

**STRATEGIC CHANGE MANAGEMENT PRACTICES AND LIFE
CYCLE STAGES AT CHRIST IS THE ANSWER MINISTRIES**

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DECLARATION

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

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DEDICATION

I dedicate this project to my wife Jacky and my two daughters, Jasmine and Ivana for their encouragement and unparalleled support.

ABSTRACT

The current environment that organizations are operating in has become increasingly dynamic in both magnitude and complexity. All organizations, regardless of their nature must be able to effectively manage change if they are to survive and thrive in meeting their stakeholder expectations through various organizational life cycle stages. This study sought to establish the various strategic change management practices and life cycle stages at Christ Is The Answer Ministries (CITAM). The research design employed in this research was case study. Primary data was collected using interview guides and the qualitative data collected was analyzed by adopting content analysis method. Secondary data was also obtained from various sources which included CITAM's strategic plan and website and other literature. The study revealed that CITAM formally manages strategic change and that the development of strategies is spearheaded by the top organs of the Ministry which includes the Council of Elders, the Deacon Board, and the Senior Pastors with the oversight of the Presiding Bishop. Information used in crafting strategies is collected from various heads of departments and units. The various strategic change management practices adopted include constant scanning of both the internal and external environment and analysis of the various forces of change. The main forces identified were legal and political, socio-cultural, suppliers, Church member demands, and changes in technology. In supporting its growth strategies and for sustainability, the church complements members' giving by engaging in income generating activities that are managed by using general business models. The study further established that the church documents its strategies in a strategic plan which is developed by the help of an external expert who leads the process. The strategies are further broken down in the various policy and procedures manuals for ease of interpretation at various departmental levels and for ease of implementation. In the strategic change management process, the church considers implementation of the strategic plans as the most important phase, which needs to be managed effectively and efficiently if the church is to keep its mission and vision focused. The church engages in monitoring and evaluation of the strategic changes with regular feedback from the various departments on the status of implementation. The Leadership of the Ministry allocates the necessary resources for the implementation of the strategies and gives guidance on the implementation. The Ministry also analyzes the structure to ensure that the implementation of strategies is done effectively and efficiently. During the implementation phase, resistance to change was found to be the major challenge which emanates mainly from the fear of the unknown. CITAM manages resistance to change by use of constant communication, gradual introduction of changes, negotiation and agreement. The study further revealed that CITAM goes through various life cycle stages like any other organization and had passed through birth and was currently at growth stage. The Ministry was found to be moving towards maturity stage, though it was not clear how long this would take. Approach to management of strategic change was revealed to differ at various life cycle stages. Finally, the study draws conclusions and gives recommendations for more effective strategic change management which includes developing structured and formal ways of constant environmental scanning that will give better information for strategy development and revision as necessary. The study also recommends that the Leadership of CITAM monitors the life cycle stages and be alert to signs of stagnation after entering into the maturity stage. The study recommends further research on strategic management practices and life cycle stages in other churches in Nairobi, Kenya and the effectiveness of the strategic change management practices adopted by various churches in achieving their strategic objectives.

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CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

The current environment that organizations exist in, more than previously witnessed, is very dynamic and change has been described as the only constant. Much focus has been directed to the business environment and less to the other forms of organizations. Regardless of its legal status, there is no single organization that exists in a vacuum. According to Pearce and Robinson (1997), all organizations are open systems and the impetus of change in most cases usually comes from the external environment. Contingency theory asserts that organizations are open systems that need careful management to satisfy and balance internal needs and adapt to the environmental circumstances (Moran, 2001). Thus, the organizations are either influenced or influence other organizations within the environment they operate in.

The process of continually renewing an organization's direction, structure and capabilities to serve the ever changing needs as demanded by the environment is an ever-present feature of organization's life at both the operational and strategic levels. The organizational change cannot be separated from organizational strategy and vice versa (Nduati, 2012). Generally, change is any planned or unplanned transition from one state to another. Strategic change is more long term in nature, affects the entire organization and is aimed at achieving effectiveness for the benefit of all stakeholders. On the other hand, operational change focuses on a section or sections of the organization and focus on efficiency.

Organizations, like any other open systems and living organisms are subject to a life cycle. They are born, grow, mature, age and eventually die. The sequential changes that occur in

organizations represent evolutionary stages and hence the process is similar to biological life cycle found in nature (Daft, 2004) as cited by Samuel, (2011). All managers need to understand that the organization they run is at one cycle stage or the other.

1.1.1. The Concept of Change Management

Van & Poole, 1995 defined strategic change as an empirical observation in an organizational entity of variations in shape, quality or state over time after the deliberate introduction of new ways of thinking, acting and operating. Change can be generally defined as a transition from one state to another with a focus of being different. Holland (2004) defines change management as the use systematic methods to ensure that an organizational change can be guided in the planned direction, conducted in an effective manner and completed within the targeted time frame and with the desired results. Strategic change is the movement of an organization from its present state towards some desired future state to increase its competitive advantage (Hill and Jones, 2001). Change management has also been defined as a structured and systematic approach to achieving a sustained change in human behaviour within an organization (Todd A. 1999).

Strategic management includes the setting of mission, goals and objectives for the organization, the analysis of the external environment and choice of strategic alternatives. Implementation of the chosen strategies is one of the most important steps in the process of strategic management. A well-crafted strategy that is poorly implemented is as good as a poor strategy that can burden the organization. Strategic implementation always involves a degree of change and the effective management of change significantly affects the successful implementation of the desired strategy (Alexander, 1985). Strategic evaluation is a very important aspect in assessing the success of the strategy that is settled for. It helps the organization not only to measure performance but also give signals on where the

strategy needs adjustment to be in congruence with reality created by the changing environment that could not be reliably predicted.

1.1.2. Strategic Change Management Practices

Strategy is the direction and scope of an organization over the long term which achieves advantage for the organization through its configuration of resources within a changing environment, to meet the needs of the markets and to fulfill stakeholder expectations (Johnson and Scholes, 1999). Strategy can also be identified as a plan of action stating how an organization will achieve its long-term objective (Burnes, 2004). According to Mintzberg and Quinn (1991), strategy is the pattern or plan that integrates an organization's major goals, policies and action sequence into a cohesive whole. Change is an ever present variable in an organization's life, both at strategic and operational levels. Every organization should therefore have no doubts on the importance of its ability to identify where it needs to be in future, and how to manage changes required to get there (Burnes, 2004).

According to Moran and Brightman (2001), strategic management is the process of continually renewing an organization's direction, structure and capabilities to serve the ever changing needs of external and internal customers. The emergent approach to change management emphasizes that change should not be perceived as a series of linear events within a given period of time, but as a continuous, open ended process of adaptation to changing circumstances and conditions (Burnes, 1996,2004; Dawson,1994). Lewin (as cited in Eldrod II & Tippett, 2002) indicates that a successful change process involves three steps of unfreezing the present level, moving to the new level and refreezing this new level. Therefore, change management ought to be viewed as a process which needs to be continually monitored and adapted based on the changes in the environment.

1.1.3. Organizational Life Cycle Stages

A life cycle stage is defined as a unique configuration of variables related to the organization's context and structure (Hanks, Jansen, and Chandler 1994:7) as cited by Samuel, (2011). The sequential changes that occur in organizations represent evolutionary stages and hence the process is similar to biological life cycle found in nature (Daft, 2004) as cited by Samuel, (2011). In each life cycle stage, the organization displays a unique set of typical features (Adizes, 1988). The different life cycle stages are sequential, follow hierarchical progression and involve a range of organizational activities.

