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Homer M. Sarasohn
10078 Calle de Cielo
Scottsdale, AZ 85258

October 8, 1990

Dear Mr. Sarasohn:

Your memorandum to me got stuck in the Silver Spring office, where I normally go every two weeks or so, but I've been tied to my keyboard here trying to get a book written. I apologize for the unconscionable delay in responding.

Frankly, I did not know much of your involvement in Japan until after that article was written and turned in -- acceptance precedes publication by several months. A more accurate history of those days will be in the book and the television documentaries that I'm doing with Clare. I was particularly struck by your use of Collis Huntington's motto, which I've known and quoted since I was a little boy. I grew up across Washington Avenue from Newport News Shipbuilding and Drydock, and my father-in-law, now retired, spent his adult worklife as a welder there.

If you don't mind, I'd appreciate any help you could give in trying to clear up two points. In your interview you said that President Truman ordered the Japanese economy revived. In American Caesar William Manchester credits that to General MacArthur and says there was an order from Washington "instructing him (MacArthur) to take no steps toward the rehabilitation of Nippon's economic life" Anything you can tell me about that apparent disagreement I would appreciate.

In your memo you say you "arranged his (Deming's) invitation to come" to Japan. In the interview you said you first wanted Walter Shewhart, then asked ESS to get Deming. In an article

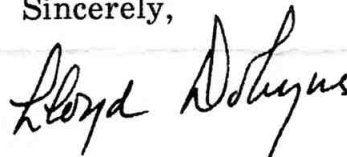
written in 1960 Kenichi Koyanagi, former managing director of JUSE, reprints the letter he wrote Deming in March, 1950, inviting him to give a series of lectures for JUSE, and he reprints Deming's letter from April, 1950, accepting. In the letter Deming offers to lecture two to four hours a day, then he adds, "However, I should explain before being too definite that my time will be under the direction of Mr. Kenneth Morrow, Research and Programs Division, Economic and Scientific Section, SCAP." Koyanagi in 1960 wrote that Deming did sampling for SCAP in 1947 and '50. Deming has told me that he was invited to lecture by JUSE and Japan's leading industrialists. I have a copy of "Japan 1950," the privately-published diary he kept of the trip, that says the same things.

In the same article Koyanagi says he learned of Deming's planned visit in 1950 from Dr. Shigeiti Moriguti. He also wrote, "The Civil Communications Section, SCAP, urged Japanese communication equipment makers to adopt quality control methods, offering educational service for this purpose." He mentions the "Japan Management Association and some other private organizations" that also helped, then he adds "independent from these organizations" JUSE started working on SQC.

I think you can understand my confusion. Did CCS and ESS coordinate with JUSE or, perhaps, suggest Koyangi's letter to Deming? Or was Moriguti an emissary from SCAP? I can see several ways that SCAP could have "arranged" for Deming to give the lecture series, but I can't find in my research how it was done. Any help you can give me on this I will sincerely appreciate.

I look forward to hearing from you, and I hope this letter finds you well and Arizona's weather warm.

Sincerely,

A handwritten signature in cursive script, appearing to read "Lloyd Doherty". The signature is written in dark ink on a light-colored background.