

**MANAGEMENT OF STRATEGIC CHANGE AT THE
INTERNATIONAL CENTRE FOR RESEARCH IN
AGROFORESTRY**

BY

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DECLARATION

I declare that this is my project work and has not been submitted for the award degree in any other university.

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This research project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

In memory of my late brother Zidi Heri Sambo who always encouraged me to strive for higher education.

ABBREVIATIONS AND ACRONYMS

CG:	Consortium Group
CGIAR:	Consultative Group on International Agricultural Research
ERP:	Enterprise Resource Planning System
HR4U:	Human Resource Function
ICRAF:	International Centre for Research in Agroforestry
NGO:	Non-Governmental Organization
OCS:	One Corporate System

ABSTRACT

The ability of organizations to manage and survive change is becoming increasingly important in an environment where technological advancements are inevitable and globalization of markets is escalating. This study investigated management of strategic change at the International Centre for Research in Agroforestry (ICRAF). The objective of the study was to establish change management model adopted by ICRAF in relation to One Corporate System, to determine challenges faced by ICRAF in managing the strategic change to One Corporate System and to identify strategies that ICRAF used to manage resistance in changing from current Independent systems to One Corporate System. The research design employed in this study was case study method. Primary data was collected using an interview guide. The collected data from the interview guides was analyzed using content analysis. The findings indicate that the ADKAR Model was adopted to facilitate phase one of the change to One Corporate System. The paper discusses the findings focusing on challenges of managing strategic change which include complications with the system, unavailability of consultants, inadvertent expenses, time constraints and the fear of unknown; the major factors causing resistance that is poor communication in regard to the one corporate system and lack of understanding of how it will benefit staff and ICRAF as well as strategies for minimizing resistance to change. Finally the study draws conclusion, suggestions and recommendation that would contribute to success in managing strategic change of phase of One Corporate System. There is need for further research on other centers that are changing to One Corporate System and are allied to the Consultative Group on International Agricultural Research (CGIAR). This may possibly provide a broader perspective and insight on the impact of and management of the strategic change in relation to achieving operational efficiency.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizations that engage in strategic change management generally outperform those that do not' Wheelen & Hunger (2008). An organization will perform to a high standard when there is a matching correlation between the organizational environment and the strategy, structure and processes of that organization. Managing strategic change results in increased understanding of the impact of the change which ensures that all processes, systems and people that are impacted are consulted and their requirements incorporated into the change plan. Appropriate levels of involvement with agreed responsibilities for making the change happen reduces the resistance to change and increases the rate of adoption, leading to greater realization of benefits. Clarifies the roles and responsibilities of all those involved in the change effort, ensuring that those with the most relevant skills and experience are given appropriate activities to manage. (<http://www.MavenTraining/why-is-change-management-important>).

Effective management of strategic change requires strategic flexibility which drives organizational performance. Strategic flexibility ensures that organizations have the capacity to adapt and respond in a timely and appropriate manner to substantial, uncertain, and fast occurring environmental changes that have a meaningful impact on the organization's performance (Roca-Puiget al., 2005). In very competitive environment it is necessary for the organizations to win the confidence of employees, keep them involved and engaged with the proposed strategic change.

Any failure to change strategy will further dampen the overall business growth of the organization and this could occur if the organization does not consider taking the change and following a standard approach of handling change at an organizational level. To resolve this scenario, Kotter's 8 step and Lewin's change model has a great relevance to it.

The International Centre for Research in Agroforestry (ICRAF) is part of the alliance of the Consultative Group on International Agricultural Research (CGIAR) Centers. ICRAF is undergoing a strategic change from the current system comprising of Sun System which addresses financial transactions, HR4U coordinates aspects of Human Resource, Procurement and Project Management systems to a One Corporate System (OCS). The OCS is a common, automated, integrated support system with an aim of managing administrative and finance functions. It combines human resource, procurement, project, finance and accounting functions. This system will enable ICRAF achieve operational efficiency, through single input and output of data for real time reporting resulting in a seamless project and financial reporting. Inform the Management, Board of Directors and Donors in regard to our progress in achieving Centre's strategy and goals.

1.1.1 Management of Strategic Change

Organizational change occurs when a company makes a transition from its current state to some desired future state. Today's business environment requires companies to undergo changes almost constantly if they are to remain competitive. Factors such as globalization of markets and rapidly evolving technology force businesses to respond in order to survive and succeed.

Changes in the organization may be relatively minor such as installing a new software program or major as in the case of fighting off a hostile takeover, or transforming a company in the face of persistent foreign competition. Organizational change initiatives often arise out of problems faced by a company. In some cases, however, companies change under the impetus of enlightened leaders who first recognize and then exploit new potentials dormant in the organization or its circumstances.

(<http://www.inc.com/encyclopedia/managing-organizational-change.html>).

Strategic change is defined as “changes in the content of a firm's strategy as defined by its scope, resource deployments, competitive advantages, and synergy” (Hofer and Schendel 1978). In simple form strategic change is a way of changing the objectives and vision of the company in order to obtain greater success. Strategic change is also defined as a difference in the form, quality, or state over time in organization's alignment with its external environment (Rajagopalan & Spreitzer, 1997 Van de Ven & Pool, 1995).

