

**CHALLENGES OF STRATEGIC LEADERSHIP IN STRATEGY
IMPLEMENTATION BY THE INDEPENDENT ELECTORAL AND
BOUNDARIES COMMISSION OF KENYA**

BY

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DECLARATION

This Research Project is my original work and has not been presented for the award of a degree in any other University.

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This Research Project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

I dedicate this research project to my husband Noel and my children for their encouragement, understanding, support and patience for bearing with me when I had limited time to be with them throughout this project. To all of you God bless you.

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ABBREVIATIONS AND ACRONYMS

CEO	Chief Executive Officer
EMB	Election Management Bodies
ICT	Information Communication Technology
IEBC	Independent Electoral and Boundaries Commission
ISO	International Organization for Standardization
SL	Strategic Leadership
SLTs	Strategic Leadership Teams
UET	Upper Echelons Theory
VUCA	Volatile Uncertain Complexity and Ambiguity

ABSTRACT

This research project was set out to address the objective of determining the challenges of strategic leadership in strategy implementation by the IEBC in Kenya. The study was carried out through case study focusing on the Independent Electoral and Boundaries Commission (IEBC) in Kenya. Primary data was collected from the respondents through interview guides and key informant interviews. A total of 16 respondents were targeted to be interviewed using interview guides as follows 3 Commissioners, 3 Directors, 5 managers, 5 Assistant managers/Coordinators out of which, 15 responded and 1 (one) did not respond. Secondary data from respondent organization, reports and past strategic plans was used to verify and validate the primary data. The data collected was analyzed using content analysis results presented analyzed to give information pertaining to the study objective. Research findings revealed that at IEBC strategic leadership is critical in addressing not only every day issues of the organization but also instrumental in directioning, resourcing and influence strategic performance of the IEBC. It also brought forth several challenges facing IEBC in the process of strategy implementation. These challenges included limited resources, management of diversity among staff, political interests and interference, voter registration and education, people's perception that IEBC was incompetent, suspicion in management of electoral results, wide mandate covering the entire aspects of electoral process and delimitation of boundaries across the country and negative publicity. In mitigating the challenges, IEBC had adopted various strategies including strategies that had been adopted to mitigate the challenges included civic education among its staff and the general public to create awareness and enhance rights of the citizenry; carry out critical electoral systems reforms, enhance the communication strategy, management of public expectations, realistic costing of projects, dialogue, enhance capacity building and trainings of staff, eliminate bureaucracy, embrace proper planning, build strong corporate culture at IEBC, enhance job descriptions, clearly spell out roles and responsibility of each office and integration/synergy of departments to deliver as a single entity. The research recommends that IEBC takes strategic leadership in planning and implementation seriously and focus the entire team of staff towards attainment of the strategic objectives. The commission should carry out regular scanning of the environment to equip itself with the current trends in electoral process, use appropriate technology to deliver its mandate and enforce a code of conduct and ethics to be followed by staff and commissioners, employ some of the strategic management tools like balance score card, performance contracting and ISO standards for effective performance management which is linked with individual performance. This had the possibility to further reduce mistrust, suspicions and lack of coordination of the team leading to enhanced organizational output. The research findings therefore addressed the question under investigation and would be practical to the practitioners of strategic leadership and management and especially at IEBC in the provision and implementation of the strategic leadership.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Leadership is at its best when the vision is strategic, the voice persuasive and the results tangible. Johnson and Scholes (2002) define strategy as the direction and scope of an organization over the long term which achieves the advantage for the organization through its configuration of resources within a challenging environment to meet the needs of markets and fulfill stakeholders' expectations. Strategy implementation is an iterative process of implementing strategies, policies, programmes, and action plans that allows a firm to utilize its resources to take advantage of opportunities in the competitive environment. Strategic leadership is the ability to anticipate, envision, maintain flexibility, and empower others to create strategic change as necessary, Hitt, Ireland and Hoskinson (1997). It is a multifunctional task that involves managing through others, managing an entire enterprise rather than a functional subunit, coping with change, attracting and managing human (includes intellectual) capital being able to meaningfully influence others.

The upper echelons theory is premised on the basis that top executives view their situations as opportunities, threats, alternatives and likelihoods of various outcomes and through their own highly personalized lenses. Thus, according to the theory, organizations become reflections of their top executives. According to strategic leadership models, situational and contingency theories states that while leadership is a process, the situation can influence which type of leadership behaviour to take or

exercise. Leaders are most effective when they make their behaviour contingent with the situation, this is also known as the contingency approach to leadership. Both internal and external environments can have a significant impact on leader effectiveness. The overall situational leadership approach suggests that the leader must act in a flexible manner.

The Independent Electoral and Boundaries Commission was established under Article 88 of the Constitution of Kenya, 2010, Chapter Seven. Under Article 88 the Commission is mandated to conduct and or supervise elections and referenda for any elective body or office established by the Constitution and any other elections as prescribed by an Act of Parliament. Specifically the IEBC is responsible for; continuous registration of citizens as voters; regular revision of the voters' roll; delimitation of constituencies and wards; regulation of the process by which parties nominate candidates for elections; settlement of electoral disputes, including disputes relating to or arising from nominations, but excluding election petitions and disputes subsequent to the declaration of election results; the registration of candidates for election; voter education; facilitation of the observation, monitoring and evaluation of elections and regulation of the amount of money that may be spent by or on behalf of a candidate or party in respect of any election.

1.1.1 Concept of Strategy

Strategy has over the years advanced and different definitions, views and perspectives from different authors have found application in all fields of life. Wheelen and Hunger (2010), state that strategy is a comprehensive plan stating how the corporation will achieve its mission and objectives. Mintzberg (1994) defines strategy as a plan, a ploy, a

pattern, a perspective and a position. Strategy as a plan since strategy defines the means through which organization moves from one state to another, usually from bad to good state. It is a pattern since it is concerned with repetitive actions over a period of time, a perspective since it provides a clear vision and a sense of direction where the organization is heading; a ploy to decoy the competitors in the industry and a position which means that organizations are willing to offer particular products and services to new markets other than existing markets. Strategy determines how organizations respond to the environment around them.

Pearce and Robinson (2011) say that a strategy is a company's game plan which provides a framework for managerial decisions. A business firm usually considers three types of strategy: corporate, business and functional. Business strategies may include geographic expansion, diversification, acquisition, product development, market penetration, retrenchment, divestiture, liquidation, and joint ventures. Strategy is the direction and scope of an organization over the long term, which achieves advantage in changing environment through its configuration of resources and competencies with the aim of fulfilling shareholder expectations Johnson Scholes, and Whittington, (2008). Strategy is a plan whose aim is to link ends, ways, and means. The difficult part involves the thinking required to develop the plan based on uncertain, ambiguous, complex, or volatile knowledge, information, and data and in the follow up implementation.

