SAQI
The South African Quality Institute

e - Quality Edge

bringing quality information to South Africans since 1996

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No 206 • January 2017

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Welcoming message for 2017

Towards the end of 2016 SAQI along with many South Africans and other quality enthusiasts around the world celebrated a quality day or a quality week or even a quality month. Our theme for our National Quality Week was "Improving the Quality of Life" and a number of events held during NQW were featured in our previous edition and we have more coverage in this edition. However, the question we need to ask ourselves is; "How seriously are we taking our role in the promotion of quality in our workplace, homes, teaching institutions and in our communities in general?" Are we really focused on improving the quality of life of not only ourselves but others less fortunate?

The world is changing and we are seeing the emergence of a new order where "I" is becoming more important than "we" or "us" is becoming more important than "them". Quality and good ethical behavior is once again taking a back seat to short term profit rather than long term sustainability.

As 2017 starts let all quality professionals and ordinary citizens not only in South Africa but around the world make a contribution to improving the quality of all our lives.

Have a great quality and productive 2017 and SAQI thanks all its members and associates for their continued support.

Paul Harding

SAQI MD

Quality:
helping South Africans live, learn and work better

PROUDLY SOUTH AFRICAN

Top Executive Diagnosis

By Paul Harding MD SAQI

This article has been adapted and updated from an original publication by the author in 2001

One major change to the ISO 9001:2015 standard is that of ensuring top management take accountability for the development, implementation and maintenance of the quality management system and to continually improvement its effectiveness. Paul Harding MD of SAQI reflects on some of the work he was involved in at Nissan South Africa (NSA) in order to ensure that top executives did indeed show accountability for the performance of the organization. Reference will be made to a Japanese methodology referred to as Top Shindan where the senior executive of the organisation audits through interviews and then diagnoses the company performance relating to quality, delivery cost and people against set targets and activity plans.

In 1999 a Japanese Executive Vice President (EVP) was appointed at NSA and with this appointment came a revised approach to top management's understanding and commitment towards both shop floor and middle management's ongoing Quality and Productivity improvement activities. This improved understanding came about by using the diagnosis method referred to as Top Shindan. This new approach relied on the monitoring of, and the continuous improvement to, quality and productivity results by the use of a Japanese methodology referred to as Hoshin Kanri, the literal translation of which is Policy Management or Deployment. This process takes broad Company goals and objectives and then breaks them down into individual targets that are cascaded down to various levels in the organisation. Each target is governed by a series of control items that are applied through a detailed activity plan. Both of these methodologies have a large significance on the understanding and application of the new requirement indicated in the revised ISO 9001:2015 Quality management systems Standard. In this new release there is a far stronger requirement that Leadership show accountability to the quality process and that there is an ongoing continual improvement activity to improve the effectiveness of the system.

The Role of Executive Management

Executive management manifested itself in NSA in different ways after the Japanese took over Nissan South Africa. Previously the Executive were not always able to evaluate whether data presented at various operations meetings reflected the true situation in the organisation. Often the data presented was distorted or misreported. The Japanese Executive paid much more attention to operating detail and wanted to see actual results and more significant data, even if it were not as predicted or desired. This revised approach was compatible with the quality management principles discussed by Deming and supports the eighth of his fourteen points for management of "Driving out Fear."

A climate of freedom to act without fear is critical if an organisation is to create the suitable atmosphere to improve Quality performance levels as described in the revised ISO 9001:2015 quality requirements standard. By driving out fear, the data presented at each Executive Operations meeting at NSA and the subsequent questions asked in terms of Quality, Delivery, Cost and People issues could be more supportive of the improvement goals set by the organisation.

The role of Top Executive Diagnosis

One of the first major changes in approach to management that came from the EVP was to introduce the concept of Top Shindan into NSA. The literal translation of this term from the Japanese is Top Executive Diagnosis (TED). A clearer definition of these activities is given below.