Most prior studies have highlighted the fundamental importance of strategic change for organizational survival, the processes by which organizations aim to present such change to both internal and external components have rarely been studied. However, strategic change frequently involves symbolic struggles over the purpose and direction of an organization. As numerous works in the change management literature have pointed out, “buy in” by constituents is crucial for change to succeed (Kotter, 1996; Quinn, 1996).

Change management is the process of taking a planned and structured approach to help align an organization with the change. From a management perspective change management involves the organizational and behavioral adjustments that need to be made to accommodate and sustain change. There are various models and theories about change management exemplified by Lewin's (1947) three-phase model of change - unfreeze, move or change and refreeze as well as Kotter (1996) 8 step change model and the ADKAR model.

1.1.2 Non-Governmental Organizations in Kenya

The term Non-Governmental Organizations "NGO" is used specifically to refer to entities that are registered by the NGO Coordination Bureau. Though NGOs are just a small part of the larger NGO sector, they are the most visible. Under the NGO Coordination Act of 1990, NGOs can be established for the benefit of the public at large and for the promotion of social welfare, development, charity or research in the areas inclusive of, but not restricted to, health, relief, agriculture, education, industry, and the supply of amenities and services.

The Non-Governmental Organizations Co-ordination Board of Kenya simply referred to as the NGOs Co-ordination Board was established by an Act of Parliament in 1990 and commenced its business on June 15, 1992. The Board was formed as a result of the recognition of the important role NGOs were playing in the overall development of Kenya. It had become apparent to the Government that, for better organization of NGO activities, a separate body, with full powers, to register and co-ordinate their activities was necessary.

(http://news.xinhuanet.com/english2010/special/2011-08/23/c_131068941.htm).

The Government has encouraged NGOs and other stakeholders to partner with them, especially in addressing the complex issues facing the country. There are both external and internal environments that impinge on NGOs' performance and output. Insecurity and poor infrastructure are external challenges hindering implementation of strategic plans of NGOs. Moreover, NGOs are aware that they need to address internal issues of competence, sustainability of projects, accountability in relation to cost effectiveness and transparency within their own sector more earnestly if they are to play their role and engage with other partners effectively. There are some efforts being made in addressing these challenges.

(<http://www.icnl.org/research/monitor/kenya.html>).

NGOs should aim at providing as much high quality assistance as they can, within practical management constraints in order to achieve this, they need to make strategic changes so as to add value, make a better contribution to collective efforts, develop expertise towards improving people's lives and societies. NGOs should also support policy changes that will enable them to flourish in achieving their goals.

1.1.3 International Centre for Research in Agroforestry

International Centre for Research in Agroforestry (ICRAF) is one of the 15 Consortium Group (CG) centers of the Consultative Group on International Agricultural Research (CGIAR) consortium. The International Centre for Research in Agroforestry (ICRAF) headquarters are in Nairobi, Kenya, with eight regional and sub-regional offices located in China, India, Indonesia, Kenya, Malawi, Mali, Peru and Cameroon. ICRAF conduct research in 28 other countries in Africa, Asia and Latin America.

The Centre's vision is a rural transformation in the developing world as smallholder households increase their use of trees in agricultural landscapes to improve food security, nutrition, income, health, shelter, social cohesion, energy resources and environmental sustainability. The Centre's mission is to generate science based knowledge about the diverse roles that trees play in agricultural landscapes, and to use its research to advance policies and practices, and their implementation that benefit the poor and the environment.

The International Centre for Research in Agroforestry (ICRAF) is guided by the broad development challenges pursued by the Consultative Group on International Agricultural Research (CGIAR). These include poverty alleviation that entails enhanced food security and health, improved productivity with lower environmental and social costs, and resilience in the face of climate change and other external shocks. The Centre in collaboration with the CGIAR is engaged in participatory methods to facilitate policy innovation and evaluation. This approach is consistent with participatory technology a design process that helps to establish agroforestry as a prototype for sustainable development. ICRAF revised its strategy in 2012 which culminated into a new strategy for the period 2013 – 2022.

The Centre developed three integrating strategic goals upon which its programme of research for development impact is based. The strategic goals are linked to operational goals for underpinning the strategy. In the phase of challenges in the global environment, emerging research needs and opportunities, ICRAF's derived an operational goal aimed at increased operational efficiency.

The achievement of this goal requires strategic change from independent administrative systems to one corporate system (OCS) in order to get the right management information in real time on call, across spatially distributed units, to all relevant decision makers, a challenge that 21st Century enterprise information systems have to deliver on.

(<http://intranet.worldagroforestry.org/sites/default/files/strategy2013-2022.pdf>)

1.2 Research problem

Successful management of change is essential for survival and success of organizations in today's highly competitive and continuously evolving environment (Luecke, 2003; Okumus and Hemmington, 1998), Balogun and Hailey (2004) report a failure rate of around 70 per cent of all change programmes initiated. Preparation is critical, actions taken in implementing the change and subsequently monitoring of the change are key aspects of successful change process. Twenty first century is characterized by uncertainty in many different shapes: rapid globalization, accelerating innovation and growing competition, bringing with them volatility, complexity and ambiguity. These pose a huge pressure on organizations to integrate multiple operational systems in order to achieve their desired strategic change.

The International Centre for Research in Agroforestry is faced with challenges in providing timely project and financial reports to donors. Getting the right management information in real time on call, from spatially distributed units is also a problem stemming from reliance on manual and partial online administrative and financial systems.

The management of strategic change to One Corporate System will address these challenges by harmonizing processes, data and information across programmes and the Centre. It will ensure improvement and streamlining of programme, donor, partner and administrative management processes.

