

## LEAPS IN PERFORMANCE: BOTSWANA'S TRANSFORMATION STORY

Marvin Washington, University of Alberta, Edmonton, Alberta, Canada  
Stephen Hacker, Transformation Systems International, Bend, Oregon, USA

### ABSTRACT

*Capturing the promise of development, Botswana has demonstrated enormous fruits from applying transformational science. Leveraging the knowledge of breakthrough results creation (transformational science), public service leadership has broken with the dysfunctional patterns of many developing countries. Botswana is now ranked Africa's #1 county for transparency and absence of economic crime, #1 in annual GDP growth over the past decade, best credit risk in Africa, growth to a 80% literacy rate, and a sought out resource for other African countries to see first hand how to create good governance. And the success story continues. New challenges are being met with increased leadership consciousness and drive for results. The authors examine the path and lessons learned from this uplifting example of development. In particular, the stubbles of recent past cause by an over reliance on public service programs are reviewed, and the beneficial movement to enhance the areas of personal mastery, inter-personal mastery and enterprise mastery.*

Keywords: Performance Management, transformation, Botswana, Government, Leadership

### 1. INTRODUCTION

Botswana gained its independence and adopted its constitution on September 30, 1966<sup>1</sup>. Approximately the size of France or Texas, with a surface area of 600,370 square kilometers, this sub-Saharan country has a population of more than 1.8 million people. Botswana is completely landlocked, bordered by South Africa in the south, Namibia in the west, Zimbabwe in the east and Zambia in the north. About 84% of the country is covered by the Kalahari Desert mainly in the western part, and the bulk of the population occupying the eastern and south eastern part.

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<sup>1</sup> Many websites were consulted to create the facts of the history of Botswana. Appendix A lists these sources.

Botswana is one of the few success stories in Africa (Harvey, C and Lewis, S; 1990; Koppisch, 2002; Marobela, 2008). It will hold its 9<sup>th</sup> national election in October 2009, continuing the pattern of peaceful elections with high citizen involvement. Botswana has maintained Africa's highest economic growth rate (and one of the world's highest) since independence. Diamonds mainly drives the country's economy with about 30% contribution to the GDP. Other sectors include beef, tourism, and agriculture. The GDP / capita is more than \$15,000 ([www.cia.gov/library/publications/the-world-factbook/geos/bc.htm](http://www.cia.gov/library/publications/the-world-factbook/geos/bc.htm); retrieved 2/22/09). However, like many developing countries Botswana is not without challenges. Botswana was reported as having the 2<sup>nd</sup> highest HIV / AIDS rate of 37% in 2003 ([www.cia.gov/library/publications/the-world-factbook/geos/bc.htm](http://www.cia.gov/library/publications/the-world-factbook/geos/bc.htm); retrieved 2/22/09). Nevertheless, many link Botswana's success to its diamond minds, or its sensible policies (Koppisch, 2002). However, we think it is more. In this article we describe the creation and implementation of Performance Management System as a holistic reform aimed at not only improving the country and government, but also improving the individuals working in the government.

This paper is a case study (Siggelkow, 2007) that seeks to explain why and how Botswana has successfully navigated its development when so many others have failed. We have been working with various governmental ministries and para-statal organizations in Botswana for 15 years. In particular, we have been engaged in a 10 year project to design and assist in the implementation of a performance management system (PMS) in the public sector of Botswana (citations withheld). Botswana will celebrate their 50<sup>th</sup> anniversary of their independence in 2016. Beginning in August 1996, work on creating an over-arching vision for social-economic and political development took flight and later culminated in the document Vision 2016. National Development Plans (NDP's) and reform initiatives are within the context of Vision 2016 and its descriptive phrase, 'Toward Prosperity For All'. Starting in 1998, Performance Management System (PMS) was introduced as a tool to help create the necessary processes, activities and results to move the Botswana Public Service toward 2016 Vision. To help with their efforts to implement PMS, the government has trained its senior and mid-level non-elected personnel in both PMS and in understanding how PMS links to Vision 2016. Those trained were selected for training based upon their administrative, management, and leadership responsibilities.

Below we first make the case for labeling Botswana as a success. Then we describe the path they took to reach this success. We then revisit this path and offer some suggestions for future countries that might be on the path to sustainable independence.

