

MANAGEMENT OF CHANGE AT ZAIN KENYA

By

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DECLARATION

This research project is my original work and has not been presented for a degree in any other university.

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DEDICATION

This project is dedicated to my Late Father and Mother Mr. & Mrs Kibisu and my late brothers Allan and Oscar who as a family instilled in me the spirit of perseverance and determination. They all left a legacy of patience and calmness that I have found valuable as I endured to complete my study.

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ABSTRACT

Economic and social forces such as globalization, social/culture, political/legal, competition, technology, liberalization, deregulation, unstable financial market and advancement in information technology have made the business environment dynamic in all operating aspects. Change management is a structured approach to transitioning individuals, teams, and organization from a current state to a desired future state. It is an organizational process aimed at empowering the employees to accept and embrace changes in their current business environment .Visualizing the need for change early enough and pooling together the resources required such as human, financial, technological and information on implementation of change helps the company to survive the onslaught of a changing environment.

The first chapter involves the background of the study, detailed discussion on management of change, telecommunication firms in Kenya, Zain Kenya profile, research problem, research objectives; to establish the approaches to change management in Zain Kenya and to identify the challenges in managing change in Zain Kenya. The chapter also explains the significance and justification of the study. The second chapter is the literature review which involves the concept of change, forces of change, concept of change management, management process, change management approaches and challenges of change management. Chapter three is the research methodology. The research design is a case study, a form of qualitative analysis. Data collection is through both primary and secondary data. Data analysis is in qualitative form.

The case study sought to explore strategic change management and how change has been managed from a local perspective of Zain Kenya. The research findings show that there was dominantly planned change management approach adopted by Zain Kenya which was successful and the brand continues to be among the leading telecommunication companies in Kenya. A management lesson from this research is that for an organization to start on implementing change there must be planning, implementation within the time frames with controls and constant evaluation of the change process.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Kenya has witnessed significant growth in the communication sector as demonstrated by the number of telephone lines, Internet Service Providers (ISP), the number of Internet users, broadcasting stations, and market share of each one of them. The Government has liberalized the mobile cellular market and currently, there are four mobile cellular operators. This approach has heightened competition, tariff reviews, strategic alliance, advancement in technology and new product development amongst players within the sector.

Most organizations have embraced change management in order to gain competitive advantage over others. The success of the organization depends on among other factors having the right personnel, up to date technology, training for its employees, optimum resources management, strategic understanding of the operating environment, good management styles and the organization being proactive other than being reactive.

1.1.1 Management of Change

Change management evokes different meanings depending on one's conviction. Change management is about how to get users to accept a new business process and the technology that enables it (Miller, 1986). The guiding principle of change management is that human beings make company's work, not technology. Technology is a tool, and users have to be excited about it, believe in it, trained in it and be supportive of it. Hence change management is about making sure all of elements are included from the beginning as part of the project.

Change management is the process of developing a planned approach to change in an organization. Typically the objective is to maximize the collective benefits for all people involved in the change and minimize the risk of failure of implementing the change (Lewin, 1939). Change management can be either 'reactive', in which case management is responding to changes in the macro environment (the source of the change is external), or

proactive, in which case management is initiating the change in order to achieve a desired goal (the source of the change is internal). Change management can be conducted on a continuous basis, on a regular schedule (such as an annual review), or when deemed necessary on a program-by-program basis (Lewin, 1947).

Change management can be approached from a number of angles and applied to numerous organizational processes. It's most common uses are in information technology management, strategic management, and process management. To be effective, change management should be multi-disciplinary, touching all aspects of the organization. However, at its core, implementing new procedures, technologies, and overcoming resistance to change are fundamentally human resource management issues (Lewin, 1947). Changes in the organization or a project can be initiated from within the organization or externally. To design a successful strategy of change, managers must become skillful at diagnosing the forces pressing for change and the resistances to change. The change problem might be large or small in scope and scale. It might focus on individuals or groups, one or more divisions or departments, the entire organization, or one or more aspects of the organization environment. It is important that managers effectively diagnose the external and internal forces that threaten the company's survival. Secondly, managers must assess and implement strategies for combating these forces (Bateman & Zeithaml, 1990).

The change process starts with an awareness of the need for change. It is necessary to decide how to get from here to there. Managing change during this transition state is a critical phase in the change process. It is here that the problems of introducing change emerge and have to be managed. The problems can include resistance to change, low stability, and high levels of stress, misdirected energy conflict and loss of momentum (Thompson, 1997). Change is happening everywhere, its speed and complexity are increasing and the future success of organizations depends on how successfully organizations manage change. Organizations are spending tens of millions of dollars on change efforts such as reengineering and information technology installations. "Transformation" is the new type of change that has emerged, and it is by far the most prevalent and complex type occurring in organizations today. It is causing virtually all of

the change-related problems. These struggles have given rise to the field of change management (Nadler, 2006).

1.1.2 Telecommunication Industry in Kenya

Kenyan mobile market currently has four major telecommunication operators including Safaricom, which started as a department of Kenya Posts & Telecommunications Corporation, the former monopoly operator, Telkom Kenya, which was enacted in 1999 after the split of KPTC, in addition Telkom Kenya also operates in partnership with France Telecom an Orange GSM service, Zain (formerly Celtel) which launched GSM services in 2000. And finally Econet Kenya under the brand name YU Kenya.

Telkom Kenya currently Telkom orange was established as a telecommunications operator under the Companies Act in April 1999. The company currently has a customer base of about 500,000 customers on both fixed and CDMA wireless with a country-wide presence. Safaricom Limited was incorporated on 3 April, 1997 under the Companies Act as a private limited liability company and was converted into a public company with limited liability on 16 May, 2002. Currently this is the leading telecommunications company operating in Kenya. Kenya's fourth mobile phone operator Econet Wireless commenced operations in November 2008 under the 'yu' brand name. The Major services provided by the companies are voice, data and money transfer. All the companies are regulated by the communication commission of Kenya.

