

**DETERMINANTS OF STRATEGY IMPLEMENTATION AT THE  
INSTITUTE OF QUANTITY SURVEYORS OF KENYA**

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## DECLARATION

I Edwin Nguri Igecha hereby declare that this research project is my original work and has not been submitted for examination to any other college, university or institution of higher learning or research for any academic award.

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This research project has been submitted by Edwin Nguri Igecha for examination with my approval as the university supervisor

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## **DEDICATION**

I dedicate this project to my family and friends. Your support, love, patience, encouragement, sacrifice and prayers have transformed my dreams to the success of this degree. There is no doubt in my mind that without their continued support and counsel i could not have completed this process May God keep and bless them abundantly.

## ABSTRACT

Strategy implementation or strategy execution task is easily the most complicated and time consuming part of strategic management. While strategy formulation is primarily an intellectual and creative act involving analysis and synthesis, implementation is a hands-on operation and action oriented human behavioral activity that calls for executive leadership and key managerial skills. The objective of this study was to examine the determinants of implementation of strategies at the Institute of Quantity Surveyors of Kenya. The study was designed as a case study and primary data was obtained through interactive interviews of senior managers at the Institute of Quantity Surveyors of Kenya. The study established that strategy implementation at the Institute of Quantity Surveyors of Kenya is mainly influenced by commitment of the top management, communication process, coordination of activities and organizational culture. The study recommends that top management should ensure stakeholders involvement in strategy implementation; direction and guidance through different phases of strategy implementation; place resources at employees' disposal, pick out the people and teams best able to move the project forward; encourage the staff during strategy implementation. The study also recommends continuous monitoring of strategy implementation, development of an integrated communications plan, the need to build a culture that supports strategy implementation and further research on strategic management approaches adopted by government institutions.

**Key words:** strategy implementation, commitment, communication and organizational culture

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## **LIST OF ABBREVIATIONS**

- IQSK** : Institute of Quantity Surveyors of Kenya
- KCB** : Kenya Commercial Bank
- OC** : Organizational Culture
- RBT** : Resource Based Theory

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

Johnson, Scholes and Whittington (2008), define strategy as the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations. In this definition, resources play a very key role as far as attaining the desired strategy is concerned. Capon (2008) notes strategies entail an understanding of the environment and the resources available to compete in that environment. The resources, which includes facilities, staff, know-how and finances, can be organized or configured to achieve cost or differentiation base competitive advantage.

Christensen and Tara (2000) argue that strategy-making process is conscious and analytical, involving assessments of market structure, competitive strengths and weaknesses, the nature of customer needs, and the drivers of market growth. Those in the organization must understand each important detail in management's intended strategy. The strategy needs to make as much sense to each of the members in the organization and the collective intentions must be realized with little unanticipated influence from outside political, technological or market forces (Christensen and Tara, 2000).

The determinants of strategy implementation include: top management's commitment (Rapa and Kauffman, 2005), communication process (Miniace and Falter, 2006),

coordination of activities in an organization (Ghamdi, 1998) and organizational culture (Aaltonen and Ikåvalko, 2002). This study examines the determinants of implementation of strategies at The Institute of Quantity Surveyors of Kenya. The study focuses on the various factors that determine the success of strategy implementation as well as challenges encountered in strategy implementation at The Institute of Quantity Surveyors of Kenya.

### **1.1.1 Strategy Implementation**

Hunger and Wheelen (2000) postulate that strategy implementation is the sum total of the activities and choices required for the execution of a strategic plan. This is the process by which strategies and policies are put into action through the development of programs, budget, and procedures. They further argue that in implementing strategies the managers and employees collaborate to perform formulated strategic planning. Strategy implementation addresses the issue of how to put a formulated strategy into effect within the constraints of time, an organization's financial and human resources, and its capabilities (Alashloo et al. 2005).

Li, Guohui and Eppler (2008) identified three distinct conceptions of the term strategy implementation: The first approach concentrates on a process perspective and takes strategy implementation as a sequence of carefully planned consecutive steps. The second approach that the authors identified treats strategy implementation as a series of more or less concerted but parallel actions and examines these actions from a behavior perspective. They also noted that some authors combine the process perspective and behavior or action perspective to form a hybrid perspective. In conclusion, Li et al

(2008) appear to be in favor with the hybrid perspective judging by the multi-faceted way in which they present the task of strategy implementation. According to Ritson (2008) strategy implementation includes: resource planning and the logistic of implementation, changes of the organizational structure and improvements of the systems employed to manage the organization.

### **1.1.2 Determinants of Strategy Implementation**

The most important thing when implementing a strategy is the top management's commitment to the strategic direction itself (Rapa and Kauffman, 2005). The top managers must demonstrate their willingness to give energy and loyalty to the implementation process. To successfully improve the overall probability that the strategy is implemented as intended, senior executives must abandon the notion that lower-level managers have the same perceptions of the strategy and its implementation, of its underlying rationale, and its urgency. They must not spare any effort to persuade the employees of their ideas (Rapa and Kauffman, 2005).

Communication process plays a major role in the strategy implementation process. The way in which a strategy is presented to employees is of great influence to their acceptance of it (Rapa and Kauffman, 2005). It is essential both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion (MiniaceandFalter, 2006). Aaltonen and Ikåvalko (2002) stated that organizational culture also influences strategy implementation. Marginson, (2002) contend that strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of

complete coalitional involvement of implementation staff through a strong corporate culture.

Al Ghamdi (1998) argues that for most of the firms, strategy implementation took more time than originally expected due to lack of coordination. Similarly Rapa and Kauffman, (2005) argue that strategy implementation processes frequently result in difficult and complex problems due to vagueness of the assignment of responsibilities and diffusion of responsibilities through numerous organizational unit. To avoid power struggles between departments and within hierarchies, organizations should create a plan with clear assignments of responsibilities regarding detailed implementation activities (Rapa and Kauffman, 2005).

### **1.1.3 Institute of Quantity Surveyors of Kenya (IQSK)**

The Institute of Quantity Surveyors of Kenya (IQSK) is an organization specifically charged with promoting and safeguarding the interests of the Kenyan Quantity Surveyor. The primary objective of IQSK is to promote the advancement of the practice of Quantity Surveying and its application in Kenya. The Institute of Quantity Surveyors of Kenya (IQSK) was founded in 1994 as a non-political and non-profit making organization whose primary objective is to promote the general advancement of the practice of Quantity Surveying and its application in Kenya including facilitating the exchange of information of the institute and otherwise.

IQSK membership comprises corporate and non-corporate members. Corporate members have the rights to vote while non-corporate members are not eligible to vote

during meetings. The Institute of Quantity Surveyors of Kenya is also composed of the office bearers, the most recent past chairman and not more than five corporate members elected at an Annual General Meeting. The Institute cooperates with universities, other educational institutions and public education authorities for furtherance of education and training in Quantity Surveying and practice. The Institute also works closely with the Board of Registration of Architects and Quantity Surveyors, and other relevant societies on matters concerning Quantity Surveying education, training, examinations and practice.

## **1.2 Research Problem**

Strategy implementation or strategy execution task is easily the most complicated and time consuming part of strategic management, Schaap (2006). While strategy formulation is primarily an intellectual and creative act involving analysis and synthesis, implementation is a hands-on operation and action oriented human behavioral activity that calls for executive leadership and key managerial skills. According to Miller (2002), organizations fail to implement about 70 per cent of their new strategies. Mankins and Steele (2005) also argue that 40 per cent of the value anticipated in strategic plan is never realized.

