will help explain what Joe Juran is really like?

GOLDBERG: I think people that don't know him may be in awe of him. And I always was when I was younger. But as I -- when I matured, I -- it's just a -- that sort of veneer of serious businessman, businesslike person vanishes quickly and you see the soft-hearted, compassionate person that he really is. But he keeps that sort of hidden from public view. I'm trying to think. Well, just recently, when my husband was ill -- and as a result, I became ill, ill emotionally -- his telephone calls just sort of infused me with the energy to not worry about anything, and to, you know, think positively, and it's -- just hearing his voice gets me going again.

I just -- it's hard to explain, I know, but I'm trying to think of specific examples. I can't bring any to mind at the moment.

Q: I asked Nate: being around Joe Juran now, he seems like a man driven. He could be resting, he could be fishing -- and yet he is driven from morning 'til night to keep working. Why doesn't he say, that's enough?

GOLDBERG: I can understand that. I'll tell you why: I've been accused of being driven, too. And some of my friends say: oh, why don't you stop and rest. Or, take it easy. You know, things like that. But I think it's just part of the way we are. It's awfully hard to explain it.

But, on the other hand, he enjoys everything he does and so do I. I would -- I'd go from morning 'til night. I used to do that. And I can understand him. I can appreciate why he does what he does. He enjoys every minute. You know, it's pleasurable. And I think that things that give people pleasure,
they should just do all they want of it.

But I think he's just unique in that way. Most people look to turn away from what they're doing, to do something different, you know, when they're not at the office or whatever. But Joe just likes to continue it at home. He just enjoys every minute. I give him credit.

Q: I've never seen anyone work as hard, or as long, or with such intensity.

GOLDBERG: But, you see, to him, it isn't hard work. It isn't hard work to him. He just -- that's what gives him pleasure. He enjoys every minute. And he just does the things that he enjoys. They happen to be things that are worthwhile. You know, so many of us waste our time. I don't think he wastes any time. He's very good at making every minute count.

Q: We'd like to see a program on public broadcast about him. What would you say to station managers as to why they shouldn't think about a biography on his life?

GOLDBERG: Well, one reason, I think, it would be worthwhile seeing by anybody is to see a unique person like Joe Juran who overcame the odds that he had to overcome, and do the things that he's done, accomplished what he's accomplished. Because, nowadays, we see so few examples of that.

He's an example of what a human being can do with the will to do it. You know, all we have to do is read the paper and see how discouraged people are and how little is accomplished by most people. And here's a wonderful example. He's a role model, as far as I can see.

Q: In your opinion, what has he accomplished?

GOLDBERG: Well, of course, he's made a tremendous contribution -- not only to this country. I'm thinking of the war years. But to the management field. And, hopefully, it will pay off in the years to come in manufacturing in this country because we've had a poor reputation in our big
It's the antithesis of what this country should be. And some of our industries are beginning to pick up on that, I think. But I always think of what happened in Japan. I feel Joe Juran had a lot to do with that. And look what Japan has done: it's surpassed us in many ways.

Q: What did he do in Japan?

GOLDBERG: Well, as far as I know, he had a great deal to do with helping them establish a quality control in their manufacturing. That's my limited knowledge, you see. But I feel that he did something with quality control that got Japan started on the track that got them out of that war, you know. I really think so.

Q: What feedback did you get about the price that Joe Juran has paid?

GOLDBERG: Well, I realize that Babs was lonely a lot of the times. But she understood that his contribution was worthwhile, and she went with the flow. But I know that -- in fact, let's see now. I'm sure that he would love to have had more time with his children. But, you know, you can't have everything. And if you're busy doing some of the things he was doing, something else had to, you know, take a lower priority.

He didn't mean to give up anything. And I think he spread himself out as much as he could. But he was so involved in his work that I'm sure he didn't see his children as much as he would have liked.

Q: To speculate: back in the Chicago days, would Joe Juran have made the same decisions? What would be the same or different about Joe's life?