1.1.3 Zain Kenya

Zain Kenya is a subsidiary Zain group of companies with its head office in the Bahrain. In the African region the head office are located in Kenya. The company has been known as one among the leading telecommunications companies in Kenya. The company grew from an active subscriber base of less than 2 million in 2006 to 3 million subscriber in 2009. In 2006 Celtel group merged with MTC group of companies and rebranded the company to Zain group with each country maintaining the prefix Zain with the country name. The name adopted in Kenya was Zain the Kenya operation. The company has undergone several brand transformation. Initially it was Kencell Limited owned by Vivendi group to Celtel Kenya and later it had to change to Zain in less than 5 years. This

has also seen various radical changes in the top management with each brand coming with its own chief executive officer. Initially there was Philippe Vanderbrock of Kencell to Celtels' Mac Donald, Gehard May and David Murray and now Rene Meza of zain. Other temporal chief executive officers who helped in the transitions include Steve Torode and Caba Pinter. Zain vision is to become a top-ten global mobile operator by 2011, one that provides a world-class service to our customers wherever they are.

Zain has rapidly expanded since the introduction of 2003 "3x3x3" corporate strategy, a program designed to transform Zain into a regional, international and global entity in three, three-year phases that will witness acquisitions, partnerships and green-field opportunities. It is ambitious, but it is sustainable and will ensure that Zain achieves in nine years what can take companies decades. In January, 2007, Zain launched ACE, an implementation strategy designed to realize the 3x3x3 targets. ACE seeks to extract superior value through accelerating growth in Africa, consolidating existing assets, and expanding into adjacent markets. Through ACE, Zain aims to reach US\$6 Billion EBITDA and 150 million customers, two milestones that will position the company among the world's top ten mobile telecom companies. Zain is now entering the final three years of this expansion strategy. It will be a new and dynamic chapter in our history, one that will be marked by high growth opportunities. It has to play fast but also play smart, and to do this it has initiated 'Drive11', a strategy that will maximize economies of scale and improve our operating efficiencies. It will focus on customer-facing services and commercial activities, while centralizing or outsourcing some back-office and non-core functions to strategic partners, as well as re-training and further developing our existing personnel.

Trading onto the CSR, Zain Kenya also constructed a modern workshop block at City Primary School for training children with special needs. The block, constructed at a cost of Kshs 3.2 million, will be used to impart practical skills to Autistic and mentally handicapped children. This makes City primary is the only public school which in Kenya provides specialized education to Autistic children as well as children with Downs Syndrome. Other CSR activities include developing ICT infrastructure in public schools countrywide and Zain Africa Challenge programme, the yearly fast-paced inter-

universities academic quiz. The company plans to will intensify its CSR programmes in the country especially in the marginalized areas, under the Build Our Nation (BON) Programme.

1.2 The Research Problem

Change management is the process of having a systematic approach towards change. Change is viewed as systems in which the present situation is 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 (Lewin, 1947). It is important for every organization to manage change so as to achieve a competitive edge in the market place. It also ensures survival in the dynamic market place. It entails a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state.

Zain Kenya has continued to be among the leading telecommunications companies in Kenya despite undergoing several changes within the last five years which can affect its performance. Zain Kenya will be studied with respect to how it has managed change as a best case scenario which other firms could emulate when dealing with change. It is important to find out how it has managed the changes given that various changes can have serious negative impacts on an organization. The company has continued to show steady growth in its performance despite the numerous changes. Abrupt changes in telecommunication industry can drive a company into virtual extinction considering the Kenyan market perception on consumer behavior. Abrupt changes in any telecommunication company will mean that the company is unstable which brings fear in terms of using there services. Fear translates into unreliability which can influence the revenues in the organization to the negative. Telecommunication industry has continued to grow with the entry of two more players (Orange and Yu) in the mobile industry. With the entry of the fiber cable, the cost of communication is expected to go down and more players are expected in the market.

A number of studies have been carried out in Kenya on management of change by various scholars. Gathua (2006), studied strategic change management and impact on

performance of Unga limited. Nyalita (2006), looked at the management of strategic change at Procter and Gamble East Africa limited. Muchui (2006), studied management of change from Kencell Kenya to Celtel Kenya. Nyororo (2006), looked at strategic change management and performance of National Social security Fund. Ongaro (2003), studied strategic change management practices in Kenyatta Hospital. Ogwora (2003), looked at strategic change management at National cereals board and produce board.

All these studies provided valuable insights into challenges and responses of various Kenyan organizations. However no studies was found that focused in management of change at Zain Kenya and thus there exists a knowledge gap which the study seeks to bridge. This research addresses the following questions: What approaches to change management have been adopted by Zain Kenya? What challenge does Zain Kenya face in implementing change management?

1.3 Research Objectives

The specific objectives of this study are:

- i. To establish the approaches to change management in Zain Kenya.
- ii. To identify challenges in managing change in Zain Kenya.

1.4 Significance of the Study

After the completion of the study, it is expected that it would be possible to understand and appreciate the importance of change management process and its contribution to the overall performance of an organization.

It would enable the researcher to obtain an in-depth knowledge of the change management framework, as an effective tool towards adapting to the changing environment and organizational performance. The study will be beneficial to the researcher and academicians in pursuit of knowledge about change and performance practices.

To the company policy makers the study will generate important information that will be useful for implementation towards effective change management. It will in turn promote

high performance. The information will help formulate policies that will help the company to profitability.

Employees will appreciate their roles in the organization and their contribution in relation to their performance in the change management. They will be able to have an in depth understanding of change and how to manage it in order to form a high performing team.

CHAPTER TWO: LITERATURE REVIEW

2.1 Concept of Change

Organizations face challenges that are posed by their external environment. This environment within which organizations operate in is not static and is continuously changing (Rue & Byars, 1992). The study will therefore concentrate on management of change in telecommunication firms in Kenya a case study of Zain Kenya. Organizational environment has been changing since 1970's when the world faced a great change in petroleum prices and organizations had to consider how to reconfigure themselves to this external event into account (Stoner, Freeman & Gilbert 2003). In 1980's, changes were experienced when there was a shift from local to global that affected most organizations as the market competition was intensified across the world. In 1990's, there was the emergence of new technologies for communication and information process that revolutionalized the way we think about organizations. Consequently worldwide concern about change has emerged.

