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**JUNE, 2007 – “All The Moving Parts”**

**AN EXCERPT FROM THE NEW BOOK:**  
**ALL THE MOVING PARTS:**  
**ORGANIZATIONAL CHANGE**  
**MANAGEMENT**

**From Chapter 5 – “How Moving Parts Get Turned Into Whole Organizations”**

*Parts* of an organizations, rather than an integrated *whole*, are what we see the most in our management consulting practice. The building of a whole organization is frequently an elusive accomplishment for organizational leaders.

When an organization first begins operations, and while still in its entrepreneurial phase, it is not unusual for the founders to have a grand vision for the whole organization and for its build-out. But as *moving parts* are added to the original organizational structure, the tendency is toward disintegration into a *segmented* organization rather than a *wholly functioning* one. Once this has occurred, the reconstitution required to bring the organization back to its *whole* configuration poses a definite challenge.

*A sense of teaming* will be a major resource for the institution of change and the ultimate construction of a *whole* organization. Contrary to most current thinking about teams and teaming, teamwork is a pervasive concept of an organization, not an isolated series of events. Getting across the concept of teamwork means conveying the philosophy that “we’re all in this together.” It also means that the CEO should be able to demonstrate to *all* workers the dedication of time and effort that matches theirs and an intent to share both successes and setbacks.

Billie G. Blair, Ph.D., President and CEO,  
Leading and Learning, Inc

This month’s *Lead-Zine* continues on Pages 2-4,  
with articles on “Strategy vs Tactics”

**THE LEAD-ZINE HAS  
EXPANDED TO MULTIPLE  
PAGES!**

**IN THIS ISSUE**

**ENJOY THE WRITINGS OF  
PROMINENT AUTHORS**

**ON THE TOPIC OF**

**“STRATEGY vs. TACTICS”**

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**“THE OLD DILEMMA: STRATEGY vs TACTICS”**

Walton Henderson, Principal, Leading and Learning, Inc.

During a recent session with a group of senior executives and “young lions” from a number of large, complex organizations, the topic of effective planning was raised as a current issue that was seen as both very important as well as frustrating by participants. The point of greatest interest was the difference between strategy and tactics. To those of us who work in the field of business consulting, that difference seems like it should be apparent, but in complex organizations, as well as small companies, that is not always the case.

Simply put, *strategy* is a developed long-term plan of action that positions current and future assets of an organization for employment in a manner that furthers, to the greatest extent, the movement of the organization toward a grand goal. The development of strategy, by its nature, encompasses what the company has been, what it is today and what it hopes to be in the future.

*Tactics* are short-term action plans and activities that relate to the actual deployment of assets to accomplish a near-term goal within the overall scope of the grand goal. Tactics provide flexibility for the real time response to the business environment within the scope of an overall strategic approach.

The challenge is not confusing tactics for strategy. In today’s business environment this is too often the case. A quote by General Dwight D. Eisenhower perhaps sums it up the best: “In preparing for battle I have found that plans are useless, but planning is indispensable.”

**“TACTICAL TO STRATEGIC”**

John E. Langhorne, Ph.D.  
Principal, Leading and Learning, Inc.  
and Langhorne Associates

Most of us became managers for two reason: We were very good at something (technical competence) and we were able to get things done (execution). These two characteristics are valued and rewarded in effective

-Langhorne, Continued From Page 2 –

organizations. Unfortunately if we advance far enough up the chain of command these characteristics can cause problems. As many consultants can attest, one major problem in organizations is the inability of senior managers to think and act strategically. Executives are often over-involved in the mundane, detailed issues of getting the work done. I once worked with a CEO who headed an organization in dire condition and he was spending most of his time looking at spreadsheets. There is comfort and security in these details but when senior managers go there, the absence of leadership at the top is quickly felt.

The greatest developmental change needed for those becoming senior managers is to begin to work on the organization, not in the organization, to move from a tactical focus (getting the job done) to a strategic one (making the organization perform better). Becoming a senior manager, especially a CEO, is likened to making a career change. The job requires high-level understanding of the context in which the organization functions; as well as an ability to predict how every decision will cascade throughout the organization and a keen perception of who the key stakeholders are and what each values and will fight to preserve. The CEO's decisions will have both positive and negative consequences but are best guided by a capacity for reflection that we call "strategic thinking." We find that some CEOs have this capacity; but most have to develop it.

