FACTORS THAT INFLUENCE CHANGE MANAGEMENT STRATEGIES AT PLAN INTERNATIONAL, KENYA

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A MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA), SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI.

NOVEMBER 2010

DECLARATION

I declare that this project is my original work and has never been presented for academic award in any other university.

Signed: ______________________________ Date: ____________________

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D61/71623/2007

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

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DEDICATION

To my dear and loving parents, Joseph and Lucy Ndung'u who have supported me and enriched my life.

To my loving siblings Catherine, Rachael, and Paul who have been a great encouragement in my life.

ACKNOWLEDGEMENT

I wish to sincerely register my gratitude and appreciation to my supervisor Professor Peter K’Obonyo whose countless support and guidance has contributed so immensely to the completion of this project. Special thanks also go to my colleagues who availed themselves for the interviews thus contributing immensely in my data collection. I would not have been able to conclude the project without their participation in the interviews.

ABSTRACT

In today's dynamic business environment, all organizations have to perennially manage change since change impacts all kinds of organizations whether profit making or not. Change has become the only constant in today's life for individual organizations and it has become both pervasive and persistent. Therefore, the success of most organization will depend on how well the change management process is managed.

The aim of this study was to establish the factors that influenced change management strategies in Plan International Kenya.

A case study research design was used and the data was collected through personal interviews using a guide. Data was also obtained from the organizations internal manuals, reports and other documents. The data was analyzed using content analysis.

The study established that time consideration; distribution of power and politics, degree of change in strategy and structure and attitude towards risk were the main factors that influenced the choice of change management strategies in Plan International Kenya. Organization dependency on employees and degree of resistance to change also influenced the choice of strategy but on a moderate level while organization culture influenced the choice of strategy on a low level.

In conclusion, the objective of the study was achieved. It is evident from the study that the degree of change in strategy and structure, attitude toward risk, time consideration, politics and power distribution, organization dependency on employees, the degree of resistance to change and organization culture influenced the change management strategy chosen by Plan International Kenya.

It is therefore recommended that before beginning change process, every organization should take into consideration factors that influence change management strategies and their level of importance. This is partly due to the fact that not every factor exerts the same degree of influence.

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CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

In today's dynamic business environment, an organization has to perennially manage change. Throughout the last decades, organizations have undergone major changes according to Maynard and Mehterns (1993). Organizations undergo transition in order to manage change. One of the signs of a healthy organization is the continuous management of change and involvement of the employees in the decision-making process. This is because organizations are open systems and there is a linkage between the organization and environment.

Smith (2005), states that change, in our societies, our profession and our organization, is rapid and constant. Change involves moving from a known state to an unknown one, of ending the way things are done and doing things in new ways, of letting go. The pressures and demands for change in organizations may be external or internal, or a mixture of both. Change may be planned or unplanned. It may be fast or slow. Change impacts all kinds of organizations whether profit making or not.

Many factors such as globalization, technological advances, deregulation, privatization, mergers or acquisitions coupled with a movement of labour-intensive projects to less expensive locations and changing customer demands are forcing organizations to constantly review their purpose, vision and future strategy. Most of the organizations have the objective of 'maximization shareholder's wealth' but there are other key indicators that exhibit the need for adaptability to change for the company (Laurie and Frans 2002). In a fast-paced global economy, change cannot be an occasional episode in the life of a corporation. Companies with rigid structures will be swept away and corporate cultures that can adapt will survive and thrive.

1.1.1 Concept of Strategy

The concept of strategy has been borrowed from the military and adapted for use in business. Several authors and scholars have defined the term strategy differently. Strategy denotes planning and mental modeling activities in an organization with a purpose of charting a successful course of action over an extended period of time. However, the concept of strategy can be viewed from varied angles in order to get an insight into the strategic thinking. A common denominator in the definitions is that the art of strategy is about winning (Ellis and William 1995).

Mintzberg (1994) defines strategy as a plan, ploy, position and perspective. Strategy is a plan, a "how," a means of getting from here to there. Strategy is a pattern in actions over time, for example, a company that regularly markets very expensive products is using a "high end" strategy. As a position, strategy reflects decisions to offer particular products or services in particular markets, and as perspective it means, that it is a vision and direction. Mintzberg argues that strategy emerges over time as intentions collide with and accommodate a changing reality. Thus, one might start with a perspective and conclude that it calls for a certain position, which is to be achieved by way of a carefully crafted plan, with the eventual outcome and strategy reflected in a pattern evident in decisions and actions over time. This pattern in decisions and actions defines what Mintzberg called "realized" or emergent strategy.

1.1.2 Change Management

The term change management has various definitions. The first and most obvious definition of "change management" is that the term refers to the task of managing change. This meaning of managing change refers to the making of changes in a planned and managed or systematic fashion according to Ricky (1990). The aim is to more effectively implement new methods and systems in an ongoing organization. The changes to be managed lie within and are controlled by the organization. However, these internal changes might have been triggered by events originating outside the organization, in what is usually termed as the organization environment. The second meaning of managing change refers to the response to changes over which the organization exercises little or no control e.g., legislation, social and political upheaval, the actions of competitors, shifting economic tides and currents, and so on. Ricky (1990) states that change is everywhere, change is inevitable, and that dealing successfully with change is critical.

Change management is different from strategic management. Ansoff and McDonnell (1990) defined strategic management process as a systematic approach for making strategic change, which consists of positioning the firm through strategy and capability planning, real time strategic responses through issue management and systematic management of resistance during strategic implementation. Viljoen (1997) explains that change management ‘occurs within the overall context of strategic management’ that is, change management is a subset of ongoing strategic management.