The study will be carried out at the Institute of Quantity Surveyors of Kenya (IQSK). The Institute of Quantity Surveyors of Kenya is a non-political and non-profit making organization. The institute is in the process of establishing specialized sections of the Institute e.g. Construction Project Management to help in implementation of its strategic plan (IQSK, 2014). However, issues have been raised about the inability of the institute to implement its strategic plan. Therefore, it is necessary to determine the determinants of

strategy implementation with a view to coming up with measures to ensure that implementation processes succeed.

The studies on strategy implementation in Kenya have not captured the determinants of strategy implementation. For example Muguni (2007) studied the role of executive development in strategy implementation. His was a comparative study of KCB and National Bank of Kenya. Kiptugen (2003) did a study to determine the strategic response of Kenya Commercial Bank to a changing competitive environment. Kamanda (2006) examined the factors that influence regional growth strategy of Kenya Commercial Bank (KCB). His study, however, does not cover the issues of strategy implementation. Situma (2006) also covered KCB but focused on its turnaround strategy. Therefore this study seeks to fill the research gap by analyzing the determinants of implementation of strategies at the institute of quantity surveys of Kenya. The main question that this study asks is whether Institute of Quantity Surveyors of Kenya has the necessary requisite to implement its strategic plans. The seeks to answer the questions: To what extent does the level of commitment of top management, communication, coordination of activities and organizational culture affect strategy implementation at the Institute of Quantity Surveyors of Kenya?

### **1.3 Research Objective**

The objective of the study is to examine the determinants of implementation of strategies at the Institute of Quantity Surveyors of Kenya.

## **1.4 Value of the Study**

The findings of the study contribute to policy formulation at the Institute of Quantity Surveyors of Kenya and in various government institutions. The study findings imply that government institutions, non-profit making organization and corporate organizations must institute an organizational culture which allows participation of all stakeholders in the implementation of strategies. Organizations should promote cultures that allow flexibility at work place and adaptability, organizational stability and goal unification. Organizational cultures should also foster partnership, unity, teamwork and cooperation among employees which in turn facilitate effective strategy implementation. The institutions will use the study findings to formulate strategies that will ensure successful implementation of strategic plans.

The study provides important information to strategic managers. The study findings imply that the top management should be at the forefront in ensuring the success of strategy implementation. The management has the responsibility to ensure that proper communication channels exist within the institution to aid strategy implementation. The management has the responsibility to create awareness of strategic plans, motivate employees, ensure that all systems within the organization are effective and efficient, avail adequate resources for strategy implementation and continuously monitor and evaluate the implementation process. Strategic managers will use the study findings guidance in ensuring efficient and successful implementation of strategic plans.

The study contributes to the existing body of academic knowledge on strategic management. The study findings imply that scholars in strategy management should



further investigate the success rate for strategy implementation among government and non-governmental institutions. This study focused on determinants of strategy implementation but the research will provide greater insight into strategic management if scholars go a notch higher to investigate how the determinants identified (the level of commitment of top management, communication, coordination of activities and organizational culture) contribute to success of implementation processes. Therefore, the study forms a reference for researchers and scholars in the field of strategic management especially the core concepts of formulation, implementation and evaluation.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter presents review of pertinent literature. The chapter covers both theoretical and empirical literature. The chapter is structured into the concept of strategy; theoretical framework of the study (resource based theory, stakeholder theory and systems theory); strategy implementation; determinants of strategy implementation (commitment of top level management, communication process, co-ordination of activities and organizational culture) and the conceptual framework.

### **2.2 Theoretical Foundation of the Study**

The theoretical foundation of the study constitutes the resource based theory, stakeholder theory and systems theory. The three theories form the basis of strategy implementation. The resource based theory looks at the internal strengths and weakness in organizational resources showing how the resources are allocated and deployed in order to assist in the implementation of the strategies. The stakeholder theory informs the study by urging managers to be clear about how they want to do business, specifically what kinds of relationships they want and need to create with stakeholders to deliver on their purpose. The systems theory view organization as a real system that is open to and interact with the environments and can acquire qualitatively new properties through emergence, resulting in continual evolution. The theories are discussed in the following subsections:

### **2.2.1 Resource Based Theory**

The Resource Based Theory (RBT) focuses on internal strengths and weakness in organizational resources, showing how processes are managed and how the resources are allocated and deployed, all in order to assist in the implementation of the strategies (Wernerfelt, 2004 and Barney, 2003). According to Montgomery (2004) the resource-based perspective therefore means that there is a certain focus on resources owned by the company or by its partners and the various resources that can explain company performance and long term growth or decline. The resource-based perspective aims to give a picture of a company resource before and during decision-making processes and business strategies in company Montgomery (2004).

According to Barney (2003) to successfully implement strategies, resources have to be strategic. The resource based perspective in a contemporary view includes a company's elements such as structure, communication within a team of players trying to coordinate information dispersed among them and commitment of the key players in an organization management in order to fully ensure proper strategy implementation (Barney, 2003). The effectiveness of firm strategies depends on the utilization and exploitation of existing resources. To the extent that firms have pools of under used resources, these create unique, firm-specific opportunities for exploitation (Montgomery, 2004).

### **2.2.2 Stakeholder Theory**

Stakeholder theory begins with the assumption that value is necessarily and explicitly a part of doing business. It asks managers to articulate the shared sense of the value they create and what brings its core stakeholders together (Langfield, 1997). It also pushes

managers to be clear about how they want to do business, specifically what kinds of relationships they want and need to create with stakeholders to deliver on their purpose.

The focus of stakeholder theory is articulated in two core questions (Freeman, 1994). First, it asks, what is the purpose of the firm? This encourages managers to articulate the shared sense of the value they create, what brings its core stakeholders together. This propels the firm forward and allows it to generate outstanding performance, determined both in terms of its purpose and market place financial metrics (Kenny, 2003).

Secondly, stakeholders theory asks, what responsibility does management have to stakeholders? This pushes managers to articulate how they want to do the business. Specifically the kind of relationships they want and need to create with their stakeholders to deliver on their purpose. Many firms have developed and run their businesses in terms highly consistent with stakeholder theory (Kaplan, 2004).

### **2.2.3 Systems Theory**

Systems Theory is the trans-disciplinary study of the abstract organization of phenomena, independent of their substance, type or spatial or temporal scale of existence (Kaplan, 2009). It investigates both the principles common to all complex entities and the models which can be used to describe them. This theory will be proposed in the 1940s by the biologist Ludwig and furthered by (Ross 1956).

They emphasized that real systems are open to, and interact with their environments, and they can acquire qualitatively new properties through emergence, resulting in continual evolution (Kaplan, 2005). Rather than reducing an entity the properties of its parts or

elements, systems theory focuses on the arrangement of and relations between the parts which connect them into a whole (Kamanda, 2006).

Systems analysis developed independently of systems theory, applies systems principles to aid a decision-maker with problems of identifying, reconstructing, optimizing, and controlling a system while taking into account multiple objectives, constraints and resources (Jauch, 1984). It aims to specify possible courses of action, together with their risks, costs and benefits.