### "ALIGNING BUSINESS STRATEGY TO THE SELING PROCESS IS IMPORTANT"

Drew Stevens, PhD, Getting to the Finish Line

Sales forces today are too tactical. In the increasing age of globalization and Internet, competition rises. Attempting to thwart competitive forces, organizations typically hire more talent to sell more products or push one brand over another. Today's organizations must sell smarter, not harder. This will include focusing on three areas: Tactical Selling Teams – Tactical sales forces don't work in today's complex and connected world. Sales representatives are myopic to the needs of the organization and focus only on the "product/service" of the day. For many of the larger firms, clients see multiple representatives from the same firm. Thus, bargaining power, positioning and value to the client is lost. *The solution is to find the driving forces of your organization and reposition sales representatives so that your core values and related benefits are aligned with client solutions.*

Alignment With Customer Values – Most clients comprehend your company's information prior to the sales visit. Prospective clients seek to parallel a selling firm's values with their own. Thus, if a potential client seeks to gain marketshare using productivity efficiency then your offering must focus on efficiencies. *The solution is that sales representatives need to research clients and offer them value not price.*

Customer to Customer Influences Are Too Strong – One exceptional client experience gains another; one poor experience gains a feature story in *The Wall Street Journal*. One strategic driver for all organizations must be uncompromised client service. Southwest Airlines, McDonald's and Starbucks exist to please the customer – each firm takes pride in the customer experience. *The solution is to review your customer experience to understand how your clients mesh with your corporate strategy.*

### "EXECUTION: INSTILLING STRATEGY INTO YOUR TACTICS"

Jim Stroup, Author, "Managing Leadership"

To make sure your business tactics serve your strategic aims, follow these steps when preparing and presenting tasks:

- 1 – **Situation** – Ensure that everyone knows what the strategic setting is and its task relationships. In other words, what is the challenge, and how is it affecting the industry and your company?
- 2 – **Task** – First, describe the task in the context of the strategic setting. Include priorities and the timeline. Next, describe what the higher level task is that this one is intended to help accomplish.
- 3 – **Support** – Explain what are the financial, manpower, and physical resources that are being made available, and how, if necessary, to request more support.

This approach integrates your staff and resources laterally and hierarchically, and disciplines execution to strategic goals. Use it, and watch the lights start turning on ["Now I get it!"], and the corporate engine start humming more smoothly.

## **“THE NEW FACE OF STRATEGIC AND TACTICAL SUCCESS – PERFORMANCE DASHBOARDS”**

Leslie Proctor, Author and Columnists, Corda Technologies

The old saying: “What gets measured gets managed” fits dashboards. The dashboard can be a valuable tool for the success of strategy and tactics. When an executive implements a strategy, it often goes into a void. That is, whether or not the strategy succeeds isn’t known until the initiative is fully implemented. However, effective change requires constant monitoring and strategic adjustment during implementation.

Dashboards are a vital tool in monitoring the success of an initiative against goals. The real-time presentation of information allows executives to make timely adjustments to the strategy. A good *strategic dashboard* should measure performance against goals, look at leading and lagging indicators and present the information in real time, allowing drill-down for greater insight. Dashboards should be able to pull information from any data source.

*Operational dashboards* measure tactical success and operational performance. They allow for timely intervention when a Key Performance Indicator goes out of acceptable range. A good operational dashboard should present information in real time, and also allow drill-down and data acquisition from any source.

*Performance dashboards* bridge strategy and tactics and are a valuable tool for either. They should work in concert with other systems and are a cost-effective way to gain actionable insight.

## **“CREATE HORIZONTAL ACCOUNTABILITY IN YOUR ORGANIZATION”**

Darrel W. Ray, Ed.D.

Horizontal accountability is an approach that teaches team members to take proactive responsibility for goals and performance. In sports, teams do a lot of evaluation and coaching during actual play. The best teams develop constant performance feedback between players that supplements the coach’s efforts.

A vast amount of information can be found in the observations of peers in sports or business, but the information must be put into a useful and non-threatening format. In an organization with strong horizontal accountability, the manager still evaluates performance but day-to-day performance information comes directly and systematically from peers in the form of micro-evaluation.

In many organizations, a great deal of energy is locked up in conflict and manager-focused behavior. Release this energy by teaching team members to critique performance non-defensively, tying micro-evaluation directly to goals. Conflict is eliminated and goal-focused behavior increases dramatically.

Horizontal accountability is an untapped source of information and energy in most organizations. You can read more about horizontal accountability at: [www.teaming-up.com](http://www.teaming-up.com).

## **“BUILDING BRAND EQUITY: STRATEGY vs. TACTICS”**

Randy M. Friedberg, Esq., Olshan Grundman Frome Rosenzweig & Wolosky LLP

- Building brand equity, the value in a brand as measured by consumer awareness of it, is one strategy to increase sales. Marketing and customer support are tactics for doing so, but both begin with selecting the right trademark.
- The strongest, most distinctive marks are invented words, having no pre-existing meaning, such as *Xerox* or *Kodak*, and arbitrary marks, words in common use but with no relation to the goods or services offered, such as *Apple* for computers.
- After choosing the mark, a trademark professional should research whether conflicting marks are registered or in use for related goods or services.
- The final step is to federally register the mark, establishing nation right and a presumption of ownership and validity. This can be done at the U.S. Patent and Trademark Office: [www.uspto.gov/teas/teasplus.htm](http://www.uspto.gov/teas/teasplus.htm).
- After choosing and protecting the right mark, building brand equity is simple; sell a better product at a better price, provide better support, and make sure consumers know about you. No problem!