

**STRATEGIC PLANNING PRACTICES AT LAW SOCIETY
OF KENYA**

BY

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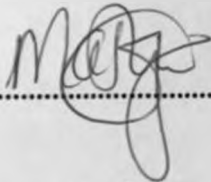
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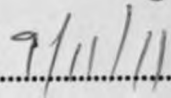
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Declaration

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

KIBUNJA OWEN WAINAINA

Signed.....

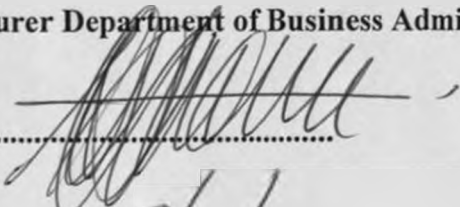
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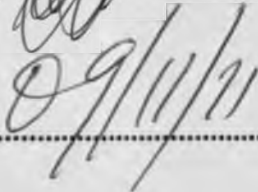
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This research project has been submitted for examination with my approval as the University Supervisor.

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Lecturer Department of Business Administration

Sign.....

Date.....

Dedication

This study is dedicated to my family and more so to my son for their continued love and support.

Acknowledgement

I am very grateful to all people who contributed directly or indirectly to this work. My sincere thanks go to my supervisor for his invaluable expertise and instructions that gave me a deep interest in strategic management and for availing his time and advice. Am very grateful to the University of Nairobi for admitting me to the MBA program in the school of Business. Profound thanks goes to my MBA lecturers for upholding academic.

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Abstract

The purpose of this study was to investigate and document the strategic planning practices at the Law Society of Kenya. Different academicians and scholars have advanced that strategies can be formed implicitly as well as be formulated explicitly. Strategic planning is a sequence of analytical and evaluative procedures that are followed to formulate an intended strategy and the means of implementing it. Good progress has been made over a long period to improve the rigor of strategic planning practices.

The key role of strategic planning is to improve strategic performance, improving, assessing and monitoring the effectiveness of strategic planning practices, would appear to be key managerial task. Strategic planning has become a pillar of many organizations operations in the turbulent environment. Organization profiles are basically composed of mission, vision and organizational objectives hence strategic planning cannot be ignored.

This was a case study at the Law Society of Kenya. The researcher utilized primary and secondary data. Primary data was collected using a pre-planned interview guide. Secondary data was collected through a comprehensive desk review of strategic planning related documents at Law Society of Kenya. The research explored the extent to which LSK have adopted strategic planning practices in its operations. The data collected from the study was qualitative in nature and as such content analysis was used to analyse the data. In-depth interviews were carried out on senior managers who actively participated in the strategic planning process. The target number of senior managers to be interviewed was five but the researcher managed to interview four of them. The other manager could not be interviewed due to her commitment out of the country.

The study result indicates that strategic planning at Law Society of Kenya is formal and the top management control the entire process. The Law Society of Kenya has set up a formal strategic planning process with annual evaluation and control procedures. Strategic development and strategic planning practices were carried out simultaneously by the senior management headed by the Council, CEO and departmental heads.

The study found out that the process of strategy developing and strategic planning was not without challenges and complexities. These complexities and challenges were seen to be brought about by the shifts in paradigms, environment, people's perceptions and changes in organizations itself which required continuous monitoring and evaluation. The research found out that it was important to carry out a thorough situational analysis of the organization, identify the organizational strength, weakness, opportunities and threats, in order to set out a successful strategic plan.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Organizations operate within the environment. Such organizations can only thrive if they are well aligned within the environment. There are major external and uncontrollable factors that influence an organization's decision making, and affect its performance and strategies (Johnson and Scholes 2002). These factors include the economic factors; demographics; legal, political, and social conditions; technological changes; and natural forces. Other examples of macro environment influences include competitors, changes in cultural tastes, disastrous weather, or government regulations.

An organization external environment can be considered as those factors and conditions that are beyond the direct control and influence of the organization (Miller, 2004). These factors depend on the complexity and dynamism of the environment. Strategic planning are the set of decisions and actions that result in the formulation and implementation of plans designed to achieve an organization's objectives. According to Burns (1998), when organizations see their environment as turbulent and complex they respond to align with the environment. Any organization attempting to succeed in the face of an uncertain future must adjust its strategy as its environment changes whether that organization is a business, not for profit, union or even a public agency.

Strategic planning enables an organization to identify the prevailing environmental opportunities and threats. The opportunities and threats are matched with the organization's resources capabilities taking into account the strengths and weaknesses of its resources so as to align itself accordingly, to match the environmental challenges.

1.1.1 Strategic Planning

Strategic planning refers to the formulation and alignment of machinery of the resources and activities of an organization to the environment in which it operates (Johnson and Scholes, 2002). According to Ansoff and McDonnell (1990), it is through Strategic management that an organization will be able to position and relate itself to the

environment to ensure its continued success and also secure itself from surprises brought about by the changing environment. He further argues that this can be done by firstly, positioning of the organization through strategy and capability planning in its rightful competitiveness, and secondly, use of real time response through issue management and thirdly, systematic management of resistance during strategic implementation.

Globalization, social, political, economic and technological changes have forced organizations to make dramatic adjustments, not only in order to compete and prosper but also in order to survive (Bradford and Duncan,2000). Such organizations have enhanced their organizational performance through intended and emergent restructuring, reengineering, quality programs, building alliances, mergers and acquisitions, strategic redirection, downsizing and culture change. Some of these organizations have undertaken their transformation efforts quite successfully. Others have experienced disappointing results with new strategies not well formulated and implemented. External pressures resulting from public opinion, regulations, the green movement and financial enterprises, and internal drivers related to a change in employees' awareness, have led organizations to consider the environment in strategic management (Azzone, 1997). In order to determine where an organization is going, the organization needs to know exactly where it stands, then determine where it wants to go and how it will get there. The resulting document is called the strategic plan. Thus strategic planning may be used as a tool for effectively plotting the direction of an organization (Bryson, 1995). However, strategic planning itself cannot foretell exactly how the market will evolve. To this end strategic innovation and tinkering with the strategic plan have to be cornerstone strategy for an organization to survive the turbulent environment (Ansoff, 1999).

There are a variety of perspectives, models and approaches used in strategic planning. How an organization develops its strategic plan depends on the nature of its leadership, culture, complexity of the organization environment, its size, available expertise of planners among others (Campell et al, 2002). Strategic planning models include goals-based, issues-based, organic, scenario, etc. more often than not; organizations' strategic planners already know much of what will go into strategic planning. However,

formulation of a strategic plan helps to clarify the organization's plans and ensure that key leaders are on the same script. Strategic planning process itself is of significant importance than the resultant document (Byars, 1991).

