SAQI
The South African Quality Institute

e - Quality Edge
bringing quality information to South Africans since 1996

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Welcome to our combined April / May Newsletter

Due to the many holidays that happen in April in South Africa we have combined our April issue with the May edition. Hopefully this does not distract our readers from the content of this edition. April was a busy month despite the holidays and SAQI hosted some of our American friends from the IAQ who were following up on the Young African Leadership Initiate (YALI) program that is a joint initiative between the Obama and the Mandela foundations. Feedback from this visit is covered in this edition.

We are also announcing a Special Interest Group (SIG) that SAQI will be introducing in cooperation with Alastair Walker and his team of IT experts. Aligned with this topic we carry an article on Business Process Management supplied by one of our member organizations. Our regular author Terry Booysen covers the important topic of workplace stress and Richard Hayward reminds us of the use of the fishbone.

We are also pleased to announce our theme for this year's National Quality Week as **"Quality is"**. We are moving away from tradition with this year's theme and we are looking forward to the innovative interpretations of this theme from our members. A reminder that National Quality Week will be from the 6th to the 10th November with World Quality Day being celebrated on the 9th November.

SAQI would also like to take this opportunity to apologize for our website not being fully accessible for the recent period of time. We are pleased to announce, however, that we have now changed our platform to increase stability and by the time you receive this newsletter our new website will be up and running. Go to www.saqi.co.za

New articles are always welcome and we encourage our readers to showcase their achievements or express their opinions on quality and related matters.

Paul Harding
SAQI MD

WWW.SAQI.CO.ZA

Quality:
helping South Africans live, learn and work better

PROUDLY SOUTH AFRICAN

During the month of March SAQI hosted two guests from the USA, Bob King from the International Academy of Quality (IAQ) and his wife Ellen. They were here in South Africa on holiday but decided to extend their stay to interact with SAQI and various institutions that were part of the Young African Leaders Initiative (YALI). Visits were made to the School of Business Leadership (UNISA) the Innovation Hub and the University of Pretoria, as partners of the YALI program.

Launched in 2014, the Mandela Washington Fellowship is YALI's flagship program. It brings up to 1,000 African civic, business and community leaders aged 25–35 for six weeks of academic coursework, leadership training and networking at U.S. universities. Through the YALI Network, young Africans can connect with other leaders in their community, access free online courses in topics ranging from climate change to entrepreneurship to innovation to human rights, and receive invitations to special events.

The four YALI Regional Leadership Centres — in Kenya, South Africa, Senegal and Ghana train young leaders in leadership, entrepreneurship and professional development. They also provide a great place to network.

The Mandela Washington Fellowship is open to young African leaders who meet the following criteria:

· Are between the ages of 25 and 35 at the time of application submission, although exceptional applicants younger than 25 will be considered.
· Are not U.S. citizens or permanent residents of the U.S.
· Are eligible to receive a United States J-1 visa.
· Are proficient in reading, writing, and speaking English.

What are the criteria for selection?

Selection panels use the following criteria to evaluate applications:

· A proven record of leadership and accomplishment in public service, business and entrepreneurship, or civic engagement.
· A demonstrated commitment to public or community service, volunteerism, or mentorship.
· The ability to work cooperatively in diverse groups and respect the opinions of others.
· Strong social and communication skills.
· An energetic, positive attitude.

· Demonstrated knowledge, interest and professional experience in the sector/track selected.
· A commitment to return to Africa and apply leadership skills and training to benefit the applicant's country and/or community after they return home.

THE YALI REGIONAL LEADERSHIP CENTRE SOUTHERN AFRICA

The conceptualisation, development and curriculum content of the Regional Leadership Center Southern Africa (RLC SA) as led by the University of South Africa (UNISA SBL) were heavily influenced by the developmental, political and economic dynamics of the Southern African Development Community (SADC) region.

The RLC SA will develop the young African leaders in Business and Entrepreneurship Development; Civic Leadership; and Public Management and Governance through a hybrid of innovative and complimentary approaches that include contact sessions; online mentoring; online self-paced tuition; industry placements and experiential learning.

The centre will have year-long access to the state-of-the-art facilities at the UNISA School of Business Leadership in Midrand, South Africa for the English speaking participants. The same program will be replicated in Mozambique for Portuguese speaking participants as a way of reaching and opening access to the disadvantaged lusophone communities. Contemporary African issues such as HIV/AIDS, gender, responsible leadership and technology will also be infused into the program to develop young and transformative African leaders. The productive partnership with the local and USA universities; private sector partners as well as the regional bodies such as SADC and the African Union will contribute to the improved quality of the program as well as the access, reach and delivery mechanisms.

