

**STRATEGIC CHANGE MANAGEMENT AT KENYA SOCIETY FOR THE
BLIND**

BY

JULIANA MWIKALI KIVASU

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION SCHOOL OF BUSINESS, UNIVERSITY OF
NAIROBI**

NOVEMBER, 2012

DECLARATION

I declare that this project is my original work and has never been submitted for a degree in any other university or college for examination academic purposes.

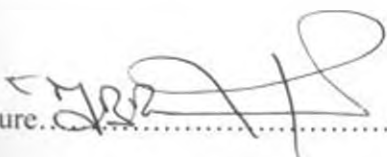
Signature:  Date: 11/11/12

JULIANA KIVASU

D61/60335/2010

SUPERVISOR'S DECLARATION

This research project has been submitted for examination with my approval as the University Supervisor.

Signature:  Date: 11/11/2012

Dr Zachary Bolo Awino

Senior Lecturer, Phd.

School of Business

University of Nairobi

DEDICATION

I dedicate this project to my loving husband Erastus Kivasu and to our lovely children, Nancy, Evelyn, Tom and Kelvin. Your support, love, patience, encouragement, sacrifices and prayers have transformed my dreams to the success of this degree. May God keep and bless you abundantly.

ACKNOWLEDGEMENTS

This far the lord has brought me, it has been a challenging project but I thank God for his mercies. In addition, I would also like to thank the individuals who have contributed to the successful completion of this project.

I thank my husband and my children for the encouragement and patience to see me through this period.

I would also like to appreciate the respondents (the KSB family) for making the time to give feedback on the interview which went a long way in ensuring that the project was insightful on completion.

Last but not least, I would like to extend my utmost gratitude to my Supervisor Dr. Z. B. Awino for his patience, support knowledge, encouragement and contributions that made the completion of this research a reality. Thank you Dr.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENTS	iv
ABBREVIATIONS AND ACRONYMS	vii
ABSTRACT	viii
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study.....	1
1.1.1 Strategic Change Management	2
1.1.2 Visual Impairment in Kenya.....	8
1.1.3 Kenya Society for the Blind.....	9
1.2 Research Problem	10
1.3 Research Objective	12
1.4 Value of the Study	12
CHAPTER TWO: LITERATURE REVIEW	14
2.1 Introduction.....	14
2.2 Strategic Change	14
2.2.1 Concept of Strategy.....	15
2.2.2 Strategic Management	16
2.2.3 Effective Strategy Implementation	18
2.2.4 Strategic Change Process.....	20
2.2.5 Approaches to Managing Strategic Change.....	22
2.3 Models of Change	26
2.3.1 Three-Step Model of Change.....	26
2.3.2 ADKAR Model of Change Management	28
2.3.3 Kotter's Model on Change Process.....	30
CHAPTER THREE: RESEARCH METHODOLOGY	33
3.1 Introduction.....	33
3.2 Research Design.....	33
3.3 Data Collection	33
3.4 Data Analysis	34
CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION	35
4.1 Introduction.....	35
4.2 Background of Kenya Society of the Blind (KSB).....	35

4.3 Drivers of Change Management Program at KSB.....	36
4.4 Communication of the change management programme	37
4.5 Objectives of the change management programme	38
4.6 Timeliness of the change management programme.....	39
4.6 Inclusiveness of the Change management Programme	40
4.7 Performance of the change management programme.....	41
4.8 Anticipation of the change management.....	42
4.9 Challenges in change management strategy implementation	43
4.10 Solutions to the challenges to ensure smooth change programme implementation	44
4.11 Involvement of stakeholders in the change management programme and its effects on the change management programmes.....	45
4.12 Discussion of Findings.....	46
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS ...	49
5.1 Introduction.....	49
5.2 Summary of Findings.....	49
5.3 Conclusion	51
5.4 Recommendations.....	52
5.5 Limitations of the Study.....	52
5.6 Implications on Policy, Theory and Practice	53
5.7 Area for Further Research.....	54
REFERENCES.....	55
APPENDICES:.....	i
Appendix I: Interview Guide	i
Appendix II: Letter of Introduction from the University Of Nairobi	iii
Appendix III: Acceptance letter to hold Interviews at Kenya Society of the Blind	iv

ABBREVIATIONS AND ACRONYMS

ADKAR	Awareness, Desire, Knowledge, Ability and Reinforcement
AMD	Age-Related Macular Degeneration
ICT	Information and Communication Technology
KSB	Kenya Society for the blind
NGO	Non-Governmental Organizations

ABSTRACT

Strategic change has become a constant phenomenon which must be attended to and managed properly if an organization is to survive. Since its inception, KSB has been improving its services and the mode of delivery of Programme to person with visual impairment. Although the delivery has improved with the time, KSB did not benchmark themselves with other organizations and therefore this led to some specific programs being duplicated by others. This study set to determine the strategic change management program at Kenya Society for the Blind. The study applied case study research design where only one organization was involved. The study used both primary and secondary data. Primary data was collected through interviews with senior managers and Council members. Secondary data was collected through review of the contents of various relevant publications and reports at the Kenya Society of the Blind including the Strategic Plan, Financial Statements and other relevant materials. Collected data was analyzed using content analysis and presented in prose format. Drivers of change at KSB included: changes in the top management; changes in the policy which gave out some responsibilities initially performed by KSB to other government institutions; and diminishing donor and government support which created budgetary deficits from time. KSB used several communication modes to pass the message of change across all stakeholders. The change management programme had several objectives to operate more effectively and efficiently to deliver on its Vision and Mission. The change management programme was reflected in employees' job descriptions and work plans. The signing of performance contracts at the Institution promoted the corporate plan. To deal with the challenges of change management process, KSB has circumvented various solutions to ensure that the change management programme is a success. KSB requested strategic partners to support the change programme which yielded some positive impacts as some like Sight Savers came in to financially support the change management programme.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In an ever-changing global economy, Johnson and Scholes (2003) notes that organizations must find ways for operating by developing new competences as the old advantage and competences gained is quickly eroded owing to environmental changes. Because of the fact that changes are a necessity in private as well as public sector, every organization must change with the environment otherwise, it would become irrelevant. Rose and Lawton (1999) observes that changes in the service institutions arise out of the need for efficiency, economy, effectiveness, performance evaluation ethics and market concerns. Rising demand for services and expectations of quality of those services have placed extreme pressure on managers and their organizations, depicting change as a continuous episode in the life of corporations.

Many organizations are occasionally faced with challenges that force them to adjust or change (Burnes, 2004). Development organizations, in particular, regularly have to go through change processes when having to respond to new development scenarios, changing priorities or simply as part of their expansion or restructuring processes. According to Baloun and Johnson (2004), change does not occur in a vacuum, but should be part of the strategic management process of an organization. The pressures on organizations are greater today than ever. Increasing global competition, oppressive macroeconomic conditions, greater economic integration, advances in ICT and informed customers mean businesses must deliver higher levels of quality and service at competitive prices.

These pressures necessitate changing how organizations operate by injecting more commercial outlooks, redefining roles, eliminating unproductive work habits or integrating new technologies to support business (Kotter, 1996). Since 1990, the Kenyan business environment has been undergoing a number of changes that have affected the manner in which corporate organizations operate. The old ways of doing business will be challenged, and the main change element issues that have and continue affecting Kenya are political changes, economic changes (Structural adjustment programmes,) change in employment structure of companies for instance downsizing, retrenchment. These have highly affected the performance of many organizations in terms of growth, profitability, productivity, efficiency and effectiveness.

Many organizations are occasionally faced with challenges that force them to adjust or change (Burnes, 2004). Public organizations including the police, in particular, regularly have to go through change processes when having to respond to new development scenarios or simply as part of their expansion or restructuring processes. The implications of change processes are regularly under-estimated by senior management and not managed adequately.

1.1.1 Strategic Change Management

Strategy of an organization is the roadmap towards attainment of its long term goals and objectives. Strategic management is the process of operationalization of the firm's strategy. This process integrates different functions of the organization. For an organization to be successful, it is very important to chalk out a sound strategic system. Strategic management helps in the formulation of effective organizational goals. The

effective formulation and implementation of strategic management techniques can lead an organization to the path of success. For those who believe in the principles that underlie it, change management practices as philosophy legitimates 'the interests of management in how organizations are managed, stressing the role and accountability of individual managers in their positions as managers' (McAuley, Duberly and Cohen, 2000).

Strategic management is the highest level of managerial activity. Strategies are typically planned, crafted or guided by the Chief Executive Officer, approved or authorized by the Board of directors, and then implemented under the supervision of the organization's top management team or senior executives. According to this logical incrementalism perspective (Quinn, 1978), the top management teams set the corporate strategy and sub-units develop specific strategies and tactics needed to respond effectively to environmental challenges (Wright, McMahan and McWilliams, 1994).

Strategic management provides overall direction to the enterprise and is closely related to the field of Organization Studies. In the field of business administration, it is useful to talk about "strategic alignment" between the organization and its environment or "strategic consistency". Strategic management involves analysis of the firm's external and internal environments towards making strategic decisions and drawing out comprehensive action-plan for achieving long-term organizational goals. The strategic management framework is based on the firm's vision and mission. Vision and mission also help in the formulation of long-term organizational goals.

Strategic management includes the setting of the mission, goals and objectives for the organization, the analysis of the external environment as it affects the organization, together with its internal resources and the choice of strategic alternatives. Assessment of stakeholder power and the impact of the organization's culture on strategic decision-making are also important areas for analysis. Strategic choice is based on factors such as what is desirable for the organization, what it is feasible for it to achieve with the available resources and competences and what is the desirability of potential strategies. Strategic implementation is concerned with affecting the chosen strategy for the organization that is, putting the strategy into practice.