1.1.2 Strategic planning practices

Organizations are constantly adapting. To keep pace with the world around them, organizations must regularly engage in strategic planning to re-evaluate their positions, and their environment, and adapt accordingly. Of course, this is easier said than done. Many companies attempt strategic planning and fail for one reason or another. Following are some best practices to keep in mind when developing a new strategic plan. It is important to have organizational diversity when creating a group to develop or updated an organization strategic plan (Campell et al, 2002). Diversity in this sense means individuals from different areas of the company: finance, operations, human resources, marketing, and sales, among others organizational areas. An organizations strategy, by its very definition, has a company-wide impact. Leaders will feel alienated if they are not included, but failing to include representatives of all relevant departments threatens to leave important considerations unnoticed. Additionally, diversity means having input from different levels of seniority. A strategic plan formulated by only the top executives will miss out on insight from mid and lower-level managers and front-line employees. These employees are the ones best positioned to understand the impact of a new strategy on the day-to-day operation of the company and whether a proposed strategy is even feasible given the culture and constraints of the organization (Ansoff, 1999).

Simply including a diverse group of individuals in a strategic planning group will not ensure their full participation. Many young or lower-level employees may feel uncomfortable speaking up in front of upper-level executives, let alone having a frank discussion that may include questioning their superiors. Furthermore, because strategic plans include proposals for change, it is common for the practices of upper-level managers to be singled out for change or improvement. At the outset of the strategic planning process, it should be made clear to everyone that, within the confines of the strategic planning group, an open forum exists in which respectful, constructive ideas for

improvement will be appreciated and not stifled (Ansoff, 1999). It must be in the front of everyone's minds that the strategic planning group is working together for the improvement of the organization as a whole and not for or against individual departments or employees.

Strategic planning groups must keep the big picture in mind when developing new strategies or altering existing practices. Different stakeholders within the organization will likely have different opinions regarding different issues (Bradford and Duncan, 2000). While dealing with disagreement can be frustrating at times, a healthy debate over the answers to issues raised is a valuable exercise. It is important, however, to focus that debate on the organizations, mission, vision and values. Focusing on the organizational issues and keeping the mission, vision and values in mind will help ensure alignment with the organization's core philosophies.

Every successful organization has certain core competencies. A core competency may be an extremely efficient supply chain or a particularly strong knack for understanding customer needs. It may be a highly effective sales team or a product design group that is always on the cutting edge of the industry. Whatever an organization's core competencies are, a strategic plan should embrace them and make sure the plan is designed to capitalize on these core competencies. Consider, for example, a production company that has, over the years, developed a production process that is extremely efficient and streamlined and is the low-cost leader for a particular product. The core competency of such a company is its ability to mass produce a particular, standardized product and deliver it to customers at a price lower than its competitors. It would probably be unwise for this company to pursue a strategy aimed at producing high-end versions of this same product which are customized to customer specifications (Bradford and Duncan, 2000). While there very well may be a market for such products, the company described above is not well equipped to offer them. This strategy would involve significant changes in the way products are marketed and manufactured.

Too often, companies adopt a strategic plan without the full support of the key stakeholders in the organization – the people who will ultimately be charged with implementing the plan. Even when these individuals give their nominal support or go-ahead vote to a new strategic plan, they may not be entirely on board. Perhaps they have lingering doubts about the wisdom of the direction the company is taking. Maybe they feel their department’s role in the new plan is unfairly burdensome or otherwise misguided. If managers are not fully behind new initiatives, how can they be expected to genuinely encourage their subordinates to pursue those initiatives? To ensure that a strategic plan is embraced by all the important stakeholders, strategic planning committees should make sure that those individuals have a voice in the process of developing the plan. This doesn’t mean everyone gets their way on every issue (Miller, 2004). It just means that they accept the rationale and genuinely agree to carry out the organization’s efforts. No one should feel as though the plan has been forced upon them. They should feel as though they had a role in developing the plan and, therefore, have a sense of ownership in the plan and its outcomes. Managers will be far more energetic in implementing a plan they see as “our plan” as opposed to “their plan.”

Strategic planners should avoid being vague when outlining their plan. It is not enough to say that a strategy is meant to “improve brand image.” More concrete strategies would be “improve brand image by demonstrating quality relative to competitors” or “improve brand image by emphasizing our commitment to customer service.” The strategic plan is not simply a list of goals. It is a roadmap to where the company wants to be, with goals, objectives, strategies and tactics aligned to get there. The plan should include clearly outlined steps with unambiguous goals and expectations so those executing the goal have benchmarks against which to measure their progress.

It is impossible to plan for all contingencies. Changes in consumer preferences, market trends, government regulations and the economy can all make all or part of a strategic plan no longer viable. A successful strategic plan must have clarity and clear steps; however, it must also be flexible enough to deal with the realities of a changing organizations and economic environment (Miller, 2004). An important part of flexibility

is simplicity. The more complicated a plan is, the more likely it will depend on factors beyond the control of the organization. A plan can be concrete with clear steps and goals and still be simple enough to adapt to changing circumstances.

Strategic planning is not a one-time event with a clear and definite start and end. The process is ongoing and evolving. Strategic planners must be kept in the loop in these situations so that they can follow the progress of the plan and determine when and how it should be adjusted. As strategic planners continuously update and improve their plans, they will become more skilled at the overall process. They will become more efficient at making adjustments when circumstances outside their control discredit previous assumptions; they will understand the obstacles to change and implementation within their organization; and they will learn which types of strategies their organizations are most able to adjust and improve and which areas of their organizations are more rigid and difficult to adjust.

1.1.3 Law Society of Kenya

The Law Society of Kenya is Kenya's premier bar association, with membership of all practicing advocates, currently numbering in excess of the eight thousand. It has the mandate to advise and assist members of the legal profession, the government and the larger public in all matters relating to the administration of justice in Kenya. The Society was established by an Act of Parliament – The Law Society of Kenya Act (Chapter 18 of the Laws of Kenya). The Law Society in its present form was formed in 1948 by section 3 of the Law Society of Kenya Ordinance, 1949. That Act was later repealed by the current Law Society of Kenya Act, which came into force on 30th October, 1992. The Law Society of Kenya (LSK) exists to maintain and promote the rule of law throughout the Kenya by ensuring that an independent and efficient legal profession serves the people of Kenya. The LSK's objectives, as enshrined in its Constitution, are to maintain and promote the rule of law in the Kenya by maintaining and improving the standards of conduct and running of the legal profession in Kenya; facilitating the acquisition of legal knowledge by members of the legal profession and others and assisting the government and the courts in matters affecting legislation and the administration of justice in Kenya.

In particular to ensure effective participation and implementation of government policy documents in the administration of justice; protecting, representing and assisting members of the legal profession in Kenya in respect of conditions of practice and otherwise and protecting and assisting the public in Kenya in all matters touching, ancillary or incidental to the law.

1.2 Statement of the problem

The alignment between strategy and environment lies at the centre of strategic planning. Correct alignment helps an organization maximize the economic benefits from resources, improve the effectiveness of operations, and boost the fulfilment of its strategic goals (Kazmi 2002). Organizations in dynamic environment seek to continuously renew their competitive advantage through competence-generating strategic processes of comprehension and deftness, McGrath *et al. al.*, (1995). Thomas (1996) documented that the ability to take action and adopt swiftly is a primary determinant of superior performance in many sectors. The majority of membership organizations face challenges in enhancing visibility, delivering high quality programs/services, performing strategic planning and evaluating programs. Enhancing visibility, performing strategic planning and service delivery are the greatest challenges for membership organizations. According to Kiruthi (2001), all organizations must grapple with the challenges of the changing environment in which they operate. Various organizations develop and formulate their strategies variously.

