e - Quality Edge

bringing quality information to South Africans since 1996

SAQI
The South African Quality Institute

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Welcome to our November edition of our e Quality Edge

We are pleased to report back in this month's edition on an exciting and fruitful South African National Quality Week (NQW). We chose the theme for this year's NQW as "Changing the Mind-set on Quality". In support of this theme we are pleased to include an article written by the well-known author David Hoyle of the UK that gives us an interpretation of our theme. We also take the opportunity in this edition to give feedback on the some of the events that SAQI was involved in during this special week focusing on various activities that some of our organisations and members were involved in.

We commence our feedback for NQW by reporting back on a SAQI Knowledge Forum hosted by one of our service industry partners Discovery Vitality.

SAQI continues its cooperation with UNIDO and we share with you our World Quality Day event that was aimed at Quality in the agricultural sector with particular focus on the UNIDO Essential Oil program.

A previous president of the Hong Kong Society for Quality, Dr KS Chin, visited SAQI in October and we share some of the experiences derived from this visit. We also give feedback from a Lean Conference supported by SAQI that was held in Pietermaritzburg in Kwa Zulu Natal.

Terry Booysen continues his corporate governance series and tells us regular board evaluation is more than simply a recommendation. Richard Hayward explains that our schools must start with visualising and end with achieving.

World Quality Day has come and gone but we would like to receive your feedback for our forthcoming newsletters on any special events that you carried out during this important occasion.

Finally 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 management - does the approach we are taking need to change?

By David Hoyle

Is quality a variable?

Some people regard quality as something to be achieved as though there is quality and non-quality, but the way the term has been used by quality professionals is as a degree of excellence. We therefore tend to think of quality as a variable and we have only to examine some incidents since the turn of the 21st century to see proof of this. In the following table nine quality failures are classified in terms of either a failure to manage the quality of governance, of design, of conformity or of use.

Incident	Consequences	Cause(s)	Class of failure			
			Quality of governance	Quality of design	Quality of conformity	Quality of use
2000 -Concorde crash	113 killed & fleet withdrawn from service in 2003	Debris on runway, burst tyre & vulnerable fuel tank		●	●	
2001- ENRON scandal	$74bn lost to shareholders	Accountancy fraud condoned by external auditors	●			
2002- Harold Shipman malpractice	Murder of >250 patients	Inability of the Healthcare System to prevent it	●		●	
2008 Royal Bank of Scotland bail out	£45bn	Poor decision making of acquisitions and loans	●	●		
2010 Deepwater Horizon oil spill	11 people killed, 4.9m barrels of oil spilled affecting >8,332 species	Dodgy cement, 2 value failures, pressure test misinterpretation, leak not spotted in time, overwhelmed separator, no gas alarm, flat battery and defective switch	●	●	●	●
2011- NHS's IT system development abandoned	£10bn	Changing specifications, technical challenges and disputes with suppliers	●	●		
2015- Volkswagen emissions scandal	11m vehicles recalled. Value of life lost <$39bn USD	Deception over results of emission tests	●			
2017 Grenfell Tower fire	72 lives	Faulty refrigerator, flammable exterior cladding, ambiguous regulations and inappropriate evacuation policy	●	●	●	
2018 Empire Windrush debacle	50k immigrants denied rights	Home Office immigration policy targeted the wrong people	●	●		

Every one of these incidents was avoidable had adequate attention been paid to the quality of governance, design, conformity or use. These are useful categories for targeting improvement effort and are defined as follows with all except quality of governance adapted from (Juran, 1974) :

Quality of governance: This is the extent to which organization purpose and behaviour reflect stakeholder needs and expectations. This includes the quality of leadership, management and external relations and it's a factor that is now receiving more attention since the ENRON scandal of 2001.

Quality of design: This is the extent to which the design reflects a product or service that satisfies customer needs and expectations. This includes the quality of: market research, concept and specification and it's a factor that often receives less attention that quality of conformity and use.