Strategic implementation always involves a degree of change and the effective management of change can significantly affect the successful implementation of the desired strategy (Alexander, 1985). Strategic evaluation is perhaps the less-researched part of the strategy process but it is vital in assessing the level of success of the chosen strategy. It is not only concerned with performance and performance measures but also helps to signal when the strategy requires adjustment in the light of experience and in the context of a rapidly changing external environment, as strategy is a continuous process rather than a single event.

The change process in any organization normally happens due to the awareness of the need for change. In the recent years especially, the nature of change has increased in degree and pace. In this regard, an organization has first to identify the factors that have created this necessity for change, identify their characteristics and then determine how the changes will be done. The factors that contribute to change range from cost reduction,

redundancies, technological, cultural change and performance improvement. There is much research reporting on implementation of change programmes where the resulting picture is far from a replica of discrete set of economic, structural and technological contingencies (Senge, 1990; Pettigrew, 1992). This is partly because of the dynamic operating environment in which businesses operate. Businesses are forced to be innovative in order to survive the threats developing every day.

In analyzing how well organization is positioned to achieve its intended objective, some approaches look at internal factors, others look at external ones, some combine these perspectives, and others look for congruence between various aspects of the organization being studied. While some models of organizational effectiveness go in and out of fashion, one that has persisted is the McKinsey 7S framework.

The McKinsey 1980 7S framework was originally developed as a tool to enable broader thinking when organizing a company effectively, suggesting that strategy must be thought about in terms of how it works in conjunction with a number of other factors (Waterman, Peters and Phillips, 1980). Successful change requires attending to the seven variables of the model and using them as a framework to diagnose how an organization currently operates and how change might be designed. Moreover, when all seven variables are aligned and facing the vision, mission and strategy, there is a real momentum to successfully operate/change.

The premise of the model is that if one element changes then this will also affect all the others. The McKinsey 7-S framework is a holistic framework with which to analyze and improve organizational effectiveness. It is a model of organizational performance which would help to determine what to measure and how to interpret data during the process of organizational assessment (Lawler, Nadler and Camman, 1980). It allows an organization to survey its operations, articulate its vision, and compare the present with the future and articulate intended changes.

The 7-S Organizational Change Model highlights seven issue clusters that influence planned organizational change. The framework was first developed by Mc Kinsey Consulting and later described by Waterman et al (1980). It has been chosen for its simplicity and familiarity with many planners. Effective organizations try to achieve a fit between these 7 elements. If one element changes, it will affect the others. In change processes many organizations focus their efforts on the hard Ss – strategy, structure and systems and they overlook the soft Ss, namely the skills, staff, style and shared values: Strategy has to do with the direction and scope of the organization over the long term. Organizations plan for allocating resources to identified goals.

The issues relate to clarity of goals in terms of planned initiatives, linkages to broader organizational goals, stakeholder understanding of reasons for particular initiatives; Structure relates to both formal and temporary (or informal) structures such as task forces, teams, business units, etc: as well reporting lines, areas of expertise and responsibility. Organizational structure should be adaptable with a few hierarchical levels as possible because fewer levels mean greater adaptability. Instead of permanent

and unchangeable departments it is necessary to establish dynamic teams that involve themselves in processes to deal with daily challenges; Systems relates to procedural reports, processes and technologies (Meeting formats, information technology, reward systems, etc). Systems in the organization imply all the methods of creating and organizing knowledge, both internal and external.

Skills deal with capabilities and competencies that exist within the organization; and whether key people have the knowledge, skills, and ability to make the required changes. Adequate analysis of this category would require the planning team to identify key performance area (task analysis and assess the skills requirement, both current and required competences) for each of these performances (Sanchez, 2001). Skills imply learning from one's own and others successes and failures and to be able to respond to today's requirements and readiness to respond to challenges; Style implies the leadership approach of top management and the organization's operating approach.

The direct involvement of managers in processes within the organization should be considered, not only as people that create and supervise processes, but who participate and are aware of the necessity to constantly improve every process and so ensure its survival over a long term period. Style also characterizes how leaders and managers behave in terms of setting and achieving organization goals. Leadership style elements include communication style, decision making preferences, symbolic behavior, social needs, individual values and attitudes.

The issue of staff addresses questions like whether they have the right people in the right positions in terms of their training, experience and interests. It relates to the organization's people resources, and how they are developed, trained and motivated. Both quantitative staffing levels as well as the qualitative backgrounds of staff should be considered in relation to planned initiatives. It also deals with how communications flow among personnel; and Shared values relate to the significant principles, guiding concepts and beliefs that an organization fosters in its members. They might include norms, values, attitudes and the cultural elements present within the organization. Shared values are those common values that all employees share, no matter which hierarchical level they belong to and how much responsibilities and rights they have in managing the organization, or of offering value to the customer in every process.

1.1.2 Visual Impairment in Kenya

According to the Kenya Society for the Blind Strategic Plan (2012-2016), in 2002 there were about 300, 000 persons with visual impairment as compared to 2009 approximation of 518,000 Kenyans (1.4% of the population). The prevalence is higher in females (55%) than males (45%). Cataracts are the leading cause of visual impairment in Kenya, as in all developing countries, followed by trachoma, glaucoma and age-related macular degeneration (AMD).

About 80% of blindness in Kenya is curable which is an indication that if proper medicare and preventive education is properly employed, then visual impairment will be drastically reduced. The Strategic Plan further indicates that about 43% of blindness in Kenya is caused by cataracts and that there are approximately 14,500 new cases each

year in addition to the 107,000 citizens already suffering from cataract blindness. Trachoma has been identified as the leading cause of preventable blindness and second leading cause of avoidable blindness in Kenya accounting for 19% of the blindness cases (KSB strategic plan, 2012).

Government is keen on reducing the level of blindness among its citizens. This has been done through the Division of Ophthalmic services under the Ministries of medical Services in collaboration with Kenya Society of the Blind and other partners.

1.1.3 Kenya Society for the Blind

Kenya Society for the Blind (KSB) is a charitable organization established in 1956 by an Act of Parliament Cap 251 of the laws of Kenya. KSB is a National Organization charged with the responsibility of serving all citizens of Kenya who are visually impaired or are at a risk of going blind. The Kenya Society for the Blind reaches out to visually impaired people in communities and helps to create a conducive environment for the empowerment of the visually impaired by promoting their welfare, training, education and employment, so that they may become self-sufficient and self-reliant.

The Society is the leading national agency in the fight against blindness and promotion of the education and the rehabilitation of the irreversibly blind. Established 52 years ago, the programmes and activities carried out by KSB have expanded steadily in all the three sectors of the eye that include the eye health care, education and rehabilitation. Despite this expansion, KSB still has to do a lot more to address the magnitude of blindness in Kenya to achieve the objective of Vision 2020 of eliminating avoidable blindness by the year 2020.

KSB works in partnership with the Government, International and Local Non-Governmental Organizations (NGOs) and the community to execute its mandate. The mandate of KSB is outlined by the Act as follows: To promote the welfare, education, training and employment of the blind and assist in the prevention and alleviation of blindness. The KSB provides Eye Care Services to the People; Educating Blind and Visually Impaired Children; Teaching People to live independently; and Fundraising, Image Building and Public Relations (www.ksblind.org).

1.2 Research Problem

Strategic change has become a constant phenomenon which must be attended to and managed properly if an organization is to survive. Changes in technology, the marketplace, information systems, the global economy, social values, workforce demographics and the political environment have a significant effect on the processes, products and services produced (Simons, 1999). While organizational change is a constant experience, knowledge and awareness about many of the critical issues involved in the management of such change is often lacking in those responsible for its progress.

Since its inception, KSB has been improving its services and the mode of delivery of Programme to person with visual impairment. Although the delivery has improved with the time, KSB did not benchmark themselves with other organizations and therefore this led to some specific programs being duplicated by others. In addition, although KSB has a strategic plan, the resource allocation and the implementation of the planned activities has not been undertaken effectively. The employees have been working without clear detailed implementation plan. The organization did not have a strategy of how the

KSB works in partnership with the Government, International and Local Non-Governmental Organizations (NGOs) and the community to execute its mandate. The mandate of KSB is outlined by the Act as follows: To promote the welfare, education, training and employment of the blind and assist in the prevention and alleviation of blindness. The KSB provides Eye Care Services to the People; Educating Blind and Visually Impaired Children; Teaching People to live independently; and Fundraising, Image Building and Public Relations (www.ksblind.org).

1.2 Research Problem

Strategic change has become a constant phenomenon which must be attended to and managed properly if an organization is to survive. Changes in technology, the marketplace, information systems, the global economy, social values, workforce demographics and the political environment have a significant effect on the processes, products and services produced (Simons, 1999). While organizational change is a constant experience, knowledge and awareness about many of the critical issues involved in the management of such change is often lacking in those responsible for its progress.

Since its inception, KSB has been improving its services and the mode of delivery of Programme to person with visual impairment. Although the delivery has improved with the time, KSB did not benchmark themselves with other organizations and therefore this led to some specific programs being duplicated by others. In addition, although KSB has a strategic plan, the resource allocation and the implementation of the planned activities has not been undertaken effectively. The employees have been working without clear detailed implementation plan. The organization did not have a strategy of how the

programs were to be implemented. All these among other factors led to a relaxed atmosphere where the employees did not bother whether they performed their duties well or not since there was no way of monitoring their performance.

In addition, KSB started as a small organization and because it was the only organization coordinating the rights and needs of persons with visual impairment, the institution grew immensely thus outgrowing the programmes initially put in place. However, despite the steady growth, KSB should have reviewed their competency and capacity in terms of skilled and professional employees, structure and systems to manage and enhance the working relationship with the donors, the coordination of the Programme, the quality of the services offered and should have thought about the future sustainability of the programs.

