

Leadership: Strategy and Tactics

Strategy is the creation of a unique and valuable market position supported by a system of activities that fit together in a complementary way (Porter, 1980). It is about making choices, trade-offs, and deliberately choosing to be different.

It should not be confused with operational effectiveness or best practices — what is good for everybody and what every business should be doing, such as TQM, benchmarking, or being a learning organization (Porter, 1980). Thus, when developing strategies, the goal is to be different from your competitors. However, this does not mean that you are willing to do anything, but rather determine where the opportunities lie that you can best exploit.

<http://www.nwlink.com/~donclark/leader/strategy.html>

Visioning Strategy

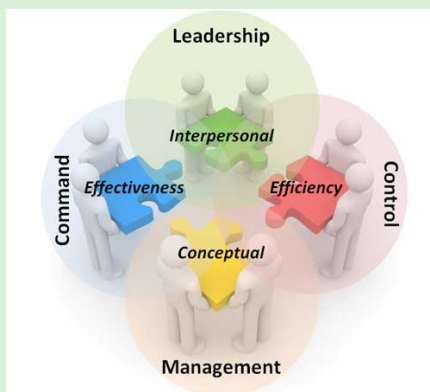
Visioning Strategy the start of any strategic plan. Once your leaders have set the organizational strategic plans, you need to determine how best your department can bring about changes that will support those plans. And while their strategic plan needs to be unique, you need to think along the same lines.

Visioning Strategy is best performed using a four-prong approach:

- **Internal Audit** — Where are you now (snapshot of present time)?
- **Reading and Research** — Where can you grow?
- **Organization Vision** — Where is the organization going?
- **Vision** — Where do you want to grow?

Note: First 3 steps can be performed in any order; however, the last step will normally be last in the process as it is based upon the other three prongs.

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Tactical

Strategies are forward-looking. They provide the guidelines for growth. With strategies, you are in reality, speaking of future performance gaps and how you are going to overcome them.

Tactical is more or less present or now orientated. It is about present performance gaps and how you are going to overcome them in order to support the strategies.

Strategies normally look an average of about five years into the future (with a range of about one to ten years). However, as time progresses, the future time frame is becoming shorter due to the world moving faster (mostly technology). That is, it becomes harder to make long-range plans in a fast moving environment.

Thus, as we move ever faster in a **VUCA (volatility, uncertainty, complexity and ambiguity)** world, less emphasis is placed on strategy, while more is placed on tactics.

Tactics look ahead just far enough to secure objectives set by strategy.

Thus, tactics are characterized by adroitness, ingenuity, or skill. Note that tactics is from the Greek taktika — matters pertaining to arrangement. On the other hand, strategy has its roots in “office of a General” or “to lead”).

Command and Control

Command and Control are two of the four processes that enable you to carry out strategy and tactics. The other two processes are Leadership and Management



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Page 1 of 1.

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