



CONTENTS

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“Releasing your Quality Potential” 1

The need to drive out fear to release your quality potential by Paul Harding 2

Environmental Quality to Improve (or else). 4

The real Power in Powerpoint by Paul Naysmith 5

More good news needed in South Africa by CGF Research Institute 7

Positive stress ups the performance by Dr Richard Hayward 8

SAQI 2012 Training 9

“Releasing your Quality Potential”



From the 5th to the 9th November South Africa will be celebrating National Quality Week and our theme for this year is “Releasing your Quality Potential”. SAQI directors will be visiting many of our member organizations to deliver messages of quality to their employees and stakeholders.

We have delayed the publication of this month's e Quality Edge to coincide with the roll out of our National Quality Week celebrations. We have added an article based on W. E. Deming's book “Out of Crisis” and his fourteen Management principles and have particularly focused on the need for any organization to drive out fear in order for them and their employees to reach their quality potential.

SAQI would like to thank all their members who have responded to the call to celebrate this year's National Quality Week and next month's newsletter will be covering feedback from our member organizations that participated.

Paul Harding
SAQI MD



The need to drive out fear to release your quality potential

Paul Harding SAQI Managing Director

W. E. Deming and his book "Out of Crisis"

"The aim of leadership should be to improve the performance of man and machine, to improve quality, to increase output, and simultaneously to bring pride of workmanship to people. Put in a negative way, the aim of leadership is not merely to find and record failures of men, but to remove the causes of failure: to help people do a better job with less effort."

Deming's 8th Point

The 14 management points of W E Deming are fairly well known, particularly in the quality profession, however, the importance of the 8th of Deming's 14 points "to drive out fear" is often underestimated. In order to "release your quality potential" every individual and organization needs to operate in an atmosphere that is devoid of fear. In order to ensure consistent quality and improved productivity, more attention needs to be given to the 'real' operating situation, from the various levels of management. Very often short-term campaigns with fancy titles for quality improvement, designed to increase quality and productivity, have the opposite negative effect leading to a deterioration of quality performance. It is necessary, therefore, to remove residual fear from any organization to achieve the quality and productivity improvements required. W E Deming further states, "No one can put in his best performance unless he feels secure. Secure means without fear, not afraid to express ideas, not afraid to ask questions. Fear takes on many faces. A common denominator of fear in any form, anywhere, is loss from impaired performance and padded figures." It is important for management to focus more on the actual operating activities and reduce this fear factor in order to ensure that quality data is not being padded in order to satisfy management's targets.

The need to release your quality potential

The Globalisation of industry has brought with it the need to achieve more stringent benchmark results relating to quality and productivity. This activity, however, has also brought some problems to industry. A perception at shop floor level has developed that headcount reductions are the main focus of any Globalisation or improvement programme and the motivation of the workforce does not appear to be initially taken into account. If we look at Japanese culture we see a different picture. Many Japanese companies accept rationalisation as a necessary development for the future survival of the global business. Melnyk and Denzler speak of the many older Japanese executives who recall the harsh conditions of the post World War Two era. Those conditions spawned social contracts based on corporate unions' acceptance that worker's wages depended on the wellbeing of the firm. Peter Wickens talks about the Japanese worker who accepts that it is sometimes necessary for him to be moved within his company or to a subsidiary and those moves are necessary to meet a changing economic or market situation. It is,

therefore, not always simple to compare productivity metrics without taking a holistic view of the culture of the organisations that are being used as the benchmark. Deming acknowledged this type of scenario and elaborated on his reason for driving out fear when he stated some actual expressions of fear as follows:

- *I am afraid I may lose my job because the company will go out of business.*
- *If I did what is best for the company, long term, I'd have to shut down production for a while for repairs and overhaul. My daily report on production would take a nosedive and I'd be out of a job.*
- *My boss believes in fear. How can he manage his people if they don't hold him in awe? Management is punitive.*
- *I'd like to understand better the reasons for some of the company's procedures, but I don't dare to ask about them.*
- *We mistrust the management. We can't believe their answers when we ask why we do it this way. The management has a reason, but they don't tell us.*
- *I don't have time to take a careful look at my work. I must turn this job out, and start on another one (engineer).*

All the above statements are a deterrent for anyone to release their quality potential and lot of the above statements quoted from Deming are closely related to some typical reactions from South Africans that have also been affected by re-alignment or productivity improvement programs.

