



Institute for National Transformation

Lecture 8

From Third World To First: Singapore Story From 1965 to 2000 Application of God's Quality Management Principles

Developing value-grounded, no-excuse leaders that will transform their organizations, communities and nations to greater levels of performance and achievement.





Objective

- To illustrate how the principles of Quality Management described in Lecture 7 played out in the **transformation** of Singapore from a third world nation to a first world nation within one generation (35 years)





Some Facts on Singapore & Uganda

	SINGAPORE 	UGANDA 
Colonial Master	Britain	Britain
Independence	1965	1962
Size	697 sq km (2.7 times smaller than Wakiso)	241,038 sq km (x 346 Singapore)
Population (Est. 2019)	5,704,000 <i>Median age 42.2yrs</i>	44,270,000 <i>Median Age 16.7yrs</i>
Coast line	193 Sq km coastline	(0 sq km) landlocked
Natural Resources	People , Fish, Deep Water ports.	People , Land, Minerals, Lakes ...

Summary of God's Quality Management System (QMS)

1. **Provide Vision - Clear & Concise Direction-**
2. Establish An Enabling Environment -Operational Guidelines
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10. Emergency Preparedness and Response

Facts About Singapore

2021, Singapore is the **2nd wealthiest country in the world** in terms of GDP (PPP) per capita (US\$ 102,742)

World Bank Data:

<https://data.worldbank.org/indicator/>

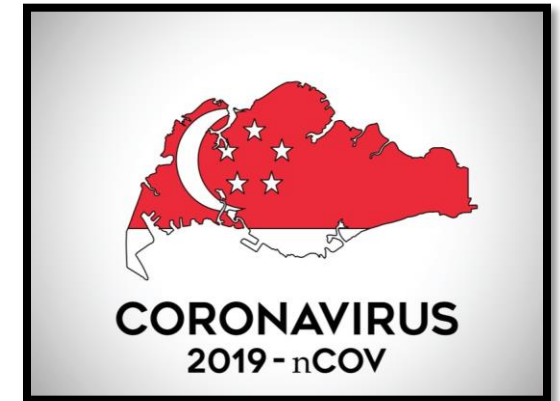
Uganda GDP (PPP) per capita (US\$ 2,297)
203 out of 225 Countries and Territories

Facts About Singapore : Resilience Package

- In December 2008, the foreign exchange reserves of this small island nation stood at around US\$174.2billion. The Singapore government, with approval from the President, announced in March 2009 that it would tap into their official reserves for the **first time ever** and withdraw some S\$4.9 billion. The funds were then used as part of the S\$20.5 billion resilience package unveiled by Finance Minister on 5 February 2009.
- As of Dec 2019, Singapore's official reserves stands at **US\$277 billion**. (Uganda \$4billion in 2020)

Facts About Singapore : Covid-19 Response

- **All health care costs** for Singapore residents with confirmed cases of Covid-19, including hospitalization, are borne by the **government**, which reduces barriers for individuals seeking help.
- To relieve the financial impact of quarantine, the government **provides a daily SGD 100 (\$75 US) allowance** to self-employed individuals. For employees, quarantine is classified as paid hospitalization leave.
- With a **national level WhatsApp group** for one-way messaging, the government delivers trusted information frequently and consistently to the citizens of Singapore.
- When public anxiety and panic buying peaked on Feb. 7, the prime minister gave a televised address to the nation that was **calm, analytical, and reassuring** without pulling any punches. This quickly allayed public anxiety. The government has so far committed an estimated ***SGD \$100bn (\$73bn US)** to stabilize the economy.



**Baker, MacKenzie 1st June, 2020*

Facts About Singapore

- Prime Minister's current annual salary is **S\$3,870,000 (US\$ 2,856,930)**, an increase of 25% from S\$3,091,200 (US\$2,037,168) making him the highest paid head of government in the world.
- The President of the United States earns a salary of US\$400,000.



