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Interview with Bob Scanlon

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Bob Scanlon

(Interviewed on 29 October 1991, Atlanta, GA)

Video Rolls #20-22

Q: *Your name and spelling?*

SCANLON: Bob Scanlon. S-C-A-N-L-O-N. Director-- don't be impressed -- Quality and Reliability Engineering. And that's with Southern Pacific Transportation Company.

Q: *How do you know Dr. Juran?*

SCANLON: Well, I know Dr. Juran from my experience at Caterpillar. I had been at Caterpillar for sixteen and a half years before I decided to try railroading. And of the 16-112 years, 13 were in quality, three and a half were in purchasing positions.

But I have to go back initially to my early career at Caterpillar. I was working in the met lab. And we'd go through fire drills on a regular basis, you know, a lot of steel that was defective, we had to go find parts made of it. And it was one of these things that you felt like business shouldn't have to run this way, you know, just one crisis after another.

And I remember talking to my boss, and he said, well, if we didn't have crises, we wouldn't need you, Bob, you know, that's what you're here to do. And something in the back of my mind at that moment said, it doesn't have to be that way. You know, there can be -- I mean, if we work toward prevention, we shouldn't have to be doing fire drills all the time.

So ten years later when Caterpillar started to get into the

quality improvement business and the name, Dr. Juran, started to become familiar, I started to realize that what Dr. Juran was talking about and the issues of quality improvement were -- it took me back to that original conversation.

And what we had been into all these years was quality control. In other words, the sporadic fire fighting that's involved with things just going out of control and bringing them back to where they had been versus quality improvement.

And I think in this country, we couldn't say the word quality, without saying quality control.

And Dr. Juran began to bring in some other insights that, you know, in his approach, there's quality control, but there's also quality improvement, quality planning.

And how I got to know -- I was working in the corporate quality staff and also was getting certified as a quality engineer and starting to learn the quality technology, statistical process control, and so forth. And I can't tell you exactly when his name first came up, but I think somehow people in our corporate quality department were -- they were -- they were reviewing different gurus: Deming, Dr. Juran, Crosby.

And for our particular culture, the bottom line was Dr. Juran's approach was very specific. He gave us kind of a recipe or cookbook on how you improve quality. And so we began to study his methods and begin to get familiar with those.

And one day I decided -- I was trying -- I was doing some work on design reviews. That was a new concept on how you improve design quality. And I thought -- I was reading Dr. Juran's handbook on design reviews. Found some elements in there that spoke to that issue. And I thought, I'm going to write Dr. Juran. I mean, this is the expert. I'm going to write him and just see if he can help.

What I was looking for was some good companies that had employed a design review process, because I thought it

would be helpful to Caterpillat to do that.

So I wrote him and just asked for some help. And he wrote back. Took my letter, wrote some comments on there, and I was amazed that he had the time to do that, but very flattered and pleased, you know, to make the contact. And he was very helpful. And so that was my first contact with him. It wasn't in person, but through correspondence.

And one thing led to another, and the next thing I knew I was invited to a conference in September of 1981, where Dr. Juran was addressing about 500 middle managers at Caterpillar. This was at the Holiday Inn in Peoria. And I was in the audience; spent an entire day listening to Dr. Juran go through his approach to quality improvement.

And it was very fascinating and educational. And shortly -- we had already agreed -- Caterpillar had decided to use Dr. Juran's materials, his 16 videotape series. And I was, as part of the corporate quality department, was very active in trying to promote that material throughout the company.

And I just found everything he talked about, in terms of quality, just extremely insightful. It began to explain all the things that -- that we had problems, you know, for years and years.

And it was a totally different approach than what we'd been doing. What we'd been doing was the inspection, the fire fighting. And this was entirely different.

(OFF CAMERA INSTRUCTIONS)

Q: PBS might say who cares? What would you say to a program director about people caring about him?

SCANLON: Well, I see Dr. Juran as one of the most influential people in this country in terms of having an impact on the long-term competitiveness of the United States! His approach -- you know, the quality improvement approach --

is, I think, fundamental to any --any -- to business.