Top Shindan is defined as a detailed program performed to obtain an overview of each activity that is supporting the company's stated goals and objectives. The senior executive of the company always conducts an interview followed by diagnosis, which is focused on an individual's function and proposed improvement activity. The diagnosis is based on the ongoing review of the level of actual achievement of targets by an improved activity against the company's agreed Business Plan. The interview can be conducted at any level in the organisation where an activity supporting the business plan takes place. The Top Shindan activity supports clause 5.1, Leadership and commitment, and clause 10.3 continual improvement of ISO 9001:2015 standard.

The EVP conducted diagnosis at each department to understand personally what performance level was being achieved. There was no formal check list or report back format that was used by the EVP. At first it appeared as though these activities were very informal and impromptu but it soon became apparent that they were part of a broader plan. Each division would be scheduled for a visit based on the current level of performance and the impact on the company's targeted goals. In the first twelve-month period a total of 50 visits were scheduled and conducted. The aim of each activity was to monitor performance results

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following improvements to the system of production and service areas that were supporting production. Each level of management and supervision was then interviewed by the EVP and the activities that supported each business plan item were assessed for relevance and accomplishment. It was up to each individual being interviewed to state their improvement activity and listen to advice given and then act upon that advice in order to achieve improved results. There was no direct criticism, only comments on improvement opportunities. If an area had been seen to be successful the EVP would comment that the performance to date was "very good".

Effect of restructuring top management meetings

The EVP also decided to restructure the operations meetings at NSA to focus more on actual improvement activities and this had an immediate effect on the feedback of the business performance. The focus of action was now turned to actual results emanating from improvement activities, which each divisional head had to explain to the meeting attendees in detail. If the divisional head did not have the full understanding of the specific activity, the relevant manager or engineer would be called upon to explain the detail. This activity brought a number of benefits to the meetings including a way of "defining top management's commitment to ever-improving quality and productivity" which is the 14th of the Deming points on improving management.

In order for top management to be able to report on the real issue, presenting the real data at the operations meeting, they had to become far more involved with the actual day to day activity through observing and understanding the process. This led to linking strategy to operations that had been previously avoided.

The EVP had a good in depth knowledge of each process through his many Top Shindan visits and was able to ask searching questions to establish the understanding of each senior executive of the actual performance criteria and result. This feedback and debate on the real issues created a more open discussion and over a period of time reduced the fear factor that had been previously present in these meetings. If a target was not met according to the data being presented, the executive vice-president would openly discuss the issue and either suggest an alternate action or ask for other opinions to address the concern and not the individual presenting it. In the early stages of this new format there was some resistance to the new approach but over time this method became the accepted normal activity.

The need to focus on consistency

One of the expected outcomes of the Top Executive Diagnosis is to ensure that there is an alignment of activities in the cascading of Company objectives and operating methods. Although Deming refers to Constancy of Purpose, in terms of a single focused objective, it is an important part of the Japanese management approach to be consistent in the application of each task allocated. The first objective in limiting variation is to focus on the consistency of the task being performed. The first step to meet this objective may be achieved through the use of the ISO 9001:2015 standard as a tool to standardise the process through the development of documented information. The degree of documented information developed is dependent on the nature of the task and the skill and experience of the person performing the task. This is why the Japanese spend a lot of time and effort evaluating the magnitude of the task as well as the skill level of the operator performing that task. At the higher level in the organisation consistency comes through the development of the Hoshin Kanri activity explained earlier. This methodology is aimed at being consistent in target setting and achievement, not just in the magnitude of the target set but in the overall relevance of the target to the organisation's goals. Constancy of purpose at NSA can therefore be summarised as a focused approach by all levels in the company to bring the operating system under control by the application of the standard way of daily management. The Top Shindan activity can then be used to monitor improvements and ensure business plan targets are met on time. At shop floor level, once the operating system is under control, improvements to the process can be made through the Kaizen activities or gradual small improvement steps as described by Imai.