Chandler (1962) as cited by Roche (2008) developed one of the early life cycle models of the firm in which changes in an organizational structure follow from changes in the firm's growth strategies. Central to most life cycle models (Porter, 1980), is the fact that firms face different issues across phases of the life cycle. Greiner (1972), as cited by Roche (2008) came up with a largely internally driven model in which a growing organization moves through five distinguishable phases: creativity, direction, delegation, coordination and collaboration. Each phase is both an effect of the previous and a cause for the next phase. Miller and Friesen (1984) as cited by Roche (2008) offered another model typology which included five phases as well: birth, growth, maturity, revival and decline.

1.1.4. Churches in Kenya

As at September, 2007 the Attorney General of Kenya reported that there were 8520 registered churches and 6740 applications were pending (Ndegwa, A. 2007). There are two main streams of Christian denominations which are Catholic and Protestants. Among the Protestants, there are the mainstream churches comprising Methodist, Anglican, Presbyterian, Pentecostal, Seventh Day Adventists (SDA) and other denominations.

Christian of protestant orientation are estimated to make 45 % of the population, Roman Catholics make about 33%, Muslims make 10% while other religions such as Hindus and Bahais make about 2%. Most religious groups are active throughout Kenya even though certain groups dominate particular regions. The North Eastern province where the population is mostly Somali is predominantly Muslim. Muslims are also predominant in the lower part of the Coastal province, while in the Eastern province they are primarily in the north. Christians are predominant in greater parts of the Eastern region (CITAM, 2007).

1.1.5. Pentecostal Churches in Kenya

According to Houdmann (2013), Pentecostalism is a fairly modern movement within Christianity with approximately 170 different denominations that identify themselves as Pentecostal in the world. There are three main divisions within the Pentecostal movement. The original group which came out of the Holiness churches (Methodist and Nazarene), the second division which is comprised of those who came out of a Baptist background and the third group called the Oneness Pentecostals. As with the other churches in Kenya, Pentecostalism came to Africa first through European missionaries in early 20th Century and tremendous growth has been witnessed over the years.

In Kenya, there are numerous Pentecostal churches, most of which are autonomous while many of them have affiliations with international Pentecostal movements. Most of the Pentecostal churches have a widespread presence in Kenya through branches. However, most of these branches are also autonomous and control from the mother churches is limited. This autonomy has led to some of the churches having unclear structures that have led to challenges in governance and eventually splitting into more churches.

1.1.6. Christ Is The Answer Ministries

Christ Is The Answer Ministries (CITAM) formerly known as Nairobi Pentecostal Church was established in 1959, as a Ministry of Pentecostal Assemblies of Canada (PAOC). In 2003 Nairobi Pentecostal Church changed its name to Christ is the Answer Ministries (CITAM) and registered as an autonomous independent entity under the Societies Act, Laws of Kenya. The Ministry is currently guided by a ten-year strategic plan that covers year 2007 to 2016. CITAM currently oversees 12 assemblies spread in Nairobi, Nakuru, Kajiado, Eldoret Kisumu and Athi River. CITAM also has several other units/institutions under its supervision and management which include a radio and television station, two kindergartens, two primary schools, one secondary school, a children centre in Kiserian, Kajiado county and a catering unit. In its quest to be sustainable, CITAM has explored some income generating activities which include a radio and television station, a real estate company, a guest house in Nairobi and a camp site located in Kiserian, Kajiado County.

CITAM has a defined governance structure at three levels that is aimed at promoting sound stewardship and accountability. The three levels of governance are The General Meeting, The Deacon Board and The Council of Elders. The management of CITAM's affairs is carried out under the supervision of the Bishop who provides oversight to the various assemblies through Senior Pastors and business units which are under the Director of Administration (CITAM, 2007).

1.2. Research Problem

Change in organizations today is inevitable, whether necessitated by factors from internal or external environment. If nothing happened to disturb the life of the organization, change would be very slow and maybe, just accidental. Scholars on organizational life have

evidenced that the pace of change is accelerating and all organizations, if they are to survive effectively, must be prepared not only to respond to, but also to anticipate change (Senior, 2006). The approaches used in managing change are context-dependent and therefore there is no one single formula that can be applied in all organizations. The success of any attempt to manage change will be dependent on the wider context in which that change is taking place (Gerry Johnson, et al, 2005). Church organizations are established in an environment that is very dynamic just like the commercial enterprises, public organizations and Civil Society Organizations (CSOs). Being an institution existing in an environment like any other, the existence, effective and efficient running of CITAM is largely influenced by both the external and internal environmental factors. Pearce and Robinson (2000) identify political, economic, social, technological and ecological factors (PESTEL) as comprising the macro environment. The macro environment presents organizations with opportunities, threats as well as constraints.

CITAM operates in a very unique situation and based on its vision and mission, it seeks to impact on the whole person which has tasked the leadership to use different ways in achieving its mission. The Ministry currently runs twelve assemblies (churches) in Kenya, a Radio and TV station, a children centre, two kindergartens, two primary schools, one secondary school, a real estate company and a catering unit. Given that each of the units/institutions has emerged at different times and has different challenges, the leadership of the church has to be alert to the unique situations facing each unit. The various forces in the macro environment impact on the different units at different times, with different complexity and speed.

The organizational life cycle stages apply to all forms of organizations including not-for-profit organizations, education institutions and churches. As much as the non-profit

organizations mainly exist to offer services to their members and target beneficiaries, they rely on commercial organizations to supply them with various items to run their offices and meet the needs of their members or beneficiaries. With the many changes that are taking place within the environment, it has dawned on these organizations that for them to execute their mandate effectively and remain relevant, they must manage the pressure exerted by changes in their environment. CITAM being an open system needs to understand its present life cycle stage where at any given time so that it can manage strategic change effectively.

A number of studies have been carried out in Kenya on the subject of management of change. Otieno, (2013) focused her study on strategic management at Kenya commercial Bank group with a similar study carried out by Andugo, (2013) for Consolidated Bank of Kenya. Mugo,(2006) focused his study on the strategic management practices at the Kenya Power And Lighting Company. Gachugu, (2011) focused his study on strategic management in a community centre which is run by a Church in Nairobi. These studies have been mostly conducted in the commercial sectors and cannot be used in their entirety to represent how change is managed in a church organization and hence the need for this study.

This study will be guided by the following study question: How does Christ Is The Answer Ministries manage strategic change and what organizational life cycle stages has it passed through?

1.3. Research Objectives

This research sought to achieve the following objectives:

To establish how Christ Is The Answer Ministries manages strategic change.

To determine the different life cycle stages that Christ Is The Answer Ministries has gone through.

1.4. Value of the Study

Persons in academia will find the study valuable in studying churches and other organizations that are run by the church. Given that much study on strategic change management has focused on commercial organizations and Civil Society Organizations (CSO's), this unique study focusing on the church institutions will be quite useful in studying the application of change management in a church environment for efficiency, effectiveness and sustainability.

The Leadership of CITAM which includes the Deacon Board, Council of Elders, Senior Pastors and heads of different church units will benefit greatly. The study will also be useful to other churches and their leadership who could be facing similar circumstances to better manage strategic change. It will be appreciated that as much as change management is context dependent, there are some basic principles that one organization can learn from the other and contextualize it to suit their own situation.

