

**THE STRATEGIC INTENT FORMULATION PROCESS OF THE
ORGANIZATIONS LISTED IN NAIROBI SECURITIES
EXCHANGE: MILITARY VERSUS BUSINESS PERSPECTIVE**

BY

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

2014

DECLARATION

I hereby declare that this is my original work and has not been submitted for any degree award at any other university.

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DEDICATION

I dedicate this project to my family and in particular my mum, who taught me the value of education, selflessness and hard work.

ACKNOWLEDGEMENTS

For the knowledge and wisdom, strength and good health, I owe them to the Almighty God; to Him I give the Glory.

Special thanks to my supervisor Dr. Zachary Awino for his advice and professional guidance throughout the project period. It was great working with him.

My appreciation goes to my best friend (Sophie) and classmates: Paul, Edinah, Caren and Joshua; for their support in one way or another towards the successful completion of this research project.

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ABBREVIATIONS AND ACRONYMS

CAP:	Commander's Appreciation Process
CEO:	Chief Executive Officer
COA:	Course of Action
MD:	Managing Directors
NSE:	Nairobi Security Exchange
SMPM:	Strategic Management Process Model
SPSS:	Statistical Packages for Social sciences
UK:	United Kingdom – Britain
USA:	United States of America

ABSTRACT

The greatest challenge organizational Chief Executive Officers (CEOs) face today is translating their strategic thinking into strategic intents or operational realities that are commensurate to the 21st century business landscape. In practice, organizations have several models that aid in the formulation of strategic intent and development of business strategies; however what is typically lacking is a systematic framework for identifying and delivering strategic intent by individual organizational CEOs. On the contrary, the military environment makes use of a well-structured approach for individual intent formulation process, titled “Commander’s appreciation process”. This study sought to determine how CEOs of organizations listed in Nairobi Security Exchange (NSE) formulate their individual strategic intent. Further, it examined whether the commander’s appreciation process as used in the military has any applicability in the formulation of strategic intent by CEOs in the business environment. 19 organizations listed in NSE were selected for the study. Primary data was collected through personal interviews with CEOs and self-administered questionnaire to the organizational Strategic Planning teams. The data collected was analyzed qualitatively and quantitatively through content analysis and descriptive statistics and other Statistical Packages for Social sciences. The findings revealed that CEOs have not adopted any formal models in formulating individual strategic intent, only informal mental diverse processes are utilized. The majority of CEOs practiced minimal formal formulation processes, allowing more of intuition and critical thinking to influence their intent; as guided by the board of directors. In addition, the study acknowledged that there is a significant relationship between strategic intent formulation in military and the business environment, however they sharply differ in terms of environmental and information analysis and hence the organizational CEOs stand to gain immensely from the commander’s appreciation process. This study therefore is significant as it adjoins the individual and organizational intent, contributing to the body of knowledge specifically in the formulation of individual strategic intent; which is fundamental in the strategic planning process. The study also impacts positively to the readers and scholars where they are able to relate the CEOs’ role in determining the direction and destiny of organizations within their mandate. This study has important implications on the role of board of directors, CEOs and the strategic planning teams in terms of strategic formulation. Higher institutions of learning (Universities) are challenged to focus on the identified gaps, especially on the applicability of strategic management theories and be more synthetical later than analytical. Models similar to the military Commander’s Appreciation process, mirroring the business environment should be developed and be thought to postgraduates (MBA); to aid their understanding of strategic intent and subsequent individual strategic intent formulation. Finally, the study revealed that strategic intent concept still remains relatively new concept in most of organizations listed in NSE, thus formal strategic management training for the CEOs and personnel at planning and managerial levels is desirable.

Keywords: Strategy, Strategist, Chief Executive Officer, Military Commander, Commander’s Appreciation process and Military Commander’s intent.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

“Just as old world explorer’s navigated uncharted waters, today’s executives have the challenge of leading organizations into new unmapped outposts of the global market place” (Morrison and Black, 1998:21). The success or fail of an organization greatly depends on the CEO’s ability to function at the strategic level and thus he/she should be strategic leader. Strategic intent being inherent in the development of strategies responses within organizations, CEOs must be able to formulate and lead the organization in the strategic planning process just as military commanders in the battle field. Therefore, the greatest challenge of CEOs is translating their strategic thinking into strategic intents that are commensurate to the 21st century business landscape.

Various strategic management theories have addressed how organizations develop competitive advantages geared towards organizational performance through formulation of appropriate strategic responses. In the 1960s, Resource Based View theory stood out as the most popular explanation as to why one organization could perform better than another.

In the 1970-80s, saw the emergence of Industrial Organization Economics theory which sought to identify the correlation between an industry’s performance, conduct of its organization and industry structure (Barney, 2007). The Industrial Organization Economics theory is the Environment Strategy Performance framework in which performance is shaped by strategic choices based on environmental dynamics, which

emphasized that all organizations are Environmental Serving Organization (ESO) which is within the premise of the open systems (Haines, 1972). The input of the knowledge based and contingency theories focusing on complexity, dynamism and unpredictable nature of the environment add another dimension of strategic management in organizations.

Organizations as quoted in Nairobi Security Exchange (NSE) are currently faced with daunting challenges arising from domestic and global competition. They are less effective on establishing organizations' visions, encouraging innovation and creativity; and most importantly, adapting to their operating environment. Their constant failures are mostly attributed to the lack of leadership and management capacity able to integrate and align organizations' strategic intent towards achieving organizations' objectives. Listed organizations in NSE continue to work hard to duplicate competitive advantages of their competitors. Such imitations will not bring about competitive revitalization. These organizations to become competitive and be able to weather down both the domestic and global competition in the face of environmental turbulence; strategic management practices are critical.

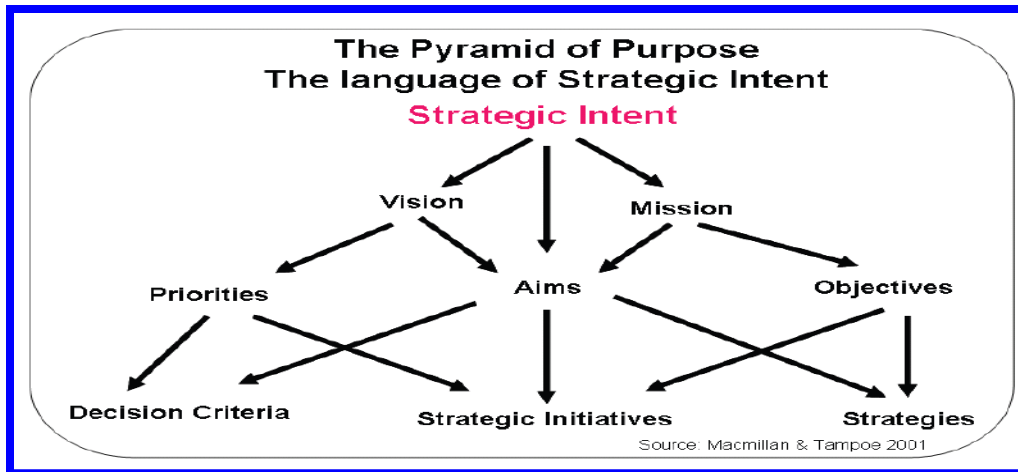
1.1.1 Concept of Strategic Intent

Macmillan and Tampoe's (2000) view "strategic intent as the heart of strategy and as the providing of an animated dream for the future". Strategic intent provides a sense of direction, discovery and destiny for the organization. Even though many scholars have written about strategic intent, what remains less comprehensive is "who triggers the formulation process". According to Searle (1983), intent is a psychological concept held by a conscious actor.

While defining strategic management, Johnson and Scholes (1999); suggest that strategic management “includes strategic analysis, in which the strategist seeks to understand the strategic position of the firm, which has to do with the formulation of possible course of action”. Further, Craig and Grant (1995), says that the practice of strategic planning whether in an explicitly articulated manner or implicit within the minds of managers can provide a reference point for the organization. Both definitions highlight the CEOs’ perspective, arguing that the CEOs are responsible for triggering the strategic formulation process.

Hamel and Prahalad (1989) argue that strategic intent has three attributes: First, “the Sense of Direction” which is a “view of the future; conveying a unifying and personalizing sense of direction”. Secondly, the Sense of Discovery, emphasizing that a strategic intent is differentiated; it implies a competitively unique point of view about the future”. Thirdly, the “Sense of Destiny”, implying that a strategic intent has an emotional edge to it. The strategic intent must convey a significant stretch for the organization; it should not focus so much on today's problems, which are normally dealt with by organization visions and missions, but rather on tomorrow's opportunities (Colin, 2010).

Hamel and Prahalad (1989) strongly believe that organizations are driven by individuals who “dream wildly” about an ideal far future. They pose a question: “how do then organizations operating in the same environment with almost similar resources account for their eccentricity performances? While others are posting consistently better results, others are failing miserably.



Source: Adopted from “Strategic Management” by Macmillan and Tampoe (2001).

Figure 1.1: Strategic Intent Pyramid

1.1.2 Strategic Intent Formulation Process

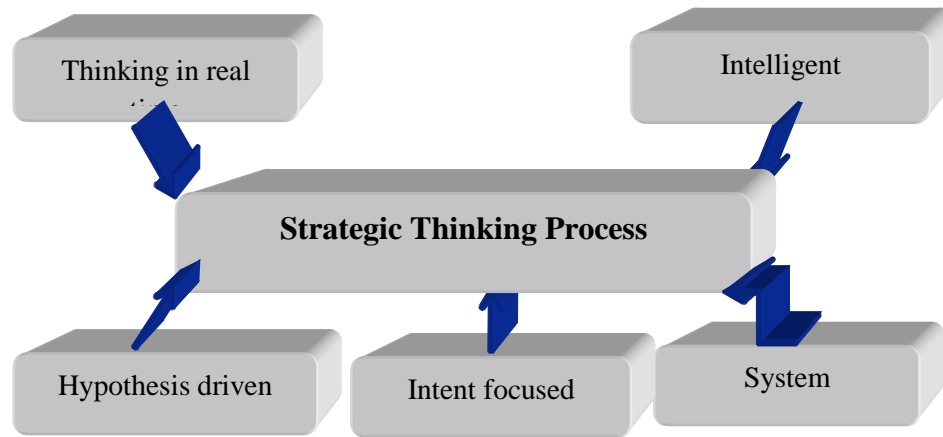
Strategic thinking is the basis upon which strategic intent emanates. Staude in Louw and Venter (2006:69) confirms “that strategic thinking is the first indispensable step in the strategic intent formulation cycle”, implying that in the absence of a strategic thinking, the rest of the strategic intent formulation is in jeopardy”. With a focus on improvement, often through creativity and innovation, strategic thinking builds a vision for an organization’s future prior to the linear process of developing a strategic plan.

Amatibh and Sahay (2009) suggest that strategic thinking complements strategic planning and strategic management, but allows for more rapid and creative response to change because strategic planning is based on rational, linear thinking used to facilitate progress only within an accepted strategic position. Graetz's model (2003) embraces that the role of strategic thinking is to seek innovation and imagine new and very different futures that may lead the organization to redefine its core strategies and even its industry, which leads to the realization of the strategic intent.

Liedtka (1998) in his work on strategic thinking identifies five attributes that are core to strategic thinking, namely: System perspective, hypothesis driven, thinking in real time, intelligent opportunism and intent focused. Systems perspective proposes that strategic thinking is built on a foundation of a mental model of the complete end-to-end system of value creation, and understands the interdependencies within it. Senge (1990), in his work on learning organizations, has described the power of mental models in influencing our behavior. He argues that: “new insights fail to be put into practice because they conflict with deeply held internal images of how the world works”.

The other element of strategic thinking is hypothesis-driven process. It mirrors the “scientific method”, in that it deals with hypothesis generating and testing as central activities. Strategic thinking is both creative and critical, in nature. Hypothesis generation asks the creative question what if. Hypothesis testing follows with the critical question “if, then” and brings relevant data to bear on the analysis, including an analysis of hypothetical sets associated with the idea (Liedtka, 1998).

Strategic thinking is intent-driven. It implies a particular point of view about the long term competitive position that a firm hopes to build over the coming decade or so. Hence, it conveys a sense of direction. A strategic intent is differentiated; it implies a competitively unique point of view about the future, hence it conveys a sense of discovery. Strategic intent has an emotional edge to it, hence it implies a sense of destiny (Liedtka, 1998).



Source: Adopted from “Strategic Making” by Liedtka, J. (1998).

