STRATEGIC CHANGE MANAGEMENT AT THE NATIONAL MUSEUMS OF KENYA

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DECLARATION

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

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

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DEDICATION

To my dear mother Grace N. Borona for always believing in me.

I owe all this to you.

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LIST OF ABREVIATIONS

NMK - National Museums of Kenya

EAUNHS - East Africa and Uganda Natural History Society

KPLC - Kenya Power and Lighting Company

UON - University of Nairobi

NSSF - National Social Security Fund

NSE - Nairobi Stock Exchange

DG - Director General

DEC - Directors Executive Committee

NMKSP - National Museums of Kenya Support Programme

EU - European Union

GOK - Government of Kenya

KTB - Kenya Tourism Board

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ABSTRACT

With the rapid changes in technology and globalization the past decade has seen organizations of all types undergo change more than ever before. Change management entails thoughtful planning, sensitive implementation and above all consultation and involvement of the people affected by the changes. If you force change on people normally problems arise. Change must be realistic, achievable and measurable.

Change can take many forms and include many environments. The most common is organizational change management which is the process of developing a planned approach to change in an organization. Typically the objective is to maximize the collective benefits for all people involved in the change and minimize the risk of failure in implementing the change. To be effective, change management should be multi-disciplinary and should touch on all aspects of the organization. At its core, implementing new procedures, technologies and overcoming resistance to change are fundamentally human resource management issues which determine the success or failure of a change program.

The National Museums of Kenya (NMK) is a unique institution that manages three World Heritage Sites, twenty two museums and over a hundred sites and monuments across the country. As the custodian of Kenya's natural and cultural heritage, NMK collects preserves and presents the past and present for today and posterity. Like other institutions operating in a competitive global environment the institution saw the need to undertake a change management process. To this end the museum underwent a restructuring program from 2005 to 2007 with an aim of making it a world class institution which is responsive to visitor needs.

This case looks at the forces of change within the NMK, strategic change management practices adopted, the change content and the challenges faced in implementing the change program. The study identified that some of the change programs were still ongoing and recommends that the NMK develops the capacity to be a learning organization that is able to respond to changes in the environment and move into the future sustainably.

CHAPTER ONE

INTRODUCTION

1.1 Background

Organizations today operate in dynamic and constantly changing and increasingly competitive environment. Globally organizations and society are in a period of rapid unprecedented change where traditional certainties no longer hold true and new ones are yet to emerge. It has become an accepted view that for society at large the magnitude, speed, unpredictability and impact of change are greater than ever before. Local markets have become global markets, protected or semi protected markets and industries have opened up to fierce competition. Public bureaucracies and monopolies have either been transferred to the private sector or have themselves adopted much more market oriented practices. Change has become both pervasive and persistent. It is normality (Burnes, 2004).

The changes are as a result of environmental factors that include economic fluctuations development of new products and technology, social change, globalization as well as shifting customer tastes and preferences. To cope with these changes strategic management has taken centre stage in organizations that have the intent of succeeding in the turbulent business environment. Furthermore the unstable markets, products and consequent frequent changes in organizations make strategic change management critical to their survival and prosperity (Ansoff and Mcdonell, 1990).

Kenyan firms have not been spared from these changes that would have occurred in the recent past as a consequence of globalization of markets. Even heritage management institutions which are traditionally seen to be existing in stable environments have seen the need to adopt strategic change management. The 'Museum in Change' programme, was geared towards making NMK an outward looking institution that responds to visitors' needs while providing quality services and products. The key aspects of the programme are highlighted in three main components: infrastructure development, legal reforms and organizational review.

1.1.1 Management of Strategic Change and Change Management Practices

Johnson and Scholes (2003) state that strategy is the direction and scope of the organization over the long term which achieves advantages for the organization through its configuration of resources within the changing environment to meet the needs of the market and fulfill the stakeholders expectations. Organizations come in all shapes and sizes, provide a vast variety of products and services and face an enormous array of challenges. The only factor common to all organizations is change. Organizations never stand still though the speed and magnitude of change which varies from organization to organization and over time. It is now generally accepted that the ability to manage change effectively is a crucial component of an organization's capability to compete successfully.

According to Kanter, Stein and Jick (1992) strategic change management is defined as the actions processes and decisions that are executed by an organizations members to realize their strategic intentions. Strategic change is about managing the unfolding non linear dynamic processes during strategy implementation in policy systems, values, staff and skill of an organization to realize strategy. Change management has attracted interest to many organizations in these times of rapid changes in the business environment. This is attributable to the realization that organizations do not have the luxury of not undertaking strategic management since failure to do so will certainly lead to irrelevance if not extinction.

Successful change management process depends largely on the context in which change is taking place. The time within which change is needed, the scope of change, organization resources, characteristics needed to be maintained, diversity of staff groups , degree of change resources available, readiness of workforce to change and power that change leaders have to inspire change and play crucial roles in change management (Johnson and Scholes, 2003).

There are two main approaches to change management that have been developed by scholars over time. The first of these is planned change approach which views organizational change as a process of moving form one fixed state to another through a series of preplanned steps. This approach distinguishes change that is conscious as opposed to change that was brought about by accidents or impulse.

The other approach is known as emergent change management approach. This approach emerged in the 1980s. It views change as a continuous, open ended and unpredictable process of aligning and realigning the organization to its changing environment. It recognizes the need for organizations to align their internal practices to the external conditions. An organization undergoing change process requires an understanding of the change context in order to adopt the approach best suited to its specific circumstances and what would enable success.

Based on the planned and emergent approaches to change management various models for managing strategic change have been developed. Under planned change management approach the main models are Action Research. Three Step model, and the Kottler model. Dawson's processual model and Quinn's logical incrementalism model are the two main models of the emergent change management approach (Johnson and Scholes, 2003).

Regardless of the change management approach adopted in an organization change will depend on two critical factors: the agency for change and the organizations change competency. Irrespective of the nature or form of change, change has to be managed. Someone has to take responsibility for ensuring that change takes place. This is the change agent who can either be a manager or a facilitator. In organizational change competency, the focus is on the organization wide capability to apply change management practices successfully and routinely. It is the presence of a business culture that expects and reacts to change with the understanding, perspectives, tools and techniques to make change seamless and effortless.

1.1.2 The National Museums Of Kenya

The National Museums of Kenya (NMK) is a state corporation established by an Act of Parliament, the Museums and Heritage Act, 2006. NMK is a multi-disciplinary institution whose role is to collect, preserve, study, document and present Kenya's past and present cultural and natural heritage. This is for the purposes of enhancing knowledge, appreciation, respect and sustainable utilization of these resources for the benefit of Kenya and the world, for now and posterity. NMK's mutual concern for the welfare of mankind and the conservation of the biological diversity of the East African region and that of the entire planet demands success in such efforts.

The history of the NMK dates back to its humble beginnings in around 1909 when a group of natural history enthusiasts formed the East Africa and Uganda Natural History Society (E.A.U.N.H.S). The initial objective of this society was to collect, preserve and carry out critical scientific study of various aspects of the East African natural habitat. When in 1928 Sir Robert Coryndon the then governor of Kenya died, a new museum building was erected in his memory on the Museum Hill near the central business district. The 'new' Coryndon museum which opened its doors on September 22, 1930 was later to be renamed the Nairobi Museum.

The Nairobi Museum established galleries with displays ranging from natural history, ethnography, and paleontology. With the formation of the National Museums of Kenya in the post-colonial era, as the umbrella government corporation in charge of Kenya's museums, sites and monuments, the Nairobi Museum became its main regional museum and the Museum Hill site is now the headquarters of all NMK operations.

Since those early days the NMK has grown both in terms of its physical size and structure. The administrative and research centres continued to broaden as new elements were added to its operations. The NMK is a unique institution that manages three World Heritage Sites, twenty two museums and over hundred sites and monuments across the country. As an institution that must respond to the growing needs of the society, NMK is striving to contribute in a unique way to the task of national development. Following the adoption of National Museums and Heritage Act, 2006 the NMK is mandated to perform the following core functions: serve as national repositories for things scientific, cultural, technological and human interest, serve as a place where research and dissemination of knowledge in all fields of scientific, cultural , technological and human interest may be undertaken, identify, protect, conserve and transmit the cultural and natural heritage of Kenya and promote cultural resources in the context of social and economic development.

The NMK's vision is to be a centre for excellence in heritage management and research for the benefit of humanity. Its mission is to collect, document, preserve, study and present Kenya's past and present cultural and natural heritage and enhance knowledge appreciation, respect, management and use of these resources for the benefit of Kenya and the world. To achieve the mission and realize its vision, NMK has set out four strategic objectives that are in tandem with the Kenya government vision of a globally competitive and prosperous country with high quality of life by 2030.

