



e - Quality Edge

bringing quality information to South Africans since 1996

SAQI
The South African Quality Institute

Tel: +27 12 349 5006
Fax: +27 12 349 1232
www.saqi.co.za

May 2019
Number 230

CONTENTS

PAGE

Welcome to the May edition of our e Quality Edge

1

Quality in the South African Wine Industry
By Paul Harding

2

The Economics of Service Quality With the Benefit of Hindsight
By Lynn Andriés

3

Implementing a Quality Management System
By SAQI Staff

5

SAQI Breakfast with SiVest
By Sarah Nundee Kasen – Lynch

6

In Memory of Danie Bosman

7

Leveraging the Organisation's Memorandum of Incorporation to Improve Its Risk Management and Sustainability
By Lucien Caron and Terrance M. Booysen

8

Motivating with carrots and sticks – beware!
By Dr Richard Hayward

10

SAQI Quality Training 2019

11



Welcome to the May edition of our e Quality Edge



Paul Harding

Our feature article in this month's edition is focused on the wine industry in South Africa. This is one of South Africa's growing export industries and one that has grasped the need to focus on a quality product.

We continue our series using the benefit of hindsight and ask if anything has changed relating to the Economics of Service Quality that was first highlighted in one of our 2001 publications. We follow up on a recent LinkedIn discussion on implementing a Quality Management System. We also give feedback on our latest Quality breakfast with SiVest.

Our regular author Terry Booysen informs us about leveraging the organisations MOI to improve its risk management and sustainability. Richard Hayward then asks should we be motivating with carrots or sticks.

If any of you would like to contribute to future SAQI 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



WWW.SAQI.CO.ZA

Quality:

helping South Africans live, learn and work better

Quality in the South African Wine Industry

by Paul Harding

South Africa is one of the most exciting wine regions of the world, particularly for premium and ultra-premium wines. South Africa's winemaking heritage reaches back to the 1600s when the French Huguenots first settled in the Southern region of South Africa in what is now referred to as the Western Cape. Recent advances in the wine industry, due greatly to the opening up of export markets in the 1990s following the establishment of South Africa's new democracy, have spurred a quest for a superior quality product that we are seeing manifest in very exciting wines hitting the markets today.

Rickety Bridge

Earlier this month I had the privilege of visiting the Western Cape Province of South Africa and specifically spending some time at Rickety Bridge, one of South Africa's many wineries. Farming on this Land dates back to 1694 when farms situated in the valley at the foot of what is now known as the Franschhoek Mountain were given to Huguenot farmers. Rickety Bridge was once part of the original Provence farm.

Over the years these properties were subdivided and on the 13th May 1797 a quitrent grant was given in favour of the widow Paulina de Villiers, making her one of the first female landowners. Paulina de Villiers renamed the farm Paulina's Drift. It is believed that Paulina was the first to plant vineyards on the estate. Paulina's Drift was sold to Pieter de Villiers under the name Zandriff. On the 15th October 1813, a portion of the farm (the present Rickety Bridge) changed ownership to one Hendrick Lodewicus Pepler and on the 9th February 1829 to his widow Elizabeth Catharina de Villiers. She extended the farm and had 40,000 planted producing grapes for wine and brandy.



The estate became known as Rickety Bridge in the late 1980's. The original rickety bridge, which consisted of sleeper beams, was replaced by a concrete one when it became unsafe and too narrow for larger vehicles.

The current wine making philosophy is one of a gentle approach in the vineyards and minimal intervention in the cellar. All grapes at Rickety Bridge are hand harvested and only the best are selected for their wines. Over the years their approach has been

endorsed by numerous local and international accolades including the one shown on the left for their Semillon. Apart from the flagship wine, the Bridge Cabernet Sauvignon, they also produce Chenin Blanc, Sauvignon Blanc, Chardonnay, Noble Late Harvest, Merlot, Shiraz and the favourite South African Pinotage. The farm is now owned by Duncan Spence, a prominent international businessman who acquired the farm in February 2000.



