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MEMORANDUM TO: Lloyd Dobyns

Your tribute to Dr. Deming in the August issue of SMITHSONIAN magazine was called to my attention. As one who preceded him in Japan by several years <sup>TO CLARE</sup> and arranged his invitation there, your article was of particular interest.

My only criticism is that you obscured in one paragraph on page 80 the five years of effort it took us in the Occupation to rebuild the Japanese industrial capability. It was we who laid the foundation upon which Deming later capitalized.

I refer you to my interview with Clare Crawford-Mason for the IBM documentary for the relevant perspective on that 1950 history.

cc: Mrs Clare Crawford-Mason