The organization did not match the expansion of programs with the required competency and capacity of the organization in line with the strategic plan and the operating environment. This therefore necessitated a strategic change management at the institution to match it with the changes in its external environment. The management of change program was key in ensuring that the Institution delivered on its key mandate and goals.

The organization was not able to sustain its operations because of the dwindling financial sources.

Studies on strategic change management including Gekonge (1999) conducted a survey of the strategic change management practices by Kenyan companies using a case of companies listed by the NSE. Bwibo (2000) did a survey of strategic change management practices within non-governmental organizations in Kenya. Otiso (2008) studied strategic

change management practices the case of Africa merchant assurance company. Adieri (2000) did on strategic change management practices within non-governmental organizations in Kenya; and Mbogo (2003) did a study of strategic change management process in commercial banks in Kenya. Mutuku (2011) studied on strategy implementation and its challenges: a case of Kenya Society for the Blind. From the above discussions, it is evident that limited information is available on the management of strategic change at the Kenya Society for the Blind considering that this is a unique organization which is an agency formed by the Government of Kenya but autonomous in its operations. This study therefore sought to provide organization specific information on how change has been managed. To achieve this, this study sought to answer one question: How was the strategic change management at Kenya Society for the Blind?

1.3 Research Objective

The objective of the study was to determine the strategic change management at Kenya Society for the Blind.

1.4 Value of the Study

The results of the study would benefit Kenya Society for the Blind and other organization in identifying strategies that they can adopt in order to manage change in response to competition. It would be a useful source of information to its management of strategic changes. The study would be of importance to other public institutions whose interest lies on improved services delivery for customer satisfaction.

The study would also be useful to government and policy makers in different institutions in formulating policies on areas that necessitate strategic change management. The study would provide advice to the government on issues to do with strategic change management in Kenya and how they can use different strategies in order to effectively manage the change process.

The study also contributes to the field of strategic management in general and the management of strategic change in particular. The study would provide a platform for further research in the area of change management and in particular the strategies and practices.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter seeks to look at what other scholars have who have carried out their research in the same field of study which are closely related to the theme and the objectives of the study. The specific areas covered here are concept of strategy; strategic management; and strategic change process.

2.2 Strategic Change

All organizations are currently undergoing some type of change. Many of these change programmes arise from management fads such as culture change, business process engineering, empowerment and total quality. The Change Cycle begins with the introduction of new ideas. These may be initiated anywhere within the organization, however, it is imperative to have a structure or mechanism that will successfully surface them.

The second step is the "vetting" or stringent review of ideas to determine which ideas best support the organization's business strategy and goals. Most often there are multiple initiatives available to any organization that appear to be consistent or aligned with strategic objectives. Prioritization of these opportunities requires the ability to differentiate among them, identifying the degree to which they best support the business requirements. To be successful at this level of evaluation, consistency in measurement of all ideas becomes a critical component. Other change initiatives are driven by the need for organizations to reposition themselves in the face of changing competitive conditions.

2.2.1 Concept of Strategy

Strategy can be defined as the direction and scope of an organization over the long term, which achieves advantage for the organization through its configuration of its resources within a challenging environment and geared towards meeting the needs of the markets as it fulfils stakeholder expectations according to (Johnson and Scholes, 2002). Ansoff (1990) defines strategy as the product market scope of a company. This refers to a decision of what to produce in what market. If the environment is stable, an organization can operate without changing its product-market focus.

However, if the environment changes, this would require changes in the organization's product-market focus that is its strategy. Porter (1996) asserts that strategy is creating a fit among company's activities. The success of a strategy depends on doing many things well -not just a few- and integrating them. If there is no fit among activities, there is no distinctive strategy and little sustainability.

A strategy reflects a company's awareness of how, where and when it should compete and for what purposes it should compete. The underlying issue of this definition is that the main thrust of strategy is to achieve long term sustainable advantage over the other competitors of the organization in every business in which it participates. It recognizes that competitive advantage results from a thorough understanding of the external forces that impact on the organization. According to Johnson and Scholes (2002), the term strategy gives the direction and scope of an organization over the long term which achieves advantage for the organization through its configuration of resources within changing environment to meet the needs of the market and fulfill stakeholders' expectations.

Mintzberg (1999) identified five interrelated definitions of strategy as a plan, ploy, pattern, position and as a perspective. He does not argue that one definition should be preferred to the others, but rather he considered as alternatives or complementary approaches. Since resources are scarce, managers must decide which alternative strategies will benefit the firm most. For any organization to succeed, it will be necessary for top management, managers and employees to work as a team to achieve the company goals and objectives.

2.2.2 Strategic Management

According to Jauch and Glueck (1989), strategic management is a stream of decisions which leads to the development of effective strategy or strategies to help achieve corporate objectives. Ansoff and McDonell (1990) define strategic management as a systematic approach of managing strategic change which consists of positioning of the firm through strategy and capability planning, real-time strategic response through issue management and systematic management of resistance during strategic implementation. Hoffman and Hegarty (1993) defined it as being concerned with top management behavior in developing organizational structure and in determining the efficacy of these strategies for coping with organizational environment. Johnson and Scholes (1999) look at strategic management as to include strategic analysis, strategic choice and strategy implementation.

Strategic management process is a six-stage process, run in-house usually by a strategic management group. It is supported by various consultants and accessible to external stakeholders. Within each stage, three basic steps are followed which include: Search, for

ideas and information, Synthesis, observation of patterns, trends and Selection, determine priorities for action. Within these three basic steps, alternative criteria are used to assist using the best technique namely: quality, acceptance, innovation and preservation. Three ongoing process analysis, decisions, and actions are central to strategic management. In practice, these three process-often referred to as strategy analysis, strategy formulation, and strategy implementation-are highly interdependent.

The way in which the strategy is implemented can have a significant impact on whether it will be successful or not. In most cases, different people from those who formulated it do implementation of the strategy. For this reason, care must be taken to communicate the strategy and the reasoning behind it. Otherwise, the implementation might not succeed if the strategy is misunderstood or if the affected parties resist its implementation because they do not understand why the particular strategy was selected (Thompson, 1993).

Implementing strategies successfully is about matching the planned and the realizing strategies, which together aim at reaching the organizational vision. The components of strategy implementation communication, interpretation, adoption and action are not necessarily successive and they cannot be detached from one another. Okumu and Roper (1998) observe that despite the importance of the strategic execution process, far more research has been carried out into strategy formulation rather than into strategy implementation, while Alexander concludes that literature is dominated by a focus on long range planning and strategy content rather than the actual implementation of strategies, on which "little is written or researched (Alexander, 1985).

2.2.3 Effective Strategy Implementation

Just being able to conceive bold new strategies is not enough. The strategy leading team must also be able to translate the organization's strategic vision into concrete steps that "get things done". Strategy formulation entails heavy doses of vision, analysis, and entrepreneurial judgment. Successful strategy implementation depends on the skills of working through others, organizing, motivating, culture-building, and creating stronger fits between strategy and how the organization operates (Grant, 2000).

Strategies must be well formulated and implemented in order to attain organizational objectives. Thompson (1993) determined that the strategy implementation process included the many components of management and had to be successfully acted upon to achieve the desired results. Here, the critical point is that effective and successful strategy implementation depends on the achievement of good "fits" between the strategies and their means of implementation.

Chakravarthy and White (2001) have taken into consideration that no matter how effectively a company has planned its strategies, it could not succeed if the strategies were not implemented properly. Hendry and Kiel (2004) also clarified that the more ineffective the top management decisions, the more ineffective are the choices made at lower levels of management. Similarly, if top management's strategic choices tend to be successful, it reflects favorably on choices made in other parts of the organization. Simons (1994) refer to three categories of factors that affected strategic decision-making process: environmental factors; organizational factors; and decision-specific factors. Here, environmental factors mean external agents such as national culture, national economic conditions, and industry conditions.

According to Porter (1980) strategists must assess the forces affecting competition in their industry and identify their company's strengths and weaknesses. then strategists can devise a plan of action that may include first, positioning the company so that its capabilities provide the best defense against the competitive force; and/or second, influencing the balance of the forces through strategic moves, thereby improving the company's position; and/or third, anticipating shifts in the factors underlying the forces and responding to them, with the hope of exploiting change by choosing a strategy appropriate for the new competitive balance before opponents recognize it.

Petersen and Welch (2000) noted two dimensions of strategy implementation: structural arrangements, and the selection and development of key roles (Kaplan and Norton, 2004). The quality of people as skills, attitudes, capabilities, experiences and other characteristics required by a specific task or position. Structure refers to the way in which tasks and people are specialized and divided, and authority is distributed: how activities and reporting relationships are grouped: the mechanisms by which activities in the organization are coordinated Systems refer to the formal and informal procedures used to manage the organization, including management control systems, performance measurement and reward systems, planning, budgeting and resource allocation systems, and management information systems.

Staff refers to the people, their backgrounds and competencies; how the organization recruits, selects, trains, socializes, manages the careers, and promotes employees. Skills refer to the distinctive competencies of the organization: what it does best along dimensions such as people, management practices, processes, systems, technology, and customer relationships.

2.2.4 Strategic Change Process

Strategic change involves not only deciding what to change but how and when to change specific elements of one's strategic orientation (Worley, Hitchin, and Ross, 1996). This change may be driven by dramatic changes within the environment, declining organizational performance, or perhaps even both. Within the realm of higher education, strategic planning can be considered as steering the university's teaching activities such that they are in alignment with organizational mission and vision (Lofstrom and Nevgi, 2007). As the list of online educational providers grows, those organizations which have not considered offering this type of education already may be forced into a position which causes them to think about the adoption of educational technologies as a path to survival in the future.

