IMPLEMENTATION OF STRATEGIC CHANGE MANAGEMENT PRACTICES AT THE INTERNATIONAL CENTRE OF INSECT PHYSIOLOGY AND ECOLOGY (ICIPE)
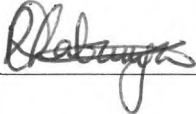
KABANYA-KAMAU, RUTH WANGARI

A Research Project Submitted to the School of Business in Partial Fulfilment of the Requirement of the Award of the Degree of Master of Business Administration of the University of Nairobi

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DECLARATION

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

Signature _____ Date _____

Name: Ruth Wangari Kabanya-Kamau

Registration Number: D61/75894/2009

This research project has been submitted for examination with our approval as the university supervisors.

Signature _____ Date _____

Supervisor: Dr. James Gathungu

Department of Business Administration

School of Business

University of Nairobi

DEDICATION

I dedicate this project to my loving husband for his tireless support and encouragement.

Also to my dear little son who is barely one year old.

ACKNOWLEDGEMENT

First and foremost I acknowledge the Almighty God who granted me the grace to push-on even when I was ready to give up whilst undertaking the research.

I acknowledge my employer ICIPE for allowing me to carry out the research in the organization and all the support I received from the managers that I had a chance to interview. Their contribution led to the research being a success.

I also wish to acknowledge my supervisor Dr. Gathungu for always keeping me on my toes to ensure I met the deadlines and also his willingness to always review my document in a thorough manner. Further, I appreciate the precious support I received from my fellow MBA classmates.

Finally, I wish to acknowledge my dear husband who persistently encouraged me and ungrudgingly volunteered to wait on me whilst I was in the library and drove me back home-he never complained about this project, even once.

ABSTRACT

The purpose of this study was to investigate the strategic change management practices at ICIPE and also to examine the perceived impacts of those strategic change management practices. Inorder to conduct this study the research design adopted was a case study which involved that contributed to achieving the above objectives. Personal interviews were done through the use of a comprehensive interview guide with main focus of unit managers from both the research and disciplinary units as well as from the finance and administration units. Content analysis was the mode used to collect the data and most of the gathered data was qualitative in nature. Findings of this study revealed that the main strategic change management practices that have taken place in ICIPE over the last three to six years are salary harmonization, shifting from a paper system to a paperless system, the organization restructuring leading to a change in the organogram, the massive investments in the construction and renovation of modern laboratories and finally the impending merger between IITA and ICIPE; however the ones that the interviewees were familiar with most were the first two changes. In these changes, various impacts were encountered that affected the entire ICIPE fraternity. From the study certain issues were recommended by the researcher based on the findings. Some of the recommendations included a more transparent relationship between the top management and staff and need to consider implementing strategic changes as involving taking a leap of faith. Further research was suggested inorder to cover other similar organizations especially the ICIPE sister organization that this would provide more useful information for comparison purposes.

TABLE OF CONTENTS

LIST OF ABBREVIATIONS AND ACRONYMNS

ICIPE   International Centre of Insect Physiology and Ecology

ICRAF   The World Agroforestry Centre

IGO's   Inter-governmental Organizations

IITA   International Institute of Tropical Agriculture

ILRI   International Livestock Research Institure

INGO   Internationan Non-Governmental Organizations

ISA   ICIPE Staff Association

JKUAT   Jomo Kenyatta University of Agriculture and Technology

KEFRI   Kenya Forestry Research Institute

KEMRI   Kenya Medical Research Institute

KU   Kenyatta University

MoFA   Ministry of Foreign Affairs

SACCO   Savings and Cooperative Credit Society

UoN   University of Nairobi

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In life, change is inevitable. It is commonly said that the only thing that is constant in this life is change. With this, it is evident that change cannot be eliminated and therefore one way or another despite a lot of efforts to resist or ignore it, it eventually must be granted attention. According to a quote by Gail Sheehy, he wrote that if we don't change, then we don't grow and if we don't grow, we aren't really living, serves as an eye-opener to many that we cannot do without change. In addition, Mary Douglas said that if we want to change the culture, we will have to start by changing the organization. Finally, C.S. Lewis wraps up by giving an example of an egg and a bird, whereby he stated that it may be hard for an egg to turn into a bird. It would be a jolly sight harder for it to learn to fly while remaining an egg. He further stated that we are like eggs at present and we cannot go on indefinitely being just ordinary, decent eggs. We must be hatched or go bad.

Strategic change involves fundamental changes in the business of the organization and its future direction. Organizations have to change to align themselves to changes in the environment. It basically focuses on the effectiveness in achievement of goals of an organization, in essence ensuring that the organization is heading in the right direction. Operational change aims at ensuring that the organizational activities are being performed in the best way possible. It focuses on excellence in organizational operations and purposes to ensuring that efficiency is achieved.

1.1.1 Strategic Change Management

Change management is a structured approach to shifting/transitioning individuals, teams, and organizations from a current state to a desired future state and also it is an organizational process aimed at empowering employees to accept and embrace changes in their current business environment (Hiatt 2011). Although there can be many goals of a planned change; fundamentally, the goals are: to improve the ability of the organization by adapting to changes in its environment, and to seek a change in employee behavior; with the ultimate goal of these changes to improve organizational effectiveness and efficiency (Kotter 1995).

Peters and Austin (1985) stressed the importance of nurturing champions and heroes. They continued that we have a tendency to dismiss new ideas, so to overcome this, we should support those few people in the organization that have the courage to put their career and reputation on the line for an unproven idea. Pascale (1990) wrote that relentless change requires that businesses continuously reinvent themselves which emphasizes his famous maxim "Nothing fails like success" by which he means that, what was a strength yesterday, becomes the root of weakness today. He continued that we tend to depend on what worked yesterday and refuse to let go of what worked so well for us in the past leading to prevailing strategies becoming self-confirming. He advised that to avoid this trap, businesses must stimulate a spirit of inquiry and healthy debate and must encourage a creative process of self renewal based on constructive conflict. Drucker (1969) coined the phrase "Age of Discontinuity" to describe the way change forces disruptions into the continuity of our lives. He added that an age of continuity attempts to predict the future by extrapolating from the past can be somewhat accurate.

However, according to Drucker, we are now in an age of discontinuity and extrapolating from the past is hopelessly ineffective and thus we cannot assume that trends that exist today will continue into the future. He identifies four sources of discontinuity namely new technologies, globalization, cultural pluralism and knowledge capital.

1.1.2 Inter-governmental Organizations

There are numerous Inter-governmental Organizations (IGO's) within the region and of late the increase of these organizations has been dramatic. As with all organizations, IGO's are set with specific mandates within their areas of interest. IGO's within the region that focus on the area of scientific research are quite a number. Some of the IGO's within Kenya are International Livestock Research Institure (ILRI) which focuses on livestock research, The World Agroforestry Centre (ICRAF) that focuses on forestry and ICIPE focusing on insect science. Other institutions that collaborate with these organizations are The Kenya Medical Research Institute (KEMRI), Kenya Forestry Research Institute (KEFRI) and most public universities like Jomo Kenyatta University of Agriculture and Technology (JKUAT), University of Nairobi (UoN) and Kenyatta University (KU) and also liaise with the relevant public ministries like Ministry of Foreign Affairs (MoFA).

1.1.3 International Centre of Insect Physiology and Ecology (ICIPE)

ICIPE is an international inter-governmental organization (IGO) and is often referred to as a tropical organization with a tropical agenda, and was established in Kenya in 1970 where the founders recognized that the mainly developing countries in the tropics had special problems that were not being adequately addressed by scientists and organizations in the North (ICIPE, 2011).

ICIPE's objectives for this millennium are to help ensure food security and better health for humankind and its livestock, to protect the environment and to conserve and make better use of natural resources (ICIPE, 2011).

