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Quality in the Service Sector



In this month's edition of our newsletter we are continuing our focus on quality in the service sector. Something that has always been a concern to me is the understanding of how the so called calibration clause of ISO 9001:2008 should be applied to non-manufacturing organizations. I have added an article in this edition based on my thoughts relating to this issue and I would appreciate any feedback on the subject.

Another quality issue being debated on the business media channels at the moment is how far does an organization have to go to recognize the cause of a non-conformance? Is a single corrective action sufficient to satisfy the ISO 9001 Corrective action requirement or does the standard imply the need for performing root cause analysis?

SAQI is just coming to the end of its fourth financial year since its independence from the Department of Trade and Industry and with it the support of government funding. We are pleased to announce that financially we have had our most successful year to date. Training revenue has increased, our revenue and membership numbers have increased and we are pleased to report that SAQI is in a sound position to move forward into the new financial year where we can significantly impact on promoting quality in our country. We would like to take this opportunity to thank all our loyal members who have supported us through some trying times over the past few years of economic downturn.

Paul Harding



Calibration in the service sector

By Paul Harding SAQI MD

Introduction

I was fortunate enough back in 1998 to be part of the working group at the Bureau of Standards in South Africa that was invited to workshop and recommend the proposed changes from the ISO 9001:1994 version of the Quality Management System requirements standard to the eagerly awaited 2000 version. I had been chosen to join the small handpicked group as the sole representative of the hardware (manufacturing) sector of South Africa. Up until that time I had been representing the National Association of Automobile Manufacturers of South Africa (NAAMSA) on the general Technical Committee TC 176 so I had a fair amount of experience of applying standards and quality principles in the manufacturing sector.

So what was the mandate that the TC 176 working group were given? It was quite simple, we needed to develop a flexible quality management system requirements standard that was not only applicable to the manufacturing sector but would also satisfy the requirements of quality provision in the service sector. Now most of the clauses that we discussed during our workshops were fairly easy to put into the right pigeon hole, particularly as the focus was moving to customer satisfaction through a process approach. Now a process, whether in manufacturing or service, is a process and all processes have the same characteristic of converting inputs into outputs. Also we felt that it should not be too difficult to identify who are your customers. After all a customer is a customer whether in manufacturing or service, so we thought the task should not be too difficult. Product realization applies to both service and manufacturing and so do management responsibilities, leadership, resource management, measurement and improvement so there should not have been too many obstacles to delivering the appropriate flexible "One size fits all" requirements standard.

Clause 7.6: Control of monitoring and measuring equipment.

Now all went well until we came to the clause currently in the standard under the heading of 7.6. The standard requires that organizations, both product and service, determine the monitoring and measurement to be undertaken and the monitoring and measuring equipment needed to provide evidence of conformity of product which includes service. The question was raised amongst our small working group as to how this particular clause could now be applied to a non-manufacturing organization? The simple answer was to leave the clause as it as it was and make it a possible exclusion when it came to applying the clause in a service environment. Of course the frequently

used "Get out of jail free" card of adding "Where necessary" could be applied to measuring equipment needed for calibration or verification or both. The proposed standard then went on to list all the calibration tasks that had been carried over from the previous 1994 standard that basically rendered it inoperable to service organizations. At the time I had difficulty with accepting this approach because surely this was an important activity. Are you checking the right service process or result with the right tool? I remember suggesting that we use the word "Benchmark" as a general heading for picking the correct approach for measuring performance of an entity that was not susceptible just to the use of a micrometer, scale or pressure gauge. My argument at the time was not convincing enough to the broad ISO community, mainly made up of people from the manufacturing sector, because the best the TC 176 committee could come up with was the word "device" as a substitute for equipment. So when the standard was eventually published in late 1999 the clause 7.6 now read, "Control of monitoring and measuring devices".