The RLC SA will, in collaboration with its partners, develop the 21st century skills that are the indispensable currency for participation, achievement and competitiveness in the global economy.

In pursuit of these ideals, the RLC SA aims to:

· Create critical thinkers
· Solve complex and multidisciplinary problems
· Foster entrepreneurial thinking

- Innovative use of information, knowledge and opportunities
- Encourage communication and multicultural collaboration
- Create awareness of contemporary African issues

Objectives of the RLC SA

- To provide the platform and tools to empower dynamic young Africans
- To awaken their innate leadership potential for the benefit of Africa and its global partners.

Paul Harding and Bob and Ellen King arranged two meetings to discuss the YALI program and met up with some of the program team at the SBL campus in Midrand.

Left to right Karen Haycock, Ellen King, Olwethu Sipuka, Bob King, Paul Harding

Bob King was able to share some of his experience in Innovation and Business Management with the YALI group at the SBL. Ellen has a lot of experience in setting up Alumni networks through her work at the University of Notre Dame in the USA and shared this experience to help promote the YALI Alumni network.

A visit was also made to the Innovation Hub at Persequor Park in Pretoria where we met up with Ogone Ntwae who is a senior manager at the Innovation Hub and is also heavily involved with the YALI program. He gave us a comprehensive overview of the work that he is doing.

Ogone can be seen outside the centre with Bob King and Paul Harding.

Ogone has a background of agricultural science and was able to explain some of the very advanced innovation work that was currently being carried out at the centre.

The final day of the collaboration tour for Bob and Ellen before joining up with their team of American tourists in Sandton was to visit the University of Pretoria. I think they were pleasantly surprised not only with the size and beauty of the campus but also the state of the art facilities and particularly with the "HI Tech" lecture theatres that take up to 600 students. The brand new buildings were in stark contrast to the original building of University which is well over one hundred years old.

What was also impressive for them was state of the art study centres seen above where students were busy at their computers working on their various assignments.

We hope our American visitors can take back with them an impression of an emerging continent that can make a difference and contribute to the global realisation of the United Nations seventeen Sustainable Development Goals.

ImproveIT: A new Special Interest Group in SAQI

By Dr Alastair Walker, Debbie Dickson & Thea Wentzel

1. Introduction

A new special interest group (SIG) in the field of Information Technology has been established within the SAQI. The SIG will be referred to as ImproveIT, and focus on quality improvements in the field and application of Information Technology in business processes.

2. Focus area

SAQI's "ImproveIT" Special Interest Group will focus on IT improvement initiatives in South Africa, as it relates to internationally accepted standards (ISO), IT best practice (such as ITIL and Cobit) and IT governance (e.g. King IV).

Quality improvement activities, in any domain, needs to be underpinned by recognised good practices in the field. We need to look at the scope of standardisation activities within ISO for such guidance. The focus of the ImproveIT SIG will also include local and international IT Improvement trends (e.g. King IV).

Specific areas of interest, as it relates to SAQI, includes:

- · ICT process improvement trends in South Africa
- · ISO 27K initiatives (Information Security Management)
- · ISO 20K initiatives (Service Management)
- · King IV (IT Governance)
- · CMMI models such as ISO/IEC 33000 series (Process Assessment and Maturity models)
- · IT Best Practice such as ITIL (IT Infrastructure Library) and Cobit (Control objectives for IT).
- · Standardisation activities within ISO by the technical committees for Information Technology (JTC1), specifically the standards associated with the following sub-committees:
  - o SC 7 (Systems and Software Engineering)
  - o SC 27 (IT Security Techniques)
  - o SC 40 (IT Service Management and IT Governance)

3. The nature and type of SIG activities

The intention of SAQI's "ImproveIT" SIG's committee is to conduct short workshops at SAQI focussing on current issues in the field of Information Technology as well as publish articles of interest on the SAQI website

The work of the three ISO technical standards development (JTC1) sub-committees (SC's) will provide guidance for such topics. For example, SC 7 will provide a focus on the IT application development lifecycle. SC 27 provides a focus on addressing current concerns in the IT security domain. SC 40 will provide a focus on IT service delivery topics.

Proposed topics of interest will be welcomed by the SAQI ImproveIT SIG committee. Simply send your ideas to the below e-mail address.

4. Point of contact

The email address, (improveit@saqi.co.za), can be used as a point of contact for the activities of the SAQI ImproveIT SIG.

5. Founders

The incorporation of the former ImproveIT not-for-profit organisation into SAQI, was initiated by its executive members Dr Alastair Walker, Ms Thea Wentzel and Ms Debbie Dickson. The CIPC registered entity of the South African IT Process Improvement Associate has been deregistered. The intent of this new SAQI SIG (ImproveIT) is to continue the intent of the previous entity.