Any business that wants to be competitive has to develop an approach which focuses on customers and plans for quality, continuously improves quality-evis-a-vis the Japanese approach. And, for that reason, I think they have to be concerned about the contributions that Dr. Juran has made to the United States and to the world.

And I think the Japanese have certainly learned a lesson; they were listening, they were tuned in to Dr. Juran and to Dr. Deming along with him. And they learned that lesson quite well, and they've applied it. And anyone who's competed with the Japanese know that.

So the long-term competitiveness of this country is incumbent upon people knowing who Dr. Juran is and those like him, those statesmen of quality. And putting into practice the lessons that they have taught us.

Q: How are our lives today different because Dr. Juran has been doing what he's been doing?

SCANLON: Let me think about that for a minute.

Our lives are different -- I mean, first of all, because of the influence that Dr. Juran had on the Japanese, that has caused a lot of pain in this country because, again, they have learned how to manage quality. They've learned their lessons extremely well, and they've applied those lessons.

So you might say that the initial impact of Dr. Juran's influence has been felt as a very -- as a competitive threat from outside this country. But ultimately, it's been a blessing. Because the approach to business in a lot of areas has been that quality and productivity were competing philosophies. And that if you wanted high quality you had to pay more for it.

And that goes back to an inspection philosophy that meant higher quality, higher cost. More resources in things like inspection. And that's just simply not a competitive approach

to managing quality.

Dr. Juran's impact has been -- can be seen in the imported goods that are in this country, the Japanese automobiles and VCRs and TV s. And, ultimately, the consumer has benefitted from that. The consumer has achieved a better value as a result of that long-term trend.

And even though it might be painful for American business to learn that lesson, the long-term benefit is that -- is that American business benefits, and society, in general, is a winner, because of that approach.

(OFF CAMERA INSTRUCTIONS, DISCUSSION)

Q: What's it like being with Dr. Juran?

SCANLON: Well, to be honest with you, initially, it's a little intimidating. I mean, I found it -- I mean, here is someone who's internationally known, and sometimes it's difficult just to think of a question that he hasn't heard and answered a thousand times before.

But, to be honest with you, he's a very comfortable person to be with. He's very, I think, very humble for a person that's achieved the stature he has. And he makes you feel comfortable.

I remember one of the conferences that I was at here, I was there and I wasn't approaching him and, next thing I knew, he was coming up to me and saying: Bob, how are you. Good to see you again. And that really was nice. And I think that's the kind of man he is. I think he has an incredible number of friends throughout the world because of the way he is.

Q: Does he have a terrific sense of humor?

SCANLON: Absolutely.

Q: We keep asking for examples of his humor.

SCANLON: Okay. One of the lines I love from him, that, in fact, I quote him all the time, because I just think it's hilarious. And one of the things he says: if I knew I was goLng, to live this long, I would __ have Jaken better care of myself.

Another one is out of the tapes, where he goes through his examples of the foundry example, the case study. And the managers are debating whether or not to ask, you know, one of the foundry members who contributed to this thing, there's a big debate of whether, you know, what does a workman know.

And so his question is -- you know, the manager says: should we ask Knight, you know, the worker -- and, I mean, it's maybe a little out of context here. But in the context of the video, it always elicits a laugh from the audience.

And the other one is the -- well, in the tapes, again, the buns en burner example with the eggs? Have you seen that?

Q: Refresh my memory.

SCANLON: I mean, the set up is -- he's talking about cultural resistance to change. And he's says we've gone from the donkey cart to jet airplanes over the course of human history. But the stupid chicken still takes 21 days -- or 21 -- I don't know how many days it is, but -- to hatch. And he . says: if we go take an egg and try to accelerate that process -- in other words, take a bunsen burner and put it on the egg -- hard boiled eggs.

Same way with cultural resistance to change, we try to accelerate that process and put a bunsen burner to people, we get an unexpected result.

Q: He and Dr. Deming went to Japan after WW-II, and together they caused a revolution. It's taken 30 years for that

to take hold here. What have those 30 years been like for him?

SCANLON: Well, for that process to take hold in this country and to take 30 years, has to be frustrating. Because I know he has a lot of sentiment for the United States -- from things I've read and from conversations I've had with him. And I think he's very -- I think he loves this country.

