



e - Quality Edge

bringing quality information to South Africans since 1996

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Welcome to our March edition of our e Quality Edge



Paul Harding

We are pleased to bring you our expanded online newsletter after our recent break.

We have a variety of articles to share with you. We start with our international colleague Peter Fraser who asks, how important is process management for retaining an organisation's corporate memory? On a similar topic our other international contributors Raghu Kale and Prashant Hoskote reflect on how living organisations stay alive. Back to our local contributors the South African Bureau of Standards share their World Standards Day experience.

Our regular contributor Terry Booysen writes about the need for a governance framework in times of great uncertainty. Then the African Excellence approach is featured another overseas contributor Paul Grizzel in his article on Best Practice incorporating cultural characteristics. We are happy to share feedback from the Southern African Association of Certification Bodies.

Finally Richard Hayward tells us of a need to have a role model in his regular school feature.

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

Feel free to pass on our newsletter to your network and we look forward to input from you for our next edition and stay safe.

I would like to take this opportunity to thank everyone for their support of SAQI over the past few years. I will be retiring as the Chairman of SAQI this month after serving SAQI for almost 14 years. However, I have been requested to continue producing our newsletter so I will stay in touch. Hopefully with the pandemic seemingly slowing down we will soon get back to regular newsletters.

Sincere wishes

Paul Harding

Paul Harding
SAQI retiring Chairman



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Quality:

helping South Africans live, learn and work better

HOW IMPORTANT IS PROCESS MANAGEMENT FOR RETAINING AN ORGANISATION'S "CORPORATE MEMORY" INTO 2022 AND BEYOND?

by Peter K Fraser

Despite what you might expect, Covid has not caused most issues for staff in the organisations surveyed in the recent **"Fixing Process & Knowledge Productivity Problems: Survey Report"** from APQC (<https://www.apqc.org/resource-library/resource-listing/fixing-process-knowledge-productivity-problems-survey-report>). It highlighted that:

PROCESS GAPS AND PROBLEMS ARE WIDESPREAD

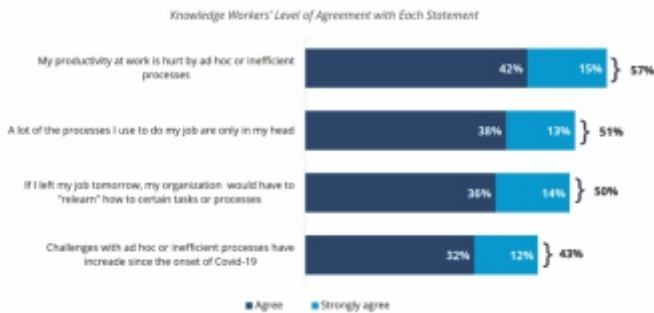


Figure 1

As APQC points out: *"wasted time, duplicated work, and inefficient processes chip away at an organization's bottom line. Small inefficiencies add up - and they can hurt innovation and competitive advantage"*.

PROCESSES

Although "Working from home" may have required some processes to be modified, and colleagues may have been less available to give advice, the main issue is still that organisations have yet to grasp the problems they are causing themselves by not defining, communicating and managing how they expect work to be done. The new hybrid way of working lends itself to an online management system portal which coordinates process descriptions, role involvements and supporting document information in a structured, easy-to-navigate and searchable system.

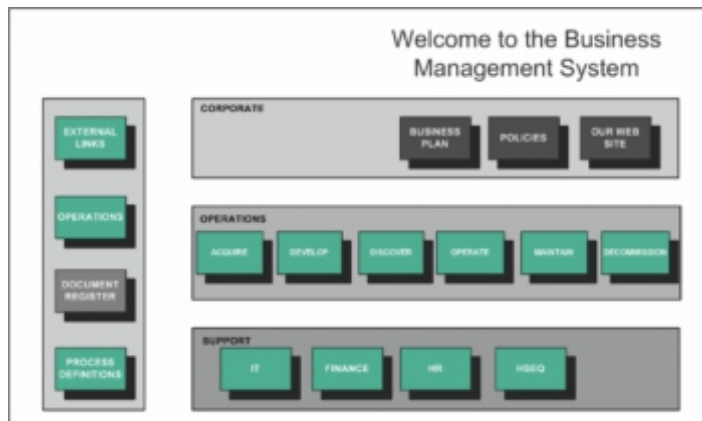


Figure 2: Mando Software: Sample Online Welcome Page

As organisations plan for coming out of the Covid crisis, it is clear that good process management will remain a key factor in the recovery. Until you are sure about what you are doing now, and how you are doing it, it will be more difficult to make sensible improvements, never mind ensuring that i) new staff can understand the corporate way of working and ii) you can ensure consistency of performance.

Not all processes are what we would call **Mechanistic** (as in a production line), where you want to minimise variation in a physical sequence of tasks. **Transactional** processes (in response to a generic event such as receiving a customer enquiry) - where there is a known set of tasks to be completed but you need to be responsive to the particular circumstances of each instance of the process - need more thought.

Other types are **Developmental** (where you choose to initiate action to create an outcome which is different / better than the last time you did it, such as business planning) where you must do certain tasks, but the sequence may not be relevant, **Reactive** (as in treating a casualty in A&E) where you know your objective, but may not know the tasks or their sequence in advance and **Ongoing** (as in implementing a policy or monitoring progress) where the process affects other processes as they are implemented on an ongoing basis.

They range from the most rigorously defined, controlled and standardised on the one hand to those subject to the greatest individual interpretation and choice. Their objectives can be to minimise variation (and increase profit, minimise cost) at one extreme through satisfying variable customer demand, "adding value" and making a positive contribution to society, to dealing with a unique situation where change is essential.

3 ACTIONS THAT MAKE A DIFFERENCE



Figure 3

The level of skills and knowledge required varies, as does the detail in the description of the tasks involved. You need to decide the right level of detail when you define your processes – say as little as possible to get the message across.

