DECLARATION

This is my original work and has not been submitted anywhere else for purposes of examination.

Authors Name: Chris Kasima

Signature:...

Date: ..28 October 2004....................................

Supervisors Name: Dr Martin Ogutu

Signature:...

Date: ....20/11/2004..........................

DEDICATION

I dedicate this research to my wife Yvonne, daughter Janet and son Trevor who have giver me their loyal support during my MBA study period. Further dedication goes to my mothe and father for their encouragement.

ACKNOWLEDGEMENTS

I thank the Total Kenya Territory Managers, namely Emily Musungu and Dilipkumar Jani for chasing and collecting the questionnaires from the Multinational Oil Companies in Kenya. Without their help, it would have taken longer to get the questionnaires from the respondents. Further thanks go to Dr Martin Ogutu for his tireless supervision and constant availability to assist when requested.

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ABSTRACT/ EXECUTIVE SUMMARY

The purpose of this study was to identify the change management practices employed by the Multinational Oil Companies in Kenya. The study was to also identify the types of resistance to change and the magnitude of resistance to change. All the respondents to the questionnaire knew what change management is. Of the respondents 60% implement planned change and 60% of the respondents implement emergent change. The rate of change was predominantly strong and often bumpy incremental. In 80% of the respondents change is dealt with in all departments, except for 20% in which change is driven by human resources department. Change is predominantly internally driven and there is a low rate of usage of external change experts. All the respondents do face resistance to change; being primarily behavioural resistance and not systemic resistance. Resistance to change results in delays in implementation, additional cost to achieve results, inefficiencies, intentional sabotage, complaints and absenteeism. Inefficiencies are experienced to the largest extent by the respondents, whilst absenteeism is experienced to the lowest extent.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The petroleum industry in Kenya has undergone volatility, with increasing intensity in the recent past. Such volatility resulted from the change in government policy in favour of deregulation of the oil industry, the coming in of new entrants fuelling industry rivalry, international price fluctuations of crude oil, acquisition of Agip by BP Shell Kenya which changed the industry structure and the volatility of the shilling against major currencies amongst other causes. The petroleum industry has been subjected to new environmental forces and hence the need for change. The industry has access to resources locally and internationally as most multinational oil companies (MOC's) are vertically integrated fro refining to distribution. It is a documented fact that some of the MOC's possess and engage best practices such as the Shell policy directional matrix (DPM). Given the above the oil industry would provide an ideal study and benchmark for change management practices.

In today's business environment, more than any preceding era, the only constant is chang Successful organizations effectively manage change, continuously adapting their bureaucracies, strategies, systems, products, and cultures to survive the shocks and prospe from the forces that decimate the competition.

Change management practices are split between planned change and emergent change. Marrow (1977) refers to planned change as a term coined by Kurt Lewin to distinguish change that was consciously embarked upon and planned by an organization, as averse to types of change that will come about by accident, by impulse or that might be forced on an organization by external environmental forces, referred to as imposed or emergent change. The body of knowledge includes models, methods, techniques, tools, skills and knowledge all of which go into making up the practice.

For change to occur smoothly there must be minimum resistance. Resistance to change may be defined as a multifaceted phenomenon which introduces delays, additional cost and instability in the process of change. Resistance to change may take many forms such as procrastination and delays in triggering the process of change, unforeseen implementation delays and inefficiencies which slow down the change and make it cost more than originally anticipated, efforts within the organization to sabotage the change.

Resistance to change can be classified as either systemic or behavioural. Systemic resistance refers to incompetence, passiveness of an organization to implement change. It is proportional to the difference between the capacity required and the capacity available to handle change. It occurs whenever the development of capacity lags behind strategic development. Behavioural resistance comes from individuals, employees and managers in other departments.

To manage change effectively, organizations like MOC's must be learning organizations. Learning organizations continuously monitor the environment and adapt to such changes. Learning organizations do not rely on the success of the past to navigate into the future. Rather they learn and adapt as they move towards their goals. Learning organizations become change competent over time as they develop change management skills. With learned change skills, they manage resistance better and facilitate change more effectively.

The Petroleum fuels market was liberalized by the Kenyan Government in 1996, marking a new era of price competition, new entrants and increased industry rivalry, Wairachu (2002). Prior to this period the petroleum fuels industry consisted of five big companies namely BP Shell Kenya, Caltex Kenya, Mobil Kenya, Total Kenya and Agip Kenya. Kenol Kobil Kenya became a Kenyan based multinational operating in sub Saharan Africa in the last three years. Before liberalization, prices were set by the government and competition was based on other non-pricing elements of the marketing mix.

With the exception of Kobil, all the other players were subsidiaries of big multinational companies. They invested heavily in service stations and equipment and as a result incurred huge overheads and fixed costs, which became both an entry and exit barrier. The liberalization of the petroleum fuels industry saw the deregulation of pricing and an influx of locally owned fuel companies, Chepkowny (2001). Such companies include the likes of Tritton Petroleum, Fuelex, Mid Oil, Galana, Gapco, Somken and others. The list exceeds

well over 30 new players. These had relatively very low overheads and have aggressively attracted the traditional customers of the traditional multinational oil companies.
MOC's like Agip opted to withdraw from the Kenyan market, Shell BP sold all their service stations to Somken in Western Kenya as part of their planned strategic change strategies of divesting from less profitable regions and national markets. Other MOC's have implemented restructuring, business process improvement programmes, organizational development and joint ventures such as joint depots as part of their operational change strategies to improve efficiencies in the wake of price competition.

Change agents in MOC's were predominantly expatriate Chief Executive Officers (C.E.O's), whose 3 year average duration of tenure ended when they were beginning to understand the Kenyan operating environmental dynamics. Little effort was made to change corporate culture to suit local environment viz parenting company culture. No new symbols, settings, norms and other culture variables were altered to support change locally. The head office parenting practices created rigidity viz response to environmental dialectic processes and hence impede the importance of implementing the learning organization concept as a best practice.
The purpose of this research is to identify the change management practices being practiced by Kenya Multinational Oil Companies and how such practices will impact on resistance to change.

1.2 Statement of problem

Scholars have studied many aspects of the oil industry. Such studies include MBA projects such as Chepkowny (2001), Koech (2002), Muthaura (2002), Wairachu (2002), Apungu (2003) and Munuve (2003).

However these studies have tended to dwell more on service stations and the competitive oil industry structure changes and not on change management practices and resistance to change, which is a critical success factor, more so given the increasingly turbulent and less predictable operating business environment.

