

**STRATEGIC CHANGE MANAGEMENT PRACTICES AND
SUSTAINABILITY MODELS ADOPTED BY
INTERNATIONAL LIVESTOCK RESEARCH INSTITUTE
(ILRI) IN KENYA**

BY

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DECLARATION

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

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This research project was submitted for examination with my authority as the University Supervisor

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DEDICATION

I dedicate this project to the entire Miceka's family.

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ABBREVIATIONS AND ACRONYMS

CGIAR	Consultative Group on International Agricultural Research
ILCA	International Livestock Centre for Africa
ILRAD	International Laboratory for Research on Animal Diseases
ILRI	International Livestock Research Institute
NGO	Non-Governmental Organization
CG	Consortium Group
GDP	Gross Domestic Product
RBV	Resource Based View
TQM	Total Quality Management

ABSTRACT

As the world's environment becomes increasingly complex and changing, strategic management is used by today's corporations as one way to make the environment more manageable. A firm cannot afford to follow intuitive strategies once it becomes large, has layers of management, or its environment changes substantially. The attainment of an appropriate match or fit between an organization's environment and its strategy, structure, and processes has positive effects on the organization's performance. The International Livestock Research Institute (ILRI) works to improve food security and reduce poverty in developing countries through research for better and more sustainable use of livestock. ILRI has undergone changes to its Strategy in order to remain competitive. The purpose of this study was to find change management and sustainability models for International Livestock Research Institute. The approach used in this study was a case study. Data collected was qualitative by use of interview guide. Content analysis was used for the data analysis. The study found that ILRI was under pressure to effect change in the organization. This was necessitated by major changes in the environment that it operates in. These changes included but not limited to climate change, lack of funding and gender equity. ILRI had to come up with new strategies to ensure that its operations were commensurate with environmental changes to ensure sustainability of the organization. The study found that recent developments in new science and technologies offer new ways to make rapid progress in tackling livestock challenges in the developing world. This was one of the drivers of urgency for change at ILRI. Also, recent developments in new science and technologies offer new ways to make rapid progress in tackling livestock challenges in the developing world. The study found that ILRI developed a new strategy for the period 2013–2022. It incorporated several changes from the previous strategy, moving from a focus on livestock as a pathway out of poverty to a broader agenda that addresses poverty and food security in ways that are environmentally sustainable, good for human health and nutrition, and equitable. The study also found that as part of the change program, ILRI management also adopted a risk management policy in 2012. The policy was designed to provide guidance to ILRI staff on implementing an institute wide risk management process. In addition, the study found that ILRI management came up with a partnership strategy and management system as part of its change management process. The study found that the above strategies were developed on the back of consultations and review of the success of earlier strategies. The researcher concluded that the changing environment in terms factors affecting agriculture such as climate change was the primary reason of the change program at ILRI. The researcher also concluded that the change program at ILRI observed various models of strategic change such as Kotter's eight step to successful change model and Lewin's change management model. The researcher recommended that all organizations should be alive to the changing environment and implement strategic change where necessary. The researcher also recommended that organizations implementing change should adopt one of the many models of strategic change to ensure effectiveness of the change program.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

For businesses to maintain their position in the market place or gain competitive advantage they need to change constantly Change helps improve and increase productivity which ultimately increases sales of an enterprise. The growing global competition and the rate of technological advancement foresee a continuing need for change. An organization will require the services of a change agent to assist in its effort to change successfully. Currently, organizations have to keep on changing in order to remain competitive and have competitive advantage as they are operating in an environment that is fast paced and changing continuously (Biedebacha&Spimlderholma, 2008).

Change management has been defined as the use of systematic methods to ensure an organization change can be guided on the planned direction, conducted in a cost effective manner and completed within the targeted time frame and with the desired results (Gardner, 2009). Hayes (2002) defines organizational change management as the transformation and modification of whole organizations, or parts, in an effort to maintain or improve upon the effectiveness in productivity, revenue, market competitiveness and internal alignment. Kotter (2011) indicates that change management is an approach to transitioning individuals, teams and organizations to a desired future state. He continues and points that change management is the utilization of basic structures and tools to control any organizational change effort. It is an organizational process aimed at helping

employees to accept and embrace changes in their current business environment as they are the lifeblood of a company (Du Plessis., 2009; Rennie, 2003).

While there are many change management models, Normandin (2012) indicates that most companies will choose at least one of the following three models to operate under: Lewin's Change Management Model, McKinsey 7-S Model and Kotter's 8 Step Change Model. Lewin noted that the majority of people tend to prefer and operate within certain zones of safety. The McKinsey 7-S model offers a holistic approach to organization. Kotter's change model causes change to become a campaign; employees buy into the change after leaders convince them of the urgent need for change to occur.

Organizational sustainability has been both a tough challenge and a long-standing issue for NGOs around the world. Although NGOs have witnessed a substantial flow of aid, both at governmental and Non-governmental level, and a large presence of bilateral, multilateral and private donor agencies continues to exist, everyone knows that the future of foreign funding is not encouraging. Also, experience says that the donor support is often coupled with difficult operational guidelines, tight deadlines, impractical policies and hefty documentation. It has become crucial for NGOs to involve themselves into some serious thinking to ensure organizational sustainability. Although seeking foreign donor support is still a good option, it should not continue to be the only option (Fundsforngos, 2008).

