



# e - Quality Edge

bringing quality information to South Africans since 1996

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## Welcome to our special National Quality Week edition of our South African e Quality Edge



Paul Harding

World Quality Day will be celebrated on the tenth November around the world. In South Africa we celebrate National Quality week that takes place from the seventh to the eleventh of November. This year's theme is "Let's put Quality First" and this edition of our newsletter is focused on this theme with a number of international contributions.

We start with our international colleague David Hoyle who is the well-known author of the ISO 9000 Quality Systems Handbook. David gives us a comprehensive breakdown of not only why we should put quality first but also what is actually meant by quality. Our other international contributor Paul Simpson addresses the issue that ISO 9001 is too complicated for CEO's to understand and gives us a more simplified view of this International Standard. Another regular international contributor Peter Fraser talks about putting quality first from a process perspective. Prashant Hoskote then reminds us that quality can become very scary from the perspective of small businesses that can become lost in the jargon surrounding quality.

Our regular contributor Richard Hayward reminds us that we all fail at times and tells us of a need to maybe take a walk through the valley of disappointment.

There are some strong views in this edition and all our authors would be happy to receive your feedback.

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.

Sincere wishes

*Paul Harding*

Paul Harding  
SAQI retired Chairman



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## Quality:

helping South Africans live, learn and work better

# Putting Quality First

by David Hoyle

*This article is an edited version of a presentation given by David Hoyle on this topic some years ago.*



In this article I lay down a challenge and ask “Can quality once again be the first priority and drive competitive advantage?” It will expand on what “quality first” means both as a principle and in the context of the factors that influence competitive advantage at an organisational and national level by providing examples from industry.

## Positive views from LinkedIn

This proposal was posted on LinkedIn and there were 172 comments over 3 months and attracted 17 participants. Of the 17 participants 12 were for the motion and their arguments can be summarised as follows:

- Companies have little choice other than to get quality right
- Quality is the only thing an organisation needs to do
- Yes if we are talking about big Q Quality first, yes of course
- Ford made Quality Job number one
- Putting quality first sustains delivery of business results

These comments are perhaps more typical of quality professionals but they do reflect different perceptions of quality which are by no means uniform.

## Negative views from LinkedIn

Of the 5 against the motion these were the key views:

- Profit comes first
- Safety comes first
- Neither comes first, there has to be a balance
- Quality has never been first
- Putting quality first could be damaging
- Putting quality first is conceptually flawed

These opinions were quite startling because they emanated from quality professionals. My first reaction was that they had misunderstood the question. I then tried to get them to understand what quality first meant. They appeared to have a rather narrow understanding of what the term quality meant. This is a common flaw in these types of discussions. Some people came to the discussion with an open mind and were prepared to be persuaded but others were not prepared to change their views even when persuasive arguments were presented.

## The resultant issues

These issues could be divided into 5 issues.

There is no doubt that we need to resolve the misconceptions around the meaning of quality. There is mention of big Q that looks at quality in the wider context or the social system rather than limiting discussion to the product and the processes that produce it. There are issues around the notion of quality and profit but we need to put both of these in context. There is a mention of having to be a balance and we need to look at what is being balanced and is it necessary to look at quality like this. There is no doubt that quality never has been put first.

## What do we mean by Quality?

Quality is defined in ISO 9000:2015 as the degree to which a set of inherent characteristics of an object fulfils requirements. I emphasise it is a set of inherent characteristics as many seem to use the term as if it is a single characteristic. If we acknowledge that standards change over time as people's needs change we can plot what the quality expectation will be. The performance will then either match the requirement or fall short of it. Thus when achieved performance coincides with the desired standard or is within a zone of acceptability, we can say the performance level has been reached and we have satisfactory quality. If performance exceeds the standard expected we can say we have superior quality. If the performance drops below the standard expected we can say this is inferior quality. On this basis quality can be expressed as the gap between performance and expectations.

## Misuse of words

There are many examples but I will take one simple example to illustrate a point. We often use the word quality when we should use the word standard. Example; this is a good rate for a hotel of this quality. What we should say is this is a good rate for a hotel of this standard. We can't judge quality until we have experienced it.

## Quality, safety and reliability

There is often a perception that quality is different to safety and reliability. What we are doing here is treating quality as a characteristic when it is an aggregate of characteristics of an entity. It is not a single characteristic.

- Quality characteristics are permanent distinguishing features related to a requirement (need or expectation).
- Safety and reliability are quality characteristics of a product, process, system etc. They are critical to the customer and therefore would be translated into measurable critical to quality characteristics and probably would be put first or made a priority.

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But this does not mean that safety is more important than quality. Neither does it mean that putting quality first is dangerous or damaging because it ignores safety. If you are putting quality first you are putting safety first if safety was one of the requirements of the product process or system and it was more critical than any other characteristic.

### Quality, price and delivery

There is often a perception that the quality of an object is judged by its price or whether it was delivered on time.

- Price and delivery are assigned characteristics and are not a permanent feature because price and delivery can vary without affecting the inherent characteristics of the object.
- Rolls Royce once stated "After the price is forgotten quality endures" thus illustrating the permanence of quality.
- We often use the acronym QCD but there is an assumption that reference to quality here only refers to the product or service and not to the price and delivery. So perhaps it should be PCD product cost and delivery but if you were buying product you would want the product cost and delivery to meet your expectations. In other words you would expect product quality, price quality and delivery quality. Implying QCD is a misnomer.

### Point 1

**The first point I want to make is putting quality first is not about putting conformity above design or product above process, or one characteristic above another; it's about fulfilling expectations.**

### Big Q, TQM or Systems Approach?

The next issue I want to address is the concept of **Big Q** or the systems approach. Imagine you are a factory making fizzy drinks. If we look at the supply and demand cycle we start by shipping product to the warehouse from where they are distributed to retailers where customers make their purchases. If the consumers like the product they will buy more thus increasing sales and increasing demand through the supply chain back to manufacturing. This is what we call a reinforcing loop. The increase in demand causes increases in production and is focused on little q, the quality of the product. Sustainability is conditional on other factors. The continued success in this cycle depends upon the quality of the service provided by the retailer and the quality of the marketing that makes the consumer aware of the product and its benefits. We also need quality of distribution which ensures the right product is received at the right time in the right condition. Last but not least the quality of the product which delivers the expected benefits to the consumer. Get all these right and profit will increase. But profit is a consequence, an outcome rather than a driver. When the profit generated reaches that required for repaying the investment in plant and machinery rewarding those who risk their capital we can say that the quality of the profit is at a satisfactory level. To sustain this cycle the quality of the alliances with suppliers and partners must also be at a satisfactory level. But we are still not embracing **Big Q** or the entire system. There are other consequences for the environment and employees and the consumer.