The Cellar Master Donovan Ackerman can be seen explaining the winemaking process to an enthusiastic visitor from Johannesburg. The wine farm offers opportunities for wine tasting as well as wine blending. Once a visitor has blended their own wine to their particular taste they can create a personal label and cork and seal their individual bottle.

Capensis

Capensis, another popular quality winemaker celebrates the character of the extreme vineyard sites of South Africa's Western Cape through the noble white variety, Chardonnay.

South Africa's Western Cape can be called both the oldest wine region of the New World and the newest wine region of the Old World. Capensis skilfully combines these two facets — the oldest and the newest — of Western Cape winemaking. It embodies the unparalleled quality that comes from old, gnarled vines planted in some of the oldest soils in the world, and it represents the young energy of a new generation of winemakers determined to make world-class wines with state-of-the-art techniques. Capensis, meaning

“from the Cape,” is a leader in bringing South Africa to the forefront as a world-class Chardonnay producer. The commitment to Chardonnay comes from the belief that the truly great vineyard sites around the world are revealed by only a few noble grape varieties. Almost all of South Africa's vineyards plantings exist within about 175 kilometres of Cape Town, on the southern-most tip of the African continent. Marked by rugged coasts, rolling foothills, breath-taking mountains and, of course, slope side vineyards, it's an extraordinary landscape.

Ernie Els golfer and winemaker

The South African golf champion launched his winery in 1999 in the Stellenbosch region of the Western Cape with a variety of Bordeaux-style blends. The 2013 vintage of his signature wine is 60% Cabernet Sauvignon, 25% Merlot, 5% Petit Verdot, 5% Malbec and 5% Cabernet Franc.



Since its launch more than a decade ago Ernie Els Wines has grown and matured into a successful and multi-award winning enterprise with a magnificent portfolio of South African wines. Ernie himself is passionate about wine and is very much involved in the tasting process. In partnership with experienced winemaker Louis Strydom their shared passion for wine is reflected in the quality of the product right across the price ranges.

SAQI has recently become involved in promoting quality in the South African food industry and hopes to bring more articles on the food and beverage industry in South Africa in future editions of our newsletter.



[back to contents page](#)

The Economics of Service Quality With the Benefit of Hindsight

by Lynn Andriés

In this article, first published in 2001 former SAQI director Lynn Andriés explores how service quality impacts on bottom line and looks at some of the key factors affecting the service environment today and into the future. It has now been 18 years since this article was first published and the economy is being disrupted as never before. With the benefit of hindsight **has anything changed?**

"Disintermediation" is a word that we're not very familiar with but we do know its effect. What it means is that the middleman is being cut out. People are directly contacting the supplier for their goods and services, especially via the Internet. As a result of this, for the first time, many suppliers have to face a whole new category of customers - the end users – with whom they were never in touch before. This shifting focus requires different strategies for dealing with customers and new systems and interpersonal skills have to be developed.

Pharmaceutical companies, for example, who previously would have been dealing primarily with wholesalers, now deal more and more with pharmacies, hospitals and even directly with patients. The expectations of the new stakeholders may be radically different from those of the established traditional ones.

E-commerce is changing the way business is being done. Transparency is revered and information is easily accessible via websites including in some instances even product, pricing and promotional strategies. More and more, it is becoming clear that the only competitive advantage that a company has is tied up in the quality of its service.



Consumers of today and the future are wanting:

An experience

They want more than just a simple product or service. An airline may analyse their value chain and add in experiences along the

way. The customer then experiences the values of the airline from the moment the plane reservation is made, through to checking in for the flight, a gift on the plane, customer service during flight, ground staff helpfulness and efficient, safe return of their baggage. The Disney experience is another example. A local example would be Nando's, who make buying fast food a uniquely flavoured Portuguese experience. Nordstrom, the department store in the USA, rewards their staff for responding to "unreasonable customer demands". Staff in that organisation view every ridiculous customer request as an opportunity to be heroic and expand the store's reputation. It's more than what they DO, it's who they ARE.



