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# Welcome to our August edition of our Quality Edge



In this month's edition we carry a feature article by one of our International colleagues Stephen Hacker who discusses the need for holistic thinking. We are also pleased to share with you the progress SAQI is making on its new training program aimed at uplifting the Quality Profession in South Africa and share some success stories.

We are also featuring an article by one of our local members Monde Mekute on focusing on Quality at source. We also want to remind our local readers of our NQW theme for "improving the Quality of Life" and look forward to you sharing your programs with us. Feedback is also given from a recent SHEQ conference held in Zambia. We carry Terry Booyesen's regular governance article on Ignorance is no excuse. Richard Hayward continues his column on Quality in Schools and talks about great courage.

We would like to hear from our members and associates on their plans to celebrate our 2016 National Quality Week theme "Improving the Quality of Life".

*Paul Harding*

SAQI MD



# Holistic Thinking in a Subsystem World: Collaborating to Create Inspired Visions

By Stephen Hacker



During a summer hiking adventure in southern France, I had the opportunity to visit the Point du Gard. This structure is an ancient Roman aqueduct crossing the Gardon River and part of a 31-mile system that once carried water from the city of Uzès to the Roman colony of Nîmes. Built in the first century it is now a UNESCO World Heritage Site. The aqueduct carried an estimated 44 million imperial gallons of water a day supplying baths, homes, and

fountains to 50,000 citizens. Amazingly the height drop of the entire aqueduct's length is only 56 feet, demanding a gradient of 1 in 3,000. What precision! The system was used into the sixth century and, possibly, some sections of the aqueduct were used past this time.

As a testament to the Roman architects and hydraulic engineers, the bridge stands 160 feet high and is composed of three levels. Cranes and block and tackle pulleys were used to lift huge blocks of stone to construct the bridge. The bridge was built without mortar or clamps in about five years. The entire aqueduct took about 15 years to build, employing between 800 and 1,000 contractors and skilled workers. Marcus Vipsanius Agrippa, Emperor Augustus' son-in-law and aide, is credited with the construction. It was a huge undertaking, demanding a single-minded focus. Given my engineering background, I stand in appreciation of the accomplishment.

If this aqueduct were under construction today the process would look much different. Environmental concerns; labour, safety and compensation affairs; construction methods; contracting processes; funding acquisition; and governmental regulations would serve to make significant improvements...in discrete aspects of the project. But given the two unrelenting forces of accelerated change and complexity, such a colossal project might well get bogged down and fail to become reality. Well-meaning interest groups and governmental regulatory agencies could possibly derail such an effort. They would not necessarily target the project itself, but the lack of collaboration toward a viable solution would delay construction and escalate costs at best. Or, at the worst, be the project's demise.

Pushing narrow agendas without working to create the vision can serve as a deathblow.

For instance, in the Pacific Northwest region of the United States we seem unable to build a replacement bridge spanning the major north-south interstate highway across the Columbia River, even after spending millions of dollars on planning and environmental studies. Disputes over scope and funding have brought the project to a standstill. Similarly, the San Francisco-Oakland Bay Bridge eastern span (replacing the section of the bridge damaged in the 1989 earthquake) was plagued with controversy about design and building processes. When it finally opened in 2013, it cost \$6.4 billion. Yes, it is beautiful bridge with its signature span. And it is the most expensive

public works project in California's history. A short distance away, the famous Golden Gate Bridge had \$76 million set aside by the state to rig it with suicide nets; funding that seems woefully inadequate given the lowest initial low bid of \$142 million to fully outfit the bridge.

These are just bridges, but they illustrate how single-minded subsystems run amok can undermine the progress of the whole project. Now, consider the purpose of the aqueduct to supply water. Today, we have added subsystems to ensure the safety of the water. Yet, the revelation that dangerous levels of lead are being delivered to communities demonstrates dysfunctional behaviour and infighting of governmental agencies. Neither finger pointing nor providing bottled water will serve to create a deep understanding of what went wrong, how to avoid problems in the future, and how to fix current problems. Why does it seem getting important things done is slow and terribly expensive, if accomplished at all? Are we going backwards?