### **2.3 Strategy Implementation**

Strategy implementation involves organization of the firm's resources and motivation of the staff to achieve organizational objectives (Olson et al. 2005). The environmental conditions facing many firms have changed rapidly. Today's global competitive environment is complex, dynamic, and largely unpredictable. To deal with this unprecedented level of change, a lot of thinking has gone into strategy formulation. The assessment of strategy implementation processes becomes crucial for practitioners and researchers alike in order to conduct and evaluate different implementation processes (Olson et al. 2005).

According to Alexander (2005), the most frequently occurring strategy implementation problems include underestimating the time needed for implementation, inadequate capabilities of employees, inadequate leadership, direction, training and instruction given to lower level employees. Beer and Eisenstat (2000) assert that six silent killers of strategy implementation comprise: a top-down/laissez-faire senior management style; unclear strategic intentions and conflicting priorities; an ineffective senior management

team; poor vertical communication; weak co-ordination across functions, businesses or borders; and inadequate down-the-line leadership skills development. It is recognized that such change requires a shared vision and consensus and failures of strategy implementation are inevitable if competence, coordination and commitment are lacking.

## **2.4 Determinants of Strategy Implementation**

This section discusses the determinants strategy implementation. Specifically the section looks at the commitment of top level management, communication process, co-ordination of activities and organizational culture.

### **2.4.1 Commitment of Top level Management**

Aaltonen and Ikåvalko(2002) recognize the role of middle managers, arguing they are the key actors who have a pivotal role in strategic communication. If managers are not committed to performing their roles, the lower ranks of employees will not be provided support and guidance through encouragement of entrepreneurial attributes. According to Rapa and Kauffman, (2005) commitment of top level management is undoubtedly a prerequisite for strategy implementation. Therefore, top managers must demonstrate their willingness to give energy and loyalty to the implementation process. This demonstrable commitment becomes, at the same time, a positive signal for all the affected organizational members (Rapa & Kauffman, 2005).

Chakravarthy and White, (2001) suggest that managers have the discretion to pursue varied strategies regarding three issues: entry-level education and training, employee development, and company-school relations. Chakravarthy and White, (2001) indicate that management characteristics such as innovation commitment and resistance to

change and management-led organizational change in firm downsizing and work redesign shape strategy implementation.

#### **2.4.2 Communication Process**

Many organizations are faced with the challenge of lack of institution of a two-way-communication program that permits and solicits questions from employees about issues regarding the formulated strategy (Alexander, 2003). In addition to inability to solicit questions and feedback, lack of communications cause more harm as the employees are not told about the new requirements, tasks and activities to be performed by the affected employees, and, furthermore, cover the reason behind changed circumstances (Alexander, 2003).

It is essential both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion (Rapa and Kauffman, 2005). However; one may misunderstand communication, or the sharing of information, as engagement and direct dialogue that produces lack of active participation in the process. The way in which a strategy is presented to employees is of great influence to their acceptance of it. To deal with this critical situation, an integrated communications plan must be developed. Such a plan is an effective vehicle for focusing the employees' attention on the value of the selected strategy to be implemented (Rapa and Kauffman, 2005).

#### **2.4.3 Co-ordination of Activities**

So far in the review of literature on strategy implementation there is evidence of some recurring themes, including coordination which is essential to ensure that people across

the organization know what to do and to ensure that they stay focused on the key targets under the everyday pressures. Strategic control systems provide a mechanism for keeping today's actions in congruence with tomorrow's goals.

Al Ghamdi (1998) replicated the work of Alexander (1985) in the UK and found that for most of the firms, due to lack of coordination, implementation took more time than originally expected and major problems surfaced in the companies, again showing planning weaknesses. He found the effectiveness of coordination of activities as a problem in most of the firms and distractions from competing activities in some cases. In addition key tasks were not defined in enough detail and information systems were inadequate.

#### **2.4.4 Organizational Culture**

Organizational Culture (OC) refers to the leadership style of managers – how they spend their time, what they focus attention on, what questions they ask of employees, how they make decisions; also the organizational culture (the dominant values and beliefs, the norms, the conscious and unconscious symbolic acts taken by leaders (job titles, dress codes, executive dining rooms, corporate jets, informal meetings with employees) (Marginson, 2002). Marginson, (2002) contend that strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of complete coalitional involvement of implementation staff through a strong corporate culture.

The challenge of successful strategy implementation results from lack of cultivation of strong cultural values which are essential in meeting the changing organizational needs



(Marginson, 2002. The distinction between “thinkers” and “doers” begins to blur but does not totally disappear. Another challenge in strategy implementation that is appears cultural and behavioral in nature is the impact of poor integration of activities and diminished feelings of ownership and commitment (AaltonenandIkåvalko, 2002). Corboy and O'Corrbui (1999), identify the deadly sins of strategy implementation which involve: a lack of understanding of how the strategy should be implemented; customers and staff not fully appreciating the strategy; difficulties and obstacles not acknowledged, recognized or acted upon; and ignoring the day-to-day business imperatives.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter presents the research methodology that was used to carry out the research. The chapter covers the design adopted by the study, the target population, sampling method, how data was collected and eventually analyzed in order to generate research findings for reporting.

### **3.2 Research Design**

The research is designed as case study of the Institute of Quantity Surveyors of Kenya. According to Cooper and Schindler (2006), case studies place more emphasis on a full contextual analysis of fewer events or conditions, and their inter relations. The design is most appropriate when detailed, in-depth analysis for a single unit of study is desired. Case study research design provides very focused and valuable insights to phenomena that may otherwise be vaguely known or understood. The design enables the researcher not only to establish factors explaining phenomena but also unearth underlying issues.

### **3.3 Data Collection**

The study used primary data which was obtained from: IQSK board members, secretariat staff and committee conveners. According to IQSK (2014) IQSK board members include: the chairman, vice chairman, immediate past chairman, secretary, assistant secretary, treasurers, registrar and 4 council members. The secretariat staff include: marketing executive, administrative assistant, driver/office assistant. The committee

include: finance and welfare committee, membership and continuous professional development committee, functions and publicity. The data was collected at the Institute of Quantity Surveyors of Kenya using an interview guide. The interview guide will solicit data on the determinants of implementation of strategies at the Institute of Quantity Surveyors of Kenya. The interview guide will be administered by the researcher.

### **3.4 Data Analysis**

The qualitative data was analysed using content analysis. According to Nachmias and Nachmias (1996), content analysis is a technique for making inferences by systematically and objectively identifying specified characteristics of messages and using the same to relate trends. The content analysis involved summarizing the data collected, organizing the data in line with the objectives, and then organized data into logically flowing paragraphs in line with the research objectives.

## **CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS**

### **4.1 Introduction**

This chapter presents the analysis and interpretations of the data collected. The objective of this study was to examine the determinants of implementation of strategies at the Institute of Quantity Surveyors of Kenya. Specifically, the study investigated the influence of the level of commitment of top management, communication, coordination of activities and organizational culture on strategy implementation at the Institute of Quantity Surveyors of Kenya.

The data was obtained through interviews. The researcher interviewed the respondents and the response was noted down and also recorded on an audio recorder. In some interviews, the researcher was helped by a research assistant who noted down the important points made by the respondents. The data was then analyzed using content analysis which involves summarizing the data collected and organizing the data in line with the objectives. The researcher then organized data into logically flowing paragraphs in line with the research objectives. The following subsections present the findings of the study and the discussions.