You need to balance this with the need to encourage staff to make

...continue on page 3

judgements given the circumstances they face. For that you need to ensure that the right staff with the right competence are given the right level of support. “Empowering employees” means giving them the information and freedom they need to do their work, the authority to make decisions and to respond to challenges.

A user needs to be able to scan a process description to see the key steps, but also to be able to drill down easily to the level of detail required to do the job if they haven't done it before, or if it is 6 months before they had to do it the last time.



Our Author software uses a variation of the RACI methodology to define role involvements: who does the task, or makes sure it is done (“**Responsible**”), who else should take a proactive role (“**Assists**”), whose opinion or input might be required, perhaps to provide you with information to complete the task (“**Consulted**”) and who needs to know the result or receive a copy of the output (“**Informed**”).



Figure 4: Mandos Software: Author examples

We believe that the typical “words-in-boxes” format of the traditional flowchart does not provide sufficient detail for someone whose job is to complete a specific task.

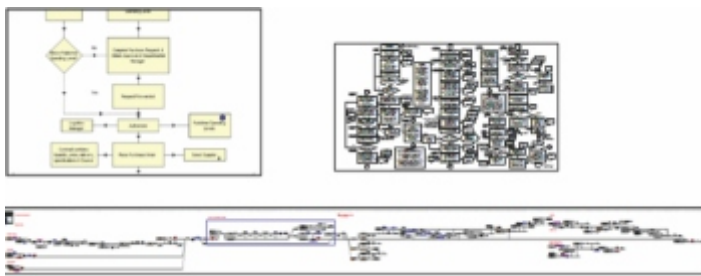


Figure 5: Examples from the Internet

We also struggle with the SIPOC model as a “model” of a process – not only does it dump all inputs and all outputs into their own “buckets” with no indication of the stage at which they are needed or are generated, but it has a box called “Process” which at best is broken down into a few high-level steps. This just does not work as a way to communicate a process in enough detail to ensure consistent and effective delivery of the work.

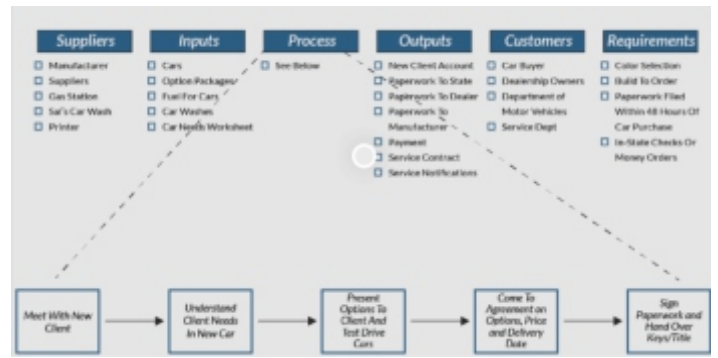


Figure 6: From isixsigma.com

DOCUMENTS / INFORMATION / KNOWLEDGE MANAGEMENT

With hybrid working now established as a consequence of Covid, organisations need to give all their staff (whether in house or working remotely) access to policies and standards, essential documents, software applications and key process descriptions in enough detail to ensure consistency of delivery. With new and different risks arising because of the new ways of working, the need to highlight these to staff as well as to management becomes more important.

All this needs to be supported by an “Enterprise Search” function which allows a user to find required information easily, whether within the process descriptions themselves or in supporting documents. If your data is held in a database, analysis reports can, for example, easily highlight where specific risks have been identified, how and where standards are addressed and where selected roles overlap.

Ideally, this will be presented in an easy-to-navigate, online, digital portal to allow any user to filter the data so that only those tasks and processes which involve his or her specific role(s), to find a specific process or to find and open a specific document. Even better when a user can select his or her role and get a detailed Role Involvement report online which lets them go straight to individual tasks and processes, rather than having to read narrative procedures to pick out each mention of their role title.

RISKS

In addition to the obvious risks to the business of not having its processes well defined and communicated, it is important that new staff are aware of possible risks that have been identified and that they know how to manage them. Risks can be to health and safety, the environment, security, process (in a production/manufacturing sense), your reputation, commercial, business as well as the quality of what is produced... For this you need to know who is responsible for carrying out the tasks which carry the risks – and they need to know the risks themselves. So you need to flag the risk for the person doing the work, and for management to manage across the system.

And remember that while a process may have a single task such as “Appoint a Project Manager”, this involves a decision [this is where even the “words-in-boxes” style of presentation would not show a diamond (decision) symbol]. But there is an obvious risk involved!

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The survey reported an almost identical response to a similar question on the management of knowledge / information in an organisation.



Figure 7

You need to manage the sources of information / knowledge (whether held internally or externally) and make them easily accessible (whether directly or as a link from individual tasks). This can include documents, records, webpages and other files – as well as the process descriptions themselves. If you use a Document Register to hold, or to point to, the supporting information (which can be stored and managed in a variety of formats and sources internally, or can be external eg in the cloud) then users have the best chance to find what they need “at the press of a button (or two!)”.

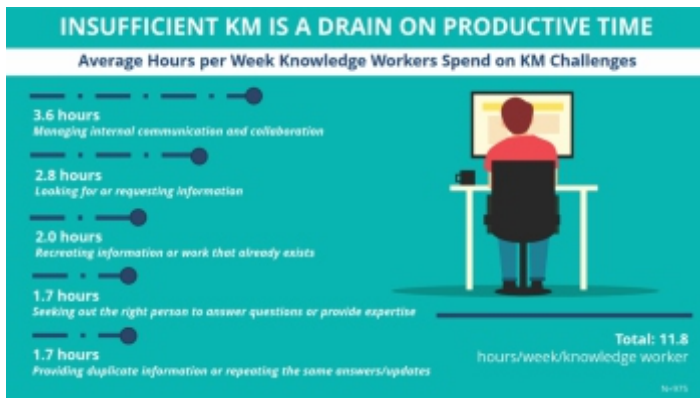


Figure 8

It can be a mistake to try to define your “corporate memory” (what can be lost when key staff move on) in too much detail. Sometimes it is more beneficial to identify who holds the knowledge or experience of certain areas and make that information available to everyone so that they know who to contact rather than having to navigate vast amounts of data.