Seeing the whole, without getting lost in the individual pieces, is a real skill. With so many subsystems being developed (and imposed), the whole is suffering. This doesn't mean the parts and their myopic objects are not important, just that the capacity to integrate the pieces into the whole is often missing. Getting important work accomplished can be deterred because of 'the tyranny of the subsystem' or special interest groups. A dissociated collection of parts (interests and processes) does not add up to something great. It is about the parts and the whole.

As recently as a few decades ago, mammoth endeavours were accomplished: placing 12 men on the moon, building record-setting skyscrapers and power generating dams, constructing enormous highway systems, and creating a world-wide information system supported by a network of earth-orbiting satellites. Now, simply building a house can seem like a herculean task given the number of codes, regulations, and development fees that need to be dealt with.

Please do not be mistaken. I am not calling for abandonment of the good flowing from creating subsystems, nor am I suggesting we need emperor leadership (nor emperor son-in-laws) in public service or business. We do need leaders, subsystem owners, and participants to be better collaborators. There are numerous examples where this is happening, but it is becoming more difficult as change accelerates and complexity increases. Attending to the whole and working toward an entire project is required to make giant visions a reality...as well as making the gains found in subsystems hold.

So, hats off to the first century Romans and their building feat. But, for us, let's demand more collaboration and holistic thinking from ourselves and from leaders to deal with a much more complicated world with change increasing exponentially. Let us discover meaning and common ground in the big vision, keeping our eyes on creating something together. New tools and methodologies for collaborative creation are in the market. Maybe it's not too late for us to learn new skills.

Contact Stephen Hacker and Transformation Systems International [info@stephenhacker.com](mailto:info@stephenhacker.com)

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# Feedback from SHEQ conference held recently in Zambia

Extract from Zambia Times

## Expert urges quality, safety in mining

Quality Business Consultant Holdings Limited, a quality assurance international consultancy firm, and SAQI member has urged mining houses in the country to adhere to quality and safety standards to meet production targets.

Managing Quality consultant Joseph Mwansa said in an interview that as mining houses strive to shift to cost-effective means of production, there was need to stick to quality and safety standards. "Quality and safety standards go hand in hand. If an injury occurs during working hours, it can lead to necessity work stoppage, thereby technically affecting production targets and revenue.

For example if a company projects to make a revenue of K5 billion by 2020, being 2016, which means every year the company is supposed to be making K1.25 billion per year for four years, and every day, the firm is supposed to generate production worth K3, 472,222 which can be lost in a day due to an accident." Mr Mwansa said.

Meanwhile, the second national safety health environment conference that gets underway in Kitwe today to discuss quality and safety issues has attracted more than 60 participants from various economic sectors as well as statutory bodies. The conference is aimed at creating a forum for the exchange of technical know-how in improving quality, environmental management and occupational health as well as safety in enterprises.

Mr Mwansa said the Zambian industry was growing rapidly in sectors such as mining, agriculture, logistics, manufacturing, construction and tourism, hence the need for a robust occupational health and safety culture. "Environmental culture and quality culture cannot be overemphasised in pursuit of both competitiveness and higher returns on investment. "In fact quality goods and services has been a constant call for years since the liberalisation of the Zambian economy," he said.

SAQI MD Paul Harding attended the conference and gave a keynote presentation on the importance of Leadership in promoting Quality in an organization.

*The photograph on the right shows Paul Harding receiving a "Life time" quality achiever award from the Permanent Secretary Howard Sikwela of the Zambian Copperbelt.*



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# RECOGNITION OF SAQI'S NEW TRAINING PROGRAM IS GROWING

## SAQI staff

We are in the second part of the year, and this month, we have a few success stories we would like to share with our member regarding our SAQI training development program.

We are very pleased with the momentum we have seen from our recently introduced training program. Our analysis to date has indicated that you, our members, are continuing to recognize the new SAQI training program as value adding to your business needs and skill gaps. Our class participation has grown from the initial 5-8 delegates per class in 2015, to over 15 delegates per class in 2016. We are already busy with the planning of the 2017 training year, and would like to give you a more industry specific curriculum in 2017.