And I think he knows, deep down, that it needs to improve quality; it needs to do the kind of things that he and Ed Deming have been trying to teach people to do for decades.

And for it to take that long, 30 years, for that message to sink in and for people to finally begin to embrace it, has to be frustrating. But, hopefully, at the end of that road, satisfying, that finally his contributions are becoming recognized and useful to American industry.

Q: How would you sum up Joe Juran?

SCANLON: Well, I think Joseph Juran is the man who -- Joseph Juran is the man who taught American management how to lead the quality process; who developed a universal series of break-through for how to improve the quality of products and services in this country. And that even though your wife or any other woman or person in the United States might not be aware of that, they do benefit, and they have been the recipient -- they've been on the end of that process, in terms of being able to go into the store for a variety of goods and services. that ultimately meet their needs.

And that's what quality is all about, is meeting the needs of consumers. And he's made a big contribution to that.

Q: What impact has he had on your life?

SCANLON: Well, I think his impact on my life

professionally has been profound because I have come to the point where I've tied my wagon -- so to speak -- to the quality profession. And I have a lot of feel for it. I believe in the quality improvement process, I believe in what Dr. Juran has taught me and others about what it takes to improve quality, and to succeed in business ultimately.

And so I have a lot of faith in the lessons he's taught and I believe it's the way to go. I've embraced that and have basically chosen that path as a profession because of what I think it can mean to this country.

Q: Where do you think America is now?

SCANLON: Well, unfortunately, we're still not far enough along, in my opinion. We still don't have enough top executives, leaders of companies, that really understand what Dr. Juran is talking about.

And the challenge in this quality business is it isn't like you come to an understanding, and that's the end of it. It's-- it's like peeling an onion. I mean, there's levels of understanding on levels. And I can remember early in my career when I thought I understand what quality was all about. I looked back five years later and realized how immature that understanding was.

And it really is something I think you have to devote your life to, studying and practicing, in order to really understand what it is.

And I think this country is still a long way from being competitive with the Japanese, for instance; and a long way from really understanding where that culture is in terms of their application and understanding of quality.

So I think we still have a lot of work to do, and -- to the extent that we're not as competitive or not improving at the same rate as other countries, we're still going to have to pay a painful price to get there.

Q: Many companies have difficulty getting this process off the ground.

SCANLON: That's right.

Q: What are the greatest inhibitors to successful implementation of a quality improvement process?

SCANLON: Well, the inhibitors, first -- first -- and foremost are the -- just getting top management's attention. I think, unfortunately, a lot of what Dr. Juran and Dr. Deming teach is not in business schools. I guess it's getting there .

. But we still have a lot of executives who've been through that process; they're educated; they've gone through business and have been successful, and they've gone through all that with a certain value system, and certain things that represent their beliefs about business, about people, about how a business is successful.

And if those haven't incorporated the lessons that Dr. Juran has taught, it's very difficult to get those into that value system.

And one of the -- one of the courses, or whatever, that I've been exposed to, Dr. Morris Massey has a series of programs all about value systems. And he says: the only thing that changes the value system is a significant emotional event.

I mean, that's true for individuals or for companies. And the only thing, unfortunately, that can change that value system for a lot of executives is business trauma. I mean, the threat of going out of business is the only thing, in many cases, that forces an executive to rethink that value system, and maybe consider an approach to business that Dr. Juran is talking about.

(END OF TAPE 20, START TAPE 21)

SCANLON: Oh, is that right? Okay. You know what is?

Okay, I could get -- I got to the point in that series, I could turn the sound down and lip sync the whole thing.

(LAUGHS)

Q: Among professionals, what's the perception of who did what? Deming and Juran.

SCANLON: Well, my understanding -- and I don't know if it's accurate, but my understanding is that Dr. Deming was invited to Japan by MacArthur or MacArthur's staff, to assist in the reconstruction because -- well, I think he had a very, MacArthur, that is, had a very enlightened philosophy or attitude about, we could afford -- this country couldn't afford a Japan that was dependent upon us and that it was very critical to rebuild the economy.