The concept of strategy is key in strategic management. Strategies do not just happen by themselves. Strategy involves people especially managers who decide and implement the strategies. Strategic management emphasizes the human element of strategy, as echoed by Johnson et al, (2008). Ansoff and McDonnell (1990) define strategic management as a process through which a firm manages its relationship with the environment in which it operates. Strategic management is the formulation and implementation of strategies to achieve corporate success. It involves specifying the mission, vision and objectives of an organization, undertaking strategic analysis and choice and implementing the formulated strategies. All levels of management should be involved and the chief executive officer is in charge of the whole process and is accountable for the results of the organization (Aosa, 2000). According to Pearce and Robinson (2011), strategic management is defined as the set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives. Strategic management involves planning, directing organizing and controlling of a company's strategy related decisions and actions.

1.1.2 Strategic Leadership

Leadership is all about determination, personality and innate abilities at the right time for a particular competitive situation. Leadership is about setting and not just reacting to agendas, identifying problems, and initiating change that makes for substantial improvement rather than managing change (Pearce, 2008). Existing studies have found out that one particularly important type of leadership that influences organizational development, growth and competitive advantage is strategic leadership, as quoted by

Zoogah (2009). Guillot (2003) defines strategic leadership as the ability of an experienced senior leader who has wisdom and vision to create and execute plans and make consequential decisions in the volatile, uncertain, complex and ambiguous strategic environment. It is multifunctional task that involves managing through others, managing an entire enterprise rather than a functional subunit, coping with change, attracting and managing human (includes intellectual) capital being able to meaningfully influence others.

Rowe (2001) defined strategic leadership as the ability to influence others to voluntarily make the day to day decisions that enhance the long term viability of the organization while at the same time maintaining its short term financial stability. Leadership is focus that is maintaining a vision, it is a movement that is, being at the head of the pack and it is mentoring that is, keeping the pack together. Leading strategically means finding the strategic vision, making it clear, specific, strong, maintaining the vision, managing towards the vision, and communicating the vision.

1.1.3 Strategy Implementation

Strategy implementation is one of the stages of strategic management which is a process rather than an event. A process is the flow of information through interrelated stages of analysis toward the achievement of an aim. It involves a number of stages as opposed to being a one spectacular event. Wheelen and Hunger (2010) pointed out that the strategic management process consists of four stages: environmental scanning, formulation, strategy implementation and strategy evaluation and control. Strategy implementation is

the process by which strategies are put into action through the development of programmes budgets and procedures, Hunger and Wheelen (2010). It requires a firm to establish annual objectives, devise policies, motivate employees, and allocate resources so that formulated strategies can be executed. Strategy implementation often is called the action stage of strategic management. Often considered to be the most difficult stage in strategic management, strategy implementation requires personal discipline, commitment, and sacrifice.

Successful strategy implementation hinges upon managers' ability to motivate employees, which is more of an art than a science. However well Strategies are developed, they are of no value unless they are successfully implemented Aosa (2000). He further suggests that while there should be an active link between strategy development and execution (planning and action), the line managers who are responsible for implementing strategies should be involved in developing the strategies. Interpersonal skills are especially critical for successful strategy implementation. Although most organizations take into account this general process of strategy implementation, they forget other factors which could cause the implementation to fail. The main failures encountered in many organizations are ineffective leadership, lack of ownership, lack of necessary resources, insufficient risk identification, unclear objectives, tasks and responsibilities, ineffective and insufficient

1.1.4 Challenges of Leadership

Leadership comes with various challenges which can impact on the overall achievement of the implementation of the strategy. How executives define who they are and where they want to go evolves over time and it is dependent on cultural, social, economic and political trends. Leadership is challenging both in deed and practice. Three kinds of leadership challenges are external coming from people and situations, internal or those from the leader and those from the leadership role itself. Leaders have to deal with the external challenges like lack of resources, opposition from sources in the community, and interpersonal problems within the organization, social, economic, technological, legal and political forces. A leader can cope with external challenges by being proactive, creative, facing the conflict, getting a good ground, retaining his objectivity and looking for collaborative opportunities.

Internal challenges of leadership which involve the personal attributes and characteristics as a leader can lead to insecurity, defensiveness, lack of decisiveness, inability to lead when there is a problem, inability to be objective and impatience. Thus it is important for a leader to cope with the internal challenges by listening to people's responses to their ideas, listening to variety of people even those who disagree with their opinions. The leader could also use the 360 degree feedback and actually use it for self improvement, get to know what is going around and reaching out for help. Leadership by itself is a challenge because the position brings with it unique demands. Leaders are usually viewed as authority figures, role models, and fixers of things, mentors, inspirers and teachers. Coping with challenges coming from the leadership role can be handled by creating a way

of revisiting the vision, sharing the burden by finding an individual or group with whom to discuss the issue with, and adhering to a balanced work life. Most challenges experienced by leaders usually may arise when something new is about to start or end, when times are tough or when there is transition.

1.1.5 Electoral and Boundary Process in Kenya

The electoral process in Kenya has evolved over the years since the first General Elections held at Independence in 1963 under a multi-party system. Soon after and for a long time, the country became *de facto* one-party state between 1966 and 1982, and a *de jure* state from 1982 to 1991. This status changed in 1991 when Kenya reverted to a multiparty state following the repeal of Section 2 (A) of the Constitution. At the same time, the Kenya Independence Order-in-Council created the first Electoral Commission with the Speaker of the Senate as its Chairman. Other members included the Speaker of the House of Representatives as the Vice Chairman and nine others appointed by the Governor General.

Further political developments leading to the abolition of the two-tier parliamentary system in 1966, saw elections being managed by a Supervisor of Elections based in the Attorney General's Chambers. During this period, Civil servants became increasingly involved in the management of elections; and the Provincial Administration assumed some key roles with District Commissioners and other civil servants being designated as Returning Officers. The electoral process assumed a unique dimension with the introduction of the queue-voting system, popularly known as *mlolongo*, the Kiswahili for

queuing, way back in 1988. This considerably weakened the electoral process by removing secret balloting which is considered a hallmark of a credible electoral system.

1.1.6 Independent Electoral and Boundaries Commission

The Independent Electoral and Boundaries was established under Article 88 of the Constitution of Kenya, 2010, Chapter Seven. Under Article 88 the Commission is mandated to conduct and or supervise elections and referenda for any elective body or office established by the Constitution and any other elections as prescribed by an Act of Parliament. Specifically the IEBC is responsible for; continuous registration of citizens as voters; regular revision of the voters' roll; delimitation of constituencies and wards; regulation of the process by which parties nominate candidates for elections; settlement of electoral disputes, including disputes relating to or arising from nominations, but excluding election petitions and disputes subsequent to the declaration of election results; the registration of candidates for election; voter education; facilitation of the observation, monitoring and evaluation of elections and regulation of the amount of money that may be spent by or on behalf of a candidate or party in respect of any election.