APQC sum it up very neatly when they say: (See Figure 9)

For the full “Fixing Process & Knowledge Productivity Problems: Survey Report” from APQC, see:

<https://www.apqc.org/resource-library/resource-listing/fixing-process-knowledge-productivity-problems-survey-report>.

[All Figures from the APQC report unless otherwise stated]

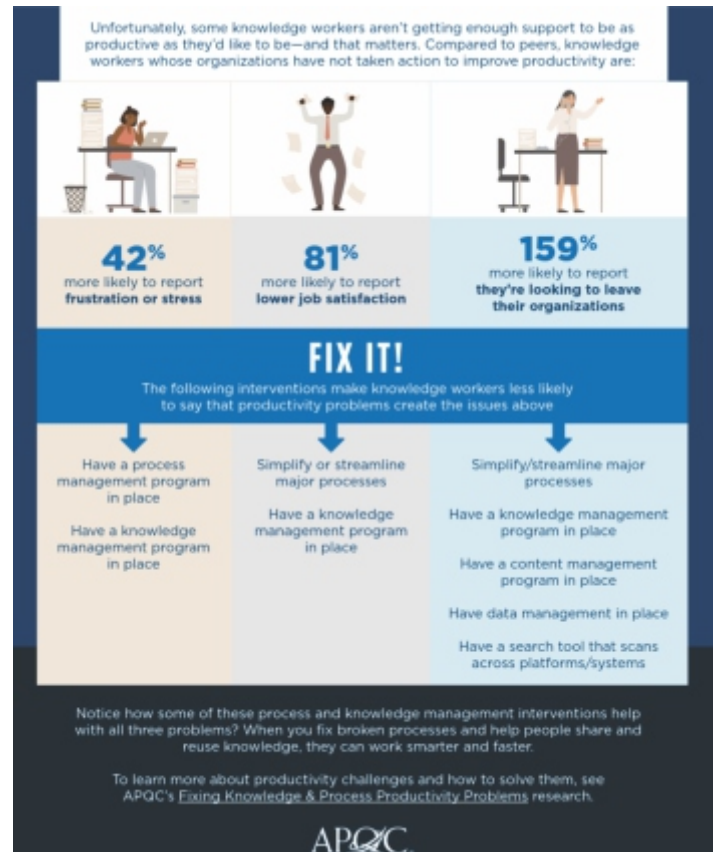


Figure 9



Figure 10: in your boardroom?



Peter K Fraser is the founding director of: **Mandos Software** (www.mandossoftware.com) whose Author process mapping and management system software is used in all business sectors, and, **Process Principles** (http://www.deethebusiness.co.uk/index_pp.htm), set up to promote the benefits of process understanding and management.

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Living Organizations Stay Alive

by Raghu Kalé & Prashant Hoskoté

Some professions are deeply anchored in the very foundation of human endeavor.

Some professions are deeply anchored in the very foundation of human endeavor. Now, flashback to the medieval era. What do you see? Human dwellings in far and wide lands — travelers in search of prosperity and progress.

Whether you go in a wagon or on a horse, you are tired in the cold of winter or on a hot summer day. You arrive at a village, or shall we say in a town or a city. You find an inn to rest. You experience the Hospitality showered upon by the innkeeper. All five senses are touched — The sight of the flaming oven and a busy bar with many seated around in a conversation. Pleasing laughter of many enjoying a meal and the familiar notes of the music plays in your head. You are seated, and you are served the fresh bread. You taste the warm bread, and you know you are in familiar surroundings you longed. You call this home away from home. You know this place. The innkeeper knows you well, and he takes care of you. You feel welcome. Somehow the innkeeper and the inn were perhaps the first impression of the city you had first arrived in late into the night, and it is the following day you begin to absorb the town's terrain. Many have toiled their way to make your stay comfortable. The innkeeper, unassumingly, has played a brand ambassador's role subliminally and represented his city.

The heart of service is celebrated in human interactions externally with stakeholders and customers and within various functions and departments. Human interactions that are not limited to a transactional mindset are perhaps an essential facet of organizations.



MANY SHADES

Some fundamentals never change. Caring for the other is at the heart of any organization — as it is about serving the other. Every organizational function has an internal customer that it is expected to serve and enable. Some questions can be discomfiting. Are the frontline sales folks seen as "customers" of

the corporate HR? Is the Finance department ready to recognize that HR is their "customer" in some way? Are all corporate functions in some ways supporting their (internal) "customers"? How many corporate departments live in the ivory tower, unable to see the other as their internal customer?

Now, turning to the external customers: Every point that customers touch can translate into an experience that can reinforce the brand personality. Customers turn into ambassadors willing to recommend the product or the service. A silent risk the customer is ready to take by sticking out their neck for recommending a product. When the product is recalled, the die-hard customers accept and compromise by enduring inconvenience and displaying their brand loyalty. Willing to accommodate, adjust, compromise, cooperate and sometimes take a silent sacrifice is not just within the sphere of customers, it touches employees and several stakeholders. Indeed such organizations are alive, and the customer is not an outsider but is a part of its ecosystem.

Those engaged in living a life in harm's way, with expertise in combat operations, such as the navy seals, have so much to demonstrate how they are organized. How their organization comes alive is truly inspiring. The appetite to accommodate, compromise, adjust, and sometimes endure a silent sacrifice is prevalent. It is a silent ingredient in the organizations that keeps them alive as it has captured the imagination of value beyond a transactional mindset.