Rezvani et al. (2012), studied managing strategic change in organizations. Whipp, (1998), carried out research on management of strategic and operational change. Johnson, (1992) studied managing strategic change strategy, culture and action. Tichy, (1983) carried out research on essentials of strategic change Management. Ochieng, (2011), research centered on management of strategic change at Nokia Siemens Networks – Sub-saharan Africa Region. Otwor, (2008), studied management of strategic change at Co-operative Insurance Company of Kenya. Gichohi, (2007), studied the challenge of change management at Unga Group Limited. Muya, (2006), conducted a research on strategic change management practices by classified Hotels in Kenya. There are very few studies on strategic change management at Non-Governmental Organizations NGO's in Kenya.

According to my research no one has studied management of strategic change at International Centre for Research in Agroforestry in respect to changing to One Corporate System. The International Centre for Research in Agroforestry (ICRAF) is guided by the broad development challenges pursued by the CGIAR and uncertainty brought about by globalization and advancements in technology. ICRAF decided to embark on a strategy refreshment exercise that resulted in the generation of a new strategy 2013-2022.

A common framework is crucial for the adoption of the 2013 strategy hence the need to change to One Corporate System (OCS). The change requires proper strategic management therefore the study seeks to answer the following question: How strategic change to One Corporate System will impact ICRAF structure and systems?

1.3 Research Objective

The objectives of the study were:

- i.To establish the strategic change management model adopted by ICRAF in relation to One Corporate System
- ii.To determine challenges faced by ICRAF in managing the strategic change to One Corporate System
- iii.To identify strategies that ICRAF is using to manage resistance in the changing from current Independent systems to One Corporate System

1.4 Value of the Study

This study has contributed to information gaps in management of strategic change particularly in relation to adoption of One Corporate System (OCS). OCS combines administrative and financial functions making it easy for organizations in the 21st Century to access and disseminate information at the click of a button.

The study has added value by guiding ICRAF management on the effectiveness of the change management model adopted in facilitating the change to One Corporate System (OCS). It will also inform management of the imminent challenges in implementing the One Corporate System.

This study may be used to facilitate smooth alignment of the One Corporate System with the strategic and operational goals of ICRAF. The study may particularly be used to add value to existing knowledge in academicians and scholars. They may use material generated in the study for further academic purposes and investigation. This allows for improvements based on greater information and study.

Other stakeholders may find materials in this study useful in developing policies and change management in their organizations. Guimaraes and Armstrong (1998) suggests that while there is an ever-growing literature emphasizing importance of change and suggesting ways to approach it, there is very little empirical evidence providing support of the different theories and suggested approaches. As a result, this research will increase the existing body of knowledge in management of strategic change. The study will also generate greater awareness among Non-Governmental Organizations on the importance of having a proper and practical strategic management framework as a means to achieving operational effectiveness.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents various concepts of change management to ensure relevance to the research problem. It reviews theory of organizational change, change management models, challenges in managing change and strategies for managing resistance to change.

2.2 Theoretical Foundation

Through the mid-20th century, there had been increased attempts to apply theories of organizational change to the analysis of human organizations (Byeon, 2005). The first attempt, which applied concepts of systems theory, was mainly concerned with equilibrium, stability and their maintenance through control of negative feedback (Montuori, 2000; Byeon, 2005; Foster, 2005). The systems concept views organizations as constantly interacting with their environment. In the complexity paradigm, systems are usually considered to be evolving or self-organizing into something new (Byeon, 2005).

Systems Theory is mainly concerned with how systems operate, and integrates a broad range of systems by naming and identifying patterns and processes common to all of them (Bausch, 2002; Capps and Hazen, 2002). Organizations comprise of patterns of behavioral events, these patterns are interdependent, cyclical, consistent overtime, and must be understood in terms of their interaction with each other, and with the external environment.

Since systems theory considers the input-throughput-output component the elements of purpose, people, structure, techniques and information must be coordinated and integrated by the managerial system, in order to maximize value for the organization. Beeson and Davis, (2000), argue that the systems perspective, applied to organizations in its classic formulations fails to give a sufficient account of change. Based on this criticism, it important to consider a more transformational model of organizational change derived from the ideas of dynamic non-linear systems. The complexity and uncertainty of organizational change processes seem to be much better captured by complexity theory (Morel and Ramanujam, 1999; Styhre, 2002).

Complexity theory is concerned with the study of emergent order in what otherwise may be considered as very disorderly systems (Sherif, 2006). As the complexity of a system increases, the ability to understand and use information to plan and predict becomes more difficult. Adaptation to the changing environment becomes more problematic. An essential feature of the complexity theory paradigm is the concept of complex adaptive systems (CAS). Systems that absorb information from their environment and create stores of knowledge that can aid action are referred to as complex adaptive systems. Complex systems have the ability for self-organization and adaptation. Parts of the system can self-organize rather than being imposed upon by centralized control (Sherif, 2006; Styhre, 2002).

Self-organization happens as the various decentralized parts of the system interact. Since organizations are complex systems, an implication is that the organization is able to learn from its environment and change its internal structure and its functioning over time, thus changing the behavior of individual elements.