The strategic change process encompasses four basic steps as follows (Worley et al., 1996): Step one: Strategic analysis - analysis of an organization's external environment, its current strategic orientation, and the degree of its effectiveness at meeting its objectives and mission: Step two: Strategy making - begins with the decision to change its vision and orientation in the future and includes defining the products and services to be offered, specifying the markets to be served, developing a position to be competitive in those markets, and assessing the underlying organizational processes and culture that will either enable or inhibit the change: Step three: Strategic plan design - defines how the change process will be logistically accomplished through sequencing and pacing in light of the prevailing culture as well as anticipated resistance: Step four: Implementation of the plan - transition to the new orientation which includes developing budgets and timetables.

The process has been likened to individuals. Conner (2003) states that organizations like individuals have a speed of change at which they operate best. This speed reflects the degree to which the organization can absorb major change while minimizing dysfunctional behavior. Also, an organization's speed of change is variable and can fluctuate dramatically based on specific circumstances.

But at any point in time, an organization's capacity to effectively assimilate transition it encounters is limited by its level of resilience or speed of change. To increase an organization's speed of change one needs to look at change differently. He continues to argue that the two major pre-requisite for change are pain and remedy. Pain management provides motivation to pull away from the present while remedy selling provides the motivation to proceed to the desired state.

Whenever a strategic change requires significant discontinuities in the culture and/or power structure of the organization, time, costs, and dysfunctions will be saved if management takes the process gradually. A desirable first step, which is preliminary to strategy planning and implementation, is to prepare the ground through a series of measures aimed at minimizing the start up resistance, marshalling a power base sufficient to give the change momentum and continuity, preparing a detailed plan for the change process which assigns responsibilities, resources, steps and interactions through which the change will be carried out and designing into the plan behavioral features which optimize the acceptance and support for the new strategies and capabilities (Ansoff and McDonnell, 1990).

2.2.5 Approaches to Managing Strategic Change

A number of renowned practitioners have contributed models on change management. The action research model advocates for a systematic collection of data and then selection of a change action based on what the analyzed data indicates. It aims at providing a scientific methodology for managing planned change. The process of action research consists of five steps which are diagnosis, analysis, feedback, action and evaluation (Lewin, 1951).

The same approach seems to be supported by Dawson (1996) through the process/contextual perspective. It states that to understand the process of change, we need to consider the past, present and future context in which the organization functions, including external and internal factors. The substance of the change itself and its significance and timescale including the transition process, tasks, activities, decisions, timing, sequencing, political activity, both within and external to the organization and the interactions between these factors (Fopp and Schiessl, 1999).

Dawson (1994) identifies five specific aspects of the internal context which are human resources, administrative structures, technology, product or service, and the organization's history and culture. He also identifies four key features of the substance of change which are the scale, its 'defining characteristics', its perceived centrality, and the timeframe of change initiatives. The substance of change influences the scale of disruption to existing structures and jobs. The transition process may be slow and incremental, or rapid. In addition, managers can draw upon evidence from the context and substance of change to marshal support and to legitimate their own proposals through organizational political action (Fruin, 1998).

Lewin (1951) also developed the three - step model, which states that successful change in organizations should follow the steps of freezing the status quo, movement to a new state and refreezing the new change to make it permanent. The status quo can be considered to be an equilibrium state. To move from this equilibrium, there is need to overcome the pressure of both individual resistance and group conformity - unfreezing is necessary. It can be achieved in one of three ways where the driving forces, which direct behavior away from the status quo can be increased, the restraining forces, which hinder movement from existing equilibrium can be decreased or a combination of first two approaches (Robbins, 2003).

However, Huczynski and Buchanan (2003) state that refreezing no longer seems to be an option given constant transformation which is now the norm. Permanent thaw is perhaps a more appropriate metaphor. Many organizations now face a 'high velocity' environment. They continue to say that turbulent and rapidly changing external conditions are translated into a complex, multi-faceted, fluid and interlinked streams of initiatives affecting work and organization design, resource allocation, and system procedures in continuous attempts to improve performance. The environment for most organizations is likely to remain volatile, or become even more turbulent (Genus, 1998). Current trends do not lead to predictions of continuity and stability in the near future.

Bullock and Batten (1985) summarize their model in 4 broad stages. The Exploration Phase which involves awareness of need for change and searching for solutions, planning phase which involve understanding the problem, collecting information, setting change goals, designing action plans, action phase involving arrangements for managing change, feedback processes and Integration phase involving consolidating

and stabilizing change, reinforcing new behaviors .This model was an expansion of Lewin 3- step model and did not factor the volatility and dynamism of organizations environment. Kotter (1996) came up with the eight-stage change process whose initial step is establishing a sense of urgency crucial in gaining needed cooperation. This is because when urgency low, it's difficult to put together a group with enough power and credibility to guide the effort or to convince key individuals to spend the time necessary to create and communicate a change vision.

The second step is creating the guiding coalition since a strong guiding coalition is always needed. The coalition must have the right composition, level of trust and shared objective. Building such a team is always an essential part of the early stages of any effort to restructure, reengineer, or retool a set of strategies. Four key characteristics seem to be essential to effective guiding coalitions these are position power, expertise, credibility and leadership. The third step is developing a vision and strategy. Vision refers to a picture of the future with some implicit or explicit commentary on why people should strive to create that future. In a change process, a good vision serves in clarifying the general direction for change, it motivates people to take action in the right direction and it helps coordinate the actions of different people (Hardy, 1995).

The fourth step is communicating the change vision since the real power of a vision is unleashed only when most of those involved in an enterprise or activity have a common understanding of its goals and direction. That shared sense of a desirable future can help motivate and co-ordinate the kind of actions that create transformations. The fifth step is empowering broad-based action to empower a broad base of people to take action by removing as many barriers to the implementation of the change vision as possible at this

point in the process. The biggest obstacles that often need to be attacked are structures, skills, systems and supervisors. Generating short term wins is the sixth step, this is necessary as major change usually take a lot of time. There is need to have convincing evidence that all the effort is paying off especially to non believers who require even higher standards of proof. They want to see clear data indicating that the changes are working and that the change process isn't absorbing so many resources in the short term as to endanger the organization.

Running a transformation effort without serious attention to short-term wins is extremely risky. Seventh step is consolidating gains and producing more change since the first major performance improvement will probably come well before the halfway point, the guiding coalition should use the credibility afforded by the short term win to push forward faster, tackling even more or bigger projects. The final step is anchoring new approaches since according to Kotter, culture changes only after successfully altering people's actions, after the new behavior produces some group benefit for a period of time, and after people see the connection between the new actions and the performance improvement.

Beckhard and Harris (1987) also proposed a change formula. The change formula is a mathematical representation of the change process. The basic notion is that, for change to occur, the costs of change must be outweighed by dissatisfaction with the status quo, the desirability of the proposed change and the practicality of the change. There will be resistance to change if people are not dissatisfied with the current state of the organization, or if the changes are not seen as an improvement.

2.3 Models of Change

Models can reveal why change occurs (the driving forces of change); how change will occur (the stages, scale, timing, and process characteristics); and what will occur (the content of change, outcomes, and ways to measure it). Furthermore, each model helps us to understand different aspects of change as follows:

2.3.1 Three-Step Model of Change

The Group Dynamic School originates with the classic work of Kurt Lewin (1890–1947) and sees organizational change as a group- rather than an individual process. The main rationale being that people in organizations tend to work in groups rather than only as individuals; in his work on group dynamics Kurt Lewin is concerned with two basic questions: Firstly, what is it within the characteristics of groups that make them behave or respond as they do, to the forces that affect them? Secondly, in what way is it possible to alter these forces so that behavior is reaffirmed in a desirable form (Burnes, 2004a).

Hendry (1996, p. 624) arguing for the significance of the three-step model and its contribution to organizational change says that one can “[s]cratch any account of creating and managing change and the idea that change is a three-stage process which necessarily begins with a process of unfreezing will not be far from the surface”. The model consists of phases within the change process, each presenting its own challenges and objective for the organization (Lewin, 1997; Jacobsen, 2006, p. 268; Burnes, 2004b). Three processes are described as being: unfreezing, moving (changing) and refreezing: Unfreezing involves breaking open the shell of complacency and self-righteousness which it is sometimes necessary to bring about an emotional stir up (Lewin, 1997).

The first phase of organizational change involves breaking up the above mentioned equilibrium. This has to be done because new behavior cannot be implemented before old behavior is unlearned. The influential Schein (1999) argues for a three stage process within unfreezing involving ways to accept change interventions. First is creating a disconfirmation with the status quo, so that one feels that nonparticipation in changing a system would result in its failure and ultimately personal loss. Secondly, a generation of survival anxiety that represents an acceptance of data showing current systems as inadequate: this involves not letting typical defensive feelings hinder admittance of an unsatisfactory status. Thirdly, Schein argues for creating psychological safety, without which "disconfirming information will be denied or in other ways defended against, no survival anxiety will be felt and consequently, no change will take place" (Schein, 1999, p. 61).

Moving (change) is the second phase of change process and Lewin refers it to as the notion of change-realization, the establishment of new strategies and structure. Lewin understanding of moving is best described as relating to the equation for the quasi-stationary equilibrium. It is the understanding that the equilibrium is only moved if the restraining forces are re-moved. The moving of the equilibrium is hindered because of the ramifications of the restraining forces, therefore emphasizing the importance of the first step in creating and implementing change. However, there is an essential recognition that without considerable reinforcement the change (the move) will be short lived, calling for the last phase in the three-step model.