Creating the suitable atmosphere to make the quality gains

The foundation of any improvement program should be to first create a suitable atmosphere making the organisation energetic and receptive to change. This supports Deming's belief that an organisation cannot perform at optimum levels when fear exists. Seen from a Japanese perspective, organizations should look at the following principles:

1. Enrich meetings between Company and Union
2. If necessary consult a specialist about any labour problems
3. Educate and train the Manager and Foreman about the correct way of Industrial relations.
4. Inform the workforce of any new company plan and events through open communication and aim to enhance the realisation of operator's potential for improved quality and productivity.

...continue on page 3

The fourth point made about sharing information is an important part of the Japanese culture. Wickens discussed the importance of communication and stated “*Nissan managers at NMUK developed a philosophy statement aimed at building an effective company in which all are working towards the same aims and objectives.*” The philosophy statement includes:

- *We will develop and expand the contribution of all staff by strongly emphasising training and the expansion of everyone’s capabilities*
- *We seek to delegate and involve staff in discussion and decision making, particularly in those areas in which they can effectively contribute so that all may participate in the effective running of NMUK.*
- *Within the bounds of commercial confidentiality we would like everyone to know what is happening in our company, how we are performing and what we plan.*
- *We want information and views to flow freely upward, downward and across our company.*

Wickens went on to say that in Nissan UK, “*if there is one aspect to be singled out as important in team building and commitment, it is the five-minute meeting at the start of day. These talks are frequently about quality but they are also used to discuss schedule changes, work redistribution, process changes or training. Most of the discussion is about matters that will affect the team in their daily work.*” Nissan UK went on to become the most productive vehicle assembly plant in the world. In South Africa we must recognise the importance of communicating concerns of mutual interest, particularly on quality. Organizations must be careful, however, that communication sessions do not develop a reputation as a forum for criticism. Any such communication sessions must be focused on specific process improvement plans and releasing each operators quality potential.

The need for a culture change

In order to gain long term benefit from any improvement program or re-alignment of the organization it is necessary to work on a culture change. Barrie Dale discusses the introduction of a Total Quality Management program and says, “*the change of culture must be planned to avoid ambiguity and facilitate improvement and that managers must learn to lead change.*” He says “*culture change must be recognised as ongoing, rather than the prerequisite for Total Quality Management.*”

According to Deming, after transformation of the organization the manager of people will have the following roles.

- a. Manager's will understand and convey the meaning of a system.
- b. People will see themselves as components of the larger system.
- c. Individual differences will be recognized and accommodated
- d. People will be encouraged to study and to grow.
- e. Management will be seen as a coach and counsel and not a judge.
- f. The interaction between people and circumstances that they work in will be understood. It will be recognized that workers that can learn a skill will eventually come to a stable state – upon which further lessons will not bring any further improvement of performance.
- g. Management will have three sources of power.
 - Authority of office (Positional power)
 - Knowledge
 - Personality and persuasive power (Motivational power)
- h. Will study results with the aim to improve performance as manager of people.
- i. Will try to discover whom if anybody is outside the system, in need of help.

- j. Will be able to create an environment that encourages trust (freedom and innovation).
- k. Does not expect perfection.
- l. Listens and learns without passing judgment on those that have spoken.
- m. Hold spontaneous meetings (at least once per year) with all subordinates to establish their aims, hopes and fears and encourage the release of quality potential.
- n. Understands the benefits of and losses from competition between people and between groups.

The Japanese have an activity referred to as Top Shindan diagnosis. This activity is able to assess the feeling of senior management as well as subordinates and how well they were progressing with the implementation of improvement activities. Japanese executives performing these audits and subsequent diagnosis show most of the characteristics as displayed in Deming's points a-n shown above. These regular audits not only give the opportunity to assess and diagnose progress of targets but also to gain a feeling of the morale of the workforce.

