e - Quality Edge

bringing quality information to South Africans since 1996

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Welcome to the June edition of our e Quality Edge

Paul Harding

Our articles in this month's edition are focused on Quality and sustainable development. We lead with an article by Paul Simpson that covers Quality improvement and sustainable development. This is followed by a reprint in our "With the benefit of hindsight series" that covers Ethics Quality by Steve Simmonds that was first published in our e Quality edge in 2002 but is still very relevant today.

SAQI are pleased to announce our theme for National Quality Week that takes place from the 4th to the 8th November with World Quality Day being held on the 7th November.

Terry Booysen looks at Board Appointments that may also influence ethics and sustainable development. Richard Hayward tests our curiosity when he writes about Leonardo da Vinci.

We also have pleasure in publishing our events calendar for the rest of the year.

If any of you would like to contribute to future newsletters please contact us.

Please feel free to pass on our newsletter to your network and we look forward to input from you for our next edition.

Paul Harding
SAQI MD

Quality:
helping South Africans live, learn and work better

Quality, Improvement and Sustainable Development

by Paul Simpson |Chair of ISO TC 176 Sub Committee 2 - Quality Systems

Paul Simpson

This article is taken from a Talk given at INLAC's 23rd World Forum.

The thoughts in this presentation are not those of TC 176. They are influenced by my experience with fellow TC 176 members so I share with them any positives you may take away. Any negatives I claim for my own.

I was particularly interested in the Forum title and the reference to Sustainable Development, which is defined as "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs." I think quality management satisfies that definition, don't you?

I first spoke on this topic on World Quality Day in 2009 and my topic was 'Quality, the future of sustainability' I had not been involved with TC 176 for long and, if I had, I would probably have been a bit more careful about using the term 'sustainability' as, according to ISO, that is preserved for the use of TC 207 and the tree huggers. At the risk of treading on a few toes, I am hoping to reclaim the term 'Sustainable' for us 'quality' folk. At some point in the future, I may do the same for 'Risk'.

My quality journey started in the early 1980s and I can remember the days when major procurement bodies and even government departments were interested in ISO 9001 and were keen to understand how it could help them out with the major issues of the day. Not so much now. Is the problem with ISO 9001 or the other standards produced by TC 176? Or is the problem that quality management is disconnected from business and ISO 9001 is disconnected from quality management? We could spend the rest of the presentation, actually the rest of the evening, no the rest of the Foro Mondial in discussing these two questions.

I'd like to propose a way forward. It is not mine alone. It uses the works of Deming and adaptations by many of the quality experts and other business gurus. It is called the 4Ps of quality management and looks to provide individuals and organizations with a way of looking at how they operate with a quality mind-set.

The four Ps

What are the 4Ps? Purpose, Process, People and Performance and they are arranged around the Deming cycle in the form of Act, Plan, Do, Check.

The 4Ps can be described in statements:

- Customer satisfaction is our purpose
- Systematic process design and management
- Right people, right place
- Performance improvement focus

Let's start with Purpose:

There is a quote from one of the famous management gurus, Peter Drucker:

"The purpose of business is to create and keep a customer." He went on to address the challenge he knew was coming about shareholders and profit:

"A company's primary responsibility is to serve its customers, to provide the goods or services which the company exists to produce. Profit is not the primary goal but rather an essential condition for the company's continued existence. Other responsibilities, e.g., to employees and society, exist to support the company's continued ability to carry out its primary purpose."

Organizations exist to fulfil a purpose and in the case of quality management, this revolves around satisfying customer requirements. In order to engage employees this mission needs to be communicated to all. This all has to be founded on ethical behaviour.

The Purpose of the leader is to give purpose to her followers. She can't do this in isolation and the communicated purpose has to be in line with existing organizational culture or there is a lot of hard work to realign the culture with the new purpose. Why are we here? Not in a navel-gazing sort of way but capturing the range of views to inform decision making and agreement of common purpose.

Quality is all about doing a good job and making good use of the assets at your disposal. Those assets might be a bank loan, charitable donations, people's time, permit to extract, drilling rights, etc. These resources are defined by the market or sector that you operate in and it is an understanding of these conditions and resources that begins to frame 'quality'. All organizations operate in the same way they receive inputs and deliver outputs by managing and using resources and operating within controls and that leads us neatly to the processes we operate.