Kenya has been agitating for a new constitution dispensation for the last two decades. This started with the advent of multi parties in the early 1990's to the enactment of the new constitution order in the year 2010. The struggle for the new constitution and hence the political environment has had a significant effect especially to Law Society of Kenya. Law Society of Kenya finds itself in the centre of the constitutional process. With these in mind strategic planning practices at Law Society of Kenya is a process that demands significant attention for the organization to remain relevant.

Whereas strategic planning has been widely researched by management scholars in Kenya such as Aosa (1992), who studied strategic formulation and implementation within large manufacturing companies in Kenya, Sagwa (2002) studied strategic planning practices of local pharmaceutical manufacturing in Kenya, Bell (2003) studied strategic planning by Tea manufacturing firms in Kenya, Kamau (2005) studied Strategic planning at Amateur Athletics Association. Busolo (2003), Shimba (1993), Kongoro (1998), Mboya (2000), Mitra (2001), Ogari (2003) and others, such studies have focused on firms operating in a competitive environment with the aim of maximizing returns for the shareholders. None of these studies have looked at strategic planning practices in a legal organization and more so the Law society of Kenya. So far no study has been carried out specifically on how strategic planning practices can be of importance in a legal organization such as the Law society of Kenya. It is against this background that the study seeks to fill the existing gap in this area of study by answering the question: What strategic planning practices has the Law Society of Kenya adopted to align to the environmental changes and at the same time fulfill its mandate to the citizens?

1.3 Research Objective

The objective of the study is to determine the strategic planning practises adopted by Law Society of Kenya.

1.4 Significance of the Study

The findings of the study are expected to help practicing managers at the Law Society of Kenya and other similar organizations to identify gaps in their strategic planning and enable them to better respond to environmental changes. This study will also be helpful to managers and consultants working in different organizations as it shows how organizations can operate in a turbulent environment and still remain a reference when it comes to dispensation of justice in the region.

The result of the study will be helpful to the government of Kenya to identify and formulate policy framework that will be of benefit to similar organizations in Kenya and in the wide East African region. The study will also contribute to the body of knowledge

and theory to researchers and scholars who will undertake further studies in a related field. It will provide them with a reference point and make recommendation for further studies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter summarizes the information from other researchers who have carried out their research in the same field of study. The specific areas covered here are concept of strategy, environmental changes, strategic planning and strategic planning practices.

2.2 Concept of Strategy and Strategic planning

According to Grant (2000), there is no agreed all embracing definition of strategy. Indeed, strategy is an elusive and somewhat abstract concept. He argues that this is expected when dealing with an area that is constantly developing. Strategy is the direction and scope of an organization over a long term. Strategies are systematic choices about how to deploy resources to achieve goals. A strategy is a long term plan of action designed to achieve a particular goal, most often "winning" (Thompson, 2007). Strategy is differentiated from tactics or immediate actions with resources at hand by its nature of being extensively premeditated, and often practically rehearsed.

Mintzberg et al (1999) has defined strategy as the pattern or plan that integrates an organization major goals, policies, actions sequences into a cohesive whole. A well formulated strategy helps to marshal and allocate an organization resources into a unique and viable position based on its relative internal competences and short comings, anticipated changes in the environment and contingent moves by intelligent opponents. Hofe and Schendel (1997), strategy is a position, a means of allocating an organization in the environment. It is a mediating force of match between an organization and the environment.

Strategy is multidimensional. Chandler (1962) views strategy as the determination of the basic long term goals and objectives of an organization and the adoption of the course of action and the allocation of resources necessary to carry out these goals. Porter (1996) has defined strategy as the creation of a unique and valuable position involving a

different set of activities. Ansoff (1965) states that strategy is the common thread among organization activities and their products as well as the market.

Cumming (1993) viewed strategy as knowing the business an organization proposes to carry out. He stresses that strategy requires knowledge of the business, an intention of the future, an orientation towards action. Andrews (1971) views strategy as a pattern of major objectives purposes or goals and essential policies and plans for achieving them. These should be stated in such a way as to define what business the organization is in.

Macmillan and Tampoe (2000) view strategy as ideas and actions to conceive and serve the future. In the same line Mintzberg views the concept of strategy in 5 Ps that is Plan, Ploy, position, Pattern and Perspective. Strategy decisions can thus be summed as those that determine the overall direction of an enterprise and its ultimate viability in the light of the predictable, unpredictable and the unknown changes that may occur in its most important surroundings. Strategy ultimately shapes the true goals of the organization. Strategy also helps delineate the broad limits within which the organization operates. Thus strategy may be looked at as either as priori statements to guide action or as posterior results of actual decision behaviour (Mintzberg, 1999).

Strategy is a deliberate search for a plan of action that will develop a business's competitive advantage and compound it. For any company, the search is an iterative process that begins with recognition of where you are now and what you have now. Your most dangerous competitors are those that are most like you (Linn, 2008). The differences between a firm and its competitors are the basis of its advantage. If a firm is in business and is self-supporting, then it already has some kind of advantage, no matter how small or subtle. The objective is to enlarge the scope of the advantage, which can only happen at some other firm's expense (Thompson, 2007).

Planning in organizations and public policy is both the organizational process of creating and maintaining a plan; and the psychological process of thinking about the activities required to create a desired goal on some scale. As such, it is a fundamental property of

intelligent behaviour (Lynch, 2003). This thought process is essential to the creation and refinement of a plan, or integration of it with other plans, that is, it combines forecasting of developments with the preparation of scenarios of how to react to them. An important, albeit often ignored aspect of planning, is the relationship it holds with forecasting. Forecasting can be described as predicting what the future will look like, whereas planning predicts what the future should look like.

2.3 Strategic planning practises

Strategic planning is an organization's process of defining, often in hyperbolic terms, its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people. Various business analysis techniques can be used in strategic planning, including SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats), PEST analysis (Political, Economic, Social, and Technological), STEER analysis (Socio-cultural, Technological, Economic, Ecological, and Regulatory factors), and EPISTEL (Environment, Political, Information, Social, Technological, Economic and Legal) (Harrison and St. John, 1998). Strategic planning is the formal consideration of an organization's future course. All strategic planning deals with at least one of three key questions; "What do we do?", "For whom do we do it?" and "How do we excel?"

In many organizations, strategic planning is viewed as a process for determining where an organization is going over the next year or - more typically - 3 to 5 years (long term), although some extend their vision to 20 years. In order to determine where it is going, the organization needs to know exactly where it stands, then determine where it wants to go and how it will get there. The resulting document is called the "strategic plan" (Arthur, 1989).

While strategic planning may be used to effectively plot a company's longer-term direction, one cannot use it to reliably forecast how the market will evolve and what issues will surface in the immediate future (McNicol, 2005). Therefore, strategic innovation and tinkering with the 'strategic plan' have to be a cornerstone strategy for an organization to survive the turbulent business climate (Schraeder, 2002).