Change can be defined as a transition from one state to another with the focus of being different. Change can be said to be the only constant in today’s life for individual organizations and it has become both pervasive and persistent, otherwise change is primary (Burnes, 2004). Burnes (2004) states that change can be viewed as a one-off event and exception to the normal running of an organization and therefore, something to be dealt on an issue-by-issue basis as it arises. On the other hand, some organizations see change not as an exception but as a norm, a continuous process that forms part of the organization’s day-to-day activities

1.1.3 Change Management Strategies

Change management strategy defines the approach needed to manage change given the unique situation of the project or initiative. There is no single change strategy one can adopt as a grand strategy but, for any given initiative, a mixture of strategies will serve an organization better. Nickols (2003) refers to three well-known change management strategies namely empirical-rational, power-coercive and normative-re-educative strategies in the book ‘General Strategies for Effecting Changes in Human Systems’’ by Benne and Chin (1969). The first step in effectively managing the people side of change is preparing a change management strategy.

The change management strategy contributes to formulation of the rest of the change management plans. For instance, the groups identified in the strategy should each be addressed specifically in the communication plan. Steps for building and maintaining the coalition identified in the strategy are part of the sponsorship roadmap. Each of the subsequent change management plans and activities are guided by the findings in the change management strategy Prosci (2009).

Change management strategies should be differentiated from strategic changes. Clark (1995) states that strategic change is rarely the result of a linear process in decision making in which strategy formulation is followed sequentially by strategy implementation. The process by which changes are made, rarely move directly through neat successive stages of analysis, choice and implementation. Hardly is there easily isolated logic to strategic change. Instead, that process may desire its motive force from an amalgam of economic, personal, and political imperatives. The interaction through time requires that those responsible for managing that process make continuous assessments and multiple adjustments.

1.1.4 Factors that Influence Change Management Strategies

When creating a change management strategy, one will realize that one strategy is not going to fit every proposed change for the organization. The strategy should target the particular project that is being managed. Before beginning change, it is important to take into consideration the factors that would affect the success of change management. Nickols (2003) identifies several factors that influence change management strategies namely degree of change, degree of resistance, stakes, time frame, expertise, dependency and population. These factors should be addressed adequately to ensure that change management strategies chosen are effective.

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Senge (1990) says that, the failure to sustain significant change recurs repeatedly, despite substantial resources committed to the change effort; many of which are bankrolled by top management, talented and committed people driving the change, and high stakes. Executives feeling an urgent need for change are right; however, organizations that fail to sustain significant change end up facing crises. By then, their options are greatly reduced and even after heroic efforts, they often decline.

Kotter (1996) who is widely regarded as the world's foremost authority on leadership and change has said, “The most general lesson to be learned from the more successful cases is that the change process goes through a series of phases that, in total, usually require a considerable length of time. Skipping steps creates only the illusion of speed and never produces satisfactory results.” As well, he says, “Making critical mistakes in any of the phases can have a devastating impact, slowing momentum and negating hard-won gains.

1.1.5 Plan International, Kenya

Plan International Kenya (often referred to as Plan Kenya) is an International Non Governmental (INGO), child-centred community development organization without political, religious or governmental affiliations. Child sponsorship is the basic foundation of the organization. Currently Plan works with children, families and communities. Plan Kenya has been in existence in Kenya for over twenty-five years working in the following areas namely Kwale, Embu, Voi, Bura, Kilifi, Tharaka, Machakos, Kisumu, Homa Bay, Bondo and Nairobi. Plan Kenya is a program country within the bigger organization, Plan International. In its Country Strategic Plan (CSP, 1999- 2009), Plan Kenya between the 2000-2009 identified key intervention areas in education and learning, water and sanitation, gender and empowerment, health and hygiene, livelihood, microfinance, and environmental sustainability.

During the twenty-five years period, Plan Kenya has phased out of areas where improvement of life conditions was achieved, in Voi, Embu and Bura, and extended in areas where poverty levels are high and HIV-AIDS is prevalent like Kisumu, Homa Bay and Bondo (Plan Kenya, CSP, 1999-2009). Over the years, Plan Kenya has strived to constantly change to meet strategic goals. Plan Kenya started with a structure of field offices that created independent and autonomous offices in the country, each with a separate field director all reporting to the headquarters. This structure-undermined achievement of strategic development objectives and the organization started a process of centralization of country operations under one leadership. The centralized structure achieved country operations integration and optimized on utilization of resources but over the time and after a review, the structure actually was not efficient in delivery of program to communities and in realization of strategies.

In its strategic directions, Plan Kenya identifies child centered community approach as key in realization of its mission and vision amongst other key priorities. Plan Kenya carried out a country structure review in 2004 that recommended downsizing to cut down on operational costs. This internal report too recommended the change of implementation strategy to focus on developmental approaches that would really achieve impact in the communities Plan Kenya works with. This report together with the change in global strategic directions, strategic framework for sun Sahara Africa, and country strategic plan set the background for the organization's restructuring and hence change management process.

1.2 Statement of the Problem

Change is not easy. However, with a good strategy an organization can make it less painful on both the organization and the employees. One of the key steps in change management process is building a strategy to ensure successful change. When creating a change management strategy, it is important for the organization to realize that one strategy is not going to fit every proposed change. The strategy chosen by the organization should target the particular project that is being undertaken. Before beginning change, it is important to take into consideration the factors that would affect the success of change management strategy. Nickols (2003) identifies several factors that influence change management strategies namely degree of change, degree of resistance, attitude towards risk, time frame, expertise, dependency and the employees. These factors should be addressed adequately to ensure that change management strategies chosen are effective.

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Different authors and scholars have done studies in change management, and strategic change processes in different organizations and on different scope. Some of the researchers in this area include Casebeer and Hannah (1998), Appelbaum and Wohl (2000), Abraham, Sullivan and Griffin (2002), and Beugelsdijk and Slangen (2002), among others.