*Group completing Level 2*

Over the recent period we have noticed an interesting development with regards to the requirements of the Construction industry. We have seen a notable increase in delegates from the construction industry on our training program and this has led us to engage more directly with our construction members. We will therefore, be adding a customized curriculum to our suite of courses that is more construction specific to be launched in mid 2017. We will keep you all posted on that development.

## SAQI recognition goes international

We are pleased to report that the quality team of the Debswana Diamond Company recently completed the SAQI Level 3 Certificate program. Debswana Diamond Company (Pty) Ltd is a unique partnership between the Government of the Republic of Botswana and De Beers Group of Companies. The company was incorporated on 23rd June, 1969 under the original name of De Beers Botswana Mining Company (Proprietary) Limited.

The team, which also consisted of specialist of the “Supplier Quality Development” department, were part of the quality training program. The team expressed its satisfaction with the program, especially the curriculum on APQP (Advanced Product Quality Planning). The APQP curriculum was specially added to our Level 3 program, as the core tools to be utilised in developing suppliers in general. We wish the Debswana Quality team all the best in the massive task of developing the supplier network in their organization.

## Mokete goes to university

SAQI has previously communicated that it is working closely with the University of Johannesburg and Cape Town Peninsula University of Technology, regarding the recognition of the SAQI Quality practitioner development program. We are pleased to announce, that the SAQI level 3 Certificate in Quality Assurance has now been acknowledged by both the University of Johannesburg and the Cape Peninsula University of Technology as satisfying the minimum requirements of the Recognition of Prior Learning (RPL) program of both universities. The RPL Program was established for assisting those working Quality professionals who did not have the opportunities in the past to study through a university. The SAQI program now opens the door for quality people, to further their studies and ambitions to achieve a degree in Quality. We are pleased to announce that one of the pioneer delegates on our new program Mr Mokete Zondo has been excepted through the RPL program to further his studies with the University of Johannesburg. SAQI wishes Mokete all the best for the future. SAQI is currently in talks with other universities to further collaboration in the quest to develop Quality Practitioners in South Africa.

For more information on the SAQI quality development program contact [vanessa@saqi.co.za](mailto:vanessa@saqi.co.za) or [jacques@saqi.co.za](mailto:jacques@saqi.co.za)



*Mokete and Moloyi completing Level 3*

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# National Quality Week Reminder

SAQI's current Mission is indicated below.

- SAQI will play a leading role in establishing and sustaining a National Quality Infrastructure that enhances the competitiveness of the South African economy.
- Create a National awareness of Quality to help improve the **Quality of life** of all South Africans
- Unify the Quality profession into a Body of Knowledge that is recognised as the national benchmark of Quality in all fields of human endeavour;
- Representing SA Quality abroad and help with the improvement of Africa's Quality Infrastructure.

In line with its mission we would remind you of our theme for 2016 National Quality Week to run from the 7<sup>th</sup> to the 11<sup>th</sup> November as:-



## Improving the Quality of Life © SAQI 2016

*This theme and logo may not be used unless it is accompanied by the SAQI logo for members and copyright is acknowledged.*

When SAQI member organizations sign their pledge to quality as a mandatory requirement to join SAQI they commit, as part of their approach to Quality, to improving the quality of life. The SAQI certificate says:- "We strive to improve the quality of life in the workplace, in our own families, societies in general and especially in the communities we serve."

This year's SAQI National Quality Week theme will focus on doing just that. So we call on all our members and associates to make a special effort to support this year's program.

SAQI will be happy to publish the plans and any events that our members will put together to celebrate our National Quality Week activities. We look forward to hearing from you all.

Send your NQW details to [vanessa@saqi.co.za](mailto:vanessa@saqi.co.za)

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# Quality @ Source

By Monde Mekute : Managing Director: SHERQ Strategic Business Unit - Sebata Group

Quality control and statistical process control are one of the most important concepts in quality management. The purpose of these tools is to ensure that products consistently meet internal specifications and customer requirements by gaining control of the production process and resultant product.

