Before Americans were learning how to do business from the Japanese, the Japanese were learning from an American—a brilliant iconoclast named W. Edwards Deming, whose Fourteen Point philosophy for managing quality is largely responsible for that country's economic triumph. 

Andrea Gabor begins by discussing her book The Man Who Discovered Quality: How W. Edwards Deming Brought the Quality Revolution to America—The Stories of Ford, Xerox, and GM. And then she discusses her passion for education and how to improve the education system. At Ford, very importantly, the CEO, Don Peterson, invited Deming into Ford and so the changes at Ford were driven completely from the top. Needless to say once Peterson left, again here is the power of culture, things were back to that very finance mindset. In contrast GM didn’t have senior executive commitment.