



CONTENTS

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Welcome to our June edition

Welcome to our June edition	1
Letters to the Editor	2
The Benefits of Organizational Excellence Frameworks by Dawn Ringrose	3
Process Approach A Core Quality Management Principle by Monde Mekute	6
When was the last time you experienced something new? by Paul Naysmith	9
Good Governance, Good Business and Good Society - Where it Stands and Falls by CGF Research : Dr Gerhard van Rensburg	11
Is your child curious? by Dr Richard Hayward	13
SAQI 2014 Quality Training	14



After our many holiday and election breaks in South Africa we are now into full swing of activities at team SAQI.

In this edition we continue our series of articles on promoting "Organizational Excellence" with the second of our focused articles on this subject. Continuing our international flavour this month's article is by Dawn Ringrose, the Canadian representative of the Organizational Excellence Technical Committee of the Quality Management Division (QMD) of ASQ.

We are also pleased to report the National Department of Tourism's (NDT) initiative of creating a program of Journey to Service Excellence (J2SE) is gaining momentum and the pilot town for this project, Upington in the Northern Cape of South Africa, has embraced the concept of service excellence and is progressing well. The NDT will be looking at spreading this concept across our regions in South Africa.

At the time of writing this front page Brazil are starting their FIFA soccer world cup journey. We wish them well and hope that they can emulate the success of South Africa in 2010.

I would be happy to receive comments relating to our articles or any other items of interest relating to quality at exec@saqi.co.za

Paul Harding
SAQI MD



Letters to the editor

To the editor at SAQI eQe

Yes we have a shortage of Quality professionals in South Africa. This is mainly caused by most companies that do not consider quality as a critical component in the business to reduce costs and increase productivity. The cost of quality is not measured in most companies hence it is difficult to quantify the cost of not having quality personnel/professionals.

Going forward:

Institutions like SAQI need to engage different companies maybe at the dti level where quality will be promoted. SAQI and other quality enthusiasts need to have a campaign or a forum where different stakeholders from industries will be invited and explanations will be given on the impact of neglecting quality from both industrial and society point of view. Ongoing programmes needs to be in place where quality will be at the centre for discussions.

Regards
Xolile Maseti

Editor's reply *(shortened for brevity)*

Thank you for your feedback on the Quality profession issue raised in last month's "e Quality edge". What you say is very important and that is what SAQI is trying to achieve. Regarding the dti, until 2008 SAQI was part of the dti and was funded by treasury. Unfortunately in July 2008 the dti decided to redirect funding from SAQI to the Small Enterprise Development Agency (SEDA) to promote quality in this country. This has not really benefited the broad sector that you refer to. The SAQI thus has had to continue its work unfunded by government relying mainly on the private sector for revenue generation through membership and training. We are not

complaining because we have managed to swell our numbers significantly and have trained hundreds of candidates in quality since leaving the dti.

What we need are people like yourself to encourage your organizations and supply chain to become members and supporters of SAQI thus helping in the funding and expansion of our quality promotion programs. Although we initially struggled financially after our funding was stopped we have made significant progress in the last year or two to expand our numbers.

We are planning to have more breakfast Quality Forums and interactions but we need support to fund these events and we may make a breakthrough with this in the next few weeks. Your organization and networks can also help by using our National Quality Week theme of "Paving the way to Quality beyond Standards" through competitions and promotion programs. We also previously organised a National Quality Conference each year but without a main sponsor this is impossible with limited funding.

You will be pleased to know, however, that we support 10,000 schools with our "Quality in Education" program where we mentor heads of schools and their staff and offer certified training programs for them at nominal cost. We also publish a quarterly Quality Education newsletter encouraging the next generation of South Africans to think Quality.

Paul Harding

Paul Harding (editor)

[back to contents page](#)

The Benefits of Organizational Excellence Frameworks

by Dawn Ringrose MBA, FCMC, *Organizational Excellence Technical Committee (QMD, ASQ)*

Organizational Excellence (OE) Frameworks

It has been over 25 years since the first OE frameworks were developed.^{1,2,3,4} The Australian Business Excellence Framework and the Malcolm Baldrige (United States) model were developed in 1987, the European Foundation for Quality Management (EFQM) model followed in 1989, and the Canadian Framework for Excellence was published in 1992. These OE frameworks evolved from Total Quality Management thinking and were based on research with high performing organizations that served to define the principles that characterized the organizational culture and the best management practices that were used across key management areas. The OE frameworks also embraced 'systems thinking', viewing the organization as a system of interrelated parts that must work well together for the organization to perform well.

Research Validating OE Frameworks

Since that time, research has served to validate the positive relationship between implementing OE frameworks and improving organizational performance. Some recent examples of this research follow and show that OE frameworks can be successfully applied to any size and type of organization.



