

# the TOTAL ALIGNMENT Update

May 2009

Issue: 1



We are pleased to invite you to read our first monthly Total Alignment Update. We hope that you will find the information valuable and relevant in these challenging times. We look forward to hearing your comments and feedback.

## It's Time to Change the Management Model

The struggle to improve operational effectiveness in recent years has paid off in improvements. However, survival in the current world economic crisis is now a real challenge for many businesses. The time has come to re-examine past assumptions in all aspects of doing business. In particular, we need to change the way we manage. We need a new management model that addresses the needs of today and is free from flaws that have weakened organizations in the past.



A new management model is proposed in the book, [Total Alignment](#). At its heart is the concept that each individual must know exactly how he or she can contribute to the success of the organization. The mechanism for obtaining this knowledge is a unique scorecard - aligned with vision and strategy. The individual scorecard contains indicators reflecting the unique added value of the job in steering the organization towards its vision. Total Alignment establishes a culture of improvement and learning. Under this model people are not left alone, defensive and fearful of failure. Each person receives help from below and above.

## [Grupo Bimbo becomes world's largest bread company](#)

Grupo Bimbo, Mexico's leading bread company that has been using

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### News

Dr. Riaz Khadem visited Cali, Bogota, and Neiva, Colombia in March 2009. He was invited by COTELCO, the Association of Colombian hotels to deliver the keynote address at the association's annual conference in Neiva, Colombia. During this trip he also spoke to Colombia's human resource association in Bogota. After Colombia Dr. Khadem visited Madrid, Pamplona and Zaragoza, Spain. He spoke to the Italo-Spanish association in Madrid, Foro Europeo in Pamplona and business leaders in Zaragoza.

The events were covered by [major Spanish media](#) including *Expansion*.

### Press Releases

Total Alignment since 2006 becomes a world leader through its acquisition of Weston Foods.

Dr. Riaz Khadem becomes a member of [TopTen Management Spain](#).

## Grupo Lala hosts Total Alignment Conference for its executives

Grupo Lala, Mexico's dairy leader, invited Dr. Riaz Khadem to address members of the management team and to speak about Total Alignment at an event hosted by the Tecnológico de Monterrey University which was broadcast throughout the different satellite campuses in Mexico.



## Total Alignment

Challenges past assumptions and introduces a tool for managing scarce resources so critical to survival in times of crisis.

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**Overhaul Your Strategy and Boost Your Execution.  
The future will be different than you think.**

By Dr. Riaz Khadem

If you think that this crisis is temporary and things will be back to the way they used to be, think again. The world has permanently changed and the future will no longer be the way it used to be. This recession - playing out concurrent with a host of serious world problems - is worse than any we have seen in our lifetime. Your customers will not make buying decisions the way they did before. Your suppliers will not be able to operate under the rules they had before, and the stockholders are far more skeptical and cautious. The world has changed. It's time to put away all past assumptions and be receptive to new original ways of doing things. So, if you think of waiting it out until conditions improve to resume what you were doing before, you are on the wrong side of history.

This world landscape is scary for those who either don't appreciate this changing trend or remain in a state of denial. Their response to the challenges will continue to be uncreative causing their challenges to repeat themselves and their situation to worsen. Yet, for many other people, this change is a welcome blessing in disguise that opens up vast opportunities to be explored and developed. This group knows that the crisis will boost innovation as never before, and will reduce the harm humankind has for too long inflicted upon itself and upon our planet-in-peril. To embrace the new opportunities demands creative responses to current challenges - responses that are novel and not rooted in the past.

So, where are the new opportunities to be found? They are all around us but are more likely to be discovered by people who welcome change, as seeing them requires an open and positive mindset. Opportunities exist in every business and every country. They are most abundant when you seek to identify and fulfill the real needs of people. Think of the purpose of all business activity. It is to meet the needs and wants of people. For too long customers have been pursuing their wants - way beyond their needs - even when they could not afford to do so. They bought multiple goods they already had. They bought houses beyond their ability to finance or took vacations they could not afford. They sacrificed their savings for paying for these wants and thus accumulated enormous debts

often at high interest rates. Now the economic crisis is forcing them to put on the brakes and reflect - to zero in on their *needs* rather than their wants. While the concept of need is relative to each person, everyone is being forced to determine what he or she can do without. It is precisely such reflections that are changing our customers and their buying decisions. So, where are the opportunities? They can be found in abundance in products and services that focus on people's needs, that are innovative and cost effective.

## Opportunity for Businesses

Millions of businesses have gone through strategic planning exercises in the past. Nearly all have mission and vision statements, value statements and strategies to give them a competitive advantage. All these businesses are now suddenly faced with an entirely new world. This massive change requires fundamentally new paradigms. It is not enough to simply fine-tune your strategies and introduce minor cutbacks in some products or services. A new approach is required to see us through the current crisis and enable us to emerge stronger.

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