### **4.2 Top Management Commitment and Strategy Implementation at Institute of Quantity Surveyors of Kenya**

The study established that top management commitment influences strategy implementation at Institute of Quantity Surveyors of Kenya. The respondents stated that

that top management at Institute of Quantity Surveyors of Kenya support of strategy implementation. The following subsection presents the study findings on top management commitment and strategy implementation at Institute of Quantity Surveyors of Kenya.

#### **4.2.1 The Administrative Aspects of Strategy Implementation**

The respondents stated that manager's role in the implementation process is to lead and keynoting the tone: pace, and style of strategy implementation. There are many ways to proceed. A strategy implementer can opt for an active, visible role or a low-key, behind the scenes role. He or she can elect to make decisions authoritatively or on the basis of consensus, to delegate much or little, to be deeply involved in the detail of implementation or to remain aloof from the day-to-day problems. It is up to the strategy implementer to decide whether to proceed swiftly (launching implementation initiatives on many fronts) or move deliberately, content with gradual progress over a long period.

Successful strategy execution depends greatly on good internal organization and competent personnel. Building a capable organization is thus always a top strategy implementation priority. Three organizational issues stand out as dominant: developing an internal organization structure that is responsive to the organizational needs; developing the skills and distinctive competences in which the strategy grounded and; seeing that the organization has the managerial talents, technical expertise, and competitive capabilities it needs and selecting competent people for key positions.

#### **4.2.2 The importance of top managers in strategy implementation**

The respondents stated that the top management's commitment to the strategic direction is important and managers must not spare any effort to persuade the employees of their ideas for strategy implementation to be effective. Lack of manager's commitment to their roles leads to the lower ranks of employees not supporting strategy implementation. The top managers must demonstrate their willingness to give energy and loyalty to the implementation process for it to succeed.

The respondents indicated that the following responsibilities for top management in strategy implementation at Institute of Quantity Surveyors of Kenya: set and communicate policies and objectives throughout the organization, raising awareness, motivation and involvement, ensure a focus on customer requirements throughout the organization and, ensure that appropriate processes are implemented to meet customer requirements and organizational objectives.

The top managers also: ensure that an effective and efficient quality management system is established, implemented and maintained to achieve these quality objectives, ensure that adequate resources are provided to meet the organization's objectives, regularly review the effectiveness of the management system, its policies and objectives, decide on actions regarding the quality policy and quality objectives and, decide on actions for improvement of the quality management system.

### **4.2.3 The role of top managers in matching organization structure to strategy**

The respondents indicated that the following procedure which serves as a useful guide for fitting structure to strategy: pinpoint the key functions and tasks requisite for successful strategy execution; reflect on how the strategy-critical functions and organizational units relate to those that are routine and to those that provide staff support; make strategy-critical business units and functions the main organizational building blocks; determine the degrees of authority needed to manage each organizational unit, bearing in mind both the benefits and costs of decentralized decision making and; provide for coordination among the various organizational units.

Top managers pinpoint the key functions and tasks requisite for successful strategy execution. In any organization, some activities and skills are always more critical to strategic success than others are. The strategy-critical activities vary according to the particulars of a firm's strategy and competitive requirements. To help identify what an organization's strategy-critical activities are, two questions can usefully be posed: What functions have to be performed, extra well and in line for the strategy to succeed? And in what areas would mal performance seriously endanger strategic success? The answers to these two questions should point squarely at what activities and skills are crucial and where to concentrate organization-building efforts.

Management has the responsibility to understand the relationships among activities during strategy implementation. Activities can be related by the flow of information through the implementation process, the type of customer served, the distribution

channels used, the technical skills and know-how needed to perform them, a strong need to centralize authority over them, the sequence in which tasks must be performed, and geographic location, to mention some of the most obvious ways. Such relationships are important because one (or more) of the interrelationships usually become the basis for grouping activities into organizational units. If the needs of strategy are to drive organization design, then the relationships to look for are those that link one piece of the strategy to another.

Management group activities in the strategy implementation into organization units. If activities crucial to strategic success are to get the attention and visibility they merit, then they have to be a prominent part of the organizational scheme. When key functions and critical tasks take a backseat to less important activities, the politics of organizational budget making usually leads to them being given fewer resources and accorded less significance than they actually have.

On the other hand, when they form the core of the whole organization structure, their role and power in the overall scheme of things is highlighted and institutionalized. Senior managers can seldom give a stronger signal as to what is strategically important than by making key function and critical skills the most prominent organizational building blocks and, further, assigning them a high position in the organizational pecking order.

The management determines the degree of authority and independence to give each unit in the strategy implementation process. Activities and organizational units with a key



role in strategy execution should not be made subordinate to routine and non-key activities. Revenue-producing and results-producing activities should not be made subordinate to internal support or staff functions. With few exceptions, decisions should be delegated to those managers closest to the scene of the action. Corporate-level authority over operating decisions at the business-unit level and below should hold to a minimum. The crucial administrative skill is selecting strong managers to head up each unit and delegating them enough authority to formulate and execute an appropriate strategy for their unit.

The management coordinates the units in the strategy implementation process. Providing for coordination of the activities of organizational units is accomplished mainly through positioning them in the hierarchy of authority. Managers higher up in the pecking order generally have authority over more organizational units and thus the power to coordinate, integrate, and otherwise arrange for the cooperation of the units under their supervision. The chief executive officer, the chief operating officer, and business-level managers are, of course, central points of coordination because they have broad authority. Besides positioning organizational units along the vertical scale of managerial authority, coordination of strategic efforts can also be achieved through informal meetings, project teams, special task forces, standing committees, formal strategy reviews, and annual strategic planning and budgeting cycles.

Additionally, the formulation of the strategic plan itself serves a coordinating role; the whole process of negotiating and deciding on the objectives and strategies of each

organizational unit and making sure that related activities mesh suitably help coordinate operations, across organizational units.

The manager's role is thus all-important. His or her agenda for action and conclusions about how hard and how fast to push for change are decisive in shaping the character of implementation and moving the process along. Viseras, Baines, and Sweeney (2009) findings indicate that strategy implementation success depends crucially on the human or people side of project management. Hrebiniak (2006) find that the process of interaction and participation among the top management team typically leads to greater commitment to the firm's goals and strategies. This, in turn, serves to ensure the successful implementation of the firm's chosen strategy.

#### **4.2.4 Measures to enhance top managers' commitment to strategy implementation**

The respondents said that the top managers should ensure that all stakeholders are involved in strategy implementation. Strategic implementation of any kind of new organizational policy or program requires participation from all of the departments that will be affected. Organization's leadership needs to identify what those departments are and create an implementation team that consists of representatives from each affected group.

Management needs to create a structure that identifies various group leaders, the responsibilities of those group leaders and an accountability system that insures that the implementation team meets its timetable for getting the new program or policy in place.

The top managers should enhance the interest of all stakeholders in strategy implementation. Implementing change or any new strategy within an organization requires a feeling of urgency on the part of the entire company. It is the job of management to create that urgency by explaining to the staff why the implementation is necessary. Leadership needs to help the employees understand how the company benefits from the new implementation, but it also needs to get the organization to see the setbacks of not making a change.

The respondents stated that the top managers should always give direction and guidance through different phases of strategy implementation. Implementing a corporate strategy or change is often done in phases. The company leadership needs to be able to identify when each phase of a strategic implementation is complete and be ready to transition the organization to the next phase. For example, if the company is bringing in a new software program for customer management, then the first phase of the program may be to implement it in the sales department. Management needs to identify when the proper alterations to the software have been made that will allow it to be implemented in other parts of the organization.

