

# Balancing Strategic & Tactical Activities



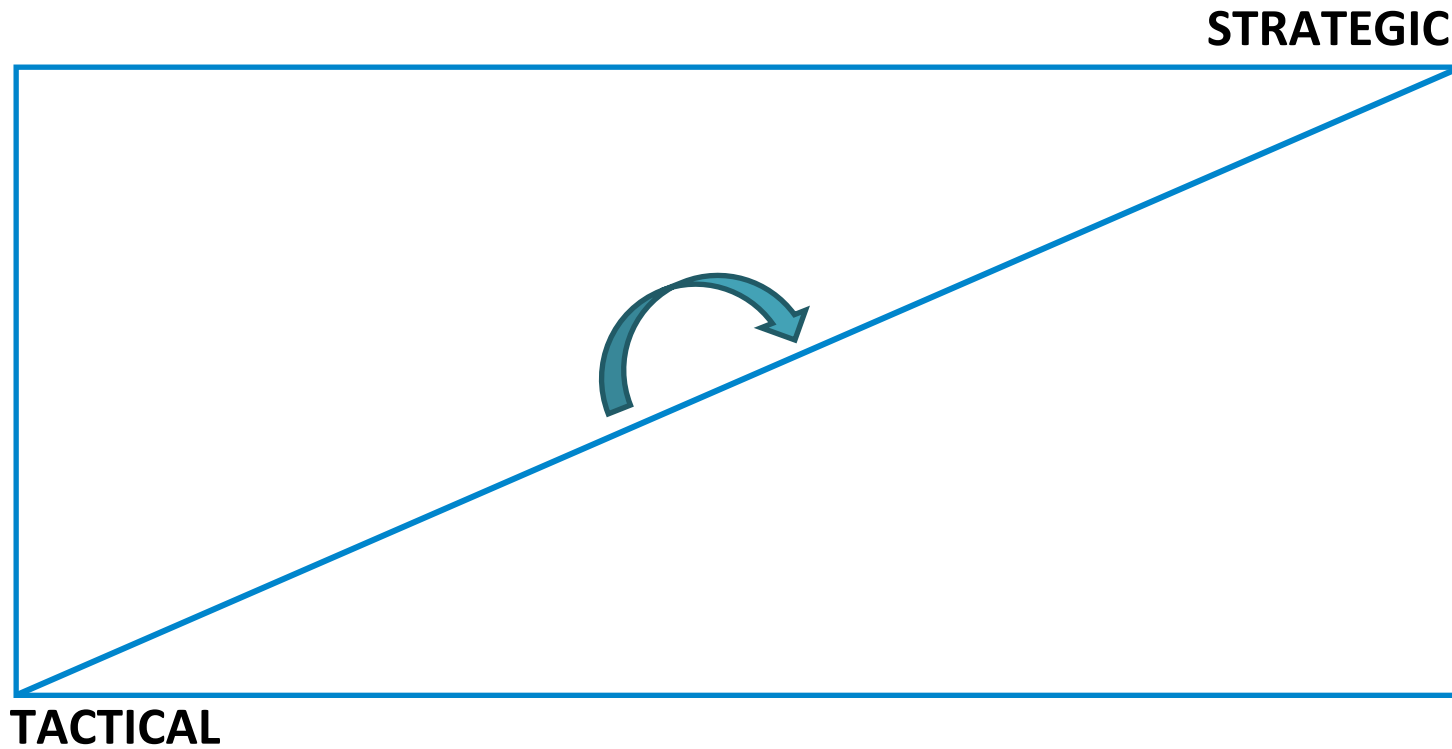
# Strategic: What

- Strategic Thinking is a broader and more innovative way of thinking on a daily basis about the overall goals of your job, team, and organization. It is longer-term oriented with a more systemic and holistic view of your environment.
- It is also **disciplined thinking** with a focus first on the desired outcomes of your entire business as a system and then on the relationships between your organizational components along with constant feedback about results to find the leverage points that best achieve your **desired outcomes**.
- **How do you know if you are thinking strategically? Ask yourself, does this activity involve:** planning, developing, initiating, creating, establishing, analyzing, etc.?

