

EFFECTIVE COMMUNICATION FOR SUCCESSFUL STRATEGIC
ALIGNMENT AT
ST. MARY'S SCHOOL - KASARANI

BY

ANNE NGUGI

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ABSTRACT

Every organization wants to be successful, and this only happens when the strategic plan is well crafted and implemented. In this respect, leaders have to clearly and appropriately communicate the strategy to the stakeholders especially the employees. Considering that strategy and leadership are intricately linked together, it is important to engage the leadership and staff in formulating and executing the strategy. The core to this engagement is effective communication that can distinguish between successful and ineffective organizations. Effectively communicating strategy for leaders is critical for clarity of direction, building alignment and implementing strategy. The primary objective of this qualitative case study was to evaluate the communication systems within St. Mary's School and assess its effectiveness in aligning strategy among the primary stakeholders. The target population was the entire staff of the school. The data collection included questionnaires for all staff and semi structured interviews with leaders. The response rate for the questionnaires was 87%. The semi structured interviews focused on some aspects of communication used by the school leaders. Data was analyzed and presented in form of tables and graphs. The primary results of the study led to the deduction that the school strategy was not effectively communicated to the primary stakeholders due to misaligned communication channels, questionable leaders' credibility, unclear messages and poor feedback framework. The study recommended that in order for strategy to be aligned that a communication training program should be developed, communication channels should be properly aligned, written aspects of strategy should be made available to all stakeholders in clear language, technologically aided channels of communication need to be used and frequent team building events be organized.

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