Refreezing is the final phase in the change process and it entails institutionalizing the changes made. Securing that moving the equilibrium does not go wrong requires employees to demonstrate commitment to the new structures or processes. This presents the problem that new behavior must be concurrent with personal behavior of the change-participants (Schein, 1999, p. 63). The new behavior must be identified as the "only way to do things" so as not to set off a new round of disconfirmation, which in turn can result in "unlearning" or as stated by Weick and Quinn: "refreezing that embeds the new behavior and forestalls relapse is most likely to occur when the behavior fits both the personality of the target and the relational expectations of the target's social network (the group)" (1999, p. 372).

2.3.2 ADKAR Model of Change Management

The ADKAR model- an acronym for Awareness, Desire, Knowledge, Ability and Reinforcement was first published by Prosci in 1998 after research with more than 300 companies undergoing major change projects. In 2006, Prosci released the first complete text on the ADKAR model in Jeff (2006). This model is intended to be a coaching tool to help employees through the change process. The first step in managing any type of organizational change understands how to manage change with a single individual. In essence, to make a change successfully an individual needs awareness of the need for change, desire to participate and support the change, knowledge on how to change, ability to implement required skills and behaviors and reinforcement to sustain the change. ADKAR describes successful change at the individual level (Westwood and Linstead, 2001).

ADKAR is a goal-oriented change management model that allows change management teams to focus their activities on specific business results. The model was initially used as a tool for determining if change management activities like communications and training were having the desired results during organizational change. The model has its origins in aligning traditional change management activities to a given result or goal. For example, Awareness of the business reasons for change is a goal of early communications related to a business change (Tichy, 1983).

Desire to engage and participate in the change is the goal of sponsorship and resistance management. Knowledge about how to change is the goal of training and coaching. By identifying the required outcomes or goals of change management, ADKAR becomes a useful framework for change management teams in the planning and execution of their work. The goals or outcomes defined by ADKAR are sequential and cumulative. An individual must obtain each element in sequence in order for a change to be implemented and sustained.

The power of the ADKAR model is that it creates focus on the first element that is the root cause of failure. When approaching change using this model, one can immediately identify where the process is breaking down and which elements are being overlooked. This avoids generic conversations about the change that rarely produce actionable steps. This results-oriented approach helps focus energy on the area that will produce the highest probability for success (Rosabeth, 1999). ADKAR help organizations plan effectively for a new change or diagnose why a current change is failing. In some cases, corrective action can be taken and the change successfully implemented.

2.3.3 Kotter's Model on Change Process

Kotter (1995) developed a list of factors that he believes lead to successful changes, and those that lead to failure. He has devised an 8 step method where the first four steps focus on de-freezing the organization, the next three steps make the change happen, and the last step re-freezes the organization with a new culture. When people need to make big changes significantly and effectively, he says that this goes best if the 8 steps happen in order. Kotter summarizes the eight phases as follows. Establishing a sense of urgency: involves talking of change: This typically begins with some people noticing vulnerability in the organization.

The threat of losing ground in some way sparks these people into action, and they in turn try to communicate that sense of urgency to others. Kotter (1995) notes that over half the companies he has observed have never been able to create enough urgency to prompt action. Kotter adds that without motivation, people won't help and the effort goes nowhere. Executives underestimate how hard it can be to drive people out of their comfort zones.

Form a powerful guiding coalition. change efforts often start with just one or two people, and should grow continually to include more and more who believe the changes are necessary. The need in this phase is to gather a large enough initial core of believers. This initial group should be pretty powerful in terms of the roles they hold in the organization, the reputations they have, the skills they bring and the relationships they have. Regardless of size of the organization, the "guiding coalition" for change needs to have 3-5 people leading the effort. This group, in turn, helps bring others on board with the new ideas.

The building of this coalition – their sense of urgency, their sense of what's happening and what's needed – is crucial. Involving respected leaders in this coalition will pay great dividends later (Reed et al. 2000). Successful transformation rests on "a picture of the future that is relatively easy to communicate and appeals to customers, stakeholders, and employees. A vision helps clarify the direction in which an organization needs to move". The vision functions in many different ways: it helps spark motivation, it helps keep all the projects and changes aligned, it provides a filter to evaluate how the organization is doing, and it provides a rationale for the changes the organization will have to weather.

Kotter (1995) suggests the leadership should estimate how much communication of the vision is needed, and then multiply that effort by a factor of ten. Empower others to act on the vision: This entails several different actions. Allow organization members to make changes in their areas of involvement. Allocate budget money to the new initiative. Carve out time on meeting agendas to talk about the vision. Change the way your work is organized to put people where the effort needs to be. Free up key people from existing responsibilities so they can concentrate on the new effort. In short, remove any obstacles there may be to getting on with the change (Paton and McCalman, 2000); Plan for and create short-term wins: Since real transformation takes time, the loss of momentum and the onset of disappointment are real factors. Most people won't go on a long march for change unless they begin to see compelling evidence that their efforts are bearing fruit.

As Kotter warns, "Do not declare victory too soon". Until changes sink deeply into the enterprise culture – a process that can take five to ten years, new approaches are fragile and subject to regression. Again, a premature declaration of victory kills momentum, allowing the powerful forces of tradition to regain ground. Leaders of successful efforts

use the feeling of victory as the motivation to delve more deeply into their organization: to explore changes in the basic culture, to expose the systems relationships of the organization which need tuning, to move people committed to the new ways into key roles.

Leaders of change must go into the process believing that their efforts will take years: Institutionalize the new approaches: In the final analysis, change sticks when it becomes "the way we do things around here", when it seeps into the bloodstream of the corporate body. Until new behaviors are rooted in social norms and shared values, they are subject to degradations as soon as the pressure for change is removed. Two factors are particularly important for doing this. First, a conscious attempt to show people how the new approaches, behaviors, and attitudes have helped improve the enterprise. People have to be helped to make the connections between the effort and the outcome.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter sets out various stages and phases that will be followed in completing the study. It involves a blueprint for the collection, measurement and analysis of data. Specifically, the chapter covers research design, data collection and data analysis.

3.2 Research Design

The researcher applied a case study design. Yin, (1994) said that to refer to a work as a case study might mean that its method is qualitative, small-*N*; and that the research is ethnographic, clinical, participant-observation, or otherwise "in the field" (Yin 1994):

According to Yin (2003) a case study design should be considered when: the focus of the study is to answer "how" and "why" questions; you cannot manipulate the behavior of those involved in the study; you want to cover contextual conditions because you believe they are relevant to the phenomenon under study; or the boundaries are not clear between the phenomenon and context.

3.3 Data Collection

The study made use of primary and secondary data. Primary data was collected through face to face interview with the researcher while secondary data was collected through review of the contents of various relevant publications and reports at the Kenya Society of the Blind including the Strategic Plan, Financial Statements and other relevant materials.

An interview guide was used to collect data on the strategic change management program at Kenya Society for the Blind. The respondents comprised of six senior managers and 3 board members. The interview guide was modeled on known strategic change management program concepts deemed applicable in managing strategic change program in such organizations was utilized (Dawson 1994). The researcher believed that this would make it possible to obtain data required to meet the objective of the study.

3.4 Data Analysis

The data obtained from the interview guide was analyzed using content analysis. Nachmias and Nachmias (1996) define content analysis as any technique used to make inferences through systematic and objective identification of specified characteristics of messages.

Kothari (2004) explains content analysis as the analysis of the contents of documentary and verbal material, and describes it as a qualitative analysis concerning the general import of message of the existing documents and measure pervasiveness. The researcher will analyze the information provided by the interviewees against known strategic change management program concepts and models to describe and determine how strategic change management program was managed in Kenya Society of the Blind.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents analysis and findings of the study as set out in the research methodology. The results are presented on the strategic change management program at Kenya Society for the Blind. The study targeted a total of 9 comprising of 6 senior managers and 3 council members. Out of this, 5 managers and 2 council members responded by scheduling an interview with the researcher thus giving a response rate of 78%.

This response rate was excellent and representative and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. This response rate was due to extra efforts were made via personal calls and visits to book appointments with the interviewees and informing them of the importance of this research.

4.2 Background of Kenya Society of the Blind (KSB)

KSB is a National Organization charged with the responsibility of serving all Kenyan citizens who are at a risk of going blind those living with visual impairment i.e. People With Visual Impairment (PWVI). The overall goal of KSB is to bring eye care services to those threatened with blindness and provide education and rehabilitation to People with Visual Impairment. KSB derives its mandate from an Act of Parliament of 1956 that establishes 'a society to promote the welfare, education, training and employment of the blind and to assist in the prevention and alleviation of blindness; and for other purposes

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents analysis and findings of the study as set out in the research methodology. The results are presented on the strategic change management program at Kenya Society for the Blind. The study targeted a total of 9 comprising of 6 senior managers and 3 council members. Out of this, 5 managers and 2 council members responded by scheduling an interview with the researcher thus giving a response rate of 78%.

This response rate was excellent and representative and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. This response rate was due to extra efforts were made via personal calls and visits to book appointments with the interviewees and informing them of the importance of this research.

4.2 Background of Kenya Society of the Blind (KSB)

KSB is a National Organization charged with the responsibility of serving all Kenyan citizens who are at a risk of going blind those living with visual impairment i.e. People With Visual Impairment (PWVI). The overall goal of KSB is to bring eye care services to those threatened with blindness and provide education and rehabilitation to People with Visual Impairment. KSB derives its mandate from an Act of Parliament of 1956 that establishes 'a society to promote the welfare, education, training and employment of the blind and to assist in the prevention and alleviation of blindness; and for other purposes

connected therewith. The objects of the society are: promoting the welfare, education, training and employment of the blind; assisting the government, societies, any institution, organization or society or any person on matters relating to the blind; awakening public interest in the welfare of the blind and in all matters relating to blindness; and advising on all things necessary or required in matter relating to or connected with the blind

Specifically the organization is involved in: assisting in the prevention of blindness; promotion of the welfare, education, training and employment of the blind and building partnerships with the Government of Kenya, local and international partners; and awakening public interest on the welfare of the blind and in all matters relating to blindness. The Society's mission is to enhance the prevention of blindness, increase access to and quality of services for Visually Impaired Persons through enabling programmes, capacity building, networking, partnership and influencing change and equalization of opportunities.