ILRI is one of the 15 CGIAR centers and it obtains its funding from various donors. Like many other Non-governmental organizations ILRI is facing many problems that require organizational change. Some of the problems include, full cost recovery mechanisms

models, technological changes, environmental changes, downsizing, competition and moving to shared services.

1.1.1 Strategic change Management Practices

Strategy is the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations” (Johnson, Scholes, & Wittington, 2008).

Strategic Change means changing the organizational Vision, Mission, Objectives and of course the adopted strategy to achieve those objectives. 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 & Schendel, 1978). According to Burnes, (2004) change is an ever present feature of organizational life, both at an operational and strategic level. Therefore, there should be no doubt regarding the importance to any organization of its ability to identify where it needs to be in the future, and how to manage the changes required getting there.

According to Hunger and Wheelen (2002) organizations that engage in strategic management generally outperform those that do not. The attainment of an appropriate match or fit between an organization’s environment and its strategy, structure, and processes has positive effects on the organization’s performance. A firm cannot afford to follow intuitive strategies once it becomes large, has layers of management, or its environment changes substantially. As the world’s environment becomes increasingly complex and changing, strategic management is used by today’s corporations as one way

to make the environment more manageable. A globalized economy is creating both more hazards and more opportunities for everyone, forcing firms to make dramatic improvements not only to compete and prosper but also to merely survive. Globalization in turn is being driven by a broad and powerful set of forces associated with technological change, international economic integration, domestic market maturation within more developed countries and the collapse of worldwide communism. No one is immune to these forces, even companies that sell only in small geographic regions can feel the impact of globalization. The influence route is sometimes indirect that forces school systems, hospitals charities and government agencies to improve (Kotter, 1996).

Change rather than stability is a norm today. Whereas change once occurred incrementally and infrequently, today it is dramatic and constant (Daft, 2010). Organizations change for various reasons: Reducing cost, moving from good performance to great performance, completing or integrating a merger, turning around a crisis situation, catching up to a rival company, splitting or divesting part of the organization, preparing for privatization or market liberalization among others.

1.1.2 Non-governmental organizations (NGO's) in Kenya

Non-governmental organizations (NGO's) are organizations that are neither a part of a government nor a conventional for-profit business. Usually set up by ordinary citizens, NGOs may be funded by governments, foundations or businesses. Some avoid formal funding altogether and are run primarily by volunteers. NGOs are highly diverse groups of organizations engaged in a wide range of activities, and take different forms in different parts of the world. Some may have charitable status, while others may be registered for tax exemption based on recognition of social purposes. Organizational

sustainability has been both a tough challenge and a long-standing issue for NGOs around the world. Although NGOs have witnessed a substantial flow of aid, both at governmental and non-governmental level, and a large presence of bilateral, multilateral and private donor agencies continues to exist, everyone knows that the future of foreign funding is not encouraging. (Fundsforngos, 2008)

In Kenya, NGOs are important development partners responsible for planning and implementing strategic action. NGOs in Kenya gather its membership from international, regional and national NGOs operating in Kenya and working with a host of groups. These NGOs are active in a cross section of sectors including: agriculture, water, education, environment, health, human rights, gender and development, children's rights, poverty alleviation, peace, population, training, counseling, small scale enterprises, disability and many others.

The NGO Council provides overall leadership to the NGO sector. It champions the key values of probity, transparency, accountability, justice and good governance. It enhances the self-regulation of its members, and assists them to realize their potential in improving services that improve the socio-economic status of Kenyan society in pursuit of sustainable development.

1.1.3 Change Management at International Livestock Research Institute (ILRI)

International Livestock Research Institute (ILRI) is one of the 15 Consortium Group (CG) centers of the Consultative Group on International Agricultural Research (CGIAR) consortium. The International Livestock Research Institute (ILRI) headquarters is based in Nairobi, Kenya, and was founded in 1994 by the merging of the International

Livestock Centre for Africa (ILCA) and the International Laboratory for Research on Animal Diseases (ILRAD). ILRI envisions a world where all people have access to enough food and livelihood options to fulfill their potential. The center's mission is to improve food and nutritional security and to reduce poverty in developing countries through research for efficient, safe and sustainable use of livestock—ensuring better lives through livestock.

1.2 Research problem

NGOs are responsible for significant amounts of resources. However, the declining sources of funding has led to Non-Governmental organizations turning to sustainable enterprise models. The challenges faced by ILRI as a result of this include moving from unrestricted funding to restricted funding which has seen the center employ recharging systems where it can recover its costs. Technological changes has seen the firm adopt to new ICT systems to assist in integration and streamlining its processes.

Putting a successful strategy involves a lot of Management and staff involvement. Plans have to be put in place to implement an organizational strategy. Organizations have to adopt to change in order to remain competitive. The pressures on organizations to compete in a more global arena are leading to different competitive pressures and more strategic alliances. Rapid technological change is forcing organizations to adopt to new technologies and change the way they both work and interface with their suppliers and customers (Balogun & Hailey, 2008).

