



Strategy - Tactics - Operations

Use this guide to make it *easier* to make a strategy along with tactics and an operational plan. The words **strategy**, **tactics**, and **operations** (STO) are used so frequently, and in many different ways, that it may be difficult to differentiate them. In addition, many use the words without knowing what they actually mean. Here, we define the terms as follows:

Strategy = Prioritized actions

You can do a millions things to reach your goal. The task is to prioritize these actions, in order for you to only do the things that will lead you to your goal. List the most important actions, and prioritize them according to your ressources.

Tactics = How you execute the actions

Define how you wish to execute the prioritized actions. What do you need in order to do it? How will you do it? And with which means? All according to your goals, ressources, and prioritized actions. Be concrete and precise. Abstractions are hard to translate into to actual actions.

Operations = Where and when will you execute the actions

Where and when will you do as described in the tactics? Be as precise as possible with regards to where and when. Who executes the actions? Who is responsible for what? Operations is to transform strategy and tactics into specific actions.



A strategy must have **clearly defined goals & values** that will manage and guide the choice of actions. Describe **in short** and in bullets the vision, mission, values, and goals that will guide and affect the actions, you describe in STO:

Mission: preestablished and self-imposed objectives and/or purpose(s)

Mission: _____

Vision: *“(ideal) idea about the future”*
What is our **ideal** idea about the **future**

Vision: _____



Values:

Which **values** should “**manage**” and “**guide**” us on our mission and through our vision (at least 3 - maximum 5)?

1. _____

2. _____

3. _____

4. _____

5. _____

Goals (in order of priority):

1. _____

2. _____

3. _____

4. _____

5. _____

Reflect upon and answer the following questions while having mission/vision/values and goals in mind. The strategy, tactics, and operations must be perfectly aligned with the abstract thoughts and values.



To make a STO is to **transform** abstractions into **concrete** actions.

| Strategy | Tactics | Operations |
|--|---|--|
| 1. Which actions (in bullets) will lead to the goal/goals? | 7. Describe (in bullets) how the prioritized actions will be executed (according to goals and ressources): | 14. Describe where the actions have to be executed: |
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| 2. Describe (in bullets) which ressources you have available: | 8. What do you need (in bullets) to do it? | 15. Describe when the actions have to be executed: |
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| 3. Prioritize the actions (in bullets) according to the ressources: | 9. What/who can help you (be specific)? | 16. Determine areas of responsibility for the actions: |
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| 4. Describe your options if something prevents the strategy from being completed: | 10. What/who can stop you (be specific)? | 17. Determine areas of influence for the actions: |
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| 5. If the strategy fails, why? | 11. Describe your options if something prevents the tactics from completion: | 18. Describe who will execute which actions: |
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| 12. If the tactics fails, why? | 19. If operations fails, why? | |
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| | | 20. Describe your options if something prevents operations from being completed: |
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6. Reflect on what may have been forgotten or overlooked. Be momentarily critical and search for the negative things and results in the strategy. You are doing a mental test of the strategy's resilience.

13. Reflect on what may have been forgotten or overlooked. Be momentarily critical and search for the negative things and results in the tactics. You are doing a mental test of the tactic's resilience.

21. Reflect on what may have been forgotten or overlooked. Be momentarily critical and search for the negative things and results in the operations. You are doing a mental test of the operations' resilience.

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We advise you to summarize all of the above in a document that clarifies all the elements in an understandable and straightforward language. Avoid metaphors, aphorisms, and abstractions. Be clear, direct, and unambiguous.

Enjoy your strategy, tactics, and operations.