

overcoming today's challenges tomorrow



How can business leaders deal with the current economic slowdown and still advance their organisations? *Khoo Oon Theam*, President, OTi Group, says the answer is total organisational renewal

Rising costs and decreasing revenues; financial meltdown and bailouts; record low stock markets and sky-rocketing debts – all of these make the headlines of our world today. It would be an understatement to say that in today's business we are all in the same boat, facing the same storm as a result of the current crisis.

Many have chosen convenient 'quick-fix' solutions to tackle the problems they face.

Need to enhance the competencies of front-line staff? Send them for customer service training. Need more unity and greater trust in the department? Go on a teambuilding programme.

The list goes on and on. These 'quick-fixes' do occasionally produce short-term results, but at what cost? Is this what we call moving forward?

Let us imagine a dam. If there are cracks, which one would produce a better result? Plugging the holes one after the other? Or fixing the whole dam? Many years of experience in the field have taught me this: segmented one-off interventions can only result in disconnection and misalignment of processes and systems within an organisation.

Total organisational renewal (TOR) is a holistic framework that provides a focused and integrated approach to rebuilding a business. It links customer focuses, business capabilities and staff competencies to ensure all parts of a problem are tackled.

OTi-TOR® Framework



Every action taken in silo to deal with current problems leaves a consequence. The TOR framework (above) shows us the *connections* of these actions. Looking at the issues as a connected whole is when we begin to address them with future growth in mind.

Here I'll end and leave us with this question to ponder: What is the preferred choice? Convenient and easy 'quick-fix' solutions for temporal relief, or a total renewal with focus on the immediate action plans for future sustainability?