To achieve its mission, ICIPE has specific objectives in each of the 4-H research areas of human, animal, plant and environmental health. ICIPE continues to develop, introduce and adapt new tools and strategies for arthropod management that are environmentally safe, affordable, appropriate, socially acceptable and applicable by the target end-users, with full community participation. Much of the basic strategic research is carried out at ICIPE international headquarters on the Duduville campus in Kasarani, Nairobi, with fieldwork being conducted at the major research and training field station at Mbita Point on the shores of Lake Victoria (ICIPE, 2011).

1.2 Research Problem

Change management is a structured and systematic approach to achieving a sustained change in human behavior within an organization (Todd A. 1999). McKinsey (2006) stated some strategic factors that cause an organization to change, and these are reducing costs, moving from good performance to great performance, completing or integrating a merger, turning around a crisis situation, catching up to rival companies, splitting or divesting part of the organization and preparing for privatization or market liberalization. In as much as change may not be welcome in organizations, for there to be progress it must be taken into consideration. One time or another, an organization's systems, structures, leadership amongst others must change and it is therefore futile and highly imprudent to make an assumption that organizations can thrive in stagnation.

Gary H. (2000) discussed strategic decay, the notion that the value of all strategies, no matter how brilliant, decays over time. With this reason, it can be stated that there cannot be any product life without change.

Over the last two decades, there has been a tremendous pressure, especially with the revolutionalizing of the IT world, of many if not all organizations to change their way of conducting business operations. Inter-governmental organizations have not been left behind and with their non-profit making nature, they have also had to adapt to the new changes and initiatives. The issues that have led to the new face of business operations are numerous and this has been confirmed by factors stated by McKinsey (2006). Organizations have dawned to the fact that to ensure their survival, they must shape up or risk having to face-out. Some of the outlined factors that have been predominant in the IGOs are reducing costs, moving from good performance to great performance, turning around a crisis situation, completing or integrating a merger and catching up to rival companies.

ICIPE has over the last one and a half decades undergone various strategic changes, some that have been fully implemented, whilst others still in the change process. In summary, the strategic changes that ICIPE has faced in the recent past are organizations restructuring leading to changes in the Organogram, anticipation of a merger between the International Institute of Tropical Agriculture (IITA) and ICIPE, staff remuneration restructuring, move to a paperless system and finally, massive capital investments in construction of modern laboratories.

Various studies have been carried out in the area of strategic change management. Mutisya (2010) conducted a research on change management and competitive advantage, with a case study of Kenya Police Staff Savings and Credit Society, and found that the changes in the SACCO are influenced by both internal and external factors, local competition being the major force that has driven the changes in the SACCO. Kibanga (2008) conducted a research on change management strategies need by AoN Insurance Brokers Ltd Kenya and focused on change management process in the implementation of the business segmentation process where she observed that there are various business reasons that lead an organization to implement the business segmentation process, some of these reasons being increased competition and customer demands, effective strategic management and talent management.

Tammy (2008) conducted research on change management practices in the Kenya Department of Immigration and found out that the management and the executive committee comprising of top management and other selected staff members are responsible to implement change management issues. Kamaku (2010) researched on Strategic Change Management practices in International Non-Governmental Organizations (INGOs) and found out that there are four main forces that trigger change in INGOs being economic situations, donor agencies requirements, availability or scarcity of resources and leadership. Otwori (2008) study on management of strategic change at the Co-operative Insurance Company found that most of the changes at the Cooperative were planned and introduced through a carefully managed communication process.

With the above research studies, it was indicative that there was need to conduct more research on strategic change management practices in the IGOs and also due to the fact that there had not been any such kind research carried out on the case of ICIPE as a research IGOs focusing on Insect Science, the more reason a study on it needed to be conducted. This study therefore sought to narrow the gap that exists by seeking to find out, what are the strategic change management practices in ICIPE? In addition, what are the perceived impacts of these strategic change management practices?

1.3 Objectives

The objective of this study was therefore:

i) To investigate the strategic change management practices at ICIPE.

ii) To examine the perceived impacts of these strategic change management practices.

1.4 Value of the Study

Future researchers can make use of this study as a reference point on change management practices and other related topics and thus contribute to the existing body of knowledge in those particular areas. Further, this study will form a platform to form a basis of other related and replicated studies and assist in better understanding issues relating to strategic change management concepts.

In practice, the study will provide a platform for understanding strategic change management in International Organizations and most particularly the INGO and IGOs. Further, it would be beneficial to the ICIPE sister organizations like ICRAF and ILRI as they develop and implement strategic changes within their organizations, by allowing them to better understand these change practices and most particularly their impacts.

With this knowledge, they will be advantaged in the fact that they will be in a position to avoid various pitfalls that are related to the implementation of the strategic change management practices within their organizations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section focuses on literature on the above topic of study. It covers various topics on organizational and strategic change management.

2.2 Organizational Change Management

Bainbridge (1996) wrote that change is no longer an irregular outing, an inconvenient upheaval to be undertaken once every ten years but is something we have to learn to live with, to structure and to manage. If there is one thing that organization theorists and practitioners agree upon, it is that change which is more frequent, of a greater magnitude and much less predictable than ever before (Carnall, 2003; Cummings and Worley, 2001; Kotter, 1996; Peters, 1997). Most commentators appear to share Hammer and Champy's (1993) view that change has become both pervasive and persistent being classied as a normality. There are a variety of approaches to change, and an important element in achieving successful change is to choose the most appropriate approach for the type of change being undertaken and the circumstances in which it is being undertaken (Kanter et al., 1992; Stace & Dunphy, 2001).

However, as Stace and Dunphy (2001) show, change comes in many shapes and sizes; sometimes change is incremental and hardly noticed, whilst at other times change is large and dramatic, and therefore important not to see change as some amorphous mass but to understand the range and variety of change situations.

Beer and Nohria (2000) estimate that about two-thirds of change projects fail, whilst a review of the literature by Burnes (2004b) suggests that for some types of change, the figure may be even higher and therefore the importance of organizational change appears to be matched by the difficulty in successfully accomplishing it.

2.3 Change Management Tools and Techniques

Jones, Aguirre and Calderone (2004) wrote that for senior executives to succeed, they also must have an intimate understanding of the human side of change management. They must understand the alignment of the company's culture, values, people, and behaviors.

Jones, Aguirre and Calderone (2004) stated that long-term structural transformation has four characteristics namely the scale (the change affects all or most of the organization), magnitude (it involves significant alterations of the status quo), duration (it lasts for months, if not years), and strategic importance. Jones, Aguirre and Calderone (2004) continued that nevertheless companies will reap the rewards only when change occurs at the level of the individual employee and added that there is no single methodology fits every company, but there is a set of practices, tools, and techniques that can be adapted to a variety of situations. The following is a "Top 10" list of guiding principles for change management and it is paramount to note that using these as a systematic, comprehensive framework, executives can understand what to expect, how to manage their own personal change, and how to engage the entire organization in the process (Jones, Aguirre & Calderone (2004).

Firstly, is to address the "human side" systematically (Jones, Aguirre & Calderone, 2004). Any significant transformation creates "people issues" and new leaders will be asked to step up, jobs will be changed, new skills and capabilities must be developed, and employees will be uncertain and resistant, and in addition, dealing with these issues on a reactive, case-by-case basis puts speed, morale, and results at risk (Jones, Aguirre & Calderone, 2004). A formal approach for managing change beginning with the leadership team and then engaging key stakeholders and leaders should be developed early, and adapted often as change moves through the organization and this demands as much data collection and analysis, planning, and implementation discipline as does a redesign of strategy, systems, or processes (Jones, Aguirre & Calderone, 2004).