The NMK strategic objectives are: to position NMK as the premier institution in the development of heritage products, promotion of sustainable utilization of heritage resources, generating knowledge for science and technology, innovation and implementing sustainable environmental management programs. If the NMK is to achieve the afore mentioned objectives it is essential that it consistently meet or exceed customers requirements and expectations for the quality performance, timeliness and cost of products and services provided.

1.2 Statement of the Problem

Public corporations in Kenya have traditionally been characterized by inefficient operations and have depended on the exchequer to bail them out when in a financial crisis. In the same light some public corporations have been transformed and have started operating in a business like manner to the benefits of the society and the organization. NMK embarked on a change management programme in 2005 to 2008 this being the very first time the museum was undergoing any change since its official opening in 1930.

The museum exhibitions now have embraced an interactive approach which was a key aspect of the restructuring programme. In addition they have rebranded and are attracting visitors from the general public as opposed to the past when the bulk of the visitors were school children and tourists. Today the museum is generating income to sustain their operations through the various strategies such as hosting events at their various venues, leasing their venues for various business activities, as well as developing casts for the export market. The need to study change management in the museum is important because it will enable outline the success factors which can be replicated in other public or even private institutions as well as the challenges that the museum has faced in the restructuring programme. The researcher will recommend strategies for dealing with these challenges for the benefit of the museum, other institutions undergoing change and the academic world.

Studies on change management in the past have tended to lean towards business firms(e.g Nyalita 2006, Kathuku 2005, Mberia 2006, Abulaziz 2006 and Kandie 2005) but few studies have been done on public corporations(e.g Mugo 2006, Murigu 200 and Nyororo 2006).To the best of the researcher's knowledge no study has been carried out on the strategic change management at the NMK. This study analyzes the forces drove the museum to undertake change, the strategic change management practices adopted, the change content, and the challenges encountered in undertaking this change.

1.3 Study Objectives

i. To understand the forces that made the NMK undertake change management
ii. To establish the strategic change management practices adopted by the NMK
iii. To determine the change content at the NMK
iv. To identify the challenges faced in change management at the NMK

1.4 Importance of the Study

This study will be an opportunity for NMK top management and staff to gauge progress, direction and benefits of the change effort. It will be a source of information should they be faced with similar situations in the future. The findings will be important to employees in understanding the challenges that management faces in implementing change initiatives. The recommendations that are made on tackling the challenges faced will aid the organization to devise strategies to overcome them.

The study will also be useful for academicians willing to carry out further research in this area. It will also be important for similar organizations undergoing change or those that seek to improve their performance through strategic change management practices.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter begins with a review of the concept of strategy and change management. Strategy is explained as the link between an organization and its environment and underscores the need for all organizations whether private or public to develop and manage strategy in order to fit in the changing environment. Various scholars have postulated theories and models of change management and these are presented in detail in this chapter. In addition approaches to change management and forces of change management practices are discussed. As a conclusion this chapter seeks to explain the linkage between strategic change management and performance.

2.2 Concept of Strategy and Change Management

It is commonly believed that the concept of strategy has been passed down to us from the ancient Greeks. Bracker (1980) argues that the word strategy comes from the Greek word *stratego* meaning 'to plan the destruction of one's enemies through effective uses of resources.' This concept however was developed purely in relation to the successful pursuit of victory in war. The concept remained a military one until the 19th century when it began being applied in the business world. Most writers believe that the process which this process took place is untraceable. According to Chandler (1962), the emergence of strategy in civilian organizational life resulted from awareness of the opportunities and needs created by changing population, income and technology. The focus was on employing existing or expanding resources more profitably.

Strategies may be explicit or implicit kept within the senior management team or pervading the organization to produce a sense of common direction. Since the 1960's two schools of thought have been put forth regarding strategy: planning and design schools (Burnes, 2004).The planning school is based on formal procedures. formal training, formal analysis and a large dose of quantification. The underlying assumption of this school of thought is that strategy should be put together and work in the same way as a machine. The design school which has some common features with the planning school adopts a less formal approach. According to this school of thought, strategy should achieve a fit between the organizations internal capabilities and the external possibilities it faces.

According to Mintzberg, Quinn and Ghosal (1998), there are five main and interrelated definitions of strategy: strategy as a plan which views strategy as some form of consciously intended course of action which is created before the events; strategy as a ploy where strategy is seen as a manoeuvre to outwit an opponent, strategy as a pattern; this shows consistency over time; strategy as a perspective meaning that everyone in the organization shares a common view of its purpose and direction which guides decision making and action in the organization.

Johnson and Scholes (2003) state that strategy is the direction and scope of the organization over the long term which achieves advantages for the organization through configuration of its resources within the changing environment to meet the needs of the market and fulfill stakeholder's expectations. Strategic management is a systematic approach to major and increasingly important responsibility of general management to position and relate the firm to its environment in a way that will ensure continued success and make it secure to surprises. Strategic management is thought to have three elements: strategic analysis in which a strategist seeks to understand the strategic position of the organization, strategic choice which is to do with formulation of possible courses of action, their evaluation and choice between them, and strategic implementation which is concerned with planning how the choice of strategy can be put into effect.

Hamel and Prahalad (1989) argue that companies that have risen to leadership invariably began with the ambitions that were out of proportion to their resources and capabilities. But they created an obsession with winning at all levels. This obsession is known as 'strategic intent'. The concept of strategic intent encompasses an active management process that includes focusing the organizations attention on the essence of winning, motivating people, by communicating the value of the target, having room for individuals and team contributions. sustaining enthusiasm by providing new operational definitions as circumstances change and using intent consistently to guide resource allocation. Strategic intent implies sizeable stretch for an organization current capabilities and resources will not suffice. This forces the organization to make the most of limited resources.

Strategic change is defined as the actions process and decisions that are executed by an organization's members to realize their strategic intentions. Strategic change embodies the concept of an unfolding non linear dynamic process during strategy implementation in policy systems, values, staff and skill of an organization to realize strategy (Abrahamson, 2000). According to Beer and Nohria (2000), strategic change is defined as a process of moving an organization away from its present state towards some desired future to increase its competitive advantage. Mullins (1989) considers change management as a process which deals with fundamental organization renewal and growth with development of strategies structures and systems necessary to effectively manage the strategy formulation process.

Strategic change aims at aligning structures. systems. processes and behavior to the new strategy. Burnes (2004) argues that because of political, economic. social and technological changes the history of organizations has been that of change and upheaval since the industrial age. Ansoff and Mcdonnel (1990) observe that changes are increasingly becoming complex, novel and discontinous from past experience. Equally, the change challenges have become simultaneous. The need for revival of entrepreneurship. response to the increasingly global competition and societal involvement in how firms are to be run is more critical that ever before.

Burnes (2004) argues that change management comes in all shapes and sizes and for this reason it is difficult to establish an accurate picture of the degree of difficulties organizations face in managing change successfully. However there are three types of organizational change which because of their perceived importance have received considerable attention: the introduction of new technology in the 1980's the adoption of Total Quality Management over the last 20 years and the application of business process re-engineering from the 1990's. Over time the three have hailed as revolutionary approaches to change management and critical in improving performance and competitiveness.

Conner (1998) argues that what organizations change ultimately requires is that people develop not just new skills and knowledge but a whole new way of looking at things. It puts them through a whole internal reorientation. If people do not go through the internal process of transition they will not develop new behaviours and attitudes that change requires. Cummings and Huse (1989) state that managers and supervisors can learn basic transition management strategies and with such strategies they can bring employees through even far reaching and wrenching changes with renewed energy and purpose. When they do that the organization is strengthened not only by the improvements resulting from the change but also renewal and realignment that comes from the transition. The goals on which the organization's future depends are often threatened by the effects of the changes on the people who must carry them out and the environmental forces.

Kotter (1996) postulates that a change program should describe the change process to all involved and explain the reasons why the change is occurring. The information should be complete unbiased, reliable, transparent, and timely. It should also be designed to effectively implement the change while being aligned with organizational objectives macro environmental trends, employee perceptions and feelings. Further the change program should provide support to employees as they deal with the change and to the greatest extent possible involve the employees directly in the change itself. According to Beer and Nohria (2000), neither strategy nor change management would be considered particularly important if products and markets were stable. An organizations environment is always changing and for it to gain competitive advantage it must configure its resources to match the changes. The changes could be mild or turbulent but they must be matched accordingly by appropriate strategy.