Purpose of the Top Executive Diagnosis

The overall purpose of the Top Shindan activity is to confirm the current status of the Hoshin Kanri objective / methodology achievement and to check appropriateness of individual objectives and methodologies to the company broad objectives and to gain the required support from the lower levels of supervision. Specific skills such as active listening, questioning, probing and coaching are crucial to the leadership of an organization in striving for common understanding and facilitating the achievement of the Hoshin Kanri objectives and methodologies.

Driving out fear

Deming identified fear as a major obstacle to improved efficiency and effectiveness and a major barrier to change and survival. Although Deming focused his ideology on the shop floor, the same fear can manifest itself in senior management.

Fear affects an Operations Management system in many ways. People are afraid to ask questions and reveal weaknesses in their knowledge; others fear co-operating because it may lead to failure, such as poor performance reviews or even termination of employment thus preventing them from challenging current practices or trying new techniques. This idea of fear linked to respect seems to manifest itself in South African management and has nurtured a lack of trust. The foreman is often reluctant to be seen to be part of the improvement process, as this would label him as part of the "management regime" by the workforce. This makes it difficult for the foreman to perform the same role as the foreman in Japan, which is more of a coach and mentor rather than a pure supervisor.

Managers should be able to demonstrate the importance of

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ISO

Top Executive Diagnosis...continued

trying something new and innovative that offers a chance for a major leap in effectiveness rather than sticking with safe methods that offer only stable or declining benefits. Top Executive Diagnosis has, therefore also become a tool with which Top Management can create an atmosphere of trust.

Knowledge Management

In this theory of profound knowledge, Deming indicates that the transformation of management comes from the understanding of the System of Profound Knowledge. "The individual transformed will perceive new meaning to his life, to events, to numbers, to interactions with people." Knowledge must then be harnessed at shop floor level in order to ensure that the organisation can grow to its full potential. The quality and productivity improvement programme at NSA attempted to improve shop floor performance through sharing a greater amount of knowledge to each foreman by use of training materials and by access to the numerous Japanese Benchmark Standards. This also implies the need to develop a suitable culture for improvement that can be shared across all levels and all functions within the global corporate environment.

The EVP ensured that as much appropriate knowledge as possible was passed on to each individual being interviewed through his Top Shindan activity feedback. This combined diagnosis and interview drive was intended not just for knowledge sharing but to motivate each individual for success. The Engineers in Japan had developed an institutional knowledge base, which was created through people networking and sharing knowledge with each other. The improved processes thus embedded in their organisations could then be verified for effectiveness by Top Executive Diagnosis.

Reference

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Imai, M. (1986) *Kaizen: The key to Japan's Competitive Success, McGraw Hill, New York.*

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SARS National Quality Day

South African Revenue Service

SARS celebrated National Quality Day (NQD) under the theme reaching new heights of excellence. NQD is a day that has significance both internationally and nationally. From an international perspective, the day is called World Quality Day (WQD).

It was introduced by the United Nations in 1990 with the purpose of increasing worldwide awareness of the important contribution that quality makes towards a nation's development. The United Nations assert that the drive for quality should be a 365-day a year focus for all people at work, home, and in society generally.

SARS Commissioner Tom Moyane pointed out that SARS can relate very well to this assertion; "revenue collection is 365 days a year endeavour and quality elements are prevalent in all revenue collection processes," said the Commissioner.

During the unveiling of the Enterprise Quality Management banner, Ms Bongiwe Mabanga related how quality should be practiced, "quality @ source is about making quality a habit in our daily lives where that habit develops into a behaviour which inculcates into a culture. Ultimately, quality needs to be the centre of our existence just as we assert in our organisational mission."