GOLDBERG: Well, the only time I saw him was that year when I was in his home. And he shared his time with his family pretty well. They only had one little child, and they were expecting a second. But he used to spend time with me in the evenings, as sort of another child. He'd talk to
me and play games with me, and enjoy the evenings at home. I don't think he was as -- Joe didn't travel as much then, you know. He was right in town. And he'd be home every evening. He's a devoted husband, and a devoted father. He's devoted to -- Joe's devoted to all of his. His family is extremely important to him.

I remember when he and Babs had their 50th wedding anniversary, Joe sent us all invitations to come and be his guest in San Diego, I think, where the party was. And put us up at the hotel and everything.

The thing was, I had a terrible guilty feeling afterwards, and I thought to myself: why would a person like Joe do that for all the family, the entire family, when it was the family who should have been giving the party for them, for him and his wife. And I felt very guilty about that.

So -- but that's the kind of person he is.

Q: We had heard from Nate and Joe that your father offered a dollar to the child who came home with all A's on a report card. Is that a story that you recall?

GOLDBERG: Well, I heard that story. And, of course, Joe got the dollar. But, you see, he took -- he took his education very seriously. He was a no-nonsense fellow. Always has been. That I -- you know, that I've known him.

Q: Your father: there seemed to have been so little relationship.

GOLDBERG: Well, I was very little, and I don't remember some of the things that I'm sure my brothers remember and my sister, my older sister. But I was in awe of my father. But I don't think I was old enough to understand how strict he was. I think he was -- the brothers felt it and my older sister felt it. But we were so small that we didn't feel it very much.

Q: When your mother died, you were placed in an orphanage.

GOLDBERG: Yes.
Q: *But your father was still alive.*

GOLDBERG: Well, in fact, my father was alive, and, for a while, he hired a housekeeper to come and take care of the house and -- I think it became too difficult, because there came a time when he was concerned about us two little girls. And wanted to have us secure somewhere where we'd have proper care, where he would -- even though he was away at his shop working, he wouldn't have to worry about us being cared for.

See, I was too young to understand everything. But I have a feeling, a sense, that one of the housekeepers that he had -- I can recall -- she may have been a little hard on us. But I don't remember everything. It's all very vague. And I think he just wanted us to be in a safe, secure place, where he didn't have to worry about us.

Q: *Is this an orphanage in the sense that had children without parents?*

GOLDBERG: Yes.

Q: *Who are put up for adoption?*

GOLDBERG: Well, in those days, there wasn't much adoption going on. Those were the days when you had lots of orphanages. And the one we were in had children who had one or more parents living, but that parent had to work. And so they were brought there.

Some of them were there just temporarily, while their parents arranged something else. And some were total orphans who had no one. So there was a variety. And you were allowed to stay there until you were age 13, I believe.

Q: *What kind of a relationship did you maintain with your father while you were in the orphanage?*

GOLDBERG: My father came to visit my sister and me every Sunday. And he would -- he was very loving and caring. But I think it was, in a sense of obligation, that he visited us. And he would give us each a dime, and we'd put
it in a bank that had a slot that you put the coins in. Until somebody, an older boy, broke the banks open, stole them and broke them open. We lost everything.

But he provided us with piano lessons. He paid, I think, 50 cents for us to have piano lessons. And, I mean, he had a concern for our developing, you know, talents. He bought me a violin at one time. He thought I might want to play the violin. I took some lessons with that.

So I think that flowed over to us little girls, that he wanted us to become something, you know. Be able to do something: play the piano. But he didn't say anything about education with us because girls weren't expected to be very educated, just get married.

Q: Nate told a story where he was at a party and he missed a curfew. He called and spoke to Joe and said, tell dad, I'm sorry, I lost track of time.

GOLDBERG: I remember that.

Q: We asked Joe for his side of the story, and he had no memory of that incident.

GOLDBERG: Oh, that's unusual.

Q: How very traumatic. What do you know about that story?

