

BOLD STROKES vs. LONG MARCHES

Bold Strokes are big strategic decisions or major economic initiatives, such as issuing executive orders, announcing new policies, merging with unit, ending some projects or re-allocating critical resources.

Long Marches are more operational and cultural initiatives, such as winning people's hearts and minds to embrace the actions, changing people's behavior, transforming quality of curriculum or services, or enhancing overall effectiveness.

	Bold Strokes	Long Marches
TIME FRAME	<i>Fast</i>	<i>Slow</i>
LOCUS OF ACTION	<i>Decisions at top</i>	<i>Initiatives throughout</i>
LEADER CONTROL	<i>High level of control; can command results</i>	<i>Lower level of control; can initiate and delegate</i>
INITIAL RESULTS	<i>Clear actions & impact</i>	<i>Unclear actions & impact</i>
LATER RESULTS	<i>Less predictable</i>	<i>More dependable</i>
CULTURE IMPACT	<i>Behavior and habits often remain unchanged</i>	<i>Behavior and habits can change</i>