## **2. ECONOMIC PERFORMANCE**

Botswana's economic performance is quite impressive with an average GDP of 7.2% for the past 10 years. Since its inception in 1966, Botswana has had the highest economic growth of any country. Botswana has been rated Africa continent's freest economy in the 2009 Heritage Foundation's Index of Economic Freedom (and 34th in the world) (<http://www.heritage.org/index/ranking.aspx>). In 2005, World Bank did a comparative analysis of the business climate in 145 countries, Botswana was rated as one of the top 20 economies with a conducive environment for doing business and was ranked number one for developing countries. Botswana also received an "A" rating from Standard and Poor making it the best credit risk of all the African countries. The Transparency International Corruption Perception Index has rated Botswana as the 36 (out of 180) least corrupt country in the world ([www.transparency.org/policy\\_research/surveys\\_indices/cpi/2008](http://www.transparency.org/policy_research/surveys_indices/cpi/2008)).

## **3. PREVIOUS ATTEMPTS AT COUNTRY-LEVEL TRANSFORMATION**

In some ways Botswana is similar to other organizations. As long as the country has been around, there have been efforts to change and transform it (Hope, 1995). While there is some debate as to the effectiveness of government reforms, especially those that follow the New Public Management (NPM) ideas of strategic visioning and change methodology, Botswana has adopted the NPM ideas in some ways since the 1960s and specifically since 1993 (Hope, 1995; Marobela, 2008). Reforms in Botswana date back to independence in 1966. Immediately after gaining independence from Britain, Botswana and its leadership introduced reform programs to address two specific issues: developing a local base of skilled labor, and increasing the countries productivity of both it private and public sector (Hope, 1995). The government created the Botswana National Productivity Center in 1993. The goal of BNPC was to "to enhance the level of productivity awareness as an advocacy function and to enable individuals and organizations through training and consulting to be productive and competitive" ([www.bnpc.bw](http://www.bnpc.bw)). Since

this time, the government has created Work Place Improvement teams, Organization and Methods reviews and a Performance Management System.

One of the challenges facing the government was skilled labor (Hope, 1995). Many of the workers in high levels in the government were expatriates. The government undertook a concerted effort to develop the skills in its local people to eventually replace the expatriates with local Batswana. This led to the introduction of Organization and Methods (O & M) and Job Evaluation as official reforms to further enhance the performance and delivery by the Public Service (Hope, 1995). In addition, the country initiated a concerted training program to increase the skills levels of its public employees.

Another major initiative or reform was the introduction of The Work Improvement Teams Strategy (WITS) introduced in 1993 (Hope, 1995). The objectives of WITS are “to enhance team spirit and improve human relations; to develop a much more positive attitude towards work by employees; to create a free flow of communication between management and employees; to facilitate the provision of quality service; to develop problem solving skills; and to ensure job satisfaction” (Hope, 1995: 47-48). After a period of consultations with numerous consultants, the government of Botswana embarked upon four major reforms in 1998: Performance Management System (PMS), Decentralization, Computerization of Personnel Management System (CPMS) and the Human Resource Development (HRD) (Marobela, 2005).

Around the same time, through the 1998 Presidential Commission on Public Service Salaries and Conditions of Service, a decision was made to establish an Office that would coordinate Public Service reforms (Marobela, 2005). This office is now the Public Service Reforms Unit (PSRU) and has broadened its scope and focus in an attempt to address the effectiveness of the overall Government planning and delivery structures. The PSRU's main focus was to effectively and successfully introduce the PMS in the Public Service.

#### **4. PMS: A holistic approach to transformation**

PMS has drawn much public assessment and debate. The system has been and continues to be viewed and approached as the main reform program, designed to fundamentally alter the way the Public

Service conducts its business and delivers products and services to citizens. The methodology followed in installing the PMS cuts a very challenging but equally interesting journey that has not been pursued by public services of similar nature in the continent. It was a first especially for the Southern African Development Community (SADC). One of the biggest benefits of introducing this program was a shift away from the “program of the month” to a consistent holistic approach that got at the heart of country level-and organizational level-change---the people.

We argue that two factors contributed to Botswana’s success. The first, while somewhat obvious, is that Botswana viewed reforming its public sector and its government as an organizational problem, not as a political or cultural problem. As such, they adopted and relied upon many organizational tools to implement and manage the transformation of the government. The second factor is that the reform they chose, PMS is a holistic approach that resulted in change not only at the organizational or governmental level, but also change at the person level of the individual managers and leaders of the government. Before we describe PMS in more detail, we first discuss why many organizational change efforts fail.

In 1990, Beer, Eisenstat, and Spector discussed why change efforts do not produce change. They state that “The greatest obstacle to revitalization is the idea that it (the change) comes about through company-wide change programs, particularly when a corporate staff group such as human resources sponsors them... formal organization structures and systems cannot lead a corporation renewal process” (Pg. 158-159).