Figure 1.2: Attributes of strategic thinking

Another attribute of strategic thinking is intelligent opportunism, which not only furthers intended strategy but also leaves open the possibility of new strategies emerging. In writing about the role of “strategic dissonance” in the strategy-making process at Intel, Burgelman (1990) has highlighted the dilemma involved in using a well-articulated strategy to channel organizational efforts effectively and efficiently, against the risks of losing sight of alternative strategies better suited to a changing environment.

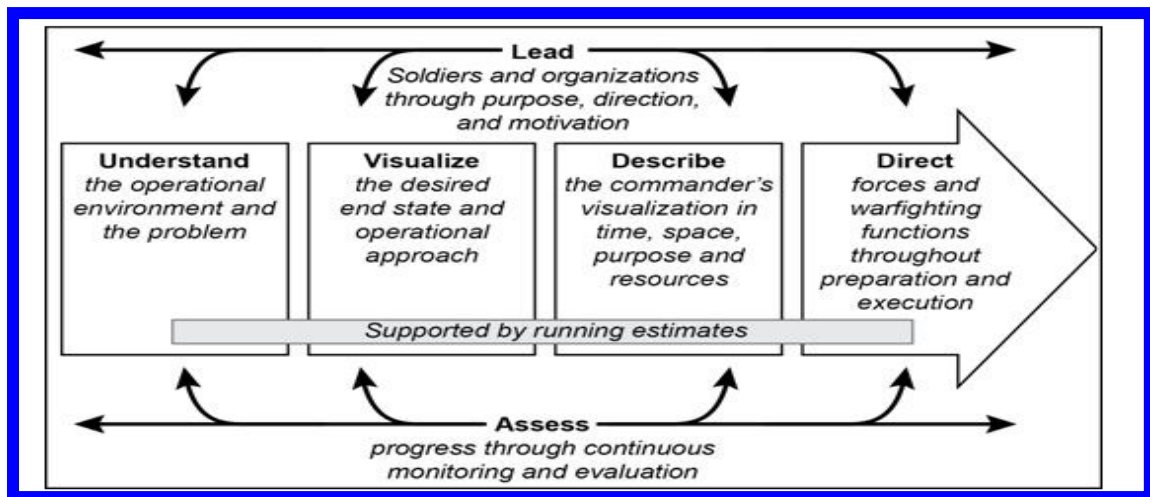
Neustadt and May (1989) noted that strategic thinking is thinking in time. Hamel and Prahalad (2002) argue that strategy is the gap between today’s reality and that intent for the future that is critical. Strategic intent implies a sizeable stretch for an organization, to make the most of limited resources by creating an extreme misfit between resources and ambitions.

1.1.3 Military Commander’s Appreciation Process

The commander’s appreciation is a process through which the commander obtains very clear understanding of the military’s strategic goals and objectives and translate them into attainable objectives (Malan, 1996) and improve their abilities to express themselves concisely as strategic leaders. Sir Winston Churchill (Gray 2006) once observed that “the

success of a commander does necessarily come by following models. It consists in an absolute new comprehension of the dominant facts of the situation, at the time and all the forces at work as every great operation of war is unique”.

Malan (1996) further suggests that “the conceptual analysis of the factors can be seen as the heart of the commander’s appreciation. It can be seen as the “acid test” of the commander’s understanding of the characteristics of the battlefield, for his intellectual ability to master vast amounts of information, his interpretation of the operational concepts and his mastery of operational art.



Source: Adopted from “USA Army Training Doctrine” Pam 525-500.

Figure 1.3: Commander’s Problem Framing Process

Military warfare represents ill-structured problems and thus they are the most interactively complex, non-linear, chaotic and therefore the most challenging (See figure 1.3). To assist commanders to gain a better understand of ill-structured problems, the commander’s appreciation process was coined. The critical essence of the commander’s appreciation process is to sequences operations in space and time to achieve desired outcomes (USA Army, Tradoc pam 525-5-500).

1.1.4 Listed Organizations in Nairobi Security Exchange

Strategic management which is considered as the new paradigm for success of organizations, remains a “reserve for developed countries” and little has been written and known on strategic management practices in the publicly quoted organizations in NSE. Aosa (2011), while researching on the strategic management within Kenya organizations in respect to the development of the strategy and their practices; noted that organizations have embraced strategic management; however, there are variations in their practices.

Listed organizations in NSE just like other Kenyan organizations still lack implementable written vision and mission statements geared towards organizational objectives. Organizations lack formal structures and professional managers. Some organizations are family organizations, where managers are continually recruited from family members. Organizations are inclined towards less formality in management and lack forward plans and objectives to gauge efficiency (Aosa, 2011).

According to Njanja (2009), organizations listed in NSE are operating in business environment which is highly turbulent characterized by external factors as well as internal business factors. In such dynamism and turbulence, organizations continue to formulate traditional strategy responses based on organizational resources. Strategies are accepted or rejected on the basis of resources of the organization or that of the competitor (Hamel and Prahalad, 1989).

Although strategic planning in organizations is billed as a way of becoming more of future oriented, Aosa (2011) noted that most organizations operate on short term planning horizons focusing more on today’s problems later than tomorrow’s

opportunities. Such trends not only leads to non-implementable strategies, but also into total organization failure; which can be mitigated against by embracing strategic intent both at individual and organizational levels as it folds the future back into the present and thus prolonging the planning horizon.

It is against this backdrop that organizations need to quickly embrace strategic management practices. Top management must guide their organizations in formulating strategic responses commensurate to global competition and able to develop organizations' competitive advantages. CEO's strategic intent enables an organization to perceive issues related to its performance in a competitive advantage dimension.

Critical then to the organizations' CEOs is the formulation of their individual and organizational strategic intent which forms the basis of the development of the organizational strategic responses. As organizations' CEOs continue to formulate strategic responses based on wobbly intents or on no intents at all, their organizations are on course to fail.

1.2 Research Problem

The formulation of strategic intent still remains a serious challenge within organizations (Hamel and Prahalad, 1989). As much as there is a general consensus that strategic intent is fundamental for any strategic planning process; the formulation of both individual and organizational strategic intent remain controversial and less understood. Hamel and Prahalad (1989), argue that the success in today's business environment requires a comprehensive understanding of the fundamental concepts behind organization strategy formulation process.

In theory, organizations have several models that aid in the formulation of strategic intent and development of business strategies; however what is typically lacking is a systematic framework for identifying and delivering strategic intent by individual CEOs and organizations. On the contrary, military commanders who equally operate in such complex and uncertain environments, utilize well-structured approach titled commander's appreciation process, enabling them to quickly grasp the situation and formulate individual and organizational strategic intent.

CEOs while trying to determine the organizations' strategic direction and developing strategic responses often suffer from information overload and lack a systematical framework which aids in grasping the situational challenges and synthesizing them into strategic intent. In this case, CEOs continue being reactive and missing business opportunities which are critical to the survival and success of organizations. For CEOs to become proactive and steadily convert their strategic thinking into individual and organizational intents, business systematic models are necessary in order to enable them to quickly grasp the situational challenges and promptly synthesize them into appropriate strategic responses.

At the moment, there is a lack of academic literature on formulation of individual strategic intent in organizations. There is only one documented cross-sectional research carried out in mining industry by Colin (2010) in South Africa while developing a "model for the formulation of individual strategic intent" for use by organizational CEOs/strategists.

On the contrary, several studies have been undertaken on strategic management in Kenya and the findings thereto have added an in-depth insight on the individual strategic intent formulation process. Among them is strategic planning by Bibiana (2009), who researched on “strategic planning by service providers in the Telecommunication industry in Kenya” and established that strategic intent in Telecommunication industry was formal and documented; and the formulation of such strategic planning was “reserve” of top level management.

Gichira (2009) equally in his research “strategic planning at Compassion International Kenya” pointed out that strategic planning process is a deliberate process by top executives. The process is initiated by the Board of directors, then led by Strategic Planning Committee and facilitated by an external consultant. Other studies include Rono (2011) who studied “strategic planning among classified hotels in Mombasa, Kenya” and concluded that in classified hotels in Mombasa, strategic planning is done through formal meetings led by the top executives. Gatome (2012) researched on “strategic planning at Equity Bank Kenya Limited” and the findings were that strategic planning process is consultative process led by the board of directors, top management and consultants.

Current research studies both locally and international have focused on the aspects of strategic planning and performance. Documented literature on formulation of individual and organizational strategic intent still remains less researched and less comprehensive. To this end, it is critical to determine how CEOs translate their strategic thinking into organizational strategic intent and how they formally formulate individual strategic intent. Further, it is imperative to investigate whether there are formal models that aid them in the formulation process.

Although a number of researches have been done focusing on strategic planning, none has focused on the formulation of strategic intent within organizations listed in NSE using the military commander's appreciation process as a benchmark. This study therefore seeks to determine how strategic intent is formulated in organizations and further determine whether there are formal models that CEOs/strategists use while formulating their individual strategic intent.

1.3 Research Objectives

In order to achieve the aim of this research, which is to determine how “CEOs of organizations listed in NSE formulate their strategic intent”; the following general and specific objectives have been identified.

1.3.1 General Objective

This research study aims at producing an in-depth synthesis of the existing literature pertaining to strategic intent formulation and determine the role of CEOs in the strategic planning cycle.

1.3.2 Specific Objectives

This study shall:

- i. Investigate how organizations listed in NSE formulate both individual and organizational strategic intent.
- ii. Determine whether CEOs of organizations listed in NSE have adopted any formal model in formulating their individual strategic intent.
- iii. Determine how the commander's appreciation process model used to formulate the commander's strategic intent in the military can be modeled in a business environment.

1.4 Value of the Study

This study contributes to the existing literature by bridging the knowledge gap on how the strategic intent is formulated in organizations and the role organizational CEOs play in formulation of individual strategic intent. Higher institutions of learning (Universities) will be challenged to focus more on the identified gaps, especially on the applicability of strategic management theories and be more synthetical later than analytical.

The findings of this study are expected to enhance the understanding of policy makers in the NSE organizations concerning the role of individual CEOs in the strategic intent formulation process. Further, they will be sensitized on the qualification requirements of CEOs so as enable them to function at strategic level. The findings further can guide on the training of organizations' CEOs on strategic management.

Further, the findings will highly challenge organizational strategic planners at individual levels especially in enhancing formal strategic training in order to carry out both individual and organizational strategic intent formulation process effectively. The study findings and recommendations will form the basis for the design of a model just as the commanders' appreciation model in the military to assist organizations' CEOs in formulating strategic intent for continuity of organization success.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on strategic formulation process with specific emphasis on formulation of individual strategic intent by CEOs. It attempts to evaluate the critical factors that determine the formulation of strategic intent. The military commander's appreciation process is introduction as a model useful in the formulation of individual strategic intent in the military environment. Finally, it builds a comparison between the military and business strategic intent formulation process.

2.2 Theoretical Foundation

Strategic intent is a relatively new field of study that is still at a pre-paradigmatic stage. It is multidimensional and unifies the concepts of strategy and strategic responses in the broad endeavour of an organization to achieve its purpose. Strategic intent being a new field which is less comprehensive, the basis of its formulation should be anchored in the various strategic management theories.

The open systems theory points out that organizations are open systems, which receive various inputs from environment, transform them and export outputs. Open Systems theory provides a deeper understanding of the trends and the critical nature of the interplay between the various components and their varied influences on the strategic intent formulation process. Haines (1972), states that a deeper understanding of the interrelatedness of the influencing factors in the environment when applying open systems theory is essential.

Burnes (2000) referring to contingency theory, reiterates that there is no one best way of managing organizations. This is because organizational factors such as organizational structure and culture, size, type and complexity of the organization visa vie the situational factors shaping the industry landscape, renders the best practice or strategy in one organization in given industry at a given time irrelevant or obsolete in another set of situation.

This theory affirms the complexity, dynamism and unpredictable nature of the environment as postulated by the complexity and chaos theory that questions the practicability and essence of formal intent under such environmental conditions and thus argues that the traditional approaches to strategic intent may not be appropriate.

Another theory which is critical for the strategic intent formulation is the “environment strategy performance (ESP)” framework in which performance is shaped by strategic choices based on environmental dynamics. This is anchored on Ansoff’s (1993) proposition that all organizations are “environment serving organizations (ESO)” which is within the premise of open systems theory (Haines, 1972).

