

# RfH Career Conversations: Thinking Strategically and Acting Tactically

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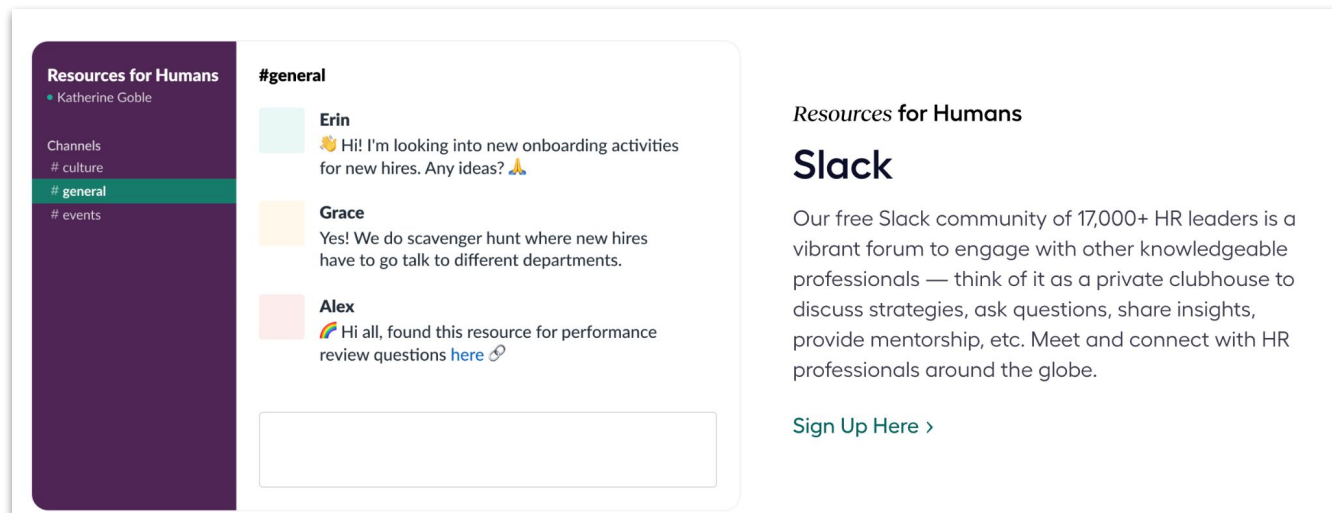
**Laurie Horsman,**

Global People Executive



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# Resources for Humans



The screenshot shows a Slack interface for the 'Resources for Humans' channel. On the left, a sidebar lists channels: '# culture', '# general' (highlighted), and '# events'. The main area shows a message thread in the '# general' channel. The thread includes three messages: Erin asking about onboarding activities, Grace mentioning a scavenger hunt, and Alex sharing a resource for performance review questions. A search bar is visible at the bottom of the message list.

**Resources for Humans**  
• Katherine Goble

Channels  
# culture  
# general  
# events

**#general**

**Erin**  
👋 Hi! I'm looking into new onboarding activities for new hires. Any ideas? 🙏

**Grace**  
Yes! We do scavenger hunt where new hires have to go talk to different departments.

**Alex**  
👋 Hi all, found this resource for performance review questions [here](#) 🔗

## Resources for Humans

### Slack

Our free Slack community of 17,000+ HR leaders is a vibrant forum to engage with other knowledgeable professionals — think of it as a private clubhouse to discuss strategies, ask questions, share insights, provide mentorship, etc. Meet and connect with HR professionals around the globe.

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# Agenda

- 01 Defining Strategic and Tactical**
- 02 Uncovering Strategic Work**
- 03 Productive Tactical Focus**
- 04 Finding the Balance**
- 05 Let's get Real**



# Today's Panelists



**Adrienne Barnard**

SVP of People Operations at Mainstay



**Laurie Horsman**

Global People Executive



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# What is Strategic vs Tactical Work?

Spoiler: you should do both!