Secondly, is starting at the top (Jones, Aguirre & Calderone, 2004). Because change is inherently unsettling for people at all levels of an organization, when it is on the horizon, all eyes will turn to the CEO and the leadership team for strength, support, and direction and thus the leaders themselves must embrace the new approaches first, both to challenge and to motivate the rest of the institution, with the executive teams that work well together best positioned for success (Jones, Aguirre & Calderone, 2004).

Thirdly, is involving every layer (Jones, Aguirre & Calderone, 2004). As transformation programs progress from defining strategy and setting targets to design and implementation, they affect different levels of the organization and thus it follows that change efforts must include plans for identifying leaders throughout the company and pushing responsibility for design and implementation down, so that change "cascades" through the organization (Jones, Aguirre & Calderone, 2004).

At each layer of the organization, the leaders who are identified and trained must be aligned to the company's vision, equipped to execute their specific mission, and

11

motivated to make change happen (Jones, Aguirre & Calderone, 2004). Fourthly, is making the formal case (Jones, Aguirre & Calderone, 2004). Individuals are inherently rational and will question to what extent change is needed, whether the company is headed in the right direction, and whether they want to commit personally to making change happen and definitely, they will look to the leadership for answers (Jones, Aguirre & Calderone, 2004). The articulation of a formal case for change and the creation of a written vision statement are invaluable opportunities to create or compel leadership-team alignment (Jones, Aguirre & Calderone, 2004). Three steps should be followed in developing the case: First, confront reality and articulate a convincing need for change; Secondly, demonstrate faith that the company has a viable future and the leadership to get there and finally, provide a road map to guide behavior and decision making (Jones, Aguirre & Calderone, 2004). Leaders must then customize this message for various internal audiences, describing the pending change in terms that matter to the individuals (Jones, Aguirre & Calderone, 2004).

Fifthly, is creating ownership (Jones, Aguirre & Calderone, 2004). Leaders of large change programs must over perform during the transformation and be the zealots who create a critical mass among the work force in favor of change and this requires more than mere buy-in or passive agreement that the direction of change is acceptable but demands ownership by leaders willing to accept responsibility for making change happen in all of the areas they influence or control use of incentives and rewards which can be tangible for example, financial compensation or psychological like camaraderie and a sense of shared destiny (Jones, Aguirre & Calderone, 2004).

Sixthly, is communicating the message (Jones, Aguirre & Calderone, 2004). Too often, change leaders make the mistake of believing that others understand the issues, feel the need to change, and see the new direction as clearly as they do, however it is important to note that the best change programs reinforce core messages through regular, timely advice that is both inspirational and practicable (Jones, Aguirre & Calderone, 2004). Communications flow in from the bottom and out from the top, and are targeted to provide employees the right information at the right time and to solicit their input and feedback and often this will require over-communication through multiple, redundant channels (Jones, Aguirre & Calderone, 2004).

Sevenly, is assessing the cultural landscape (Jones, Aguirre & Calderone, 2004). Successful change programs pick up speed and intensity as they cascade down, making it critically important that leaders understand and account for culture and behaviors at each level of the organization (Jones, Aguirre & Calderone, 2004). Thorough cultural diagnostics can assess organizational readiness to change, bring major problems to the surface, identify conflicts, and define factors that can recognize and influence sources of leadership and resistance and they serve as the common baseline for designing essential change elements, such as the new corporate vision, and building the infrastructure and programs needed to drive change (Jones, Aguirre & Calderone, 2004).

Eighthly, is addressing culture explicitly (Jones, Aguirre & Calderone, 2004). Once the culture is understood, it should be addressed as thoroughly as any other area in a change program and this requires developing a baseline, defining an explicit end-state or desired culture, and devising detailed plans to make the transition; additionally company culture is an amalgam of shared history, explicit values and beliefs, and common attitudes and behaviors (Jones, Aguirre & Calderone, 2004).

Change programs can involve creating a culture (in new companies or those built through multiple acquisitions) and combining cultures (in mergers or acquisitions of large companies) and also understanding that all companies have a cultural center, the locus of thought, activity, influence, or personal identification, is often an effective way to jump-start culture change (Jones, Aguirre & Calderone, 2004). Ninely, is preparing for the unexpected (Jones, Aguirre & Calderone, 2004). No change program goes completely according to plan as people react in unexpected ways, areas of anticipated resistance fall away, and the external environment shifts (Jones, Aguirre & Calderone, 2004). Effectively managing change requires continual reassessment of its impact and the organization's willingness and ability to adopt the next wave of transformation (Jones, Aguirre & Calderone, 2004).

Lastly, is speaking to the individual (Jones, Aguirre & Calderone, 2004). Change is both an institutional journey and a very personal one and individuals (or teams of individuals) need to know how their work will change, what is expected of them during and after the change program, how they will be measured, and what success or failure will mean for them and those around them and most particularly the eam leaders should be as honest and explicit as possible (Jones, Aguirre & Calderone, 2004). Highly visible rewards should be provided as dramatic reinforcement for embracing change and also sanction or removal of people standing in the way of change will reinforce the institution's commitment. (Jones, Aguirre & Calderone, 2004).

2.4 Approaches to Strategic Change Management

Much of the theory of change management and the associated models are rooted in how change is understood where in some circumstances change is deliberate and structured and on other occasions it seems more spontaneous or evolves naturally (Burnes, 2004b).

Change comes in different guises, and how we think about change may well determine change management is defined, and consequently it is managed and therefore it is important to apply the relevant change approaches (Burnes, 2004b). Lewin (1947) shows, comprised of four complex elements. Firstly is the field theory whereby this is an approach to understand group behavior by mapping out the totality and complexity of the field in which the behavior takes place (Back, 1992). Secondly is the group dynamics (Lewin, 1947). Lewin (1947) view was that it was not possible to change the behavior of a group successfully unless one understood the interactions, (Allport, 1948; Bargal et al., 1992). Thirdly is the action research (Lewin, 1947). Lewin (1947) conceived action research as a two-pronged process which would allow groups to identify and achieve change. First, it emphasizes that change requires action, and is directed at achieving this; Secondly, successful action is based on analyzing the situation correctly, identifying all the possible alternative solutions and choosing the one most appropriate to the situation at hand and finally, is the three-step model Lewin (1947). Lewin (1947) wrote that a successful change project involved the following three steps.

The first step is unfreezing. Lewin (1947) believed that the stability of human behavior was based on a quasi-stationary equilibrium supported by a complex field of driving and restraining forces. He argued that the equilibrium needs to be destabilized, that is, unfrozen) before old behavior can be discarded or unlearnt and new behavior successfully adopted. The second step involves moving (Lewin, 1947). Schein (1996) notes, unfreezing is not an end in itself as it only creates motivation to learn but does not necessarily control or predict the direction. Instead, one should seek to consider all the forces at work to identify and evaluate, on a trial and error basis, all the available options (Lewin, 1947).

The third and last step focuses on refreezing where refreezing seeks to stabilize the group at a new equilibrium in order to ensure that the new behaviors are relatively safe from regression Lewin, 1947). Lewin (1947) saw that planned change is primarily aimed at improving the operation and effectiveness of the human side of the organization through participative, group- and team-based programmes of change (Burnes, 2004a; French and Bell, 1999). The other important perspective on organizational change which emerged in the 1980s was the processual approach (Burnes, 2004b). Processualists argue that change is continuous, unpredictable and essentially political in nature and thus in addittion, the processual framework adopts the view that change is a complex and dynamic process which should not be solidified or treated as a series of linear events (Pettigrew and Whipp, 1993; Wilson, 1992).