Casebeer and Hannah (1998), analyze the pace and degree of change within health care systems across Canada. The study systematically examines change processes initiated by one health policy shift in order to identify factors contributing to or inhibiting change. Appelbaum and Wohl (2000), in their study highlight the powerful forces that are transforming healthcare services in order to generate enormous economic potential for those who are able to employ effective survival techniques in the short term and at the same time plan for success in the long term. The study highlights change strategies, their failure and successes, and overall alternative strategies to build the change process.

Beugelsdijk and Slangen (2002) define the types of organizational change with a focus on incremental and radical change drawing forth examples from a case study of a large, Dutch beer brewing company. An analysis of occurrences of different shapes of organizational change within Heineken Inc. is carried out highlighting a number of drivers and determinants of organizational change as well as change management process. Abraham, Sullivan and Griffin (2002), shift the change study focus to museums. Based on a survey of nineteen (19) museums across the USA, change processes associated with the effective management of museums are analyzed. The change process management cycle is analyzed and “prescribed change or legislated change” application in museums revisited, to determine how the organisations manage within the limited choice.

The above studies although important did not focus on the factors that influence change management strategies. The process for change management and the actions that are part of a change management strategy are unique and specific to a particular organization. Each organization has unique requirements since their circumstance and resources differ, clientele and relationships are unique, cultures differ, and their aims may be different. More specifically, it is not clear what factors have influenced change management strategies in Non Governmental Organizations (NGOs), specifically Plan Kenya. Thus, the topic of research remains a potential area of research and the study is therefore motivated by the need to fulfill this gap in knowledge.

1.3 Research Objective

To determine the factors that influenced change management strategies at Plan International Kenya.

1.4 Importance of the Study

Findings will be critical in helping Plan International Kenya document, analyze and review the factors that influenced the change management strategies. It will also help managers in other Non Governmental Organizations (NGOs) assess their change management process.

The study will also benefit the donor community, as it will provide an understanding of the factors that influence changes management strategies in NGOs and understand how change processes are managed to ensure effective utilization of resources in community development projects. It will indicate the level of accountability and efficiency that NGOs strive to achieve with resources from donors.

The study will further help the policy makers to lobby for the right policies that are friendly to NGOs and that which would enhance poverty eradication in Kenya. It will also benefit the public, as they will understand better, how NGOs are run, and factors behind the change management strategies chosen. It will capture how NGOs try to ensure accountability through constant changes to realize resources maximization.

The academic community and researchers will obtain an additional body of knowledge on the change management process in an NGO particularly with a child centered community development focus. The study will expand the body of knowledge available on non-governmental organizations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter outlines the concept of strategy, change management, change management strategies and the factors that influence change management strategies. It also cites past studies done by other scholars on change management processes.

2.2 Change Management

Change management is different from strategic management. Ansoff and McDonnell (1990) defined strategic management process as a systematic approach for making strategic change, which consists of positioning the firm through strategy and capability planning, real time strategic responses through issue management and systematic management of resistance during strategic implementation. Viljoen (1997) explains that change management 'occurs within the overall context of strategic management' that is, change management is a subset of ongoing strategic management.

Mitchell (2002) defines change management as a strategic activity aimed at getting the best outcomes from the change process. Making the connection between strategy and change management in his study on the review of effective strategy-making and change management for high-performing vocational education and training (VET) in Australia organizations, Mitchell describes strategy as "making choices about which customers to focus on, which products to offer, and which activities to perform", and describes it as "a dynamic and ongoing activity". Strategic management is about identifying, choosing and implementing activities that will enhance the long-term performance of an organization. Change management is about managing the changes that are part of or a consequence of that strategy in such a way to suit the particular organization's context and the type of change required. Change management is a sub-set of strategy making.

Burnes (2004) finds that organizations can and do experience severe problems in managing change effectively: "It is clear that to manage change successfully, even on a small scale, can be complex and difficult". Elsewhere, (Burnes 2004) adds that managing change is becoming harder and more important. Managing and changing organizations appears to be getting more rather than less difficult, and more rather than less important. Given the rapidly changing environment in which organizations operate, there is little doubt that the ability to manage change successfully needs to be a core competence for organizations.

Moran and Brightman (2001) links change management with people. They state that managing change is about managing people, which is unfortunately something we know a great deal about (though we do not always apply what we know). Moran and Brightman continue their argument by stating managing change draws on our knowledge of human motivation, groups and leadership. Change management is really about managing (either well or poorly) the impact of some particular environmental and/or organisational change on the core activators of workplace performance.

Moran and Brightman (2001), state that change is a cyclical process. To really implement change effectively, you need to be doing several things at the same time – always with an eye on balancing order and chaos. Change management cycles go through the process of understanding the current situation, determining the desired state and developing a change plan, enlisting others and developing a critical mass, and tracking and stabilizing results. It involves the process of coming up with a vision and planning how to achieve the vision. It involves the systematic planning for accomplishing change and what will be accomplished at each stage.

2.3 Change Management Strategies

Change management strategy defines the approach needed to manage change given the unique situation of the project or initiative. There is no single change strategy one can adopt as a grand strategy but, for any given initiative, a mixture of strategies will serve an organization better. Bennis, Benne and Chin (1969) states that there are three change management strategies namely empirical-rational, and normative- reeducative strategies. Nickols (2003) however gives a fourth change management strategy, which is environmental–adaptive strategy. This fourth strategy is not one of those presented by Bennis, Benne and Chin. It is instead the product of the Nickols own experiences during some thirty years of making and adapting to changes in, to, and on behalf of organizations.

