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Welcome to our combined November / December e Quality edge



During the second week of November, SAQI celebrated with the rest of South Africa our National Quality Week (NQW). This supported the United Nations created World Quality Day that always falls on the second Thursday in November each year. Our SAQI theme for the week was "Improving the Quality of Life" and a number of events held during NQW are featured in our combined edition that covers November and December.

Our lead article is by Steve Simmonds who talks about an Integrated Risk Management Framework that was one of the presentations given at the Quality Day celebrations held at the Nuclear Energy Corporation of South Africa. This is followed by feedback from a number of other NQW events. We are also pleased to carry an article from one of our previous regular contributors Paul Naysmith who took a sabbatical from writing for a while and is now motivated to write an article on motivation. We carry Terry Booyesen's regular governance article with a view on "Improperly appointed Boards". Richard Hayward adds food for thought on "Manners nurture the Quality Child".

As we come to the end of another year SAQI would like to take the opportunity wish all our readers in South Africa and around the world a happy and joyous festive season. We look forward to a new year where we can continue promoting and contributing to the Quality of Life of all our global citizens.

Paul Harding

SAQI MD



SHEQ Integrated Risk Management Framework

By Steve Simmonds, Executive Head: Business Development at IsoMetrix

Introduction:

Quality is defined as a measure of consistent excellence brought about by a strict commitment to standards that achieve uniformity of a product in order to satisfy specific customer or user requirements. However, quality means different things for different people. Quality is a journey, a constant striving for better results, and a quest for continual improvement.

ISO Management System Framework

While individual industries may define quality differently according to what quality means to them, managing quality is built on a universal framework that needs to be adapted to suit specific circumstances.

The current ISO 9001, ISO 14001 and OHSAS 18001 standards create a good platform from which companies can develop their Management System. Since there are many synergies between the systems and the principles are relatively similar, these three systems can be combined into one management system. An Integrated Management System eliminates duplication of resources, such as time, effort and paperwork.

While ISO 9001 is the foundational standard that helps organizations identify customer requirements and achieve customer satisfaction. OHSAS 18001 assesses the risk associated with the OH&S hazards that have been identified and determines the controls that are necessary to reduce OH&S risks to an acceptable level and management compliance performance. While ISO 9001 and ISO 14001 have in the main an external focus, OHSAS 18001's focus is internal.



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Risk and quality

It is important to keep the bigger picture in mind. Quality does not exist in a vacuum. Risk management is inseparable from quality. The principles that apply to both; reputation, risk and quality are the same. The idea is to harmonize the risk management process and definitions, as well as existing and future standards.

As part of a SHEQ management system, risk management becomes the uniting foundation along with ISO 9001, creating an integrated management system. By integrating your management systems, and recognizing the impact each has on the other and how they all work together, it becomes a unifying entity, and a center of excellence.

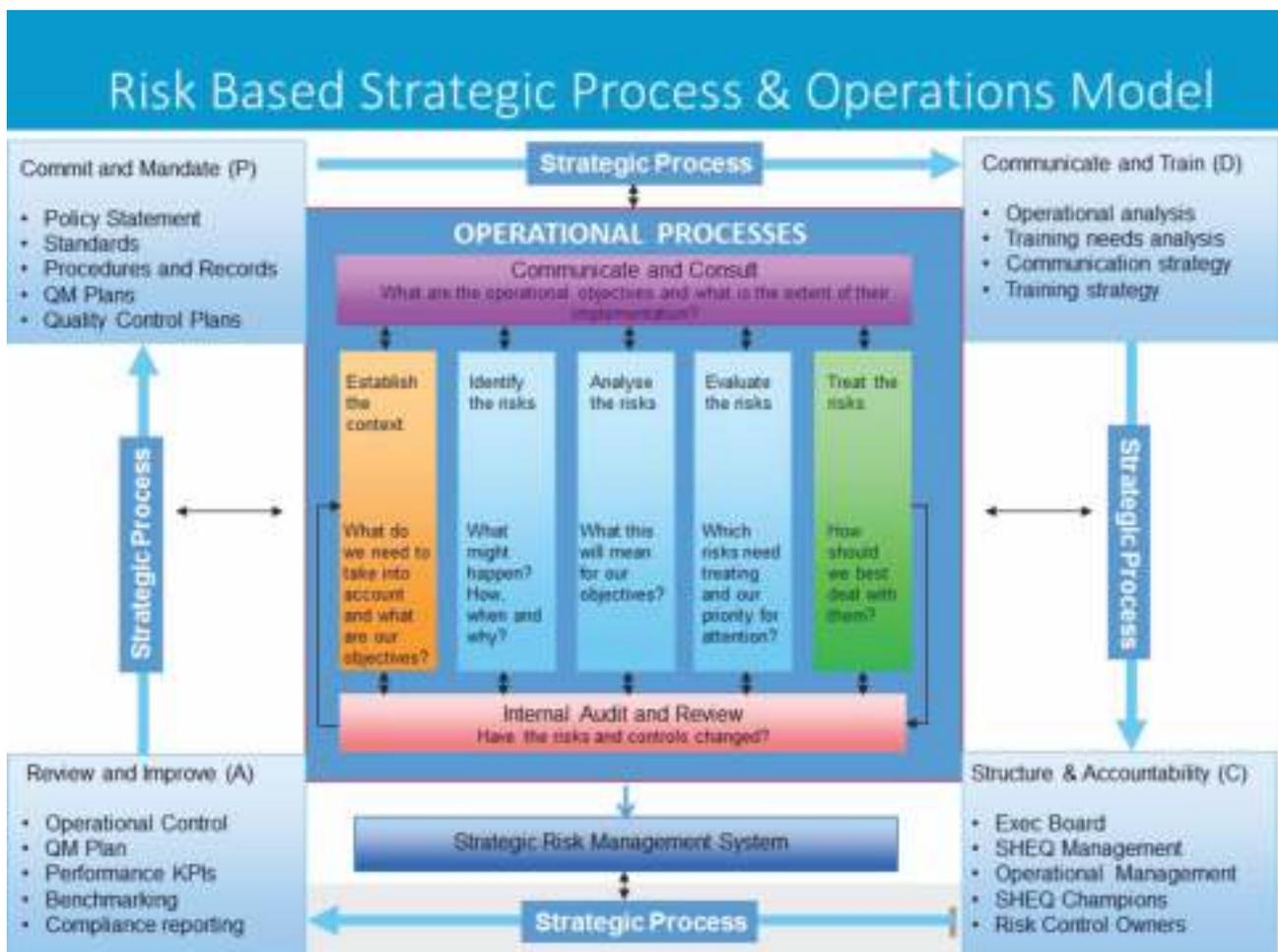
Risk-based strategic processes and operations model