Using broad external and internal consultations, ILRI has distilled an analysis of the environment it is likely to face in the next 10-15 years in 9 strategic issues, with the ninth

being ensuring ILRI is “fit for purpose” – that every part of the institute is focused on achieving the mission and aligned in ways to achieve that. Alive to this, ILRI has undergone changes to its Strategy in order to remain competitive. The first strategy the major focus was on a pathway out of poverty. The Organization has gone through several changes to change its strategy to adaptation on the new strategy. It has involved different stakeholders including its regional staff, communication, and staff within the headquarters to ensure the successful implementation. Several changes were implemented during this period including switching to outsourcing, retrenchment, moving from unrestricted funds to full cost recovery as a result of the global recession. Change is inevitable and organizations have to change to remain competitive both internally and external to the environment (Ahluwalia).

Several studies have been carried out on strategic change management Practices of Non-governmental Organizations in Kenya including strategic change management practices adopted by World Agroforestry center (Kimengu, 2013) concluded that Senior Leadership plays a key role in strategy adaptation at ICRAF; Strategic change management Practices of International Non-governmental organizations in Kenya (Makau, 2013) concluded that change management is communicated effectively within International Non-Governmental organizations and that since the adoption of strategic change management majority of these organizations have effectively improved efficiency in various departments among NGO’s in Kenya; Strategic change and Management practices and performance of Non-Governmental Organizations in Nairobi, Kenya (Ochieng, 2013) concluded that senior leadership and directors initiators of strategic change management effort. The study also revealed the importance of performance

management system implementation and use by Non-Governmental Organizations. However no study had been done on strategic change management practices and sustainability models adopted by International Livestock Research Institute (ILRI). Hence this research sought to answer the question, what are the strategic change management practices and sustainability models adopted by ILRI?

1.3 Research Objective

To find change management and sustainability models for International Livestock Research Institute.

1.4 Value of the Study

The study findings will help other Non-Governmental Organizations in understanding sustainability models as well as understanding the strategic change management practices adopted by International Livestock Research Institute.

The study findings will 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.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the literature on the topic of strategic change management sustainability models and practices from previous studies and the gap to be closed by this study. It reviews related literatures in the field of strategic change management with specifically sustainability models and practices.

2.2 Empirical Orientation

2.2.1 Sustainability and organizational change

The concept of corporate sustainability has gained importance in recent years in both organizational theory and practice (Wooldridge & Floyd, 1990). While there still exists a lack of clarity on what constitutes corporate sustainability and how to best achieve it, many scholars suggest that the pathway for the adoption of corporate sustainability principles leads via the adoption of a sustainability-oriented organizational culture.

There is no bigger challenge for organizational change management in the contemporary world than achieving greater sustainability (Benn, Dunphy, & Griffiths, 2014; D Buchanan & Fitzgerald, 2005; DA Buchanan, Fitzgerald, & Ketley, 2006; Gray, Walters, Bebbington, & Thompson, 1995). Challenges associated with sustainable development are multifaceted, including criteria pertaining to the delivery of environmental, social, ethical and economic results. To create shareholder value, managers must focus not only

on cost reduction and risk control but also on fostering innovation, enhancing corporate reputation within external stakeholders and establishing a credible growth path for the future (De Matos & Clegg, 2013).

2.3 Strategic Change Management Models

Organizational change management is a structured approach in an organization for ensuring that changes are smoothly and successfully implemented, and that the lasting benefits of change are achieved. Organization change and more specifically, changing an organization's culture, share a common scope and scale and are, in many ways, intertwined. There are many change management models:

2.3.1 John P. Kotter's 'Eight steps to successful change' model

Kotter and Cohen (2002) and Kotter (1996) present a model for understanding and managing change. This model shows that there are eight critical steps an organization or team needs to go through to ensure that change happens and sticks. Based upon analysis of 100 different organizations going through change, his research highlighted eight key lessons which he converted into a practical eight-step model. In addition to the eight stages necessary for obtaining and maintaining successful organizational change, Kotter also identifies corresponding possible pitfalls for each stage that can derail the change project all-together.

According to Kotter – the eight steps to transforming an organization are as follows (Kotter, 1996; Smith, 2005): Establish a sense of urgency about the need to achieve change – people will not change if they cannot see the need to do so; Create a guiding

coalition – assemble a group with power energy and influencing the organization to lead the change; Develop a vision and strategy – create a vision of what the change is about, tell people why the change is needed and how it will be achieved; Communicate the change vision – tell people, in every possible way and at every opportunity, about the why, what and how of the changes; Empower broad-based action – involve people in the change effort, get people to think about the changes and how to achieve them rather than thinking about why they do not like the changes and how to stop them; Generate short-term wins – seeing the changes happening and working and recognizing the work being done by people towards achieving the change is critical; Consolidate gains and produce more change – create momentum for change by building on successes in the change, invigorate people through the changes, develop people as change agents; and anchor new approaches in the corporate culture – this is critical to long-term success and institutionalizing the changes. Failure to do so may mean that changes achieved through hard work and effort slip away with people’s tendency to revert to the old and comfortable ways of doing things.

In this Kotter’s 8 Step Change Model, the process is an easy step-by-step model since the focus is on preparing and accepting change, not the actual change and transition is easier with this model. However relevant empirical and practitioner literature to find congruence or lack thereof on individual aspects of Kotter’s change model, found that not many studies set out to validate the full eight steps (Steven et al., 2012) because the steps can’t be skipped and can process takes a great deal of time.