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2.3 Theoretical Foundations of Change Management

Whatever form change takes and objectives it seeks to achieve organizations cannot expect to achieve success unless those responsible for managing it understand the different approaches on offer that can match their circumstances and preferences. Managers understanding of the theory and practice of change management is not an option but an essential requisite for organization survival. Change management is not a distinct discipline with rigid and clearly defined boundaries. The theory and practice of change management draws upon a number of social disciplines and traditions. According to Burnes (2004), there are three planks on which change management theory stands: the individual perspective, the group dynamics school and the open systems school.

Proponents of the individual perspective are split into two – the behaviorists who argues that the behaviour of an individual is a result of interaction with his environment while the psychologists argue that an individual's behaviour is the product of environment and reason. According to the behaviourists human actions are conditioned by the expected consequences, behavior that is rewarded tends to be repeated and behaviour that is ignored tends not to be. This therefore means that in order to change behavior it is necessary that the conditions that cause it are changed too(Kotter,1996).The psychologists argue that behaviour is not only just a product of external stimuli but rather it arises from how the individual uses reason to interprete these stimuli. This means that to achieve change there is need to for individuals to understand themselves and the situation in question which it is believed lead to changes in behaviour (Schein, 1988).

According to Mullins (1989, the group dynamics school originated from the work of Kurt Lewin and it emphasizes bringing about organizational change through teams or work groups rather than individuals. People in organizations work in groups as such individual behaviour must be seen and modified and changed in the light of groups prevailing practices and norms. An individual's behaviour at any given time according to Lewin is an interplay between the intensity and valence of the forces impinging on the person. A group therefore is never in a steady state of equilibrium but in a continuous process of mutual adaptation known as quasi- stationary equilibrium. The focus of change therefore according to the proponents of this theory should be at the group level and should concentrate on influencing and changing the group's norms and values. According to Bennet (1983), the group dynamics perspective is similar to Action Research which advocates that change process must become a learning situation .one in which participants learn not only from actual research, the use of theory to investigate a problem and identify a solution, but also from the process of collaborative action and problem solving.

The open systems school sees organizations as composed of a number of inter connected sub systems. It follows that any change to one part of the system will have an impact on other parts of the system and on its overall performance in turn. In this school of thought organizations are seen to be open and in constant interaction with the external environment. They are also open internally in that the various sub-systems interact with each other. Mullins (1989), postulates that objective of the open systems approach is to structure the functions of a business in such a manner that through clearly defined lines of coordination and interdependence, the overall business objectives are collectively pursued. The emphasis is on achieving overall synergy rather than on optimizing performance of any one individual part per se.

According to Burnes (2004),the different schools of though have put themselves forward as the most effective but are not necessarily in conflict or competition. Change at one level should take account of the change it will cause in another section of the organization. Organizations as theories suggest are social systems and to change anything requires the cooperation and consent or atleast acquiescence of individuals and groups who make the organization. It is only through their behaviour that structures, technologies, systems and procedures of an organization move from being abstract concepts to concrete realities. In a nutshell they could be viewed as complimentary approaches.

2.4 Approaches to Change management

Change in organizations can be either proactive or reactive. Proactive change involves actively attempting to make alterations to the work place and its practices. Companies that take a proactive approach to change are often trying to avoid a potential future threat or to capitalize on a potential future opportunity. Reactive change occurs when an organization makes changes in its practices after some threat or opportunity has already occurred.

Conner (1998) argues that changes are so rapid that confusion and dysfunction in organizations have become more the rule rather than the exception and many frames of reference that offered some degree of predictability and order are fast disappearing. Even successful organizations recognize that continued survival requires them to manage changes associated with entrepreneurial growth effectively. Depending on the nature and scope of change four types of changes may be encountered namely: adaptive, revolutionary, reconstruction. and evolutionary. Scope involves paradigm shift and the transformational or alignment nature of change depends on whether it can be achieved incrementally or requires urgent immediate action described by Johnson and Scholes (2000) . as 'the big bang approach'

Kotter (1996) states that planned change is a term developed by Kurt Lewin to distinguish change that was consciously embarked upon or planned by an organization as opposed to changes that might come about by accident. impulse or that might be forced on a an organization. Abrahamson (2000) describes planned change as an interactive, cyclical process involving diagnosis, action and evaluation and further action and evaluation. This approach recognizes the fact that once change has taken place it must be self sustaining. Central to planned change in an organization is the emphasis placed on the collaborative nature of the change effort: the organization, both managers and recipients of change and the consultant jointly diagnose the organization's problem and jointly plan and design the specific changes.

2.4.1 Models of Planned Change Approach

2.4.1.1 Action Research

Cummings and Huse (1989) argue that 'Action Research' was first coined by Kurt Lewin in 1946 and is based on carrying out research regarding an action with a goal of making that action more effective. It refers to programs and interventions designed to solve a problem or improve a condition and based on proposition that an effective approach to solving organization problems must involve a rational, systematic analysis of the issues in question. Burnes (2004) outlines the following as the steps that make up this model: perception of the problem by some key individual, consultation with experts, systematic data gathering about the system relative to some goal, objective or need of that system, taking action by altering selected variables within the system, evaluating the results by collecting more data and taking action again. This model deals with the organization, the subjects or the people and the change agent who is a consultant. According to Bennet (1983), to be successful there needs to be a 'felt need'. Felt need is an individual's inner realization that change is necessary. If felt need is low in the group or the organization then implementing change becomes problematic. Action research stresses that for change to be effective it must take place at group level and must be a participative and collaborative process which involves all the concerned parties.

2.4.1.2 Lewin's Three Step Model

Johnson and Scholes (2003) state that according to this model, permanent changes in behaviour involve three aspects: unfreezing previous behaviour, changing and refreezing the new patterns. The first step is "unfreezing," which involves dismantling those things that support or maintain the previous behavior. It is the readiness to acquire or learn new behaviour. People are willing to accept new ways of doing things but this requires a trigger for example, declining profits or threat of closure in an organization.These elements of the old system could be the compensation system or the approach to performance management. Lewin argues that the stability of human behavior was is on a quasi-stationary equilibrium supported by a complex field of driving and restraining forces. He states that the equilibrium needs to destabilized (unfrozen) before old behaviours can be discarded (unlearnt) and new behaviour successfully adopted. Schein (1988) identifies three processes necessary to achieve unfreezing: disconfirmation of the validity of the status quo. the introduction of guilt or survival anxiety and creating psychological safety.

Unfreezing is not an end in itself; as it creates the motivation to learn but does not necessarily control or predict the direction. In the second step, the organization "presents a new alternative." This means introducing a clear and appealing option for a new pattern of behavior. One should seek to take into account all the forces at work and identify and evaluate on trial and error basis all the available options. This means that this stage involves a strategy of clearly planned change (Beer and Nohria, 2000).

The final step in this model is "freezing" which requires that changed behavior be reinforced both formally and informally in the organization. It is in this step that managers can have a great amount of influence through their use of positive reinforcement. This step seeks to stabilize the group at a new quasi-stationary equilibrium in order to ensure that the new behaviours are relatively safe from regression. According to Schein (1988), the new behaviour must be to some degree congruent with the rest of the behaviour, personality and environment of the learner or it will lead to new grounds for disconfirmation. Critiquing Lewin's model, Conner (1989) argues that it does not explicitly state the notion that simply introducing change will result in the change being adopted or being sustained over the long run. If an attempt to create change in the organization is unsuccessful, it means that there is a problem in one of the three steps in the model.

2.4.1.3 Bulock and Batten's Four Phase Model

This model describes planned change in terms of two major dimensions: change phases, which are distinct states an organization moves through as it undertakes planned change and the change process which are the methods used to move the organization from one state to another (Kanter et al. 1992).

In the first phase of this model which is known as 'exploration' the organization has to explore and decide whether it wants to make specific change in operations and if so commit resources to planning changes. The change process involved in this phase are becoming aware of the need for change, searching for a consultant to assist in the change process, and establishing a contract with the consultant which clearly defines each parties responsibilities. The planning phase entails understanding the organizations problem. The change processes involved in this are collecting information, establishing a correct diagnosis of the problem, establishing the goals and designing strategies to achieve these goals and getting the key decision makers on board to support the proposed changes. Action phase deals with change implementation. Appropriate arrangements to implement the change are put in place, gaining support for the actions to be taken, evaluating the implementation activities and giving feedback so that necessary adjustments can be made characterize this step (Burnes, 2004).

