



Vision

- Answers the question: “What do we want to become?”
- is how you see yourself
- embodied by its ends and measured by results

Mission

- Answers the question: “What is our business?”
- Is how you reach the **vision**
- Should state your **purpose**
- Should reflect the reason that your business opens its doors every day.
- The passion behind the company

Purpose

- Answers the question: “Why are we in business?”
- the reason you are in business

Strategy

- Immutable/unchangeable; it is a Big Picture look at a problem that focuses upon the entire forest and not individual trees.
- A long term plan of action designed to achieve a particular goal

Tactics

- the set of actions taken to fulfill a strategy

Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat.

- Sun Tzu (Chinese General, circa 500 BC)

Objective (goal), a desired end point in development

Goals are general directions, somewhat nebulous, that are not specific enough to be measured. Think of the word "go." It has no end.

Objectives, on the other hand, are specific and measurable. They can be output objectives, or they can be attitudinal or behavioral. But most of all, they can be measured. They are concise. They are specific. Think of the word "object." You can touch it, it's there, it's actual, it's finite.

Goals are broad objectives are narrow.

Goals are general intentions; objectives are precise.

Goals are intangible; objectives are tangible.

Goals are abstract; objectives are concrete.

Goals can't be validated as is; objectives can be validated.

Objectives are

- Specific
- Measurable
- Achievable
- Relevant
- Time-based

Think of the goals as the treasure at the top of a stairway, and the objectives as the stairs.

STRATEGY involves the "big picture" – the overall plan, how the campaign will achieve organizational goals and objectives. It involves deciding who the important publics are and which of them will be the recipients of your messages (i.e., "target audiences").

TACTICS are activities specifically created and selected to reach specific and measurable objectives. Tactics are the actual ways in which the strategies are executed. They include newsletters, publicity, seminars, trade shows, advertising, Internet presence, and any other tool that target audiences actually are exposed to.

A Simple Example

You want to influence legislation at the State Legislature. Your strategy might be to contact all legislators directly and exclusively. Or, you might want to contact only the power leaders in the Legislature. Or, you might want to exert direct public constituency pressure on the Legislature. Or, you might want to fight your battle in the news media.

Each of these is a strategy. Pick one – the one that makes best use of your time, your money, and your people. Then, identify your publics, your audiences, your positioning, your general communications and actions thrusts, your rationale and messages.

Let's say you decide to try and influence power leaders through direct public constituency pressure. Your tactics might include a letter-writing campaign by those legislators' influencers – the individuals and organizations that s/he listens to. You might do a direct mailing to registered voters in the legislators' district asking them to write, fax, phone or email their legislator (include sample letters and the legislator's address). You might appear on talk shows. You might hold a rally in the legislators' districts.

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So what is strategy and what are tactics. For fun below is a short outline of an explanation we've used to clarify this supposedly easy but often devilshly tricky distinction:

Objectives and Goals

- . Objective a : something toward which effort is directed : an aim, goal, or end of action b : a strategic position to be attained or a purpose to be achieved by a military operation
- . Goal a : the end toward which effort is directed : AIM (Also a specific, measurable achievement behind an objective)

Context

- . Business: How to make money from spending money - Engineering, Finance, Operations, Marketing Sales
- . Marketing: How to build demand with the market place - Product, Price, Place, Promotion
- . Communications: How to promote effectively - Messaging, Media
- . Personal: How to contribute to all of the above

Strategy

- . *Strategy a* : The science of military command, or the science of projecting campaigns and directing great military movements; generalship.
- . The set of decisions made to best ensure achievement of the desired objectives, based on an assessment of:
 - ... one's own current situation/position; capabilities & shortcoming; competitive position
 - ... options/alternatives -- risks
 - ... timing

Tactics

- . *Tactic a* : a device for accomplishing an end; *b* : a method of employing forces in combat
- . The set of requirements for a plan to take effect

Tactical vs. Strategic:

- . Always relative to one another
- . Tactics: the set of actions taken to fulfill a strategy

Plan

- . *Plan a* : a scheme devised; a method of action or procedure expressed or described in language; a project; as, the plan of a constitution; the plan of an expedition.
- . The combination of objectives, strategies and tactics
- . The specific articulation of how the tactics will support the strategies that will achieve the objectives in

time

. The rationale that supports this course of action

Principles vs. Values

“Correct principles are like compasses: they are always pointing the way. And if we know how to read them, we won’t get lost, confused, or fooled by conflicting voices and values.

Principles are self-evident, self-validating natural laws. They don’t change or shift. They provide ‘true north’ direction to our lives when navigating the ‘streams’ of our environments.

Principles apply at all time in all places. They surface in the form of values, ideas, norms, and teachings that uplift, ennoble, fulfill, empower, and inspire people. The lesson of history is that to the degree people and civilizations have operated in harmony with correct principles, they have prospered.”

“Principles, unlike values, are objective and external. They operate in obedience to natural laws, regardless of conditions. Values are subjective and internal. Values are like maps. Maps are not the territories; they are only subjective attempts to describe or represent the territory. The more closely our values or maps are aligned with correct principles—with the realities of the territory, with things as they really are—the more accurate and useful they will be.”

—*Stephen R. Covey*

Priorities

- Precedence, especially established by order of importance or urgency