IEBC has also created other operational structures and offices for the administration of the IEBC. The Act provides for the financial provisions for the Commission including the establishment of the Independent Electoral and Boundaries Commission Fund. Other aspects relating to the management of financial resources of the Commission have also been imbedded in the Act. The Commission comprises of a Chairman and eight Commissioners with responsibility for policy direction and strategic oversight. The day-

to-day operations of the Commission are managed by a permanent Secretariat with structures at the Headquarters, Regional and Constituency levels. The IEBC has a seven-year Strategic Plan that provides the road-map for strengthening the Commission's capacities in all its functions; and of the electoral process in Kenya. The plan provides the Commission's Vision, Mission, and Core values. It also sets the goals and objectives to be realized over the seven-year period starting 2011 to 2017. The Strategic Plan was prepared in a participatory manner.

1.2 Research Problem

Strategic leadership is the ability to anticipate, envision, maintain flexibility, and empower others to create strategic change as necessary. Guillot (2003) defines strategic leadership as the ability of an experienced senior leader who has wisdom and vision to create and execute plans and make consequential decisions in the volatile, uncertain, complex and ambiguous (VUCA) strategic environment. Thompson, Strickland and Gamble (2008) noted that a winning strategy must fit the enterprise's external and internal situation, build sustainable competitive advantage, and improve company performance. Often times, strategy implementation involves the day to day decisions in resource allocation and is usually implemented by the middle and lower level managers, Wheelen and Hunger (2010).

Zooga (2003), points out that in Africa, the scarcity of studies of executives at the strategic apex of African organizations (Ndongo, 1999), cultural heterogeneity of the continent (Awedoba, 2005) and resistance of organizations to empirical investigation

(Ugwebu, 1999) are factors that compound the challenges of strategic leadership studies in Africa. In Africa, few, if any consistent studies on leadership exist even though Africa's needs for effective leadership are tremendous (Ndungu, 1999) as quoted by Zooga (2009). The few African scholars who have examined leadership behaviours in African organizations only focused on operational or supervisory leadership that is concerned with leadership in organizations (Ugwebu, 1999) as quoted by Zooga (2009). Thus leadership must first know who they are and where they are going. The study of challenges of strategy implementation has attracted many researchers while that of strategic leadership may not have attracted as many this shows that strategic leadership has developed in the last few years.

Some of the studies on strategic leadership are Ratemo (2012) studied niche leadership. This study discussed the usefulness of, relevance and execution of niche leadership and practice of strategic leadership in relation to the promotion of firms' performance in Kenya. Ndungu (2010) studied the effectiveness of leadership strategies used in destination branding in the promotion of return to customers. The study found out that firms should be encouraged to use less traditional leadership strategies to entice customers in their firms, thus increasing the number of customers in their firms. Salim (2010), carried out a study on negative leadership practice and the public sectors; a study of mainstream parastatals. This study found out that negative leadership practice adversely affected performance.

Other studies are by Gor (2013), whose study closely looked at the practice of strategic leadership at Wrigley Company East Africa limited Kenya and deduced that strategic leadership is crucial to the success of any organization and that leadership uses communication as a leadership strategy. Obara (2008) studied the challenges in strategy implementation at the Electoral Commission of Kenya and found out that the key areas of challenges were weak organization structure, gaps in systems, culture and traditions, lack of policies and rules, not fully equipped in technology, inadequate leadership, lack of competent human resources, lack of rewards and support systems and funding. Omondi (2011) studied impact of leadership styles of managers on implementation of learning organization concept at Post Bank which revealed that the best leaders at creating a learning organization are balanced between transactional leadership, transformational behaviors and transformational characteristics but while maintaining the a balance in all three, the most successful leaders at creating a learning organization seemed to excel in the transformational leadership characteristic style.

Other studies in leadership development should begin and end with the business's strategy and objectives in mind. Hewitt found that the top 20 companies in the U.S. in leader development closely linked development strategies with business strategies (Salob & Greenslade, 2005). This was done even over the temptation to build development practices that were composed of best practices from other companies or heralded in benchmark studies or training magazines. In a 2004 study, 69 percent of respondents noted that the "creation of an integrated strategy and system for all executive

development” was the leading priority of their learning and development organizations (Bolt, 2004). These results replicated an earlier study as well (Bolt, 2004).

These previous research undertaken on strategic leadership and strategy implementation, have not addressed the issues of challenges of strategic leadership especially in the Kenyan situation. My research intends to bridge the gap between the previous studies and my current topic leading to the logical question what are the challenges of strategic leadership in strategy implementation by IEBC?

1.3 Research Objective

The objective of this study was to determine the challenges of strategic leadership in strategy implementation by IEBC.

1.4 Value of the Study

Due to the strategic role in the country’s electoral process, IEBC has occupied the centre stage especially after the conduct of last general election. This has generated interest in the public and with the international community as to what leadership strategy challenges does the body face. This study will provide useful information to the management of the electoral body on the challenges the body is facing in providing strategic leadership in running the elections in the country.

The study finding will be useful to Government of Kenya and policy makers who could use the information generated to better understand the challenges faced by IEBC. This

will inform policy makers and government to initiate reform channels, restructure the organization, and enable it to run credible elections in the future.

The study seeks to generate information on electioneering process, outputs and outcomes that will be used by academia and researchers. The study will also open more opportunities for further research in the area strategic challenges in the IEBC in Kenya.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter outlines the review of pertinent literature. This covers both theoretical and empirical literature. Theoretical literature focuses on the strategic leadership, the leadership styles and environment, strategy implementation and strategic plan process, challenges of strategy implementation and the election process.

2.2 Theoretical Foundation

A review of the leadership literature reveals evolving schools of thought from the great man and trait theories to transformational leadership. The early theories tended to focus on the characteristics and behaviours of successful leaders while the later theories begin to consider the role of followers and the contextual nature of leadership.

The Upper Echelon Theory (UET) was founded on the premise that organizational outcomes are directly impacted by the knowledge, experiences and expertise of those individuals occupying prominent managerial roles in the organization. Hambrick and Mason (1984). According to the theory the choices made by these individuals (leaders), organization is argued to be directly impacted. To reconcile the impact that these upper echelons have on organizational performance, (Hambrick and Mason 1984) argued that the focus should be directed towards those data readily observable reflecting individual characteristics with respect to the educational, professional and social backgrounds of prominent managers in organizational contexts.

