SAQI
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bringing quality information to South Africans since 1996

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Halfway through the year with our June 2015 edition

In this month's edition we carry the second of the three part series by Ansie Harding on Deming, Zen and maths education. It was pleasing that we had positive feedback from last month's article. For those of you that wanted to know where her picture was taken it was "in" the Franz Joseph glazier on the South Island of New Zealand. I saw a recent photo of the glacier and it is disturbing how much the ice has melted over the past few years.

We are also looking at health care initiatives this month and look at the situation of HIV Aids in South Africa and the need for a Lean approach to healthcare in the USA. We continue our series on developing small business with 5 tips for a profit boost by Ed Hatton. We also carry our regular articles on corporate governance and Quality education tips for our South African Schools

I am also happy to welcome 10 new members this month to our SAQI Linked – In Group page.

As ever, I would be happy to receive comments relating to our articles or any other items of interest relating to quality at exec@saqi.co.za
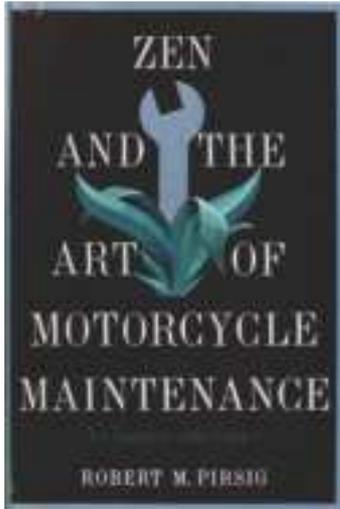
Yours in Quality

Paul Harding
SAQI MD

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Quality:
helping South Africans live, learn and work better

PROUDLY SOUTH AFRICAN

We continue with the second of this three part series where we left off from the May newsletter

About Zen

Different from the definitions of the Western gurus, is the definition of Quality given by Robert Pirsig in his amazing book *"Zen and the Art of Motorcycle Maintenance"*. This is perhaps a less practical view than that of Deming when it comes to setting out rules for improving quality in an organisation, but in another sense more practical because it uses motorcycle maintenance to illustrate this highly philosophical view of quality. The book, a true story, is of a father and son travelling by motorcycle through America. The father once had an academic position teaching the subject of Quality. During the long hours on the motorcycle his memory flashes back to his previous life and his struggle then to fathom what exactly Quality is. After many months he succeeds in formulating his clear understanding of quality and sees that it links up with the Zen philosophy. But the toll for this is high. This inward search and the opposition from faculty members drive him to the brink of insanity. The journey with his son is a healing process during which he gets a chance to reformulate his ideas on Quality. This well-known bestselling book makes for riveting reading and as the blurb says, it is a must for anyone interested in Quality.

Let's have a closer look at Pirsig's unusual view of quality.

Quality, according to Pirsig is an *event*; it is not a feature of either the subject or the object. Quality is the event at which awareness of both subject and object is made possible. It is the point where subject and object meets. He argues that Quality cannot be part of the object because feelings of quality sometimes occur without any object at all. Neither is it a part of the subject because Quality decreases subjectivity. Quality takes you out of yourself, makes you aware of the world around you.

Quality is not the result of a collision between subject and object. The very existence of subject and object is deduced from the Quality event. "The sun of Quality does not evolve around the subjects and objects of our universe. It does not passively illuminate them. It is not subordinate to them in any way. It has created them. They are subordinate to it." Quality is the parent of mind and matter".

Romantic and classic quality

He distinguishes between Romantic Quality and Classic Quality. Romantic Quality is the present, the here and now of things, what you immediately like. Classic Quality is the long-term perspective, the more common-sense side of it. He uses the example of a motorcycle that is working now and good to look at. That is Romantic Quality. But will it work in time from now? Is the oil checked, the pistons clean and the settings right? That is Classical Quality.

Quality is ever changing and this is the principle that the Japanese guru Noriaki Kano informs us about. People differ about Quality, not because Quality is different but because people are different in terms of experience. He also says that peace of mind is a prerequisite for the perception of quality.