Government entities have a lot of interest in the Church and institutions run by the Church. This study will give them insights how these institutions are managed in order to craft ways of regulating them based on their unique legal nature and tax status. Since many church organizations are now turning to profit-oriented projects that enhance their sustainability, the tax authorities also need to understand how these organizations operate and how they can contribute to the national income.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter reviews literature on management of strategic change in organizations and how change is managed at different organizational life cycle stages. Strategic changes often involve radical transitions within an organization and encompass strategy, structure, systems processes and culture (Strickland and Thompson, 2007). Many organizations have not been successful in managing strategic change partly due to poor implementation of strategies and the resistance that comes from both internal and external environments. For strategic intent to be a reality, it is necessary to change the way in which individuals within an organization behave (Burnes, 2004).

2.2. Theoretical Foundation of the Study

This study is anchored on various theories of change. Change can be generally defined as a transition from one state to another with a focus of being different. Holland (2004) defines change management as the use of systematic methods to ensure that an organization's change can be guided in the planned direction, conducted in an effective manner and completed within the targeted time frame and with the desired results. Strategic change is the movement an organization from its present state towards some desired future state to increase its competitive advantage (Hill and Jones, 2001). According to Bateman and Zeithaml (1990), change may occur at both corporate and / or business level. Corporate level strategic change, or reorientation, occurs when an organization shifts its resources into a new business in more attractive markets or industries. Strategic change at business level occurs when the organization competes better and serves the industry and market it focuses on.

2.2.1. The Individual Perspective School

The individual perspective group is divided into two factions referred to as the behaviorist and the gestalt field psychologists. Behaviorists believe that behaviour is caused by an individual's interaction with the environment. The basic principle, which originates from the study, Pavlov (1927), is that human actions are conditioned by their expected consequences. This indicates that rewarded behaviour is repeated while ignored behavior tends not to be repeated. The gestalt field psychologists believe that behaviour is not just caused by external stimuli but it arises from how an individual uses reason to interpret the stimuli. Behaviorists tend to effect organizational change by modifying the external stimuli acting upon the individual, whereas gestalt field theorists endeavour to change individual self-awareness to promote behavioral change and thus, organizational change (Burnes, 2009). In his research paper on organizational change and change readiness, Hallgrimsson (2008) argues that organizational change will be an unfortunate endeavour without the commitment and participation of individuals.

2.2.2. The Group Dynamics View

Group dynamics theory originated from the work of Kurt Lewin and the theorists who agree with the idea that the focus of change should be at the top level as it is not effective to concentrate on individuals to bring about change as they will be pressured by the group to conform. Lewin's rationale was that people in organizations work in groups and hence individual behaviour must be seen, modified or changes in light with the group's prevailing practices and norms (Burns, 2009). Burnes acknowledged the work of other researchers such as Cummings and Worley, 2005, French and Bell, 1999 and their arguments that it was useless to concentrate on changing the behaviour of individuals in accordance with the Group Dynamics School. The focus of change ought to be at the

group level and should be focused on influencing and changing the group's norms, roles and values (Burnes, P 324).

2.2.3. The Open System School

The open school of thought views organizations as composed of a number of interconnected sub-ways. It follows that any change in one part of the sub-system will have an impact on other parts of the system, and in turn, on its overall performance (Burnes, 2009). This school's approach to change is based on a method describing and evaluating these sub-systems in order to determine how they need to be changed to improve the overall functioning of the organization. It follows that an open system approach to management has the objective to structure the functions for the organization in such a way as to define certain lines of coordination and sub- system interdependence; and if this is successful, the organization's objectives can be pursued (Burnes, 2004).

2.3. Drivers of Strategic Change

Because of the rapid and unexpected changes in the environment, an emergence of aggressive new competitors or technological breakthroughs, strategic managers need to develop new strategies and structure to raise the level of their business performance (Hill and Jones, 2001). They suggest three ways in which this can be done which include business re-engineering and engineering, restructuring and innovation. They defined reengineering as the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance such as cost, quality, service and speed. Restructuring as a tool of improving performance has two steps: First, the organization reduces its level of differentiation and integration by eliminating divisions, departments or levels in the hierarchy. Secondly, the organization down-sizes by reducing the number of its employees to decrease its operating costs.

Bateman and Zeithaml (1990) note that changes mostly occur due to the organization facing some difficulty within or without the organization. The pressure for change can come from within; mostly from top or lower level managers. External pressures come from legal, competitive, technological and economic environments. Sometimes, the pressure for change is not caused by difficulties but opportunities. They further note that many theories discuss the existence of a gap as the usual cause of major changes. Burnes, (2004) asserts that change is an ever present feature of the organizational life, both at the operational and strategic level. It is therefore absolutely necessary for all organizations to emphasize the importance of their ability to identify where the organization need to be in future and how to manage changes required to get there.

The understanding of the dynamics of change has been enhanced by Kurt Lewin who postulated that changes result from a set of driving forces acting upon some restraining forces (Johnson and Scholes, 2002). Lewin argued that, in any situation, there are forces that push (driving) for change as well as forces that hinder (restraining) change. The driving forces may be internal or external, while restraining forces could be existing strategies, policies, regulations or culture. Wehrich and Koontz (1993) emphasized that organizations may be in a state of equilibrium, with forces pushing for change on the one hand and forces resisting change by attempting to maintain the status quo on the other. These writers argue that in initiating change, many organizations have the tendency to increase driving force, which tends to increase resistance by increasing the restraining force. They propose a more effective approach as that which seeks to reduce or eliminate the restraining forces, thus allowing the driving forces to push the organization to a new level of equilibrium. This is based on the belief that when those affected by the change are involved in the process, the change is easier to manage. Critics of this model argue that

while the model assumes existence of a specific point of equilibrium, no such a point exists since changes are continuous. However, the model has been widely used in change management as it enables managers to get a specific picture of the current situation and provides a framework for looking at the total situation as well as bring understanding of factors that can be influenced and those that cannot (Johnson and Scholes, 2002).

2.4. Approaches to Management of Strategic Change

Change management has been defined as the process of continually renewing an organization's direction, structure and capabilities to serve the ever-changing needs of the external and internal customers (Moran and Brightman, 2001). Change in the organization can either be proactive or reactive. Proactive change involves actively attempting to make changes at the work place and its processes. Organizations that take this approach mostly do so to take advantage of an opportunity or avoid a future threat. Reactive changes occur when an opportunity or a threat has already materialized.

When change is characterized by how it comes about, there are several approaches that are proposed (By, 2005). Literature is however dominated by planned and emergent change. Although there is no one approach that is widely accepted, clear and practical approach to organization change management that explains what changes organizations need to make and how to implement them (Burnes,2004), the planned approach to organizational change attempts to explain the process that brings about change (Burnes, 19966; Eldrod and Tipett, 2002). The planned approach emphasizes the importance of understanding the different states which an organization will have to go through in order to move from an unsatisfactory state to an identified and desired state (Eldrod II and Tipett, 2002).

The planned approach was initiated in 1946 by Lewin (Bamford and Forrester, 2003). Lewin proposed that before change and new behaviour can be adopted successfully, the

previous behaviour had to be discarded. Hence, Lewin proposed that a successful change project ought to involve three steps of unfreezing the present level, moving to the new level, and re-freezing this new level. The present level comprises old behaviours, old ways of doing things and old structures, among others. The new level involves learning new behaviours or ways of doing things, the stage referred to as re-freezing. Bamford and Forrester (2003) indicate that this model of change recognizes the need to discard old behaviour, structures, processes and culture before successfully adopting fresh approaches.