The 2008 update of ISO 9001:2000

Back in the year 2008 the international ISO TC 176 committee revised and approved changes to the original version of the ISO 9001:2000 standard and published the current version of ISO 9001:2008. They then issued a general statement saying that there were no real major changes to the standard but some minor additions and notes, eighty in total, had been made to the standard for clarity and consistent interpretation. I even attended an auditor's conference where one of the speakers was due to talk about the changes in the 2008 standard and made the comment "I don't know what to talk about because there aren't any real changes." However, very quietly and subtly the 7.6 clause had now been changed from "devices" back to the original "equipment". So now if there was ever any doubt about service industries being not able to use the clause, this doubt was now totally removed. What "equipment" does a bank or a university have for determining the monitoring and measurement of its service and products against national or international standards. So they were able to apply the "It is not applicable or necessary in our business" clause and make it an exclusion.

The proposed ISO 9001:2015 update

Common sense may at last be prevailing through the current international TC 176 committee. It has been proposed for the potential 2015 ISO 9001 standard update that the word "Instrument" be used covering the 7.6 clause

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as a substitute although the general sub tasks potentially remain the same. Now for the manufacturing engineer or technician the difference between equipment and instruments may not seem that severe. Is a micrometer a precision checking instrument or is it a standard piece of equipment or for that matter is it a measuring device? However, if you are in financial services or academia the use of the word instrument may be very familiar to you. There are a number of financial instruments that are referred to daily as are the instruments to check comparisons of educational curricula, or dare I say they make use of the word "Benchmarks".

Background to the clause in the standards

In order to provide a better perspective to this discussion let's put the clock back to 1979 or so when the predecessors of the current day quality standards were published. Can anyone still remember SABS 0157 or BS 5750 or even Ford Q101? A need was identified at that time for suppliers of parts, particularly in the armaments and automotive sector to make sure that the measurements they were recording from their "measuring tools" were accurate. Of course the recorded measurement could only be accurate if the measuring instrument, oops sorry, equipment was also accurate and consistent although the skill of the person taking the measurement was also a factor. So the need for regulated calibration was established and with it a proliferation of certified calibration laboratories. So the message given was to make sure that at regular intervals your equipment is checked against a national and international standard and if any inaccuracy is found make the necessary adjustments. Now there is nothing wrong with this practice particularly if you are working to an accuracy of microns in a high precision environment. In the automotive sector we did this all the time and it is a very specific requirement in the automotive sector equivalent of ISO 9001 described in TS 16949.

Service sector calibration

So let us look at the calibration requirements in the education sector. Maybe it would be a good idea to actually calibrate a calculus semester test paper from Oxford or Harvard to determine if we are measuring the correct performance relating to an Engineering B.Sc. in South Africa. In a university maths department the practice is to create a memo that identifies questions to be asked in a test and then provide the ideal answers for consistency of marking. However, it is no good if we are accurately marking and recording results against the memo if the memo itself does not meet the international requirements for assessing calculus. We cannot complain if our degrees, sorry for the pun, are not of the same value if we are not using the correct calibration instruments.

Conclusion

Of course this is only my humble opinion and I don't really expect everyone to agree with me but can someone please come up with a better solution. If we changed the whole clause title to "Benchmarking" we can still benchmark the accuracy of the metre or the micron or the minute or the gram to international standards and record or make adjustments when we find inaccuracies. The origin of the

word benchmark came from the surveying industry and is used as a point of reference for establishing a measurement. The modern commercialised understanding of "benchmarking" organizations or their processes for best practice is a relatively new application made popular in the 1980s and 1990s. We can still benchmark at regular or defined intervals but please I do not want to hear any more about **"this clause is not applicable to my organization because we don't make things we are in the service sector"**.

