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August 14, 1990

Mrs. Clare Crawford-Mason
CC-M Productions
7755 16th Street, N. W.
Washington, D. C. 20012

Dear Mrs. Crawford-Mason:

This letter serves two purposes. First, it responds to Beth Bernstine's telephone message of yesterday's date. Second, I ask that you ^{PLEASE} convey to Lloyd Dobyms the enclosed note. I am also expanding my reply to a question you asked ~~of me~~ that had also been raised a couple of years ago by Myron Tribus.

First, a photocopy of my text on the "CCS Management Course" (in English) may be obtained from: Harvard University, Graduate School of Business Administration, Baker Library, Soldiers Field, Boston, Massachusetts 02163. Your order should be ^{ADDRESSED} sent to Ms Claire Abernathy, Head of Circulation Department. The cost of copying and handling is approximately \$50.

Second, the enclosed note to Mr. Dobyms is intended to be complimentary of his recent Deming article, but it suggests a certain perspective ^{THAT SHOULD BE RECOGNIZED IN} appropriate to his narration of your documentary.

Finally, two years ago, Dr. Tribus wrote me, in part, as follows: "I for one still continue to ponder how it came about that a youngster, such as you were, had the audacity to impose upon the Japanese, with the force of the military behind him, a method of management which was NOT the one that won the war, was not the dominant mode of US management, was not born of personal experience in managing a large enterprise and was not lifted from the textbook of some acknowledged leader in management. Instead the philosophy represented ideas born out of a sensitivity for humanism, out of an engineer's logic and a feeling of what is "right". What you had to say represents today, 43 years later, what we now regard as the best philosophy of management--one which excites the imagination and spirit of thousands of people.

I know this to be true, because it forms the basis for what I teach. Using these ideas I have lectured on 5 continents and found the same eager reception. What is the genesis? Who put it all together for the first time? Was it really Sarasohn? If so, how did it happen???"

It really was Sarasohn who put it all together. It happened because there was a special situation and a special need. The situation was ~~the decision of~~ the American Government's ^{DECISION} to rebuild the Japanese national economy; and the need was to start the process, ~~literally,~~ ^{LITERALLY,} from the ground up. There was no precedent ~~for what had to be done,~~ ^{TO FOLLOW} and there were few, if any, material or human Japanese resources available ~~at the start.~~ ^{TO BEGIN WITH} So, in effect, I was not bound by any American tradition, and I had free rein to ~~operate.~~ ^{DO WHAT HAD TO BE DONE.}

You asked whence came my authority. Authority stems from two sources. One is implicit in the job responsibilities that are assigned. The other is given by the people who willingly follow the leader. My authority came from MacArthur ^s and from the Japanese people who followed my lead. And, I made the best use of it. ~~I could.~~

I was no "youngster" at the time. I was almost thirty when I arrived in Japan. I saw what had to be done. And, by means of logical analysis, ~~decision and determination,~~ ^{I AM POZZLED THAT THERE SHOULD BE ANY DOUBT ABOUT THAT.} the job was accomplished. [^] By the time ~~that~~ Deming arrived on the scene to make his contribution (which I do not minimize), a solid industrial operating base had been laid. He carried on from there.

Sincerely,

Homer M. Sarasohn

enclosure: Dobyns memo