Making Business Process Management Work

By Mike Smith*

BPM, or Business Process Management, helps make organisations work. However, BPM is often regarded as a 'new' or 'foreign' approach by some, and its implementation can prove difficult in large and complex organisations that have a tendency to resist change. The purpose of this article is to present some ideas on making BPM work, the success of which will ultimately help organisations work better in achieving their goals.

I would like to define some terms so we have a shared understanding as the discussion proceeds. At its best, Business Process Management is an **holistic** approach to **business** management. BPM typically includes disciplines such as business architecture, process modelling and governance, process improvement, and process automation. It may or may not include other disciplines such as programme and project management, information technology, change management, and leadership, but will nevertheless provide leverage for these activities.

In some organisations, the group responsible for BPM will have a relatively narrower scope than the disciplines listed above. An example of such a narrower scope could be that of focussing only on process modelling within a particular department or role. In this case, other parts of the organisation focus on other responsibilities such as business architecture, process improvement, or process automation. Alternatively, the BPM group in some organisations focuses on process automation, or business process management technology, as defined by its role in the organisation. Often, especially in large organisations, various disciplines of BPM thus operate in silos, separate from one other and independently from the function called "BPM".

This usually occurs due to the vertical management structure of many companies, in which there are few horizontal connections that would allow different groups to share awareness or effectively collaborate on related activities. In addition, different business units would undertake initiatives or new programs independently. Disparate Executive sponsorships create constraints around the design and scope of new programs and, due to the different perspectives and authority of different sponsors, can prevent the alignment of different BPM-related activities and functions, as well as costing the business more in terms of duplication of work that could be shared.

In best-practice organisations, BPM activities are best organised and integrated under a centralised programme. The reality often does not align with this best practice though. The irony is that one of the aspirations of BPM is to create a process-driven approach to management to prevent or avoid the very silo approach to management that allows for the emergence of various uncoordinated BPM-related entities in organisations.

I view BPM as a fundamental enabler in creating and implementing business transformation, and can best be understood as a four-part value chain *to Define, Measure, Improve, and Systemise* processes across the enterprise. This methodology, at a high level, provides a framework that is relevant for many organisations.
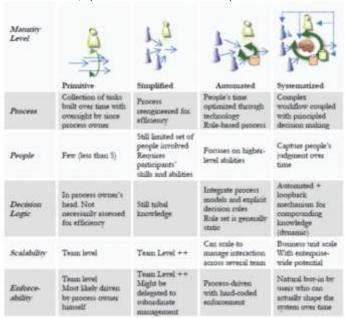
This methodology was originally inspired by the CMMI process maturity model, in which the components of *Define, Measure,* and *Improve* each respectively correspond to Maturity Levels 3, 4, and 5. CMMI, or Capability Maturity Model Integration, has five levels of maturity that are now used across many functions and industries. The process maturity model is a specific variant of this. Level 1, or "initial," is a random and chaotic environment, dependent on individuals to achieve process outcomes. Few processes are defined, and success depends on individual performance. Level 2, or "repeatable," is an environment characterised by addressing specific opportunities by re-using past practices. Basic processes track cost, schedule, and delivery, and earlier success can be repeated by applying lessons from the past. Level 3, or "defined," uses standard, defined processes that are consistent across the organisation. Processes are standardised and documented, and all projects or activities use a version of the standard. Level 4 is referred to as "Managed" or "Measured" because processes are managed, controlled, and measured through an integrated business system. Detailed measures of the process and output quality are collected. Lastly, Level 5, "Optimising," involves continually and predictably improving performance within the organisation. Continual process improvement is enabled by quantitative data analysis and feedback.

There is also some correspondence with the Six Sigma DMAIC (define-measure-analyze-improve-control) methodology, with a few key differences. DMAIC is a linear process applied to the implementation of Six Sigma improvement projects. Define-Measure-Improve-Systemise is a cyclical process that applies to process management across the enterprise rather than an approach to specific projects. The *Define* in our methodology involves understanding the enterprise and its capabilities and processes. This corresponds to both the "D" and "C" in DMAIC because processes must be defined and put into a control system to ensure that our definition is up-to-date rather than becoming out-of-date in a rapidly changing business environment. *Measure* corresponds to "measure and analyse" both in DMAIC and in the CMMI family of frameworks. *Improve* corresponds directly with DMAIC. The "Improve" element of the process management value chain includes DMAIC and other methodologies such as Lean and Kaizen to re-engineer processes throughout the enterprise. *Systemise* refers to the use of advanced Integrated Business Process Management System (IBMS) technology.