Processes

Processes are designed and aligned around customer needs. Having defined our purpose is to satisfy customers we now have to determine how it is we will do that. That means we have to design and plan our processes. The ISO 9000 definition doesn't help: *process - set of interrelated or interacting activities that use inputs to deliver an intended result.*

For us to get the full benefit of the process approach that has been at the heart of ISO 9000 family of standards since 2000 we need to look at the value-adding processes – i.e. those that deliver products and services the customer is prepared to pay for, such as order fulfilment and bring new products and services to market. We need to make sure that these processes:

- Are seen through the customer's eyes – describing the customer journey;

- Core processes that deliver customer value go from end to end and cross-functional boundaries;

- We can start to align the organization around processes rather than functions;

- Support processes such as providing competent people, developing strategy and planning are aligned to help make the customer processes work better;

- **Examples**: marketing; employee recruitment; short and mid-term business planning.

We need to look at the whole process of how the organization determines customer requirements. There may be simply an offer on a web site that a customer adds to their shopping basket in the comfort of their own home. If that is the case the full process starts much earlier:

How did the organisation design the product or service?

How was it then manufactured or how is the service to be provided?

What market research was carried out to decide whether a particular product or service is going to meet the needs of a particular group of customers/market segment?

There are many organizations that get the importance of systematic process design. I am a big fan of Japanese companies who use a form of the Toyota Production System - sometimes known as 'Lean'. As one example of an effective process approach, Taiichi Ohno said:

"All we are doing is looking at the timeline, from the moment the customer gives us an order to the point when we collect the cash. And we are reducing the timeline by reducing the non-value adding wastes."

We need to be clear a process is not a piece of paper, a flowchart, or a set of KPIs. It is how the business works, including the people in it, information available, conflict, pressure, power. That brings me to the piece on people, always at the heart of the organisation's processes.

People

Whether developing strategy, operating customer-facing processes, taking decisions based on available information an effective QMS depends on having competent, engaged people. We need the synergy of people working together to deliver greater results than we can achieve as individuals.

As for the first of the Ps, our employees need to understand the organization's Purpose. That requires competent leaders to empower people to look after customers and to make decisions in the interest of the customer – even if there may be a short term penalty for the business.

Don't treat your people as stupid. Abraham Lincoln is attributed with: '*You can fool some of the people all of the time, and all of the people some of the time, but you cannot fool all of the people all of the time.*'

One of the pillars from the Toyota house of quality is respect for people, so think carefully before you try to cut corners or pull the wool over the eyes of those people you rely on to put the hours in, go the extra mile.

Performance

Performance measures are mile markers confirming progress towards a destination defined by the organization's leaders in line with its Purpose. If we have taken a wrong turn the measure tells us to correct our bearing and get back on track.

Here we look back on each of the previous 3Ps, our final 'P' of Performance is linked to all those that have gone before. We need to ensure that we have measures of performance that tell us how well we are:

Fulfilling our purpose - so customer satisfaction should be at the heart of what we do. We are driven by measures of customer satisfaction, both qualitative and quantitative.

Process performance - how well are our processes operating? We should have 'heartbeat' measures that tell us the organization is healthy.

Our People - how engaged are they and how well are we holding on to them?

KPIs and service levels are designed around customer expectations – not quite the 'pick the phone up in 4 rings' but what is acceptable in the customer's eyes. People are aware of how we are doing in satisfying customers; we can use a net promoter score system to feed back into product and process design.

What does all of the above mean for ISO TC 176 standards? They don't use the 4Ps but they are all based on the 7 Quality Management Principles - that covers more than I have outlined here. If we talk about purpose we have Customer Focus; we have the Process Approach I mentioned earlier; Engagement of People, and both Evidence-Based Decision Making and Improvement.

In summary, then, I hope you can agree that quality is at the heart of sustainable improvement and with quality professionals like you we can ensure our organizations will be here in years to come.

Boosting performance through ethics quality

by Steve Simmonds

With the benefit of hindsight

We continue our "with the benefit of hindsight" series with a reprint of an article that was first published in our newsletter in 2002.