A key question for organisations is how to instil that level of service in all employees.

Instant gratification

In today's society everything has to be right now; access, information, food, coffee. When a client wants you, they want you NOW. Employees need a sense of urgency, and need to be empowered to take decisions on the spot -and have the information and authority required in doing it.

One of the anomalies in many organisations is that the people who are at the coal-face, and dealing directly with customers, are often at the lower echelons of the organisational structure - yet it is their relationship with the customer that determines the customer's perception of the organisation. They should be the MOST important people around. The key question is "Are we training them sufficiently, and creating a positive enough culture so that every word they say, every single thing they do reflects the kind of image the organisation is trying to portray?"

Service is one of the aspects of quality delivery defined in ISO 9001, however it is poorly understood and inadequately felt by quality practitioners and the employees who are expected to

...continue on page 4

implement the standards. People need to redefine themselves as business partners to each other as well as to external customers. They will then be better suited to dealing with the demands of the new business environment.

Different cultures do have broad preferences for issues of etiquette and service. However, people are different and have different preferences, whatever their background or culture, and employees need to be sensitive to individual differences, and respond accordingly. The culture within an organisation is critical to the way its people behave - there has to be consistency right the way through. That is why, when we are facilitating a customer service intervention in an organisation, we aim to introduce it from the top down.



What kinds of issues hamper the implementation of quality service in an organisation?

The world is becoming more unpredictable and changeable. People need to be creative to cope with new situations and events, yet compliance to quality standards can often suppress creativity. People leading quality programmes and quality initiatives are often engineers, rightfully acknowledged for rational thought processes. Continuous emphasis on compliance can be antagonistic to productivity and service: "these are the rules". Behind every process and activity is a human being who responds to being managed by drive or growth, and they need to see their role in the organisation's big picture. Another major factor is lack of visible implementation by organisational leaders. People at the top are looked to for guidance and example, and actions DO speak louder than words.

How do we get employees to deliver on service?

It's a proven fact that satisfied, productive employees serve customers better, and satisfied customers come back more often, and also pay sooner. Richard Branson says: "If you get it right for your staff, your staff will get it right for your customer". This leads us to look at motivational theories: in the old days people were employed for life, gave long service, expected a fair day's pay for a fair day's work, and were often compliant and uncreative. Now organisations are more dynamic, and people are developing flexible business partnerships within the organisation, and sharing their knowledge and skills according to the organisation's need. People may contribute to the company's set of values; in return the company supports their development and contributes to and supports their employability.

Chris Argyris in his article "Empowerment: the Emperor's New Clothes", published in the Harvard Business Review, May-June 1998, refers to the conflicts that can arise in organisations through lack of congruence between the needs of individuals and the demands of the organisation. The difference between internal commitment and external commitment can make or break any efforts to implement change, even empowering change.



How to measure the impact of customer service on the bottom line

A service strategy needs to be implemented throughout the organisation. Pockets of excellence are fine, but are unlikely to be enough on their own. In these pockets, employee loyalty grows, productivity increases - and these are measurable. So is customer retention, (number of complaints and turnover). Repeat business can also be measured (either the same purchase again or a new product or service from the same organisation). If an organisation establishes itself as the provider of good service, customers will often attribute that perception to all its goods and services - this is known as the halo effect.

The Balanced Scorecard is another measure. It is a strategic implementation tool that asks for measures in the customer arena and progressive companies are looking to this tool to assist them to grow and improve. There is a serious need for more companies to implement long-term strategies by introducing real customer service training at all levels. This reflects their investment in their own long-term sustainability.

A vehicle which is readily available in the pursuit of a corporate service culture, is the Service Quality Institute (SQI) led internationally by John Tschohl, who has been heralded by Time magazine as one of the USA's leading customer service gurus.