The following table shows the outcomes corresponding to the increasing maturity levels associated with increasingly advanced IBPMS capabilities. Note that these maturity levels are designed to illustrate the outcomes of this methodology, and do not correspond to the common five-level maturity model developed by CMMI. The first three phases of the value chain (*Define Measure-Improve*) can then unlock the second phase in which

processes are simplified, and the IBPMS technology can then enable mature, systemised and automated processes.

Maturity Level	Primitive	Simplified	Automated	Systematized
Process	Collection of tasks built over time with oversight by since process owner	Process reengineered for efficiency	People's time optimized through technology. Rule-based process	Complex workflow coupled with principled decision making
People	Few (less than 5)	Still limited set of people involved. Requires participants' skills and abilities	Focuses on higher-level abilities	Capture people's judgment over time
Decision Logic	In process owner's head. Not necessarily assessed for efficiency	Still tribal knowledge	Integrate process models and explicit decision rules. Rule set is generally static	Automated + loopback mechanism for compounding knowledge (dynamic)
Scalability	Team level	Team Level ++	Can scale to manage interaction across several team	Business unit scale. With enterprise-wide potential
Enforceability	Team level. Most likely driven by process owner himself	Team Level ++. Might be delegated to subordinate management	Process-driven with hard-coded enforcement	Natural buy-in by users who can actually shape the system over time

The *Define* aspect of this methodology consists of three key elements: 1. - a business architecture that actively identifies roles, responsibilities and capabilities, and their relationships between each other and other dependencies; 2. - a process modelling discipline that develops and deploys a process architecture and consistent process models for reference across the business; and 3. – a **Process** Quality Management System that controls processes and ensures that processes and process content are up-to-date, and adhere to organisational, stakeholder and governance requirements.

The *Measure* aspect consists of implementing a management and process performance capability that adheres to best practice standards to (1) plan for measurement, (2) collect data, (3) analyse the data, and (4) report findings to management and provide transparency across the organisation. In addition, the *Measure* aspect of the program provides active measurement and monitoring of the Quality Management System to ensure usage of, compliance with, and ongoing evolution of documented standards (policies, procedures, and other reference content) over time. *Measure* necessarily precedes *Improve* as corrective action can only take place following the analysis and reporting of data via a business intelligence mechanism.

Finally, the *Improve* aspect of the program also facilitates a training capability to ensure that the BPM team and employees throughout the company are well versed in process excellence.

Kaizen can be used as an initial project methodology to be able to create quick, meaningful improvement across the organisation in low-maturity environments. With its focus on short, rapid implementation, cross-functional teams, and capabilities building, is well suited to drive quicker results and broader exposure to ensure sustained support for the program among managers throughout the enterprise.

Systemise is the step in the value chain that will enable process management to be sustained by using IBPMS technology to automate process steps, create and implement process boundaries and controls that enforce compliance with defined processes, and develop telemetry to monitor and measure process performance. *Define, Measure,* and *Improve* each

have programmatic aspects that involve a deliberate and controlled approach to process management and process improvement. In an IBPMS, work is accomplished by navigating steps of a work flow contained within the technology. Business rules can automate many of the decision points that would otherwise require either judgment or the manual (and therefore error-prone) intervention of individual people. Thus, in the IBPMS environment, work must follow the defined process as implemented in the IBPMS application.

Because the IBPMS collects and reports data on performance of the processes, measurement and comparisons within KPAs and against KPIs is enabled. Despite all of these capabilities, IBPMS technology will not replace the other elements in the process management value chain. Process owners still must understand their business capabilities and how those capabilities relate to each other. Managers must still identify strategic priorities, align metrics to those priorities, and use the metrics to drive decision-making. Lastly, *Improvement* cannot be automated because it involves higher-level thought processes, a culture committed to excellence, and full engagement of the team, but is based on the data collected from *Systematisation*.

The *Define-Measure-Improve-Systemise* sequence is a logical approach designed to optimise operational outcomes. The reason *Define* is the first step of the value chain is because accurate measurement or thoughtful improvement of something pre-supposes an understanding of that thing. *Measure* is the second step because the ability to measure something is necessary for the improvement. *Improve* precedes *Systemise* because the automation of unimproved or wasteful processes is likely to replicate the ineffectiveness or inefficiencies of manual business processes. In reality, elements of each of these steps in the value chain will happen in parallel, particularly during the low maturity phase of a new program. The theoretical approach will nonetheless ensure the most effective improvements and best business outcomes and should therefore guide implementation to the greatest extent possible.

Finally, enabling capabilities such as leadership, program management, and change management are essential to a BPM program's success. Ensuring that the program is relevant to, and supported by executives, business units, and the front-line is necessary to support such transformation.