Ethics is a loaded word in today's business world. The dictionary defines it as the *study and refinement of principles of right and wrong through, reasoning and justification*. In this article **Steve Simmonds**, former national president of the South African Society for Quality and former board member of SAQI takes a look at how the integration of quality systems with moral systems, known as Ethics Quality, can bring about an efficient and cost effective boost to company performance. This article supports SAQI's NQW theme for this year of "Creating Value through Improved Quality Performance.

What is the definition of Ethics Quality?

The definition for Ethics Quality is not yet in the dictionaries but it can be described as the ability to reason and operate within a sound ethics system and to do so with clarity, consistency and relevance in support of company performance to the good of all concerned.

Ethics Quality is a *process capability* that is directly linked to *organizational performance*. It is not just another ethics training program declaring what is good and what is bad. Rather it employs ethical principles in such a way that all employees at whatever level they are in the company can determine on their own, on an ongoing basis, what "good" or "bad" is for them and for the company. Knowledge of these principles, coupled with the means to act on them, defines the quality level of an organization's ethics process capability. Most leaders have two basic goals - survive the current day and leave a powerful legacy. The only way to fulfil these goals is to lead their company in such a way that even the least knowledgeable employee will understand the behaviour required to fulfil the company's mission. For example the CEO of a semiconductor business experienced this first hand. "As the company grew it got to the point where I was no longer the only individual hiring, so the values of the new employees were becoming less and less known to me. Also I realized that many of them did not know or understand the values of the company and what I stood for. So I decided to run a series of brainstorming sessions with every department in the company at which they were asked questions like:

- What do you want people to think when they think of the company?
- How do you want to be treated?
- What do you want to reflect in the company
- How do you want to be thought of by the customers and by your fellow team members?

As a result of this exercise we came up with the word *trust* as an acronym. We went back to the original brainstorming teams and told them that if we could agree on linking everything they had risen around that word, these would become our values. The upshot was:

T	**Treasuring our people**
R	**Respect for each other**
U	**Unity as a team**
S	**Spoiling our customers**
T	**Training and developing our team for ongoing success**

There is no one in the company right now, even if they have only been here for three weeks, who could not repeat our values to you. That's because we live them, and expect our staff to live them. It's been a tremendous team builder."

Ethics Quality seeks to manage the complex *ethical system* within any organization, better known as company culture. It is never enough for senior management to just impose their ethics from the top down. Ethical behaviour must be developed at all levels simultaneously, it must be useful to the organization and everyone needs to be committed. The ethic of time-keeping could be used to illustrate the point. The entire organization makes a quality decision to observe working hours, make good use of one's time and respect that of other people. Clearly the community, in this case the company, stands to gain from this self- organised discipline. The rules are not imposed by the organisation but adopted spontaneously by its employees. It is an Ethics Quality; it is consistent, relevant and measurable through reliable statistical information. Ethics Quality demands *systems integrity* within the organization, not just a feel for what is right and wrong, or good and bad.

Ethics Quality is about *change management* within the operating culture. It can be learned and practised by everyone in the organisation and teaching it to the entire workforce is actually essential as organisations do not naturally evolve into sound ethics system. In fact the opposite is typically true. Most organizations focus on developing cultural stability, but do not focus on an *ethical stability*, as cultural forces usually are more prevalent. There has been an increased focus on and commitment to corporate ethics, but what is the norm for culturally accepted ethical behaviour? Companies will need to develop policies that deal with the inevitable convergence of a worker's moral beliefs and professional duties, but what behaviours are required to fulfil the corporate purpose? In a similar case to the example mentioned earlier another company included the words *innovative* and *curious* as part of their core values. In terms of the core values they decided that innovation is the result of curiosity. Plus being curious implies a high level of energy and care. They chose curiosity as the core value.

One can clearly begin to see that in order to avoid the perception that *ethical behaviour* is a *last minute decision*; ethical standards must be applied consistently.

Even though operating cultures may appear to be in a state of stability, if a company's ethics systems are unstable the effect leads to a below standard operating culture. To overcome these natural forces, and to truly improve the operating culture's ability to support organizational performance, the ethics system needs to be consciously managed using statistical and investigative data, training, change management and policy reform through sound quality *management*.

