

**STRATEGIC CHANGE MANAGEMENT PRACTICES AND THE
PERFORMANCE OF CONSTITUTIONAL COMMISSIONS IN
KENYA.**

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DECLARATION

This research is my original work and has not been submitted for any award in this or any other University.

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This Research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

I dedicate this research paper to my adorable son, parents and beloved brother whose constant and continuous support made it possible for me to complete the postgraduate course and this research project.

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I take this opportunity to thank all those who contributed to the completion of the study.

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LIST OF ABBREVIATIONS AND ACRONYMS

OST - Open Systems Theory

ABSTRACT

In the present day operating environment, change is an ever-present feature of organizational life, both at an operational and strategic level and this demands that the organization has to identify where it needs to be in the future and at the same time come up with a proper way of managing the changes required to getting there. The success of strategic change will depend not only on an organization's ability to implement new structures and processes, but also on the organization's ability to convey the new mission and priorities to its many stakeholders. The study was to establish the effect of strategic change management practices and performance of Constitutional Commissions in Kenya. The study adopted a cross sectional survey design where each of the 10 Constitutional Commissions formed the sample frame. A questionnaire was the main research instrument in which one questionnaire was administered to each of the constitutional Commissions. The findings of the study were that the constitutional commissions were undertaking strategic changes in order to align their strategies to the demands of the stakeholders and thereby matching the resources and activities of the organization to that environment. An integral part of an effective implementation of strategic change was found to be an effective internal communication that corresponds to each stage of the strategy, involvement of all important stakeholders, employee participation and a management team that will develop appropriate mechanism and harmonious working relationship with other employees during the change process. In effect, the findings support the position that effective strategic change has positive effect on the performance of constitutional commission. The challenges faced by the commissions in implementing the strategic change process include ineffective change management sponsorship from leaders, inadequate resources for training and incompatibility of the change management process with the organizational structure. The study recommends that the organizations leadership should not have a short term effect on the performance of the commissions from the change process but rather have a long term view in implementing the change. The study limitation was its limited scope and therefore the findings cannot be over generalized. As an area of future research, the study suggests that a mixed methods research that applies a longitudinal study to better capture the relationship.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In an ever-changing global economy, Johnson and Scholes (2003) note that organizations must find ways for operating by developing new competences as the old advantage and competences gained is quickly eroded owing to environmental changes. Because of the fact that changes are a necessity in private as well as public sector, every organization must change with the environment otherwise, it would become irrelevant. Managing change in public and private sector organizations is seen as a daunting task. Mink, Chakiris, and Chakiris (2003) observe that in today's environment, learning about change, planning for and implementing major changes must be considered highest priority for the long term survival and prosperity of an organization. This is because management of change is a complex process, which many organizations get wrong. When the environment changes and the niche originally filled by the organization either becomes unimportant or is superseded, the organization must change or die. According to Hodge and Johnson (2007) to be effective, strategic change management should be multi-disciplinary, touching all aspects of the organization. However, at its core, implementing new procedures, technologies, and overcoming resistance to strategic change are fundamentally human resource management issues.

The performance of a firm is dependent upon its capacity to adapt to the changing environment and the expectation of its customers. The demands of the government, stakeholders and the institutions employees change continuously depending on the

changes in their operating environment and consequently, there is need for the organization to align its operations to the changes in order to improve its performance (Hodge and Johnson, 2007). Hamrick and Mason, (1984) argued that a firm that is able to manage turbulent complex environments and therefore maintain or improve its performance is one that will willingly embrace change in its operating environment since its management will be able to stimulate debate about the appropriate strategy, allow them to generate greater range of strategic alternatives and collectively better evaluate the feasibility of such alternatives. Bantel and Jackson (1989) concluded that when solving complex, non routine problems, groups are more effective when they comprise individuals with diverse skills, knowledge, abilities and perspectives

This study is based on the open systems theory. The open systems theory (OST) refers simply to the concept that organizations are strongly influenced by their environment (Bastedo, 2004). OST is a modern systems-based change management theory designed to create healthy, resilient and innovative organizations and communities in today's environment characterised by a fast changing and unpredictable environments. Pfeffer and Salancik (2003) point that as organizations and communities conduct their business they influence and change their external environments, while at the same time being influenced by external changes in local and global environments in a two-way influential change known as active adaptive change.

The constitutional commissions were created to undertake some specific roles within the government that will ensure that service delivery to the public. The commissions however have been faced by several challenges in their operations and this has resulted in

the need for strategic change management. The pressures on these commissions are greater today than ever, thus the need how the commissions operate by injecting more commercial outlooks, redefining roles, eliminating unproductive work habits or integrating new technologies to support its operations. The commissions therefore need to their programs with the required competency and capacity in line with the strategic plan and the operating environment. This therefore necessitates a strategic change management at the commissions to match it with the changes in its external environment. The management of change program is essential in ensuring that the commissions deliver on its key mandate and goals.

1.1.1 Strategic Change Management Practices

Strategic change management is defined as actions, process and decisions that are taken by an organization so as to implement their strategic goals (Nadler 2001). It is about managing the unfolding dynamic process during strategy planning and implementation. According to Burnes (2004) change is an ever-present feature of organizational life, both at an operational and strategic level. Therefore, there should be no doubt regarding the importance to any organization of its ability to identify where it needs to be in the future, and how to manage the changes required getting there. Consequently, organizational change cannot be separated from organizational strategy, or vice versa (Burnes, 2004). Due to the importance of organizational change, its management is becoming a highly required managerial skill. Graetz (2000) noted that against a backdrop of increasing globalization, deregulation, the rapid pace of technological innovation, a growing

knowledge workforce, and shifting social and demographic trends, few would dispute that the primary task for management today is the leadership of organizational change.

Strategic change is increasingly seen as not only a shift in structures and processes, but also as a cognitive organizational reorientation (Demarie and Mullane, 2004) involving a redefinition of the organization's mission and purpose or a substantial shift in overall priorities and goals. The success of strategic change will depend not only on an organization's ability to implement new structures and processes, but also on the organization's ability to convey the new mission and priorities to its many stakeholders. Strategic change management needs to take account of both internal and external factors that affect the implementation of the change programme. It should also make use of appropriate change management models. In addition, it is important that resistance to change be anticipated and suitable methods be designed to control the resistance (Mink *et al.*, 2003). In strategic change management therefore, organizations adopt various practices in order to ensure that the desired change is achieved.

Vecchio and Appelbaum (2005) noted that organizational change management includes processes and tools for managing the people side of the change at an organizational level. These tools include a structured approach that can be used to effectively transition groups or organizations through change. When combined with an understanding of individual change management, these tools provide a framework for managing the people side of change. Management strategizes the change process by assessing the reactions of the human resource to seek their co-operation and accesses the financial as well as technological resources so as to make appropriate arrangements such that the change

process is implemented as per the vision of the enterprise and can be appropriately monitored for effectiveness and adjusted, if and where necessary (Hodge and Johnson, 2007). In order to successfully manage change processes, managers need to know what changes to expect, the types and situations as well as possible problems likely to be experienced including causes of resistance and possible solutions.

Change management practices refer to activities or tasks which aid in successful change management (Weijter, Geuens, and Schillewaert 2009). Some common change management practices that an organization would consider include planning which involves creating and documenting goals to be realized and achieved by the change, establishing appropriate organizational structures, roles and responsibilities which support the change effort. Committed leadership is another practice which ensures organizational behaviour is guided towards this change. Lastly and not least there is need to inform stakeholders so as to ensure participation and also aligning workforce to this change by identifying skills and competencies.

The key objective of strategic change therefore is to enhance the competitiveness of the organization and continuous adaption of the organization to various environmental turbulence levels. Leadership is very important in the management of change with emphasis on establishing direction, aligning, motivating and inspiring people. While leadership has always been associated with executive managers, and there is need for all managers to develop leadership skills. While change leaders refer to senior managers and change managers to middle managers, practically the two roles are indistinguishable as the attributes required to lead and manage change are simply inseparable aspects of

managerial work in organizations faced with constant change. There is need to change programs and projects to best manage change in an organization (Boonstra, 2003).

Successful change management strategies and practices must, therefore, include the people's component of change (Hofer and Schendel, 2008).

1.1.2 Organizational Performance

Organizational performance is the productive output of a system in the form of goods or services. Organizational performance is categorized into three: financial performance (profit), internal non-financial performance (productivity) and external non-financial performance (e.g., customer satisfaction) (Swanson, 2000). In financial performance it deals with, return on investment, growth of sales, profit, organization effectiveness, and business performance, other organization value performance through quality service and products, satisfying customers, market performance and service innovations. Researchers in the strategic management field have discussed a variety of models for analyzing performance such as market shares, financial performance, efficiency and effectiveness of an organization performance, and human resource management, hence organization should value employees for better production and performance.

Organization performance requires selection and measuring key variables that can allow the organization to detect and monitor its competitive position in the business. Performance to organization is a function of controllable and uncontrollable variables. Organization performance can be explained in three dimensions of performance: return of investment, margin on sales, capacity utilization, customer satisfaction and product quality (Green, 2007). However performance measurement is important factor for

effective management in enhancing the organizational performance to identify and measure the influence of value in it. Organizational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry. Consequently, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization.

1.1.3 Constitutional Commissions of Kenya

Article 248 of the Constitution establishes ten (10) commissions and two (2) independent offices. These commissions differ from previous commissions under the 1969 Constitution. These have an express provision outlining their independence from other arms of Government, and are supposed to be administratively and financially delinked from the executive, parliament and judiciary (Sihanya, 2011). The commissions and independent offices are expected to check presidential and public authority at two levels. The demands of the Kenyan people keep on changing depending on the prevailing situation, such as economic, political and social dispensation. Consequently, the constitution commission should continuously change and accept change in order to meet the aspirations of the Kenyan people. The general constitutional mandate of all commissions under Article 249 is to protect the sovereignty of the people, secure the observance by all state organs of democratic values and principles, and promote constitutionalism.

The commissions and independent offices are expected to check presidential and public authority at two levels. First, the general constitutional mandate of all commissions under Article 249 is to protect the sovereignty of the people, secure the observance by all state organs of democratic values and principles, and promote constitutionalism. Second, the constitutional commissions have been mandated with specific constitutional powers that, under the 1969 Constitution, were presidential powers, or were statutory powers usurped by the President. These include powers to constitute and abolish offices in the public service, powers to alter administrative boundaries, powers on revenue allocation, and financial and administrative powers over Parliament and the Judiciary (Sihanya, 2011).

1.2 Research Problem

Strategic management practices are set out by organizations to enhance their effectiveness and efficiency. Strategic management involves the formulation and implementation of the major goals and initiatives taken by a company's top management on behalf of the owners based on the consideration of resources and an assessment of both internal and external environments in which the organization competes.

Organizations change their strategy in response to the environmental change. How the organization is can affect the change of strategy. Some organizations would opt to keep their structure and strategy (Bentley, 2008).

In Kenya, the public sector has come under increasing pressure to improve performance and demonstrate greater transparency and accountability. This pressure has resulted in public sector organizations facing shifts in ways of operating. Various institutional change management strategies have been adopted by different public sector agencies,

many of these cloning managerial practices from the private sector (Wheatley, 2004). These changes in public sector organizations have enormous significance for regional economic and social development. In today's business environments, learning about change, planning for and implementing major changes must be considered highest priority for the long term survival and prosperity of an organization. This is because management of strategic change is a complex process, which many organizations get wrong (Bentley, 2008). A critical success factor is how well the independent commissions manage its strategic change programmes to achieve its goals. The dynamic changes that commissions go through require that they modify ways of responding to the environment. Management of strategic change is therefore very important in ensuring that commissions go through the change process successfully.

Several studies have been undertaken on the organizational change management and the effect of performance. Hamrick and Mason, (1984) argued that a management team that would be best able to manage turbulent complex environments since team member differences may stimulate debate about the appropriate strategy, allow them to generate greater range of strategic alternatives and collectively better evaluate the feasibility of such alternatives. Day and Lord, (2002) argue that the psychological and cognitive characteristics underlying observable demographic measures are critical to the group's processes and subsequent decisions. Gero (2005) found that group members have more confidence in decisions reached through consensual decision techniques (agreement-seeking techniques) than in those resulting from higher conflict techniques. Kochan *et al.*,

(2003) found out that an organization that is receptive to change is expected to register positively results in terms of customer satisfaction and returns.

Locally, Gachara (2014) study on managing strategic change at Sumac Microfinance bank limited which established that the microfinance uses both planned and emergent approach to manage change and the major challenges faced during the implementation of change was resistance to change. Wataka (2013) researched on managing strategic change at PACT Kenya. The study found out that as part of the Pact global family had encountered challenges in trying to manage strategic change initiated at the organization's parent headquarters. Guchu (2013) studied management of strategic change at Kenya Post Office Savings Bank and established that the bank has a strategic change management process which is planned and strategic change is usually triggered by a force from the external environment. Muteti (2013) researched management of strategic change at the Telkom Kenya Limited and found out that management of strategic change practices adopted includes change of leadership, change of structure, training of employees and change of programs. On the basis of the above studies, there has been no study, that the researcher is aware of, that has covered the strategic change management practices employed by Constitutional Commissions in Kenya. What are the strategic change management practices employed by Constitutional Commissions in Kenya and also what challenges does Constitutional Commissions in Kenya encounter in the implementation of strategic change management?

1.3 Research Objectives

The study had two objectives and they were:

- i. To establish the effect of strategic change management practices on the performance of Constitutional Commissions in Kenya.
- ii. To establish the challenges encountered in the implementation of strategic change in Constitutional Commissions in Kenya.

1.4 Value of the study

The study will be of value to the independent commissions as they will have the value of strategic change management to the performance of the organization. Other government institutions will also get valuable benefit from the study as they are also under pressure to deliver on their mandate and thus the need to undertake strategic change management. The study will contribute to theory as it will ensure that the organization undertakes its strategic change management through teamwork rather than individuals through influencing and changing the group's norms, roles and values.

The Government of Kenya will benefit from the findings of this research since they shall be quite interested to know the progress of management of strategic change in these commissions. They will also find invaluable information on how good change management can be adopted, and as a result put in place policies that will guide and encourage other firms within and without the industry in implementing their changes.

The findings of this study are expected to contribute to research, by elaborating the need for strategic change management in organizations. Researchers can also use the findings to examine challenges that affect strategic change management in organizations. The

study will be quite enriching to researchers, academic institutions and scholars. This is because it will add to their knowledge and enable them to be more informed when undertaking strategic change management.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter literature of relevance to the study was reviewed. Key areas of literature that took center stage in this section include the theoretical framework. The study further put into context the Strategic change management Practices and the challenges encountered in the implementation of strategic change management in the constitutional commissions.

2.2 Theoretical Foundation of the study

The study of managing strategic change practices is founded on the theories underpinning strategic change management. Some of the key theories include the Lewin's 3 step model of change theory and the Kotter's 8 –Step model. These models are discussed in the following sections and provide a basis on which change management is viewed from a global perspective of strategic management.

2.2.1 Lewin's 3 Step Model of Change Theory

According to Burnes (2004), Lewin's 3 step model of change describes the change process of an organizational system as a series of transitions between different states of unfreezing, transition state and re-freezing. The unfreezing state is the initial state of the system which reflects a condition of relative stability. When a disruptive force affects the status quo, people are motivated to discontinue some aspects of the behaviour. Unfreezing is seen as the most difficult and important state in the change process. The

transition state represents a phase of the change process when people are no longer acting as they used to, but are set in a new behaviour pattern. The need to reduce anxiety promotes a powerful desire for seeking out, processing and utilizing information to create a new state of stability or revert to the old state. One of the consistent findings about the change process is that there is initially a decrease in an organization's performance as change is implemented into the ongoing activities of the organization (Fullan, 2001).

According to Herold, *et al.*, (2002) refreezing state occurs once employees have achieved a new set of conditions and attitudes have begun to express these in new daily behaviour. For new behaviors to last, they must fit into the personality of the individual and the culture of the organization that is being changed. Otherwise the behaviour will be only a temporary adaptation to the pressure of the change situation and will erode once the change agent has ceased to disconfirm the old behaviour. When the unfreezing and the transition states are well planned and managed, the result of the refreezing process is the desired state. If the first states are however not handled well, the people and the organization will refreeze but not necessarily to the desired state.

The model appropriate to this study is the McKinsey's 7-S model. The study will look at how the strategy, style, systems, skills, staff, structure and shared values were harmonized to enable the process of change be a success. Strategy represents what the company plans to do react to any changes of its external surroundings. Style signifies the organizational culture and management styles that are utilized within the organization. Systems are the portion of the model that represents "the procedures, processes and routines that characterize how the work should be done". Skills indicate the abilities and

competencies of either the employees or the organization holistically. 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 (Sanchez and Heene, 2004). The structure refers to the organizational structure of the company. 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.

2.2.2 Kotter's 8 –Step Model

Kotter's 8 –Step Model noted that managers failed in implementing change because of the following reasons: inability to create urgency about change, absence of a vision for change and failure to effectively communicate that vision, failure to provide achievable goals and not anchoring the changes into the organizational culture (Mullins, 2005). Burnes (2004) point out that changes are more likely to be stable if they spread to neighboring systems or to subparts of the system immediately affected. Changes are better rooted.

For effective implementation of change, Kotter (1985) suggested eight steps which are: establishing a sense of urgency by creating a compelling reason for why change is needed, forming a coalition with enough to lead the change, creating a new vision to direct the change and strategies for achieving the vision, communicating the vision throughout the organization, empowering others to act on the vision by removing barriers to change and encouraging risk taking and creative problem solving, planning for, creating and rewarding short term “wins” that move the organization towards the new vision, consolidating improvements, reassess change and make necessary adjustments in

the new programmes and reinforcing the change by demonstrating the relations between new behaviors and organizational success.

2.3 Strategic Change Management Practices

Pearce and Robinson (1997) point out that powerful force in the environment are pressuring public and private organizations to alter permanently existing strategy, structures, policies, technology and practices. According to Fishbein and Ajzan (2005), managing change calls for environment assessment, effective leadership, coherence and managing resistance.

2.3.1 Leadership

Managers are one of the main factors that affect the success of organizations because they participate and work through the decision-making processes and have a significant influence during the organizational resource planning process (Weijter et al., 2009). The role of leadership in any change management effort cannot be underestimated, and is repeatedly cited as the number one contributor to change success. The earlier in the project life cycle an organization's leaders engage in the change, the more useful they can be at building acceptance of the change by those who are affected by it. Change starts at the top and an organization's leaders must be the visionaries, champions and role models for change (Dorfman and House, 2004). Whether change comes easily or proves difficult to achieve depends in part on the atmosphere – the organizational culture and climate – that an organization's leaders create.

Elkins and Keller (2003) posit that the relationship between a leader's behaviours and firm performance are theorized to be moderated by situational variables which includes the characteristics of the task, environment, and subordinates. Sanda (2011) argued that desirable workplace transformations will require that all persons associated with a transformation organization are clearly informed and their understanding on the nature of the expected changes and the relationship between leadership and change also sought. Otherwise, any progress in such transformation will encounter unlimited constraints and may even regress. Even though considerable effort might be expended on such transformation, the result will be very little with the desired future success becoming elusive. This means that the characteristics of employees can influence the effectiveness of directive leadership behaviours.

Conner (2008) noted that when boards are evaluating candidates for positions it is crucial that they assess the candidate's view about change. By implication, it is essential to understand change leadership style because it influences to a great extent the decisions a leader makes regarding the effort and resources applied to the human aspects of important change. Carmazzi (2007) argued that an effective leader should be able to develop strategy, create mission, motivate people to achieve objectives and build organizational culture. An effective leader must therefore be able to use organizational culture to inspire individuals and develop leaders at all levels. Strategic leadership must be comprised of individual visionaries and charismatic transformational leaders who are committed to creating an organizational culture that views continual change as a competitive strategy and necessary business activity. Continual change to optimize

technological breakthroughs is required for an organization to systemically evolve until it has exhausted the improvement that can be drawn from what is known.

2.3.2 Stakeholder Involvement

Managerial leaders must develop support from political overseers and key external stakeholders. Organizational change depends on the degree of support from political overseers and other key external stakeholders.

The impact of these actors on the outcome of change efforts stems in part from their ability to impose statutory changes and control the flow of vital resources to public organizations. Political overseers can influence the outcome of planned change by creating and conveying a vision that explains the need for change, as well as by selecting political appointees who are sympathetic to the change and have the knowledge and skills required for managing the transformation. As Golembiewski (2005) suggests, attaining support from governmental authorities and political actors involves serious challenges, given the constraints imposed by the political context in which public organizations operate. Public agencies often have multiple political masters pursuing different objectives, and politically appointed executives often have very weak relationships with career civil servants. Despite these challenges, public managers implementing change in their organizations must display skill in obtaining support from powerful external actors.

Support from other key external stakeholders figures prominently in successful change efforts. Thompson and Fulla (2001) conclude that the interest group environment acted as an important determinant of agency adoption of reforms, with strong interest group

opposition to an agency' s. Conversely, Weissert and Goggin (2002) found that proceeding to implementation without garnering the support of interest groups can speed up the implementation process, albeit at the cost of dissatisfaction and criticism. An organization needs to engage its stakeholders, in order to implement changes effectively. To do that, stakeholders need to understand the reasons why the change is happening and its benefits. They also need to have an opportunity to express their views and contribute their own ideas about how it might be implemented. Even if the change is non-negotiable, cooperation and collaboration to achieve the change is more likely if stakeholders are involved and kept informed. Experience shows that approaching change in an open and consultative manner assists in more effective implementation. Accordingly, it is important that everyone in the organization and those interacting with the organization, both internal and external stakeholders, are kept informed and provided with messages and information that allow them to feel engaged, thus paving the way for involvement and adoption (Jabri *et al.*, 2008).

2.3.3 Communication

When implementing an organizational change it is important that there is a communication strategy in place as uncertainty can be more stressful than the practical aspects of the organizational change. Feeling uncertain about an impending change and what position it may leave employees in is characteristic of those going through change (Schweiger and Walsh, 2000). As such, providing employees with information about a change can help to reduce anxiety and uncertainty about expected outcomes. Miller, Johnson, and Grau (2004) found that when change announcements were communicated,

those communications that were timely, useful, and addressed employees' concerns were more likely to help employees feel ready for change. Good communication allay employees' fears, transmit a message that fosters employee self-efficacy for being able to perform after the change is implemented, and educate employees about the change. Furthermore, communication not only facilitates understanding but also enhances the buy in of employees to the strategic need for change (Van Dam *et al.*, 2008). Communicating with individuals about their appraisal of the change and helping them find a point of personal power within the change movement fosters this confidence in the change (Burnes, 2004). Goodman and Truss (2004) found that there was not much difference between those who had received a lot of information and those who had not, showing that even the best-planned communication strategy can still result in employees who feel like they have not received enough information in a timely and appropriate manner. Therefore, ensuring the appropriate change communication strategy is matched to the type of change is very important.

Employees gauge reactions from each other to determine the meaning behind any change messages that are given. Miller *et al.*, (2004) found that those employees who were part of networks such as these received more information than others. Therefore, it is important to consider the impact that networks can have and the best ways to distribute information about a change. Although every organization and every change is different, it is argued that the adoption of a coordinated approach to the design and management of communication can help to avoid costly mistakes and increase the chances of success. It is prudent to keep in mind that even the best planned organizational communication

strategy may be affected by the social nature of employees in an organization. Organizations are embedded in social networks, where other employees can have a great effect on how people understand and conceptualize change plans. There are social systems through which information about a change (rationale for change, impact on work processes) is exchanged and discussed (Armenakis, Harris, and Mossholder, 2003).

2.3.4 Employee Participation

While change communication is seen as a good way to overcome resistance, providing opportunity for participation in a change has also been commended as a way to help reduce these negative attitudes toward transformations to the work setting. Communicating change might involve a variety of methods including training workshops, to team meetings, bulletins and problem solving sessions. At the same time the leader should identify dedicated followers who can inspire others and make the change process fast; these are the change agents (Boomer, 2007).

Sashkin (2004) posits that the need for participation in organizational change is based on the principle that it fulfils three basic human work needs: autonomy, meaningfulness, and decreased isolation. As well as this, employee participation in an organizational change is thought to make the realities of the organizational change clearer, while also benefiting the change managers by gaining more information regarding the perspectives and skills of the employees (Lines, 2004). Not only do employees feel involved and feel like their opinion matters, but change managers receive valuable information that can help them to make better decisions when it comes to implementing a change.

In terms of how readiness and resistance to change can be impacted by employee participation, it is reasonable to assert that those employees who are part of the planning or implementation of a change are privy to information that is not accessed by those who do not participate; thus, they are more likely to understand the reasons and objectives for the change (Holt, Armenakis, Field, and Harris, 2007).

Armenakis *et al.*, (2003) conceptualize participation as a way in which employees can realize messages about organizational discrepancy and change related efficacy, where greater confidence is given to information realized on their own. Active participation is described in three ways – including those employees in tasks where they can gain a lot of information about discrepancy and efficacy; providing employees with a vicarious learning experience so that they can develop their own confidence for completing new tasks; and through enactive mastery, where employees take small steps towards a change, effectively building up confidence. Participation helps to facilitate a sense of ownership of the change process, where employees feel like they have come up with solutions themselves which can foster readiness for change, leading to less resistance. Moreover, active participation can help facilitate change self-efficacy (Armenakis and Harris, 2002).

2.4 Change Management and Performance

Strategic change is fundamental to modern business organizations as a means of keeping up with evolving market demands and to stay competitive. However, implementing strategic change is a double edged sword because it simultaneously generates expected performance gain and unexpected performance loss (Goolsby, and Arnould 2003). To realize the performance benefits of strategic change, an organization must detect and

diagnose performance in strategic change implementation. The impact of strategic decision-making activities by management has been found to influence firm performance. In analyzing two organizations for over two and a half years, found that there was an increase in revenue turnover and profits especially when top management increased their involvement in successful strategic change management.

In a study involving 139 companies from Fortune 500 firms, Pearce II and Zahra (1991) found that there is a positive relationship between participative top management and earnings per share of firms, increase in firm customer base, asset quality, and quality of service, increase in production and increase in market share. They argued that in taking appropriate measure at the rightful time where strategies seems to failing achieving set goal, energies channeled and abilities to explicitly enhance strategies that propel firm's performance positively.

High levels of performance in firms may result in strategic change, as strategic change in organization strategies allows for change of taking a different course of action to ensure achievement of organization goal (Welch, (2000). Mintzberg (2004) puts it “only rich organizations can afford planning, or at least planners. While Rhyne (2005) in his study found that firms which adopted strategic change were found to exhibit superior long-term performance, both relative to their industry and in absolute terms, he concluded that “whether strategic change resulted in superior performance, increase profit, increasing market share, customer base and increase asset based (Rhyne, 2005) .

Firm response to changes in their external and internal environments should be undertaken in strategic approach. It is their choice as to what actions to take, if any. Those actions, or choices of inaction, continually have performance implications in the organization. Strategic change help organization in managing the future and effective strategy formulation as it directs the attention and actions of an organization. Thus the assessment of strategic change becomes very crucial for firms seeking to improve their performance (Salamon, 2002).

2.5 Challenges of Managing Strategic Change

Deciding how to change an organization is a complex matter, not least since it disrupts the status quo and poses a threat prompting employees to resist attempts to alter work relationships and procedures. There are many managerial challenges in change management which require very specific and talented type of individual to successfully cope with them. It will require an individual who will motivate the different types of people and character in a way that ensures the change management process proceeds as smoothly as possible (Holt et al., 2007). A change in the leaders agenda or a change in leadership can permit forces promoting change to return to prior levels or tower allowing the resisting forces to have the upper hand. This loss of political pressure can occur anywhere in the change process because irrational and political resistance to change never dissipates (Kotter, 1996). When the training of the organizations personnel has been completed, the next managerial challenge will be to verify that the training received by each individual has been sufficient and successful.

Some of the greatest strategic change management obstacles are include, employee resistance, middle management resistance due to perceived loss of power and or limited involvement in the strategic change process, poor executive sponsorship when the executive sponsor either does not play a key and visible role in supporting the strategic change effort, or shift their support too soon after the process of strategic change, limited time budget and resources and corporate inertia and politics where the organizational culture pushes back the strategic change initiative. The embedded culture can become an obstacle particularly where there are too many long tenured employees (Boomer, 2007). Problems set in when managers and subordinates fail to understand how strategic change is essential to turning the company around would require them to take a fundamentally different view of their obligations. The employees who for so long are used to a certain culture will favour maintaining the status quo, and therefore resistance to strategic change would be embedded in the culture (Pringle et al, 2006).

Resistance to change is proportional to the size of the discontinuities introduced into the culture and power and inversely proportional to the speed of introduction. In managing resistance, a useful approach is to start by building a launching platform. This involves a strategic diagnosis, a behavioral diagnosis, eliminating unnecessary resistance, forming pro-change power base, and designing resistance reducing features into the plan for the strategic change. Once the change is launched, the residual resistance should be anticipated and necessary power applied to overcome it. Whenever the strategic change in strategy is completed before the changes in capability, capability building should be continued until the strategic change is institutionalized. According to Kotter (2007)

reorganization is usually feared, because it is a disturbance to the status quo, a threat to the people's vested interests in their jobs and an upset to the normal way of doing things. Therefore, strategic change is often characterized by delays and cost overruns resulting in loss in efficiency and effectiveness.

Ineffective change management sponsorship from senior leaders has also been identified as the primary challenges of strategic change management. An absent, invisible or unengaged sponsor sends just as strong of a message to employees about the importance of a change as an engaged and active sponsor. Another challenge is lack of resources and funding available to conduct the necessary planning and implementation of strategic change management (Green and Cameron, 2009).

Without a dedicated change management resource, change management activities slip and there is not a single point of contact focused on the people side of change (McMillan, 2008). Power and politics in organization can also hinder a strategic change. According to Pringle *et al*, (2006) power and politics are important elements in most organizations change but are also considered to be dangerous because they are associated with undesirable human actions such as corruption, domination, exploitation, political scandals, and suppression. The politics in an organization can suppress a strategic change and portray the change as a failure.

2.6 Empirical Studies and Research Gaps

The effect of an organizations change management practices has been discussed in detail both in the literature as well as from the empirical studies done on the subject area. It is

evident that the change processes in an organization or institutions operating environment is an inevitable stage in the day-to-day operating operations of an organization. Several studies have looked at the role that the top management team of a firm plays in the change process as well as the diversity nature of the diversity of the top management team.

It was found that a lack of team work, arrogant attitudes, and lack of leadership in middle management and the general fear of the unknown are some of the challenges affecting a successful implementation of a change process in an organization. An organization should take positively a change process because effective implementation of a change process in a firm acts as a strategic tool and positively contributes to the goals, objectives and the portfolio of almost all its activities. However, none of the studies above has linked the effect of change management practice on the performance of constitutional commissions in Kenya.

2.7 Chapter Summary

In summary, the literature review supports a positive relationship between the strategic change management practices and the performance of organizations. Strategic change facilitates organization to take a different course of action to ensure achievement of organization goal. Strategic change help organization in managing the future and effective strategy formulation as it directs the attention and actions of an organization to enhance its performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter contains a description of the methods and procedures that was used to carry out the study. It gives summary information regarding the methodologies that was adopted and used in this study. It describes the research design, target population, data collection procedures and methods used for analyzing and presenting the data.

3.2 Research Design

A research design denotes the methodology that the study is to take in order to accomplish its intended objectives. The study adopted a cross sectional research design. Cross sectional design aim to describe or define a subject, by creating a profile of constitutional commissions through the collection of data and tabulation of the frequencies on research variables or their interaction (Cooper and Schindler, 2003).

