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# Welcome to our October edition of our e Quality Edge



After a short break last month when our own Vanessa du Toit took a well-deserved holiday in the USA we are pleased to back in print again.

For the past few months SAQI has been working with the United Nations Industrial Development Organisation (UNIDO) on a programme to develop the South African Essential Oils Industry. We take the opportunity in this edition to give feedback on the progress we have made so far.

World Quality Day will be taking place on the 8<sup>th</sup> November and we would like to receive your feedback on any special events that you have planned for this important occasion.

Terry Booysen sees the importance of Succession Planning and tells us that this activity will be affected by new generational thinkers.

Richard Hayward poses an interesting point of view when he says "Please don't put me in the first team".

SAQI hopes that all our local readers have a great South African National Quality Week next month and for our overseas readers enjoy your World Quality Day on the 8<sup>th</sup> November.

Have a great Quality month!

*Paul Harding*  
SAQI MD



# Strengthening the Quality of Essential and Vegetable Oils Exports from South Africa

## Global Quality and Standards Programme (GQSP)



### Quick facts

#### Main Counterpart

The Departments of Trade and Industry (the dti)

#### Other Counterparts

Agriculture, Forestry and Fisheries (DAFF) and agencies, Department of Environmental Affairs (DEA), Department of Small Business Development (DSBD) and agencies, South African Essential Oil Producers Association (SAEOPA)

#### Donor

The Swiss State Secretariat for Economic Affairs (SECO)

#### Implementing Agency

The United Nations Industrial Development Organization (UNIDO)

#### SECO Budget

EUR 1.38 Mio

#### Duration

42 months

### South African Indigenous Essential and Vegetable Oils

With over 21,000 plant species, South Africa is the third-most biologically diverse country in the world and the conservation of this bio-diversity is high on the government's agenda. The indigenous essential and vegetable oils value chains have a high growth potential and can contribute to South Africa realizing value added industrial growth whilst also supporting employment creation and shared prosperity.

### The Opportunity and Challenge

South African essential and vegetable oils are demanded by major economies such as the United States, Germany, Netherlands and the United Kingdom and expanding to Spain, and Switzerland, Japan, Tanzania, Kenya. The export potential estimated for essential and vegetable oils over the next 5 years is over USD (\$) 45 Mio.

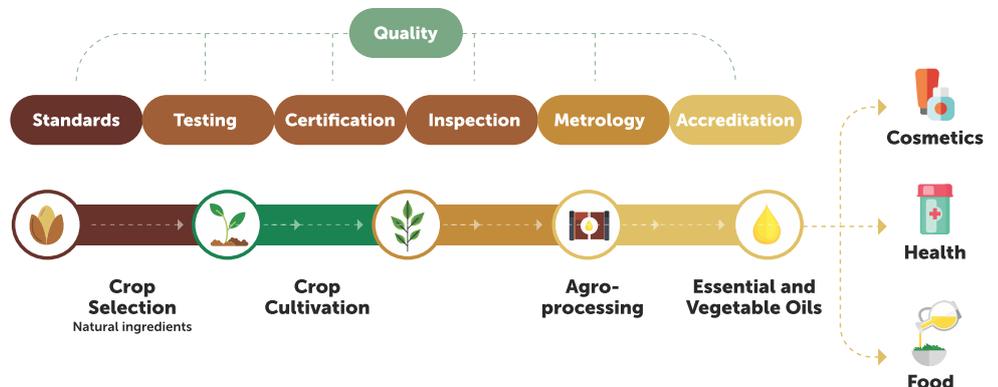
However, currently only a fraction of the essential and vegetable oils produced in South Africa is exported to regional and international markets. The reasons for this ranges from difficulty to scale up from pilot to commercial level, to meeting international legislative and buyer requirements (testing, certification etc.).

### Objective

*Strengthen the quality and standards compliance capacity to facilitate market access for Small and Medium Size Enterprises (SMEs) in the essential and vegetable oils value chain destined for food, health and cosmetic markets.*

### The Approach

The value chain for essential and vegetable oils encompasses all operations from the stages of cultivation, harvesting and agro- processing until the product reaches the end users in the desired quality and at an affordable price. Different quality requirements and standards are present all along the value chain.



In order to assist SMEs produce essential and vegetable oils of the quality required by the target market, this project will work with: 1) the quality infrastructure institutions and service providers that prove and verify the quality of the product and 2) SMEs to use available quality services to produce goods and services in line with international market

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requirements. At the same time, the project will support both SMEs and institutions to instill a sense of demand for quality at individual, institutional and policy level to ensure sustainability of the quality system. The three fundamental dimensions of a quality system will be addressed simultaneously to tackle the challenges identified in the essential and vegetable oils value chain in a holistic and sustainable manner ensure.

## Expected results

Target interventions have been developed to address the bottlenecks in the following categories:

- Strengthen the National Quality Infrastructure (NQI) institutions and service providers to offer quality services fit for purpose, at affordable prices required by SME's to confirm the quality of the products
- Support SMEs to comply with international market requirements (standards and technical regulations) in order to access markets (local, regional and international)
- Promote a culture of quality by supporting SMEs and institutions to embed the need for quality at individual, institutional and policy level to build the reputation of the products produced.

These interventions aim at aligning the demand for and supply of quality services required for SMEs to prove and verify the quality of products to buyers.



## ⊙ The Partners

### ▽ Beneficiaries

- **SMEs :**
  1. Growers/contract farmers
  2. Processors/distillers
- **Producer associations (SAEOPA)**
- **Conformity Assessment Bodies** testing laboratories, certification and inspection services in South Africa and in the region.

### ▽ Partners

- the dti and agencies
- DEA
- DAFF and agencies
- Training providers
- South African Quality Institute (SAQI)
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) - ABS Compliant Biotrade Project
- Swiss Import Promotion Programme (SIPPO)

## ⊙ The UNIDO-SECO Global Quality and Standards Programme [GQSP]

An innovative programmatic approach was developed by SECO and UNIDO to address sustainably the quality and standards compliance capacity challenges in partner countries to facilitate market access for SME by working in emblematic value chains per country.

The GQSP consists of two distinctive components:



Tools, methodologies and guidelines to tackle quality and standards related challenges at a national, regional and global level.



Country projects to address country-specific standards and quality compliance issues by implementing tailor made interventions.

The interaction between the two components will facilitate synergies, enhance coherence among the interventions and lead to increased effectiveness and efficiency.

The GQSP foresees the development of 12 country projects over its lifetime of five years, **South Africa being the pioneer.**



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**the dti**

Department:  
Trade and Industry  
**REPUBLIC OF SOUTH AFRICA**



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Swiss Confederation

Federal Department of Economic Affairs,  
Education and Research EAER  
**State Secretariat for Economic Affairs SECO**



**UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION**

### ⦿ **About the dti**

The Department of Trade and Industry of South Africa, is responsible for the transformation of the economy by promoting industrial development, investment, competitiveness and employment creation; building a mutually beneficial regional and global relations to advance South Africa's trade, industrial policy and economic development objectives; facilitation of a broad-based economic participation through targeted interventions to achieve more inclusive growth; creation of a fair regulatory environment that enables investment, trade and enterprise development in an equitable and socially responsible manner; and to promote a professional, ethical, dynamic, competitive and customer-focused working environment that ensures effective and efficient service delivery.

### ⦿ **About SECO**

SECO's Economic Cooperation and Development division is responsible for the planning and implementation of economic cooperation and development activities with middle income developing countries, countries of Eastern Europe as well as new Member State of EU. It coordinates Switzerland's relations with the World Bank Group, the regional development banks and economic organizations of United Nations. SECO is part of the Federal Department of Economic Affairs, Education and Research (EAER).

### ⦿ **About UNIDO**

The United Nations Industrial Development Organization (UNIDO) is determined to carve its niche in contributing to Agenda 2030 and the SDGs by promoting and accelerating Inclusive and Sustainable Industrial Development (ISID) to achieve shared prosperity and environmental sustainability around the world. UNIDO is a key player in the fight to end poverty - while its activities contribute to numerous goals relating to people, prosperity, planet, peace and partnerships, its mandate is embedded in Sustainable Development Goal 9: build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

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# UNIDO workshop on Quality Infrastructure for Trade Facilitation Toolkit to improve the flow of goods across borders



PRETORIA, 28 August 2018 – The United Nations Industrial Development Organization (UNIDO) organized a two-day workshop to pilot its Quality Infrastructure for Trade Facilitation Toolkit (QI4TF), which was developed with funding from the [German Federal Ministry for Economic Cooperation and Development \(BMZ\)](#). The toolkit aims at identifying gaps in the National Quality Infrastructure (NQIS) that affect the sound implementation of the WTO Trade Facilitation Agreement (TFA). In particular, the toolkit will identify gaps that governments and industry should address to comply with TFA articles 4, 5, 8 and 10.3.

The workshop brought together high-level public and private sector representatives from the South African technical infrastructure system and essential oils sector, namely from the [Department of Agriculture, Forestry and Fisheries \(DAFF\)](#), the [Department of Trade and Industry \(the dti\)](#), the [Consumer Goods Council](#), the [Southern African Essential Oils Producer Associations \(SAEOPA\)](#), and ten active essential oils enterprises from all around South Africa, among others. In addition, two national coordinators are being trained on the toolkit's implementation.

"The outcome of this toolkit will provide insight for the strengthening of legislative, strategic management and operational capacities of government," said Juan Pablo Davila, UNIDO Project Manager. "In addition, it will identify gaps in the technical quality infrastructure system to be addressed to better support the essential oils sector to sustainably access local, regional and international markets."

South Africa is the second pilot country identified to validate the

toolkit before its global release. The results of the UNIDO Quality Infrastructure for Trade Facilitation Toolkit will support the preparation and implementation of ongoing/new interventions and action plans in the booming essential oils sector.

"Central to the success of this initiative is the commitment of the Department of Agriculture, Forestry and Fisheries (DAFF) to support industry to enter and compete in the international arena," said Dipepenene Serage, Chief Director Inspection and Quarantine Services, DAFF. The initiative's next step is to analyze and share the results with the respective stakeholders to support their development plans.

**For more information, please contact:**

[UNIDO Department of Trade Investment and Innovation](#)  
Email

<https://www.unido.org/news/unido-workshop-quality-infrastructure-trade-facilitation-toolkit-improve-flow-goods-across-borders>



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# UNIDO and Switzerland launch Global Quality and Standards Programme project in South Africa



PRETORIA, 19 September 2018 – The Department of Trade and Industry of South Africa (the dti), the United Nations Industrial Development Organization (UNIDO), and Switzerland, through the Swiss State Secretariat for Economic Affairs (SECO), have signed a €1.38 million project to support South Africa's efforts to improve the international competitiveness of South African indigenous essential and vegetable oils.

An innovative programmatic approach was developed by SECO and UNIDO to address sustainably the quality and standards compliance capacity challenges in partner countries to facilitate market access for small and medium-sized enterprises (SMEs) by working in emblematic value chains per country: the Global Quality and Standards Programme (GQSP). The GQSP foresees the development of 12 country projects over its lifetime of five years; this South Africa project, "Strengthening the quality of essential and vegetable oils exports from South Africa", being the pioneer.

The objective of the three and half year project is to strengthen the quality and standards compliance capacity to facilitate market access for SMEs in the essential and vegetable oils value chain destined for food, health and cosmetic markets.

The project was launched at the Pretoria National Botanical Gardens by the acting Deputy Director General of the dti, Dr Tebogoo Makube, the Swiss Ambassador H.E. Helene Budliger Artieda, and UNIDO Representative, Khaled El Mekwad. The event brought together high-level public and private sector representatives from the South African technical quality infrastructure system, enterprises from the essential oils sector and the international development agencies.

Claudy Steyn, the dti, Chief Director: Chemicals, Cosmetics, Plastics and Pharmaceuticals, stated that "the project is very timely and complementary to the initiatives and strategies implemented by the government to develop the potential of the essential and vegetable oils sector" as the conservation of the South African biodiversity is high on the agenda.

This project will aim at building an effective and efficient quality infrastructure system that will help SMEs demonstrate the quality of their products and it will work with essential and vegetable oils SMEs to use the available quality services to produce goods and services in line with market requirements. At the same time, the project will support SMEs and institutions to instill a sense of demand for quality at individual, institutional and policy level to ensure sustainability of the quality system.

"Addressing the quality infrastructure system in a holistic manner is essential for sustainably integrating SMEs into global markets and moreover for the achievement of 2030 Development Agenda" said UNIDO's El Mekwad.

The substantive interest by the public and private sector and willingness to address the quality and standards compliance challenges faced by producers of essential and vegetable oils were evident throughout the project development process.

"The commitment from the South African Government to advance the economic competitiveness and mobilize the potential of the sector is commendable and we are proud to be a partner in this journey to achieve their goals of becoming a global player of exporting quality products, said Ambassador Artieda.

The project will encompass essential and vegetable oils that are also produced in the SADC region and elsewhere in Africa, where possible. "The work done in South Africa has the potential to raise the profile of this industry in the SADC region and in Africa as well" said Juan Pablo Davila, Industrial Development Officer, UNIDO.

The project will be implemented in close collaboration with the dti and its agencies, the Department of Agriculture, Forestry and Fisheries (DAFF) and its agencies, Department of Environmental Affairs (DEA), Department of Small Business Development (DSBD) and its agencies, South African Essential Oil Producers Association (SAEOPA), training providers, and the South African Quality Institute (SAQI).

**For more information, please contact:**  
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<https://www.unido.org/news/unido-and-switzerland-launch-global-quality-and-standards-programme-project-south-africa>

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# Succession Planning Will Be Affected By New Generational Thinkers

By Terrance M. Booysen (Director: CGF) and peer reviewed by Heleen Wright (Business Services Director: WTS Business Services)

Organisational succession planning, and the associated management and implementation of such plans, has traditionally been viewed as a long-term, deliberate and well-thought-out process. This thinking shouldn't change in the context of modern organisations. However, the advent and continuation of the Fourth Industrial Revolution has meant that the process of succession planning and management can no longer afford to be reactive or relegated to the backburner. Indeed, succession planning is now affected by the influx of 'Millennials' and their 'Generation Z' co-workers in the workplace, the rapid increase in the pace of business, the fluid business boundaries of what constitutes the 'modern organisation', and the agility with which Boards need to act and react to keep their businesses viable and sustainable in the long term.

## Traditional succession planning and management

Historically, succession planning has been identified as a process of determining a successor for an organisation's Chairman, Board members, Chief Executive Officer and key senior executives, as well as any individuals with specialist knowledge relevant to the organisation. It has been acknowledged as a process that should ideally be initiated months or even years before the time comes to replace the individual in question, and should be monitored on an ongoing basis.

*"The key to creating an innovative, agile company is to encourage managers to develop their teams. Creating incentives for executives to mentor and develop their people is one of the best ways to create a collaborative culture. The best companies avoid roadblocks by creating new positions, collaborative opportunities and challenging projects so current and future leaders have room to grow. Succession planning must become part of the culture."*

**M Pawlak, Forbes Coaches Council**

Succession planning is to be distinguished from succession management, which is the continuous implementation and assessment of the identified organisational succession plan and ensures the long-term sustainability of the organisation, especially in light of a rapidly changing business environment.

Traditionally, succession management has sought to establish a culture of continuous leadership development, maintaining a finger on the pulse of where the organisation is placed at any given time. This approach included a fairly narrow view of the likely successors for key positions, such where potential candidates were mainly selected to match the organisation's existing culture, including its strategic and operational practices.

The process of succession management included the consensus to build a pool of executive leadership talent to create a match between the organisation's future needs and the aspirations of individuals.

## The Fourth Industrial Revolution has changed the face of organisational succession planning

The Fourth Industrial Revolution has changed every aspect of business, not least of all the manner in which succession planning and management must be dealt with in the organisational context. The nature of business itself is no longer static, with 'seamless borders' between work and home, whether it be in one country or the next, employees no longer want to be bound by the same traditional rigid rules that restrict their movement, thoughts, behavior and actions. Considering the possibility that by the year 2020, over half the global workforce will comprise a combination of Millennials and Generation Z co-workers, both who are motivated quite differently, it is not surprising that the nature of employees themselves is no longer static.

While the more traditional motivations for succession planning and management remain relevant in the context of today's business environment, the execution of these critical functions must be adapted to keep pace with the changing demands of the global economy, the organisation and indeed -- most importantly -- the new generational leaders. Undoubtedly, for the organisation to remain sustainable, and relevant, it will be forced to understand, align and balance the goals and requirements of the organisation against those of their future leaders' aspirations which are clearly very different to the previous, more traditional approaches.

From a succession planning point of view, it is no longer *only* top executives and Board members who should be considered; the talent workforce as segmented by the organisation's talent mapping tools should also be factored since their tendency to hold long-term employment positions has changed, leaving organisations vulnerable to unexpected vacant key posts. Given that the business market has become exceptionally 'fluid', with greater and more flexible boundaries, it is not surprising that expectations have increased amongst many employees who now expect rapid growth and/or promotion prospects as well as augmented employment benefits that are no longer merely limited to the more traditional company perks such as a salary, bonuses, healthcare and retirement benefits and a company car. In addition to these incentives, a clearly mapped personal development programme (PDP) -- which ultimately forms part of the organisation's succession plan -- becomes critically

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important for the individual. If these requirements are not met, they will simply move on to a different organisation. For this reason, forward thinking organisations are increasingly building a multi-dimensional, diverse pool of resources and a pipeline of potential leaders both internal and external to the organisation, in order that they are able to proactively attract and retain talented individuals as part of the organisation's human capital management strategy.

*"The First Industrial Revolution used water and steam power to mechanize production. The Second used electric power to create mass production. The Third used electronics and information technology to automate production. Now a Fourth Industrial Revolution is building on the Third, the digital revolution that has been occurring since the middle of the last century. It is characterized by a fusion of technologies that is blurring the lines between the physical, digital, and biological spheres."*

**Klaus Schwab**

**Founder and Executive Chairman, World Economic Forum**

Neither the Human Resources department, nor the organisation's Talent Committee, have the luxury of developing a five-year, or even a ten-year succession plan. Talented individuals are acutely aware of the demand for their skills and when workplace conditions and the associated employee perks are reduced, or become unattractive, these individuals simply move to a more progressive organisation. Numerous studies show that whilst there are now five generations working side-by-side in the modern workplace, it is most likely that Generation X (born 1965 - 1980), including the Millennials (Generation Y who were born after 1980) and Generation Z (born 1995 - 2010) are generally not content to settle with being employed by one organisation, or indeed in one location, for more than three to five years at the very most. Moreover, they will switch allegiance to further their own career and to achieve their personal and even societal goals, being better informed and more conscious, not only as employees, but as stakeholders of an organisation.

Smart technologies, social media, remote working environments, flexible working arrangements and digitized platforms are just some of the Fourth Industrial Revolution's influencing factors impacting the requirements of modern employees and Boards of directors. Pay is not necessarily pivotal to an employee's ambition; and the likes of work-life integration, flexible working hours and locations, as well as the ethos of the organisation itself are becoming increasingly important employment considerations.

Organisations, as both drivers and 'passengers' of the Fourth Industrial Revolution, will have no choice but to intimately understand the aspirations of this new breed of employee stakeholder, and carefully consider their employee and board member performance, balanced with organisational risk appetite, when assessing who will become part of their succession planning pipeline, and how that succession plan will be managed. Organisations will need to acknowledge their requirements for a highly agile business, as well as the fact that business boundaries have become aggregated in a networked economy. Fresh perspectives and disruptive thinking is what will keep organisations relevant and sustainable in the short, medium and longer term.

## **The Corporate Governance Framework® optimises the organisational succession process**

It is in this context of understanding and appreciating employee stakeholder risk, as well as the consequences of the Fourth Industrial Revolution, that the Corporate Governance Framework® will assist organisations to plan and manage their succession requirements, from both a strategic and an operational point of view.

The application of the Corporate Governance Framework® underpins the effective and ethical leadership (by the Board and executive management) of an organisation insofar as it provides a clear view of the organisation's overall strategic and operational governance position at any given point in time, and as frequently as required.

As a digitized snapshot of the organisation's governance, risk and compliance ('GRC') status, the Corporate Governance Framework® becomes an imperative tool to assess the performance of current Board members and key management within the organisation, who are working cross-functionally to assist in raising the organisation's levels of GRC. The GRC scorecard of the organisation -- as determined through the implementation of the Corporate Governance Framework® -- will therefore provide invaluable information to the Human Resources and Talent Committee, as well as the Board as a whole, to determine whether or not the correct resources are in place within the organisation, and to understand its human capital, as well as succession planning and succession management requirements, in today's fast-paced, digitized and highly competitive environment.

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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.

By Dr Richard Hayward

## “Please don't put me in the first team!”



Most children who play sport at school want to be in the top team. They sense that they've 'arrived' if they're chosen for the A netball, soccer, swimming or tennis team. Boys who are chosen for the First XI cricket or First XV rugby teams can acquire almost heroic cult status in some schools. Yet there are youngsters of excellent talent who beg not to be given such an honour. Why?

“Please, sir! Don't put me in the first team!” was the plea of an exceptional rugby player in a B team when his coach wanted to promote him to the First Fifteen. The coach was flummoxed. He reminded the youngster of the prestige and perks that went with wearing the special rugby jersey reserved exclusively for the First XV.

It's not only in sport but in all areas of school life that teachers and coaches will come across reluctant superstars. Those stars don't want the accolades; they don't want to be in the limelight. They're afraid of success.

What are the fears? A huge one is the fear of standing out from the crowd. It could be shyness or having attention drawn to them. Such children are quite happy to blend in with others.

When a person is selected because of personal excellence, there are expectations of even greater effort and achievement. In a sport, it might require extra practice sessions and attendance at high performance clinics. If the child is a high academic achiever, the teacher might expect the learner to devote even more time spent on their studies.

Together with the success of being promoted, there's also every likelihood of increased failures. Think of the mixed fortunes of individual members of our South African sporting teams. One week they're heroes: the next week they're zeros! Reluctant superstars ask themselves the question: Why go through all that emotional trauma?!

Such youngsters could be encouraged to google or read biographies about iconic characters. Examples would be Walt Disney, Albert Einstein, Bill Gates, Michael Jordan, Thuli Madonsela, Nelson Mandela and JK Rowling. Those icons all had distinctly different lives. Yet they all had one common experience: they experienced times of crushing failures.

What can be done to change the mind frame of a reluctant superstar? What can be done to encourage the youngster to take up the challenge of being even more successful? Six mind shifts that will help are (Davenport 2016: 6-9):

### 1 Reclaim who you really are

When you don't take up a challenge, you could be compromising who you really are. It can be hard to be really happy knowing that you sold yourself short on your goals, integrity and values.

### 2 Accept discomfort

There's usually an 'Eina!' factor in taking up a tougher challenge. Accept that reality but realise that the discomfort is often far less than imagined. When you accept the inevitability of discomfort, you minimise the effect of it. The joys of success far out way the discomforts.

### 3 Have a vision

When you have a vision of what you would like to achieve, you set your step-by-step goals to arrive it. The vision gives you the passion to persevere. Again, your visioning of the final achievement will help minimise the discomfort.

### 4 Reframe the failures

Failure shouldn't be seen as an absolute dead end. It's not to be feared. Failure is proof that you've tried; it's an opportunity to think of better ways to reach your vision.

### 5 Celebrate your achievements

There'll be successes on the road to achievement. Celebrate them! Maybe that could be a reason why many a sport team has a social event after a match. There's usually good reasons to celebrate what the team achieved in the game even if the opponents won the match.

### 6 Enjoy the journey

Sports captains are often interviewed on TV before the matches. The interviewers might ask them what they're going to tell their players. So often the response is something like, “Go out and enjoy the game.” Often teams who play with such attitudes end up as the winners. They savour the moment; they don't fret about future success. They put their enthusiasm and energy into doing their best right now.

Sometimes a child needs encouragement to conquer the fear of success. So much success has already been achieved in the past. Now it's time for even more amazing achievements in the future.

### References

Davenport, B 2016. *How to conquer the fear of success*. <https://liveboldandbloom.com/02/overcoming-fear/fear-of-success>

Olson, D et al 2017. *Success: the psychology of achievement*. Dorling Kindersley: London.

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# SAQI Training Programme for 2018 / 2019

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](mailto:vanessa@saqi.co.za)

1. SAQI reserves the right to change details of the programme without prior notice. [click here](#) for all course synopsis.
2. The courses listed below form part of a specific Certificate and all modules should be successfully completed to qualify for the Certificate.
3. Training is presented on the CSIR campus in the east of Pretoria.
4. All courses completed previously will receive credit when proof of successful completion is received.
5. All prices **include VAT @ 15%**.

Code	Course	Days	Cost	2019					
				Nov	Feb	Mar	Apr	May	Jun
<b>L2</b>	<b>Certificate in Quality Control for Manufacturing</b>	<b>10</b>	<b>22,790-00</b>	<b>Nov</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>
B41	Introduction to Quality Control	2	5165-00		18-19				
B90	Introduction to Statistical Techniques	3	6230-00		20-22				
B91	Introduction to Statistical Process Control (SPC)	3	6230-00	19-20		11-13			
B79	A3 Problem Solving	2	5165-00	21-23		14-15			
<b>L2</b>	<b>Certificate in Quality Control for Services</b>	<b>10</b>	<b>21,725-00</b>	<b>Nov</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>
B30	Introduction to Quality Control	2	5165-00			4-5			
B31	Introduction to Statistical Techniques	3	6230-00			6-8			
B33	Introduction to Quality Circles	2	5165-00				2-3		
B34	A3 Problem Solving	2	5165-00				4-5		
<b>L3</b>	<b>SAQI Certificate in Quality Assurance*</b>	<b>13</b>	<b>29,020-00</b>	<b>Nov</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>
B48	ISO Requirements 9001:2015	3	6230-00			27-29			
B24	Knowledge Management	2	5165-00				8-9		
B16	Internal Quality Auditing	3	6230-00				10-12		
B92	Advanced Quality Techniques	3	6230-00					6-8	
B77	Advanced Product Quality Planning (APQP)	2	5165-00					9-10	
<b>L4</b>	<b>SAQI Certificate in Quality Management*</b>	<b>3</b>	<b>31,610-00</b>	<b>Nov</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>
B38	Development of a QMS	3	6230-00					22-24	
B01	Organisational Excellence	2	5165-00						4-5
B58	Policy Deployment (Hoshin Kanri)	2	5165-00						6-7
B74/B76	Lean for Manufacturing/Service Industries	4	9885-00						
B93	Cost of Quality	2	5165-00						

**Inhouse Training:** [vanessa@saqi.co.za](mailto:vanessa@saqi.co.za) • **Public Training:** [info@saqi.co.za](mailto:info@saqi.co.za)



For a list of other courses provided, please visit [www.saqi.co.za](http://www.saqi.co.za)  
 Inhouse courses provided to 10 or more delegates. Enquire from [vanessa@saqi.co.za](mailto:vanessa@saqi.co.za)

