



# From plastic waste to powerful teams:

How EcoBrixx  
doubled daily output  
after AMI's LDP



2024 IMPACT STORIES



## From plastic waste to powerful teams: How EcoBrixx doubled daily output after AMI's Leadership Development Programme

When Salma Elias stepped into her role as Chief Operations Officer at EcoBrixx in 2023, the social-enterprise recycler was expanding fast, but the growing pains were real.

“My position required me to fulfil a lot of duties, and among the things that I spotted most was a gap in communication and also a gap for the team to adapt to the new changes,” she recalls.

The company was experiencing a wave of internal transitions, with new systems being introduced, leadership gaps were emerging, and frontline staff were unprepared for the increased pressure and expectations. Communication was particularly strained.

Updates weren't reaching the right people, reporting lines were unclear, and there was a lack of structure to support the team through the changes.

Looking for a practical way to align her workforce and equip them for the rapid changes, Salma enrolled in [AMI's Leadership Development Programme \(LDP\)](#). “The programme came at a time when I was seeking new perspectives and leadership development. What stood out for me was how practical and relevant the training was to the work we do every day.”

She particularly appreciated tools around strategic planning, adaptability, and a structured communication framework, which she tailored to EcoBrixx' context.

Through the skills and tools gained from the programme, Salma began to set up weekly planning sessions so every department could break big goals into achievable tasks, introduced clearer reporting lines, and shifted her own leadership style from command-and-control to coaching.



Changes come with a lot of demands, but AMI's Leadership Development Programme helped us create a structure where people welcome change and move on to be more productive. The knowledge I acquired has given the team self-drive, and it's evident in everything we do.”



**Salma Elias, COO,  
EcoBrixx**

*Leadership Development Programme*





## IMPACT STORY



*Continued...*

She also embraced delegation and leadership distribution, which resulted in empowered department heads who could proactively address issues. This resulted in a notable decrease in disciplinary issues, with as few as two reported monthly, demonstrating the effectiveness of the distributed leadership approach.

The results surfaced quickly. Internally, EcoBrixs' plastics-receiving line doubled monthly collections from 50 tons to 100 tons, while production output climbed toward a target of 250 tons.

Revenue Growth:

**2023 Revenue: \$107,000**

**Q1 2025 Revenue: \$770,000+**

**Increase: 7x+ Growth in just over a year**

Team Expansion

**2023 Staff: 25 employees**

**2025 Staff: 85 employees**

Improved Workplace Culture

✓ **Disciplinary Cases:**  
**Dramatic Decline**





## IMPACT STORY



*Continued...*

Salma has also transformed personally. Early burnout gave way to a balanced, coaching-oriented style that nurtures leadership in others. EcoBrixx's self-sustainability ratio has already climbed from 30 percent to 60 percent, and the team is pushing toward 80 percent by year-end.

Strategic planning has also played a critical role in this growth. By helping departments set clear, achievable objectives aligned with EcoBrixx's long-term vision, the team gained clarity and cohesion. "The team is ready to embrace new systems. They have embraced and owned the company's vision and mission," Salma says.

Beyond the numbers, communication has been transformed. Weekly meetings now include sign-language interpreters so deaf and hard-of-hearing staff can contribute. Factory assistants have grown into technical officers, and department heads volunteer for further management training.



Salma's story shows how strengthening one leader can unlock an entire organisation's potential, turning recycled plastic into recycled possibilities for communities across Uganda.





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