2.3.2 Lewin's Change Management Model

This change management model was created in the 1950s by psychologist Kurt Lewin. Lewin (1951) three step model is a significant part of change management strategies for managing change in the workplace in the 21st century. Underpinning Lewin's work was a strong moral and ethical belief in the importance of democratic institutions and democratic values in society. Lewin (1947) wrote that: "a change towards a higher level of group performance is frequently short-lived, after a "shot in the arm", group life soon returns to the previous level. This indicates that it does not suffice to define the objective of planned change in group performance as the reaching of a different level. Permanency of the new level, or permanency for a desired period, should be included in the objective"

Lewin model is the simplest model. This makes it easy to plan around, especially in organizations not accustomed to the science of change management. At the same time, it does try to minimize the difficulty with opposition by addressing it head on. Lewin's three step model gives a manager or change agent an idea of what implementing change means when dealing with people. It also provides guidance on how to go about getting people to change: a manager will implement new processes and re-assign tasks, but change will only be effective if the people involved embrace it and help putting it into practice it.

The downside of this model is that many scholars have argued that Lewin's planned approach is too simplistic and mechanistic view for a world where organizational change is a continuous and open-ended process (Dawson, 1994; Garvin, 1993; Kanter et al., 1992; Nonaka, 1988; Pettigrew, 1990a, 1990b; Pettigrew et al., 1989; Stacey, 1993; Wilson, 1992). Nonetheless, Lewin (1947) did not envisage organizations as rigid or

fixed but instead believed that 'Change and constancy are relative concepts; group life is never without change, merely differences in the amount and type of change exist'. And that it ignored organizational power and politics; and was top-down and management-driven (Burnes, 2004).

2.3.3 Resource Based Theory

The resource based view of the firm (RBV) explains that each firm has resources and capabilities, and that there are resources that can be exploited and become sources of competitive advantage under certain conditions. According to RBV proponents, it is much more feasible to exploit external opportunities using existing resources in a new way rather than trying to acquire new skills for each different opportunity. In RBV model, resources are given the major role in helping companies to achieve higher organizational performance. There are two types of resources: tangible and intangible (Grant, 1996).

RBV holds that sustained competitive advantage can be achieved more easily by exploiting internal rather than external factors as compared to industrial organization (I/O) view. The assumptions that the firms have a competitive advantage because they have heterogeneous resources and that these resources are immobile do not hold under RBV; here, it is assumed that there may be heterogeneity in the strategic resources firms have, and that there is imperfect mobility in the market of these strategic resources, thus allowing the possibility that firms may achieve a lasting advantage (Barney, 1991).

2.4 Leadership Total quality management (TQM) and management of strategy

Theorists on organizations have traditionally focused attention on the relationship between chief executive officer (CEO) succession and strategic change (Goodstein &Boeker, 1991) even many scholars have demonstrated why executives managing strategic change in large organizations should not-and do not-follow highly formalized textbook approaches in long-range planning, goal-generation and strategy formulation(Quinn, 1993). Kaplan and Norton (2005) noted that organizations often fail at strategy execution. The responsibility of formulating and executing the organization's strategy primarily vests with the key leaders in the organization, along with the Board of Directors. This set of individuals can be collectively referred to as the strategy team.

TQM implementation has been an important aspect for improving organizational efficiency management methods used to enhance quality and productivity in organizations. TQM is a comprehensive management approach that works horizontally across an organization, involving all departments and employees and extending backward and forward to include both suppliers and clients/customers. Therefore it is an integrated organizational effort designed to improve quality at every level.

TQM is considered a very important factor for the long-term success of an organization.. The links between TQM and performance have been investigated by numerous scholars. While examining the relationship between TQM and performance scholars have used different performance types such as financial, innovative, operational and quality performance (Gharakhani et al., 2013). Research on TQM has explored the relationships

between the Total quality management and organizational performance and found that TQM focuses on sustained improvement within organizations to provide superior customer value and meet customer needs (Schonberg, 1992).

2.5 Competitive advantage and strategic change management

Schuler & Jackson (1987) observes that critical factor to a firm's/organization's growth and prosperity is the ability to gain and retain competitive advantage.

Competitive advantage relates to superior performance relative to other competitors in the same industry or superior performance relative to the industry average. Crucial to a firm's growth and prosperity is the ability to gain and retain competitive advantage. Barney (1986) previous findings suggest that the cultures of some firms/organizations have attributes; making cultures to be a source of such advantages. Fitzsimmons (2013) agrees that organizations are experiencing a rise in a new demographic of employees—multicultural individuals, who identify with two or more cultures and have internalized associated cultural schemas.

Barney (1986) continues to argue that firms that do not have the required cultures cannot engage in activities that will modify their cultures and generate sustained superior financial performance because their modified cultures typically will be neither rare nor imperfectly imitable since those that have cultures with the required attributes can obtain sustained superior financial performance from their cultures. As such organizational identification and organizational culture moderate relationships between multicultural identity patterns and outcomes.

Knowledge is seen as the resource on which firms base their competitive strategies. Establishing competitive advantage through the development and deployment of resources and capabilities, rather than seeking shelter from the storm of competition, has become the primary goal of strategy formulation (Grant, 1998).

2.6 The role of learning at different levels – individual, group, organizational and inter-organizational level

Firms/organizations are assumed to have always been oriented toward accumulating and applying knowledge to create economic value and competitive advantage. Theoretically, efficient and effective Knowledge management (KM) offers substantial prospect for firms to gain competitive advantage and hence firm performance (Grant, 1996; Hult, 2003).