Risk is central and not auxiliary to business processes. It forms the pillars of the organization, it is not something that sits in the middle or at the bottom. Your policy statement, standards and procedures, Quality Management (QM) plans and quality control plans inform communication and training. This is crucial. Quality is all about people; while you need to focus on the business, and worry about the profits, don't forget about the people.

This in turn informs an organization's structure and accountability. What controls do you have in your business? What are your critical controls and who owns these controls? This cycle needs to be constantly reviewed and improved. This is where you benchmark, not merely as an exercise but as an ingrained part of your strategy. In the core of this process and operations model lies ISO 31000.

Do you follow your quality statement, as set out in ISO 9001? The only way to know if you really follow it is to go through the processes of ISO 31000. What are the operational objectives and what is the extent of their implementation?

The idea is to create strategic processes that are continually monitoring and assessing risks as they form part of an integrated system. This way the data you have captured becomes something you can use to identify trends; and that's why from the point of view of what we do with IsoMetrix. You have all the data you have captured, and that data becomes something that you can use as a business intelligence tool. Why do you need that? For a simple reason really: you can't make decisions on anything without the correct information.



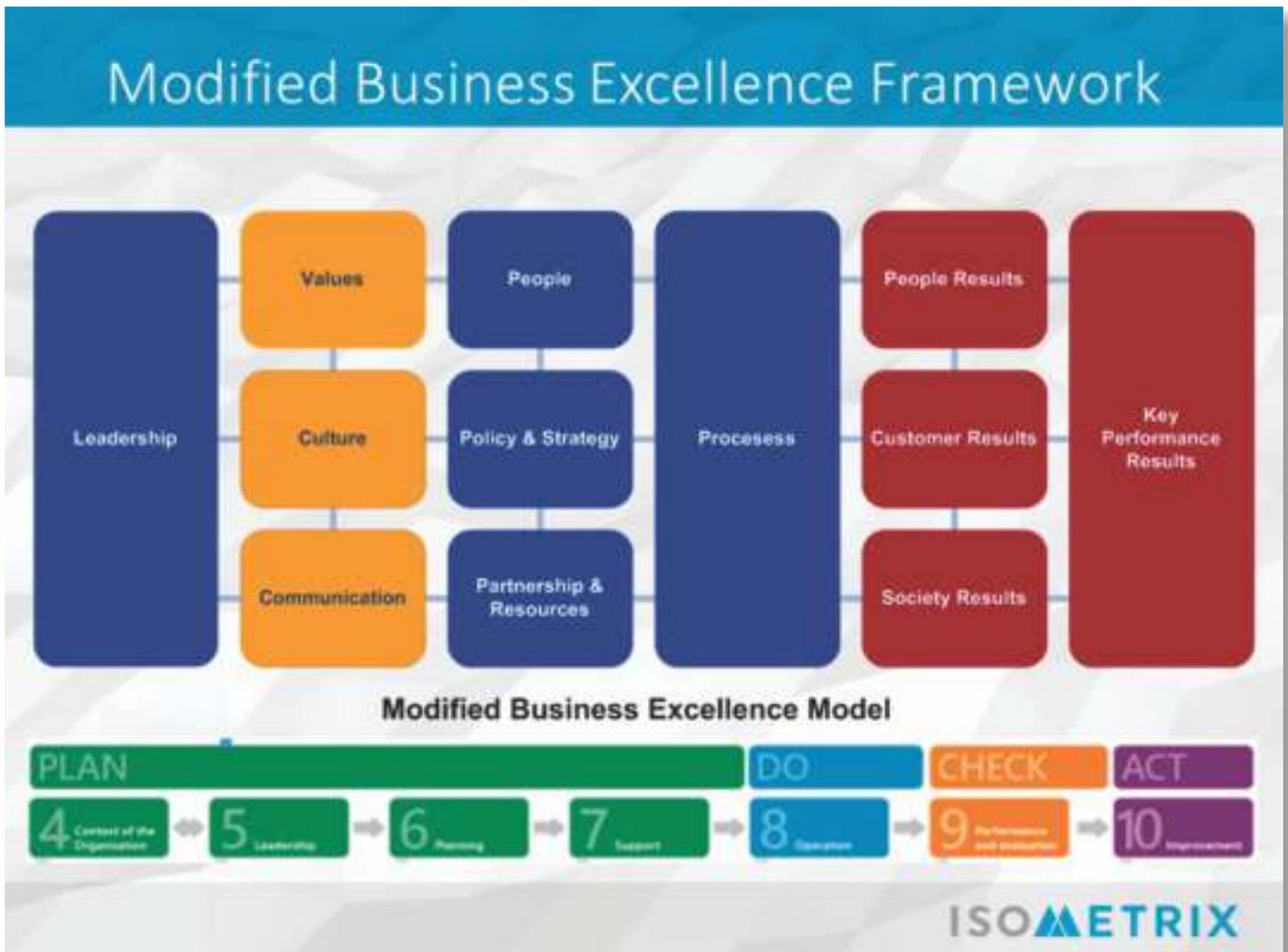
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Business excellence