4.3 Drivers of Change Management Program at KSB

The study sought to establish the main drivers of change program at KSB. From the information collected, there were many drivers. First, there had been changes in the top management where the former executive director's term had ended and it was time to appoint a new director who came in with a new leadership style. The previous Director was a reactive than proactive while the new director was more proactive and outgoing which meant that she needed to make her presence felt in terms of management and general leadership in the organization. This meant that the organization had to be restructured in a manner suitable to the current director's vision and where she wanted to

take the institution. The restructuring of the institution was conducted where the jobs and tasks in the organization were identified and redundant jobs amalgamated leading to a reduction in the senior management, middle level managers and general staff.

Secondly, there had been changes in the policy which gave out some responsibilities initially performed by KSB to other government institutions including the Ministry of Education and People Living with Disabilities (PLWD). The operationalization of the Disability Act also took away some of the key areas initially performed by KSB. This meant that the scope of the work performed by KSB was constrained. This also brought about overlapping roles of the Society with other Government bodies.

There were also changes in the operating environment. Less than five years ago, KSB was the sole provider in the eye care and special education. However, the Government has since created several departments within various ministries to take care of some of the mandates initially undertaken by KSB. For example, rehabilitation services have been housed under the Ministry of Gender, Children and Social Development.

Another driver for change at KSB was the diminishing donor and government support which created budgetary deficits from time to time at KSB. The Society barely existed with its expenses exceeding the revenues raised. This had led to shelving of many plans initially projected. To help put the organization back on track in delivering on its mandate, it was important that change be undertaken.

4.4 Communication of the change management programme

The Society used several communication modes to pass the message of change across all stakeholders. These included holding meeting between management and the Council. For

internal staff, the Society employed departmental communication strategies through departmental heads. The departmental managers were informed and communicated to their staff accordingly. In addition all the staff participated in Organisational Assessment process which identified the areas that needed improvement. However, the employees felt that the change programme was so fast than expected. Employees felt that they were not allowed enough time to understand the change process especially with regard to the retrenchment process which the employees felt that it happen sooner than expected.

For the stakeholders including partners, the Society invited them in a meeting where they were informed about the changes that were taking place at the Society. This was important especially because the partners are key in the operations of the Society and even some contributed financially to the change process. This led to some partners supporting the change process financially.

4.5 Objectives of the change management programme

The change management programme had several objectives that were to be achieved. Following the changes in its operating environment, it was important for KSB to reflect on its strategic direction in order to operate more effectively and efficiently to deliver on its Vision and Mission. First the programme was intended to align the institution with the changes in its operating environment especially following the enactment of the Disabilities Act which take away some of the responsibilities of the Institution and the new constitution.

Secondly, the change management programme was set to reduce high dependence on donor funding as the funding had drastically reduced leaving the Institution with huge

operational costs. To overcome this, the change programme was initiated so as to create financial sustainability where the Institution would be able to support its operations and be able to deliver on its mandate. More efforts have now been put towards Income generating activities and the construction of office block in the 3cre land that the society owns.

Following the expiry of the previous strategic plan and the coming into force of the new strategic plan, the change management programme wanted to create institution capability to implement a new strategic plan. The change management programme was to put in place an appropriate organization structure which meant that job evaluation had to be done to establish the skills available and the required skills for successful strategic plan implementation.

The organisational systems needed to be reviewed, strengthened and aligned to the current changes in the environment including the procurement Act, the employment Act and the constitution of Kenya, chapter 54, bill of rights. This would ensure organisational strengthening hence effective and efficient delivery of service to persons with visual impairment.

4.6 Timeliness of the change management programme

The change programme was timely because first, the term of the outgoing director had come to an end which meant that a new director had to be appointed to take the organization to the next level. In addition, the Institution had depleted its resources which left many plans initially budgeted for unexecuted following the constrained budget. The change management programme was so timely in creating organization financial

sustainability and enable it deliver on its mandate. The change management programme brought about organizational restructuring which led to a lean organizational structure for quick decision making and reduced operational costs in terms of salaries and other staff benefits.

In addition, the employees were used to the old organizational culture where everything had become a routine. The employees were less motivated and less productive. The organization also supported more employees than it could lead to high operational costs. The change management programme was timely in creating Institutional sustainability.

The change programme was led by the management team who provided direction and guidance to other staff in the implementation of the programme. The management team reported to the Council weekly for approvals. The membership of the Council was also reshuffled to allow new and fresh ideas and expertise that would lead the Institution in implementing the new strategic plan.

4.6 Inclusiveness of the Change management Programme

KSIB ensured that all departments were involved in the change management programme. First, the change management programme was incorporated in the employees' day to day programmes using performance contracts. The key deliverables were incorporated in the employee's key task and formed part of their key performance indicators for ease of evaluation. This ensured that the employees were involved and owned the whole change process.

The change management programme was reflected in employees' job descriptions and work plans. The managers heading different programmes were required to discuss with

their staff on the change management programmes and how the departments are involved. To ensure the realignment of the Institution, the vision and mission were revised to reflect the new strategic direction taken by the organization.

The signing of performance contracts at the Institution has promoted the corporate plan among employees as they are bound by those contracts. The performance contracts form a basis for the performance and evaluation of employees' thus promoting objectivity.

4.7 Performance of the change management programme

The change management programme has so far been a success because KSB can now sustain its operations without depending on investment. There is now increased source of income for the society as more and more partners join in to support the institution. Financial resources have increased since the inception of the change management programme thus indicating the success level of the change management programme as one of the objectives of the programme was to create financial sustainability. This has grown to the extent that KSB now has a surplus income meaning that the change management programme has been a success.

KSB has also introduced a resource centre stocking all equipment and materials for learners with visual impairment and the income generated from it is able to sustain the department. This goes a long way to indicate the success level of the change management programme. The institution now has a more diversified source of revenue as compared to the time before the change programme.

The move away from charity to social entrepreneurship has improved the financial sustainability of KSB. Initially the Institution used to offer its products free of charge to

the patients but this situation has since changes where the patients are required to contribute towards their medication. This has improved the sustainability of the Institution. The drive to increase the membership of the organization has seen an increase in the number of members contributing towards the well being of KSB. This has brought in more resources which the Institution can tap to be able to deliver on its mandate. The recruitment involved even internal staff so as to create staff involvement and ambassadorship in creating awareness about the Institute and its roles.

4.8 Anticipation of the change management

The organization spared time to anticipate the change management process. This was required as the management required time to plan and execute the change programme. The management held participatory review of policies where everybody was involved. This led to job descriptions incorporating the changes in their day to day tasks. This also saw the reshuffling of the Council to bring in new members with other skills and knowledge. The Council was initially composed of mainly lawyers.

There was also restructuring in the Organization where the management team was reshuffled. This helped create a lean management structure which supports the operations of the new organizational structure. This led to retrenchment of redundant managers and rehiring of new management team. The new management team ensured that there was less resistance as the new management was eager to implement the challenges. Change agents were used to implement the change management programme. Meetings were held to help create harmony and unity in the implementation of change programme. For the employees who were relieved off their duties, the Institute worked out a golden handshake for their good service to the organization.

4.9 Challenges in change management strategy implementation

There were various challenges in the implementation of change management strategy at KSB. First, there was resistance to change among the staff especially some management staffs that were afraid of the change programme. This resistance led to less contribution from some members in management on issues affecting the change programme.

Another challenge included information leakage of classified information to the public especially among the managers who were resistant to the change programme. The managers peddled rumours about the intentions of the change programme where some even alleged that the new management had been constituted specifically to sack employees and bring in new staff.

There was an also financial challenge as KSB did not have all the funds required to deliver on its mandate. This also affected the pace at which the change management programme was undertaken as the resources to fast track the programme were limited. This has however been dealt with following the increasing financial sustainability of the Institution.

The Institution also faced a skills challenge where some of the existing staff were not competent enough to deliver the required results. This forced the Institution to set aside some resource to capacity built so as to equip the staff with the required skills in delivering on the organizational plans. The Institute organized several training seminars and formal trainings for staff. The staff that were not computer literate were given an opportunity to acquire the skills through an Institution organization program where they Institution paid half of the training costs.

The Institution also faced serious resource mobilization challenges. The resource mobilization office does not seem to clearly understand their roles in the implementation of the new strategic plan or it is either overwhelmed with the new tasks upon them. The resource mobilization became a big challenge as the team from other departments are called in to assist in the resource mobilization process.

Another challenge to the change management programme is the limited information technology levels in the organization. The Institution does not have ICT capability to improve the delivery on its mandate. There was also friction among employees and managers as some felt that others were plotting to have them retrenched. This demotivated some staff thus producing below capacity.

To be able to deliver on the change management programme, there is need for continuous skills development. However, the Institution has not been able to deliver continuous capacity building thus creating a limitation on the implementation of the change management programme.

4.10 Solutions to the challenges to ensure smooth change programme implementation

KSB has circumvented various solutions to ensure that the change management programme is a success. First, the Institution requested strategic partners to support the change programme which yielded some positive impacts as some like Sight Savers came in to financially support the change management programme. KSB also developed approaches within the various programmes which have increased finances to the Institution.

KSB also conducted a job evaluation where it restructured its organization structure and retrenched some staff to only retain necessary and qualified staff for the implementation of the change management programme. In addition, KSB engaged in staff training and development to build the capacity among staff for the implementation of the change management programme. Workshops and seminars were organized for staff to learn on key skills necessary in the implementation of the change management programme.