The initial steps taken by an organization in formulating a Strategic Plan are to recreate its identity by defining its Vision, Mission and Value statements. These statements describe the fundamental principles of the organization. The basic raw materials in strategic planning include but not limited to; Vision which defines the way an organization or enterprise will look in the future (Greenly, 1986). Vision is a long-term view, sometimes describing how the organization would like the world to be in which it operates. Mission defines the fundamental purpose of an organization or an enterprise, succinctly describing why it exists and what it does to achieve its Vision. It is sometimes used to set out a "picture" of the organization in the future. A mission statement provides details of what is done and answers the question, what do we do? (Ward et al, 2005). Values are beliefs that are shared among the stakeholders of an organization.

To become really effective, an organizational vision statement must become assimilated into the organization's culture. Leaders have the responsibility of communicating the vision regularly, creating narratives that illustrate the vision, and acting as role-models by embodying the vision, creating short-term objectives compatible with the vision, and encouraging others to craft their own personal vision compatible with the organization's overall vision. In addition, mission statements need to be subjected to an internal assessment and an external assessment (Macmillan and Tampoe, 2000). The internal assessment should focus on how members inside the organization interpret their mission statement. The external assessment which includes all of the organization stakeholders is valuable since it offers a different perspective. These discrepancies between these two assessments can give insight on the organization's mission statement effectiveness. Strategic formation is a combination of three main processes which are as follows; performing a situation analysis, self evaluation and competitor analysis- both internal and external; both micro-environmental and macro-environmental.

There is no single “best practice” for how to do successful strategic planning. The timing and process will differ depending on industry, market pressures, and the size and culture of the organization. In the past, a five to ten year strategy time horizon was common, yet today we see how difficult it is to plan beyond two or three years. Strategic planning is typically oriented to a particular organization’s circumstances at a particular time in its history. However, there are a number of proven and effective practices and methodologies that can be adapted for virtually any business.

In order to make sure that strategic planning process is a success, it’s best to check out with other organizations that have done it before. In addition, it’s still a good idea to review best practices from time to time just to identify areas where the organization could improve. Strategic planning guide for a successful process would comprise the following steps. First is to pull together a diverse, yet appropriate, group of people to make up the organization planning team. Diversity leads to a better strategy. It is important to bring together a small core team of between six and ten people of leaders and managers who represent every area of the organization. Next is to allow time for big picture, strategic thinking. Ansoff, (1987) indicated that organizations tend to try to squeeze strategic planning discussions in between putting out fires and going on a much needed vacation. But to create a strategic plan, the team needs time to think big. Full commitment from key people in the organization is imperative. If the team doesn’t buy into the planning process and the resulting strategic plan, the plans will be dead in the water. Allow for open and free discussion regardless of each person’s position within the organization. An outside facilitator may be hired, someone who doesn’t have any stake in organization success. Active participation should be encouraged without allowing one person to dominate sessions. It’s important to think and plan about execution beforehand. It doesn’t matter how good the plan is if it isn’t executed (Johnson and Scholes, 2002).

A trained professional facilitator who has no emotional investment in the outcome of the plan may be included to the planning team. An impartial third party can concentrate on the process instead of the end result and can ask the tough questions that others may fear to ask. Plans must be made actionable. To have any chance at implementation, the plan must clearly articulate goals, action steps, responsibilities, accountability, and specific

deadlines. And everyone must understand the plan and their role in it. Good strategic plans are fluid, not rigid and unbending. They allow organization to adapt to changes in the marketplace. Howe (1993), states that every step must be clearly articulated after every session. Before closing the strategic planning session, the next step that follows and who's responsible for what must be clearly explained. Everyone must fully understand what they're responsible for and when to meet deadlines. Strategy must be a habit, not just a retreat. The strategic plan should be reviewed regularly for performance achievement no less than quarterly and as often as monthly or weekly. Focus on accountability for results and have clear and compelling consequences for unapproved missed deadlines.

Strategic planning deals with the futurity of current decisions. Strategic planning is a process that begins with setting objectives of the organization, aims, defines strategies and policies to achieve them and develops detailed plans to make sure that the strategies are implemented so as to achieve ends sought. Howe (1993) contended that the strategic decisions should only be made and implemented after the senior management of the organization has gone through the strategic decision making process. This include the mission, objective identification, analysis of the environment, the organization analysis of its own internal capabilities, then the organization evolving a particular strategy and lastly putting the chosen strategy into effect and monitoring its implementation in order to ensure the achievement of the organizational goals. Strategic planning is more of a thought process, an intellectual exercise than a prescribed set of processes, procedures, structures or technical. Formal strategic planning usually produces a strategic document plan which is a comprehensive statement about the organization mission and future direction, short term and long term performance targets and how management intends to produce the intended results to fulfill the mission given the organization situation, (Thompson and Strickland 2003). The strategy making function of managers consist of various tasks and practices such as developing a concept of the organization and forming a vision of where the organization needs to be headed, in effect infusing the organization with a sense of purpose, providing direction and establishing a mission, converting the mission to specific performance objectives, crafting a strategy efficiently and effectively

and lastly evaluating performance, reviewing the situation and initiating corrective adjustments in mission.

2.4 Environmental changes and strategic planning practices

The environment has been characterized as complex, dynamic, multi-facet and having far reaching impact (Kazmi, 2002). As a result, of these characteristics, the environment is composed of various factors, events, conditions and influence which interact with each other to create an entirely new set of influences leading to constant environmental change in its shape and character. A fundamental change is occurring in the world economy whereby the world economies are witnessing the forces of globalization and liberalization of trade.

Cope (1989) argues that to understand the behaviour of an organization one must understand the context of that behaviour. Organizations are inescapably bound up with the conditions of the environment. Indeed, it has been said that all organization engage in activities which has on their logical conclusion adjustments to the environment. Ansoff, (1987) suggests that the environment should be analysed in terms of competition and entrepreneurial change. By attributing scores to various factors the degree of competition and entrepreneurial turbulence can be calculated. The competitive environment is affected by market structure and profitability, the intensity of competitive rivalry and the degree of differentiation, market growth, the stage in the life of the products and services in question and the frequency of new products launched.

The phenomenon of globalization, according to Hammond and Grosse (2003) refers to the fact that people around the world have become more and more knowledgeable about each other. This accordingly is expected to affect all other sectors. The emergence of environmental influences and their effect on organization strategy has gained tremendous traction in the management literature in recent years (Pearce and Robinson, 2005, Johnson and Scholes, 2002). Fuelled by societal concerns over global warming, globalization, poverty, ecosystem destruction, and social degradation, environmental pressures have gained substantial attention in strategic management classrooms, corporate boardrooms and academic journals (Pearce and Robinson, 2005; Kazmi, 2002).

During the last decade, the economic and political environment has changed dramatically. These changes have had a tremendous impact on the global economic outlook. These changes have created both enormous opportunities and challenges for global organizations, ((Johnson and Scholes, 2002). The change in environment has forced most organizations to formulate and develop a global strategy based on flexible systems that can adapt to the changing external environment.

The ongoing streams or new and revised moves and approaches some big and some little applying to one part means that an organization prevailing strategy is almost never the result of a single strategizing effort rather the pattern of more approaches and decisions that establish an organization. Strategy assumes its shape over a period of time. This process is more applicable to strategic management at the business level of the organization and hence the effects of the environment.