Failure to spot changing trends and conditions in an effort to effectively manage them leads to serious Strategic problems characterized by maladjustments of the organizations output and demand of its external environment (Thompson, 1997). Thompson further states that for a firm to control its growth, change and development, it must seek to control the forces which provide the opportunity for growth and change and those that pose threats and demand responses. He urges that managers must be aware of the environmental forces and environmental change and must manage the organizations resources to take advantage of the opportunities and counter threats. Paradigms concerning "what will work" to bring about success in a particular industry or competitive environment will be created and maintained. This paradigm may shift or change as the environment and competing forces change. In a turbulent environment, the organization must change its strategies and possibly its belief so as to maintain environment –value resource (E-V-R) congruence. Most organizations have embraced change management in order to gain competitive advantage over others. The success of

the organization depends on among others how well the organization will manage the change in the environment in which it operates.

2.2 Forces of Change

The five competitive forces model identifies five fundamental competitive forces (Porter, 1985). In the environment, there is a relationship between the entry of competitors into the market, threat of substitutes, bargaining power of buyers, bargaining power of suppliers and rivalry among the existing players. They exert pressure to the organization making it to change its strategies to achieve a competitive advantage in the market place. Implementation of new strategies leads to organizational change. Managers must understand and react to those external forces within an industry that determine an organization's level of competitiveness within an industry.

Any business organization which is alive will try to gear itself towards maintaining and developing its place in the economy (Burnes, 2004). Short-term plans may be governed by a purely defensive policy aimed at maintaining its status quo while long-term plans will be the opportunity to develop and therefore to grow which is sought. A firm cannot continue to develop if its effort does not prove to be profitable (Harrison, 2003). Growth and profitability must be regarded as the two sides of the same objective. Without growth an enterprise would be at a standstill and on the road to decline, and without it, it would miss the yardstick of its efficiency and the reflection of its relative success. In trying to reach these basic objectives business management has of course had to adjust itself to the changes in society.

1980s technological changes will undoubtedly affect working environments massively, powerfully, often predictably and often perniciously (Skinner, 1979). According to skinner, technological changes influence four parts which are enhanced attainment that is the attainment of desires or values enhanced by a particular technology, novelty which is the continuous new technology changes create expectations of change and an increase in the value of change with slow or no change regarded as boring, redistribution of technological advancements to allow new value standards to be rapidly spread out and re-standardization new understanding of technology changes concepts.

In the face of the accelerating rate of change in technological, socio-cultural, political and economic environments, managers and academicians alike are increasingly concerned about the adaptive and learning capabilities of organizations (Lewin, 1947). The nature of continuous environmental change demands more than making adjustments to current organizational practices, frequently it requires genuinely innovative thrusts, the development of capacities for institutional learning and self design and understanding change as a permanent feature of organizational life.

There are four features that are apparent in any type of organizational change. A trigger, interdependencies, conflicts and frustrations and time lags (Mullins, 2005). A trigger is a factor either within or outside the organization that creates pressure to change. Some triggers are technology, consumer tastes, competition, materials, legislation, social values and economic values. All these factors can create a need for internal modification in terms of job design, product design, office layout, alterations in responsibilities, and alternations in technologies interdependencies. A change in one aspect or feature of the organization creates pressures for adjustment in other areas.

An issue is held in balance by the interaction of two opposing sets of forces. Those seeking to promote change and those attempting to maintain the status quo. In order for any change to occur, the driving forces must exceed the restraining forces, thus shifting the equilibrium (Lewin, 1947). The Force Field Diagram is a model built on the idea that forces are both driving and restraining change. These forces include, persons, habits, customs, and attitudes. The model can be used to visualize the forces that may work in favor and against change initiatives. There is "war" between forces around a given issue in the environment. Usually, a planned change issue is described at the top. The driving forces are on one side and the restraining forces on the other.

2.3 Concept of Change Management

Change is persuading massive numbers of people to stop what they have been doing and start doing something that they probably don't want to do (Nadler, 2006). There is nothing more dubious of success, nor more dangerous to administer than to introduce a new order of things; for he-who introduces it has all those who profit from the old order

as his enemies and he has only lukewarm in all those who profit from the new. A very rapid rate of technical innovation has produced new materials, new methods and new products. Some companies have ceased to exist, some have been overtaken by larger and more successful competitors, while others have grown very quickly and changed their character completely.

For change to take place effectively in institutions, we need to design institutions to complement what exists in terms of other supporting institutions, human capability and available technologies (Miller, 1986). Innovate to design institutions that work and drop initiatives that do not. Innovation can create stronger institutions because of difference in local conditions. Finally connect communities of market players through open information flows and open trade. Exchanging goods and services outside existing networks and communities create demand for market supporting institutions. Exchanging information through open debate creates demand for institutional change by holding people into account, by changing behavior and by supplying ideas for change from outside the community. As well promote competition among jurisdictions firms and individuals. Greater competition modifies the effectiveness of existing institutions, changes people's incentives and behavior and creates demand for new institutions (Lewin, 1947)

There are two types of change which are Strategic change and operational change (Nadler, 2006). Strategic change is concerned with organizational transformation which deals with broad, long term and organization-wide issues. It occurs mainly at corporate level. It occurs when an organization shifts its resources into new business in more attractive markets and industries. It covers the vision and mission of the organization, its corporate philosophy on such matters as growth, quality, and innovation and values concerning people, the customer needs served and the technologies employed. Operational change occurs at business level when a company competes better and serves the industry and market it's in. The business must revitalize its current market position. It relates to new systems, procedures, structures or technology which will have an immediate effect on working arrangements within a part of the organization.