Empirical-Rational Strategy- People are rational beings and will follow their self-interest once it is revealed to them. Successful change is based on the communication of information and the proffering of incentives. Nickols (2003) indicates that for the most part, people are reasonable and they can be reasoned with. In short, they can be persuaded. Value judgments aside, they can also be bought. This is the “carrot” side of carrot-and-stick management. However, for reason and incentives to work, there has to be very little in the way of a downside to the change and/or the upside has to greatly outweigh it. If there’s a big downside and it’s not offset by an upside that is big enough and attractive enough to offset the down- side and null out any risk involved, people will indeed be rational; that is, they will oppose or resist the change overtly or covertly Nickols (2003).

Burnes (2004) quotes Handy (1986) who observed the tendency for individuals and groups to pursue course of action that promote their interests, regardless of the organizations formal goals and objectives. He notes that where individuals perceive that the actual or proposed goals for the organization or the tasks they are asked to perform , are out of step with their own interest, thy will seek where possible to bring the two in line. In some case individuals and groups, throughout an organization, pursuing different interests, and battling with each other to shape decisions in their favour. This has led many commentators to characterize organizations as political systems.

Barrett (2002) emphasizes the importance of communication in facilitating major change. He states that organizational change is difficult whether the impetus is a merger or acquisition, new venture, new process improvement approach, re-engineering, or any number of flavours-of-the-day management fads. What some companies still do not realize, however, is that without effective employee communication, change is impossible and change management may fail.

Normative- Re-educative -People are social beings and will adhere to cultural norms and values. Successful change is based on redefining and reinterpreting existing norms and values, and developing commitments to new ones. For the most part, most people do want to “fit in” and “go along.” They will “go with the flow.” The trick here is figuring out how to establish and define the flow. Again, set aside value judgments and you will see such common place practices such as advertising, positioning, and so on. Central here also is charismatic and dynamic leadership. It is also the case that the influence of the informal organization is felt strongly here, especially in the form of communities of practice Nickols (2003).

Pearce and Robinson (2002) define organization culture as the set of important assumptions (often unstated) that members of an organizations share in common. Every organization has its own culture. Organization culture is similar to an individual’s personality- an intangible yet ever-present theme that provides meaning, direction, and the basis for action. They further indicate that culture gives employees a sense of how to behave, what they should do, and where to place priorities in getting the job done. Culture helps employees fill in the gaps between what is formally decreed and what actually takes place. Thus, culture is of critical importance in the implementation of strategy.

Power-Coercive- People are compliant and will generally do what they are told or can be made to do. Successful change is based on the exercise of authority and the imposition of sanctions. This can range from the iron hand in the velvet glove to downright brutality “My way or the highway.” The basic aim here is to decrease people’s options, not increase them. Surprisingly, in many situations, people actually want and will readily accept this approach, particularly when all feel threatened and few know what to do. This is the “stick” side of carrot-and-stick management Nickols (2003).

Burnes (2004) states that coercive power is usually the prerogative of those in senior position, whist junior members of an organization may, in particular circumstances, control or possess information that enables them to exert knowledge power. The selective and biased use of information is shown to be effective in gaining willing compliance and cooperation from those whom it is directed. However, deployment of coercive power can be very damaging.

Environmental-Adaptive - People oppose loss and disruption but they adapt readily to new circumstances. Change is based on building a new organization and gradually transferring people from the old one to the new one. This strategy seeks to shift the burden of change from management and the organization to the people. It exploits their natural adaptive nature and avoids the many complications associated with trying to change people or their culture. Essentially, this is a strategy of self- cannibalization, that is, you set out to eat your own lunch – before someone else does. Also known as "the die-on-the-vine" strategy, this hinges on the common place observation that, although people are often quick to oppose change they view as undesirable, they are even quicker to adapt to new environments. Consequently, instead of trying to transform existing organizations, it is often quicker and easier to create a new one and gradually move people from the old one to the new one. Once there, in- stead of being able to oppose change, they are faced with the prospect of adapting to new circum- stances, a feat they manage with great facility. The old organization, then, is left to die on the vine Nickols (2003).

Bateman and Zeithaml (1998) states that organizations do not exist in vacuum. They must operate and survive within the external environment comprising of competitors, the economy, suppliers, customers, technological requirements, government and communities. They further indicate that different organizations face different environments. For maximum effectiveness, they need to organize in ways best adapted to their particular environments. Organizations that fail to understand and adapt appropriately to their environments will not survive, therefore the environment is a crucial structural contingency. Two fundamental characteristics of environments are rate of change and complexity. The more rapidly things are changing the more difficult it is for management to predict the future and the likely results of its decision. Complexity refers to the number of factors to be considered in decision-making.

2.4 Factors that Influence Change Management Strategies

When creating a change management strategy, one will realize that one strategy is not going to fit every proposed change for the organization. The strategy should target the particular project that is being managed. Before beginning change, it is important to take into consideration the factors that would affect the success of change management. Nickols (2003) identifies several factors that influence change management strategies namely degree of change, degree of resistance, stakes, time frame, expertise, dependency and population. These factors should be addressed adequately to ensure that change management strategies chosen are effective.