GOLDBERG: Well, I know it as Nate has related it. And I can understand it, remembering my father. He was very strict. Come to think of it, once when I was very little, in the shack, I remember my little sister -- was 18 months younger than I and I wasn't very old -- didn't want to go to bed. And I remember his beating her. My father beat her. I remember her screaming and crying. Because she refused to go to bed. So we weren't allowed to, you know, go against his wishes. And one year, I didn't make very good grades in school, one year, and my punishment was that he was not going to come and visit for a certain number of weeks. That was my punishment for -- I think I got a failure or something like that.
But that's -- I don't have too many memories. I was a sophomore in high school, I think, when he died. And I think, looking back now, I probably didn't have a very close relationship with him, or I would have felt something more than I did. I didn't feel a terrible loss.

**Q: What are your memories of your mother?**

GOLDBERG: I just remember her being in bed, and she was still in bed. And I used to hang around her a lot. I'd stay by the bed. I can remember -- I can even remember the little dress I was wearing.

And a nurse came -- you know, one of the nurses that -- visiting nurse came to check on her because she had tuberculosis. And I remember the nurse saying something about why is that child standing so close, she shouldn't be near you, you know. And I think that struck me. I must have been about four years old or something.

But it frightened me because she was saying something about my not being so close to my mother. And, at that time, not long after that, my mother was lying in that bed, and my little sister was run over by a streetcar. And they carried her body in and laid it right on my mother's lap in bed. And my mother fainted.

But those are just all the strange memories that come back. I don't have too many that jolted me into remembering them. Of course, my sister survived it. She lost a toe. And I remember I had to go to court. And I remember my brother's coaching me as to how to talk to the judge when he asked me questions.

But those are all just very -- memories that have veils in front of them.

**Q: If there's a skeleton in the closet, it's Joe's relationship with his son, Bob. What happened? What is your view of that?**

GOLDBERG: I don't really know for sure. Because I didn't have enough contact to see, you know. I know there's -- he hasn't seen him very -- I don't know how often he sees him. But I know that there has been a distance from time to
time. But I think Joe's worked that out with Bob to the best of both their abilities. And I don't really know enough. But even when Bob was a little boy, he seemed to have more inter-relationships -- I mean, less inter-relationships with his brothers and sisters than the others had with each other. But I'm not sure I know enough to even give you an answer.

(END OF TAPE 14, START TAPE 15)

Q: What about some of the good times?

GOLDBERG: Oh, mostly when I visited him, when I visited his home. And I'd always get such a warm welcome. It's just wonderful. I just get a wonderful welcome. He's so happy to see me. And he's -- I just feel smothered in love. Between Babs and Joe. You know, they're a very affectionate couple.

I've seen that. I've seen how affectionate they are with one another. And he's just a warm, warm person.

Q: Today, how is he different than in his 20's or 30's or 40's?

GOLDBERG: Oh, I probably can't give you too good an answer on that. I don't see any difference in him as a person, as a warm, caring person. The only difference is he's a better person, or has been a busier person over the years. And because his work has done that for him. He's had more obligations within his work, you know. He's been in such demand.

And I'm sure it tears him apart sometimes to have to be away so much, but it's necessary.

Q: Has anyone ever said: you're Joe Juran's sister?

GOLDBERG: Oh, I haven't really had that. I've been away from him. So the people who know him don't know me.
Q: One of the granddaughters told us someone said: are you Joe Juran's granddaughter?

GOLDBERG: Oh, yes, see, I don't have that problem. Because Juran is my middle name and nobody hears it, you know. And so they have no connection — there's no connection. They just know my name is Goldberg.

Q: Joe and Nate talk about growing up in a religious household. That religion hasn't survived.

GOLDBERG: ... my father wasn't religious, at all. They tell me my mother was religious. But, like a lot of very intelligent people who sort of analyze, you know, these things, I just -- my own -- you want my own personal belief? I believe that religion is something you have in your heart, and what you do outside of yourself doesn't even matter. Because I know too many people who, quote, are religious, who are not very nice people.

Q: Is there anything Joe Juran doesn't do well?