The key to making sustainable change is a long-term, holistic view that builds a system that allows BPM to help an organisation meet its goals. A deliberate, strategic approach is critical rather than just doing random improvement projects. This is a short-sighted approach, the path to BPM becoming another "flavour of the month," and quickly abandoned with little long-term impact. In order for BPM to make the organisation work, the organisation first must make BPM work.

*This article is based on an originally published work by Matthew Morgan and was submitted to SAQI by Rifle Shot Holding a business member of SAQI.

About the Author

Mike is a highly experienced business management systems consultant whose portfolio includes having worked with CEOs, management, engineers, consultants and staff at all levels across a broad range of disciplines in a variety of industry sectors. He is currently engaged by Rifle-Shot as the lead consultant for SoftExpert's Excellence Suite (www.softexpert.com).

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International Academy for Quality

By Prof. Dr. Pal Molnar - IAQ President

The International Academy for Quality (IAQ) is an independent, self-supported, non-profit, non-governmental organization that is administered by a collegial assembly of individuals who have been elected by their peers from among the most respected, active and experienced protagonists of quality in the world. In 1966 the IAQ was founded jointly by the three leading quality organizations of that time: the American Society for Quality (ASQ), European Organization for Quality (EOQ) and the Union of Japanese Scientists and Engineers (JUSE). The purpose of the IAQ is to promote the world-wide of quality philosophy, methods, and practice as a means to address and resolve issues facing governments and organizations, especially those problems that globally affect mankind. IAQ maintains relationships with major regional, not-for-profit quality organizations in the world. IAQ supports these organizations by: conducting dedicated topical research projects, providing keynote speakers for conferences, delivering symposia on focused topics of quality interest, and facilitating forums that encourage open dialog on quality-related subjects.

The First World Quality Forum of the International Academy for Quality which was held in Budapest on October 26-27, 2015 could contribute very well to the "Corporate Identity" of IAQ. The First World Quality Forum of IAQ provided a unique and invaluable input for the almost 300 participants from 55 countries and influenced the quality development in the whole world. The first WQF of IAQ could deliver a product that is worthy and has enduring value to the global quality community also for the coming IAQ events which are planned for every two years.

In 2017 the 61th EOQ Congress "SUCCESS IN THE DIGITAL ERA - QUALITY AS A KEY DRIVER" will be a joint effort of European Organization for Quality (EOQ) and the Slovenian Quality and Excellence Association as well as International Academy for Quality (IAQ) which will be held in Bled, Slovenia on October 11-12, 2017. One day after the Congress, on 13th October 2017 the 2nd IAQ World Quality Forum will be held at the same place.

The International Academy for Quality (IAQ) invites you to the 2nd IAQ World Quality Forum "Future Impact of Quality" which draft program includes an opening keynote speech by **Noriaki Kano**, Japan and a closing keynote speech by **Gregory H. Watson**, USA/Finland as well as following 3 Panel Discussions:

"Future of Quality Management" chaired by **Mohamed Zairi**, United Kingdom

"Parsu" Parasuraman, USA: Effective Customer Experience Management in an Era of Increasing Technology-Service Convergence
Liz Keim, USA: Using Lean Six Sigma to Improve Customer Experience
Harnek Singh, Singapure: TQM and Quality Managers riding the wave of digital transformation for sustainability

"Quality in Education" chaired by **Pedro Saraiva**, Portugal with following program:

Elizabeth A. Cudney, USA: Perspectives and Challenges for Quality in Education
Zhen He, China and **Bo Bergman**, Sweden: Large Scale Training of Quality Professionals
Paul Harding, South Africa: Inclusive Quality of Education

"Quality Management in the Service of Planet Earth" chaired by N. Ramanathan, India with following program:

A. Blanton Godfrey, USA: Quality, Efficiency and Planet Earth
Lars Sörqvist, Sweden: Exploring the Links between Quality and Sustainability
Willy Vandenbrande, Belgium: Sustainable Quality Management: From Tool to Goal

In addition, 6 Streams (Sessions) including more than 20 high-level papers will be presented and discussed on the IAQ World Quality Forum.

I hope many quality committed people will register and participate at this interesting and unique event. The registration is already open which you can find on the website http:eoqcongress2017.com

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The Critical Chain
PMI explains its disappearance

By Terry Deacon PMP

In a previous e Quality edge Terry Deacon expressed his concern that the Critical Chain Method (CCM) which was first included in the 4th edition of the Project Management Body of Knowledge (PMBOK Guide) in 2009, and gained more prominence in PMBOK 5th edition, has disappeared from the 6th edition.