In Australia, case studies undertaken with eight local **government** councils facing similar challenges showed the Australian framework could be used to assess and improve the organization. Municipal representatives came to appreciate it could be used to improve any aspect of their organization.⁵ Role model organizations across sectors (**manufacturing, service, small business, health care, education, non-profit**) in the United States applied the Baldrige framework and realized a good return on investment across financial, customer and employee measures.⁶ Europe compared **award recipients that had implemented the EFQM framework against comparison companies of similar size and industry sector** and found over an

11 year period that award recipients outperformed their counterparts (e.g. share value, average growth in sales, cost reduction, operating income).⁷ Canada has tracked the performance results of award recipients as well and noted sustainable performance improvements (e.g. employee turnover, cost savings, customer and employee satisfaction, cycle time, price savings to client, injuries, employee pride, trust in leadership).⁸ Recent research on the impact and value of OE frameworks in Asia has followed this same trend with businesses reporting that OE frameworks have a major impact on their competitiveness and performance and were relevant for long-term competitiveness and sustainability.⁹

Finally, another relevant piece of research is a recent study conducted by the American Society for Quality. This study examined the challenges facing organizations today and the future (e.g. globalization, productivity, technology, employees, and customers) and the potential responses that organizations could have to these challenges. The study concluded that having an OE framework in place would help an organization deal with change and be the entry point to the marketplace.¹⁰

Benefits of Implementing OE Frameworks

In addition to research validation, the more subjective benefits of implementing an OE framework include the following:

1. **Provide the foundation on which to develop an organization.** The OE framework provides a collection of best management practices for each key management area (e.g. governance, leadership, planning, customers, employees, work processes, suppliers and partners, resource management, performance measurement). These practices can be implemented at any stage of an organization's life cycle. A start-up organization can implement the best management practices right the first time while an organization that has been operating for some time can build on their strengths and capitalize on opportunities for improvement.
2. **Provide an integrated and coordinated way to drive tangible results.** The OE framework provides a well-defined path for the excellence journey. For each key management area, there are practices to implement and measures that can be used to gauge progress. Measurement results highlight where the organization is doing well and where it needs to improve and allow for data-based decision making.

...continue on page 4

3. **Identify the interdependencies and interrelationships between management areas.** Each best management practice is related to other practices in the OE framework and implementing all the practices contributes to creating a culture of excellence that is characterized by the principles. For instance, in the Organizational Excellence Framework, that consolidates the leading OE frameworks, a customer practice aimed at 'determining customer needs and expectations' is directly related to: the leadership practice of 'developing a strategic plan with goals and objectives that will guide the organization towards its vision', the planning practice of 'using factual information to provide input to the business planning process', the employee practice of 'encouraging employees to share their ideas and suggestions', the work processes practice of 'involving customers, suppliers and partners in designing and analyzing processes, and the performance measurement practice 'measuring the level of service quality'.



4. **Reduce non-value add activity.** Non-value add activity is any activity that does not add value to the organization. Such activity may include errors, rework, duplication, sources of customer and employee dissatisfaction, and activities that do not contribute to the organization's vision and mission. The use of OE frameworks can reduce non-value activity by ensuring that all work activity in the organization is aligned with the vision and mission and by investing in prevention and appraisal activities that reduce failures. In Canada, a study of small and medium enterprises found the cost of quality to be 32% of payroll on average and to be higher in service organizations as compared to manufacturing organizations.¹¹

5. **Contribute to becoming an employer of choice.** Research has shown that implementing an OE framework and concentrating on employee health and wellness can contribute to even greater improvements in organizational performance. Organizations that have an OE framework in place undertake human resource planning that supports organizational plans, train and

develop employees, encourage employees to share ideas and suggestions aimed at improvement, and reward and recognize strong performance of individuals and teams. These organizations also invest in a healthy workplace. Global research indicates that many organizations are embracing workplace wellness to achieve business objectives such as reducing health care costs, improving productivity, improving workforce morale, and reducing employee absenteeism.¹²

6. **Provide a performance benchmarking program.** Performance measures common to OE frameworks are used around the world and can be used to track performance internally and compare performance externally with other organizations. While many improvement opportunities are identified by employees doing the work, benchmarking or learning from the experience of others is a powerful method for breakthrough thinking, innovation, improvement, and for delivering exceptional bottom-line results.

7. **Provide a platform for long term organizational success.** Organizations that have successfully implemented OE frameworks continue to improve their performance year after year. This is largely due to the culture of excellence that has developed. Organizations committed to excellence have leaders that reinforce OE as a strategic imperative and use appreciative inquiry to engage employees in a discussion about what is going well and what can be done better. Both results and the sustainability of OE frameworks are well documented in the global research.



8. **Compliment other excellence programs.** The OE framework provides an umbrella under which other programs, initiatives, tools and techniques can be brought together to form one comprehensive system. The robust OE framework can integrate quality assurance programs such as ISO 9001, initiatives such as lean,

...continue on page 5

customer service, health and safety, and environment, and tools and techniques such as six sigma.

