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Kaoru Ishikawa, the Man and Quality Control

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† “*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.

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[†] “*Nomunication*” was Prof. Ishikawa’s favorite term. It means communication through drinking. A compound word from Japanese “*Nomu*” (= drink) and communication.

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