To survive and prosper, all organizations must be capable of astutely identifying and adapting to change. The strategic-management process is aimed at allowing organizations to adapt effectively to change over the long run. Given the volatility the petroleum industry in Kenya has undergone and is undergoing, the access to resources locally and internationally the MOC's have at their disposal, the best practices such as the Shell policy directional matrix (DPM) and a loss of 13.1% inland market share to new entrants since the deregulation of the oil industry, the study seeks to:

Analyze the change management practices employed by multinational oil companies operating in Kenya and the impact of resistance to change.

1.3 Objectives of the study

1) To identify the change management practices of multinational oil companies in Kenya.
2) To find out the magnitude and type of resistance to change associated with various change management practices.

1.4 Importance of the study

The study will be important to all stakeholders in the oil industry and the general business community. A stakeholder can be defined as a person or a group that can influence the commercial existence, viability and the direction of the firm and industry. MOC's will need to accept that their overall performance is dependent on a number of stakeholders, with each of these groups being interdependent and interconnected by adopting a balanced scorecard approach between the interests of their parent companies and those of local stakeholders. Academics will place more emphasis on change management as a practice.

Investors

Multinational oil companies such as Total Kenya Limited and Kenol Kobil are quoted on the Nairobi Stock Exchange. Investors (institutional and individual) are petitioned to understand the impact change management will have on their wealth. Failure to implement the right change strategies could have significant bearing on profitability, dividend policy and return on investor funds, which impacts on investors. Directors as stewards of the company are likely to be increasingly questioned by investors about the effectiveness of their strategies in adapting to environmental dialectic processes. Organizations will need to have board level responsibility for change management. In as much as there are audit committees, remuneration committees and ethics committees inter alia, there will be need to have a change management committees. Chief executives will need to openly state company's commitment to change management through policy statements underpinned on change competence, with quantified change objectives.

Management

Senior management will need to be aware and held accountable for change management performance. This will become part of their job description and job specification included in their Key Result Areas (KRA's). Their role would be to constantly monitor the environment for change, identify the change agents, monitor stakeholder expectations and adapt accordingly.

Their role will focus on the broad change management practices and skills that will help the organization to understand accept and support the needed business change. It includes focus on strategies, communication plans and training.

Employees

Employees will become more change competent. They will define their jobs in relation to change. They will value the ability to change as one of their primary responsibilities. They will understand that change will occur, expect it and effortlessly perform during and after change. Their morale, commitment and motivation will increase and positively affect efficiency and effectiveness. Employees are the ones who ultimately are most affected by change. More often than not they become victims of retrenchments, business buy outs/liquidations/alliances, frozen salary increments, cut in benefits, restructuring and a host of other emergent change reactionary strategies. This study will help bring to the attention of employees that change will increase in intensity and hence their need to develop adaptive skills and new attitudes to work. Concerns include coaching to help individuals understand their role and the decisions they make in the change process. They require help to navigate their way through the change.

Customers

Customers will increasingly buy the commodity for its value's worth. Branding that does not add value to the core commodity consumed will not continue to justify a premium by virtue of foreign ownership. Customers are increasingly more likely to switch brands on the basis of cost without value addition.

Regulators/Government

Governments will also pursue balanced score card strategies, in this case balancing the interests of MOC's with those of indigenous oil companies. Government is likely to play a more meaningful role of the change agent in the oil industry. Government is more likely to reduce risk of perceived olligopolistic price connivance by the multinational oil companies whose impact can adversely affect inflation rates and the economy. It liberalized the petroleum industry. It set up the National Oil Company of Kenya (Nock) to provide storage and access to competitively priced product for the independents. Government is likely to use the change agent blue print of the oil industry into other sectors of the economy.

CHAPTER TWO

LITERATURE REVIEW

2.1 Concept of Change

At the beginning of the 21st century, change is everywhere. The reality of yesterday proves wrong today, and nobody really knows what will be the truth tomorrow. Social, political and economic change has come so fast that most people feel that they do not have any influence. Many organizations behave like individuals, sometimes they follow a certain logic or system, and sometimes they react irrationally.

Charles Handy: Beyond Certainty. **The Changing World of Organisations,** (1995, page 123) on the 21st century says "As in the Renaissance …" –

"It *would be an exciting time, a time of great opportunities for those who can see and seize them, but a great threat and fear for many. It would be more difficult to hold organizations and societies together. The softer words of leadership, vision and common purpose will replace the tougher words of control and authority because the tough words won't bite anymore."*

Organizations will have to become communities rather than properties owned by other people; with members, not employees, because few will be content to be owned by others. Handy (1995).

Change management can be defined as the use of systematic methods to ensure that a planned organizational change can be guided in the planned direction, conducted in a cost effective and efficient manner, and completed within the targeted time frame and with desired results. Davis and Star (1993, page 16). "Change *management is a structured and* *systematic approach to achieving a sustainable change in human behaviour within an organization"* Burnes (2000). It involves moving employees to new behaviours while retaining key competitive advantages particularly competencies and customer relations.

The body of knowledge includes models, methods, techniques, tools, skills and knowledge all of which go into making up the practice.

Change problem is the future state to be realized, some current state to be left behind and some organized process of getting from one state to another.

Change management can also be perceived as a how problem. The initial formulation of change problem is means centred with the goal state – more or less implied.

Change management can also be perceived as a what problem. It focuses on what changes are necessary, what we are trying to accomplish, what measures of performance to use.

Change management can also be perceived as a why problem. This approach focuses on the ultimate purpose of functions, people etc.

Operational Change

It is a process that enables objectives and activities in each part of operation in order to continually support and enhance competitive effectiveness. The focus is on efficiency in carrying out the particular operation.

Strategic change

It considers what is needed in the future to achieve organisational goals and objectives. It establishes an approach to change, considering the key players, barriers and enablers of change. Focus is on effectiveness of the entire organisation. The premise is that its easier to correct efficiency than effectiveness, Gekonge (1991).

Change competence

An organization that faces constant demands to change and uses effective change management over and over with each new initiative may experience a fundamental shift in its operations, the organization has become ready and able to embrace change: it has developed change competency. Change competency requires a new attitude and approach. Individuals in a change competent organization define their jobs in relation to change. They value the ability to change as one of their primary responsibilities. They understand that change will occur, expect it and effortlessly perform during and after change. Change competency is the presence of a business culture that expects change and reacts with the understanding, perceptive, tools and techniques to make change seamless and effortless. It is making change a part of "business as usual".

Context of change

The forces that necessitate change are many and varied. Some of these forces are gentle, others strong and devastating to structures and to organizations. Overtime the strength of the forces of change has been increasing, moving more in intensity. Towards the 21st century there has been increasing uncertainty about the future.

Drucker (1988) predicted the demise of middle management and that organizations will be staffed with high level specialist staff – due to line staff empowerment. There will be no need for additional supervision. With computerization, control will be through the systems. Continuous change and incremental change has changed to discontinuous change.