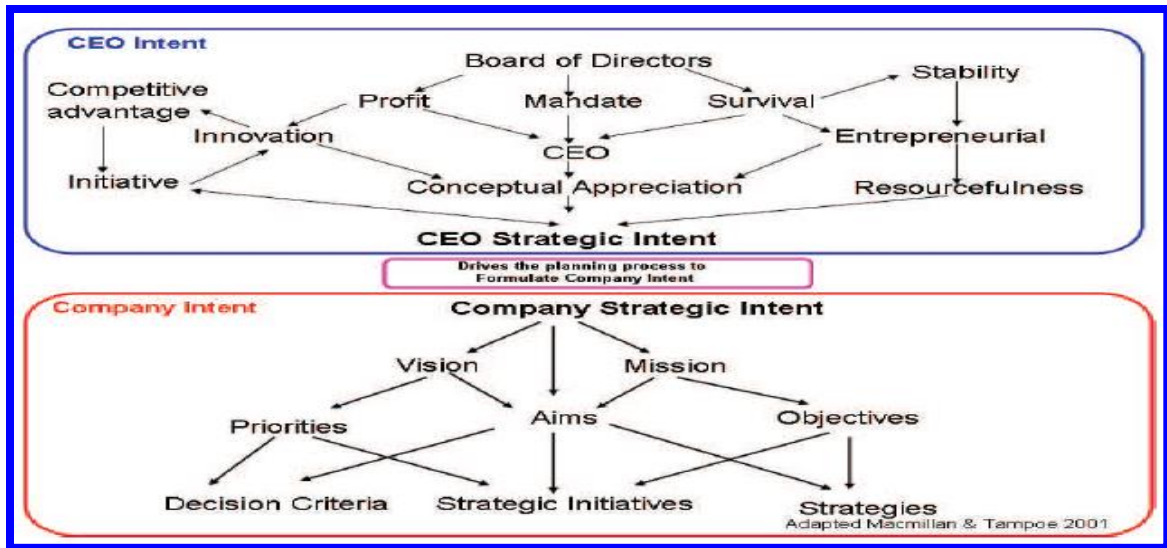
Another theoretical lens that can shed light on strategic intent formulation is the institutional theory which recognizes the entrenchment of institutional actors in an environment of formal and informal rules. Institutional theorists suggest that organizational actions and processes are driven by their actors in order to justify and plausibly explain their actions. According to this perspective, strategic intent processes are rationally accounted for by organizational actors and rooted in the normative and social context that motivates actors to seek legitimacy (Dacin, Oliver *et al.*, 2007).

Formulation of individual strategic intent can heavily benefit from Agency theory which is about goal incongruence between top management and shareholders. It describes the firm as a nexus of contracts. Both sides in the contract operate with self-interest and guile. Contracts between parties operate best when they are efficient in sharing of risks and information and they recognize the variability of party's goals. Agency theory suggests that boards of directors act as monitors hired by shareholders over executives.

In pursuit of innovation and creativity within organizations, the knowledge based theory overrides the resource-based view theory. Knowledge is a specific and special resource at the heart of the firm. Knowledge is both highly heterogeneous, difficult to imitate and difficult to understand by those outside the firm. In this theory, knowledge forms the basis for competitive advantage.

2.3 Conceptualization of Strategic Intent

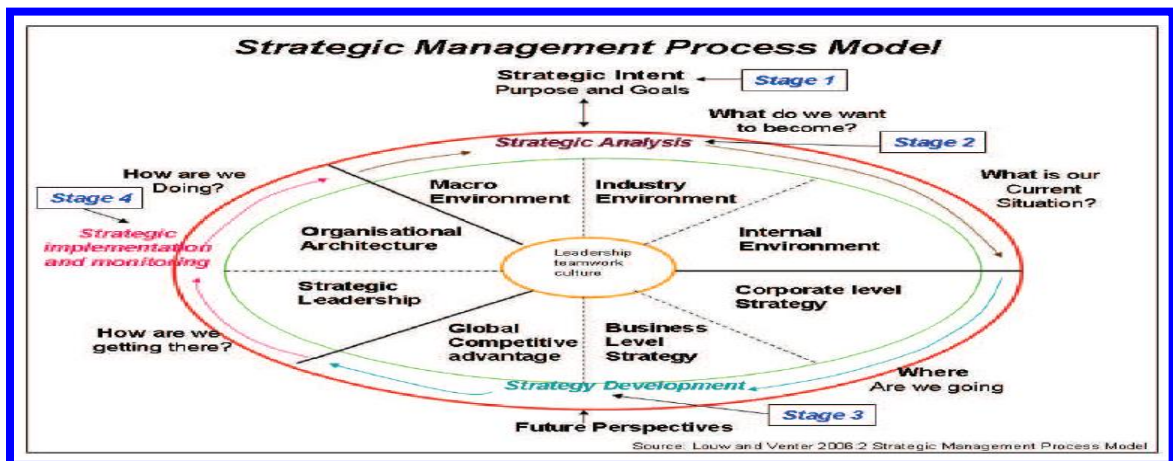
The current literature indicates that strategic intent is fundamental in the formulation of strategy responses; as strategic thinking is to the formulation of strategic intent. The question therefore still remains “who triggers an organization strategic intent”. From Louw and Venter (2006) works, the formulation of organization's strategic intent is well elaborated; however, the level and role of organizational CEOs still remains remote. Colin (2011) argues that strategic intent exists at two levels; organizational and individual (See figure 2.1).



Source: Adopted from “Strategic Management” by Macmillan and Tampoe (2001).

Figure 2.1: Individual and Organizational Intent

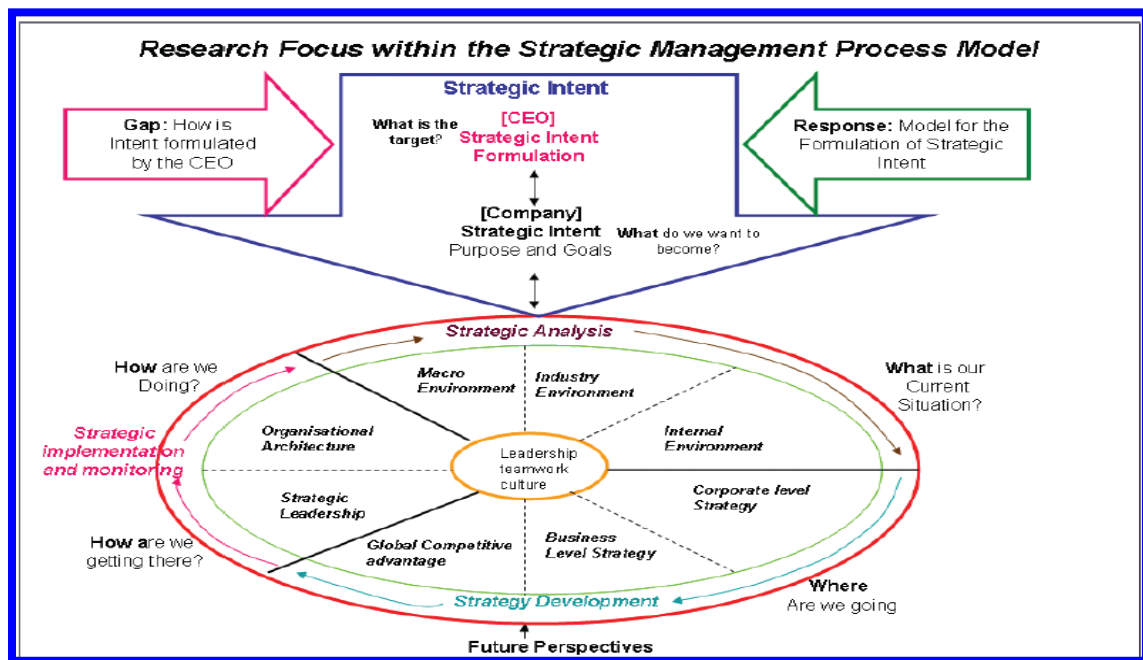
Further, Louw and Venter (2006:2) provide Strategic Management Process Model (SMPM) similar to the commander’s appreciation process that is applicable at organization level; however what is not visible is the “level and role of the CEOs/strategists” in the SMPM (See figure 2.2).



Source: Adopted from “Strategic Management” by Louw and Venter (2006).

Figure 2.2: Strategic Management Process Model

Colin (2010), while exploring the link between individual intent and the SMPM in strategic formulation process; argues that the individual intent acts an interface between the board of directors and organizational strategic intent formulation process (See figure 2.3).

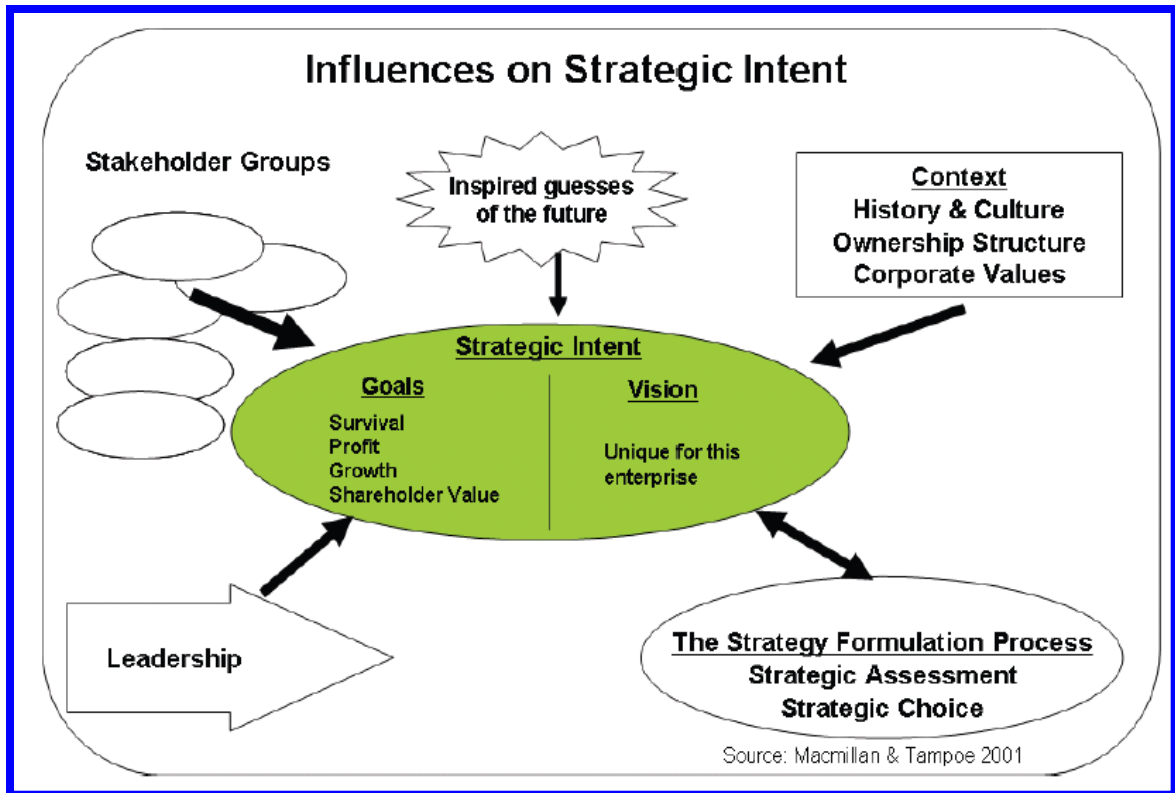


Source: Adopted from "Model for Formulation of Strategic Intent" by Colin, B. (2010).

Figure 2.3: Individual Intent and SMPM

2.4 Importance of Strategic Intent in the Planning Cycle

According to Macmillan and Tampoe (2000:70) strategic intent is concerned with the ends and objective of the organizations and combines a vision of the future with the intent to make that vision a reality. Strategic intent is a way of reconciling organization's end to its means. Strategic intent includes the ability to envision a desired leadership position, to establish the criterion used to chart organizational progress towards that end and the active management process required to accomplish the intent (See figure 2.4).



Source: Adopted from “Strategic Management” by Macmillan and Tampoe (2001).