When producing work he says: "The way to see what looks good and to be at one with this goodness as the work proceeds is to cultivate inner quietness, a peace of mind so that the goodness can shine through." This state of inner quietness is what the Zen Buddhists seek after. This is the state of being one with your work. They take great pains to get into a state of both physical, mental and value quietness, the latter being the most difficult.

He talks about a situation where you are stuck with a problem. He calls it the zero of consciousness and says it isn't the worst of all possible situations, but the best possible situation to be in. It is exactly this "stuckness" that Zen Buddhists go to so much trouble to induce. Your mind is empty. No matter how hard you try to hang on to it, it is bound to disappear. Your mind will

naturally and freely move towards a solution. He says it is the understanding of Quality as revealed by stuckness that so often makes self-taught mechanics superior to institute-trained men who have learned how to handle everything except a new situation.

Pirsig relates Quality to the Zen philosophy when he talks of "inner quietness" and "peace of mind". These are ideal qualities to cultivate when teaching Mathematics. There shouldn't be panic or fear or a lack of self-confidence. The course should be geared towards building confidence so that the student feels that he is coping.

Zen influence in handling mathematics projects in a quality way

An undeniable success story is the inclusion of projects as part of a mathematics course. It is amazing to see to how much trouble students go to when doing these. The majority of students hand in excellent reports that clearly took hours of their time. They seem to find more pleasure in and make time for doing these projects than in preparing for an exam. Is it possible that when a student does a project he reaches a state of inner quietness and a peace of mind that carries him along? He has time and space to think and these are prerequisites for producing quality work.


The concept of a workbook also promotes inner quietness. The student goes home, away from the hubbub of lectures and in his own time makes the work his own in a guided way. His knowledge increases and so does his confidence.

Students should also be made aware of the idea that Pirsig's "stuckness" is a desirable state to be in especially in Calculus, where students are often confronted with problems. It does not follow that a student should immediately be able to solve the problem. What is desirable is for the student to spend time on it, experience the "stuckness", and reach a state of Zen that inevitably leads to a way of solving the problem. This might mean that the student will want to search his mind or the textbook or simply turn it over in his mind to approach the problem from different sides. It may even mean that the student realises that he does not understand the underlying concepts and need some

external help. All this happens without fear as encouraged by Deming.

The success of projects and worksheets may also be related to the "stuckness" that Pirsig talks about. A good project will pose a problem that the student will feel "stuck" about. The student then spends time on this and it becomes a piece of work that he takes pride in. In contrast, exams confront students almost brutally by "stuckness". Many students cannot reach a state of inner peace of mind because they are pressed for time. The result is panic and fear.
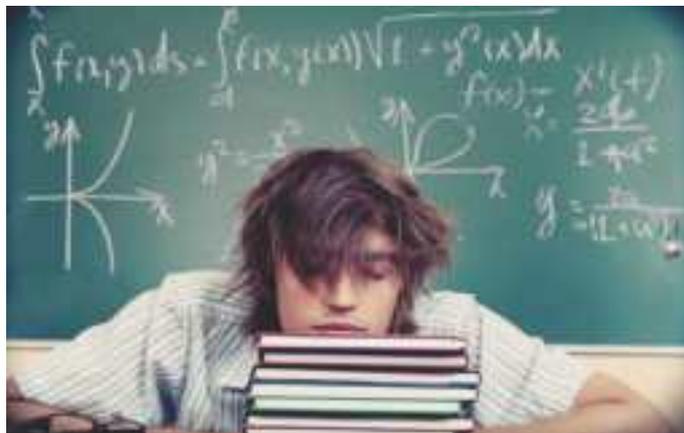
Pirsig defines Quality as an event. In the case of teaching mathematics the event is when the student and the mathematical concepts meet. Whether it is good quality or bad quality depends on the way this meeting is conducted.

About the Author

Ansie Harding holds a DSc (Pret) in Numerical Analysis and is Professor of Mathematics and Applied Mathematics at the University of Pretoria in South Africa. She combines her love for teaching with research into mathematical modelling, education and travelling the world. She is also an after dinner speaker and is well known for her take on the "mathematics of fairy tales".