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2.4.1 Degree of Resistance to Change

Resistance to change is a multifaceted phenomenon, which introduces delays, additional cost, and instabilities in to the process of change. This may take the form of procrastination, inefficiency and sabotage. Resistance may also be systemic or behavioral. Systematic resistance may be in the form of passive incompetence where the organization lacks the capacity to handle change. Behavioral resistance comprises individuals such as employees such as manger in departments, or groups that include coalitions and power centers. Individuals resist because of self-interest, misunderstanding, lack of trust, different assessments and low tolerance for change (Meyer and Botha, 2000)

Cummings and Worley (2001) observed that culture change programs often result to in or require the removal of managers from key leadership positions. Therefore, any attempt to change an organizations culture is inevitably going to be met with resistance. Sometimes this will be open and organized, often it will be covert and instinctive with people trying to hold on to old ways and protect the old order. Resistance may also come from the middle management who sees their status, power and personal beliefs challenged

While changes are unavoidable, there is ever resistance to change. Employees worry about how change will affect their job, but change is inevitable (for the prepared mind). If change is well implemented, the organization benefits immensely but if the changes are poorly managed, it can be detrimental to the organization and staff. Change can be realized incrementally or on large scale depending on the challenges facing the organization (Scott, 2003). Nickols (2003) states that strong resistance argues for a coupling of power-coercive and environmental-adaptive strategies. Weak resistance or concurrence argues for a combination of rational-empirical and normative-reeducative strategies

2.4.2 Attitude Toward Risk

Any definition of risk is likely to carry an element of subjectivity, depending upon the nature of the risk and to what it is applied. As such, there is no all-encompassing definition of risk. Chicken and Posner (1998) acknowledges this and instead provide their interpretation of what a risk constitutes. They define risk as a product of hazard and exposure. They define risk as the way in which a thing or situation can cause harm and exposure as the extent to which the likely recipient of the harm can be influenced by the hazard. Harm is taken to imply injury, damage, loss, of performance and finances, while exposure imbues the notions of frequency and probability.

Pearce and Robison (2002) indicate that attitude towards risk exert considerable influence on strategic changes. Theses attitudes may vary from eager risk taking to strong aversion to risk, and they influence the available strategic choices. Where attitude favour risk, the range of available strategic choices expand. High-risk strategies area acceptable and desirable. Where the management is risk averse, the diversity of choices is limited, and risky alternatives are eliminated before strategic choices are Risk oriented managers prefer offensive, opportunistic strategies.

Nickols (2003) indicates that high risks argue for a mix of all four strategies. When the stakes are high, nothing can be left to chance. Moderate stakes argue against a power-coercive strategy because there is no grand payoff that will offset the high costs of using the power-coercive strategy. There are no low-stakes change problems. If the stakes are low, no one cares, and resistance levels will be low. Avoid Power-Coercive strategies in low stakes situations.

2.4.3 Timing Considerations

Timing is about how quickly the change is needed (Johnson and Scholes 2002). The amount of time that is available for carrying out the selection process will influence how, and how well the strategic changes are undertaken. Time pressure limits the number of alternatives that can be considered and reduce the amount of information that can be gathered in evaluating the alternatives (Byars, 1991). Howe (1986) indicated that senior management is usually in a situation in which it is necessary to do something now. Not only in such a situation likely to generate an operational or administrative reaction to changed business circumstance rather than a thought out strategic decision, but the quality of and strategic decision-making is likely to suffer under these conditions. Where possible, management ought to put itself in a position in which it can make an anticipative or proactive strategic response to an issues rather than a knee jerk reaction,

Pearce and Robison (2002) stated that the time element could have considerable influence on the strategic change process. He stated that when there is time constraint managers put greater weight on negative that on positive information and prefer defensive strategies. The timing of a strategic decision also matter. A good strategy may be disastrous if it is undertaken during a wrong time. The lead-time for the strategic decision and the time horizon the management is contemplating also influences the strategic changes in an organization. Management's primary attention may be on the short or long run depending on current circumstances. Logically, the match between management's current time horizon and the lead-time associated with the different choices will influence strategic changes undertaken. Nickols (2003) indicates that short time frames argue for a power-coercive strategy. Longer time frames argue for a mix of rational-empirical, normative-reeducative, and environmental-adaptive strategies

2.4.4 Organization Culture

Culture defines how those in the organization should behave in a given set of circumstances. It affects all from the most senior to the humble clerk. Their actions are judged by expected modes of behavior. Attempt to change organization culture will be meet with resistance. The resistance could be open and organized, often will be covert and instinctive (Burnes 2004).

Pearce and Robinson (2002) define organization culture as the set of important assumptions (often unstated) that members of an organizations share in common. Every organization has its own culture. Organization culture is similar to an individual's personality- an intangible yet ever-present theme that provides meaning, direction, and the basis for action. They further indicate that culture gives employees a sense of how to behave, what they should do, and where to place priorities in getting the job done. Culture helps employees fill in the gaps between what is formally decreed and what actually takes place. Thus, culture is of critical importance in the implementation of strategy.

Peters and Waterman's (1982) view that organization culture is the prime determinant of organization performance and it has been highly influence in the performance of organization. Other writers stress differently but no less important the aspect of culture. Keuning (1998) forn example argues that the two most important functions of culture are to provide relatively fixed patterns of handling and solving problems and to reduce uncertainty for the members of the organization when confronted with new situations.

Ellis and Williams (1995) indicates that corporate culture strongly influences the collective behaviour in an organization. If new behaviours are to be encouraged and achieved, as part of the outcomes to the change process then inevitably this will require a new or modified corporate culture. However, this may take a long time hence it can prove to be difficult to modify causing failure in the change process. Nickols (2003) states that large populations argue for a mix of all four strategies, something for everyone so to speak. Diverse populations also call for a mix of strategies. This implies careful segmentation

2.4.5 Degree of Change in Organizational Strategy, Structure, and Processes

Cao, Clarke and Lehaney (2000) states that, successful change management depend on changes in organizational functions, their organization, coordination and control. For example, the commonly used horizontal and vertical structures and the basis for grouping activities maybe altered, the decision systems or policy and resource allocation mechanism may change from individual and directive to collective and consensual, or the criteria used for recruitment, appraisal, compensation and career development may change.