Deming's 5th Point

Deming said in the 5th of his 14 points, “*Improve constantly and forever the system of production and service, to improve quality and productivity, and thus constantly decrease costs.*” In his elaboration of this point Deming speaks about the improvement of the process including better allocation of human effort. “*It includes selection of people, their placement, their training, to give everyone, including production workers, a chance to advance their learning and to contribute the best of their talents. It means removal of barriers to pride of workmanship both for production workers and for management and engineers.*”

Involve the team

It is necessary to involve all the support areas that are involved with the monitoring and support of each process as well as the production superintendent and managers supervising the process. Various enquiry methods and frameworks can be used daily to monitor quality and productivity performance. A lot of technology may be used to create reports or conduct analysis and much data can be made available. Senior management need to become more efficient at analyzing information. Spreadsheets need to be produced faster and faster and information distributed even quicker through the Internet and Intranet to ensure that quality information is relevant. However, the foreman and operators must not become isolated in the information technology age, which is being embraced by Management and Engineers.

Conclusion

In order for individuals and organizations to “Release their Quality Potential” human issues need to receive more attention and the underlying fear factor must be eliminated in the organization if higher quality and productivity targets are to be set and met. Management should look to capitalize on the teachings of W E Deming if they want to consistently seek improved quality and productivity results. The importance of Deming's 8th point of driving out fear should never be underestimated.

References:

Out of Crisis, W Edwards Deming.
Operations Management, Melnyk and Denzler
The Road to Nissan, Peter Wickens
Managing Quality, Barrie Dale

[...back to contents page](#)

Environmental Quality to Improve (or else).

SAQI Newsflash

At the Clean Business International Conference held on the 3rd of October at Gallagher Convention Centre, Midrand, Advocate Douglas Shaw gave a presentation on the current situation with environmental litigation. Shaw said that there is a life cycle to any law. In the beginning lawyers are not familiar with the new legislation and there is little litigation. In time, lawyers become *au fait* with the new laws and more litigation begins to happen. Eventually, there are specialist lawyers dealing with the new laws on a daily basis and there is much more litigation.

Advocate Shaw says we are now getting to this point with **environmental litigation**.

In addition, he pointed out that the style of court procedure appears to be to sue not just the polluter but also the government departments at every level (municipal, provincial, national and the regulators). This increasingly focuses government on doing the job they are supposed to do rather than risk the harder work of defending against litigation.

Penalties now are much higher than before. It is possible to go to jail for ten years for environmental offences and fines can reach millions of rand.

The new Companies act combined with the environmental legislation creates a new danger for directors. Environmental legislation is often retrospective so the company is still liable for damage done before the legislation came into effect. This may mean that companies that appear to be solvent are not in fact, if these environ liabilities are taken into account. Under the new Companies Act, directors can be personally liable for the debts of the company for any times where the company is not solvent.

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[...back to contents page](#)

The real Power in PowerPoint

At the near end of World War II, a new power was demonstrated to the world. During the race to defeat the enemy, development of new sophisticated technologies was in mind for ending the war. The greatest development during this age was the ability for the first time in history, to replicate the pure energy only seen in our closest sun, which was released in the hydrogen bomb.

In the period after the end of the last world war, there was a new arms race being taken on by the remaining great nations, leading to the start of the Cold War. At the same time science took the new knowledge of nuclear fission and fusion, only before dreamed of before by theoretical physicist visionaries, and created a new form of energy to power society's need for electricity.

With the paranoia of the Cold War nuclear apocalyptic threat and consequential effects of being irradiated by 'gamma rays', science fiction authors gave us some of the greatest nuclear characters: Spiderman, and the Incredible Hulk. At times this escapist fantasy painted a picture that nuclear energy can change the DNA of a human, into something beyond what we know, unleashing superhuman strengths or abilities. Today, I wish I had some of these radioactive powers (I'm going for laser beams from my eyes) to turn into dust, the evil tyrant stood in front of me, abusing their power today. They are abusing the power of PowerPoint. Should I help the audience capsizing in their chairs? Or should I, being a Superhero Improvement Ninja, help this presenter?