Sithembiso Duruwe, Senior Manager: Enterprise Quality Management (eQM) highlighted the quality journey so far; he said Quality contributes to the process of maturity. "On the scale of maturity SARS is at level 3 of maturity which means projects are managed, standards and processes are followed, new designs are introduced, and time is available for corrective

Teboho Mokoena: Chief Officer Human Capital, Paul Harding: Managing Director – South African Quality Institute, Sithembiso Duruwe: Senior Manager eQM, SARS Commissioner Tom Moyane, James Matthews: Executive eQM, Firdous Sallie: Acting Chief Officer – BAIT, Bongiwe Mabanga: Group Executive Governance and Risk

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action and improvement. We still have level 4 and 5 to go. Quality is continuous improvement embedded in our strategy 365 days of the year," said Sithembiso.

"eQM has played a pivotal role establishing partnership with various SARS divisions to contribute towards each of the strategic focal points above," said the Commissioner.

These partnerships are not only limited within SARS but are visible externally as well. Last month marked the fifth year of our productive external relationship with the South African Quality Institute (SAQI). SAQI is the umbrella body for Quality in South Africa; it is the main national body that coordinates the Quality effort in the country and SARS has been a proud member of the prestigious institute.

"It is through eQM and other internal divisions that SARS managed to maintain a sound relationship with this external stakeholder," said the Commissioner. The Commissioner cautioned to say that the success we see today will not be possible if divisions operate in silos.

"Quality equals team effort. What creates value through quality are the partnerships we have formed with internal and external stakeholders to bring excellence to our business and our customers," said the Commissioner.

Other speakers included Firdous Sallie: Acting Chief Officer – BAIT, who spoke on Quality through the eyes of SARS business operations, Moss Nkonyane: Chief Director – Gauteng Department of Education dealt with successes and challenges of introducing Quality initiatives in a service environement. Paul Harding: Managing Director – South African Quality Institute focused on improving the Quality of life in and outside the organisation and Dr Eresia Eke: University of Pretoria spoke on Using Quality Management as a vehicle of reaching new heights of excellence.

Quality day unpacking point areas of improvement for SARS

In one of his previous communications in May 2015, the Commissioner said it is imperative that we remain steadfast in building on our past successes, actively addressing point areas which require improvement. During his address at the National Quality Day celebration the Commissioner unpacked the points.

Customer centric approach

In putting the customer first: "Quality means providing exactly what the taxpayer, trader and government want; when they need it; in the quantity and expected sequence; without defects; with minimal effort and at the lowest possible cost". (Phillip Crosby)

Put in simple terms, government wants us to deliver on a R1.175 trillion revenue target by 31 March 2017 in order to meet its socio-economic obligations and overcome the triple challenges of poverty, unemployment and inequality. Different categories of taxpayers like individuals and companies need the correct information from us in order to comply with the revenue demands. "I am using this example to illustrate the importance of quality as a whole in as far as a SARS customer centric approach is concerned. The Total Customer Experience matters in all we do. In our dealings as customers we expect quality products and services; we should afford our customers the same," said the Commissioner.

Embodies a strong focus on its core business of revenue collection, trade facilitation and border protection

In SARS quality is not confined to the quality function only. It is a habit; a way of life and everyone's responsibility. All SARS divisions exude certain levels of commitment to quality. Everyone in SARS is hard at work, using quality assured processes to reach the revenue target. "We must continue to strive towards perfection so that we can make this excellence a reality in revenue collection, trade facilitation and border protection. Remember that Quality is not a destination, but a journey," he said.

Exudes high impeccable levels of governance

"Enterprise Governance is not a coincidental function in SARS and combined with Risk and Quality makes it a significant contributor of business value. Being entrusted with taxpayer information is a great responsibility and we should never take this for granted," said the Commissioner. Quality evaluates the processes and procedures to ensure the controls, which are, implemented remains effective. Through these continued efforts SARS has been able to maintain high governance standards.

Holds high levels of ethics and integrity

Quality, ethics and integrity are inseparable. In giving a customer a product or service that does not conform to their requirements is not an acceptable quality practice, neither is it good business practice.