9. **Increase the value of a business.** The banking community has recognized that having an OE framework in place increases the value of a business. The Business Development Bank of Canada adds a 1.5 multiple to the value of a business that has an OE framework or quality management system in place. This bodes well for businesses that wish to increase their line of credit or plan for succession. In addition, it is advantageous for the prospective buyer of a business as the practices in the OE framework provide a good checklist for assessing the business and the balanced system of measurement gives thorough feedback on performance.

In summary, organizations that implement OE frameworks show tangible evidence of these benefits in measurement results that indicate desirable outcomes such as good governance, trust in leadership, customer delight, employee engagement, efficient and effective work processes, strong relationships with suppliers and partners, better utilization of resources, balanced system of measurement, and financial results.

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About the Author



Dawn Ringrose is Principal of Organizational Excellence Specialists and Author of the Organizational Excellence Framework. She is the representative for Canada on the Organizational Excellence Technical Committee (QMD, ASQ) and the Global Benchmarking Network. Her qualifications include: Certified Organizational Excellence Specialist (OES, 2011), Certified Excellence Professional (NQI, 2004), Registered ISO 9000 Specialist (ICMCC, 1996), Assessor of Quality Systems (IQA IRCA, 1996).

The Organizational Excellence Framework is a unique publication that 'consolidates' the principles and best management practices of global excellence frameworks and provides 'implementation guidelines' and additional resources for the practitioner. It is accompanied by a practical and cost effective implementation process and series of workshops that are delivered by licensed practitioners.

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[back to contents page](#)

Process Approach A Core Quality Management Principle

by Monde Mekute, *Lubricants Technical Manager Total South Africa*

One of the core quality management principles according to International Standards Organisation (ISO) is process approach. ISO requires organisations to adopt a process approach in performing business activities. Applying the principle of process approach leads to the following outcomes amongst other benefits:

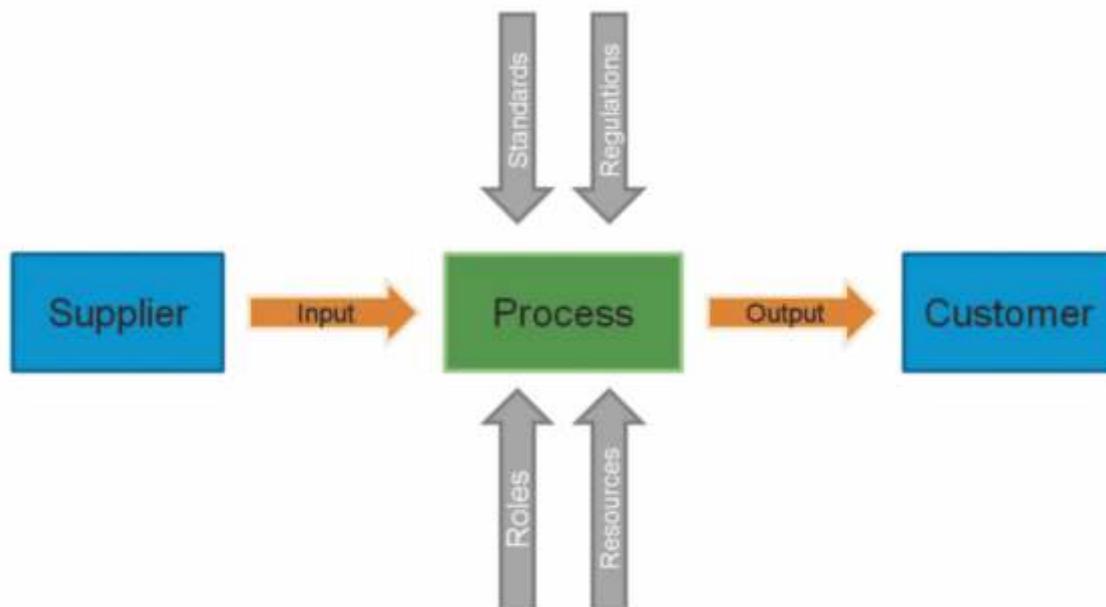
- Systematic identification and description of the activities (processes) necessary to obtain a desired result.
- Clear definition and description of roles and responsibilities for managing the processes.
- Clear identification and description of the process interfaces between the various functions and departments of the organization.
- Measurement and analysis of the performance of the processes.
- Focus on factors such as resources and methods which will improve the performance of the processes.
- Evaluation of risk and impact of the business processes on customers, suppliers and other interested parties. Tools such as process failure modes and effects analysis (PFMEA) are very helpful in conducting such risk assessments.

Ok, before we go any further let's first define what a process is!

In simple terms, a process is a series of steps which describe an activity from beginning to end. It is a set of interrelated or interacting activities which transforms inputs into outputs.

The two diagrams below illustrate what a process is. As the diagrams show, every process will always have inputs and outputs. Inputs are the starting materials which are being transformed into products or services. Outputs are process outcomes such as product or service.