PowerPoint is an interesting product; it's one of the few things that at this moment that I can think of that are known by its brand, similar to the 'Hoover'. We are all familiar with any vacuum cleaner; however we fall into the cultural misnomer of using the general brand called "Hoover". We even go as far to use it as an adjective "I'm about to do the Hoovering", and before you write in, no I don't do the Hoovering in my house, I prefer the term vacuuming. Why? As it makes me sound like I'm undertaking an action-hero type activity. "I am about to create a vacuum in the Man Cave!" is much more valiant sounding than, "I'm going to Hoover the spare room". Ok it's my fantasy, let me be!

So if Hoovering is to vacuuming, what is PowerPointing? Of course I would expect to hear that the answer would be "Nonsense Paul,

there is no such thing as PowerPointing, you are making a Presentation using PowerPoint". Let give you my definition of the act of 'PowerPointing': to provide a presentation where you spend more time filling the PowerPoint slide with text, to stage where it no longer has a white background, then proceed to deliver the PowerPoint slide by reading, line-by-line, to the screen and not the audience. My boredom meter is reading off the scale. If it was a Geiger Meter, it would have made the needle ticking through and out of the side of the device. Warning! My laser vision set to stun!

I know that in many businesses, and you may have experienced it, you have to attend the meeting with the "guy" who will try to outdo his last PowerPoint with more slides than his last. Is it his fault that he's become PowerPointless? Has he ever been taught the skills to use this tool effectively? After all if I was working with a dangerous piece of equipment, I like to think that I would be taught the hazards associated with it. Why don't we in business teach the hazards associated with PowerPoint?

Quoting the Microsoft website, their PowerPoint software is "presentation software that helps you tell a powerful story and share your slides". So all this is really is a tool to help present a 'story and share slides', however like most tools, it can be used incorrectly. I like to compare it to a delicate Vernier caliper measurement device; a Vernier can be improperly used as a wrench rather than its intended purpose. Not the best analogy I have ever used, however using any tool differently from its intended purpose, may not lead you to the outcome that you desired.

Reflecting on how I got my PowerPoint powers, I think I've benefited from working in businesses that have had poor presenters delivering worse PowerPoints, which I learned from. In addition, I did go on a presentation training course workshop many years ago. So therefore perhaps I should provide you some golden nuggets of wisdom from my experience. Here are my PowerPoint tips for the Quality Punk inside all of us:

Tip 1: Stop using PowerPoint and that big screen.

What? Really? Can I? That's the talk of a crazy man! Well yes you

...continue on page 6

can stop using it for presentations. Wake up and peel back the comfort blanket of PowerPoint, and toss it aside. Many years ago, as a Black Belt in training, it was my turn to present my improvement project to the executive leadership team. By this point, I had spent a huge wedge of their money on development and testing, and I had to show them what I had done. Back then, the Black Belts would get an opportunity to get some face time in front of the senior leadership team, and it was usually at the end of streams of meeting after meeting. A few days ahead of time, I learned that I had my time slot late in the day, if not the last session of the day. I knew that they would have received many PowerPoint presentations, and I really wanted to get my point across. Oh dear, at this point, they would be jaded and longing for home. How could I keep their attention, yet make my point with added power? This question would run through my mind into the dark hours the night before, and just at the floating point as you just start to drift asleep, I got the answer: no PowerPoint today! Why does that always happen, just before I fall asleep? So before my presentation, I rounded up the operators and engineers to strip down the machine I was doing the testing on, down to its component parts and put these into little plastic trays. We pushed the burdened trolleys down the corridor, through the production hall; the little castor wheels releasing squeaking groans as we moved faster and faster, to our meeting destination. Opening the doors to the downstairs meeting room, we lined the trolleys against the wall. Eight well groomed backs of heads all turned to faces of disbelief. "Good evening Gentlemen", I said nervously, now realizing the big boss top executive was there, "if I can ask you all to stand up and please come over here". I proceeded to pass out the components, showing the "before" the "after", all of which were covered in a brothy soup of coolant and oil. Each highly paid executive, was captivated, even transfixed to me, as I passed the gooey metallic parts out to them. I'm sure even today, a certain Director remembers me for ruining his beautiful new wool suit with oil. In this example, I certainly captured the attention of busy, important people, in a way that they were never expecting. I made my presentation; I got the recognition of the improvements, and further support from the top, all without a screen, all without a computer and without a PowerPoint.

