

Balancing Strategic & Tactical Activities



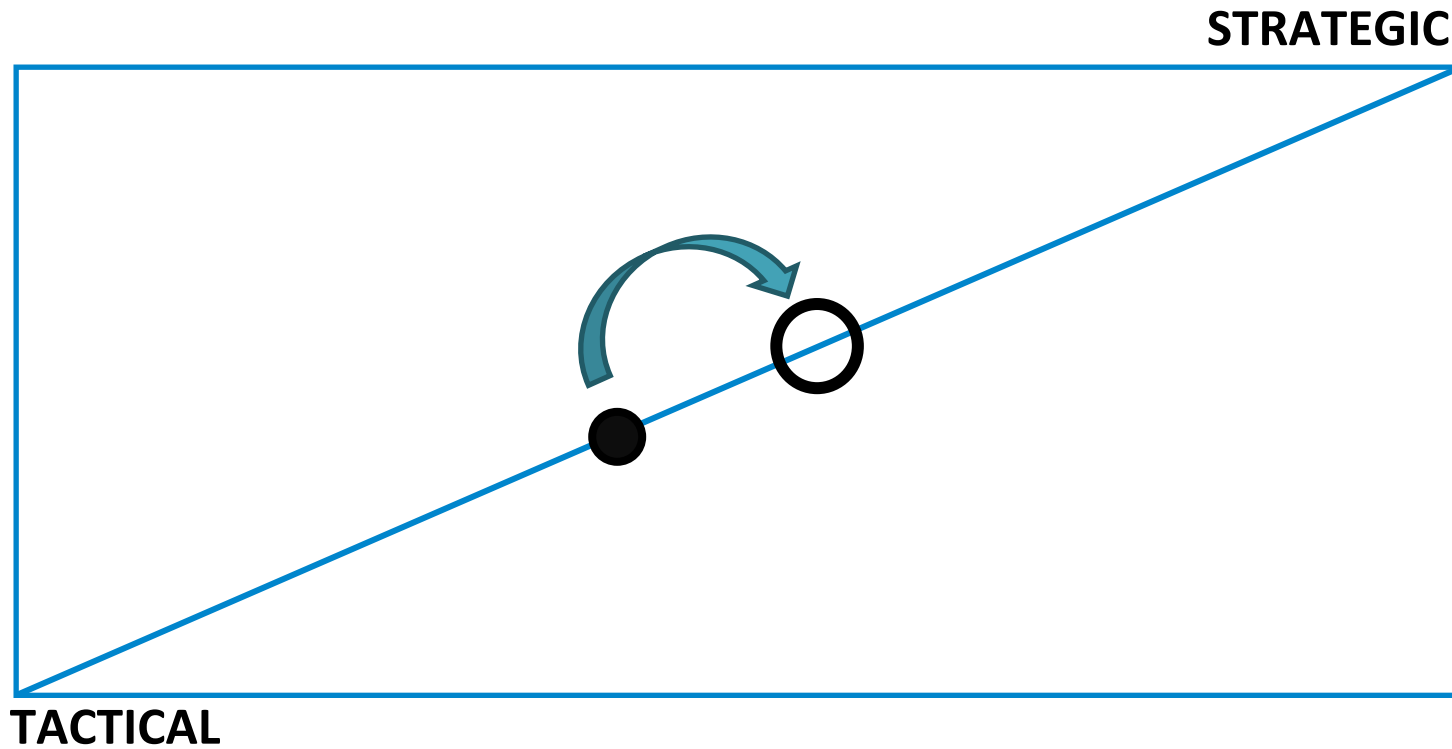
Strategic: What

- 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.?

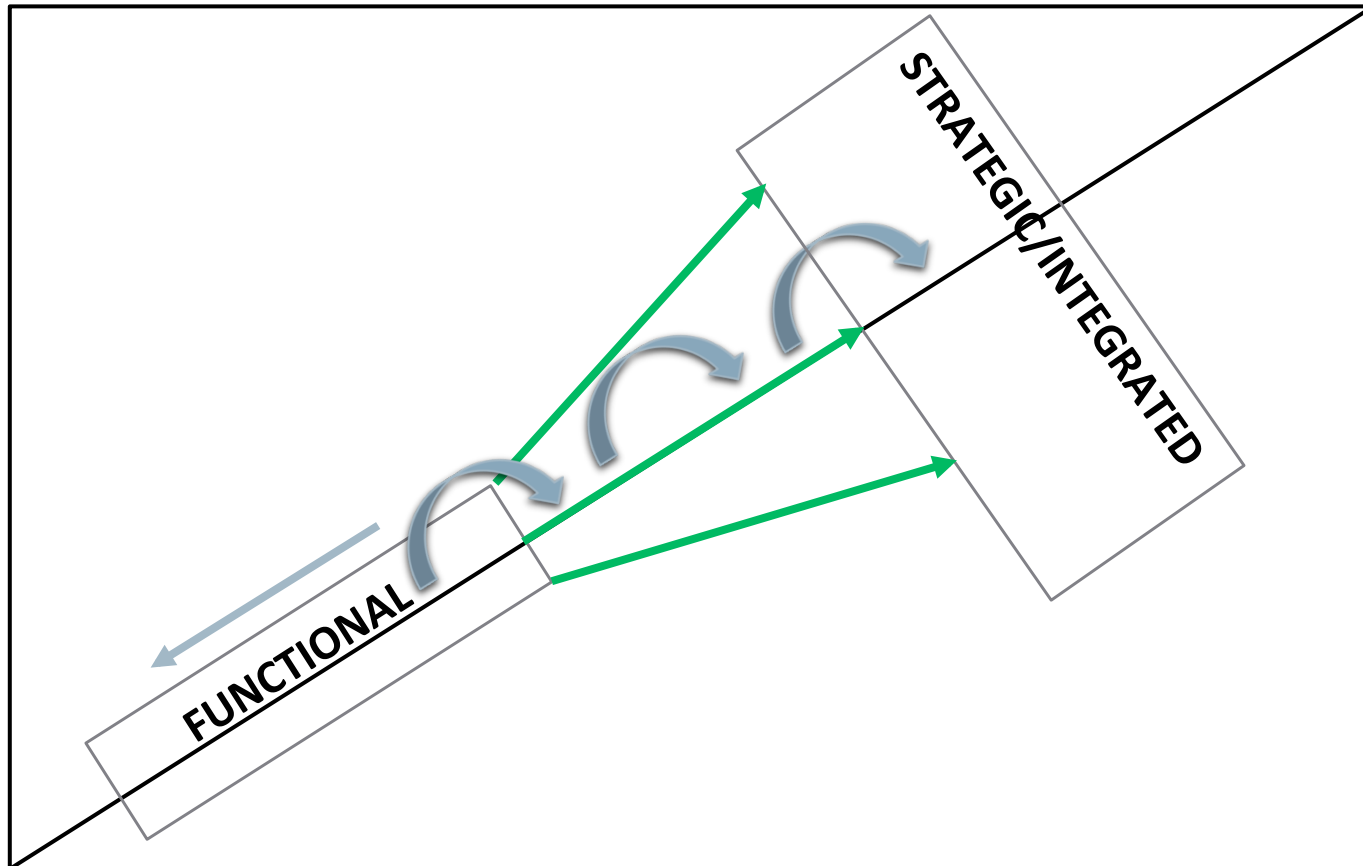
Tactical: How

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

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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