Integration phase commences once the changes have been successfully implemented. It deals with consolidating and stabilizing the changes so that they become part of the organizations normal day to day operations. Kotter (1996) argues that the change processes involved in this include reinforcing new behaviours through a feedback and reward system, gradually decreasing reliance on the consultant, diffusing the successful aspects of the change process throughout the organization, training managers and employees to monitor the changes constantly. According to some scholars this model has broad applicability to most change situations. It clearly incorporates key aspects of many other change models and especially it overcomes any confusion between the processes of change and the phases of change.

According to Abrahamson (2000), the planned change approach has been criticized over time because it assumes that an organization exists at different states at different times. In times of turbulence/chaotic changes, organizational change is more continuous and open ended not discreet, self contained events. The theory further ignores the influence of organizational politics – that not all parties may agree on the way to handle change. It also assumes that one change is good for all organizations and doesn't clearly explain how organizations will respond to change or initiate change in a time of crisis.

Johnson and Scholes (2003) contend that the emergent approach views change as a process that unfolds through interplay of multiple variables within an organization. Proponents of this theory argue that change cannot be characterized as a rational series of decision making activities and events. According to Conner (1998), change is not a series of linear events within a given period but rather a continuous process. Handling change is part of a manager's every day role and not work of a specialist. This theory emphasizes bottom up and not top down approach as implied by planned change. This approach emphasizes four features in change management: structures, cultures, organizational learning and managerial behaviour.

The role of manager is to create and foster structures and climate encouraging and facilitating change by the organization people. Managers are seen as facilitators not doers and their focus should be on information gathering, communication and learning (Beer and Nohria, 2000).Critics of the emergent approach argue that not all organizations face same kind of environment as assumed by the proponents. The approach focuses on creating a climate but does not give specifics on what it will be. Some organizations may perceive need for change but not be able to learn.

2.4.2 Models of Emergent Change approach

2.4.2.1 Processual Model

According to Burnes (2004), in this model temporal aspects of change are used as a means of breaking down the complex process of organizational change, into manageable portions. These are comprised by conception of need for change, process of organizational transition, operation of new work practices and procedures. Advocates of this approach argue that there can be no simple prescription for managing organizational transitions successfully owing to time pressure and situational variables. Successful change is less dependent on detailed plans and projections than on reaching an understanding of the complexity of issues concerned, identifying the range of available options. Processualists also stress the central role played by power and politics in initiating and managing change.

Kotter (1996) argues that in the conception of the need for change in this model an organization recognizes the need for change. This may be in response to some external or internal pressure for change (reactive) or may be through a belief in the need for change to meet future competitive demand (proactive). This is followed by the process of organizational transition where different tasks, activities and decisions for individuals and groups within and outside of the organization are clearly outlined. New work procedures and operations are established characterized by a period in which a relatively stabilized system of operation emerge comprising new patterns of relations, and new forms of working practices.

2.4.2.2 Logical Incrementalism

Beer and Nohria (2000) state that this change model as advanced by Brian Quinn argues that managers consciously and proactively move forward but incrementally. Quinn outlines patterns of change through creating awareness and commitment incrementally, amplifying understanding and awareness, changing symbols to build credibility, legitimizing new view points, making tactful shifts and partial solutions, broadening political support, overcoming opposition , structuring flexibility and systematical trial and waiting. This is followed by solidifying the process incrementally which involves: creating pockets of commitment, focusing on the organization, managing coalitions, formalizing commitments by empowering champions and continuing the dynamics by eroding consensus. Finally there is integration of the process and interests which is characterized by establishing and measuring and rewarding key thrusts.

2.4.2.3 Learning Organization

A learning organization does not suddenly adopt strategic change, but is perpetually seeking it. It uses learning, experimentation and communication to renew itself constantly. Strategy development involves knowledge creation which is best undertaken in groups. It also embodies the concept of developing shared mental models of an issue through group dynamics(Hamel and Prahalad,1989).In a nutshell the success of managing change in an organization will depend on the context in which change is taking place, hence there is no standard formula applicable to management of change applicable in every organization. According to Kotter (1996), what managers involved in change programs require is to understand the various change management approaches available to them and how to appropriately apply them for success in an organizations change process. Managers need extensive and systematic understanding of their organizations environment in order to identify the pressure of change and ensure that by mobilizing the necessary internal and external resources their organizations responds in a timely and appropriate manner leading to change that is sustainable.

2.5 Forces of Change

Companies no longer have the choice, they must change to survive in an increasingly dynamic environment. Bracker (1980) points out that external forces of change originate from outside the organization and have global effects. They may in essence make the organization question the nature of business it is in and the process of production of its services and products. The understanding of the dynamics of change have been enhanced by Kurt Lewin who postulated that changes result from impact of a set of driving forces acting upon some restraining forces(Johnson and Scholes, 2003). According to Lewin in any situation there are forces that push for change as well as those that restrain change.

The driving forces could be internal or external. Restraining forces could be policies, regulations or culture.

Lewin recommends that the best strategy to employ is to eliminate the restraining forces to allow the driving forces to push the organization to a new level of equilibrium. Critics argue that this model assumes the existence of a specific point of equilibrium where the organization need not change and yet no such point exists since change is continous. According to Johnson and Scholes 2003, the model has been widely applied in change management because it gives a clear view of factors that can be influenced and those that cannot in change management. Some of the forces of change include : growth of capital intensive manufacturing, accelerated tempo of new technology, concentrated patterns of consumption globally, shifting needs of customers, shifting government regulations, improving skills of competitors and a neo protectionist era (Cummings and Huse, 1989)

Kanter et al (1992) contend that both the manufacturing and service organizations are increasingly using technology as a means to improve productivity and market competitiveness. The information technology sector has made tremendous changes in terms of innovations and this has redefined the way organizations do business through use of approaches such as computer aided design and computer numerical control as well as a host of other computerized technologies that are used to obtain, store, analyze, retrieve and communicate information. Technological obsolescence and improvements cause replacement of old product models within a very short time while globalization of markets and operations has led to similarity of consumer demand and lifestyle patterns

Pearce and Robinson (2003) note that during the last half of the twentieth century, many barriers to international trade fell and a wave of firms began pursuing global strategies to gain a competitive advantage. World trade has become liberalized and competition is now on a global rather than local scale pressing on organizations to track, revamp, adjust, transform and adapt if they are to survive and prosper. To create a successful global strategy, managers first must understand the nature of global industries and the dynamics of global competition. Although it is difficult to predict change in political forces many organizations have lobbyists and consultants who help them to detect and respond to social and political changes.

Kotter (1996), lists the major economic and social forces driving change as the increase in pace of technological changes hinged on information technology, more developed transport networks, greater international integration through liberalization and reduction of trade barriers, nurturing markets in developing countries and stagnation of growth hence the trend towards seeking global markets for opportunities. The fall of socialism and communism also catalyzed more privatization and heralded competition. Kanter et al (1992) talk of phenomenal change in the environment as originating from sources such as the labour force, patterns of world trade, technology changes, and political realignment. According to Burnes (1996) the magnitude, speed, unpredictability and impact of change has become greater than ever before because new products and processes are appearing in the market at an increasing rate. Boundaries are shrinking as globalization takes centre stage. The source of the next competition may not even be within imagination. Burnes further argues that protected markets are opening up while public bureaucracies and monopolies are changing hands to private sector or having the competitive culture transferred to them.

Johnson and Scholes (2003) state that internal forces of change come from within the organization and these can be subtle such as low morale or can manifest in outward signs such as low productivity and conflict. Human resource problems or prospects stem from employee perceptions about how they are treated at work and the match between individual and organizations needs and desires. Dissatisfaction is a symptom of an underlying employee problem that should be addressed. Unusual or high levels of absenteeism and turnover also represent forces for change. Organizations may respond to these problems by using approaches to job design, implementing realistic job previews, reducing employees role conflict, overload and ambiguity and by removing the different stressors.

2.6 Challenges of Change Management

2.6.1 Organization Culture & Structure

Conner (1998) defines organization culture as the total sum of shared values attitudes beliefs, norms, expectations and assumptions of people in the organization. Thompson and Stricklan (1993) argue that there must be a fit between strategy, structure. systems staff skills, shared values, and style for strategy implementation to be successful. Gekonge (1999) studied change management practices on the NSE and concluded that culture greatly affects the management of strategic change process. Organization structure has a big role to play in strategic change implementation. Pearce and Robinson (2003) note that if strategy and structure are not coordinated, the result will be inefficiencies, misdirections and fragmented efforts.