Although this article was written eighteen years ago has anything changed in the way we value service to our customers? SAQI would like to receive comments from our readers. Send comments to exec@saqi.co.za

[back to contents page](#)

Implementing a Quality Management System

by SAQI Staff

A recent post on LinkedIn asked the question of whether any training organisations focused on the actual implementation of a Quality Management System rather than just focusing on the ISO 9001:2015 requirements.



Coincidentally SAQI has been running such a course over the middle part of May. See the photograph above.

The SAQI B38 is a course that covers the development of a QMS based on the requirements of ISO 9001:2015 but is very much a hands-on course.

The purpose of this 3 day course is intended for individuals from organizations that are required to plan, develop, implement and maintain Quality Management Systems that meet the requirements of ISO 9001:2015.

Before being exposed to this particular module, delegates would have already been exposed to nine previous SAQI Quality training modules that covered Quality Control and Quality Assurance including ISO 9001 requirements and also how to effectively audit a QMS.

The Course Content

- Detailed discussion of the background to ISO 9001:2015 Quality Management Systems Requirements and their application when setting up a QMS particularly focusing on the process approach
- Group work and practical exercises to develop the context of a business and create documented information utilising required knowledge
- Detailed coverage of the application of ISO 9001:2015 standard clauses:

Context of the organization (4.0)
Leadership (5.0)
Planning (6.0)
Support (7.0)

Operation (8.0)
Performance evaluation (9.0)
Improvement (10.0)

The course then covers pitfalls with regard to the implementation process using case studies through practical applications and group work as follows:

- Detailed outline of process approach to management
- Process mapping
- Group work in establishing a QMS the case study identified
- Controls needed on the QMS
- Document Templates
- Procedure writing techniques
- How to develop policies
- Group work around determining policies
- How to develop specific documented information
- Group work around procedures and work instructions
- Understanding how interacting processes work
- Development of a QMS and implementation steps (Gantt charts)
- Understanding the importance of processes rather than just documents
- How does the Certification process work?

Course outcome

- Participant are be able to set-up an implementation plan
- Be able to co-ordinate the development and implementation of the QMS
- Be able to track changes and update a QMS system
- Report to management on progress or deficiencies found
- Maintain the QMS

The participants do not write a final exam but instead have to work together as a team and submit a collective business plan covering all the elements of ISO 9001 that would be necessary in setting up a fictitious organisation. This team approach is how a successful QMS would be set up in most organisations in a real life situation .

Comments from previous attendees:

- *I loved the practical example of "Bread Bin Bakery"*
- *Brilliant, Extremely worthwhile and beneficial course*
- *Lecturer was excellent on this field and I would like to thank him for clearing a lot of grey patches and giving me the knowledge and confidence that I will now take it back to my work environment.*

For more information on this and other courses contact vanessa@saqi.co.za or visit the SAQI website at www.saqi.co.za

[back to contents page](#)

SAQI Breakfast with SiVEST

by Sarah Nundeelesen – Lynch

SiVEST is a South African based company, established in 1952, with offices in Umhlanga (Head Office), Johannesburg, Pretoria, Pietermaritzburg, Richards Bay and Port Louis (Mauritius).



Driven by a passion to bring positive change and growth to our continent, the company has grown from strength to strength. As a result of our growth, we currently have teams involved in projects across Southern and Eastern Africa, and our range of services now includes Project Management, various engineering disciplines, Town Planning, Environmental Consulting, and more recently, Management Systems Consulting. It is the synergy among the various specialists in our divisional discipline teams which allows us to offer an integrated and value add approach to clients. This is enhanced through strategic partnerships with institutions, such as the South African Quality Institute.