While strategic planning may be used to effectively plot an organization's longer-term direction, one cannot use it to reliably forecast how the market will evolve and what issues will surface in the immediate future (Harrison and St John, 1998). Strategy planning is a tough management job as it involves a variety of managerial activities. There is also a lot of different ways to approach each and every activity involved in managing strategy, and the whole process also requires distinct and diverse people management skills. Those involved in strategy planning must, for example, be able to overcome their resistance to change for the whole process to be successful. Strategic management involves formulation, implementation and review. Strategy implementation can be said to be the most challenging of them all.

The preparatory phase of a business plan relies on planning. The first chapters of a business plan include analysis of the current situation and plan strategy and objectives.

When developing strategies, analysis of the organization and its environment as it is at the moment and how it may develop in the future, is important. The analysis has to be executed at an internal level as well as an external level to identify all opportunities and threats of the external environment as well as the strengths and weaknesses of the

organizations. There are several factors to assess in the external situation analysis; Markets (clients), competition, technology, Supplier, markets, Labour markets', the economy and the regulatory environment. Analysis of the external environment normally focuses on the members (Johnson and Scholes, 2002). Management should be visionary in formulating member's strategy, and should do so by thinking about market environment shifts, how these could impact the members, and whether those customer sets are the ones the company wishes to serve. Analysis of the competitive environment is also performed, many times based on the framework suggested by Michael Porter (Porter, 1996). Strategic planning is a very important business activity. It is also important in the public sector areas such as education. It is practiced widely informally and formally. Strategic planning and decision processes should end with objectives and a roadmap of ways to achieve them.

In conclusion, change is occurring rapidly and even greater changes and challenges are forecast the years to come. The crucial responsibility of managers will be ensuring their organizations capacity for survival. This will be done by anticipating and adapting to the environmental changes in ways that provide new opportunities for growth. The impact of changes in the remote industry and task environments must be understood and predicted (Pearce and Robinson, 1997).

2.4.1 Strategic planning Objectives

Strategic objectives are broadly defined objectives that an organization must achieve to make its strategy succeed. Strategic objectives are, in general, externally focused. One of the core goals when drafting a strategic plan is to develop it in a way that is easily translatable into action plans (Pearce and Robinson, 1991). Most strategic plans address high level initiatives and over-arching goals, but don't get articulated (translated) into day-to-day projects and tasks that will be required to achieve the plan. Terminology or word choice, as well as the level a plan is written, are both examples of easy ways to fail at translating a strategic plan in a way that makes sense and is executable to others. Often, plans are filled with conceptual terms which don't tie into day-to-day realities for the staff expected to carry out the plan (Fahey and Narayman, 1986).

Thompson and Strickland (2003) advance that the act of setting formal performance objectives not only converts an organization mission and direction into specific performance targets to be achieved but also helps protect against drift, confusion over what to accomplish and toleration of understanding results. Both short and long term objectives are needed. Objectives give organization something to shoot for, something specific to achieve. Objectives should be set and communicated so that people know where the strategic leader wants the organization to be at sometime in the future. At the same time it is essential that the objectives currently being pursued are closely understood. Because of the incremental changes in strategies, the actual or implicit objective may have changed from those which were established and made explicit sometime in the past. Objectives therefore establish the direction and in some cases set specific end points. They should have time scales attached. It is important for the management to distinguish between the idea of broad purpose and specific measurable milestones. Organization management sets specific objectives for their managers at all levels to achieve. These logically and quantifiable targets forms different levels of performance. Objectives then become measurable points which indicate how the organization is making definite progress towards its broad purpose. With the objectives comes the strategy analysis and choice. Managers consider alternative strategies and choose those that the firm will pursue. It involves the choice of corporate level strategy mostly identify the business the organization will be involved in and then choosing the competitive strategy that each of these business will pursue.

One model of organizing objectives uses hierarchies. The objectives may be organized in a hierarchy of means and ends and numbered as follows; Top Rank Objective (TRO), Second Rank Objective, Third Rank Objective, among others. From any rank, the objective in a lower rank answers to the question "How?" and the objective in a higher rank answers to the question "Why?" (Lorenzen, 2006).

Another approach recommends having short-term goals, medium-term goals, and long-term goals. In this approach, an organization can expect to attain short-term goals fairly easily. At the other extreme, long-term goals appear very difficult, almost impossible to

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Another approach recommends having short-term goals, medium-term goals, and long-term goals. In this approach, an organization can expect to attain short-term goals fairly easily. At the other extreme, long-term goals appear very difficult, almost impossible to

attain. Strategic management jargon sometimes refers to "Big Hairy Audacious Goals" (BHAGs) in this context (Collins, J. and Porras, J. (1996). Using one goal as a stepping-stone to the next involves goal sequencing. An organization starts by attaining the easy short-term goals, then steps up to the medium-term, then to the long-term goals. Goal sequencing can create a "goal stairway" (Allison and Kaye, 2005). In an organizational setting, the organization may co-ordinate goals so that they do not conflict with each other. The goals of one part of the organization should mesh compatibly with those of other parts of the organization. To achieve these goals strategic planning is divided into the following; Corporate planning which begins the corporate planning process. This is the planning phase in which all management come to an agreement as to the mission statement of the company. Then more detailed strategic plans are created which deal with market targets, product development issues and competitive issues (Lorenzen, 2006). Corporate strengths and weaknesses are discussed and plans are made to shore up weaknesses and to continue to strengthen competitive strengths. The customer receives a good bit of focus and definition during this phase as well. Corporate planning must be a process personalized to the company. Corporate cultures and personalities vary considerably, so are the corporate strengths and weaknesses. Accordingly, the planning process and its implementation must vary as well. Once the corporate strategic plan is complete, the department strategic planning can begin. Department management can now work jointly to prepare their best implementation of the corporate strategic plan within their own departments. This planning process can work very rapidly into operations planning at the department level. In summary, an organization without a comprehensive corporate plan is wandering aimlessly (Haines, 2004). Operations planning; the phase begins with management setting objectives within their individual departments which would ensure that the company can meet the strategic objectives set out for the year.

No planning is ever complete unless it puts measurable standards into effect, and then compares those standards against actual performance and actively reviews and manages the variances accordingly. Standards measurement includes budget to actual expenditure comparisons on a monthly basis, milestone performance measurements, market research

results, questioning and interviewing (Graister and Falshaw, 1999). These phases must all be done to some degree, and they must be completed in the order given to maximize their impact to the organization. It is most important that a process is in place and is being continually improved upon.

How to get the process going and how it is directed is entirely at the discretion of corporate management. Since strategic planning involves people in strategy development it engenders ownership of the strategy by the people involved. Linn (2008) noted that strategic planning systems provide the management with an opportunity to influence the future of the organization thereby controlling its destiny. This in turn provides a sense of logic and security for the employees and the organization leading to increased levels of motivation.

In conclusion strategic planning must be a process personalised to the organization. Organizational cultures and personalities vary considerably, so are the corporate strengths and weaknesses. Accordingly, the planning process and its implementation must vary as well. In other words, an organization without a comprehensive plan is wandering aimlessly.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was used to carry out the study and obtain the research data. The chapter is outlined into the research design adopted, data collection tools used, data collection technique, and data analysis method. This research methodology was aimed at enabling the researcher to obtain and process the data on the research question and objective on Law Society of Kenya.