Change management as a deliberate attempt by any organization to adapt and meet the challenges of the environment (Marshall & Conner, 1996). Faced with stiffer competition and dizzying technological advances, companies often must change course to stay competitive (Kotter, 2008). The consequences of change management include increased complexity of methods of production, job charges or redundancy for many workers, the need for employees to acquire new skills or to modify existing competencies, geographical relocation of industries and workers and also extensive reliance on computers, information technology and decision support systems. Change management is therefore an effective tool and system in ensuring that the organization maintains its relevance in terms of market share, revenue generation, industrial leadership and optimization of resources (Pearce & Robinson, 2002). An effective change should define the scope of the change framework, highlight the benefits of the change framework and gain a buy in by all stakeholders of change processes.

2.4 Change Management Process

An organization should be committed to continually build its competency to respond as needed to a complex and ever changing environment. The change process starts with an awareness of the need for change (Lewin, 1947). An analysis of this situation and the factors that have been created leads to a diagnosis of their distinctive characteristics and an indication of the direction in which action needs to be taken. Managing change during this transition state is critical phase in the change process. He then gives the following guidelines for change management; the achievement of sustainable change requires strong commitment and visionary leadership at the top. Understanding is necessary of the culture of the organization and the levers for change that are most likely to be effective in that culture. Those concerned with managing change at all levels should have the temperament and leadership skills appropriate to the circumstances of the organization and its change strategies (Rue & Byars, 1992). It is important to build a working environment that is conducive to change. This means developing the firm as a learning organization. Changes are formally introduced and approved.

Change management has been developed over a period of time and the ADKAR model developed by Prosci outlines five specific stages that must be realized in order for an

organization or an individual to successfully change. They include Awareness – where an organization must know why a specific change or series of changes are needed. Desire – the organization members must have the motivation and desire to participate in the called for change. Knowledge – knowing why to change and how to change. Ability – to change an organization must implement new skills and behaviors to make the necessary changes happen. Reinforcement – Individuals and organizations must be reinforced to sustain any changes making them the new behavior. According to (Hiatt, 2006) ADKAR is a goal-oriented change management model that allows change management teams to focus there activities on specific business results.

There are eight steps required to transform an organization (Kotter, 2007). Establishing a sense of urgency by examining market and competitive realities, identifying and discussing crisis, potential crises or major opportunities; forming a powerful guiding coalition – through assembling a group with enough power to lead the change effort and encouraging the group to work together as a team; creating a vision to help the change effort and developing strategies for achieving that vision; communicating the vision by using every vehicle possible to communicate the new vision and strategies as well as teaching new behaviors by the example of the guiding coalition; empowering others to act on the vision which includes getting rid of obstacles to change, changing systems or structures that seriously undermine the vision, encouraging risk taking and non-traditional ideas, activities and actions. Planning for and creating short term wins – planning for visible performance improvements, creating those improvements and recognizing and rewarding employees involved in the improvements. Consolidating improvements and producing still more change – using increased credibility to change systems, structures and policies that don't fit the vision, hiring, promoting and developing employees who can implement that vision and reinvigorating the process with new projects, themes and change agents. Institutionalizing new approaches – articulating the connections between the new behaviours and corporate success and developing the means to ensure leadership development and succession (Kotter, 1979)

In a force field analysis, there are about eleven steps involved (Lewin 1939). Describe the current situation is the first step then describe the desired situation. The third step

involves Identifying where the current situation will go if no action is taken. All the forces driving change toward the desired situation are listed as well as all the forces resisting change toward the desired situation. A discussion and interrogation of all of the forces follows considering can they be changed? Which are the critical ones? The seventh is to allocate a score to each of the forces using a numerical scale like one is extremely weak and ten is extremely strong. Chart the forces, listing the driving forces and the 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 and lastly remember that increasing the driving forces or decreasing the restraining forces may increase or decrease other forces or even create new ones.

Planned Strategic change has 3 basic stages which are unfreezing, moving to institute change and refreezing (Lewin, 1939). Unfreezing is realization that the current strategy is no longer appropriate therefore the company must break out its adjustment to its present environment and its readiness for the future. Moving to institutionalize change begins with establishing a vision of where the company is heading and moving towards realizing it. Refreezing involves strengthening and supporting the change. Control systems that support the change should be implemented, applying corrective action when necessary and reinforcing performance that supports the agenda.

Organizational change is managed effectively when an organization is moved from its current state to planned or expected future state that will exist after the change (Nadler, 1981). The current state is assessed or diagnosed by defining the current situation, problems and possible causes of these problems. The future state is designed by determining the idealized, expected state of affairs after change is implemented which must be conveyed to everyone involved. Actual implementation of change is the last step where a transition plan should be drawn. The process adopted will vary from organization to organization depending on both internal and external factors of the environment.

2.5 Change Management Approaches

The adaptability of doing business in a different approach has no exception, when it comes to organizational productivity. In essence, when conceptualizing change management and its effect on performance, it should be borne in mind that whatever change initiative approaches are put in place, the bottom line is to unify and strengthen the organization's ability to survive in the industry (Bateman & Zeithaml, 1990). During the management process, the concept of risk management is crucial towards the frontier. This will enable visionary management, joint support and control to ultimately improve motivation, productivity, and change succession planning and strengthening the change flow within the organization.

Organizational change approaches include structural change that is driven from the top down for examples mergers, acquisitions, rationalization and divestiture. Secondly it includes cost cutting changes driven by the entire organization in elimination of non-essential activities like Squeezing cost from operations, process change like Business Process Reengineering where the focus is on how things are done and lastly cultural change being a people-sided basin from command-and -control toward participative management and also from product-push to customer-orientation (Kotter, 1995).

Achieving Organizational change will be more successful if you use the relevant approach (Lewin, 1947). Emergent approach is continuous, open ended and unpredictable process of aligning and realigning an organization to its changing environment. Change management entails thoughtful planning and sensitive implementation, and above all, consultation with, and involvement of, the people affected by the changes. If you force change on people normally problems arise. Change must be realistic, achievable and measurable. These aspects are especially relevant to managing change. Before starting organizational change, ask yourself the questions what do we want to achieve with this change, why, and how will we know that the change has been achieved? Who is affected by this change, and how will they react to it? How much of this change can we achieve ourselves, and what parts of the change do we need help with? These aspects also relate strongly to the management of organizational change.

