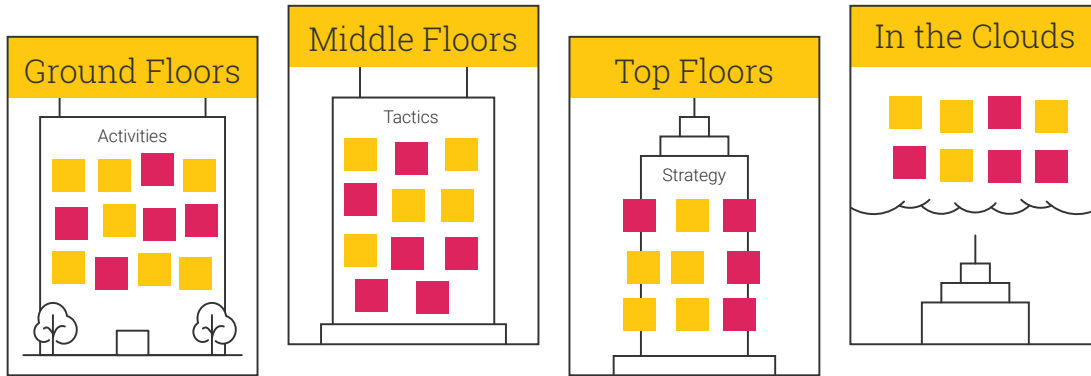
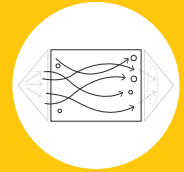


Multi-tiered Strategy

Separate the Elements of Strategy, Tactics, and Management



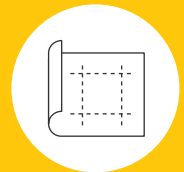
Enable a team to sift their long-term initiatives between strategy, tactics, and house-keeping activities and then push their thinking up a level.



Explore



Small or
Large Group



Framework

How to Play Multi-tiered Strategy

1. Prepare a drawing of a three stage building, placed onto the wall, with one floor per flip-chart sheet. Prepare an additional "In the Clouds" sheet. Do not reveal the last sheet to the client.
2. Ask participants to generate a list of all initiatives that they need to complete (or desire to complete) in the coming three (or five) years.
3. Place all the ideas on the wall around the building, ask the participants to sort the ideas into the three levels, based on how strategic the initiative is.
4. Label the levels top-to-bottom as Strategy, Tactics, Activities.
5. Ask the participants to group-sort the top-level into columns of related items and label the columns.
6. Reveal the additional level "In the Clouds." Assist participants to "raise their thinking an extra level" of strategic thinking and populate this new level with big goals, synthesizing from the strategy level.
7. Revisit the level three categories and adjust based on the top thinking.
8. Categorize all the remaining levels into columns matching the level three categories. Label the mid-level tactics, and bottom-level tasks.



Tip: Use the categories as "Strategy Streams" for further work detailing and planning.