Weick (2000) noted, that the main critics of planned change assemble under the banner of emergent change. Additionally, emergent change consists of ongoing accommodations, adaptations, and alterations that produce fundamental change without prior intentions. Emergent change occurs when people re-accomplish routines and when they deal with contingencies, breakdowns, and opportunities in everyday work and suffice to note that much of this change goes unnoticed, because small alterations are lumped together as noise in otherwise uneventful inertia (Burnes, 2004b). Hayes (2002) noted that key decisions about matching the organization's resources with opportunities, constraints and demands in the environment evolve over time and are the outcome of cultural and political processes in organizations.

In the 1980s researchers began to draw attention to two new perspectives on change: the punctuated equilibrium model and the continuous transformation model where the punctuated equilibrium model depicts organizations as evolving through relatively long periods of stability (equilibrium periods) in their basic patterns of activity that are punctuated by relatively short bursts of fundamental change (revolutionary periods) (Burnes, 2004b). Revolutionary periods substantively disrupt established activity patterns and install the basis for new equilibrium periods (Romanelli and Tushman, 1994). The inspiration for this model arises the challenge to Darwin's gradualist model of evolution in the natural sciences (Gould, 1989), and from research showing that whilst organizations do appear to fit the Emergent change and planned change for a period of time, there does come a point when they go through a period of rapid and fundamental change (Gersick, 1991). Proponents of the continuous transformation model of change reject both incrementalist and punctuated equilibrium models argue that in order to survive organizations must develop the ability to change themselves continuously in a fundamental manner (Burnes, 2004b).

2.5 Resistance to Organizational Change

Sutevski and Polenakovik (2006) wrote that organizational changes are activities of transformation of something with the main purpose of these types of activities being an improvement of business results and notably nobody would like to have changes if with that, the situation will become worse or there will not be any improvements. Sutevski and Polenakovik (2006) also noted that there are four types of people accordingly to their response to changes namely, people that are initiators of changes, people that accept changes, people that are indifferent towards changes and finally people that not accept changes.

People that not belong in any of the above categories are more likely the ones that resist to some changes, and again accept or initiate other changes (Sutevski & Polenakovik, 2006). In their study of various literature compiled various factors that have been most cited by different authors with some of these factors outlined below (Sutevski & Polenakovik, 2006). On the economic level, organizational changes can be seen from employees simply as decreasing or increasing of payment and others economic privileges that bring some workplace and this will influence on appearing resistance of those that will be covered with this changes (Sutevski & Polenakovik, 2006). Additionally, is the factor of reallocation of resources whereby with organizational change, some groups, department or sector in the organization gets more resources on damage of others and it affects on appearing resistance on those who become with deficient resources (Sutevski & Polenakovik, 2006).

For the social perspective, image, prestige and reputation also contribute towards the resistance. Every workplace brings adequate image, prestige and reputation that are important to every employee and the organizational changes shift this convenience of employees which in turn influence on appearing resistance of those that will be covered with this change (Sutevski & Polenakovik, 2006). Further is the issue of job security where organizational change can eliminate some work places, can produce technological excess and layoffs, and in addition, job's security has influence on appearing resistance of those that will be covered with this change (Sutevski & Polenakovik, 2006). Resistance can be attributed to threat of power on an individual level where managers resist changes that will decrease their power and transfers it to their subordinates and also on the organizational level (Sutevski & Polenakovik, 2006).

Resistance is evident as some groups, departments or sectors in the organization become more powerful which affects appearing resistance to the process of those that lose some part of that power and in addition is the threat of comfort (Sutevski & Polenakovik, 2006). Other factors include the implication of personal plans, too much dependence of others, misunderstanding of changes, mistrust to initiators of change, different evaluation and perception, fear of unknown, habits, experience of organizational change, threat to interpersonal relations, weakness of the proposed changes, limited resources, bureaucratic inertia, selective information processing, uninformed employees, peer pressure, skepticism about the need of change, increasing workload, short time to performing change amongst others (Sutevski & Polenakovik, 2006).

Schuler (2003) wrote on the top ten reasons why people resist change and how to overcome the resistance. The first reason is that the risk of change is seen as greater than the risk of standing still and thus making a change requires a kind of leap of faith (Schuler, 2003). You decide to move in the direction of the unknown on the promise that something will be better for you, but you have no proof and therefore taking that leap of faith is risky, and people will only take active steps toward the unknown if they genuinely believe and perhaps more importantly, feel that the risks of standing still are greater than those of moving forward in a new direction (Schuler, 2003). To overcome this resistance, (Schuler, 2003) recommends the use of numbers whenever possible, because people pay attention to numbers. When the rational mind is engaged, the emotional mind, which is typically most decisive, can begin to grapple with the prospect of change., but if you only sell your idea of change based on idealistic, unseen promises of reward, you won't be nearly as effective in moving people to action (Schuler, 2003).

The second reason is that people feel connected to other people who are identified with the old way as we are a social species (Schuler, 2003). To curb this resistance, at the very least, as one crafts the change message, they should make statements that honor the work and contributions of those who brought such success to the organization in the past, because on a very human but seldom articulated level, your audience will feel asked to betray their former mentors, whether those people remain in the organization or not, a little good diplomacy at the outset can stave off a lot of resistance (Schuler, 2003).

The third reason is that people have no role models for the new activity (Schuler, 2003). We should never underestimate the power of observational learning and if one sees themselves as change agents, they probably are something of a dreamer, someone who uses the imagination to create new possibilities that do not currently exist (Schuler, 2003). Well, most people don't operate that way (Schuler, 2003). It's great to be a visionary, but communicating a vision is not enough (Schuler, 2003). To control this, it is important to get some people on board with your idea, so that you or they can demonstrate how the new way can work and operationally, this can mean setting up effective pilot programs that model a change and work out the kinks before implementing the innovation (Schuler, 2003).

The fourth reason is that people fear they lack the competence to change (Schuler, 2003) and this is a fear people will seldom admit. But sometimes, change in organizations necessitates changes in skills, and some people will feel that they won't be able to make the transition very well as they don't think they, as individuals, can do it (Schuler, 2003). The hard part is that some of them may be right (Schuler, 2003). But in many cases, their fears will be unfounded, and that's why part of moving people toward change requires one to be an effective motivator (Schuler, 2003).

This resistance can be managed through a successful change campaign which includes effective new training programs, typically staged from the broad to the specific (Schuler, 2003). The fifth reason is that people feel overloaded and overwhelmed (Schuler, 2003). If an organization has been through a lot of upheaval, people may resist change just because they are tired and overwhelmed, perhaps at precisely the time when more radical change is most needed (Schuler, 2003). To control this, re-emphasize the risk scenario that forms the rationale for change, be continuously attentive with praise, and be patient enough to let people vent, without getting too caught up in attending to unproductive negativity (Schuler, 2003).

The sixth reason is that people have a healthy skepticism and want to be sure new ideas are sound (Schuler, 2003). It's important to remember that few worthwhile changes are conceived in their final, best form at the outset and healthy skeptics perform an important social function, to vet the change idea or process so that it can be improved upon along the road to becoming reality (Schuler, 2003). Therefore, it is wise to listen to your skeptics, and pay attention, because some percentage of what they have to say will prompt genuine improvements to your change idea, even if some of the criticism you will hear will be based more on fear and anger than substance (Schuler, 2003). The seventh reason is that people fear hidden agendas among would-be reformers (Schuler, 2003). It is true that reformers can be a motley lot, not all are to be trusted and therefore if one seeks to promote change in an organization, not only can you expect to encounter resentment for upsetting the established order and for thinking you know better than everyone else, but you may also be suspected of wanted to increase your own power, or even eliminate potential opposition through later stages of change (Schuler, 2003).