Quality of conformity: This is the extent to which the product or service conforms to the design. This includes the quality of: workmanship, equipment, materials and environment and it's a factor which most quality initiatives address.

Quality of use: This is the extent to which the user can secure continuity of product or service use and economical cost of ownership. It includes the quality of servicing and support and it's a factor which strongly influences repeat business even when there are no problems with other factors.

In these cases, we have failed abysmally at managing quality but of course when one considers the billions of events which went according to plan; the successful aircraft take-offs, financial transactions, medical consultations, oil explorations, software developments, building refurbishments and policy changes, in a world of increasing complexity, these few failures might be considered inevitable but as indicated above, they were avoidable so does our approach need to change?

The deterministic approach to quality management

Our traditional model of quality management may be characterised through a series of pre-determined relationships.

- Firstly, we establish a quality policy and quality objectives. We refer to this as Quality Goals.
- From the goals we determine processes and resources to achieve the quality objectives in line with the policy by mitigating risks. We refer to this as Quality Planning.
- We then install controls by implementing the plans to ensure quality requirements are fulfilled. We refer to this as Quality Control.
- While processes are operating, we determine opportunities to improve them by better control, better use of resources and better alignment with needs. We refer to this as Quality Improvement.
- To guard against a deterioration in standards we periodically audit and review the system of processes and attest its degree of conformity. We refer to this as Quality Assurance.

These relationships are evidenced through international standards such as ISO 9001 but it is a deterministic approach, one in which outputs are precisely determined through known relationships among actions and events thereby reducing our freedom of choice. It's a characteristic of all rule-based systems which are based on the premise: *follow the rules and we'll be OK*, but time and again it's the rules that are flawed often because of the poor quality of thinking behind their prescription.

What assumptions do we make?

Assumptions are made and revealed in the field of science but for some reason they are unstated in the field of quality management. What follows are what I consider to be the main assumptions but there may be others.

1. Everyone agrees the purpose, vision, values & objectives and share their meaning.
2. We can pre-determine objectives, inputs, activities, sequence, outputs and effects.
3. We can capture all essential knowledge and embed it into documented policies and practices.
4. Everyone will implement the policies and practices as planned and if not, we can put in place adequate safeguards to prevent serious incidents occurring.
5. We can reduce complex situations to linear cause and effect relationships.
6. Improving parts of a system will improve the system of which they are a part.

There is therefore a distinct possibility that with each of the incidents described previously, one or more of these assumptions were ignored without there being provisions in place to identify and address the risk of something going wrong.

What do we understand by quality management?

If we consult international standards to answer this question, we won't find a suitable working definition so let's look elsewhere. In the 1990s Dr Edwards Deming and Dr Russ Ackoff were in conversation and surprisingly, Dr Deming said that he didn't know what quality management was because to him quality was a product, not a method. Dr Ackoff clarified what he meant and said: "By quality management I mean how do you manage in such a way as to increase the quality of the output of an organization?" . It would therefore provide greater utility if we were to adopt what Ackoff said and define quality management as "*All the measures taken to increase the quality of an organization's outputs.*"

What do we think increases quality?

There are numerous things we do which we believe increase the quality of an organization's outputs. Many of these are included in the cause and effect diagram below.

These measures can be very effective providing we understand their limitations and their consequences and are aware of the assumptions we make but success does depend on the context. Every organization is different. There are different uncertainties; they each operate in a different environment; their priorities are different so are their customer expectations and their employee competences; there are differences in scale, in the laws that apply

and in the resources needed. It is therefore safe to assume that approaches that work in one industry/process may not work well in others.

Things we do to decrease quality

There are also several things we do which can decrease quality. One of these is setting inappropriate targets. These can provide management with an adjustable screw with which to apply pressure to the workforce but will inevitably create a chain reaction with unintended consequences. Employees can take a different path towards the target and manipulate the data to meet the target. Employees may focus on what is measured and not on what matters.