Important is the Knowledge sharing this is the transfer of (particularly tacit) knowledge, skills, and technology among organizational members and between organizational subunits (Tsai, 2002). Research on organizational learning suggests that organizations that are effective at “learning” have developed routines that allow the firm to effectively develop, store, assimilate, and apply new knowledge on a systematic basis (Nelson & Winter, 1982; Nonaka, 1994).

Knowledge can be captured and stored in organizational memory, tacit knowledge possessed by individuals and embedded in firm practice is ‘sticky’ (and hence cannot simply be segregated from its contexts, nor easily codified and stored in organizational memory (Szulanski, 1996) argues that. Therefore, knowledge repository or organizational memory cannot be used as an effective mechanism to mobilize tacit knowledge. In

addition, although knowledge sharing is centered on people, moderate use of IT (i.e. telephone, email, and video conferencing) can facilitate conversations and promote knowledge sharing, as well as connect knowledge seekers with the knowledge owner through the function of a knowledge directory or 'people finder' (Hansen et al., 1999).

2.7 Strategic change and Human Resource Management

Human Resource Management focuses on achieving corporate strategy through the effective management of people in organizations. Needless to mention that Human assets are one of the most important competitive advantages a company can have (Bartlett and Ghoshal, 2002; Scholz, 2007; Boxall and Purcell, 2008). Human capital planning is the method by which an organization designs a coherent framework of human capital policies, programs, and practices to achieve a shared vision integrated with the agency's strategic plan. Implementation of the strategic human capital plan is a key step in an organization's progress to build a highly effective, performance-based organization by recruiting, acquiring, motivating, and rewarding a high-performing, top quality workforce. The plan becomes the roadmap for continuous improvement and the framework for transforming the culture and operations of the organization.

Numerous authors and studies have argued that HR management can be an important source of competitive advantage if it becomes more strategic (Lawler, 1995; Ulrich, 1997; Brockbank, 1999; Lawler & Mohrman, 2003).

The goal of the Strategic Human Capital Management concentration is to develop managers and professionals who can contribute to an organization's success by helping it

align its people management and employee relations strategies with the goals and strategy of the organization by use Typology of HRM Practices (Schuler & Jackson, 1987).

2.8 Empirical review

The results of a study by Wooldridge and Floyd (1990) suggest that involvement in the formation of strategy is associated with improved organizational performance. Consensus among middle-level managers, defined as strategic understanding and commitment, is related to involvement in the strategic process but not to organizational performance. Implications for research and the management of the strategic process are discussed.

Findings by Stoughton et al. (2012) within the corporations found that different perspectives toward sustainability exist. At the organizational level, senior leadership defines sustainability and establishes an integrated culture by aligning sustainability with business purposes and driving sustainability priorities through the organization. At the functional level, managers assume a differentiated perspective and translate organizational sustainability goals into tools and programs for facilities, suppliers, and employees. At the individual level, based upon different cultural influences, independent actors assume a fragmented perspective. Stoughton et al. found that each of these perspectives influences the others and is essential to the long-term success of a commitment to sustainability

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology that was used in conducting the study. It explains the research design, data collection and data analysis.

3.2 Research Design

According to Kerlinger (1986) research design is the plan and structure of investigation so conceived so as to obtain answers to research questions or test the research hypotheses. The plan represents the overall strategy used in collecting and analyzing data in order to answer the research questions.

The approach used in this study was a case study. It enables the researcher to have an in-depth understanding of International Livestock Research Institute (ILRI). A case study design is most appropriate where a detailed analysis of a single unit of study is desired as it provides focused and detailed insight to phenomenon that may otherwise be unclear. The importance of a case study is emphasized by Young (2000) and also by Kothari, (2004) who both acknowledge that a case study is a powerful form of qualitative analysis that involves a careful and complete observation of a social unit, irrespective of what type of unit is under study.

3.3 Data Collection

Data was qualitative by use of interview guide. Interviews are useful for gathering in-depth information about the viewpoint and opinions of a limited number of respondents.

The researcher used an interview guide method which involved questioning the Senior Leadership team and Directors. In gathering the information the researcher used face-to-face interview to collect data from the respondents.

3.4 Data Analysis

Content analysis was used for the data analysis. Qualitative researchers aimed to gather an in-depth understanding of human behavior and the reasons that govern such behavior. The qualitative method investigates the why and how of decision making, not just what, where, when (Denzin& Lincoln, 2005). Therefore the data that was collected from the respondents was compared and contrasted to get a deeper insight about change management and sustainability models adopted by ILRI using content analysis techniques.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter discusses the findings of the study based on the analysis and interpretation of the primary data collected from the interviews. Findings of the study focused on the change management and sustainability models for International Livestock Research Institute. The researcher collected primary data in - depth interviews using an interview guide with open - ended questions. The procedure involved personal interactive interviews conducted by the researcher and the interviewees.

4.2 Urgency for change

The interviewees were asked what necessitated the changes in International Livestock Research Institute and they acknowledged that the organization was forced to implement changes due to a number of changes in the environment that it operates in. According to the respondents, the twin challenges facing agriculture today are addressing the growing levels of food and nutritional insecurity, especially among the poor in developing countries. The vital role of small-scale livestock production and marketing systems in meeting food and nutrition challenges, and doing so sustainably and equitably, had not yet been a high priority for ILRI policymakers and investors. According to the respondents, ILRI and its partners need to demonstrate that livestock systems can help reduce food, nutrition, economic and environmental insecurity on a significant scale by reaching much larger numbers of people.