Figure 2.4: Influence of Strategic Intent

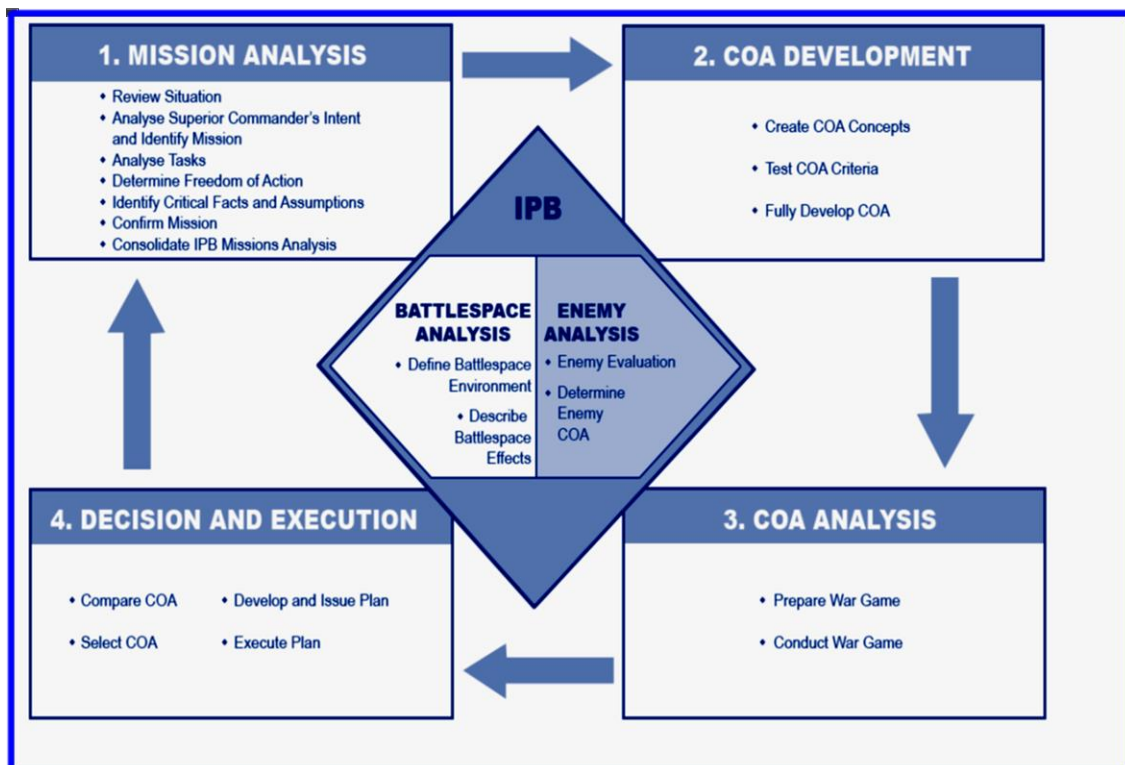
According to Neustadt and May (1986), strategic intent can be defined as mentality of focusing on future opportunities and long term objectives for global leadership beyond short term strategic planning. Strategic intent is focused on the ends, while the means are left to be flexible.

Strategic intent is a useful concept in management for purpose and continuity of goals in an organization adapting to internal and external developmental pressure. As such, strategic intent represents a proactive mode in strategizing, a symbol of the organization’s will about the future, which energizes all organizational levels for a collective purpose; which imposes an ambition or obsession to achieve something or as an obsession with winning.

2.5 Commander's Appreciation Process

Commander's Appreciation is a cognitive model used by military commanders to design their intent, plan and most importantly; adapt their actions within the operational environment. The term commander's appreciation refers to the process of understanding a situation. It proposes a method for commanders to develop a shared understanding of complex operational problems within their commands and design a broad approach for problem resolution that links tactical actions to strategic aims (USA Army Tradoc 6).

The process consists of five phases, namely: mission analysis, courses of action development, courses of action analysis, decision and execution; and commander's briefing (See figure 2.5).



Source: Adopted from "USA Army Training Doctrine" Pam 525-500.

Figure 2.5: Commander's Appreciation Process

Mission analysis entails the commander restating his/her mission as assigned by higher headquarters. This is the statement of task(s) to be accomplished and the purpose to be achieved, including the mission essential tasks, limitations and constraints (Pierre, 2010).

The next phase is the development of courses of action (COA), which evaluates all the available “sequence of acts or plan which a commander may follow to accomplish his/her mission. In this phase, the commander considers all elements and aspects of the situation that influence operations and formulates feasible courses of action (Heidi, 2010).

The third and fourth phases involves the analyze of each courses of action formulated to determine the best course of action and then the commander by using his/her judgment, skill and experience selects the course of action that offers the best prospect of success.

Finally, Pierre (2010) reiterates that “in spite of the recommendations made by the staff; the commander will have to consider all the factors and then get to an option that is feasible”. The commander then makes decision based on the best course of action. The commander's decision should be clear and concise statement of the general scheme of maneuver which staff uses to develop a plan.

2.6 The Appreciation Process on Business Perspective

According to Cohen (1998), military leadership is perceived as consisting mainly of running around and shouting orders. Further, Kellerman (2005) argues that requiring someone to obey orders simply because one is in authority is not good leadership, whether in or out of uniform. If this were true, military leadership would not be something to emulate by business leadership (Whiffen, 2007). Weymes (2003) suggests that attempting to build relationship between organizational leadership styles drags

business down. According to Miralbal and De Young (2005), propose the notion of a single isolated leader who is supposed to charge heroically ahead formulating the grand strategies, making the tough decisions, pulling off the great mergers and simultaneously downsizing to save expenses.

The only useful parallel for the Commander's Appreciation would seem to be the MBA programme. Mintzberg (2004) argues that the MBA programme "prepares people to manage nothing". Synthesis not analysis is the very essence of management. The MBA course teaches only analysis. "Robert McNamara (Ford) and Jeffery Skilling (Enron) were brilliant analysts and star students, but they made lousy leaders".

MBA graduates, according to Mintzberg (2004), are persuasive and smart, not committed to particular industries but to management as a means of personal advancement. This is exacerbated by the lack of a process and tool for the new CEO to activate in order to bridge his/her inability to synthesize the analysis (Hirai & Summers, 2005:87). He/she might well have the MBA education; however synthesis is lacking (Mintzberg, 2004).

According to Hinterhuber and Popp, (1992) every company with a problem needs leadership and more leadership, in contrast Mintzberg who (2004) states that many have too much leadership. They need less leadership, maybe even an older kind of leadership, but essentially it must be appropriate and relevant leadership. Hence, organizational leadership (Bratton et al. 2005) takes a variety of forms as strategic intent is transformed from an individual commitment to a collective reality within any organization.

2.7 Military Commanders versus Organizations' CEOs

Like the military where there is only one commander for each task, organizations should have only one CEO. A CEO should not be seen intrinsically as concerned with each function's detailed planning, but be seen as a figure head like a giraffe pointing to the far future direction and destination of the organization.

Wallin (2006:124) sees a CEO as a person with the ability to scan the entire operational environment, across all dimensions and in all nature of conflicts in order to position the organization in a competitive advantage. Summarizing the same sentiments, O'Neill & Horner (1981: 4-8), says "look at the past, look at the present and leap into the future". Arising from this, both the military and business environments require deliberately to activate actions, which must scan the past; present and then focus to the future.

Currently at individual level, the commander's appreciation process seems the only existing formal process for benchmarking. It has proved to be a successful tool in formulation strategic intent in the military environment. CEOs just military commanders must be able to function at strategic level. Unlike the military environment where the commander's appreciation process acts as a strategic intent formulation tool, the CEOs need typical model to guide them during the intent formulation stage.

As Louw and Venter (2006:69) say, strategic intent clarifies where and what an organization wants to be in the future and it provides focus, as well as a sense of direction and destination. In the 21st century business landscape, it is critical that CEOs just as military commanders be strategic leader/strategist in their organizations. Therefore, the responsibility for strategy formulation and success resides with them.

CEOs should provide strategic leadership within the organizations and lead in strategic thinking and develop strategic intent for the formulation of strategies responses. Of essence then, is to determine whether there is a relationship between the CEOs' individual intent and the military commanders' intent? For any organization to succeed, the CEO must dream and focus on the corporate "wars" for the "survival" and "victory" of the organization. Just like military commanders, the CEOs can develop their strategic intent by utilizing the stepwise commander's appreciation model in the business landscape.

This in turn implies that the commander's appreciation process can assist CEOs of organizations in converting their personal intuition/thinking into CEOs' strategic intent. Although business leaders will not need physical courage as their military counterparts, there are no differences of mindset attributes and abilities between those leading in business and those required to lead in the military (Colin, 2010).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a description of procedures used in carrying out the study in order to achieve the objectives of the study as outlined in chapter one. It describes the research design, target population, sample size and sampling procedures, data collection and data analysis.

3.2 Research Design

This study was conducted using mixed methods of research, in that it combined both qualitative and quantitative techniques (Interviews and Questionnaires); to establish strategic intent formulation process within organizations listed in NSE using the commander's appreciation process in the military as a reference model.

Johnson and Turner (2003) argued that the fundamental principle of mixed methods research is that multiple kinds of data should be collected with different strategies and methods in ways that reflect complementary strengths and non-overlapping weaknesses, allowing a mixed methods study to provide insights not possible when only qualitative or quantitative data are collected.

The qualitative research was geared towards obtaining an in-depth data on the strategic development process by individual CEOs and determine the critical factors and steps, if any; in the strategic intent formulation. On the other hand, quantitative research was used to obtain data on the various factors in relation to the organization's CEO/MD as situational analyzer, leader and thinker in strategic intent formulation process.

3.3 Population of the Study

The target population of this study consisted of 61 organizations as listed in NSE as at May 2014. This study focused on publicly quoted companies in NSE and included both foreign and local organizations operating in Kenya. These organizations were specifically targeted for the study as they represented the various sectors of the economy with multi-international structure.

These organizations were further divided into seven broad functional categories, namely: Agricultural, Commercial & Services, Telecoms & Automobiles, Banking, Manufacturing & Investing, Insurance, Construction & Energy.

3.4 Sample Size and Sampling Procedure

The study used stratified random sampling technique to select a sample of organizations from a population of 61 listed organizations in NSE. The seven functional categories were treated as strata, from which a simple random sampling was done proportionate to the number of organizations in each stratum.

The goal of stratified random sampling was to achieve the desired representation from various sub-groups in the population. The strata sample sizes was then determined by the equation: $n_h = (N_h/N)*n$; where n_h is the sample size for stratum h ; N_h is the population size for the stratum; N is the total population and n is the total sample size.

Arising from this equation, Mugenda and Mugenda (2003), states that a sample of 30% is considered representative for a population less 500. In this case, the target population being 61 organizations; 19 organizations are appropriate for this study. The table 3.1 shows the organizations and sampled population in each stratum.

Table 3.1: Organizational Sampling

Ser. No.	Organization Category	Population Size	Sample Size (30%)
1.	Agriculture	7	2
2.	Commercial & Services	9	3
3.	Telecoms & Automobiles	6	2
4.	Banking	11	3
5.	Manufacturing & Investment	12	4
6.	Insurance	6	2
7.	Construction & Energy	10	3
Grand Total		61	19

Source: Nairobi Security Exchange, October 2014.

3.5 Data Collection

The study relied on primary data that was collected through administering a structured questionnaire to the organizational strategists/planners comprising of closed and open-ended questions; developed in line with the study objectives. The study sought responses from CEOs, MDs, strategy directors and senior managers through an interview guide; owing to their experience and participation in strategy processes in their organizations.

The research questionnaire was divided into five parts: Part A covered the general information, part B focused on formulation of strategic Intent; while part C, D and E assessed the CEOs as situational analyzer, strategic leader and strategic thinker respectively. The questionnaire was administered through “drop and pick later” method.

3.6 Data analysis

The data obtained from the research was both qualitative and quantitative in nature. For qualitative data, content analysis based on the theoretical approaches cited in the literature review was used to analyze the data. This enabled the researcher to compress data into fewer content categories or themes.

Content analysis is used to identify the intentions, focus, or communication trends of respondents, describe attitudinal and behavioral responses to communications and to determine psychological or emotional state of persons or groups, (Cooper and Schindler, 2003).

Quantitative data obtained from the questionnaires was checked for completeness and accuracy. The data was then coded and entered in the computer for analysis and quantitative analysis statistics methods were used.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

In this chapter, the descriptive and inferences on the data analysis and procedures are presented. The data analysis followed the phases discussed in chapter 3. The first phase involved editing, coding and the tabulation of data. This assisted in identifying any anomalies in the responses and the assignment of numerical values to the responses in order to continue with the analysis. The data was checked for possible erroneous entries and corrections made appropriately and then entered using SPSS version 18.

4.2 Organization Respondents

This study investigated how organizations listed in Nairobi Security Exchange formulate both individual and organizational strategic intent. Strategic intent was defined as the fundamental in the formulation strategic planning in organizations. The focus of the study was on the development process especially outlining the planning factors and whether there exist models for the formulation. The strategic intent aspects studied included: General information of the respondents, organizational strategic intent formulation process, situational analysis by the CEOs, CEOs as Strategic Leaders and strategic thinkers.

The study targeted 19 organizations as specified in chapter 3 out of the 61 organizations as listed in NSE as per October, 2014. Thirty (30) organizations were contacted, of which 19 organizations responded; hence making this study varied. Respondents were CEOs and Heads of Strategic Planning teams within the organizations.