Nature of Organisational Change – characterized by

Multiple causes

Identify the causes of change from the PEST analysis and internal analysis, Kombo (1997). The external and internal causes for change will be addressed in the conceptual model figure 2 of the Force Field Diagram. PEST being political, economic, social and technological forces of the environment that impact on the firm.

Environmental Turbulence

Can be predictable, forecastable by extrapolation, partially predictable opportunities and unpredictable surprises. The level of turbulence will change over time and hence the need for organizations constantly scan the environment and to proactively adapt.

Variety of Change

Change can be discontinuous, smooth – incremental or bumpy – incremental. Discontinuous change being least desirable as it results in high levels of unpredictability and disruptions which makes planning difficult. On the other hand smooth incremental change is most desirable as it is linear and has a gentle gradient. This is also referred to as Kaizen. Dumpy incremental lies in-between the first two forms of change.

Forces of change

Many signals of change that abound in the current business environment can be traced to some fundamental forces of change such as growth of capital intensive technology, accelerated tempo of new technology, concentrated patterns of consumption – global village and neo – protectionism era e.g. controlled vs. liberalized industries or economies.

Change Management Practices

2.2 Planned change

Marrow (1997) defined planned change as a term coined by Kurt Lewin to distinguish change that was consciously embarked upon and planned by an organization, as averse to types of change that will come about by accident, by impulse or that might be forced on an organization. Planned change is an iterative, cyclical, process involving diagnosis, action and evaluation, and further action and evaluation. It is an approach which recognizes that once change has taken place, it must be self sustaining (i.e. safe from regression). Underpinning planned change, and indeed the origins of the organizational development as a whole, is a strong humanist and democratic orientation and emphasis on organizational effectiveness.

Planned change focuses on improving group performance by bringing together managers, employees and change agents. Through a process of learning, those involved gain new insights into their situation and are thus able to identify more effective ways of working together. Under organizational development the focus of planned change has moved away from conflict resolution to performance enhancement.

In the 1960's and 1970's planned change, with its array of tools and techniques became the dominant approach to managing organizational change. However from the 1980's onwards, planned change has faced increasing levels of criticism arising from its perceived inability to cope with radical, coercive change situations or ones where power and politics are dominant. Change management extended beyond just changing organizational structures and practices Dawson (1994).

2.3 Emergent change

The rationale of the emergent change approach stems from the belief that change cannot and should not be solidified, or seen as a series of linear events within a given period of time; instead it is viewed as a continuous process.

For Pettigrew (1987, page 649), change needs to be studied across different levels of analysis and different time periods. This is because organizational change cuts across functions, spans hierarchical divisions, and has no neat starting or finishing point; instead it is a 'complex analytical, political, and cultural process of challenging and changing the core beliefs, structure and strategy of a firm' (Pettigrew 1987, page 650).

Organisational change is a continuous process of experiment and adaptation aimed at matching an organisation's capabilities to the needs and dictates of a dynamic and uncertain environment. Though this is best achieved through a multitude of (mainly) small to medium scale incremental changes, over time these can lead to a major re-configuration and transformation of an organization. The role of managers is not to plan or implement change per se, but to create or foster an organization structure and climate which encourages and sustains experimentation, learning and risk taking, and to develop a workforce that will take responsibility for identifying the need for change and implementing it. It gives a bottom up approach to change management.

Though managers are expected to become facilitators rather than doers, they also have he prime responsibility for developing a collective vision or common purpose which gives direction to their organizations, and within which the appropriates of any proposed change can be judged. The key organizational activities which allow these elements to operate successfully are information gathering about the external environment and internal objectives and capabilities; communication being the transmission, analysis and discussion of information; and learning being the ability to develop new skills, identify appropriate responses and draw knowledge from their own and other's past and present actions.

2.4 Resistance to change

Resistance to change may be defined as a multifaceted phenomenon which introduces delays, additional cost and instability in the process of change. Resistance to change may take the form of procrastination and delays in triggering the process of change, unforeseen implementation delays and inefficiencies which slow down the Change and make it cost more than originally anticipated or efforts within the organization to sabotage the change. Types of resistance to change are classified as either systemic resistance or behavioural resistance. Systemic resistance refers to incompetence, passiveness of an organization to implement change. It is proportional to the difference between the capacity required and the capacity available to handle change. It occurs whenever the development of capacity lags behind strategic development.

Systemic resistance can be minimized through providing dedicated capacity by planning and budgeting for it, integrating management development into the change process and stretching duration of the change to the maximum possible to ensure timely response to environmental challenges. Behavioural resistance comes from individuals, employees and managers in other departments. Group resistance refers to coalitions and power centres within the organizations such as trade unions or managers who share common tasks.

Individuals resist change due to parochial self interest. The thought of loss of something of value such as scaling down from a big four wheel drive vehicle to a common salon to save costs. Political camps in organizations fighting each other (power struggles) based on issues such as ethnicity, tribal origin etc.

Individual resistance could also stem from lack of trust to those in authority or in other departments. Critical to this issue is effective communication. Differences in assessments can also lead to resistance. This occurs when different views are held by different managers and some see more costs than benefits. Low tolerance to change could also result in resistance to change. The fear of not being able to develop skills and behaviours required. Such resistance is in order to save face as acceptance may mean admitting past mistakes and shortcomings.