Another is senseless prescription. We initially responded to ISO 9000 by documenting what we do, even the most obvious and simplest processes. In some cases, this demotivated employees and in others, it stifled creativity and learning and reduced flexibility. The problem was that it assumed all essential employee knowledge can be stored when in reality, success was often achieved through a lot of tacit knowledge i.e. knowledge gleaned from experience that imbues know-how, know-what, know when it's the right time, know-who and know where to, and this is often difficult to articulate.

The changing environment

For the last 70 years we have been improving the quality of conformity with remarkable achievements in consumer, aerospace and automotive products. We can now expect the products we use to be reliable and economical to maintain and can also expect their design to reflect our needs and therefore the quality of use and design has improved enormously since WWII. We can therefore almost take quality of conformity and use for granted in the manufacturing sector. In 1948 manufacturing was 41% of the UK's GDP and services 48%. However, in 2018, manufacturing is now 14% of GDP and services 80%. In an increasingly complex global economy what several of the failures cases above show is that we certainly can't take the quality of governance for granted and therefore we should be paying a high level of attention to quality of design, conformity and use in the service sector and the quality of governance in both service and manufacturing sectors.

Conclusions

We need to be aware that approaches that work in one industry may not work well in others and that whatever approach we take, we need to be aware of its limitations and the assumptions we are making. Many of the quality failures we experience today have multiple causes and it is often the interaction between different dependent variables that lead to a disaster; the Deepwater Horizon disaster is one such example. Quality professionals therefore need to deal with complex situations where the deterministic linear thinking of yesteryear won't work and hence need to develop system thinking skills. There needs to be greater clarity in what we mean by quality management because we have not paid enough attention to quality in the service sector or the quality of governance.

When a 21st century quality professional is asked what they do for their organization, the quality professional should be heard saying: *"It's my job to increase the quality of the organization's outputs"* and if asked how they do this they might say: *"by helping managers at all levels identify realistic objectives and address risks and opportunities in the policies and practices they establish to achieve those objectives".*

About the author

David Hoyle is a writer and mentor in quality management based in Wales. Formerly a Chartered Engineer, Quality Manager in the aerospace industry and Fellow of the Chartered Quality Institute he is the author of several books on quality management including the ISO 9000 Quality Systems Handbook published by Taylor & Francis and now in its 7th edition.

The 21st century quality professional

2018 SAQI Knowledge Forum Event

By SAQI Staff

The South African Quality Institute hosted its first "Knowledge Forum Event" for Service industry members, which was held on the 7th November 2018 during National Quality Week. This year's Knowledge forum event was proudly hosted by the Discovery Vitality Group at their new office complex in Sandton Johannesburg.

Purpose of SAQI Knowledge Forum Events: The SAQI Knowledge Forum Event is an initiative designed by SAQI's leadership in conjunction with its Service Industry members. The event forms an important part of the social events calendar for SAQI members and were initiated to ensue regular interactions and the sharing of knowledge between its members.

Jacques Snyders, Senior Consulting Member of SAQI, opened the forum with a brief introduction on the purpose of the Knowledge Forum Event for Service industries. The themes covered in this year's event covered the topics of, "how to develop a quality culture, effective measures of quality and the current 2018 SAQI national quality week theme, *"Changing the Mind-Set on Quality"*.

Discovery's Head of Service Lab Operations Management Mr Larry Borowitz amazed the delegates with a detailed explanation of how Discovery have adopted a strong, single measurement of quality at all levels of the Discovery organisation from the lowest departmental level up to the highest executive boardroom level. This measurement was adopted from the Six Sigma improvement methodology, and measures the average "Defect per Million Opportunities". *DPMO is a ratio of the number of defects (flaws) in 1 million opportunities when an item can contain more than one defect*. According to Larry, a company that would like to adopt a strong, single measure of quality based on process capability would need to make a defined mind-set change by providing accurate data at all levels of the organisation for this measurement to be effective.

Following on the Discovery presentation, Johan Bezuidenhout, founder of Beyond Quality Consulting and ex-executive member of Denel Land Systems, introduced his self-developed "Non-Financial Performance index" tool. The reason behind the development of this index tool was to show the performance of an organisation without the need to only look at the financial indicators to assess the strength of an organisation. An actual South African case study showed how the index of non-financial measurements already predicted the financial crisis of a company almost one year before the company went into liquidation.