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Part three of this series will be published in next month's eQuality edge.

Need a quick profit boost?
Five ideas you can implement quickly and inexpensively

by Ed Hatton

All businesses need an occasional profit boost and very few would have the luxury of saying they were already making more than they dreamed of. Here are five relatively painless and inexpensive strategies to improve your business:

1. **Sell more to your existing customers by cross selling.** Cross selling means you sell products in your range to customers who now only buy other products in your range. They may be buying products which you carry from your competitors and this is often because they do not know the extent of your product range. It does not matter that you have explicitly told them about other products in newsletters or advertising, they may not have noticed.

Do this by listing your known customers, and then making a matrix of what they buy. You should have this information in your sales analysis. If there are too many customers, take a selection of maybe 50 or 100. Assuming you are sure they could use your other products, make a series of individual direct approaches by e-mail, messaging or in person. Offer trial periods, initial order discounts or anything to get their attention.

2. **Stop throwing things away.** Unless your organisation operates on very lean principles, chances are that you are throwing a lot of valuable stuff away. This will include packaging material scrap, damaged, stolen or obsolete goods, operational time, space, managerial time and a whole lot of other stuff. Start a ruthless campaign to cut down on waste. Pay particular attention to wasted time like idle time waiting for some needed thing to happen, wasted time making things which will have to be remade and wasted time in inefficient processes. Also pay attention to scrap and rework whether you are a manufacturer or distributor. Check the scrap bins and

figure out ways to stop throwing away stuff you paid for. If you don't have the right systems or training to manage that then buy them, it's cheaper in the long term.

3. **Target a competitor.** Pick your weakest competitor (you do have up to date competitor analysis, right?) and attack their weaknesses and cash cow customers with special offers, top rate service, better technology or whatever your business has which makes it different from and better than your competitors. (You do have a clear and distinct statement of your differentiation and advantages, right?). If you cannot do this chances are you either do not know what your competitors are doing or you have no clue why your customers buy from you. In which case fix that quickly before your competitor reads this and you become the victim of this strategy.

4. **Adjust prices up or down.** Do this only on products where a small price change can mean a large change in demand (price elastic products). Often these are small items, consumables, service contracts, add-ons, some fashion items and minor luxury goods. The ideal is to identify a number of high volume price elastic products. Make a guess what would happen to sales at a couple of price points above and below the current price. Then draw a spreadsheet to show what the total gross profit will be at each price point. You will often find the best strategy is to increase the price rather than cut prices. The

total margin may be higher and the costs lower because there are less deliveries and other unit sale related costs. If the cost to you is likely to change with volume then factor this in. Test the theory by changing the price on a few items and make sure sales follow your projections before making mass changes. Try to increase some items and reduce others so you don't look greedy or desperate.

5. **Get rid of the junk.** You probably have customers and products which are not profitable and suppliers and staff you support because of loyalty despite the fact they cost you money. Supporting loyal people and suppliers is a wonderful thing to do but then view this as charitable bequests, do not hide it in the mainstream of your business. You don't need to be cruel in offering money instead of work, but helping suppliers to become competitive and finding more suitable employment for people who have outlived their usefulness in your company restores their pride and gives them new opportunities. You can now monitor the cost of your kindness. Then kill or replace the unprofitable products, even if it hurts (Keep thinking of Kodak, at one time the

world's second best known brand, which could never tear themselves away from film and make the switch to digital). Politely discourage the bad customers or sharply increase prices of the stuff they buy so at least you make some money from them.

About the Author

Ed Hatton
The Marketing Director
Mentor – speaker – writer – coach

Ed Hatton has mentored and advised entrepreneurs for many years from his consulting company The Marketing Director. He is known for his successful work with start up companies and in helping organisations to grow and develop. He is a popular speaker at conferences and events and a writer. As The Start up Coach of Entrepreneur Magazine he writes the regular Mentor Matters column, and contributes to Strategic Marketing, The SME Toolkit, as co-author of a textbook on entrepreneurship and many other publications.