LOYALTY SYSTEMS

The breadth and scope of human dimensions are far and wide within the realm of business arrangements. Although business is built on a transactional mindset, its foundation goes far beyond the non-transactional capacity to serve the common good for humanity. These are not abstract concepts. These are everyday occurrences. We believe that between a healthy EQ and a robust IQ, the C-Suite can do far more to shape the soul of the organization as custodians of its destiny.

Whenever human interaction occurs, it holds the potential of going far beyond transactional boundaries. And yet, most indices of economic progress are dependent on transactional ways. Numerous variants of this core idea have made their rounds in reaffirming this fundamental tenet of human latitude in decision making.

In any walk of life, wherever human interaction occurs, it involves a

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cause, a collective passion for pursuing a purpose, a level of adoration for brands, or strides towards excellence — the fundamental tenets of accommodation and adjustment persists. Most successful companies find a way to permeate these characteristics into their work culture internally and externally.



Visionary companies are guided by a core ideology and a sense of purpose that is preserved over time. Recent history shows that some of the most outstanding companies dissipate their soul by overtly focusing on transactional ways without due attention to its core purpose. When values and heritage are referenced in the past tense and less frequently in everyday business decisions and dilemmas in the C-Suite and boardrooms, such forces subvert the soul of an organization.

At Striking Ideas, the Loyalty Systems are designed with the L&S® principles that enable leaders to be destiny shapers by focusing on relevant critical stakeholders on their trajectory towards success over time.

RELEVANCE TODAY AND TOMORROW

The digital age has caused an upheaval by proving its capabilities to polarize opinions for brands and political clans. Moreover, the powers of AI permeating into human interactions are here to stay.

Many experts and scholars have discussed what it takes to achieve success and milestones that inspire excellence. Aristotle and Plato centuries ago critically studied matters of ethics, science, politics — that indeed was all about human capacity and potential not limited by a transactional mindset. It is not always about making a deal. There is more to life than thinking about how to take more than what you can give. Milton Friedman, an American economist, has shed light on a range of subjects that indeed go far beyond the capacity of being transactionally oriented. One of his quotes about the nature of human prosperity and progress says it all: "A society that puts equality before freedom will get neither. A society that puts freedom before equality will get a high degree of both." It is fascinating to read James P. Carse's revelations about Finite and Infinite Games in his book published in 1986 — "Finite players play within boundaries; infinite players play with boundaries." The landmark research by Jim Collins and Jerry I. Porras in their book *Built to Last* in 1994 portrayed unraveling the mystery of successful habits of visionary companies. After an in-depth study that took six long years — the book *Built to Last* illustrates the world's successful habits of visionary companies. It is a desirable teaser for

leaders aspiring to be the destiny shapers for the organizations they lead. The L&S® principles connect these dots for visionary companies.

In Summary — How to bring your organization alive?

We recognize that the human spirit can go far beyond the transactional mindset whenever human interactions occur. There is a silent ingredient in the human capacity to accommodate and adjust. These are loyalty factors. Aligning values is essential and could even be blind to the cause because one believes in the same set of values. The levels of attachment — have a latitude — some willing to accommodate and adjust — some go far beyond the call of duty, and some even sacrifice in unacceptable measure. Case in point: When an employee had a death in the family — he kept it a secret and performed his duties for over a week before disclosing the news and then proceeding for the funeral. The leadership applauded the employee's act for going beyond the call of duty. It was a failure of leadership not to care for this employee in the hour of need. The question is: should such an act be repeated? Awards are supposed to encourage a behavior. These are dilemmas with no easy answers.

It is not surprising to see professionals devote themselves not for a paycheck but because the organizational values align with their own. When there is a break in this value alignment, some will say it loud — "I don't think this appears to be the same company I had joined — the culture has changed — this is not a place for me." And then they are disappointed, and some quit. One at the top — destined to leads often casts a shadow upon the organization, thereby altering the values — as actions speak louder than words. Failed succession or M&A of two diverse cultures can often make the organization tumble in a tailspin for what it once stood for — even though market cap and hard-nosed financial indices can be touted as surrogates of success.

Much has been discussed why some organizations are resilient. It comes down to fundamental forces that are recognized and nurtured. At Striking Ideas, we have created — The L&S® engagement that starts with the C-Suite. The Loyalty Systems are based on the L&S® principles. The leadership chalks and maps the business priorities and understands the loyalty factors' tenets for each relevant stakeholder. When such initiatives are undertaken by leadership that excels in all its transactional parameters and has the capacity and appetite to engage with issues beyond transactional ways, such organizations are indeed alive.



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SABS celebrates Worlds Standards Day – 14th October 2021

THEME : SHARED VISION FOR A BETTER WORLD – STANDARDS FOR SDGs



Each year on 14 October, the members of the International Electrotechnical Commission (IEC), International Organization for Standardization (ISO) and International Telecommunications Union (ITU) celebrate World Standards Day, which is a means of paying tribute to the collaborative efforts of thousands of experts worldwide who develop the voluntary technical agreements that are published as International Standards. World Standards Day 2021 is about our shared vision for a better world. As founding member of ISO and a member of IEC, the SABS celebrated World Standards Day on 14th October 2021 by hosting a webinar on the importance of standards in support of the United Nations Sustainable Development Goals (UNSDGs). As the national standards body of South Africa, the SABS has a legislated mandate to support the socio-economic and environmental policies and priorities of our country and further contribute to the attainment of the UNSDG targets.

