

**STRATEGIC LEADERSHIP AND CHANGE MANAGEMENT
PRACTICES AT THE KENYA WILDLIFE SERVICE**

BY

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DECLARATION

This research study is my original work and has not been presented for the award of a degree in this University or any other Institution of higher learning for examination.

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

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This work is dedicated to my family. My dear loving husband Samuel Nderitu whose financial and emotional support and encouragement has been unending, to our dear son Hila Mwangi who went through this program while still kicking in my womb. To my parents and siblings, brother David when I went down financially you've been of great help.

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ABBREVIATIONS AND ACRONYMS

CEO: Chief Executive Officer

COYA: Company of the Year Awards

GAO: Government Accountability Office

ICT: Information and Communication Technology

KWS: Kenya Wildlife Service

M&E: Monitoring and Evaluation

PIQA: Product Improvement and Quality Assurance

SOPs: Standard Operating Procedures

UoN: University of Nairobi

ABSTRACT

This study had two main objectives of establishing strategic leadership and change management practices at the KWS and establishing the challenges of leadership strategies on change management practices at the KWS. The study was carried out through case study focusing on KWS and the strategic leadership being practiced and the change management process that was undertaken at the organization to turn around its business fortunes. Primary data was collected from the respondents through interview guide and key informant interviews. A total of 8 interview guides were sent out and administered out of which, 6 were responded to and 2 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 in order to meet the study objectives. This study revealed that KWS had a vision and mission that is shaped by the law governing wildlife conservation and management in the country and the vision, mission and mandate are then communicated through strategic plans, work plans, sensitization to inform all members of staff. It was also determined that KWS undertook change programme, and that the change was necessitated by low staff morale, poaching, and fraud, financial constraints/ corruption, poor performance, the lack of passion to deliver on the mandate and changing work environment. Activities that were rolled out as change program were strategy formulation, culture change, staff retraining and branding of parks and reserves across the country, review of the organizational structure, review of policy and law, participation in COYA awards, realignment of functions, documentation of procedures/ processes leading to ISO certification, awareness, coaching, training, role play/modelling and appointment of champions. Respondents noted that change was undertaken since management provided strategic leadership as well as support to the process. This is in line with literature as observed by Rowe (2001), that strategic leadership presumes a shared vision of what an organization is to be, so that the day-to-day decision making or emergent strategy process is consistent with this vision. This study recommends that strategic leadership must make change a continuous process and should be well communicated and known by the entire organization including the new comers in to the system. This way the organization does not run the risk of old habits that the organization was running away from and also the KWS should prioritize shared values and a clear vision which are important aspects of strategic leadership enabling and allowing employees to make decisions with minimal formal monitoring or control mechanisms. This study offered insights into strategic leadership as key to driving change management offer lessons to professional and practitioners of strategic leadership. The research findings addressed the questions under investigation and the objectives of the study. The implication of the study was to establish the importance of strategic leadership in driving change and the results are going to add value to theory, help academia and practitioners to understand, apply and replicate the findings.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Leadership is the process of establishing goals and motivating others to pursue and achieve these goals (Burnes, 2004). To maintain continuity, a change management team is needed and this includes those responsible for the original assessment of the need for change. The extent to which change is embraced within an organization depends on how adept the leader is in engaging the staff in designing the organizations response to change. Effective leaders use questions to both motivate and guide the change effort. A question calls for an answer, so it acts as a catalyst to refresh thinking and helps to initiate new action (Blohowiak, 2000). The dynamic environment necessitates changes in the organizational activities, processes and values in order to remain afloat (Johnson and Scholes, 2004).

Kotter (1995) introduced his eight-step process for leading change as follows; create urgency, form a powerful coalition, create a vision for change, communicate the vision, remove obstacles, create short-term wins, build on the change and anchor the changes in corporate culture. Kurt Lewin developed a framework based on a leader's behavior. He argued that there are three types of leaders: autocratic leaders make decisions without consulting their teams. This style of leadership is considered appropriate when decisions need to be made quickly, when there's no need for input, and when team agreement isn't necessary for a successful outcome; democratic leaders allow the team to provide input

before making a decision, although the degree of input can vary from leader to leader. This style is important when team agreement matters, but it can be difficult to manage when there are lots of different perspectives and ideas; laissez-faire leaders don't interfere, they allow people within the team to make many of the decisions. This works well when the team is highly capable, is motivated, and doesn't need close supervision.

KWS conserves and manages Kenya's wildlife for the Kenyan people and the world. It is a state corporation established by an Act of Parliament Cap 376 with the mandate to conserve and manage wildlife in Kenya, and to enforce related laws and regulations. Tourism is the second largest sector of Kenya's economy. They manage about 8 per cent of the total landmass of the country. This land contains 22 National Parks, 28 National Reserves and 5 National Sanctuaries. Also under KWS management are 4 Marine National Parks and 6 Marine National Reserves at the Coast. In addition, KWS manages 125 field stations outside protected areas, their vision being to save the last great species and places on earth for humanity.

1.1.1 Strategic leadership

Strategic leadership is the ability to anticipate, envision, maintain flexibility and empower others to create strategic change as necessary. Effective strategic leadership is the foundation for successfully using the strategic management process. Conger et al, (1999) warned that old ways of shaping behaviors in employees, namely rational persuasion and coercion are outmoded and will not work in the future. In the past these have rarely been successful in perpetuating lasting change. In the future, they could be

deadly to any organization. Dilworth (1998) notes that leadership development programs, as practiced by most organizations “produce individuals who are technologically literate and able to deal with intricate problem solving models, but are essentially distanced from the human dimensions that must be taken into account. Leaders thus may become good at downsizing and corporate restructuring, but cannot deal with a demoralized workforce and the resulting long-term challenges”.

The effective leaders of the future will need to consistently ask questions to receive feedback and to solicit new ideas (Marquardt, 2005). He further states that leaders of the future will encourage thought and guide with questions rather than answers and they will be open and honest, avoiding the appearance of being know-it-alls. Leaders who can ask process information and learn in a highly efficient manner will build organizations that have tremendous competitive advantage over their slower and less proactive competition. Leaders who ask questions can truly empower people and change organizations. Goldberg (1998) notes how questions cause new openings whereas statements and opinions rarely do. Statements tend to lead to rote action. Effective questions on the other hand lead to effective actions; ineffective or neglected questions result in detours, missed goals and costly mistakes.

Nadler and Nadler (1998) state that to survive the effects of continuous change, leaders need to accomplish three major tasks; to shape the political dynamics of the change process, to motivate change, and to manage the transition period. In every organization, there is a line that can be drawn. Above the line, generally at the more senior levels of the

organization, people use the word we to imply collective responsibility for success and failure. People in this group say things like, we did this well. We should have done this better. We need to discuss this more. We should have planned this out more carefully. Below the line, generally at lower levels of the organization, people use the word they to imply that things are being done to them by others and frequently these things are not good. People in this group say things like. They messed up. They should have done that better.

They should have planned this more carefully. Effective strategy processes move the we/they line down in the organization so that more people use the word we and take ownership for making things happen and making things better. Good strategic leadership practices, with the right balance of the analytic dimension and the human dimension and the discipline and commitment to see the process through during strategy formulation and implementation can be a strong driver to take the we/they line much deeper into the organization. A deep we line produces winning strategies because those in the we are much more willing and able to meet the demands of perpetual change.