From their 6-company, 4-year study of organizations, they developed a six-step approach to organizational change. The first three steps deal with creating a shared vision, the fourth step is to spread the change through the organization, the fifth step is to institutionalize the changes made, and the last step is to monitor the results. This is similar to Kotter (1995) study of why many organizational change programs fail. Kotter suggests change fails for 8 reasons. Four reasons deal with not having a well-crafted and communicated vision. The other 4 reasons deal with not having a compelling reason to change, not having the right structure in place, not having a guiding coalition, and not having the right culture. Attaran (2000) furthers this literature by suggesting eight reasons why re-engineering efforts fail.

While many studies focus on the factors impacting change, the link between resistance and change has been only explored to a limited extent. Jaffe, Scott and Jobe (1994) provide a four-stage

model of change: denial, resistance, exploration, and commitment. Isabella (1990) identifies trigger events that enable individuals to move between stages associated with change. Armenakis et al. (1999) explores reducing resistance to change through incorporating the following components into the change message: the need for change, the ability to change, the valence for the change, the existing support for the change, and appropriateness of the change. Burnes and James (1994) found that organizational context is a critical factor to evaluate in planning for change and resistance to change. For our study, we are most interested in the resistance phase of change and the role of knowledge or information on resistance.

“In resistance, people try to preserve their sense of meaning and identity, by retaining familiar ways of doing things...the resistance phase is about loss: loss of control, familiar attachments, community, and structures...During resistance, people feel worse, stress is higher and performance is at lower levels” (Pg. 171-172).

Previous research has suggested a link between knowledge or information and resistance to change. Löwstedt (1993) found that employees' view of an organizational change was personal. The view was based upon each individual's knowledge and experience of organizations and organizing, and their interactions with others. Miller et al (1994) found that the quality of information employees received impacted their willingness to change. Information that was seen as useful and timely concerning the change favorably impact employee attitudes about the planned change. Judson (1991) argued that there are six factors that determines an organization's resistance to change: 1) feelings about change in general; 2) conflict between the existing culture and what is to be changed; 3) the number of unanswered questions that arise; 4) historical events; 5) the extent that the change threatens basic needs; and 6), the extent the change impacts feelings of self-worth or self-importance.

In leading transformational change, often there is the tendency to seek a golden management program that will deliver the desired results. In Botswana, where a strong appreciation of formal education exists, conventional training programs were introduced at a dazzling pace. Just about the time one acronym-laden program was rolled out, another one was in the wings ready to add to the confusion which resulted in an alphabet soup of reform initiatives. By themselves, the reforms programs were not

without value. However, without an integrated approach these programs tend to frustrate and miss the targeted breakthrough results.

Overloading the public service system with initiative training and pressing for implementation has retarded the rate of progress. At the heart of this strategic error was a culture of 'plug and play' and not one of integration. Even conceding the system's need for a particular process technology, the lack of painting a compelling story of improvement and the assimilation of new approaches created annoyance and feelings of being overwhelmed. As one Performance Improvement Coordinator relayed, "We don't even complete the last mandated change before the next one is launched. We are moving backwards!" As the programs roll in, the culture learned how to salute without taking the required initiative to implement. Knowing the next change program would consume the leadership, muting constructive follow-up on the current change program, the organizational mass simply has to wait and see the spotlight on program results fade. Obviously, early integration of the management programs would have helped. The Reforms Unit and individual ministries are addressing integration of initiatives, and the pace needs to be accelerated. But not so obvious was the culture aspects which produced such a dysfunction. Understanding the foundation concepts underpinning transformational change, the door opened to step functional improvement.

From the literature on how to implement large-scale change (Quinn, 1980; Stonich, 1982; Hacker and Washington, 2004; Washington and Hacker, 2003) and our experience, we think that successful organizational change starts with having a holistic approach aimed at changing the individuals in the organization coupled with a strong results measurement system.

## **5.0 LESSONS FROM BOTSWANA'S IMPLEMENTATION OF PMS**

When transformation is sought, it must be addressed using a holistic approach, piecemeal initiatives are not just ineffective; they are often counterproductive. The organizational culture becomes jaded and skeptical of any future change when individual initiatives are poorly designed, executed, and sub-optimizes the whole system.

Choosing a transformational design took time and consideration. A Performance Management System (PMS) model was constructed (see Figure 1). The model served as a guide to the different

ministries in their work to produce step function results. The Permanent Secretary of each Ministry underwent a week long training to introduce both the transformative mindsets and the methodology needed to move their ministry ahead. Numerous coaches, both internal and external to the ministry, then helped facilitate the journey through the PMS process. There are basically five steps involved in Botswana's version of PMS: situation appraisal, CAMP session, implementation phase, visible results, and performance reviews.