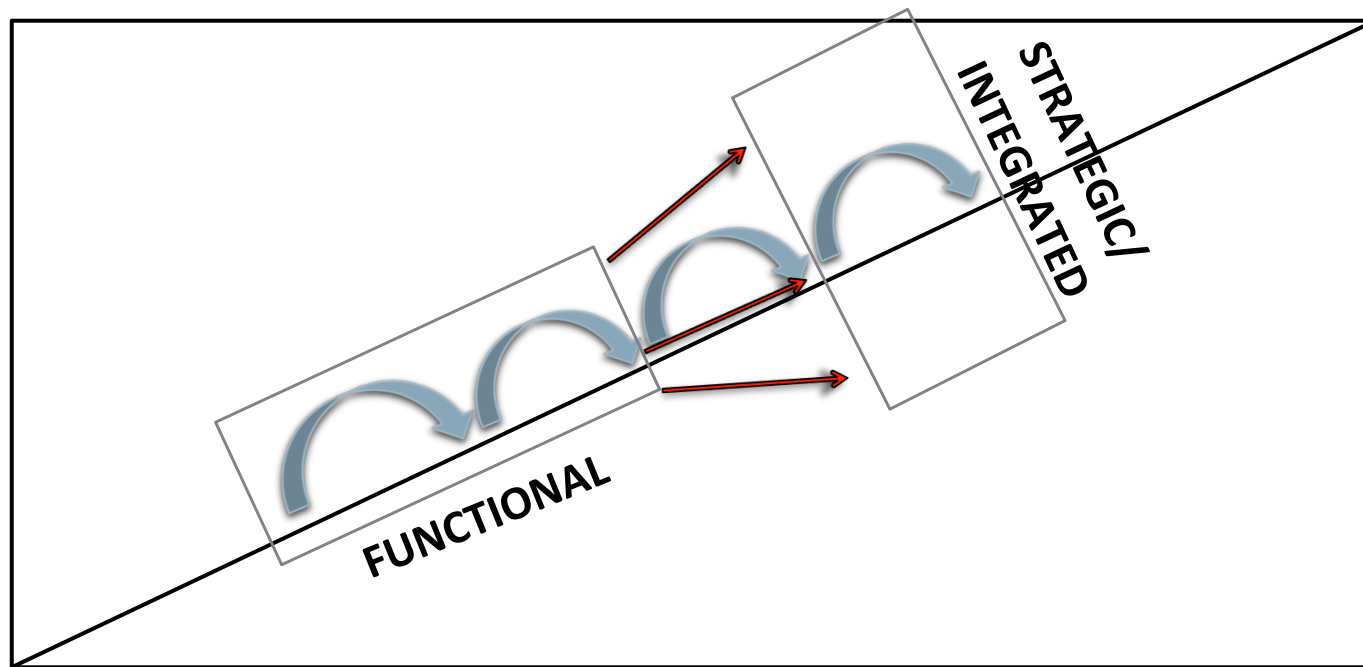
# Tactical: How

- Tactics are the “doing” aspect that follows the planning. Tactics refer specifically to action. The tactics themselves are the things that get the job done.

# Strategic vs. Tactical Spectrum



# Strategic vs. Tactical Managerial Passages





## Exercise: The Big Rocks

# Covey's Urgent/Important Model

	Urgent	Not Urgent
Important	<b>I. Produce</b> <ul style="list-style-type: none"><li>▪ Crisis</li><li>▪ Pressing Problems</li><li>▪ Deadline-driven projects, meetings, preparations</li></ul>	<b>II. Quality</b> <ul style="list-style-type: none"><li>▪ Preparation</li><li>▪ Prevention</li><li>▪ Clarifying goals and values</li><li>▪ Strategizing</li><li>▪ Training</li></ul>
Not Important	<b>III. Deception</b> <ul style="list-style-type: none"><li>▪ Interruptions, some phone calls, mail, reports, or meetings</li><li>▪ Many phone calls</li><li>▪ Other parties pressing problems</li></ul>	<b>IV. Waste</b> <ul style="list-style-type: none"><li>▪ Trivia, busywork</li><li>▪ Junk email</li><li>▪ "Escape" activities</li></ul>

# Creating Meaning



*“OUR WORK IS AS MUCH A SEARCH FOR DAILY MEANING AS DAILY BREAD.”*  
– AUTHOR STUDS TERKEL



# Gettysburg: “What We’re Fighting For!”



# What's our Cathedral?



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