1.1.2 Change management practices

Change management thinking starts by taking such decisions as inputs and looks at how we can put them into effect. But effective change management is hard, the more you can base the change architecture process and thinking on existing resources and capabilities, the more you will build in stakeholder buy-in, and the more likely you are to be successful. Thus it is that strategies, no matter how innovative, should seek to leverage

existing resource, thinking capabilities etc. (Carnall, 2007). Burnes (2009) writes that change management is based on two approaches the planned and emergent change approach. The planned change is suitable in predictable and stable environment, where the change process is consciously planned by taking organization from stable state to another stable state. The emergent approach is applicable in an increasingly turbulent flux environment that requires continuous alignment and realignment of organization with changing requirement of unpredictable environment. Zigarmi, et al (2008) state that leaders need to create an atmosphere of trust and genuine concern for how the proposed change will affect people personally. If leaders do not take the time to specifically address individual needs and fears near the beginning of the change process, they will find themselves retracing their steps because their concerns linger. People may comply with the proposed change for a short period of time, but if they have unresolved personal concerns, the people will not commit the discretionary energy required to successfully implement and sustain the change.

Colin (2007) argues that leverage and connectivity are two important dimensions for success in change management. Rather than specify problem solution in rigid detail it is better to encourage local-level problem solving led by the most respected co-workers, supported by local leaders with senior leaders focused on the overall integrity of design and on the intended outcomes. Down that line lays a possibility of ownership. He further writes that change leadership entails credibility, visibility, learning orientation, sponsoring early adopters, organizational slack and encouraging learning through change.

Credibility is the extent to which the leader has a successful track record of change management experience, visibility is the extent to which leaders display an orientation to be open to new ideas and to learning, learning orientation is the extent to which leaders display an orientation to be open to new ideas and to learning. Sponsoring early adopters is the extent to which leaders sponsor and support early adopters, organizational slack is the extent to which leaders can buy time for problems to be resolved, while providing people with ‘cover’ as they adjust to change and adjust the new arrangements to local conditions, and encourage learning through change is the extent to which leaders use change as an opportunity for learning within their teams, partly by coaching but also by the leadership practices just identified. That is the extent to which leaders encourage learning through change.

1.1.3 Strategic leadership and change management practices

Action learning differs from normal leadership development programs in that it requires the individuals and group members to ask appropriate questions in conditions of risk, rather than to find answers that have already been precisely defined by others (Revens, 1982). Action learning is a process that involves people in a small group working on real problems and taking action, so that they learn as individuals, as a team, and as an organization while doing so (Marquardt, 1998). And this plan must be executed by a strategic leader. Leadership is an important role for successful implementation and management of change. The constant environmental and industry changes call for tactical actions for success and this is where strategic leadership is needed for implementation and management of change.

Robinson (2007) states that in today's rapidly changing, highly competitive global market place change is the only constant. The executive level of today's organizations is no longer in a position to know the best solutions to the problems that emerge day by day. Hiriappa (2008) says that a strategic leader act as many occasions call for a highly visible role and extensive time commitment. While others entailed a brief ceremonial performance with the details delegated to subordinates. Burnes (2004) says that leaders focus on the future, create change, and create culture based on shared values, establish an organizational link with followers and use personal power. He further argues that transformational leadership will establish direction by developing a vision that describes a future state along with strategy for getting there. It aligns people by communicating and aligning people to understand and believe change is for better. It motivates and inspires by satisfying basic needs for achievement, belonging, recognition, self-esteem and a sense of control and change is the outcome.

Senior and Fleming (2006), state that management and leadership are both parts of the formal and informal aspects of organization's life and their influence is also influenced by organizational culture. Leadership cannot be examined other than as an interactive process. Leaders must have 'followers'. So logically if we are to understand change leadership, we have to say something about followers Carnall, (2007). The KWS has gone through changes in leadership and this has attracted different strategies being employed in the organization hence different outcomes.

1.1.4 The Kenya Wildlife Service

KWS conserves and manages Kenya's wildlife for the Kenyan people and the world. It is a state corporation established by an Act of Parliament Cap 376 with the mandate to conserve and manage wildlife in Kenya, and to enforce related laws and regulations. Tourism is the second largest sector of Kenya's economy. Wildlife managed by KWS forms the backbone of Kenya's tourism industry, since most visitors come above all to view wildlife. In Vision 2030, KWS is a key enabler and one of the key implementing agencies of Vision 2030 flagship projects.

The challenges facing wildlife and biodiversity conservation in Kenya are many and varied. They include climate change, habitat degradation and loss, forest depletion, tourism market volatility, human wildlife conflict brought on by population growth and changing land use habits of communities that co-exist with wildlife as well as wildlife crime. This is why KWS undertook strategic leadership to address inefficiencies, motivate staff and prepare for growth.

1.2 Research problem

Marquardt (2005) says that in many organizations, leaders put together a program to sell the changes needed to the organization. This approach usually meets strong resistance. He further notes that by exploring some of the opportunities posed by strategically asked questions, staff can find new paths to explore for themselves and continue the development of their own careers. Goldberg (1998) notes how questions cause new openings whereas statements and opinions rarely do. Statements tend to lead to rote

actions. Effective questions, on the other hand lead to effective action, ineffective or neglected questions result in detours, missed goals and costly mistakes. Nadler and Nadler (1998) say that the leader who instigates change within a firm is often subject to speculative suspicion. "Because resistance is so common, learning to overcome it is crucial to managing change at every level." Strategic leadership is necessary for change management since many people in an organization would want to remain at status quo leading to resistance to change.

The challenges facing wildlife and biodiversity conservation in Kenya are many and varied. They include climate change, habitat degradation and loss, forest depletion, tourism market volatility, human wildlife conflict brought on by population growth and changing land use habits of communities that co-exist with wildlife as well as wildlife crime. KWS mandate is to conserve and protect wildlife within the protected and outside the protected areas. The organization has developed a strategic plan for every species and is looking at how it can expand the habitat for wildlife since the population pressure is taking over much of the land that was occupied wildlife. With these many challenges, KWS was forced to put in place strategic leadership and reorganize for effectiveness and so needed models upon which to rely on for change management. This research will establish the various strategic leadership actions employed to tackle these issues at the KWS and their impact in managing change.

A number of studies have been undertaken on leadership and change management which include: Leading change (Kotter, 1995); Leadership and organizational change (Tushman & Nadler, 1994); the impact of leadership and change management strategy on organizational culture (Belias & Koustelios, 2014); Leading organizational transformation (Nadler et al, 1995); Leadership and management of strategic change at Equity bank Ltd Kenya (Achitsa, 2013); Leading schools in times of change (Day, 2000); Leadership attributes and management of strategic change at commercial banks in Kenya (Ojwang, 2013); Perceived influence of employee participation on the change management at the Ministry of Housing, Kenya (Oganga, 2012). None of the studies were carried out at the KWS. This is the gap that this study intends to address. This study will determine the effectiveness of strategic leadership in managing change at KWS. How has leading strategically influenced change management practice at the KWS?

1.3 Research objectives

- i. To establish strategic leadership and change management practices at the KWS.
- ii. To establish the challenges of leadership strategies on change management practices at the KWS.