Diagram 1: Simple Process Illustration



...continue on page 7

Diagram 2: Detailed Process Illustration

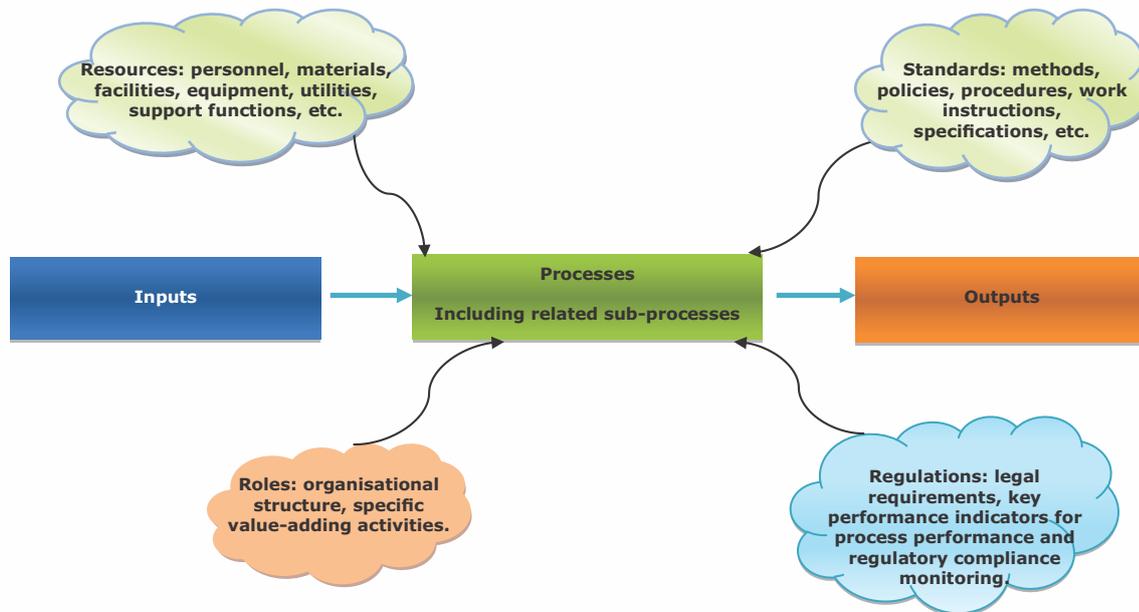


Diagram 2 shows that for effective and efficient operation, every process typically needs various kinds of resources, organisational structure, methods, procedures, work instructions, specifications, and compliance with regulatory requirements. Procedures and work instructions clearly describe the various activities involved in transforming inputs into outputs. Most processes have sub-processes of their own. Non-value adding and unnecessary processes should be eliminated as they only contribute to waste and inefficiencies. Key performance indicators help monitor process performance and facilitate continuous process improvements.

The following five statements are examples of processes:

- A buyer placing an order with the supplier to purchase a raw material. (Purchasing process)
- Laboratory testing the raw material to determine if it meets acceptance criteria or specifications. (Raw material acceptance testing process)
- Filling department filling the final product into 500 ml containers. (Filling process)
- Packaging department packing the filled 500 ml containers into appropriate packs or boxes. (Packaging process)
- A training officer training a group of personnel on how a certain task is performed. (Training process)

At home we follow similar processes, although not necessarily documented. Typical processes at home are taking a bath, brushing your teeth, making a cup of coffee, cooking a mutton curry, baking muffins, and eating.

To ensure that the various tasks or activities performed in the above processes are carried out reproducibly, consistently, and right first time all the time, written clear step by step procedures or work instructions should be developed, implemented, maintained, and continuously improved. These written procedures or work instructions are also critical in training new employees to perform their duties. Every activity we perform is a process. To achieve the desired result more efficiently every activity should be managed as a process. The written procedures or work instructions should be adhered to at all times. No activity should ever be performed without written procedures or work instructions.

The main objective of the process approach is to add value to the organisation by planning and controlling processes. The ultimate objective is to satisfy and delight the organisation's customers. Remember that customers are the only reason most organisations exist. Without them the organisation is DEAD.