GOLDBERG: I can't think of a thing. I've never seen him do anything without doing it well. That's amazing. He amazes me. And I haven't seen him that much, you know, throughout my life. I just know he's there. He's like -- he's like a presence in my life, without actually being with me. I remember once when my daughter was, I thought, was lost in New York City. She was doing like an internship, and -- in a hospital, I think. And someone called me and said, you better come here, I don't know where she is. Or something like that. It's a long time ago.

And my husband and I drove all night and we went to Joe's house. And I was pouring tears and he comforted me, and, you know. And then I -- calmed me down. And then we tracked her. We called different people and everything. Finally caught up with her and found her.

But see that's -- I'd head there. And I always had Babs to talk to, and write to. And, of course, she'd relay my problems to Joe. And if he saw something wrong that he could help with.
You know, even when -- every crisis I've had in my life, Joe was there, come to think of it. I was once being asked by a young man that I knew, he wanted me to marry him. I think the lady that ran the home wrote to my brother, Joe, and said something like I'm afraid she's going to get married. And see, everybody thought of him as our family elder. And I got a letter from him, such an influence on my life. And the letter told me that, I understand that there's a young man in your life, and you might be considering marrying him. But I want you to be sure that this is the right person. And he laid out an organized series of things that I should look for in the character of a person I should be willing to marry. And when I went down the list, and checked off this young man, I had to give him the gate. He didn't match up. And that's how much I trusted Joe's judgment.

So he saved me from marrying somebody I shouldn't have married. And then whenever there was a big event -- when I did get married, he wrote me one of those beautiful letters in longhand, you know. This was before his computer. And, you know, he congratulated me, and told me how happy he was for me. And, I mean, he just was so delighted.

And then, when I had my daughter, Joe wrote me and told me the joys of parenthood. I mean, he's always been close to me even though we're far apart. I've always felt that way about my brothers. And Joe's done that kind of thing.

Q: Are the things I haven't asked you, the public person or the private person?

GOLDBERG: You know, I'm really not in a position to give you enough because we've been separated by distance, so I haven't had the opportunity, much as I would like, to see him more often than I have. It's just that I follow him, you know. I've followed his activities and then every now then I would have, you know, some communication.

I've just been awfully proud of him. I'm just so proud of him and his accomplishments, I wish -- I don't know anybody, outside of my brothers, who have done the things that he has done. It always amazes me.

I try to watch programs that -- and I read about -- I don't read any fiction; I like to read non-fiction, and I read about
people, you know, who have done various things and have made contributions in this world. But I haven't yet read or seen anything that can top him. Maybe a little bit biased, but..

Q: What should people in the next century know about him, his accomplishments, and his life?

GOLDBERG: Well, they should know that, even someone who's accomplished what he accomplished, had to overcome such obstacles. I mean, in the times that he was a young child, it was such terrible, terrible times for immigrant people to come here. And with a new language to learn, ad the excel the way he did just by the force of his own being. It was just determination that he wasn't going to let anything hold him down. And I think nowadays, we see too many people who are, you know, beaten down by obstacles. But he's an example of someone who never allowed obstacles to put him down. And we need more examples of that kind of person.

I don't know yet how he did it when he was young. The way he worked -- he worked so hard. Nobody, nowadays, seems to have to work that hard, you know. It's just amazing.

Q: What would you say is his greatest joy?

GOLDBERG: His greatest joy are his children and his grandchildren and his great grandchildren. I mean, and his family. I think that's -- he gets such a pleasure from his family. And he's so proud of the fact that he's sponsored this large crew. And every time one of them accomplishes something, oh, he gets such joy. I can't imagine anything that gives him more joy.

I don't think he cares that much about where he lives or anything else. I think he just enjoys the human beings that are related to him.

And you know another thing? People who aren't related to him, he enjoys seeing people get success through their own accomplishments. I think he likes to give people credit for doing good things.
Q: There was a turning point, related to his time at Western Electric in Chicago, where, before this, he acknowledges he was bitter, hostile, angry, spiteful to people who were at his level -- he would batter them intellectually. Something happened that turned him around. What happened that caused that?