1.4 Value of the study

The government and policy makers will use the information to understand the power in effective leadership in transforming organizations, hence can be used to deal with challenges facing the wildlife industry. As the government aligns its operation towards Vision 2030 and the new constitution dispensation, it will need strategic leaders to take it there.

This study was done to provide useful information to KWS on leadership strategies that bring about sustainable and effective change in the organization. It was done to uncover and help them deal with the challenges they are facing in the conservation and protection of Kenya's pride, the wildlife. This is crucial with the knowledge that the areas with wildlife resources depend on it for their economic survival.

The study was also to benefit the academic fraternity since it was to contribute information on strategic leadership capability in managing change and this will add to the existing body of knowledge. This study was also done to form a basis for further research on how visionary leaders should drive the strategic role for effective change implementation and sustainability.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Other scholars have done research on strategic leadership and change management practices, this chapter will cover their theory on how strategic leadership influences change management practices as seen by other researchers.

2.2 Theoretical foundation

The following are four core leadership theories: trait theories, behavioral theories, contingency theories and power and influence theories. Trait leadership is defined as integrated patterns of personal characteristics that reflect a range of individual differences and foster consistent leader effectiveness across a variety of group and organizational situations (Zaccaro et al, 2004). Trait theories help us identify traits and qualities (for example, integrity, empathy, assertiveness, good decision-making skills, and likability) that are helpful when leading others. However, none of these traits, nor any specific combination of them, will guarantee success as a leader.

Traits are external behaviors that emerge from the things going on within our minds and it's these internal beliefs and processes that are important for effective leadership. Leader effectiveness refers to the amount of influence a leader has on individual or group performance, followers' satisfaction, and overall effectiveness (Derue et al, 2011).

Behavioral theories focus on how leaders behave. For instance, do leaders dictate what needs to be done and expect cooperation? Or do they involve their teams in decision-making to encourage acceptance and support? Lewin (1939) (as cited by Cherry, 2010) developed a framework based on a leader's behavior. He argued that there are three types of leaders: the autocratic (or authoritarian), the democratic (or participative) and Laissez-Faire (or delegative) leadership styles. Autocratic leaders make decisions without consulting their teams. This style of leadership is considered appropriate when decisions need to be made quickly, when there's no need for input, and when team agreement isn't necessary for a successful outcome.

Democratic leaders allow the team to provide input before making a decision, although the degree of input can vary from leader to leader. This style is important when team agreement matters, but it can be difficult to manage when there are lots of different perspectives and ideas. Laissez-faire leaders don't interfere; they allow people within the team to make many of the decisions. This works well when the team is highly capable, is motivated, and doesn't need close supervision. However, this behavior can arise because the leader is lazy or distracted; and this is where this style of leadership can fail. However, the best leaders are those who can use many different behavioral styles, and choose the right style for each situation.

Fiedler (1967) says that the contingency theory emphasizes the importance of both the leader's personality and the situation in which that leader operates. Contingency theories focus on the realization that there is no one correct type of leader which led to theories that the best leadership style depends on the situation. These theories try to predict which style is best in which circumstance. For instance, when you need to make quick decisions, which style is best? When you need the full support of your team, is there a more effective way to lead? Should a leader be more people-oriented or task-oriented? These are all questions that contingency leadership theories try to address.

The power and influence leadership theory looks at the source of a leader's influence, and the leadership style that emerges from it. These are based on the different ways that leaders use power and influence to get things done, like leading by example is a highly effective way of influencing your team. John French and Bertram Raven conducted a study in 1959 in which they cited five forms of power. They described these as legitimate power, reward power, expert power, referent (or appeal and charm) power, and coercive power. By possessing one or more of these qualities, leaders are able to influence people into doing what they ask. (Mindtools, 2007).

Strategic leadership presumes a shared vision of what an organization is to be, so that the day-to-day decision making or emergent strategy process is consistent with this vision. Managerial leaders influence only the actions and decisions of those with whom they work. They are involved in situations and contexts characteristic of day-to-day activities and are concerned with and more comfortable in functional areas of responsibilities. In

contrast visionary leadership is future oriented and concerned with risk taking and visionary leaders are not dependent on their organizations for their sense of who they are. Visionary leaders work from high risk positions, and seek out risky ventures, especially when the rewards are high (Rowe, 2001).

2.3 Change management practices and models

Change is the vein that keeps an organization alive and change management can make or break the organization. Change management practices include providing early and consistent communication, ironing out the kinks, timing it right, making the change desirable, making the benefits relevant, recruiting help from within, monitoring the change as it's implemented, communicating the change on all levels, fully integrating the change and easing up the pressure (Intuit QuickBase, 2012). Change management models are methods by which the processes of change management are implemented.

Kurt Lewin's Change Management Model was created in the 1930s by a psychologist named Kurt Lewin (Mind Tools, 2007; Syque, 2007). Lewin recognized three stages of change, which are still widely used today: unfreeze, transition, and refreeze (Syque, 2007). The Unfreezing stage is about getting ready to change. It involves getting to a point of understanding that change is necessary and getting ready to move away from our current comfort zone. This first stage is about preparing ourselves, or others, before the change (and ideally creating a situation in which we want the change). Unfreezing and getting motivated for the change is all about weighing up the 'pro's' and 'con's' and deciding if the 'pro's' outnumber the 'con's' before you take any action.

This is the basis of what Lewin called the Force Field Analysis which is a fancy way of saying that there are lots of different factors or forces for and against making change that we need to be aware of. If the factors for change outweigh the factors against change we'll make the change. If not, then there's low motivation to change and if we feel pushed to change we're likely to get grumpy and dig in our heels. Transition is the inner movement or journey we make in reaction to a change since change is not an event, but rather a process. This second stage occurs as we make the changes that are needed. This is not an easy time as people are learning about the changes and need to be given time to understand and work with them.

Support is really important here and can be in the form of training, coaching, and expecting mistakes as part of the process. Using role models and allowing people to develop their own solutions also help to make the changes. It's also really useful to keep communicating a clear picture of the desired change and the benefits to people so they don't lose sight of where they are heading. Freezing or refreezing is about establishing stability once the changes have been made. The changes are accepted and become the new norm. People form new relationships and become comfortable with their routines which can take time.

The McKinsey 7-S model is a holistic approach to company organization, which collectively determines how the company will operate. There are seven different factors that are a part of the model: shared values, strategy, structure, systems, style, staff, and

skills, which all work collectively to form the model (12Manage, 2007). Shared values are the center of the model because it is what the organization believes in and stands for, such as the mission of the company. Strategy represents what the company plans to do react to any changes of its external surroundings. The structure refers to the organizational structure of the company. Systems are the portion of the model that represents "the procedures, processes and routines that characterize how the work should be done". Staff is quite obvious in the fact that it is a proper representation of who is employed by the organization and what they do within the organization. Style signifies the organizational culture and management styles that are utilized within the organization. Skills indicate the abilities and competencies of either the employees or the organization holistically (12Manage, 2007).

