

Strategy Fails When Communication Fails

Organisations invest significant time developing strategic plans.

Yet many strategies never deliver the expected results—not because the strategy was poor, but because it was never effectively communicated.

A strategy only creates value when people understand it.

Employees cannot align their decisions with organisational priorities if they are unclear about where the business is heading or how their role contributes to its success.

Communication is therefore not an administrative function; it is a strategic leadership responsibility.

Effective executive teams communicate with consistency. They explain not only *what* decisions have been made, but *why* they matter. They reinforce priorities, clarify expectations and create opportunities for employees to ask questions and provide feedback.

Without this clarity, departments begin pursuing competing priorities, resources become fragmented and organisational momentum slows.

A useful question for every executive team is:

"Can every employee clearly explain our strategic priorities and how their work contributes to achieving them?"

If the answer is no, the challenge is unlikely to be strategy—it is communication.

Successful organisations understand that communication is not a once-off event following a strategic planning session. It is an ongoing leadership discipline that aligns people, strengthens accountability and enables consistent execution.

Ultimately, strategies succeed because people understand them, believe in them and know exactly how to contribute towards achieving them.

Clear communication transforms strategy from a document into organisational action.

About the Author

Melanie George is the Founder of **Georoth** and a Strategic Advisor with over 20 years of business experience. She is completing her MBA, with her research focused on strategic decision-making by South African business owners. Through Georoth, she helps business owners and executive teams strengthen decision-making, develop leadership capability and build sustainable organisations. Through strategic advisory, executive development programmes and practical business workshops, she helps leaders move from operational firefighting to strategic growth.