\*\*\*\*\*Insert Figure 1 about Here\*\*\*\*\*

Before an organization can start implementing change, they must first understand the current state of their organization. How efficient and effective are its current policies, what are the skills of its current workforce? How satisfied are the citizens with the services of government. One of the benefits of the previous reforms of Botswana and its early investment in education was that there were a lot of data on many of these questions. It was the outcome of this type of data that ultimately led to introducing PMS as an approach to change the organization. The second issue that was addressed in the situation appraisal was the creation of a country vision "Vision 2016". This was a holistic document that spoke to many sectors of the country (literacy, health, crime, economy, education, etc.). However versus many strategic planning sessions where organizations go from a situation appraisal to implementation, Botswana added a step in between—a CAMP.

CAMP stands for Creating Alignment to Maximize Performance. In short, just because an organization (or government) knows what needs to be done (a situation appraisal), that does not mean that individuals in the organization will do it. For the government of Botswana, more than 40 CAMPS were conducted with individuals ranging from the Permanent Secretaries of the various ministries, all of the secondary school heads, the leaders of both the police and the military, and various other ministries. In the CAMP, two over-arching activities are conducted. The first is to share and discuss the current vision of the country (Vision 2016) and to discuss what the global vision means for each individual ministry, department, and ultimately each individual person. The second goal is to move individuals from "at effect" thinking (thinking that they need extra help, resources, time to get work done) to "at cause"

thinking (thinking that if they want the vision bad enough, they can meet their goals with the existing level of resources, personnel, and time). Depending upon the group involved, the CAMP sessions lasted between 3 and 5 days.

After there was alignment on the goals, then Botswana moved to creating and implementing plans. One of the challenges for Botswana was that they had an extremely robust planning system. Not only were their plans based upon 2016, there was also a national development plan, and annual performance plans. All these plans had to be coordinated so that each person in the government understood what they were to do and how it fit with vision 2016. Some activities were major initiatives, while others were just continuous improvement projects and followed the WITS approach that was previously implemented.

Connected with creating and implementing strategies was the creation of a visible measurement system and a robust review process. One of the tenets of PMS is that what gets measured is what gets done. Thus, Botswana was encouraged to turn their actions into results that could be measured. In some areas this necessitated the need to create a measurement system. Once the measurement system was in place, formal reviews were conducted by the PSP—Permanent Secretary to the President—to make sure that the government was on track with completing its strategies. Key to Botswana’s success has been the continual focus on results by the PSP.

Over the past 10 years, different ministries conducted different cycles of the PMS process. Based upon their experience, we think there are 4 lessons that can be learned: Invest in leadership; use leadership criteria and performance data; beware of “tool overload”; experiment and learn.

## **5.1 INVEST IN LEADERSHIP**

The PMS in particular placed a great deal of demand on the existing crop of managers to shift from normal management and maintenance of systems to provide leadership and bring about transformation in their respective organizations. The success of the PMS and overall transformation at the ministry depended on the effectiveness of the existing Permanent Secretary (PS) to lead the process. Whereas management was and continues to be important for running ministries, it was however, proved inadequate to facilitate transformation. It therefore became imperative for senior officers not only to lead

and guide the process but also walk the talk. Quite a few of these had the necessary leadership skills and clout to make things happen without much guidance and handholding by the consultants.

At another level, and most critical for that matter, was the Cabinet Ministers who play a crucial role in Government delivery. A Cabinet Minister guides and directs the ministry whereas the PS is the CEO who administers the operations of the ministry. On the one hand, the effective working relationship between the two was critical for the ministry's success and was put to the test in most cases. On the other, the leadership qualities of the Minister also became an area of focus and discussion, though in a subtle way. The success of the transformation therefore depended to a large extent on the PS's leadership effectiveness and the support, and leadership effectiveness where available, of the Minister.

In light of the above, investing in leadership has become a critical success factor and has been pursued vigorously in the last six years. Exposure to leadership tools and techniques from intensive training programs like the Focused Leadership Experience (FLEX) have equipped senior officers with the basic skills necessary to initiate and sustain change. Having these leaders immersed in a comprehensive learning program proved very effective. Coupled with training provided by the local consultants, the Change Agent Training and Leadership Strategies (CATALYST) training program has provided Public Service change agents with the requisite skills to facilitate change and at times lead the process where that gap exists.

Both the FLEX and Catalyst programs utilize benchmarking other organizations...in and out of the government sector. Benchmarking has been a very effective vehicle to expose leaders to best practices. Additionally, the benchmarking has instilled a belief that a delay in transforming Botswana immediately may be detrimental in the longer term, especially within a globalize world. The leadership development effort represents a considerable investment into leadership, both in terms of monies and time.

