TACTICAL

A TACTIC is a way of achieving a goal. It's a plan you make to reach your goal. Being tactical means doing what it takes to reach a goal.

EAE Learning objectives for this lesson

Familiarise yourself with key IKEA vocabulary and practice using it. Practice talking about strategy. Review the past tenses and practice talking in the past tense.

ACTIVITY ONE - Read the words below and then find the correct word to fill the gaps.

To focus	*Strategic*	*to be on track*	*to enable*
A goal	*to lead*	*a focus area*	*to be accountable*
Likely	*an action plan*	*a key strategy*	*to be responsible*
To achieve	*ultimate*	*a cornerstone*	*to be a contributor*
To energise	*to follow up on*	*to itemise*	*a deadline*
Clear	*a stage*	*a tactic*	*implementation*

If you …….. on a specific …….. then it's …….. that you will …….. it. However if you are working with a team then it's not as simple as that. You will need to get your team to …….. on the same priorities. To do that you will not only need to tell them what your priorities are, but you will need to instil meaning into these priorities. To do this you will have to be …….. You must outline a key …….. to your team and make it clear what your ultimate …….. is. Then you need to highlight different …….. areas and explain your …….. If you …….. each …….. of the …….. plan which will …….. you to …….. your goals then things will be …….. For each focus area of your strategy you need to have a …….. Tactics are the …….. of all successful strategies. Furthermore the successful …….. of any strategy depends on clearly identifying who is ……., …….. and who will be a …….. to that strategy. Those responsible should report to the person accountable. They should follow up on each stage of the action plan with their …….. to check that they are on …….. Ultimately a goal can be achieved by a team if they all work together within a clear framework with meaningful and realistic objectives.

ACTIVITY TWO - Read the article about objective setting and then answer the questions.

Objectives should be realistic and achievable but also challenging. It's preferable to have one main objective so that everyone in the organisation or team can keep it in mind all the time and **focus** on that **goal**.



Simplicity is a great strength when communicating about goals and objectives. If they are easy to measure on a daily basis and easy to understand then people are more **likely** to **achieve** them.

People will be inspired and even **energised** by **clear** goals that give **meaning** to what they do. If your objectives are linked to your mission statement, or values then they make even more sense to everyone.

Your daily objectives should also be **strategic** because they should be linked to your overall objectives and help you to achieve long term goals. Once you have identified a priority which will **lead** you towards your long term goals then you can work out an **action plan**.

Your action plan will always go in the direction of your **ultimate** goal. You will **follow up** on each **stage** of the action plan regularly to make sure that you are **on track**. You should have different action plans for each **focus area** of your **key strategy**.

You should identify the '**cornerstones**' of your strategy, which are linked to your values and ultimate goals. This helps people to identify areas to focus on. Your action plan will **itemise** different **tactics** which will **enable** you to follow your strategy and reach your goals. The tactic should be identified, with a description of what it means. Then the person **accountable**, the person **responsible** and the **contributors** should be identified. It's very important to specify **deadlines** for the **implementation** of your plan and then to follow up on those. This is how to be tactical in your daily work.

QUESTIONS - Briefly *answer each question with short sentences. Use linking words to structure what you are saying.*



1. Do you work with strategies and tactics?
2. Do you agree with the different points made in the article?
3. What is your ultimate goal at work?
4. What is are IKEA's cornerstones in their planning this year?
5. Do you think you are tactical enough in your work?

Activity Three - **Talking about your results and strategies in the past tense**. Read the information.

When we talk about past events in English we usually use the past simple, it's the most commonly used past tense. This is why you really need to learn the irregular past participles off by heart. (See the list at the end of this lesson).

When you are unsure of which past tense to use, if you choose the simple past then at least you can be sure that people will understand that you are talking about the past and more often than not it is the right choice. So, don't worry and hesitate, just use the simple past when you are not sure.



Don't be tempted to use the Present perfect systematically. French students of English tend to do (mainly because they are translating directly from French). For example they think *'j'ai mangé un gateau'* and say 'I have eaten a cake' because in French there is an auxiliary verb in this sentence.

In English you should say 'I ate a cake' if you are talking about an action that is finished with no link to the present. So, no auxiliary verb. We only use the present perfect (have done) when there is some connection or link to what you are talking about in the present or to your present situation. This is one of the most common errors French people make with the past tense in English. When we are making a simple statement about the past, something that is over and finished, you use the simple past tense.

Another common mistake is to use the present tense when you are talking about something that started in the past and continues today. For example people often say - ~~I am working~~ for IKEA for two years. The correct sentence is **I have been working** for IKEA for two years. This is the present perfect continuous, an action in the past which is still happening today.

Let's **review** the different past tenses and their uses so that you can feel more confident.

SIMPLE PAST

I went to IKEA and I saw the kitchen department.

Action in the past taking place once, never or several times
Actions taking place one after another



PRESENT PERFECT

Have you been to IKEA before?

We use the Present Perfect to say that an action happened at an unspecified time before now. You **can't** use it with specific time expressions such as: yesterday, one year ago, last week, etc.

PAST CONTINUOUS

I was visiting IKEA when there was a storm.

Use the Past Continuous to indicate that a longer action in the past was interrupted. The interruption is usually a shorter action in the Simple Past. Remember this can be a real interruption or just an interruption in time.

PRESENT PERFECT CONTINUOUS

I have been living in Paris for five years.

We use the Present Perfect Continuous to show that something started in the past and has continued until now.

PAST PERFECT

I had studied English for three years before I moved to Sweden.

The Past Perfect shows that something happened before another action in the past or before a specific time in the past.

PAST PERFECT CONTINUOUS

She had been living in Franconville for several years before she got the job in IKEA.

We use the Past Perfect Continuous to show that something started in the past and continued up until another time in the past.

Activity Four - **Questions in the past tense.**

1. Explain a strategy you used last year. Talk about the focus area it was linked to the tactics you used and the results you obtained.
2. Talk about how your priorities have changed at work over the past three to five years.
3. Explain an action plan which you implemented last year which allowed you to achieve your tactics and move further to your goals.
4. Tell the story of IKEA's expansion in France in the last twenty years.
5. Explain how growth in the global business since IKEA began has enabled you to achieve your objectives for sustainability, and democratic design.
6. Talk about what you did yesterday, which projects you worked on and how your actions were linked to your strategies and tactics.
7. Explain how you contributed to national focus areas last year.
8. Explain how you adapted national strategies to your own area of work or your local market.