Terry approached the Project management Institute for their comment and received the following response from Kristin Vitello, "The PMBOK Guide--Sixth Edition Committee conducted both academic and market research prior to beginning the update process. One of the tenets for the update was to present information that is considered good practice on most projects, most of the time. Based on the research we conducted, Critical Chain does not meet those criteria. This is in no way insinuating that it is not a good practice in some situations, it is just not considered a good practice on most projects most of the time."

In the February issue of the newsletter, Mr Philip Viljoen, of Theory of Constraints Southern Africa (TOCSA) said, "It does not make sense. CCM and multi-project CCM are more and more being used all over the world in many different project environments with the expected and better shortening of lead times. CCM is used in healthcare, aircraft maintenance, shipbuilding, construction, new product development, maintenance shutdowns, IT, government, research & development and many more. The number of software tools supporting the rules of CCM has also increased in recent years. All of them boast of numerous satisfied customers."

Time will tell whether the Critical Chain will make a comeback in the PMBOK.

Workplace Stress: A Real Organisational Risk

By Dr Dicky Els and Terrance M. Booysen

It is imperative that the impact of work-related stress and the negative impact of distress be incorporated into the organisation‟s enterprise-wide risk management framework. A Bloomberg study conducted in 2013 revealed that South Africa is the second-most „stressed‟ country out of a study of 74 countries. This is hardly surprising given the high prevalence of political instability, economic uncertainty, high unemployment and growing crime rates in South Africa. The recent cabinet reshuffle and the decision of Standard & Poor‟s (S&P), including Fitch rating agencies to downgrade the country‟s credit rating below investment grade to BB+ further exacerbates the political and economic uncertainty in South Africa.

In the longer term, South Africa‟s downgrade to "junk status" will have a number of dire consequences that directly affect the country‟s future investment, interest rates, business growth, debt repayment and employment. When considering the volatility of corporations, globalisation, political activism, greater B-BBEE compliance, corporate restructuring and retrenchments; all these factors add to the stress among workers, be it directly or indirectly. Notwithstanding the fact that there are mounting socio-economic pressures being placed upon employers and employees alike, employees are still expected to produce optimal results. These expectations contribute to workplace stress.

Growing employer demands

High-pressure work environments increasingly demand employees to be more innovative, creative, effective and productive. With the fast pace and competitive environment in which we live today, employees are scrutinised to ensure they provide maximum productivity and their „survival‟ in the workplace depends upon whether they have exceeded the expectations of their employer. Most organisations -- if not all --

are built on the premise that all employees are capable of handling the stresses associated with the workplace and economy, and that employees are all natural problem solvers. But in reality, this is not the case. Such expectation only adds to the employee‟s stress levels as they try to appease their employers.

In the case of workplace stress, the primary duty of employers is to ensure, so far as is reasonably practicable, that the health of employees is not put at risk. This duty extends to protect employees particularly from the risk of harm from stressors that negatively impact or erode their physical and psychological health. This means that if the nature and judgment of an organisation‟s human capital management are tested, the Labour Court will consider the conduct of the organisation‟s in deciding whether it is are liable to employees for any harm or loss.

> *"Unfortunately, many people are only conscious that a harmful stress level has been reached once its negative effects have affected their work, health and wellness. Making employers and workers aware, informed and competent to address these new risks creates a safe and healthy working environment, builds a positive and constructive preventive culture in the organisation, boosts engagement and effectiveness, protects the health and wellness of workers, and increases productivity."*
>
> *Source: Report - Workplace Stress: A Collective Challenge (ILO) (April 2016)*

In addition to workplace stress, work-life balance has become quite blurred, to the point where it is becoming more difficult to clearly delineate when work actually starts and when it ends. As most employees tend to perform work-related duties after „normal work hours‟, both the organisation and their employees are negatively affected with the stress of work-life conflict. Incompatible demands between the work and family roles of employees make participation in both roles difficult and sometimes this may lead to substance abuse, relationship problems, divorce, single parenting and/or financial difficulty.

Workplace wellness is further taxed when employees fall victim to violent crimes. Sexual harassment, car hijackings, house breakings and kidnappings compound the physical and psychological ill health of employees.

Whether workplace stress transpires from work or home-life experiences, it always has some effect on the work performance of employees. This means that the human (psychological) capital of an organisation can depreciate overnight, if stress and post-traumatic stress is mistreated, leading to more managerial problems, labour disputes and downstream costs. The financial costs associated with workplace stress can be extremely high, especially when one considers matters such as absenteeism, presenteeism, medical aid expenses, death and disability claims, including management intervention costs. Indeed, the costs are not complete without considering the fees associated with labour-related legal and court proceedings which are typically the end result of most distressed employment relationships.