## **5.2 USE LEADERSHIP CRITERIA AND PERFORMANCE DATA**

Related to the need for investment in leadership stated above, was the identification and utilization of leaders, not simply managers in leadership positions. Recently a new theory has been introduced in the study of leadership (Hooijberg & Quinn, 1992; Denison, Hooijberg, and Quinn, 1995; Quinn, 1988; Hacker and Roberts, 2005) a new theory of leadership has emerged. This body of work

builds from the tenet that more effective leaders generally display a more complex set of behaviors (Denison, Hooijberg, and Quinn, 1995). A lot of recent research has placed more emphasis on paradox, contradictions, and complexity. The underlying theoretical model of this perspective is that effective leaders are those who have the cognitive and behavior capacity to recognize and react to paradox, contradiction, and complexity in their environments (Denison, Hooijberg, and Quinn, 1995). While a lot of this research has advanced along the lines of cognitive complexity, Hooijberg and Quinn (1992) link this concept to behavior complexity. Denison, Hooijberg and Quinn (1995) define behavior complexity as the ability to exhibit contrary or opposing behaviors (as appropriate or necessary) while still retaining some measure of integrity, credibility, and direction. From this definition, they define leadership as the “ability to perform the multiple roles and behaviors that circumscribe the requisite variety implied by an organizational environmental context (pg. 526)”.

\*\*\*\*Insert Figure 2 about Here\*\*\*\*

To assess the skills of the leaders in the Botswana Civil Service we surveyed nearly 400 government leaders using the Transformational Leadership model (see Figure 2). The Transformation Leadership Model identifies 8 skills important for leaders: Performer, Creative, Visionary, Empowering, Community Builder, Administrative, Analytical and Energetic. Hacker and Roberts (2005) suggest that 4 of these skills relate to management behaviors and 4 relate to leadership. Figure 3 shows the averages across the individuals. What interesting to note is that the leaders of Botswana scored high in managerial skills, but low in leadership skills. Based upon this, individual assessments were made of key leaders and they composed both leadership skill development plans as well as life plans consisting of personal purpose, vision, values and action plans. In addition, some of the training courses noted above (FLEX for example) was tailored to address each leadership individual development needs. And critical to leadership development has been the focus on a single model allowing common language and development approach. Shifting models for no real added advantage has been the hallmark of many a fail leadership development initiative.

\*\*\*\*Insert Figure 3 about Here\*\*\*\*

The lack of a robust and reliable succession-planning framework made the filling of vacancies at senior leadership levels a difficult exercise to do because there was virtually a very limited pool to choose from. It became extremely critical for the Public Service to introduce a dependable process that not only identifies leaders but also sustains. Deliberate decisions were made to introduce assessment and development centers, create a leadership competency framework, identify the right people for the right jobs, and create a pool of skillful and competent leaders. Another decision was to identify specific approaches and program that would provide the required leadership competencies.

### **5.3 BEWARE OF TOOLS**

Picking from a shopping list of change tools falls short of transformation. Change tools are of little use when employed by unconscious individuals within low EQ organizations. Also, the value exchange cornerstones calls upon government institutions to fully understand the multitude of customers involved and their unique needs. It is tempting to accept the extreme promises of individual tools to fix the whole organization. Not until the government chose to embark upon a comprehensive, holistic change process did they experience real gains. Only after a full transformational design is accomplished should tools be considered. Simply coming across an interesting tool should not be the reason to instigate transformation.

### **5.4 EXPERIMENT AND LEARN**

Transformation is a learning process. The body of knowledge in this area is growing rapidly. American Society for Quality, European Organization for Quality, and The Performance Center are among the organizations investing in research and reducing to practice the concepts of transformative change. Botswana was eager to learn. But as in the case of many organizations venturing out on the limb of something new, the road appeared to be well paved at first only to find that the leaders in Botswana had to path-find their way forward at some point. Through engaging in active experimentation to find out what best worked, did the Botswana Civil Service help add considerable practical knowledge to transformation studies. Now, the story of the Botswana leap forward is being told to many to help the

world increase its learnings and confidence, confidence that transformation can be created anywhere in the world.

## **6.0 CONCLUSION**

The story of Botswana is one of growth, learning and change. Starting from a place with very little development, Botswana has transformed itself into a highly developed country. While it is too easy to suggest this has been brought about by diamonds, one only has to look at other resource rich countries that are not progressing so well, to see that something else had to be added to the diamonds to make Botswana a success. In this paper, we have argued that the something else, was the commitment in introduce and implement Performance Management System as a holistic transformational change program. In this article, we describe the program and also discuss the specific variation that Botswana implemented, one with a strong focus on individual leadership development. However, this process was far from easy or smooth.