People affected by the change in the organization should agree with, or at least understand, the need for change, and have a chance to decide how the change will be managed, and to be involved in the planning and implementation of the change (Miller, 1986). Use face-to-face communications to handle sensitive aspects of organizational change management. Managers should be encouraged to communicate face-to-face with their people. Email and written notices are extremely weak at conveying and developing understanding. If there is a need to make a change quickly, probe the reasons - is the urgency real? Will the effects of agreeing a more sensible time-frame really be more disastrous than presiding over a disastrous change? Quick change prevents proper consultation and involvement, which leads to difficulties that take time to resolve.

For complex changes, there is need for project management that ensures consultative communications to agree and gain support for the reasons for the change. Involving and informing people also creates opportunities for others to participate in planning and implementing the changes, which spreads the organizational load and creates a sense of ownership and familiarity among the people affected (Johnson & Scholes 2002). Organizational change entails new actions, objectives and processes for a group or team of people. Workshops are used to achieve understanding, involvement, plans, measurable aims, actions and commitment (Nadler, 2006)

A helpful model for understanding and managing change has about eight steps (Kotter, 1979). Each stage acknowledges a key principle identified by Kotter relating to people's response and approach to change, in which people see, feel and then change. Kotter's eight step change model can be summarized as Increase urgency - inspire people to move, make objectives real and relevant. Building the guiding team is the next step- get the right people in place with the right emotional commitment, and the right mix of skills and levels. The vision should be right - get the team to establish a simple vision and strategy, focus on emotional and creative aspects necessary to drive service and efficiency. There is need for Communicating buy-in - Involve as many people as possible, communicate the essentials, simply, and to appeal and respond to people's needs. De-clutter communications - make technology work for you rather than against. Actions should be empowered - Remove obstacles, enable constructive feedback and lots

of support from leaders - reward and recognize progress and achievements. Short-term wins should be created - Set aims that are easy to achieve - in bite-size chunks. Manageable numbers of initiatives. Finish current stages before starting new ones. Foster and encourage determination and persistence - ongoing change - encourage ongoing progress reporting - highlight achieved and future milestones and lastly Make change stick - Reinforce the value of successful change via recruitment, promotion, new change leaders. Weave change into culture (Mullin, 2005)

The Re-engineering approach to implementing total quality management deals initially and directly with the systems barriers. Other names for this approach include organizational design and the "socio-technical" approach. Using this approach, senior management forms a steering committee, which then designate a design team made of a diagonal slice of the company (Burnes, 2004). This design team then assesses the company's culture, systems and environment, and develops recommendations for the steering committee. Such recommendations can include self-directed work teams, profit-based pay, pay for knowledge, and reorganizing the company away from the "functional stovepipes" of manufacturing, engineering, sales and service, towards a more product, customer or geographically based orientation. The advantages to this approach is dealing with major issues up-front, rather than avoiding them and demonstrating that management is serious about quality.

The strength of unfreeze, change, refreeze model is in its simplicity (Lewin 1947). It gives very clear guidelines for implementing change. An organization has to go through all three stages and has to get the organization receptive to change. People must see that there is a need for change. Change is then implemented. Once it's done, there is need to build it in as a permanent part of the organization. With skill training, where employees learn specific skills to use on the job, refreezing can happen simply because the employee uses the skills. The feedback the employee gets is that the skills work - it's gives them what they want. The results will be positive and the employees are more likely to continue using there skills because the skills have been reinforced. That's why quick successful use of skills after a training program helps to refreeze change into the individual's personal practices.

2.6 Challenges of Change Management

Effective change management involves acquiring the support of key power groups in the organization, use of leadership skills to generate enthusiasm and building stability (Miller, 1986). Communication is key during the process so as to minimize the challenges. It helps to build trust in the organization, educate the employees on the change hence involving them in the change process. This will build trust and make sure change is reasonable and follows a sensible time schedule during implementation. Resistance to change is inevitable if the individuals concerned feel that they are going to be worse off – implicitly or explicitly. Change will produce reactions which stimulates actions. The success of any organization depends on the performance of its human resources (Pearce & Robinson, 2002). When dealing with resistance it is crucial to successfully manage change (Kotter, 2007). Change Management must be led from the top of an organization and this leadership cascaded down through every level of management.

Change is associated with surprise, sudden, unexpected, extreme or radical fear of unknown (Lewin, 1947). Important and permanent decisions about an employee's working life are made by people who are often unknown and remote. The employee may lose his or her job or be transferred to a lower paid job. The skill and experience he or she has acquired over the years suddenly become valueless. The workers status in the firm may be lower, cohesive social groups may be broken up, together with established relationships, roles and customs. New relationships must be established and new customs learned. Workers may feel personally inadequate vis-à-vis new technologies fearing they will not be able to understand new methods and systems.

Change has its pros and cons as perceived by the partakers of the change process. In any organizational setting, there is a provision for comfort zone as deemed by staff. Old ways of operations are comfortable and easy (Nadler, 2006). People would not want to disturb the status quo. The introduction of a new factor tends to destabilize the comfort zone. On the other hand in any organizational setting there is provision for visionary zone as deemed by staff. The emergent of new ideas or factors towards desired outcomes is

warmly welcomed and supported, necessitating change agents. The culmination of the two as mentioned gradually develops within any change management process and as a result a culture is manifested either to support or oppose the change initiative. Lack of visionary leadership could mitigate change management. Positive change motivates employees and as a result work performance increases consequently enterprise performance is enhanced. Training of staff on the relevance of change management is key as an important tool for management (Miller, 1986)

Organizational structure is a functional representation on business units towards achieving the organizational objectives (Thompson, 1997). Ideally it a graphically portrays how the organization and its resources outlay there process flow. Change management evolves around the structures of any organization. In the long run the change process may introduce, abolish, upgrade and sustain various functional levels. This means re-defining the organizational structure to support the change management which is time consuming and expensive.

Benchmarking with other organizational that have undergone similar change process is part of any change management challenge. Especially where public business enterprise mollifies, the private sector approaches. Reorganization and benchmark leads to job redesign the creation of lean structures. To monitor and support change infrastructure, within the functional level, a change management department must be in place, driven by change champions (Johnson & Scholes, 2002). This function is has to be empowered to drive the change process across the organization. A continuous training module for staff in new areas of operation and how to sustain change falls in the docket of this department.