Well known International Business Excellence frameworks, such as the EFQM Model, Baldrige Model and the South African Model, focus on the process of assessing businesses to determine their current level of excellence. The Modified Business Excellence Framework (see figure) creates a holistic view of Business Excellence by including culture, values and communication. This creates a new dynamic, which takes a more detailed account of strategy, and communicates it better.

ISO 9001 closely aligns with Business excellence because Quality, Safety and Health etc are business excellence. More often than not, the data needed to report on sustainability comes from SHEQ, because these areas are connected and should be integrated. To bring it all together we need to strive for a culture of excellence. If an assessment is taken across the whole business, does excellence permeate? Business Excellence is inseparable from Quality; it is the striving to be the very best you can be in your business endeavors.

To achieve business excellence, and quality, businesses can use this to their own advantage, because the model aligns so closely with ISO 9001 and the Plan, Do, Check and Act process, and ISO 9001 is the foundational standard for quality management.



Conclusion

Every part of your business informs every other part. Thus, an organization's vision and mission, policies and objectives are vitally important, because they permeate to every part of your organization. A mission statement, or promise of quality is pointless if it is just something stuck up on a wall? Do you know your mission statement? Are you aware of it? Do you follow it? Do you have values and do you follow them? These things form the foundation on which quality is built, however you define it.

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2016 SAQI Plant Tour at NECSA

By Team SAQI

SAQI members were treated to a world class event at the recent SAQI plant tour, which we professionally hosted by the Nuclear Energy Corporation of South Africa (NECSA) at Pelindaba in the North West Province.

Although the isiZulu meaning for Pelindaba's, roughly translate into "Done Talking", Most of the SAQI member could not stop talking about the experience. We were treated to a world class experience by Marie and her team. After a welcome coffee, Snr Manager Gawie Nothnagel give a Necsca Group overview presentation followed by a Pelchem presentation by Eddy Valkenburgh & a NTP division presentation by Aubrey Tshivhombela and Gerhard Bruwer. Following the welcome presentations, the SAQI members were taken on a tour of the SAFARI-1 Nuclear research reactor, where Francois Pieterse gave us a quite an in-depth explanation of the workings of the reactor.

Most people would think that a visit to a Nuclear Reactor would be the highlight of the day, but the best was yet to come. We were led by Danny Motlauthi, on a tour of the NLA Training Centre. The NLA Training Centre boasts one of the best artisan training centres with the latest, up to date, technology and machinery. The house keeping in all the training centres were of the highest standard, as well as the practical and theoretical curriculum which covers the fields of electrical, mechanical, fitter & turner, instrumentation as well a welding courses. Here, students received a one stop qualification which is not only world class, but recognised as relevant education by business.

Although we all could see that Quality is a non-negotiable element of the training curriculum, through the examples of the tooling and components that the students produce, Quality is most evident through the passion of all the trainers and educators. The staff and management of the NLA Training Centre are quite modest on their achievements, but all the SAQI members agreed that the NLA Training Centre is a "World Class, Quality Facility".

SAQI would like to thank Marie Mackay and her team for an excellent plant tour, and we truly appreciate the time taken by the management team and staff members, for showing us around their facilities.



Picture Above: SAQI members foto during the NECSA Plant tour



Picture Above: Snr Member of SAQI, Jacques Snyders thanking Marie Mackay from Necsca for arranging the NECSA plant tour

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Improving the Quality of Life

Feedback from the Breakfast forum of the 8th November

By Ian Huntly

“Quality of Life is a right, not a privilege.” This is the view of Dr Lucas Moloi, CEO of the Junto Group, and previous Chairman of the South African Quality Institute (SAQI) who was one of the key note speakers at an event hosted by Rifle-Shot Performance Holdings and SAQI on Tuesday, 8 November to celebrate National Quality Week (NQW).