Paul Harding is the MD of the South African Quality Institute

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References; ISO 9001:2008 Quality management system requirements. ISO Geneva

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An Introduction to the “House of Lean”

By Jacques Snyders Partner Business Improvement Practitioners and SAQI member

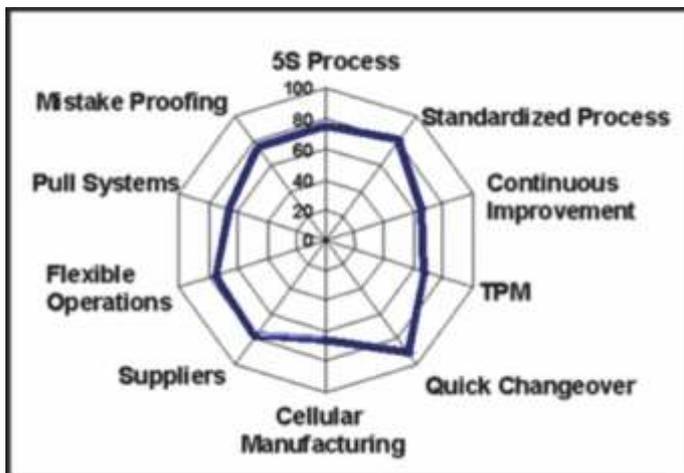
This is the second of a series of articles by Jacques that is explaining the theory of Lean.

There are many reasons why companies struggle to create an effective Lean culture especially one that delivers successful, ongoing, continuous improvements.

One of the main reasons is that leaders think that Lean should be implemented as a project made up of specific implementation tools and principles, which can be driven by a person or group of people who are responsible for operations. Although Lean is generally accepted to be a powerful toolbox of process improvement tools it is the related cultural disciplines that enable process stability, flexibility and speed.

Background

In the early 1990's, a lot of focus was placed on implementing the use of these tools, and they were even used as a measurement of “how Lean the organization was”. It was not uncommon for managers to utilize Spider Charts (See an example below), which indicated which tools had been implemented and how well they were performing on each tool set. Fortunately the Lean community eventually realized that Lean was not just about randomly deploying tools.



Lean Spider (Radar) chart

But what is lean then? Is it a culture, a leadership commitment, or is it the implementation of Lean tools and principles that makes your organization a Lean organisation? The true answer is, it all of the above. It might be easier to understand the importance of a Lean culture, and the role leadership play in sustaining a continuous improvement culture, once you understand how the Lean tools form the structure of kaizen (continuous improvement) philosophy. Although it sounds as this article is a discussion on Lean tools, it's not. The discussion is more around how these tools form the structure for “World class service”.

The best way is to explain this is by having a closer look at the pictorial illustration of the “House of Lean”. The House of Lean (also known as the Toyota production system) represents more

than 60 years of thinking, process excellence. Its developer Taiichi Ohno is well known as the father of the Toyota production system.



The House of Lean is the symbol used to explain the Coherence and Harmony of the Lean System. Stability is the foundation of the house, supporting the 2 Pillars of JIDOKA (Quality) & JIT (Speed).

The foundation

The tools which form the foundation of the House of Lean are aimed at creating stability. There can be no sustained improvement, if there is not stability. In the absence of a stable process output, customers are continuously experiencing a variety of services ranging from very poor up to excellent for the same process. Achieving an acceptable stable process does not mean that your process will be “defect free” or “right on time, every time”. To achieve first time right, on time, one needs to focus on the 2 Pillars of the House of Lean, namely the Jidoka (Quality at Source) and the JIT (Just-in-Time) pillars.

Jidoka Pillar

Too often, managers focus on volume and speed as a measure of excellence. The unfortunate thing is that, in most cases they do not achieve efficiency, due to the huge amount of defects and reworks present in their processes. I am a strong believer of, effectiveness before efficiency. This is what the Jidoka pillar is all about. For any process to be efficient, you first have to consistently execute processes right, the first time.

JIT (Just-in-time) Pillar

In simple terms, Just-in-time is delivering to the customer, what he wants, on time, with no more resources and cost, than what is absolutely necessary. The tools which form the JIT pillar are focused on identifying bottlenecks, and ensuring a consistent rate of production. This rate of production should be determined by the

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customer, and not by the internal capacity of the process.

Below is a glossary of definitions for some of the Lean tool represented in the House of Lean.