Both systems theory and complexity theory form the basis of two organization change approaches that can be valuable in explaining the behavior of organizations in coping with continuous change (Foster, 2005; Sherif, 2006). The systems and complex theory is applicable in the sense that organizations seeking to achieve operational efficiency need to adopt a system that coordinate and integrates its functions. Such a system will enable the organization adapt and respond to unexpected changes in the external environment. Such a system for example the One Corporate System (OCS) will enable organizations obtain better resources such as information to produce the best results.

2.3 Change Management Models

Change management process is the sequence of steps or activities that a change management team or project leader would follow to apply change management to a project or change. There are various models for managing change which include Lewin Model, ADKAR Model and Kotter's 8-step change model.

2.3.1 Lewin's Model

Kurt Lewin change theory and Lewin's three step model is very much a significant part of change management strategies for managing change in the workplace in the 21st century. The model of Unfreezing-Transition-Freezing is used to understand change at the group, organizational and societal levels. A successful change project Lewin, (1947), argued involved three steps. Step one: unfreeze which entails reducing the forces that are striving to maintain the status quo, and dismantling the current mind set. Managers use this approach by presenting a challenging problem or event to get people to recognize the need for change and to search for new solutions.

During transition phase managers encourage development of new behaviors, values, and attitudes, through organizational structure, process changes and development techniques. There may be a period of some confusion during the move from the old ways of doing things to the new. For this phase to be successful managers should immediately address any barriers of negative people, keep things real, be open to continual negotiations and communicate how the change relates to business and the need for change.

Freezing is necessary in the continuity of operations. It eliminates confusion for people who may not be sure of what needs to be done if things were not locked in to become standard operating procedure. At this phase managers develop recognize and celebrate success as a standard part of the change process. Establish performance and reward systems for monitoring the influencing the change consistency and invite continued involvement in the processes.

2.3.2 ADKAR Model

ADKAR is a goal-oriented change management model that allows change management teams to focus their activities on specific business results Prosci, (1999). The model has its origins in aligning traditional change management activities to a given result or goal. Desire to engage and participate in the change is the goal of sponsorship and resistance management. Knowledge about how to change is the goal of training and coaching. By identifying the required outcomes or goals of change management, ADKAR becomes a useful framework for change management teams in the planning and execution of their work.

The goals or outcomes defined by ADKAR are sequential and cumulative. An individual must obtain each element in sequence in order for a change to be implemented and sustained. Managers can use this model to identify gaps in the change management process and to provide effective coaching to employees. The ADKAR model can be used to (i) diagnose employee resistance to change (ii) help employees transition through the change process (iii) create a successful action plan for personal and professional advancement during change (iv) develop a change management plan for employees.

(<http://www.change-management.com/tutorial-adkar-overview.htm>).

2.3.3 Kotter's Model

According to Kotter, (1996), Useful change tends to be associated with a multistep process that creates power and motivation sufficient to overwhelm all the sources of inertia. Kotter introduced an eight step model to help leaders and managers deal with transformational change.

Kotter's eight step approach to change management is as follows: (1) create a sense of urgency by examining the firm's competitive realities, market trends, and the effects on performance. Communicate this information intensely in respect of the potential crises. Inform staff that the current situation is not acceptable and pursuing change is less risky than maintaining the status quo.

Build motivation, involvement and support. (2) To counteract resistance, one option is to form a powerful coalition of managers to work with the most resistant people (Kotter, 1996). (3) Developing a vision and strategy through clear and precise project plans to help direct the change effort and expedite the change. (4) Communicate the vision by emphasizing and teaching new behaviors through example of guiding coalition, walking the talk. This reduces resistance to change.

Step (5) Empower others to act on the vision by eliminating barriers to change. Change Systems and structures that completely undermine the vision. Step (6) Managers plan for and create short-term wins by developing clear performance improvements goals. Measurement systems and reward the people involved when they are achieved. (7) In this step Managers need to consolidate improvements and produce more change. (8) Institutionalize new approaches by communicating frequently how the new approaches, behaviors, and attitudes have improved performance. Create leadership development and succession plans consistent with the new approach. To make the changes more permanent, managers should reinforce them by demonstrating the relationship between new behaviors and organizational success change (Kotter, 1996).

2.4 Challenges in Managing Change

Managing change faces several challenges both in structural and administrative levels. The challenges are found at the initiation stage, midway and concluding phases. Resistance is one challenge that leaders and managers face when initiating change. This is because innovation has antagonists comprising of people who thrive in old circumstances and lukewarm defenders who may perform well under the new environments Ansoff and McDonnell (1980).

Building organizational commitment to change is a challenge faced by leaders and managers. As leaders and managers build understanding and generate commitment, the intense resistance to change, born out of fear of the unknown, is abandoned and replaced by the courage to take new directions and to actively pursue change. Lack of coherence: The requirement for coherence pertains to the need for ensuring internal consistency and functional alignment while fostering effective, mutually-reinforcing links among separate initiatives. The underlying intention, the driving vision, the overall strategy, the implementation plans for change and operating modalities must all be integrated and cohere in a seamless, authentic functioning whole. Coherence establishes clarity in areas that require change.

(http://totemhill.com/pdf/writings/challenges_of_change.pdf)

Organizational culture is the assumptions and beliefs that are shared by members of an organization that operate unconsciously and define in a basic taken-for-granted fashion an organization's view of it and its environment (Schein (1985)). Resistance to change may be legitimized by cultural norms (Johnson et al 2006). Management should realize that resistance to change is likely to take effect based on fear of the unknown, mistrust and suspicion can be reduced or averted by careful diagnosis of the situation (Graham & Bennet (1998)).

