

## Preface

Time has flown by and the fourth anniversary of the esteemed Dr. Kaoru Ishikawa's departure on April 16, 1989 has now passed.

As is well known, Dr. Ishikawa was active in various roles such as university researcher, educator, and president as well as promoter of quality control (QC), sampling, and industrial standardization. Above all, Dr. Ishikawa made great and original contributions in the establishment of Japanese-style quality control, QC Circle activity, bulk material sampling, and the control chart method. Through these works, Dr. Ishikawa left his footprints not only in Japan but also in many other countries in the world. It is no exaggeration to say that Dr. Ishikawa's work in quality control is virtually the history of the development of quality control in Japan after the Second World War.

Today, as we take a fresh look of Dr. Ishikawa's life, we continue to be astonished by his greatness. This awareness reminds those of us who follow Dr. Ishikawa's footsteps that we have a heavy responsibility to continue and make further progress on his legacy.

About six months after Mrs. Keiko Ishikawa was widowed, she expressed her desire to capture Dr. Ishikawa's life in print in such a way that when his grandchildren grow up, the work could be used to explain what their grandfather did. Dr. Ishikawa's students, who were privileged to receive his direct guidance on dissertation and other studies, responded to her wish and gathered together for a consultation. The conclusion was reached that with the cooperation of many who were connected with Dr. Ishikawa, we would organize Dr. Ishikawa's lifetime achievements and publish a book of his memories. Such a book will serve us, Dr. Ishikawa's disciples, as a means by which to remember him and will provide the society of quality control with valuable reference material. We established the aims of the book as follows:

- (1) To outline Dr. Ishikawa's broad and deep achievements and to study the impact that he had on today's quality control in Japan and the world.
- (2) To reconstruct Dr. Ishikawa's life by asking many people from many fields to write their memories of him.
- (3) To include Dr. Ishikawa's chronological history and publications in an appendix so that the book may be used as accurate reference material on quality control in Japan.
- (4) By reflecting Dr. Ishikawa's own personality, to avoid formality and to write and edit the book in a relaxed manner.

To capture Dr. Ishikawa's broad activities from an objective point of view, we requested the cooperation of many people. In all, 172 people responded to our request to write their memories of Dr. Ishikawa. From overseas, including Dr. W. Edwards Deming and Dr. J. M. Juran, 28 people from 15 nations, regions, and organization articles.

This book is organized into four parts:

Part I: Farewell to Prof. Kaoru Ishikawa

Part II: "Human Beings are Human Beings."—Kaoru Ishikawa as a Common Man

Part III: Accomplishments of Prof. Kaoru Ishikawa

Part IV: Prof. Kaoru Ishikawa's Message to Us

Part I reports on Dr. Ishikawa's funeral and the memorial writings about him that appeared in newspapers and magazines at home and abroad.

Before many people's contributions had arrived, the original plan of the book was focused heavily on Dr. Ishikawa's work and did not include a section equivalent to Part II. However, while organizing what was sent to us, we discovered that a great many people had alluded to Dr. Ishikawa's personality. Therefore, the plan was quickly altered to include Part II.

By using many people's condensed comments about Dr. Ishikawa as data, a statistical analysis was conducted. It was very interesting to find that despite the diversity of the contributors—university professors; company executive, managers, and employees; personnel in QC related organizations; his friends and students; and overseas people—the comments on Dr. Ishikawa's personality were very similar. This must be a manifestation of Dr. Ishikawa's often expressed philosophy that "human beings are human beings." He openheartedly treated everyone who came in contact with him.

Many people's impressions of Dr. Ishikawa were summarized as "a man of large caliber who had a broad mind and spoke frankly," "magnanimous and caring," and "a man of action—a bulldozer with a computer." While he was very busy at work, he enjoyed playing golf, drinking, and smoking and had a variety of hobbies such as driving, photography, and mahjongg. Even after having completed this book of "Kaoru Ishikawa, The Man and Quality Control," we are still puzzled at how he managed his time to do all of these things. Indeed, his life was super active. In the postscript of this book Mrs. Ishikawa writes, "The man who lived his life many times over." We believe that this is the most appropriate expression to describe Dr. Ishikawa's life.

Part III outlines Dr. Ishikawa's work in the categories of university, quality control,

QC education, QC circle activities, international activities, sampling method, and industrial and international standardization. The articles contributed by people in many fields are included in their respective sections.

By organizing Dr. Ishikawa's publications and sayings, which are the results of his enormous studies, Part IV presents the messages that he left with us.

Finally, the appendix provides Dr. Ishikawa's chronological history and publications corresponding to the events in the society of quality control. An effort was made to cover everything and to confirm the accuracy of the information. As a result, this editorial effort has taken more time to arrive at this final stage of publication than was originally expected.

Our deep appreciation go to all those who collaborated for the publication of this book. May Dr. Ishikawa's soul rest in peace.

Masumasa Imaizumi  
Chairman, The Editorial Committee of Dr. Ishikawa's Memories