And Dr. Deming was invited over to assist in that process. And my impression is that he did a lot of education on statistical matters with what became JUSE, the Japanese Union of Scientists and Engineers.

Dr. Juran's contribution -- again, from what I understand -- and this has been confirmed by Dr. Ishikawa's book, What is Total Quality Control the Japanese Way. And he credits Dr. Juran with coming over there and teaching top managers, presidents of companies, in Japan, the importance of them leading the quality process.

And I think that's extremely significant. Because that is what you have to have for this to work. The presidents have to do it themselves.

Q: So why a Deming Prize, and no Juran Prize?

SCANLON: I don't know. I mean, I -- I mean, I think, without question, both were very -- Dr. Juran and Dr. Deming made a very significant contribution. Now, I've heard a story that Dr. Juran was offered -- somebody offered to have his name on the medal, and he turned it down. And I don't know

whether I -- you know, whether I imagined that, or if that's true.

But at any rate, they asked, I guess Dr. Deming, if it was okay with him if they put together a national quality application prize and the rest is history, I guess. No one else had asked.

(OFF CAMERA INSTRUCTIONS)

Q: What will the world find Joe Juran's greatest contribution?

SCANLON: Well, I think -- I think! Dr.Turan's greatest contribution was just his contribution to the quality sciences, to developing -- I think he studied quality and was able to take what -- what people found maybe difficult to articulate, or difficult to define, and he kind of broke it down into a process.

I mean, how do you go about doing it, that is, it being -- how do you manage quality. I mean, how do you plan it, control, and improve it on a continuous basis.

Before he did a lot of that, I think people -- they might have been doing it but not really sure how they -- how they went about doing it. And he lived -- I mean, he lived a very long -- has lived a very long life. He's seen much more than many of us, in terms of he remembers the craftsmen days, and came along not much longer beyond the Industrial Revolution.

And I think his perspective is incredible, what he's seen in his lifetime, I think, has allowed him to see the big picture -- you might say -- and to understand a lot of the dynamics, what's going on in society. And perhaps understand it better than a lot of other people.

(OFF CAMERA INSTRUCTIONS)

Q: How much of the Juran philosophy is derivative, and how much is just truly original thinking?

SCANLON: Well, to be honest with you, I'm not sure. I mean, I think -- I think a lot of what Dr. Juran developed came about because of his extensive experience. I mean, I think he, through his consulting experience -- and I believe he started out consulting in management in general. And only through the twists and quirks of fate ended up devoting most of his time in quality.

I think he has broad knowledge in other fields. And I know his career spans a lot of other areas in addition to quality.

So I think maybe quality became his focal point because just of demand, people wanting to -- wanting and needed guidance and expertise in that area. And I think a lot of his theories -- the Universal Sequence for Break Through, for instance, I mean, that, to me, is new. But I think it came about just through his observations and seeing how companies went about improving processes over time.

And just through countless observations and experiences, consulting, derived that approach to break through quality improvement.

I tell you, when I was exposed to it, all of it was new to me. I mean, it was -- I'd never heard many of those things -- I heard them for the first time when I heard them from Dr. Juran. And it certainly, it -- it certainly made sense. It was certainly, I mean, perfectly logical. And it seemed to explain a lot of things that I just didn't understand up to that point.

Q: Are top managers capable of catching or surpassing managers in Japan with respect to quality?

SCANLON: I don't think they are in their present state of education.

(OFF CAMERA INSTRUCTIONS)

SCANLON: I don't think top managers in this country are capable, at this point, of competing with their counterparts in Japan. First of all, because they don't have the education. I mean, they just don't have the background to understand the nuts and bolts of quality improvement. It hasn't been in their business education and it hasn't been reinforced through their actual experience in most companies.

So, in order for them to compete, head to head, with their counterparts overseas, first of all, they need to become educated. I mean, they have to be willing to take guidance from Dr. Juran or anybody else that's knowledgeable in his approach. And that takes time and effort on their part. It takes resources and it takes a personal commitment on their part to spend that time.

And many of the top managers in this country just aren't interested in spending three days going through a top management or leadership school for how to lead the quality process.

And, frankly, in studying the Japanese managers, the head of a Japanese company has more quality training than anyone else in the company.