Foundation tools:

5s: Below is the original 5 S as used in Japan. It is a simple and effective process for improving the workplace.

- Seiri**- Organization
- Seiton**- Neatness
- Seiso**-Cleaning
- Seiketsu**- Standardization
- Shitsuke**- Discipline

The original 5 S has been translated to make it more accessible to the English speaking world but in the process I feel some of the true meaning has been lost.

- Sort**- removing the unnecessary from the necessary
- Set in order**- a place for everything and everything in its place
- Shine**- cleaning is also inspecting and therefore preventing
- Standardize**- creating an “obvious office”
- Sustain**- maintaining and improving the standards set

Sustain has been substituted for discipline but a lot of the meaning has been lost. The Japanese see discipline not as punishment but self-discipline to adhere to the rules.

Standardized Work: 5S and Standardized Work go hand in hand.

Once you have applied 5S to your workplace it has now become more of a visual workplace. Standardized work is essential so that everyone is operating in the same way and there is no variation in the process, and if there is variation, it is easily recognized.

Total Productive Maintenance: Managing process equipment to achieve maximum efficiency and effectiveness of equipment through employee involvement. Although this activity resonates with manufacturing industries, this is just as important in the service industries where we refer to the uptime of availability of systems and computers programs. This is especially crucial in all call centre environments.

Jikoda Pillar tools:

There are a number of tools that make up the Jikoda pillar.

PDCA:

Plan-Do-Check-Act. This is the cycle of activities first developed by Walter Shewhart and popularized Dr. W. E. Deming.

A3: A Toyota pioneered, systematic problem solving approach utilised at all levels of the organization.

Quality circles:

These are Informal groups of employees, meeting on a regular basis to identify, define, analyze & solve work related problems through a systematic process.

Usually the members of a quality circle should be from the same work area or who do similar work, so that the problems they select will be familiar to all of them.

In addition, interdepartmental/cross functional quality circles may also be formed.

Andon:

Operational process control and communication system used to signal abnormal or out of standard conditions.

Poka-Yoke:

In the Japanese Language, Poka-Yoke stands for:

- Yokeru – Avoid
- Poka – Inadvertent Mistakes

The most common translation is Mistake proofing.

Just-in-Time (JIT) Pillar tools:

Continuous flow:

The goal of Lean is to create a smooth, uninhibited flow from the upstream process down to the downstream customer. A Non-Lean process is full of waste that stops value from flowing to the customer.

Pull system:

To Produce or process items only when the customer needs it, and has requested it.

Takt Time:

Also known as the “DRUM BEAT” of the organization.

Calculated: $TAKT\ TIME = AVAILABLE\ TIME / CUSTOMER\ DEMAND$.

Level Production:

This is also known as “HEIJUNKA”. It's defined as leveling of production by both demand / volume to production capacity. Also know as production smoothing

Conclusion

Working in the automotive industry in the 1990's, I too was misguided to implement Lean through the deployment of the “Lean toolbox” and presenting success to my management team by way of a Spider Chart. Now as a seasoned Lean Practitioner, it is my mission to demystify the understanding of the most basic Lean tools and to educate leaders on the correct interpretation and implementation of an effective Lean culture that delivers continuous process improvement. The success of your lean journey will not depend on how well you can adopt, implement and use the Lean tools in your organization, but rather on creating a culture, of continuously identifying process and customer problems, and selecting the appropriate tools to solve these problems indefinitely.



About the Author

Jacques is Managing Partner and Operations Director of Business Improvement Practitioners in Pretoria. He holds various degrees in the operational fields of Project Management, Quality Assurance and Production Management, Certified Lean Master, Six Sigma Black Belt Trainer and Coach. He has 19 years' experience in Operations Management, 12 of those in the motor industry. He held management positions in Quality Engineering and Project Management.