GOLDBERG: Well, only -- the faint recollection I have is I think Joe was discouraged. He wasn't where he felt comfortable. And I think, again, he took himself in hand and decided he's got to do something that's going to get him out of this situation, and he did. I think he was just unhappy. I don't think he ever suffered fools gladly, you know, because it wasn't a happy situation for him. He wanted to deal with people he could enjoy dealing with and being with and working with.

I can understand his being unhappy and discouraged in a situation like that.

Now, I don't know what other people would do, but I think he just solved his own problem getting out of it. That's like him.

Q: What about his patriotism?

GOLDBERG: I think it's just appreciation. Appreciation for being able to get to this country and live here. He appreciates this country because, after all, this country is what's given him the opportunity that he's accepted. When opportunity knocked, he opened the door. And I think that he just feels that. I know that -- I know that -- I think everybody in our family feels that way. I know that even on my own -- when I read about things in happening in the world, terrible things happening overseas, I think, thank goodness our parents came to this country, so that we didn't have to go through some of the things that other people had to go through. I mean, we've been very lucky that way.

I think he just is ... full of appreciation for what this country offers all of us.

Q: What connection do you make between him and
GOLDBERG: Well, I think that he operates like that. He does things in a quality controlled manner. I mean, everything he does is -- he thinks things through, he makes judgments based on common sense and, you know, how things are going to work out if you do one thing against how they're going to work out if you do another.

I think it's just -- it's in him, the quality control pervades his life, I think.

Q: What would the quality of life in America if he hadn't done what he's done?

GOLDBERG: I'm sure that our automobiles would still have beer bottles in the tires and God knows what. You know, Monday morning problems. I think, without realizing it, it's subtly -- it has subtly invaded the industries here. I mean, that's just my own view. That manufacturing will not be the same as it was before quality control got a grip on this country through Joe's work. I really feel that.

Q: Howland, are there other things to cover?

: You might like to ... mother and father ... And Joe's intelligence as a youngster ...

Q: Your mother and your father. Beautiful and handsome in those photographs in your scrapbook. Do you recall any aspects of their relationship as you were growing up?

GOLDBERG: None, whatsoever. See, my sister and I would probably be asleep by the time he came home. I don't remember seeing my father a lot when I was little. I saw him more after I went in the orphanage.

Q: What about your mother talking about father?

GOLDBERG: My mother never said anything that I can remember. Can't remember a thing. I don't recall. I was really very little when we all lived in that shack.
Q: Joe's unbelievable intelligence. Playing chess at night in the dark from memory. Where did it come from?

GOLDBERG: He was just born with it, I mean, that's all. He just was born with intelli -- he was just very intelligent. He still is. He's just fantastically equipped mentally. And, in fact, I used to feel sort of in awe.

I was afraid I'd say something stupid, you know, because I knew how intelligent he was and I didn't want to say anything to make me look stupid. So I would try to be quiet around him.


GOLDBERG: No, at that time, he was just big brother Joe, and I just -- I was a high school kid and came home and did my homework, and then he'd come home, and we'd have dinner. Then he'd get out the Carem (?) board. I think he played some other games with me, too, but I can't remember which ones.

Q: So did he help you with your homework?

GOLDBERG: No, he didn't, no. If I had a question, I could always ask him. But he'd make me do my own thinking. Sure. But Joe's is just -- he's just an unusual, unique person. I've never met his like among -- in my professional life, I've never met anybody like him.

And I just am terribly proud of him. He just deserves all the success he's had. He's earned it.

And he sets a wonderful example for -- now we're getting -- for the people who are coming into this country now, you know, we're getting a lot more people from other countries, and I'm sure that if some of them saw a program that showed them a person who came here as an immigrant, and things that he did, just using his head feeling -- his ethical feelings and, you know, wanting to do everything the right way, he's a perfect example.

Because it's very difficult for so many people nowadays to come in and, you know, have people biased against them.
And this would encourage them not to worry about it, you know. Just keep plugging away.