Lee Hsien Loong
Aug 12, 2004 - Present

Principle 1: Clear Vision

Let There Be Light

Chapter 43, page 687, 1st
Paragraph:

When we started in 1959,
we knew little about
how to govern, or how
to solve our many
economic and social
problems. All we had
was a burning desire to
change an unfair and
unjust society for the
better.

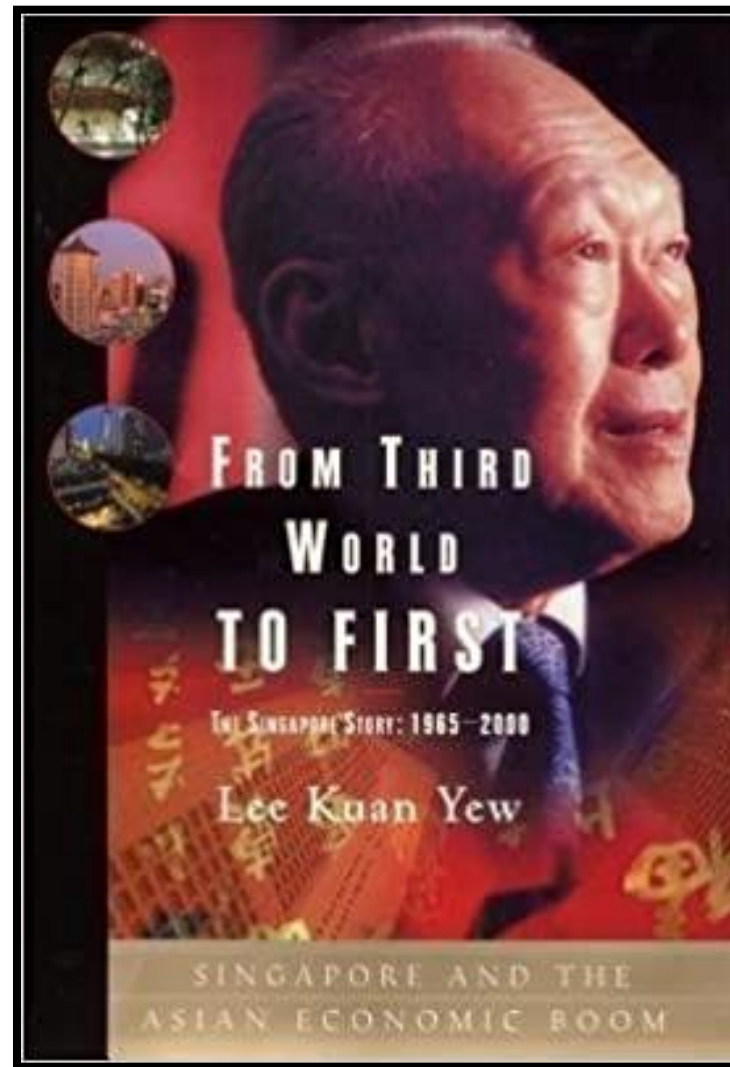
[Let there be light!]



Lee Kuan Yew



From Third World To First Story of Singapore from 1965-2000





Principle 1: Let There Be Light Stirred Up Enough To Act

Preface XIII, 4th Paragraph:

The Japanese occupation (1942-1945) filled me with hatred for the cruelties they inflicted on their fellow Asians, aroused my nationalism, and self-respect, and my resentment at being lorded over. My four years as a student in Britain after the war strengthened my determination to get rid of British colonial rule.