It is this synergistic relationship with SAQI which resulted in the breakfast last Thursday, where SiVEST's clients were invited to a construction industry focused discussion on integrated management systems. Speakers included Jacques Snyders who introduced SAQI and the idea that quality is more than certification, Nicola Brebner, who runs the SMME Training program, talked through the a few of the key concepts contained in the training program, and emphasized that the cost of quality is not the cost of getting it right, the true cost of quality is what 'getting it wrong' will mean for any organization.

The key note speaker for the morning was Mr. Arno Boshoff, who is a Director of WBHO Construction, an international construction company, with offices in South Africa, the United Kingdom, Australia and various countries across Africa. His topic "Integrated Management Systems – Do they Work?" covered the benefits and challenges of integrated systems from the very practical perspective as head of Quality at WBHO.

ISO, the International Organization for Standardization, has aligned their most common standards ISO 9001:2015 (Quality Management

Systems), ISO 14001: 2015 (Environmental Management Systems) and now ISO 45001:2018 (Health & Safety Management Systems) in a way that intends organizations to benefit from streamlining the manner in which these systems are set up and run. The difficulty in the real world is that the purpose of each of these standards is different. Although elements of the standards could be integrated the thinking for each standard needs to be done separately in order for the output to be valuable. A further challenge in organizations is that people tend to specialize in areas where they are passionate. Therefore, to identify a single person specialized and passionate about all 3 areas: quality, environmental and health & safety, is a rare thing, if such a person exists at all. As a result, effective integrated implementation and effective integrated audits become difficult to achieve.



On a positive note, according to Arno, if we can get it right, there are opportunities to reduce redundancies in our systems, establish consistency across various systems in the organization, optimize resources and process, facilitate easier decision making, and generally save costs and time.

After all, isn't this is essence of continual improvement? To challenge ourselves to work smarter?

Sarah Nundeelesen – Lynch is a Director SiVEST SA, Head of Quality and Head of the SiVEST Management Consulting Division.

For more information on implementation of your ISO based system, contact sarahl@sivest.co.za



[back to contents page](#)

In Memory of Danie Bosman



Daniel Bosman 19/3/1959 – 28/4/2019

It is with sadness that we announce the passing of a loyal colleague from the South African Safety, Health Environment and Quality fraternity. Danie was a leading promotor and mentor of Safety Health Environmental and Quality issues in South Africa and a long-time supporter of SAQI. He will be sadly missed and we send our condolences to his family.

[back to contents page](#)

Leveraging the Organisation's Memorandum of Incorporation to Improve Its Risk Management and Sustainability

by Lucien Caron (CGF Lead Independent Consultant) and peer reviewed by Terrance M. Booyen

An experienced board member will fully appreciate the various mechanisms contained within the organisation's Memorandum of Incorporation ('MOI') that can be altered to best suit the environment within which the company operates. More often than not, the MOI is trivialized as simply a 'founding document' of the company and once approved, it is filed and gathers dust. However, over-looking the importance of the MOI -- which contains information about the core elements of the organisation's governance -- amounts to an injustice to the nature and intent of this document, not least also the company and its stakeholders.



The MOI is not only the first point of reference when interpreting the manner in which the company 'hard-wires' its governance prescripts within its DNA; it also allows key stakeholders to understand the broader set of parameters regarding the manner in which the company manages its risk appetite and tolerance levels. Indeed, the application of the alterable provisions as set out in the Companies Act ('the Act'), will significantly determine the extent to which good governance is embedded within the company.

The Act provides that there are certain *unalterable provisions*, *alterable provisions* and *default provisions* which apply to a MOI. Whilst a company is unable to alter the substance or effect of an unalterable provision unless the provision in its MOI is more restrictive than the unalterable provision in the Act, the company may alter an alterable provision of the Act in its MOI to suit its specific requirements. Bearing this in mind and the fact that the MOI is essentially a contract between the company, the board and the shareholders, it makes sense to ensure that the MOI provides clear guidelines on important matters such as board composition, succession planning and the appointment of executive directors and prescribed officers. In this way, the ambiguity and personal biases often associated with the appointment of these critical positions can be minimized (or even avoided). By establishing and

incorporating minimum requirements in respect of individual and collective skills and experience as well as independence, the MOI can be a useful governance tool in driving ethical behaviour and accountability particularly amongst the board members, management and other prescribed officers. In fact, the MOI can set out pre-determined terms of office for directors or include provisions to remove a director in extraordinary circumstances (provided such provisions are not contrary to law).

