FACTORS AFFECTING SUCCESSION PLANNING IN THE PRESBYTERIAN CHURCH OF EAST AFRICA: A CASE STUDY OF MILIMANI NORTH PRESBYTERY.

By

Kariuki Peter Njoroge

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ABSTRACT

The objective of this study was to find out why succession planning which means identifying, training and tasking of successors for any eventuality that may arise in an organization's leadership was not open and clear in the Presbyterian Church of East Africa, Milimani North Presbytery. This study particularly sought to use four identified factors that affect succession planning in any organization i.e. The Practice and Procedure, Strategic Plan, Human resource planning and continuous personal development and see whether they were utilized in Milimani North Presbytery to facilitate succession planning. Otto Scharmer (2007) Theory U model of transformative change anchored this study due to its relevance to the title in that it shows how its five movements can be used by the incumbent leadership to establish a common purpose about the future of an organization and through assessment of their strategies and policies establish a succession plan for the emerging future. To achieve this, a case study design was used where both qualitative and quantitative data was gathered through the use of self-administered questionnaires. Proportionate stratified sample of 46 leaders was drawn from the population of 153 leaders drawn from Clergy, elders and group leaders. The data collected was coded and analyzed using descriptive and inferential statistical analysis and SPSS. Frequency tables chart and graphs were used to present the data. The study found out that succession planning was not practiced in Milimani North Presbytery. Majority of the respondents agreed that succession planning was necessary in the Presbytery to avert succession crisis as well alleviate customer dissatisfaction that led mass exodus to other churches. The study found that church Practice and Procedure affects the succession planning in Milimani North Presbytery to a great extent but majority of respondents agreed that the document was not clear on how succession planning

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should be carried out. The study found that strategic plan affects the succession planning in Milimani North Presbytery to a great extent but majority agreed that despite its importance the strategic plan was outdated and needed renewal. The study revealed that human resource planning affects succession planning in Milimani North Presbytery. It was established that individual's continuous professional development affects succession planning in Milimani North and should be embraced and be in line with the Presbytery's mission. Recommendations to roll out a succession plan were made in line with the stated factors.

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