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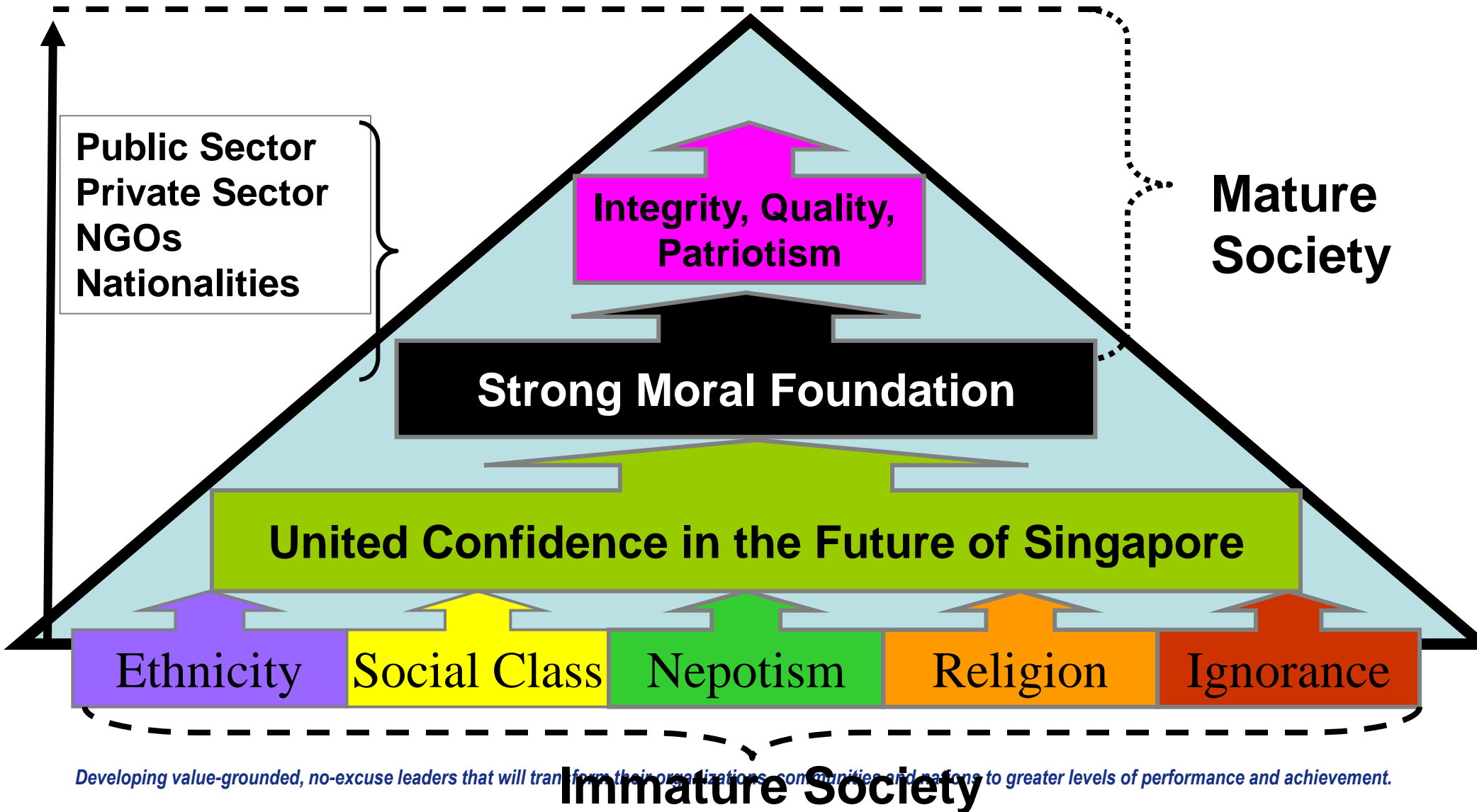


Principle 2: Establishing a System Believing in Ourselves

Chapter 4, Page 68, 1st Paragraph

If I have to choose one word in explaining why Singapore succeeded, it is **confidence**. This was what made foreign investors site their factories and refineries here.

The Model For a New Singapore



Principle 2: Establishing A System:

Summary

Creating the Right Platform

Multilingual, multiracial, multicultural platform;

- Excellence, Quality, Compassion, extraordinary society;
- Fair and even-handed policies;
- Self-reliant Economy;
- Rugged, Well Organized, First World Standards;
- Confidence in God, in ourselves and abilities.

