

Vision Quest  
CONSULTING

LEADERSHIP COACHING THOUGHT

Vision Quest Consulting provides leadership coaching, organizational development consulting, and training to top executives and their teams.

Wendy Capland  
President

**“DEVELOPING TODAY’S LEADERS FOR TOMORROW’S CHALLENGES!”**

Vision Quest Consulting • PO Box 979 • Westford, MA 01886 • ph 978.692.4454 • fax 978.692.5898 • www.visionquestconsulting.com

## SEPTEMBER 2006 LEADERSHIP COACHING NEWSLETTER

- [FREE Leadership Coaching Session](#)

### This Month's Topic: The Last Quarter Push

- [Why Hire an Executive Coach?](#)

September is the month of the year that always raises my competitive work spirit. September is the month that marks the beginning of the last quarter push to reach goals and execute results before the year comes to a close.

- [Client Results](#)

Every year when Labor Day is over, I become acutely aware that I only have four more months to reach or exceed my annual business goals. I get excited by the adrenaline and the awareness it creates. From time to time I just want to shout, “Let the games begin!”

- [Developing Corporate Leadership Talent](#)

- [\(Audio Message\)](#)

Strategic and tactical thinking are two great tools we can use to position ourselves for a winning Q4. Though intellectually we know we need both of these thinking modalities to be successful, in reality, most of us have the facility for one or the other. Rarely are we proficient in both. Both of these modalities are essential for the success of our businesses. The challenge is for us to become skilled and flexible in using both strategic and tactical thinking as without one or the other our corporate strategy and execution may suffer.

### Definition of Strategic Thinking

Strategic thinking is a macro level focus that synthesizes learning from a number of sources including research, analysis, intuition and creativity, to define a long-term direction for an organization to pursue. (Henry Mintzberg)

### **Definition of Tactical Thinking**

Tactics are outcomes or the execution of your strategy. Tactical thinking is a micro level focus on solving problems with specific actions in the short term.

If Strategic thinking is understanding all aspects of a current situation to determine the most viable direction, and if tactical thinking is essentially problem solving, then how do we best utilize both of these tools their fullest; knowing we only have four months to go before reaching the finish line in December?

### **Creating Results-Fast**

We at Vision Quest Consulting would recommend conducting a strategic planning off site with your executive team. We believe that this is the most efficient and effective way to position yourselves to create the results you want for the end of the year as well as begin to position you for 2007.

You might wonder, "What would get accomplished at this off-site planning session?" Here is a list of just a few benefits for moving in this direction:

- Recreate or recommit to your vision to determine if it is still applicable for Q4 and into 2007. Having a clear vision will guide your longer term direction.
- Analysis of the current state of your business, to include your people, product and revenue review. Having a comprehensive look is often surprisingly eye-opening; you will be surprised what you did not know and what should have known.
- Knowledge of the gap between where you are and where you want to be and the identification of specific actions to close the gap.
- Review, tweak or develop your strategy and execution plans. These always need revisiting to see if they still make sense and to track and measure progress.

You might wonder, "Who should attend?"

All your top executives should be there. We recommend no more than 15

participants as more than that slows the process down, and you accomplish less.

Using both strategic and tactical thinking is essential in the planning process and execution of your "hedge hog concept" (Jim Collins, Good to Great). Jim Collins says, "Focusing on the basic principles that unifies and guides everything you do in your business is critical."

Having an off site for the sole purpose of strategizing, analyzing, and thinking about your business goals is an opportunity to get away from the day to day office duties, so you can open your creative mind. In addition you can take the opportunity to work by side with your peers in an executive think tank mode helping to build valuable relationships, and feeding off of each other's ideas for the goals you still need to achieve this year, and those for the year ahead.

Call us to find out what more about strategic thinking and tactical thinking and how to apply it more effectively in your company.

## **Recommendations**

Recommended reading: "*Strategy Maps: Converting Intangible Assets into Tangible Outcomes*" by Robert Kaplan and David Norton.

Recommended training: "*Strategic Thinking*." This powerful two-day course helps participants improve their ability to think strategically and increases strategic planning competencies at all leadership levels within the organization. Conducted by Vision Quest Consulting through our Corporate Leadership University. Call or email us for more information on this program.

We at Vision Quest Consulting offer leadership and executive coaching and consulting to help organizations develop a deep talent bench. We focus on giving good managers tools to use to make them into more effective leaders. Call or email us for more information. 978-692-4454, [wcapland@visionquestconsulting.com](mailto:wcapland@visionquestconsulting.com)

**Leadership Coaching Newsletter is written by Wendy Capland.**  
**Any questions or comments send them to: [wcapland@visionquestconsulting.com](mailto:wcapland@visionquestconsulting.com).**

To **subscribe** or **unsubscribe**, Click Here. Feel free to forward this newsletter. Permission is granted to reproduce, copy, or distribute as long as copyright and full author contact information is included.

© Wendy Capland 2000 - 2006