Ed is a Business Partners Mentor and an active member and counsellor at LifeLine. He writes the business advice blog Marketing Strategy http://marketingstrategy.co.za

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METROPOLITAN HEALTH HIV Your Life PROGRAM
ROAD MAP TO BECOMING THE BEST HIV DISEASE MANAGEMENT PROGRAMME IN SOUTHERN AFRICA

METROPOLITAN
HEALTH RISK MANAGEMENT

"It is with great pleasure, that we have to opportunity to publish a success story from the medical industry in this month's SAQI newsletter. HIV is a still a real problem in South Africa, and we do not always see or hear of the success stories in the battle against aids, particularly in recent times. Below is a short story on Metropolitan Health's HIV "Your Life" program. We have not published too many articles from the health sector but this is one that we feel is important to share."
Ed.

EVOLUTION

ISO CERTIFICATION 2011

In June 2011 the Metropolitan Health HIV YourLife Programme became the first disease management programme in the country to be certified to ISO: 9001: 2008. The certification not only provides an extra assurance of quality for clients, it also signals the company's readiness for NHI in terms of compliance standards.

SABS
ISO 9001

TREATMENT GUIDELINE 2011

The Clinical team consists of interventionists who are pharmacists and registered nurses as well as medical advisors and HIV expert consultants. The HIV YourLife Programme uses the Southern African Clinicians Society Protocols as the basis for the HIV treatment guidelines and protocols.

The protocols, treatment guidelines, standard operating procedures and managed care rules are developed in line with the Medical Schemes Act and Regulations as well as the Scheme's rules. These protocols are developed by the Clinical Best Practice Unit within Metropolitan and are vetted by external medical experts in the field of HIV. Our guideline is updated annually.
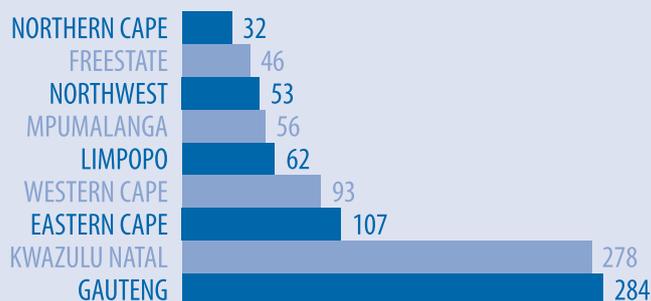
HIV TREATMENT GUIDELINES

METROPOLITAN HEALTH RISK MANAGEMENT
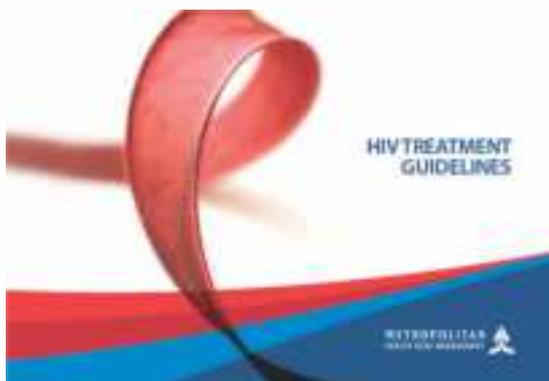
HIV PROVIDER NETWORK 2013

In 2013 the HIV YourLife Programme rolled out the quality of care model for HIV management and targeted 1000 of the top HIV specialists in South Africa based on HIV diploma qualifications.