Strategic implementation begins with setting goals and communicating these to workers. Managers should prioritize their objectives, put resources at employees' disposal, explain the processes and, above all, transmit the vision to the implementing team. Communicating well means the employees comprehend the strategies and are able to put them into action.

Proper delegation helps guarantee a smooth implementation of business strategy. The manager charged with strategic implementation must be able to pick out the people and teams best able to move the project forward. Leading the implementation requires taking pains to discover and test the abilities gifts of the staff. The manager should establish mini-leaders over various segments of the process who understand the scope of the implementation. These people will report directly to the overall manager and will be responsible for guiding their own groups. The manager should pick enthusiastic, imaginative and people-oriented employees for these roles.

The management should encourage the staff during strategy implementation. The manager's attitude will prove contagious for the staff. If the manager is energetic and willing to give his/her best to the organization, others will follow suit. When encouraging the staff, managers need to be a consistent role model who stays on tasks, works to solve problems and keeps to a schedule. The manager encourage employees to emulate their behavior without having to lecture them on what how to act and perform in the workplace. For example, if the manager is always on time and get to work quickly on the implementation process, the staff will understand the need to do so as well. Besides, the manager should create a culture of encouragement by praising hard work, passionate exhibitions and creativity in individual efforts. The staff will appreciate the recognition.

There is a need for continuous monitoring of strategy implementation. Strategic implementation within an organization is not an exact process. It is a dynamic procedure that needs to be monitored by management and altered to meet implementation goals. It

is the responsibility of leadership to put a monitoring system in place, analyze the data that is being generated during the implementation and make any necessary changes to make the implementation more efficient.

The respondents said that managers should ask questions while observing what employees do in order to understand all the processes involved, ask group leaders for weekly progress updates, and keep abreast of the problems that arise and handle them expeditiously, document the process carefully so you and others can refer to the literature for future ventures, be flexible. If something does not work well in the way it has been designed, managers should find other avenues or something that works better. However, managers should always take care not to micromanage employees as they monitor the processes but instead be an involved leader who joins in the work to make it better.

### **4.3 Communication Process and Strategy Implementation**

The study established that communication process and strategy implementation at Institute of Quantity Surveyors of Kenya. The respondents stated that there is effective communication at Institute of Quantity Surveyors of Kenya. The following section presents the study findings on the importance of communication in strategy implementation and how the communication processes affect strategy implementation at the Institute of Quantity Surveyors of Kenya.

### **4.3.1 Communication during strategy implementation**

The respondents indicated that before the launch of the strategy at the Institute of Quantity Surveyors of Kenya, plans for communication are prepared that include what will be communicated, when, by whom and at which events. A key issue is the ability to manage communication about the strategy as part of the implementation process.

There are a number of ways of communicating information during strategy implementation at the Institute of Quantity Surveyors of Kenya. These can be divided into five categories as follows: intrapersonal (internal communication, that is, what an individual think of strategy implementation process), interpersonal (one to one, small group, emails, telephone calls and other activities that allow personal listening and response during strategy implementation), organizational (lectures, seminars, debates, meetings, memos, intranets, newsletter, workshops, displays), community (local radio, talks, seminars, debates, local newspapers, bill boards) and public media (newspapers, television, radio, internet, mobile phones).

### **4.3.2 The Importance of Communication in Strategy Implementation**

The respondents indicated that effective communication is important for successful implementation of strategy at the Institute of Quantity Surveyors of Kenya. Communication skills whether written or oral form the basis of any business activity. Communication helps the managers to perform the basic functions of strategic management which include planning, organizing, motivating and controlling.

Communication serves as the foundation of every facet of strategy implementation at the Institute of Quantity Surveyors of Kenya. Thus communication is the building block of the organization and the study established the benefits of effective communication skills in strategy implementation. Communication keeps the foundation of motivation in the strategy implementation process. It helps the employer to know how a job is being performed and to improve performance if it is not up to the mark. Communication acts as a source of information and helps in the decision making process and helps in identifying the alternative course of action during strategy implementation. Communication also helps in building people's attitude. A well informed person will always have better attitude than a less informed person. Different forms of communication like magazines, journals and meetings will help the employees to form different attitudes on strategy implementation.

In the current business scenario, no business can survive in isolation. Socializing is very important and communication is the tool that helps in socializing. The employees learn of successes and challenges of strategy implementation in similar organizations. Apart from the other functions of management, communication also helps in the controlling process of management and in particular strategy implementation. It allows the managers to know about the grievances of the subordinates and helps the subordinates to know about the policies of the organization. Communication is instrumental in raising the morale of the employees during strategy implementation. It is through communication, verbal or non-verbal, that people submit different feedback and requirements to the management of strategy implementation process.

The study established that communication is a basic tool for motivation, which can improve morale of the employees in an organization. Inappropriate or faulty communication among employees or between manager and his subordinates is the major cause of conflict and low morale at during strategy implementation. Manager has the responsibility to clarify to employees about what is to be done, how well they are doing and what can be done for better performance to improve their motivation. The managers can prepare a written statement, clearly outlining the relationship between company objectives and personal objectives and integrating different interest during strategy implementation.

Effective communication of information and decision is an essential component for management-employee relations during strategy implementation. The manager cannot get the work done from employees unless they are communicated effectively of what he wants to be done. The manager should also be sure of some basic facts such as how to communicate and what results can be expected from that communication.

Most of management problems in strategy implementation arise because of lack of effective communication. Chances of misunderstanding and misrepresentation can be minimized with proper communication system. With effective communication, management can maintain a good human relation in the organization. By encouraging ideas or suggestions from employees or workers and implementing them whenever possible, he/she facilitates strategy implementation.

The study findings is similar to that of Peng and Little john (2001) who show that effective communication is a key requirement for effective strategy implementation.



Organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. In fact, communication is pervasive in every aspect of strategy implementation, as it relates in a complex way to organizing processes, organizational context and implementation objectives which, in turn, have an effect on the process of implementation.

### **4.3.3 Measures to enhance effective communication in strategic implementation**

The respondents stated that effective communication in strategy implementation at Institute of Quantity Surveyors of Kenya can be achieved through development of an integrated communications plan. An integrated communications plan is essential both during and after implementation of strategy to ensure efficient flow of information to all units in a timely fashion.

There should be a two-way-communication program during strategy implementation. The organization being faced with the challenge of lack of a two-way-communication program that permits and solicit questions from employees about issues regarding the formulated strategy experience slow implementation of strategies. The lack of a two-way-communication cause harm to strategy implementation as the employees are not told about the new requirements, tasks and activities to be performed by the affected employees.

Communication in strategy implementation can be improved by clearly outlining the extent and scope of strategic change and the approaches outlined in the related policy

document. It is through the communication that employees submit their work reports, comments, grievances and suggestions to their seniors or management. Organization should have effective and speedy communication policy and procedures to avoid delays, misunderstandings, confusion or distortions of facts during strategy implementation and to establish harmony among all the concerned people and departments.

#### **4.4 Coordination of Activities and Strategy Implementation at Institute of Quantity Surveyors of Kenya**

The study established that coordination of activities is a major factor in strategy implementation at Institute of Quantity Surveyors of Kenya. The respondents stated that the Institute of Quantity Surveyors of Kenya has good coordination of activities during strategy implementation.

