**Strategic Versus Tactical (Operational) Thinking**

|  |  |  |
| --- | --- | --- |
| I. Thinking/Planning Factors | II. Strategic Thinking | III. Tactical (Operational) Thinking |
| Time Period | Longest Period Worth Considering | Shortest Period Worth Considering |
| Reversability | Harder | Easier |
| Scope | Broad | Narrow |
| Affected Areas | Many Functional Areas | Few Functional Areas |
| Goals | Means and Ends | Means Only |

**The Strategy/Operations Relationship - Be a Strategic Thinker**

**The relationship between strategy and operations can be illustrated in the following way:**

|  |  |  |
| --- | --- | --- |
|  | Clear Strategy | Unclear Strategy |
| Effective Operations | **I. Strategic Thinker**  Clear strategy and effective operations have equaled success in the past and will in the future. | **II. Operational Thinker**  Unclear strategy but effective operations have equaled success in the past, but success is doubtful in the future. |
| Ineffective Operations | **III. Day Dreamer**  Clear strategy but ineffective operations have sometimes worked in the past in the short run, but increasing competition makes success doubtful in the future. | **IV. Crisis Thinker**  Unclear strategy and ineffective operations have equaled failure in the past and will in the future. |

**QUESTION:** Which box (I-IV) is your organization in today? Why?

**The Critical Difference:**

|  |  |  |
| --- | --- | --- |
| **Strategy** | **vs.** | **Tactics** |
| Central organizing statement. |  | Day to day actions. |
| Spin put on things. |  | Things or tools spun. |
| Road map for marketing plan. |  | Vehicles for the trip. |
| Doing the right thing. |  | Doing things right. |
| Concept. |  | Tools of execution. |
| Organizing glue. |  | What gets glued. |
| Focused. |  | Typically, many things. |
| Mental, intangible. |  | Physical, sensory. |
| An "action" statement: verb. |  | Things: nouns. |

**World Leaders in Strategic Management—Powered by Systems Thinking**

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