To manage this, one would b better be interested in change for the right reasons, and not for personal or factional advantage, if they want to minimize and overcome resistance and better be as open with information and communication, without reacting unduly to accusations and provocations, in order to show good faith, and genuine interest in the greater good of the organization (Schuler, 2003). In is prudent to avoid the drip-drip-drip of bad news coming out in stages, or through indirect communication or rumor (Schuler, 2003).

The eighth reason is that people feel the proposed change threatens their notions of themselves (Schuler, 2003). Sometimes change on the job gets right to a person's sense of identity and as a result, people may feel that the intrinsic rewards that brought them to a particular line of work will be lost with the change and in some cases, they may be absolutely right (Schuler, 2003). The only answer is to help people see and understand the new rewards that may come with a new work process, or to see how their own underlying sense of mission and values can still be realized under the new way of operating (Schuler, 2003).

The nineth reason is that people anticipate a loss of status or quality of life (Schuler, 2003). Real change reshuffles the deck a bit. Reshuffling the deck can bring winners and losers and some people, most likely, will gain in status, job security and quality of life amongst others, with the proposed change, and some will likely lose a bit (Schuler, 2003). The short answer for dealing with this problem is to do what you can to present the inevitability of the change given the risk landscape, and offer to help people to adjust (Schuler, 2003). Notably, it is true that most organizational change efforts will definitely result in some people choosing to leave the organization, and sometimes that's best for all concerned (Schuler, 2003).

The tenth reason is that people genuinely believe that the proposed change is a bad idea (Schuler, 2003). The truth is, sometimes someone's idea of change is just not a good idea and sometimes people are not being recalcitrant, or afraid, or muddle-headed, or nasty, or foolish when they resist, but they just see that we're wrong; and even if we're not all wrong, but only half wrong, or even if we're right, it's important not to ignore when people have genuine, rational reservations or objections (Schuler, 2003).

2.6 Stakeholders Analysis and Management

Johnson and Scholes (2002) define stakeholders as those individuals or groups of individuals who depend on the organization to fulfill their own goals and on whom the organization in turn depends. Stakeholders define the political context of organizational strategy implementation and therefore are interest groups and can be organization staff - management and non-management staff, shareholders, customers, suppliers, competitors, government, social groupings and thus stakeholder analysis is key for any strategic change to be achieved (Johnson & Scholes, 2002).

Johnson and Scholes (2002) note that stakeholders analysis includes impact-support mapping where the stakeholders may be mapped by considering the impact of the change to the stakeholders and the support they are likely to give to the change effort. Secondly, is the reviewing the stakeholders power and interest which involves examining the stakeholders expectations and their power to influence the operations of the organization and thirdly is examining the stakeholders' readiness for change which covers the intellectual and emotional readiness for change, and also the power, influence, authority and politics involved (Johnson & Scholes, 2002).

2.7 Types of Change Agents

Beckhard (1969) reports several cases in which line people have been trained in OD and have returned to their organizations to engage in successful change assignments. Nameer, (2008) stated that the term change agent is used in broad sense because a change agent can be managers or non-managers, employees of organization or an outside consultants.

Nameer, (2008) noted that change agents can broadly be classified as external change agents, internal change agents and external-internal change agents where external change agents are outside consultants who are temporary employed in the organization to remain engaged only for the duration of the change process and the internal change agents are individuals working for the organization who know something about its problems and have experience of improving situation in the same organization. Nameer (2008) continued that these internal change agents, when assigned a responsibility of intervening in a system come from entirely different department or division of their organization. External-Internal change agents are the individuals or small group within the organization designated to serve with the external change agent so that intervention could be implemented effectively with their help (Nameer, 2008).

2.8 Negotiation and Change

Merrill and Reid (1981) defined four basic Interpersonal Styles of behavior as, Analytical, Amiable, Driver and Expressive. Farrington (2010) also concurred with (Merrill & Reid, 1981) and wrote that a person's social style is measured in relation to three behavioral dimensions namely assertiveness, responsiveness and versatility.

Merrill and Reid (1981) noted that the Assertiveness Scale measures the degree to which a person is seen as attempting to influence the thoughts, decisions or actions of others, either directly by tell behavior, which is fast-paced, challenging and risk-taking or ask behavior that is co-operative. Merrill and Reid (1981) also noted the Responsiveness Scale measures the degree to which a person either openly expresses their feelings or controls their feelings. Control behavior is disciplined and serious while emote behavior is relationship oriented and open (Merrill & Reid, 1981).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the methodology that was used to complete the research study. It highlights on the areas of the research design, the method for collecting the data and finally the ways of analyzing the collected data.

3.2 Research Design

This study sought to investigate the Strategic Change Management practices in the case study of ICIPE, in particular at the Head Office in Nairobi, in order to get a wider picture of these practices in IGOs that specifically deal with agricultural research. This case study was considered appropriate as only one organization is involved. It also gives chance for an in-depth and comprehensive inquiry.

3.3 Data Collection

Personal face to face interviews was the source of primary data and Appendix 2 was used as a guide. The interviewees included the unit managers from the finance and administration department and a selected few from the research and disciplinary units as per the Appendix 3. In addition, various relevant materials like the ICIPE board papers, internal newsletters, other management reports and published reports will form the secondary data. Relevant magazines highlighting the organization were used.

3.4 Data Analysis

The study was classified as qualitative research which serves as a proper tool for case studies. Content Analysis was the method used to analyze the gathered data, as it is suitable for determining the content of written, recorded or published communication through a systematic and objective manner. The interview guides were correctly edited before processing the responses and this acted as a proper control tool for ensuring consistency and completeness was maintained.

CHAPTER 4: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter focuses on the analysis that was collected in chapter three above. From the analysis of the data, the chapter also covers the interpretation of the data, also known as data results, and finally on the discussion of the interpretations.

4.2 Overview of the Respondents

The data was collected from most of the management team in the units within the finance and administration and only two from the research and disciplinary units. In the finance and administration department, the various managers that were interviewed were from the general accounting, building and maintenance, fleet-transport, security, guest center and human resources units. One key interviewee from the department was not interviewed as she was barely one month into the organization. From the research and disciplinary units, the grants and partnerships coordinator and the resource mobilization coordinator were interviewed. In general, the interviewees were cooperative in their responding to the interview questions.

Most of the respondents upon being interviewed portrayed the aspect of being more administrative skewed than scientifically. However, there was a thin line between the distinction as most of the roles were cutting across the two disciplines. Further from the responses of the interviewees, it was found most of the respondents but a few had been working within the organization for over ten years. This was a positive indicator for the research purposes under study as it reflected the views of those that had been in the system for a long period of time, thus contributing to solid information based on facts.

From the study, it was also found out that most of the respondents had a fairly reasonable understanding of strategic change management process. However, they still needed some degree of guidance on the area. It was found out that most of the respondents had not had any formal training on strategic change management, and only one responded to have undergone a specific training in that area whilst studying Business Management.

4.3 The Strategic Change Management Implementation Practices at ICIPE

All the interviewees were aware of various strategic change management practices that had been evident in the organization for the last three to six years, a strong point being that they were already in the system during that period. Some of the changes they highlighted were salary restructuring or harmonization that was done three years ago whereby the salary structures for the organization were harmonized to reflect those of similar organizations like ILRI and ICRAF. Further some of the respondents pointed out that another dramatic strategic change that had taken place within the recent past was the shifting from paper system to paperless system, by means of electronising most of the systems operations like the payroll, payments, requisitions for goods or services amongst others. Few of the respondents mentioned that another strategic change that had taken place over the recent past but had not been fully implemented was the proposed merger between IITA and ICIPE and therefore they were not in a position to comment much on that area. Other strategic changes that were also mentioned by the respondents was the organization restructuring that led to the adoption of a new organogram, however since the change was barely one year old, they did not have much to respond on it.