As demand increases so the environment is polluted by rising energy consumption and emissions from manufacturing processes until the quality of the process becomes unsatisfactory. Increasing sugar consumption leads to increase in body weight which leads to an increase in health risks and with the desire for fizzy drinks unabated the cycle continues and the quality of life is put at risk. Increasing demand also requires employees to work harder and longer and puts stress on the workforce leading to lower quality of employment. We are now looking at **Big Q** the whole system, but it depends on where we place the system boundary. Were we to consider the factory as the system we would put the boundary around the factory. Were we to consider the chain of supply and demand as a system we would cover product, distribution, marketing, and service and put the boundary around there. Were we to consider the environment in which the intended and unintended interactions between the factory, its supply and demand chain and society operate we would put the boundary around all the interactions. The net effect of all these interactions is the quality of the system is lower than which society can operate and something has to change.

### Rights and responsibilities

Every business has a right to seize opportunities to make money providing it's legal. They should not forget, however, that with rights come responsibilities. No business should knowingly put life, property or the environment at risk. But until there is irrefutable evidence of the damage we are doing to society, many businesses will not be compelled to act in society's best interest. For instance the food industry blames the consumers for the obesity crisis. It is only the threat of regulation that will eventually make them change their ways as it will impact on their profits.

### Competitive advantage

In order to explore the relationship between quality and competitive advantage we need to understand the terms being used. We have already addressed the term quality now let's look at the term competitive advantage.

Competitive advantage occurs when an organisation acquires or develops an attribute or combination of attributes that allows it to outperform its competitors.

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## Drivers of competitive advantage

It must be reasonable to assume that it must be to competitive advantage if the education system turns out people in sufficient numbers to be useful to industry thus the quality of education needs to be a priority. It must be to competitive advantage if the infrastructure provides rapid access to major air, sea and rail terminals and provides high speed broad band and cheap reliable energy supply. Thus the quality of infrastructure needs to be a priority. It must be to competitive advantage if the people engaged in creating the nation's wealth are fit and healthy and are not leading a life style that puts their health at risk so the quality of personal fitness needs to be a priority. It must also be to competitive advantage if there is domestic rivalry where competition drives up standards and drives down prices, and cartels are discouraged and the quality of competition needs to be a priority. It must be to competitive advantage if there is cooperation between industry and universities on research and innovation and thus the quality of research needs to be a priority. And finally it must be to competitive advantage if the traditional culture teaches hard work, values education, respect for authority and its national heroes including entrepreneurial and industrial leaders rather than celebrities. The quality of the national culture also needs to be a priority. As most of these factors are within the power of government to influence it is perhaps the quality of government that is key to our success.



### Quality of what?

A common error when we are talking about quality is to append the subject. Certainly in the quality profession where people talk about quality they are more than likely referring to the quality of a product or service. But as I have mentioned previously there are many things of quality that we might be interested in. There is the quality of the goods, services, process, distribution, system, profit, alliances, employment, life, marketing, education, personal fitness, competition, research, culture and government. What we seem to be talking about is the quality of work. Not only work but actions and decisions and the quality of behaviour that governs everything we do. Because the word quality is meaningless without association with an object; it causes assumptions to be made by parties involved that get in the way of effective communication.

## Point 2

- Within any given system there are many variables.

Prioritising the quality of any one variable to the detriment of others may lead to undesirable consequences rendering the system outcomes unsustainable and a potential threat to society.

## Point 3

As a corollary of this in my third point:

- Satisfying customers in the short term is not profitable in the long term if you are selling them a product or a service that will ultimately do them harm.



### Relationship between quality and profit

It appears that profit is perceived as the master rather than the servant of industry but what is the money making process?

Imagine you are a poultry farmer and you want to sell more eggs, your motive being you want to make money. If you perceive the output process is money and you focus on that you will make money but not for long and the business will be unsustainable. You won't get more eggs out of the hens by shouting at them and you would quickly run out of eggs and the hens would die. If you see the output as being class 1 eggs rather than money and you focus on feeding the hens, you improve the process, using some of the money you make by improving consistently the production of class 1 eggs. You will then find that the profits rise to purchase more hens and thus grow the business. That occurs through focusing on the process and not the profit and that's a far more sustainable strategy.

The source and function of profit:

- Profit comes from creating and adding value
- Profit is the result of what you do and not the reason for doing it
- It's needed to cover the risks and investment in the future
- To get, you must first give or to reap you must first sow

You don't get profit from doing nothing. In other words your ability to make profit depends upon your capacity to create value. Starve that capacity and you don't survive.

***Unfortunately we have allowed the financial system to become the master, not the servant, of industry. Thereby starving production of the funds needed to create value that would deliver profit and taxes. It is equivalent to cutting off our air supply.***

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## Preoccupation with costs

What we find in general is that in the pursuit of profit managers become preoccupied with costs. The cost of producing product features that fulfil customer needs, plus the cost of waste, plus the profit requirement needs to be less than competitors are charging for similar products. If the total cost is greater than competitor prices, the product needs to be superior to win sales. However, with a high cost of waste sales will fall. Consequently profits will also fall such that there are insufficient funds to use on marketing and process improvement. Management will struggle to keep the business going and alliances suffer. The common remedy is to cut costs and bring the equation into balance by what are conceived to be non-value added activities. This often leads to a rise in the cost of waste when the impact of cutting out activities that were designed to prevent failures eventually bite. The profit margin is also reduced to better competitor prices. Sales might improve but product quality is not improved and the increase is not sustainable. A better approach that will lead to sustained success is to engage in a wide quality improvement programme. This programme focuses on waste reduction by making process quality a priority. It also reduces product features by making design quality a priority. It also improves employee health and fitness by making personnel quality a priority. It also improves the integrity of marketing by making marketing quality a priority. It refocuses management on quality and not profit i.e. what brings in revenue by making quality of management a priority.



## Balancing competing priorities

### Deriving Objectives

It is from an analysis of stakeholder needs relative to the mission of the organisation that the organisation's objectives are derived, this will result in objectives for satisfying customers, investors, employees, suppliers and society. Put like this the task appears rather daunting because management has to ask; How can we fulfil all requirements and stay in business?

### Adjusting objectives

It appears as though we are adjusting objectives so we can meet them all but this can mean different things to different people. For example;

- **Customers** should we let our customers find the faults
- **Suppliers** we could delay paying invoices to improve cash flow until they threaten legal proceedings
- **Employees** we could delay giving pay rises until next year and only pay those we want to keep if they hand in their notice

- **Society** we don't comply with certain regulations until we are compelled to do so
- **Investors** we could also pay a smaller dividend to our investors and pay bonuses to directors instead

## Who do we work for?

All organisations work for their customers because without customers none of the other stakeholders exist for very long. Without a revenue stream there is no money to pay dividends, employees and suppliers or meet the regulations imposed by society. It follows, therefore, that the needs of customers should be considered as objectives to achieve. The needs of the other stakeholders should be seen as a requirement to constrain how the customer needs will be satisfied. Thus the objective needs to be, how to satisfy customers in a way that satisfies investors, employees, suppliers and society.