2.6.2 Resistance to Change

Ansoff (1990) quoting Machiavelli says that "There is nothing more difficult to take in hand, more perilous to conduct more uncertain of success than to take a lead in the introduction of a new order of things because innovation has for enemies all those who have done well under the old conditions and lukewarm defenders in those who may do well under new"

He further defines resistance as a multi faceted phenomenon which introduces unanticipated delays, costs and instabilities into the process of strategic change. He also notes that resistance to change is proportional to the degree of discontinuity in the culture or power structure introduced by change. According to Burnes (2004), resistance to change can be categorized as systemic or behavioural. Systemic is the passive incompetence of the organization. It occurs when the external environment does not match the internal competence. Competence may be viewed in form of people, knowledge, skills. their experiences and systems to support change. Behavioral resistance is within the employees at an individual or team level.

Schein (1988) notes that people in an organization may resist change when implications of change are not well understood. Depending on how change has been communicated individuals may have different interpretations hence divergent views. Resistance may also be as a result of a failure to understand or address and change the cultural and political context within which strategy is developed and delivered. Resistance can undermine the most well intentioned and well conceived change efforts. Kanter et al (1992) concludes that any management's ability to achieve maximum benefits from change depends in part of how effectively they create and maintain a climate that minimizes resistance behaviour and encourages acceptance and support.

2.6.3 Leadership

Johnson and Scholes (2003) contend that management of strategic change is often directly linked to the role of a strategic leader. Leadership is the process of influencing an organization in its efforts towards achieving a particular goal. A leader is not necessarily someone at the top of the organization but rather someone who is in a position to influence others. An effective leader must be visionary, skilled, competent and innovative, analytical persistent and flexible (Thompson and Strickland, 1997). Lack of a leader in implementation of the change program is a sure recipe for failure.

2.6.4 Political Management , Mobilizing Support and Legitimacy

Stakeholders support is essential for any change program. Because of many stakeholders groups with different interests achieving universal support is a challenge and politics rests in. Organizational politics are tactics that strategic managers and stakeholders engage in to obtain and use power to influence organizational goals and change strategy and structure for their own interests. According to Kanter et al (1992), the first stage to implementing change involves building coalitions to those whose involvement really matters. Stakeholders must support any change program for it to see the light of day.

2.7 Change Management and Performance

Kotter (1996) notes that in the private sector the principal measure of successful performance is profit. Public agencies on the other hand have no such universal and widely accepted performance measures of success. For public sector organizations performance must be judged against the goals of their programs and whether the desired results and outcomes have been achieved. Success is often viewed as from the distinct perspectives of various stakeholders such as legislators, regulators, government bodies, vendors, suppliers, customers and the general public.

Change management is critical in designing and deploying effective performance measuring systems. Performance measurement is used to direct the allocation of resources and to communicate progress towards strategic objectives as well as evaluation of managerial performance. Clear, consistent and visible involvement by senior executives and managers is a necessary part of successful performance and management systems (Mintzberg et al, 1998). Hamel and Prahalad (1989) conclude that todays managers are faced with difficult challenge of continuing to improve over time performance of the unit or the company they are in charge of. It is no longer sufficient for managers to produce steady organization performance most of the time, they must do so at all times. There is less and less patience for weak results. Organizations therefore need to align their strategies with performance measurement systems.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research design adopted for this study and seeks to explain the rationale for choosing the research method. It outlines the data collection instruments utilized and the data analysis methods used.

3.2 Research Design

The research problem in this study is researched using a case study in this case the National Museums of Kenya. The researcher established the forces of change, the strategic change practices adopted, the change content and the challenges faced by the institution while undertaking the change process. The case study method was chosen because it gives an in-depth understanding of the institution under study.

3.3 Data Collection

The researcher used both primary and secondary data related to the area of study. Secondary data was sourced from publications such as the NMK strategic plan, periodicals, newspaper articles, program reports prepared during planning, implementations, evaluation and the NMK website. Primary data was collected through the use of an interview guide comprising of three sections. Section A gathered personal data, Section B, information relating to the nature of strategic change management practices adopted at the NMK and section C tackled the challenges encountered in implementing the change program. The interview guide comprised of both open ended and closed ended questions. This instrument was be used to collect data from ten top managers: the Director General, Director of Development and Corporate Affairs, Director of Regional Sites and Monuments , Director of Institute of Primate Research, Director of

Research and Scientific Affairs, Director of Human Resources and Administration, PR and Marketing Manager, the Principal Curator and Heads of Departments. The top management were intimately involved in the change efforts at the NMK.

3.4 Data Analysis

The data collected was analyzed using content analysis. This type of analysis is suitable in that it does not limit respondents to answers and it has the potential for getting more information and details. This ensured that the researcher analyzed the information collected in a systematic manner in order to come up with clear and useful recommendations and conclusions. Mugenda &Mugenda (2003) note that by using qualitative methods of data analysis researchers are able to collect data and explain phenomenon more deeply and exhaustively. Analysis of primary data collected from the interviews and secondary data sources was guided by variables such as forces of change, approaches to change management, change content and achievement of reforms.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This study aimed at collecting data from fifteen top managers by use of an interview guide. A total of ten managers were interviewed making up sixty seven percent of the population sample. In this chapter the findings are discussed based on the objectives of the study. The forces that drove the NMK to change are highlighted, followed by the change management practice, the content of change and the challenges faced.The findings of the research are discussed objective by objective giving an in-depth analysis of all the factors involved.

4.2 Forces of Change at the National Museums of Kenya

The first objective of this study was to understand the forces that made the museum want to undertake strategic change. Through interviewing the top managers the researcher identified key factors that led to and drove the change program. According to the interviewees, the expansion of its mandate and staff numbers coupled with dynamic environment in which NMK operates had over time put enormous challenges to the institution. In order to keep abreast with changes in the environment in which it was operating, the NMK had to redefine and streamline its operations. This meant moving towards developing museum as a place where people from all walks of life meet and have dialogue on various socio-economic issues. This called for the institution to develop programmes that promote cultural dynamism in order to build a sense of nationhood and belonging.

The future is uncertain and an organization has to react to the environment and take responsibility of its future. Driven by various forces in the environment the Nairobi Museum closed its doors to the public in 2005 for a highly intensive rebuilding programme that was set to be completed by end of 2007. The change was financed by European Union within the framework of National Museums of Kenya Support

Programme (NMKSP).The following were the forces that drove the NMK to undertake change:

4.2.1 Need for an African Identity

Ninety percent of the interviewees thought this as key factor in embarking on the change program. They felt that the museum had been set up by the colonialists and the exhibitions were done from a European point of view hence displaying the rich African culture from the eyes of the Europeans and how they viewed the African heritage. There was need for the museum to showcase the African heritage from the African point of view. Hence, the new museum has undergone a paradigm shift in the manner in which it develops and presents its exhibitions, services and functions. It is the intention to showcase Kenya's cultural and natural heritage, and history in an objective, holistic and intellectually stimulating manner.

4.2.2 Changing Customer Preferences

As part of the restructuring program the NMK conducted a survey to determine what visitors to its Nairobi headquarters wanted to see in the galleries and the museum in general. Respondents in this survey pointed out that the museums have always been looked at traditionally as an old tourist place or for school going children. Another key outcome of this survey was that visitors to the museum felt that the museum retained the same old exhibitions since time immemorial. The customers' preferences have changed and the museums needed to keep abreast with the dynamic environment. To become more modern and change this old image the museum needed a new look not only on the physical facilities but also on the way they designed their public programs. This called for a complete overhaul of the way the museum designed their galleries in terms of physical facilities and the content of the exhibitions.

4.2.3 To Promote Brand Equity for Market Growth

To change its image the NMK took a keen interest in revamping its brand perception. This role was to permeate through the whole organization but was to be spearheaded by the Directorate of Corporate Affairs the formation of which was a recommendation of the restructuring report carried out by Hunting's consultants. The philosophical goal of the directorate was to shape public attitudes towards NMK, to increase general public goodwill, marketing, community relations and fund raising. It is mandated to build, improve and maintain good relations with the museum publics and give the museum a clear and well understood public image and identity.

During this period of NMK's expansion and change process which was aimed at strategically presenting, positioning and establishing NMK as a leading center in the areas of heritage, culture and research, the role of Marketing and PR was becoming increasingly important to manage NMK's reputation to help NMK become a self sustaining institution, to foster understanding and good image of NMK among its stakeholders. The PR campaign was also drawn from NMK's strategic plan 2005-2009 that has put a lot of emphasis on corporate brand and image.