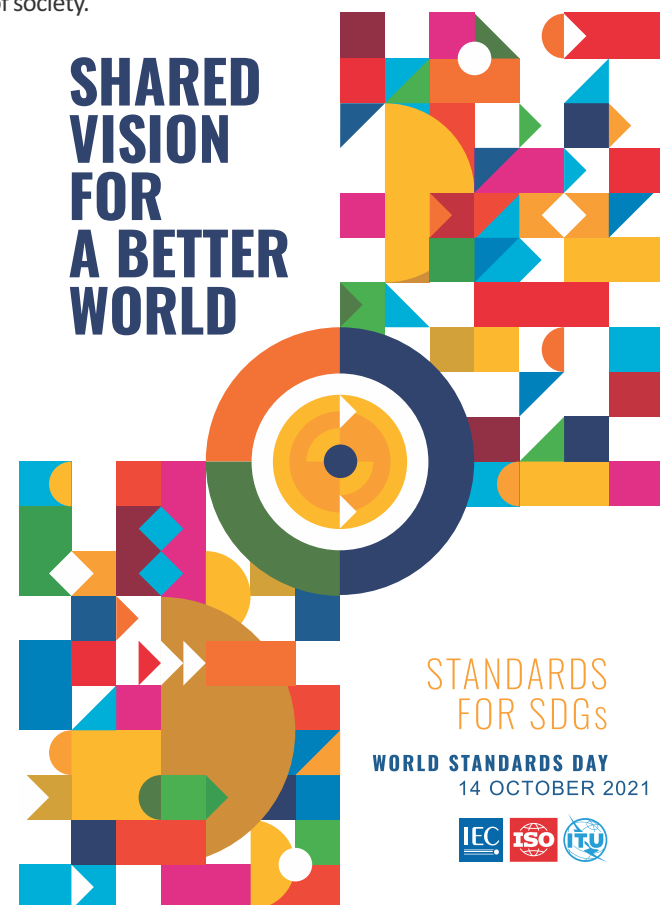
As we reflect over the past two years, we can all attest to the fact that things don't work out the way we planned. The COVID-19 pandemic has caused global disruptions of our traditional normal and this has forced us to adapt to the everchanging new normal. We have had to change our modalities of working, become more flexible and agile and step out of our comfort zones most the time. This is the next normal for us all and this is what is going to make us stronger, more resilient as we embrace macro- and micro-socio-economic issues aligned to securing the future sustainability of our world and these speak directly to the UNSDGs.

The SABS webinar highlighted the importance of national standards and adoptions of international standards that provide state of the art technical solutions for the dissemination of new technologies and innovative practices, facilitates trade and supports industrialization objectives. The session further emphasized the role of standards on aspects of societal and environmental policies and its contribution to sustainable development. The African Organisation for Standardisation (ARSO) Secretary General, Dr Hermogene Nsengimana, articulated the impact of regional quality infrastructure institutions and the mandate of ARSO in harmonising standards within the region in support of the African Continental Free Trade Area.

One of the key themes of the UNSDGs is climate and the ongoing devastating impact of floods and droughts to most parts of the world with dire consequences to lives and livelihoods. This further impacts on the growth of economies and the prospects of the generations to come. Therefore, there is a need to ACT NOW! and Standards can be used as a catalyst for development and an instrument for change as we collaborate with our valued stakeholders in developing consensus-based solutions aligned to the UNSDGs.

The event highlighted that in order to achieve the UNSDGs there is a significant commitment for cooperation of many public and private partners, and the use of all available tools, including international, regional and national standards and conformity assessment. The entire standards system is built on collaboration and National Standards Bodies are required to empower people with real-world solutions to face sustainability challenges head-on. We therefore submit our commitment to work together with all stakeholders to accelerate the 2030 Agenda, with standards for the SDGs, and our 'Shared vision for a better world'.

SABS is a member of the Multi-Stakeholder Quality Forum (MSQF) which was launched in 2020 with the main objective to improve information exchange, strengthen coordination, foster collaboration between different organisations, and to collectively raise awareness of the value of the Technical Quality Infrastructure system to the rest of society.



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USING THE CORPORATE GOVERNANCE FRAMEWORK® IN TIMES OF GREAT UNCERTAINTY

by Terrance Booyen and peer reviewed by Jené Palmer CA(SA)

Whilst most corporations across the world have had to make drastic changes to their business operations as a result of the Covid19 pandemic, many business leaders believe that the disruptions caused by the pandemic have inadvertently introduced more advantages than disadvantages. However, are the odds actually stacked against the organisation?

Besides the obvious health risks and workplace social distancing requirements, research conducted by McKinsey & Company in February 2021 (*The Future Of Work After COVID-19*) estimate that more than 100 million employees in the eight countries surveyed will probably switch occupations by 2030. Moreover, that a hybrid remote work-from-home (WFH) model is likely to continue well beyond the pandemic, with 20%-25% of employees in advanced economies working from home 3-5 days a week, and about 10% doing the same in emerging economies. In the same research, new trends suggest that the concentration of jobs in the world's largest cities and in traditional offices, are reversing. With greater numbers of employees choosing to work from home, the geography of work -- including office vacancy rates -- has seen significant changes across major cities since 2020. For instance, San Francisco has seen office vacancies dropping by as much as 91%, Edinburgh 45%, London 32% and Berlin 27%.

uncertain times, we are reminded of the great Nobel Prize winner – Marie Currie (1867-1934) – who said, "**Nothing in life is to be feared, it is only to be understood. Now is the time to understand more, so that we may fear less.**" Given the profound work-life altering changes we are experiencing, accompanied by the critical need to reduce economic crime, now is the time -- more than ever -- for a more scientific and analytical approach to the manner in which we understand, manage, measure and compare the governance practices within and across organisations.



With such dramatic changes to the traditional workplace, it is necessary for organisations to consider whether their existing risk management policies and procedures are still appropriate. The new 'unstructured' work environment is likely to introduce new strategic and operational risks onto boardroom agendas. To exacerbate this perturbing situation, the multiple economic pressures may now lead stressed employees to commit fraud or other commercial crime and this is sure to show marked increases across the world in the months ahead. Notwithstanding a 17% reduction amongst South African companies who have experienced economic crime -- as reported in PwC's 2020 Global Economic Crime and Fraud Survey -- South Africa's rate of reported economic crime (currently at 60%) continues to remain significantly higher than the global average of 47%. In these



As the world, and indeed South Africa, marks the International Fraud Awareness Week (14-20 November 2021), it is imperative for organisations to adopt a comprehensive Corporate Governance Framework® which provides the board of directors with greater oversight over the strategic and operational functions of the organisation. By clearly depicting the strategic and operational areas within the organisation -- and indeed its supply chain -- where governance, risk and compliance ('GRC') vulnerabilities exist, the board is provided with early warning signs of impending trouble. Boards can no longer afford to play "catch-up". The effective deployment of a Corporate Governance

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Framework® enables the organisation to *inter alia*; proactively analyse GRC trends; identify areas of business which require further investigation or independent assurance reviews; highlight policies which are outdated or not in place; rapidly determine business processes which are not delivering value; investigate conflicting information or messages; and promote cohesiveness and common purpose amongst the management team itself as well as between the management team and the board. These outcomes can be used by the board and management to not only initiate further action, but also make decisions about the importance and urgency of reallocating resources to mitigate risks on a case-by-case basis.