Additionally, another strategic change that was mentioned by some of the respondents was the massive investments in the construction of modern laboratories and renovations/ alterations within the organization. Some of the mentioned laboratories was the Emerging Infectious Diseases Laboratory that was recently build within the Duduville Campus and was inaugurated barely one month ago, and also the Mbita Campus East and West Laboratories that are currently undergoing extensive renovations and alterations.

From all the respondents the key strategic change that was mentioned was the issue of salary harmonization and thus most of them shared a vast depth of information on that area. The respondents all concurred that the strategic changes that had taken place within the organization were all necessary. The pointed out some of the factors that led to the changes as the need to adjust to the changing economic times especially factoring in the high cost of living, skyrocketing inflation rate and the steep weakening of the Kenya Shilling against the US dollar. Other factors that were pointed out was the need to improve from good to performance, to improve competitively against other similar organizations, the need to attract, maintain and retain highly qualified personnel amongst others.

Most of the respondents agreed that a formal process was followed in implementing the strategic change practices. They added that various meetings were held, trainings were organized and numerous correspondences were shared to the stakeholders. The respondents were in agreement that a formal process was preferred and more effective than an informal one. They gave various reasons to emphasis on that point by mentioning that when a formal process is followed, there is a high likelihood of most the stakeholders owning the change. In addition, it makes the stakeholders better understand the need for change, leading to them embracing it and therefore reducing the resistance to change.

The respondents also mentioned that the changes that had taken place or were in the process of taking place were aligned to the ICIPE mission, vision, goals and objectives; for reference purposes, these have been highlighted in chapter one of this study. A majority of the interviewees mentioned that they were part of the change process, some actively and others in a passive capacity. Most of them also pointed out that the main stakeholders in the change process implementation were the Director General, the Director Finance and Administration and the Human Resources Manager. Other stakeholders were the various Units managers and the ICIPE Staff Association fraternity. From the findings, ICIPE management undertook various measures to ensure that all the stakeholders were actively involved in the entire change process. They did so through numerous meetings and trainings. It was pointed out that most stakeholders were committed to the change process and actively participated in the entire process.

All the interviewees mentioned that coercion was not used by the management to effect the changes and instead it was more participatory and a huge element of persuasion was used. The management did not consider it beneficial to use force to implement the changes and thus through the various prior arrangements like meetings and trainings, they were able to explain indepth on the change process and the implications of adopting new systems. This was done for all the strategic change processes that were carried out. The interviewees confirmed that the chosen mode which is non-coercive was the most appropriate one and it enabled those affected to understand and easily adapt to the change.

Most interviewees did not quite understand the aspect of social styles and therefore as a researcher, I explained to them the meaning of the various social styles for instance the assertive and responsive. They concurred that it is highly important to take into consideration the social style of any change initiator before implementing any change process. One respondent mentioned that the mix of the three main stakeholders in the change process, that is, the Director General, the Director Finance and Administration and the Human Resources Managers, was appropriate as the first one was highly assertive, the second one having aspects of both an assertive nature and a responsive one depending on the issue and situation at hand and finally the last one being highly responsive. Therefore the respondent pointed out that that make-up provided and ideal environment for objective and practical decisions making.

The interviewees mentioned that there were various challenges that were experienced in the change processes. Some of the dominant challenges that were pointed out include were resistance to change by the ICIPE staff, this was majorly for the shift to a paper-less system, In addition, one interviewee pointed out that initially staff were not versed with technology and thus it was difficult for them to adopt to the new system. Also, there was the case of some of the staff being slow-learner. Cost implication was also mentioned as being one of the main challenge as the management did not have a lot of funds to fully implement the change process to the full satisfaction of all the stakeholders and the entire staff. For the salary harmonization, one other challenge was that not all demands were met and this would be related to the cost factor as previously mentioned.

Additionally, one interviewee mentioned that the computations made during the salary harmonizations were kept highly confidential by the management and thus it was not possible to establish whether the new salary structures were in line with those of similar organizations; as the salary survey results conducted by an external consultant were not deployed to the Unit Managers. Further on the paper-less system, it was pointed out by the Fleet Manager that one area that is posing a challenge to the new system, is that of the various Vote/Budget holders not approving the raised requisitions on time and thus causing a lot of pending requests in the system.

4.3 Impacts of Strategic Change Management Practices at ICIPE

The interviewees gave their responses on the various impacts of the strategic change management practices at ICIPE. Majority of the respondents agreed that the impact of the changes was positive in the long-run. However for the salary harmonization and paper-less system, initially the ICIPE staff were negative towards the change as they were uncertain of the future, whether there will be funds to sustain the salary increment and for the rigidity that had been prevalent in using the old paper system. The risk of job security was also pointed out as some staff feared being declared redundant due to the adoption of the new system. The elimination of some allowances like the leave and children school fees allowances from the consolidated new salary packages was mentioned by one interviewee, as one of the negative impacts of the new system and this had to some extent demoralized a certain group of staff. However the majority of the interviewees pointed out some positive impacts that had emanated from the change processes, namely increased efficiency/ productivity, increased effectiveness, increased staff morale, increased motivation and job satisfaction.

Specifically on the paperless system, it was found out that the new system led to speedy processing of data and provided for an effective internal control mechanism. Concerning whether an external change management consultant was more preferred to an internal change agent or a mix of the two, the interviewees had divergent views. Those that were pro the internal change agent mentioned that they relate to staff better on a daily basis as the external consultants take time to understand the internal system and the staff take time to share the information as they have to familiarize with the new person. Those that were against the internal change agents pointed out that they are more prone to biasness and manipulated by the management team and in addition staff are more likely to embrace the change when carried out by an external party. Some of the interviewees mentioned that a hybrid of the same would be most ideal as the weaknesses of one would be neutralized by the weaknesses of the other.

There was a consensus by all the interviewees that the changes were timely. Some even pointed out that they the changes were overdue, especially with respect to the issue of the salary restructuring and harmonization. From the study, it was found out that the resistance to the change processes was minimal especially bearing the fact that most of the changes were mentioned by the interviewees as having been overdue. The little resistance that was prevalent was curbed down by the numerous interactive-collaborative meetings that were held between the management and staff and the various correspondences and updates that were frequently shared especially through e-mails. The interviewees agreed that where there was some resistance to the change process, it was due to legitimate reasons, for instance lack of computer knowledge for those opposed to paperless system amongst others. The resistance was expected by management and no staff was victimized for the same.

It was found out from the interviewees that there are some mistakes that were made during the implementation of various change processes. For the change to the paper-less system, the interviewees mentioned that not all the staff had access to computers for instance the some laboratory staff, the field staff and janitorial staff. It was also found out that paper cannot be entirely eliminated from the ICIPE systems and therefore there was need to make room for retaining some bit of paper within the system. For the salary harmonization one key mistake that done was limiting the salary survey to only the ICIPE sister organizations, only ILRI and ICRAF, and the comparison was not extended to other institutions. Additionally the elimination of the allowances as mentioned earlier was also pointed as another key mistake and the interviewee in question pointed out that the reduction in allowances was only done for the Support staff whilst the allowances for the Professional staff was either maintained or increased. Another mistake that was mentioned was withholding of salary survey results from the Unit managers as this created some loss of credibility by them to the main stakeholders.

Most interviewees mentioned that most of these mistakes could not be avoided and were beyond management's control; for instance sharing of the survey results would have brought about a lot of controversial debates amongst the Unit managers and the top management team and also the limited funding from the donors. However some interviewees pointed out that the was an external change management consultant engaged to carry out the change process, then most of the mistakes especially that of elimination of some allowances would not have been made.