## Redefining objectives

It is therefore not sufficient to transfer customer needs into objectives because fulfilling them without consideration for the needs of other stakeholders can be counterproductive. Objectives need to be measurable so what we need is success measures and we derive these from the needs of other stakeholders. An example may be to design, produce and market a range of new products that meet defined customer needs by November 2023 in a way that;

- Captures 30% of the market (Suppliers/Investors)
- Delivers a 7% profit (Investors/ employees)
- Consumes 25% fewer resources than the product it replaces (Society/Investor)
- Is free of defects and occupational injuries and illnesses from the start (Employees)
- Reduces emissions to atmosphere by 30% (Society)
- Creates employment in the local community (Society)

## Point 4

- Putting quality first is not about putting anything second, it's about knowing which the objective is and which the constraint is and achieving the objective in a way that satisfies the constraints.

## Quality First

## Reputation

The reputation of an organisation stands on its approach to quality. Reputations are hard to win but easy to lose. We make or lose reputations by;

- Providing fault free products that possess the features customers want = world leader
- Providing products that possess most of the features customers want but might be faulty = Average player
- Providing faulty products that don't possess the features customers want but appear if they do = Rogue trader

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## Quality first principle in USA

For Henry Ford, quality was the number one priority in manufacturing his cars. He felt that if one of his cars broke down on a customer he was personally to blame. "It was our duty to see that his machine was put into shape again at the earliest possible moment".

80 years later Ford declares as one of its guiding principles in Q101, that Quality comes first. "To achieve customer satisfaction, the quality of our products and services must be our number one priority."

## Quality first principle in Japan

Kaoru Ishikawa 1981

The pursuit of short term profit, loses competitiveness and ultimately long term profit whereas putting quality first increases profits in the long run.

Masaaki Imai 1986

If you take care of quality profits will take care of themselves.

## Quality first principle in Japan today

- It's an attitude of mind
- It's a fundamental management concept
- It's not a big issue because it's acknowledged by all people in all levels of the company.

## Quality first is a principle

- A guide to action; not a rule, requirement or objective,
- May not be useful under all conditions
- A violation of a principle results in consequences.

When quality is made the first priority in all actions and decisions the long term needs and expectations of all stakeholders are assured.

***Ignore this principle and you may be endangering life, endangering the jobs of your colleagues and jeopardising the long term profits of the company.***

## We have a choice

Do we compromise the quality of our work to meet a delivery target or save time and money and thus increase short term profits?

Or do we make the quality of our work the first priority then fathom out how we can satisfy the constraints imposed by other stakeholders?

## Putting quality first or delivery first

- You are put under pressure to deliver a product to a customer knowing that all the product requirements have not been fulfilled.

- You run out of approved material and can't get a delivery in time to honour your commitment to your customer but you have an untested alternative.

## Putting quality first or cost first

- You are notified about a batch of defective product of relatively low value and decide to scrap the lot. Then you are notified of another batch, and then another batch, the value now runs into thousands.
- You find that a subordinate manager is rewarding production teams for record runs related to volume/waste/delay and during the run, quality (including safety) is not considered.

## What do you do?

***These are questions to test your resolve as to whether you are really serious about putting quality first.***

## Point 5

The fifth point I want to make,

- Making quality the first priority is about a way of thinking, it's a principle that one can choose to adopt but ignoring it when making choices may have undesirable consequences.

## Summary of Points

- Quality first is about fulfilling expectations for the work you are doing.
- Prioritising the quality of any one variable to the detriment of others may lead to undesirable consequences.
- Satisfying customers in the short term is not profitable in the long term if you are selling them products that will ultimately do harm.
- Quality first is about achieving the objective in a way that satisfies constraints.
- Not putting quality first is knowingly producing work that is substandard and charging the same price as if the work were of an acceptable standard.
- Making quality first priority is about thinking and getting everyone to think this way creates competitive advantage.

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If you have any comments on this article you may contact David at the above address.



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# Quality — a CEO perspective

## Can CEOs put quality first if they don't understand the jargon?

by Paul Simpson



There was a comment in a LinkedIn thread that ISO 9001 is not written in a language that is relevant to the top management team. The leadership team that we need to convince to the policy of “**Putting Quality First**”. I accepted the challenge of writing an article that looks to present the ISO 9001 requirements in a way that is more digestible to the C-suite executives. These are my views alone. The text here has not gone through the drafting and peer review process and ballot by ISO member organisations.

I will, of course, be interested in your views and those of your MD/CEO/President if you can get them to read it.

### Strategic planning

All organisations that look to survive in their chosen market carry out strategic planning. You periodically look at your operating environment, using strategic planning tools such as **SWOT**, **PESTLE** and **stakeholder analysis**. You use the data from this analysis to inform the organisation's strategy and objectives and your operational plans to achieve these objectives. The organisation's leaders balance the needs of the range of stakeholders they serve to ensure the organisation moves forward grasping the opportunities and managing the risks present in the market. You use this knowledge to design the way of working for the organisation to be able to operate as planned. Where you identify knowledge gaps you make sure that you gather the necessary information to plug the gaps.

The objectives you write are in line with your policy (see below) and include objectives for how well your products and services should satisfy customers and other requirements. The plans you put in place include necessary deliverables, the resources needed to deliver the plans, project responsibilities and timings and the outcomes you expect once the plans are complete.

You monitor and/or measure progress against your plans. Where you need to, you update your objectives.

### Operational planning

- Operational plans include designing the processes and systems you operate. This includes the resources in the form of information, facilities, people, operating environment and equipment needed to operate the processes.

You make people aware of the importance of working with the system and delivering products and services that customers need. You make sure that people understand and manage the potential consequences of poor-quality products and services. You support people to whom you have delegated authority and responsibility for specific activities in the organisation. Those roles can include for example:

- Making sure that requirements are met including those described in this paper
- Making sure the organisation's processes are working as planned
- Providing feedback to you, the organisation's leaders, and others on how well the system is working and how it can be improved
- Making people in the organisation aware of the need to look after its customers
- Making sure that anyone proposing changes to the system manages the change so that the way of working remains robust

You continue to direct these activities.

You design your processes so that they deliver the products and services your customers need. The processes operate end-to-end starting with capturing requirements through to the delivery of the required outcomes. Processes may be:

- Customer-facing - starting with customer enquiries and ending with delivered products and services
- Support - internal to the organisation but enabling the customer-facing processes to operate. These include HR, finance, IT etc. These processes support the main customer-facing processes and ensure people are competent and facilities, information and equipment are suitable for the people to work with.
- Management - providing the governance to deploy organisational policies, monitoring conformance with the organisation's requirements (including customer and legal requirements), measuring how well the processes are performing. These are the processes that you use to ensure

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your objectives are deployed and you receive feedback, including any need to intervene.