The theory states that strategic choices and business performance are determined and shaped by the characteristics of dominant actors within an organization, particularly the top executives. These characteristics include age, functional in-depth experience, education, socio economic status, financial position and team homogeneity/heterogeneity. Such characteristics may be influenced by both internal and external factors. Three central tenets of the Upper Echelons Theory are that; strategic choices made in firms are reflections of values and cognitive bases of powerful actors, the values of cognitive bases of such actors are a function of their observable characteristics like education or work experience and as a result significant outcomes will be associated with observable characteristics of those actors. These three tenets frame the upper echelons proposition that an organization and its performance will be a reflection of its top managers.

In strategic leadership theory, early works on strategic leadership by (Hosmer 1982) noted that contingency theories of leadership did not account for an organization's competitive position in the industry. Hosmer (1982) proposed that the task of the leader was different from that of a manager because a leader must constantly consider the organizational strategy in relation to the external environment. This theory assumes that organizations are reflections of their own leaders, Finkelstein and Hambrick (1996). This theory was adapted and expanded from the Upper Echelon Theory. A fundamental premise of the strategic leadership theory is that a leader's vision and interpretation of information is influenced by that leader's values, cognitions and personality, Cannella & Monroe (1997). More recently the authors of strategic leadership have described strategic leadership in broader terms. Hitt and Ireland (1997) proposed six components of

strategic leadership; determining the organization's vision; exploiting and maintaining core competencies; developing human capital; sustaining an effective organization culture; emphasizing ethical practices and establishing balanced organizational controls.

In contingency theory of leadership, the success of the leader is a function of the various contingencies in the form of subordinate, task, and/or group variables. This theory stresses using different organizational situations. Fiedler's contingency theory is the earliest and most researched. It asserts that group performance is contingent on the leaders' psychological orientation and on three contextual variables; group atmosphere, task structure and the leader's power position. According to Contingency theory of decision making by Vroom and Yetton 's decision participation or the normative decision theory, the effectiveness of decision quality and acceptance , the amount of relevant information possessed by a leader and subordinates, the likelihood that the subordinates will accept an autocratic decision or cooperate in trying to make a good decision if allowed to participate, the amount of disagreement among subordinates with respect to their preferred alternatives. Providing strategic leadership is an important role for the top management team regardless of the characteristics of the strategic leader.

Having analyzed the various theories and their relevance to this study, it is appropriate to say that this study will be grounded on strategic leadership theory with focus on the effect of leadership on the organizations. According to (Finkelstein and Hambrick 1996) organizations are reflections of their own leaders, and in this case IEBC character will be symbolic of the leadership that is exercised by its leaders. This therefore calls for

effective strategic leadership in IEBC since their leadership will influence the performance of the organization.

2.3 Strategic Leadership

Strategic leadership focuses on the people who have the overall responsibility for the organization and includes not only the titular head of the organization but also members of the top management teams or dominant coalition, Cyert and March (1963). Strategic leadership is the ability to anticipate and envision the future, maintain flexibility, think strategically, and work with others to initiate changes that will create a competitive advantage for the organization in the future. Effective leadership cannot exist without full inclusion, initiatives and cooperation of employees, meaning, one cannot be a greater leader without great followers. A leader gets things done through people, set direction and get people to follow them.

Guillot (2003) observes that strategic leadership entails making decisions across different cultures, agencies, agendas personalities and desires. He further says it requires the devising of plans that are feasible, desirable and acceptable to ones' organization and partners and that since the aim of strategy is to link the ends, ways, and means, the aim of strategic leadership is to determine ends, choose the best ways and apply the most effective means. Strategy is the plan while strategic leadership is the thinking and decision making required to develop and effect the plan.

Activities associated with Strategic leadership include making strategic decisions, creating and communicating a vision of the future, developing key competencies and capabilities, developing organizational structures, processes and controls, managing multiple constituencies, selecting and developing the next generation of leaders, sustaining an effective organizational culture , and infusing ethical values and systems onto organization's culture (Hickman, 1998): House and Aditya (1997): (Hunt 1991): (Hitt and Ireland, 1997: Selznick, 1984: Zaccarro, 1996)). Hambrick (1998) argues that strategic leadership occurs in an environment embedded with ambiguity, complexity and informational overload. It is noted that environment that surrounds organizations is becoming increasingly hyper- turbulent, (Eisenhardt, 1989).

The essence of strategic leadership is the creation and maintenance of absorptive capacity (Cohen and Levinhal, 1990) and adaptive capacity (Black and Boal, 1996, Hambrick 1989) coupled with managerial wisdom (Mala and Kriger, 1998). Absorptive capacity refers to the ability to learn. It is the continuous genesis of creation and recreation where gestalt and logical structures are added or deleted from the memory, Piaget (1968). Absorptive knowledge occurs at both individual and organizational levels since knowledge and learning are distributed throughout the organization. Absorptive capacity of strategic leaders (those at the apex of the organization) is important because leaders in such a position have a unique ability to change or reinforce existing action patterns within organizations.

Adaptive behavior refers to the ability to change. The new competitive landscape characterized by increasing discontinuities and disequilibrium conditions, hyper competitive markets and increasing focus on innovation and continuous learning, organizational success depends upon the strategic flexibility, Hitt, Kitts and DeMarie (1998). Strategic flexibility allows a firm to be proactive or respond quickly to changing competitive conditions. Strategic flexibility allows for the attainment of current performance and the options to take advantage of future opportunities. Organizational flexibility derives from leaders at the top. The organization's ability to change requires that leaders have cognitive and behavioural complexity and flexibility coupled with an openness to and acceptance of change, (Black and Boal, 1996).

Managerial wisdom combines properties of discernment and Kairos time (Bartunek and Necochea, 2000). It involves the ability to perceive variation in the environment and an understanding of the social actors and their relationships. When discussed in terms of understanding others, the labels social intelligence or interpersonal intelligence Gardner, (1985). Social awareness and social skill are components underlying the social intelligence. Kairos time involves the ability to take the right action at a critical movement.

Goffee and Jones (2006) state that strategic leadership lies in mastering a wide range of skills such as; strategic leadership needs to develop initiative by looking at barriers as challenges and opportunities; strategic leadership should be competent in terms of skills (both technical and social) and need to continuously assess their performance and

improve their skills since as Pearce, (2007) notes, credibility builds confidence to the investors and employee commitment; strategic leadership should be visionary since according to Sharma (2007), the right vision bridges the present and the future; strategic leadership should be persuasive, the strategic leader can influence their followers through use of rewards and punishment, social learning, stimulus response conditioning knowledge, ensuring attention, acceptance and retention of information. The way leadership treats its employees determines the way in turn they treat the customers; Strategic leadership should embrace integrity as indicated by Sharma (2007) corporate integrity involves the sense of shared goals, open communication at all levels meritocracy, appropriate accountability structures; Strategic leaders need to be flexible that is the ability to adapt to and embrace changes as positive and desirable; strategic leaders must have concern for other people by having the ability to demonstrate genuine care for the people they lead. Strategic leadership is exerted when the decisions and actions of leaders have strategic implications for the organization.