2.5 Conceptual Framework

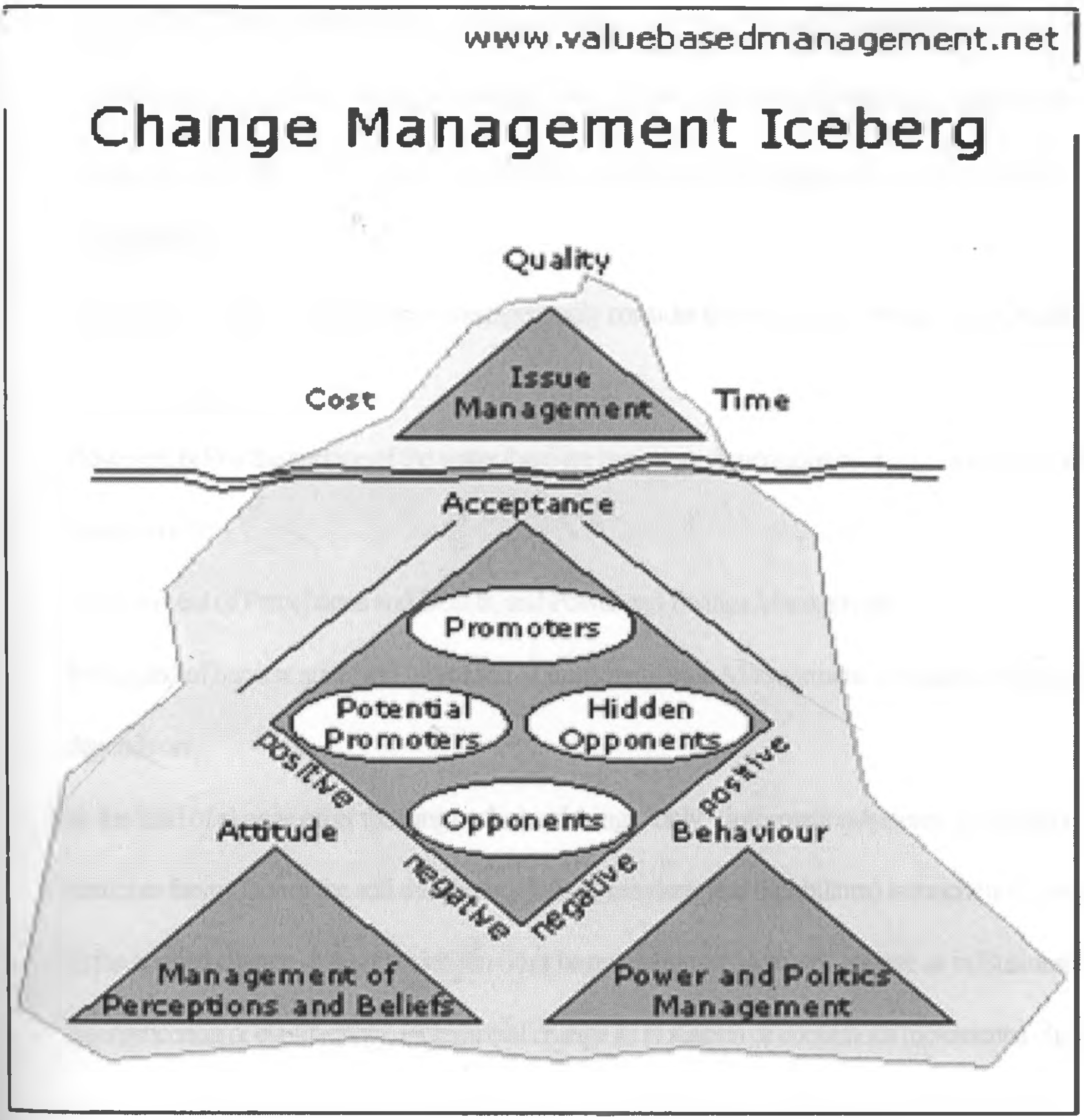

Figure 1. Wilfred Kruger's Change Management Iceberg

Source: www.valuebasedmanagement.net

The Change Management Iceberg of Wilfried Krüger is a strong visualization of what is arguably the essence of change in organizations where change management focus is concentrated on peripheral issues of cost, quality and time at the expense of the critical and weightier issues of managing acceptance, attitudes and behaviours which are key to successful change implementation and reducing resistance to change. For change to be effective and efficient it must address both issue management and implementation management.

According to Krüger many change managers only consider the top of the iceberg: Cost, Quality and Time ("Issue Management").

However, below the surface of the water there are two more dimensions of change and implementation management:

Management of Perceptions and Beliefs, and Power and Politics Management

What kind of barriers arise, and what kind of Implementation Management is consequently needed, depends on:

a) the kind of change either focusing on the hard things "only" (information systems, processes) just scratches the surface or the soft things also (values, mindsets and capabilities) is much more profound

b) the applied change strategy which can either be revolutionary, dramatic change as in Business Process Reengineering or evolutionary, incremental change as in Kaizen or continuous incremental change.

Below the surface of the Change Management Iceberg:

Opponents have both a negative general attitude towards change and a negative behaviour towards this particular personal change. They need to be controlled by Management of Perceptions and Beliefs to change their minds as far as possible.

Promoters on the other hand have both a positive generic attitude towards change and are positive about this particular change for them personally. They take advantage of the change and will therefore support it. Hidden Opponents have a negative generic attitude towards change although they seem to be supporting the change on a superficial level ("Opportunists"). Here Management of Perceptions and Beliefs supported by information (Issue Management) is needed to change their attitude.

Potential Promoters have a generic positive attitude towards change, however for certain reasons they are not convinced (yet) about this particular change. Power and Politics Management seems to be appropriate in this case.

According to Krüger dealing with change is a permanent task and challenge for general management. Superficial Issue Management can only achieve results at a level consistent with the Acceptance that is below the surface. The base of the Change Management Iceberg is rooted in both the interpersonal and behavioural dimension and the normative and cultural dimension, and is subject to Power and Politics Management and to the Management of Perceptions and Beliefs.

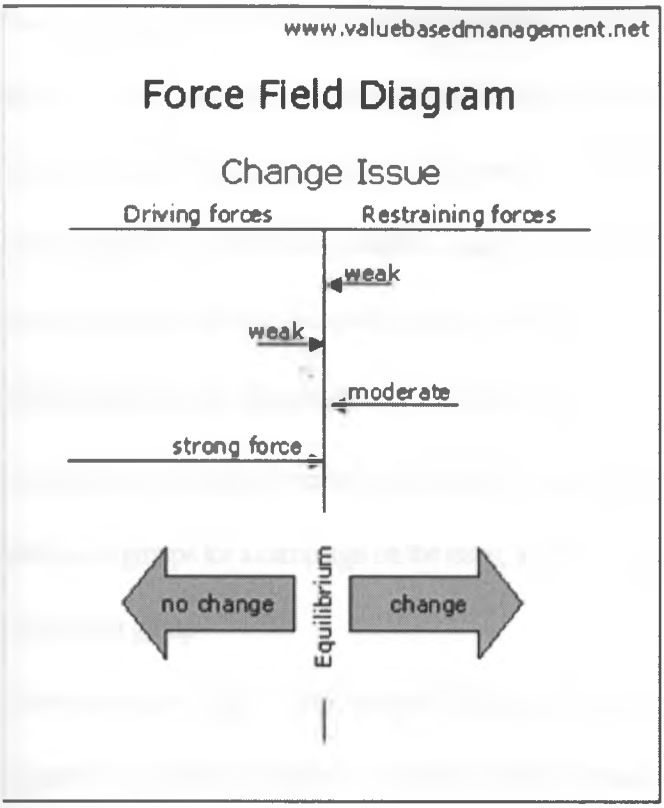

Figure 2 Driving Forces and Restraining Forces
Source: www.valuebasedmanagement.net

Kurt Lewin was an American social psychologist and contributed to social science on group dynamics and action research.. He is perhaps best-known for developing Force Field Analysis, using Force Field Diagram.

