

# TACTICS AND TIMETABLE



## INTRODUCTION

### Questions to Consider:

- › Who will lead and support the effort?
- › Which resources will be needed?
- › When will the action(s) take place?
- › Where will the action(s) take place?
- › How will the action(s) unfold? What results can be expected?
- › What is the fallback if expectations are not met?

For every proposed initiative or action, there are many tactics which can be employed to change the nature and result of the approach taken. Successful tactics can magnify the impact of a strategic investment. Poorly chosen tactics, ranging from incorrect timing to insufficient allocation of resource to failure to plan for contingencies, can reduce the effectiveness of the investment, or even lead to total strategic failure.

Of all tactical elements, timing may be the most important. Only by considering all aspects of an initiative can the most advantageous timing be understood.

Also, alliances, resource allocation, and other decisions on investment can contribute significantly to the value of any tactical undertaking.

## Guidance

Once imperatives, actions, personnel, and timeframe have all been decided, you can start phase two: tactics and timetable. Tactics are activities that are very specific to implementing strategy. It takes into account competition, risk management, and decision making. It is important to ask questions such as who will lead and support the effort? Which resources are needed? When / where / how will the actions take place? What will the likely response be? How will you respond to that response? What results can be expected? What is the fallback (plan B, plan C, etc)? As you think about tactics, it is important to consider the “who, what, when, where, how” questions. It is also important to consider whether timing is optimal, taking internal and external factors into account. It is also important to consider soft factors- how will employees feel about changes? How will shareholders respond? Dealing with both soft and hard issues can inform better tactics and a more accurate timetable.

Some activities can take weeks, others can take years. By creating a detailed integrated timetable, and knowing who will be doing what, a clear roadmap forward can be created.