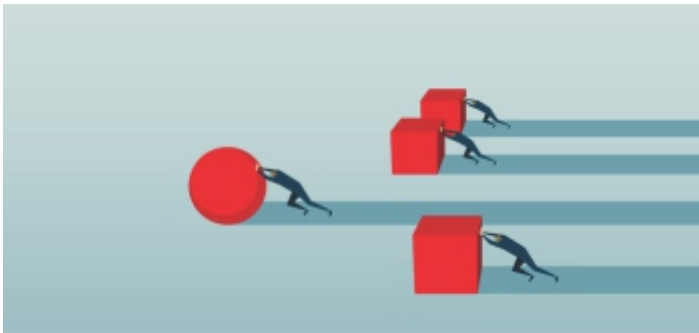
For each process, you decide

- What will be required before they can start
- How they need to operate,
- How they will meet the customer's or your own requirements,
- How they might fail to perform as expected
- Who will be responsible for each of the activities in the process

Where you identify processes that are not working as planned you make the changes needed so that they will do so going forward.

This work of process design is generally carried out by people who have responsibility for operating the process. You ensure the processes are suitable to satisfy your objectives and plans. Where required to control your processes, information required is made available to those working in the processes. That information is managed to ensure it is correct.

You also ensure the data that you use to make decisions is reliable. This means that the activities you use to gather data can be operated consistently and reliably.



## Leadership

You understand the importance of your leadership team acting as role models for employees. You are seen to take overall responsibility for the system and its performance. You promote the need for employees to:

- Identify, understand and satisfy customer requirements, including legal requirements for products and services, with a view to improving customer satisfaction
- Consider organisation processes from end-to-end and across functional boundaries to ensure customer requirements are met
- Work to the plans that are in place to meet the objectives you set
- Anticipate potential problems and pro-actively manage them
- Improve over time, including products and services and the systems that provide them
- Demonstrate leadership in each individual's area of responsibility

## The organisation's policy for quality

You publish a quality policy that supports your strategic plan and the market you operate in. The policy includes commitments to satisfying customer and stakeholder requirements you believe are appropriate and, over time to improve the system to be able to continue to satisfy those requirements. The policy also includes or refers to those objectives that you produce in strategic planning. You update the policy when required.

You make people in the organisation aware of the policy so that they can understand the policy and work in accordance with its commitments. You may also need to make other stakeholders aware of the commitments in your policy.



## Running your organisation and delivering your plans

Having designed your system (above) you now ensure that the processes are operated as planned. The key areas for focus are:

- Two-way communication with customers ensures your marketing of products and services is aligned with the information the customer gives you. Before you commit to accepting an order or contract you need to be confident that the organisation can meet the contract conditions, including any legal requirements for products and services in the markets they will be sold in.
- Introducing new products and services to the market. This is generally a complex and resource-hungry process involving many interfaces between the design team and functions such as marketing, production and purchasing, to name just four. As with other processes within the organisation, you ensure the design and development process is fit for purpose, including all the elements described above for resources, information, facilities and equipment. You ensure user views are taken into account and any legal requirements for the products and services are considered right from the start. You manage the needs of internal and external stakeholders through the design process and carry out testing and checks through the design process to ensure new products and services are launched meeting customer needs. You ensure products can be manufactured and services delivered consistently and efficiently. The product and service requirements to be able to do this are

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documented. You apply similar controls to managing product and service changes.

- Because you have the overall responsibility for the products and services you deliver to your chosen markets you ensure that any suppliers and partners apply equivalent controls to the work they do on your behalf. You choose these organisations carefully and decide how you will obtain confidence that they are working in line with your expectations. This can be by assurances they provide to you, and/or checks that you use on the products and services they provide. You ensure that the information you give them includes your expectations for controls to be used by them on the products and services they will provide.
- You control the manufacturing of products and the delivery of services in line with your processes and plans, covered above. This includes customer or market requirements for: traceability; managing any information or product that the customer has provided for you to incorporate into the products and services you will provide them; secure storage of products and services throughout the process, and; any commitment to servicing and warranty as part of a customer agreement.
- As for your products and services, you manage any change to your manufacturing and service processes so that they continue to provide products and services that the customer needs.
- Control and assurance. You periodically check products, services and your processes to ensure that the controls you planned are carried out in the way that you planned them by people you have given the authority to. You keep evidence of the checks undertaken including who has authorised the products to be shipped or the service to be delivered.
- Dealing with problems. Whenever your processes don't work to plan you manage the resulting products and services. You ensure that the products and services don't go any further without being dealt with. No products and services are allowed to proceed without acceptable actions to ensure they meet customer requirements. For any of these problems you identify root cause(s) and take action to prevent these problems from occurring again.



### Informed decision making

You have a programme of monitoring and measuring for processes, products and services. Periodically you analyse the

programme results. The main areas your programme covers include:

- Customer satisfaction. How well customers believe you have addressed their needs and expectations.
- Product and service measures. How well products and services meet stated requirements, as described in the programme.
- Process measures. How well the organisation's processes are working, as described in process indicators introduced as part of process design (above). This includes the availability of the resources needed to operate its processes, how well the processes deliver products and services and any problems found while operating the processes.
- Organisation plans. As described in the strategic and operational planning sections above you monitor/measure how well the organisation is delivering its plans.
- External providers. How well suppliers and partners are performing in line with the organisation's plans and expectations.
- Improvement opportunities. How all your measures identify opportunities for improving process efficiency and effectiveness?

Audit provides impartial feedback to senior managers on how well the organisation's way of working aligns with the published plans.

Periodically the organisation's senior leaders step back from the day-to-day and decide, based on the above monitoring/measuring evidence and any changes to their operating market, whether there is a need for any changes to the way of working. If this is needed, leaders produce plans to bring systems in line with the organisation's strategy and objectives.



### Improvement

To be able to keep pace with changes in customer expectations and other market developments the organisation will have a programme for improving processes, products and services. This includes problem solving and process improvement, covered above.

### About the Author



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# Putting Quality First - from a Process Perspective

by Peter K Fraser



How to “put quality first” in an organisation will vary depending on whether you are making a purchase or making and delivering the item concerned. It is fairly straightforward in the first case (you decide whether price, or functionality, or convenience is most important) but a multitude of factors come into play in the second case such as your principles, policies, business objectives and all those factors that can impact on performance.

“Quality” means different things in the two cases. In one it means a variable characteristic, in the other it relates to meeting a customer's expectations.

This is just one example of why it is so important that the meaning of terms used in the world of quality is clear and well understood. The same applies to the term “process”. What is a process? It seems a simple question, but there are many conflicting answers from apparently knowledgeable sources that must confuse anyone coming new to the subject. Understanding what a process is, and how it should be managed, should be fundamental to current management system standards and advice.

Examples of this can be found in the **BPTrends' Glossary** which says:

*“Business processes describe how organizations organize to accomplish work”*

yet at the same time

*“a business process is any set of activities”.*

In the same way, their Business Process Manifesto states that:

*“a Business Process describes the work of an organization”*

but at the same time that it

*“creates value for customers and other stakeholders”.*

These differing points of view are also exhibited by the International Standards Organisation (ISO) and many commentators who imply on the one hand that a management system is documentation and at other times that it is action.

It is useful to consider how the term is used in everyday life. The examples below all entail something happening, that is, “action”:

If you are “in the process of” doing something, then...