The emergent approach has gained ground over the planned approach (By, 2005). As opposed to viewing change as top-down driven, the emergent approach perceives change as driven from down-up (Burnes, 1996, 2004). This approach perceives change to be so rapid that it is impossible for senior managers to effectively identify, plan and implement the necessary organizational responses (Kanter et al.,1992). The emergent approach to change emphasizes that change ought to be viewed as a continuous, open ended process of adaptation to changing circumstances and conditions (Burnes, 1996). Apart from being just a method of changing organizational structures and practices, change is also perceived as learning (Dunphy and Stace, 1993). According to the advocates of the emergent approach to change, it is the uncertainty of both the internal and external environments that makes the approach more pertinent than the planned approach (Bamford and Forrester, 2003).

As the emergent approach to change is relatively new as compared to the planned approach, it is argued that it still lacks coherence and diversity of techniques (Wilson, 1992). The approach has also been criticized that it consists of disparate group of models and approaches that tend to be more united in their skepticism to the planned approach than to an agreed alternative (Dawson, 1994). However, according to Burnes,(1996) the

general applicability and validity of the emergent approach to organizational change depends on whether or not one believes that all organizations operate in dynamic and unpredictable environments to which they have to constantly adapt. If so, Burnes, (1996) argues asserts that ‘the emergent model is suitable for all organizations, all situations , at all times’.

2.5. Resistance to Change

Resistance to change is viewed by some people as a threat while others view it as an opportunity. The extent to which they resist change depends on which of the two views they embrace. Studies on behaviour indicate that people tend to hold on to existing ways of doing things and existing beliefs about what makes sense and will resist anything that causes disruption and loss of equilibrium to the familiar way of operation. Resistance is therefore a natural, normal reaction, not a reaction reserved for troublemakers (Jonson and Scholes, 2003; Conner, 1998; Ansoff and McDowell, 1990). Resistance to change manifests as opposition to any significant shift in the status quo and could be due to one of many reason which include fear of the unknown; job threat; fear that experience and expertise will lose value; threat to power; personal inconvenience in learning new ways and threat to interpersonal relations (Conner, 1998; Hannan and freeman, 1984).

Machiavelli observed that the introduction of new order of things meet resistance as “the innovation has for enemies, all those who have done well under the old conditions and lukewarm defenders in those who may do well under the new” (Jonson and Scholes, 2002, p563). According to Ansoff and McDowell (1990), resistance to change is not an aberration, but a fundamental problem which deserves attention comparable to that given to the strategy formulation. They have also argued that resistance to change is not confined to introduction of strategic planning but, but occurs whenever organizational change

introduces a discontinuous departure from historical behaviour, culture and power structure.

2.6. Managing Resistance to Change

Often, strategic change fails, not because the strategies were wrong or unattainable, but change is introduced without due regard to the resistance it may face. Hence, managing resistance to change occupies a key role in the change management process because resistance to change can create major roadblocks. From the onset of the change management process, it is imperative that the managers of change identify key stakeholders in the change programme in order to establish the interest in and power to influence the process (Johnson and Scholes, 2002).

One of the common ways of managing resistance to change is what Ansoff and McDowell (1990) refer to as “muddling through” approach where orders are given to the reluctant groups and punishment meted to slipped schedules and cost overruns. This autocratic approach is however likely to fail. A better approach may be that of anticipating, managing and controlling behavioral resistance which requires factors creating resistance to change to be identified at early stages in the change process in order to prepare appropriate remedies and to avoid being ambushed in the process. Overcoming resistance to change in behaviour by individuals in order to overcome the natural resistance and getting individuals to behave in ways consistent with both short term and long run organizational strategy (Mabey and Mayon-White, 1993) needs to be emphasized.

Conner, (1998) proposes some five principles in managing resistance to change as follows: understanding basic mechanisms of human resistance; viewing resistance as a natural and inevitable reaction to disruptions of expectations; interpreting resistance as a deficiency of

either willingness or ability; encouraging and participating in overt expression of resistance ; and understanding that resistance to positive change is just as common as resistance to negatively perceived change and that both follow their own respective sequence of events which can be anticipated and managed. Building organizational capacity for change helps overcome original resistance through making people more receptive and less cynical to innovation and change (Clarke, 1994).

2.7. Organizational Life Cycle Stages

Researchers have argued that organizations evolve in a consistent and predictable manner through various stages of development. A healthy organization is one that can maintain a balance between growth and control-ability. Even though researchers differ as to the number of organizational stages, common characteristics and development tasks associated with each stage of the organization's life cycle exist. In summarizing the literature on life cycle characteristics, Hanks, Jansen and Chandler developed a four-stage model called 'organizational life cycle' model. The four stages of Hank's life cycle model are start-up, growth, maturity, and diversification. In each life-cycle stage, Hanks examined variables such as managerial style, structure and the organizational size or complexity.

The first stage is the start-up pre-entrepreneurial stage. Since a successful leader is concerned primarily with survival in the start-up phase, he/she will show a high concern for maximizing production and little regard for building relationships with his/her employees. In a new business, entrepreneurs will typically be dealing with immature or untrained subordinates, so task, not relationship, is emphasized. The leader provides specific direction as to what, how and when things should be done. As the organization grows, it enters the second stage referred to as growth or expansion stage.

As this stage comes with many and rapid changes, a leader must be able to empower others by giving them authority and accountability to lead their departments. The transitional periods require a leader to use reflective thinking to accurately assess the task required for the organization's transformation to a new level. As the business grows, the leader must build relationships with his/her employees and needs to rely on them more. Based on Hersey and Blanchard's (1972) model, the leadership behavior should change from telling or direction to selling or coaching.

The third is the consolidation and maturity stage. This is a transitional stage to organizational maturity and is both a painful and prolonged process. Management must have developed formal systems and procedures to increase the profitability by monitoring expenses. Developing quality standards and establishing rules and procedures to increase the business stability and continuity is more important than growth. Management should develop a framework to support the organization's transition from a centralized to a decentralized management structure. Due to the increase in the organization's complexity, a leader must empower others to have accountability and authority for their departments.

The last stage focuses on death and revitalization. At this stage, organizational development is a time of continuous struggle between flexibility and control. Organization maturation can lead to rigid structures that inhibit the business adaptability to changes in the market. Formalization reduces in formativeness and flexibility. Researchers believe that when an organization is in the maturity stage, management is less apt to react to the environment and develop a proactive strategic plan. Revitalizing and redefining the business mission and strategy during the diversification stage will prevent the decline and death of the business or organization. The implementation of decentralization and team leadership will create a more flexible environment. Training has both direct and

indirect advantages for institutions. Training reduces the learning time needed to achieve an acceptable level of performance. By means of qualified instructors in controlled learning situations, management can achieve success in reducing the learning time and obtain high productivity.

2.8. Strategic Change Management and Organizational Life Cycle Stages

Chandler (1962) developed one of the early models of the firm, in which changes in organizational structure follows from changes in the firm's growth strategies to meet external opportunities. This early work on organizational life cycle laid the foundation for subsequent research on different linkages between the firm's life cycle and its impact on strategy, human resource practice (Balkin & Gomez-Mejia, 1987) board behaviour (House & Zattoni, 2008) and governance systems (Filatotchev et al., 2006). Central to most of the life cycle models is the fact that firms face different issues across phases of the organizational life cycle. Quinn and Cameron (1983) carried out a research on the link between life cycle stages and organizational effectiveness. However, most of the organizational life cycle models do not include phases of organizational decline and death (Whetten, 1987).

