



Signs Your Strategy Isn't Reaching Your Teams

And What to Do

People can't repeat it simply

Teams can't articulate the strategy in plain language. Strategy must clarify what changes at every level.

DO: Relevance drives execution. Each team needs to reduce it to one clear narrative.

Nothing meaningful is changing

Teams are busy, but activity and metrics can hide misalignment. Dashboards lie when they don't measure change.

DO: Measure outcomes tied to **change, not effort** or what's easiest to count.

Managers pass messages instead of making calls

Strategy stalls in the middle when managers are not acting like owners. They're not just there to repeat talking points.

DO: Make managers accountable for translating strategy into role-level impact early.

Decisions escalate unnecessarily

Speed dies in escalation. Teams should be digging in and resolving blockers on their own when they share the same goal.

DO: Push decision rights down by **clarifying guardrails** across leadership so cross-org teams are aligned.

Reviews look polished, not real

Status ≠ progress.

DO: Surface friction, not just green lights. **Make space for real discussion** in operating forums.

Strong leaders set direction

Strategy doesn't cascade. It has to be translated, reinforced, and operationalized deliberately.

Execution leaders design the system that carries it forward.

If strategy isn't landing, execution isn't the problem. Translation is.

Which of these shows up most in your organization?