New ideas come with new ways of doing them (Thompson, 1997). This has always called for re-examining the current situation at policy level, procedural level, operational guidelines and systems in terms of Process Re-engineering. In effort to upgrade work performance, automation of processes has always taken the centre stage. However work flow processes can be reviewed and made better. Process review gives an avenue for identifying gaps, for this reason when gaps are closed the process is upgraded. In change

management all processes should be reviewed with objectivity, in order to support the change process effectively. Training staff on new process flow at the work place sustains performance.

Change management programmes, should enhance the organizational brand image (Nadler, 2006). Re branding involves engaging the organization resources for some time until the change stabilizes. A conclusive framework makes stakeholders proud and identify positively with the organization. In doing so productivity is enhanced, the market share progress, customer loyalty and satisfaction is increased and in total the organizations brand equity is strengthened. Organizational staff in contact with the external environment needs to be trained new public relation skills and customer care in order to communicate the new things happening within the organization.

Different factors in change process have different powers and exert different influences (Thompson, 1997). There is a risk that change models may represent 'political fix' (reflecting the interest of the more powerful players) or a response to donors' pressure as 'external drivers for change' without a genuine commitment, thus risking failure of the change effort. Change initiatives need to have a powerful guiding coalition and endogenous support; hence the importance of focusing on power relations and dynamics in the institutional landscape, as well as taking a more objective look at the role of donors as either drivers or facilitators of change can not be overemphasized.

Change models and processes that aim to change the culture of the organization are difficult to operationalise because of the inherent difficulty in uncovering the informal systems that guide peoples' behaviour (Pearce & Robinson, 2002). Most of them are more of theoretical than practical hence using a mix of insider knowledge and experience, with objective outsider (outside to the organization undergoing change) expertise and facilitation is essential throughout the process. The environment in which organisations operate is dynamic and strategies applicable today may not be applicable tomorrow (Porter, 1980). This makes it challenging for organisations to manage change all the time and necessitates ongoing review of the strategies.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

The research was conducted through a case study method and in this case, the study was on Zain Kenya limited. Case study is a form of qualitative analysis where a study is done on one organization and it gives a detailed investigation of a single subject. These method emphasizes on depth rather than breadth.

Through the case study method, the researcher was able to obtain in depth knowledge and understanding about management of change at Zain Kenya., the management process and the results of the change. Case study designs are the most appropriate research designs because it is a study of a single unit hence it facilitated intensive study and analysis of the scenario. Case studies place more emphasis on a full contextual analysis of fewer events or conditions (Cooper and Schindler, 2003). An emphasis on detail provides valuable insight for problem solving, evaluation and strategy.

3.2 Data Collection

Primary and secondary data was used in this study. In-depth interviews were conducted with top level managers in each department charged with change implementation. An interview guide was used. Questions were issued in advance to help the respondents recall facts, make references and to generally prepare for the interview. The researcher then made appointments and met the respondents at their convenience. This method of research was elected because the study required an in-depth understanding of the management of change in telecommunications. An interview guide (appendix 2) was used. The respondents were briefed in advance of questions to help them recollect facts or more references where necessary before actual interview date. Secondary data was also obtained from internal documents.

3.3 Data Analysis

As this was a case study, the presentation of the findings were of a qualitative form. Considering the kind of data intended as per the interview guide, conceptual and

qualitative content analysis was the best suited method. (Nachmias & Nachmias, 1996) defines content analysis as a technique for making inferences by systematically and objectively identifying specified characteristics of message and using the same approach to relate to trends.

CHAPTER FOUR: FINDINGS AND DISCUSSIONS

4.1 Introduction

The chapter discusses the findings of the study based on the analysis and interpretation of both primary and secondary data collected from various sources. Findings of the study are presented into 2 sections according to the objectives of the study namely: to establish the approaches to change management in Zain Kenya and to identify challenges in managing change in Zain Kenya.

Zain Kenya is a subsidiary Zain group of companies with its head office in the Bahrain. The offices are located on Mombasa road Parkside towers building. It's a telecommunications company that deals mainly with voice and data connections.

4.2 Change Management Approaches

The environment within which organizations operate in is not static and is continuously changing (Rue & Byars, 1992). Zain Kenya environment was continuously changing with new challenges coming up every other time. All the respondents concurred that the market demands in terms of competition necessitated the change. Zain wanted a presence in Africa and since the founder Mohammed Ibrahim was retiring from telecommunication, Celtel provided an opportunity to expand the market, explore the rising consumer needs and also to enjoy the economies of scale. Out of the five respondents, two of the respondents agreed that the change was due to profit maximization and also transfer of Skills from Middle East to the African market. From the responses collected, it is evident that the board of directors initiated the change effort. It was through the corporate strategic decision making that the board of directors saw the need to change to Zain Kenya.

There are two types of change which are Strategic change and operational change (Nadler, 2006). From the responses, it was evident that the change was mainly a strategic change to Zain Kenya. All the respondents agreed that there was an organizational transformation which dealt with broad, long term and organization-wide issues. The

change occurred mainly at corporate level. Zain Kenya shifted its resources into a new business in more attractive markets and industries. The change covered the vision and mission of the organization, its corporate philosophy on such matters as growth, quality, and innovation and values concerning people, the customer needs served and the technologies employed. All the five respondents concurred that planned approach was dominant in the initial stages of the change process. Decisions were decided at the top management and passed down to the employees for implementation. The approach used in Zain borrows from Planned Strategic change that has 3 basic stages which are unfreezing, moving to institute change and refreezing (Lewin, 1939). At first, there was communication to the employees and other stakeholders that the company will be moving hands from Celtel Kenya to Zain Kenya. It was done through workshops, employee engagement initiatives, meetings and town halls in preparation to the change process. Various strategies were laid down by departmental heads indicating responsibilities of each employee and time frames for achievement. Targets were set and rolled down to each employee and clear performance measurements were defined. External consultants were mainly involved as change agents in Training, market surveys, advertisements, due diligence, and other legal negotiations during the change process.