Insufficient funding was another major theme that emerged. According to the respondents, although livestock represent as much as 40% of agricultural GDP in many developing countries, the sector receives a much smaller proportion of funding for agricultural development and barely features in key policies. The participants indicated that the greater investment in livestock that is needed requires a greater capacity in developing countries and donor agencies to support livestock development and incorporate livestock development plans, respectively.

The respondents added that the rural poor in developing countries like Kenya are not a homogeneous group. Challenges and opportunities for the poor engaged in livestock systems differ according to their circumstances and require different approaches. In addition, Environmental and human health problems associated with livestock production and products are causing increasing concern in industrialized nations. This necessitates change of approach because if ILRI is to fulfill its potential in alleviating food insecurity and poverty, such concerns must be addressed in a balanced way as livestock systems evolve in developing countries.

Other drivers included affirmative action whereby respondents recognized that while there is growing recognition of the significant role of women in increasing food security and reducing poverty, this opportunity has not yet been realized, particularly in the livestock sector. Also, recent developments in new science and technologies offer new ways to make rapid progress in tackling livestock challenges in the developing world.

4.3 Strategic change management practices at ILRI

The researcher sought to find out what steps the management ILRI took to address the changes highlighted in the previous section. The respondents indicate that in 2012, ILRI developed a new strategy for the period 2013–2022. It incorporated several changes from the previous strategy, moving from a focus on livestock as a pathway out of poverty to a broader agenda that addresses poverty and food security in ways that are environmentally sustainable, good for human health and nutrition, and equitable. The new strategy put more emphasis on purposefully ensuring that research leads to developmental outcomes and impacts. The strategy aimed to embedding research in larger development projects in which research serves a small, albeit critical, role. ILRI would henceforth hold itself accountable for the attainment of measurable outcomes and impacts.

The participants added that the new strategy was tailored to accommodate a changing environment such as the recognition that Increased recognition that keeping livestock has benefits and risks, and that a balanced approach is required that takes account of livestock's impact on the environment, on human health and of potential inequities. In addition, livestock and human health and nutrition intersection has much higher visibility as a high-priority research area, with the nutritional dimension potentially expanding. Mainstreaming of ILRI gender strategy was another focus such that gender equity is at the heart of all the institute's work.

The researcher also sought to find out what the objectives of the change program were. The participants indicated that the change program had three objectives. According to the respondents the strategic objectives, articulated the roles of the institute in its work with

partners and indicated the metrics by which ILRI would measure its progress in achieving the goals. The first objective recommended ILRI and its partners develop, test, adapt and promote science-based practices that—being sustainable and scalable—achieve better lives through livestock. The second objective indicated that ILRI and its partners provide compelling scientific evidence in ways that persuade decision-makers—from farms to boardrooms and parliaments—that smarter policies and bigger livestock investments can deliver significant socioeconomic, health and environmental dividends to both poor nations and households. The third objective recommended that ILRI and its partners work to increase capacity among ILRI’s key stakeholders and the institute itself so that they can make better use of livestock science and investments for better lives through livestock.

The study also found that as part of the change program, ILRI management also adopted a risk management policy in 2012. The policy was designed to provide guidance to ILRI staff on implementing an institute wide risk management process, which comprises the following elements: Communicating the institute’s overall risk management strategy; Defining the responsibilities within the institute for risk management; Implementing a framework for identifying potential events, assessing risks and opportunities and selecting responses, thereby reducing the occurrence of surprises and related costs or losses while at the same time ensuring opportunities are not inadvertently missed. The framework provided, among other things.

In addition, the study found that ILRI management came up with a partnership strategy and management system as part of its change management process. The participants indicated that the Management decided to pursue the development of a more coherent

partnership strategy and management system which aims at institutionalization and operationalization of effective partnership management in the organizational structures, systems and processes. ILRI anticipated that by the end of this development and institutionalization process, ILRI would have a much clearer understanding of its partnerships and would be in a position to improve their quality in partnership management at all levels, thereby increasing its efficiency and effectiveness.

4.4 Strategic Change Management Models at ILRI

To understand the strategic change management models adopted the researcher sought to find out the various processes and procedures involved in developing and implementing the change program. The study found that in 2002, after internal and external consultations, ILRI modified its strategy. Since late 2011, ILRI had undertaken an extensive internal and external consultation process to review its past achievements and lessons and to learn from a wide and diverse group of stakeholders how to position itself for the future.

The respondent's indicate that the process began in late 2011, when ILRI hosted and facilitated a 'Livestock Exchange' event in which staff, partners and other stakeholders reviewed the achievements, challenges, changes and lessons learned in ILRI's research over the previous decade to help prepare ILRI for its future challenges and the strategy development process. For much of 2012, a diversity of facilitated on-line and face-to-face consultations and commentaries contributed to the current strategy.

The respondents also indicated that in 2003, ILRI published the new center strategy for its research and development activities. This strategy moved away from the conventional

view of research, as a rather linear and often isolated process, to the pursuit of impact as a driving force for research with the perspective of innovation systems as a framework. The strategy recognized the complexity of innovation as a socio-technical process where both knowledge networks and networks of influence are central to success in a continuous transformation process.