The HIV YourLife unit, in conjunction with Provider Management, have developed an HIV provider solution to achieve the following objectives:

- Identify doctors that have been trained in the management of HIV/AIDS
- Establish a referral network of HIV specialists
- Increase early enrolment through the HIV Counselling and Testing (HCT) process
- Improve treatment plan adherence
- Improve clinical outcomes
- Reduce HIV-related hospital admissions
- Improve circumcision rates

HIV NETWORK GPS BY PROVINCE APRIL 2014

Province	Value
NORTHERN CAPE	32
FREESTATE	46
NORTHWEST	53
MPUMALANGA	56
LIMPOPO	62
WESTERN CAPE	93
EASTERN CAPE	107
KWAZULU NATAL	278
GAUTENG	284

CLINICAL MANAGEMENT REVIEW 2013

As part of the Network, the HIV YourLife Programme has developed a clinical management review tool to categorise healthcare providers according to the quality

of care and outcomes of patients they have registered. This tool will measure the clinical objectives mentioned above and the data will influence the overall provider profile score. The HIV network is supported by the SA HIV Clinicians Society in terms of regular Continuous Professional Development (CPD) events

LAUNCHED HIV TREATMENT APP FOR HEALTHCARE PROFESSIONALS

In a bid to improve the HIV decision making at an occupational health setting, Metropolitan Health has launched a first-of-its-kind digitalised HIV treatment guideline available across the Android platform in South Africa. The easy-to-use 'how to' guide contains recommendations based on available data and guidelines from authoritative sources such as the Southern African HIV Clinicians Society, the Metropolitan Health Risk Management HIV YourLife Programme and the National Department of Health. The app covers all aspects of HIV care from diagnosis, to starting criteria for anti-retrovirals, to switching treatment regimes. The HIV mobile app was recognised as the top 5 mobile apps out of 400 at the MTN app of the year awards in August 2014.

OUTCOMES 2014

The outcomes illustrate the impact of the HIV Clinical Programme and HIV provider network combining to deliver an improved service delivery offering.

	ENROLLEES	REDUCTION IN HOSPITAL COSTS	AVERAGE BASELINE CD4
2011	3098	⬇ 8.00%	219
2012	3357	⬇ 14.80%	239
2013	3866	⬇ 42.00%	279

	NEGATIVE BABIES	POSITIVE BABIES	ALL BIRTHS	% NEGATIVE
2004	2604	112	2716	95.9%
2006	2390	85	2475	96.6%
2008	2324	65	2389	97.3%
2010	2014	40	2054	98.1%
2012	1922	22	1944	98.9%
2013	1797	8	1805	99.6%

ANNUAL DECREASE IN THE MORTALITY RATE FOR ENROLEES ON THE HIV YOURLIFE PROGRAMME PER ANNUM

	DISTINCT ENROLLEES	AVE. AGE AT DEATH	AVE. YEARS ON PROGRAMME - ALL ENROLLEES	MORTALITY RATE
2004	6750	37.8	8.6	4.2%
2006	8813	38.3	8.9	2.9%
2008	12 913	40.9	9.5	2.1%
2010	18 230	41.5	10.1	1.7%
2012	23 700	42.9	10.9	1.5%
2014	27 542	45.5	12.0	0.3%

The South African Quality Institute is pleased that it can promote Quality initiatives across all sectors of the South African economy and congratulates Metropolitan Health on their YourLife programme.

HIV YourLife PROGRAMME

THE LEAN REPORT: LEAN NEWS, NOTES AND KNOW-HOW

The purpose of this column is to share tips, news and commentary from the United States, relating to the Lean and quality professions

There are good and bad news about current state US healthcare system. The good news is that the federal government spends around $3.8 trillion of taxpayers' money on healthcare which is around 17.8% of GDP and this expenditure will grow by 3.1% for the next five years; this does not include money spent through private health plans, which, if added will easily double the amount. It is predicted that federal healthcare expenditure will swell to $4.0 trillion or 20% of GDP by 2017. When these numbers are benchmarked globally, it further adds to euphoria of a common man. Our government spends 2.5 times the average of Organization of Economically Developed (OECD) and 1.5 times more than the next highest expenditure country in the group – Norway. Current government per capita expenditure in US is around $4,200 per annum as compared to $2,600 in Norway; end of good news.

The bad news is succinct but alarming; only 21 cents of every dollar spent in healthcare in US goes to treat patients and bring them a step closer to convalescence. In lean enterprise's terminology, only 21% of budget is spent on real *value added* medical processes whereas remaining 79% vanishes either in the form of one of 7 wastes of Toyota Production System (TPS) or activity not directly valued by patients.

