

**AN INVESTIGATION INTO THE ROLE OF STRATEGIC LEADERSHIP IN
STRATEGY IMPLEMENTATION IN KENYAN PRIVATE UNIVERSITIES:
A CASE STUDY OF MOUNTKENYA UNIVERSITY**

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ABSTRACT

Strategy implementation is an integral part of the strategic management process as it entails converting the formulated strategy into action. Managers who successfully implement their strategies enjoy competitive advantage over organizations with managers who are less competent in implementing strategy. Strategic planning can only be successful if there is effective implementation of the strategy. A review of literature indicated high failure rate in strategy implementation which shows that implementing strategy is not an easy task. One of the ways the management team is able to ensure that they successfully use the strategic management process is through effective strategic leadership. Successful implementation of strategies formulated will depend on effective leadership provided by the top managers in the organization. However, too many leaders delegate implementation responsibilities and do not follow through on the actions. In the light of this problem, the researcher investigated the role strategic leadership played in strategy implementation in Kenyan private universities with Mount Kenya University serving as a case study. In order to achieve this objective, data was collected using questionnaires administered to a representative sample from the total number of full time employees at Mount Kenya University. A correlation analysis and regression analysis was done to determine relationship between the variables under study. The study concludes that there are factors that affect the overall implementation of the strategic plans and others that only affect the implementation of certain items in the implementation of the plan. These factors need to be identified for all institutions for implementation to be successful.

Key Words: Strategy Implementation, Leadership, Upper Echelon Theory, Mount Kenya University