Jacques Snyders (SAQI) concluded the presentations with an overview of some common challenges on quality today, specifically highlighting the different levels of understanding of some of these quality concepts, found in the manufacturing and service industries. Following a very interactive Q&A session between delegates and the speakers, Paul Harding (MD of SAQI) thanked Oz Claassen (Quality Manager Vitality Health) and his team of event organizers for an excellent and professional event. The SAQI community is grateful for Discovery's wiliness to host our first knowledge sharing event in the service sector and we hope that this annual event will become one of those "Not to be missed" SAQI events of the year.

Oz Claassen, Vitality Health and Paul Harding, SAQI

Mr Larry Borowitz (Discovery)

SAQI Celebrates World Quality Day

By Paul Harding

The South African Quality Institute (SAQI) and United Nations Industrial Development Organization (UNIDO) hosted a joint event that was held on Thursday 8 November 2018 at the Pretoria Botanical Gardens. The event was organised to celebrate World Quality Day that takes place every year on the second Thursday in November. SAQI's theme for this year's event was "Changing the Mind Set on Quality".

The event was held in collaboration with United Nations Industrial Development Organization (UNIDO) who have launched a 42-month project on strengthening the quality of essential and vegetable oil exports from South Africa. This project is funded by the Swiss State Secretariat for Economic Affairs (SECO).

Paul Harding, the Managing Director of the SAQI, opened the forum and said that it is important to understand Quality Management principles if South Africa wants to become a major player in the essential and vegetable oil International market. He continued by saying in order for South Africa to move forward as a Nation we need to understand the concepts of quality. These concepts start with doing things right the first time and not having to rely on basic inspection when we don't. We can then progress to improving our Quality Control activities before moving on to improved Quality Assurance standards. However, our mind-set needs to change before we can set our sights on Organisation-Wide Quality Management and Operational Excellence.

We need to change the Mind-set of business and the general public on Quality and address these attitudes towards product and service delivery including operator and staff level right up to executive management level. He concluded by saying Quality is everyone's responsibility.

The forum focused on South Africa's Agriculture sector and aimed to explore how standards and best practices in quality management can contribute to a competitive agricultural sector.

The CEO, of one of South Africa's major farming organisations, CT van der Merwe of AL3 Boerdery, shared his experiences of the need to design, implement and monitor an effective Quality Management System to maximise yield, increase efficiency and effectiveness of processes by Quality Planning and utilising visual Management. He also emphasised the need for each member of the organization to understand what their role is in the business.

This was followed by a presentation given by Ian Steyn, the owner of Basiliah Agricultural College, who told the forum that farmers must implement the theory of Quality Management to turn a profit. He went on to say that these principles of profit making apply to all walks of life and business and are categorised as follows:

- producing on Time
- at the required Standard
- without Wastage.
- But most important of all it must be done with JOY.

Dr Angelique Botha, Chief Metrologist, Inorganic Laboratory, Chemistry and Materials Metrology Division of the National Metrology Institute of South Africa (NMISA) explained the importance of accurate measurement and calibration that is traceable back to International Standards. These measurements are essential for a sustainable supply of agricultural products.

Jacques Snyders of SAQI then made a presentation on the need to redefine training for quality practitioners by teaching first principles of Quality before moving on to introducing International Standards. This is a model that has proved successful in the manufacturing, construction and services industries. SAQI intends to expand this training program to cover the food and agricultural sector next year.

During a panel discussion, the need for an appropriate quality infrastructure to support the agricultural sector, particularly accredited testing facilities was high-lighted. The panel also discussed the need for training of competent operators to use the sophisticated equipment found in modern laboratories.

Hong Kong Society for Quality visits SAQI

By Team SAQI

At the end of last month SAQI welcomed Hong Kong Society for Quality former chairman Dr. KS Chin to South Africa. The purpose of the visit to SAQI was to share information and mutual understanding in the promotion of Quality within the two countries and to discuss SAQI's Quality career path development program.