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Quality Management means many things

By Bill Coetzee

Different people have different views of what quality means, and everyone is probably correct.

How could the simple word, quality have so many variant meanings?

The American Society for Quality (ASQ) writes in its handbook, 'The Certified Manager of Quality /Organisational Excellence,' that quality is always relative to circumstances and perceptions.

Quality of tangible products, differ from quality of service. Quality is also relative to time and situations. The luxury car of some years ago may not compete with the new models of today although at the time it may have been perceived as a quality leader. The quality of its performance may rely heavily on the quality of its maintenance, and fuel consumption and the training of its driver. Another example is the quality of cell phones. What was perfectly acceptable ten years ago is now looked upon as primitive and would not satisfy the current user experience of today's smart phones in most instances.

Quality is also a perception of a buyer or user and these perceptions could change from before making the product buying decision or on delivery, after delivery, during use, after use, and after replacement of the product. Brand loyalty today is not as strong as it used to be.

Various traditional meanings of quality

- Quality means conformance to requirements
- Quality means fitness for use
- Quality means meeting customer expectations
- Quality means exceeding customer expectations
- Quality as superior compared to competitors

Quality management is a culture

Quality management is not limited to checking a product or service, but includes everything from market research, positioning, design, control points, and surveys. It involves systems, procedures, audits, improvements, and the inevitable filing cabinet. Getting the system to work for us, instead of us working for a system, requires quality management to become a way of life, or a quality culture.

Like health, safety, and environmental impact management, we should also manage the quality of our lives at work and at home.

The ultimate aspiration of all people should be to lead quality lives. Once we manage some aspects of our work and life well, it is contagious to do the same in our sport, leisure, and relationships.

Ideally, quality management should be contagious to our colleagues too. When we suffer the consequences of poor quality, we should have recourse to colleagues who inspire us with a quality smile. Like all of SHEQ management, quality management is sensitive to examples of good leadership. It works well from the top down, but a strong quality culture on the shop floor could improve management quality. Managers are as sensitive to consistent demonstrations of good quality, as workers are.

- *Bill Coetzee is the Principal Consultant for Cygma Sheq Gauteng.*

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BACK TO SCHOOL IN 2017

By SAQI Staff

Most of us have now forgotten 2016, and we are already steaming ahead in 2017. We would however just like to mention our class of 2016, who have successfully completed their SAQI Level 3 certificate in Quality Assurance late last year. This team of delegates, who enrolled in the beginning of 2016 for their Level 2 Certificate in Quality Control, have not only grown in knowledge, but as a group of quality friends. SAQI would like to congratulate Justin, Douw, David, Gerrie, Sandra and Seshni on the successful completion of their Level 3 Certificate. We are looking forward to developing this group of delegates to our Level 4 Certificate in Quality Management in 2017!

Left to right: Justin Chapman, Douw Gouws, David van der Westhuizen, Gerrie Germishuys, Sandra Khosa, Seshni Govender (not in the photo)

Should any of you be interested in developing your quality personnel in 2017, please view our website (www.saqi.co.za) for more information and our training calendar for 2017. ***Don't wait too long, as classes for the first quarter intake are already sold out.***

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Resilience: A Positive Deviation Amid Difficulty

By Dr Dicky Els and Terrance M. Booysen

With the accelerated pace of global development, fuelled by South Africa's socio-economic and political uncertainty, there are obvious knock-on business implications that increase business risks, not least of which includes dampening the mood for local investment. It is therefore not surprising to see many organisations downsizing, restructuring and even being forced to shrink their trading operations in the face of declining revenue and higher cost pressures. Since the 2007-2008 global financial market crisis, organisations are operating in turbulent markets and have to constantly adapt to increasing business uncertainty and changing circumstances. Whilst there may be numerous economic challenges the organisation's leadership must deal with in order to remain a sustainable and profitable concern, they also have to be acutely aware of the manner in which these severe economic stressors impacts their workforce.