SAQI's mission is to create total quality awareness and encourage individuals and organisations to focus on the importance of quality as a strategic management tool for global competitiveness; as a generator of wealth and jobs at a local level as well as a key component of business excellence.

This year's theme was “Improving the Quality of Life” with Moloi suggesting we should all be focusing on quality of life in South Africa and making a concerted effort, as individuals, to save the future of our country. He said we must be aware of the less privileged people in our country and not become complacent.

Gideon Du Plessis of Solidarity SA suggested the current state of the country was concerning, given the high prevalence of business rescue plans being necessary. He said unions are fighting one another instead of working together to find solutions for everyone. “We have lost our social dialogue,” he said.

He suggested that we create more stable working environments and more jobs to counter the effects of globalisation. “European trends of ensuring the well-being of staff goes way beyond bread and butter, their focus is on work / life balance and eliminating stress,” he said. “We probably have one of the most stressed-out work forces in the world with stress and burnout costing the industry R16 billion per year. In addition, father-less societies,

caused by migrant labour, have a hugely negative impact on society,” he said. Du Plessis suggested we needed to create multi-party stakeholder partnerships with business and labour by establishing sustainable models collaboratively. “Business leaders have to take the lead and put proposals on the table,” he said.

According to Terry Booysen, CEO of the CGF Research Institute, corporate governance is the corporate way in which one disciplines oneself and business from the top down. Does governance stifle business operations? “No,” he suggests, “in fact, it increases return on investment by 22% in a developing country, and an additional 18% in developed countries”. He says just surviving is not good enough. In order to be able to withstand an unforeseen disaster, one has to be thriving. “It is a process, not an event. Governance is about collective wellness, not individual wellness as in 'I'. Now is the tipping point and if we do not close the obvious and growing gaps between the 'haves' and the 'have-nots', blood will spill. People have had enough,” he said.

Martin Sanne, Executive Director, CSIR Material Science and Manufacturing, says that if one follows the ideas of Singularity University in California on Exponentiality, the change that will take place in the next 10 years will be more than the total change that has taken place in the last 30 years. “and are we geared for it?” he asks.



He believes South Africa's underlying problem is job creation. “There is leverage in job creation in manufacturing, which means that there potentially up to 15 jobs created behind every one job created in high tech manufacturing. Thus manufacturing has a large multiplier effect. Analysis by Stanlib shows that in order for our GDP to grow above three percent per annum, we need to create at least 50 000 jobs per month”, this means that manufacturing and industrialization is a good focus area due to its knock on effect .

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“We also need to pay attention not only to product, factory and company process life cycle management but also human capital development. The convergence of technology in the industrial space as part of the fourth industrial revolution is a reality and, if we fit in, we will fit into the world-wide value chain, as part of the new trends to “Glocalisation = globalisation + localisation”. Mass customisation, shorter time to market, and increased technological requirements in terms of product sophistication and serviceability is upon us and digitalization in the form of product lifecycle management (PLM) is essential for survival in business,” he said. “If we do not ensure that we fit in, we will simply fall away, but if we are ready, we will be ready for great abundance in the future,” he said enthusiastically.

Ian Huntly, CEO and MD of Rifle-Shot Performance Holdings concluded by saying the African Development Goal is that by 2055, Africa will be the leading continent in the world. “We can do it, it's up to us as individuals,” he said. The United Nations introduced the concept of World Quality Day (WQD) in 1990 to promote worldwide awareness of the important contribution quality makes towards the growth, performance and prosperity of an organisation and a nation as a whole. Paul Harding expanded on this and informed the forum that SAQI launched the South African National Quality Week in the year 2000. Ever since then SAQI has developed its own annual theme for the event. “Improving the Quality of life” is taken from the preamble to the South African constitution.

About Rifle-Shot Performance Holdings

Established in 2001, Rifle-Shot is a business consultant, distributor, reseller and implementer of leading operational management software systems for large and medium businesses. Rifle-Shot works to enable its customers to visualise in real-time what they confront today, and what is coming, and not just what they would have seen as if it were last week or last month. Rifle-Shot accomplishes this by combining superior management consulting and the use of subject matter experts with high added-value software products, and its unique and engaging BAG™ (Business Alignment and Growth) project methodology, to effect exceptional operational performance in and with its customers.

For further information contact:
Ian Huntly Tel: +27 (0)11 463 5073



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Thoughts on Motivation

By Paul Naysmith

If you have ever used Maslow's hierarchy of needs out of context and especially related to motivation in the workplace, I will track you down and tape you a lamppost in the street with a sign around your neck explaining your major error. The famous triangle dates back to ideas from the 1940's and research has progressed on since then, and some have found there is little evidence to show Maslow's hierarchy actually existing (Wahba & Bridwell, 1976). Rant over, for the moment.

Short quotes / factoids for a nice info graphic for sitting alongside the article:

- 1) Close work friendships boost employee satisfaction by 50% and people with a best friend at work are seven times more likely to engage fully in their work (Riordan, 2013)
- 2) 55% of Gen X and Gen Y workers believe that finding a job that's personally fulfilling is worth sacrifices in salary (The Huffington Post, 2013)
- 3) 48% of employees worldwide don't even like their jobs (Harjani, 2013)
- 4) "Changing an organization, a company, a country—or a world—begins with the simple step of changing yourself." Tony Robbins
- 5) "The greatest waste... is failure to use the abilities of people... to learn about their frustrations and about the contributions that they are eager to make." Dr. W. Edwards Deming (Deming, 1982)



The art of motivation

The art of motivation is firmly based on psychological and scientific principles: particularly in the workplace. Companies spend vast sums on industrial psychologists to change 'culture' to assist in promoting some type of expensive problem solution to improve some deep seated issue inside a poorly performing organisation.