2.3.1 Styles of Leadership

Leadership can be broadly viewed as consisting of three distinct styles. Authoritarian or Autocratic provide leadership, provide clear expectations for what needs to be done, should be done and how it should be done. There are clear division between the leader and the followers, make decisions independently with little or no input from the rest of the group. Researchers found that decisions making was less creative under authoritarian leadership. Lewin (1935) also found it was more difficult to move from authoritarian to democratic style than vice-versa. The abuse of the style is seen as controlling, bossy, and

dictatorial. Style is best applied where there is little time for group decision making or where the leader is the most knowledgeable.

Participative leadership also known as democratic leadership is generally the most effective leadership style. These leaders offer guidance to group members but they also participate in the group to allow input from other group members. They encourage group members to participate but retain their final say over the decision making process. Group members feel engaged in the process and are more motivated and creative. Delegative leadership is also known as laissez faire. It is the least productive, offers little or no guidance to group members and leave decision making upto group members, it may lead to poorly defined roles, lack of motivation.

2.3.2 Environment and Leadership Style

Leadership is widely considered to be an important aspect of project-based organizing and there are several reasons to suggest that transformational leadership is of particular relevance in this context. However, there is a dearth of both theoretical and empirical work on leadership in project-based organizations. (Keegan and Hartog 2004). Given an environment in which a leader has to exercise leadership, leaders are shaped by both their intuition as well as the environment they operate in. Empirical studies compare the relationship between transformational leadership style and employee motivation, commitment and stress for employees reporting to either project or line managers.

Results have shown that although project managers are not perceived as less transformational, the relationships between transformational leadership and outcomes tend to be less strong for employees reporting to project managers than for those reporting to line managers. This shows that the environment that leaders operate in can and has always influenced their leadership style. To understand the strategic leadership environment, Guillot (2003) pointed out four distinct components of strategic leadership environment which include interrelated parts as the national security, domestic, military and international environments within which the strategic leaders must consider many factors and actors. Strategic environment is interrelated, complementary and contradictory.

Strategic leaders must therefore understand the four components of strategic environment which helps them understand the national priorities and opportunities, know the threats and risks to national security, understand the military strategy, comprehend policy guidance, and balance capabilities against vulnerabilities. Strategic leaders must know how to engage with the media, know how to accurately measure public support, and understand the international environment by exploring the context.

2.4 Process of Strategy Implementation

Several researches have emphasized the importance of matching the characteristics of leader with the strategy of the organization to achieve effectiveness (Gupta and Govinder). Hunger and Wheelen (2010) pointed out that the strategic management process consists of four stages: Environmental scanning, formulation, strategy implementation and strategy evaluation and control. Environmental scanning is the monitoring, evaluating and dissemination of information from the internal and external environment to key people within the corporation. Thompson, Strickland and Gamble (2008) noted that a winning strategy must fit the enterprise's external and internal situation, build sustainable competitive advantage, and improve company performance. They further note that a good strategy plus good strategy execution results to good management. Strategy formulation includes developing a vision and mission, identifying an organization's external opportunities and threats, determining internal strengths and weaknesses, establishing long-term objectives, generating alternative strategies, and choosing particular strategies to pursue.

Strategy implementation is the process by which strategies are put into action through the development of programmes budgets and procedures, Wheelen and Hunger (2010). It requires a firm to establish annual objectives, devise policies, motivate employees, and allocate resources so that formulated strategies can be executed. Strategy implementation often is called the "action stage" of strategic management. However well strategies are developed, they are of no value unless they are successfully implemented Aosa (2000). According to Hill et al. (2009), the main components of the process for strategy

implementation are the design of governance and ethics, the organizational structure, the organizational culture and the organizational controls. A framework for implementing strategy can be based on one or more focal points which may include goals and objectives, budgets and quantifiable targets, key concerns on matters of process and outcomes commonly agreed as vital by the management of the organization.

2.5 Challenges of Strategy Implementation

According to Pearce and Robinson (2011), managers responsible for the success of a strategy are typically concerned with the following sets of questions: Are we moving in the proper direction? Are key things falling into place? Are we doing the critical things that need to be done? Should we adjust or abort the strategy? And how are we performing? Are objectives and schedules being met? Are costs, revenues, and cash flows matching projections? Do we need to make operational changes? The control of strategy can be characterized as a form of 'steering control' according to Yavitz and Newman (1982). At the same time changes are taking place in both the environmental situation and the firm's internal situation. The political landscape in the world is volatile. It is essential, therefore, that strategists systematically review, evaluate, and control the execution of the strategies according to David (2009).

Many organizations have winning strategies but managers cannot effectively implement them. Major reasons why organizations fail to implement their strategies according to Fouri (2007) are the vision barrier, where the employees do not understand the vision of the organization and key changes responsible in changes have not been identified,

leadership barrier where leadership provided by top leadership is inadequate, resource barrier where allocation of resources in the organization is not aligned to the strategies and people barrier where goals and incentives have not been well aligned with the strategies of the organization. Successful strategy implementation needs more than a leader it, requires teamwork from leadership group through dialogue, collaboration and stays connected to the knowledge in lower levels. A lack of strategic leadership has also been identified as one of the major barriers to effective strategy implementation (Beer and Eisenstat, 2000; Kaplan and Norton, 2004; Hrebiniak, 2005).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter specified the entire process that the research followed to achieve the objectives of the study. It presented the research design that was used in the study, explaining the sources of data that was used, the methods of data collection and the techniques that were used to analyze the data collected.

3.2 Research Design

According to Cooper and Schlinder (2001), research design constitutes the blue print for data collection, measurement and analysis. The study was carried out as a case study design. According to Kothari (1990) a case study is a form of qualitative analysis which involves a careful and complete observation of a social unit which can be a family, a person, a cultural group, or an entire community or institution. The study focused on establishing strategic leadership challenges faced by IEBC in implementing the strategic plan.

Mugenda and Mugenda (2003), also points out that a case study allows an investigation to retain the holistic and meaningful characteristics of real life events. It is a method of study in depth rather than breadth and lays more emphasis on a limited number of events and other interrelations. Previous studies of similar nature have successfully used this method Atandi (2010).

3.3 Data Collection

The study used both primary and secondary data. The primary data was collected by use of face to face interview guides and carried out between the researcher and respondents. The respondents were drawn from 3 Commissioners, 3 Directors, 5 managers, 5 Assistant managers/Coordinators who are knowledgeable on the operations and activities of IEBC. Primary data was supplemented with secondary data obtained from organizational documents such as observer reports, strategic plan, Audit reports, and annual reports.