4.3 Data Analysis and Results

Data was obtained from the interviews with the CEOs and the self-completed questionnaire by principle organizational planning team. The analysis of data comprised of the interpretation of the CEOs' views, obtained from an interview transcript together with that of his/her planning principles' views, obtained from questionnaires in relation to the concept.

The comparison was then used to determine whether the CEOs have any processes to translate their strategic thinking into organization's strategic intent. Further, it was used to examine whether there exist a model similar to the Commander's Appreciation process in military, which contributes to the commander's situational awareness and the subsequent CEO's individual strategic intent.

The key component of this study was the environmental scanning and the information collection, analysis and dissemination. The environment determines the opportunities and/or threats facing an organization and how the CEO configures his/her individual intent geared towards organizational success.

First, the CEO's ability to carry out the situation analysis and frame the business problem was examined. Secondly, his/her ability to determine the critical information requirement, collect, analysis and disseminate it appropriately; was assessed. Finally, his/her traits as organizational leader and strategists were evaluated. These findings are here discussed in integration with the respective planning teams, which are instrumental in the strategic plans within the organizations.

4.3.1 General Information

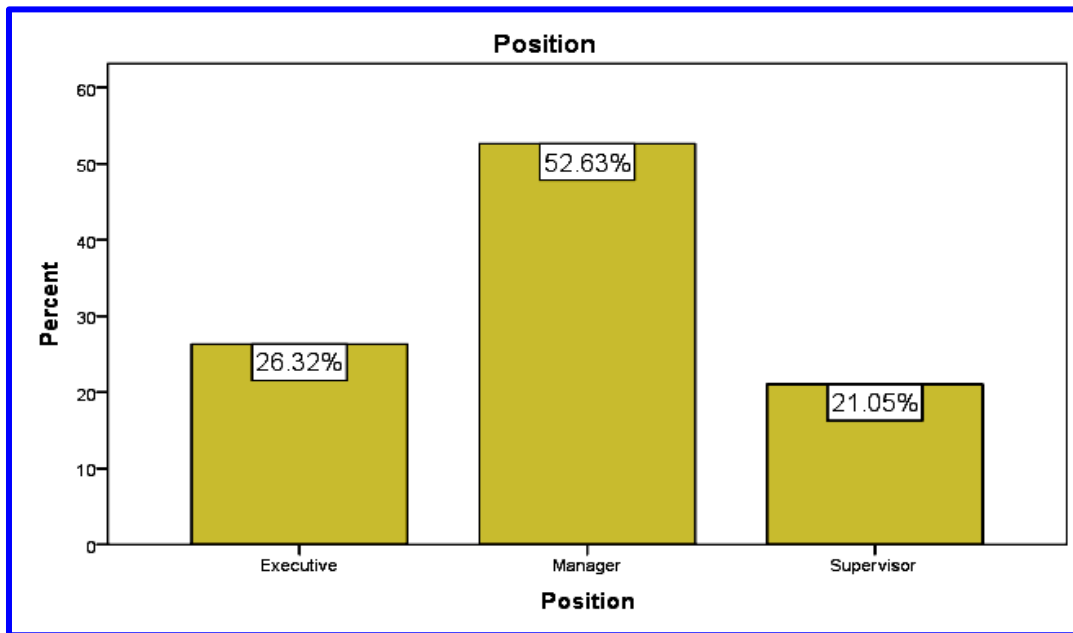
This category focused on the gender respondents, both CEOs and principle planning heads in organizations. The following data was obtained:

Table 4.1: Respondents' Gender

Gender	Frequency	Percent
Male	11	58%
Female	8	42%
Total	19	100

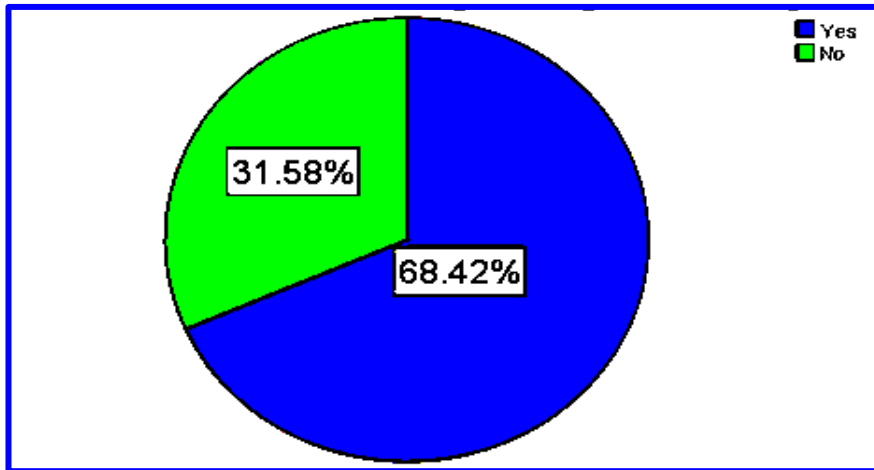
Source: Research Data, 2014.

Further, it examined the respondents' functional level of deployment and formal strategic management qualifications. The following data was obtained:



Source: Research Data, 2014.

Figure 4.1: Respondents' Functional Levels



Source: Research Data, 2014.

Figure 4.2: Respondents' Formal Strategic training

This category showed that there are more men in the strategic management levels than women in organizations listed in NSE. Further, more personnel (68.42%) in the management levels have formal strategic management training graded from diplomas, degrees and postgraduate qualifications.

4.3.2 Strategic Intent Formulation

The CEOs confirmed the use of the organizations' planning process as the foundation for problem solving in the organizations. In order for this to be institutionalized, the introduction of team-based strategic planning approaches are essential; made up of the various groups of planning team. The teams' participation in the planning process amounts to the continual development of options for decision-making by the CEOs. The CEOs confirmed that the processes make continual provision for group collaboration on developing solutions.

The CEOs' views were supported by 23.5% of the planning teams who alluded that the planning process provides the forum for team involvement on solution development. This also indicated that the options are all evaluated for practical viability prior to

implementation. 50% of the planning teams however felt that there are no continuous options prepared by the teams, hence likely to hamper the CEOs' ability to act proactively in order to exploit an opportunity or to react to competitors.

Table 4.2: Strategic Intent Formulation Techniques

Responses	Frequency	Percent
Hold formal meeting which are documented	15	17.9%
Have informal planning sessions	10	11.9%
Timetable for formulation meetings	12	14.3%
Organization reviews its strategic plan periodically	13	15.5%
Organization encourages new ideas	12	14.3%
Organization rely on internal information	11	13.1%
Organization rely on both internal and external	11	13.1%

Source: Research Data, 2014.

The CEOs concur that information of circumstances leading to the problem is essential for strategic planning. They further pointed out that it is their responsibility to facilitate sharing of additional relevant information. There were no indications whether this is done formally or informally or how the information is shared, captured, stored, retrieved and disseminated.

Table 4.3: Factors Determining Strategic Intent Formulation

Responses	Frequency	Percent
Vision and objectives of the organization	13	14.8%
Board of directors	9	10.2%
Stakeholders wish for achievement	16	18.2%
Opportunities in the market	13	14.8%
Imitation of other organization	13	14.8%
CEO/MD	11	12.4%
Staff /managers	13	14.8%

Source: Research Data, 2014.

The CEOs' notion is not supported by 74% of the planning teams who felt that the CEOs do not provide adequate level of understanding of the circumstances pertaining to problems to them. This makes it difficult to understand the problem and has often led to either unnecessary delays or uninformed plans.

The CEOs stated that within the organization planning procedure there is no formal process to gather information or to determine its relevance, however there are efforts to assemble and categorize relevant information. This pointed to the inability of the CEOs' to ascertain relevant data for use to address a particular problem. There was also an indication of a need to filter information in order to determine its relevancy to the problem prior to analysis.

The CEOs indicated that they clearly have to understand their mandate from the board as it forms the basis for the formulation of strategic intent. Further, they alluded that they express such understanding of the mandate during the planning session.

Table 4.4: Organizational Capabilities versus Market Analysis

Responses	Frequency	Percent
Analysis of market and competition	17	39.4%
Analysis of internal capabilities	14	32.6%
Feeling-based (Intuition of the CEO)	12	28.0%

Source: Research Data, 2014.

The CEOs' views are supported by 98% of the planning teams, who assented to the CEOs' ability of providing information of his understanding of the board's direction during the planning session.

The CEOs acknowledged that they do not activate the planning processes in an individual capacity. They do, however, form part of the planning processes as a team member. The team will create the organization's visions, core purpose and values during a session. The CEOs' views were supported by 35% of the planning teams who agreed that the CEOs proactively seek strategies responses to take advantage of the prevailing business environment.

However, 65% of the planning teams argue that CEOs are part of a team and do not activate the planning process singlehanded. Decision-making is therefore based on perceived consensus. They further stressed that it is not up to an individual to decide to exploit an opportunity. Their view was that there is a team within the processes that decide after considering the opportunities and then refer them to the CEOs to take the final decision.

The CEOs subscribed to the belief that if one is well prepared, then he/she is able to identify a problem, position it, comprehend its impact and provide an interpretation for consideration of a possible solution. This will also contribute to the CEOs' skills, abilities and enablement to distinguish between causes and symptoms of problems. The CEOs views were supported across all the cases. This signals that the CEOs have acquired and developed the ability to frame a problem informally.

It was evident that the CEOs have personal (informal) processes for developing their understanding and awareness of situations. They confirmed that the process is to assist them to prepare for participation in the planning process as a team player. This alluded to the notion that the CEOs prepare themselves for participation in the planning session.

This is done with the employment of management techniques such as SWOT and PESTEL. The CEOs were supported by 98% of the planning teams, although in some cases the planning process seems to be remote.

Although the CEOs' mandate focus is based on the tenets of their appointment and legal liability, it is influenced by how the CEOs respond to changes. Furthermore, the CEOs have stressed that "action" means to do something, irrespective of whether it is based on lessons learnt or on new creative solutions. They support actions based on 'tried and tested' solutions. 90% of the planning teams supported the CEOs' views. This indicated that CEOs are prone to take executive action. However, 10% of the planning teams deem such actions as normal organizational prescribed procedural steps which do not necessarily reflect decisive driven actions.

CEOs also alluded that market opportunities influence their strategic intent formulation and act proactively as such. However, there is no evidence to support the notion that the CEOs have the capacity or inclinations to take advantage of unforeseen prospects and thus, to exploit opportunities as they arise. The CEOs' views are supported 90% of the planning teams, who asserted that CEOs are not mandated to exploit opportunities and that they have to work in a compliance environment. However, 10% of the planning teams believed that the CEOs take opportunities as they arise, hence showing that there are CEOs who are discerning, capable, competent and sufficiently capacitated to do so. These opportunities cannot be exploited without the existence of a personal problem solving analysis process within the CEO.

The CEOs asserted their use of the team-based strategic planning process. They are part of the process and share their ideas, thoughts, impressions and understanding of the environments and their needs. They stressed that this is not done formally but is interwoven within the planning sessions.

60% of the planning teams do not support the CEOs views who argue that CEOs often take charge of problem solving, regardless of the team-based planning process. Furthermore, it indicated the CEOs' ability to formulate a hypothesis from personal deliberation of the problem and its environment. They influence their own interpretation of problem during the planning session which directs the team and is then evaluated for viability by the team. This also shows that the CEOs' ideas and suggestions are integrated within the team solution as they are evaluated for practical viability by the team.

4.3.3 Situational Analysis - Problem Framing

This category provided insight into whether the CEOs display the ability to frame a problem in terms of context, content relevance, appropriate factor identification and relationships. This is done in order to establish a baseline for developing a significant understanding of the problem in order to create an understanding of the problems within the environment in order to provide an integrated interpretation for the development of the appropriate strategic response.

The CEOs indicated that framing problems is fundamental to organization survival/profit and necessitates their personal understandings of the environment. The CEOs are required to focus on their abilities to develop and provide information gathering processes.

They then need to communicate and so, explain their interpretation/analysis of relevant information, and circumstances/context within which the problem exists in order to be able to exploit opportunities. The use of collaborative sessions, technology and processes assist the CEOs with the identifying and the framing of problems forming a threat to their organizations.

This process is used for preparation of the CEOs' participation in their planning processes as well as to satisfy the need to exploit opportunities. This keeps the CEOs "on top of their games" which alludes to the existence of the CEOs' personal problem solving processes. This shows that concepts of the Commander's Appreciation pertaining to awareness and problem framing is present within the organizations and used by the CEOs. Equally, the CEOs demonstrated an informal personal problem solving analysis processes through which they acquire a grasp of the situation, prior to the formulation of their interpretation of the circumstances.