To strengthen partner ties and relationships, KSB invited partners in a workshop where they were taken through the various changes taking place in the organization. This ensured that the partners were informed of the changes taking place and the reasons why these were happening.

4.11 Involvement of stakeholders in the change management programme and its effects on the change management programmes

To ensure future support and involvement of the stakeholders in the affairs of KSB, the Institution ensured that the stakeholders were involved and participated in the discussions on the change management programme. For example, Sight Saves supported these processes by availing financial resources which contributed to the success of the change management programme.

However, to ensure that the stakeholders did not impose their wishes on KSB, the management only adopted the contributions they felt were important in propelling the organization forward in achieving its mandate. This is because some stakeholders recommended some changes which were not feasible to KSB and would lead to KSB deviating on its mandate.

4.12 Discussion of Findings

The main drivers of change program at KSB included changes in the top management where the former executive director's term had ended and it was time to appoint a new director who came in with a new leadership style. The previous Director was a reactive than proactive while the new director was more proactive and outgoing which meant that she needed to make her presence felt in terms of management and general leadership in the organization.

These findings are consistent with those of Ansoff and McDonell (1990) who defined strategic management as a systematic approach of managing strategic change which consists of positioning of the firm through strategy and capability planning, real-time strategic response through issue management and systematic management of resistance during strategic implementation.

Following the exit of the former executive directors and the entry of the new director, it was necessary that the organization undergoes a strategic change to fit into the strategic vision of the new executive director. To achieve, the organization embarked on a job evaluation process which led to the establishment of the skills gap in the existing human resources and how the gap could be filled.

There had also been changes in the policy under which the society operated which gave out some responsibilities initially performed by KSB to other government institutions including the Ministry of Education and People Living with Disabilities (PLWD). The operationalization of the Disability Act also took away some of the key areas initially performed by KSB. This meant that the scope of the work performed by KSB was

constrained. These findings are consistent with the argument of Schein (1999) in the three step model of change where it was identified that first phase of organizational change involved breaking up the above mentioned equilibrium. At KSB, the management did these by establishing the legal framework under which they operated in relation to the new legislation. This was done because new behavior cannot be implemented before old behavior is unlearned. This prepared the senior management and entire staff of the new operational status.

To ensure successful change strategy implementation, the organization ensures full involvement of all stakeholders including employees, management staff, council members, customer and suppliers. This prepared all stakeholders for the planned change hence reduced the levels of resistance that would have been experienced had they not been involved. The findings are consistent with Thompson (1993) who argued that In most cases, different people from those who formulated it do implementation of the strategy.

Therefore, care must be taken to communicate the strategy and the reasoning behind it. Otherwise, the implementation might not succeed if the strategy is misunderstood or if the affected parties resist its implementation because they do not understand why the particular strategy was selected.

However, the change strategy implementation at the KSB did not go without challenges. There was resistance to change among the staff especially some management staffs that were afraid of the change programme which led to less contribution on issues affecting the change programme. In addition, the leakage of classified information to the public

especially among the managers who were resistant to the change programme caused a lot of panic among all stakeholders. The Society also faced financial challenge as KSB did not have all the funds required to deliver on its mandate. This also affected the pace at which the change management programme was undertaken as the resources to fast track the programme were limited.

The Society also faced a skills challenge where some of the existing staff were not competent enough to deliver the required results. This forced the Institution to set aside some resource to capacity built so as to equip the staff with the required skills in delivering on the organizational plans.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the summary of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations were drawn are in quest of addressing the research objective which is to determine the strategic change management program at Kenya Society for the Blind.

5.2 Summary of Findings

KSB derives its mandate from an Act of Parliament of 1956 that establishes 'a society to promote the welfare, education, training and employment of the blind and to assist in the prevention and alleviation of blindness. There were many drivers of change at KSB including: changes in the top management where the former executive director's term had ended and it was time to appoint a new director who came in with a new leadership style; changes in the policy which gave out some responsibilities initially performed by KSB to other government institutions including the Ministry of Education and People Living with Disabilities (PLWD); another driver for change at KSB was the diminishing donor and government support which created budgetary deficits from time to time at KSB.

The Society used several communication modes to pass the message of change across all stakeholders. These included: holding meeting between management and the Council communicating to staff through departmental heads, inviting stakeholder in a meeting where they were informed about the changes that were taking place at the Society.

The change management programme had several objectives to operate more effectively and efficiently to deliver on its Vision and Mission. The programme was intended to align the institution with the changes in its operating environment; create financial sustainability, and enable the institution deliver on its mandate.

The change management programme was reflected in employees' job descriptions and work plans. The signing of performance contracts at the Institution has promoted the corporate plan among employees as they are bound by those contracts. KSB also introduced a resource centre stocking all equipment and materials for learners with visual impairment and the income generated from it is able to sustain the department. The drive to increase the membership of the organization has seen an increase in the number of members contributing towards the well being of KSB.

The organization spared time to anticipate the change management process. This led to job descriptions incorporating the changes in their day to day tasks. There were various challenges in the implementation of change management strategy at KSB. There was resistance to change among the staff especially some management who were afraid of the change programme. This resistance led to less contribution from some members in management on issues affecting the change programme. Another challenge included information leakage of classified information to the public especially among the managers who were resistant to the change programme. There was also financial challenge as KSB did not have all the funds required to deliver on its mandate. This also affected the pace at which the change management programme was undertaken as the resources to fast track the programme were limited. This has however been dealt with following the increasing financial sustainability of the Institution.

KSB has circumvented various solutions to ensure that the change management programme is a success. First, the Institution requested strategic partners to support the change programme which yielded some positive impacts as some like Sight Savers came in to financially support the change management programme. KSB also developed approaches within the various programmes which have increased finances to the Institution.

5.3 Conclusion

From the study findings, the researcher conclude that the change management programme at KSB was well planned and inclusive were all departments at KSB were involved. Like any other organization and management of change programme, the management of change programme did not fail to encounter challenges. The implementation of change strategy encountered several challenges including resistance from employees and insufficient resources for implementation.

To ensure successful change management implementation, KSB adopted several strategies including job evaluation so as to attain the set objectives. In addition, the organization conducted capacity building in order to equip its employees with the requisite skills for the implementation of change management programme. The implementation of the programme was still ongoing by the time of this study hence more challenges are likely to continue being felt. However, the Institute has been able to successfully implement the change management programs measured by the short term gains as set out.

5.4 Recommendations

From the discussions and conclusions in this chapter, the study recommends that for KSB to fully implement its change strategy successfully, it should include all key stakeholders especially the employees as they are key stakeholders especially during implementation process. This was noted as some staff felt that the initial change management process was so rushed that some read malice out of the whole process. In addition, due to short notice to employees about the changes that were about to occur in the organization, employees acted suspiciously thus lowering their morale.

The study also recommends that the Institution should expand its resource base especially considering that more than 70% of its budget is based on one programme. This leaves the organization in an awkward position should this programme's funding reduce. This is especially true considering the fact that this one programme is largely funded by one strategic partner to the tune of over 90%. For future sustainability of the institution, it is important that Institution works of raising more resources.

5.5 Limitations of the Study

Being that this was a case study on one Institution the data gathered might differ from implementation of the change management strategy in other Government institutions. This is because different institutions adopt different strategies that differentiate them from their competitors. In addition, the operating environment of KSB is different from any other organization hence making these findings unique to KSB. The study however, constructed an effective research instrument that sought to elicit general and specific information on strategic change management program.

The study faced both time and financial limitations. The duration that the study was to be conducted was limited hence exhaustive and extremely comprehensive research could not be carried on implementation challenges of the change management strategy. Due to limited time the study could not wait until the change programme had been fully implements to conduct an audit of the entire implementation process. The study, however, minimized these by conducting the interview at the Institution's headquarter since it is where strategies are made and rolled out to other office that operate on the blue print.

5.6 Implications on Policy, Theory and Practice

The Kenyan public sectors especially the KSB should use the study to benefit the organization by formulating change management strategies to counter the challenges of ever changing operating environment following increased globalization. The operating environment for the organization is ever changing calling for constant management of change so as to ensure the Institute meets its strategic objectives and delivers on its mandate.

The government and policy makers should get insight from the study in formulating policies regarding regulatory requirements of the change management among organizations to ensure balanced and stable economic growth. Management of strategic change is important in any organization because if not well managed, it may lead to failure of the organization to meet its strategic objectives.

The academicians should use that the change management could be research extension of existing knowledge in management of change management process.

5.7 Area for Further Research

The study recommends that further research can be strategically developed in government institutions. Further study in change management process and change management process.