The objective of this article is to illustrate the importance of the Quality at Source principle and offer some advice on how to adopt the philosophy to realise its benefits. The essence of the Quality at Source principle is to prevent product defects and service errors from ever happening in the first place. Its main focus is thus prevention. As we all know, defects or errors may however occasionally occur. The aim is then to control processes and product quality by empowering process owners to identify, report, and correct any defects or errors when they first arise before they deteriorate into major and chronic quality non-conformances (Collier & Evans, 2015:346).

According to Collier and Evans (2015:345), the Quality at Source principle is premised on the **1:10:100 Rule**. The financial and business ramifications of this rule on the company are as follows:

1. If a defect or error is identified and rectified at the design stage, it costs \$1 to fix.
2. If it is first discovered during the production process, it costs \$10 to rectify.
3. However, if the defect or error is not detected until it is spotted by the customer, then it costs \$100 to resolve. The cost is not only monetary at this stage, but there is big danger for reputational damage and customer defection as well.

The dollar amounts here are only relative and figurative. They merely illustrate the fact that the cost of fixing manufacturing defects or service errors grows dramatically the further down the defects and errors move along the value chain.

**Key Message:** The longer it takes to detect problems along the value chain, the more costly it becomes to correct them.

The figure below is a graphical illustration of the 1:10:100 rule and the three effects described above. As the figure depicts, focusing on prevention hugely decreases the cost of quality whilst external failures exponentially increase quality costs. Prevention refers to all those quality activities aimed at making sure that quality non-conformances do not take place. The main

focus should be on the design of products and production / service delivery processes. Internal failures mostly happen during production or service delivery. External failures happen at customer premises or during product use by consumers. External failures can result in disastrous and fatal incidents depending on the nature of the product or service. Imagine the wrong type of fuel or engine lubricant on an aircraft full of passengers. The result could be a crash of the aircraft with dire consequences.



**Source:** Reproduced from University of Stellenbosch Business School MBA Operations & Information Management Class Notes, 2015. By Martin Butler & Konrad von Leipzig.

A critical medicine that is labelled incorrectly and ends up accidentally consumed by hundreds of patients could equally have catastrophic consequences. So the impact of external failures can indeed be extremely high.

To prevent both internal and external failures, a habit of doing things right first time all the time should be institutionalised in the organisation.

**But how do we ensure that things are done right first time all the time?** The following four factors are essential.

1. Error proofing of processes and machinery (Poka-Yoke) to avert system induced non-conformances. Techniques such as failure modes & effects analysis (FMEA), statistical process control (SPC), and visual management (VM) are very useful in preventing quality non-conformances caused by processes and equipment.
2. Development of documented standard operating procedures and work instructions and strict adherence to them. This ensures accurate and consistent execution of work activities. Documented procedures and work instructions also facilitate training.
3. Training of personnel to master what they do.

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4. Embedding a practice of systematically preventing problems, rather than reactively correcting them.

**The pursuit of Quality at Source philosophy requires a conducive organisational culture and climate:** For this philosophy to flourish in an organisation, you need a culture of openness and reporting, and a climate of zero fear for punishment. If employees know that they will be punished for reporting and owning up to mistakes, you can be sure that there will be no reporting, and the whole program will falter. Leadership is vital in creating this conducive cultural environment, and human resources department has a big role to play in instilling a climate of no fear.

According to Tate (2011), operative employees and process owners should be empowered to stop production immediately and take corrective action when quality issues are detected. Waiting simply exacerbates the problem. As Tate puts it, it's like driving on a flat tire, and damage the tire and rim because you do not have time to change the tire. In many companies an employee who dares to stop a production line because of quality issues would be in serious trouble. In such companies the main focus is usually meeting daily production volume targets. So a cultural change is required here, and leadership thus plays a big role.

Successful implementation of the Quality at Source philosophy also requires that the organisation breaks away with the tradition of having quality the sole responsibility of the quality department (Ortiz, 2009). Everyone, across the entire value chain who is involved in the manufacture of a product or service delivery, whether directly or indirectly is responsible for ensuring a quality product or excellent service.