(END OF TAPE 15, START TAPE 16)

Q: Joe's writing an autobiography. What do you think the title ought to be?

GOLDBERG: I don't know. Well, I know my nephew, Chuck, recommended a good title, and it's very suitable. That we -- you know the cliche, American Dream. But we don't think about what it really means. Sometimes it's ... people interpret to mean, well, you'll find it easy here to do what you want to do.

But it's hard, and you have to go through the route that Joe Juran took to make that dream come true. And he's just a perfect example of that, of the route you have to take, you know, to make the American Dream come to fruition.

Q: It ain't easy.

GOLDBERG: That's right. What you can do if you really plug away at it. He easily could have fallen by the wayside, you know, if he had allowed himself to become bitter as a teenager, or whatever, because that's a good time to do that, you know. Or if he had just, you know, just not tried. Just can't.

He had a lot of guts. He's a gutsy person.

Q: Joe took the reins in the family, but Rudy was the oldest.

GOLDBERG: But Rudy had a different agenda. I mean, Rudy cared about us, and, unfortunately, he, you know, was ill. But I think Rudy was -- didn't have quite the same personality that Joe has in the sense that Joe is, I think, more strongly family oriented than Rudy might have been.

And Rudy, of course, was a single person 'til almost the
Q: *Rudy was a golfer. What happened to the work ethic?*

GOLDBERG: Well, I think he did put a lot of work into -- the work ethic went mostly into his stock brokerage business, and he did very well at that. So he really achieved. And, in golf, it was the same kind of thing that drives Joe to excel at games. He'd decided he liked golf, but he decided he was going to be the best, and he was. You know, as a left-hander anyway. And he enjoyed that very much. That was just a leisure activity with him. But he had to excel.

Q: *The time and circumstances under which you went from a family to suddenly in an orphanage?*

GOLDBERG: Well, you know their shack burned down. That shack burned down. And I can't tell you just exactly when it happened. But then we had a house. I don't know if we rented or bought. But we had a real house on East 25th Street in Minneapolis.

And that's where my mother became ill, and where, after she died, we had a housekeeper for a while, but that wasn't working out, I'm pretty sure. And I don't know how the decision was made or when it was made, but one day, I remember my brother Nate and my father, and I'm not sure if Joe was there, too, took my little sister and me to the orphanage.

And I remember Nate telling me, oh, you're going to have fun, you'll have children to play with and toys and things. I mean, he was building me up to accept it. And it was strange for us.

And then after when they left us, I remember my little sister was crying and I was trying to comfort her, and they gave us each a candy bar to keep us calm. But we settled in, but that's a transition.

I don't know what decisions were made, how they were made, and why they were made, to move us to the orphanage, but that's what happened.
Q: How old were you when that happened?

GOLDBERG: Well, I was already in primary grade, and my sister -- probably was in the first grade or the second grade, and my sister started kindergarten there. So we were probably about five and six, or seven.

Q: I must have been devastating. No mother.

GOLDBERG: Well, we got used to being without things, without mother, without father. I mean, you know, my father was still alive but we didn't see him daily. And you learn -- I mean, I think people learn to handle things.

I think -- that's what happened to my brother, Joe, and my other brothers. They had -- they learned to do without things that probably other people had as a normal lifestyle. And they just dealt with it. and we lived in the orphanage -- I lived there for ten years.

And it was -- I mean, I used to look out the windows and see teenage boys cutting lawns at their homes, you know, right in the neighborhood. And I used to wonder how it would be to live in the house and you were the only people that lived in it, you know, and stuff like that.

But it didn't really bother me, I mean, just, that's the way it was.

Q: How resilient.

GOLDBERG: Just, that's the way it was.

Q: What marks does Joe carry having grown up in that environment?

GOLDBERG: I don't know. I don't know if -- he's probably buried a lot of those hurts that he had. But can bring them up if he has to. I know sometimes I sat with him in his home in the U.N. Plaza, and we were eating breakfast, and he and Babs and I were sitting there, and we brought things -- I brought things up about the past. And it brings us both to tears, when we talk about my mother.
Q: Is there a particular incident that has been the most touching for you and for Joe?