You have started to do it and are still doing it. “The administration is in the process of drawing up a peace

plan”. “Her novel is in the process of being turned into a television series”.

You are working on (doing something) that takes a certain amount of time to do: “I am in the process of buying a new house”.

Definition of “process” in the Cambridge English Dictionary: a series of actions or events performed to make something or achieve a particular result, or a series of changes that happen naturally.

Our own definition of a (business) process is:

*“A set of related actions which when triggered by an event are intended to achieve an objective.”*

In the examples above, there is no mention of a “description” of anything. On the other hand, the **American Society for Quality (ASQ) Glossary** definition of a quality management system (QMS) is:

*“a formalized system that documents processes, procedures, and responsibilities for achieving quality policies and objectives”.*

A few years ago I was asked to write a book on business and IT management – in Doric, the dialect of the North East of Scotland, which is spoken by the farming and fishing communities (and occasionally by locals when they want to make it difficult for visitors to understand what they are saying - totally the opposite objective to what we should expect in the quality profession!) For example:

**Quality:** *Fit wye a thingmie's fit for fit it's supposed tae fit.*

[Translation: (In) what way (ie how) something is suitable for that which it is supposed to fit]

The formal definition in ISO9000:2015 is: “the degree to which a set of inherent characteristics of an object fulfils requirements”. The “object” can be i) the result of a process or ii) a resource which is available for use. Whether the object is a product or a service delivered to a customer or the output from an internal process which feeds into another process, the *quality of the process* which creates it will in some way impact on what the customer receives and on how your organisation will be judged.



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## How do you ensure that you deliver quality for your customers and other stakeholders?

You manage how work gets done:

- i) what triggers action (e.g. an event such as call or email, a date in a diary, a decision)
- ii) what is the objective (or objectives) (once you have started, how will you know that you have finished (or failed))
- iii) who has to do what, and who else needs to be involved
- iv) what resources do you need
- v) what factors do you need to consider that might impact on whether / how / how well you can do the work
- vi) what might go wrong
- vii) what records (if any) do you need to keep
- viii) how do you measure success?

These are the key elements of process management. Putting quality first means being clear about your and your customer's expectations for what they will receive from you, and balancing the needs and objectives of customers with other considerations such as the need to manage health and safety and all the other aspects of running a business (many of which have their own ISO management system standards). This requires clear focus on both the output of the process and on other planned and potential outcomes, and on how to ensure that the actions you take are effective.



A recent post on LinkedIn (referring to an article about waste and inefficiency in the entire food industry) asked “*Is food production from farm to fork a quality process?*” thus combining two key words in one term and further confusing the concepts. There is no relation between the operation of an entire business sector and the management of a single process, and this merely introduces another complication into the topic.

Yet more confusion appears in the definition of a quality management system (QMS). ISO 9000:2015 states: “**A QMS comprises activities by which the organization identifies its objectives and determines the processes and resources required to achieve desired results**” - so it doesn't involve actually achieving anything other than identifying and determining something. Yet in Annex SL: “**management system = set of interrelated or interacting elements of an organization to establish policies and objectives and processes to achieve those**

**objectives**” — so we are back to “doing” as well as “preparing”.

A recent ISO User Survey said: “*Risk-based thinking enables an organization to determine the factors that could cause its processes and its quality management system...*”, which implies that processes are NOT part of a quality management system, despite all these definitions.

A simple, clear and practical definition comes from Richard Allan (recently retired Global Quality Director, Kimberly-Clark):

“When I have to define or describe what a QMS is I always start with the definition of Quality:

**Quality is the degree of customer satisfaction from an organization's products. High quality means high customer satisfaction, low quality means...**

A QMS is “*all the standards, processes, tools and activities which determine the degree of customer satisfaction from an organization's products*”. That definition worked very well for me during many years in a large multinational corporation working with a very diverse group of people, many of whom were not native English speakers.

A wide range of people easily grasped them both in the Quality Management teams and across the Corporation generally. They may not be perfect, and I'm sure many will give me constructive feedback, but they feel a lot more concise and easily understandable versus using the ISO definitions.

The key is to balance the quality objective with all the other important factors that need to be considered and to treat each one with its relative importance – they cannot be ignored.

I suggest that the 9001 standard needs to be reassessed and rewritten from the starting point that an organisation has a single management system which includes processes, and what is needed for managing quality is to manage those elements of the system which impact on customer satisfaction. Then the standard would be much shorter, more concise and comprehensive. And cheaper into the bargain.

### References:

BPTrends Glossary

<https://www.bptrends.com/resources/glossary/>

Business Process Manifesto

<https://www.bptrends.com/resources/bp-manifesto/>

ASQ Glossary

<https://www.bptrends.com/resources/glossary/>

ISO9000/9001:2015; Annex SL

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# Quality Is Scary...Gets too Technical!

## How Small and Medium Sized Enterprises Can Begin A Quality Journey

by Prashant Hoskote

There's even a name for it – Juranophobia.

Well, with all due respect to my early mentor, I made that up. If there isn't a psychological classification for not embracing quality methods, there should be, and I'll explain why.

To issue fair warning, this article isn't for the experienced Quality practitioner. Over the years, many authors, trainers and consultants have done an excellent job of providing guidance to help quality professionals continue to improve their business skills.

This also isn't for leaders of large organizations, who already use a variety of methods and tools to improve performance. They understand the complexity of integrating Lean, Six Sigma, ISO and other approaches into their business models.

What this is, is an attempt to explain why most small businesses do not use quality methods and how they can begin improving their organizations with some basic Quality concepts.

In almost every developed country, small organizations dominate the business landscape and have a significant impact on employment, production and exports.<sup>1</sup>

In the US, small businesses make up 99 percent of employer firms, 64 percent of net new private-sector jobs, 49 percent of private-sector employment, 46 percent of private-sector output, and 98 percent of firms exporting goods.<sup>2</sup>

Yet, eight out of ten small businesses fail in the first eighteen months and fifty percent fail in the first five years.<sup>3,4</sup>

The challenge for small businesses to survive is further complicated by the global economy. As Leo Sun explains,

*“Once you start up a new business, you plunge into an ocean populated by a few smaller fish, which compete with you for food, and lots of bigger ones, eager to eat you alive. The big fish in the sea tend to be well-connected, multinational beasts taking full advantage of the perks of globalization – such as outsourcing, uneven exchange rates, and low-margin high-volume sales models – making them nearly impossible to compete against.”<sup>5</sup>*

The only differentiators a small business can depend on are efficiency, effectiveness, continuous improvement and customer loyalty – fundamentals of what we call Quality. Unfortunately, many small business leaders and their employees believe Quality and its deployment are complicated and difficult to understand. Therefore, many avoid engagement in traditional quality

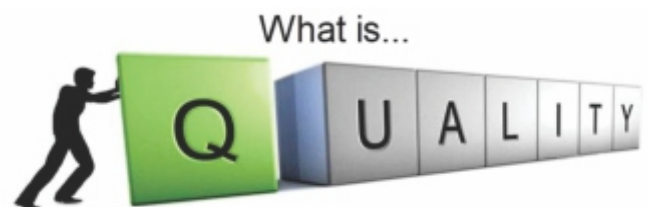
improvement and, if they do recognize a need, they delegate the mysteries of Quality to a junior Quality Technician / Manager, consultants, whom they hire but may not understand, or sometimes, even trust.

