



# THE GLOBAL ORGANIZATION IN THE FUTURE

How global leaders can actively shape the future by the present actions and choices (Tactics).

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## ABSTRACT

More attention needs to be paid by leaders to the importance of deploying tactics in trying to successfully implement strategy to reach a desired organizational goal. This paper illustrates the importance of tactics (actions and choices) of leaders in determining the future success or failure of reaching a goal and its impact on global organizations in the future.

## INTRODUCTION

Tactics are important. Tactics are defined as “the technique or science of securing objectives designated by strategy (American Heritage Dictionary, 1991).” Leaders that want to positively and actively shape their organizations future often make good decisions when developing goals and overarching strategy, but fail to modify their tactics over time that will successfully allow them to consistently meet their goals. They often focus all of their time on goal setting and strategy and leave the details (the tactics) to others to implement. The best global leaders set goals and strategy and implement the right tactics (decisions and choices) to be successful. The lack of focus on tactics and how to modify tactics over time is the miss here: too much focus on strategy and not enough on the, often viewed, “technical boring details” of tactics to

accomplish goals. Organizations that have leaders that focus both on setting goals and strategy and implement the right tactics at the right time have the best chance of actively shaping their organization's future.

## TACTICS DEPLOYED

At the age of fourteen, I made the conscious decision to stay up with popular cultural trends by always listening to popular music radio stations. Thus, I would stay current with my thinking and never become out of date (or so my theory went). I even planned that when I would have children, I would listen to their choice in radio stations while driving and when they had children I would continue to choose to listen to their radio stations and so on. In this way, I would stay current with the direction of musical artists of the time; thus, I would, in fact, never grow out of date. This tactical decision (choice) kept me current with popular music for the next twenty years. Today, I am out of date with popular musical artists of the day. And I am O.K. with this outcome. So what happened? I discovered the iPod and, more importantly, so did my kids. We each have our own iPod and we often listen to separate music. I listen to what I want and they listen to what they want. We are divergent on our musical interests and in how we choose to enjoy our music. My choice to implement a new piece of technology and one that has become widely popular, the iPod, has kept me completely current with much of popular culture, my original goal, even though I cannot tell you the names of the artists that are rocking fourteen year olds today. I was willing to change my tactics and focus on technology instead of music. I made the decision to change tactics to reach my goal of staying current with popular cultural trends.

Organizations and leaders today struggle with the same problem that I struggled with at the age of fourteen and still struggle with today: how to make the right decisions to stay current and reach the marketplace with their goods and services. They rely on leaders to develop new ideas to solve this on-going problem. These leaders generate many ideas and put a few good ones into practice with the right strategy and initial tactical solutions and then wonder after maybe a few successful quarters why their goals are no longer being met over time. The

answer is simple: their tactics and decisions have not changed over time. I agree with the saying that “change is constant” and so then should be our tactics.

President George W. Bush had to change tactics after 9/11. America’s world was dramatically changed in one morning and so was President Bush’s. His goal as Commander-In-Chief was to uphold and protect the Constitution of the United States and its citizens. After 9/11, facing the devastating results of a failed strategy to keep this goal (and promise) he immediately began to make both strategic and tactical decisions that would restore his promise to keep America safe from attack. In the days that followed, he “immersed” himself in war planning. In his book, *Decision Points*, President Bush states that “dealing with the military as Commander-In-Chief was a new experience,” but a necessary one (Bush, 2010). The goal remained the same, but his tactics changed. America was not attacked again during his Presidency – mission accomplished – right tactics deployed.

Another successful example of implementing the right tactics at the right time is found in the Bible in *Philippians Chapter 1:12-14* (NIV, 2002). Paul finds himself chained and in prison with only palace guards to talk to about the life changing freedom found in Jesus Christ. Shortly before, he had walked freely as a Roman citizen able to witness to multitudes through his preaching. His goal remained the same – share the Good News of Jesus Christ. His strategy remained the same – preach the gospel to all those that he encountered. His tactics changed – preach the gospel in a personal way to the few that he came face to face with (palace guards in this case) and to the multitude through letters to the churches. These letters to the churches whether it is in *Philippians* or others have reached more people than any other tactic that Paul used while living. Paul actively shaped the future of the Church and his own future through his tactics (actions and choices).

Unfortunately, the Church has experienced significant decline throughout much of the world with nowhere more evident than in Western Europe. When and why this started occurring is open to debate, but definitely has its roots within the leadership of the Church in the Victorian period (McGrath 2002). The overarching goals and strategy of the Church to expand to the far reaches of the globe the Gospel remained the same as during the period of Paul’s life, but the decisions

on what tactics to employ in Western Europe since the Victorian era on have for the most part been proven to be a failure. If the Church in Western Europe is to grow again, then the tactics of its leaders need to change.

One final example is when leaders find gaps in an organization's values and its actions. Employees may be asked to undergo organizational development and ethical training sessions by its leaders since that is what seemed to have worked in the past. This classical tactical solution in solving this problem is not necessarily wrong, but should be one of several tactical solutions reviewed (Mitroff, 1999). Implementing a mentorship program may instead be the better tactical solution. This tactical approach may have far longer lasting effects than the training programs of old. Especially if an issue is reoccurring in an organization, as it often the case here, then a change in tactics definitely needs to be deployed.

## CONCLUSION

Leaders should be willing to change their tactics to meet an organization's goal. Leaders should not let their organization be like the dying Church in Western Europe and stick to failing tactics out of tradition or lack of creativity. Instead, leaders should be encouraged to change their tactics like President Bush or the Apostle Paul did to accomplish an organization's goal. Goals may not change, but a leader's tactics (decisions and choices) should change to successfully shape the future of an organization.

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