Employees are not exempt from these socio-economic stressors as they are increasingly reminded by their employers of their precarious positions within organisations and that their employment is not guaranteed. In these circumstances, there is no doubt that employees are being placed under massive pressure given their unpredictable employment conditions. This leads to many personal challenges, some which may be perceived to be insurmountable. No longer does personal or business success automatically go to the swift, strong or smart individuals; instead, these 'rewards' are earned by the most adaptable, flexible and resilient of people and organisations. To be sustainable, employees (and indeed organisations) need to learn from their past experiences and evolve as complex adaptive systems.

'Success' appears to follow those organisations that accumulate more diverse experiences where their leadership spends time making sense of these experiences, and consequently becomes more resilient and develops more competencies to perform better. Leading organisations and people in these turbulent times require mindful leadership who have the capability to respond to the extraordinary challenges currently facing business and civil society. Good leaders need to be effective; their actions must be impactful, efficient and flexible.

What is going wrong?

In the absence of ethical leadership imbued with positivity; negativity will take root, grow and even thrive. Regardless of what the organisational values are -- or what ethical statements are displayed on the walls of the organisation's reception area -- the real organisational culture will inevitably manifest in the behaviour of its employees. The manner in which employees relate, interact, communicate, handle conflict and disagree with each other serves as evidence for what is *really* happening in the organisation's culture. By simply observing, listening to and reflecting on the employees' communication, their interpersonal relationships and their group dynamics; one will quickly realise the true state of the organisation's 'health' and the degree to which the organisational values are being upheld and lived.

What people tend to talk about the most is what they tend to value the most. Naturally, if negativity, back biting, disregard, distrust and emotional outbursts are observed on a regular basis, it then becomes evident how the workforce is *actually* dealing with the socio-economic pressures and other organisational stresses under which it needs to perform.

Our understanding of how the workforce is dealing with the pressures of modern day business, and the struggle for economic survival, deepens when we observe the particular behaviour of individuals. Many cases of disciplinary action, alcohol and drug abuse, obesity, garnishee orders, divorce and depression typically manifest because of organisational (mis)behaviour which should have been addressed by the appropriate internal structures of the organisation long before it resulted in the disastrous after-effects. When individuals work, and live in constant uncertainty, worry, stress and fear, and they lack the support of supervisors, peers, family and friends; they become more susceptible to not only 'burnout'[1], but sometimes also more detrimental illnesses. Employees with burnout feel cognitively, emotionally and physically exhausted, and in trying to cope with their overwhelming circumstances they also become socially detached.

Weathering the waves of change

For employees to effectively cope with organisational change, work and family pressures, to be resilient, to do well and to thrive, during difficult times they need to be self-aware and self-manage their own health and wellness. They should know their inner capability, talents, character strengths, personal values and 'what makes them tick'. Without a significant measure of self-knowledge, employees tend to find meaning in *what they do* instead of in *who they are*. Likewise, they tend to invest a significant amount of time and energy to only develop their skills, instead of also developing their character strengths. In their hope to find success outside of themselves, or in a particular job or organisation, or even a different country, they

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become dependent on their circumstances and other people to foster happiness, wellness and success for themselves. Of course, when the economy is down, or when their hopes and dreams do not realise as they initially expected, they become despondent and disenchanted.

A healthy measure of self-insight, combined with virtuousness enables individuals to be responsible for their own progress. By knowing and understanding their inner capability, resilient employees[2] are more responsive, open, connected, motivated, and engaged at work. When they are self-aware, they are mindful of their own intentions. They self-manage their thoughts, emotions, attitudes and behaviour to add value to their own, and the lives of others. When resilient, employees tend to share their character strengths, passions, competencies and skills compassionately with others, and in so doing they intentionally have a positive impact in the lives of those that they influence. As leaders, these employees understand and respect the difference between manipulating and motivating their subordinates.