Outputs of one process are typically inputs to other processes. This is the basis of the internal customer concept. Most of us have internal customers and internal suppliers within the organisation. The people or departments whose work outputs are inputs into your work

...continue on page 8

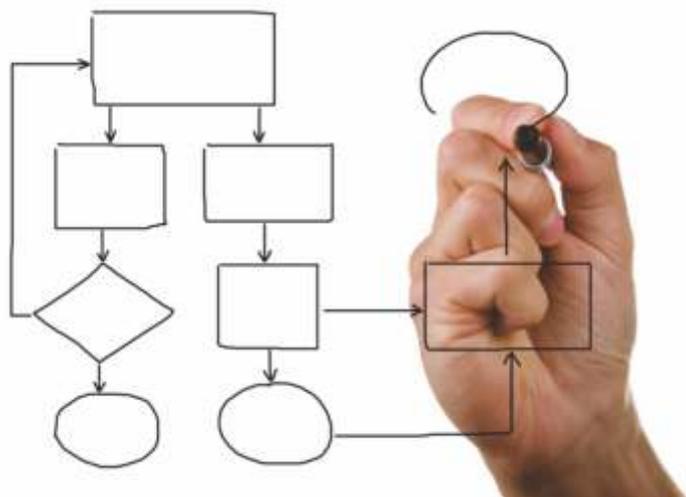
activities are your suppliers and you are the internal customer to them. The people or departments to whom your work outputs are inputs are your internal customers and you are the supplier to them.

A discussion on process approach cannot be complete without talking about the process mapping concept. It is an integral aspect of the process approach. Process mapping, also known as process charting or flow charting is one of the most frequently used tools for process analysis and optimisation. Process mapping is very helpful in identifying wasteful and inefficient processes.

A process map is a graphical representation of a process. It creates a vivid schematic depiction of a process and allows someone who is unfamiliar with a process to understand the process clearly. It identifies all the crucial elements of a process and allows users to see the sequence of the various steps and their relationship with one another. The steps depicted on a process map show how materials flow through the process. A process map also helps the user find flaws, bottlenecks, duplications, and other less obvious features within the process.

One other beauty about a process map is that it allows one to visually illustrate and convey the essential details of a process in a way that written procedures cannot do. A process map replaces many pages of words. Remember the old saying: A Picture is worth a thousand words.

(A detailed discussion of process mapping is beyond the scope of this article)



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About the Author



Monde Mekute is currently the Lubricants Technical Manager at Total South Africa based at the head office in Sandton. 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 from the University of South Africa. He is currently doing a Masters in Business Administration (MBA) degree with the University of Stellenbosch Business School.

Monde possesses extensive quality management work experience in the manufacturing environment. He has worked for major organisations in the pharmaceutical, petrochemical, pulp & paper, and technology industries.

Quality management and business excellence are his passion. He is the Senior Member of the South African Quality Institute (SAQI).

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[back to contents page](#)

When was the last time you experienced something new?

by Paul Naysmith

From where I am, flying up in the air, below is the deepest royal blue color of the Atlantic. White waves are cresting around an island below, painting a white outline into the ocean of this green and brown blob, without a map it is nameless and unknown to me in the continuous expanse of blue. It is a clear day and the bluest sky is interrupted by small clouds far above me, which are leaving dark speckles of shadows on the water below. I am on my way to one of these islands off the East coast of Canada, however, I cannot yet identify which one, from the many presented below is my final destination. An island with a miniature population, in the middle of a time zone, their clocks are set thirty minutes off the rest of the world's. This is the first time I've arrived during daylight hours, and the first time I have approached Newfoundland that was not in the middle of a snow storm, which I must observe, this snowless attempt at descending through a cloudless atmosphere makes for a far smoother journey.

A crackled voice comes over the internal communication system: "Ladies and Gentlemen if you look out the left side of the aircraft, you can see icebergs!" This is interesting, I never had seen a real life iceberg before, I remember seeing the Titanic movie many years ago where it was a villain in the plot and a real hazard to the travelling passengers on the actual ship a hundred years before. I paused in my thoughts looking from my window seat, transfixed by this marvelous iridescent pale blue block below, bobbing idly in the vast ocean without any menace, as a fellow passenger to my immediate right decides that my personal space no longer belonged to me, and my knee is a handy platform to support his frame as he pressed his face against the window to get a better view.



Figure 1: My first iceberg (the pale colored shape in the center of the picture).

So at this point in time, I have been gifted with two new wonderful experiences: an iceberg sighting and a traveler making what I think is a very inappropriate man-to-man contact with me. The sighting of the iceberg I will catalogue in my library of really neat and awesome things, and for the man seated next to me I will have to test my international diplomacy skills with aplomb.

I may not necessarily like all of my new experiences, however that is the thing: how do you know if you will like something until you try it? This will become my catch phrase for the next week in Newfoundland, as I am travelling to Canada on business with one of my team, who had never left their own country before, to somewhere exotic (the people of Newfoundland will find that reference amusing) and different from their home.



So over the next week I tested their resolve, through the encouragement of eating strange and unusual foods on this island in the middle of the Atlantic. I soon became envious of this person, that I, an already heavily seasoned traveler desiring fantastical new experiences, could not experience what they were now feeling. Fascinatingly enough I began to appreciate the idea of experiencing something new.

What does it mean to try or not to try something new? Is trying something new, a risk taking experiment for the individual? As an adult with a lifetime of previous experiences to rely on; we will surely know what works or what doesn't, what to like and what to dislike. In the business world we are also like this, and the most dangerous language that you will ever hear is "we've always done it like this", or similar words. I see it as dangerous, as it may prevent us from addressing inefficiencies or accepting poor Quality.