Tip 2: Learn presentation skills from the masters.

So who would be these 'masters', well interestingly enough, we are bombarded with expert presenters every moment of the day. If you have a television or an internet, turn it on. Look for the programs where there are sports presenters or news readers, in particular the programs where they are not reading from an autocue. I like to observe how they move from one topic to another, and how they are talking directly to you, not reading from a screen, somewhere behind them. If it helps you, consider how your favorite TV presenter would deliver your presentation, and use that as a way to improve your style.

Tip 3: Keep it Simple Stupid or the KISS method.*

Less is sometimes a whole bundle more in a presentation. I prefer to have more pictures and fewer words. The reason being is that I have an awful habit of reading the text and forgetting what the presenter is saying, as soon as the screen is filled with words. I'm not a big fan of spinning flying text either. As, to quote the great philosopher W. T. Pooh I am a 'bear of very little brain', I'm more interested in the content, than showmanship of a presentation. However that leads us on to the next top tip:

Tip 4: Poker Player Presentations

Look to your audience for "tells" on your presentation, like a gambler looks for weaknesses in their opponents. Death-ray-laser-stares are a good indication that you may not be getting your point across. However, on the upside, at least you are making eye contact. I once thought that the person sitting with arms tightly folded was that they were bored or frustrated with me; however, if you turn down the air

conditioning in the room, it could be that they are cold and are doing this to stay warm. Come on, I come from a very temperate climate; I don't do 'hot'. However if you can get a sense of what your audience's comprehension is, by observing their body language, it may help you change tone, pace or direction of your presentation.

Tip 5: Video yourself making a presentation.

Ok this can be embarrassing, however, er, it's not until you do this, er, that you realize, er, you have funny little, er, quirks, like say "er" over and over in a way not too dissimilar than a parakeet. By recording your presentation, and seeing yourself on TV, it may help you to see your style from the audience's point of view. I did this once and now I cannot help but realize when I start to do the erbird routine myself.

Tip 6: Practice.

Not all of us are lucky to get to deliver presentations frequently. However I am aware that there are social organizations that can help you out with your presentation skills, and perhaps in a more comfortable environment. If it's a subject matter that you are very passionate about, you would feel very comfortable in talking on this subject, with like minded people. I'll also set you a homework exercise: if you are travelling on a journey in a vehicle with others, why not try the game of talking on a subject non-stop for two minutes, without repetition, without pausing and without saying "er". Your subject is: "why should you work in the field of Quality?" Difficult subject, but it'll make you think on your feet, which is also good trait for presentations skills.

Really what has this got to do with Quality? I'm sure if the great gurus Deming or Juran were alive today, they too would be using PowerPoint, to enhance their presentations. For Quality professionals like you and I, we are at our most powerful when we influence others, and help others gain a Quality perspective in business. The only way I am currently aware of influencing others, in a respectful and elegant fashion, is through communication. Presentations, of any form, are another term for communicating. If you choose to use PowerPoint for your communication, use it to support a message. Don't become overpowered by PowerPoint, be mindful that it is you, and you only, that is the communication device, in this PowerPoint relationship.

*KISS method is not to be confused with the methods of the glam rock band of the same name. I would not recommend painting on your face a black and white star, or have pyrotechnics shooting from your codpiece, unless it is a presentation for the CEO in your company. Then you have my blessing, to do so in this instance.

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

[...back to contents page](#)

More good news needed in South Africa

Article issued by CGF Research Institute

Considering all the bad news we hear about in the media about South Africa, undoubtedly there's a need to hear more about the good deeds being done by companies and individuals. At CGF Research Institute (CGF), we are bombarded daily with information that is usually linked to poor governance, poor risk management, fraud, crime and the like. Notwithstanding this bad news, it is imperative that we keep a *balanced perspective* and remember that there's also a lot of good things being achieved in South Africa. There are still very many good reasons to celebrate our freedom, our Constitution and our individual rights, and so much more.