3.2 Research Design

This research was conducted through a case study since the main purpose was to describe the strategic planning practices adopted by the Law society of Kenya. Case study was chosen as it enabled the researcher to have an in-depth understanding of the study. Dooley (2007) defines a research design as the scheme, outline or plan that is used to generate answers to research problems. A case study design is most appropriate where a detailed analysis of a single unit of study is desired as it provides focused and detailed insight to phenomenon that may otherwise be unclear (Mugenda and Mugenda, 2003). Baxter and Jack (2008) argued that a case study is a form of qualitative analysis where studies are done on institutions and from the study, data generalisation and conclusions are drawn.

3.3. Data Collection

The study relied both on primary and secondary. Primary data was gathered directly from respondents through the pre-planned interview guide. Those interviewed included four council members, the CEO, Director Compliance, Human resources Director, Policy and Governance Director, Finance Director. An interview guide is a set of a series of questions to be asked during the interview for the purpose of obtaining information during the interview. The researcher booked an appointment with each interviewee during the less busy times of the day especially early in the mornings or late in the afternoon. To prepare the interviewee, the researcher had sent a copy of the interview guide to all in advance. This allowed in-depth discussions through the individual

meetings with the respondents. Secondary data was used to supplement primary data. The researcher carried out through desk review of strategic planning documents that included the annual reports, strategic plan and mid and end term evaluation.

3.4 Data Analysis

Data collected from the interviews was purely qualitative in nature. The researcher used conceptual content analysis to analyse the data through describing phenomena, classifying it and noting how the concepts interconnected. Content analysis is the systematic qualitative description of the composition of the objects or materials of the study (Mugenda and Mugenda, 2003). The main purpose of using content analysis in this study was to investigate the existing information in order to determine factors that helped explain specific relationships. The information was analyzed and evaluated to determine its usefulness, consistency, credibility and adequacy. Kothari (2000) also observes that content analysis uses a set of categorization for making valid and replicable inferences from data to their context. Content analysis also enabled the researcher to swift through large volume of data with relative ease and systematically.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.0 Introduction

This chapter presents the data analysis and findings of the study. The analysis of the study was based on the questions as indicated on the interview guide annexed at the back. The researcher had set out to interview eleven respondents. These included six council members, the CEO, Director Compliance, Human resources Director, Research and Policy Director and the Finance Director.

Strategy formulations by organizations dictate the need to align organization structure to the proposed strategies. This means that there is need to align strategy to organization culture, structure, reporting systems, responsibility centres for successful formulation and implementation. The Law Society of Kenya has a functional organization structure.

4.1 Respondent's profile

The eleven respondents that formed part of the study are part of the senior management at Law Society of Kenya. Majority of them have been working in the organization for over five years which was a clear indication that they were well versed with the process of strategic planning process at the organization.

4.2 Strategic planning practice at Law Society of Kenya

The research reveals that formal strategic planning practices are present at Law Society of Kenya and therefore regard it as an important element in achieving objectives set out. Formalised strategic planning started in the year 2003 following recommendations emanating from the annual general meeting of the Law Society of Kenya the same year. In view of the rapid and complexity political agitation and the perceived role of the society, the meeting set up a committee to carry out a situational analysis and propose the necessary changes that the society needed to make to be relevant to the country.

The strategic plan in place has been developed in a participatory manner. The process started by setting up of a strategic planning committee as mandated by the annual general meeting. The committee comprised of all twelve council members, the CEO and four departmental directors. The directors were assigned responsibilities of articulating the strategic direction at departmental level. The society engaged the services of an external consultant to guide and facilitate the process. The strategic planning committee was put in an intensive strategic management training retreat on the concept and principles of strategic planning before the actual strategic planning process began. There after departmental heads were mandated to mobilise all officers required to participate in the strategic development and planning process at departmental level. They were to carry out a need assessment process, assign tasks and time scale within their area. In addition the departmental heads were to carry out the SWOT analysis and propose appropriate strategies. All this was to be summarised in a departmental proposals that would form the basis of plenary presentations in a number of workshops that followed.

At the workshop, the participants first reviewed the institution in terms of where it was at that time and where it aspired to be in future. This involved both the internal and external assessment. SWOT (Strength, Weakness, Opportunities and Threat) was used and some of the notable results indicated that the strength of Law society of Kenya was in the semi autonomous nature of its corporation, quality membership, nationwide spread of its members, and strong relationship with its key stakeholders among others. Its weakness lied on limited funding, individual interests, and power struggles. Constitution review, transitional governance and international support were some of its opportunities. On the other hand high staff turnover especially the office of the CEO was identified as a major threat to achieving a successful strategic planning process. Other notable strategic issues included; the need for public civic education, constitutional enactment, development and drafting of appropriate bills, lobbying for legislation and government legal policies.

The study discovered that data collection was the responsibility of the departmental heads and was collected from all sources. The first and the only strategic plan of the Law Society of Kenya were commissioned in 2006. The process of developing the strategic plan started in the year 2003.

The necessary supportive structures at the secretariat were established and a draft proposal was developed. This draft proposal was shared with the twelve council members. The council members met in a brainstorming meeting and came up with a revised version of the working draft. This working draft was circulated to all members as a notice to the annual general meeting the following year. The strategic planning cycle at the Law Society of K takes a five year period.

Interviewees were asked to briefly describe the strategic planning process at Law Society of Kenya. The study established that the process was very formal and followed an a step by step method identified as key phases in strategic planning process; Environmental scanning (departmental scanning), Setting up strategic planning committee, development of society identity (logo), defining vision and mission, establishment of strategic objectives, retreat training of the strategic committee members, performing SWOT analysis, plenary sessions and presentations, stakeholders forum and ratification by members and finally Budgeting and council approvals. Once the council approves the budget supporting the strategic plan, its officially launched and operations are aligned towards achieving the intentions of the plan.

4.3 Roles in strategic planning

The strategic planning process at Law Society of Kenya lies with the senior management. Strategic planning committee comprising of all twelve council members, the CEO, Director Compliance, Human resources Director, Research and Policy formulation Director, Finance Director. The roles of the personnel involved in the strategic planning process are clearly defined. The roles however are complimentary and support one another to ensure that the whole process is successful. The Council of the Law Society of Kenya is supreme over the strategic planning process. All Council members are members

of the strategic planning committee who review and approve all strategic issues raised. The study established that the department of policy formulation and research spearheaded the strategic planning process and the development of the strategic plan. The department was also involved in the interpretation of the strategic objectives, coordination of the programmes and indentifying relevant strategic issues in the strategic plan development. The department also provided the technical support in the articulation of the strategic issues.

Each department head developed their respective departmental plans and proposed appropriate strategies. Most employees were involved though their opinions and direct input. Members were also involved during the ratification of the strategic plan at the Special general meeting. The draft was also critiqued at various forums organised by the department of continuous legal education country wide.