Paul Harding with Dr Chin at the SAQI office

The Hong Kong Society for Quality was formed in 1986 as the Hong Kong International Chapter Group of the American Society for Quality Control (ASQC) now ASQ. It was renamed as the Hong Kong Society for Quality Control (HKSQC) in 1989 to reflect increasing local involvement. The Society maintains its affiliation with ASQ. In 1997 HKSQC was renamed as Hong Kong Society for Quality (HKSQ). Similar to SAQI, HKSQ is a not-for-profit organisation established to promote greater awareness of the need for quality in their country and to ensure product and service excellence through continuous improvement of quality and customer satisfaction. Also like SAQI they provide continuing education to professionals involved in the quality and reliability disciplines.

HKSQ together with similar societies in Asia founded the **Asian Network for Quality (ANQ)** in 2002 with the objective of promoting quality for prosperity and integration in Asian countries. HKSQ organises technical visits to exemplary organisations in a wide range of business and industrial sectors.

Dr Chin is based at the City University of Hong Kong and after his visit to SAQI we arranged for him to visit the University of Pretoria to witness academic life on a different continent. Dr Chin was fortunate enough to time his visit with the Jacaranda season from which Pretoria gets its name as the Jacaranda City. Student numbers, particularly for mathematics subjects, at the University of Pretoria often exceed 500 students per lecture and Dr Chin was shown the state of the art lecture theatres where these lectures take place.

Jacarandas in bloom at the University of Pretoria

For more information on HKSQ you can visit their website on **www.hksq.org**

2018 KZN Lean Conference

By Jacques Snyders

The 2018 edition of the annual KZN Lean Conference took place from the 9-11 October 2018 and was hosted by the Pietermaritzburg Chamber of Business (PCB) at the Protea Hotel Hilton in Pietermaritzburg. Support for the conference was provided by this year's co-sponsors, Vodacom and Training Leadership Consulting. The Keynote speaker for this year's conference was well-known international author and professor on Lean Enterprise, Prof John Bicheno from the University of Buckingham in the UK. John took the delegate through a practical simulation exercise and also presented on the lean approach in the service & administration industries.

SAQI also received an invitation to provide a guest speaker at this year's event, and was represented by Jacques Snyders (Senior Consulting Member of SAQI), together with business member Voith Turbo, who co-presented with Jacques at the conference. SAQI members will remember Voith Turbo, as the host of the SAQI 2017 plant tour for SAQI members, where the Lean team of Voith, presented on the improvements gained during the implementation of their Lean operational excellence program.

The SAQI/Voith Turbo teams, topic for the conference was on the "Re-introduction of the Visual Management System" at Voith Turbo. Alford Msutu (Production & Kaizen Team Leader) representing Voith, explained the reasons behind the failure of the old system, and the reasoning behind the redeploying of the system, which included the current benefits that the redesigned system has given Voith to date. Jacques concluded their presentation with some misconceptions around the implementation of Lean and especially around the implementation of Visual Management.

Presentations by Rieger Industrial Consultants, Vodacom, Pressure Die Castings and Tanya Hulse, MD of Training Leadership Consulting, added depth to the proceedings.

SAQI would like to thank Melanie Veness CEO of PCB, for the opportunity given to SAQI and its Business member Voith Turbo, to present at this year Lean Conference. We would also like to congratulate them on an excellent event and look forward to next year's event. Lastly we would like to thank SAQI's business member "Voith Turbo" for their wiliness to share their experience with the KZN community.