The implementation of strategic plans in ministries has been a challenging affair making it difficult for these plans to be realized. In particular, it was very hard developing appropriate measures with targets, cascading the strategy, prioritizing, and effectively linking budget to planning. Where ministries have been persistent in building a comprehensive measurement system such as Ministry of Mineral, Energy and Water Resources, focused efforts on critical results have paid dividends. However, the introduction of Balanced Scorecard (BSC) methodology in the Public Service designed to bring strategic focus created its share of confusion. The need for the Government as a whole, and ministries in particular, to prioritize and not try to do everything all at one time, became apparent and crucial. With the challenges highlighted at the beginning of this paper and the limited resources available, prioritizing and focusing on the most critical and high impact areas was extremely vital. To this end BSC has been useful, but the loss of concentration on a comprehensive measurement system previously introduced prematurely shifted the attention of leadership. Having said this, leadership has made inroads to integrate BSC into the culture and is reaping the benefits of a broader view of strategy.

The PMS process also revealed a gap in the human resource management practices followed by Government especially for the Public Service. People were promoted to higher positions of responsibility

based mostly on merit or exceptional performance at a lower level. However, they were not adequately prepared to operate effectively at these higher levels. Issues of management, supervision, guidance and counseling required of them to behave differently from high performing accountants, engineers or doctors. In this regard, a deliberate succession-planning framework is in the offing to ensure that a sustainable pool of public servants with the right skills and competencies exists and supports the transformation process.

The need for managing and sustaining the transformation process at all levels in the Public Service cannot be over emphasized. While managers are necessary for the continued administration of systems and ensure organizations run efficiently, more and more leaders with appropriate skills are needed especially to help Government to be creative given the ever-dwindling resources at its disposal. Leaders are needed now more than ever to find new ways of doing things, identify and exploit opportunities for growth, and create other leaders. The continued investment in leaders through training, coaching, shadowing and benchmarking is imperative. And the resistance to adopt a 'leadership program of the month' will be tested. Creating a common leadership orientation and lexicon sourced from the transformation leadership model needs to continue. The Botswana Institute of Accountancy and Commerce (BIAC) can aid in this leadership expansion by adopting a single leadership framework in executing civil service advancement. Coupled with external resources, progress in leadership can be accelerated. Even though positive results were realized over time resulting to the above stated reform program, it is also essential for the Government to review the approach to reforms at the highest Government level. A very focused and comprehensive reform policy and clear Government agenda that should guide and sustain reforms has not been developed. It is therefore difficult to clearly identify the relationships and connections between the various programs and fully appreciate the Government's agenda and focus in this regard. The development of a comprehensive policy framework for reforms would ensure clear guidance and understanding as well as facilitate effective budgeting and delivery of different reforms in the country. In addition, more reform programs in the future will be based on an articulate and appropriate context.

Transformation is the creation of step-function results. At the heart of transformation, there must be a bold vision and a burning platform. Botswana has demonstrated that a leap forward in results can

be sustained even in the most difficult situations. The commitment of will produced the beneficial outcome, a commitment to transformational leadership. And as the world moves on, so must the Botswana Civil Service to even higher levels of performance.

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## Appendix A Websites viewed for data pertaining to Botswana

Government Website	<a href="http://WWW.gov.bw">WWW.gov.bw</a>
United Nations projects in Botswana	<a href="http://WWW.unbotswana.gov.bw">WWW.unbotswana.gov.bw</a>
Statistics on Botswana	<a href="http://www.cso.gov.bw">www.cso.gov.bw</a>
Botswana National Productivity Center	<a href="http://www.bnpc.bw">www.bnpc.bw</a>
CIA website on Botswana	<a href="http://www.cia.gov/library/publications/the-world-factbook/index.html">www.cia.gov/library/publications/the-world-factbook/index.html</a>
Tourism board of Botswana	<a href="http://www.botswanaturism.gov.bw">www.botswanaturism.gov.bw</a>
United States website on Botswana	<a href="http://www.state.gov/r/pa/ei/bgn/1830.htm">www.state.gov/r/pa/ei/bgn/1830.htm</a>
Website for other data on Botswana	<a href="http://www.infoplease.com">www.infoplease.com</a>

Figure 1 Performance Management System Model

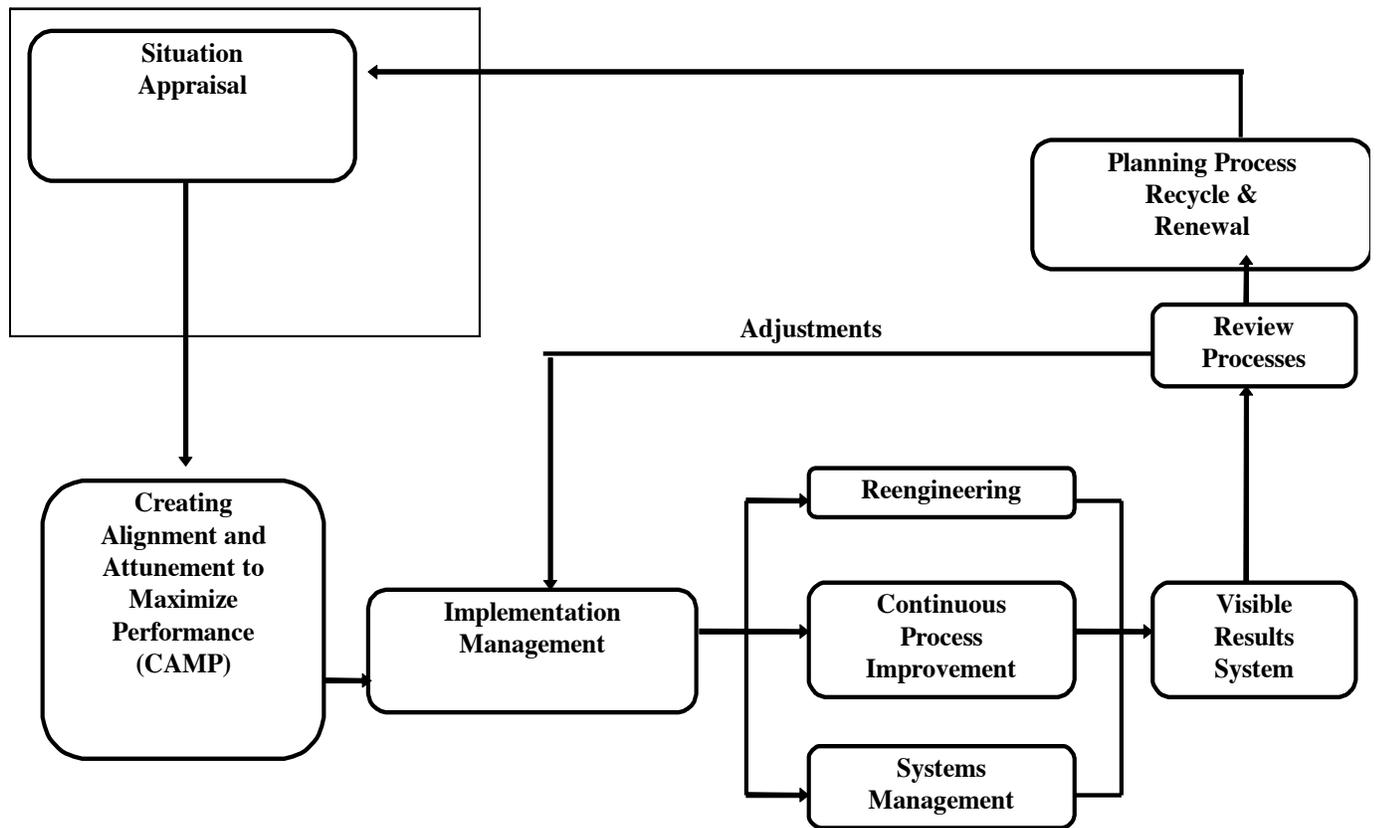


Figure 2 Transformation Leadership Model  
(reprinted from Hacker and Roberts, 2005)

# Transformational Leadership

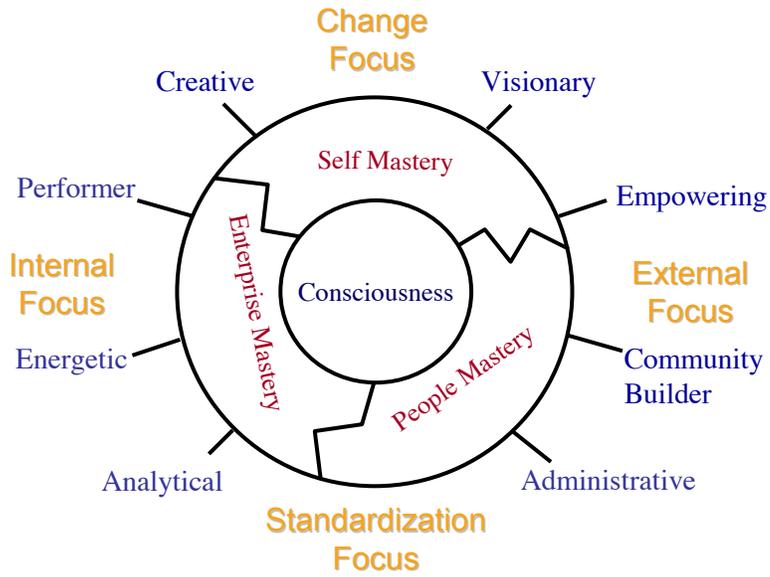
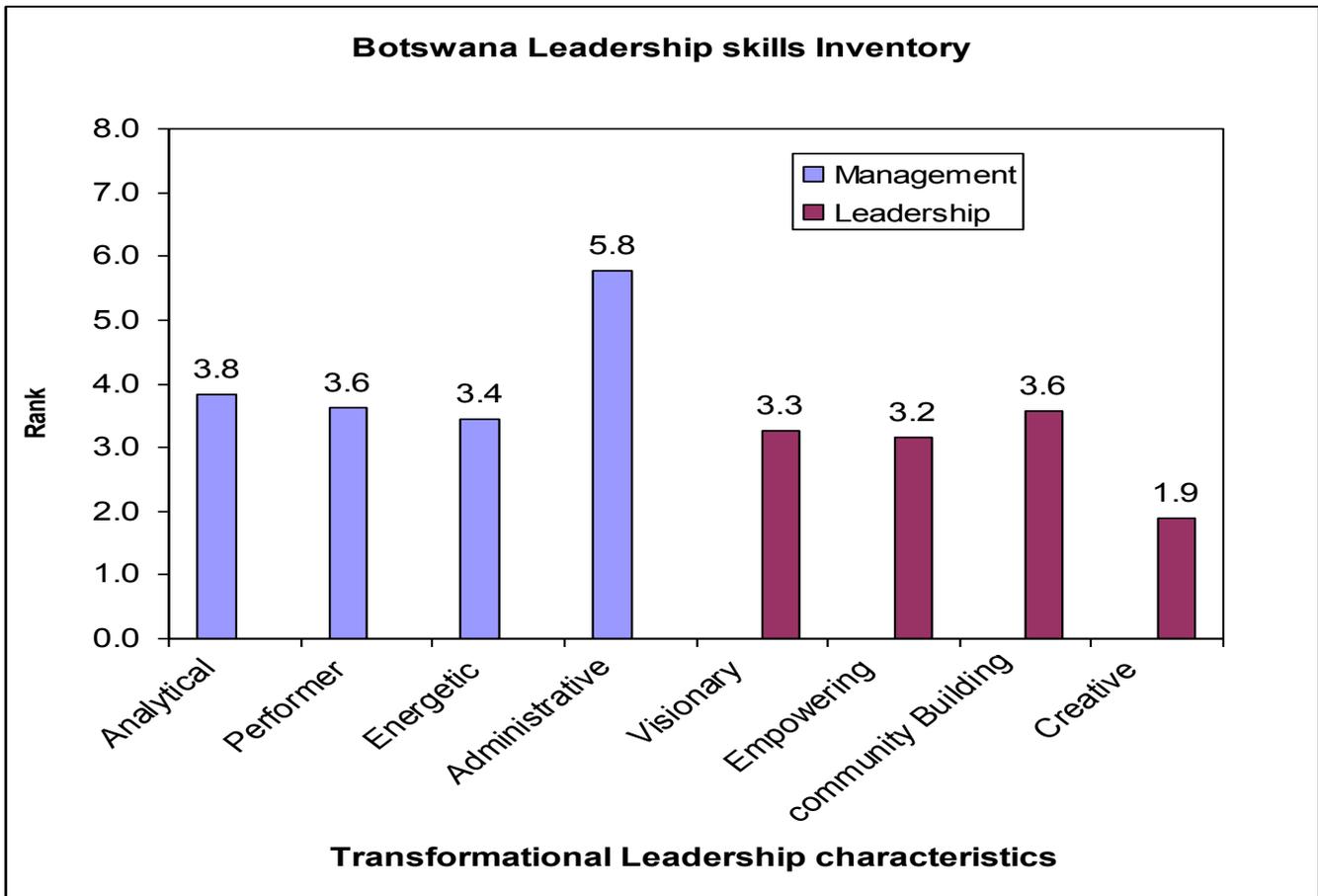


Figure 3 Botswana Leadership Skills Inventory



## **AUTHOR PROFILES**

**Dr. Marvin Washington** earned his Ph.D. at Northwestern University in 1999. Currently he is a professor of Physical education and Recreation and Strategic Management and Organizations at University of Alberta, and the Editor of Journal of Management Inquiry

**Stephen Hacker** earned his MBA at the University of New Orleans. He is currently a Management Partner at Transformation Systems International