According to Kurt Lewin "An issue is held in balance by the interaction of two opposing sets of forces - those seeking to promote change (driving forces) and those attempting to maintain the status quo (restraining forces)". Lewin viewed organizations as systems in which the present situation was not a static pattern, but a dynamic balance ("equilibrium") of forces working in opposite directions. In order for any change to occur, the driving forces must exceed the restraining forces, thus shifting the equilibrium.

The Force Field Diagram is a model built on this idea that forces - persons, habits, customs, attitudes - both drive and restrain change. It can be used at any level (personal, project, organizational, network) to visualize the forces that may work in favour and against change initiatives. The diagram helps its user picture the "tug-of-war" between forces around a given issue. Usually, there is a planned change issue described at the top, and two columns below. Driving forces are listed in the left column, and restraining forces in the right column. Arrows are drawn towards the middle. Longer arrows indicate stronger forces. The idea is to understand and make explicit all the forces acting on a given issue.

The Force Field Analysis is a method to:

Investigate the balance of power involved in an issue, identify the most important players (stakeholders) and target groups for a campaign on the issue, identify opponents and allies and identify how to influence each target group

How to conduct a Force Field Analysis? Typically the following steps are taken:

Describe the current situation , Describe the desired situation , Identify where the current situation will go if no action is taken , List all the forces driving change toward the desired situation , List all the forces resisting change toward the desired situation , Discuss and interrogate all of the forces: are they valid? can they be changed? which are the critical ones? , Allocate a score to each of the forces using a numerical scale e.g. 1=extremely weak and 10=extremely strong , Chart the forces by listing (to strength scale) the driving forces on the left and restraining forces on the right., Determine whether change is viable and progress can occur , Discuss how the change can be affected by decreasing the strength of the restraining forces or by increasing the strength of driving forces, Keep in mind that increasing the driving forces or decreasing the restraining forces may increase or decrease other forces or even create new ones.

Conceptualisation of the external environment in change management has until recently been relegated to the SWOT analysis in strategy formulation, more as an event than a process. SWOT stands for strengths, weaknesses, opportunities and threats. The process is for the company to constantly understand environmental forces, strategise in view of the forces, set clear vision of where to go, lead the process in order to arrive at the desired destination. This becomes an on going process as the environment (PEST being political, economic, social and technological forces) and the stakeholder expectations continue to change over time. The level of turbulence in these forces will determine the frequency of monitoring of the same forces.

A basic tenet of strategic management is that firms need to formulate strategies to take advantage of external opportunities and to avoid or reduce the impact of external threats. For this reason, identifying, monitoring, and evaluating external opportunities and threats is essential for success. This process of conducting research and gathering and assimilating external information is sometimes called environmental scanning or industry analysis. Lobbying is one activity that some organizations utilize to influence external opportunities and threats.

Peters and Waterman (1982) researched on America's best run companies and noted that the accelerating rate of change today is producing a business world in which customary managerial habits in organizations are increasingly inadequate. Experience alone was an adequate guide when changes could be made in small increments. But intuitive and experience-based management philosophies are grossly inadequate when decisions are strategic and have major, irreversible consequences. Companies have to be closer to the business environment, have a bias for action and quick decision making, without excesses of analysis, be lean and less bureaucratic. Focused more on staff and culture than on structures to achieve successful strategic change.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

Research design was a detailed blueprint used to guide the implementation of the research study towards realization of its objectives. The research framework used was a descriptive census survey.

3.2 Population of the study

The population of interest comprised of the following:

- Total Kenya Limited
- Shell BP Kenya Limited
- Caltex Kenya Limited
- Mobil Kenya Limited
- Kenol Kobil Kenya Limited

The census study was chosen because of the number of the population members being five only and their physical proximity within Nairobi. Whilst the target respondents were the MD's of the MOC's, they could exercise their ability to delegate to other managers within their organizations.

3.3 Data collection

Data for this study was both quantitative and qualitative. The quantitative data had both discrete and grouped data. The data was collected using structured questionnaires, on a drop and collect later method. The questions were both open ended and close-ended. The questionnaire (see appendix 1) contained statements that reflected the research problem and comprised different questions to simplify the work of the respondents and still measure for consistency by asking the same questions differently. An introductory letter (see appendix 2) briefly explaining the purpose of the study accompanied the questionnaire. The questionnaire was structured as follows:

Section A – was for general and demographic information on the company
Section B – addressed objective 1 of the research objectives (ref pp 5)
Section C – addressed objective 2 of the research objective (ref pp 5)
Section D – was questionnaire closure and requested for any additional information from the respondents.

3.4 Data Analysis processing and presentation

Data for this study was analysed using descriptive statistics. These included use of frequencies, proportions and cross tabulations. Frequencies were used to find out the recurrence of use of the change management practices, the type of resistance to change and the extent of resistance to change faced by multinational oil companies in Kenya. Tables were used to enhance the quality of the findings.

Data underwent editing before entry to ensure for completeness in filled questionnaire responses. This process was necessary to remove inconsistencies and detect outliers. Analysis and interpretation followed.
Statistical measures of dispersion and central tendency were applied appropriately using the SSPS software.

CHAPTER FOUR

4.0 DATA ANALYSIS AND FINDINGS

The research objectives were to identify the change management practices of MOC's in Kenya and to find out the magnitude and type of resistance to change associated with various change management practices. This section reports the simple question by question tabulations of the questionnaire on a percentage basis. The responses were weighted, hence the results are directly projectable to the entire population of the MOC's. All averages are based on those respondents who answered the particular questions being analysed. The research findings are presented below.

THE CHANGE MANAGEMENT PRACTICES BY MULTINATIONAL OIL COMPANIES (MOC's)

Dichotomous data was collected with yes or no as possible answers. Percentages were computed and the results are presented as follows

TABLE 1: CHANGE MANAGEMENT KNOWLEDGE

Response	Frequency	Percent
YES	5	100.0
NO	0	0.0
Total	5	100.0

All the respondents have knowledge of the change management concept.

TABLE 2: ADOPTION OF PLANNED CHANGE

Response	Frequency	Percent
YES	3	60.0
NO	2	40.0
Total	5	100.0

Of the MOC's operating in Kenya 60% practice planned change as an organizational practice. There is 40% of MOC's who do not practice planned change.

TABLE 3: ADOPTION OF EMERGENT CHANGE

Response	Frequency	Percent
YES	3	60.0
NO	2	40.0
Total	5	100.0

Of the respondents 60% adopt emergent change. Another 40% do not adopt emergent change. By direct reference to Table 2 above 20% of MOC's practice both planned and emergent change.