The interviewees gave their recommendations for future change processes at ICIPE. It would be highly recommended that the there is need to implement systems that do not alienate the staff from the top management and it was also recommended that top management need to soften up and be more approachable to staff as this would entirely eliminate unnecessary resistance to change. Additionally before they effect any changes, it is important for them to involve all the staff fully and the change need be done in a gradual manner inorder to for the staff and all the stakeholders to own the new system. It was also recommended that it would be beneficial if external change management consultants were considered in some instances to effect the changes.

One key recommendation that was made was for regular reviewing of ICIPE policies and procedures as this would avoid making drastic changes to the systems at any one time. For the salary harmonization, the interviewees recommended that in future, a large comparison group should be considered. Further some interviewees mentioned that the staff contracts period require to be extended from two years to at least three to five years as this would lead to increased staff motivation as well as the benefit of retaining more qualified staff for long periods. In addition, it was recommended that there was a great need for the ICIPE Staff Association to be more active and assertive while negotiating with the top management especially on matters relating to staff welfare.

CHAPTER 5: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the research summary, conclusions and recommendations following the study. It also presents the suggestions for further study.

5.2 Summary

Todd A. (1999) change management is a structured and systematic approach to achieving a sustained change in human behavior within an organization. From this it can be explained that if the management of any organization wishes to establish sustained change within the organization, it is paramount that they consider making a formal change process which is structured and systematic. McKinsey (2006) stated some strategic factors that cause an organization to change, and these are reducing costs, moving from good performance to great performance, completing or integrating a merger, turning around a crisis situation, catching up to rival companies, splitting or divesting part of the organization and preparing for privatization or market liberalization. From the study the results synchronized with the statement of McKinsey and concurred that an organization's systems and structures amongst others must change with time and it is therefore fruitless to make assumptions that organizations can thrive in stagnation.

The research study was a case study of ICIPE and the objectives for the study were two-fold, that is to investigate the strategic change management practices at ICIPE and secondly to examine the perceived impacts of these strategic changes management practices. These objectives were well covered through the various interviews that were conducted and whose results have been elaborately covered in chapter four above.

The strategic change implementation practices that have taken place at ICIPE over the recent three to six years were mentioned by the interviewees as the salary harmonization, shifting from paper system to a paperless system, the organization restructuring that involved the revision of the organogram and finally the impending merger between IITA and ICIPE. For the changes above a formal process was followed that involved step by step actions and as found out from the interviewees it was the best approach as it led to ease in the staff embracing ownership of the new systems and structures. It was observed from the interviewees responses that they were part of the change implementation process, either actively or moderately and because of this their responses added a lot of credibility to the research study. The stakeholders mentioned were thoroughly involved and the interviewees' unananimously pointed out that the key stakeholders in the change process were the Director General, Director of Finance and Administration and the Human Resources Manager who formed the top management team. Other stakeholders mentioned was the ISA which represented the entire ICIPE staff fraternity.

It was found out from the study that the major factors leading to the need to implement the strategic changes within ICIPE were mainly due to the economic factor, whereby the cost of living and high inflation rates led, for instance the management to consider implementing a salary harmonization for all its staff inorder for them to be in line with the sister organizations. In relation to the method used to implement the strategic changes, it was found out the a non-coercive method was used and this was attributed mainly to the fact that most of the changes to be implemented were to benefit the staff for instance the salary harmonization and shifting to paperless system. Due to the numerous trainings and interactive meetings conducted, it helped to a large extent in the lack of need to use coercive means as they were well aware of the changes to be implemented.

From the study, it was found out that consideration of the social styles of the change initiators and implementers is very crucial in ensuring the success of a new system or structure. The two key personalities to consider fall within the continuum of highly assertive and highly responsive and ICIPE benefitted in this respect as its top management team had a reasonable mix of both personalities. Various resistances to change within ICIPE were mentioned by the interviewees and some of these included resistances due to the shifting to a paperless system by staff. Some of the staff were not initially versed with technology and also others were slow learners. Another challenge was the cost implications of implementing the changes.

The impacts of the strategic changes were found out to be quite a number. Interviewees agreed that these changes had a positive impact in the long-run. In addition, most of them pointed out that mix of external and internal change agents would provide a more objective engagement. Most of the strategic changes carried out had been initiated by an internal change agent. It was found out that the strategic changes that had taken place were timely. As a matter of fact most interviewees mentioned that the changes were overdue, especially for the salary harmonization.

The resistance to change was considered to be minimal and this was majorly curbed by the prior arrangement initiatives that the top management had set in place. Some of these initiatives were the interactive meetings and training of the staff. The mistakes that were found out in the study as mentioned by the interviewees were mainly the lack of adequate planning on the investment of office and computer equipment inorder to heighten the ease to embrace the paperless system by all staff. Additionally, the salary survey that was carried out was only limited to the ICIPE organization and the top management withheld most of the survey results.

Majority of the interviewees however mentioned that most of the mistakes were beyond management control and could not be avoided, for instance donor funding limitation. The recommendation that the interviewees mentioned were quite a number but in summary, most of them pointed out that top management should put in place systems that do not alienate staff from the top management. In addition they also recommended engaging and involving the staff while planning for the changes and not just limit them to the implementation process only. The salary surveys should involve a large comparison group inorder to emphasize on objectivity. Finally the ISA should be more active and assertive.

5.3 Conclusion

In conclusion it was found from the study results that change is imperative in all organizations and ICIPE is not exempt. At one time an organization has to change its systems and structures inorder to be aligned to the modern practices. It was found out from the study that most people have embraced the fact that inorder for an organization to grow, then change is inevitable. In addition, not all changes will be embraced from the onset and thus it is important to put measures in place to ensure all involved and affected have a clear understanding of the reason why the changes have to take place.

Proper planning is important before effecting strategic changes within the organization. This ensures that all relevant procedures are followed and indicated a clear audit trail. It also helps in documentation and also in the handing over of staff once they transit from an organization. Staff involvement is key in ensuring the success of a strategic change process.

Further, it is important to gain ownership by all the stakeholders of change process. This helps in minimizing the resistance to change by all those involved especially when the planning is done in advance and the communications of the change processes done in a timely manner. In addition, change is not always easy to embrace and therefore it is important to expect some form of resistance and to control it in a timely manner. Additionally, the management should consider it prudent to expect mistakes in the planning and implementation of strategic changes within the organization. Most importantly, aside from the expectation, it is specifically important to admit and correct those mistakes when they occur.

Finally, the top management play a key role in ensuring the success of strategic change processes and thus it is important for them to believe in the changes first before communicating their implementation to staff. It is highly important to gain the confidence and faith of the staff and this result in sustainable changes.

5.4 Recommendations

From the observations of the study, certain recommendations should be put into consideration inorder to ensure that the success of the current strategic changes are maintained, mistakes done in the past are avoided and future strategic changes are planned and implemented in a seamless manner. The first recommendation would involve the management of an organization, in this case ICIPE ensuring that they communicate in a clear and coherent way the strategic direction of the organization, that is, the mission, vision, goals and long term objectives to all the staff. This can be made less difficult by use of posters, e-mails, brochures and other branded organizational materials like calendars, t-shirts, umbrellas amongst others. This has in a great way assisted ICIPE.

Secondly change needs to be planned well in advance and also the management should ensure they give ample room to communicate to staff the impending changes within the organization. This ensures that mistakes are corrected in good time. For example, the salary harmonization at ICIPE was pointed out to have been long overdue. Thirdly, it should be taken into consideration that the organization staff association in this case ISA, play a very critical role and it is highly important for the top management to discuss with them fully the organization strategic plans for change. This is due to the fact that the staff association is better placed to communicate to staff as staff have a high degree of confidence in them and if the change communicated through them, there is a less likelihood of encountering unnecessary resistances to change.