The Act also provides for a private company, limited liability company and non-profit company to elect to voluntarily comply with the extended accountability and transparency requirements which are compulsory for public or state-owned companies. In terms of these provisions, the company is required to have its annual financial statements audited and appoint a company secretary and an audit committee. By electing to comply with these requirements, a company can more readily demonstrate to its stakeholders its commitment to responsible risk management and accurate and fair reporting. In this way, the credibility of the organisation can be enhanced and leveraged to drive sustainable business.

Regrettably, the benefits of a well-considered MOI are often realized too late. In these situations, the company, its directors and/or its shareholders are being exposed to litigation and are 'scrambling' to prove that they have proper authority and the right or obligation to act, or not act as the case may be at the time. It is therefore important that the MOI is periodically reviewed to ensure ongoing compliance and continued appropriateness for the business and its stakeholders. Contentious matters such as meeting quorums, proxies and voting procedures must be agreed and clearly understood to ensure that decision-making can withstand the scrutiny of an informed stakeholder.



Furthermore, the voice of public opinion acts swiftly. As such, the company, its directors and its shareholders should leverage the MOI to underpin the organisation's position on important policy matters such as ethics, good corporate citizenship and social responsibility.

...continue on page 9

One of the most significant implications of not carefully considering the provisions of the MOI would be that under the Act, in order to be classified as a private company, the MOI must restrict the transfer of all 'securities', and not only shares (ordinary or preference). The definition of securities has been expanded to include shares, as well as hybrid and debt instruments. Therefore, any company which has debt instruments (for example loans) in issue that are freely tradeable must accept that they will no longer be considered private companies. They will now be deemed to be public companies and required to comply with the applicable provisions of the Act.



The fact that the Act provides for alterable provisions to be incorporated into the MOI presents a unique opportunity for organisations to incorporate good governance into their statutory documents. However, certain organisations do not have the flexibility of amending their MOIs or other founding documents due to their unique structures and shareholding. This is particularly so of some state owned entities and public entities. To this end, the alterable provisions of the Act provide an opportunity for these organisations to embed good governance measures by incorporating the principles of the alterable provisions of the Act into their second tier governance instruments, namely their delegations of authority, policies, processes and procedures.



With the increasing corporate governance focus being placed on non-profit organisations, public entities and state-owned companies, good governance is no longer a "nice to have"; it's an absolute necessity from a stakeholder, government and public perspective. Moreover, given the dire state so many organisations

find themselves in, directors and prescribed officers who do not regularly assess the manner in which risks may be contained or mitigated through the use of these alterable provisions -- be this within their MOIs or their second tier governance instruments -- may find themselves being accused of failing in their fiduciary duties.

In this regard it is incumbent on directors and prescribed officers to use the unique opportunity that the Act provides via its alterable provisions, to establish a Corporate Governance Framework® that is both compliant and acts as a strategic business enabler. A well-implemented Corporate Governance Framework® will facilitate risk management and sustainable decision-making across the organisation by identifying those matters for which the board will be held accountable and those matters for which management will be held responsible.



For further information contact:

CGF Research Institute (Pty) Ltd
Lucien Caron (Lead Independent Consultant)
Tel: +27 (11) 476 8264 / **Cell:** 082 787 7010
E-mail: lcaron@corporateadvisory.co.za
Web: www.cgfresearchinstitute.co.za

CGF Research Institute (Pty) Ltd
Terrance M. Booysen (CEO)
Tel: +27 (11) 476 8264 / **Cell:** 082 373 2249
E-mail: tbooyesen@cgf.co.za
Web: www.cgfresearchinstitute.co.za



[back to contents page](#)

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

Motivating with carrots and sticks – beware!