4.2.4 Need for Self Sustenance

NMK is a state corporation and in the past they have relied heavily on the exchequer for all their funding. According to the top managers interviewed in this study the government slashed funding to the museum by 15 % from the year 2003.There was need for the organization to become self sustaining and hence they had to look for innovative ways of raising funds to support their operations. To achieve this NMK had to come up with innovative and engaging products to attract more visitors to the exhibitions. improve efficiency within the institution and market themselves to the public.

4.2.5 Introduction of Performance Contracting in Government Corporations

To improve the performance of the state owned corporations the government introduced the concept of performance contracting. This is a situation which calls for the chief executive to sign a performance contract which is then cascaded down in the organization structure to the junior staff. NMK being a state corporation has to also adhere to the new government regulations and this meant that they had to improve their otherwise stagnant performance in an all round manner. In trying to justify their existence the organization was forced to take a turn in their operations and improve their performance.

4.2.6 Increased Awareness of non Traditional Competition

The majority of top managers interviewed contended that NMK had to change in order to survive in a highly competitive environment. NMK has had taken note of the presence of other players in the industry such as : Kenya Wildlife Service, other recreational parks private and other institutional museums, theaters, social facilities , media and research organizations. This has made NMK re-look at the way they conduct their operations in order to compete effectively in the market. The NMK aimed at achieving this though development of products that are attractive and engaging to the visiting public.

4.2.7 Opportunity for Niche Marketing

The NMK faced by various challenges was looking at innovative ways of earning an income and one strategic stream identified was archaeology. Other leading tourism destinations in Africa such as South Africa and Egypt have taken advantage of their vast archeological finds to boost their tourism. Countries like Egypt have been exploiting their archeological finds like the mummies to boost their tourism. As a result of aggressively marketing its rich archeological heritage, Egypt has become a leading tourism destination in the world.

Since no country has claimed the exclusivity of being the cradle of mankind the NMK saw this as a niche that they could exploit. The National Museums is working with the Kenya Tourist Board (KTB) in using the new finds as a way of diversifying Kenya's tourism product. One of the new renovated galleries showcases the fossil finds from across the country.

4.3 Change Management Practices at NMK

This study sought to establish the strategic change management practices adopted by the NMK.The top managers interviewed wero all intimately involved in the change program from its inception to date. This section discusses the change management practices that were adopted highlighting their importance in propelling the change program forward.

4.3.1 Perception of the Problem by a Key Individual

The managers interviewed said that the change management process was initiated by the former DG who then engaged the government to source funding for the project. He however did not stay on to see the change process take off. The current DG came in and followed though with the change process up to date through involvement all stakeholders (the government, EU, consultants and staff members) at different levels.

This formed the thrust for the much needed change program. Leadership is a key factor in a succession of development in which establishing vision, implementing change and guiding staff members are linked in a continuous process. Sustaining a culture of change requires the type of constant effort and commitment that only leaders can properly direct. Especially in times of uncertainty and change, employees look to the leader figures in the organisation. Leaders are key to casting the vision for change, directing it and reinforcing it at all levels. Without the vision and guidance of leadership, productive change is not possible.

4.3.2 Engaging a Consultant

The EU through the framework of the NMKSP contracted Hunting Technical Services Ltd whose terms of reference included producing three reports. The first of these was the inception whose central objective was to produce a strategic plan (including proposals for investment, divestment and for business viability) which are technically feasible and which reflects the priorities and needs of managers and staff at NMK.

The second report aimed at describing the organization wide objectives and strategies for achieving these objectives as was developed by senior museum managers. It also spelled out an investment and divestment plan which is to be used to provide the basis for making business plan projections. The third report described a logical and workable sequence of change, human resource requirements to bring about the desired change and the recurrent expenses needed to sustain the change.

4.3.3 Appointment of a Change Management Team

To spearhead the change management process a change management team was appointed and would meet with the consultant to discuss issues such as : the organizations situation , review of research and collection activities, mission and vision for the future, legal status and revenue, levels of service provision required at different sites, criteria for selection f investment priorities, how to involve other staff and what level this should be, types of consultant inputs required, objectives of the community involvement input and arrangements for senior staff members tours in the UK. This team comprised of senior managers, Heads of Departments and curators of regional museums through co-option. These parties had the role of offering strategic direction for the organization.

NMK staff were involved in working out what is both desirable and feasible so that they can understand the reasons and support the proposals or changes that were made. The restructuring project was viewed in three phases:situation analysis and initial strategy formulation, design of investment and divestment options, management changes design and final business plan production. Key outcomes from these meetings were highlighted as: conflicting and overlapping roles which made the NMK unable to execute its mandate and places limitations upon the freedom of the NMK to manage its operations in a business like manner thus preventing it from for example - competing for the market for top class employees and from establishing its own flexible management procedures. These conditions are generally in conflict with any strategy which is dependent upon greater financial and managerial independence. The Hunting report (1998) stated that "as a result of various restrictions, contradictions and limitations an urgent need for legislative reforms is needed if a viable and manageable future for the museum is to be envisaged."

Other challenges highlighted from the change management team was the existence of too many departments and lack of synchrony between them, overlapping of roles and lack of information to the departmental heads on budgetary allocations and pressure from the government through civil service reform.

4.3.4 Market Analysis

The change management team recommended that the Kenyan public and other users be given a chance to influence the nature of changes a NMK especially on from the public program perspective. The first of these activities was a visitor's survey which looked at the attitudes and impressions of the Nairobi museum among the public. Four questionnaires targeting different audiences were administered to individuals visiting the museum, groups visiting the museum, individuals outside the museum and specific groups outside the museum.

Another public outreach activity undertaken was an open forum jointly hosted by the NMK and Kenya Museum Society to solicit feedback from the general public on the content of the proposed exhibitions. Valuable suggestions and comments were gathered from the forum key of these being; ameliorating the 'face of the museum' ,the content of the history exhibition and on how to portray the living culture of Kenya.

Teachers and students form the bulk of museum visitors and in this regard, the NMK held a one day forum for educators to gather feedback on the exhibition story lines and to address specific needs in terms of accessibility of the exhibition to different levels of students and to visitors with special needs. The data gathered in all these surveys was integrated in the change content at the NMK.

4.3.5 Project Implementation – Project Steering Committee

The National Museum of Kenya Support Program (NMKSP) was designed to address the major obstacles revealed by the Hunting's study. The NMKSP supervisory body was the project steering committee comprising representatives from the NMK board , the parent Ministry, National Authorising Officer (Treasury), the NMK Director General, the NMK team managers and the long term technical assistance team. Initially the parent ministry was the office of the Vice President, however in 2006 the Ministry of State for National Heritage was established.

4.4 Change Content

This study aimed at determining the content of change at the NMK and in this section the changes that were implemented are discussed. Towards the end of 1990s, NMK received financing from European Union within the framework of National Museums of Kenya Support Programme (NMKSP) to finance the much needed change. On October 15th 2005 the Nairobi National Museum closed its doors to the general public for an extensive two year restructuring program. This saw the new look museum being opened in early April, 2008. The new museum now boasts of a new administration block, visitors centre and a new look botanical garden further enhancing the museums new outlook. The following components were the highlight of the 'museum in change' project.

4.4.1 Infrastructure Component

Infrastructural developments involved expansion and improvement of Nairobi Museum and construction of a new commercial centre. This was geared towards giving Nairobi Museum a major facelift thus transforming it into a world-class tourist destination. This was the first time that the Museum was carrying out a major facelift since it was officially opened in 1930. Other key developments undertaken included the building of a new administration block (now named Heritage House) and improvements in NMK's physical planning.

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4.4.2 NMK's Legal Reform Component

The NMK had been functioning under two Acts of parliament i.e. the National Museums Act (Cap 216) and the Antiquities and Monuments Act (Cap 215) which were already outdated. The Legal reform entailed the preparation of the Heritage Bill which was passed by parliament in 2006 making NMK effectively address the enforcement of laws concerning heritage management in Kenya. The Museums and Heritage Act (2006) is a noble attempt to ensure protection of Kenya's rich and diverse heritage. It is also aimed at establishing a new legal framework for heritage management that will domesticate some of the international conventions and protocols on heritage which Kenya has ratified.

4.4.3 Organizational Review Component

The managers interviewed explained that this change aspect encompassed the review and development of an appropriate organizational structure and "right sizing" for the institution. The new structure has been incorporated in the NMK's Strategic Plan 2005 - 2009. In terms of its management structure the NMK is governed by the board of directors whose chairman is appointed by the Minister of State for National Heritage after consultations with the President. The Director General who is appointed by the Minister on the recommendation of the board is the Chief Executive Officer.