Miller and Friesen (1984) offered the corporate life-cycle typology which was fairly comprehensive. It included five stages which were called birth, growth, maturity, revival and decline. They presented three themes that are related to organizational change over the life cycle. The first theme focuses on the complexity of the organization's administrative tasks. As the environment becomes more diverse and competitive, the size of the organization increases and also the number of parties that can influence goals and decisions. The second theme focuses on the sophistication and complexity of the organizational structure which affects the information processing structure and decision

making style. The third theme is that the organizations alternate between phases that renew or establish organizational competencies (e.g. birth, growth and revival), and those that exploit them through efficiencies (maturity and decline).

According to Smith, Mitchel and Summer (1985), changes in life cycle lead to change in management priorities. Their proposed model has three phases : inception, high-growth and maturity. They hypothesized that technical efficiency is important at both ends of the cycle. The second hypothesis was that the organization coordination becomes more relevant during high growth phase as a means of managing the growing complexity associated with fast rate of change. Finally, political support takes precedence during the maturity phase when the rate of growth slows, and the organization has depleted most its resources.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter outlines the methodology that was used in conducting the study. It entails details of the research design, data collection technique and data analysis methodology.

3.2. Research Design

This study used a case study design which was considered most appropriate since only Christ is the Answer Ministries (CITAM) was the focus of the study. It was also appropriate as the objective of the study required a detailed analysis of the strategic change management practices and review of life cycle stages at Christ is the Answer Ministries. According to Mugenda (2003), a case study is an in-depth analysis of an individual, group, institution or phenomenon. Yin, (1989) asserts that a case study allows an investigation to retain the holistic and meaning of real life events.

This design provided focused and valuable insights to phenomena that may otherwise be vaguely understood. The case study method offered the researcher an opportunity to learn complex issues and events through extensive description and contextual analysis. It aimed at getting detailed information regarding the management of strategic change practices at different life cycle stages at Christ is the Answer Ministries.

3.3. Data Collection

Both primary and secondary data was used for the study. Primary data is facts, assumption or premises obtained from the respondents. Secondary data is applied to facts, assumptions and premises contained in various documentary sources such as the strategic plans. To obtain the primary data, the study used an interview guide. This was considered appropriate to obtain in-depth information as the researcher was able clarify any necessary

areas or responses and ensured that the responses are properly understood by repeating or rephrasing the questions thus improving the quality of information received.

The interview guide was administered on a face-to-face basis to seven key people in the Ministry, particularly the Presiding Bishop, Deputy Bishop, Retired Bishop, Director of Administration, a retired deacon board member, a senior pastor and the Head of Media unit. The study focused on the senior management team as they were considered to have an overall understanding of the Ministry and also as the key managers of change. The choice of a retired bishop and elder was to facilitate better understanding of change management in the earlier life cycle stages of the Ministry. The director of Administration has the overall responsibility for all the business units and therefore was well-placed to provide the necessary information regarding those units.

The interview guide was pre-tested before administering it to the respondents to identify any ambiguous questions and evaluate any possible problems of analysis. The data collected was qualitative rather than quantitative data. The secondary data, especially from the already documented materials such as the strategic plan and annual reports was used to supplement the primary data which was received from the interviews.

3.4. Data Analysis

The first step of data analysis was the organization of data collected from interview transcripts. This involved thorough reading, editing, cleaning up of the interview notes and entry into a word processor. Content analysis was used to analyze data to arrive at conclusions. For qualitative data, the researcher carried out content analysis based on the experiences of the individual participants. The researcher attempted to analyse causal relationships and theoretical statements emerging from the interviews.

Content analysis has been described as a technique for the objective, systematic and quantitative description of the manifest content of a communication (Cooper and Schindler, 2003). The breadth of content analysis makes it flexible and wide ranging tool that may be used as a methodology or as a specific technique. Content analysis guards against selective perception of the content, provides for the rigorous application of reliability and validity criteria and is amenable to computerization.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1. Introduction

This chapter presents the data analysis and interpretations of the research findings based on the objectives that the study set out to establish. The objectives of the study were to establish how Christ is the Answer Ministries (CITAM) manages strategic change and the various life cycle stages that it had gone through.

This chapter details both the response rate as well as brief profiles of the respondents. A brief history of the Ministry is outlined that gives an indication of the growth from inception and various life cycle stages. Strategic change management practices have been detailed, including how forces of change are identified, the process of strategy development, documentation, implementation, monitoring as well as management resistance to change. Further, the various life cycle stages of CITAM have been identified and linked to the various strategic change management practices. The results of the research have also been discussed in this chapter

4.2. Response Rate

To achieve the objectives of the study, the researcher made appointments with seven key individuals of CITAM and conducted face-to-face interviews. All the respondents were interviewed except for one who was not available but opted to give written responses instead. The interviews followed an interview guide that was shared with all the respondents prior to the interviews.

4.3. History of the Christ is the Answer Ministries

As detailed by Mugambi (2009), Christ Is The Answer Ministries' history dates back to 1959 when it was founded as Nairobi Pentecostal Church (NPC). The Church was founded

as an English-speaking, multi-racial Church that was established as a Ministry of Pentecostal Assemblies of Canada (PAOC). The church held its first services in a tent in downtown Nairobi and later in Rahimtulla Hall that was rented along Nairobi's Jevanjee Street from February, 1959. The Church later acquired property and built its own sanctuary along Valley Road where services commenced in September, 1960.

From inception to about 1970, the congregation numbered approximately 47 people and by 1977, the congregation had grown exponentially to over 700 people. This necessitated splitting of services to three every Sunday and eventual extension of the first sanctuary to accommodate the growing numbers. From the humble beginnings, the church currently oversees 12 assemblies in Kenya with tens of thousands attending Sunday services. Over the years the church has expanded its Ministry through two kindergartens, two primary schools, one secondary school, a children centre in Kiserian, Kajiado county and a catering unit. The Ministry also owns a campsite, a guest house and a property company which helps in complimenting members' giving for the expansion of the Ministry.

The Ministry changed its name from Nairobi Pentecostal Church (NPC) to Christ Is The Answer Ministries (CITAM) from the year 2003. This was to accommodate the geographical expansion as the former name implied that the Ministry was only limited to Nairobi.

4.4. Demographic Information of the Respondents

In this study, seven respondents were interviewed; they included the Presiding Bishop, Deputy Bishop, Former Bishop, the Director for Administration, a Senior Pastor, a retired Deacon Board member and the Head of Media Unit. Of the seven respondents interviewed, four had been involved in the Ministry in different capacities for more than 25 years, two for more than 15 years and one for more than 8 years. Apart from the retired

Bishop and the Deacon member, all the other five respondents were both members of the church as well as employees. They had all held more than one leadership position for the time they were in CITAM. The respondents had a wealth of experience due to the length of service in the Ministry and the leadership positions held. They were therefore in a good position to give historical background of the Ministry including the many changes that have taken place over the years.

The leadership of the Ministry comprises the Deacon Board, the Council of Elders, the Senior Pastors, Director for Administration and the heads of various units. The Deacon Board oversees the administrative arm of the Ministry while the Council of Elders oversees the spiritual arm. The Senior pastors are in charge of the various assemblies and report to the Deputy Bishop.

From the responses given by the respondents, it was clear that the crafting, communications and implementation of strategies for the Ministry lies with the top leadership as well as management of change. The top leadership therefore spearheads change management including monitoring. As Spiro, J. (2010) puts it, leading change requires effective leaders to be reflective at all phases of the experience – before embarking, during implementation and beyond, and also to make mid-course corrections along the way. CITAM leadership is evidently involved in all phases of change management and also believes that the members hold them accountable for successful implementation of change.