Most change initiatives miss the mark due to errors in the change lifecycle. According to Kotter (1996) there are eight errors that lead to a botched change program. Failing to create a powerful alliance, giving room to too much complacency, underestimating the power of vision, undercommunicating the vision by a factor, letting obstacles hinder the new vision, failing to create short-term wins, declaring victory too soon and neglecting to anchor the change firmly in the corporate culture.

2.5. Strategies for Managing Resistance to Change

There are various methods used in managing change. The first technique is education and communication. This helps in dealing with misinformation as a result of grapevine or lack of information. The technique consumes a lot of time and money, Bowman & Asch (1987) indicates that it is based on the assumption that if people are given the rationale for change, they will see the need for it and therefore embrace it.

Participation and involvement of those who will be affected by the change is crucial. The aim is to participate in the identification of strategic issues, developing the strategic agenda and working out the decision making process for implementing strategic change. This increases ownership of the decision to change, the change process and commitment towards change. The third technique is Facilitation and support of the change process normally administered by a change agent who could be a consultant or manager. It is more an intervention seeking to involve people in the process. The change agent oversees and delegates certain elements of the change process. This technique has the benefit of involving people but there is risk of perceived manipulation (Johnson and Scholes, 2008).

Negotiation and Agreement is another way that managers can combat resistance by offering incentives to employees not to resist change. This can be done by allowing change resisters to veto elements of change that are threatening, or change resisters can be offered incentives to go elsewhere in the company in order to avoid having to experience the change effort.

This approach will be appropriate where those resisting change are in a position of power. Manipulation and Cooptation: “Cooptation” (no it’s not misspelled) involves the patronizing gesture of bringing a person into a change management planning group for the sake of appearances rather than their substantive contribution.

Explicit and Implicit Coercion: Managers can explicitly or implicitly force employees into accepting change by making clear that resisting change can lead to losing jobs, firing, or not promoting employees. Managers need to assess and proactively manage readiness for change throughout the life cycle of the change program. They are required to strategically engage leadership all through the process, minimize stakeholders resistance to change, articulate urgency, communicate, equip groups with the right skill and tools for change, align the change process to organizations strategy and vision as well as design enabling organization process Dawson (1994).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research design, data collection method and data analysis technique which were used to realize the objectives of the study.

3.2 Research Design

A Case Study refers to a detailed analysis of an individual case supposing that one can properly acquire knowledge of the phenomena from intensive exploration of a single case. A case study attempts on the one hand to arrive at a comprehensive understanding of an event under study but at the same time develop more general theoretical statements about the regularities in the phenomena (Becker, 1970).

A case study was chosen because it enabled the researcher to have an in-depth understanding of strategic change management at the International Centre for Research in Agroforestry (ICRAF) in relation to One Corporate System. This case study allowed the researcher to obtain inside facts from employees relevant to the study.

3.3 Data Collection

The study used primary data. Primary data refers to data which was collected directly from the respondents by the researcher specifically for the research project. The researcher interacted with and interviewed users of the One Corporate System.

The users were ICT Manager, Human Resource Manager, Operations Manager, Finance Manager, Procurement Manager and Administrators. The Managers and Administrators were part of the One Corporate System and were involved in the process of changing to One Corporate System and also provided pertinent information to addresses the research objectives of this study.

The researcher used face to face interviews to collect data from the respondents. An interview guide was prepared to obtain the required information attached as appendix I. The interview guide has both open-ended and closed-ended questions. It is divided into section A: seeking background information, section B: Strategic change management model adopted in relation to One Corporate System (OCS), section C: Challenges in Managing Strategic Change to One Corporate System (OCS) and finally Section D: Managing Resistance in Changing to One Corporate System.

3.4 Data Analysis

The data was analyzed by use of content analysis. Cooper and Schindler, (2003) describes content analysis as a techniques for objective, systematic and qualitative description of the manifest content of a communication.

Content analysis involves coding and classifying data, also referred to as categorizing and indexing. The aim of content analysis is to make sense of the data which was collected and report the findings in regard to the objectives of this study.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents data analysis and findings of the study as set out in the research objective and methodology. The results presented are on the model used to effect strategic change in relation to One Corporate System, challenges encountered in managing strategic change to One Corporate System and management of resistance to changing to one corporate system.

4.2 General Information

The demographic study sought to find out information about the respondents, background which included gender, job type, position and number of years worked at ICRAF. This gave the researcher a guide to obtain sound feedback. Out of the targeted eight members of management and administrators only six were interviewed the Procurement Manager, Operations Manager, ICT Manager and three Administrators giving a response rate of 75% and a 25% non-response rate for two Managers who were not available.

The interviewees were asked to indicate how long they had served in their current positions. From their responses, it emerged that they had worked in their current positions for varying periods ranging from 5 to 15 years. This shows that the respondents have had a wide range of experience in handling change for more than 15 years.

The researcher also sought to find out the gender distribution of the respondents and it was found out that three of the respondents were female while male were also three. This is a clear indication that International Centre for Research in Agroforestry (ICRAF) promotes equality in job distribution and female gender is important.

4.3 Strategic change management model adopted for One Corporate System

The interview sought to determine the model used by International Centre for Tropical Agriculture (ICRAF) in facilitating the change to one corporate system. It was evident that some employees referred to as key business users and process experts were aware of the change to One Corporate System.