As Ethics Quality seeks to address the *root causes* of ethical instability, it inadvertently identifies and eliminates *constraints to performance* that other improvement programs often miss. Companies must be willing to accept the characteristics that make for good employees. If they want employees who are not afraid to act ethically when it would benefit the organisation, then these same employees must be given reasonable flexibility when the exercise of conscience may not be in the best interest of the company, as the following example reveals.

Sharon worked in the audit division of a public accounting firm and she became concerned when she found out that her next assignment was to lead an audit of a gambling casino. Sharon had strong moral convictions against gambling. As a child, she watched her father bring strife and financial trouble into the home through a lifelong addiction to gambling. Sharon would not even enter a casino, much less help one with its financial documents and procedures. The opportunity to serve as lead auditor was very important to her career, however she was troubled about what to do. Two significant issues are involved in this example. The first is whether employees like Sharon should refuse assignments when participation would involve contributing to a morally questionable activity. The second involves the latitude an employer should grant when employees express these types of objections. In this example, Sharon decided to discuss her concerns with her senior partner. While the company had no written policy to address such matters he listened to her, and after some deliberation they agreed to give her another assignment without any retribution.

What lessons could we learn form this? The first one is of a more pragmatic nature. Businesses should have a policy, even if it is unwritten, on how to deal with such matters. Good employees tend to be caring, passionate people. This is true with respect to their work and issues of concern in their private lives. Naturally, there may be times when these two areas conflict. Companies should expect this and be prepared to deal with it. Without this freedom and support, it is unreasonable to expect that employees will do the right thing when it matters most to the company.

Just as ethics cut across human barriers, so improvements arising from Ethics Quality cut across all organizational lines and directly benefit many other quality improvement initiatives. Improvements in employee and customer satisfaction, teamwork, and productivity are the more obvious outcomes of Ethics Quality. The reduction in business risk is another.

Ethics Quality is a *science*; it is objective and measurable but requires a *philosophical commitment* to *internal consistency, individuals being part of a process because it is the right thing to do*. This is one of the most demanding aspects of Ethics Quality, but one that is also very rewarding.

Why Pursue Ethics Quality?

When organizations pursue "partial ethics for some people some of the time" (the scope of most ethics policies) the resultant change in moral behaviour is often mixed and the link to performance improvement and business success is probably weak or even non-existent. However, when organizations pursue "system wide ethics" incorporating logical reasoning, human nature, and service requirements, the resultant change in moral behaviour, performance improvement and business success is often significant. Take an organisation that chooses *exceeding client expectations* as its policy for client satisfaction. The programme can be in place, the systems can be measured in terms of client complaints and market share, but ultimately it is the employees' personal commitment to service excellence that makes the programme work a personal ethic. The best reason therefore for changing gears from an ethics program driven by policy to a program driven by process quality is improved results.

To summarize there are three reasons for pursuing Ethics Quality.

♦ Ethics Quality puts usefulness first, not last assuring management buy-in and organization-wide participation.
♦ Ethics Quality requires performance improvement using the individual's ethics to support organizational objectives.
♦ Ethics Quality is a measurable process capability leading to objectivity and continuous improvement.

What does it Cost to do Ethics Quality?

Ethics Quality is an investment in prevention that offers a swift and certain payoff. The cost involved for investigative programmes, training, and internal management time, even if all were purchased at once, still would amount to a mere fraction of what ISO certification or Six Sigma training costs organizations. The financial investment needed to begin an Ethics Quality program would depend on the diagnosed needs, which will vary from organization to organization and from place to place. The first and most important question should always be "What are the needs?" Ethics Quality is a strategic investment that is made to both preserve and grow the value of the firm. Since prevention is always cheaper than damage control and crisis management, Ethics Quality is an investment that is justifiable also when looked at from the financial point of view.

References

Dean L. Bottorff, Quality Ethics, Inc 2001
Life@Work October 1999 Issue: 'Ethics it's your choice'

SAQI would welcome comments on this article and ask; With the benefit of hindsight has anything changed since the original publication of this article. Comments may be sent to exec@saqi.co.za

Theme for SAQI's 2019
National Quality Week

We are pleased to announce our theme for National Quality Week that takes place from the 4th to the 8th November 2019. World Quality Day will be held on Thursday the 7th November.

"Creating Value through Quality Performance" ©SAQI 2019

This year we want to encourage our member organisations and our associates to view Quality improvement as the vehicle to create value for all their stakeholders.