Fourly, it is important to note that it is important for the top management to ensure there are adequate resources to effect the desired changes smoothly. For example the ICIPE management before rolling out the paperless system, should have first ensured that there are sufficient computers for all the staff through procuring additional computers and also enrolling the computer incompetence staff to some Information Technology short-term courses. Fifthly, it is recommended that it is highly crucial for top management and the other management team to be willing to learn from the previous mistakes done while implementing and planning for strategic changes within the organization. If this is done, it will ensure continuous growth for the organization and consistent improvements in the organization systems and structures. For example, ICIPE management should ensure that the next time they are planning on salary harmonization, they involve a large group of similar organization to ensure more objective comparison.

Sixthly, it is important to consider the engagements of a mix of internal and external change agents. This helps to ensure that biasness is avoided and objectivity is enhanced. It also avoids inbreeding that would be brought about by using internal change agents only and it also enhances on bringing onboard new ideas. Seventhly, it is important to address culture explicitly (Jones, Aguirre & Calderone, 2004). For instance in the impending merger between IITA and ICIPE, it is highly paramount for the two organization to seek a cultural center or a locus of thought before implementing the change. Eighthly, it is highly recommended that an organization prepares for the unexpected at all times (Jones, Aguirre & Calderone, 2004). It is important to also consider use of visible rewards to staff. For instance, ICIPE should consider rewarding the staff who have adopted fully to the paperless system by presenting to them laptops or desktops for personal use. This will boost the morale of staff and encourage others to adopt to the changes in a fast manner.

Ninethly, it is also recommended that inorder to reduce resistances to change, it is crucial to put into consideration some contributions as detailed by Schuler (2003). For example it is critical that top management and staff seek to understand change as a leap of faith. Also, to understand that people feel connected to other people and thus consideration should be made to have role models put in place for the new activities. Lastly, top management should note that healthy skepticism should be encouraged and to know that staff require to be sure that the new ideas leading to the strategic change are sound. Thus this skepticism should be provided for room. The staff may well be correct in their skepticism and if management does not discriminate these staff, it would save the organization unnecessary mistakes.

Finally it is recommended that further research need to be conducted in this area and this research study was not fully exhaustive of all matters pertaining to implementation of strategic change management practices. Since this was a case study, further research in the ICIPE sister organization should be carried out. This would enable ICIPE to compare its management of strategic changes to similar organizations. Additionally, it is important for other researchers considering conducting an indepth study in the specific area of challenges faced in implementing strategic changes at ICIPE. Further, in other studies, it would be beneficial to focus on the views of non-management staff in the strategic changes of organizations. A lot of studies have been conducted with a focus on management and thus there is need to find out the opinions and feedback of the junior staff.

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APPENDIX 1: LETTER OF INTRODUCTION

Ruth Wangari Kabanya-Kamau

P.O. Box 6104-00200

Nairobi, Kenya

Email: rkabanya@yahoo.com

Mobile: +254 720 906607

Dear Interviewee,

RE: <u>INTRODUCTION LETTER</u>

I am a Postgraduate Student pursuing a Master of Business Administration (MBA) degree at the School of Business in the University of Nairobi. My area of specialization is Strategic Management. As part of the MBA Part Two requirements, I am undertaking a Strategic Management Research and the title of my research study project which has been approved is, 'Implementation of Strategic Change Management Practices at the International Centre of Insect Physiology and Ecology (ICIPE). The study seeks to investigate the strategic change management practices in ICIPE and the perceived impacts of the changes.

This letter serves to kindly request you for your cooperation as you have been selected as part of those that will be interviewed, in a bid to obtain information for the above study. I would like to reassure you that the information obtained will be purely used for academic purposes and all the information will be treated confidentially.

Your support and cooperation is highly appreciated.

Yours Faithfully

Ms. Ruth Wangari Kabanya-Kamau   Dr James Gathungu

MBA Student   Lecturer, Supervisor

APPENDIX 2: INTERVIEW GUIDE

Part 1: General Information

1. Name of the respondent.
2. Name of the department or unit.
3. Position held at the department or unit.
4. Is the department that you are working in currently more administrative oriented or scientific research oriented?
5. How long have you worked in ICIPE?
6. What are your current role and the major responsibilities?
7. What is your understanding of Strategic Change Management Process?
8. Do you have any formal training in managing organizational change?

Part 2: The Strategic Change Management Implementation Practices at ICIPE

1. Are you aware of any strategic changes that have occurred in ICIPE over the last five to six years?
2. If yes to 2. above, what are these changes?
3. Did you consider the changes necessary?
4. What are the factors that you consider led to the changes?
5. How was the change process implementation carried out, was a formal or informal method used?
6. Did you consider the chosen change management process effective?
7. If no to 6. above, what are the reasons?
8. If yes to 6. above, what are the reasons?
9. Were the changes realigned to the ICIPE mission, vision, core values and overall goals or objectives?
10. Were you part of the change management planning and implementation?
11. Who do you consider were the main stakeholders in the change process implementation?
12. Which action did the management undertake to ensure that all stakeholders were fully involved in the change process?

13. Were there any prior arrangements before the change process was implemented, for instance trainings, workshops or seminars?

14. Were the stakeholders committed to the change process?

15. Was any form of coercion used to effect the changes?

16. If yes to 15.above, what was approach?

17. If no to 15.above, what was the approach?

18. Did you consider the approach used in 16.and 17.above appropriate?

19. Do you consider the social style (assertive or responsive) of the change initiator important to consider before implementing a change process? Please explain.

20. What were the main challenges experienced in the change process?

Part 3: Impacts of Strategic Change Management Practices at ICIPE

1. What were the impacts of these changes, was is positive or negative or a mixed reaction of the two?

2. What are some of the impacts mentioned in 2.above?

3. Do you suppose that the change management process would have been more effective if an external change management consultant would have been engaged, or was an internal change agent or an external-internal change agent more efficient?

4. In your opinion, were the changes timely?

5. Was the change faced with resistance?

6. How the resistance to change was managed?

7. If yes to 5.above, do you consider the resistance to have been legitimate or was it unnecessary?

8. What are some of the mistakes you consider were made during the change process?

9. In your own opinion, do you think these mistakes could have been avoided or were they beyond management's control?

10. What are some of your recommendations for future change processes at ICIPE?

APPENDIX 3: ICIPE-ORGANIZATION STRUCTURE

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┌────────────────────┐   ┌──────────┐
│ GOVERNING COUNCIL  │   │   SGI    │
└────────────────────┘   └──────────┘
┌──────────────────────────────────────────────────┐
│   DIRECTOR GENERAL/DIRECTOR OF RESEARCH           │
└──────────────────────────────────────────────────┘
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| SCIENCE MANAGEMENT COMMITTEE (SMC) | RESEARCH REVIEW COMMITTEE (RRC) | DIRECTOR OF FINANCE AND ADMINISTRATION |

Research & Development Thematic Clusters:
- Integrated Pest Management (IPM)
- Integrated Vector and Disease Management (IVDM)
- Adaptation to Climate Change & Eco-system Services (ACCES)

R&D Disciplinary Units:
- Agriculture & Horticulture Entomology
- Molecular Biology & Bioinformatics
- Chemical Ecology
- Entomopathology
- Commercial Insects
- Bio-prospecting
- Biosystematics
- Geographic Information System (GIS)
- Biostatistics
- Medical Entomology
- Socio-economy
- Rearing & Containment

- Projects Management
- Resource Mobilization Coordination

Capacity Building

Finance and Administration:
- Human Resources
- Finance and Budgeting
- Information:
  - Information Technology
  - Communication
  - Information Resources
- Guest Centres
- Outstations
- Fleet Transport
- Workshop
- Procurement
- Legal Services
- Security

Source: ICIPE (2011)