And often times, in this country, the top of a -- you know, the head of a company here has the least quality education. And I think that's profound. And that's symptomatic, at least, of the problem we have being competitive in the United States.

Q: Long term what's that going to mean to you; and to the consumers?

SCANLON: Well, long term, I hope that the middle managers and those that have learned this and tried to practice it -- I hope, long term, maybe they get an opportunity to lead their own company. 'Cause we've had enough --

we've seen enough companies do it right that I believe we know what it takes to run a successful company.

To treat people well, to respect people, to tap the latent creativity and potential that lies dormant in a lot of American companies. And that's what Dr. Juran has been trying to get leaders of companies to become aware of and to acknowledge and to take advantage of.

Q: What was your reaction when he answered your letter?

SCANLON: Well, when Dr. Juran responded to my letter, I was just -- I was really excited. I mean, just getting the letter back from him and seeing the return address. I was really -- it was really fun to rip that open and pull it out and actually have some correspondence from -... from who I -- you know, the person I considered to be the pre-eminent expert in the world on quality.

And I was flattered that he took the time to do it and really appreciated that. It meant a lot to me.

Q: How has the relationship between you developed over the years since then?

SCANLON: Well, I had the -- later on I didn't -- I haven't talked about this yet. But I had the opportunity to participate in the pilot of his next course: Juran and Quality Planning. And I had the opportunity to go to the Juran Institute and to learn the pilot material for that course and participate in three -- three visits to the Juran Institute with members of about five or six other organizations.

And it was a real -- it was a tremendous opportunity; great experience; got to spend a lot of time with Dr. Juran, just discussing that material and quality issues in general. And it was -- it was wonderful. I really enjoyed it.

Q: What was the most surprising thing that you learned about Dr. Juran in the flesh?

SCANLON: Well, one of the things that I find admirable -- I mean, one of the many things I find admirable, is the fact that -- I mean, everybody understands that he was born almost around the turn of the century, and he's 80 plus years old, but yet, he still is -- I mean, he's incredibly prolific in terms of writing, and still contributing to the field.

I mean, he is -- I have seen no signs of him letting up. And he's just constantly thinking and continually looking for improvements to his own material. And I think it's admirable that he is -- I mean, many of the concepts and things that he initially developed he's continually refining.

And rather than becoming defensive when somebody questions him about something, and I think he will stop and reflect on what -- you know, what people talk to him about, and is willing to reconsider new ideas. And I think for somebody with his age and experience, I would expect a person like that to be maybe a little bit more intransigent in terms of saying, no, that's the way it is.

But he's not like that. And I think that's to his credit. He's just continually learning himself. And I think that's tremendous.

Q: Have you traveled with him or been with him when somebody else meets him for the first time?

SCANLON: I had the opportunity at one of these conferences to introduce an individual, or actually a couple, from one of Caterpillar's subsidiaries. And I had told these people, let me bring you over and introduce you to Dr. Juran. And they were going, oh, really, you know, is that okay?

I said, sure, come on over. So I did. I brought the two individuals over and introduced them. And it was interesting to see the reaction. They were just overwhelmed. I mean,

they just really enjoyed the opportunity. And Dr. Juran was extremely gracious and made them feel very welcome. You feel proud to be able to do that. It's -- it was nice. The other thing that -- the experience I had was in this pilot for the Juran on Quality Planning course. I was facilitating three project teams: one in our East Peoria facility, and two in our Aurora plants, up near Chicago, Aurora, Illinois plants.

And Dr. Juran came out at the end of that process and spent a day with me traveling to those facilities, and sitting down with those teams. And that was a tremendous experience. He came in the night before, got him ... in his hotel room. We started the next morning with breakfast with the director of quality of Caterpillar and my boss.

And then I shuttled him over to East Peoria, we met for two hours with the team there. Jumped in the car, drove to Aurora, spent the entire afternoon with two other groups, going through the material, you know, give and take talking about the course and how it can be improved and so forth, and the experience of the people on the team.

Then we had dinner with the plant manager at the Aurora plant, and the quality control manager. And at the end of that day, I took him over to another hotel and he was going to give a conference the next day. And I thought: I couldn't keep up with this guy. The pace at which he moves and -- and travels and works is amazing.