"Yes", we need more good news, and this can be achieved when people change their mindsets, their hearts and deeds and stand together, which we South Africans call "ubuntu". We know that bad news "sells", and this is causing many in our society to become despondent, and who swell the ranks of the nay-sayers and critics in our country.

In contrast to the bad news that many of us have become so accustomed to reading or hearing; a great deal of *positive events* have gone by unnoticed, and which requires acknowledgement and celebrating. To this end, CGF decided to promote good news and has recently launched a *Good News project page* on its website to showcase the many 'good deed' projects and initiatives being conducted by South African companies, more particularly CGF's corporate subscribing clients. This has been a great opportunity in allowing ordinary South Africans to be aware of the enormous extent to which some companies have gone in terms of projects related to people and planet.

CGF believes that corporate governance should not only be seen as a set of strict rules; good governance also considers the importance of balance and that its outcome can bring about change for good. To this end, CGF has begun promoting good news comprising corporate social responsibility and sustainability projects, illustrating the manner in which companies are applying themselves in this area. A few noteworthy initiatives recently published on the CGF Good News webpage include:

- Pikitup: Rollout of Separation at Source Project (26 Sept '12)
- ContinuitySA: Building towards the Future (Posted 19 Sept '12)
- Game's AmaLunchbox promotes feeding with dignity at primary schools (Posted 19 Sept '12)
- EXXARO: Bakery for the community (Posted 19 Sept '12)
- Harmony Gold: Securing the future (Posted 28 Aug '12)
- FNB assists NICRO in empowering the youth (26 July '12)
- Ellies Renewable Energy successfully completes P1 (25 June '12)

These companies are making a positive and real difference in the

lives of many people through their good deeds within their communities as well as -- in some respects -- our planet. If each company in South Africa -- no matter their size -- embarks upon similar projects, our country and its people would begin to feel the true meaning of ubuntu and 'togetherness'.

There's no doubt that we all have a role to play, no matter how small the contribution may be. South Africa needs to turn the tide on our seemingly gloomy situation underpinned by many who don't have employment, decent shelter, food and security. Indeed, from a corporate perspective, these are the very projects which we are called to account for in our Integrated Reporting.

South Africans can most definitely pride themselves for many of the positive developments taking place in the country, and companies can pave the way for a brighter future. For this reason, CGF encourages you to send us any such projects and initiatives -- on an ongoing basis -- and we will gladly assist in promoting your Good News stories through our website at no cost whatsoever. CGF would be delighted to "fly your banner high", with the hope that more companies will follow your example as we build hope, mutual trust and respect in our nation.

Please send your Good News stories to Ms Ann-Donne Strydom at astrydom@cgf.co.za

See our Good News stories at:

<http://www.cgfresearchinstitute.com/GoodNewsProjects/OtherSustainabilityProjects/tabid/16357/Default.aspx>

About CGF Research Institute (Pty) Ltd

CGF is a Proudly South African company that specialises in conducting desktop research on Governance, Risk and Compliance (GRC) related topics. The company has developed numerous products that cover GRC reports designed to create a high-level awareness and understanding of issues impacting a CEO through to all employees of the organisation.

Through CGF's strategic partners -- supported by our Corporate Patrons *iS Partners, Rifle-shot Performance Holdings and DQS South Africa* -- our capabilities extend to GRC management consulting, executive placements, executive mentoring, company secretariat and the facilitation of Corporate Governance and Risk Awareness workshops. To find out more about CGF, our patrons and our associated services, please access www.cgf.co.za or www.corporate-governance.co.za

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[...back to contents page](#)



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 (rdphayward@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.

Positive stress ups the performance

You might have had the experience yourself. You're in an exam hall. Face down on your desk is the exam paper. You're waiting for the invigilator to announce, "You may turn the paper over and start." In those few waiting minutes, your stress level rises. Your moment of academic knowledge (or lack of it) has arrived!

There's the mistaken opinion that all stress is bad. Yes, too much stress can be very harmful. It can cause burnout, mental breakdowns and a range of illnesses. That type of stress is called distress. Yet when stress is at a level that can be managed and even enjoyed, there are positive results. Think of your stress level when playing your favourite sport. Both body and mind are alert. There's extra energy; your achievement and performance levels go up. When you're ready to write an exam and 'rarin to go', that's positive stress. Such stress is called eustress.