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Principle 3: Infrastructure & Seeded Process

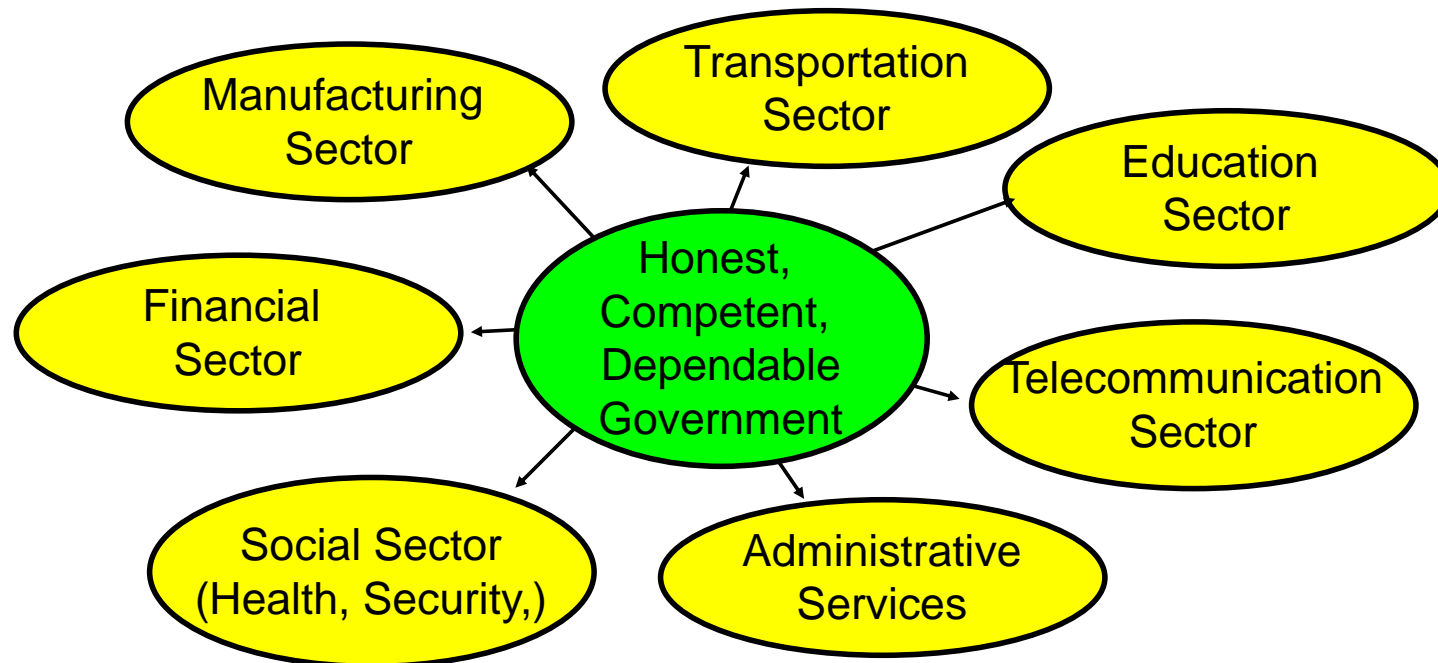
First World Operational Standards

Chapter 4, Page 58 1st Paragraph

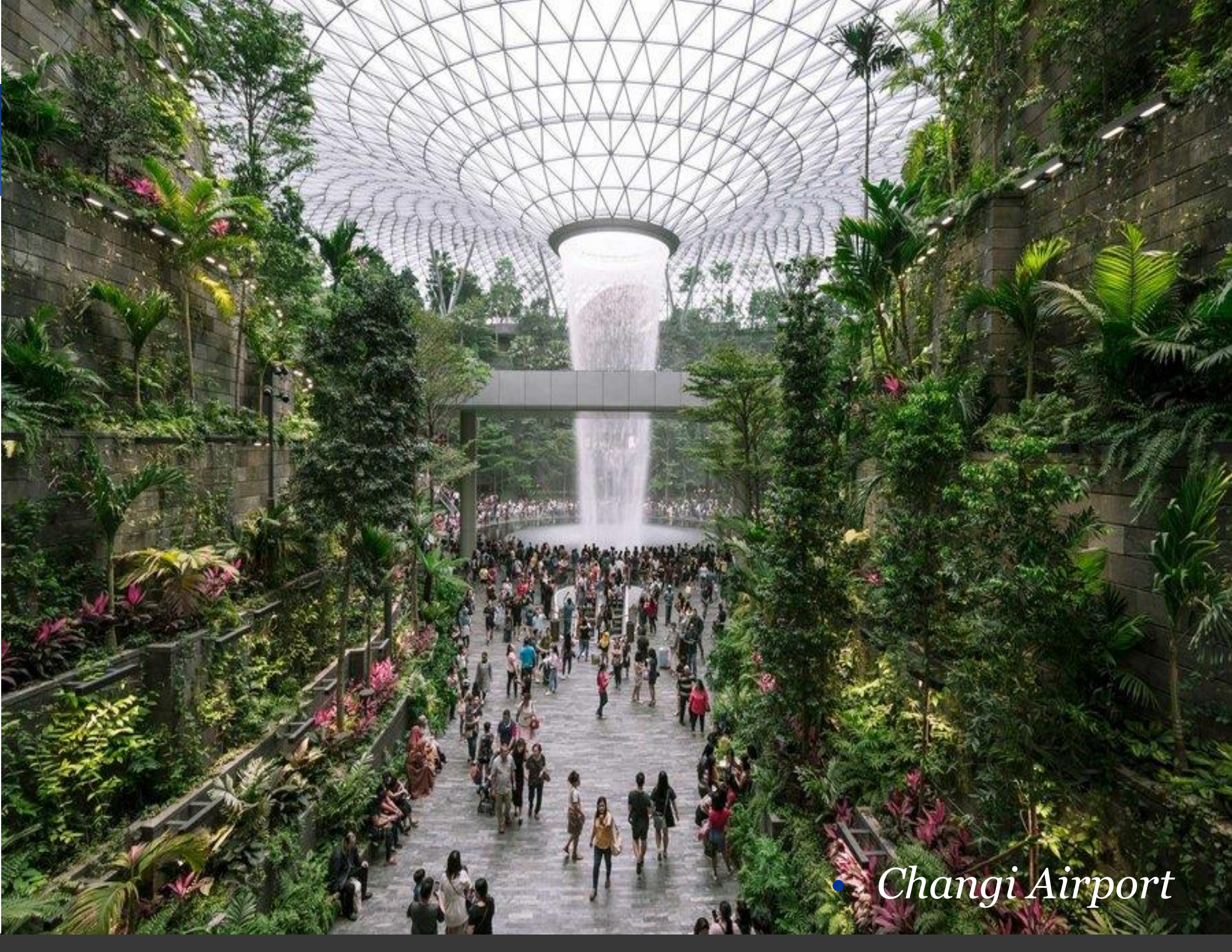
If Singapore could establish First World Standards in public and personal security, health, education, telecommunication, transportation, and services, it would become a base camp for entrepreneurs, engineers, managers, and other professionals who had business to do in the region.

Principle 3: Infrastructure & Processes

Establish First World Standards



2020 Global Infrastructure Rating: Singapore is home to the World's best infrastructure. *source: www.statistica.com*



• *Changi Airport*



Coastal Highway

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Principle 4: Times and Seasons

Chapter 4, Page 66, 2nd Paragraph

Our job was to plan the broad economic objectives and the target periods within which to achieve them.... Infrastructure and the training and education of workers to meet the needs of the employers had to be planned in advance.