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The journey toward lean is never-ending



I'm back, writing about another Toyota dilemma of mine. In part one, interestingly titled "My Toyota Dilemma," I wrote how I, as an avid fan and supporter of the Toyota Production System (TPS) have never owned a Toyota. I ended that column vowing I would use Toyota's greatest gift—the 5 Whys—to help find my next car.

In the highly imaginatively titled "My Toyota Dilemma, Part 2," I went on to explain how I bought a Toyota after moving to the United States (thus solving my first dilemma), and the fascinating things you learn when you pull the dash apart and replace it, although you have the mechanical skills of a newborn water vole. Part two ended with a new dilemma, about how I could attend a Toyota plant tour. This is the story of that Toyota visit, and it ends with—you guessed it—me walking away with another "Toyota dilemma."

On a Thursday evening once a month, the Baton Rouge section of the American Society for Quality (ASQ) holds a meeting that I very much like to attend. Although not a member of the ASQ, I'm always welcomed, and I value the meetings when I'm able to make one. I'm a great believer in networking, and if you have never attended this professional institute's meetings, please do so. Perhaps you, like me, will become more than a spectator and get involved as a volunteer.

During one of the earlier sessions I attended, a gentleman by the name of Gary Lane, a lean consultant, provided a detailed PowerPoint presentation of lean's tools and techniques. "Lean companies will always welcome visitors, to let you see how well they do," he noted, and, "Take the opportunity to visit a lean company." He's right: Any

company proud of its systems would want to show them off with much pride.

I live in southern Louisiana, not traditionally known for its manufacturing base, and neither does it support any large-scale, lean automotive bases. In the United States, Ford, Chrysler, General Motors, and Chevrolet are headquartered in the north, which is perhaps a bit too far (and expensive) to take a team for a factory visit to learn about quality principles. Granted, I have been to the Tabasco sauce factory 20 miles from my home, which is without a doubt world-class, but world-class manufacturing principles as seen in a completely alien industry might be a little challenging for some to grasp. Watching a little bottle of red sauce spinning past a colleague and explaining about FIFO is all well and fine, but because it's not a piece of equipment the size of a house, or one a team sees every day, it can be difficult to apply the principle in one's home industry, so to speak.

After the ASQ presentation, I spoke with Gary about this and mentioned my desire to visit a lean automotive factory. At that point a warm smile spread across his cheerful face. "Toyota has a mega-factory in San Antonio," he said.

I have been to San Antonio before, about four years ago. My wife and I vacationed on a ranch not far from the city, and we day-tripped the Alamo. However, I wasn't aware of the Toyota factory, or that you could visit it. I remember the ranch vacation was pleasurable, but I think it would have been enhanced by a trip to Toyota. My wife would have probably thought otherwise. So from the comfort of my man cave, I did my research and learned that Toyota did offer scheduled tours at its Texas plant. It even has a visitor center there. I think I did let out a squeal of excitement when I learned about this.

The day after my many hours of planning a Toyota tour, I had a bathtub full of reasons why I had to take a group from the office to the plant. I needed these many reasons to persuade my boss that he should approve the idea and budget it. So I headed to the office and cornered him:

"Scott, I would like to talk over a proposal for a learning opportunity for a group from the base. This would involve going to see Toyota's world-class manufacturing in San Antonio—"

"Good idea, Paul," he said. "We'll start making arrangements."

I wish all my business proposals were accepted that quickly. To be honest, I was lucky: There was a recruitment

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fair in the San Antonio area that my company was attending at the time, which was already budgeted for.

So on a glorious Monday afternoon, seven of us left Louisiana to go to San Antonio. The plan was to attend the job fair on Tuesday and Toyota on Wednesday morning, returning home the same day. The fair was good; we found some very high-potential candidates, and in the afternoon I took the opportunity with one of the operations managers to visit the Alamo and buy Mexican wrestler masks from the market. The unnamed operations manager claims he bought the mask for his son, but we both know it was an adult-sized mask. However, I do understand the unwritten wrestler's code and will never reveal your identity, *El Salsa*.