GOLDBERG: I'm not sure. I think when my sister -- wait a minute...(cries) Okay.

When my sister, Charlotte, died last December. He and I both cried, because it was unexpected, and she was the youngest one in the family. We didn't expect her to go. And it was hard. I think that affected him very deeply.

But he's very soft hearted. I think that, where his family is concerned, Joe Juran is a very soft touch, easily touched. And it's just -- just amazing.

Q: Were you informed about his search for his granddaughter Joy?

GOLDBERG: No, I didn't really know about the search. I didn't realize there was a search. I just knew that she was found.

Q: Tell me your side of that story.

GOLDBERG: Oh, all I know was that when -- I just know it's from the time that Joy was married. And that Joe had good contact, and everything was fine. I didn't know, during the years, that was within family. But he was so delighted, and he enjoys her and his little great granddaughter. She's so adorable.

Q: On the back of the book jacket by his baby sister: Joe Juran -- your perception of him.

GOLDBERG: It's hard to put in words. Well, over the years, we don't talk a lot about it, but he's been a mainstay in my life. All these years.

He's been married over 65 years. And that's a long time. And without realizing it -- I mean, I realize it, but I don't think about it every day. But, in the back of my mind, I know my brother, Joe, is there. It's -- I don't know what -- it gives me a strength. Because I know -- see, I don't have much else to turn to except my brothers. And I know he's
there. The same is true of my brother, Nate.

We're a very small family now, I mean, just within our immediate family. And so it's more important to me than ever to know that he's alive and well and doing things and enjoying life and that I can, you know, hear his voice.

Q: *Joe talks about the injustices done to him as a child. What were those injustices he talks about?*

GOLDBERG: Well, I think there were cruelties from other children in school years. And, of course -- well, he's never talked to me about these things. That's one of the things. He's uncomplaining. When he talks about ..., he'll tell stories about how things were, but he's not complaining. He doesn't complain that he was unjustly treated or anything like that.

I've never heard him complain, but he can tell some interesting stories about what things were like and some of the jobs he did, you know, and things like that. Never heard him complain. He's just -- that's been swallowed and adjusted.

Q: *What do you think the injustices might have been that he has referred to?*

GOLDBERG: Well, I think -- my brother Nate tells them more readily, and he's more acquainted with them, because he was there, and he saw some of things thing, you know, when other school boys beat up on them, you know. I mean, those are the things. I know them second hand; I don't know them first hand.

But I've never heard him complain about anything. Even my brother, Nate, when he tells about them, he laughs. Because those things they've put behind them and they don't -- they're not trying to, you know, be bitter.

Q: *Wonderful to be able to say that.*

GOLDBERG: It's true.

Q: *Thank you.*
GOLDBERG: Oh, thank you. I hope I'm not going to embarrass anyone. I don't have the strong recollections that Nate has, you know. You think that some of it's useful?

(END OF TAPE 16, START TAPE 17)

GOLDBERG: And so he was content. I mean, he could live his life and ... to worry about.

(TAPE OFF, THEN ON)

GOLDBERG: He had some cronies, as I call them, and Joe says: yeah, that's the name for them is cronies. And so he was somewhat free, and we were safe; he didn't have to worry about us.

Q: What language was spoken at home?

GOLDBERG: Well, German. Yeah. But I -- 'cause my father had a fat German accent. But it was --

(OFF CAMERA INSTRUCTIONS)

Q: This is the two daughters. Mom and two daughters in Minneapolis, that's with the shack.

: I guess it's the shack, it looks more like a house. ... after the shack burned down.

(OFF CAMERA INSTRUCTIONS, DISCUSSION OF DOING SHOTS)

GOLDBERG: And he's not the kind of person who would cry easily, but all you have to do is talk about his mother and my sister.

You know what the first question he had on that check list? What will he be doing ten years from now. And this kid didn't have a job or anything, you know, he was just a nice person.
(END OF TAPE 17)