If small businesses want to be competitive and sustainable in the new global economy, they will have to understand and use some fundamental tools that can help them reduce costs, understand customers and accelerate productivity. What has worked up until now, may not work as global markets and their customers evolve.

While the changes required to improve organizations can be difficult and take time, the tools of quality improvement are simple and can be learned and used by anyone.

What follows is a somewhat simplified generalization about small businesses and how they might use some fundamentals of Quality for improvement and sustainability. It is understood that not all small businesses are alike and businesses of all types are complex in both structure and leadership.

When you consider that 48% of all small businesses have 1-4 employees and 98% have a staff of less than 100, broad use of complex quality systems isn't realistic.<sup>6</sup> The Quality solution must be simple, cheap, and easy to understand by everyone in the organization.



### What Is Quality?

Let's start by defining what we're talking about. The ASQ Quality Glossary defines Quality as, “A subjective term for which each person or sector has its own definition.”

This description is only partially correct. The inability to define what we mean by quality adds to the confusion of those new to the concept that are trying to understand the complex methods with which they are confronted.

For the sake of this discussion, let's consider that there are two aspects of the word Quality – two 'Qualities', if you will.

On one hand, there is Attribute Quality. This Quality is, what the 20<sup>th</sup> century guru, Dr. Joseph Juran, called “fitness for use”. Simply

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put, it's what the customer wants, can use, and will buy more of. Only the customer can define Attribute Quality. He or she sees it in their mind when they place an order, and they anticipate receiving the attributes they are expecting. As the definition suggests, each customer or sector may have their own definition of the attributes they want.

While this is important to the customer, in a sense, it is an after-the-fact type of Quality. That is to say, when the customer receives their order, it is or is not what was expected and it's too late to change the attributes. The real issue is, how do we get the right attributes; at the right price, at the right time, so the customer is happy and our business makes a profit?

There is another more important kind of Quality. This may be simply called, 'Method Quality' – the systemic approaches to production, operations and improvement an organization takes, to ensure that the customer receives the right attributes.

### Quality Professionals Make 'Method Quality' Complicated

Imagine the small businessperson who takes his two employees to attend a Quality conference because they heard Quality methods are important and they want to learn more about them.

They listen to a presentation on Lean where they hear the importance of beginning with 5S, asking the 5 why's, understanding the 7 wastes, doing a Gemba walk, eliminating Muda, measuring turn-around time, and drawing Spaghetti Diagrams; all because you need to create the best Value Stream.

They now move to a presentation on Six Sigma where they hear they must first define CTQ, do a DOE, use SPC, follow the DMAIC process, do an FMEA, create an IPO Diagram, implement Poke-Yoke, and use QFD to integrate customer requirements; all to ensure breakthrough improvement.

*If they're lucky, the bar is still open before they go home.*

To those outside the profession, but especially small business leaders and their employees, the alchemy of Quality seems confusing, complicated and not worth the time and effort. They typically opt for quick fixes. And incidentally they get quick results as well....but seldom sustained results.

### What Quality Really Does

Fundamentally, Quality should help us increase customer satisfaction, improve productivity and engage our employees. It guides us to reduce cost, errors, and complaints, and do better planning.

The dilemma is, how can we get started on these important things without being overwhelmed with confusing jargon and complicated concepts that are demoralizing and off-putting.

### What Quality Methods To Use

If you never learned to swim, it's foolish to jump into the deep end

of a pool. When implementing Quality in a small business, it's best to start with basic approaches that can have an immediate impact on the sustainability of your organization. It's easy to drown in Quality complexity.

There are four transformational tools of Quality that any business, no matter how small, can use for problem analysis, planning improvements, understanding customers, developing processes and driving strategy.

#### Flow Charting

This tool depicts how a process (that we always feel we know) really works. Various, bottlenecks, reworks, redundant activities become apparent when the process is mapped using basic symbols of flow charting.

#### Cause And Effect Diagram

This one, Quality professionals may call a Fishbone or Ishikawa diagram, but your organization should only refer to it as a cause and effect diagram, because that is its intended purpose – understanding what causes things to happen (either solving a problem or planning an action). The smallest business that normally does planning at lunch, written on a napkin, will find this a useful logical approach to outlining goals and actions.

#### Ranking Chart

Technically, this is called a Pareto Chart, but for your purpose, it simply ranks the importance of things and helps call out the 'vital few' from the 'useful many'. It's a natural progression from the cause and effect diagram. What's impacting a problem or is needed to drive change may be determined through measurement or can be agreed upon and ranked by knowledgeable employees.

#### Trend Chart

This chart tracks the occurrence of activities (whether errors or improvements). It tells you how things are improving (or not). It's the next progression from the ranking chart. It should be used to track the impact of the actions you took based on the ranking chart. Are things improving?

The following is an example of an improvement project where some of these tools were used to eliminate root cause(s) of a chronic problem...believed to be almost *fait accompli*.

A project was taken up to 'reduce service incidences' at the service desk, because it directly impacted customer experience as well as, one of the company's key measures of success i.e. cost reduction. A cross functional team was pulled together involving five different sections or departments. Through Brainstorming, several 'Quick Wins' were identified and the team already saw encouraging results post implementation of these quick wins. Post implementation of these quick winds, a 36% reduction was observed, in transactions coming from their enquiries and service section to their back office. Quality tools such as Flow Charting, Cause-Effect Diagrams, Ranking Charts and Trend Charts, were

...continue on page 14

used to identify the 'vital few' causes. Further through brainstorming, the team identified solutions and an implementation plan was rolled out, clearly defining the roles and responsibilities of team members. Timelines for each task were also agreed upon. The redundant activities that were identified during Flow Charting were eliminated from some of the high volume processes. Short and long term solutions were also identified and implemented. As a result, a 20% reduction was achieved in volumes of the queries, which accounted for close to 64000 lower transactions, thereby resulting in an annualized cost saves of approx \$40,000. Customer satisfaction scores also saw an upward trend in the Trend Chart. Solutions led to facilitating a self service for customers to enable quick and easy access to information along with other process improvements to reduce the turn-around time for query resolution.

### How To Make A Quality Program Successful

You can't be half-pregnant and you can't take a faint-hearted approach to organizational improvement. Sustaining a business is serious and continuous work. Quality isn't something only a leader can make work – it requires the full engagement of the entire organization, whether there are four employees, forty or four hundred. W. Edwards Deming, a 20<sup>th</sup> century Quality Guru, said, “Everyone must be involved in the transformation.” This isn't a trite comment. It's fundamental.

Establishing a culture of Quality and Improvement in an organization is about change management and transformation in thought about how we run a business. Everyone must be involved and appreciated for their participation.