From the responses, the Zain planned change approach borrowed heavily from the eight steps (Kotter, 1979) model for understanding and managing change. The company had to increase urgency – Team/employees were inspired to move, make real objectives and relevant. The company had to get the right people in place with the right emotional commitment and the right mix of skills and levels. This was evident in the retrenchment that was undertaken by human resource department and hiring of new staff. Management encouraged the team to establish a simple vision and strategy and to focus on emotional and creative aspects necessary to drive service and efficiency. Employees were involved in all decisions and the company was obliged to communicate the essentials and respond to people's needs. Effective communication was encouraged and technology was made to work for Zain rather than against. The company had to empower employees by removing obstacles, enabling constructive feedback and getting lots of support from leaders. Teams were rewarded and recognized from their achievements. Manageable objectives were set and there were procedures to be followed. Teams were encouraged to finish current

stages before starting new ones with ongoing progress reporting being presented to the company as a whole. Lastly the management reinforced the value of successful change via recruitment, promotion and new change leaders.

Being a complex process, all the respondents concurred that planned approach was used for various reasons. It was necessary for the company to win employee commitment so that the staff could be ambassadors for positive change to the external environment. Planned approach also facilitated a smooth transition from one organization culture to the other. There was also need for planning in terms of resource allocation in the company. After the company had changed hands to Zain Kenya and in operation, emergent approach to change management was incorporated. This was mainly when reacting to competition and other unexpected reactions by both internal and external participants.

4.3 Change Management challenges

There are four features that are apparent in any type of organizational change. A trigger, interdependencies, conflicts and frustrations and time lags (Mullins, 2005). All the respondents agreed that the biggest challenge was resistant to change from both internal and external stakeholders. The company had just changed from Kencell to Celtel and Customers were getting used to the new brand and barely two years, there were new changes to Zain Kenya. Employees had embraced Celtel culture and there were finding it hard to embrace a new Zain culture. Resistance to change manifests itself in delays and increased costs of implementing the change. The reasons for resistance to change are myriad and range from uninformed selfish motivated fears to more genuine personal concerns such as in the case where job losses are likely to happen. The findings appear to be in agreement with the argument by (Lewin, 1947). The resistance emanates from a mismatch between the new strategy and the existing management capability. All the respondents pointed out that the challenge was mainly people driven. Goodwill gifts were passed to all customers so as to give them confidence in the new brand. There was need to manage expectations through communication of clear objectives to the stakeholders. At some point, coercion was used so as to move towards common goals.

All the respondents pointed out that structural constraints were experienced. All the processes were to be redefined to fit into the Zain processes and procedures which led to

restructuring of departments hence redundancy and layoffs. Some employees were stretched with additional duties and there was change in reporting lines. A new organizational structure was defined which resulted to many employees losing their jobs. This attracted negative publicity from media houses. The management had to spend extra resources in building back public confidence. Employee morale went down and performance started dwindling. The company had to hire consultants who played a great role in structural changes and definition of roles. The success of any organization depends on the performance of its human resources (Pearce & Robinson, 2002). When dealing with structural constraints, it is crucial to successfully manage change (Kotter, 2007). Zain had to be clear in redefining the organizational structure and communication the job descriptions of each position in the company. Departments had to be described extensively to avoid duplication of duties and conflicts in roles. Change Management must be led from the top of an organization and this leadership cascaded down through every level of management. Leaders must be willing to support the existing structures for the continuous flow of work.

Three of the five respondents pointed out financial constraints as being part of the challenge in the change management. At first the investor, used funds from the parent company to invest in Zain Kenya which was less stressful in terms of finances. With time, the parent company withdrew the aid and the investor had to borrow funds from financial institutions so as to meet the increasing financial demands in Zain Kenya. Just after the initial capital investment, there was credit crunch in the market which led to the rising interest rates in the market. This had negative impact on Zain Kenya in terms of servicing of the debts by making it expensive. Finances were needed for branding which was a very expensive exercise for Zain Kenya since it involved branding all the outlets in the whole country and branding all tools of trade to Zain brand. Money was also needed for training and awareness of the staff and other stakeholders like distributors, conducting due diligence, Valuation of assets, increased consultancy fees, research and development, expansion of the network, enhancing distribution channels and other expenses. After the change, it was expected that the profits were to be realized in the long term hence the short term had no returns. Since Zain had to prove otherwise to its stakeholders, more

money was needed for capital investments and borrowing was the only way it could access the funds.

Change models and processes that aim to change the culture of the organization are difficult to operationalise because of the inherent difficulty in uncovering the informal systems that guide peoples' behaviour (Pearce & Robinson, 2002). All the respondents agreed that it was difficult to choose most suitable models that would suite the process. Most of the models are more of theoretical than practical. Due to this factor, communication was key during the change process so as to minimize the challenges. It helped to build trust in the organization, educate the employees on the change hence involving them in the change process. This in return helped built trust and made sure the change is reasonable and followed a sensible time schedule and direction during implementation without restricting the company to the existing change models structures.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

There are two study objectives to be achieved through this study; one is to establish the approaches to change management in Zain Kenya and the second one is to identify challenges in managing change in Zain Kenya. Having analyzed the research data and the findings, this chapter will discuss these findings and draw summary discussions, conclusions, limitations of the study, recommendations for further study and recommendations for policy and practice.`

5.2 Summary and Conclusions

The first objective of the study sought to establish the approaches to change management adopted by Zain Kenya. The findings of the research show that the planned approach was dominantly used in the change process. Initially, the planned change was well executed and the Zain Kenya was able to successfully undergo the change without collapse. To attain more benefits during the change process, the process was carried out in an integrated and planned manner with critical project interventions, completed in a sequence. The shareholders were mainly the initiators of change and they wanted to expand the market and maximize on the profits due to economies of scale. Change agents were involved in the change process especially during the negotiation stages and during market research.