In closing, the adoption of the Quality at Source philosophy in your organisation will bring about huge improvements in operational and business performance. It's so worth the effort!

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### About the Author:



**Monde Mekute** is currently the Managing Director: SHERQ Strategic Business Unit at Sebata Group based in Midrand, South Africa. Monde has a BSc degree in Chemistry & Applied Chemistry from the University of Cape Town. He also possesses a degree in Quality Management and other business management qualifications, including a Masters in Business Administration (MBA) degree from the University of Stellenbosch Business School. Monde possesses extensive operations management experience in the manufacturing industry.

What describes him well is his fascination and obsession with operational excellence and best practices, and the passion for leadership. He is a senior member of the South African Quality Institute (SAQI).

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# Ignorance of the Law is No Excuse — Make Sure You Know what is Required

Article by CGF

Experience shows that it is often not the complex legal issues that companies stumble over. In most cases, the complex legal issues tend to receive a lot more focus within a company and they are usually dealt with by teams of lawyers and accountants. Rather ironically, it's the so-called 'insignificant' administrative legal requirements that often create the biggest headaches for companies and if these are left unattended, it could attract massive penalties and even result in the company being closed through its non-compliance.



To illustrate this point, the submission of an *annual return* to the Companies and Intellectual Property Commission ('CIPC') -- together with the required documents and fees -- is a requirement of the South African Companies Act, 2008. Whilst this task is a relatively easy matter for any company to attend to, non-compliance with this matter can however have grave consequences for a company and its ability to transact and engage business.

## What is required?

According to the CIPC; all companies -- which includes external companies, close corporations and non-profit companies -- are required to file their respective CIPC annual returns on an annual basis, and within a prescribed time period together with the prescribed fee.

A clear distinction must be made between an *annual return* and a *tax return*. An annual return is a sort of 'renewal' and it has the purpose to confirm whether the CIPC is in possession of the most up-to-date information of a company, and that the company is still conducting business. A tax return on the other hand, focuses on taxable income of a company in order to determine the tax liability of the company and it is filed with the South African Revenue Services (SARS). Compliance with the one does not mean that there is automatic compliance with the other. Both these returns follow completely separate processes which are guided and administrated in terms of different legislation from two different government departments.

Therefore, even if the tax return has been filed with SARS, the annual return must still be filed with CIPC.

## What are the consequences of non-compliance?

If annual returns are not filed within the prescribed time period together with the required documents and fees, the assumption is that the company is inactive, and as such the CIPC will start the de-registration process to remove the company from its active records.

The legal effect of the de-registration process, is that the juristic personality is withdrawn and the company ceases to exist. This effectively means that:

1. any assets (including immovable property) of the de-registered company are forfeited to the state as *bona vacantia* assets at the time of deregistration;
2. the removal of the company's name from the Companies Register does not affect the liability of any former director or shareholder of the de-registered company in respect of any act or omission that took place before deregistration. These liabilities continue and may be enforced as if the company had not been deregistered;
3. possible action could be instituted against the directors of the company for failing to fulfill their fiduciary duties. Such an action would be brought against the directors jointly and severally, and
4. possible reputational damage to the shareholders, directors and the company itself.

To illustrate the effect of a company not filing its annual return; let's assume that a company has been formed as a property holding company with a large property portfolio and its shareholders own shares worth a few hundred million Rand. The company's shareholders then decide to purchase a further property to increase the company's value.

If the company has been de-registered, due to a failure of its directors to submit its annual returns to the CIPC, the CIPC may then de-register the company. In this event, the consequences may result in the existing shares becoming *bona vacantia* and the company cannot acquire the additional property and it loses its entire property portfolio.

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## Why do companies not submit their annual returns?

In most cases companies are not aware of the requirements to submit an annual return, or they may have no idea of the consequences they risk incurring when they do not submit their annual returns. Other possible reasons for non-compliance could be:

1. the directors of the company did not know how or where to submit the return;
2. the directors were not sure of how to calculate the turnover or calculate the company's Public Interest Score (PIS), both of which are required to be submitted with the return;
3. the directors were not sure of how to calculate the annual return fees due to the CIPC, or
4. the directors were unsure of what documents need to be submitted together with the annual return.

