



Think Strategically To Find Your Success

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Huang: Can you give us a better understanding of your background?

Khadem: My bachelor's degree is in computer science, and I have a master's degree in Global Technology Management and a doctorate in Strategic Management. I am currently continuing my post-doctoral education at Harvard University. For more than 16 years, I have been performing enterprise strategic management, alignment, and enterprise portfolio and program management for several billion-dollar corporations.

Huang: What do you think is the main issue regarding managing the enterprise strategy in any organization?

Khadem: Many enterprises have excellent strategies to attain realistic and worthy objectives, yet few consistently translate strategy into the results that shareholders expect. In the global marketplace, enterprises fall

from "paralysis by analysis" but, more typically, from details, internal resistance, customer demands, competitors, shareholders, and economic and other variables.

Huang: What is the main organization challenge?

Khadem: It's the complexity of the operational environment and ever-changing strategic landscape that prevents management from understanding, comprehending, and measuring the current state and strategic direction of the organization based on traditional models and tools.

Until recently, there were no viable enterprise-grade solutions and platforms that could be incorporated in an organization's day-to-day operation. The main reason behind development of the SMCF (Strategic Management Continuum Framework®) execution methodology, software platform, tools, and workshops was to address such gaps. SMCF enables management to implement a strategy or plan with top-down direction supported by proactive decision-making capabilities, performance measurements, and accountability for bottom-up execution of

Huang: How can the issue of the strategic execution be addressed systematically?

Khadem: The first step toward solving this problem is to establish a common understanding of an organization's readiness for adapting or implementing any strategic-related initiative and, more importantly, execution, or knowing that a simple-to-understand maturity model has been devised. This model aids in defining and understanding an organization's ability to visualize, assess, devise, implement, and execute strategies and measure how the organization can perform strategically through systematic measurements that lead to creation of baseline.

The next step is to understand and acknowledge that all the organizational strategies are inherently related and interdependent. Collectively, they support the organizational objectives and determine the direction of the enterprise. The model is a disciplined, systematic approach that provides unique identifiable performance indicators providing near-real-time feedback and status on those elements critical for success.

Huang: Tell us a little about the philosophy behind Strategic Management Continuum Framework.

Khadem: Based on my research and practical observations, I realized what has been validated by many management gurus: That most enterprise's have trouble achieving their objectives because of their inability to execute. From this, I came up with a solution framework that addresses the needs of strategic creation and execution.

Huang: Tell us about the SPE (Strategic Performance Equilibrium®) concept.

Khadem: The SPE factors are those organizational objectives that singularly

functional area and collectively support the organization's strategic objective.

In conjunction with organizational vision, mission, and values, the SPE factors must influence every strategy in the organization. And every strategy must directly or indirectly support one or more SPEs.

Huang: How do you define an effective Strategy Execution in an enterprise?

Khadem: Execution in an enterprise environment or any large organizational setting is a systematic discipline, implementing a deliberate course and a series of actions that actualize the organizational strategies and value propositions into reality and achieve the underlying organizational objectives. ■

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