Unhealthy versus healthy stress

When considering an organisation"s occupational risks, distress or "unhealthy stress" should be properly managed, particularly when employees are not coping effectively in work-and-home life situations. Distress typically occurs when employees perceive their job demands (such as excessive work load) to exceed their job resources (such as no supervisor support). The imbalance that causes distress in turn erodes the wellness of employees. Likewise, high levels of distress precede burnout which can be observed when employees function at reduced levels of effectiveness, show less motivation, display mental distance, suffer from exhaustion, or they express negative attitudes and dysfunctional behaviour. Distressed employees usually report symptoms of memory and attention loss, irritability, anxiety, poor sleeping patterns, digestive imbalances, frequent headaches, musculoskeletal problems and depression[1]. Expectedly, all these health risk conditions negatively impact the productivity and performance of the workforce.

"Today workers all over the world are facing significant changes in work organisation and labour relations; they are under greater pressure to meet the demands of modern working life.
With the pace of work dictated by instant communications and high levels of global competition, the lines separating work from life are becoming more and more difficult to identify."

Source: Report - Workplace Stress: A Collective Challenge (ILO) (April 2016)

Not all workplace stress is unhealthy. Healthy stress (or eustress) occurs when employees experience high job demands but manage to cope well with the challenges. Engaged employees are energised and they make active use of their personal and organisational resources to address work-life challenges; these employees experience high levels of vigour, devotion and commitment. As compared to the „burnout" employees, engaged employees tend to be much more resilient[1]. When effectively managed, workplace stress can in fact be motivational, energising and positive. The right amount of challenge or eustress tends to unleash improved performance at work.

Organisational support

Well-designed workplace wellness programmes aim to reduce excessive job demands, address the known elements that cause stress, and provide employees the necessary knowledge and skills in order to effectively manage their stress. Best practice workplace wellness programmes are intended to target specific employees, certain jobs and business units within the organisation, or even the organisation as a whole. From a human capital management perspective, such programmes focus on low, medium and high risk employees (and low, medium and high risk jobs).

Workplace wellness programmes generally aim to restore the resources that have been depleted by work-related stress while they also tend to be more proactive and preventative in nature. These programmes assist traumatised and distressed employees to return to work, whilst at the same time they also develop positive coping behaviour to improve job satisfaction. Importantly, a well-balanced workplace wellness programme addresses both the positive and the negative aspects of stress, and they include organisational and individual factors in order to be effective in promoting a healthy workplace.

Job rotation, job redesign, recruitment and placement, employee assistance, trauma counselling, mentoring and coaching, occupational health and safety, and wellness and disease management programmes all encompasse effective human capital management. In terms of the influence of individual factors in managing the negative impact of distress, best practice workplace wellness programmes promote the development of self-efficacy, resilience, engagement and the character strengths of employees. The development of personal characteristics -- such as *emotional intelligence, meaning and purpose, perceived control, positive emotions and the capacity to maintain positive cognitive and motivational coping behaviour* -- contribute significantly to the possibility of personal and professional growth for employees[2]. Generally, most organisations use the wellness and disease management standard requirements (SANS16001:2013) as a guideline to develop appropriate workplace wellness programmes.

Leadership support

Employers and employees are equally responsible for workplace wellness. Senior leaders are responsible for establishing,

maintaining and promoting workplace wellness while employees need to participate in the interventions. However, leadership support is essential to managing the risks associated with workplace stress. With the intention of leading employees toward behavioural change, employers actively address the distress that employees experience. By being proactive, enlightened leaders apply *developmental* coaching practices as part of their leadership style. Workplace leaders who coach employees, engage them in supportive interpersonal relationships that allow subordinates to authentically discuss their work-and-home challenges. For example, developmental coaching typically deals with the personal and professional development of employees. It relates to aspects such as providing general advice, social support, emotional sharing and debriefing sessions, healthy eating advice, exercise and meditation that promotes the development of self-management behaviour. Coaching of an individual"s day-to-day behaviour -- which includes their own self-care -- is reportedly one of the best ways in which leaders are able to support their employees. Through this support, employees are able to develop, manage and grow their strengths which in turn buffers and relieves distress in the workplace.

Leaders that coach their employees correctly, help them to find solutions rather than to amplify problems. Indeed, employers who are cognisant of the everyday workplace stressors can be in a position to support employees to find positive ways forward, rather than leaving them to continuously examine the barriers that they face. One way in which leaders personalise their coaching conversations is to know employees as individuals; as well as their dreams, desires, needs, concerns and stressors. Through informal conversations which encourage two-way communication, leaders become familiar with how their employees are doing and whether help is required with potential problem situations. At a practical level, leaders assist employees to set their personal and business goals, and intentionally encourage them to achieve it.