The DG is responsible to the board for the day to day management of NMK. Before the change program there were no directorates or assistant directors in charge of regions across Kenya.In the new structure under the DG are six directorates through which the NMK mandate is implemented: Directorate of Research and Collections, Directorate of Primate Research, Directorate of Museums, Sites and Monuments, Directorate of Human Resources and Administration, Directorate of Development and Corporate affairs and Directorate of Research Institute of Swahili Studies in Eastern Africa. Operating along the directorates are the audit office, legal office and the finance department.All these make up the Directors Executive Committee. The DEC in consultation with the HOD make decisions on the day to day management of the NMK. To enhance efficiency in operations the NMK now consultancy, courier, security, janitorial, catering, insurance, fumigation, clearing and forwarding, and pest control services.

4.4.4 Public Programmes Component

The aim of this component was to streamline and build capacity within the NMK public programmes to achieve efficiency and teamwork. This involved revitalizing NMK's public programmes to enable them to sustainably meet the needs of the clientele. The main thrust was to enable NMK continually establish relationship with its clientele in order to integrate knowledge gained from museum collections and scientific research into public exhibitions that will optimise museum educational and recreational goal. In addition to improving the design and display of collections in their galleries the museum now showcases temporary exhibitions put up by different organizations or individuals. The aim of this is to create dynamism and excitement for visitors and to encourage repeat visits to the museum as you are guaranteed to see something new every time you visit.

4.4.5 Strengthening the Corporate Brand

Majority of the interviewees felt that the climax of the change process was development of a new corporate brand identity for NMK. The new identity is meant to position NMK as the destination choice in the heritage tourism sector resulting into a vibrant, strong and progressive institution. The new identity positions NMK as a "custodian of heritage" with the following brand values: authentic, reliable, unifying, caring and authoritative. On 10th of July 2008, the NMK launched its new corporate identity at a colourful ceremony held at the NMK headquarters. The new corporate identity reflects the repositioning of the NMK as the country's dynamic heritage management institution. It also marks a shift from the traditional concept of the museum as exclusively dealing wit archaeological study to an all inclusive and dynamic institution that captivates and engages its visitors with the length and breath of vast present and future heritage.

4.4.6 Income Generation and Sustainability

Having revamped its facilities and its identity the NMK is now able to position itself competitively in the market. The NMK has a two new restaurants and three shops leased out to business practitioners at its headquarters. The museum is now the preferred venue for corporate and other functions yet another source of income. To take advantage of niche marketing the NMK has improved its cast export business unit through which they export casts of archeological finds in Kenya to universities and other research institutions abroad.

In conclusion, the national status of NMK has been considerably enhanced by the change process. This is partly a result of the improved marketing and public relations but also a result of the perceived success of the programme and the impressive new buildings and exhibitions. This enhanced status has been shown by the increased attention given to national heritage by the Government of Kenya in particular the creation of a new dedicated Ministry of National Heritage. Whereas at the beginning of the program NMK was a discredited institution dealing with the after effects of financial and management scandals it is now seen as a successful organization that people are proud to be associated with.

4.5 Challenges of the Change Program at the NMK

The fourth objective of this study was to identify the challenges encountered in undertaking change at the museum. The NMK 'Museum in Change' program had its fair share of challenges from the time of inception to date as change is still happening at the museum. The major challenges faced are discussed in this section.

4.5.1 Donor Constraints

This program was funded by the European Union a donor that has very stringent regulations of administration of its finances. The financing agreement was signed on 19th June 2001 between the Government of Kenya and the European Commission and was expected to cover the period from 1st July 2001 until 30th June 2007 but extended by six months to 31st December 2007 according to the managers interviewed. The GOK committed to the following preconditions in the financing agreement: maintain level of funding to NMK through the NMKSP, implement accompanying measures such as legal reforms and organizational restructuring. The museum could still not complete the planned changes within that time frame and the new building was opened in March 2008.

4.5.2 Government Interference

According to the agreement with the EU the following accompanying measures were to be implemented by the GOK: legal reforms to grant the NMK the necessary autonomy and to update the legal framework of heritage management. In addition the GOK was to fund the staff rightsizing programme and establishment of a new organizational structure to improve the management structure, to rationalize staff numbers and improve staff ratio. Due to political reasons the government has not been able to pull through with the retrenching program. This was meant to take place during the 2007 just before the general elections and therefore anything that was seen as a potential loss of government popularity or votes was shunned. To date the NMK is still grappling with a bottom heavy institution.

4.5.3 Resistance to Change

Resistance in any change programme is to be expected, how well it is managed is what determines the results. Some Heads of Departments contended that staff members felt that they were not intimately involved from the beginning of the program and this created a lot of anxiety in the initial stages as staff felt they were going to be retrenched. This had a big impact on morale but as things stand now staff members feel safe since the government is on their side. Another form of resistance encountered was from the scientific wing of NMK who did not agree with some of the proposed policies such as displaying finds and collections to the public and this still remains a contentious issue.

4.5.4 Short Implementation Time Frame

To effect the change program the NMK brought down all their old exhibitions to pave way for the revamping of the galleries because the timeline of construction had been significantly shortened by the long bureaucratic approval procedure before the commencement of construction works as well as the fact that the NMK did not have a DG for about 7 months during which the program was to commence. The number of galleries was to be increased and old ones redone with an aim of showcasing exciting innovative exhibitions for the visiting public. The NMK was not able to fill the galleries with collections by the time the museum was opening in 2008. To date there are still gallery spaces that do not house any exhibitions. These are from time to time used to showcase temporary exhibitions but most of the times these are empty spaces and this does not augur well with some visitors.

CHAPTER FIVE

SUMMARY, DISCUSSIONS AND CONCLUSIONS

5.1 Introduction

This chapter forms the summary of the research and entails discussions and regarding the various aspects of the change program. The four study objectives are summarized, discussed and conclusions drawn. Limitations of the study, recommendations for further research and implications for policy and practice are also highlighted.

5.2 Summary, Discussions and Conclusions

Strategic change management at the NMK was an all encompassing process that aimed at transforming the museum into a world class facility that responds to the needs of visitors and an effective and efficient public institution. Changes have been undertaken from 2005 when the museum closed down for a major restructuring. While the museum opened its doors to the public in 2008 the change process is still ongoing.

This was an ambitious expansion and improvement programme that has given Nairobi Museum a major facelift and transformed it into a destination of choice for both local and international visitors. Through the project 'Museum in Change' the NMK has reviewed its legislative framework, revitalized and expanded the Nairobi museum, reorganized its management structures and revamped its public programs. This has strengthened the institutional capacities of the NMK to conserve and manage Kenya's heritage.

Following the objectives of this study summarizes the forces that led the museum to undertake change, the strategic change management practices adopted, the change content and the challenges the organization encountered in implementing the change program. The NMK was driven by a series of forces both internal and external to the organization. These factors were need for an African identity, changing customer preferences, to promote brand equity for market growth, need for self sustenance, introduction of performance contracting in government corporations, competition and opportunities for niche marketing. According to Kotter (1996), the major economic and social forces driving change are: the increase of pace of technological changes, more developed transport networks, greater international integration through liberalization, reduction of trade barriers and the trend to seeking international and global markets for opportunities. All these factors were at play in forcing the NMK to adopt change management. Even organizations that have in the past been seen as operating in relatively stable environments such as museums have to respond to the forces of globalization.

Strategic change management practices at the NMK highly leaned towards the planned approach to change management. From the findings it is clear that the change was consciously embarked upon or planned by the organization as opposed to changes that might come about by accident or impulse. Planned change according to Abrahamson (2000) recognizes that once the change has taken place it must be self sustaining. Planned change entails employing of concerted efforts from all stakeholders involved - both internal and external. From the research findings the approach used by NMK follows the Action Research model of planned change by Kurt Lewin.

Action Research refers to programs and interventions designed to solve a problem or improve a condition based on the proposition that an effective approach to solving organizational problems that must involve rational, systematic analysis of issues in question. According to the study findings the key change management practices adopted by the NMK are identification of a need for change by a key individual, engaging a consultant, appointment of a change management team, market analysis and the involvement of a project steering committee. Bennet (1983) argues that for the Action Research model to be successful there needs to be a felt need by the organization that change is necessary and this was clear in the case of the NMK.