# What is Strategic work?

## Where you're going

Work that asks you to think and look to the horizon

- Longer term vision
- Focused on the output
- Multipronged impact

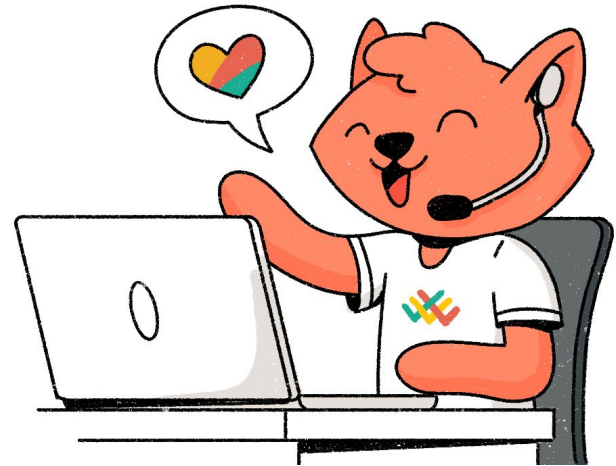


# What is Tactical work?

## How you'll get there

Work that is focused on the path forward and how to walk it.

- Operationally focused
- Focused on input
- Smaller scale pieces of a larger puzzle



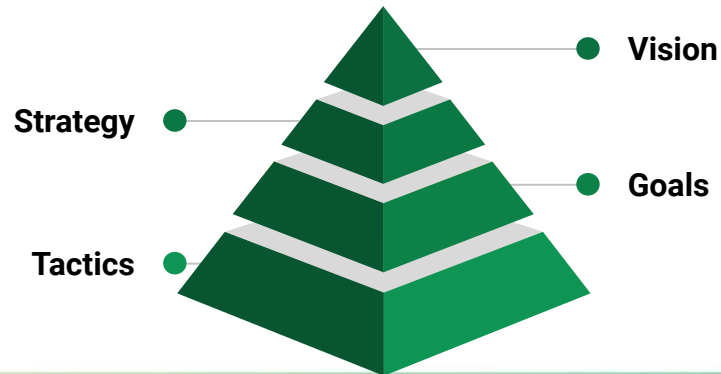
# Uncovering Strategic Work

## Get curious

- “What is the goal of this project?”
- “If we’re successful what will the impact be?”
- “Ask about the RACI- Responsible, Accountable, Consulted, Informed”

## What you want to discover

- Is there an owner?
- How this work ties into larger scale strategy or vision and where you may be able to do more?
- Is there a bigger role you could play?





# Productive Tactical Work

## Get curious

- What is the strategy this is supporting?
- How does this fit into a larger project plan?
- How does this ladder up to my personal goals/objectives?

## What you're trying to discover

- Keeping an eye on strategy and how you can stay connected
- Showcase larger scale thinking and appreciating the pieces and how they fit together
- Ensure you are staying focused



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# How can you be both strategic and tactical?

Examples!



# Examples

## Company Q&As

It feels tactical to have to run and moderate

- How would YOU make it more strategic?
- How have WE?

## Setting the Anti-Racism Strategy

What aspects of the tactical should/could you own?

- What do YOU think?
- How have WE approached it?

## Recruiting

Loaded example!

- How have YOU balanced both strategy and tactical as a leader or an IC in this?
- What has OUR journey been?



# Saying NO to Tactical and YES to strategy

## “No” to Tactical

- “I don’t believe I’m the best person to own this set of work...”
- “Robin is a great resource for pulling reports and share dashboards to keep us informed..”
- “Is there any other related work I should know about now to consider where it should live..”

## “Yes” to Strategy

- “I do think I should be included in the larger discussion about how we are setting the strategy for the future bulk of work”
- “Once I’m looped into the strategic conversation I’d be happy to delegate that work directly to Robin and ensure it gets completed.”
- “Or I can raise that in the team discussion.”



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# Finding the balance

And preparing yourself to own  
both



# Day to day tips on working tactically and being strategic

01 Ensure you always know how work ladders up to Annual Goals or Objectives

02 Get curious

03 Develop your way of saying No (as appropriate and needed)

04 Set your own quarterly goals/objectives

05 Prioritize- Ruthlessly

06 Seek out mentors/sponsors

07 Share your goal of doing more strategic work transparently

08 Audit your work



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**Let's get real (as in  
real life examples)**



# Share a strategic vs. tactical work situation you would like advice on or a question you have about it:

01

When to advocate for strategy vs just doing the work?

02

Balance between building and executing a recruitment roadmap and filling our open roles

03

Building out \_\_\_\_\_ (Insert program here)

04

When do you take major decisions without consultation (upwards or downwards)

05

Managing up to gain leadership alignment on outdated policies (specifically leave)

06

In the corporate world it often comes to a trade-off: invest time and build alliances or push faster to achieve your results. How to balance this strategic vs tactical situation?

07

Coaching for buy -in with strategic programming

08

Balance in 1x1s - the checklist that needs to get done vs the higher level convos





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# Feedback Form