I couldn't wait until Wednesday. I have been to automotive factories before, but the thought of seeing trucks being assembled made me even more hyperactive than normal. After checking out of the hotel, I was so adrenalized I forgot that half of the team was in the car behind, following my lead, and I left them in the dust somewhere in downtown San Antonio.

On the southern periphery of San Antonio, the Toyota factory is so immense it took us 10 minutes to drive from one gate to the next and arrive at the visitor center. This is where the lesson in TPS began. As a student of TPS, and having worked for a world-class company where many of the TPS principles were applied, there is perhaps little I don't know, or I should say, little I wouldn't recognize about lean techniques in action.

As we travelled through the center, there were improvement terms, such as *kaizen*, with their definitions in 2-ft-high letters on the walls. There were stations to practice your assembly skills, shadow board principles, a 6-ft display case of awards, and even a station to pull the andon cord to stop the process. Apparently there were cars and trucks to look at as well, but I missed these small details once my Improvement Ninja senses caught the scent of excellence.

Being the excitable child that I am, I even stopped and interviewed the very helpful staff. I learned that all the employees at the visitor center came from the manufacturing side. They had to interview for the position, and it was treated as an honorable placement in another Toyota department. Even better, they all loved their jobs at Toyota, not to mention the incredible benefit packages they get for working there.

From the visitor center, we drove in convoy to the factory, where we would see the assembly process. After we donned our safety equipment and headsets, we set off in the back of a golf cart. Within the site we snaked through all the different production areas. I easily identified key lean principles, a secret, hidden-from-view *kaizen* area, clear visual management, and andon cords being pulled everywhere.

We were returned to where we started, and we departed for the long drive home. Although I had known what to look for and recognized many practices, as we headed back to Louisiana I learned some valuable lessons about the experience from our team. The car was full of

conversations: "Did you see this?", "How could we apply that?" and, "How do you think they got the point of doing that?" Great debates ensued on what we could adopt and strive for; however, I said very little. I just sat back and loved every moment.

I learned that for some in the team who had never been exposed to world-class manufacturing, the tour was an eye-opener. A revolution in thinking akin to taking someone from the Middle Ages to the space station and proving the Earth is, in fact, round. Some had difficulty taking it all in, or even recognizing the basic tools or process of getting to lean. I learned that one tour is not enough because there is so much sensory overload that it is overwhelming.

So I have been presented with my new Toyota dilemma. Oh yes, I will have to extend this series of articles, dear reader. As with any journey toward world-class or lean, it is never-ending, but we must always stride toward it. My dilemma now is based on my observations from this trip. How do I design the next visit where my team can get more from the tour? I'm heading off to my man cave now to start applying scientific principles to factory touring.

About the Author



Paul Naysmith as well as being a Quality Punk and Improvement Ninja, is the HSEQ region manager in the United States for a leading oil and gas well services company. He is a Chartered Quality Professional with the UK's Chartered Quality Institute (CQI) and an honorary member of the SAQI. Naysmith has a bachelor of science in paper science and management, has worked in industrial textiles, food

manufacturing, and the aerospace industry. When not working, he enjoys photography, training to become a Cajun, and spending every precious moment with his family.

Paul is appointed as a regular contributor to the eQuality Edge. Reproduction of any of Paul's articles can only be authorised by contacting him directly at naysmith@yahoo.com



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Dubai Global Convention on BUSINESS EXCELLENCE

Also Presentation of
GOLDEN PEACOCK AWARDS

Theme:

Business Excellence - Key to Achieving World Class Performance



01 - 02 May 2013, Burj Al Arab, Dubai(UAE)

Dubai Global Convention on Business Excellence 2013 – the premium congregation for and of leading industrialist, CEOs, CFOs, Managing Directors, Banks, Investors, Management Analysts etc.

Theme for this year convention is "Business Excellence: Key to achieving World class Performance". In this Convention, we would like to examine the case studies covering boardroom to shop-floor, of a number of companies at the forefront of Business Excellence, and explore the evolution of Corporate Governance & Leadership and attempt to peep over the horizon, to what's next.