As a child, how were you motivated to do or not do something? If a teacher told you to study for an exam, what motivated you? Carrot motivation would have encouraged you by making you aware of possible rewards at the end. Study hard and get excellent marks. Maybe there could have even been a winner's certificate or trophy. There could have even been a celebratory visit to Milky Lane or Wimpy!

If you weren't motivated by carrots, you might have been given stick motivation. This doesn't mean a beating for poor test results – although cruelly this was done in many schools in days gone by. Stick motivation means getting you to do or not do something through the threat of unpleasant consequences. So, for example, you might have put your head in the textbooks because of the shame of failure or being grounded if the test results were poor.

If you were fortunate, you could've been motivated because that's precisely what you wanted to do. You loved doing Geometry problems or reading English novels or whatever. No carrots or sticks were needed. You were motivated from within yourself. That's called intrinsic motivation.

Carrot and stick motivation is found everywhere. It's been the traditional way of motivating. The motivation is external to the person. It's offered to or forced on the individual by others. You do what others tell you to do even if it might not be what you'd really like to do. That's called external motivation.

Sometimes carrot and stick motivation can be good. Most people don't like writing exams. Yet carrot and stick motivation gives one the perseverance to sit at a desk and spend many hours beforehand studying material that mightn't be interesting. The carrots to be eaten or the sticks to be endured depend on the exam results. Most folk don't want the sticks and are motivated to put in the effort.

When we're intrinsically motivated, we are inclined to do more. We enjoy what we are doing; we put in the extra time. In fact, in such a situation, we are often totally absorbed. We wonder where the time went.

Daniel Pink, in his book, *Drive*, warns of possible flaws of external motivation. He describes them as the Seven Deadly Flaws (2010: 59) thus:

Seven deadly flaws of external motivation

- 1 They can extinguish intrinsic motivation.
- 2 They can diminish performance.
- 3 They can crush creativity.
- 4 They can crowd out good behaviour.
- 5 They can encourage cheating, shortcuts and unethical behaviour.
- 6 They can become addictive.
- 7 They can foster short-term thinking.

Doing something because it has to be done, can have a narrow focus of getting to the final result. It's doing what others want according to their wishes. Little time is spent on free-flow, out-of-the box thinking. Creativity can be crushed. The task gets done but the totally committed performance could be lacking.

Bad unethical behaviour can be a by-product of external motivation. Soccer, for example, is a sport that gets into the limelight for such behaviour. Players deliberately trip up an opponent when the referee is looking the other way. A familiar one found in schools is when players lie to their coaches about their ages. If they can get away with it, these cheats get to play in an age-level team below their actual ages. As a result, they often have an unfair physical advantage over younger players.

Don't see carrot and stick motivation in a totally negative way. Dangling carrots such as awards, certificates, money, prizes and trophies in front of a child can have undoubted benefits. Great achievements happen. Not-so-pleasant tasks get done and in many instances, they get done well. If there are boring or physically tough tasks to get through, external motivation keeps the perseverance level high.

Yet it's to be mindful of what can happen if a child is self-motivated and doesn't need carrots and sticks. The advantages could be huge. Creativity, performance, long-term thinking and behaviour could improve even more. The very best is most likely to be brought out in the child.

Reference

Pink, D H 2009. *Drive – the surprising truth about what motivates us*. London: Canongate.

[back to contents page](#)



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 Quality Techniques	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	4-5					
B58	Policy Deployment (Hoshin Kanri)	2	5165-00	6-7					
B74/B76	Lean for Manufacturing/Service Industries	4	9885-00		9-12				
B93	Cost of Quality	2	5165-00			1-2			

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
Inhouse courses provided to 10 or more delegates. Enquire from vanessa@saqi.co.za