At exam time the negative stress levels in many homes rises. Folk are on edge. The emotional temperature can even soar! The family needs to give empathic and practical support to children at exam time.

What can parents do? Discuss with the child how they feel about an exam. They need to sense you're caring. Maybe extra lessons are needed; maybe help is needed to draw up an exam study timetable. Stock up the fridge and cupboards with nutritional food – studying is a hungry-making activity! Make sure that the child has daily healthy drinking and eating. Are supplements needed from a chemist to deal with the extra studying demands?

Every youngster has to understand that they are responsible for the exam results. Of course, the parents, teachers and the school have a part to play. Yet the final responsibility lies with the child. The achieving child is self-disciplined and puts in the time. To achieve extraordinarily well, extra time is needed. There aren't shortcuts. However, it's also important to relax and recharge the brain batteries. There's a limit to how much time can be usefully spent studying before it becomes a waste of time.

Eustress or positive stress is part of the package to really achieve. Stress in manageable quantities can be enjoyed. Let your child experience stress in a way that's challenging, stimulating and that will definitely up the performance.

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; rdphayward@yahoo.com). Poor schools are sponsored for hosting workshops.

[...back to contents page](#)



SAQI Training Programme for 2012

All courses offered by the South African Quality Institute are presented in association with other course providers and are available to all organisations including SMMEs and corporates. 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 10% discount applies to SAQI members. All prices include VAT. For more information or to register contact Vanessa du Toit at (012) 349 5006 or vanessa@saqi.co.za

[DOWNLOAD TRAINING REGISTRATION FORM](#)

SAQI reserves the right to change details of the programme without prior notice. Click on the course code for a synopsis.

Code	Course	Days	Cost
B11	Setting and achieving measurable objectives	1	R2,150.00
B12	ISO 14000 overview	1	R2,150.00
B14	Integrated Management Requirements	3	R4,250.00
B16	Internal Quality Auditing	3	R4,400.00
B20	Organisational QMS Lead Auditor	5	R9,980.00
B24	How to write procedures	2	R3,740.00
B34	Statistical Process Control	5	R9,980.00
B38	Development of QMS	5	R9,980.00
B41	Introduction to Quality Control	1	R2,150.00
B48	ISO 9001 Requirements Workshop	3	R4,250.00
B49	SHEQ Internal Auditing	3	R4,250.00
B58	Customer Satisfaction and Excellence	2	R3,740.00
B64	Introduction to Quality Techniques	3	R4,250.00
B65	SAQI Certificate in Quality	10	R18,320.00
B66	Problem Solving and Decision Making	3	R5,200.00

SAQI also offer the following courses on an inhouse basis for 10 or more delegates. Please contact vanessa@saqi.co.za for a quote.

- ◆ Control Chart And process Capabilities (B31)
- ◆ Cost of Quality (B1)
- ◆ Customer Care (B39)
- ◆ Customer Satisfaction and Excellence (B58)
- ◆ Development of Quality Management System (B38)
- ◆ EMS Lead Auditor (B50)
- ◆ Executive Report Writing (B57)
- ◆ Exceptional Service (B32)
- ◆ Health And Safety Lead Auditor (B52)
- ◆ How To Write Procedures, Work Instructions and ISO 9000 Overview (B24)
- ◆ ISO 14000 Overview (B12)
- ◆ ISO 9001:2008 Requirements Workshop (B48)
- ◆ Integrated Management Requirements (B14)
- ◆ Internal Quality Auditing (B16)
- ◆ Introduction To Quality Control (B41)
- ◆ Introduction To Quality Techniques (B64)
- ◆ Organisational Lead Auditor (Preparation Course) (B20)
- ◆ Policy Deployment And Continual Improvement
- ◆ Project Management Demystified (TD1)
- ◆ SHEQ Internal Auditing (B49)
- ◆ SHEQ System Development Programme (B51)
- ◆ Statistical Process Control (Basic Quality Control) (B34)



[...back to contents page](#)