Bateman and Zeithaml (1990) indicate that organizations have identifiable structures. As they grow, their structures become more complex. Concepts like authority relationships, bureaucratic versus organic tendencies, and span of control describe an organizations structure. In addition, other structural characteristics such as job design and delegation affect the functioning employees, managers and the organization. As organizations grow, they face predictable crises. To cope with these crises they change structure. Starting with a small, informal structure, they introduce more formal management techniques. Jobs become specialized, departmentalization occurs, and bureaucracy grow. Operations become geographically dispersed and new staff are added. As coordination problems develop, collaborative structures evolve.

Pearce and Robison (2002) indicate that current strategies are often the architects of past strategies. This is because the organization will have invested substantial time, resources and interest in these strategies. The strategist would logically be more comfortable with a change that closely parallels past strategy or represents only incremental alterations. Mintzberg (1972) suggest that the past strategy strongly influences current strategic choice. The older and more successful a strategy has been, the harder it is to replace it., Similarly a strategy once initiated, is very difficult to change because organizational momentum keeps it going.

Cao, Clarke and Lehaney (2000) states that, successful change management depends on the strategy development and determination of the kind of change that will be undertaken by any given organization. They indicated that changes to organizational processes are one of the key issues in change management. This involves dealing with changes in organizational processes such as flow of raw materials to finished products, and control over these processes. Nickols (2003) states that radical change or transformation argues for an environmental- adaptive strategy (i.e., “wall off” the existing organization and build a new one instead of trying to transform the old one). Less radical changes argue against this strategy.

2.4.6 Politics and Power Distribution

Burnes (2004) indicates that there are several definitions of power by several authors and scholars. Power is defined as the possession of the potential for influencing others or the ability to act or produce some effect. It is the probability that one actor within a social relationship will be in a position to carry out his own will despite resistance, regardless of the basis on which this probability rests. He defines power as an actor’s ability to induce or influence another actor to carry out his directions or any other norms he supports. Power therefore an important concept in organizations and individuals exert power to get things done. Power, once gained usually confers major benefits on those who hold it. Politics on the other hand can be defined as any actions taken by individuals or groups to gain power and so secure goals and outcomes that they personally desire. Politics is selfish in its orientation. Burnes (2004) states that the two terms power and politics are often used interchangeably and the difference between the two words have never been fully settled.

Pearce and Robison (2002) indicate that the existence and use of power to further individual or group interest is common in organizational life. They refer to an earlier study by Ross Stagner who found out that strategic decisions in business organizations were frequently settled by power rather that by analytical maximization.. They further state that a major source of power in most organization is the Chief Executive Officer (CEO). In smaller organizations, the CEO is consistently the dominant force in strategic changes and this is true in larger firms, particularly in those firms with a strong CEO.

Cyert and March (1963) identified another power source that influenced strategic choices particular in large firms. They called this the coalition phenomenon. In large organizations, subunits and individuals have reasons to support some alternatives and oppose others; Mutual interest often draws certain groups together in coalitions to enhance their position on major strategic issues. These coalitions, particularly the more powerful ones exert considerable influence in the strategic choice process

2.4.7 Organization Dependency on Employees

Moran and Brightman (2001), state that to track and stabilize change, leaders should create specific performance targets and measures. Giving people, specific results to shoot for serve a number of different purposes, which they outline: It helps to make change more tangible in terms of both individual performance and organizational performance. Providing tangible goals increase motivation. Tracking results also gives everyone a sense of progress and offers opportunities to celebrate as each milestone is reached. By imposing specific performance requirements, it encourages individuals who would otherwise resist the change to adopt quickly. Measuring results tends to sustain the change once it is in place and the organization's performance is focused elsewhere.

Nickol (2003) states that the organization dependency people is a classic double-edged sword. If the organization is dependent on its people, management's ability to command or demand is limited. Conversely, if people are dependent upon the organization, their ability to oppose or resist is limited. (Mutual dependency almost always signals a requirement to negotiate.). He further states that having available adequate expertise at making change argues for some mix of the strategies outlined above. Not having it available argues for reliance on the power- coercive strategy

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

The research was based on a case study approach. This research design enabled the researcher to carry out in-depth investigation and have a greater understanding of the situation or phenomenon. The research design was preferred because the research problem was unique to one organization, i.e. Plan Kenya. This approach is consistent with the recommendation by Cooper and Emory (1995).

3.2 Data Collection

Both Primary and Secondary data was used in this study. Primary data was mainly qualitative in nature. Data collection was done through personal interviews to allow generation of in-depth and detailed information from the respondents. The interview technique gave an added advantage of observing the respondents reaction in addition to fast response to the questions. Secondary data was collected from Plan Kenya's internal manuals, reports and other documents. This approach to data collection is consistent with the recommendation by Cooper and Schindler (2003).

Interview guide attached as appendix I will was used. The interviews were conducted with the heads of the key departments namely, Finance, Administration, Program, and Sponsorship. These were departments whose staff were in the organization during the restructure. The Human Resources department was not interviewed since all the three staff were new.

3.3 Data Analysis

The primary data collected was qualitative in nature and was analyzed using content analysis. This helped the researcher to make inferences through systematic and objective identification of specific characteristics of the data. With content analysis, phrases and statements from the interviewees were categorized to describe the logical structure and pattern of expression, which helped to ascertain any association, connection, denotations and other interpretations. This is consistent with what Mugenda and Mugenda (1999) suggested.

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.1 Background of Change Management at Plan International, Kenya

Over the years, Plan International, Kenya has strived to constantly change to meet strategic goals. It started with a structure of field offices that created independent and autonomous offices in the country, each with a separate field director all reporting to the headquarters. This structure-undermined achievement of strategic development objectives and the organization started a process of centralization of country operations under one leadership. The centralized structure achieved country operations integration and optimized on utilization of resources but over the time and after a review, it was found that the structure was not efficient in the delivery of program to communities and in the implementation of strategies. As a result of the above reasons, Plan International Regional Director of East and South Africa commissioned a research by an external consultant. His role was to evaluate the current structure to determine if it was optimal based on the country strategic plan.