Conclusion

As a source of organisational wellness, and in the context of employee resilience, it is imperative to understand the role that positive leadership plays. Positive leadership -- in parallel to the extent to which the culture, policies, and practices of the organisation promote employee resilience -- contributes favourably towards human capital development and organisational growth.

When employees are empowered to intentionally practice their character strengths, it generally has a positive knock-on effect within the organisation. Moreover, it also assists employees to persevere in the face of personal trials and adversities, thereby making them and ultimately the organisation they work for more resilient. Employees, who seek, promote, and utilise their inner capability and character strengths will be more inclined to thrive and less likely to withdraw or be mentally distant from their daily workplace duties. This may be attributed to the enjoyment, gratification and fulfilment that is experienced through their work which, when geared towards the development of their character strengths, will yield rewarding positive experiences that also cultivates organisational resilience.

CGF Research Institute's Workplace Wellness Consultant, Dr Dicky Els also regularly presents *Positive Coping* as an in-house wellness intervention. For more information, bookings or should you wish to participate in one of our public *Flourishing Wellness Interventions*, please contact Dr Dicky Els on 082 496 7960 or send an email to dicky@bewell.org.za

[1] Burnout is not a true mood disorder, but rather a psychological condition in which employees feel chronically sad, anxious, lonely, mentally distant and cynical which is accompanied by distress, a sense of reduced effectiveness, decreased motivation and the development of dysfunctional attitudes and behaviours at work. It is the result of consistent and unsuccessful attempts to resolve work (or personal) stressors. Work overload, inordinate time demands, role ambiguity and inadequate resources leads to burnout that over time results in ill health. Other factors that lead to high levels of stress and burnout include the lack of personal control, reduced decision making authority, dysfunctional team dynamics, poor job fit, a mismatch with the organisational values and constant experiences of negativity at work.

Generally, employees that suffer from burnout lack organisational commitment, and they are less capable of providing adequate client services, especially along dimensions of decision-making and involvement with clients. A number of challenges can be observed, such as a tendency to treat people mechanically, to be critical and cynical, and they are preoccupied with self-gratification. Burned-out employees are disengaged, and lack performance as they contemplate to leave the organisation but reluctantly stay. As a result, they tend to be complaining, controlling, impatient, indifferent, discouraged, frightened, frustrated, resentful, bitter and selfish. Burnout employees also report the absence of meaning, purpose and positivity in their lives. Ironically, these employees used to be enthusiastic, motivated and energised at work, and they used to function well in the same job or organisation but in the present time they require assistance as they struggle to recover on their own.

[2] Resilience is the capability to "bounce back" to a normal or even optimal state of functioning, mostly in the mist of being stretched or challenged with adversity such as uncertainty and ambiguous circumstances. Resilient employees demonstrate positive psychological growth, accomplishment, and achievement regardless of their circumstances. It is their ability to cope from within, and positively cope with adversity, trauma, stress and illness. Amid being stretched or challenged with adversity, they demonstrate the ability to quickly recover from difficulties. It is their deliberate, positive and constant efforts (lifestyle) that help them to manage taxing personal and organisational demands. The most celebrated cases of resilience are often depictions of individuals that overcome overwhelming odds in order to be stronger, have a positive human impact and exhibit moral goodness.

It is important to understand that resilience is not an extraordinary gift but rather found in the daily conduct of individuals who demonstrate positive coping behaviour. Basically, they are able to effectively balance or counter negative experiences with positive ones while at the same time they learn new competencies to adapt in challenging situations. They are faithful, reliable, authentic, focussed, controlled and engaged. Resilient employees experience hope, efficacy, autonomy, meaning, fulfilment and happiness amid economic decline, downsizing and organisational change. In general, resilient employees are more thankful, peaceful, generous, forgiving, self-less and inspired while they enjoy social connectedness and supportive interpersonal relationships.