The Kotter's Eight Step Change Model has eight steps which are: Create urgency for change, Build a team for the change, Construct the vision, Communicate the vision, Empower, Create short term goals, Be persistent and Make the change permanent (Chapman, 2006). Rose (2002) explains the steps: Creating urgency for change means that we have to convince the employees that this change is necessary for the company to survive. Also, we must communicate that the change is achievable without any detrimental effects on their jobs. Next is to build a team for the change, which has to be of some respected employees within the company. Constructing the vision will show clear direction to how the change will better the future of the company and their jobs. The fourth step is to communicate this vision. In order for the vision to work it must be fully understood by the employees, which means that it is necessary for the leaders of the

change group to follow this vision. Empower the employees to execute the change by creating short term goals, this will assist the employees to accept the change by showing them progress. Rewards are very important at this step also. Persistence means we should influence more change even after the short term goals are met or the original plan for change will cease and die. The final step is to make the change permanent by moving fitting it into the company's culture and practices, such as promotion.

2.4 Strategic leadership studies

Strategic leadership doesn't come easily in most organizations. Statistics show that fewer than 10% of leaders exhibit strategic skills, a woefully inadequate number considering the demands on organizations today. Strategic skills aren't needed only in times of growth. During tough times, when resources are tight, it is even more important to ensure those resources are focused in the right areas. How do we lead in ways that position a business for the future while meeting current demands? It does require a different set of skills from operational leadership. Strategic leadership requires us to think, act and influence others in ways that promote the enduring success of the organization. First, strategic thinking is grounded in a strong understanding of the complex relationship between the organization and its environment. It requires taking a broad view, involving the right people, with important information and perspectives, asking probing questions and facilitating conversations. Strategic thinkers then identify connections, patterns and key issues (Beatty, 2010).

Strategic orientation is the ability to be innovative in connecting long-range visions and concepts to daily work. Quong & Walker (2010) described a framework of seven principles, which are: strategic leaders are futures oriented and have a futures strategy; strategic leaders are evidence based and research led; strategic leaders get things done; strategic leaders open new horizon; strategic leaders are fit to lead; strategic leaders make good partner; and strategic leaders do the 'next' right thing. Davis (2004) defines strategic leaders are the ones having organizational ability with strategically orientation; translate strategy into action; align people and organizations; determine effective strategic intervention points; develop strategic competencies.

Zigarmi, et al (2008) argue that perhaps the only thing worse than not seeing a change effort come to fruition is selecting the wrong change prescription. While leadership may feel pressured to hurry to a decision, they must spend the necessary time exploring alternative possibilities. By involving others in the process of exploring possibilities, leaders can immediately lower information concerns as a new change is announced, because people are "in the loop" about deciding what needs to change and which solution is the best. To ensure face validity and inclusion of the best options, the options identified should be reviewed by a representative sample of those being asked to change. In using this strategy, it is important to scan the environment and the competitive landscape for challenges, opportunities, and threats, as well as identifying the strengths and weaknesses inherent in the organization itself. Lastly, the customer's perspective must be included and examined.

A strategic leader displays a dissatisfaction or restlessness with the present; absorptive capacity; adaptive capacity; wisdom. Davies highlights the concept of “adaptive capacity,” a strategy that enables leaders to change and learn through asserting that ‘mastering chaos, complexity and change requires new ways of ‘seeing and thinking’ (Sanders, 1998). A strategic leader is strategically future oriented. A strategic leader’s eyes are always on the horizon, not just on the near at hand. A strategic leader influences “the organization by aligning their systems, culture, and organizational structure to ensure consistency with the strategy.” (Beatty & Quinn, 2010).

Leadership remains one of the most relevant aspects of the organizational context. However, defining leadership is challenging. The difficulty of arriving at a simple, cut-and-dried definition of strategic leadership is underscored in the literature on the subject. (Beatty & Quinn, 2010). The definition of leadership varies from situation to situation. Strategic leadership filters the applicable information, creating an environment where learning can take place. Strategic leadership is a combined responsibility of the leader, the follower and the organization. Leadership presents challenges that call forth the best in people, and bring them together around a shared sense of purpose. With intentionality, alignment, and a higher purpose; the work between the leader and the followers create a synergy. Despite what style of leadership, the various styles can support one another to achieve the goals of the organization. Strategic leadership can only be achieved when the leader is strategic in their approach to the matters of the organization.

The creation and design of change processes within an organization is most often a role of the leaders within it. Change processes which encompass human resources, IT adoption and upgrades, tools and techniques, as well as the basic rules and controls within the organization are the mandate of leaders engaged in the management of change (Bainbridge, 1996). Leaders are responsible for bridging the gap between strategy decisions and the reality of implementing the changes within the structure and workforce of the organization. Nadler & Nadler (1998) emphasized the importance of leaders in organizing and maintaining a climate for change within organizations. Although participation of all players is necessary, the role of the leader in the change process is crucial. Dubbed the "champions of change" it is the leaders, the top management players who keep the change process moving while maintaining the operational integrity of the organization. Adaptive leaders provide direction, protection, orientation, conflict control, and the shaping of norms while overseeing the change process within the corporate structure (Conger et al, 1999).

Organizational success is a process of mutual adaptation between leader values and behaviors, existing people, culture, and organizational design amidst an environment of continual and prolific change. This profiling process requires that leaders are courageous enough to learn about their own assumptions and values about change, leadership and management roles and tasks. In essence, "a paradigm shift in management thinking about leadership and organization development is needed,"(Conger et al, 1999). Leadership is about finding the right direction or path and then leading others onto the future. Finding path is the onus of leadership. (Munkumba, 2010). Nadler and Nadler (1998) emphasized

the importance of leaders in organizing and maintaining a climate for change within organizations. Although participation of all players is necessary, the role of the leader in the change process is crucial. Strategic leadership shapes the formation of vision and mission, facilitates strategy formulation and strategy implementation and helps in the achievement of strategic competitiveness and above-average returns. It is involved in effectively managing the firm's resource portfolio, sustaining an effective organizational culture, emphasizing ethical practices, establishing balanced organizational controls, developing policies and procedures and developing reward systems.

An adaptive work environment requires the adaptive leader to control direction, protection, conflict and norms within the organization's systems. The three required elements of leadership are ability to influence, a common goal and employees that are willing to work toward the vision. However, even having all three elements in place, there is no guarantee that effective leadership can be practiced. Leaders often encounter resistance to their efforts to redirect an organization. Davy et al. (1988) suggest that 'the only certain thing about organizational and change is that nothing is certain'. Nadler (1998) think that too many leaders make the mistake of thinking that they can change individual behavior in an organization by changing its culture. They suggest that for effective cultural change to occur there is the need for the active engagement of the CEO and executive team.

Top leaders must assume the role of chief architect of the change process. One of the most common difficulties stems from what might be called 'cultural differences'. These differences, particularly at the top management level, are most likely to influence how the change is managed. Pondy & Huff (1988) claim that the implementation of any change process often has problems because it is improperly framed by top management. They argue that framing strategies affect cognitive acceptance of organizational change.

Strategic leadership interference is more evident in large, diversified organizations with many divisions, and which often fall into the trap of imposing highly bureaucratic controls as a result of financial restrictions, the political context and the short-term demands of the markets. Government-owned or funded organizations, for example, would constrain strategic leaders. The very fact that leadership in most democratic regimes is changed after limited terms is an incentive to use tight financial controls in order to deliver short-term results. High levels of diversification, budget deficits, political issues, and accountability for even the smallest amount of money are other factors that constrain strategic leadership in most diversified organizations (Rowe & Nejad, 2009).