The study report indicated that Plan International Kenya office did not have an optimal structure to support the implementation of programs in the country. The report stated that 'the current country structure was too expensive; it was like delivering bananas in a Mercedes Benz car to a needy community'. This clearly indicated that the structure undermined the achievement of the strategic objectives. Thus, the staff on board may not have been suitable for the optimal structure, which meant that there was urgent need to restructure the organization.

4.2 Change Management Strategies Used by Plan International, Kenya

The organization used a mixture of strategies to manage the change process. The organization mainly used three strategies namely empirical- rational strategy, power-coercive strategy, and environmental adaptive strategy. The fourth strategy was used at a low level.

Empirical-Rational Strategy- To ensure successful change management process the organization ensured that information was communicated to all staff in time. The

Country Director spearheaded the change process. She sent emails to all staff from the time the decision to restructure was made to the end of the process. A Structure Committee was also formed which had representation from all departments. This committee held several meetings on key issues, which included a new country staff structure that could empower the communities, how existing government structure in the districts could work well, how the functions could be decentralized thus leading to a more flat structure. This was a very good strategy as there was full participation by all staff and it reduced resistance to change, as all staff understood the process and the progress the organization was making in the change process. This effective employee communication, made the change process possible and successful.

Power-Coercive- This was the key strategy used by the organization to manage the change process. The change process was undertaken during the leadership of a new country director whose main responsibility was to implement an optimal staff structure that could ensure successful implementation of the country strategic plan. Actually, this was one of the key performance issues to the new country director from the regional office. Thus, as much as the staff were involved in the process the staff had to comply and do what they were told because the change process was already decided on and had to be managed.

Despite the goodwill of the management, the staff felt threatened and few knew what to did since the process had began and the 'rubber had hit the tarmac'. Different staff reacted differently, some started seeking for new jobs, others were anxious and other were calm and hopeful that they will be retained. All the staff except the staff in the Head office had to apply for the newly created jobs and they had to attend interviews. The organization decided to use internal expertise and so no consultants was involved in the process. The filed managers were interviewed first and the successful ones formed the interview panel for the other positions. Unsuccessful staff separated with the organization soon after the interviews.

Environmental-Adaptive – There were staff who did not like the disruption but they adapt readily to new circumstances. The change process resulted to new organization structures, staff were transferred from one office to another, new office were established, staff had to live in the community as the office were nearer to the communities and new staff joined the organization. Although staff are often quick to oppose change they viewed as undesirable, they were even quicker to adapt to new environments.

The fourth strategy, which is normative- re educative may have been used in the change process but was not a key strategy in the successful implementation of the change process. Staff fitted in and went along with the change process. The organization culture gave the employees a sense of how to behave, what they should do, and where to place priorities in the change process. Though culture helps employees fill in the gaps between what is formally decreed and what actually takes place, culture was not significant in the change management process, as staff had to agree to the change.

4.3 Factors that Influenced Change Management Strategies

4.3.1 Timing Considerations

The amount of time that was available for carrying out the change process had considerable influence on the strategies selected by the organization. The lead-time for the change process was relatively short. The decision to restructure the organization was communicated to all staff in November 2004 and the process was supposed to have been completed by June 2005 as the new financial year for the organization was to start on 1st July 2005. This meant that the change process had to take only seven months.

In seven months, the organization had to undertake successful change and at the same time ensure that the ongoing programs were not disrupted, the current financial year budget was spent on quality projects, and staff were motivated to do their duties. Within the said period, the organization had to carry out many interviews some of which were done con-currently and unsuccessful staff had to be separated from the organization before July 2005. The match between management’s current time horizon and the lead-time associated with the different choices largely influenced strategies chosen by the organization. The short time frame made the organization rely more on a power-coercive strategy.

4.3.2 Degree of Change in Organizational Strategy, Structure, and Processes

Successful change management depended on change in organizational structure and processes. Over-all, the organization structure changed to a more flat structure. Previously there were three levels of authority, the Head office in Nairobi, three regional offices in Coastal, Central- Nyanza and Eastern and 13 field offices. Each of the regional support office supported several field offices. The regional offices were autonomous and they had their own support departments, which included finance, administration, sponsorship and program. The payroll was also decentralized per region. The new structure does not have regional offices but the field offices were given autonomy similar to what was in the regional offices that were dropped in the new structure.

New jobs were created and others dropped as they were found to be irrelevant to support the new structure. In addition, job design and delegation changed, affecting the functioning employees, managers and the organization. The filed office mangers got delegated authorities. New departments were created and the support functions were fully decentralized. The only centralized function was people and culture previously referred to as human resources. This also changed the organizational processes such as flow of procurement of goods and services, payment processes, and control over these processes. These changes resulted to new organizations in terms of the structure, people and working environment and the staff had to adapt to the changes thus choice of an environmental- adaptive strategy.

4.3.3 Politics and Power Distribution

The Country Director was in a position to carry out her own will despite resistance from staff, regardless of the basis on which this probability rests. The strategic decisions in the organizations were frequently settled by power rather that by analytical maximization. The coalition phenomenon of power was evident in the change process. The change process was undertaken during the leadership of a new country director whose main responsibility was to implement an optimal staff structure that could ensure successful implementation of the country strategic plan. Actually, this was one of the key performance issue on the new country director's role. Thus, as much as the staff were involved in the process they had to comply and do what they were told because the change process was already decided on and had to me managed.