4.5. Strategic Management Practices at CITAM

The first objective of the study was to establish how strategic change is managed within Christ is the Answer Ministries. To achieve this objective, the researcher sought information from the respondents through face-to-face discussions following an interview

guide as well as from secondary sources such as the website and CITAM Strategic Plan (2007 – 2016).

4.5.1. Identification of Forces of Change

Contingency theory asserts that organizations are open systems that need careful management to satisfy and balance internal needs and adapt to the environmental circumstances (Moran, 2001). The Ministry, being an organization is also an open system and must consider its environment if it is to live to its mission and operate efficiently. The leadership of CITAM constantly scans the environment and considers the forces that trigger strategic change. Forces of change are both internal and external and both have to be accorded due attention. The external forces considered included other churches, technology, social economic factors, suppliers as well as political and legal environment.

The respondents did not consider CITAM to be in competition with the other churches. However, leadership constantly considers what other churches are doing in order to remain relevant to its members' needs. According to a survey done in 2005, 77% of the congregants was below 40 years of age and 40% of the congregation was female (CITAM, 2007). For instance, they have had to change some of the programs to be able to address the needs of the youth who are influenced in a great way by the media and avoid unnecessary migration of the congregation to other churches. The church has programmes tailored to the needs of the youth at different age groups.

Most of the Church members are from the elite section of the society and have ideas on how things can be done better. They therefore keep the leadership accountable on the implementation of the strategies both at the corporate and operational levels. As an example, the church has adopted the current modes of collecting members' giving such as use of bank debit cards, M-Pesa and telegraphic transfers due to the members' demand and

pressure for convenience. The Church also has a constitution which is reviewed from time to time to reflect current realities in governance and the members want to be involved in changes that take place within the Ministry with any amendments being approved at the annual general meetings (AGMs)

The social economic factors also have an impact on the strategic direction of the Church. The strata of the congregation have changed over the years with more children being incorporated and the church has had to tailor-make its programs to address their needs including starting of kindergartens, primary and secondary schools. Currently, the Ministry has a 60 percent stake in PAC University which is meant to address the growing needs of higher education. With the majority of Nairobi population opting to stay in the outskirts of the city, the church has now opened several assemblies closer to their residences, for example in Athi River and Ngong. This reduces the need for them to travel for long distances to the city to attend various church activities.

The political and legal environments have also impacted the way CITAM operates. The recent changes in marriage laws required pastors to re-apply for their licenses and the church had no option but comply if they were to continue officiating weddings that are part of church activities and obligations to its members. The changed structure of Kenya Government on devolution that established counties from the year 2013 has had a great impact on the Ministry as many Kenyans have moved to different counties due to the increasing open opportunities for employment and business. The Ministry has to change with this as well by starting assemblies in other counties such as the new assemblies in Eldoret and Athi River . The respondents noted that changes in labour laws have made it difficult to separate with the employees and much consideration has to be factored in when

there is need for such an action. The environmental management laws have also to be complied with when building its sanctuaries and other facilities.

On legal compliance, the Ministry has to consider several requirements on a day-to-day basis and make the required returns to the Government. The schools operated by the church are under the Ministry of Education and have to comply with the standards set by the Ministry, which often conducts audits. The Radio and Television stations operated by CITAM are regulated by the Communication Commission of Kenya (CCK) and have to comply with the regulations and the set standards as well.

Technology has been evolving at a very high rate and must be put into account by all organizations if they have to thrive in running their affairs. This includes the Church and other non-profit organizations that have most operations running like any other business and where such organizations are running profit-making units. In the past, the CITAM church services were conducted using hand-written notes and hymns were guided using hymn books. Currently the church services are conducted using modern audio-visual equipment and Microsoft PowerPoint presentations.

Members can now give their offerings through Mpesa and debit cards as opposed to giving cash that is considered risky. Further, Church members and the public can now search for information about the church from the web site and write emails to the leadership for any enquiries or recommendations. Use of social media has been encouraged in achieving the goals of the church as well and members can access past teachings. The church records its sermons or other events and this can be accessed by members who did not attend those particular services and also for their future reference.

From the responses given by the respondents, it is clear that CITAM leadership scans both the internal and external environment just the way leaders in other organizations do. This has been useful in remaining relevant to the stakeholders who are mainly the church members. If the leadership ignored the environment, it would either stagnate or die all together as it would not operate efficiently and the stakeholders would take other options.

4.5.2. Development of Strategies

Development of strategies at CITAM majorly lies with the Presiding Bishop working with the top organs of the Ministry which are the Council of Elders, the Deacon Board and the Senior Pastors. The Presiding Bishop chairs both the Elders Council and the Deacon Board. The Senior Pastors head the various assemblies while the other units of the Ministry are headed by designated managers. The Director for Administration is also heavily involved in the development of strategies as he works directly with the various business units from an operational point and is equally involved in the implementation and monitoring of the strategies.

The development of strategic plan commences a year before the expiry of the running strategic plan. This commences with collection of ideas from the various units and assemblies through the heads of those units. Some respondents indicated that though collection of ideas from all the members of the Ministry is not practical, sometimes ideas are collected by use of questionnaires. Once the suggestions are collected, they are put together and discussed alongside the strategies that the top organs may have already suggested.

CITAM's leadership therefore engages in development of strategies in a formal way and the same is clearly documented in strategic plan. In the process of developing the strategic plan, CITAM lays a foundation for developing the strategies by identifying planned

outcomes, goals and objectives. CITAM also defines timeframes, identifies key participants and buys acceptance for the plans as suggested by Barksdale, S. & Lund, T. (2006).

4.5.3. Leading the Development of Strategies

The Ministry engages an external consultant in leading the process of development of the strategic plan. Though the church can obtain internal staff and volunteer members who can help with the development of the strategic plan, all the respondents indicated that they found it better to have an external expert engaged. The external expert was considered more objective, more professional, able to deliver a timely document and may have more technical knowhow. Furthermore, the document done by an external expert may have more fresh ideas and can be accepted by the implementers more easily.

4.5.4. Documentation of Strategies

CITAM documents its strategies in a formal strategic plan. The Ministry is currently working with a ten-year strategic plan which runs from 2007 to 2016. Before this strategic plan, the Ministry had a previous strategic plan that covered five years. Some of the respondents indicated that they found the period covered by the current ten-year strategic plan be too long and would suggest that future strategic plans be limited to 5 years. They further explained that, since the Ministry was growing exponentially and especially the expansion of the church to various counties in Kenya, it would be more realistic to craft subsequent strategic plans every five years to reflect the reality of the environment that has proved to be quite dynamic.

4.5.5. Challenges of Developing Strategies

The respondents indicated that developing strategies in a church set up was a very challenging task. Firstly, there were too many people and units to consult in collecting

ideas to include in the strategic plan. This was considered to consume a lot of time as well as giving the team compiling the document a difficult time trying to decide which aspects were to be included in the strategic plan. Secondly, some church members considered a strategic document to be unnecessary and a secular idea that does not warrant spending of church funds on. They expected the leadership to be led by the Holy Spirit as opposed to a document.

The third major challenge was obtaining a good consultant who would be able to guide the leadership of the church in developing the strategic plan that is balanced, without losing focus on the core vision of the church. The consultant has also to be seen not to be biased if the document is to be accepted by various stakeholders. Further, the consultant has to understand the church well and be able to collect relevant information from various people within the church and keep the leadership focused on completing the document in a timely manner.