Prof John Bicheno, Keynote speaker

Presenters Mr Alford Msutu (Voith) together with Jacques Snyders (SAQI)

Regular Board Evaluation Is More Than Simply A Recommendation

By Terrance M. Booysen (Director: CGF) and Ramani Naidoo (Author: Corporate Governance - An essential guide for South African companies)

Management guru, Peter Drucker, is often quoted as saying, *"If you can't measure it, you can't manage [or improve] it"*. Constructive feedback is integral to a process of development, growth and improvement, not least in an organisational setting, and especially in the case of boards of directors. In their leadership roles, directors are expected to fulfill their statutory, fiduciary and ethical duties towards an organisation, and their performance in this role should be evaluated so that their effectiveness can be assessed and tested against best practice and appropriate benchmarks. Where lacking, actions for improvement should be put in place -- whether on an individual or collective basis -- for the benefit of the board as well as for the organisation and its stakeholders.

Good in theory; required in practice?

In South Africa, and many other countries internationally, there is no statutory requirement that board evaluations be conducted, so boards may be forgiven for treating an evaluation as a box to be ticked on an annual or biannual basis, if at all.

> *"Mounting stakeholders' expectations, challenges faced by companies to operate under fluctuating economic conditions, pressures of globalisation and increased regulatory requirements have brought the quality of performance of the Boards of Directors under greater scrutiny. Boards have recognized that it would be important for them to continually assess how effectively they are performing their roles against the objectives and the goals they have set for themselves."*
>
> ***Performance Evaluation of Boards and Directors***
> ***Deloitte***

However, in addition to the intuitive benefits of evaluating the performance of the board on a regular basis, the requirement to do so is in fact becoming more of a critical governance imperative for organisational sustainability.

The King IV Code on Corporate Governance for South Africa, 2016™ ('King IV™'), which is regarded internationally as a gold standard for good corporate governance, states that "the [board] should ensure that the evaluation of its committees, its chair and its individual members, supports continued improvement in its performance and effectiveness".

The reporting requirements in Principle 9, Recommended Practice 75 of King IV™ require that the integrated report includes "a description of the performance evaluations undertaken during the reporting period, including their scope, whether they were formal or informal, and whether they were externally facilitated or not; an overview of the evaluation results and remedial actions taken; and whether the [board] is satisfied that the evaluation process is improving its performance and effectiveness".

King IV™ follows an "apply and explain" approach to governance compliance, meaning that its principles should be applied by all organisations wishing to practice good corporate governance. Organisations should then go further and explain to their stakeholders *how* the application of the principles has contributed to the enhancement of governance in that organisation. Proof of the completion of a board evaluation, whether conducted internally by the Chairman of the board and the company secretary, or externally by a duly appointed service provider, is one way in which an organisation can demonstrate its application of good governance principles to its stakeholders. Showing that the recommendations arising from the board evaluation are being actioned certainly adds weight to the claims made by the board; that it is indeed strong in its leadership, vision, experience and independence.

In addition to the "apply and explain" imperatives of King IV™, the principles of the earlier King Code on Governance for South Africa, 2009 (King III) -- including the requirement that board evaluations be conducted -- have found their way into common law through court precedent, which begs the question why all organisations are not implementing board evaluations as a matter of course?

In countries other than South Africa, corporate governance codes will usually require listed organisations to conduct board evaluations, with a recommendation that all types of organisations do so. Generally, if board evaluations are not conducted, sufficient explanation must be provided as to why not.

Add to these governance imperatives and guidelines the demands made by an organisation's informed stakeholders that the board must be held accountable for its actions, as well as that the organisation itself must be accountable for the composition, skills, independence and diversity of its board, and the process of evaluating the manner and degree to which the board lives up to these demands, becomes essential.

Why board evaluations matter

Organisations may still remain unconvinced that they need to conduct a board evaluation, since the implementation of the provisions of King and other corporate governance codes are generally not mandatory. In addition, some organisations may feel

that stakeholders can be convinced that the board is indeed functioning as it should, since the organisation is generating profits and potentially creating value in the short term.

> "Boards continually need to monitor and improve their performance. This can be achieved through evaluation, which provides a powerful and valuable feedback mechanism for improving effectiveness, maximising strengths and highlighting areas for further development. The evaluation process should be objective and rigorous."
>
> *Financial Reporting Council (United Kingdom) (2018)*

However, there are other matters which should be considered, and which impact the organisation's value creation in the medium and longer term. Before disregarding the necessity of a board evaluation altogether; the benefits to the board itself, the directors individually and collectively, including the organisation's stakeholders and the organisation as a whole must be carefully considered.