Change is disruptive, messy, and complicated. Even with the best laid plans, events rarely occur exactly as they were predicted. "Real change in real organizations is intensely personal and enormously political," (Nadler, 1998). Blanchard (2008) reports that without strategies to engage and involve people in the process, organizations often fall short of the benefits they hoped to realize through their change initiatives. Even more detrimental than a failed change initiative is the fallout from the failure such as lost productivity, low morale, wasted time, and wasted money.

Zigarmi, et al (2008) state that change, even organizational change happens one person at a time, something that is often overlooked in most organizational change planning. The success of total change depends on the success of individual change multiplied dozens or hundreds of times over. To be successful in implementing change on a large organizational scale, leaders need to zero in on individual concerns to inform their planning. Research shows that people have predictable and sequential concerns with change. These concerns, if not surfaced and addressed can present formidable roadblocks to the successful implementation of change. Change is situational. It happens when something starts or stops, or when something that used to happen in one way starts happening in another. But acceptance of change is transitional. People exposed to change undergo several psychological stages by which they come to terms with the new situation.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter described the methods and procedures that were used in the study. It included research design, data collection methods and techniques and the way the data collected was analyzed.

3.2 Research design

This is the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby ensuring that you would effectively address the research problem. This study was a case study since the required data related to strategic leadership would be collected at KWS wholly and demonstrate how this had influenced change management practices in the wildlife industry. It was carried out at the KWS headquarters Nairobi which in Kenya has been given the mandate for the protection and conservation of all wildlife in the country. The case study sought critical strategic leadership practices that influence change management in the organization.

The study was expected give extensive knowledge and experience from top management team on strategic leadership hence primary data was collected from the respondents. According to Cooper and Schindler (2008), case studies are used to analyze few events or condition in order to get in-depth contextual analysis. The research design therefore effectively described the data that was necessary for adequate testing of the hypothesis; it identified the research problem clearly and justified its selection.

3.3 Data collection

Primary qualitative data was collected for this study by use of interview guide. The questions were simple, clear and open ended for the respondents to express their views freely. The data gathered from the respondents was qualitative in nature and collected using face-to-face technique where conversation between the researcher and the respondent and at the respondent's place of choice and time was facilitated. Secondary data was also used and it involved collection and analysis of published material and information from KWS and other relevant sources. It was then checked for credibility and used to validate the information from primary data.

Data was collected from six respondents from the top level of management since this was the level that was involved with formulation and implementation of strategy in an organization. These included the administration, inspectorate, monitoring and evaluation, strategy and change departments. They were expected to be knowledgeable and experienced in leadership, strategy implementation, change management practices and the challenges faced by KWS. The researcher carried out key informant interviews with key players to verify and support the primary data.

3.4 Data analysis

Data Analysis is the process of systematically applying statistical and/or logical techniques to describe and illustrate, condense and recap, and evaluate data. Various analytic procedures provide a way of drawing inductive inferences from data and distinguishing the signal or the phenomenon of interest from the noise or statistical fluctuations present in the data (Shamoo and Resnik, 2003). Perusal of the completed interview questions and answers was done against the interview guide list. The answers were checked for completeness and cleaning done to eliminate any discrepancies.

The data for each variable in the interview questions and secondary data were analyzed using content analysis. Content analysis has been defined as a systematic, replicable technique for compressing many words of text into fewer content categories based on explicit rules of coding (GAO, 1996; as cited by Stemler, 2001). Inference was drawn depending on each variable regarding strategic leadership. Kurland (2000) states that inference is a mental process by which we reach a conclusion based on specific evidence. We infer motives, purpose, and intentions. Inferences tend to reflect prior knowledge and experience as well as personal beliefs and assumptions thus tend to reflect one's stake in a situation or one's interests in the outcome.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter covered the analysis and presentation of the primary qualitative data collected using an interview guide from the KWS respondents. The objective of the study was to establish how strategic leadership at the KWS influences change management practices and the challenges encountered by the strategic leaders as they roll out their leadership strategies on change management. The study was conducted from the top managers involved in strategy formulation and implementation.

4.2 Response rate and general information of respondents

The targeted number of respondents was eight; six of them were available for interview making the response rate 75% and a non response rate of 25%. This was a considerable return and large enough response to represent the actual happenings at KWS by the respondents. The gender of the respondents was 83.3% male and 16.6% female from administration, inspectorate, monitoring and evaluation, strategy and change departments and the range of duration the respondents had worked at the organization was between 1½ years to 22years. This gave a wide range of experience from the respondents and adequately the time before and after when the change management programme was carried out in the organization.

4.3 Findings of the study

The following were the results of the analysis of both primary data and secondary from information gathered from the respondents of senior managers Kenya Wildlife Service who represented the entire organization and the information gathered helped address the study objectives. In order to be able to understand the nature of change management and strategic leadership at KWS, respondents were asked to give indications of what they think happens in strategic leadership, change management and the practice of sustaining change management and providing strategic leadership in ensuring that the organization achieves its mandate.

Content analysis technique was used to assist in making inferences by objectively identifying specific information and relating the same to the objectives. The results are two parts first qualitatively and secondly quantitatively. According to Stemler (2001), when used properly, content analysis is a powerful data reduction technique. Its major benefit comes from the fact that it is a systematic, replicable technique for compressing many words of text into fewer content categories based on explicit rules of coding.

4.3.1 Visioning and strategy at the KWS

Kokemuller (2007) states that mission and vision are standard and critical elements of a company's organizational strategy and most established companies develop organizational mission statements and vision statements, which serve as foundational guides in the establishment of company objectives. The company then develops strategic and tactical plans for objectives.

The study findings revealed that according to the respondents, KWS attracts human capital through a competitive recruitment process which involved proper job descriptions and identifying people with the right skills and passion required for the job. Vacant positions are either filled advertising internally if the requisite skills and qualifications can be realized within and where the qualifications cannot be found the vacancy is advertised through the public in the daily circulating papers. These are retained through enticing packages like better remuneration, incentives and continuous training.

The respondents reported that the formation of KWS mandate, vision and mission is shaped by the law governing wildlife conservation and management in the country (considering legal and policy parameters like the wildlife Act 2013), constant review of their operations, past performance, and the external and internal parameters. The law had specific functions that the organization must achieve on behalf of the people of Kenya. The vision, mission and mandate are then communicated through strategic plans, work plans, sensitization programmes, emails, training and special forums like wardens and scientists meetings and printing personalized corporate plans that spells the vision, mission and mandate. Through these it was hoped that the staff would internalize this and stay well in the know.

Hawthorne (2014) explains that strategic planning will likely have its successes and failures. Leaders should celebrate the little successes toward meeting objectives, which are part of the mission and vision statement. The mission statement will help measure whether the strategic plan aligns with the overall goals of the agency. The vision

statement helps to provide inspiration to employees. Employees who feel invested in the organizational change are more likely to stay motivated and have higher levels of productivity. According to the respondents, the vision and mandate are achieved through breaking them down into corporate strategic plan with activities to be undertaken by KWS staff then through clear communication of the strategic plan to the entire organization and stakeholders. Also by implementing time bound strategies through the annual plan, the use of change champions, making them part and parcel of their day today activities and then specific departments are tasked to monitor and evaluate. The staff are influenced towards achieving the mandate through encouraging them to suggest activities that they can carry out in line with the organizational plan, through rewards, punishment, measuring performance against set targets, staff appraisal, training, appreciation and teamwork.