REFERENCES

- Ansoff I.H. 1990. *Implanting Strategic Management*, Prentice Hall International, London.
- Ansoff, I. and McDonnell, E. (1990), *Implanting Strategic Management*, 2nd Edition, Prentice Hall
- Aosa, E. (1996), "Management in Africa: Contextual Factors and their Influence." *Nairobi Journal of Management*, Volume 1, pg23-26 .
- Baloun, J., and Johnson, G. (2004), Organizational restructuring and middle manager sense making, *Academy of Management Journal*, Vol. 47 No.4, pp.523-49.
- Burnes, B. (2004), *Managing Change: A Strategic Approach to Organizational Dynamics*, 4rd Edition; Prentice Hall
- Burnes, B. (2004a). Kurt Lewin and the planned approach to change: A re-appraisal. *Journal of Management studies*, 41, 977–1002.
- Burnes, B. (2004b). *Managing change* (4th ed.). Harlow, England: Prentice Hall.
- Bwibo, A., (2000) *A survey of strategic change management practices within non-governmental organizations in Kenya*. Unpublished MBA Project, School of Business. University of Nairobi.
- Collins, D. (2001), "BPR and the substance of change", *Journal of Strategic Change*, Vol. 10 No.3, pp.163-73

- Conner, D. R (2003), *Managing the Speed of Change, How Resilient Managers Succeed and Prosper Where Others Fail*, John Wiley and Sons
- Cooper, D.R and Schindler, P.S. (2003) *Business Research Methods* (8th edn) McGraw-Hill: New York
- Dawson, S. (1996), *Analyzing Organizations*, 3rd ed., Macmillan Education, London. .
- Dooley, D. (2007), *Social Research Methods*. New Delhi: Prentice Hall.
- Emery, F, and Purser, R (1992), *The Search Conference: A Powerful Method for Planning Organizational Change and Community Action*. Jossey-Bass, San Francisco, CA,.
- Gekonge C., (1999) *A survey of the strategic change management practices by Kenyan companies: a case of companies listed by the NSE*. Unpublished MBA Project; School of Business. University of Nairobi.
- Hendry, C. (1996). Understanding and creating whole organizational change through learning theory. *Human Relations*, 49, 621– 641.
- Hoffman R. and Hegarty, W. (1993) Top Management Influence on innovations: Effects of Executive Characteristics and Social Culture. *Journal of Management* 1993, Vol. 19. No. 3. 549-574
- Jacobsen, D. I. (2006). *Organizational change and change management*. Bergen, Norway: Fagbokforlaget.
- Jauch. L. R., and Glueck W. F. (1989) *Strategic Management and Business Policy* (3rd ed.). Singapore: McGraw Hill, 1989.

Jeff, H., (2006) *ADKAR: A model for change in business, government and our community*: Free Press, New York, NY.

Johnson, G., and Scholes, K., (1999). *Exploring Corporate Strategy*. Prentice Hall, Harlow, England.

Johnson, G and Scholes, K. (2002) *Exploring Corporate Strategy*, 6th Edition, Prentice Hall

Johnson, G. Scholes, K. and Whittington, R. (2005), *Exploring Corporate Strategy*, 7th Edition, Prentice Hall

Kenya Society for the Blind Strategic Plan (2012-2016)

Kotter John (1995) "Leading Change: Why Transformation Efforts Fail" *Harvard Business Review*. vol. 7 pg234-251

Kotter, J.P. (1996), *Leading Change*, Harvard Business School Press, Boston, MA.

Lawler, E, Nadler, D and Cammann, C (1980): *Organizations, Behavior, and Measurement*. In: Lawler, E., Nadler, D. and Cammann, C. (Eds.). *Organizational Assessment* (1-20). New York: Wiley.

Lewin, K. (1997). *Resolving social conflicts: And field theory in social science*. New York: Harper and Row. (Reprinted from *Field Theory in Social Science*, 1951).

Mbogo, A. (2003). *Strategic change management process in commercial banks in Kenya*. Unpublished MBA Project; School of Business. University of Nairobi.

- McAuley, J., Duberly, J. and Cohen, L. (2000), "The meaning professionals give to management and strategy", *Human Relations*, Vol. 53 No.1, pp.87-116.
- Mintzberg, H. (1999). "Bees, flies, and CEOs; do we have too many bees making strategy and not enough flies?" *Across The Board*, vol14,pg 67-123
- Mugenda M. O. and Mugenda A. (1999), *Research Methods: Qualitative and Quantitative Approaches*, African Centre for Technology Studies, Nairobi, Kenya.
- Otiso H., N., (2008) *Strategic change management practices: the case of Africa merchant assurance company*.
- Paton, R.A. and McCalman, J. (2000), *Change Management: A Guide to Effective Implementation*, 2nd ed., Sage Publications, London.
- Pettigrew, A. M. (1992), Context and Action in the Transformation of the Firm, *Journal of Management Studies*. Vol. 24 pp.107-133
- Porter, M.E (1996) "What is Strategy?" *Harvard Business Review*, November-December: 61-78
- Reed, W.M., Oughton, J.M., Ayersman, D.J., Ervin, J.R., Giessler, S.F. (2000), "Computer experience, learning style, and hypermedia navigation", *Computers in Human Behavior*, Vol. 16 No.6, pp.619-28.
- Rose, A., and Lawton (1999); *Public Service Management*, FT-Prentice Hall.

Senge, P. (1990). The leader's new work: building learning organizations. *Sloan*

Management Review, 32(1), 7-23.

Schein, E. H. (1999). Kurt Lewin's change theory in the field and in the classroom: Notes toward a model of managed learning. *Reflections*, 1, 59-74.

Simons, T. (1999). Behavioral integrity as a critical ingredient for transformational leadership. *Journal of Organizational Change Management*. 12(2): 89-104.

Sturdy, A., and Morgan, G. (2003), *from transformation to financialisation?* Towards a discursive approach to organizational change and a structural approach to discourse, paper presented at the APROS Conference, Sydney.

Tichy, N.M. (1983), *Managing Strategic Change*, John Wiley and Sons, New York, NY.

Waterman Jr., Robert H., Peters, Thomas J., and Julien R. Phillips. 1980. "Structure is not Organization." *Business Horizons* 23, no. 3: 14

Westwood, R. and Linstead S., (2001), *Introduction: The Language of Organization*, Sage, London

Worley, C., Hitchin, D. & Ross, W. (1996). *Integrated Strategic Change*. Reading, MA: Addison-Wesley Publishing Company.

APPENDICES:

Appendix I: Interview Guide

NB: The information provided will be treated confidentially and will purely be used for than academic purposes.

1. (a) what were the main drivers of change management program at KSB?
(b) How was the concept of change management program communicated to the entire organization and the external customers?
2. (a) What were the objectives of the change management program meant to achieve?
(b) Do you think the change management program were timely and appropriate?
4. Who were/was the lead person/officer in the KSB change management program design and development?
5. (a) who came up with the first KSB change management program proposals?
(b) How does KSB ensure that the change management program captures all aspects of its departmental operations?
6. KSB has various phases of its corporate plan, how is this reflected in the KSB's new management program?
7. What is your comment on the success or failure of these management programs?
8. a) Did the organization spare time to anticipate the change management program it was to undergo?
b) Were there necessary preparations for management change program?
c) How were they done?

9.
 - a) Were change agents used in carrying out change management program?
 - b) If yes which change agents did KSB use and how were they used?
 - c) How were the changes carried out?
10. Any other information you may want to share about your experience on new management program?
11. What challenges did KSB encounter in strategy implementation?
12. How were the challenges dealt with?
13. How involved were the stakeholders and how did their involvement influence the strategic change program?

Appendix II: Letter of Introduction from the University Of Nairobi

DATE 9/8/12

TO WHOM IT MAY CONCERN

The bearer of this letter Juliana Kivusu

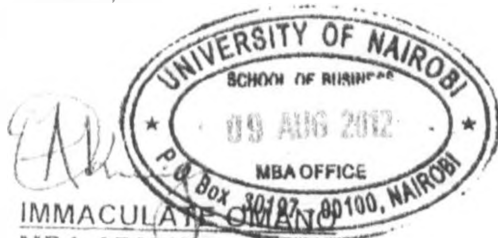
Registration No. DEI/CO335/10

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.



IMMACULATE OMBANI
MBA ADMINISTRATOR
MBA OFFICE, AMBANK HOUSE

Appendix III: Acceptance letter to hold Interviews at Kenya Society of the Blind

15th August 2012

The Chairman,
MBA Program,
University of Nairobi

Dear Sir,

RF: RESEARCH ON CHANGE MANGEMENET.

The Kenya Society for the Blind (KSB) is a charitable organization established in 1956 by an Act of Parliament, Chapter 251. Our objective is to create an environment that encourages the inclusion of people with visual impairment and promote the prevention of avoidable blindness. KSB works in partnership with the Corporate Companies, Government, International and Local Non-Governmental Organizations and the community to execute its mandate.

This is to inform you that Juliana Kivasu who is a student of University of Nairobi undertaking Master of Business Administration (MBA) strategic management approached Kenya Society for the Blind to carry out her research on change management program. She was given the authority to undertake the study.

Juliana has been able to interview both members of the management team as well as board members. Below is the schedule for the interviews:

Date	Person	Position
20/7/12	Solomon Bukhala	Education Manager
20/7/12	Daniel Masese	Eye care Manager
20/7/12	Jorum Mulwa	Rehabilitation Manager
21/7/12	Irene Kariuki	Finance/ Administration Manager
13/7/12	Johnstone Kitetu	Resource Mobilization Manager
30/7/12	Ben Ngutu	Chairman, KSB
30/7/12	Rose Wambua	Treasurer, KSB

It is our hope that the recommendations from the study will be add value to the change process that KSB is implementing. Kindly accord her the needed support to be able to finalize her project.

Yours Faithfully,

Ben Ngutu

Ben Ngutu
KSB, Chairman

Executive Director, Kenya Society of the Blind

Chairman, University of Nairobi

Ben Ngutu

I am attaching a document (Annex 11.1) of the research study for the Blind Act Cap 251 which states as follows:
"The Kenya Society of the Blind shall, in the exercise of its powers, be guided by the following principles:
1. To be open to all persons who are blind or visually impaired."
2. To be open to all persons who are blind or visually impaired."
3. To be open to all persons who are blind or visually impaired."
4. To be open to all persons who are blind or visually impaired."
5. To be open to all persons who are blind or visually impaired."
6. To be open to all persons who are blind or visually impaired."
7. To be open to all persons who are blind or visually impaired."
8. To be open to all persons who are blind or visually impaired."
9. To be open to all persons who are blind or visually impaired."
10. To be open to all persons who are blind or visually impaired."