##### **4.4.1 The role of Coordination of Activities in Strategy Implementation**

The respondents indicated that coordination of activities plays an important role in delivery of organizational directives during strategy implementation. Coordination is important to a new strategy or directive that must be relayed to managers and employees. Institute of Quantity Surveyors of Kenya encourage coordination among decision makers to implement a new strategy according to plan.

Coordination includes a briefing regarding the step-by-step process during strategy implementation. Without coordination, a manager could inadvertently take action that derails the organizational strategic direction. Integration and coordination are important at Institute of Quantity Surveyors of Kenya because they demonstrate the ability of the

management to lead employees. Coordination of activities is important because when managers are not on the same page with one another and fail to implement company strategy, employees lose faith in the managerial abilities of their superiors. For example, if employees have questions regarding their role toward achieving a directive and the managers at the company cannot answer those questions because of coordination issues, employees may disregard managers and rely on their own approaches.

Different branches of Institute of Quantity Surveyors of Kenya require coordination to communicate the strategic direction and ensure effective implementation. Branches that lack integration and coordination risk failing to achieve organizational goals. Employees who lack direction take longer to complete tasks. Additionally, an employee may perform work that overlaps with that of another employee because their efforts were not coordinated. Integration and coordination lapses eventually affect the strategy implementation.

#### **4.4.2 The benefits of Coordination of Activities in Strategy Implementation**

The study established a number of benefits of coordination of activities in strategy implementation at Institute of Quantity Surveyors of Kenya. Coordination helps to improve the efficiency of operations by avoiding overlapping efforts and duplication of work. Integration and balancing of individual efforts provide a smooth and harmonious team work. Coordination is a creative force which makes possible a total result which is greater than the sum of individual achievements. This is the synergetic effect coordination. Coordination enables an organization to rake optimum use of its resources.

Besides promoting the efficiency of operations, coordination improves the morale and job satisfaction of employees. Composite and orderly effort established through team spirit and executive leadership enables employees to derive a sense of security and personal contentment from their job. A well-coordinated organization can attract, retain and utilize better personnel. Coordination improves human relations by reconciling individual and organizational objectives.

Coordination helps to ensure unity of action in the face of disruptive forces. By welding together different departments and sections into one entity, coordination ensures the stability and growth of an organization. It enables the executives to see the enterprise as a whole instead of narrow sectional goals. Individual interests are subordinated to the common interest more easily and effectively.

Coordination fosters loyalty and commitment among employees. This enhances the effectiveness and stability of the organization. According to the respondents if job satisfactions are present, the staff will feel that they have a place in the organization. They will feel that they have earned that place. The presence of coordination becomes part of their job experience and hence can form a very useful part of their participation in strategy implementation.

Coordination leads to improved interpersonal and inter-group relations; because they create advance approaches in dealing with problems that emanate from intra-link and cross-cultural contexts in relation to an organization (Kramer 2010). A special focus on coordination gives a good answer to the question of performance. The more efficient coordination is in all levels of administration, the common outcome, cohesion, will be

reached in a more efficient manner; because coordination is a tool of cohesion (Viinamäki 2004).

Every activity in an organization requires coordination of a variety of functions within and between firms (Enright 1992) in order to avoid complexities and unintended losses. Coordination has been linked to trust, because coordination creates the network through which organizational performance is understood (Lehtimäki 1996). According to Ronen, Friedman and Ben-Asher (2007), a number of factors influence the growing flexibility of the work place and the work schedule but it is coordination that plays the role of a balancer in this flexibility.

#### **4.5 Organizational Culture and Strategy Implementation**

The respondents stated that the organizational culture the Institute of Quantity Surveys of Kenya is supportive of strategy implementation. The organizational culture influences leadership style of managers, understanding of strategy implementation, identification of difficulties and obstacles during implementation, how managers make decisions and the dominant values, beliefs and norms.

Organizational culture includes the shared beliefs, norms and values that set the foundation for strategy. For a strategy within an organization to develop and be implemented successfully, it must fully align with the organizational culture. Thus, initiatives and goals must be established within an organization to support and establish an organizational culture that embraces the organization's strategy over time.

### **4.5.1 Ways in Which Organizational Culture Influence Strategy Implementation**

The respondents stated that organizational culture influence flexibility and adaptability, organizational stability, goal unification, process implementation and cultural alignment. Organizations that remain flexible are more likely to embrace change and create an environment that remains open to change. This provides a model that welcomes cultural diversity and helps clarify strategy implementation. Culture within an organization can serve many purposes, including unifying members within an organization and help create a set of common norms or rules within an organization that employees follow.

A stable culture, one that will systematically support strategy implementation, is one that fosters a culture of partnership, unity, teamwork and cooperation among employees. This type of corporate culture will enhance commitment among employees and focus on productivity within the organization rather than resistance to rules and regulations or external factors that prohibit success.

Flexible, strong and unified cultures affect implementation in a positive manner by aligning goals. Goals can come into alignment when the organizational culture works to focus on productivity and getting the organization's primary mission accomplished. This may include getting products delivered to customers on time, shipping out more products than the organization's chief competitor or similar goals.

This will create a domino effect in the organization that ensures that all work performed by each individual in the company and work group focuses on performance and on the

strategic importance of the company. This allows culture to align with strategy implementation at the most basic level. For this level of unification to work, goal setting must align with and be supported by systems, policies, procedures and processes within the organization, thereby helping to achieve strategy implementation and continuing the cultural integrity of the organization.

Part of cultural alignment and strategy implementation involves process implementation. Processes include utilizing technology to facilitate goal attainment and the results a company is looking for when working with customers to meet their needs. While most of the time the hard problems and needs of an organization get met, the culture becomes neglected in the process. That is where processes come into place and strategy implementation gradually comes into existence to uphold and maintain organizational culture and strategies.

A stable culture, one that will systematically support strategy implementation, is one that fosters a culture of partnership, unity, teamwork and cooperation among employees. This type of corporate culture will enhance commitment among employees and focus on productivity within the organization rather than resistance to rules and regulations or external factors that prohibit success. Marginson, (2002) contend that strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of complete coalitional involvement of implementation staff through a strong corporate culture.

When culture aligns with strategy implementation, an organization is able to more efficiently operate in the global marketplace. Culture allows organizational leaders to

work both individually and as teams to develop strategic initiatives within the organization. These may include building new partnerships and re-establishing old ones to continue delivering the best possible products and services to the market.

#### **4.5.2 Measures to facilitate of strategy implementation through organizational culture**

Organization need to build a culture that supports strategy implementation. Organizations should give employees a reason to care about the customers, colleagues, and about how to do business right in a world that rewards cutting corners and compromising values.

During a transformation/change management/turnaround, an organization should not focus exclusively on distinguishing it from the competition but find what brings it together. It may be values, a vision, or a set of shared emotions. Organizations should articulate this sense of unity well and the strategy implementation will succeed.

Business leaders need to be aware that culture is not just something that happens outside of a business. A culture can happen spontaneously within a company and managers can learn how to harness its power or be overpowered by it. Managers can also take an active part in shaping an organizational culture, to try to ensure that it benefits the company's goals and its employees.



## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents the summary of the study findings, the conclusions, recommendations, implications and suggestions for further research. The chapter is presented in line with the objective of the study.