Very often Quality Management is seen as an on-cost to the organisation and something that should be left to the Quality department.

We need to see Quality Performance elevated to the Boardroom and inculcated into organisation strategy to be used as the driver to create value and long term sustainability to the organisation.

Quality Performance cannot be seen in isolation. We need to link our Performance with our Organisational Purpose, our Processes and our People.

SAQI senior personnel will be available on a first come first serve basis to assist our member organisations during National Quality Week.

For more information email vanessa@saqi.co.za

Getting Board Appointments Wrong With Devastating Consequences For The Organisation

by Terrance M. Booysen and peer reviewed by Jene' Palmer CA(SA) (CGF Lead Independent Consultant)

The recent resignations of the CEOs of Eskom and South African Airways have again focussed the spotlight on board performance and effectiveness. Inevitably, the critical question arises: *why are these CEOs really leaving?*

In considering the answer to this question one must include a review of the board's composition and the extent to which the overall 'health' of the board may have influenced any decision to leave or not leave the organisation.

Board composition

Typically, on incorporation of an organisation, the appointment of the first directors comprises the shareholder's 'inner circle' of family, friends or other associates who have the risk appetite and experience to assist the shareholder in building their vision for a prosperous and sustainable organisation. At this early stage of the organisation's development, the board's composition is not necessarily based on the skills and competencies actually required to implement a longer term strategy for the organisation. This is a classic dilemma faced by a number of organisations which is further reinforced when the founding member (director) of the organisation ardently believes that they cannot outlive their time and usefulness in the organisation which they started. Often, the founding director refuse to make way for younger or more energetic thinking that is required to grow the organisation further.

It is quite rare for start-up organisations who establish boards to formalise the board appointment, let alone compile a board skills matrix that identifies the skills, knowledge, experience and capabilities required of the board members to ensure they are able to successfully steer the organisation through both its current and future challenges. In these cases, narrow-mindedness, including a lack of new, innovative and strategic thinking, often contributes to stifled business growth.

Board mapping

Before delving into the issue of the skills by an organisation's board over time, it is imperative to assess whether a candidate director is conflicted, not only in respect of their *financial interests*, but also their *competing interests*.

The principle task that underpins board mapping is understanding which other board positions the candidate director may have previously occupied (or continues to occupy) and which may result in competing interests or conflicts that would affect the individual's appointment and performance on the organisation's board.

An exercise of this nature should theoretically easily report all the board positions currently (and historically) held by the candidate director. However, the reality is that many regulatory systems which are used to record director appointments and removals are mired by bureaucracy, or worse, are outdated and therefore early warning alerts are not always available to unsuspecting boards.

In addition to a direct conflict of interest which may arise from being appointed as a director for a competitor, boards must also be alert to situations where a candidate director may have previously served in an executive capacity only. In these scenarios, regulatory systems cannot be relied upon to detect these potential conflictive circumstances.

Personal relationships to which the candidate director is directly linked are also just as important to check in the board mapping process. This exercise should be performed regularly to ensure that the director does not become conflicted after their appointment to the organisation's board of directors. Typically, the board mapping exercise will also record the director's spouse and other immediate family members' business interests, especially where they are appointed as board members, trustees, executive managers or similar leadership positions where they hold significant power.

Board skills matrix

In order to best understand the board's capabilities, and its ability to deliver on its mandate, it is essential for the board to develop a board skills matrix which identifies crucial criteria that ultimately speaks to the board's ability to properly fulfil its functions. Expectedly, a newly formed organisation may not have the luxury of drafting a board skills matrix, however, for boards that have undergone rotational directorship changes, the skills matrix becomes a vital enabler to accurately understand what leadership skills will be required as the organisation continues to transition itself for improved performance and operation.

The board skills matrix clearly includes the information gleaned from the board mapping process, and selecting future directors onto the board is a finely tuned and tailored process that is meticulously crafted to suit the organisation's unique circumstances. Whilst the organisation must ensure the appointments of new directors falls in line with the organisation's constitutional documents, including its procedures, policies and processes, it must also ensure that an incoming director's experience and skills are aligned with the organisation's evolving strategy.

Panacea for performance

For many organisations who may have mapped the career paths of their existing and new board members, whether it be in a simple matrix or complex charts that span the wall of HR offices, there are two realities one must face.