Zain Kenya used the planned approach in change management very effectively hence a successful transition to from Celtel Kenya. Most respondents felt the planned approach was very successful in the change management. With time, Zain Kenya did not execute well the change process while using the emergent approach especially when reacting to competition. The strategies did not match competition and in most cases Competition appeared to be on top of the game sending back the management to the drawing board. This featured mostly in product development where their products seemed not to meet customer expectations.

Second objective was to identify challenges in managing change at Zain Kenya. Zain Kenya was able to grow from a loss making organization to positive performance. Resistance to change was the major challenge faced in the organization. This was caused by the fear of unknown by employees having undergone radical changes to Celtel barely two years back and now to Zain Kenya. There was change in corporate culture and organizational culture as a whole. The respondents pointed out that the structures had to be aligned with the new change which was cumbersome in redefining the processes and procedures. Though layoffs and restructuring helped to change the organizational culture into fresh culture ready for the ongoing changes, it made the employees less committed and demotivated as they knew there was instability in their jobs and they could lose their jobs any time. Financial challenges were experienced due to the credit crunch which led to rising interests hence making it expensive to service the debts.

The cross functional teamwork and frequent updates on the company performance and plans for the future made the employees pull towards the same direction. Consistency in communication helped the company overcome the resistance to change. Job descriptions helped define roles and scope of work minimizing the interdepartmental conflicts. The attitude of the respondents showed that there was instability in there jobs and the company had lost most of there valuable employees. The challenges in Zain Kenya were well addressed thereby making the brand a renowned one. This made the company continue surviving despite the harsh economic situations it was faced with.

5.3 Limitations of the study

The research was a case study and therefore limited to Zain Kenya. This is not a true representation of the change management in the telecommunication industry as there are other players in the market too. Zain Kenya could have used a very unique approach that is totally different form other players. The other players in the telecommunication industry are Safaricom, yu, Orange,

Secondly there was scarcity of resources in terms of time, back up, personnel and finances. Due to busy schedules, it was quite challenging on scheduling for interviews. The respondents appeared to be very busy canceling the interviews more than once .The

researcher had to travel from location to the other so as to be able to interview the respondent. The whole research needed enough funds to be able to conclude the exercise successfully. Scarcity translates to narrowing down the scope of the study and in the process vital areas may be under cover.

Data obtained from the respondents may suffer from personal biases and may therefore not represent the opinion of the organization in some cases. The data obtained focused mainly on the top managers and hence other staff and stakeholders like customers were not incorporated in the research. Depending on some personal factors like respondents' department, benefits obtained from the change, personal feelings and emotions, attitude towards the change and other factors, the respondent will give personal opinions which might not be the company's views.

5.4 Recommendations for Further Research

The environment within which organizations operate is dynamic and presents new challenges, opportunities and other peculiarities every other time. On the other hand, change is an ongoing process in the business environment. The study covered only one company that is Zain Kenya's experience in the change management process. Other companies in the telecommunication sector were not covered. It would be interesting to carry out a cross-sectional study involving other players in the telecommunication industry like Safaricom, Orange, Yu, Radio FM stations and television stations, internet service providers and others. The study will be extensive since it will cover a wide scope of study. How this will be carried out and the results therefrom will be an interesting area of study.

5.5 Recommendations for Policy and practice

Through this research study, a number of issues have come out. In the last decade, most organizations have taken the lead to initiating corporate change. These actions are taken after years of poor organization performance and increasing pressure for change from stakeholders. Organizations should be ready to undergo successful change so as to align themselves with the current market trends. Change should be a gradual process, occasionally incorporating emergent issues. All the projects should be undertaken during

the change process within the life cycle management. Proper strategy will avoid shelving off of projects within the period of implementation which is not prudent. Like Zain Kenya launched so many products which later became irrelevant to the consumer hence misuse of resources like money, time and personnel. An organization should embrace strategy before it undertakes major corporate change like rebranding. Zain Kenya had just changed hands from Celtel Kenya barely two years and from also Kencell limited in less than five years. This was interfering with the strategy formulation every time its shareholders change. Any results expected from a meaningful strategic process will for the minimum of five years and even others will take up to over ten years for any positive results to be realized (Kotler, 1996).

The approaches adopted for the change management and how Zain has been addressing the challenges in change management has been a matter of public concern since the company has changed hands twice in less than four years. To be effective in change management Zain needs to undertake a feasibility study so as every aspect of the project or investment is analyzed. Shareholders should analyze well the time period it will take in the capital investment before payback period to avoid pulling out of the investment after a short period of time. The challenges in the change management should be addressed by all stakeholders to avoid speculation. Effective communication enhances clarity in roles and expectations and also helps minimize resistance to change. Organizational structures should be aligned to fit with the changes so as to support the change.

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Interview guide

This guide is designed to collect views on management of change in Zain Kenya.

Section A

Interviewee name: (optional)

Position:

Section B: Forces of change and Strategic objectives

1. What forces necessitated change at Zain?

2. What were the strategic objectives of the change programme?

Section C: Approaches to change management

1. Who in the organization initiated the change effort?
 - a) B.O.D
 - b) C.E.O
 - c) Senior management
 - d) Others

2. Describe how, if at all the changes have been initiated by staff (head of unit, Section, Department)

3. Were external consultants involved in the change program?

4. If there were external consultants involved in the program, please explain the roles played and areas they were involved.

5. In managing change, do you use planned approach or emergent approach?

6. How do you apply the change management approach the organization uses above?

7. Why the change management approach used by the organization?

8. What other change management approaches do you use?

Section D: Change Management Challenges

1. What was the time frame for implementing change?
2. Do you have financial constraints in managing change?
3. If you have financial constraints what do you do?
4. Do you have people driven constraints in managing change?
5. If you have people driven constraints what do you do?
6. Do you have structural constraints in managing change?
7. If you have structural constraints what do you do?
8. Has resistant to change been a challenge?
9. How did you over come resistance to change?
10. What other constraints are experienced?
11. How have you responded to these challenges?
12. Are there challenges you have not responded to?
13. What actual results have you observed after implementing change?
14. What are you suggestions/recommendations on how to improve management of change in Zain?