### **5.2 Summary of Findings**

The objective of the study was to analyze the determinants of strategy implementation at Institute of Quantity Surveyors of Kenya. This section presents the summary of the study findings. The majority of respondents strongly agreed that effective strategy implementation activities brings efficiency in the organization and creates a good working environment promoting teamwork, trust and quest for continuous improvement.

#### **5.2.1 Top Management Commitment and Strategy Implementation**

The study established that top management commitment influences strategy implementation at Institute of Quantity Surveyors of Kenya. The top management's commitment to the strategic direction is important and managers must not spare any effort to persuade the employees of their ideas for strategy implementation to be effective.

The manager's role in the implementation process is to lead and keynoting the tone: pace, and style of strategy implementation. Each strategy implementation situation is unique enough to require the strategy manager to tailor his or her action agenda to fit the specific organizational environment at hand. This forces the manager to be conscious of all that strategy implementation involves and to diagnose carefully the action priorities and in what sequence things need to be done.

The responsibilities for top management in strategy implementation include to: set and communicate policies and objectives throughout the organization, raising awareness, motivation and involvement, ensure a focus on customer requirements throughout the organization and, ensure that appropriate processes are implemented to meet customer requirements and organizational objectives. The top managers also: ensure that an effective and efficient quality management system is established, implemented and maintained to achieve these quality objectives, ensure that adequate resources are provided to meet the organization's objectives, regularly review the effectiveness of the management system, its policies and objectives, decide on actions regarding the quality policy and quality objectives and, decide on actions for improvement of the quality management system.

The study established following procedure which serves as a useful guide for fitting structure to strategy: pinpoint the key functions and tasks requisite for successful strategy execution; reflect on how the strategy-critical functions and organizational units relate to those that are routine and to those that provide staff support; make strategy-critical business units and functions the main organizational building blocks;

determine the degrees of authority needed to manage each organizational unit, bearing in mind both the benefits and costs of decentralized decision making and; provide for coordination among the various organizational units.

### **5.2.2 Communication Process and Strategy Implementation**

The study established that communication process and strategy implementation at Institute of Quantity Surveyors of Kenya. The study established that before the launch of the strategy at the Institute of Quantity Surveyors of Kenya, plans for communication are prepared that include what will be communicated, when, by whom and at which events. A key issue is the ability to manage communication about the strategy as part of the implementation process. There are a number of ways of communicating information during strategy implementation namely: intrapersonal (internal communication or what an individual think of strategy implementation process), interpersonal (one to one, small group, emails, telephone calls and other activities that allow personal listening and response during strategy implementation), organizational (lectures, seminars, debates, meetings, memos, intranets, newsletter, workshops, displays), community (local radio, talks, seminars, debates, local newspapers, bill boards) public media (newspapers, television, radio, internet, mobile phones).

Effective communication is important for successful implementation of strategy at the Institute of Quantity Surveyors of Kenya. Communication helps the managers to perform the basic functions of strategic management which include planning, organizing, motivating and controlling. Communication serves as the foundation of every facet of strategy implementation at the Institute of Quantity Surveyors of Kenya. Communication

keeps the foundation of motivation in the strategy implementation process. It helps the employer to know how a job is being performed and to improve performance if it is not up to the mark. Communication acts as a source of information and helps in the decision making process and helps in identifying the alternative course of action during strategy implementation. Communication also helps in building people's attitude.

Communication also helps in the controlling process of management and in particular strategy implementation. It allows the managers to know about the grievances of the subordinates and helps the subordinates to know about the policies of the organization. Communication is instrumental in raising the morale of the employees during strategy implementation. It is through communication, verbal or non-verbal, that people submit different feedback and requirements to the management of strategy implementation process. Communication is a basic tool for motivation, which can improve morale of the employees in an organization. Effective communication of information and decision is an essential component for management-employee relations during strategy implementation.

### **5.2.3 Coordination of Activities and Strategy Implementation**

Coordination of activities is also a major factor in strategy implementation. Coordination is an all-inclusive concepts or the end result of the management process. Management is nothing more than coordination of all activities, efforts and forces that affect the organization from within and without. Coordination serves as a key to all managerial functions. The first test of a business administration should be whether you have a business with all its parts so coordinated, so moving together in their closely knit and

adjusting activities, so linking, inter-locking, inter-relating, that they make a working unit that is not a congeneric of separate pieces, but a functional whole or integrated unit.

#### **5.2.4 Organizational Culture and Strategy Implementation**

Another factor that influences strategy implementation is the organizational culture. For a strategy within an organization to develop and be implemented successfully, it must fully align with the organizational culture. Thus, initiatives and goals must be established within an organization to support and establish an organizational culture that embraces the organization's strategy over time. Organizational culture influences leadership style of managers, understanding of strategy implementation, identification of difficulties and obstacles during implementation, how managers make decisions and the dominant values, beliefs and norms.

Organizational culture influences flexibility and adaptability, organizational stability, goal unification, process implementation and cultural alignment. Organizations that remain flexible are more likely to embrace change and create an environment that remains open to change.

Flexible, strong and unified cultures affect implementation in a positive manner by aligning goals. Goals can come into alignment when the organizational culture works to focus on productivity and getting the organization's primary mission accomplished. When culture aligns with strategy implementation, an organization is able to more efficiently operate in the global marketplace. Culture allows organizational leaders to

work both individually and as teams to develop strategic initiatives within the organization.

### **5.3 Conclusion of the study**

The study concludes that strategy implementation at Institute of Quantity Surveyors of Kenya is mainly influenced by commitment of the top management, communication process, coordination of activities and organizational culture. The manager's role in strategy implementation is important and the responsibilities of top management include: to set and communicate policies and objectives throughout the organization, raising awareness, motivation and involvement, ensure a focus on customer requirements throughout the organization, ensure that appropriate processes are implemented to meet customer requirements and organizational objectives, ensure that an effective and efficient quality management system is established, implemented and maintained to achieve these quality objectives, ensure that adequate resources are provided to meet the organization's objectives, regularly review the effectiveness of the management system, its policies and objectives, decide on actions regarding the quality policy and quality objectives and, decide on actions for improvement of the quality management system.

Effective communication is important for successful implementation of strategy at the Institute of Quantity Surveyors of Kenya. The benefits of effective communication include: helping the managers to perform the basic functions such as planning, organizing, motivating and controlling; serving as the foundation of every facet of strategy implementation; sustaining motivation, helps the employer to know how a job is being performed, helps in the decision making process, helps in identifying the

alternative course of action, building people's attitude, controlling the process strategy implementation, allows the managers to know about the grievances of the subordinates and helps the subordinates to know about the policies of the organization and, raising the morale of the employees during strategy implementation.

Coordination helps to improve the efficiency of operations by avoiding overlapping efforts and duplication of work. Integration and balancing of individual efforts provide a smooth and harmonious team work. Coordination enables an organization to make optimum use of its resources. Besides promoting the efficiency of operations, coordination improves the morale and job satisfaction of employees. A well-coordinated organization can attract, retain and utilize better personnel. Coordination improves human relations by reconciling individual and organizational objectives, helps to ensure unity of action in the face of disruptive forces and fosters loyalty and commitment among employees.

Organizational culture influences leadership style of managers, understanding of strategy implementation, identification of difficulties and obstacles during implementation, how managers make decisions and the dominant values, beliefs and norms. Organizational culture influences flexibility and adaptability, organizational stability, goal unification, process implementation and cultural alignment.

