

Strategy, Operations, & Tactics

Military Concepts in the Context
of Corporate America

Strategy, Operations, Tactics for Corporate America (in a Nutshell)

- **Tactics:** you, your span of control, budget and objectives. Things you make happen, your department.
- **Operations:** peer to peer, multi-functional and/or inter-departmental efforts required to accomplish business unit or immediate leader's objectives.
- **Strategy:** addressing the “one-over manager’s” agenda, what your supervisor’s boss considers key to accomplish. For a VP, this is action that achieves C-Suite level objectives.

Example: His Director Briefs their Vice President

Strategic Thinking: I hope she remembers to fight for our headcount. This VP is always looking to reduce FTEs.

Operational Thinking: Great! She mentioned how we really need the Accounting Director to work with us more closely.



Tactical Thinking: Oh no... I forgot to charge the laptop! If it dies my bonus is as good as gone...

Comparing Concepts: *Strategy*

Military Concept

- “The science and art of command exercised to meet the enemy in combat under advantageous conditions.”*
- *Strategic actions for **Generals** affect nations; strategic actions for **Sergeants** affect battlefields.*

*Source: Merriam Webster Dictionary

Corporate Concept

- Decisions enacted to meet the intent of organizational leaders at least two levels above your own.
- *Leaders are acting strategically when empowered to do so, and their actions are clearly aligned with “one-over” management’s objectives.*

Comparing Concepts: *Operations*

Military Concept

- “The level of war at which campaigns (multi-battle efforts)...are planned, conducted, and sustained to achieve strategic objectives within theaters or other...areas.”*
- *Operational actions for **Generals** regard divisions and campaigns; operational actions for **Sergeants** regard small units fighting as a team to win a battle.*

*Paraphrased from: Rubicon Planning, LLC,
Military Terms and Definitions

Corporate Concept

- Leaders collaborating with peers within or across organizations to accomplish objectives in support of organizational strategy.
- *Operational activities are cross departmental, or cross-functional work done among peer leaders and their functional areas.*

Comparing Concepts: *Tactics*

Military Concept

- “The employment and ...arrangement of forces in relation to each other, and procedures; techniques used to achieve military advantage.*”
- *Tactics for **Generals** regard deciding who fights when and where; tactics for **Sergeants** are those things done while in contact with the enemy.*

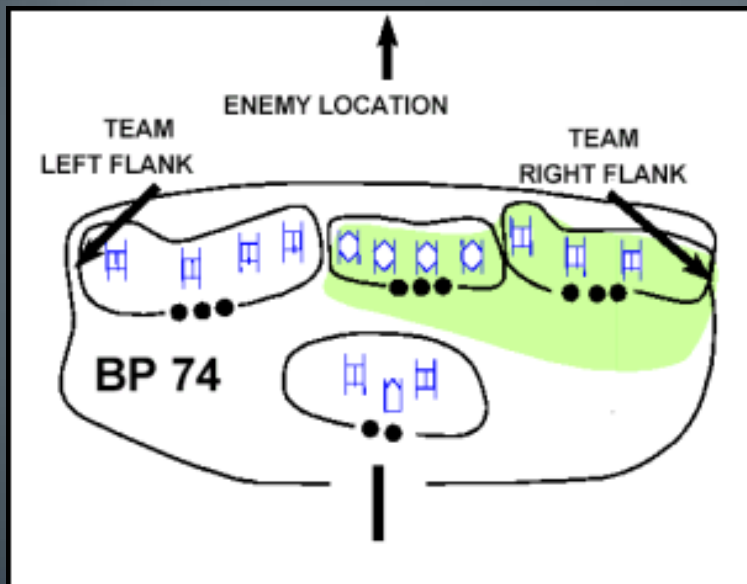
*Source: Rubicon Planning, LLC, *Military Terms and Definitions*

Corporate Concept

- Actions taken and resources allocated to meet specific objectives set by a leader for their team, or by a leader’s immediate supervisor for that team.
- *Tactical actions are those that are within a leader’s immediate span of control and budget/grant of authority for spend.*

Is it Really That Simple?

- Questions, Comments for Discussion?



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