The nature of data collected was qualitative using an interview guide. The instrument consisted of open ended questions to elicit specific responses for qualitative analysis. The questions formulated were standard hence the responses were homogenous.

3.4 Data Analysis

Data obtained was qualitatively analyzed using content analysis techniques. Mugenda and Mugenda (2003) pointed out that the best content-analytical studies use both qualitative and quantitative methods. The information was analyzed and evaluated to determine its usefulness, credibility, consistency and adequacy. Content analysis technique was used because it assisted in making inferences by objectively identifying specific information and relating the same to occurrence trends on strategic leadership challenges facing firms.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The objective of the study was to determine the challenges of strategic leadership in strategy implementation by IEBC in Kenya. IEBC has a strategic role in the country's electoral process, hence occupying the centre stage in the political and leadership determination of the country. This has generated interest in the Kenyan public and as well with the international community and its leadership strategy coming to close scrutiny. The data for this study was recorded by writing the responses as provided by respondents after which the responses were compared against in order to get more revelation on the issues under study by use of the conceptual analysis. In this chapter, data was analyzed qualitatively and presented, interpreted and findings discussed in relation to the stated research objective.

4.2 Response Rates

Data collected from respondents included characteristics such as departments of the respondent, gender, and years of service worked in IEBC. Other aspects that were being targeted included the strategic planning and strategy implementation at IEBC, challenges faced by IEBC both internal and external and how IEBC was coping with those challenges. This section presented findings in relation to these questions in the interview guides. In regard to the departments, this study was conducted at the management level and targeted commissioners, directors, managers, and assistant managers/coordinators that were thought to be knowledgeable on the operations and activities of IEBC. Due to

the nature of work at IEBC, not all respondents were interviewed but a good percentage 93.75% of respondents managed to respond to the interview guide. Since this was a case study, the responses from the sixteen members of staff including managers, directors, commissioners and coordinators were considered adequate to represent the characteristics and views of the IEBC.

In terms of the gender distribution at IEBC, findings indicated that of all the sixteen respondents, nine (56.25%) were males while six (37.5%) females. This indicated that the IEBC observed the requisite third of either gender representation in the management and policy level. The respondents when asked to indicate the number of years that they had served in the IEBC, all the respondents indicated that they had served for between two and five years. The study respondents were asked to indicate their respective department and functions within the IEBC. Analysis showed that the respondents came from both operational departments that included voter education, regional elections coordination and constituency elections coordination and support departments like transport and security, procurement, administration, communication and from the CEO's office, their focus was on supporting the commissioners achieve the mandate of the organization achieve its mandate.

4.3 Findings of the Study

The following are the results of the analysis of both primary data and secondary from information gathered from the sixteen respondents who represented senior management teams in the operations of the IEBC in various positions so as to address the study

objectives. In order to be able to understand the nature of strategic leadership challenges faced by IEBC, in Kenya, respondents were asked to give indications of what they thought were the challenges IEBC faces and suggest ways of mitigating those challenges.

Content analysis technique was used to assist in making inferences by objectively identifying specific information and relating the same to the objective. The results of the findings are as follows.

4.4 General information on IEBC

In terms of the gender distribution at IEBC, findings indicated that of all the sixteen respondents, ten (56.25%) were males while six (37.5%) females. This indicated that the IEBC observed the requisite third of either gender representation in the management and policy level. The respondents when asked to indicate the number of years that they had served in the IEBC, all the respondents indicated that they had served for between two and five years. Given the volatile nature of jobs at the IEBC especially given Kenya's electoral process where a commission hardly lasts ten years, these years worked are indicative enough for the respondents to give information on IEBC as an institution.

The study respondents were asked to indicate their respective departments and functions within the IEBC. Analysis showed that the respondents came from support departments like transport and security, procurement, administration, communication and from the CEO's office; their focus was on supporting the commissioners achieve the mandate of the organization. The support departments at IEBC were critical in enabling the

organization achieve its mandate through back office logistical support. The operational departments which run the actual operations of the electioneering process were also represented by voter education, the regional and constituency election offices.

4.5 Impact of Strategic Leadership at IEBC

The objective of the study was to determine the challenges of strategic leadership in strategy implementation by IEBC in Kenya. From the responses, at IEBC strategic leadership is critical in addressing not only every day issues of the organization but also instrumental in directing, resourcing and influencing strategic performance of the IEBC. Respondents confirm that the existence of strategic leadership creates shared values and brings out a common vision for the organization. Strategic leadership unites the organization staff.

Findings revealed further that strategic leadership had resulted in good working relationships at IEBC though not to the optimal level some of the respondents would have wanted to see. Respondents acknowledged deliberate efforts to hold departmental meetings, plenary session's minutes now being shared to managers but before they only reached directors. Also IEBC has introduced trainings and team building activities to encourage bonding of the staff. As a result, the IEBC has instituted annual monitoring and evaluation of its performance and feedback shared among departments and managers so as to inform staff on the achievement or non attainment of strategic goals.

4.6 Risk Management in IEBC

One of the key aspects of running and implementing a strategy is the aspect of risk averse. IEBC had a risk directorate responsible for the risk assessment and management of risks for and on behalf of the commission. Respondents from the analysis reported that the organization manages risk through instituting a risk preparedness programme, through research and comply with legal obligations and adherence to the strategic plan and through well targeted and timely public communication through the media or other fora. Interesting observation is that 50% of respondents have either no idea how IEBC handles risk management or have vague ideas on the same while 50% of them knew exactly how risk was being managed. Therefore IEBC needed to reach out to the 50% of those who have no idea to ensure they are on board.

4.7 Implementation of Monitoring and Evaluation Recommendations

From the respondents analysis established that IEBC carries out formal periodic evaluations of the strategic leadership though from fair to moderate levels. However about 50 % of the respondents were not aware of the existence of the risk directorate or could not categorically acknowledge the role the directorate does within the organization. 12.5% of respondents reported that there had never been an evaluation in IEBC neither implementation of evaluations. Some respondents however said that after feedback was received, a way forward by the commission is adopted and then implemented at appropriate levels. Other findings were that annual evaluations do take place and resolutions given to concerned parties within the organization.

4.8 Challenges of Strategic leadership in Strategy Implementation

This study further sought to establish challenges strategic leadership encountered in implementing of the IEBC's strategic plan. Respondents recorded several challenges in the process of strategy implementation. These challenges included limited resources, management of diversity among staff, political interests and interference, voter registration and education, people's perception that IEBC was incompetent, suspicion management of electoral results, wide mandate covering the entire aspects of electoral process and delimitation of boundaries across the country and negative publicity.

These challenges can be grouped into two major categories including those that were external to the commission and those that were internal to the commission. The cause ranged from political parties and politicians, IEBC staff, changing environment and demand for greater accountability by the public, low budgetary support or late disbursements of budgeted funds and corruption within and without especially with regards to procurement of goods and services in IEBC. Ethnicity too is responsible for the mistrust and suspicion among the staff of IEBC.