TABLE 4: CHANGE AFFECTING ORGANIZATION

Response	Frequency	Percent
predictable	1	20.0
unpredictable	1	20.0
gentle	1	20.0
strong	2	40.0
Total	5	100.0

Of the respondents 40% have experienced a strong change and 20% experienced unpredictable change. This correlates with the 40% of the respondents in Table 3 who do not practice planned change. Of the remaining respondents, 20% experience predictable change, 20% unpredictable change and 20% gentle change. Of these respondents 60% have experienced negative change, either strong or unpredictable change. The respondents experiencing positive change as either gentle or predictable are 40%. This gives a 60:40 ratio of negative or unfavourable change to positive or favourable change.

TABLE 5: DEPARTMENT DEALING WITH CHANGE MANAGEMENT

Response	Frequency	Percent
human resources	1	20.0
all depertments	4	80.0
Total	5	100.0

In 80% of the respondents change is handled by all departments. Only 20% of the respondent has a specific department handling change management, being its human resources department.

TABLE 6: CHANGE FACILITATION BY INTERNAL AGENTS

Response	Frequency	Percent
often	3	60.0
sometimes	2	40.0
Total	5	100.0

Of the respondents, 60% facilitate change often through internal agents. The remaining 40% of the respondents sometimes use internal agents to facilitate change. This figure correlates to the 40% of he respondents in Table 7 who sometimes use external consultants to facilitate change.

TABLE 7: CHANGE FACILITATION BY EXTERNAL CONSULTANTS

Response	Frequency	Percent
often	1	20.0
sometimes	2	40.0
never	2	40.0
Total	5	100.0

Of the respondents, 40% never use external consultants. Only 20% of the respondents use external consultants often. Another 40% use external consultants sometimes.

TABLE 8: AREAS WHERE CHANGE MANAGEMENT IS PREDOMINANTLY APPLIED

Response	Frequency	Percent
organization development	1	20.0
strategy	2	40.0
product development	1	20.0
implementation	1	20.0
Total	5	100.0

Change management is more frequently applied in strategy, by 40% of the MOC's. The other areas of application are in organizational development, product development and implementation with 20% of the respondents each.

THE TYPE AND MAGNITUDE OF RESISTANCE TO CHANGE

Regarding the extent on resistance to change, data was collected on a 5 point scale. The lowest scale was not at all, given a score of 1, followed by to some extent with a score of 2, followed by sufficiently with a score of 3, followed by to a great extent with a score of 4 and lastly to a very great extent with a score of 5, as the highest scale. Mean scores were computed and the results presented in Table 14.

TABLE 9: RESISTANCE TO CHANGE

Response	Frequency	Percent
YES	5	100.0
NO	0	0.0
Total	5	100.0

All MOC's experience resistance to change. There is no MOC which does not experience resistance to change.

TABLE 10: DELAYS IN IMPLEMENTATION

Response	Frequency	Percent
to some extent	1	20.0
sufficiently	1	20.0
to a great extent	3	60.0
Total	5	100.0

All respondents encounter delays to implementation, but to varying extents. Of the respondents, 60% experience delays in implementation to a great extent. Another 20% of the respondents encounter delays to implementation sufficiently and the remaining 20% encounter delays to implementation to some extent. This is indicative of behavioural resistance to change and not systemic resistance.

TABLE 11: ADDITIONAL COST TO ACHIEVE RESULTS

Response	Frequency	Percent
to some extent	2	40.0
sufficiently	2	40.0
to a great extent	1	20.0
Total	5	100.0

All the respondents do incur additional costs to achieve results, but to varying extents. Of the respondents 40% incur additional costs sufficiently, 20% to a great extent and 40% to some extent.

TABLE 12: INEFFICIENCIES

Response	Frequency	Percent
to some extent	1	20.0
sufficiently	4	80.0
Total	5	100.0

All MOC's incur inefficiencies. Of the respondents, 80% incur inefficiencies sufficiently and 20% to some extent.

TABLE 13: INTENTIONAL SABOTAGE

Response	Frequency	Percent
not at all	1	20.0
to some extent	3	60.0
to a great extent	1	20.0
Total	5	100.0

Not all MOC's incur intentional sabotage, though the figure of those incurring sabotage is high at 80% of the respondents. Of the respondents, 20% do not experience intentional sabotage. Of the respondents 60% experience intentional sabotage to some extent and 20% a great extent. Cross tabulations with Tables 10, 11 and 12 above, indicate that intentional sabotage is the only variable not incurred by all MOC's, unlike additional delays, additional cost and inefficiencies to implement change that have a 100% prevalence rate in all MOC's.

TABLE 14: EXTENT OF RESISTANCE TO CHANGE

Statistics	DELAYS IN IMPLEMENTATION	ADDITIONAL COST TO ACHIEVE RESULTS	INEFFICIENCIES	INTENTIONAL SABOTAGE	COMPLAINTS	ABSENTEEISM
Mean	3.40	2.80	2.80	2.20	3.20	3.20
Std. Deviation	.89	.84	.45	1.10	.84	2.77

A low value in standard deviation implies that responses highly tend towards the mean, and thus justified to conclude that, extent of resistance to change is highly due to inefficiencies, as evident from Table 14 above. Inefficiencies has the lowest standard deviation at 0.45. Absenteeism is the least form of resistance to change, with intentional sabotage following closely as they have the highest respective standard deviation values. These are followed by delays in implementation, whilst additional cost to achieve results and complaints are equally ranked as the joint second most evident form and extent of resistance to change.

CHAPTER FIVE

SUMMARY, DISCUSSIONS AND CONCLUSIONS

5.1 INTRODUCTION

This is the final chapter of the study. It summarizes and discusses the findings of the study. The chapter also presents limitations of the research, recommendations for further research and recommendations for policy and practice. In this first section, the results are summarized and conclusions drawn. This is done in the order of the objectives of the study.

5.2 SUMMARY, DISCUSSIONS AND CONCLUSIONS

The first objective sought to identify the change management practices by multinational Oil companies in Kenya. The researcher established the following with respect to the first objective:

Both planned and emergent changes are practiced by MOC's in proportions of 60% for each of the change management practices. By virtue of this only 20% of MOC's practice both planned and emergent change simultaneously. Change affecting MOC's was relatively negatively skewed on a ratio of 60:40, negative to positive change. Negative change being strong and unpredictable, whilst positive change was gentle and predictable. All the MOC's face resistance to change. Change practices are largely dealt with by all departments and internally facilitated. There is less reliance or use of external consultants by MOC's to facilitate change. Change is predominately applied in strategy formulation by MOC's.

From the foregoing discussions, the following conclusions can be drawn;

MOC's that practice planned change have a high likelihood of becoming change competent. Given the volatility the industry has gone through, such MOC's are less likely to find change unpredictable or strong because they expect change to occur and plan for it. On the other hand MOC's that solely rely on emergent change are less likely to become change competent. MOC's that practice both planned change and emergent change adopt the best practice in change management. Only 20% of MOC's practice both planned and emergent change. The change experienced by MOC's are negatively skewed. One could assume that it results from non adoption of planned change, no clear change agent as change is lead by all departments in 80% of MOC's and that MOC's do not ordinarily seek the expertise and competence of change management external consultants.