The very foundation of a sound lean medical system is based on effectively determining *true* patient value proposition while going through treatment process. *Gemba* exercises carried out for determining patients' value stream revealed that complete recovery from illness in the shortest possible time, without medical errors in an affordable way is the single overarching goal of any patient from New York to Nagoya and from San Francisco to Sao Paulo. It is sardonic reality that healing is neither a straight line nor the shortest distance in most of the cases yet lean tools when intelligently chosen and applied can shorten the distance and iron out wrinkles of hidden waste.

The number of lean tools and methodologies being used by lean medical practitioners is increasing every day; more tools are being developed or customized to meet requirements of healthcare sector. Still, choice of a specific tool to improve a system is more of an art than a science. When considering lean transformation, bear in mind that *"Rome was not built in a day"*. A well tested approach to launching a lean program is to exhaustively review recent past performance of the system and connect lean tool selection to the most pressing performance needs. For example, if a system shows a rising trend in errors made or near misses, it should start with a laser sharp focus on rigorous root cause analysis and *Poke Yoke*; in case of low productivity, start with Value Stream Management (VSM) to identify and eliminate waste; for clinical performance variation reduction starting with Work Standardization (WS) and for improving uptime and reliability of capital equipment like MRI scanners, a Total Predictive Maintenance (TPM) program will be a good starting point. Finally, a word of advice for people who expect a magic out of lean transformation – there is none. Intelligence is a rare gift of nature but perseverance is a virtue when conceptualizing, designing and implementing a lean enterprise. Every great journey starts with a single step.

About the Author

About the author: Javed Cheema currently works Performance Improvement practice area of Altarum Institute in Ann Arbor, Michigan. Prior to that, he worked at Eaton Aerospace; was Director of Quality at Alcoa Howmet, VP of Quality at Molex; Director of Quality at Benteler Automotive. Currently, Javed is concluding his doctoral research with a focus on lean transformation of medical systems. He holds MS in Industrial Engineering, an MBA and a diploma in manufacturing systems from Tokyo Poly-Technique, Japan. Javed is a Fellow of ASQ; Fellow of Japan Productivity Council; DFSS and SSMBB; is Publications Chair of ASQ's Lean Enterprise Division, and is an ASQ CMQ/OE, CQE, CQA, and Certified Professional Engineering Manager. Javed has been a keynote speaker at conferences around the world with several research publications to his credit. For questions or comments contact Javed.Cheema@Atarum.org

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Economic Crime in South Africa: Fact or Fiction?

by Terrance M. Booysen and peer reviewed by Sharon van Rooyen (Partner: EY)

It's a fact. No matter which global or regional surveys a person may refer to, the latest 2014/15 surveys on economic crime all show that crime of this nature is on the increase. Economic crime -- particularly *fraud and corruption* -- are causing organisations in both the public and private sector substantial financial losses, and increasing pressure on business to grow their revenues together with market volatility could be just some of the reasons why these crime statistics are increasing.

EY's Europe, Middle East, India and Africa ('EMEIA') 2015 Fraud Survey, entitled *Fraud and corruption – the easy option for growth?* found that greater pressure on businesses to grow revenues, together with market volatility was creating increased risk in expansion opportunities. Challenges -- including geopolitical instability, commodity and currency price volatility, as well as economic sanctions -- were pushing companies and their executives toward high-risk behaviour. Nearly thirty-three percent (33%) of the EY Fraud Survey respondents reported that management was under increased pressure to expand into higher risk markets. In these markets, sixty-one percent (61%) of respondents regarded corruption in companies as widespread, and thirty- seven percent (37%) of respondents reported that companies often overstate their financial performance.