Table 4.1: Respondents' profile

Interviewee	Years at LSK	Participation
Council Chairman	8 years	Actively involved
Council Vice Chair	5 years	Actively involved
Four Council members	4 years	Actively involved
Office of the CEO	continuous	Was not involved
3 HOD	6 years	Actively involved
Research & Policy HOD	7 years	Actively involved
Membership (AGM)	Continuous	Passively involved
Staff members	Continuous	Passively involved

Source: Primary data.

The tenancy of the CEO was evidenced as a key success factor in this sector because of the policy making and ability to network. The CEO plays a very important role at Law Society of Kenya. The office of the CEO is the go between the council and the Secretariat which carries out all the Law Society of Kenya operations. The office of the CEO is

principally responsible for the success of the strategic planning process. It provides the drive and the soul of the strategic planning process. The CEO provides the leadership to the whole process of strategic planning. The CEO is the team leader and provides the much needed direction of the strategic intent. Pearson and Robinson (2002) advance that the principal duty of CEO is often defined as giving a long term direction to the firm. CEO is ultimately responsible for the success of the business and therefore its strategic planning practices. The CEO gave general direction and assumed the overall leadership of the process. He authorized the funds for the exercise and was part and parcel of all the meetings that took place.

To the question on whether Law Society of Kenya has adopted a strategic planning practice, interviewees indicated that law Society of Kenya has adopted strategic planning practice which include review of the key trends and issues that are going on and affecting legal professional and draw potential implications as part of strategy development process, discussions of the implications of the changes in the external environment upon the organization, identifying key external stakeholders and incorporating their perspectives into strategy development process. In addition, understanding and agreeing on the strategic issues facing the organization and the barriers to diminishing them and understanding the organization internal strengths and opportunities for organizational improvement. The interviewees also confided that the strategic planning practices chosen are important to the organization as it's faced with increased and rapid environmental changes which are economic, social, political, governance, technological among others.

The study also found out that the continuous results of environmental assessment helps the strategic planning committee to merger the strategic plans formulated with the mission statement. Interviewees were able to articulate the mission statement of the Law society of Kenya "To be a world recognized bar association in the provision of quality services, fostering advocacy and the rule of law." The interviewees were also able to link the mission statement to the organization vision which stated "To empower our members and promote good governance and the just rule of law."

Table 4.2: Strategic issues

Strategic planning issue	Time frame	Remarks
Environmental scanning	Continuous	Facts /reality
Vision statement	Long term	Strategic direction
Mission statement	Long term	Strategic plan
Strategic plan	5 years	Reviewed annually

Source: Primary data.

The respondents were asked to indicate whether the Law society of Kenya had set objectives. All the respondents indicated that the organization had set objectives which were well documented in their respective profiles. The research findings indicate that the key objectives were to maintain and promote the rule of law in the Kenya by maintaining and improving the standards of conduct and running of the legal profession in Kenya; facilitating the acquisition of legal knowledge by members of the legal profession and others and assisting the government and the courts in matters affecting legislation and the administration of justice in Kenya. In particular to ensure effective participation and implementation of government policy documents in the administration of justice; protecting, representing and assisting members of the legal profession in Kenya in respect of conditions of practice and otherwise and protecting and assisting the public in Kenya in all matters touching, ancillary or incidental to the law. These objectives were well linked with the organization mandate as stated in the Act.

The office of the CEO is charged the responsibility of communication the strategic plan. The respondents were asked to indicate the mode of communication adopted by the organization when sharing the plans with other members of staff. Plans must be understood and supported by all staff in the organization if positive were to be realized. This calls for effective methods of communication of the plans to the staff that were not involved during the formulation process. The research findings indicated that

communication of the strategic plan was done through intra net, memos, departmental meetings, staff retreat and annual work plans.

These important statements are found in majority of the organization stationeries, on the secretariat offices and branches. They are also found in all the continuous education workshops, weekly newsletters, on their website among other areas.

Together with the office of the CEO, the strategic planning committee is responsible for the effective implementation of the strategic plan. Its' an activity that is continuous throughout the year. The CEO takes a personal initiative to ensure that the strategy moves to the right direction.

The interviewees stated that Law society of Kenya employs a highly structured strategic planning approach. Strategic planning workshops and retreat are organized to deliberate on strategic planning issues. The interviewees stated that structured approach is exemplified by the manner in which the various departments are related in the planning team and play well defined roles in the process. Strategic issues identified at department level are forwarded to the plenary in the workshops for discussion before being subjected to council's resolution. Once the council approves, the policy is circulated to membership before being ratified or otherwise during the annual general meeting. When the strategic plan is adopted, it is then the duty of the office of the CEO and the secretariat to communicate the strategic plan.

The researcher sought to determine whether the organization had put in place procedures to monitor changes in the environment in which the Law society of Kenya operated in, which could be an indication for the need of reviews both in the short term and in the long run. The researcher discovered that though these procedures were provided for, no strict review and updates were done and if they were carried out, the reviews were varied.

4.4 Strategic planning tools used in developing the strategic plan at Law Society of Kenya.

Situational analysis of both internal and external environments was carried out to find out the challenges facing the strategic development and planning. Internal analysis refers to a

process by which the strategist examines the organization functional areas so as to determine where the organization has significant strength and weakness. It involves organization taking its own self appraisal and develops strategies that are in line with the internal capabilities. Every organization must determine what its distinctive competent are so that it can make decisions about how to use these abilities now and in the future. Functional capabilities can be demonstrated in the organization value chain. Organization value chain is a system of interdependent activities which are connected with linkages. The value chain for an organization in a particular industry is embedded in a larger stream of actions that is termed as the value chain system. This was done using the SWOT analysis in areas such as staffing, administration, finance, research and policy.

To monitor the environmental sectors, PESTEL was used to determine opportunities and threats to the organization. This analysis and diagnosis is necessary because environmental factors are prime influences of strategy change. The resultant strategic plan took into account the availability of resources more so at the implementation stage. The study indicated that strategic approaches from other institutions were considered. The interviewees said that the goal based planning approach was probably the most appropriate approach and starts with the focus on the organizations' mission and vision statements, objectives and core values to work towards strategies to achieve the goals and action plan. Issue based strategic planning often starts by examining issues facing the organization after which strategies to address those issues are formulated together with the action plans. Organic strategic might start by articulating the organization vision and values, and then action plans to achieve the vision while adhering to those values. According to the interviewees, some members preferred a particular approach to planning and were particular with the time scale.

The study established that the Law Society of Kenya has indeed put in place systems and procedures to support the development of strategic plans. The interviews were quick to point out that there is a disconnect between what was planned and documented in the strategic plan and what some senior personnel articulated in their work plans for middle and junior levels.

To the question as to whether the Law Society of Kenya had identified risks and made some important strategic assumptions, the interviewees indicated that vested interest and internal power struggles were noted to be factors that could affect any chosen planning perspective.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary of the findings of the study, conclusion and suggests some recommendations. The study sought to determine which strategic planning practices that the Law Society of Kenya has adopted in its strategic planning. The chapter contains a summary of the results as presented in the previous chapter and gives conclusions and recommendations based on the findings of the study. Presented as well are the limitations of the study based on the analysis of the entire study and suggestions for further research.