...continue on page 10

Recently on the interweb on the social networking website LinkedIn.com I saw the graphic below. Unfortunately I am unsure who to provide credit for its inception, however I very much agree with the sentiment. I often think that a new experience is magical and will never be inside your comfort zone.



Figure 2: unknown author or date of creation.

To be perfectly honest, I have used this a few times on a blank whiteboard when I am trying to express visually to someone with the uncertainty of trying something new for the first time. I do very much appreciate that fear provides a naturally instinctive sense of preservation and prevents a leap into the unknown, this is to me a potential barrier to achieving new levels of performance or success. In business or industry there are always examples where sticking with the same and never trying out something different. However within any business, this is based upon the experience of the decision maker.

If you are in a position in a business where decisions are your responsibility, like everyone that I meet and including me, I will base judgment calls on prior experiences. For me, having more and more experiences to pull from (I call this my library) will help you to reason or see the situation presented to you differently. For me, travelling to different countries and meeting different races of people with differing belief systems, has helped me appreciate a truly global perspective in my approach to Quality and expressing my ideas. Understanding the values of the local geographic markets, seeing first hand how speaking one language is a massive barrier and learning that a different culture to my own is a strength, has taught me invaluable lessons to move me beyond my comfort zone into the area where magic happens.

Ok you may not be in a position to travel overseas, however you may be exposed to a great many new experiences right where you are. I once remembered hearing from a motivational speaker that we must try or learn something new every day. Whilst not particularly practical, I liked the principle of the idea. Once I never had written an article, let alone a book, however once my fear of trying something new in my seated position was overcome, well, it helped me in my career and my business.

So what could be some of the things that could hold us back? Is it a fear of failure, or being proven wrong? To me finding out that something does not work, is a greater learning experience than getting it right. Many fantastic and high achieving business professionals are often driven to find out ideas that will help and

I guess they may be seen as “risk takers”.

One such business leader that I can think of that would fit into wishing to experiencing new things and learning from failure would be General Electric's former CEO Jack Welch. In his biography (Jack: Straight from the Gut, Warner Books 2003) we learn that this very progressive CEO introduced Six Sigma across his organization with great expense and earned his nick name “Neutron Jack” when he blew-up a factory. Granted I may not wish you to find out firsthand what it takes to create an industrial accident purely to find out what it is like, however if we wish to be successful or progressive, we need to combine seeking new experiences and learning from mistakes.

With the pace of competition and innovation as a result of technological progression, business has never been so competitive. I truly believe that Quality will keep you competitive; this will take new ways of thinking and improving every element of how you do things. This is always optional and maintaining your current levels of Quality will keep you in your comfort zone, and allow your customers to go and look for the magic elsewhere.

About Paul Naysmith:



As well as being a Quality Punk and Improvement Ninja, [Paul Naysmith](#) is the HSEQ regional manager in the United States for a leading oil- and gas-well services company. He is a Chartered Fellow with the UK's Chartered Quality Institute (CQI) and an honorary member of the South African Quality Institute (SAQI). Naysmith has a bachelor of science in paper science and management, and has worked in industrial textiles, food manufacturing, and the aerospace industry. When not working, he

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QUALITY IS NOT AN ACT,
IT IS A HABIT.
ARISTOTLE

[back to contents page](#)

Good Governance, Good Business and Good Society – Where it Stands or Falls

by CGF Research, written by Dr. Gerhard van Rensburg

It is rather ironic how we all hope to have a good life, good body, good mind and good spirit; and we want to function in a good society. And yet, most of the time we are unwilling to take an honest look in the mirror and do the needed work on ourselves to improve our body, mind, and most of all, spirit. In order to be 'good' -- and experience this goodness -- it often requires introspection and lots of hard work on the right things. 'Good' does not fall out of the sky...and you may have a much better chance winning a lottery.

Looking back for perspective

The Quester in Ecclesiastes 7: 10 advises: Do not say, "*Why were the old days better than these?*" For it is not wise to ask such questions. So let us not fall into that trap. However, for perspective, looking back in history can be useful. It is important to get a sense of how our collective story unfolded over years, decades and centuries. It may help us understand some of our predicaments in modern societies.

Today, most societies are characterised by the principles of democracy and the free market. It directs the social order and culture of doing things. If in the past it were philosophies, religious doctrine, science and political ideologies that were the major elements of influence in how people lead their lives, then today it is the economy, and more specifically a capitalist and free market economy. One might say the energy that propelled the changes across the globe in recent decades was the ongoing lure of the emancipation and freedom of the individual. There was -- and still is -- a lot of good in the story; however people who are willing to keep a balanced perspective of the past will largely agree that today we are suffering from different ailments, and we have lost much of the foundations we have built on in the past.