4.8.1 Internal challenges of strategic leadership

This study found out from the analysis that internal challenges to strategic leadership included management of diversity within the organization among its staff, limited resources both human and financial, lack of capacity on staff available on handling strategy implementation, unpreparedness during the strategy implementation, wide mandate across the entire country, top down decision making process, top down

budgeting process, the organization structure which has one team of commissioners on a specified contract period while that of secretariat is of permanent terms, lack of clear knowledge on the role of strategic leadership, management of internal expenditure, delay in funds disbursements by National Government.

Others were the lengthy communication channels, technological demands due to lack of capacity, lack of cooperation and coordination amongst various directorates, personal conflicts, poor/lack of teamwork, poor staff perception, lack of trust and flow of information, suspicious relationship, information gaps/holding, low staff morale, bureaucratic procedures that create unnecessary delays, not making/delay in decision making, some functional areas still lacking policies, poor operational planning and implementation of plans which is based on directorates silos, more focus on headquarters planning and funding than on field based thus creating relationship difference between the field, headquarters and commissioners, back passing and blame games. Analysis recorded that these challenges had weighed down on the credibility of IEBC on delivering its mandate.

4.8.2 External challenges of strategic leadership

Research findings established that political interference, cited by 100% of the respondents, was the single most challenging aspect of the commission's work. This emanates from political parties and leaders across the country and political divide. Other external challenges include; late disbursement of funds/lack of financial independence, mistrust by political leaders and constant blame that IEBC could not hold successful

elections, suspicion and management of poll results, non acceptance of results by looser, insecurity, delayed approval of projects, tenders and general interference with the commission's procurement work; ambiguous and plethora of electoral laws, Judiciary rulings delayed or different in various courts and technological capacity aspects, wide area of coverage in demography and geographical, and low rate of absorption, interdependence on other government/stakeholders agencies for strategy implementation, timetable activities conflict with others, cultural diversity inclined to ethnicity and tribalism, poor communication and misinterpretation/scrutiny by media and public, poor embracement of new technology. Further analysis revealed that just like the internal challenges, the credibility of the commission had suffered and doubts hanged over its operations due to the external environment challenges experienced.

4.8.3 Mitigating against challenges of strategic leadership at IEBC

From the research findings, the Independent Electoral and Boundaries Commission had used the established structures and systems to enhance synergy between the commission, its staff and stakeholders. Other strategies that had been adopted to mitigate the challenges included civic education among its staff and the general public to create awareness and enhance rights of the citizenry; carry out critical electoral systems reforms, enhance the communication strategy, management of public expectations, realistic costing of projects, dialogue, enhance capacity building and trainings of staff, eliminate bureaucracy, embrace proper planning, build strong corporate culture at IEBC, enhance job descriptions clearly detailing out roles and responsibility of each office and integration/synergy of departments to deliver as a single entity.

4.9 Communication as a tool in Strategic leadership

When asked about the communication strategy as a tool to enhancing the functioning of the commission, respondents were not sure how effective the strategy had been used to the advantage of the commission. Some insights though on how the commission can enhance its image through an improved and vibrant communication strategy was cited by respondents as the best way forward. An improved communication strategy had the capacity to inform the general public on the activities of the commission as well as inform staff within on the goings on about the commission, their roles, duties and responsibilities. Commission had the ability to amalgamate teams among staff for common goals and enhance attainment of strategic goals that the commission planned to achieve. Good communication strategy too can help manage the expectations of the public but most importantly rally support from the general citizenry in the attainment of the commission's goals.

4.10 Discussion

The objective of the study was to determine the challenges of strategic leadership in strategy implementation by IEBC in Kenya. Respondents of the study all agree that strategic leadership at IEBC had not been realized to deliver on its potential. From literature, the Upper Echelon Theory (UET) was founded on the premise that organizational outcomes are directly impacted by the knowledge, experiences and expertise of those individuals occupying prominent managerial roles in the organization. Hambrick and Mason (1984). The theory states that strategic choices and business performance are determined and shaped by the characteristics of dominant actors within

an organization, particularly the top executives. This is consistency from the analysis and responses from interviewees in that the majority of respondents think that management of IEBC had not given commensurate strategic leadership and oversight to enhance delivery of the goals of the institution. In fact among the commissioners and staff of the organization mistrust reigns large hence hindering its performance as an organization.

From the study findings, respondents reported that there was no clarity on the implementation of the strategic leadership and that its review, evaluation and subsequent implementation of recommendations were unknown. This was due to the fact that communication strategy was poor both for internal purposes as well as external for general public information. According to Wheelen and Hunger (2010), state that strategy is a comprehensive plan stating how the corporation will achieve its mission and objectives. IEBC therefore had the obligation of setting its agenda straight for both internal staff and stakeholders to understand their levels of interactions with the organization.

Respondents of this study identified a number of strategic leadership teams that included commissioners, directors, managers, research and development, among other critical functional departments that aided in the delivery of the mandate of the organization. There was a gap between strategic plan and its implementation hence research and development was identified as the most critical of the STLs in IEBC. Leadership needed to blend their skills and influence the direction the organization wanted to travel along hence the setting of goals and striving to attain them.

Furthermore, according to strategic leadership models, situational and contingency theories states that while leadership is a process, the situation can influence which type of leadership behaviour to take or exercise. Leaders are most effective when they make their behaviour contingent with the situation, this is also known as the contingency approach to leadership. The study findings are consistent with these theories such that respondents observed lack of strategic leadership or non assertive leadership that had created mistrust and suspicions among staff in the organization. That situation had been exaggerated by external political pressures that want to influence the operations of the commission. Respondents were in agreement that IEBC management need to resist the pressures by politicians and other vested interests if they were to win the confidence of the voting public.

Through the research and development, IEBC needed to continuously scan the environment for threat to its existence and propose suggestions on how to smartly run its business. Changes in technological aspects meant that management of IEBC cannot rely on the old strategies to enhance delivery of its goals and objectives. IEBC, according to respondents did not have a corporate cultural identity that could rally staff behind its ethics, moral aspects and general culture of serving staff above board. There is need therefore for IEBC to inculcate its cultural norms and values for all to know and resist the pressure cooker mentality.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The objective of the study was to determine the challenges of strategic leadership in strategy implementation by IEBC in Kenya. This chapter presented a summary of the findings, conclusion and recommendations drawn from the analysis of the data collected so as to address the study objectives.