However, perhaps at this time of the year, you may be facing some level of the 'blues' and feel a level of demotivation. In some Management Schools across the land, they would teach you to go and assess against Maslow's triangle (I'm now growling as I write this). However, I would recommend considering the opposite: look for what causes the demotivation.

Kristi Hedges (Hedges, 2014) expressed that reasons for demotivation at the workplace sits in eight distinct areas:

- 1) Micromanagement
- 2) Lack of Progress
- 3) Job Insecurity
- 4) No confidence in company leadership
- 5) Lack of recourse for poor performance
- 6) Poor communication
- 7) Unpleasant co-workers
- 8) Boredom

In "Qualitylandia" (that's where we Quality professionals inhabit), we would compare this list above to Deming's Deadly Diseases (Deming, 1982) and see commonality or alignment of the principles (excluding excessive medical costs). The challenge is that, as leaders of continuous change, we need to look first at ourselves to see whether any of the above are causes of the demotivation. I personally do not believe that you will ever

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achieve consistent levels of motivation by having a 'rah-rah' session with all the zest of a 'motivational speaker', to me this is like going into your garden and shouting 'THERE ARE NO WEEDS', in the hope that it self-eradicates weeds from your borders. By-the-way, there are weeds out there, and they will take over. Therefore, my call to action is to look for where they are, and what are the causes, and to address this.



As an example, a project you are working on doesn't go to plan. You are looking to improve the performance of a specific process, and the review period of the change implemented has not created the desired improvement. The team involved become deflated, and some lose the motivation to continue. In this example, it would be argued that this falls outside of Hedges' eight common reasons, therefore how should this be addressed? Taiichi Ohno would argue for management by Ninjutsu (Ohno, 1988) in this instance, however a delay in this example, should be viewed as a 'learning moment', an opportunity to gain useful knowledge to apply in choosing the next action. So if the example above is familiar to you or your business, I would strongly recommend taking a long hard reflection on the culture of how mistakes are received, and what counter measure is required to turn this into a culture of accepting mistakes to learn from.

This is Ohno's Ninjutsu philosophy: learning is the key and "to approach an objective positively and comprehend its nature" (Ohno, 1988). So as I believe behaviour creates behaviour, by changing your own reaction to facing a challenge, will affect those around you. Perhaps you are on the extreme end of the emotional scale, the best advice in this situation I would suggestion would be to follow these selected rules from Dr. Norman Vincent Peale (Peale, 1956):

- 1) Believe that for every problem there is a solution
- 2) Keep calm. Tension blocks the flow of thought power
- 3) Don't try to force an answer
- 4) Assemble all the fact impartially, impersonally and judicially
- 5) List these facts on paper.

You may be surprised to what new levels of motivation you can achieve through these simple techniques, and how it may inspire others.

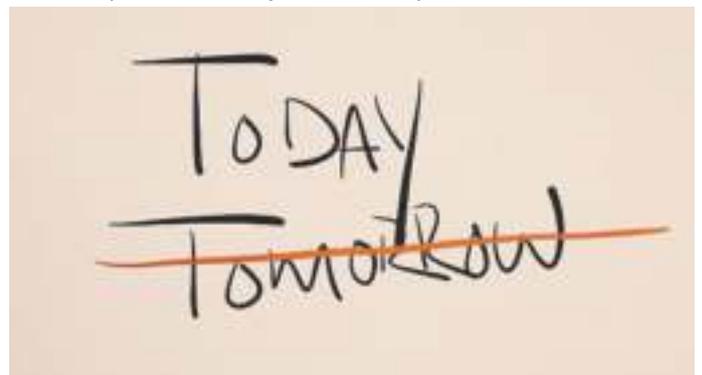
About the Author



Paul Naysmith – CQP FCQI – author of Business Management tips from a Quality Punk and Business Management tips from an Improvement Ninja.

So why haven't SAQI and the e Quality edge heard from me in a while?

It has been some time since you have received a submission from me, and I thought that it would be only correct for me to explain why. In 2014 I moved from the USA back to my homeland of Scotland. If you have ever moved house, you know the challenges that comes with, now imagine that multiplied by a thousand for moving overseas, and my little free time was spent surviving living with the in-laws, then trying to get a new home established. In 2015 my wife returned to University to gain further qualifications, and my work world was turned upside down when the price of oil tanked. I quickly found a new career in the medical device industry, taking me into 2016. This year has been awesome with receiving my first child, Florence in the late spring, I felt that I needed further stimulation through the challenge of restoring a classic car back to its roadworthy glory. With all my lows and highs, writing has not been at the front of my mind. In many ways I would say that I had a writer's block of sorts: I was demotivated. So what I have written above is my own personal journey and story. However, it doesn't mean that I'm back to my former self, as I have been putting my Quality energies I would normally have put into writing into another direction. Since last year, with the help of my current employer, I have established the first of its kind Quality Apprenticeship scheme. I have great ambitions that this becomes the pipeline of future Improvement Ninjas and Quality Punks.



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In memoriam Yoji Akao

By Glenn H. Mazur, Executive Director, QFD Institute and ICQFD

The global quality community mourns the passing of our beloved Yoji Akao, co-founder of Quality Function Deployment (QFD) and Hoshin Kanri. Dr. Akao passed away on October 24, 2016 at the age of 88.

Dr. Akao was an international citizen from his birth in Jakarta in 1928. His career spanned all continents where he lived, studied, and taught. His insights into using statistical and quality methods to translate fuzzy goals and objectives into discrete actions to achieve them became the basis for the QFD and Hoshin Kanri methods he introduced to the world. His “design approach” was to refocus the quality improvement tools from root cause analysis of failures into positive attributes necessary to achieve success in new product development (QFD) and strategic directives (Hoshin Kanri).

Dr. Akao was awarded the Deming Prize (1978) by the Union of Japanese Scientists and Engineers (JUSE), and was an Honorary Member of the International Academy of Quality. He was also an Honorary Member of the American Society for Quality (2010) as well as a recipient of the ASQ Distinguished Service Medal (2001) and the Dorian Shainin Medal (2007). His other awards, publications, and honors are too numerous to mention. It was in ASQ's Quality Progress magazine in April 1983 that quality function deployment (QFD) was first spread outside Japan in an article by the late Dr. M. Kogure and Dr. Akao.

Beyond these methods, however, Dr. Akao was known for his humility and his desire to see the best in people. As his personal translator, I first met him in 1986 when he helped the U.S. auto industry incorporate the same tools that helped their Japanese competitors win market share. As we stumbled through his complex

charts, Dr. Akao was always quick to praise. My favorite memory was when he was reviewing one auto company's first House of Quality drawn with a computer and plotter. Even though they made mistakes, Dr. Akao was quick to compare with Japanese hand-drawn charts, and praised how straight the lines were printed on the American charts.

Most of all, Dr. Akao was quick to share his experiences. On my many trips to Japan, he took me to many of the companies he worked with, sharing his insights with how to turn their weaknesses into strengths. In between, were trips for karaoke, sushi, and sightseeing with his lovely wife, Sachiko.

Dr. Akao's legacy lives on in the many lives he touched, in the International Council for QFD, the QFD Institute (USA), QFD Institute Deutschland, Latin America QFD Association, China Association for QFD, Hong Kong Association for QFD, and in many academies, societies, associations, and universities throughout the world. His passion for research and advancement is noted in his namesake Akao Prize for Excellence in QFD, and most recently in the new ISO 16355 standard for QFD. In what became my last conversation with him, Dr. Akao expressed his delight and appreciation to those of us he knew worked hard to make it a reality.

He will be greatly missed by those who knew, respected, and loved him.

Glenn H. Mazur
Executive Director, QFD Institute and ICQFD
Ann Arbor Michigan USA

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Improperly Appointed Boards Spell Disaster For Organisations

By Terrance M. Booyen and reviewed by Joanne Matisonn (Head of Corporate Governance: TMF Corporate Services)

It has been said that it is very difficult to accurately describe *what* exactly defines a good board of directors, and trying to find a scientific formulae for a so-called 'perfect' board is improbable. At the inception of the first round of appointing directors on the board, the shareholders will usually have a very good idea of the ideal group of directors which they believe will be best suited and qualified to start and direct the business. At this early stage of the organisation's existence, the board will require unique people with the same vision as its founding shareholders, but have a diversity of thought and outlook to enrich the strategic process. As with most new business ventures, there's usually a lot of risk -- even levels of uncertainty regarding business success -- and it is therefore critical that the board ensure they have the correct people who are capable of actually doing the work cut out for them. Indeed, the board must be capable of aligning the vision with a strategic path, whilst at the same time being acutely aware of the risks associated with the many business failures that are linked with start-up organisations.

Assuming the organisation is a success and it has grown in size, representation and profitability (among other measures of success), one of the criteria the board should have implemented would include a succession management policy and plan for the on-going sustainability of the board, both at a collective and individual level. Expectedly, such thinking would also be embedded within the organisation's constitutional documents and business processes, and rightly so if the board is fulfilling its fiduciary obligations to protect the interests of the organisation and its leadership.

"It has been said that a good board will not make a company, but a bad one will inevitably kill it. It has also been said that troubled boards outnumber functional boards by a wide margin. As such, it would seem there is both a deep need and wide opportunity for those who can assist "Boards" to function better."

Kendall Reed (July 2013)

As the organisation becomes more established, it stands to reason that when members of the board are due for rotation or retirement, the board will be required to consider which 'elements' of the board functioning must be retained for the purpose of maintaining its continuity and enhancing the

creation of value, and which elements should be replaced (or sought after) in the expertise, skills and experience of candidates for the board. To this point, whilst it is critical to observe and protect the interests of the organisation, selecting and/ or removing a director tends to become highly charged where personal emotions become underpinned by self-interest which overshadows the interests of the organisation. In South Africa, which has been mired by a number of highly questionable leadership decisions being taken by the boards of a number of state-owned companies (SOCs), one needs to consider whether or not the people being appointed to boards are truly *fit and proper*, not least also that they are indeed the right person being selected as board members.



Given the pace in which the world demands change -- and fuelled by an increased awareness for good governance practices -- most boardrooms today are acutely aware of their many challenges to balance their collective and individual performance against global best practices. Indeed, a board that does not have the ideal composition of directors, including the appropriate diversity, experience, knowledge and skills, is bound for certain disaster. Whilst there may be no perfect board, having a group of carefully chosen directors who are bound by common goals, and who are capable of remaining ethically steadfast in volatile conditions, is key to the organisation's ultimate success and longevity. With this in mind, many directors may have an impressive looking curriculum vitae, however their *real worth* is only discovered once they are put to the test in the boardroom, and their fortitude is tested when they are presented with one crisis after another. In reality, it takes a very special individual to occupy a seat at the boardroom table, and organisations in search of these rare people must be assured that their directors are fully capable of exercising sound business judgement, whilst at the same time being calculated risk-takers, innovators and motivators.

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For boardroom efficacy, it is therefore critical that Board Nomination Committees avoid selecting directors purely based upon the individual's character and/ or the merit of their past experience and performance. Ironic as it may seem, the experience of a director which may have worked well on one board may in fact 'back-fire' on another, with disastrous consequences for the organisation. Moreover, each board is a unique organism, and its dynamics are usually very different as compared with those from other geographic regions, industries and even structures (for example, the manner in which a board is composed in Scandinavian countries -- considering its two-tiered hierarchal system -- is not the same as board structures and compositions in South Africa which are typically structured on a unitary system.) Whilst it is important for organisations to have proper succession planning for their board, it is equally important knowing what personality types work best, not only for the board as a collective, but also in respect of achieving the strategic goals of the organisation. If members of the board are at constant odds with each other, it is hardly likely that they will be in a position to work in harmony and to the benefit of the organisation. Notwithstanding their best intentions, their true worth will be squashed through dysfunctional boardroom behaviour and destructive lobby groups.



A good board of directors is one that is comfortable talking about any issue; be these matters relating to the strategic direction of the organisation, right through to directors who are no longer adding value to the board (including those who have brought reputational damage upon the organisation). Of course talking about these types of issues is one thing, it's altogether something else when the board takes decisive action to rectify any unwanted situation where the organisation is protected from harm.

Given the recent spate of events within two of South Africa's SOCs, the beleaguered boards of the South African Airways (SAA) and the South African Broadcasting Corporation (SABC) have been splashed in the media headlines for their questionable board appointments, practices and their subsequent sub-standard performance. These events have caused the respective organisations immeasurable damage, and the boards and their respective members should be held to account collectively and individually.

For further information contact:

CGF Research Institute (Pty) Ltd

Terry Booysen (Chief Executive Officer)

Tel: 011 476 8264 / Cell: 082 373 2249

E-mail: tbooyesen@cgf.co.za

Web: www.cgf.co.za

TMF Corporate Services (South Africa)

Joanne Matisonn (Head of Corporate Governance)

Tel: +27 (11) 666 0760

E-mail: joanne.matisonn@tmf-group.com

About CGF Research Institute (Pty) Ltd: Services

As an Exempt Micro Enterprise (EME), CGF is a Level 4 B-BBEE, Proudly South African complaint company that specialises in conducting desktop research on Governance, Risk and Compliance (GRC) related topics, amongst other related company secretariat, regulatory and compliance consulting services.

The company has developed numerous products that cover GRC reports designed to create a high-level awareness and understanding of issues impacting a CEO through to all employees of the organisation.

Through CGF's Lead Independent Consultants, our capabilities include the aggregation of local and international best of breed governance reporting services and extend to;

- strategic management consulting, business re-structuring, executive placements, executive coaching, board assessments and evaluation, out-sourced company secretarial functions, facilitation of Corporate Governance Awareness workshops, IT governance through to Enterprise Risk Management (ERM) consulting.

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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.

GOOD MANNERS
ARE AGELESS,
PRICELESS AND
CLASSLESS.

Manners nurture the quality child

Richard Hayward

Do you still remember your school motto? This year Rosebank Primary School in Johannesburg celebrates its 110th year. Their motto is, "Manners makyth man." No doubt, generations of teachers and parents of that school have instilled the motto into their children. It's an important value to give to children at a most impressionable age.

Yet when it comes to good manners in society today, Fred Astaire's quip is too true. Wryly he commented, "The hardest jobs kids face today is learning good manners without seeing any."

That observation applies in a country such as South Africa. In restaurants, patrons bark their orders at waitrons without a "Please" and when the food is put in front of them, they don't even acknowledge the waitron's existence. Think of the lack of good manners on our roads with cars swerving recklessly in and out of traffic. The number of cars racing through red robots is a daily scary, horrific sight.

Different situations have different codes of behaviour. The way one dresses and speaks, for example, at a family braai might be quite different to that at a school Valediction Dinner. Yet, whatever the occasion, good manners have the same common core – having consideration for the feelings of others. It's about making the other person feel comfortable and at ease; it's about being the kind of person that others will like and respect because of your thoughtfulness.