The advances of the Fourth Industrial Revolution (4IR) have enabled (and compelled) organisations to rapidly deploy smarter technology solutions and review their business processes to optimize their value creation activities. The Corporate Governance Framework® is a useful assessment tool which assists boards and management to sustainably improve the way in which they govern the organisation and complements the organisation's existing business and risk management systems by integrating their critical outputs. In this way the Corporate Governance Framework® strengthens the organisation's combined assurance processes and helps to protect the interests of the organisation.



Notably, PwC's 2020 Global Economic Crime and Fraud Survey reported that South African companies have seen an increase (from 15% in 2016 to 34% in 2020) in instances of senior management perpetrating fraud. The Corporate Governance Framework® recognises the interdependencies of different areas of the business and as such, assists in identifying possible areas of collusion and override.

Boards of directors inherently have to deal with the changing dynamics of risk which is a fundamental part of their boardroom duties. To borrow some of Marie Currie's sharp thinking of fear; the pandemic may have struck some fear, and even raised concern within the organisation's leadership *vis-à-vis* their unpreparedness in these volatile times. However, this is certainly no time for panic -- nor fear -- especially considering the many challenges we may still face ahead. The board, together with the organisation's executives, will need to become even more agile and embrace the challenge of governing these new unprecedented risks arising from Covid19 and its impact on business. Objective and reliable information about the state of governance within the business will be essential in ensuring that boards and management can tackle this "new norm".

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- Global Economic Crime and Fraud Survey 2020

<https://www.pwc.co.za/en/assets/pdf/global-economic-crime-survey-2020.pdf>



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Best Practice: Incorporating Cultural Characteristics Into The Excellence Model

Insights To Performance Excellence 2019-2020: Using the Baldrige Framework and Other Integrated Management Systems – Published February 2021

https://images-na.ssl-images-amazon.com/images/I/41I4NsTXoKL_SX378_BO1,204,203,200_.jpg

The African Excellence Forum developed their Excellence Award Criteria based on review of both Baldrige and EFQM and other quality award criteria; however, it was recognized that the original criteria were not suitable to "developing" country requirements. Through various iterations, the incorporation of cultural aspects, including indigenous knowledge of the African continent resulted in the UBUNTU Excellence Framework (UEF). This framework provides a deliberate focus on People and Humanity. The concept of "Humanity" includes trust, respect, and mutual benefit guided and founded by indigenous African philosophy.

Best practice based on interview with and input submitted by: Ed van den Heever, Founder, CEO, Africa Excellence Forum, and Founder Member of the Global Excellence Council.

The use of an excellence model on the African continent has evolved from through several iterations since the development of the original South African Excellence Model in 1997 (Figure 1). This model was a hybrid of the Baldrige National Quality Award Criteria and the EFQM Model. Although a best practice approach was used to develop the model, hindsight revealed that the model was not suitable for a "developing" country's requirements.

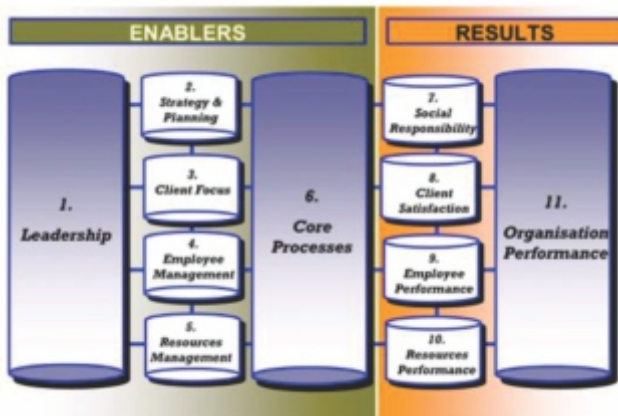


Figure 1

In a series of cycles of evaluation and improvement, the African Excellence Forum developed and implemented several excellence models, culminating in the Ubuntu Excellence Framework in 2020 (Figure 2).



2021-2022

Insights to PERFORMANCE EXCELLENCE

Using the Baldrige Framework and Other Integrated Management Systems

MARK L. BLAZEY
AND PAUL L. GRIZZELL

In analyzing how best to provide an excellence model that addresses the unique needs of the African continent, the most significant change in the Ubuntu Excellence Framework was to align the model with the Ubuntu philosophy (I am because you ARE!) and incorporating the UN Sustainable Development Goals (UN SDGs) for Growth and Development (Figure 3).



Figure 2

These UN SDGs are aligned in the Ubuntu Model to the Criteria by which they are supported (Figure 3).

<https://unfoundation.org/what-we-do/issues/sustainable-development-goals/>

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Figure 3

The Ubuntu Sustainable management philosophy, in combination with many global trends, ensures endorsement of the Ubuntu social and governance principles in the Ubuntu excellence model. Ubuntu is a native African term meaning "humanity." Often translated as "I am because we are," it is often described as "the belief in a universal bond of sharing that connects all humanity." It is a philosophy that is found in every sub-Saharan African country.