GALAXY OF SPEAKERS



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His Highness Sheikh Ahmed bin Saeed Al Maktoum, Chairman, Dubai Aviation Authority and Chairman, The Emirates Group and Dubai World



His Highness Sheikh Nahyan bin Mubarak Al Nahyan, Minister of Culture, Youth, and Social Development, Govt. of UAE



Hon. Charles Gaëtan Xavier-Luc DUVAL, Vice-Prime Minister & Minister for Finance & Economic Development Republic of Mauritius



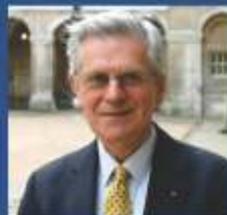
Rt. Hon. Baroness Verma, Parliamentary Under Secretary of State for Energy Climate Change, Govt. of UK



H.E. Lokesh M Kapanalath, Ambassador of India to UAE



Sunil Misser, CEO, AccountAbility



Prof Colin Coulson - Thomas, Chairman Bryck System & Coloco, UK



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Justice M.N. Venkatachaliah, former Chief Justice of India & Chairman, IOD

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Terrance Booyesen Inducted into Worldwide Who's Who for Excellence in Business Development

Mr. Booyesen strives to pave the way for a brighter future for South African businesses

RANDBURG, SOUTH AFRICA, February 21, 2013, Terrance Booyesen, Chief Executive Officer of CGF Research Institute ('CGF'), has been recognized by Worldwide Who's Who for showing dedication, leadership and excellence in business development.

After a long and distinguished career in retail, commercial and corporate banking, Mr. Booyesen started CGF to help those companies just beginning their governance journey in the business world and—most importantly—to help South Africa become economically strong and vibrant.

Mr. Booyesen has 18 years of experience in the finance industry, with a further 10 years as chief executive officer of CGF Research Institute. His day-to-day responsibilities include meeting with companies to discuss and assess governance, risk and compliance (GRC) matters and the implications that GRC can have on their business. CGF Research Institute is a profit-run organisation that aids all size companies and state owned companies with GRC related matters; thereby ensuring that the next generation of South African businesses will be sound, profitable and sustainable. Prior to joining CGF, Mr. Booyesen worked for many well-known financial institutions such as Barclays Bank, First National Bank, Santam Bank and Nedbank.

Mr. Booyesen attributes his success to hard work, dedication and passion. He chose work in the corporate governance sector because his career in banking showed him how the supply chain can affect every business in the world and wanted to make a change for 'truth' in business and ethical business leadership.

Mr. Booyesen has received a number of awards throughout his exceptional career. He was named Sportsman of the Year in South Africa during his military service, seventeenth-most entrepreneurial SME company in South Africa and recognized by the World Without Corruption Programmes supported by the UN.

When he is not working hard for his institute, Mr. Booyesen enjoys long-distance running and riding motorcycles.

For more information about CGF Research Institute, visit www.cgf.co.za or www.corporate-governance.co.za



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Quality in Schools

a regular column by Dr Richard Hayward

As most of our readers are parents themselves, we have asked SAQI's education editor Richard Hayward (rpdayward@yahoo.com), a retired headmaster and published author to give us some words of wisdom on how to get quality principles instilled in young people.

Temper tantrums are OUT!

by Dr Richard Hayward

Matthew, the school opening batsman, walked to the crease. He politely asked the umpire for 'centre' and settled himself comfortably at the crease. Over the last four matches Matthew had been hitting high scores. He felt supremely confident on that Wednesday afternoon. The opposing team didn't have a strong bowling attack. When the very first ball was bowled, Matthew strode down the pitch with the intention of hitting the slow delivery 'out of the park and into next week'. Matters didn't go as Matthew imagined. He missed the ball and it went past him and gently nudged one of the stumps. The bails fell off. Matthew could barely control his fury as he stalked off the field. At the boundary rope of the field in front of spectators, he ferociously flung his cricket bat onto the ground.