#### **5.4 Recommendations of the study**

The top managers should ensure that all stakeholders are involved in strategy implementation. Strategic implementation of any kind of new organizational policy or program requires participation from all of the departments that will be affected.

Organization's leadership needs to identify what those departments are and create an implementation team that consists of representatives from each affected group.

The top managers should enhance the interest of all stakeholders in strategy implementation. Implementing change or any new strategy within an organization requires a feeling of urgency on the part of the entire company. Leadership needs to help the employees understand how the company benefits from the new implementation, but it also needs to get the organization to see the setbacks of not making a change.

The top managers should always give direction and guidance through different phases of strategy implementation. Implementing a corporate strategy or change is often done in phases. The company leadership needs to be able to identify when each phase of a strategic implementation is complete and be ready to transition the organization to the next phase.

Managers should prioritize their objectives, put resources at employees' disposal, explain the processes and, above all, transmit the vision to the implementing team. Communicating well means the employees comprehend the strategies and are able to put them into action.

The manager charged with strategic implementation must be able to pick out the people and teams best able to move the project forward. Leading the implementation requires taking pains to discover and test the abilities gifts of the staff. The manager should



establish mini-leaders over various segments of the process who understand the scope of the implementation.

The management should encourage the staff during strategy implementation. When encouraging the staff, managers need to be a consistent role model who stays on tasks, works to solve problems and keeps to a schedule. The manager encourage employees to emulate their behavior without having to lecture them on what how to act and perform in the workplace. The manager should create a culture of encouragement by praising hard work, passionate exhibitions and creativity in individual efforts.

There is a need for continuous monitoring of strategy implementation. Strategic implementation within an organization is not an exact process. It is a dynamic procedure that needs to be monitored by management and altered to meet implementation goals. Effective communication in strategy implementation at Institute of Quantity Surveyors of Kenya can be improved through development of an integrated communications plan. An integrated communications plan is essential both during and after implementation of strategy to ensure efficient flow of information to all units in a timely fashion. There should be a two-way-communication program during strategy implementation. Communication in strategy implementation can be improved by clearly outlining the extent and scope of strategic change and the approaches outlined in the related policy document.

Organization need to build a culture that supports strategy implementation. Organizations should give employees a reason to care about the customers, colleagues, and about how

to do business right in a world that rewards cutting corners and compromising values. During a transformation/change management/turnaround, an organization should not focus exclusively on distinguishing it from the competition but find what brings it together. Organizations should articulate a sense of unity well and the strategy implementation will succeed. Managers can also take an active part in shaping an organizational culture, to try to ensure that it benefits the company's goals and its employees.

### **5.5 Policy Implications of the Study**

The study findings imply that the top management at the Institute of Quantity Surveyors of Kenya should be at the forefront in ensuring the success of strategy implementation. The management at IQSK has the responsibility to ensure that proper communication channels exist within the institution to aid strategy implementation. The management has the responsibility to create awareness of strategic plans, motivate employees, ensure that all systems within the organization are effective and efficient, avail adequate resources for strategy implementation and continuously monitor and evaluate the implementation process.

The study findings imply that government institutions, non-profit making organization and corporate organizations must institute an organizational culture which allows participation of all stakeholders in the implementation of strategies. Organizations should promote cultures that allow flexibility at work place and adaptability, organizational stability and goal unification. Organizational cultures should also foster partnership,

unity, teamwork and cooperation among employees which in turn facilitate effective strategy implementation.

The study findings imply that scholars in strategy management should further investigate the success rate for strategy implementation among government and non-governmental institutions. This study focused on determinants of strategy implementation but the research will provide greater insight into strategic management if scholars go a notch higher to investigate how the determinants identified (the level of commitment of top management, communication, coordination of activities and organizational culture) contribute to success of implementation processes.

## **5.6 Limitations of the Study**

The study faced several limitations. First, the respondents were reluctant to provide data fearing that the information requested would be used for other purposes other than academic purposes. In order to assure them that the data requested would be used for purely academic purposes, the researcher carried with him, a letter of introduction from the university, in order to confirm that the data would be used for academic purposes only.

The duration that the study was to be conducted was limited hence exhaustive and extremely comprehensive research could not be carried on the determinants of strategy implementation at the Institute of Quantity Surveyors of Kenya. The study, however, minimized these by administering an interview guide only to the secretariat and administrators of the Institute of Quantity Surveyors of Kenya.

## **5.7 Suggestions for further research**

The study recommends further research on strategic management approaches adopted by government institutions in Kenya. Further research will complement the findings of this study by providing information on how different management approaches influence strategy implementation in government institutions.

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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: 15/08/2014

**TO WHOM IT MAY CONCERN**

The bearer of this letter EDWIN NGURI IGECHE


Registration No. DG/67769/2011

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**





## **Appendix II: Interview Guide**

### **Section A: Background Examination**

#### **Section A: Organizational Culture**

1. In what ways does organizational culture influences strategy implementation in your organization?
2. How does organisation culture influences strategy implementation in the following aspects:
  - a) Clarity of mission and vision statement
  - b) Respect for a diverse range of opinions and ideas
  - c) Employee participation in decision making
  - d) Power distance between the upper and lower cadres in the organization
  - e) Employee motivation
  - f) Relationship among stakeholders
  - g) Clarity of responsibilities
  - h) Alignment between employee attitudes and strategic goals and objectives
3. In your opinion, to what extent do you think organization culture influence strategy implementation in your organization?
4. Which measures can be taken to cultivate an organizational culture which facilitates effective strategy implementation in your organization?

#### **Section B: Commitment of Top level Management**

1. In what ways does commitment of top level management influences strategy implementation in your organization?
2. How does commitment of top level management influences strategy implementation in the following aspects:
  - a) Employee motivation
  - b) Managers taking a leading role in strategy implementation

- c) Top managers' loyalty to the implementation process
  - d) Top managers' encouraging employee participation in decision making
  - e) Selection of the right people for key positions
  - f) Determination of the degrees of authority needed to manage each organizational unit
3. To what extent do you think commitment of top level management influence strategy implementation?
- a. What would you recommend be done towards commitment of the current top level management in your company to improve strategic implementation?

### **Section C: Communication Process**

1. In what ways does communication process influences strategy implementation in your organization?
2. How does communication process influences strategy implementation in the following aspects:
  - a) Existence of clear and effective channel of communication
  - b) Matching communication processes to the requirements for strategy implementation
  - c) Avoiding delays in communication during strategy implementation
  - d) Institution of a two-way-communication program
  - e) Existence of an integrated communications plan for various units in the organization
3. To what extent do you think communication process influence strategy implementation?
4. What would you recommend be done to ensure that communication process improves strategy implementation?

## **Section E: Co-ordination of Activities**

1. In what ways co-ordination of activities influences strategy implementation in your organization?
2. How does co-ordination of activities influences strategy implementation in the following aspects:
  - a) Existence of an effective coordination plan
  - b) Clarity of strategic intentions
  - c) Absence of conflicting priorities during strategy implementation
  - d) Continuous monitoring and evaluation
  - e) Measures to solve problem arising during strategy implementation
3. To what extent do you think co-ordination of activities influence strategy implementation?
4. What would you recommend be done to ensure that co-ordination of activities improves strategy implementation?

### Appendix iii: Organizational Plan