> *"Internationally, it is a well-known fact that a country as a whole benefit by means of economic growth when employee health and wellness are sufficiently managed. In South Africa it seems necessary that organisations make a paradigm shift to develop positive organisational behaviour strategies, and not only interim plans to prevent and manage distress and burnout. It is clear that without ongoing long-term leadership support, the benefits of workplace wellness initiatives are often temporary and as a result, unsustainable."*
>
> ***Prof. Lene Jorgensen, Industrial Psychologist (14 October 2010) Source: IBC Conference***

Excessive levels of work-related stress generally result in physical and psychological impairment for employees and places great strain on the organisation"s performance. The ability to promote workplace wellness is therefore of considerable benefit to the organisation"s risk mitigation process and consequently, its performance and sustainability.

1. Prof. Lene Jorgensen. (2010). A model of work-related well-being intervention. Publication in the proceedings for the 4th International Business Conference (IBC), Zambia.

2. Dr. Dicky Els. (2017). Coaching positive change. A practical guide to develop positive coping behaviour. Johannesburg.

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

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Quality in Schools

Many of our readers are parents themselves or interact often with children. We have asked our education editor, a retired headmaster, to share thoughts on how to get Quality principles and practices instilled in young people.

By Richard Hayward

Answering the "Why?" question with a fishbone

Children are curious. They're endlessly asking questions. Ever-patient parents, family members and teachers try to give the correct answers. Sometimes the questions are of a factual nature. A child might want to know why's it possible for a huge oil tanker built of thousands of tons of metal able to float on water. Factual details provide the answer. Then there are those "Why?" and "How?" questions which are far more difficult. Referring to a text book or googling on the computer won't help. What are those sort of questions?

Every family has had to deal with these types of questions asked by a child: Why do I do so poorly in (choose the subject) exams when I work so hard? Why won't the sports coach select me for the team? Why am I never chosen for class/extra-curricular/school leadership positions?

A quality management technique can help any child and adult to find the key to unlocking the "Why" answers to such questions. The technique helps a person identify the factors which cause a problem. Also, the technique helps identify what needs to be done to achieve a desired outcome or result. So, for example, a student might want to be accepted into a law faculty at a university. A fishbone diagram can help the student understand the "How?" of achieving such a goal.

In Figure 1, the diagram shows why it's called a fishbone diagram. This technique is also referred to as the "cause-and-effect" or Ishikawa diagram. Professor Kaoru Ishikawa, a pioneer of quality management theory, designed this technique which was published in 1990. The fishbone has a central spine that points to the effect that is being analysed. The causes (or sometimes referred to as categories) are the "bones" of the fish.
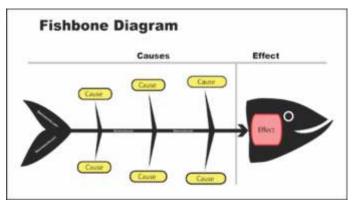

Figure 1 **Fishbone diagram**

When using the fishbone diagram technique, the starting point is to write down the effect. In Figure 2 the effect, result or outcome is a flashlight that's not working. Four causes (categories) were

identified that could explain why the flashlight doesn't work: battery, bulb, switch and wiring. With each possible cause, there's a need to brainstorm for sub-causes. So, for example, with the battery being a possible cause for the torch not working , there's a need to find out whether the battery's dead or simply missing.
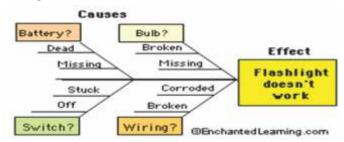

Figure 2 **Flashlight not working**

Often a fishbone diagram is done together with others. Such brainstorming helps highlight the major causes and "buys"' everyone into trying to find the answers to the question. Yet there are those who prefer to do the fishbone on their own.

The steps to follow in doing a fishbone diagram are:

1 Identify the problem to be avoided or outcome that's wanted (that is, the effect)
2 Decide on the major causes or categories that impact on the effect
3 Within each cause or category brainstorm to see if there are sub-causes
4 Analyse your diagram
5 Prioritise your course of action

Children find it easy to understand the principles of the fishbone diagram technique. Many enjoy drawing the most amazing and beautifully coloured fish! There are children who find it much easier to get a grasp of an issue by seeing it in a visual format such as a diagram.

The technique develops a child's ability to think analytically and independently. Creative, solution-solving thinking is encouraged. The child realises the personal central role that often has to be taken to either achieve a positive effect or avoid a negative one.

Help children, yourself and others to be able to answer "Why?" and "How?" questions well. This quality management technique is of life-long value. If some folk are always asking the questions, you'll be able to guide them towards using a technique for finding excellent answers!

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