

Dear Larry and Eleanor:

81-6  
July 5  
CARLOS FALLON  
10 Quail Hollow Drive  
Southport, NC 28461

The enclosed is a copy of a letter I sent Jerry. Here is what I meant about what is implied but not stated in the writing about Larry. It was pointed out to me by a cousin shortly I had put on my first VE seminar.

"I can't understand it," I told him. It is like magic."

"It is magic," he answered. "The magic is in the man himself. Go through the book again (Larry's first book) and you will find a recurring theme of consideration (the word means more in Spanish than it does in English) for the personal welfare and professional integrity of every person touched by value analysis. There is no greater magic than human concern for the welfare of other people."

That cousin, now dead, was the very scholarly founder of the great National Library in Bogotá. I agree with him. A value analyst has to be, above all, a very fine person. He has to love and understand the people he works with.

Sincerely,

*Carlos*

*X O X O X ← Not for Larry*

81-6

June 26, 1981

J. J. Kaufman  
Corporat Managemr Value Programs  
Cooper Industries, Inc.  
Two Houston Center, Suite 2700  
Houston TX 77210

Dear Jerry:

Thanks for the beautiful package--your fine seminar and copies of your correspondence with SIBA and SJVE.

The seminar is a beut! Congratulations! It is the first time I see a column showing the elapsed time assigned to each topic. I like it. I like everything about it--the format is perfect. How did you manage to get so much into each page without looking crowded? You always were good at getting the most out of people. You must have a very good secretary.

You will find the break in which the participans return to their working areas very beneficial. That way you get a lot more information without losing the advantage of working under pressure.

While we are on the seminar. I noted your section on Pareto. The University of Genoa (and others in Italy) ran experiments on Pareto's "curve" in construction materials. There is no inflection point at 80 and 20. The actual "curve" is a smooth curve going all the way from 60 and 40 to 95 and 5 (and further at both ends) depending on the type of items selected for study.

You are aiming at the right target when you invite the bosses of the value engineers to go to Japan.

About that. I am particularly interested in the Miles award being considred by SJVE. It is very perceptive of the Japanese to realize how much we all owe to Larry. The bosses of Japanese value engineers don't have to know the details of the method but they should know those aspects of Larry's personality that pervade his method and are not written about very much--they are HONESTY, SIMPLICITY, and DECENCY. The value analyst is taught to improve value without humiliating anyone or undercutting anyone's work.

I will write you later about conspiring with Maureen's sister to get us to Houston. Before I undertake such a pleasant trip I want to finish what I have to do toward the next revision of my book. My part is nearly done and Maureen's part can wait.

With fondest regards,

*Carlos*  
Carlos