The home is the first and most important place for children to learn good manners. From the youngest age, children learn to share and not grab everything for themselves; they learn to be helpful towards others. The list of good manners is endless. When children enter school, there are new and finer nuances of good manners that they learn. A single example is remembering to shake the hands of the opposing team after sports matches especially when they've been soundly beaten!

When it comes to teaching good manners, the best way is for you to be the role model. Let your child hear your words of respect towards others. Let your child see you being kind and courteous towards the car park guard; let your child see you help an elderly person go ahead of you at the shop checkout-till.

Good manners includes understanding the other person's cultural background. What's fine in your culture might not be fine in theirs. In multi-cultured South Africa, the chances of cultural slip-ups happening are many. Think of the way that children talk to adults. In certain African cultures, the child shouldn't look directly into the adult's eyes but rather slightly turn his face. There are European cultures where the child is expected to look directly into the adult's eyes. To do otherwise is considered rude.

Schools usually reward good-mannered children. There's the obvious resultant happy rapport with teachers and coaches. Such children are usually have a circle of friends. When it comes to leadership positions, children who are seen to be friendly, helpful and sensitive to the needs of others, often go to the front of the queue. They're chosen as children's councillors, prefects and student representative leaders.

There's the familiar saying that the sport captain should lead from the front. A school might choose the best cricketer, netball or rugby player to lead the team. That's wonderful when the captain actually gives a match-winning performance. Yet many a school chooses a captain not necessarily based on the highest level of performance. Rather, the choice is made on a mixture of ability as well as people skills. Good manners are people skills.

When Rosebank Primary School has had its reunions for alumni, they would no doubt have talked of the fun times. They'd have spoken of the excellent education that contributed to their adult successes. A few might even have mentioned but many would have realised – even if was unsaid – the timeless truth of their school motto. Clarence Thomas eloquently stated that truism thus:

*Good manners will open doors
that the best education cannot.*

School leadership and management courses are done by Richard Hayward under the aegis of SAQI. Ten of the courses are endorsed by the South African Council for Educators. The courses earn Professional Development points. For more details, please contact him on either rpdhayward@yahoo.com or 011 888 3262.

*"The test of good manners
is to be able to put up pleasantly
with bad ones."*

- Wendell Willkie

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SAQI Training Programme for 2017

All courses offered by the South African Quality Institute are presented in association with other course providers and are available to all organisations and individuals. SAQI can assist with the training of a company's workforce and all training packages can be run in-house at cheaper rates. A special discount applies to SAQI members. For more information or to register contact Vanessa du Toit at (012) 349 5006 or vanessa@saqi.co.za

1. Each course listed on the training schedule can be completed individually or form part of the overall three levels of certification.
2. SAQI reserves the right to change details of the programme without prior notice. Click on the course code for a synopsis or [click here](#) for all course synopsis.
3. The courses listed below form part of a specific Certificate and all modules should be successfully completed to qualify for the Certificate.
4. Delegates are advised to start on Level 2 before moving on to Level 3.
5. All courses completed previously will receive credit when proof of successful completion is received.

**ALL PRICES
EXCLUDE VAT**

Code	Course	Days	Cost	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
L2	SAQI Certificate in Quality Control*	10	R 18,874												
B41	Introduction to Quality Control	2	R 4,277		6-7			22-23		24-25		18-19	16-17		
B90	Introduction to Statistical Techniques	3	R 5,160		8-10			24-26		26-28		20-22	18-20		
B91	Introduction to Statistical Process Control (SPC)	3	R 5,160		27-28				19-21		14-16		2-4	13-15	
B79	A3 Problem Solving	2	R 4,277			1-3			22-23		17-18		5-6	16-17	
L3	SAQI Certificate in Quality Assurance*	13	R 24,034												
B48	ISO Requirements 9001:2015	3	R 5,160			27-29						4-6			
B24	Procedure writing	2	R 4,277			30-31						7-8			
B16	Internal Quality Auditing	3	R 5,160				10-12					27-29			
B92	Advanced Statistical Techniques	3	R 5,160					8-10					30-1		
B77	Advanced Product Quality Planning (APQP)	2	R 4,277					11-12						2-3	
L4	SAQI Certificate in Quality Management*	15	R 31,706												
B38	Development of a QMS	5	R 10,693						5-9						
B01	Cost of Quality	2	R 4,277						29-30						
B58	New SA Quality Excellence Model	2	R 4,277							13-14					
B74/B76	Lean for Manufacturing/Service Industries	4	R 8,182								1-4				
B93	Policy Deployment (Hoshin Kanri)	2	R 4,277							11-12					

* Must successfully complete all modules listed to qualify for the certificate.

INHOUSE

Above and beyond the courses listed on the left, we can also provide your company with inhouse training on the following topics.

- Incident and Accident Investigation (B82)
- Introduction to ISO14001:2015
- Introduction to OHSAS 18001
- Inventory and Warehouse Management (B86)
- Lean Six Sigma Yellow Belt (YB)
- Lean Six Sigma Black Belt (BB)
- Production Planning and Scheduling (B85)
- SHEQ Internal Auditing (B49)
- Supply Chain Management (B84)
- IT Process Improvement courses



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Inhouse courses provided to 10 or more delegates

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