5.2 Summary of the Study

The study findings revealed that there was overwhelming evidence by respondents that IEBC had not used the power of strategic leadership as it ought to. The seemingly lack of strategic leadership and organizational culture had undermined the attainment of the organizational objectives. The study found out that political interference from politicians and political parties was the single biggest challenge to the commission's pursuit of its objectives and respondents suggested that IEBC institute structures and systems to shield from such interference. IEBC too was challenged to enhance capacity building of its teams and staff to equip it with the latest in electoral performances to embrace the best practices of electioneering.

This research used a case study design whose target population consisted to staff from commissioners (3), directors (3), managers (5) and assistant managers (5) in the organization. Those interviewed were the heads of these units or commissioners with lots

of information on the organization. 15 of the 16 targeted respondents were available for interviews. The study used primary data, which was gathered from respondents. The data was recorded by writing the responses as provided by respondents after which the responses were compared against others in order to get more revelation on the issues under study by use of the conceptual analysis.

5.3 Conclusion

The study established that the communication strategy of IEBC required to be revamped and once in place use it to the effect of influencing the general public as well as the internal staff. It was established that IEBC team had the necessary personnel to deliver on its mandate and just needed to increase synergy and team work among its staff and commissioners for it to achieve its mandate. While mistrust and suspicion were rife, an improved communication strategy from staff within was adequate to address this. IEBC had a risk assessment directorate that did not seem active from responses of those interviewed and the organization can benefit immensely from a revamped risk assessment unit.

5.4 Recommendations

In view of the findings, the following recommendations were made. That IEBC takes strategic planning and implementation seriously and focus the entire team of staff towards attainment of the strategic objectives. The commission should scan the environment to equip itself with the current trends in electoral process, use of technology to deliver its mandate and enforce the code of conduct and ethics. This had the possibility

to further reduce mistrust, suspicions and lack of coordination of the team. IEBC should re-examine its organizational structure and enhance performance management by aligning the performance targets with individual performance, utilization and involving strategic management tools like the balance score card in tracking the performance, ISO standards to enhance the monitoring and evaluation process. Also consider the possibility of outsourcing a lot of its functions such as public procurement, educational awareness and strictly adhere to the set out objectives and targets.

5.5 Implications for Policy, Theory and Practice

As far as policy and regulation was concerned, the study findings revealed the need for a policy that will isolate the organization from political interference and at the same time create a robust environment to allow for public participation in the formulation of its strategies and policies. Public good will is critical for the IEBC to attain its objectives and mandate. The IEBC had to focus on delivering its objectives, by developing enabling policies that enhanced efficiency, transparency, accountability and reliability of the electoral process. Policy makers therefore need to facilitate the IEBC in realizing its aspirations as set out in law and operational guideline.

The electoral process all over the world is fast adapting to new technological advancements and Kenya through IEBC cannot be left out. New technologies have to be introduced and implemented across the electoral process for enhanced confidence and democratization of the country. To gain credibility and public confidence, IEBC would have to enhance its communication strategy so as to information to the general public on

the goings on at IEBC as well as keep its staff on top of information. Research and development was cited as the department critical to keeping the organization on focus as new development, trends, threats and opportunities are churned out by the department. These findings will help practitioners of the electoral process not only in Kenya but also the rest of the world on the implications of strategic leadership or lack thereof.

The findings of the study are consistent with strategic leadership models, situational and contingency theories that state that while leadership is a process, the situation can influence which type of leadership behaviour to take or exercise. Leaders are most effective when they make their behaviour contingent with the situation, this is also known as the contingency approach to leadership. Both internal and external environments can have a significant impact on leader effectiveness. The overall situational leadership approach suggests that the leader must act in a flexible manner. These study findings therefore confirm and add to these theories.

5.6 Limitations of the Study

This study was carried out within a limited time frame and resources which constrained the scope and depth of the research. This necessitated the adoption of a case study design hence the findings cannot be used to make generalizations regarding strategy implementation challenges in all firms in the election management bodies (EMBs).

5.7 Suggestions for Further Research

From the findings inferences could be made on; the effect of structure on the performance of an organization. IEBC may seem too large in structure and most staff were recruited hence there is need to research on the effect of structure and performance of the IEBC; there is need to determine the effect of strategic leadership teams (SLTs) with performance on strategy implementation at IEBC; the need to determine the effect of strategic management tools like the balance score card, performance management software tools to assist in tracking performance.

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APPENDICES

Appendix I: Introduction letter

RE: RESEARCH DATA COLLECTION

Dear Respondent

I am an MBA student from the University of Nairobi currently undertaking a research project on “Challenges of strategic leadership in strategy implementation by the Independent Electoral and Boundaries Commission of Kenya” I am currently collecting data.

In view of the above, I am humbly requesting you to cooperate in responding to the questions provided in the interview guide attached herewith. Kindly read the accompanying instructions and respond to the questions as provided for.

The information that you will provide will remain confidential and will be used exclusively for this research for this research and not for any other purpose whatsoever.

Your response and cooperation in this matter will be highly appreciated. Thank you in advance.

Yours faithfully,

ROSEMARY N. LEKASI

Appendix 11: Interview guide

Introduction

This interview guide seeks to gather information in relation to the strategic leadership challenges facing IEBC. Information given by the respondents will be treated in confidence and will be used only for academic purposes. Kindly answer the questions, candidly and honestly to help get the correct picture of what was undertaken.

Part A: Background information of the interviewee

1. Interviewee's position? _____
2. Years in current position? _____
3. Years worked with the IEBC? _____
4. Years worked with IIEC? _____

Part B: Challenges of strategic leadership in strategy implementation

5. What is your understanding of the concept of strategic leadership?

6. What is your role in the Commission's strategic leadership process?

7. What are the challenges affecting the achievement of strategic leadership?

8. Which challenges in external environment do you encounter in the strategic leadership process of strategy implementation?

9. Amongst these external challenges which one would you consider being the most challenging factor in strategic leadership and why?

10. Which challenges in the internal environment have you experienced as a strategic leader during the strategic period?

11. Amongst these internal challenges which one would you consider being the most challenging and why? _____

12. What is your strategic response to mitigating these challenges?

13. Which would you consider to be the strategic leadership team in IEBC?

14. How were the staff empowered on strategic leadership?

15. How is trust and integrity cultivated in the organization?

16. In your view, how do the cultural norms, values and beliefs contribute to the strategic leadership challenges?

17. Communication is a strategy that is useful in strategic leadership. How effective has it been in promoting changes required in strategy implementation and what should be improved?

18. Do the organization's strategic results achieved meet the organizational objectives?

19. How does the existence of strategic leadership or lack of it impact the organization?

20. Are there deliberate interventions put in place to develop good working relations?

21. How does the leadership manage risks in the organization?

22. Is there a formal, periodic evaluation of the strategic leadership?

23. Is corrective action always taken as a result of evaluation of the strategic leadership?

24. Does the local leadership translate the Commission's global strategies into local action?