However, after three years of implementation of the new strategy, ILRI Management recognized the need for an in-depth analysis of the state of its partnerships and initiated a Centre Commissioned External Review. An initial short study revealed that, whilst considerable progress had been made, the management of partnerships needed to move from a rather ad hoc approach to one that was more proactive and systematic.

4.5 Critical success factors for change management at ILRI

The researcher sought to find out the critical success factors which would enable ILRI meet its strategic objectives. The study found that ILRI's ability to achieve its strategic objectives depends heavily on implementing excellent livestock science to provide high-quality empirical evidence and to address the most relevant science questions, spanning technology solutions and how and for whom research results are used, i.e. science-based solutions that enable ILRI to improve food security and reduce poverty on the scale specified in the first strategic objective.

The respondents also indicated that to achieve its strategic objectives, ILRI needed to influence the choices of decision-makers and investors and catalyze changes in the strategies and practices of a large set of livestock system actors and livestock producers

themselves. Outcomes involving changes in behavior are essential for the institute to significantly increase food security and reduce poverty. In addition, to avoid the risk that ILRI's research and development activities could be isolated and one-time interventions, and to bring about sustained change and ensure impact at scale beyond conventional project lifespans, a critical mass of people and organizations has to be equipped with the skills to design, implement and maintain appropriate livestock research and development initiatives.

The study also found that to respond various challenges, ILRI had an institutional business and resourcing plan contributing to a stronger resource mobilization strategy to: Identify and adapt to changing funding mechanisms and requirements in the context of the Consortium, the Fund Office and Fund Council. Promote more efficient and stable funding flows. Enhance its professional dedicated capacity for supporting and monitoring various funding opportunities and improve the identification of objectives and assigning of responsibilities for funding targets.

The respondents indicated that the current strategy presented new challenges that required ILRI to build on its past and present excellent people, processes and infrastructure to design, carry out and deliver on its purpose. ILRI's business and performance culture must ensure that every part of the institute is aligned and optimized to support effectively specific interventions (e.g. those related to science, capacity building, impact, resources).

4.6 Challenges of strategic change management practices at ILRI

The researcher sought to find out the challenges ILRI management faced in the development and management of the change program. The study found that employee resistance was a major stumbling block in the change process. According to the respondents majority of the employees had become accustomed and comfortable with the way ILRI was run. However the change programme recommended several major changes such as training and partnerships which disrupted the familiarity of some employees leaving them dissatisfied with the program.

The study also found that organizational structures at ILRI at times hindered success of the change program. This was mostly caused by the bureaucracy in the organization. Being an international organization, the change program had to be verified and approved by managers in various capacities such as country representatives, government officials and donor organization. This bureaucracy frustrated the process by slowing down the pace of the change program.

Communication was another challenge faced in the change program. According to the respondents, employees wanted to know what was going on, whether it was positive or negative news. The feeling of uncertainty when management didn't communicate disrupted work and made employees feel as if they weren't a part of the decision. Failing to communicate with all employees invited rumors and fear into the workplace. Other challenges included lack of consensus among the top level management and insufficient funds to implement some of the changes.

4.7 Discussion of findings

4.7.1 Link to theory

The study found that ILRI management developed several strategies to implement change in the organization. From the findings the researcher findings that the strategic process was in line with Kotter's eight steps to successful change model. According to Kotter (1996) an organization must establish a sense of urgency about the need to achieve change, assemble a group with power energy and influence in the organization to lead the change; develop a vision and strategy; communicate the change vision and empower broad-based action. The researcher finds that all these steps were observed in the creation of the various strategies within the change program.

The findings are also consistent with Lewin's change management model. According to Lewin (1947) it does not suffice to define the objective of planned change in group performance as the reaching of a different level. Permanency of the new level, or permanency for a desired period, should be included in the objective. The strategies developed had objectives within them. In addition, the current strategy was long term having been developed for the years between 2013 and 2022.

The findings of the study are also consistent with the resource based theory. The resource based view of the firm (RBV) explains that each firm has resources and capabilities, and that there are resources that can be exploited and become sources of competitive advantage under certain conditions. The strategy of the change program recognized the value of the resources within it and recommended the training of its staff and to improve the quality of the research work at ILRI.

4.7.2 Link to other studies

The study found that ILRI was under pressure to effect change in the organization. This was necessitated by major changes in the environment that it operates in. These changes included but not limited to climate change, lack of funding and gender equity. ILRI had to come up with new strategies to ensure that its operations were commensurate with environmental changes to ensure sustainability of the organization. The findings are therefore consistent with Benn, Dunphy and Griffiths (2014) and Buchanan and Fitzgerald (2005) who indicated that there is no bigger challenge for organizational change management in the contemporary world than achieving greater sustainability.

The findings are also in agreement with Hunger and Wheelen (2002) who indicate that as the world's environment becomes increasingly complex and changing, strategic management is used by today's corporations as one way to make the environment more manageable. A globalized economy is creating both more hazards and more opportunities for everyone, forcing firms to make dramatic improvements not only to compete and prosper but also to merely survive.