It was reported that selected staff at management level were informed of the change to one corporate system through informal means on the basis of an idea to improve the current system. The wider ICRAF staff received email communication about the change to One Corporate System (OCS) from the Senior Leadership Team.

An OCS team was constituted to facilitate the implementation of Phase one of the One Corporate System. The interviewees indicated that they were driven by their pursuit for operational efficiency to participate and support the change to One Corporate System (OCS) others sighted the desire to see processes changing for the better and working towards achieving simplified system, looking forward to improved coordination across projects and reduction in duplication of efforts.

Training of key business users for phase one of the One Corporate System was done and have an in-depth understanding of the work processes within each work stream in the Human Resource, Finance, Procurement and Grant Management Functions. User manuals were developed as well as simplified for the end users. It was noted that the change experts were moderately involved in facilitating the transition to One Corporate System as a large fraction of ICRAF staff do not know the benefits of OCS.

The interviewees reported changes in terms of enhanced features in the functionality of the One Corporate System and Increased efficiency through faster responses. It was noted that termination of the old independent systems will reinforce the change to One Corporate System through continuous testing of the new integrated system, comprising of Human Resource, Finance, Procurement and Grant Management Functions all under the One Corporate System (OCS) ensuring that it works perfectly.

4.4 Challenges in Managing Strategic Change to One Corporate System

4.4.1. System Complications

The interviewees reported that although ICRAF hires skilled employees in their respective fields there were teething problems in understanding various functions of the One Corporate System as an Information Technology System. The functions of the system were more advanced than the current independent system that is Sun System, HR4U and Grant Management System, the design process was standard thus had to be tweaked or tailor made to suit the needs of ICRAF by localizing it.

4.4.2 Unavailability of Consultants

The International Centre for Tropical Agriculture engaged Agresso consultants to provide the software that is Enterprise Resource Planning System to support the One Corporate System. It was noted that the schedule for going live in adopting the One Corporate System was achievable but interviewees mentioned delays due to difficulties in engaging consultants of the One Corporate System.

The consultants were unable to travel to Kenya to facilitate and support the implementation of the system as they considered Kenya a high risk Country in terms of security. The consultants proposed to meet in other countries for example Dubai.

4.4.3 Inadvertent Expenses

The interviewees indicated that the security concerns sighted by the consultants and their inability to travel to Kenya had negative effects on the budget and schedule of implementation. The OCS team had to negotiate with the consultant and agree on a convenient period for consultations which resulted in postponed schedules.

The team had to travel to the destinations recommended by the consultants and they incurred flight, accommodation and miscellaneous costs which increased the costs of implementing the One Corporate System. These changes were not foreseen, adjustments and travel provisions had to be incorporated in the budget.

4.4.4 Time Constraints

The finding showed that time difference was a factor affecting the change to One Corporate System with respect to training of staff in the regions by the Kenyan team for example Latin America. The team had to identify suitable dates and times to train key staff in the region and it was done through WebEx, this slowed down the implementation process of the One Corporate System.

4.4.5 Fear of the Unknown

The findings indicated that a few of the staff were doubtful of the proposed strategic change initiated by the Senior Leadership and OCS Team and were not sure whether to buy-into the ideas or reject it. The interviewees noted that the general fear of unknown affected the implementation of the proposed strategic change to One Corporate System by slowing the implementation process.

However, OCS team managed to overcome the challenge by scheduling meetings with the skeptics and addressing their issues of uncertainty and impact of the new system on work processes.

4.5 Managing Resistance of Changing to One Corporate System

It was noted that whenever there is change there has to be some level of resistance and this is normal as well as healthy. The findings showed that there was a tad resistance to the One Corporate System change, people preferred the current way of doing things, comfortable with status quo. The interviewees explained that the resistance experienced is more of behavioral.

They further indicated that it is mainly caused by other factors such as inadequate communication, misunderstanding, different views and assessments, inclination to status quo and fear of the unknown.

4.5.1 Factors Causing Resistance

The findings showed that communication of the change to One Corporate System was not sufficient it was rather infrequent. It was noted that frequent communication alleviates fears and emphasizes the need, importance and benefit of the change to staff resulting in the change process being deeply rooted among staff hence reducing resistance.

The interviewees' responses indicated that ICRAF intranet, updates via emails, presentations to key business users were some of the methods used to communicate to the staff a channel which did not provide room for feedback. This was addressed latter through scheduled trainings with respective users to provide the needed feedback.

Lack of understanding by a few staff was noted as a source of resistance. The findings revealed that greater awareness can help quell the unfounded fears and biases that lurked in the minds of staff. Employees needed to understand why change is realistic and inevitable, what it entailed, and how the organization and the workforce stand to benefit. It was noted that a two way contact should have been opened at every stage of the change in order to get the message across to the employees and increase their confidence and motivation levels.

4.5.2 Strategies for Overcoming Resistance to One Corporate System

The interviewees stated that, in order to minimize resistance various strategies were employed which include: Education and communication where employees are informed about the change so that they can feel secure, part and parcel of the change. This is achieved by fostering open communication giving room for employees to ask many questions and seek clarification on grey areas of the One Corporate System to minimize speculation and wrong perceptions. Participation and Involvement was used to ensure easy adoption of the One Corporate System, key employees participated and were involved in the structuring of One Corporate System, localization and developing of an integrated system of various functions that is Human Resource, Finance, Procurement and Grant Management facilitating training of trainers.