Whatever the reason may be, ignorance of the law is no excuse and failing to comply with this requirement can result in unwanted consequences for the company, including its shareholders and directors.

## How can we help?

With CGF's recently launched company secretarial division which specifically focuses on compliance with the secretarial duties and responsibilities in the Companies Act, our team of dedicated resources are willing to assist all companies with their annual returns, amongst other secretarial statutory requirements.

Our trusted team has many years of experience in dealing with all company secretarial related issues. Some of the professional services provided by this division include:

## About CGF Research Institute (Pty) Ltd: Services

CGF is a Proudly South African, Exempt Micro Enterprise Level 4 B-BBEE compliant company. The company specialises in a variety of specialised governance consulting services, including conducting desktop research on Governance, Risk and Compliance (GRC) topics.

Through CGF's Lead Independent Consultants, our professional consulting capabilities extend to;

- strategic management consulting, business re-structuring, executive placements, executive coaching, board assessments and evaluation, outsourced company secretarial functions, minute-taking services, facilitation of Corporate Governance Awareness workshops, group wellness, employee wellness programme strategy, performance management, job profiling, ethics risk assessments.

CGF's services cater for large corporates, small and medium sized businesses and state owned organisations. To find out more about CGF, its Lead Independent Consultants and Patrons access [www.cgf.co.za](http://www.cgf.co.za) or [www.corporate-governance.co.za](http://www.corporate-governance.co.za)



### CGF company secretarial division: Professional services

<i>Company formation</i>	<i>Lodgments with CIPC</i>	<i>Company amendments &amp; disclosures</i>
<ul style="list-style-type: none"> <li>• Provision of shelf companies</li> <li>• Name reservations</li> <li>• Name reservation extensions</li> <li>• Company restorations (in the event of deregistration)</li> </ul>	<ul style="list-style-type: none"> <li>• Special resolutions</li> <li>• Memorandum of Incorporation (inclusive of drafting)</li> <li>• Amendments to Memorandum of Incorporation</li> <li>• Financial statements</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Returns</li> <li>• Changes of directors</li> <li>• Name changes</li> <li>• Change of share capital</li> <li>• Change in registered office</li> <li>• Change of address</li> <li>• Change of financial year end</li> <li>• Change of auditor</li> <li>• Change of company secretary</li> </ul>

## For further information contact:

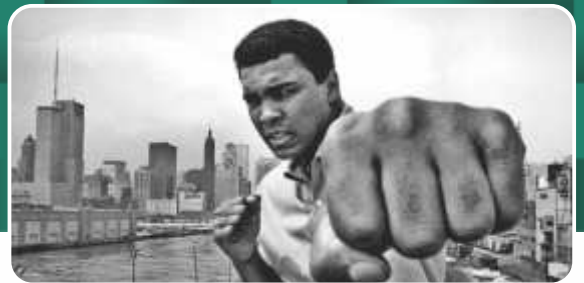
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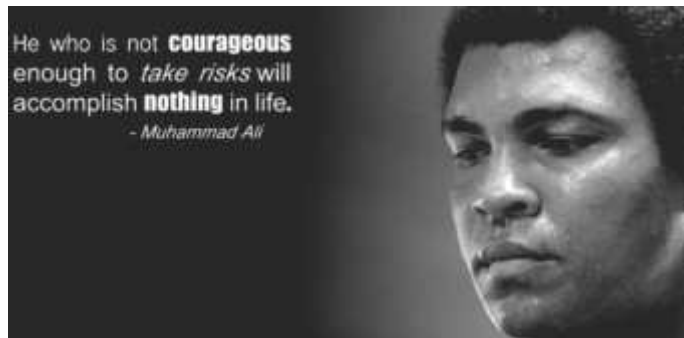
# Quality in Schools

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.



## Great courage from The Greatest

Richard Hayward



On 3 June, Muhammad Ali – the world's undisputed best heavyweight boxer – passed away. He unashamedly called himself The Greatest. There were fifty-six fights in his career and only five defeats. His brutal courage but also fine boxing skills were unquestioned.