Q: When not lecturing, what does he talk about?

SCANLON: Well, I do (recall) one conversation, as we were driving up to Aurora, and I just -- I have three daughters. And I was interested in getting a little advice on child rearing. And I just -- I asked Dr. Juran, you know, what -- for some advice or, you know, what would he -- what advice would he give me on raising kids or, you know, what's, through his experience, looking back, what was

important, what wasn't.

And he just said: just, you know, don't get hung up on the little issues -- I mean, on the big issues, you'll know when it's time to take a stand, but don't get too inflexible, I guess the word would be, on the little things. Life's too precious to fighting all the time and just, you know, I don't know, I'm not articulating that very well. But it was an interesting conversation, and I enjoyed hearing his perspective on those kinds of issues.

Q: What have I not asked you?

SCANLON: Well, I would like to comment about one aspect of the Juran Quality Improvement tapes. I mean, one subject that I thought was -- was incredibly profound. And that was the segment on cultural resistance to change. That's I think it's tape 14 in the series.

And it was -- the minute I -- I mean, after having watched that tape, it was incredible how clear he took the subject of -- I mean, the very human subject of group dynamics and fear of change. And a lot of issues that I had been wrestling with in my career, and didn't know it.

It's like -- it was like an invisible wall that I kept slamming into without understanding what it was that I -- that I was -- was going on. And that piece, I think, on cultural resistance was incredible. And provided some tremendous insight into-- into what goes on inside companies all the time, especially in the context of a quality process.

Because the quality process is all about change, all about trying to change the culture of a company. And, you know, and the material he provided on that subject was extremely valuable to me, and I think to others in our company, that we're trying to make this thing work.

(END OF TAPE 21, START TAPE 22)

Q: Why isn't he "Joe" to more people?

SCANLON: Well, I don't think it's anything that he causes to happen. I think people just 'call Dr. Juran out of respect. I think it's a function of his age and stature and just the contributions that people are aware that he's made. And it just seems more natural, I guess, to call him Dr. Juran than Joe.

Q: Why is quality so hard to achieve?

SCANLON: Well, it gets back to the cultural issue. I think, again, embracing a quality improvement process involves tremendous change in the culture. And it has to start first with beliefs about how you manage quality.

And the -- the proper way, the way to achieve world class competitiveness forces someone, an individual or a company, to discard a lot of the practices and beliefs that they used to have. And that is very difficult. And that has to start between the ears. You know, people have to begin to think differently.

And then they have to learn how -- they have to change their behavior, because that's what it gets down to. I mean, ultimately, you have to begin acting differently.

And that's another one of the questions that I use frequently from Dr. Juran's material. People are -- it's easy to pay lip service. You know, it's easy for the boss, whoever that is, to come in and say: let's all do quality work today. But unless he answers the question, okay, I'm ready to do quality work, what do you want me to do differently today than I did yesterday.

And all too often, American executives or managers don't answer that question. They leave quality out there as a kind of a fuzzy, intangible thing that we're supposed to achieve, without providing the nuts and bolts and the specifics of about how to go about accomplishing it or achieving it.

Q: How can we say we're not going to tolerate it any more?

SCANLON: Well, my advise to consumers is their job is to demand quality. Plain and simple. When they're not happy, they ought to make it absolutely painfully clear to whoever's delivering that product or service that they are not happy, and that their expectations have not been met.

If you go into a restaurant and have a lousy meal and walk out without saying anything to anybody, you may personally say, well, that's the last time I'm going to eat there, because, you know, it was horrible, it was bad experience.

But the greatest gift you can give to that restaurant owner is to complain, and to tell him that you're not happy. 'Cause that's the only way he's going to be aware of it, and how he reacts is his, you know, is his prerogative. But at least he has an opportunity to improve, if he gets the feedback

So the American consumer has to let people know when they're not pleased with what they're getting. And I think in the case of automobiles, they've done that.

Q: What role has he played in getting quality communicated?

SCANLON: Well, one of the ways that Dr. Juran has kind of become a lightning rod for the movement is through conferences like the IMPRO conferences that he's held annually. That's -- it's an opportunity for business leaders to get together and share experiences, find out what works, what doesn't, in the process of installing quality improvement in a company.