Firstly, notwithstanding all the effort, time and resource spent on these exercises -- important as they are -- there is no guarantee that these painstaking efforts will guarantee an individual's performance, and that the board and ultimately the organisation will always be effective. Indeed, it is through the adoption and implementation of appropriate letters of appointment, performance contracts and various assessments (including board reviews) that the true value of the board selection process and individual director performance will be determined.

Secondly, the value of board mapping and matrixes can be completely thwarted if 'hijacked' or 'captured' by any person that has undue influence over the process. So for example, where the chairman of the board or a principal shareholder was to insist on appointing their 'own' director to the board for whatever reason -- albeit just adding one director to an already smoothly functioning board selection and approval process; if the director is 'unfit' for the position or does not match the gaps reflected in the board matrix, then disaster is inevitable.

In South Africa, far too many directors who do not have the requisite qualifications, neither the skills nor experience to serve in these positions, have been appointed to the boards of state-owned companies and other similar entities. Such appointments blatantly disregard the interests of the organisation and its leadership requirements.

The appointment of incompetent individuals to serve as directors has over the last two decades not only resulted in dysfunctional boards, it has also in many instances resulted in a toxic relationship between the board and the shareholder, as well as within the board membership itself. Against this backdrop, it is not surprising to see premature board retirements, which are often cited under the auspices of ill-health or career advancements.

Clearly in these volatile circumstances, the task of compiling a board skills matrix is far more difficult, if not a total waste of time if the process is undermined. However, in terms of President Cyril Ramaphosa's "new dawn" philosophy, this situation is set to change with his commitment of ensuring a proper process is followed, where competent and credible leaders are appointed to lead South Africa and its various institutions. In this regard, board mapping and matrix processes can play a pivotal role in facilitating improved governance and leadership across all South African businesses.

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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.

By Dr Richard Hayward

As curious as Leonardo da Vinci

Who in the history of civilisation is the world's greatest intellect? In the first attempt in the world to objectively identify the all-time geniuses, Tony Buzan and Raymond Keene (1994), compiled this list:

10 Albert Einstein
9   Phidias (architect of Athens)
8   Alexander the Great
7   Thomas Jefferson
6   Sir Isaac Newton
5   Michelangelo
4   Johann Wolfgang van Goethe
3   The Great Pyramid Builders
2   William Shakespeare
        And in top spot
1   Leonardo da Vinci

The exceptional achievements of Leonardo da Vinci covered a wide range of disciplines. In anatomy he pioneered the discipline of modern comparative anatomy and was the first to make casts of the brain and the ventricles of the heart. As a botanist he pioneered modern botanical science. His study of physics led towards the modern disciplines of hydrostatics and mechanics. The first sketches of aeroplanes were made by him.

Then, of course, he was a sublime artist. There are his timeless paintings such as the *The Adoration of the Magi*, *Mona Lisa* and *The Last Supper*.

In his fascinating book titled, *How to think like Leonardo da Vinci: seven steps to genius every day*, Michael Gelb (1998:3) makes a bold statement. He asserts that everyone has an almost unlimited potential for learning and creativity. Genius is made, not born.

We can't all have the intellect of a Da Vinci. Yet, according to Gelb, we can significantly sharpen our unique intelligences. That will happen if we follow seven Da Vincian principles.

The first of the seven principles is innate to every child. That principle is curiosity – the need of a child to know more. When not suppressed, the child continually asks questions.

Parents, teachers and others in the young person's life are on the receiving end of all those questions. If the child is fortunate, those people try to answer them. Too often though, that doesn't happen. People fob off the child's enquiring mind. When that happens repeatedly, the child's sense of curiosity is numbed; curiosity can dim and die out.

As a child and teenager, Da Vinci was forever asking and forever learning. As an adult in the Renaissance (circa 1300- 1550), he studied a wide range of academic disciplines. He sat at the feet of the great artists learning from them how to draw and paint.

What can adults do to nurture a child's curiosity? Gelb (1998:71) makes these practical suggestions:

- ✓ See yourself as a student. Let the child serve as a role model in reawakening your own curiosity.
- ✓ Be a never-ending learner.
- ✓ Be patient! Find the stamina to answer all those questions!
- ✓ Help the child to creatively solve problems by asking the, "What, When, Where, Who, Why and How" questions.
- ✓ Choose a genius of the month and chat about why that person is one.
- ✓ Visit displays, exhibitions and museums.