4.3.4 Formal Information Gathering and Dissemination

The CEOs alluded that information gathering is based on relevance and is responsibility for both CEOs and the planning teams in order to establish a data warehouse upon which planning is done. The CEOs believe that information collection, analysis and dissemination are key for business awareness, as it creates a continuous flow of both inputs and outputs of information.

In order to obtain optimal level between demand and supply of information for the planning teams, the CEOs alluded that ICT systems have been instituted at all functional levels of management. 48% of the planning teams disagree, pointing out that organizations' CEOs inability of disseminating information or providing processes to

enable it. What was also evident is that relevant information is provided to specific, selective groups in order to reduce the effects of information overload. Further, although 26% of the planning teams supported the CEOs' views on the existence of information systems within organizations, they sharply differ on their adequacy in information gathering, analysis and storage for common use.

According to the CEOs' viewpoints the organizations have inherent core technologies and support technologies to facilitate the generation of predetermined groups of information and reports by planning teams. In addition, these systems provide the CEOs the ability to capture, store, process and retrieve information. The CEOs' point of view was supported by 21% of the planning teams; however 47% of the planning teams differed with the CEOs' view as they singled out their inability to leverage technology in order to improve efficiency and effectiveness within the organizations.

The planning teams also indicated that technology within the organizations are used in a fragmented manner throughout the environment and cannot assist the CEOs with information management. This place the planning teams at a disadvantage during the planning session as the information at their disposal is not from one, integrated and consistent source.

Further, the information cycle; right from determination of the information requirement through collection and analysis; to dissemination, is not formally outlined. In such cases, most of the planning teams see a great possibility of the CEOs' analysis resulting in irrelevance and superficial deductions; especially attributed to information overload due to the vast amount of available information.

4.3.5 Continually Business Environment Scanning

The CEOs reaffirmed that the successes of their organizations depend on the business environment that requires constant scanning. Furthermore, their view indicated that in order to capitalize on this trend, the CEOs need to shape the landscape by focusing on key relationships within the internal and international markets.

CEOs' views were supported only by 16% of the planning teams, attributing this to the non-existence of Environment Scanning Unit/Departments within organizations and lack of convergence systems to the analysis and correlation of the massive available information making it unattainable. Further, they argue that they are not privy to the CEOs' abilities in scanning their environments. They also do not have the opportunity to witness this within the information disseminated from the CEOs' offices.

4.3.6 CEOs as Strategic Leaders

This category provides insight into the CEOs' abilities as strategists and leaders. The CEOs' view showed that formal strategic management training and intelligence are key to success for any leader as organizational head. Both the CEOs and planning teams agreed that leadership is a distinguishing factor not only in strategic planning but also within the entire organization.

Further, the CEOs were of the opinion that organizational heads should be proactive; hence able to seize opportunities to continuously improve the organizations' competitive advantage within any environment. The majority of the planning teams in organizations point to the ability of the CEOs to provide proactive leadership which should result in action.

CEOs also stressed that in order to be decisive; one needs to link planned action to decision-making. For this one requires clear thinking, experience and tailored training. It is evident that the CEOs have informal personal problem solving processes through which they analysis their external environment.

The CEOs contended that change can be seen as unavoidable; it will be continual and will have consequences, irrespective of what the organization put into place. It is stressed further, for that reason, the CEOs are the organizations' change agent and that change mitigation is interwoven into the strategic formulation process. Therefore it is essential that the leadership embraces change and ensures that Change Management is an intrinsic management skill. The CEOs' point of view is supported by 89% of the planning teams.

The CEOs advocate that decision-making is left to the appointed specialist that is mandated for that task. In this arrangement then, the CEO can only visit and give advice. 68% of planning teams disagrees with the CEOs' point of view. They argue that the set procedures and the centralization of decision-making deny team the mandate to act on their own. It is evident that CEOs are constrained by their organizational mandate.

The CEOs acknowledged that direction and strategic alliance formulation for the organization lies within their domain of responsibilities. However, this will only be possible if there is a willingness to enter into coalition, agreement and partnership. Furthermore, it was stressed by the CEOs that they make use of collaboration sessions to determine strategic partnerships in order to leverage resources that can benefit their organizations. The CEOs' points of view are supported by 63% of the planning teams across all the cases.

4.3.7 CEOs as Environmental Analyzers

The CEOs claimed that continual analyses of their surroundings have provided them with comprehensive understanding of the changing environments. This has developed their abilities to translate complex concepts and ill-framed problems into candid business requirements. The CEOs make use of iterative analysis processes to make sense of changing environments.

The CEOs' views was not supported by 84% of the planning teams who argue that CEOs lack simple and concise language, in order for them to understand the changing environment's impact on the organizations' visions.

Finally, The CEOs promoted the views that they are the driving force behind the survival and profitability of the organizations by guiding the planning teams to formulate sound and timely strategic plans geared towards organizational competitive advantages. This involves the ability to make choices relating strategic formulation, selection and risk-taking processes. Such actions signal that the CEOs have acquired the skill to take risks in lieu of profit enabled by making choices. Views of which have been collaborated by 94% of the planning teams.

4.3.8 CEOs as Strategic Thinkers

This category investigated whether the CEOs' analytical abilities can offer feasible explanations for the existence of problems and how they might be solved. The CEOs argued that they have fundamental traits such as judgment and visibility which aid them as organizational change drivers, creative solutions providers and decision makers within their planning teams' environment. On average 90.9% of the planning teams supported the CEOs' views, who see CEOs as strategists.

To be able to function as strategists, the CEOs' argue that without appropriate information there is a great possibility of information overload therefore they have turned to technological systems to assist with the departmentalization of appropriate information. These views were collaborated by 85% of the planning teams who concur that CEOs utilize technologies to amplify abilities to capture and store vast amounts of information, simplifying and making search effective, quick and reliable. However, 5% of the planning teams indicated that lack of structure in information management by the CEOs has led to the under and over-utilization of technology.

The CEOs asserted that the problem solving abilities related to strategic formulation has been naturalized based on their many years of experience within their organizations and strategic management training. However, 5% of the planning teams do not support the view of the CEO possessing an inherent problem solving process. They contended that the CEOs only rely on the structural processes of the organization, which makes compliance learnt over years not inherent but a conditioned respond.

The CEOs acknowledge innovation is critical for the creation of competitive advantage. They further argue that innovation contributes in the form of new and more effective systems, processes or improvement to a proposal. 94% of the planning teams supported the CEOs' views, however 6% of the planning teams argue that there is no thinking outside the box as this viewed as excuses to circumvent the rules. They also contended that continuous improvement is still within the parameters of the organization processes and therefore does not count for innovation, thus only an enhancement.

The CEOs stressed that it is important for them to understand rapidly the kernel and consequences of any problem as it surfaces and thus not be obliged to be reliant on a procedure driven process. They argue that this enable them to react speedily or to exploit an opportunity. The CEOs' views are supported by 91% of the planning teams who concur that CEOs exercise their personal problem solving processes speedily as the problems arise. However, 9% of the planning teams argue that there are no swift interpretations of problems, due to the structured procedures of the organizations.

4.3.9 CEOs Guide Information Collection

The CEOs acknowledged that they do not formally provide factors for deliberation or for information categorization prior to the planning sessions with the planning team. However, they stressed that they offer up their suggestions of information areas and also categorize information on which the planning teams can concentrate during the planning sessions.

The CEOs' positions are that they provide specific desired end-states to be achieved during the planning sessions. The format is however not visible, nor whether it is formal or informal. Furthermore, they claimed that these desired results are to be established in order to satisfy the strategic goals.

The CEOs' views were supported by 38% of the planning teams who argue that CEOs' provide desired end results in order to structure the planning sessions. Further, the CEOs identify and provide relevant factors that have impacted on situations. This contributes to focusing of the analysis of relevant facts which leads to appropriate conclusions in the endeavour to solve problems.

However 62% of the planning teams are of the option that CEOs do not provide desired end results to the planning teams. It is not evident whether this is due to their inability or compliance with the process. This places the responsibility on the planning teams to develop and achieve the desired end results. This also supported the notion that the desired end states are not provided prior to, but rather only provided during the planning sessions.

4.3.10 Hypothesis Provision and Factors Sequencing

There was no evidence to support the notion that the CEOs provide provisional solutions to the team or to anyone else for that matter. However, they have admitted to having provisional solutions that they have prepared for use as evaluating tools for the solution options formulated during the planning sessions by the team.

Furthermore, they stressed that their solutions are not shown or presented to anyone; they are personal solutions. Guidelines (based on these hypotheses) are given to the team during the planning sessions. These guidelines are not formally provided. The reality that the CEOs have assumptions demonstrates that they have informal personal problem solving processes.

In addition, the CEOs acknowledged that the sequencing of information areas and categorizing of information takes place during the planning session. This enables the structuring of information for analysis and deliberation in order to develop a holistic understanding of the problem and provide possible solutions.

In both cases, 48% of the planning teams support the CEOs' view; however 52% do not want the CEOs to provide solutions to the planning team as these suppress the planning teams' creativity, ingenuity and innovative thinking in developing resolutions.

Equally, they argue that lack of sequencing of factors by the CEOs prior to deliberation, lead to unrelated analysis or replicated analysis being done; without any contribution towards the resolution of the problem. To compound the problem, the planning teams are likely not to be able to react swiftly to competitors in order to gain initiative within the market.

4.4 Discussions of the Findings

The findings outlined in the section above compared the strategic formulation intent in the military and organizations listed in NSE. It provides an overview on the shortcomings of a CEO's intent formulation and represents what has been learnt during the research. It has become evident that the CEOs have no personal processes of formulating individual strategic intent. According to Pearce and Robinson (2007), the organizational leaders help their organizations embrace change by setting forth their intent, a clear sense of where they want to lead the organization and what results they can expect to achieve.

The study found out that the CEOs are confined to the organizational planning processes that have no process for conceptualization of the task. Both the military commanders and the CEOs contend that proactive and innovative solutions are not restricted by structure and procedures. It is all in the mind of the leader as part of a conceptual thinking process. This concurs with Mintzberg's (Thompson & Martin, 2010) view on a visionary strategic leader who sees strategy as a mental representation of the successful position or competitive paradigm inside his/her head.

On the analysis of the internal organizational environment and dependence of staff for the formulation of strategic intent, the study established that CEOs depend on their staff. The CEOs are part of the planning process and they are seen as source of inspiration by the staff. This concurs with Bates (2009) view's on business leaders who sums visionary leadership in an organization in terms of "connecting people with purpose and passion towards a common goal".

Organizational internal capabilities influence the formulation of strategic intent, however the CEOs lack model for prioritization of activities. In the military, the commanders use the "focus of main effort" to sequence resources during their appreciation process. As much as the CEOs use various management tools in order to combine resources and capabilities to attain competitive advantage, the sequencing bit based on priority is lacking. This is collaborated with Pearce and Robinson (2007) who argue that as much as organizations differ in fundamental ways due to unique bundle of resources, prioritization of their usage is critical.

Risking taking in the military in terms of individual strategic intent, informed by intuition is encouraged. On the contrary, the study found out that the CEOs' intents are firmly guided by their organizational mandate and "thinking outside the box" is considered a taboo. This argument delinks with what Rothschild (1996) proposes that an organization needs a risk taker as a leader. Risk takers are highly intuitive, aggressive visionaries with an entrepreneurial leadership style who are likely to take advantage of opportunities as they appear, he concludes.

Communication is an important aspect of strategy formulation, especially in the initial stage of the development of individual intents. This is particularly so in guiding the staff in understanding the Board of Directors' directives. However, the study contradicts with the other study and prior literature as the CEOs are a part of the planning team. No prior requirements or guidance are given to the planning teams. Rapert, Velliquette and Garretson (2002), argue that effective communication; be it for formulation, implementation or monitoring; is crucial for the strategy cycle.

On the effect of early involvement of organizations' planning teams in the strategy intent process, the study found that such involvement is critical in aiding the teams to understand the style and organizational cultural norms in relation to strategy. It fundamentally gives them a framework and prevents them from being superficial and gradually they own the process. Further, such involvement increase the teams' confidence and sense of ownership of the new strategies. These findings collates to the ones on previous research by Hambrick and Cannella (1989).

For problem framing, the study found out that the CEOs make use of due process and policies within their organizations, making such processes bureaucratic in nature. The CEOs also accept that they make use of management analysis techniques such SWOT and PESTEL to structure problems. The research collates with an empirical study by Kotha and Nair (1995) who examined the roles played by the environment and proposes that SWOT and PESTEL techniques are important in problem framing and strategic formulation.