Dr Dicky Els is a Lead Independent Consultant in CGF. He specialises in Workplace Wellness and focuses predominantly on strategy development, programme design and evaluation of outcome-based health promotion programmes. For more information on our Employee Wellness Programme Evaluation or Wellness and Disease Management Audits, contact Dr Els directly on 082 496 7960 or email dicky@bewell.org.za

Terrance M. Booysen, the CEO of CGF has presented numerous interventions to public and private audiences in and out of South Africa and has received many accolades directly linked with corporate governance. He is a regular podium presenter and is considered knowledgeable in the practice, having produced many governance, risk and compliance reports and articles over the years. More information regarding CGF can be found at www.cgf.co.za

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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.

Kindness is a great start

Richard Hayward

Having to start somewhere new can be unsettling. This can especially be so for children. The start of a new year has new challenges. For some children it's the start of their primary or secondary school career. Even if a child is staying in the same school, there's the understandable emotional mix of excitement and nervousness of going up to a higher Grade. What's in store?

There are those children who settle into new surroundings with ease. They start new friendships; they get on well with their teachers and their extramural coaches. Could there be a factor that helps them start the year so well?

Children who get their school year off to a great start usually display a huge dollop of a particular emotional intelligence … kindness.

Kind children are friendly. They give out smiles and get many in return. Their days are filled with thoughtful gestures. When the teacher asks the class who would be willing to loan John a pen because he's forgotten it at home, it's often the kind child puts up a hand holding a pen. The kind child is the one who discreetly brings an extra sandwich to school for the classmate who never seems to have lunch at break time.

There are definite benefits for children who show kindness. According to research study done at Canadian and United States universities, researchers found that children who did acts of kindness benefitted in many ways: their positive connections with peers increased, happiness levels went up and higher academic achievements were more likely.

Parents, grandparents, teachers and countless others try to make children happy by showing them kindness. We give them gifts, special treats and make them feel that they belong. So far so very good. Yet Dr Marilyn Price-Mitchell makes an observation about kindness that children hopefully learn:

*We don't make children happy when we simply enable them to be **receivers** of kindness. We escalate their feelings of happiness, improve their well-being, reduce bullying, enrich their friendships and build peace by teaching them to be **givers** of kindness.*

Addison, a 12 –year-old girl, summed up the above sentiment with these words: "Helping feels good because it's nice for the other person and for you."
The instilling of kindness happens long before the first day at school. Home is where it starts. When children see their parents being kind and thoughtful towards each other and others, they see role models of how we should treat others. They hear their parents saying, "Please" and "Thank You". Children see mom and dad helping the neighbour next-door who is bed-ridden but needs shopping done; they notice them visiting someone in hospital.

Parents should help children widen their circle of concern for others. It's easier to show kindness to family members and friends. (A child might believe that he could be rewarded for his good deeds through words of praise or even gifts). In the course of a day there are countless chances for parents to show kindness to the beggars and the homeless.

Today most quality schools have community outreach programmes. Children are encouraged, for example, to bring tinned pet food for the local SPCA or bring money for a particular charity. Encourage the child to dip into his own pocket money to buy pet food or give money. Giving of one's time is another act of kindness. There are children who coach sport and give extra lessons in subjects such as Maths and English to those from disadvantaged backgrounds.

Kindness is a kind of karma … it comes back to you. Kind children usually have school days that are happy days. When a child starts the school year with kindness, Malcolm Forbes's one-liner could even end the year this way:

Contrary to the cliché, genuinely nice guys most often finish first or very near it.

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

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SAQI Training Programme for 2017

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

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

ALL PRICES EXCLUDE VAT

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

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

DOWNLOAD TRAINING REGISTRATION FORM

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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For a list of other courses provided, please visit www.saqi.co.za
Inhouse courses provided to 10 or more delegates