School cricket – like many other sports – aims to teach players how to handle both defeat as well as victory. Players learn that one can go from hero to zero in a single game. Whether it's on the sports field or in any other area of life, it's important to control one's emotions. Our emotions have every right to be expressed but in socially acceptable ways.

Our young cricketer, Matthew, was understandably upset by his very short time at the crease. Yet the temper tantrum wasn't the correct way to show his disappointment. The cricket coach realised that Matthew needed to learn two lessons (besides faulty batting technique). Firstly, there are consequences for whatever one does. Also, Matthew needed anger management skills. The disciplinary consequences of his behaviour were to clean the pads for the next match and be the team's twelfth man.

Children need help to manage their anger to avoid horrific and even tragic consequences. (Think of stabbings and shootings in schools and South African society in the last few months.) Five familiar anger management techniques are:

1. **Wait at the traffic robot:** This simple technique is taught to Grade One children. When somebody or something makes you angry, imagine you are at a robot. The red light means that you should stop. Do nothing; calm down; get a grip on your feelings. The yellow light is asking you to think of the possible ways that you

can respond to what has happened. Decide on the best course of action. The green light allows you to now do what you believe is best.

2. **Get physical!:** By this is meant not getting physically involved with the person or group that has upset you! Do something physical such as going for a jog, run or swim. Go to gym or pilates. Take the dog for a brisk walk. Physical activity takes your mind off the source of your anger, lowers your intense feelings and helps you get perspective as to what really happened.

3. **Walk away:** A person can be so incensed that there's no point at that time to talk to the person who is the cause of the anger. Avoid saying words or doing things that will be regretted later. In a calmer, more rational state of mind talk to those who are the source of your anger.

4. **Talk to the hat!:** Dale Steyn is presently the world's best fast bowler. Yet he also has moments of anger when batsmen hit fours and sixes off his bowling. Then he literally covers his face with his hat and has strong words with himself. After his personal severe talking-to, his bowling usually becomes even better and more lethal! Giving vent to one's anger privately helps to get the anger out of the system.

5. **Chat to a family member or friend:** One of the hardest lessons a child learns at school but which is of life-long value, is that the world isn't always fair. Yes, there are the odd sports coaches who have their favourites and yes, there are teachers who have classroom pets. At such times a child needs an empathic ear and sometimes being given an anger management tip or two. The child can also benefit from simply being listened to by someone who cares.

We all have moments of intense negative feelings. Children need to understand that to have strong feelings is understandable but there are dangers if it results in unacceptable behaviour. If, for example, children are angry they cannot simply 'lose it' in a fit of rage. They need to be given those skills to express emotions in acceptable ways because temper tantrums are given OUT.

Richard Hayward does programmes on behalf of SAQI. For more details of the Total Quality Education (TQE): the five pillars of Quality schools workshops, please contact Richard (011-888-3262; rpdayward@yahoo.com). Poor schools are sponsored for hosting workshops.

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Code	Course	Days	Cost	Jan	Feb	Mar	Apr	May	Jun
B11	Setting and achieving measurable objectives	1	R2,340.00			1			7
B12	ISO 14000 overview	1	R2,340.00				25		
B14	Integrated Management Requirements	3	R4,650.00			12-14			
B16	Internal Quality Auditing	3	R4,800.00		6-8			28-30	
B20	Organisational QMS Lead Auditor	5	R10,800.00					6-10	
B24	How to write procedures	2	R4,100.00			26-27			
B34	Statistical Process Control	5	R10,800.00				15-19		
B38	Development of QMS	5	R10,800.00					13-17	
B41	Introduction to Quality Control	1	R2,340.00		22				13
B48	ISO 9001 Requirements Workshop	3	R4,650.00			5-7			
B58	Customer Satisfaction and Excellence	2	R4,100.00				23-24		
B64	Introduction to Quality Techniques	3	R4,650.00		12-14				4-6
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