The Ubuntu Excellence Framework is believed by the Africa Excellence Forum to be the first global excellence framework (model) with a deliberate focus on People and Humanity as a priority, described in the AEF Criteria as follows:

Humanity

- The state of Humanness including trust, respect, and mutual beneficitation guided by and founded on Indigenous Africaness Philosophical and idiomatic definitions, principles, values, norms, and standards guiding human behaviour and conduct.

Performance

- The state of performance conduct by which human beings or humanity is expected to comply with in exercising their daily life, their responsibility and interaction with others, the environment and living together in a community and society.

Sustainability

- The state of sustainable continuous delivery of excellence, guiding human beings towards a state of good acts of conduct, behaviour, appraisals, spiritual, education and performance.
- **Ubuntu** is a state of excellence, a state of being, and a way of living.

https://en.wikipedia.org/wiki/Ubuntu_philosophy#Definitions

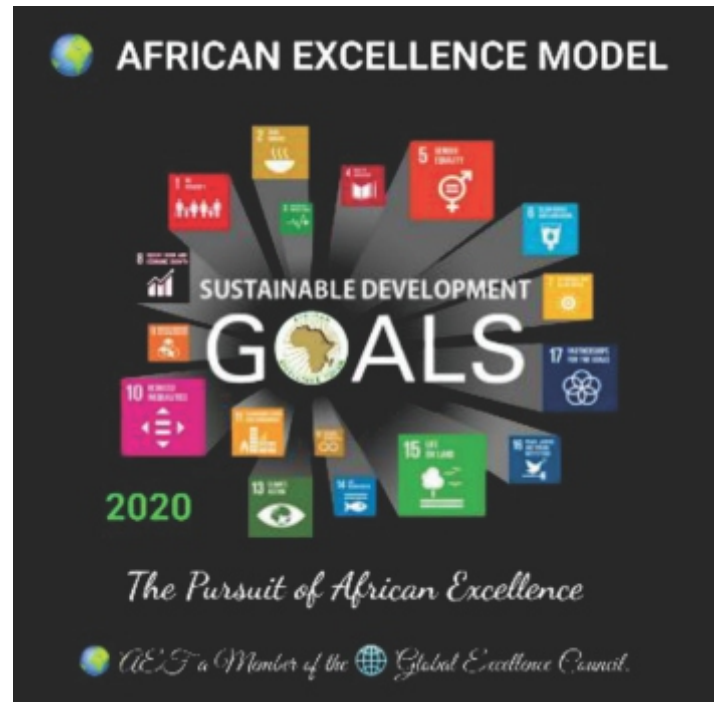


Figure 4

The Africa Excellence Forum has not hesitated to make bold changes in their excellence models. Through evaluation and improvement processes, the African Excellence Forum has evolved its excellence model to be appropriate for the huge, diverse market that it serves by incorporating appropriate cultural aspects into the Ubuntu Framework. In addition, it has integrated important global sustainable development goals that provide a focus for African countries at various stages of development (See Figure 4).



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Southern African Association of Certification Bodies (SAACB) Conference 2021

After successful conferences in 2017, 2018 and 2019, the 2020 SAACB conference did not take place due to the Covid-19 pandemic and lockdown restrictions.

A decision was made to hold a conference in 2021 and, in a first for the SAACB, a virtual conference on the ZOOM platform was held in conjunction with World Quality Day on the 11th of November.

The theme of the conference was "Quality Certification in an Unusual Business Situation" which encompassed the mission of the SAACB in promoting accredited certification and the Association's link with quality for World Quality Day during difficult circumstances that affected the entire world.

There was no cost to attend the conference which attracted some 220 registrations.

The conference programme was varied and addressed the conference theme with presentations from international and South African speakers. An opportunity was taken during the conference to introduce the new South African Multi Stakeholder Forum (MSQF) and website which is expected to go live early in 2022.

The keynote speaker was Mr Reinaldo Figueiredo, the Chair of ISO/CASCO in Geneva. Reinaldo was online, speaking from the US, at 03:00 US time!

Mr Quentin Dunstan of BSI, speaking from the UK, gave a very interesting perspective on sustainability in terms of crisis.

A very interesting presentation from Mr John Ndalamo shared how SANAS was able to maintain accreditation of conformity assessment bodies during lockdown by means of virtual and face to face assessments (now colloquially referred to as "blended").

Dr Sadvihr Bissoon stayed on the sustainability theme with a presentation on how standards can assist in meeting South Africa's sustainability goals.

Dr Tshenge Demana introduced the MSQF and shared its aims and objectives in providing access to information on conformity assessment activities in South Africa.

Bearing in mind that small business plays a major role in South Africa's economy, Mr Malembe Mtsweni of SEDA gave some vital information for SMME's in finding assistance and funding for their businesses.

To conclude the programme, Mr Arno Boshoff, the quality director of a large international construction company shared how his company was able to maintain its many certifications during a difficult time. He also commented on the success of "blended audits".

It was unfortunate that on the day of the conference, Eskom had implemented stage three load shedding and although the conference organizers had made provision to ensure a seamless process on ZOOM, a number of delegates could only attend part of the conference due to power disruptions.

Monitoring of delegate's participation showed an average of 100 delegates being online.

The conference presentations will be made available to all who registered for the event.

A number of polls were held during the conference with an overwhelming satisfaction index from the delegates and with an expectation of another SAACB conference in 2022.

Email: admin@saacb.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 Dr Richard Hayward

Have a role model ... or two ... or three



It was a glittering night in Tokyo for Tatjana Schoenmaker. Tatjana had won gold in the women's 200m breaststroke final at the Tokyo Games. By so doing, she had shattered the eight year-old world record for this event.

Accolades poured in to Tatjana from all over South Africa and the world. A special paean of praise came from Penny Heyns. She was the last South African woman to get an Olympics gold medal for swimming. That happened at the 1996 Atlanta Games where Heyns won gold for both the 100m and 200m breaststroke events. Heyns exclaimed in her message of congratulations, "You leave me speechless and make me cry. Well done Tatjana ... so proud of you."