Facilitation and Support through guidance provided by the One Corporate System team to staff who had difficulties understanding the layout of the system, simplifying the user manuals reducing the technicalities to ease the transition. The system was made to be interactive and user friendly for the end users, easy to upload, download and track approvals online consequently reducing paper work.

The interviewees noted that ICRAF has a high level of democracy given the diverse culture hence explicit and implicit coercion was not be used to curb resistance in phase one of the change to One Corporate System but may be applied at the final phase with the termination of the old independent systems. Instead negotiation and agreement was applied to allay fears from skeptics or address concerns that employees had concerning the change to One Corporate System.

4.6 Discussion

Based on the above analysis, we can see that there are positive and negative effects of the strategic change to One Corporate System. The study showed that the ADKAR model was applied in managing the strategic change to One Corporate System. Key employees were aware of the change, their desire to participate and support the change was driven by use of simplified systems and improved coordination across projects leading to operational efficiency. It was noted from the respondents that key staff that is the business users were knowledgeable and empowered by the change experts about the change to One Corporate System.

The reinforcement measure will be continuous testing of the integrated, One Corporate System and dissolution of the old system. ADKAR model is used by managers to diagnose employee resistance to change, help employees transition through the change process and develop a change management plan for employees (Prosci, 1999).

The study found out that the functions of the One Corporate System were too standard and had to be localized to meet the needs of ICRAF. The system was more advanced than the independent systems which brought about minor challenges in understanding the system. It was noted that continuous training and communication was needed to address the system problems. The unavailability of consultants was not foreseen at the contractual phase and was due to security concerns an external factor which had implications on the OCS budget through travel to destinations preferred by cater for unanticipated travel.

The respondents noted that scheduling meetings to address the issue of uncertainty and impact of the change on work process with concerned parties helped to allay fears. Increased consistent communication of the change to One Corporate System was stated as crucial to its success and ensuring that employees understand the reason for the change and its benefit through dialogue increased confidence levels of staff, quelled baseless fears and encourage their support.

Management should realize that resistance to change is likely to take effect based on fear of the unknown, mistrust and suspicion can be reduced or averted by careful diagnosis of the situation Graham & Bennet (1998). Effective strategies employed to manage resistance were education and communication, participation and involvement, facilitation and support as well as negotiation and agreement. These strategies addressed issue raised by staff concerning the adoption of One Corporate System.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

This chapter provides insight into the summary of findings, conclusions drawn, Implications for policy and practice, limitations of the study, and suggestions for further research.

5.2 Summary

The purpose of the study was to establish Management of Strategic Change at the International Centre for Research in Agroforestry (ICRAF). The study revealed that majority of the respondents had worked at ICRAF for a period of five to fifteen years. It is evident that they participated in other change management initiatives of ICRAF in previous years. This also showed that they have an understanding of change management issues in relation to One Corporate System.

The findings support the ADKAR model as employees were aware of the change to One Corporate System through emails, intranet updates, PowerPoint presentations, video messages and trainings. The employees desire to participate and support the change was driven by simplified work processes with provisions for obtaining, uploading information and tracking approval of documents at the click of a button, an integrated system that enhances operational efficiency.

With respect to knowledge key users were trained, educated and had access to user manuals and modules that aided in understanding and use of the system. The users were able to interact with the system as they possessed the required Information Technology skills. The reinforcement of the One Corporate System will be achieved through dissolution of the old system completely.

The study sought to establish the challenges of adopting the One Corporate System (OCS). It emerged that the functions of the One Corporate System were more advanced than the current systems that is HR4U and the Sun Systems making it difficult for users to understand and easily navigate through the system. This was resolved through facilitation and support extended to respective individuals by the OCS team. Consultants not being available to support the transition to One Corporate System due to security concerns slowed the implementation process.

The OCS team addressed this by complying with the consultants' requests to hold workshops in countries which they deemed favorable and low risk such as Dubai. Other challenges such as unforeseen expenses in terms of travel arrangements pegged to the consultants materialized. Time difference with respect to training for regional staff and fear of the unknown had a negative effect on the implementation process of the One Corporate System.

The researcher found out that in the process of initiating the change to One Corporate System there was behavioral resistance as a result of insufficient communication and lack of understanding of the urgency in the change, its rationale and the benefit of the change to the organization and the employees.

Through the interview it was reported that education and communication; participation and involvement; facilitation and support; negotiation and agreement were strategies employed to minimize resistance. Explicit and Implicit coercion was shelved in phase one of the change due to the democracy and diversity in culture that is present at the International Centre for Tropical Agriculture (ICRAF).

5.3 Conclusion

The research emphasized that change to One Corporate System was certain and that increasing the level of communication making it frequent and fostering understanding was key to creating awareness, desire, knowledge, raise ability to embrace and reinforce phase one of the change to One Corporate System. Management of strategic change at the International Centre for Tropical Agriculture was a structured approach to transition individuals, groups and the organization from the current independent systems to the desired integrated system that is the establishment of phase one of One Corporate System through the adoption of ADKAR Model.

Managing resistance to change required the adoption of education and communication; participation and involvement; facilitation and support and, negotiation and agreement. These strategies secure buy-ins of individuals and groups to the change and dispelled fears about the new system and boost the motivation and commitment of staff to the implementation process of phase one of the One Corporate System.