This cross sectional design was deemed to be appropriate because it was used to describe relevant aspects of a phenomenon of interest in a particular situation. In this case, the relevant aspects are strategic change management practices. The survey design is more appropriate because it enabled the researcher to collect data from many study units for comparison purposes.

3.3 Population of the Study

Population is a well defined or set of people, services, elements, events, group of things or households that are being investigated (Ngechu, 2004). The population of the study was all the 10 constitutional commissions. A census of the constitutional commissions was done.

3.4 Data Collection

The study used a questionnaire which was administered to chief executive officers of each commission. The questionnaire was made up of three sections with the first section covering the demographic characteristic of the respondents; the second section covered the strategic change management practices while the last section established the effect of strategic change on the performance of the commissions. Primary data was collected through the use of a semi structured questionnaire that was administered by “drop and pick” the target employees in the constitutional commission. The close ended questions provided more structured responses to facilitate tangible recommendations. The closed ended questions was used in the rating of various attributes and this assisted in reducing the number of related response in order to obtain more varied response.

The open-ended questions provided additional information that may not have been captured in the close-ended questions. Walliman (2001) notes that use of questionnaire ensured that confidentiality is upheld, saves on time and is very easy to administer. The respondents gave their response in a five point Likert scale.

3.5 Data Analysis

The data collected was analyzed using descriptive statistics (measures of central tendency and measures of variations). Once the data was collected, the questionnaires were edited for accuracy, consistency and completeness. However, before final analysis is performed, data was cleaned to eliminate discrepancies and thereafter, classified on the basis of similarity and then tabulated. The responses were coded into numerical form to facilitate statistical analysis.

Descriptive statistics measures such as means, percentages and frequency distributions was used to describe the responses as it is a better method of presenting the findings of the study. Presentation of the results was done on tables, pie charts and bar graphs.

3.6 Chapter Summary

In summary, the study adopted a cross sectional research design and the population was all the 10 constitutional commissions in Kenya. In addition, the study used a questionnaire which was administered to chief executive officers of each commission. The data collected was analyzed using descriptive statistics (measures of central tendency and measures of variations).

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The research objective was to establish the strategic change management practices and performance of Constitutional Commissions in Kenya. This chapter presents the analysis, findings and the discussion with regard to the objective. The analysis is presented in mean and standard deviations while the findings are presented in frequency distributions and tables.

4.2 Demographic Characteristics

The demographic information considered in the study was respondents' highest level of education attained, length of service in constitutional commission, number of employees in constitutional commissions

4.2.1 Level of Education

This section sought to establish the level of academic qualifications that the respondents have attained. It is expected that, all other factors remaining constant, a higher level of education of a respondent will be able to understand and answer the questions more appropriately than one with a lower level of education. The results are presented in Figure 4.1 below.

Table 4.1 : Level of Education

	Frequency	Percent	Cumulative Percent
Post graduate level	4	50.0	50.0
University	4	50.0	100.0
Total	8	100.0	

Source: Fieldwork

The findings above show that there is equal weighting of those respondents with post graduate education level and those with only a first degree qualification. However all the respondents had attained university level of education.

4.2.2 Length of Continuous Service

This represents the length of time that the respondents had worked in the constitutional commission. The result is represented in Table 4.2 below.

Table 4.2: Length of Continuous Service

	Frequency	Percent	Cumulative Percent
Over 3 years	5	62.5	100.0
1-3 years	2	25.0	37.5
Less than 1 year	1	12.5	12.5
1-3 years	2	25.0	37.5
Total	8	100.0	

Source: Fieldwork

The table 4.2 above indicates that majority of the respondents (62.5%) had been worked in the constitutional commission for over 3 years, 25 % had been in the constitutional commission for between 1-3 years and 12.5% had been in constitutional commission for less than 1 year . This shows that most of the respondents had worked in the constitutional offices for less than 3 years and this can be explained by the fact that most of these commissions were created in year 2012 when the new Kenyan Constitution was adopted.

4.2.3 Number of Employees

The respondents were requested to indicate the number of employees in commission offices. The result is presented in Table 4.3 below.

Table 4.3 : Number of employees

	Frequency	Percent	Cumulative Percent
Above 100	6	75.0	100.0
Less than 50	1	12.5	12.5
50-99	1	12.5	25.0
Total	8	100.0	

Source: Fieldwork

The findings on the number of employees in constitutional commission indicate that 75% of the respondents indicated that their organization had more than 100 employees while 12.5% of the respondents said that the constitutional commission had between 50-99 and less than 50 employees.

4.3 Strategic Change Management Practices and Performance of Constitutional Commissions in Kenya

This section of the questionnaire sought to establish from the respondents how the various change management practices in the constitutional commissions are adopted. The success of an organizational change process will be determined by the team leaders guiding the process and the influence that they have on the other staff in the organization. The section covered question on leadership, stakeholder involvement, and communication and employee participation. The respondents were requested to indicate the change management practices in a five point Likert scale. The range was ‘strongly disagree (1)’ to ‘strongly agree’ (5). The scores of strongly disagree and disagree have been taken to represent a variable which had a mean score of 0 to 2.5 on the continuous Likert scale. The scores of ‘moderate extent’ have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale and the score of both agree and strongly agree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale. A standard deviation of >1.0 implies a significant difference on the impact of the variable among respondents

4.3.1 Leadership

The management of a firm will determine the success or failure of a change process. They are tasked with providing leadership and coming up with appropriate mechanism and develop harmonious working relationship with other employees. The role of leadership in any change management effort is critical, and is repeatedly cited as the number one contributor to change success. The researcher sought to find out the role of

leadership in the constitutional commissions change management process. The results are presented in Table 4.4 below.

Table 4.4 : Leadership

	Mean	Std. Deviation
The commission leadership empower employees to make the vision happen despite obstacles	4.1250	.64087
Leaders in the commission are able to develop strategy, create mission, motivate people to achieve objectives	4.0000	.92582
The commission has line leadership that goes beyond the support of top management to ensure successful strategic change management	4.0000	.92582
Commission leadership has built organizational culture change	3.8750	.64087
Leaders in the commission aim for quick wins that show progress is being made and that change is possible in the future	3.5000	1.30931
The commission leaders are visionaries, champions and role models for change	2.0000	1.06904

Source: Fieldwork

Note: data was collected using Likert scale with (1) strongly disagree, (2) disagree, (3) moderate extent, (4) agree and (5) strongly agree. The respondents were requested to indicate the change management practices in a five point Likert scale. The Likert scale allows respondents to express how much they agree or disagree with a particular statement. Each of the five responses has a numerical value which is used to measure the attitude under investigation. The scores of strongly disagree and disagree have been taken to represent a variable which had a mean score of 0 to 2.5 on the continuous Likert scale. The scores of ‘moderate extent’ have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale and the score of both agree and strongly agree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a

continuous Likert scale. A standard deviation of >1.0 implies a significant difference on the impact of the variable among respondents

From the findings in table 4.4, it is found that the commission leadership empowers employees to realize the organizations vision despite the challenges present at a particular time, and also that the Commission leadership are able to develop strategy, create mission, motivate people to achieve objectives and also established line leadership that goes beyond the support of top management to ensure successful strategic change management. However, on the issue of whether the leadership of the commission aim for quick wins that show progress is being made and commission leaders are visionaries, champions and role models for change, the findings indicate that there was a less consensus on the same variables of leadership and this could be attributed to the subjectivity of the respondents because the each of them was to give their own opinion on the organizations that they work for.

4.3.2 Stakeholder Involvement

An organizational change, especially in government institutions, depends on the degree of support from political overseers and other key external stakeholders. Managerial leaders must develop support from political overseers and key external stakeholders. The impact of these actors on the outcome of change efforts stems in part from their ability to impose statutory changes and control the flow of vital resources to public organizations. This section of the questionnaire sought to get from the respondents on the stakeholder involvement in strategic change management in constitutional commission. The results are presented in Table 4.5 below.