Unlike in the military where the commanders are seen as the architect for the development of strategy intent, the study revealed that the CEOs comply with the strategy planning teams. Although strategy formulation amounts to strategic thinking, the CEOs have no formal mechanism for strategic thinking. This would contribute to their inability to exploit opportunities in order to gain the initiative within the market. The research offers partial support to Prahalad and Hamel (1993), who argue that strategic intent springs from strategic thinking; but not necessarily in formal processes.

Further, the findings pointed out that the environmental analysis geared towards problem framing lacks the necessary information collection and dissemination processes. Within the organizations planning processes, there is no formal procedure to gather information or to determine its relevance. The planning team uses management analysis models such as SWOT and PESTEL to group and categorize information. This contradicts the views of Malan (1996), who argues that without identifying the critical information requirement followed by formal collection and analysis, the strategies developed thereto are bound to fail.

Finally, the authority and mandate is critical in the strategic intent formulation process. Unlike the military where the commanders determine where they fit into the larger plan and react accordingly, the research found out that the CEOs negotiate the mandate with the board in accordance with the CEOs' guide to planning manual. This seems to be the greatest impediment for the organizational CEOs' identification of opportunities and taking advantage of them. This consents with the prior literature attributed to the institutional theory, which recognizes the entrenchment of institutional actors in an environment of formal rules (Dacin, Oliver et al., 2007).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of the findings from chapter four and gives the conclusions and recommendations of the study based on the objectives of the study. The objective of this study was to determine whether organizations' CEOs utilize any processes when formulating their strategic intent.

These findings have led to the capturing of essential similarities and differences that present a candid understanding of the prevalence of the Commander's Appreciation concepts within organizations listed in NSE.

5.2 Summary

The study aimed at investigating how organizations' CEOs formulate their individual strategic intent and how the military commander's appreciation process can be utilized in the business environment. The study results presented and discussed reveal that organizations' CEOs have adapted informal process by which they translate their strategic thinking into organizations' intents, which have been summarized as follows.

5.2.1 Strategic Thinker Mindset

In the military, all commanders at all levels are encouraged to develop conceptual thinking which is fundamental in deciphering strategic direction, visualizing change and addressing unexpected circumstances. Conceptual thinking is used by the commanders to facilitate his/her cognitive process, during the commander's Appreciation.

On the other hand, organizational CEOs lack formal models or process for their individual strategic intent formulation. However, they have similar creative notions in the form of inventiveness, opportunism and initiative requiring an entrepreneurial spirit. Although they promote strategic thinking mindset, organizations are subjected to governance based on a rigid planning process which indicates the likelihood of suppressing of individual creativity, as there is no “thinking outside the box”. Compliance with the process is the sole order of the day. When there is “thinking outside the box” it is seen as an excuse used by the dissidents in the organization to circumvent the rules.

This also means that the role of the CEOs in the organization’s planning process is static and repetition by nature. This rigid compliancy approach will hamper his/her ability to deliver on service and to react flexibly to opportunity. It could therefore be useful to counterbalance this approach with the introduction of a complementary formal conceptual analysis process for the CEOs as the one in the military.

In addition, the Commander makes use of the Commander’s Appreciation process to conceptualize what needs to be done. The CEOs are confined to the organizations’ planning process which has no process for conceptualization of the task. Both the Commander and the CEOs contended that proactive and innovative solutions are not restricted by structure and procedures. In order to enable reactive and proactive action to the market demands and to be in the position to exploit opportunity, the CEOs need to have the ability to hold disparate ideas in their mind at the same time and still be able to function as put forward.

The strategic thinking mindset will not only provide insight into the necessity for a formal conceptual analysis process for the CEOs, but also make it more exhaustive and inclusive. This will enable them to establish “big picture” mindset. This will enhance their ability to create a conceptual framework that will provide the desired conditions to realize their organization’s strategic imperatives.

5.2.2 Framing of Complex Problems

The military also concede that conceptual thinking alone will not deliver on complex problem identification or the solution thereof. It is recognized that complexity in the military context resides within the structuring and the understanding of the problem’s context/environment.

For the Commanders, complexity is addressed by their abilities to blend conceptual thinking, common sense and cognitive understanding of systems during their Commander’s Appreciation. The CEOs, on the other hand, make use of due process and policies to ensure that problems are structured making it a bureaucratic process.

CEOs also accept that they make use of management analysis techniques such SWOT and PESTEL to structure problems. Unfortunately there is no evidence that the CEOs tackle business problems outside the organization’s structures. The Commander makes use of the Commander’s Appreciation process to shape and categorize complex problems. The CEOs are confined to the organization's planning process in order to determine complexity without a conceptual problem solving process. Both environments are prone to uncertainty which promotes the necessity for the leader to have a continually updated understanding of the direct and indirect environment of the problems.

This understanding will attract vast amounts of information which could easily overwhelm the leader. Both leaders' ability to extract only the relevant information in the process of shaping and structuring problems is essential. The leader could succumb to past experience and due process because they are more comfortable with the "old" problems versus what it would take to come up with new solutions.

In more than 90% of the organizations listed in NSE, information requirement; collection, correlation, analysis and dissemination is evidently lacking. This has not only led to limited access to specific groups within the organizations, but also has led to inability of disseminating information or providing processes to enable it.

5.2.3 Problem – Situational Analysis Integration

Military commanders are seen as the architect for the development of military strategy. Military strategy at any level consists of achieving ends or objectives, with ways and resources. The commander's ability to blend these ends, ways and resources into an appropriate, feasible and applicable military intent will dictate effectiveness.

The CEOs' compliance to the team bases strategy formulation in relationship to the organization planning process. They also acknowledged that strategy sets the direction and leads to action, to build consensus and commitment to the vision, the mission and the strategic imperatives. The CEOs have no formal mechanism for strategic thinking. This would contribute to their inability to exploit opportunities in order to gain the initiative within the market. Both environments show that the respective leader drives the formulation of strategy, the military commander by giving direction; while the CEOs are a part of the planning teams.

5.2.4 Grasping the Environment of the Problem

For the military commander to quickly grasp the environment in which the military problem resides, he/she makes use of various management models to create his/her awareness of the environment. The Commander's Appreciation becomes the model for the operational level of war, supplemented by the various management models, predominantly; the review of the situations.

The review provides the contextual statements showing what has to be taken into account in order to enable the Commander's subsequent analysis. In order to overcome the overloading of the Commander with irrelevant information, he/she sets factors upon which to focus the collection of relevant information and its analysis.

Within the organization planning process, there is no formal procedure to gather information or to determine its relevance. The planning team uses management analysis models such as SWOT and PESTEL to group and categorize information. The mappings of these categories provide insight into the teams' abilities to frame a problem in terms of context, content relevance, appropriate factor identification and their relationships. This is done in order to establish a baseline for developing a mutual understanding of the problem within its situation and how it might evolve.

Unlike the military where the commander leads the process, the CEOs in business environment form a part of the teams. Although both environments have identified that sufficient and correct information is key to acquiring an appropriate awareness of the circumstances pertaining to the problem, the mechanism to departmentalize, collect and analysis such information is overly lacking in organizations listed in NSE.

5.2.5 Situational Intent Formulation Process

The development of a military strategy requires the combined efforts of the commander and his/her planning team. The commander's efforts in connecting with the teams commence with giving them his visionary guidance. This visionary guidance is the product of his/her appreciation process which amounts to a clear understanding of how the task can be solved. Thus, the Commander creates an environment which promotes risk-taking and innovativeness. In so doing, he/she encourages dialogue and promotes creativity of the team during the planning process.

In the other hand, the CEOs are strictly guided by the planning manuals; hence making the planning process very mechanistic and bureaucratic. This does not provide him/her much liberty of operating outside his/her organizational mandate. Although, the CEOs do not give his/her visionary guidance before the commencement of the planning sessions; they nonetheless acknowledged that their planning teams are crucial as they are ones who establish total awareness of the scope of the board's expectations in order to formulate the organizations' strategic responses.

To this end, the strategic intent arises from the integration of the situation and individual/planning teams leading to organizational strategic planning. The difference is that in the military, the planning team is guided by the commander's intent that is a product of the commander's appreciation, whereas the CEOs are part of the planning process and they have no formal planning process.

5.2.6 CEOs' Organization Mandate

The Military Commander evaluates the task as issued by his/her superior in order to attain awareness and understanding of what has to be done. What is important is to determine his/her role in the larger plan. This evaluation is done during the Commander's Appreciation and he/she "wildly" emulates courses of actions geared towards the achievement of the task as the situation may demand without much consultation.

Conversely, the CEOs are strictly guided by the planning manual and the Board of Directors' directives. The CEOs negotiate with the respective boards before formulating their individual intents and guiding their planning teams. There is no formal conceptual problem-solving process for the CEOs to attain an understanding of the environment in which the problem resides. The CEOs have no formal presentation to the teams of his/her understanding of the environment, as it will contribute little towards the strategic planning.

The CEOs' process is one of discussion and does not provide him with a model or an opportunity to prepare. The Commander's and CEO's appointments are legally authorized. This authorization comprises of being held responsible and accountable. Within the military, the Commander has been given a directive based on the command affiliations whereas the CEO has to comply with the CEO's guide for planning.

5.3 Conclusion of the Study

Strategy formulation and implementation determines the success or failure of an organization. Such critical role is the responsibility of the Board of Directors and the CEOs. For this reason, the synchronization of the Board of Directors' expectations with

the CEO is pivotal in order to ensure that strategic formulation and responses are in line with organization's vision and mission. In order for this alignment to be attained, a shared strategic intent formulation for the organization direction is imperative.

Therefore a model will provide the CEOs with a mechanism to establish his/her understanding of the Board of Directors' expectations, to match it with the external environment, to couple it to the internal organization capacity and then formulate his/her strategic intent. This activates the translation process of the CEO's intent into organization intent. Furthermore, the model will increase awareness through an iterative process which would enable the CEO to react proactively in order to exploit opportunities as they arise. This would contribute to gaining the initiative in the industry and would realize the competitive advantage.

The theoretical foundation of this study contributed to the discussion pertaining to strategy formulation with the focus on the utilization of strategic intent. Strategic intent plays an important role in strategy formulation. There is limited literature on the individual formulation strategic intent process within an organization set-up. The use of strategic intent in the military is of no less importance than in the corporate environment.

Further, the study attempted to determine where strategic intent resides. The theory alludes that intent is a concept associated with a specific individual and not an organization. Furthermore, it identified that an organization is made of individuals who negotiate what transpires in an organization. Organizations continue to benefit from the intent of individuals, who provide organization direction in terms of "CEO intent" and the "organization intent".

Finally, this study highlighted that the organization's intent is deeply embedded in its culture. Within this view, the CEO's initiative is likely to be limited within such boundaries, thus major change in intent can only occur after a change in culture has taken place. The CEO's role in the formulation of strategic intent provides a mechanism for the formulation of formal awareness defined by approaches towards service delivery, compliance and risk analysis and management.

5.4 Implications of the Study on Policy, Theory and Practice

The findings of the study have several implications on policy, theory and practice for the CEOs and strategic planning teams. Firstly, it is apparent that organizations operating in the Kenya depend on their environment for their survival. The unpredictable environmental changes shape opportunities and challenges facing these organizations. Consequently, successful strategy formulation must be informed from situational based analysis processes that will largely determine how the CEOs adapt and align their strategies towards these changes.

One of the most influential components in strategic formulation is sufficient and correct information. However, the information cycle; right from determination of the information requirement through collection and analysis; to dissemination, in these organizations is not formally outlined. Organizations therefore would endeavour to use technology in an integrated manner throughout the environment in order to available the necessary information to the strategic planning teams.

In this regard, organizations should also strive to gather information based on relevance in order to establish a data warehouse upon which planning is done. The establishment of Environmental Scanning and Information Departments is crucial. Institution of ICT

systems at all levels of management shall optimally meet the information demand and supply for the planning teams and the CEOs.

External and internal environments should equally be given appropriate attention if organizations have to formulate implementable strategies responses. Organizations must ensure that right people with the right training are put in the right positions within the organizational structure. Competent and sufficient CEOs would give organizations a distinctive advantage necessary for effective and efficient strategy formulation. Additionally, the strategy planning teams must be adequately compensated and motivated to ensure that intended results are achieved.

Finally, higher institutions of learning (Universities) should focus on the identified gaps, especially on the applicability of strategic management theories and be more synthetical later than analytical. Models similar to the military Commander's Appreciation process, mirroring the business environment should be developed and be thought to postgraduates (MBA); to aid their understanding of strategic intent and subsequent individual strategic intent formulation.

5.5 Limitations of the Study

The foundation of this study was limited. As much as strategic management is a well-researched and documented topic, academic literature on individual strategic intent formulation is limited. As at the time of concluding this study (October, 2014), only one formal research (Colin, 2010) had been done at University of South Africa.