Board evaluations provide concrete evidence of whether or not the board members are in fact ensuring that the strategic direction of the organisation is being followed and whether or not they are fulfilling their fiduciary duties in the best interests of the organisation and its stakeholders.

Board evaluations act as a beneficial feedback mechanism for improving the effectiveness of the board, and will assist the organisation to formulate and maintain a board matrix, which will track the strengths and weaknesses of its members, highlighting skills or knowledge gaps, and areas for further development, improvement and training, as well as future director rotation and appointments. Team dynamics will be analysed and can be adjusted or improved, and through this process, a sense of mutual trust and appreciation will be developed between board members, including executive management who interact with them at board and sub-board committee levels. Primarily, the process provides an ideal opportunity for directors to gain clarity on the performance standards required of them, as well as being reminded of their legal and fiduciary duties and responsibilities.

On an organisational level, there are many benefits related to conducting board evaluations, including the fact that they may assist in identifying problem areas within the board and its sub-board committees or between individual members of the board and the committees before they become a crisis. Board evaluations done correctly also assist to improve relationships between the board and executive management, by highlighting areas which may be problematic; clarifying what is expected from board members in terms of their performance; and ensuring high-level policy frameworks exist to guide the organisation.

Board evaluations must be done right

In order to obtain the optimum benefit from conducting a board evaluation, it must be carried out diligently, intelligently and thoroughly. Undoubtedly, a level of 'maturity' is required amongst the members of the board and its sub-board committees if the evaluation is to be effective. The outcome of such evaluations may often result in some tough truths being revealed about the functioning and effectiveness of the board and its members. If done ineffectively, board evaluations may cause substantial harm to the board and its members, and possibly to the organisation as a whole.

> "Board assessment is both a critical opening step and concluding phase of the board-building framework. Done well, it provides fantastic opportunity for boards to monitor their progress and renew their commitment to doing good work. Done badly… it can turn into a mechanical exercise that tests the board's patience and creates little or no value."
>
> *Source: Building better boards, by B Behan*

The fact that a regular internal and external board evaluation is part of the organisation's culture and embedded within its Corporate Governance Framework®, indicates its commitment to sound governance and demonstrates its continued accountability to its stakeholders. Indeed, if a monetary value, or return on investment could be calculated to demonstrate the benefits of organisations conducting a meaningful board evaluation, it would be clear that in the pursuit of long-term sustainability and the legitimacy of an organisation, the process is in fact essential and its value incalculable.

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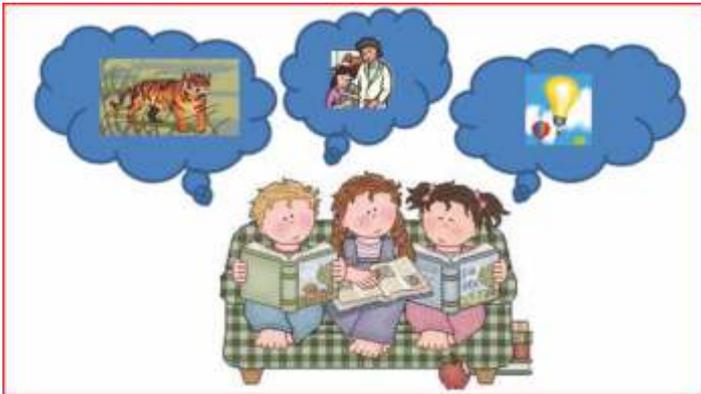
Quality in Schools

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

Start with visualising; end with achieving

Twelve-year-old Claire didn't have the word 'visualisation' in her own vocabulary. Yet by her actions, she lived the word. Once I was her school headmaster. I once complimented her on her mid-year exam results. She had achieved distinctions in almost all her subjects. In our little chat, Claire remarked that she needed to achieve excellent marks if she wanted to be accepted for medical school. Her long-term goal was to be a paediatrician.