In the early days of capitalism, the moral framework of the local community informed, and guarded, behaviour in the marketplace. People in business, as much as in any other sector of society, did their daily work conscious of the religious directions for all of life. Whilst in the mind of Adam Smith (1723-1790) -- the father of capitalist economics -- he believed self-interest drove productivity and ultimately the economy. The counterweight to greed in Smith's thinking was the moral virtues learned at home and in religious communities. The argument, in other words, was that if good people do business, they would know where to draw the line.

Of course, the world today looks very different to what it was in Smith's time. The 'heart' of the world economy is found within the mega-cities and in the virtual global transactions.

What is left of small like-minded moral communities is insignificant in terms of their influence on a rapidly developing world culture where the virtues of 'goodness' seem less important.

Rapidly changing, and differing values

Moral formation in the way it happened in the 18th century -- which is still evident in some smaller communities today -- occurred mostly through peer pressure and under the watchful eye of revered religious authorities. Times and circumstances have changed and relying upon the moral guidance of a community or its leaders, as was the case in a former era, is at best no longer dependable. In the times we currently live -- more specifically in the workplace -- ethics and moral behavior is guided mostly by the values espoused through a glossy Integrated Report, or a framed statement of intent found in the visitor's reception. Of course, for ethics in the workplace to be authentic, it needs to be lived through the organisation's leadership, and not only recorded in a charter or policy. Said more directly, leadership must show the will and commitment toward the improvement of a better working environment which satisfies the principles addressed in the King Report on Governance for South Africa 2009 ('King III'), and such where this is demonstrated on a daily basis through application.

The world community today interconnects and integrates across both physical and mental frameworks at an astonishing and still accelerating pace. As people enter the endless world of information, products, services and cultural practices, they are influenced in many different ways. To this end, the *sole judge* of what is good, bad, allowable or not allowable rests with the individual. Given the extent of the many variables, it's little wonder we experience a decline of social ethics -- no one particular view of morality can be imposed on a pluralistic society. Whether we read the newspapers or watch the news, or witness workplace malpractices, many people may feel the need to question the essence of our moral foundation. No matter where one looks, there is a growing perception that corruption and greed is taking over the world.

Responsible leaders

Most people would agree that when an adult reaches the age of say fifty, most things in that person's life will have changed, and in some cases rather dramatically. But one of the things which have not changed since the birth of humanity is the inherent call of leadership, such that the leader becomes a role model to others. The bigger the scope of responsibility, the more influential and significant

...continue on page 12

is the example lived by the leader. We all live with a level of responsibility, at least towards ourselves, but also towards others and our home - planet earth. How we interpret that responsibility in the world as we know it today, is more up to the individual than ever before. In this sense, we all need to embrace the idea that we need to 'grow' the leader and leader qualities in ourselves. That is to take full responsibility for body, mind and spirit, living and growing the good potential that was created in us. That said, those in society who are entrusted with formal leadership positions have an immense responsibility, but above all, they must set an example of character infused with integrity. In business terms this is the essence of good governance which is espoused in King III, and it states clearly that good governance is essentially about good leadership, good discipline and such that these qualities are applied consistently at all times.

Deeper levels of thinking and awareness

We find ourselves in the unfortunate position that leadership has in many instances been reduced to not much more than a set of skills to 'play the economic game'; detached from any emotional connection to the cause and the people of the organisation. Chief executives are often shifting from one lucrative position to another, with short-term contracts focused only on improving the figures in the balance sheet in the quickest possible time. What are the chances of these executives having a character-building influence on the employees of the organisation and its culture? Bolman and Deal in their book *Leading with Soul* encapsulate our experience well:

'We move from fad to fad without putting our heart fully into anything. It is not surprising that we feel powerless in the face of so many social and organisational ills. Beneath our helplessness is a spiritual vacuum. It saps our faith, weakens our heart, and leaves us foundering.'

And Thomas Merton reminds us that more activity will not fill the vacuum:

'Our being is not to be enriched merely by activity or experience as such. Everything depends on the quality of our acts and our experiences. A multitude of badly performed actions and of experiences only half-lived exhausts and depletes our being. By doing things badly we make ourselves less real.'

Good governance, good business and a (good) well-balanced society stand or fall in the heart, mind and conscience of the leader. It requires deeper levels of thinking and awareness. As Otto Scharmer's U-theory suggests, there is a need to go beyond downloading patterns of the past to an open mind, open heart and open will (my whole being has slowed down. I feel more quiet and present and more my real self. I am connected to something larger than myself). It requires dedicated 'time-out' time for contemplation. Moreover, the most crucial and empowering step, and particularly so for leaders, is to focus on one or a few persons whom they believe they can serve with the best they have to offer about what is good, meaningful and eternal. One way of achieving this could be, as an example, becoming a life mentor to someone. The more a person is willing to mentor someone, the higher will

be the standards they will set for themselves. And the higher these standards are set by the mentor, the better they will live as an example for all to see and follow. When a person is willing to avail themselves to this unselfish act of subservient leadership, only then will we be able to transform our work organisations into 'communities', rich in meaningful and caring relationships and with passion for the cause. Only then will we experience more of what is real and good.