4.3.4 Attitude Toward Risk

The organization had to carry out the change management process without causing any harm to the projects being implemented, the staff and the organization as a whole. The organization was facing many risks, which include loss of institutional memory if most of the staff who had worked with the organization left the organization. The management was well aware of this risk and therefore made an intentional approach to retain key staff as far as possible. They therefore decided that all the staff at the head office be exempted from going through the interview process. There was a risk of programs stalling if staff left or felt de-motivated in the process thus giving less attention to program quality. The final risk was the short time given for the change process. The risk of poor program quality was deemed moderate, which led to the choice of a power-coercive strategy. The risk of staff leaving was deemed low and therefore the resistance to changes was low thus the organization selected empirical rational strategy.

4.3.5 Organization's Dependency on Employees

The organization depended on its employees in the change process and the employees depended on the organization. The organization dependency on the employees is evidenced by the decision taken not to use consultants to manage the change process. The management's ability to command or demand was limited due to this dependency. Conversely, the staff ability to oppose the changes was limited which was evidenced by the low resistance to change. The organizations decision not to use consultant who are expertise in the field of change management lead to choice of power- coercive strategy.

4.3.6 Degree of Resistance to Change

There was weak resistance to change, because all staff were involved in the change process and updates on the progress were shared with staff in time. The organization did not face delays in the project implementation as most of the projects were completed in time. There were no additional costs and the change process was completed by June 2005. There was also no systemic or behavioral resistance, as the organization did not lack adequate capacity to handle change and there were no coalitions and power centers. This was because the whole process was participative. However, employees worried about how the change would affect their job, because the change was inevitable and as the Country Director said ‘change is for the prepared mind’. The organization combined rational-empirical and normative-reeducative strategies.

4.3.7 Organization Culture

The change management process did not alter the culture of the organization thus there was very weak resistance to change. Though corporate culture has a strong influence on the collective behaviour in an organization, there were no new behaviours that were encouraged thus no significant change in cultures. Culture therefore influenced the change management strategy chosen by the organization, though at a low level.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATION

5.1 Summary of Findings

It is clear that the degree of change in strategy and structure, attitude toward risk, time consideration, politics and power distribution and organization dependency on employees influence the change management strategy chosen by the organization. These factors should be addressed adequately to ensure that change management strategies chosen are effective.

5.2 Conclusion and Recommendation

When creating a change management strategy there is no one strategy that will fit every proposed change for the organization. The strategy should target the particular project that is being managed. Before beginning change, it is important to take into consideration the factors that would affect the success of change management. From the results of this study, it is clear that different change management strategies are influenced by different factors.

The empirical-rational strategy is influenced by two factors namely, attitude towards risk, and the degree of resistance to change. The strategy centers on the balance of incentives, which are derived from the communication on change, and the management of the risks involved in the change management process. Implementation of the strategy would be a challenge if the communication and available incentives were modest. This conclusion is consistent with the literature reviewed, which indicated that successful change management is based on the communication of information and the proffering of incentives. This is based on the premise that people are reasonable and they can be reasoned with.

The power coercive strategy is influenced by four factors, namely time consideration, distribution of power and politics, attitude towards risk and organization's dependency on employees. Among the four factors distribution of power and politics, is a major factor as senior management can exercise their authority in the change process. This conclusion is consistent with previous findings by other researchers who established that people are compliant and will generally do what they are told or can be made to do. Successful change is based on the exercise of authority and the imposition of sanctions.

Environmental adaptive strategy is mainly influenced by the extent of the change in organization strategy and structure. This strategy was suitable because the organization made radical changes in the organization structure, job design and delegation of authority. The conclusion is consistent with previous studies on this area, which found out that people oppose loss and disruption but they adapt readily to new circumstances. Change is based on building a new organization and gradually transferring people from the old one to the new one.

Normative re-educative strategy is influenced mainly by degree of resistance to change and partly by culture. This finding contradicts those of the previous studies, which found that this strategy focuses squarely on culture, what people believe about their world, their work and themselves and the ways in which people behave to be consistent with these beliefs. Ordinarily, culture does not change quickly and certainly not overnight.

5.3 Suggestion for Further Study

The conclusion of this study indicated that there is no one strategy that will fit every proposed change for an organization. Thus, future studies could focus on the relative importance of factors that influence change management strategies.

5.4 Limitations of the Study

The researcher had intended to interview five managers of key departments i.e. Finance, Administration, Human Resources, Sponsorship and Program. However, the researcher did not interview the Human Resources Manager since she separated from the organization before the interview. The two other staff in the department also separated from the organization two weeks before the interview. The human resource department was key in the change process hence their wealth of experience in the process could not be obtained.

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APPENDIX I: Interview Guide

This interview guide seeks information on factors that influenced change management strategies at Plan Kenya in 2005. I would appreciate if you could respond to the questions as briefly as you can. Your answers will remain anonymous and strictly confidential and will be used mainly for academic purposes.

SECTION A: PERSONAL DETAILS OF RESPONDENT

1. Interview date _________________
2. Position in the organization ____________________________________

SECTION B: INFORMATION ON FACTORS THAT INFLUENCE CHANGE MANAGEMENT STRATEGIES

3. What necessitated the change?

   ____

4. What strategies did the organization put in place to manage and spearhead the change?

   ____

5. Were the structures modified during the change process or were they used up to the end?

   ____

6. What factors influenced the change management strategies chosen by Plan during the change process?

   ____

7. To what extent did the organization dependency on its employees influence the strategies?

   ____

8. How did the organization culture influence the change management process? ____

9. How long did the change management process take? ____

10. Did the time it took to implement the change in any way affect the change management strategies adopted?

    ____.

11. What challenges did the organization encounter in managing the change process?

    ____

12. Were the change management strategies adopted by the organization influenced by the top management attitude towards risk?

    ____

13. What other management strategies did Plan use during the change management process?

    ____

Thank you for your time and cooperation in making the interview a success.