When a parent asks a child what was learnt at school that day, the answers could be an opening to find out more. Go on to the internet and do online searches. It's an opportunity to whet appetites by reading books that are in the home as well as at the local and school library.

So, next time a child 'plagues' you with questions, steel yourself. Be patient. Be willing to try and help find the answers. Who knows … you could be nurturing the curiosity of a budding Leonardo da Vinci!

Reference

Buzan, T & Keene, R 1994. *The book of genius*. London: Stanley Paul.
Gelb, M J 1998. *How to think like Leonardo da Vinci: seven steps to genius every day*. Random House: New York.

> The important thing is not to stop questioning. Curiosity has its own reason for existing. One cannot but be in awe when one contemplates the mysteries of eternity, of life, of the marvellous structure of reality. Never lose a holy curiosity.
>
> Albert Einstein

UPCOMING
EVENTS 2019

MENTOR SESSION

Aug 16

These mentor sessions were designed to support all L2 & L3 level delegates who has completed the SAQI L2&L3 programs. The delegates can join their mentors at the SAQI offices for a ½ day session to discuss their progress or challenges of implementing the knowledge gained at SAQI.

SAQI PLANT TOUR

Sept 20

SAQI invites its member to attend this years plant tour in conjunction with our host "Plascon/Tupperware ??? South Africa"

SAQI KNOWLEDGE FORUM

Oct 11

Hosted by Assupol Insurance, this years forum will focus on the various Continuous improvement methodologies (Lean, Six Sigma & 20 Keys). We have invited 5 industry speakers to share their views with us on these topics

NATIONAL QUALITY WEEK

Nov 4 - 8

SAQI Invite all business members to celebrate "National Quality Week". The theme for this year is "*Creating Value through Quality Performance*" ©SAQI2019

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SAQI Training Programme for 2019

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. SAQI reserves the right to change details of the programme without prior notice. **click here** for all course synopsis.
2. The courses listed below form part of a specific Certificate and all modules should be successfully completed to qualify for the Certificate.
3. Training is presented on the CSIR campus in the east of Pretoria.
4. All courses completed previously will receive credit when proof of successful completion is received.
5. All prices **include VAT @ 15%.**

Code	Course	Days	Cost	Jun	Jul	Aug	Sep	Oct	Nov
L2	**Certificate in Quality Control for Manufacturing**	**10**	**22,790-00**	Jun	Jul	Aug	Sep	Oct	Nov
B41	Introduction to Quality Control	2	5165-00		1-2			28-29	
B90	Introduction to Statistical Techniques	3	6230-00		3-5			30-1	
B91	Introduction to Statistical Process Control (SPC)	3	6230-00		22-24				18-19
B79	A3 Problem Solving	2	5165-00		25-26				20-22
L2	**Certificate in Quality Control for Services**	**10**	**21,725-00**	Jun	Jul	Aug	Sep	Oct	Nov
B30	Introduction to Quality Control	2	5165-00			26-27			
B31	Introduction to Statistical Techniques	3	6230-00			28-30			
B33	Introduction to Quality Circles	2	5165-00				16-17		
B34	A3 Problem Solving	2	5165-00				18-19		
L3	**SAQI Certificate in Quality Assurance***	**13**	**29,020-00**	Jun	Jul	Aug	Sep	Oct	Nov
B48	ISO Requirements 9001:2015	3	6230-00				11-13		
B24	Knowledge Management	2	5165-00					7-8	
B16	Internal Quality Auditing	3	6230-00					9-11	
B92	Advanced QualityTechniques	3	6230-00					21-23	
B77	Advanced Product Quality Planning (APQP)	2	5165-00					24-25	
L4	**SAQI Certificate in Quality Management***	**3**	**31,610-00**	Jun	Jul	Aug	Sep	Oct	Nov
B38	Development of a QMS	3	6230-00						
B01	Organisational Excellence	2	5165-00						
B58	Policy Deployment (Hoshin Kanri)	2	5165-00						
B74/B76	Lean for Manufacturing/Service Industries	4	9885-00		9-12				
B93	Cost of Quality	2	5165-00			1-2			

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