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Principle 5: Provision for Success

Foundation for High Standards

Chapter 4, Page 68, 3rd Paragraph

To overcome the natural doubts of investors from advanced countries over the quality of our workers, I had asked the Japanese, Germans, French, and Dutch to set up centers in Singapore with their own instructors to train technicians. Some centers were government financed, others were jointly formed with such corporations as Philips, Rollei, and Tara.

Principle 5: Providing for Success: Keeping the Government Clean

Chapter 12, Page 157, 1st Paragraph

When the PAP government took office in 1959, we set out to have a clean administration. We were sickened by the greed, corruption, and decadence of many Asian leaders. Fighters for freedom for their oppressed people had become plunderers of their wealth. Their society slide backwards





Principle 5: Providing for Success

Early Strategy Paid Off

Chapter 4, Page 63 2nd Paragraph

By the late 1970s, we had left our old problems of unemployment and lack of investments behind us. The new problem was how to improve the quality of the new investments and with it the education and skill levels of our workers. We had found new hinterland in America, Europe and Japan.



Principle 5: More Provision for Success A Fair, Not Welfare, Society

Chapter 7, Page 96, 1st Paragraph

We believed in socialism, in fair shares for all.

Later we learnt that personal motivation and personal rewards were essential for a productive economy. However, because people are unequal in their abilities, if performance and rewards are determined by the marketplace, **there will be a few big winners, many medium winners, and a considerable number of losers.** That would make for social tensions because a society's sense of **fairness** is offended.



Principle 5: More Provision for Success – Greening Singapore

Chapter 13, Page 175, 2nd Paragraph

To achieve First World standards in a Third World region, we set out to transform Singapore into a **tropical garden city**. I had been planting trees at the opening of community centers, during my visits to various establishments and at traffic roundabouts to commemorate the completion of a road junction. Some thrived, many did not....I concluded that that we needed a department dedicated to the care of trees after they had been planted. I established one in the ministry of national development.



Principle 5: More Provision for Success – Managing the Media

Chapter 14, Page 190, 2nd Paragraph

....my position on the **role of the media** in a new and young country like Singapore. I needed the media “to reinforce, not to undermine, the cultural values and social attitudes being inculcated in our schools and universities. The mass media can create a mood in which people become keen to acquire the knowledge, skills and disciplines of advanced countries. Without these, we can never hope to raise the standards of living of our people.”

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Principle 6: Develop, Empower, Delegate, and Entrust Your Leaders

- Chapter 15, Page 200, 3rd Line from top
- My style was to appoint the **best man** I had to be in charge of the most important ministry at that period, usually finance, except at independence when defense became urgent. I would tell the minister what I wanted him to achieve, and leave him to get on with the task; it was management by objective. It worked best when the minister was resourceful and could innovate when faced with new, unexpected problems. **My involvement in their ministries would be only on questions of policy.**

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and take factual approach to decision making:

Chapter 4, Page 66, 2nd Paragraph

We reviewed these plans
regularly and adjusted them
as new realities changed the
outlook.

Principle 8:

Remaining Customer Focused



Lee Kuan Yew

- **Chapter 4, Page 58 Top of the Page**
- Our duty was to create a livelihood for 2 million Singaporeans.

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Plan Adequately for Retirement

Chapter 41, Page 666, 2nd Line

The original team had been thrown up by the traumatic events of World War II, Japanese occupation, and the communist insurgency. The weak, the timid, and the irresolute were eliminated by natural process. By surviving, they proved they could stay on top of the opposition and govern. Their convictions pitted them against the British, and later the communists and the Malayan Malay Ultras. During repeated crises, we had forged deep and abiding bonds between ourselves and the people. These bonds endured. **Our final task was to find worthy successors.**

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Principal 10: Emergency Preparedness and Response

In raising successors:

*...had we left it to chance we
would not have succeeded...*

Reflection and discussion

What do you learn from this Singapore Story?

In comparison to Uganda, and considering we have had similar

- turbulent pasts in similar times,
- with our bigger natural resources and
- better education foundations,
- what do you think has hindered our growth at the same trajectory?

What are you going to do about it?