The study found that recent developments in new science and technologies offer new ways to make rapid progress in tackling livestock challenges in the developing world. This was one of the drivers of urgency for change at ILRI. The growth in technologies calls for organizations to adopt new methods of practice. This necessitated ILRI to come up with a new strategy. The findings are therefore in agreement with Balogun and Hailey (2008) who indicated that rapid technological change is forcing organizations to adopt to new technologies and change the way they both work and interface with their suppliers and customers

The study found that employee resistance, organizational structure, communication and funding were major challenges in the change programme. These findings are consistent with De Matos and Clegg (2013) who indicated that challenges associated with sustainable development are multifaceted, including criteria pertaining to the delivery of environmental, social, ethical and economic results. According to the authors, shareholder value, managers must focus not only on cost reduction and risk control but also on fostering innovation, enhancing corporate reputation within external stakeholders and establishing a credible growth path for the future

In the change program, the study found that ILRI aimed to implement ILRI staff development and in-service training, including skills development, research management training and participation at conferences. This shows that the organization was alive to the importance of training to the success of the change programme. The findings are therefore in agreement with Bartlett and Ghoshal (2002) and Purcell (2008) who indicated that implementation of the strategic human capital plan is a key step in an organization's progress to build a highly effective, performance-based organization by recruiting, acquiring, motivating, and rewarding a high-performing, top quality workforce. The plan becomes the roadmap for continuous improvement and the framework for transforming the culture and operations of the organization.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the findings of the study in summary form. It also presents the conclusions drawn from the study, the recommendations put forward by the researcher based on the findings from the study as well as the suggestions on areas that need further research as far as strategic change management is concerned.

5.2 Summary of findings

The purpose of the study was to find out change management and sustainability models for International Livestock Research Institute. The approach used in this study was a case study. The researcher used an interview guide method which involved questioning the Senior Leadership team and Directors at ILRI. Content analysis was used for the data analysis. The following are the major findings of the study.

According to the respondents, the twin challenges facing agriculture today are addressing the growing levels of food and nutritional insecurity, especially among the poor in developing countries. Insufficient funding was another major theme that emerged. Challenges and opportunities for the poor engaged in livestock systems differ according to their circumstances and require different approaches. Also, recent developments in new science and technologies offer new ways to make rapid progress in tackling livestock challenges in the developing world.

The study found that ILRI developed a new strategy for the period 2013–2022. It incorporated several changes from the previous strategy, moving from a focus on livestock as a pathway out of poverty to a broader agenda that addresses poverty and food security in ways that are environmentally sustainable, good for human health and nutrition, and equitable. The study also found that as part of the change program, ILRI management also adopted a risk management policy in 2012. The policy was designed to provide guidance to ILRI staff on implementing an institute wide risk management process. In addition, the study found that ILRI management came up with a partnership strategy and management system as part of its change management process. The study found that the above strategies were developed on the back of consultations and review of the success of earlier strategies.

5.3 Conclusions

The researcher concludes that the changing environment in terms factors affecting agriculture such as climate change was the primary reason of the change program at ILRI. The researcher concludes that the change program at ILRI observed various models of strategic change such as Kotter’s eight step to successful change model and Lewin’s change management model. The researcher concludes that this ensured that ILRI came up with a solid strategy to effectively implement change in the face of a changing environment. The researcher also concludes that the change program at ILRI faced several challenges such as that employee resistance, bureaucratic organizational structure, ineffective communication and insufficient funding.

5.4 Limitations of the study

The study was limited to ILRI as an organization which is a non-profit organization; therefore usability of the findings and recommendations in other organizations should be done with caution. The study was also limited in that only the top level management was involved in the study. The study was time bound as the findings had to be submitted within the researcher's university's academic calendar. The study was also limited in funding as the researcher funded all activities.

5.5 Recommendations of the study

- (i) All organizations should be alive to the changing environment and implement strategic change where necessary.
- (ii) Organizations implementing change should adopt one of the many models of strategic change to ensure effectiveness of the change program.
- (iii) Employees should be involved in the change program and any changes should be communicated to them.
- (iv) Any change program should take into consideration the implications for finance especially for not-for-profit organizations which rely on donor funding.

5.6 Suggestions for further study

The study was carried out in ILRI which is both non-profit and global, future studies on models of strategic change should be carried out in similar organizations such as KEMRI and other NGOs to better understand change management and sustainability models.

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APPENDICES

Appendix I: Interview guide

1. Have there been any changes at the International Livestock Research Institute?
2. How has the new constitution affected ILRI? What of vision 2030
3. In which areas has strategic change been most necessary in the last 5 years?
4. Please explain what necessitated the changes in your organization and how the change process began.
5. Who initiated the strategic change management process?
6. Was the initiator of the strategic change the same one who led the process
7. What were the strategic objectives of the change program?
8. Which factors favor the strategic change processes in ILRI?
9. Was there any consideration of whether the changes will be accepted and the possible resistance?
10. What kind of adjustments were made in order to accommodate the changes in terms of
 - a) System
 - b) Structure
 - c) Peoples' knowledge and skills
11. Did the organization apply strategic change management practices in its operations?
12. What strategic change management model did the organization use?
13. What factors informed the choice of change management model?
14. What challenges did you face in implementing the said change management model?
15. What mistakes did you do as the management during the strategic change implementation?
16. In your opinion, was change management model successful?

Thank you for your time

Appendix II: Letter of Introduction for Data Collection



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

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

DATE 23/9/14

TO WHOM IT MAY CONCERN

The bearer of this letter GRACE KAWIRA MICEKA

Registration No. D6116006412013

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

