

Contents

Kaoru Ishikawa, the Man and Quality Control

PART II

Human Beings Are Human Beings: Kaoru Ishikawa as a Common Man

Chapter 3	Memories of Prof. Kaoru Ishikawa	33
3.1	“You and I (<i>Kisama To Ore</i>)”: Our Days Together in the Navy and in Nissan Liquid Fuel	33
	Tracing Destined Human Ties in Life	Masao Kogure 33
	<i>Kisama To Ore</i> †	Tokushiro Ozato 34
	Memories of before and after the Pacific War	Kenji Suda 35
3.2	Prof. Ishikawa as a Friend, a Senior, a Boss and a Teacher	37
	Thoughts about Dr. Kaoru Ishikawa	W. Edwards Deming 37
	Memories of Prof. Ishikawa	Tetsuichi Asaka 38
	The Master and I	Masumasa Imaizumi 40
	As I Recall Him, with Deep Sorrow	Ms. Toshimi Fujimori 43
	Lessons Learned from the Professor	Hitoshi Kume 44
	Professor Took Care of an Unpromising Student	Noriaki Kano 46
3.3	A Round-Table Talk “Memories of Prof. Ishikawa”	
	Attendee (Alphabetical Order): Yoji Akao / Tatsuo Ikezawa / Masumasa Imaizumi / Koichi Ohba / Tatsuo Sugimoto / Ms. Haruko Mitsuaki	
	Moderator: Hitoshi Kume	49
Chapter 4	Prof. Kaoru Ishikawa’s Personality	65
4.1	Analyzing Professor Ishikawa by QC Methods: His Personality as Shown in a Questionnaire Survey	65

† “*Kisama To Ore To Wa Doki No Sakura*” first line of an Imperial Naval Academy song expressing the devotion of classmates to each other and their willingness to die for their country. The pronoun “you” (in Japanese, *kisama*) is a formal expression used by officers of the Imperial Japanese Navy addressing each other. Outside the Navy it was considered a very rough but friendly expression, therefore seldom used. Prof. Ishikawa favored the use of this word among friends.

Contents

4.2	A Man of High Caliber, Kind Minded yet Direct		68
	A Generous and Warm-hearted Leader	Rokuro Hattori	68
	Ability Warmly Embracing Everything	Yukio Horie	70
	In the Palm of Prof. Ishikawa’s Hand	Tadasu Fujita	71
	Sermon Demon with Respect to Humanity	Tatsuo Ikezawa	72
	Professor Ishikawa as My Teacher of Life	Kozo Koura	74
	On The Buddha’s Palm	Shoji Shiba	75
4.3	Plain-Speaking Leader, You Could Count on		75
	Prof. Ishikawa and I	Masashi Asao	75
	Memory of Professor Ishikawa	Ikuro Kusaba	77
	In the Lobby of Anchorage Airport	Kamematsu Matsuda	78
	Prof. Ishikawa, Memories of a Godfather	Akira Iwata	79
	Prof. Ishikawa for Me	Ryuichi Kobayashi	80
	Devoted to Educating Young Instructors	Shoichi Shimizu	81
	My Wife’s Driving License	Takanori Yoneyama	82
	Professor Who Gave Fair Consideration to Everybody	Akira Murakami	83
	Thank You, Prof. Ishikawa	Kenji Kurogane	84
	Receiving Advice for Publishing My Book	Hideo Yoshikawa	85
	“Ishikawajima-Harima: How Is Your TQC Going?”	Ms. Keiko Hasegawa	86
	The Teachings of Prof. Ishikawa	Yoshinobu Nayatani	87
	“Seven QC Tools Can Solve 95% of All Problems”	Katsuya Hosotani	88
4.4	A Man of Action: A Bulldozer Equipped with a Computer		89
	A Master of Hetero-catalysis	Sigeiti Moriguti	89
	There Are Hardships Anywhere, Anytime	Teiji Yokobori	90
	Remembering Prof. Ishikawa: Emphasis on <i>Genjitsu</i> and <i>Genba</i>		
		Hajime Makabe	91
	A Scholar of Action Who Could Get down to Work on		
	Production Problems	Kenzo Sasaoka	92
	A Postcard	Ms. Kaoru Shimoyamada	93
	“Don’t Forget the Objective and Its Implementation”	Hiroshi Odajima	94
Chapter 5	Prof. Ishikawa, A Collage		97
5.1	Golf		97
	“Golf Is Intuition, Not QC”	Ryoichi Kawai	97
	Prof. Kaoru Ishikawa, A Great Leader	Mahito Uchiyama	98

Contents

A Hole in One	Akira Ishikawa	99
Dr. Ishikawa's Control Graph of Golf	Tadakazu Okuno	102
5.2 "Nommunication" [†] and Its Origin		105
"Mr. Ishikawa, It's Five O'clock"	Takenori Sumida	105
5.3 Heavy Smoker		107
Prof. Ishikawa's Chuckle	Yoshihisa Nagaoka	107
Get Me Cigarettes, Please	Ms. Noriko Kusaba	109
5.4 Heavy Bag		110
Prof. Ishikawa's Bag	Takeo Yamaoka	110
Another Work While Chairing a Meeting	Yoji Akao	111
Hobbies		112
Chapter 6 Prof. Ishikawa through the Eyes of His Siblings, Family, and Relatives		
		113
6.1 Talking about Elder Brother Kaoru		113
Prof. Kaoru Ishikawa, My Elder Brother, and I	Kiyoshi Ishikawa	113
Memories of Brother Kaoru	Makoto Ishikawa	114
Thinking of Brother Kaoru Ishikawa	Rokuro Ishikawa	116
Memories of My Brother-in-Law	Mrs. Kiyoko Ishikawa	117
Thinking of My Big Brother-in-Law	Shinichiro Shimojo	118
About Prof. Kaoru, My Elder Brother	Hachiro Ishikawa	119
6.2 Relatives Talk about Kaoru		120
Kaoru's <i>Kisama</i>	Eiichi Ujiie	120
"All the Managers of Your Company Look Young"	Tsuguo Nozaki	121
6.3 Thinking of Father		123
"Have Three Children and Send One Abroad"	Tadashi Ishikawa	123
I Wanted to Thank You More	Mrs. Noriko Ishikawa	124
Thank You, Father	Yasushi Kurokawa	125
Memories of Father	Mrs. Hiroko Kurokawa	126
My Dad	Akira Ishikawa	127
Father's Looks and Glances	Mrs. Kazuko Ishikawa	128

[†] "Nommunication" was Prof. Ishikawa's favorite term. It means communication through drinking. A compound word from Japanese "Nomu" (= drink) and communication.

Contents