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7/20/88

Homer M. Sarasohn
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Dear Homer:

Under separate cover I am sending you the videotapes. I have not had a chance to review them or do any editing. You get them as I do--amateur photography and all.

I agree with you that it is time that your enormous contributions be recognized. I agree that Deming is given more credit than he deserves, though in my book he deserves a great deal of credit for what he has done to alert American management in recent years. Certainly he made a difference in my life. Had he not challenged me so bluntly and forcibly, I might still be thinking along the lines laid down by Taylor.

At the present time Deming is a forceful figure on the American scene. He has a following measured in thousands--perhaps hundreds of thousands. For most of them it is a religious experience and that certainly gives me pause in confronting their beliefs. (As for my own religion, I am a devout coward). I am therefore mulling over in my own mind the best way to approach this subject. It seems to me best to begin by alerting several scholars of the history of management that there is another part of the story. I have told Bob Hayes and will share the tapes with Hopper.

I am toying with the idea of asking Deming to allow me to tape him in an interview which would serve as a foreword to the tapes of you. The best solution, all around, would be for Deming to give you the credit you deserve. This would enhance his stature and at the same time put your role in proper perspective. In due course I hope that people will come to understand what you did. I have ordered the CCS manual and after studying it will decide the next move.

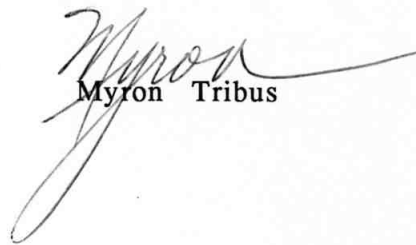
I for one still continue to ponder how it came about that a youngster, such as you were, had the audacity to impose upon the Japanese, with the force of the military behind him, a method of management which was NOT the one that won the war, was not the dominant mode of US management, was not born of personal experience in managing a large enterprise and was not just 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???

I am afraid you dignify my activities too much by calling them "research". As my busy life permits, I continue to dig into all the sources I can find and to pull the materials together as best I can. I hope some day to get a real researcher busy on the task. Meanwhile, I must say I am enjoying what I do and no small part of it has been the chance to meet you and record a small part of your story.

On my next visit to Phoenix, if the circumstances permit, I shall arrange my travels so that we can spend more time together. I shall bring the video camera (unless you have one yourself) and plan to make more recordings. For your part, if you can make a few notes to guide the interview, it would help enormously. Even without notes, however, I know I shall enjoy hearing your talk about those days.

With kindest personal regards, I am

Sincerely yours,



Myron Tribus