The second objective sought to identify the type and the extent of resistance to change. The researcher established the following with respect to the second objective:

All MOC's experience resistance to change. All MOC's experience delays in implementation, additional costs to achieve results and inefficiencies to varying extents. Of the MOC's 80% suffer intentional sabotage. The above is consistent with behavioural resistance and less with systemic resistance. Given the standard deviation computations, MOC's suffer inefficiencies to the greatest extent and absenteeism to the lowest extent.

From the forgoing discussions, the following conclusions can be drawn:

MOC's are inundated with behavioural resistance to change, albeit to different extents. With respect to resistance to change, their biggest problem is the level of inefficiencies. Again one is tempted to question if the predominant use of internal change facilitators, the lack of clear cut change agents lead to such a result. The competence, capacity and capability of internal change experts amongst MOC's is questioned. Invariably MOC's are less likely to deliver full shareholder value due to the prevalence of behavioural resistance which adds costs that deplete profits in turn.

Change management is predominantly applied to strategy. However given the high prevalence level of behavioural resistance, it would make strategic logic to apply change management predominantly to organizational development, more so on employee attitudes, behaviours, perceptions, culture, values and power politics. These findings are consistent with Wilfred Kruger's Change Management Iceberg in section 2.5 of the conceptual framework. Kruger states that change management if not properly dealt with competently will only deal with peripheral and symptomatic issues such as costs and delays. Below the iceberg are weightier issues of attitudes and power politics that significantly affect the success of change management initiatives.

5.3 LIMITATIONS OF THE STUDY

Whilst the population of study was a census, the elements were only five in number. A greater number of elements would have made the results more conclusive.

By virtue of strong parentage and globalization, the latitude of local MOC management is constrained, controlled and limited with respect to change management practices.

The questionnaires were intended to be filled in by C.E.O's of MOC's. Only 40% of C.E.O's filled in the questionnaires personally and the other 60% delegated to their senior managers either in human resources or in sales and marketing.

5.4 RECOMMENDATIONS FOR FURTHER RESEARCH

Further research is recommended for a similar study, but covering the indigenous oil companies. It would be of interest to see if there are any similarities or differences between the two groupings and which of the groups adopts relatively better change management practices.

Further research could also be extended to go beyond identifying the change management practices, the type and extent of resistance to measuring the effectiveness of the practices and the monetary quantification of resistance to change as a direct cost to shareholder value.

Further research could also seek to establish the relationship between change variables. One such relationship could be between the use of external change agents and the level of resistance to change. Such relationships can even be related mathematically as say linear, positively correlated, exponential or other forms of mathematical relations. Such relations can be univariate or multivariate.

5.5 RECOMMENDATIONS FOR POLICY AND PRACTICE

Many managers in the petroleum industry have shown interest and knowledge of change management concept. The major challenge is on how to build and maintain sustainable competitive advantage and to create shareholder value in a volatile or changing business environment, amidst behavioural resistance that adds cost and depletes profits.

The following measures outlined below are aimed at ensuring that change management practice is improved upon by MOC's in Kenya: -

1. All MOC's are strongly recommended to adopt planned change as an organizational practice. The only constant thing today is change. MOC's must expect change and plan for it. This will minimize the level of unpredictability of change and shift change from strong to gentle. Currently only 60% of MOC's practice planned change as indicated in Table 2 of Chapter Four of this study.

2. In addition to adopting planned change, all MOC's must also adopt emergent change. As the operating environment is dynamic and volatile, planned change must constantly be adapted to the evolving environment. This will create learning organisations that are highly likely to become change competent.

3. Whilst all departments should facilitate change, MOC's are encouraged to identify change agents to spearhead change. Such change agents must be adequately trained to develop the required change management competencies, capacities and capabilities. Such change agents must be able to link change objectives to strategic objectives of MOC's.

4. To develop the appropriate change management competencies, capacities and capabilities, MOC's are encouraged to make better use of external change management consultants. This will enable a proper and adequate change management skills transfer.

5. With reference to Table 8 and Wilfred Kruger's Change Management Iceberg, its apparent that MOC's are not applying change management in key critical areas where they are facing problems such as intentional sabotage on Table 13, inefficiencies on Table 12 and delays in implementation on Table 10 of Chapter Four of this study, but are applying change more predominantly to strategy formulation as indicated in Table 8 of Chapter Four of the same study. MOC's must refocus their change management practices on employee perceptions, values, attitudes, culture, power politics and other areas of organizational development. For change to be effective and successful, Kruger prescribes focus on the weightier change issues and not peripheral or symptomatic issues.

6. MOC's need to urgently manage resistance to change. MOC's are characterized by delays in implementations, additional costs to achieve results, inefficiencies and intentional sabotage. All these issues erode profitability. Predominantly MOC's are facing behavioural resistance to change. As employees are the ones most affected by change, it is important for MOC's to help employees navigate their way through change. Employees need training and coaching to change their attitudes. Employees must be encouraged to value change. They must be encouraged to understand that change will occur, to expect and to effortlessly perform during and after change. Corporate leadership styles will need to be more democratic, more

transparent and more sensitive to employee needs. Organizations will have to become communities rather than properties owned by other people, with members, not employees, because few people will be content to be owned by others; Handy (1995).

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Appendix 1

Questionnaire

Please answer the following questions by giving the necessary details and ticking appropriate answers in spaces provided

SECTION A:

1. Name of your organisation……………………………………………………
2. How many employees do you have in Kenya?..
3. How many Depots do you operate in Kenya?..
4. Is your ownership Local? ……….. Foreign?.............. Other?....................

SECTION B:

5. Which of the following terms describes your function best?

CEO [ ]

Human Resources Manager [ ]

Sales & Marketing Manager [ ]

Technical/ Engineering Manager [ ]

Purchasing and Supplies Manager [ ]

Other………………………… [ ]

6. Have you ever heard of "change management concept"?

Yes [ ]

No [ ]

7. If yes give a brief definition of your understanding of the term change management.

……………………………………………………………………………

……………………………………………………………………………

……………………………………………………………………………

……………………………………………………………………………

……………………………………………………………………………..

8. Does your organization adopt planned change as an organisational practice?

Yes [ ] No [ ]

9. Does your organization adopt emergent change as an organisational practice?

Yes [ ] No [ ]

If yes to Q9 what aspects of emergent change have you experienced since the deregulation of the petroleum industry?

……………………………………………………………………………………………

……………………………………………………………………………………………

……………………………………………………………………………………………

10. How would you describe the change that has affected your organisation?

Predictable……… Unpredictable………..Gentle……..Strong…………

Other…………………..................