Ansoff (1965) states that strategic planning is the skill of a firm in converting its plans into reality and the skill of a firm in managing its own internal resistance to change. Strategy formulation is the process of determining appropriate courses of action for achieving organizational objectives and thereby accomplishing organizational purpose. The strategy you formulate should reflect environmental analysis, lead to fulfillment of your organizational vision, and result in reaching organizational objectives. The respondents reported that they facilitate strategy formulation by clearly explaining the organizational strategy, through budgetary allocation, brainstorming sessions, conducting situation analysis, reviewing mission, vision and core values, establishing objectives and roll out strategy and by asking staff to suggest activities they can carry out in their day to

day work that add to the realization of the strategy. Furthermore, they reported that factors that determine decision-making include the mandate, strategy, funding/ finances (budget), stakeholders (community), tourism, the law, policy, man power, time frame, targets/goals and even common sense.

4.3.2 Strategic leadership and change management at the KWS

All the respondents affirmed that KWS had previously undertaken strategic leadership in delivering its mandate. Rowe(2001) states that strategic leadership is the ability to influence other to voluntarily make day-to-day decisions that enhance the long term viability of the organization while at the same time maintaining its short term financial stability. The strategies at the KWS were developed and implemented by cascading the mandate and coming up with activities so that they were achieved, awareness creation, development of monitoring and evaluation framework through developing work plans, holding discussion forums, and consultancy and through a participatory process influenced by law and policy. The main strategic leadership actions at the KWS include directing, resourcing, controlling, strategy formulation and interpretation, realigning services, job evaluation, optimum staffing and training assessment, providing reward and punishment. McGuire (2003) argues that sound leadership strategies connect leadership and create and mobilize richly interconnected networks of people doing purposeful, targeted and strategic work together. This leadership force can effectively evolve new core capabilities required to sustain the next level of success for organizations.

Analysis found out that that leadership in strategy implementation is overwhelming and so if you had a leader who cared about strategy the rest of the team will implement strategy, leaders would facilitate with resources, direct and evaluate the strategy and align the entire organization to the strategic direction being undertaken and constantly reminding members of the organization that without strategy you don't deliver your mandate. Davis (2004) defines strategic leaders are the ones having organizational ability with strategically orientation, translate strategy into action, align people and organizations, determine effective strategic intervention points and develop strategic competencies. Leadership at KWS determined availability of resources for strategy implementation and gave the drive and support. Therefore leadership was the main component of strategy implementation resulting to either success or failure. Furthermore, strategic leadership affected employee participation by engaging staff to draw departmental strategies, use of monitoring and evaluation (M&E) and staff giving management reports on their work; this had a motivating effect thereby allowing full participation of staff.

Research results found out that most of the respondents (83.3%) knew that KWS had in the past undertaken change management program in delivering its mandate, with an exception of only one respondent (16.7%) not aware. She or he being one of the newly employed staff. According to the respondents who participated in the earlier change programme, change was necessitated by low staff morale, poaching, and fraud, financial constraints/ corruption, poor performance, the lack of passion to deliver on the mandate and changing work environment. The activities that were rolled out as change program

were strategy formulation, culture change, staff retraining and branding of parks and reserves across the country, review of the organizational structure, review of policy and law, participation in COYA awards, realignment of functions, documentation of procedures/ processes leading to ISO certification, awareness, coaching, training, role play/modelling and appointment of champions.

It was established that strategic leadership supports change management practices by leading the process, facilitate resources for the implementation and offer support for the change to be sustained. Also through work plans, identifying change champions, new policies and manuals, improved structures and systems, ICT and ensuring availability of resources. Beatty and Quinn (2010) introduced a leadership model that consists of three components: who, how, and what. The three interdependent processes of this model are thinking, acting, and influencing. This means that the strategy of an effective leader is to develop new visions, create new strategic and move in a new, sometimes unexpected, direction. At these strategic opportunity points, the most important component is the timing of when to intervene and directing change verse what the intervention is put in place. The more clearly leaders can communicate the problem they are trying to solve by instigating change, the better. A sense of urgency is critical to garnering the support of stakeholders throughout an organization. Without motivation and clear rationale, stakeholders within the business will question the need for change.

4.3.3 Sustaining leadership and change culture at KWS

In order to ensure effective selection and implementation of the organization's strategies, the respondents said it's through consideration of the mandate and continuous environmental scanning, updating policies and systems, M&E, quality assurance office operational, participatory approach by engagement of all appropriate stakeholders and continuous training. It was reported that dealing with the external environment and stakeholders groups is very challenging but continuous environmental scanning is done and prior identification of stakeholders to keep them closer and assessment/understanding their roles. Also through open forums, working closely with the communities and resource mobilization. Sisson (2013) argues that every organization has to balance the sophistication and complexity of its strategy with the challenges of implementation. He says that he would much rather see a mediocre strategy well implemented than an exceptional strategy that languishes because the organization lacks the resources to implement it. There are several factors that seem to have a major impact on an organization's ability to implement. These are commitment which starts at the top but it must not end there, ability and willingness to change, an organizational structure that supports the strategy, ability to measure progress, and clear understanding of priorities.

Sanders (1998) argue that a strategic leader is strategically future oriented. A strategic leader's eyes are always on the horizon, not just on the near at hand. A strategic leader influences "the organization by aligning their systems, culture, and organizational structure to ensure consistency with the strategy." In order to sustain an effective organizational culture at the KWS, it was said that by embedding it into the work

instructions, SOPs, continuously monitoring what staff do, wear and integrate at the work place, continuous improvement on systems, staff training, sensitization programmes leading by example, through passion, professionalism and development of organizational ethical code of conduct. It was also said through engaging staff, improved remuneration and rewarding exemplary staff. Ethical practices at KWS include dos and don'ts that are, respect for gender, wildlife and children, avoid sexual harassment at the work place, no corruption at the work place and rolling out clear timings or work.

It was further reported that policies and procedures are developed at the KWS through holding seminars, retreats and meetings, employee participation/staff interviews on what they think and later consolidating them into policy addressing various aspects of work e.g. human resources aspects, security operations etc, through documentation of work activities as influenced by law and policy. Reward systems to recognize employee engagement and productivity at the organization are through awards and commendations but not monetary terms. This has led to motivated staff, competitive employees and improved performance.

4.3.4 Challenges of leadership strategies on change management practices

It was established that the challenges faced while leading the activities in the change management program include politics within the organization, suspicions and outright resistance for perceived loss of comfort, lack of adequate funds, some staff even left employment. The risks faced in leading the change management program include loss of

revenue, retention of good staff, bad politicking, distraction from the mandate, internal fights, regime change especially the CEO and general lack of support. External challenges here being terrorism and travel advisories which cripple their business. Zigarmi, et al (2008) writes that without effective change leadership, challenges are disruptive at best, and more likely miserable failures. In order to be successful, leaders must understand the reasons why most change efforts fail.