> *"If there is a culture of never missing targets, some people will cheat to make the numbers. Their rationalization is that they are just doing what the top people want them to do. Directors and executives need to clearly communicate that ethics come before making targets. If this message is not consistently communicated, then the organization is headed for trouble."*

Dana Hermanson, Dinos Eminent Scholar Chair of Private Enterprise at Kennesaw State University

In the 2014 *Report to the Nations on Occupational Fraud and Abuse*, conducted by the Association of Certified Fraud Examiners (ACFE), it found that whilst there was a higher percentage of fraud being committed by staff on the employee level, fraud committed by employees accounted for a much lower median loss than fraud committed by its executives. In the same ACFE report, it is interesting to note that accounting departments (as compared to seven other departments) were rated as the number one area where occupational fraud was most likely to occur. More interestingly though; was that whilst executives tended not to commit fraud as much as their junior counterparts, when executives did commit fraud, it was usually six times the value of those committed by their juniors. These findings were also corroborated in another fraud study, namely the 2014 Kroll Report, which was undertaken by the Economist Intelligence Unit with 901 senior executives polled globally. They reported that the following individuals were a leading figure in at least one fraud:

- 32% were senior or middle managers,
- 42% were junior employees, and
- 23% were agents or intermediaries.

In the 2014 Global Economic Crime Survey concluded by PricewaterhouseCoopers, out of the top five most reported crimes was Asset Misappropriation (69%), followed by Procurement Fraud (29%) and Bribery and Corruption (27%). This report furthermore stated for the first time since 2005, South Africa had shown an increase in the prevalence of economic crime. Whilst the global overall incidence of fraud increased from 2009 to 2011, South Africa recorded a fraud incident rate of sixty percent (60%) in 2011 and sixty-nine percent (69%) in 2013. Over the same period of time, the global average of fraud incidence was thirty-three percent (33%) and thirty-seven percent (37%) respectively. What is of grave concern for South Africa is that the country is reportedly experiencing a higher incidence of economic crime in every category, except in the categories of Intellectual Property Infringement and Mortgage Fraud.

Sadly this dire situation is not fictional and boards of directors should be critically concerned as statistics show as much as five

percent (5%) of a company's turnover can be linked to fraud and corruption (ACFE). More concerning is that forensic investigators estimate that sixty-two percent (62%) of all fraud and corruption is committed internally by the organisation's employees (ACFE). This may be largely due to the fact that many organisations lack proper and effective internal controls to detect and prevent fraud, and organisations should be more proactive by implementing effective systems of internal controls that are designed to assist in the prevention of economic crime within an organisation. Not only should the system of internal controls be clearly articulated into the organisation's *Corporate Governance Framework®* and risk matrices, but clear lines of accountability must be attributed to the board of directors when such controls fail, or worse, when these controls are missing. An organisation should be able to quickly detect when its internal controls are inadequate, and furthermore it should also know when there is any form of breaches of the controls, or a lack of management review and so forth. Indeed, this thinking is also in alignment with the recommendations contained in the King Report on Governance for South Africa of 2009 (King III), stating that "the board should report on the effectiveness of the company's system of internal controls". Clearly, when there is a poor tone being set at the top of the organisation and these controls are done haphazardly, then the organisation becomes particularly vulnerable to fraud.

Whilst organisations can become far more proactive in their fraud prevention and controls, they may benefit by implementing various types of pre-employment testing which can play an important role in the organisation's hiring policies and processes. Some of these pre-employment tests may include; director and employee background checks, drug tests, personality tests, cognitive tests and in special cases, polygraph tests.

Let's not forget the important role fulfilled by audit in the fight against corruption and the quest for a 'clean audit'. Both internal and external auditors are extremely useful resources to detect and prevent these criminal activities. Perhaps organisations should arrange more 'life-style' and 'surprise' audits in order to detect prohibited acts and this will make it more difficult for individuals to cover their tracks in anticipation of a planned audit.

> *"Fraud is ubiquitous; it does not discriminate in its occurrence. And while anti-fraud controls can effectively reduce the likelihood and potential impact of fraud, the truth is that no entity is immune to this threat. Unfortunately, however, many organizations still suffer from an 'it can't happen here' mindset."*
>
> **Report to the Nations on Occupational Fraud and Abuse (2014)**
>
> **Association of Certified Fraud Examiners**

It is interesting to note in EY's 2015 fraud survey (*Fraud and corruption – the easy option for growth?*) that as many as twenty

percent (20%) of employees believe anti-corruption policies will hold them back from growing their business. That being said, it does make one wonder what *really* goes on within organisations and if the board *actually* wants to know how the bottom line figures were achieved by their employees?