Table 4.5 : Stakeholder Involvement

	Mean	Std. Deviation
Employees in the commission are kept informed and provided with messages and information that allow them to feel engaged	4.1250	.64087
Stakeholders have an opportunity to express their views and contribute their own ideas about how change is to be implemented	4.0000	.92582
The commission undertakes strategic change management through open and consultative manner which assists in effective implementation	3.8750	.64087
The commission has involved the parent ministry in its change management	3.5000	1.60357

Source: Fieldwork

Note: data was collected using Likert scale with (1) strongly disagree, (2) disagree, (3) moderate extent, (4) agree and (5) strongly agree. The respondents were requested to indicate the change management practices in a five point Likert scale. The Likert scale allows respondents to express how much they agree or disagree with a particular statement. Each of the five responses has a numerical value which is used to measure the attitude under investigation. The scores of strongly disagree and disagree have been taken to represent a variable which had a mean score of 0 to 2.5 on the continuous Likert scale. The scores of ‘moderate extent’ have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale and the score of both agree and strongly agree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale. A standard deviation of >1.0 implies a significant difference on the impact of the variable among respondents.

From the findings in table 4.5, the employees, as internal stakeholders, are kept informed and provided with messages and information that allow them to feel engaged and also that the Commissions' stakeholders have an opportunity to express their views and contribute their own ideas about how change is to be implemented. The study also found that the commission undertakes strategic change management through open and consultative manner which assists in effective implementation and for commission involved the parent ministry in its change management. The high standard deviation indicates that the involvement of the parent ministry is varied among the commissions and this can be explained by the independence of the commission from the executive and some of them will wish to be independent in their decision making and strategic process.

4.3.3 Communication

For effective change management in an organization there need to be an elaborate communication process between various departments and staff involved. Towards the same, the researcher sought to establish how communication among various departments take place and through what medium and final establish whether the communication system adopted by a firm will influence the success of the change management process. The results are presented in Table 4.6.

Table 4.6 : Communication

	Mean	Std. Deviation
Communication in the commission enhances employees buy in to strategic change management	4.1250	.83452
The commission ensures that appropriate change communication strategy is matched to the type of change	3.8750	.64087
The commission considers the impact that networks can have and the best ways to distribute information about strategic change management	3.8750	.99103
There is effective communication on strategic change management in the commission	3.6250	1.06066
Employees are provided with information about strategic change management in order to reduce anxiety and uncertainty	3.6250	.51755
In the commission, there is a coordinated approach to the design and management of communication	3.3750	.74402

Source: Fieldwork

Note: data was collected using Likert scale with (1) strongly disagree, (2) disagree, (3) moderate extent, (4) agree and (5) strongly agree. The respondents were requested to indicate the change management practices in a five point Likert scale. The Likert scale allows respondents to express how much they agree or disagree with a particular statement. Each of the five responses has a numerical value which is used to measure the attitude under investigation. The scores of strongly disagree and disagree have been taken to represent a variable which had a mean score of 0 to 2.5 on the continuous Likert scale. The scores of ‘moderate extent’ have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale and the score of both agree and strongly agree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale. A standard deviation of >1.0 implies a significant difference on the impact of the variable among respondents

From the findings in table 4.6 it is found that to a large extent, communication in the commission enhances employees buy in to strategic change management and that through adopted communication system, the commission ensures that appropriate change communication strategy is matched to the type of change being undertaken in the organization. There is effective communication on strategic change management in the commission and employees provided with information about strategic change management in order to reduce anxiety and uncertainty. The higher standard deviation can be explained by the commission employing different communication strategies and this could explain the different degree of effectiveness of the system from the point of view of the respondents.

4.3.4 Employee Participation

The success or failure of an organizations' change management process will depend on the support that the employees give to the strategy. For an effective change process, there is need for all the organization employees to own the change process and participate in it. The results on employee participation are presented in Table 4.7 below.

Table 4.7 : Employee Participation

	Mean	Std. Deviation
Employee participation in strategic change management make the realities of the organizational change clearer	4.2500	.70711
Participation helps to facilitate a sense of ownership of the change process leading to less resistance	4.2500	1.16496
Employee participation in strategic change management help facilitate change self-efficacy	4.2500	1.16496
Employee participation in strategic change management enable managers receive valuable information in decision making implementation	4.1250	1.12599
Employees in the commission are involved in strategic change management	3.7500	.70711

Source: Fieldwork

Note: data was collected using Likert scale with (1) strongly disagree, (2) disagree, (3) moderate extent, (4) agree and (5) strongly agree. The respondents were requested to indicate the change management practices in a five point Likert scale. The Likert scale allows respondents to express how much they agree or disagree with a particular statement. Each of the five responses has a numerical value which is used to measure the attitude under investigation. The scores of strongly disagree and disagree have been taken to represent a variable which had a mean score of 0 to 2.5 on the continuous Likert scale. The scores of 'moderate extent' have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale and the score of both agree and strongly agree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale. A standard deviation of >1.0 implies a significant difference on the impact of the variable among respondents.

The results in Table 4.7 indicate that employee participation in strategic change management make the realities of the organizational change clearer. Further, employee participation in change process increased ownership and also facilitate change self-efficacy. However, the high standard deviation implies that there was a high variation among the respondent and this could be explained by the different technicality of the role of the commission. In addition, it was found that not all employees were involved in the strategic change management process.

4.4 Effect of Strategic Change on Performance of the Constitutional Commissions

The basic reason why an organization will undertake a change process is to improve its performance or way of service delivery. It is on this basis that the researcher sought to find out what effect the strategic change process undertaken by the commissions has had on their performance. The findings are presented in Table 4.9 below.

Table 4.8 : Effect of Strategic Change on Performance of the Constitutional Commissions

	Mean	Std. Deviation
Acceptance of change management practices lead to a greater variance in creativity, innovation, ideas and ideologies, thus enabling organizations to perform better	4.7500	.46291
Strategy change management in the Commission enables the organization to align best the firm's strengths and weaknesses with the problems and opportunities in its environment	4.5000	.75593
Change management practices enable the commission to achieve its strategic plan objective	4.3750	.91613
Adoption of strategic change in the Commission encourages debate about the appropriate strategy that a firm can follow and this will lead to range of strategic alternatives and collectively better evaluate the feasibility of such alternatives	4.1250	.64087

Source: Fieldwork

Note: data was collected using Likert scale with (1) not at all, (2) small extent, (3) moderate extent, (4) great extent and (5) very great extent. The respondents were requested to indicate the change management practices in a five point Likert scale. The Likert scale allows respondents to express how much they agree or disagree with a particular statement. Each of the five responses has a numerical value which is used to measure the attitude under investigation. The scores of strongly disagree and disagree have been taken to represent a variable which had a mean score of 0 to 2.5 on the continuous Likert scale. The scores of 'moderate extent' have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale and the score of both agree and strongly agree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale. A standard deviation of >1.0 implies a significant difference on the impact of the variable among respondents.

From the findings, the acceptance of change management practices in the commissions was found to have led to a greater variance in creativity, innovation, ideas and ideologies in the commissions and this has enabled them to perform better ($M=4.7500$). In addition, to a greater extent, the strategic change management in the commission has enabled the organization to align best its strengths and weaknesses with the problems and opportunities in its environment as well as enabling the commission to achieve its strategic plan objective. This positive effect of organizations change management was found to have encouraged debate about the appropriate strategy that a firm can follow and this will lead to creation of different strategic alternatives and collectively better evaluate the feasibility of such alternatives and adoption of strategic change in the

commission. These responses indicate that indeed the strategic change management process has impacted positively to performance of the constitutional commissions.

4.5 Challenges of Managing Strategic Change in Constitutional Commissions in Kenya

The introduction of changes in the way ‘things are done’ in an organization cannot occur without any resistance from those who will wish the firm status quo. Changes in an organization involves the introduction of new procedures, people or ways of working that have a direct impact on the various stakeholders within an organization. As a result, several challenges are bound to be faced by the firm and although each of these challenges can be unique, they are simultaneously independent and interrelated. Therefore, overcoming any one independently challenge cannot be sufficient for realizing sustainable change. There need to be a sustainable and holistic approach to confront the challenge to change management.