11. What has been the rate of change in your organization?

Discontinuous………….. Smooth – incremental……. Bumpy – incremental

Other……………………..

12. Which department(s) handles the company's change management issues?

Sales and Marketing	[ ]
Human Resources	[ ]
Purchasing and Supplies	[ ]
Corporate planning	[ ]
Finance	[ ]
Technical/Engineering	[ ]

Others (specify)..

13. How does your organization facilitate change?

	Exclusively	Often	Sometimes	Never
Through internal experts	[ ]	[ ]	[ ]	[ ]
Through internal agents of change	[ ]	[ ]	[ ]	[ ]
Through external consultants	[ ]	[ ]	[ ]	[ ]
Through individual coaching of staff	[ ]	[ ]	[ ]	[ ]
Other?..	[ ]	[ ]	[ ]	[ ]

14. In which phases or areas of business do you predominantly apply change management approaches?

Organisational development	[ ]
Human resources development	[ ]
Vision	[ ]
Strategy	[ ]
Product development	[ ]
Planning	[ ]
Implementation	[ ]
Monitoring and evaluation	[ ]
Stakeholder management	[ ]
Corporate governance and organizational culture	[ ]
Other...	[ ]

15. To what extent do you apply each of the following in managing change in order to reduce resistance to change?

Key 1 = Not at all … 5 = To a very great extent.

	1	2	3	4	5
Carefully managing different group interests	[ ]	[ ]	[ ]	[ ]	[ ]
Ensuring for effective communication	[ ]	[ ]	[ ]	[ ]	[ ]
Scenario Planning for possible outcomes	[ ]	[ ]	[ ]	[ ]	[ ]
Monitoring quality of products and quality improvement processes	[ ]	[ ]	[ ]	[ ]	[ ]
Evaluating performance from multiple perspectives or objectives	[ ]	[ ]	[ ]	[ ]	[ ]
education incentives and training	[ ]	[ ]	[ ]	[ ]	[ ]
Participation and involvement	[ ]	[ ]	[ ]	[ ]	[ ]
Facilitation and support	[ ]	[ ]	[ ]	[ ]	[ ]
Negotiation and Agreement	[ ]	[ ]	[ ]	[ ]	[ ]
Manipulation and co-optation	[ ]	[ ]	[ ]	[ ]	[ ]
Coercion or force/threats to comply	[ ]	[ ]	[ ]	[ ]	[ ]
Other..................................	[ ]	[ ]	[ ]	[ ]	[ ]

16. For how long have you been applying change management principles?

Not yet	[ ]
Less than 1 year	[ ]
1 to 5 years	[ ]
More than 5 years	[ ]

17. Please indicate to what level the following changes have affected your organisation

1 = Very low extent. 5 = Very great extent

	1	2	3	4	5
a. Technological change – affecting production processes	[ ]	[ ]	[ ]	[ ]	[ ]
b. Product/Service changes	[ ]	[ ]	[ ]	[ ]	[ ]
c. Administrative changes – affecting structure, policies, budgets	[ ]	[ ]	[ ]	[ ]	[ ]
d. People changes – affecting attitudes, behaviours, expectations	[ ]	[ ]	[ ]	[ ]	[ ]
e. Other………………………………………………....	[ ]	[ ]	[ ]	[ ]	[ ]

18. What value do you place on the following

1 = Very low 5 = Very high

	1	2	3	4	5
a. Managing other MOC competitor relations	[ ]	[ ]	[ ]	[ ]	[ ]
b. Managing independent competitors relations	[ ]	[ ]	[ ]	[ ]	[ ]
c. Managing stakeholder expectations	[ ]	[ ]	[ ]	[ ]	[ ]
d The quality of change	[ ]	[ ]	[ ]	[ ]	[ ]
e. The time to change	[ ]	[ ]	[ ]	[ ]	[ ]
f. The cost of change	[ ]	[ ]	[ ]	[ ]	[ ]
g. Management of perceptions & beliefs	[ ]	[ ]	[ ]	[ ]	[ ]
h. Power and politics management	[ ]	[ ]	[ ]	[ ]	[ ]
i. Environmental scanning for threats and opportunities	[ ]	[ ]	[ ]	[ ]	[ ]
i. Others specify	[ ]	[ ]	[ ]	[ ]	[ ]

19. How often do you carry out the following?

Key: A = Annually S = Semi Annually Q = Quarterly

M = Monthly N = Never

	A	S	Q	M	N
Monitoring threats that affect your organization	[ ]	[ ]	[ ]	[ ]	[ ]
Monitoring Opportunities that affect your organization	[ ]	[ ]	[ ]	[ ]	[ ]
Assessing your organisational strengths	[ ]	[ ]	[ ]	[ ]	[ ]
Assessing your organisational weaknesses	[ ]	[ ]	[ ]	[ ]	[ ]

SECTION C:

20. With reference to implementation of change in your organization, do you face any resistance? Yes [ ] No [ ]

21. If yes to Question 14, what is the source of the resistance?

....

....

22. To what extent do you encounter the following issues with respect to change management in your organization?

Key 1 = Not at all 5 = Very great extent

	1	2	3	4	5
Delays in implementation	[ ]	[ ]	[ ]	[ ]	[ ]
Additional cost to achieve results	[ ]	[ ]	[ ]	[ ]	[ ]
Inefficiencies	[ ]	[ ]	[ ]	[ ]	[ ]
Intentional sabotage	[ ]	[ ]	[ ]	[ ]	[ ]
Complaints	[ ]	[ ]	[ ]	[ ]	[ ]
Absenteeism	[ ]	[ ]	[ ]	[ ]	[ ]
Other................................	[ ]	[ ]	[ ]	[ ]	[ ]

23. What would you attribute employee resistance to change to?

	Often	Rarely	Never
Perceived loss of valued benefits	[ ]	[ ]	[ ]
Lack of trust	[ ]	[ ]	[ ]
Misunderstanding	[ ]	[ ]	[ ]

Low tolerance to change	[ ]	[ ]	[ ]
Difference of opinions	[ ]	[ ]	[ ]
Political groupings	[ ]	[ ]	[ ]
Peer pressure	[ ]	[ ]	[ ]
Other..............................	[ ]	[ ]	[ ]

24. How do you deal with resistance to change in our organization?

	Yes	No
Communication, education and offering of incentives	[ ]	[ ]
Coercion or force/threats to comply	[ ]	[ ]
Participation and involvement	[ ]	[ ]
Facilitation and support	[ ]	[ ]
Negotiation and Agreement	[ ]	[ ]
Manipulation and co-optation	[ ]	[ ]
Other..	[ ]	[ ]

SECTION D:

25. Any Other Comments?

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Thank you very much for your time and your co-operation.