4.5.6. Implementation and Monitoring of Strategic Change

Implementation of change is considered a key aspect of change management in CITAM. The Director for Administration is the focal person in initiating, effecting, and monitoring changes. The office of the Director for Administration has direct responsibility for operations, procurement, and finances. To ensure that implementation is done smoothly and effectively, the main strategic document is broken down into various policies within the organization and each aspect is directed to the relevant departments. This includes procurement, human resources, finance and the business units. Each head of department is then expected to implement the strategies and report on the progress to the Director for Administration, who in turn reports to the Deacon Board.

Before the implementation phase, the whole system and implementers are prepared in advance through communication and education as change is not expected to be easy. In preparing for the implementation, both the internal and external environments are analyzed for potential challenges and measures put in place to mitigate the impact of those challenges.

On the overall, the Bishop is responsible for ensuring that the implementation of the various changes takes place as planned. This is possible through monitoring and evaluation and receiving of constant updates on the implementation including any challenges experienced. Where challenges and difficulties are encountered, remedial measures are taken to ensure that the implementation goes as planned. Where strategies are clearly not working, the feedback system can prompt the leadership to change those strategies even before the full implementation period of the strategic plan is over.

Strategic implementation always involves a degree of change and the effective management of change significantly affects the successful implementation of the desired strategy (Alexander, 1985). It is clear that CITAM's leadership views implementation as a key element in change management process and has put systems in place to ensure that strategies are implemented as planned.

4.5.7. Managing Resistance to Change

As the researcher found, CITAM experiences resistance to change like any other organization. The respondents indicated that though many people may think that change is not resisted in church circles, this was not the case as all people do not like change. The management experiences resistance when introducing change because most people like to do things in ways that are familiar to them. The respondents also indicated that most individuals are anxious about change for fear of the unknown.

The Ministry has developed ways of managing resistance to change so that the changes can be implemented smoothly. The Ministry's management is aware that the employees in a church set up expect to be handled differently from a secular organization and how they are handled needs to be carefully thought out. CITAM has a number of ways of managing resistance to change that have been found effective. Firstly, all the key stake holders are involved in the developing of strategies, which increases acceptance of those changes. The senior staff and head of departments are involved both in development and implementation of strategies. These are considered as the key staff that can help in selling ideas to the other staff in their departments and effectively increase acceptance. They are also the key individuals who can help dissipate any fears developed within the departments since they can explain the need for the changes and how those will affect them.

The second way of managing resistance to change at CITAM is communication which is done through various ways and means. These include giving information about the expected changes to various stakeholders through meetings and discussions. Any impediments are discussed and a way forward found. From responses of the interviewees, it was clear that once channels of communication existed and were clear, then resistance was minimized.

Thirdly, the key resistance groups are identified and discussions held with them. Their reasons for resisting changes are considered and carefully analyzed by committees which then try to convince them on the need for those particular changes. If the resistance groups cannot be convinced, then it may call for coercive measures to be taken including removal of individuals who are not willing to accept and support the changes. The fourth way to reduce resistance was to introduce changes in small portions as sudden changes may bring

shock and may experience more resistance. Sudden changes also may require more resources and if not managed well, they can interfere with the main objectives of the Ministry.

4.6. Life Cycle Stages at CITAM

The second objective of the study was to establish the life cycle stages that CITAM has gone through. All the respondents indicated that CITAM passes through a life cycle like any other organization. They all considered CITAM to have gone through the first two cycles of birth and growth. In its life cycle, CITAM went through stagnation in the 1970s where the congregation barely grew in numbers. However from the 1990s to date, CITAM has experienced tremendous growth which was considered exponential. The respondents projection was that CITAM will continue with the growth and indicated that the main challenge was keeping up with the growth.

Bullard G. (2001) views the church life cycle stages as birth, growth, maturity (prime), re-development, decline (aging) and death. He further breaks down the growth stage into infancy, childhood and adolescence. He considers the adolescence stage to last between ten and twelve years. Since CITAM is more than fifty years, then it is clearly past this stage and approaching maturity stage though it is difficult to predict how long this may take.

4.7. Change Management and Life Cycle Stages

The respondents considered change management to be conducted differently at different life cycle stages. When CITAM began, the congregation was quite small and the leadership consisted fewer people. The senior pastors were non-Kenyans and most decisions were made from Pentecostal Assemblies of Canada (PAOC). Change

management was easier then as there were fewer people and departments to consult and most decision lied with the Senior Pastor of that time.

In the early stages of growth, the Ministry had only one assembly in Nairobi, Valley Road. It was less complicated to make decisions and implement changes as most activities were centralized and were under the guidance of the Senior Pastor. However, with the growth of assemblies to different parts of Kenya, management of change has become more complicated due to the geographical spread and involvement of more people. Each assembly in different parts of the country has unique challenges and all these are to be considered in change management. For instance, assemblies in different counties of Kenya have some different legal requirements to address, including environmental laws.

At the current stage of growth, the Ministry is now involved in income generating activities through business units. These units are run using business models to ensure that they are both sustainable and able to contribute in supporting the main vision and mission of CITAM. This has greatly affected how management of change is carried out to ensure that the main objectives of the church are not affected negatively.

4.8. Discussion of the Results

Based on the information obtained from the respondents, it is clear that CITAM has a structured way of managing change. The process includes constant scanning of both the external and internal environments and evaluating the factors that can affect the way things are done in order to remain relevant. In developing its strategies, the Ministry engages an external consultant to lead the process of putting together the strategic plan together. Consultants are considered to bring more professional experience, to be more objective and able to deliver a timely document that is likely to be more acceptable to the various stakeholders.

As a way to grow the Ministry and sustain itself, the Ministry has engaged in some income generating activities that supports its mission and vision. Such business units are managed in a business-like manner for sustainability by employing experienced managers. It is also clear that the Ministry is both proactive and reactive in change management. There are those external factors that cause change such as the legal environment and the church has to be reactive in this case. However, in most cases, the church is proactive and based on environmental scanning results, changes are put in place for growth and fulfillment of the vision and mission.

The Ministry considers strategic management to be conducted in the same way as any other organizations since the principles are similar. The only difference is that in a church setting, the leaders have the element of Faith where they depend on God to give the best direction and guidance.

In managing change, one of the major challenges in CITAM is resistance to change. In managing resistance to change, more people are involved and consulted to enhance ownership of those strategies. In the whole process of change, CITAM's leadership constantly communicates with various stakeholders through various ways including meetings. The key resistance groups are identified and reasons for their resistance established with an aim of discussing and convincing them as to why the changes need to be done and how the same will benefit both them and the organization at large.

CITAM has gone through birth stage and is now at growth stage. It is clear to the leadership that in managing change at various organizational life cycles, different approaches have to be adopted for effectiveness. This is mainly because at different life cycle stages, change management has different elements that have to be considered. For instance, at the current growth stage, more people have to be involved in the process than

at birth stage. In managing change therefore, the life cycle stage of CITAM is to be considered.

From the respondents' views, CITAM has not approached maturity or decline as of now and they are therefore not concerned about the same. The leadership is currently focused on how to manage the exponential growth being experienced. Based on the characteristics described by Bullard G. (2001), CITAM is crossing to early adulthood as it is clearly past adolescence. Once past the adulthood, then aging or decline will set in and eventually death. However, death of a congregation does not necessarily mean the end of the church as the congregation can live on in a resurrected form.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1. Introduction

This Chapter focuses and gives both a summary and conclusions of the study. Recommendations, limitations of the study and areas of further research are also detailed and discussed in this chapter.