The change content at the NMK followed the guidelines of the consultants report and recommendations. The purpose of this unique program in Africa was to establish a durable management base for recovery and sustainable development of NMK. This change program was based on a study on "Restructuring the National Museums of Kenya" conducted by Hunting Technical services (1998).The Hunting study identified the following constraints on which the change program was hinged; increasing financial constraints, non performance accountability and work culture, centralization, poor communication, coordination and focus, a broad research focus, important gas in staff resources and legal constraints.

The project purpose was to establish solid and durable management and a financial base for recovery and sustainable development of the NMK.
This project had the involvement of various stakeholders such as the EU, the GOK and the NMK who had to work in synchrony to ensure the achievement of the reforms. The changes implemented included infrastructural components, legal reforms, organizational review, revamping public programs, strengthening the corporate brand and income generation and sustainability. The NMK has transformed its face and outlook in the way it handles its operations and positioned itself in the market as a strategic player. Change in an organization ensures that they think out of the box and reorient their thinking so as to gain competitive advantage and this is the case of the NMK.

The NMK is a large institution with a large mandate and to effectively implement this change challenges were anticipated just as would be the case in any change program. This made the fourth objective of this study. Initiating change for the first time since its opening in 1930 this was a huge task for NMK and undoubtedly huge challenges were encountered in implementing change. Resistance to change, donor constraints, government interference and short implementation timeframes were some of the challenges that the organization faced. Resistance to change in the case of the NMK was behavioural viewed in the form of people, knowledge, skills, experiences and systems to support change. Resistance to change can thwart even the most well conceived change programs and it is upon the change leaders to ensure that the staff members are fully on board and their fears allayed.

This being a donor funded project came with a chain or regulations and huge bureaucracies to deal with making implementation very challenging for the NMK. The involvement of the government compounds the matters further as procedures to be followed become more lengthy for the beneficiary in this case the NMK. Challenges in change management are an expected occurrence and it depends on how well those spearheading the change efforts can handle these to come out victorious. The NMK has demonstrated a high level of resilience in handling all the challenges that presented themselves in implementing the change management project. As some of the aspects of the change program is still ongoing the NMK needs to ensure continued delivery of results amidst the challenges that may present themselves.

5.3 Research limitations

This study focused on high level managers and heads of departments and sections. The larger bulk of staff members were not involved. This means that some more critical information regarding human resources and other aspects involved in the change management may not have been covered. It was also very difficult to get hold of the top managers due to their busy schedules hence the research took longer than expected.

5.4 Recommendation for Further Research

Change in museums is a relatively new concept hence leaving a lot of room for research. further research in this area can be carried out on the human resource component. Specific research on how to rationalize staff levels would yield useful results as the NMK is still an organization with very high number of employees especially at the lower levels Other areas of research include: public perceptions to the 'new' museum, how museums can involve communities in heritage management and the contribution of heritage to national development.

5.5 Recommendations for Policy and Practice

Bringing about and managing change is a lengthy process which requires clear thinking, determination and patience but the rewards are great. Change is an ongoing process and the NMK has developed a strong momentum. Lasting change takes time so that new practices and attitudes are embedded in the new organizational structure in a sustainable manner without risking falling back into old ways. The NMK has made huge strides in restructuring the organization to be a world class institution in heritage management and research. Significant ground has been covered and so much more work needs to be done to ensure that the momentum is kept alive and the institution moves into the future sustainably. Customers are demanding better services both in the quality of the product supplied and how the customer complaints are handled. This important group of stakeholders needs to be at the heart of every change programme.

The new NMK corporate brand was mainly highlighted through a rebranding effort with an aim of changing the perception of the public of the museum as only dealing with prehistoric issues. One major change in this regard was the redesigning of a new logo that portrays the NMK as dynamic institution dealing with key aspects of societal interest. The new logo was launched at the Nairobi Museum but changes in the other regional museums have not been made. When a company undergoes rebranding there is need to go full throttle to avoid confusion. This should also be accompanied by a promotional/ marketing campaign to ingrain the new logo or image into the minds of the public and would be consumers. A clear marketing strategy has to be designed to create awareness of the 'new museum' among the public.

Public programmes are the interface between the museum and the public. The NMK took in recommendations from customer surveys and have implemented temporary exhibitions and also to design the exhibits in a way that is more interactive to the visiting public deviating from the 'don't touch approach' There is need to constantly interrogate the public programmes though periodical visitors surveys to gain insights into the effectiveness of the prorammes and activities with the public. The temporary exhibition is a good strategy but there is need to create a seamless connectivity such that when an exhibit is pulled down then another one is put up almost immediately to avoid the situation whereby you have empty galleries.

The need for embracing IT systems in the information era is critical for successful management of organizations. The NMK is yet to depart from old systems of financial management to automated systems. A good case in point is in the ticketing area where collections are done manually leaving major loopholes for corruption and financial mismanagement. An automated system that allows visitors to pay using credit cards for example would go a long way in ensuring tight financial controls.

Communities living around museums, sites and monuments have for a long time felt neglected leading to a lot of resentment. Communities feel that they do not benefit in any way from the existence of this heritage in their localities. Deliberate efforts must be made to bringing the communities on board for better management of these sites and ensuring long term conservation. Ways of involvement could include sharing of revenue and initiation of other Corporate Social Responsibility programs.

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APPENDIX ONE

Interview Guide

Section A: Personal Information

Name :

Designation:

Number of years at the NMK a) 0-5 years b) 6 -10 years c) 10 years and above

Section B : Change Management Practices

1. What was the vision for change and who initiated it?

2. Describe how it was developed stating those who were involved

3. How was this vision communicated to middle level management and other staff members?

4. What forces drove the organization to change?

5. Was this change planned? What was the time frame and was it adequate?

6. What was the theme for the change programme?

Restructuring ☐ Reengineerin g☐ Reorganization ☐ Transformation☐
Others(Specify)

7. How did the organization prepare for these change(s) ?

8. How was urgency built to get employees to cooperate and participate in the reforms?

9. Have external consultants been involved in the process at all? If yes please explain the level of involvement.

10. What steps were taken to ensure that the change momentum is achieved and maintained?

11. Are there any other heritage management institutions that the NMK consulted on best practices and challenges in change management?

12. Has the change affected structures and systems of the organization? If yes explain how

13. What are the successes of the change programme?

14. How have these been celebrated and strengthened?

15. What is the desired change destination and what future plans do you have as an organization?

Section C: Change Implementation Challenges

1. Did you have any setbacks in the conception of the change programme? If yes, please explain.

2. .How did the organizations culture respond to the changes in the organization? Were employees receptive to the change programme or was there some form of resistance?

3. What did you do to ensure that all stakeholders were on board? (Political management, mobilizing support and legitimacy)

4. Did the organizations structure correspond to the changes implemented? If yes explain how this was achieved and built upon. If not please explain how you worked around this challenge?

National Museums of Kenya: Management structure

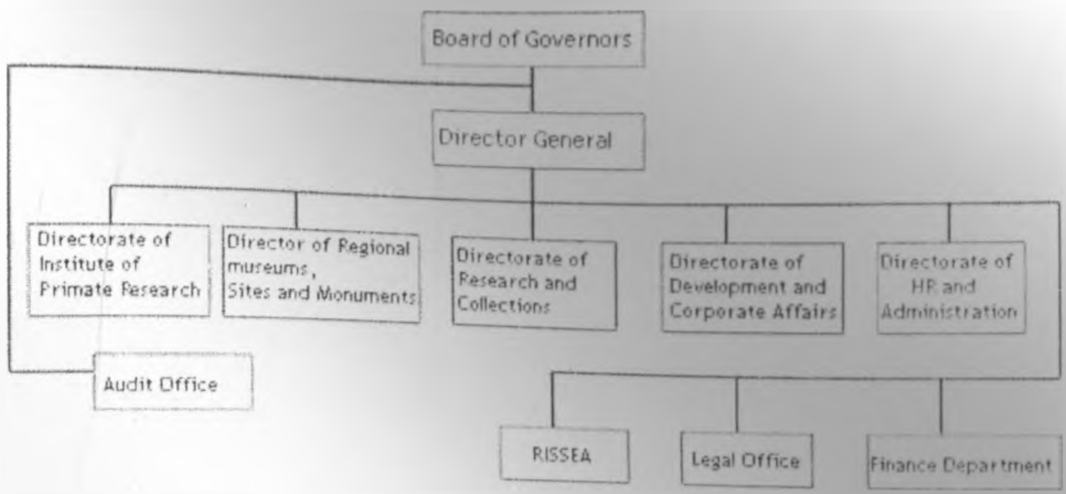

Figure 1: NMK Management Structure
Source : Huntings Techinical Report, 1998