The mutual respect between the two swimmers was evident in Schoenmaker's reply, "For her to say congrats is so special because she used to be an amazing swimmer and she has such a name in the swimming world." She added that Heyns had showed support throughout her swimming career.

Radio, the print media and TV had interviews with Schoenmaker. She spoke of the loving family support; she spoke of those people who through the years – especially in tough times – were role models encouraging her not to give up on the rigorous training demands.

That special Tokyo night of the South African anthem being played in the aquatic centre with the flag being hoisted to the ceiling was preceded by days, months and years of relentless training. Her demanding coach, Rocco Meiring, prepared her exceptionally well for the world swimming stage. There were training sessions every Monday, Wednesday and Friday both in the morning and the afternoon. Each session lasted for up to two hours. Some sessions were held in bitter early morning winter weather.

So tough were certain sessions that Schoenmaker phoned her dad.

She wanted to get out of the pool and come back home. Mentally, she hadn't got her head around all the issues. She wanted to sit on the couch, eat chips and drink Coca Cola like other teenagers.

Yet role models kept on reminding her to persevere, to 'hang in' there. As the oft repeated one-liner of sports coaches goes: Pain comes before the gain.

Today there are children right now who dream of what they would like to achieve in the future. At sport it could be to triumph in cricket, netball, soccer, rugby or like Tatjana Schoenmaker, swimming. Maybe they want to add quality to the world through their contributions in the humanities or the sciences. It could be to achieve in the art, music and theatre worlds.

Whatever the dream, dreaming won't get you there. There's a need to understand what achievers have had to do in the past. There's a need to realise that there will be times to accept delayed gratification, disappointment, heartbreak and unfair treatment. Yet the huge compensation will be that there will also be those times of elation and exceptional achievement.

To help a child realise dreams, encourage the reading of articles and books about role models. If possible, let the child see their heroes in their areas of expertise such as on the sports field, in the movies or on stage.

It was Isaac Newton in 1676 who remarked, when praised for his scientific achievements, "If I have seen further it is by standing on the shoulders of giants." Tatjana Schoenmaker readily accepts that she has stood on the shoulders of swimming sensation role models who have gone before her.

Help children walk successfully towards achieving their dreams. Help them find a role model ... or two ... or three.

Reference

Ray, C 2021. Tatjana strikes gold for Team SA. *Daily Maverick*, 21 July, page 32.



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SAQI TRAINING PROGRAMME 2022



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 to 10 or more delegates. A special discount applies to SAQI members. For more information or to register contact Angel Chiloane on 012 349 5006 or info@saqi.co.za

1. SAQI reserves the right to **change details** of the programme without prior notice.
2. All training takes place at the **SAQI offices** on the CSIR campus in Pretoria.
3. The courses listed below form part of a specific Certificate and **all modules** should be successfully completed to qualify for the Certificate.
4. ALL delegates will **start at level 2**.
5. All courses completed previously will receive **credit** when proof of successful completion is received – please submit **copy of certificate and exam results**.
6. All prices include VAT @ 15%.

MANUFACTURING OR SERVICES

- ✓ If you are currently working in the **manufacturing** industry you will start your development programme with Level 2 (blue). After successful completion you can move on to Level 3 (orange).
- ✓ If you are currently working in the **services** industry you will start your development programme with Level 2 (yellow). After successful completion you can move on to Level 3 (orange).

Code	Course	Days	Cost	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
L1	Short courses for Manufacturing			Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
B80	Welding Inspector	2	5810-00		7-8								
B81	Mechanical Inspector	2	5810-00		10-11								
B82	ISO 3834 Welding Standard	1	3330-00										
L2	Certificate in Quality Control for Manufacturing	10	25,620-00	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
B41	Introduction to Quality Control	2	5810-00	7-8			16-17					24-25	
B90	Introduction to Statistical Techniques	3	7000-00	9-11			18-20					26-28	
B91	Introduction to Statistical Process Control (SPC)	3	7000-00	28 - 2				6-8					14-16
B79	A3 Problem Solving	2	5810-00		3-4			9-10					17-18
L2	Certificate in Quality Control for Services	9	24,430-00	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
B30	Introduction to Quality Control	2	5810-00			4-5				22-23			
B31	Introduction to Statistical Techniques	3	7000-00			6-8				24-26			
B33	Introduction to Quality Circles	2	5810-00				3-4				5-6		
B34	A3 Problem Solving	2	5810-00				5-6				7-8		
L3	SAQI Certificate in Quality Assurance*	13	32,620-00	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
B48	ISO Requirements 9001:2015	3	7000-00		22-24						19-21		
B24	Knowledge Management	2	5810-00			4-5						17-18	
B16	Internal Quality Auditing	3	7000-00			6-8						19-21	
B92	Advanced Quality Techniques	3	7000-00				9-11					31 - 2	
B77	Advanced Product Quality Planning (APQP)	2	5810-00				12-13						3-4
L4	SAQI Certificate in Quality Management*	14	39,670-00	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
B74	Lean for Manufacturing/Service Industries	4	11,120-00				31 - 3						
B01	Cost of Quality	2	5810-00						14-15				
B93	Policy Deployment (Hoshin Kanri)	2	5810-00							16-17			
B58	Operational Excellence	2	5810-00							18-19			
B38	Development of a QMS	4	11,120-00								13-16		

Quality in Construction				Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
CMC1	Construction Quality Awareness Masterclass	1	2900-00	23					12				
CMC2	QCP Masterclass	1	2900-00		14					30			
CMC3	Method Statement Masterclass	1	2900-00		15					31			
CMC4	Safety File Masterclass	1	2900-00				30				9		
CMC5	SMME Construction QMS Development Masterclass	2	5810-00					21-22			28-29		

For a list of specialised quality related courses, or for inhouse training, please enquire from vanessa@saqi.co.za

SAQI is constantly striving to write new industry specific courses.
All new courses will be published here, make sure you check back regularly!

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