The change experts and the One Corporate System team had an understanding that there will be behavioral resistance to change which helped them anticipate resistance, identified its sources and reasons, and altered their efforts to manage the issues resulting from change to One Corporate System to ensure the success of the change efforts.

5.4 Recommendations

From the findings the researcher recommends that the One Corporate System should be further simplified to enable user to easily understand its functions and navigate through the system through facilitation and support. Consistent and frequent communication to wider ICRAF employees about the change to One Corporate System, the rationale and benefit to organization as well as employees should be emphasized to reduce behavioral resistance.

Organizations need to embrace management of strategic change to enhance operational efficiency. There is need to monitor the strategic change to One Corporate System in order to be able to realize its full potential.

5.5 Limitations of the Study

This study was limited to management members who constituted the One Corporate System team that facilitated the implementation of phase one as well as administrators who are the end users directly involved in the change from independent systems to an integrated system referred to as the One Corporate System. The conclusions and recommendations cannot be generalized to the entire population of ICRAF since it was a case study.

The researcher views or perception though important with respect to the change from independent to One Corporate System were not included in the research as the scope of the study was only on the implementing staff perceptions. Most of the respondents in this study were managers, very busy individuals and it was not easy to secure interviews with them. The researcher had to work around their schedule and others opted to fill the interview guide and sent it through email as they were not in office for one on one interviews.

5.6 Suggestions for Further Research

This study focused on managing strategic change at the International Centre for Tropical Agriculture and narrowed down to phase one of the One Corporate System with respect to model of change used, challenges in managing change and overcoming resistance.. The research recommends further research on the achievement of operational efficiency as a strategic goal of ICRAF through the One Corporate System.

There is need for further research on strategic change management of the One Corporate System in other organizations that are under the umbrella of the Consultative Group on International Agricultural Research which ICRAF is also allied to.

5.7 Implication on Policy Theory and Practice

It is recommended that for ICRAF to realize optimal value of the One Corporate System it needs to continuously communicate the change to not only the users but also the wider community of staff. Ensure that employees fully comprehend what the One Corporate System entails and how it will benefit them and the organization. Assign funds and develop policies that are geared towards facilitating change in the organization like rewards and recognition for individuals or groups who pioneer and embrace change. These strategies will aid the organization in achieving its desired state of operational efficiency.

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APPENDICES

Appendix I: Interview Guide

My Name is Margaret Mita Sambo, I am a postgraduate student pursuing a course in Master of Business Administration (MBA) Specializing in Strategic Management. In partial fulfillment of the course requirement, I am conducting a case study on *Management of Strategic Change at the International Centre for Research in Agroforestry (ICRAF)*.

Participation in this study is completely voluntary, your questionnaire responses will be strictly confidential and data from this research will be reported in the dissertation anonymously.

Your assistance is highly valued. Thank you in advance.

Section A: Background information

1. Gender: Male Female
2. Job Type: Scientist Non-scientist
3. Position:
4. Number of years at ICRAF:
 - i. Less than 5 years
 - ii. 11-15 years
 - iii. 16-20 years
 - iv. More than 20 years

Section B: Strategic change management model adopted in relation to One Corporate System (OCS).

Awareness

1. In your view, how was One Corporate System (OCS) Introduced at ICRAF?

2. Who is assigned to oversee the implementation of One Corporate System?

Desire

3. What is driving you to support and participate in the change to One Corporate System?

Knowledge

4. Has training of staff on the areas of strategic change for Phase One of the One Corporate System been done? Yes () or No () If yes please elaborate how it was done.

Ability

5. To what extent are the change experts directly involved in facilitating your transition to One Corporate System? Low () Moderate () High ()

6. With the introduction of One Corporate System, do you see a change in the way things will be done in your domain or unit?

Reinforcement

7. To what extent are people actively and enthusiastically supporting the transformation to One Corporate system? Low () Moderate () High ()

8. What mechanisms have been put in place to ensure that the change to One Corporate System is reinforced?

Section C: Challenges in Managing Strategic Change to One Corporate System (OCS)

9. Looking at the capabilities and skills of most employees at ICRAF, what are some of the challenges that will come with the adoption of One Corporate System?

10. The proposed schedule for going live in adopting One Corporate System at ICRAF, is it achievable or not? What are the likely reasons for delayed adoption of the strategic change?

11. Elaborate the challenges of the design processes for the adoption of One Corporate System.

12. Are there any external factors affecting strategic management process of the One Corporate System?

13. How do these factors affect the adoption of One Corporate System?

Section D: Managing Resistance in Changing to One Corporate System

14. Adoption process of a new strategic change is many at times faced with resistance by stakeholders. To what extent is the resistance of the strategic change to One Corporate System? Low (), Moderate () or High ()

15. What are some of the factors that may cause such resistance by stakeholders?

16. What are your recommendations for overcoming resistance?

THANK YOU FOR YOUR PARTICIPATION

Appendix II: Letter of Introduction for Data Collection



UNIVERSITY OF NAIROBI
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MBA PROGRAMME

Telephone: 020-2059162
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P.O. Box 30197
Nairobi, Kenya

DATE...19/09/14.....

TO WHOM IT MAY CONCERN

The bearer of this letter...Margaret Mita Sambo.....

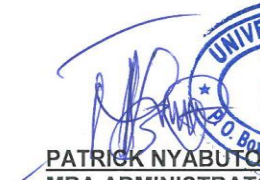

Registration No...K61/79304/2012.....

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.



PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS