

Healing an Organization: High Performance Lessons from Africa¹

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Abstract

What nations do business executives visit for insights about how performance can be improved? What industry might provide lessons and encouragement for managers? Paradoxically, the case of the Ugandan National Water & Sewerage company provides fresh perspectives on steps for healing organizations that have become fragmented, un-focused, and unproductive. No single prescription exists for transforming a corporation, especially a state-owned corporation. However, the basic ingredients include thoughtful leadership, careful measurement, open communication channels, and well-designed implementation strategies. An African Proverb from Kiganda states, *"A person who never travels, believes his mother's cooking is the best in the world."* We need to travel further from home more often.

For more details please refer to the Journal.