5.2. Summary

The purpose of the study was to establish the change management practices at CITAM and also the various life cycle stages the Ministry has passed through. The study revealed that of the seven respondents interviewed, four had been involved in the Ministry in different capacities for more than 25 years, two for more than 15 years and one for more than eight years. All the respondents had a wealth of experience about the church due to the length of service in the Ministry and had a good historical background of the Ministry including the many changes that have taken place over the years. They were therefore in a good position to detail the life cycles of the church objectively and give an assessment of its current status compared to the past.

The researcher established that the leadership of the church found it necessary to involve an external consultant to lead in the development of a strategic plan which is documented. This was necessary to ensure that the process is done professionally and also for it to be acceptable to most stakeholders who are likely to view it as objective than if developed internally.

It was also established that resistance to change was the key challenge in change management due to mostly, fear of the unknown. It was clear that since change is carried

out through people, resistance had to be handled carefully. This was managed by involving the key stakeholders from the beginning to buy their acceptance. Constant communication was also considered a key element in reducing resistance to change so that the key stakeholders were aware of why the changes were necessary and how they were going to affect them. Other challenges in change management were a dynamic and unstable environment which could not be predicted with certainty and the need to involve many stakeholders.

The leadership considered the implementation of strategies to be the most critical in the change process. Implementation is spearheaded by the Presiding Bishop who heads the whole organization. Constant monitoring and evaluation was also considered critical in the implementation of the strategies developed.

The church goes through life cycle stages just like any other organization. It was established that the church had passed through the birth stage and was now in the growth stage. All these stages were considered to affect that way changes were managed.

5.3. Conclusion

As the study found, CITAM develops a strategic plan which is documented and is in line with its mission and vision. It was clear that the church can no longer wait and be forced to change but it must be proactive and plan for future if it has to remain relevant to its stakeholders. The development, implementation and monitoring of strategic change is spearheaded by the top organs of the church with the oversight of the Presiding Bishop.

From the results of the study, the strategic plan was considered a very useful document as the stakeholders were able to keep the leadership accountable for the sustenance and development of the Ministry. The document guides the church in keeping it in the right

strategic direction and as a benchmark for monitoring whether the strategies are implemented as planned.

The current strategic plan which covers a period of ten years was considered to cover a longer period than desirable as some of the strategies had already been overtaken due to the exponential growth. A strategic planning covering a shorter period was considered more appropriate as it would give the leadership a chance to evaluate the changes and determine if it was necessary to have a different strategic plan.

It can also be concluded that strategic change is resisted in the church just like in any other organization. Managing change requires education and constant communication; gradual introduction, negotiation and agreement. The strategies secure buy-in by both groups and individuals which further dispels fears of the unknown. The strategies further help the individual to be part of the change process and to support its implementation.

It can be further concluded that the church goes through different life cycle stages like any other organization and that change management is carried out differently at different life cycle stages for effectiveness.

5.4. Limitations of the Study

Being a case study, the researcher only focused on one church. The results are based on the views of one church and therefore the change management practices cannot be generalized for other churches in Kenya and beyond. The respondents were in the top leadership of the church and only gave views from a leadership position which may be different from those at lower levels.

All the respondents were senior and had very busy schedules which made it difficult to secure appointment and have sufficient time to clarify their comments on various aspects

of change management. Two of the respondents were no longer holding leadership positions and gave historical information on how change management was done before and may not have been the current practice.

5.5. Recommendations from Study

Considering the results of the study, several recommendations can be made. First, the church needs to consider developing future strategic plans that cover shorter period than the current ten-year strategic plan. This will allow for review of the strategic plan and change as necessary since it is more difficult to make projections for ten years in a highly dynamic environment.

Secondly, the leadership ought to gather more information from its key stakeholders who are the church members and employees when developing its strategies. These could be reached through surveys by use of electronic mails or questionnaires during Sunday services.

Thirdly, the leadership of the church should develop more formal and structured ways of scanning the environment regularly. This will help them in managing change with better information that is both current and relevant in a very dynamic and unpredictable environment. This can be achieved by use of checklists that will ensure that all aspects of both the internal and external environment are considered and the results documented.

Fourthly, the leadership should watch out for the signs of stagnation which could indicate that a decline may be coming. When decline is evident, strategies should be put in place to revive the church and restore growth. As described by the Episcopal Church Centre, growth in a church is followed by stability and after stability decline sets in. However, decline can be reversed by redefining the ministry though the cost can be very high.

5.6. Suggestions for Further Research

This research focused on strategic management practices and life cycle stages at CITAM only. Since there are many churches in Kenya which vary in management style, age and population, this research recommends that a similar study be done in other churches in Kenya to establish the change management practices and life cycles stages they have passed through and how differently strategic change is managed at different life cycle stages.

There is also need for further research to establish the effectiveness of different strategic change management practices adopted by various churches in Nairobi, Kenya in achieving their strategic objectives.

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Appendix II: Interview Guide

A. Basic Information

Name of Respondent.....

Position in CITAM

How long have you held this position?

How long have you been at CITAM.....

What other positions have you held at CITAM including the period for each?

Position..... No of years/months.....

Position..... No of years/months.....

Position..... No of years/months.....

Position..... No of years/months.....

B. Strategy Development

1. Who is charged with the task of developing the overall strategies for the Ministry?
2. Which other staff / members of CITAM are engaged in strategy development?
3. Are the strategies documented?
4. How are strategies communicated to staff and other members of CITAM
5. What is the process of developing strategy in CITAM?
6. How has the process of developing strategies changed from when the Ministry began to now?

7. Is there any input from external consultants in developing strategies?
8. What are the reasons of involving /not involving external consultants?
9. What challenges has CITAM faced in developing strategies?

C. Forces of Strategic Change

10. What external or internal factors trigger strategic changes at:

10.1. Corporate level (general direction of CITAM)

10.2. Operational level

11. Would you consider strategic changes to be a result of:

12. Necessity for survival and sustainability of CITAM?

13. Need to thrive in achieving CITAMs objectives

13.1. Both 11.1 and 11.2 above? Explain

13.2. Are strategic changes in CITAM proactive, reactive or both?

13.3. How do the following forces affect CITAM?

13.4. Other churches/ministries,

13.5. Suppliers and other service providers

13.6. Church members

13.7. Legal and political environment

13.8. Social Economic factors

13.9. Technology

- 14. Do you have income generating activities?
- 15. What informed CITAM to engage in such activities?
- 16. How are such activities managed?

D. Strategic Change Management Practices

- 17. What is the process of strategic change management at CITAM
- 18. What is the role of leadership in managing change?
- 19. What is the role of other staff in the process of change management
- 20. Indicate the strategic management practices of CITAM since inception
- 21. Do you consider strategic management in a Church to be different from that in secular entities?
- 22. What resistance to change does CITAM experience?
- 23. How is resistance to change managed in CITAM?
- 24. What are the other challenges in managing change at CITAM
- 25. How are the challenges above reduced/managed

E. Organizational Life Cycle Stages

- 26. Do you consider CITAM to pass through organizational life cycle stages like other organizations (birth, growth, maturity and decline)?
- 27. At what life cycle stage do you consider CITAM to be and why?

28. Describe the various stages that CITAM has passed through to date
29. Has CITAM experienced threat of decline in its life? If yes, how was this decline reversed?
30. How is management of strategic change affected by the different life cycle stages
31. Relate the strategic change management practices to the various organizational life cycle stages that CITAM has gone through.

Appendix II: Letter of Introduction for Data Collection



**UNIVERSITY OF NAIROBI
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DATE 05 September, 2014

TO WHOM IT MAY CONCERN

The bearer of this letter MISHECK MWIRIGI THURANIRA
Registration No. D61/62769/2010

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**