These challenges were dealt with through continued engagement, seeking alternative funds, proper communication, developing timelines and targets for staff, use of social media, open forums, non-victimization of employees. Also by reassuring staff that the change is for the better and is meant to get work done in a better way and building confidence and alliances for general change management acceptance. In order to ensure that achieved change goal does not slide back to earlier unwanted practices, it was reported that they create a vibrant M&E, ask for reports on agreed targets as well non acceptability of undesirable activities, constantly reminding staff, audit and inspectorate. Resistance to change was dealt with through sensitization programs, demonstrate to staff on the importance of the changes, assuring them about their jobs, some staff were transferred to the field, some assigned new roles, but those who were extreme were retired. Revenue investment in treasury bills was reported as a contingency plan.

4.4 Discussion

According to Rowe (2001), Strategic leadership presumes a shared vision of what an organization is to be, so that the day-to-day decision making or emergent strategy process is consistent with this vision. According to the study, all the respondents affirmed that KWS has undertaken strategic leadership in delivering its mandate, an indication that strategic leadership remains one of the most relevant aspects of the organizational context. Most of the respondents also indicated that continuous training is done to communicate the vision, mission and mandate. Training and career development are very vital in any company or organization that aims at progressing. This leads to acquiring the essential skills required for the job in order to meet the required standards or goals. McGuire (2003) states that when leaders learn together the connections are powerful. Through coalescing expressions of those learning cycles across organizational boundaries, their joint experiences begin to make sense of complexity. They build common beliefs about why, what and how to change and explore “what if” scenarios for trying out new forms of doing work. These connected and purposeful learning are all for the unifying benefit of customers, the organization, and the people they employ.

The research has also indicated that development of strategies is a consultative process as reported by most of the respondents. This indicates that the staff is able to own the strategy and work with enthusiasm towards its achievement. This style goes hand in hand with Lewin’s (1939) (as cited by Cherry, 2010) description of democratic leaders who allow the team to provide input before making a decision, although the degree of input can vary from leader to leader. This style is important when team agreement matters, but

it can be difficult to manage when there are lots of different perspectives and ideas. According to the findings, most of the respondents were aware or knew about change that took place at the organization except for one respondent. And all reported that it took place in the past. This is an indication that change here has been taken or thought of as a process with an ending which should not be the case. Change should be a continuous process and should be well communicated and known by the entire organization even the new comers in to the system. It may have some breaks but not a definite end. Majority reported that change was necessitated by non delivery on the mandate, this means that leadership must remain vigilant so as to avoid falling back.

The study indicates that all but one of the respondents took part or witnessed the change program activities with park/reserve branding and organizational restructuring reported by majority. In today's fast-paced world, change is inevitable and the organization can benefit from a better way to manage change and so KWS adopted change management as an organizational competency, viewing it as a competitive advantage compared to other parks and reserves in the world.

The results show that leadership theories are well pronounced in the organization. Zaccaro (2001) argued that effective leadership is derived from an integrated set of cognitive abilities, social capabilities, and dispositional tendencies, with each set of traits adding to the influence of the other. The second premise is that leader traits differ in their proximal influence on leadership. Traits which are external behaviors that emerge from the things going on within our minds can be seen in the reporting, these internal beliefs

and processes have been important for effective leadership. Behavioral especially autocratic and democratic leadership, autocratic most especially with the uniformed staff is well evident in the reporting. Situations like poaching, climate change, also have influenced leadership strategy according to the results and this means contingency theories are at use. Situation has it that if you don't lead change then change will lead you. Power and influence is also highly used to make things done discipline being highly pronounced as part of the organization's policies.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the data findings on the leadership strategies and change management practices at the KWS and the challenges. The chapter is therefore structured into summary of findings, conclusions, recommendations, limitations of the study and suggestions for further research.

5.2 Summary

The research was done to establish strategic leadership and change management practices and the challenges involved. There was a high indication that all the top leaders are well involved in strategy formulation and implementation through communicating the mission, vision and the mandate clearly to the other staff. There was a high level of knowledge on the role of the leadership function among the respondents, this is because these leaders make the vision and mandate part of their day today activities as reported by some of the respondents. They have proper knowledge on how to lead brainstorming sessions, discussion forums and consultation in order to develop and implement strategies.

Communication here is a highly used tool which is done in different ways including emails, meetings, training, sensitization programs, work plans, strategic plans just to name a few. Good communication is an essential tool in achieving productivity and maintaining strong working relationships at all levels of an organization. Leaders who invest time and energy into delivering clear lines of communication will rapidly build up levels of trust amongst employees, leading to increases in productivity, output and morale in general. Poor communication in the workplace will inevitably lead to unmotivated staff that may begin to question their own confidence in their abilities and inevitably in the organization. By simply keeping in touch on a regular basis, everyone remains united and working together.

5.3 Conclusion

The study established that strategic leadership in change management is about setting a clear vision and communicating it effectively which provides employees with an understanding of the organizational direction and allows them to clearly understand their roles and responsibilities. It also concerns effective planning done as KWS work plans which is able to generate a plan of action that will most effectively meet the organizational goals and mandate. An inclusive planning process also provides the opportunity for people to identify, contribute to, understand and achieve well defined objectives. Also, the commitment and enthusiasm of a strategic leader shapes the common goals of the organization and provides inspiration and motivation for people to perform at a high level.

Discussion forums and meetings encourage people to openly contribute and discuss new ideas in a positive environment making use of their diverse experience and ideas to improve on market competitiveness. It is also effective in crisis management especially through proper communication. Good strategic leadership can help a team remain focused during this time of crisis, reminding the team members of their achievements and encourage them to set short term, achievable goals, and also by non victimization of employees. As quoted by Zigarmi, et al (2008), mastering the art of leading change does not need to be mysterious or complicated. By teaching leaders how to address the stages of concern and respond with strategies to increase involvement and influence at each stage of the change process, and build the capacity for future change, organizations can dramatically increase the probability of successfully initiating, implementing, and sustaining change.

5.4 Recommendations

According to the findings above, it is recommended that strategic leadership must make change a continuous process and should be well communicated and known by the entire organization even the new comers in to the system. It may have some breaks but not a definite end, and during the breaks never cease to strategize for the next move. Also, the organization should prioritize shared values and a clear vision which are important aspects of strategic leadership enabling and allowing employees to make decisions with minimal formal monitoring or control mechanisms. This will help save time for the leader to handle and focus on other important strategic matters affecting the organization.

Training which is about gaining the skills needed for a job is vital in attaining desired results. It may be learned at the place of work i.e. on-the-job or away from work i.e. off-the-job. On-the-job training is most recommended here because it is more cost-effective and relevant. Off-the-job training which is usually carried out by professional trainers away from the distractions of work is more of theory than practice. Development of the top management is also recommended so as to make them more efficient at a job or capable of facing different responsibilities and challenges. Development which concentrates on the broader skills that are applicable to a wider variety of situations, such as thinking creatively, decision-making and managing people is highly recommended.

According to the findings, the top management gender is biased towards male. The reality of the matter is that women in the society are still not perceived as leaders or creators of technology which is not the case. Therefore it is recommended that KWS should rethink their approaches to women's career development, and this will be a success in attracting and retaining the next generation of top talent, both female and male. Value of gender parity will bring a balance of representation and more role models for the next generation.

5.5 Implications for policy, theory and practice

Tourism being of prime importance in contributing to the Kenyan economy and tourists being attracted highly by wildlife under KWS, strategic leadership is needed to lead the nation towards Vision 2030. This is through contribution of funds needed to enable projects implementation. The study findings are useful to the practitioners in the business of wildlife conservation. The government and policy makers will use the information to understand the power in effective leadership in transforming organizations, hence shall be used to deal with challenges facing the wildlife industry.