Muhammad Ali's boxing career started in a strange way. When he was 12 years old his brand- new bike was stolen. He reported it to Joe Martin, a local police officer. Martin suggested that the angry youngster learn how to box so that he could thrash the thief who had stolen his new bike. That was the start to an incredible boxing career.

As Ali's career soared, he showed his fans another aspect of his courage – the courage to be his own person. He spoke out against racism and aspects of his life as an Afro-American. Once he went into a Louisville hamburger diner wearing his Olympic gold medal. The waitress told him that they don't serve niggers; he replied with bitter humour that it was fine because he didn't eat them either. In utter rage he threw the gold medal into the Ohio River. Enraged, he shouted that his boxing achievements meant nothing to certain white Americans because of the colour of his skin.

Then in the prime of his boxing career, he refused to be drafted into the US army to fight in Vietnam. As he ironically stated, he did not see why he should go 10,000 miles to kill the Vietcong who had never called him a nigger or tried to lynch him. The real enemy in Ali's eyes were certain people in his own country. As a conscientious objector, he was stripped of his title and was out of boxing for three and a half years.

The toughest fight that Ali had to contend with lasted 32 years – his losing battle against Parkinson's disease. As an obituary in *The Economist* (11 June 2016, page 83) stated: "In old age, though, he was neither mad nor broke, as some boxers were. He was placid, serene and in the face of his relentless illness, brave. That, too, became an image of the centuries-long endurance of blacks and their spiritual patience."

In a school setting, courage can be viewed from a very narrow

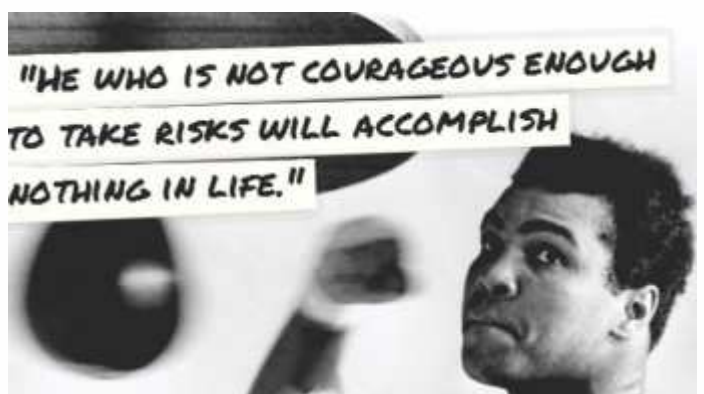
perspective. There's the slightly built brave rugby tackler who manages to drag down a huge lock lumbering towards the try line in a match; the athlete who stays the course in a gruelling cross-country race.

Yet there are many other ways in which a child is challenged to show personal courage. Familiar ones are:

- Standing up to a bully when either he or a peer is being bullied
- Speaking out against prejudices shown against another based on culture, gender, race, religion, sexual orientation and the like
- Admitting to have personally done something wrong
- Reporting gross violations of school rules such as stealing or copying in an exam.

Edmund Burke, the 18<sup>th</sup> century Irish statesman, sagely observed that the only thing necessary for the triumph of evil is for good men to do nothing. So many South African schools in 2016 are dysfunctional, perform dismally and are fearful places for children. A range of reasons are given. Yet there's one significant one that's seldom mentioned. It's the lack of personal courage of children, their parents and school staff to say what needs to be stated forcefully and in the open. When there's personal courage to talk tough truths, school improvements start happening.

Ali was an exceptionally courageous boxer but maybe his greatest courage was eloquently stated by US President Barack Obama on his death: " Muhammad Ali was The Greatest...he stood with Martin Luther King and Nelson Mandela; he stood up when it was hard; he spoke out when others wouldn't."



Richard Hayward does school leadership and management workshops at schools across Southern Africa. For more details, please contact him on [rdhayward@yahoo.com](mailto:rdhayward@yahoo.com) or 011 888 3262. Poor schools are sponsored.

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# SAQI Training Programme for 2016

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

\* 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**