The CGF leadership development process is built on the above-stated views. It includes the following: The heartstyles assessment (www.heartstyles.com), the 32 leadership principles online programme (www.newlead.co.za/corporate-offering), individual coaching and group learning facilitation.

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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 (rpdhayward@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.

Is your child curious?

by Dr Richard Hayward

There's the story of a father who took his son fishing one day. As they sat in a little boat floating gently along the Vaal River, the boy suddenly became curious about everything around him.

He asked, "Dad, how does this boat float?"

For a moment dad thought and replied, "Well, son I don't really know."

After a few minutes the son asked, "How do fish breathe under the water?"

Again dad thought for a little and replied, "Well, son I'm not really sure."

Five minutes later the boy asked his father, "Why is the beautiful sky so blue?"

Dad was quiet for a moment or two and replied, "Well, son I don't know."

The son hoped that he wasn't annoying dad with his questions and asked, "I hope you're not cross with me asking all these questions."

"Of course not," was dad's reply, "If you don't ask questions, you'll never learn anything!"

Dad had a kind heart but sadly wasn't helping his curious son's questions.

There's an innate wonderful curiosity in the minds of children. Yet do parents and teachers nurture that curiosity? It's very special to see the excitement of Grade One children at the start of their school career. How sad it is to observe so many Grade 12 learners show a sense of another kind of excitement – the excitement at the thought of ending years of boredom in school classrooms.

Yet there are very many children who really enjoyed school days ... and they achieved too! So much of that happiness came from a spirit of curiosity. They were brought up in homes and taught by teachers who gave them enthusiasm for knowledge. They fired up their curiosity. Adults willingly answered their questions or told them where to find the answers; they asked the children questions to make them think and stopped them from unquestioningly accepting everything in their world.

Albert Einstein is one of the intellectual giants in the history of

mankind. Yet in response to such an assessment, he observed, "I am neither especially clever nor especially gifted ... I am only very, very curious."

Sophie von Stumm and her colleagues at the University of Edinburgh assert that intellectual curiosity (the 'hungry mind') is the third predictor of high academic achievement. The other two are intelligence and effort. However, intellectual ability doesn't guarantee success. Putting in the hours, days, weeks, months and years of hard effort have to be done first. The academic results follow later.

Being an attentive, diligent student and handing in all assignments on due dates will usually have pleasing academic endings. Such a student, however, might be a passive one doing everything dutifully as instructed by the teacher. There's neither critical questioning nor curiosity about what's being taught. It's the curious student, however, who will sometimes challenge (hopefully, respectfully!) the teacher. They're curious and want to know more. They ask of the teacher and themselves questions such as:

- "How do people in other countries deal with the same issues?"
- "If not, why not?"
- "What am I seeing and what does it mean?"
- "How can this knowledge be used to help others?"

Those were the type of questions asked by curious minds such as Jane Austen, Christiaan Barnard, Michelangelo Buonarroti, Leonardo da Vinci, Albert Einstein, Bill Gates, Thomas Jefferson and Florence Nightingale.

The home is the first place to grow the spirit of curiosity. Ask your child the, 'Why ...? Why not...? How come...? I wonder why ...?' type of questions. Chat and discuss issues. Encourage your child to read books in your home and at the local library. If available, use the internet so that the child can find the answers. When in doubt do remember to simply, 'Google it' on the computer! Whet and feed your child's curiosity ... it's the start to great success at school and way beyond.

Under the aegis of SAQI, Richard Hayward does Continuing Professional Teacher Development (CPTD) programmes. They are recognised by the South African Council for Educators and earn Professional Development (PD) points. For more details, please go to www.saqi.co.za or contact him on rpdhayward@yahoo.com. Poor Schools are sponsored.

[back to contents page](#)



SAQI Training Programme for 2014

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

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B12	ISO 14000 overview	1	R2,500.00			30		
B14	Integrated Management Requirements	3	R5,000.00		11-13			
B16	Internal Quality Auditing	3	R5,100.00	9-11			15-17	
B20	Organisational QMS Lead Auditor	5	R11,500.00			15-19		
B24	How to write procedures	2	R4,400.00		25-27			
B34	Statistical Process Control	5	R11,500.00			15-19		
B38	Development of QMS	5	R11,500.00		4-8			
B41	Introduction to Quality Control	1	R2,500.00			9		18
B48	ISO 9001 Requirements Workshop	3	R5,000.00		20-22			
B58	Customer Satisfaction and Excellence	2	R4,400.00			29-30		
B64	Introduction to Quality Techniques	3	R5,000.00			10-12		19-21
B65	SAQI Certificate in Quality	10	R19,500.00				27-31	24-28
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B75	Intro to Lean	1	R2,100.00		14			
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[back to contents page](#)