The Commander's Appreciation process, which has been used as a model in this study; is based on the USA, UK and South Africa military doctrinal templates. The inclusion of African military doctrine can offer additional views and insights.

This study focused on organizations' strategic formulation process which is considered as "a top secret" by some organizations. Such information is seen as unique and valuable to the organization and should not be known to people outside the business. Hence, divergence of such information is controlled at the highest level, and some cases it is controlled by the Board of Directors. Even if authorized, the interviewees and respondents were very careful of what type of information they voluntarily provided for this study.

A further limitation was the exclusion of many knowledgeable informants, who by omission or commission; deliberately refused to participate in this study. Their organizations' culture, performance and experience would have added valuable insight to this study.

5.6 Suggestions for Further Research

This study has attempted to address the steps in the formulation of the CEOs' individual strategic intent using the military commanders' appreciation process as a benchmark. There are however, some opportunities for further research within this environment. The research findings and theoretical inference may be examined in a wider context, which would provide further comparative data to confirm or extend this study theory. A longitudinal study would determine the applicability of the Military Commander's appreciation process in linking the CEO's strategic intent to the organization's growth in a corporate environment.

Further, it would be commendable to see if within the higher education institutions, any models for formulation of individual strategic intent are thought. It would be further assessed to see whether such models are blended as part of the MBA programmes.

Finally, the research was confined to the organizations listed in NSE. Comparative research in other large organizations not listed NSE could be beneficial. This could allow researchers to determine whether issues similar to those experienced in the listed organizations in NSE are applicable to the formulation of strategic intent in other fields of business.

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APPENDICES

Appendix I: Introduction Letter


UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
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P.O. Box 30197
Nairobi, Kenya

DATE 18/06/14.....

TO WHOM IT MAY CONCERN

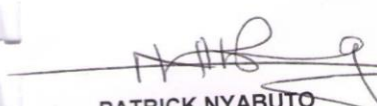
The bearer of this letter KACHARY KODHECK MAKORI.....
Registration No. D61/60543/2013.....

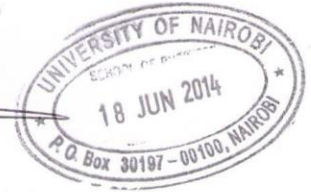
is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

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

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

Thank you.


PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS


UNIVERSITY OF NAIROBI
18 JUN 2014
P.O. Box 30197 - 00100, NAIROBI

Zachary KodheckMakori

C/o University of Nairobi

May 2014

The Managing Director/CEO

Dear Sir,

RE: REQUEST TO PARTICIPATE IN AN ACADEMIC RESEARCH

I am a postgraduate student in the School of Business at the University of Nairobi pursuing an MBA programme and undertaking Strategic Management research project on **“The Strategic Intent Formulation Process within Organizations Listed in Nairobi Security Exchange”**.

Your organization has been selected to form part of this study. In order to fill the knowledge gap and benefit from your vast experience; a request for thirty minutes interview as per the attached interview guide at your most opportune time is desirable. Further, I have attached a questionnaire which I request that the Director of Planning/Strategy to complete with your permission.

The information provided will exclusively be used for academic purposes only and will be treated with utmost confidence. A copy of the final report will be provided to you upon request.

Sir, kindly forwarded for your consideration.

Yours faithfully,

Zachary KodheckMakori **[Reg. No. D61/60543/2013]**

Appendix II: Interview Guide

INTERVIEW SCHEDULE: CHIEF EXECUTIVE OFFICER

1. What is your organizational mandate?
2. What is your understanding of the concept “strategy and its development”?
3. What is your understanding of the concept “strategy intent”?
4. Who makes key decisions concerning strategy and operations within your organization?
5. Describe the strategic formulation process within your organization.
6. Explain the role of the Board of Directors in the “Strategy Formulation”.
7. What is your role in the organization’s strategic formulation process?
8. How do you formulate your individual strategic intent for the organization? Do you have a formal process? Would it be possible to get access to the documented planning process, indicating any of your individual strategic intent?
9. How do you align the Board of Directors’ intent with your individual intent?
10. How do you carry out the environmental analysis for your strategic intent formulation?
11. How do you prepare yourself for participation in the organization’s strategic planning cycle?
12. How and when do you provide guidance to your staff for planning?
13. To what extent does intuition play a role in establishing a holistic picture of your strategic intent formulation process?
14. Information is considered critical in the formulation of any strategic intent. How do you obtain information for your strategic intent formulation process?

15. What are the most difficult aspects of implementing the CEO's strategic intent?
16. Your organization is considered among the most successful organization in Africa, and more so, in the recent past. In terms of strategy, how do you account for such great success?
17. Kindly is there any specific or general information you consider important for this study and you feel that it has not been sufficiently addressed?

Thank you so much for taking your time to participate in this interview. It will go a long way in filling the knowledge gap and aiding in meeting the research study's objectives. If you have any inquiries about this interview or you have any clarification about this research, please contact the researcher: *Mobile number - 0722640040; Email: zmakorik@yahoo.co.uk*

Date.....

Signature.....

Appendix III: Research Questionnaire

A SURVEY TO DETERMINE THE STRATEGIC INTENT FORMULATION PROCESS WITHIN ORGANIZATIONS LISTED IN NAIROBI SECURITY EXCHANGE

This Questionnaire consists of five sections: **Section A** - General information, **Section B** - Formulation of Strategic Intent, **Section C** - Situational Analysis, **Section D** - CEO as a Strategic Leader and **Section E** - CEO as a Strategic Thinker. The responses in this questionnaire are exclusively for academic purposes. Kindly fill it as honestly as possible by ticking according to the key provided.

SECTION A: GENERAL INFORMATION

1. Your gender. M () F ()
2. When was this organization established?.....
3. What is your position category in the organization: Executive (); Manager (); Supervisor ()
4. For how long have you worked in your current position.....
5. For how long have you worked in this organization.....
6. What is your highest academic qualification: Diploma (); Degree (); Post Graduate ()
7. Do you have any formal training in strategic management: Yes () No ()
8. If yes for Q7 above, what level of training: Diploma (); Degree (); Post Graduate ()
9. Which set of statements best describes your organization's strategic intent formulation process?
 - a) Usually hold formal meetings with well documented minutes ()
 - b) We have informal planning sessions ()
 - c) We have timetables for formulation meetings ()
 - d) Organization periodically reviews its strategic plan ()
 - e) Organizations encourages new ideas from staff by strategic thinking ()

- f) Organization relies on information from the operating environment only ()
- g) Organization rely on internal information ()
- h) Organization rely on both internal & external environmental information ()
- i) Core values of the organization is espoused in the strategic intent ()
- j) Others (specify).....

10. From the list provided choose up to three factors that have had the strongest impact on the strategy formulation in your organization?

- a) Vision and objectives of the organization ()
- b) Board of Directors ()
- c) Stakeholders' wish for achievement ()
- d) Opportunities in the market ()
- e) Imitation of other organizations ()
- f) CEO/MD ()
- g) Staff/managers ()
- h) Others (please specify)

11. From the list provided choose more than two factors that influence your organization in deciding on the strategic intent to adopt?

- a) Analysis of market and competition ()
- b) Analysis of internal capabilities of the organization ()
- c) Feeling-based (Intuition of the CEO) ()
- d) Others (please specify)

12. Kindly sketch your organization's staff interaction during the strategic intent formulation process?

SECTION B: FORMULATION OF STRATEGIC INTENT

13. Please rate how the following factors influence your organization during the strategic intent formulation process according to the scale provided by ticking the appropriate box.

1-Totally Disagree; 2 - Disagree; 3 - Undecided; 4 - Agree; 5 - Totally Agree

<i>Factors</i>	1	2	3	4	5
Knowing your customers and their needs.					
Pursuing growth and increase in profitability.					
Knowledge of organization's own strengths and weaknesses.					
Organization's awareness of its competitive advantages.					
Organization's awareness about the opportunities and threats.					
Existence under-utilized resources & capabilities in the organization.					
The long term objectives of the organization.					
An actual formal business plan as the basis of business operations					
Prepared strategic plans					
Organization's stakeholders					

SECTION C: SITUATIONAL ANALYSIS

14. Please rate how the following factors relate to your organization CEO while carrying out his/her situational analysis according to the scale provided by ticking the appropriate box.

1-Totally Disagree; 2 - Disagree; 3 - Undecided; 4 - Agree; 5 - Totally Agree

Factor	1	2	3	4	5
CEO shares his/her environmental analysis with the Staff.					
CEO uses technology to manage information.					
CEO institutes processes to ascertain all relevant data of a problem.					
CEO explains the circumstances that led to a problem.					
CEO provides environmental information frequently to staff.					
CEO activates collaboration sessions.					
CEO provides gathering information mechanism.					
CEO continually scans the business landscape.					
CEO activates the planning process.					
CEO's problem solving ability improves during a crisis.					
CEO presents his/her understanding of the mandate from the board.					
CEO is purposeful during a crisis.					
CEO identifies the problems.					
CEO confronts problems head on.					
CEO exploits opportunities.					
CEO is driven or induced towards action.					

SECTION D: CEO AS STRATEGIC LEADER

15. Please rate how the following factors relate to your organization CEO as an organizational strategic leader according to the scale provided by ticking the appropriate box.

1-Totally Disagree; 2 - Disagree; 3 - Undecided; 4 - Agree; 5 - Totally Agree

Factors	1	2	3	4	5
CEO's judgment provides stability to deal with unexpected circumstances.					
CEO proactively meets challenges.					
CEO is decisive.					
CEO is highly visible.					
CEO uses the chain of command to get the job done.					
CEO drives change.					
CEO is creative with his solutions.					
CEO allows decision-making on all levels.					
CEO provides direction for strategic alliances.					
CEO empowers subordinates for succession.					
CEO frequently contributes to the strategic planning process.					
CEO makes sense of a changing environment in concise manner.					
CEO displays the ability to identify problems.					

SECTION E: CEO AS STRATEGIC THINKER

16. Please rate how the following factors relate to your organization CEO as an organizational strategic thinker according to the scale provided by ticking the appropriate box.

1-Totally Disagree; 2 - Disagree; 3 - Undecided; 4 - Agree; 5 - Totally Agree

Factor	1	2	3	4	5
CEO understands information easily in relation to a problem.					
CEO is a problem solver.					
CEO has an inherent problem solving process.					
CEO provides his concept for feasibility analysis.					
CEO provides innovative solutions to problems.					
CEO quickly imposes meaning to a problem.					
CEO provides factors for information collection.					
CEO realizes the dynamic interaction between factors.					
CEO provides a hypothesis for the problem.					
CEO indicates what to be done to achieve the organization's objectives.					
CEO provides a list of desired results that will solve a specific problem.					
CEO provides guidelines for implementation of his/her intention.					
CEO finds environmental analysis easy.					
CEO allows his team to present a large number of alternatives to a problem.					

17. Thank you so much for taking your time to complete this questionnaire. Would you like to obtain a copy of this research, then kindly tick appropriately. Yes () No ()

18. If you have any inquiries about this questionnaire or if you require any clarification about this research, please contact the researcher:

Contact Details: *Mobile number-0722640040; Email: zmakorik@yahoo.co.uk*

Date.....

Signature.....

Appendix IV: Organizations Listed in Nairobi Security Exchange

Agricultural

Kakuzi Ltd
Limuru Tea Co. Ltd
Delmonte Kenya Ltd

Commercial & services

Kenya Airways Ltd
Nation Media Group
Standard Group Ltd
Scangroup Ltd
Uchumi Supermarket Ltd

Banking

Kenya Commercial Bank Ltd
National Bank of Kenya Ltd
Equity Bank Ltd
Co-operative Bank of Kenya Ltd

Insurance

Jubilee Holdings Ltd
Pan Africa Insurance Holdings Ltd
Kenya Re-Insurance Corporation Ltd
British-American Investments Company

Telecomms & automobiles

Safaricom Ltd
Access Kenya Ltd
CMC Holdings Ltd
Sameer Africa Ltd
Marshalls (E.A.) Ltd

Manufacturing & investment

Olympia Capital Holdings Ltd
Centum Investment Co Ltd
B.O.C Kenya Ltd
British American Tobacco Kenya Ltd
East African Breweries Ltd

Energy & construction

Unga Group Ltd
Athi River Mining
Bamburi Cement Ltd
Crown Berger Ltd
E.A.Cables Ltd
E.A.Portland Cement Ltd
KenGen Ltd
Kenya Power & Lighting Co Ltd

Source: Nairobi Security Exchange (October, 2014)

