



# Strategy, First Draft

**Vision is the exclusive province of the founder** of the company and describes the end state of the enterprise.

**VISION**

**Mission is a call to action** and charges the enterprise with converting the Vision into action. It is a shared responsibility between leadership and management.

**MISSION**

**Strategy is the view from 30,000 feet.**  
It defines broad actions into a coherent plan.

**STRATEGY**

Management converts the Mission into specific strategic objectives which can be further subdivided.

**Tactics is the view from 10,000 feet.**  
It assigns specific responsibilities, derived from Strategy, to departments and functions.

**TACTICS**

It is written by management and becomes the basis for appraising management performance.

**OBJECTIVES**

**Objectives is boots on the ground.** Individuals are charged with accomplishing specific, measurable, attainable, realistic, time constrained tasks. These SMART objectives become the basis for individual performance appraisal.