Table 4.9 : Challenges of Managing Strategic Change

	Mean	Std. Deviation
Power and politics in the commission	4.5000	.75593
Limited time budget and resources to conduct the necessary planning and implementation of strategic change management	4.1250	.83452
incompatibility of strategic change management with the new organizational structure	4.0000	.75593
Corporate inertia and commission culture pushes back the strategic change initiative	3.8750	.99103
Identification and implementation of any training needs which will be appropriate to employees	3.7500	1.38873
Middle management resistance due to perceived loss of power and or limited involvement in the strategic change	3.7500	1.28174
Ineffective change management sponsorship from senior leaders	3.5000	1.06904
Employee resistance	3.3750	1.06066

Source: Fieldwork

Note: data was collected using Likert scale with (1) not at all, (2) small extent, (3) moderate extent, (4) great extent and (5) very great extent. The respondents were requested to indicate the change management practices in a five point Likert scale. The Likert scale allows respondents to express how much they agree or disagree with a particular statement. Each of the five responses has a numerical value which is used to measure the attitude under investigation. The scores of strongly disagree and disagree have been taken to represent a variable which had a mean score of 0 to 2.5 on the continuous Likert scale. The scores of 'moderate extent' have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale and the score of both agree and strongly agree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale. A standard deviation of >1.0 implies a significant difference on the impact of the variable among respondents.

The respondents were requested to indicate the change management practices in a five point Likert scale. The Likert scale allows respondents to express how much they agree or disagree with a particular statement. Each of the five responses has a numerical value which is used to measure the attitude under investigation. The range was 'strongly disagree (1)' to 'strongly agree' (5). The scores of strongly disagree and disagree have been taken to represent a variable which had a mean score of 0 to 2.5 on the continuous Likert scale. The scores of 'moderate extent' have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale and the score of both agree and strongly agree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale. A standard deviation of >1.0 implies a significant difference on the impact of the variable among respondents.

From the findings, power and political influence was to a large extent the dominant challenge that face the commissions in their change process. This challenge was further compounded by a limited resource and budget allocation from the National government to the commissions and also that there exist some incompatibility of strategic change management with the organizational structure. With the standard deviation of these variables being less than 1.0, it implies that there was more agreement among the respondents on the extent of these challenges in the change process of the commissions. In addition, on the possibility of employee resistance affecting the commissions change process, the respondents to moderate extent considered this to be a factor that will influence the success of the strategic change process. The higher standard deviation implies that there was a variation on the respondent's answers and this could be explained

by the fact that majority of these commission staff have technical competencies and will ordinarily appreciate the need of changes in the commissions.

4.6 Discussion

The findings reinforced the reality in the current context of organizations operating in an environment that is characterized by turbulence to be ready to affect or be affected by the changes in the environment.

4.6.1 Comparison to Theory

The constitutional commissions were found to have attempted to align their mandates to the ever changing demands from the Kenyan public and the government. As Pfeffer and Salancik, (2003) argued, while supporting the open system theory, that when organizations and communities conduct their business they influence and change their external environments, while at the same time being influenced by external changes in local and global environments in a two-way influential change known as active adaptive change. The findings support the open system theory and the need of the organization to adapt to the opportunities and confront the changes the environment presents. Consequently, the constitutional commissions were found to be undertaking strategic changes in order to align their strategies to the demands of the stakeholders and thereby matching the resources and activities of the organization to that environment. This, according to Hill and Jones (2001), would present to the organization, a state that increases competitiveness advantage.

4.6.2 Comparison to other Studies

The findings also was that for an organization to sustain the momentum on normal day-to-day pressures and meet client demand and also avoid situations where people will return to the methods and behaviours that they are familiar and comfortable with, it is necessary to provide resources for change and built necessary communication structures across the organizations structures. It was found that an integral part of an organizations strategic change is effective internal communication that corresponds to each stage of the strategy. Communicating to employees, as internal stakeholders, was found to be important for a successful change process programme. This finding was found to be consistent with that of Barrett (2002) who similarly found that launching a planned communication strategy for the purpose of informing on timely basis the organizations' employees is a prerequisite for fruitful feedback and eventual success of the change process.

The finding of the study recognized the role of the organization management in determining the success or failure of the change process. During the change process, the managers are tasked with coming up with appropriate mechanism and develop harmonious working relationship with other employees during the change process. Consequently, as Kanter *et al.*, (2002) found out, early involvement of managers will enable them to translate the general goals of organizational change efforts into specific departmental objectives. This was because, as was found, organizational transformation often implies a change in the tasks of line managers, their personal leadership style and their social relations with subordinates. Therefore there is need for managers to

incorporate fully the views and suggestions of the other employees which, as Barney (1991) pointed out, constitute an important resource as advocated by the resource based theory.

The study also found that during the implementation of the change process at constitutional commissions, the organization faced several challenges that ranged from resistance to change by employees, ineffective change management sponsorship from leaders, inadequate resources for training and incompatibility of the change management process with the organizational structure. Thus, there is need for an organization to do everything possible to anticipate reactions and likely impediments to the introduction of change (Armstrong, 2006). A well-defined organizational structure that fosters good communication channel during the change process will need to be put in place. In addition, the need to involve all the staff and other external groups that facilitate a successful change process will be consistent with the views of Galup *et al.*, (2009) who note that in order to succeed; strategic change management must be carried out properly by ensuring that all stakeholders are included in the process from the beginning. They point that change identification, engaging the people, support of top management, making a communication a top priority, time and line leadership are essentials for effective change management.

4.7 Chapter Summary

In summary, the study found that the commission leadership empowers employees to realize the organizations vision despite the challenges present at a particular time, and also that the Commission leadership are able to develop strategy, create mission, motivate

people to achieve objectives and also established line leadership that goes beyond the support of top management to ensure successful strategic change management. On stakeholders involvement, the study found out that the employees, as internal stakeholders, are kept informed and provided with messages and information that allow them to feel engaged and also that the Commissions' stakeholders have an opportunity to express their views and contribute their own ideas about how change is to be implemented. The study also found that the commission undertakes strategic change management through open and consultative manner which assists in effective implementation and for commission involved the parent ministry in its change management. Similarly, the study found that to a large extent, communication in the commission enhances employees buy in to strategic change management and that through adopted communication system, the commission ensures that appropriate change communication strategy is matched to the type of change being undertaken in the organization. Lastly, the study established that employee participation in strategic change management make the realities of the organizational change clearer.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the key findings of the study as well as the conclusions, limitations of the study, and recommendations for further research.

5.2 Summary

5.2.1 Effect of Strategic Change Management Practices on the Performance of Constitutional Commissions in Kenya

In summary, the study found out that the strategic change management practices have an effect on performance of Constitutional Commissions in Kenya. The respondents are aware of the change management process of the Constitutional Commission in Kenya. The organizations were found to be currently in the midst of a change process that involved among others realigning their operations to meeting their mandates and meeting the expectation of the Kenyan public. The change management process was found to be a top-down approach. As a result, the junior staff and some of the middle level managers feel that they need to be involved more by the top managers especially in strategy policies that affect them. The popular change management model adopted by most of the Constitutional Commissions was the Lewin's 3 step model. In addition it was found that the top management and the respective heads of different departments were the lead persons tasked with the spearheading the change process in the organization.

Effective communication process between various departments and staff involved in the change process was found to be an important factor in the successful implementation of the change process. Communication creates awareness among the staff and also clears doubts about the impending change so that employees embrace the change and have the desire to change by clarifying any issues that might arise during the change process. Further, the Commissions were found to a limited extent undertaking training of staff members to cope with the changes happening and how to support the same change process. Training plays an important role in the change process by empowering employees with the required skills and knowledge of the change. Further, the study found that in their change management process the Commissions had taken the initiative to involve early in the process, its stakeholders especially the general public and employees in order to create the necessary ownership of the process and reduces the risk of resistance by ensuring that employees embrace the change proposal and the process is refined from the onset because it involves the people affected by the change.