These findings have useful information to KWS on leadership strategies that bring about sustainable and effective change in the organization. Having uncovered the challenges faced by the leaders in their line of duty, the findings also call for enabling policy development that will curb some of these challenges afflict the organization like poaching, terrorism and low tourism numbers leading to low revenues accruing to KWS parks as reported by some of the respondents.

In theory, this study gives more insights on to how KWS has undertaken strategic leadership and change management has strategic tools to re-invigorate its business and focus and its lessons can be replicated by other organizations across the globe.

It contributes information on strategic leadership capability in managing change and this adds to the existing body of knowledge. This study also forms a basis for further research on how visionary leaders should drive the strategic role for effective change implementation and sustainability.

5.6 Limitations of the study

The study was limited by several factors one among them was that some of the respondents were not accessible to respond to the interview guide. Of the targeted eight respondents only six managed to do so giving a response rate of 75%. The study was therefore limited by not getting 100% response from the targeted respondents.

Other limitations encountered were inadequate time for the data collection, delay in answering the interview guide by respondents hence delaying the data analysis. It was therefore a race against time running up and down and literally begging the respondents permission and information from them.

5.7 Suggestions for further research

This study was focused on strategic leadership and change management practices at the KWS, but the wildlife and conservation industry is wide so further studies can be done to establish how to improve the conservation effort for the Kenyan heritage. The same study can also be done in other firms since strategic leadership is vital for any company to survive, remain competitive and relevant. Also, research can be done to establish the state of gender parity in the same organization.

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APPENDICES

Appendix 1: Interview guide

Introduction

This interview guide seeks to gather information in relation to establish strategic leadership and change management practices at the Kenya Wildlife Service and to establish the challenges of leadership strategies on change management practices at KWS. 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.

A. General information

1. Name of respondent (optional).....
2. Gender (tick where appropriate) Male Female
3. The highest level of education_____
4. How long have you worked at the KWS?_____
5. Which department(s)?_____
6. At what level in management is your job?_____
7. How do you attract and manage human capital?_____

B. Visioning and strategy at the KWS

8. How do you shape the formation of your mandate, vision and mission? _____

9. How do you communicate the vision, mission and mandate at KWS? _____

10. How do you achieve your vision and mandate? _____

11. How do you influence meaningfully staff towards achieving the mandate? _____

12. How do you facilitate strategy formulation in KWS? _____

13. Which factors determine your decision-making? _____

C. Strategic leadership and change management at the KWS

14. Has KWS undertaken strategic leadership in delivering its mandate?_____

15. How are strategies developed and implemented at the KWS?_____

16. What are the main strategic leadership actions at the KWS?_____

17. How does leadership affect strategy implementation?_____

18. How does strategic leadership affect employee participation?_____

19. Has KWS undertaken change management program in delivering its mandate?

20. What necessitated change in KWS? _____

21. What activities were rolled out as change program? _____

22. How does strategic leadership support change management practices? _____

D. Sustaining leadership and change culture at KWS

23. How do you ensure effective selection and implementation of the organization's strategies? _____

24. How do you deal with the external environment and stakeholders groups? _____

25. How do you sustain an effective organizational culture? _____

26. What are the ethical practices at KWS? _____

27. How are policies and procedures developed at the KWS and what are is their impact on employee behavior and performance? _____

28. Do you use reward systems to recognize employee engagement and productivity? How does this affect performance? _____

E. Dealing with challenges of leadership strategies on change management practices

29. What are the challenges that you faced while leading the activities in the change management program? _____

30. How did you deal with those challenges?_____

31. How do you ensure that achieved change goal does not slide back to earlier unwanted practices?_____

32. How did you as KWS deal with resistance to change? _____

33. What are the risks you faced in leading the change management program and what contingency plans did you put in place?_____

Thank you for your valued time and response!

Appendix 2: Proposal correction form

600x

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
PROPOSAL CORRECTION FORM

Student Name..... WAMBUA N. E

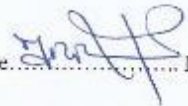
Registration Number..... D61/2408/2006

Department..... BUSINESS

Specialization..... STRATEGIC MANAGEMENT

Title of Project Proposal..... STRATEGIC LEADERSHIP
AND CHANGE MANAGEMENT PRACTICES
AT THE KENYA WILDLIFE SERVICE

The student has done all the corrections as suggested during the Proposal Presentation and can now proceed to collect data.

Name of Supervisor..... DR. ZR ASHRAF Signature.....  Date..... 5/09/2014

Appendix 3: UoN permission letter



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

Telephone: 020-2559162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE 05/09/2014

TO WHOM IT MAY CONCERN

The bearer of this letter NAMBUA N. ELIZABETH

Registration No. DBI/2403/2006

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 4: KWS permission letter

KENYA
WILDLIFE
SERVICE 

ISO 9001:2008 Certified

KWS/HRM/5001

29 September 2014

Ms Elizabeth N. Wambua
School of Business
University of Nairobi
P.O.Box 30197-00100
NAIROBI
e-mail: enwambua@yahoo.com

Dear *Elizabeth,*

PERMISSION TO ADMINISTER QUESTIONNAIRES TO KWS MANAGEMENT STAFF

We acknowledge receipt of your application requesting for permission to conduct research on a project titled '*Strategic Leadership and Change Management Practices at the Kenya Wildlife Service*'. The study will generate data and information that will assist in staff annual appraisal.

You have been granted permission to conduct the study from **October to December 2014** upon payment to KWS of academic research fees of **Ksh. 1200**. However, you will abide by the set KWS regulations and guidelines regarding acquisition and dissemination of information and that the information acquired will be used for research and education purposes only. You will also be required to work closely with our Training and Development Manager, whom you will give the questionnaires to be administered.

You will submit a copy of your MA thesis to the KWS Deputy Director, Biodiversity Research and Monitoring on completion of the study.

Yours *James*



**DR. JAMES C. NJOGU, HSC
FOR: DEPUTY DIRECTOR
BIODIVERSITY RESEARCH AND MONITORING**

Copy to:
- DD-HC
- Training and Development Manager

P.O Box 40241-00100, Nairobi, Kenya. Tel: +254-20-6000800, 6002345. ISDN: +254-020-3992000/1000
Wireless: +254-020-2379407/8/9. Mobile: +254-735 663 421, +254-726 610 508. Fax: +254-020-6003792
Email: kws@kws.go.ke Website: www.kws.go.ke



**KENYA
WILDLIFE
SERVICE**



OFFICIAL RECEIPT

P.O. Box 50351 NAIROBI KENYA
TEL: 600 8700, (20) 6002345
Mobile +254 726 610 300-9 / 736 083 421
Email: sws@kws.go.ke Website: www.kws.go.ke

KWS
OR No. **0819449**

AR

STATION HQS DATE 29/1/2014

RECEIVED FROM Elizabeth N Wambua

KENYA SHILLINGS One thousand two hundred

only

ACCOUNT OF Research fees

SHS 1200 CTS —

A/C NO. 211300-900

[Signature]

02000-090101-10-901

Signature of Officer Receiving Donations

CASH/CHEQUE No.