What is visualising? John Kehoe defined it as a type of mental rehearsal in which you create images in your mind of what you would like to achieve in the future. You use your imagination to see yourself being successful in whatever goal you may have.

Oprah Winfrey went from childhood abuse and dire poverty to great wealth using the visualisation technique. It's a familiar technique used by sports stars and other high achievers long before they stand on the winners' podium play-biting their medals or walking across the stage to collect their Oscars.

Jack Canfield observed that using visualising techniques to focus on your goals result in four important benefits:

1 **It activates your creative subconscious** which will start creative ideas towards achieving your goal.
2 **It programmes your brain** to more readily perceive and recognise the resources you will need to achieve your dreams.
3 **It activates the law of attraction** thereby drawing into your life the people, resources and circumstances you will need to achieve your goals.
4 **It builds your internal motivation** to take the necessary actions to achieve your dreams.

There's a need to avoid confusing the word 'fantasy' with 'visualisation'. A child might fantasise about becoming a Springbok sports player. Or the youngster dreams of one day being an engineer or game ranger. With fantasy you enjoy the positive feelings that go with such a wonderful self-image. You even believe that you've already accomplished something.

However, the visualizer goes much further. You rehearse the challenges that you will need to face; you prepare yourself for those times when you really need to push yourself really hard. Visualizers are doers. They get to the top of the oak tree by climbing it. Fantasisers are dreamers who sit on the acorn. The visualizer knows that the vision only becomes a reality through action. The vision needs climbing, not sitting!

Right now, tomorrow's achievers are visualising today even if – like Claire mentioned above – they're not using the actual word. So, if there's a youngster in your family or amongst your friends who has dreams, have a chat. Give a tip. Dream big and then do. Plant the seed of visualisation. Enjoy watching the blossoming, enjoy watching the achievement.

By the way, today Claire is a paediatrician much-loved by her young patients while professional colleagues hold her in the highest esteem.

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SAQI Training Programme for 2018 / 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	Nov	2019 Feb	Mar	Apr	May	Jun
L2	**Certificate in Quality Control for Manufacturing**	**10**	**22,790-00**	Nov	Feb	Mar	Apr	May	Jun
B41	Introduction to Quality Control	2	5165-00		18-19				
B90	Introduction to Statistical Techniques	3	6230-00		20-22				
B91	Introduction to Statistical Process Control (SPC)	3	6230-00	19-20		11-13			
B79	A3 Problem Solving	2	5165-00	21-23		14-15			
L2	**Certificate in Quality Control for Services**	**10**	**21,725-00**	Nov	Feb	Mar	Apr	May	Jun
B30	Introduction to Quality Control	2	5165-00			4-5			
B31	Introduction to Statistical Techniques	3	6230-00			6-8			
B33	Introduction to Quality Circles	2	5165-00				2-3		
B34	A3 Problem Solving	2	5165-00				4-5		
L3	**SAQI Certificate in Quality Assurance***	**13**	**29,020-00**	Nov	Feb	Mar	Apr	May	Jun
B48	ISO Requirements 9001:2015	3	6230-00			27-29			
B24	Knowledge Management	2	5165-00				8-9		
B16	Internal Quality Auditing	3	6230-00				10-12		
B92	Advanced Quality Techniques	3	6230-00					6-8	
B77	Advanced Product Quality Planning (APQP)	2	5165-00					9-10	
L4	**SAQI Certificate in Quality Management***	**3**	**31,610-00**	Nov	Feb	Mar	Apr	May	Jun
B38	Development of a QMS	3	6230-00				22-24		
B01	Organisational Excellence	2	5165-00						4-5
B58	Policy Deployment (Hoshin Kanri)	2	5165-00						6-7
B74/B76	Lean for Manufacturing/Service Industries	4	9885-00						
B93	Cost of Quality	2	5165-00						

Inhouse Training: vanessa@saqi.co.za • Public Training: info @saqi.co.za

For a list of other courses provided, please visit **www.saqi.co.za**
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