5.2.2 Challenges Encountered in the Implementation of Strategic Change in Constitutional Commissions in Kenya

The study found that the organization faces a number of challenges in the implementation of its strategic change management process. These challenges include limited budget allocation, static budget that does not conform easily to the desired changes, political interference, lack of adequate training to employees to facilitate effective change process and resistance to change by supervisors which trickles down to the staff they supervise . This resistance was attributed to the tendency of most changes being made at the top

level and at the head office. The involvement of the middle level managers and the junior staff was limited and yet these are the groups of employees that are supposed to implement the strategies introduced. The success of the change process at the constitutional commissions is also influenced by external factors outside the control of the organization. The external factors that affect change process in the organization include reduced funding from the central government. A lack of adequate resources that compete for the core activities of the organization as well the change process is an inhibiting factor to change management. Routine activities and duties leave no time for the staff to implement the change process. In addition, there is need for clear communication at different levels of the change process to be initiated and staff training is undertaken to achieve the desired change.

5.3 Conclusion

Change management process is an important activity in an organization that is operating in an environment whose demands keep on changing and consequently the sustainability of the organization and the consequent realization of its objective will depend on the adaptability of organization to the changes. From the findings, it was established that the change process in the Commissions follows a top-down approach while implementation process adopts a bottom up approach. This disconnect in the process has in some way brought about challenges in the success of the change process. In addition the change management process in an organization that is funded by the National government was found to be affected by the power and political influence from the executive. Consequently in a situation where the commission are constitutional and therefore

creature of the constitution, they need not be blackmailed but instead do what they are supposed to offer to the Kenyan public.

Another important conclusion from the study is that in the present day operating environment, in which the actions of an organization will affect and be affected by stakeholders, it is important that an organizations change process be an all inclusive process where the junior staff, community and donors views are accommodated for in the change strategy in order for the all exercise to witness reduced resistance. Further, effective monitoring and evaluation of the change process during implementation was found to be critical. The Commissions should be able to put in place measures for tracking down progress and facilitating learning and decision making in a quick manner and therefore increase the chances of achieving the desired results. In an effort to improve the change process, an external consultant will be recommended that will give independent opinions and guidance towards the achievement of the same objectives.

5.4 Recommendations

The research findings highlight the role of the management on business planning, the need for employee involvement in change process and focus on the customer. This study recommends that the senior management must consider their internal strategic management processes, training and involvement of their staff, and their own role in championing the desired change process to managing organisational performance.

It was also found that different Commissions have adopted different forms of change programs but the results are not immediate. This study recommends that the government

institute strategic changes in the working environment to support higher returns in the mid-term and long-term periods.

5.5 Limitation of the Study

The major weakness in this study is that it was limited in scope. This means that the findings cannot be over generalized. This study was conducted with a strong presence of employees' constitutional commissions in Kenya. It is possible that this exposure and working environment contributed significantly to their perceptions of the change management process. There is need therefore to increase the number of respondents in each commission and target also the middle level and junior managers in the commissions.

Further, the study used a descriptive research design and there is need to employ various inferential techniques to validate further the results. This study was also limited by other factors in that some respondents may have been biased or dishonest in their answers considering that they were all commenting on their employer. More respondents would have been essential to increase the representation of respondents in this study and allowed for better check of consistency of the information given. However, despite the above limitations, the findings presented in this paper have important policy implications.

5.6 Suggestion for Further Research

In light of these limitations, future research is recommended to use mixed methods research in order to validate the results of this research, and apply a longitudinal study to better capture the relationships between change process and organizational performance.

Conducting a replication study with random sample selection can enhance the methodological rigor of the study and increase the possibility of having a better and a supported external validity.

Another possible source of data could be the Kenyan public whose opinions, along with those of executives, can give a better insight of the change - performance relationship. Furthermore, taking into consideration certain factors that may have a moderating role in these relationships, such as the country culture, could enrich the research results.

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APPENDIX I: QUESTIONNAIRE

Please give answers in the spaces provided and tick (✓) in the box that matches your response to the questions on management of strategic change practices in constitutional commissions.

Section A: Demographic Characteristics of Respondents

1. Name of the constitutional commission (Optional).....
2. What is your highest level of education qualification?
 - a) Post graduate level () c) Tertiary College ()
 - b) University () d) Secondary ()
3. Length of continuous service with the constitutional commissions?
 - a) Less than one year ()
 - b) 1 – 3 years ()
 - c) Over 3 years ()
4. How many employees are there in constitutional commissions?
 - a) Less than 50 ()
 - b) 50 – 99 ()
 - c) Above 100 ()

Section B: Strategic Change Management Practices

5. To what extent do you agree with the following regarding the influence of the commission leaders in strategic change management? Use 1-Strongly disagree, 2-Disagree, 3-Moderate extent, 4-Agree and 5-Strongly agree.

Leadership	1	2	3	4	5
The commission leaders are visionaries, champions and role models for change					
Leaders in the commission are able to develop strategy, create mission, motivate people to achieve objectives					

Leaders in the commission aim for quick wins that show progress is being made and that change is possible in the future					
The commission leadership empower employees to make the vision happen despite obstacles					
Commission leadership has build organizational culture change					
The commission has line leadership that goes beyond the support of top management to ensure successful strategic change management					

6. To what extent do you agree with the following statements regarding stakeholder involvement in strategic change management in your commission? Use 1-Strongly disagree, 2-Disagree, 3-Moderate extent, 4-Agree and 5-Strongly agree.

Stakeholder Involvement	1	2	3	4	5
The commission has involved the parent ministry in its change management					
Stakeholders have an opportunity to express their views and contribute their own ideas about how change is to be implemented					
Employees in the commission are kept informed and provided with messages and information that allow them to feel engaged					
The commission undertakes strategic change management through open and consultative manner which assists in effective implementation					

7. The following statements are attributed to the use of communication in the commission to assist in strategic change management. To what extent do you agree with the statements? Use 1-Strongly disagree, 2-Disagree, 3-Moderate extent, 4-Agree and 5-Strongly agree.

Communication	1	2	3	4	5
There is effective communication on strategic change management in the commission					
Employees are provided with information about strategic change management in order to reduce anxiety and uncertainty					
Communication in the commission enhances employees buy in to strategic change management					
The commission ensures that appropriate change communication strategy is matched to the type of change					
In the commission, there is a coordinated approach to the design and management of communication					

The commission considers the impact that networks can have and the best ways to distribute information about strategic change management					
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8. To what extent do you agree with the following on employee participation in strategic change management at your commission? Use 1-Strongly disagree, 2-Disagree, 3-Moderate extent, 4-Agree and 5-Strongly agree.

Employee Participation	1	2	3	4	5
Employees in the commission are involved in strategic change management					
Employee participation in strategic change management make the realities of the organizational change clearer					
Employee participation in strategic change management enable managers receive valuable information in decision making implementation					
Participation helps to facilitate a sense of ownership of the change process leading to less resistance					
Employee participation in strategic change management help facilitate change self-efficacy					

9. To what extent does the following challenges hinders the management of strategic change in your commission? Use 1-Not at all, 2-Small extent, 3-Moderate extent, 4-Great extent and 5-Very great extent.

Challenges of managing strategic change	1	2	3	4	5
Limited time budget and resources to conduct the necessary planning and implementation of strategic change management					
Corporate inertia and commission culture pushes back the strategic change initiative					
Employee resistance					
Ineffective change management sponsorship from senior leaders					
Power and politics in the commission					
Identification and implementation of any training needs which will be appropriate to employees					

incompatibility of strategic change management with the new organizational structure					
Middle management resistance due to perceived loss of power and or limited involvement in the strategic change					

10. To what extent do the strategic change management practices influence the performance of the Constitutional commission offices? Use 1-Not at all, 2-Small extent, 3-Moderate extent, 4-Great extent and 5-Very great extent.

Effect of strategic change on performance of a Firm	1	2	3	4	5
Acceptance of change management practices lead to a greater variance in creativity, innovation, ideas and ideologies, thus enabling organizations to perform better					
Adoption of strategic change in the Commission encourages debate about the appropriate strategy that a firm can follow and this will lead to range of strategic alternatives and collectively better evaluate the feasibility of such alternatives					
Strategy change management in the Commission enables the organization to align best the firm's strengths and weaknesses with the problems and opportunities in its environment					

THANK YOU VERY MUCH FOR YOUR TIME