And that's an extremely valuable forum, I think, for allowing that interchange, and in allowing companies how to find out how to do it, how to do it better.

Q: What's happening that the windows are being opened?

SCANLON: Well, I'm not sure I understand it, or can explain it, but you're absolutely correct. The process of sharing, that openness between American companies, is extremely -- it's an interesting phenomenon. I think it is somewhat unique. And it seems like the quality field or area or profession seems to be much more open in that respect.

And I don't know if it was -- it's a feeling of nationalistic pride in terms of turning America around competitively in order to compete better and ultimately provide jobs and maintain and improve our standard of living, or not. I'm not sure exactly what explains it.

But it does seem it is definitely there in the quality profession that companies seem incredibly open, and willing to help one another. And that's -- it's very gratifying to be part of that, that movement. Because I think, ultimately, we're contributing to America's long-term competitiveness.

Q: What has been Dr. Juran's role in the Baldrige Award.

SCANLON: Well, I think Dr. Juran -- I know he's been active in promoting and lobbying for that award process. And I think that is another visible award process that companies -- that has provided guidance and help to American companies who want to become competitive.

It's extremely important. I mean, it's our -- it's our version of the Deming Prize, frankly. And there are -- I'm disappointed to see some of the criticisms that the process has received in the press. Unfortunately, papers like the Wall Street Journal and others have seemed to want to pick at it and find fault with it.

But the fact is it's our process, and there might be flaws in it, but we need to focus on how to improve it and not focus on the negative or scuttle it. But it is -- I think it's contributed a great deal to helping companies find the right way to focus on customers and improve quality.

Q: Juran on Quality Planning has not been embraced like Juran on Quality Improvement was. What went wrong?

SCANLON: Good question. I'm not sure. I think part of that is that maybe companies haven't mastered the quality improvement segment first and maybe just trying to get that right has kept a lot of companies, you know, totally occupied and consumed with that element.

Another thing is that -- I mean, really, if you get into quality improvement and you search for the root cause of why is a certain process or system flawed or inherently flawed to the point that it keeps producing defects. I think a lot of people ultimately have to go back to the process itself and fix it.

And, I mean, when you get to that point, you're -- I think the line between quality improvement and quality planning begins to blur a little bit. And I think if people follow through and go back all the way, they're forced to address some of those planning elements in the process.

So I think that's part of -- part of the reason why it's -- maybe hasn't taken off.

Q: If you were to change one thing on Quality Planning, what would you change?

SCANLON: Good question. I don't know.

Q: What snapshot's going to run in your head?

SCANLON: The movie is, I think, is going to involve me opening the letter that I originally got from him, which kind of started my association with Dr. Juran, and the seeing him at this -- at this Holiday Inn in Peoria, Illinois addressing 500 Caterpillar executives.

And then moving on to three visits to Wilton, Connecticut and spending it with Dr. Juran and some other executives on

the Juran on Quality Planning course, and having the opportunity to have dinner and lunch and just some close contact with him.

And then include the visit that he made to Peoria, where I had the opportunity to host him and drive him from one facility to another, and sample what his pace is, for one day out of the year.

And then contacts here at IMPRO. And also it'll include seeing him the address the people that come to these conferences and again provide his incredible insight and his ability to capture, kind of rise about the storm, and capture the major trends that are going on, not only in this country, but internationally in the field of quality and quality improvement.

Q: What should a documentary enable someone to retain?

SCANLON: Well, I think Dr. Juran's contribution. It all boils down to whether or not America survives as a world class nation. And whether or not we have jobs in this country and a standard of living that we hope to have in this country.

, I think we -- you hear a lot in the press today that the generation growing up now and entering the work force may be the first one in a long time that didn't improve the standard of living that their parents had.

And that's a pretty stark thought when you think about it. . And I think it's compelling that -- or extremely important that we not let that happen. And I think Dr. Juran is one man who's trying to see that it doesn't happen. And is trying to provide the guidance and the leadership and light the way to keeping this country great.

Q: Thank you.

(END OF TAPE 22)