5.1 Summary of the findings and conclusions

The study found out that strategic planning at LSK was done in one phase simultaneously which involved strategy development and strategic planning. The entire process was formalized. The process was highly formalized with a top to bottom planning approach.

The Law Society of Kenya has set up a formal strategic planning process with annual evaluation and control procedures. Strategic development and strategic planning practices were carried out simultaneously by the senior management headed by the Council, CEO and departmental heads. The roles of these senior personnel were clearly spelt out.

The respondents confirmed that the Law Society of Kenya had developed a vision statement which was well documented and well communicated. The respondents also indicated that the mission statement was well documented and appeared in all official stationeries of the organization. The Vision and mission statements were well displayed in strategic locations and positions within the organization and in all its branches.

The research established that limited monitoring and evaluation procedures expose the strategic plan to non compliance and uncoordinated feedback. However development of efficient real time databases has made the strategic plan more effective in its significant operations.

The researcher found out that the office of the CEO is responsible for sound strategy formulation and implementation. The CEO provides leadership and motivation throughout the whole process. Although the Council of the Law Society of Kenya is the ultimate decision maker, the strategic planning committee play an important role in strategic planning and development.

The planning approach is top-down with measured input from lower level personnel. Law Society of Kenya employs simple planning tools such as SWOT analysis in assessing its internal capabilities and PESTEL in evaluating its external environment. From the research findings, the strategic planning process ensures assessment of the internal and external environment. This assessment is done using the SWOT Technique. The final strategic plan is a product of negotiations at all levels. The study discovered that the strategic plan is communicated to the secretariat through a staff retreat of the senior and middle management. Other staff members are briefed and their expectations captured in their work plans.

5.2 Recommendations for policy and practise.

Organizations are faced with myriad of changes hence they have limited options but to ensure that strategic planning practices are flexible and in tune with the environment. Significant focus should be directed to strategic issues by adding more time and resources to the issues identified. It would be of great interest to explore bottom up approach to strategic planning process to not only motivate the employees but also to encourage ownership of the strategic solutions. The study found out that Law Society of Kenya encountered a number of challenges during the planning process. These challenges included high staff turnover, limited funds, inadequate capacity, and vested interests among others. As a result the process took more time than anticipated.

The respondents did acknowledge that strategic planning process indeed faced a variety of challenges. The interviewees confided that one of the main challenge accrued to the organization was because the organization was engrossed in current problems. This

meant that insufficient time was spent on strategic planning and the process itself became discredited. Other challenges that the organization needs to address is failing to ensure the necessary involvement in the planning process, lack of plans to measure development process and performance consistently rejecting the formal planning mechanism by making instinctive decisions which conflict with the formal strategic plans. The study gave an in depth information on strategic planning practices adopted by Law society of Kenya. The research instruments were constructed comprehensively and exhaustively enough to give representative information that ensured both reliability and generality of findings on the strategic planning practices that might apply to other similar organizations

5.3 Limitations of the study

This study was carried out within a limited timeframe and resources which constrained the scope and depth of the research. Hence the adoptions of a case study design. In this view the findings of the study can only be used limitedly in making generalization regarding strategic planning practices in other public organizations in Kenya.

5.4 Conclusion

The Law Society of Kenya has set up a formal strategic planning process with annual evaluation and control procedures. Strategic development and strategic planning practices were carried out simultaneously by the senior management headed by the Council, CEO and departmental heads. The process of strategy developing and strategic planning encountered various challenges ranging from, limited funds, individual interests, inadequate technical personnel and time constraints.

Specific strategic alternatives can only be developed once a clear picture of the organization and its environment is in hand. Strategic formulation move smoothly if some mistakes can be avoided. Such mistakes would include confusing strategies with goals and objectives, making an incomplete description of strategy components, only stating the manner in which a strategy will change the future, failing to see the interrelationship involved at the conceptual and operational levels, failing to distinguish different types of strategies, forgetting past actions in strategy formulation and looking for only explicit strategy statements.

The study has indicated that the vision and mission statements conveys a sense of purpose to members and employees and projects an appropriate image to all stakeholders. The study established some factors that influence strategic planning process notably the government policies, political development, legislation, human right issues as more significant.

5.5 Suggestions for further studies.

It will be of interest to carry out an investigation on performance of the organization after implementing the current strategic plan in the year 2012 and establish how effective it was operationalized.

A cross section survey investigating the linkages between strategic planning practices on none profit organizations and their performance on the face of a dynamic environment.

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Appendices

Appendix I –LETTER OF INTRODUCTION FROM RESEACHER

**OWEN W. KIBUNJA
C/O SCHOOL OF BUSINESS
UNIVERSITY OF NAIROBI
BOX 30197-NAIROBI**

Dear Sir/Madam

RE: REOUEST FOR AN INTERVIEW

I am a post graduate student at the School of Business,University of Nairobi pursuing a Masters of Business Administration (MBA) degree, specializing in Sstrategic management. Currently am carrying out a research on Strategic planning practices of Law Society of Kenya as part of my coursework.

Kindly spare some of your time for an interview to enable me finalize my studies. You have been selected for this study due to your familiarity with strategic planning at Law society of Kenya. The information is for academic purposes only and will be treated in strict confidence.

Thank you for your co-operation.

Owen Kibunja

D61/75284/2009

Cell no. 0728 88 06 17

Appendix II-

LETTER OF INTRODUCTION FROM THE UNIVERSITY



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAM - LOWER KABETE CAMPUS

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE: 27/07/2011

TO WHOM IT MAY CONCERN

The bearer of this letter KIBUNJA OWEN WAINAINA

Registration No: DBI/75284/2009

is a Master of Business Administration (MBA) student of the University of Nairobi.

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

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

Thank you.

DR. W.N. IRAKI
CO-ORDINATOR, MBA PROGRAM

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA OFFICE
P. O. Box 30197
NAIROBI

Appendix III

INTERVIEW GUIDE

1. What is your designation at the Law society of kenya?
.....
2. What is the vision and mission of Law Society of Kenya?
.....
3. How long has the strategic plan been in place?
.....
4. Who were involved in strategic planning process?
.....
5. On what basis were members of the strategic planning team selected?
.....
6. How long did the process of coming up with the strategic plan took?
.....
7. What kind of information or data was required?
.....
8. Was there a department that contributed more than others and why?
.....
9. What were the major determinants on strategic planning practices adopted?
.....
10. Were there external consultancies involved?
.....
11. What is your role in strategic planning process?
.....
12. Were there assumptions and risks expected when adopting the strategic planning practise at Law Society of Kenya?
.....
13. What were the major strategic planning challenges experienced?
.....
14. Does the society have established systems and procedures to support strategic planning practices?

-
15. Were there competing interests from different team members or departments and how were they accommodated?
-
16. What were the major factors external and internal that influenced strategic planning practices?
-
17. Describe the tools used in developing the current strategic plan?
-
18. Were plans for implementation, evaluation and control considered during the strategic planning process?
-
19. What were the important factors that influenced the choice of the strategic planning practices adopted by Law Society of Kenya?
-
20. How often is the strategic plan reviewed?
-
21. What triggers the strategic plan reviews?
-

Thank you.