The greatest risk to a small business is the leader or entrepreneur who may think they have all the answers. There is a saying, “A physician who treats himself has a fool for a patient”. And so it can be for the entrepreneur. The leader brings vision and the driving passion about organizational direction. But, the quality approaches described above are based on the concept that all of us are smarter than any one of us. They require brainstorming and group knowledge that only a passionate, engaged workforce can contribute to sustain the organization. “It sounded like a good idea at the time,” are famous last words of many single-minded business leaders.

The mantra should be, keep it simple and involve everyone.

### What About All Those Other Methods

As the saying goes, “For everything there is a season, a time for every activity under heaven.” The next step to use more complex Quality approaches depends on where the organization is in its evolution and what it needs to address.

The time may come when more comprehensive process documentation is needed to build a strong quality system. ISO may be the solution. High costs, standardization or processes and reduction of process variation in processes can be addressed with Lean and Six Sigma.

All these great concepts require resources, training, money, time and skill. The important thing for a small business is to not do something before its time, just because it sounds like a good idea, a consultant is selling it or other businesses leaders are bragging about it.

Building a business is evolution, not revolution, and so should be the use of Quality.

<sup>1</sup> “Nurturing Start-ups and Small Businesses Around the World”, Catherine Rampell, *New York Times*, June 2011

<sup>2</sup> Source: U.S. Bureau, SUSB, CPS; International Trade Administration; Bureau of Labor Statistics, BED; Advocacy-funded research, *Small Business GDP: Update 2002-2010*, [www.sba.gov/advocacy/7540/42371](http://www.sba.gov/advocacy/7540/42371)

<sup>3</sup> *Forbes*, September 12, 2013

<sup>4</sup> “Why So Many Companies Fail During Their First Five Years”, Sangeeta Badal, *Gallup Business Journal*, October 23, 2014

<sup>5</sup> “Impact of Globalization On Small Businesses”, Leo Sun, *BusinessDictionary.com*, May 2014

<sup>6</sup> *SMB Research*, January 2010

### Other Online Resources

There is literally no end to the volume of advice about how small businesses can use Quality, and even more opinions about making small businesses successful. These few offer some useful information, but frankly the more you read, the more confused you will get.

“Principles of Total Quality Management in Small Business Environment,” John T. Williams, [Charon](#)

“Should a Small Business Practice Total Quality Management?,” [Business Dictionary.com](#)

### About the Author

Prashant has over 30 years of expertise in the Quality and Customer Experience domain and has served as a Member – Of the National Board for Quality Promotion at the Quality Council of India, New Delhi, India. Vice-Chair – Quality Management Division - Global (Asia and Australia) at ASQ, USA. Chairperson - Organizational Excellence Technical Committee at ASQ's Quality Management Division, USA. Member - National Executive Committee (NEC) of the CRM Academy of Asia. And was recognized – “50 Most Talented Quality Professionals” citation at the World Quality Congress June 2014 and Featured as one of the Frontrunners in the Executive Focus column of Business India.



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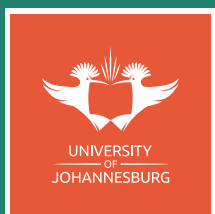


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# SAQI National Quality Week 2022

Conference Programme | 9 & 10 November 2022



## Day 1

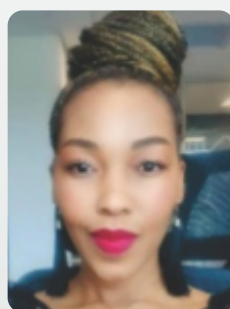


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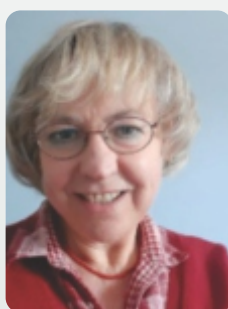
09:00 – 09:30	Opening And Welcome – Arno Boshoff and Jacques Snyders
9:30 – 10:10	<b>Digital Construction Quality</b> <b>Arno Boshoff</b> Quality & Risk Management – Group Support Services WBHO
10:10 – 10:50	<b>Society's Building Blocks; enabling sustainable growth and development through Quality</b> <b>Thembi Mthimunye</b> Group Risk & Sustainability Manager Grinaker-LTA
11:00 – 11:25	Tea Break
11:30 – 12:10	<b>The Meaning of Quality in the Food Industry</b> <b>Ingrid Woodrow</b> Chief Executive Officer SAAFoST
12:10 – 12:50	<b>QMS certification in the food industry: Priority or Preference</b> <b>Najib Salim</b> SHERQ Director RCL Foods
12:55 – 13:45	Lunch
13:45 – 14:25	<b>Protecting quality of the Cold Chain</b> <b>Navin Arujun</b> Regional Senior Manager - FS&Q, H&S McCain Foods SA
14:25 – 15:00	<b>Metrology and the Role of NMISA in the South African, Regional and International Quality Infrastructure</b> <b>Dr Wynand Louw</b> Director RIID NMISA
15:00 – 16:00	Day 1 Closing / Networking



Arno Boshoff



Thembi Mthimunye



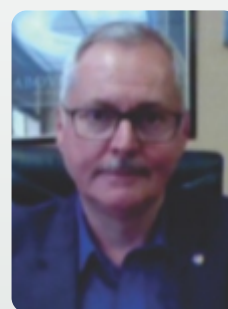
Ingrid Woodrow



Najib Salim



Navin Arujun



Dr Wynand Louw

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# SAQI National Quality Week 2022

Conference Programme | 9 & 10 November 2022



## Day 2

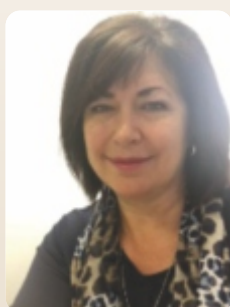


QUALITY FIRST

09:00 – 09:35	<b>The 5 W's of the NLA-SA</b> <b>Steve Sidney</b> Executive Director National Laboratory Association (NLA)
09:35 – 10:15	<b>Flipping the data: A bottom-up management approach to quality in the Services Industry</b> <b>Louise Steenekamp</b> Senior Executive Manager - Quality Assurance & Services Assupol Life
10:15 – 10:55	<b>Quality Management in SARS – Does Strategy Matter?</b> <b>Moses Rasodi</b> Business Design & Engineering - Enterprise Quality Management SARS
11:00 – 11:25	Tea Break
11:30 – 12:10	<b>Quality Management in the face of Adversity</b> <b>Dr Victor Mofokeng</b> Lecturer: Quality and Operations Management University of Johannesburg
12:10 – 12:50	SAQI Ceremony
12:55 – 13:45	Lunch
13:45 – 14:25	<b>Nissan Navara and the hands that build</b> <b>Chantelle Nkosi</b> General Manager: Plant Quality Nissan SA
14:25 – 15:00	<b>Quality Assurance on the gold value chain</b> <b>Amanda Hefer</b> Senior Manager: Technical Assurance Rand Refinery
15:00 – 16:00	Conference Closing / Networking