Indeed, directors should be reminded that contrary to popular belief, the board is ultimately accountable for detecting and preventing corporate fraud and this function does not rest with the external auditors, whose function is limited to expressing an opinion on the annual financial statements. The Global Leader of EY's Fraud Investigation and Dispute Services (FIDS) Practice -- namely David Stulb -- makes a solid argument stating that to "grow in a high-risk market you need the right controls and processes. You need your teams to be trained to make the right choice when asked to pay a bribe or 'cook the books', and you need the right tools to monitor activity so these risks can be addressed in a timely manner."

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Quality in Schools

Many of our readers are parents themselves or interact often with children. We have asked our education editor, a retired headmaster, to share thoughts on how to get Quality principles and practices instilled in young people.

Helping a child to manage anger
Richard Hayward

Anyone can become angry. That is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way – that is not easy.
Aristotle

Schools can be very angry-making places. Energetic and lively children are confined in classrooms for almost two hundred days a year. Not every fellow learner is someone one likes. Then, of course, there are the teachers who are cajoling, demanding and telling children how, what and when to do things. When personalities clash, expect explosions!

Turn on the TV set and see how people deal with their anger. Protest marches often turn into rampaging mobs who loot, destroy property and kill each other. Children read, see and hear about totally unacceptable ways of expressing rage. Both the home and school can help children manage anger sensibly and live happily with one another. Anger management suggestions are:

- **Be a model of calmness:** Children copy us. When we're angry, they see how we respond. Imagine that you're at a shop and the check-out cashiers are chatting amongst themselves. You can assertively but politely ask to be served or make abusive comments; you can have a screaming fit or storm out of the shop. Try to deal with your anger in a calm manner. You're your child's role model!
- **Give your child the necessary vocabulary:** In the shop incident above, it's easy for us to express our anger. Not so the child. We have the vocabulary to express ourselves and that very action helps calm us down. Give your child the words that will help accurately express the feelings. Let the child use different words to describe different levels of anger such as: annoyed, irritated, ticked-off, frustrated, furious, enraged, mad, incensed and incandescent.
- **Know the warning signs:** Long before there's an anger scene, there are warning signs. Help a child to recognise them. The more obvious ones are: clenched fists, fast breathing, pounding heart, shaking and sweating. When these physical behaviours start appearing, it's time to take calming action.
- **Use calming techniques:** Anger management books give a huge range. One that can be used at any age is the 'traffic light' or 'robot technique'. When an angry-making incident happens, think of the red traffic light. The driver stops; there is no action. The yellow light is when a person thinks of different possible responses to the incident. Which is the best choice of action? With the green light, the person carries it out. Another simple technique is to very slowly count 1 … 2 … 3 … 4 and up to 10. Be conscious of breathing slowly in and out. If necessary, count slowly backwards from 10. No doubt you have other techniques that you personally use that you could teach your child.
- **Get physical!** That doesn't mean have a Mayweather-style fight with the source of your anger! It simply means do something physical such as go for a walk, a jog or a run. That's one of the reasons why playing sport can be so good for children. Pent up anger and tension can be reduced in a socially acceptable activity.
- **Write it down:** Dr Dereck Jackson, an eminent educational psychologist, uses this anger management technique. In a quiet setting, he gets the child to write down all the things that are making him so angry. That very writing process often helps the child to get the incidents in perspective. Then there's a discussion about what has been written and the way forward. This technique emphasises that the angry child needs to be listened to with compassion, empathy but also the need to use common-sense responses.

Anger is part of all our lives. It has every right to be expressed and should not be suppressed. Yet caution and common-sense are needed in how it's expressed. Giving the child the managing techniques, helps towards ensuring happy school days.

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