Steve Sidney



Louise Steenekamp



Moses Rasodi



Dr Victor Mofokeng



Chantelle Nkosi



Amanda Hefer

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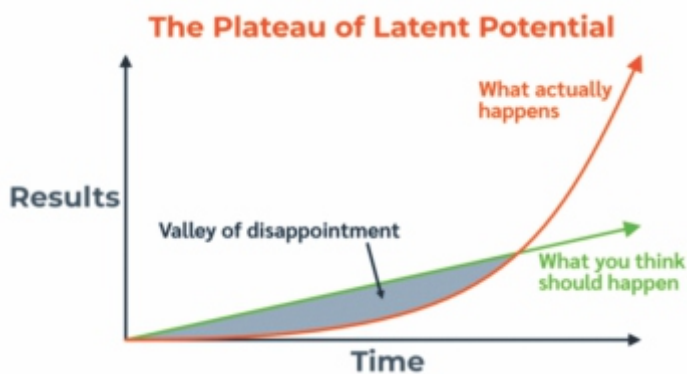


# Quality in Schools

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

## Walk through the valley of disappointment



Have you ever failed an assignment or exam at school? I certainly have. Most of us have underperformed at least once during our school careers or post-school studies. In South African education, failure statistics are staggering. Only about 50% of children who enter a Grade One class in any one year will pass the National Certificate twelve years later. What is the response of so many millions when they taste the tartness of failure?

The decision is taken to avoid exposing oneself to another possibility of failure. Maybe that decision to walk away could be a sound one. The subject or course is the wrong choice for the person. Maybe the intellectual demands are beyond the individual's ability. Yet, what if the subject chosen is the right one but the studying isn't 'tackled' in the right way? What if the person in the midst of the learning hardships doesn't understand the concept of the valley of disappointment?

In his book titled *Atomic habits* James Clear writes about the theory of the Plateau of Latent Potential. Too often, people think that if they put in the time, they'll automatically get the good results. Such thinking is wrong. There's a gap – and often a huge one – between putting in the effort and getting the good result.

Clear makes the observation that the results of studying don't follow a never-faltering upward straight line on a graph. There's every likelihood for there to be dips in performance. When those times happen, there's a need to be like Johnnie Walker. Keep on walking boldly through the valley of disappointment. Persevere through the doldrums and eventually there will be a surge in achievements.

To guarantee success, a simple and powerful method is to get into a daily habit of gently moving towards your end goal. That daily habit doesn't have to be energy-sapping and rigorous. If it is, a person could

be inclined to switch off the daily habit and walk away. A real-world example can be seen in the membership numbers at gym clubs. At the start of a new year, the clubs are flooded with new members. Visit the same clubs in June. Regular attendance by members has dropped by about 40%. Why? It's all too much hard work and sweat.

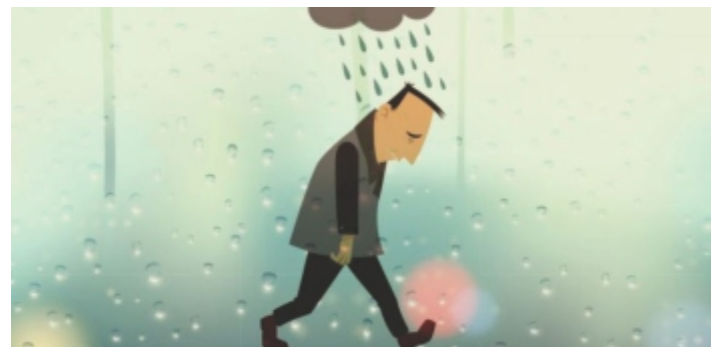
The daily habit of improving doesn't have to be huge. In fact – according to Clear (2018: v) – it can be atomic, tiny in size. When studying, aim to improve by a minute amount every time you sit down at your desk. If there's an atomic improvement of only 1% every day, the year-end improved result is enormous. Due to compound interest, there's an improvement of nearly 37 times. Habits are the compound interest of self-improvement (2018:16).

It's easy to take up a new daily habit. Make it easy and satisfying. For example, you might intend to study for two hours every day on a subject. Break the study time into a number of sessions. Have a relaxing gap between each session. Give the brain a break. Also, try to have a pleasant study environment. Study in a quiet part of your home. Have a reasonably comfortable (not Lazy Boy) chair and a spacious desktop. You could then find that you start looking forward to each study session.

There's the question posed in leadership and management workshops on how does one eat the hypothetical huge elephant. The answer is simple. Eat it 'bit by bit' or 'bite by bite'. The same answer applies when a child or student faces huge seemingly impossible classroom challenges. Get into the habit of a 1% daily improvement. If done so, the young person will walk with determination through the valley of disappointment and into the sunshine of undoubted achievement.

### Reference

Clear, J 2018. *Atomic habits: an easy & proven way to build good habits 7 break bad ones*. London: Penguin.



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# SAQI TRAINING PROGRAMME 2023



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](mailto: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**.
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B80	Welding Inspector	2	5980-00				2-3					9-10	
B81	Mechanical Inspector	2	5980-00				4-5					11-12	
<b>L2</b>	<b>Certificate in Quality Control for Manufacturing</b>	<b>10</b>	<b>26,380-00</b>	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
B41	Introduction to Quality Control	2	5980-00	13-14			15-16					16-17	
B90	Introduction to Statistical Techniques	3	7210-00	15-17			17-19					18-20	
B91	Introduction to Statistical Process Control (SPC)	3	7210-00		27-1			5-7					13-15
B79	A3 Problem Solving	2	5980-00		2-3			8-9					16-17
<b>L2</b>	<b>Certificate in Quality Control for Services</b>	<b>9</b>	<b>25,150-00</b>	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
B30	Introduction to Quality Control	2	5980-00		13-14					21-22			
B31	Introduction to Statistical Techniques	3	7210-00		15-17					23-25			
B33	Introduction to Quality Circles	2	5980-00			3-4					12-13		
B34	A3 Problem Solving	2	5980-00			5-6					14-15		
<b>L3</b>	<b>SAQI Certificate in Quality Assurance*</b>	<b>13</b>	<b>33,590-00</b>	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
B48	ISO Requirements 9001:2015	3	7210-00		29-31						20-22		
B24	Knowledge Management	2	5980-00			17-18						2-3	
B16	Internal Quality Auditing	3	7210-00			19-21						4-6	
B92	Advanced Quality Techniques	3	7210-00				8-10					23-25	
B77	Advanced Product Quality Planning (APQP)	2	5980-00				11-12					26-27	
<b>L4</b>	<b>SAQI Certificate in Quality Management*</b>	<b>14</b>	<b>40,840-00</b>	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
B74	Lean for Manufacturing/Service Industries	4	11,450-00				30-2						
B01	Cost of Quality	2	5980-00						20-21				
B93	Policy Deployment (Hoshin Kanri)	2	5980-00							15-16			
B58	Operational Excellence	2	5980-00							17-18			
B38	Development of a QMS	4	11,450-00								5-8		

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