



# 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)





Indian Ocean

Scale 1:46,000,000

Antarctic Equal-Area Projection

0 500 1000 Kilometers  
0 500 1000 Miles



AUSTRALIA

Boundary representation is not necessarily authoritative.





# Some Facts on Singapore & Uganda

	<b>SINGAPORE</b> 	<b>UGANDA</b> 
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	<b>People</b> , Fish, Deep Water ports.	<b>People</b> , Land, Minerals, Lakes ...

# Summary of God's Quality Management System (QMS)

1. **Provide Vision - Clear & Concise Direction-**
2. Establish An Enabling Environment -Operational Guidelines
3. Infrastructures & Seeded, Sustainable Processes
4. Establish Times and Seasons (Strategic Calendar)
5. Provide for Success of Systems
6. Develop, Empower, Delegate, and Entrust Your Leaders
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9. Plan Adequately for Retirement
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**





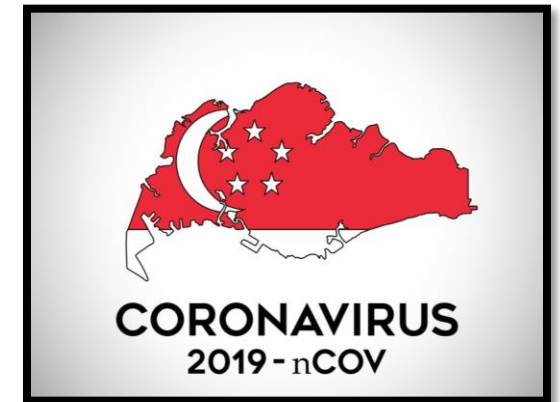
# Facts About Singapore : Resilience Package

- 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 1<sup>st</sup> 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, 1<sup>st</sup>  
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!]



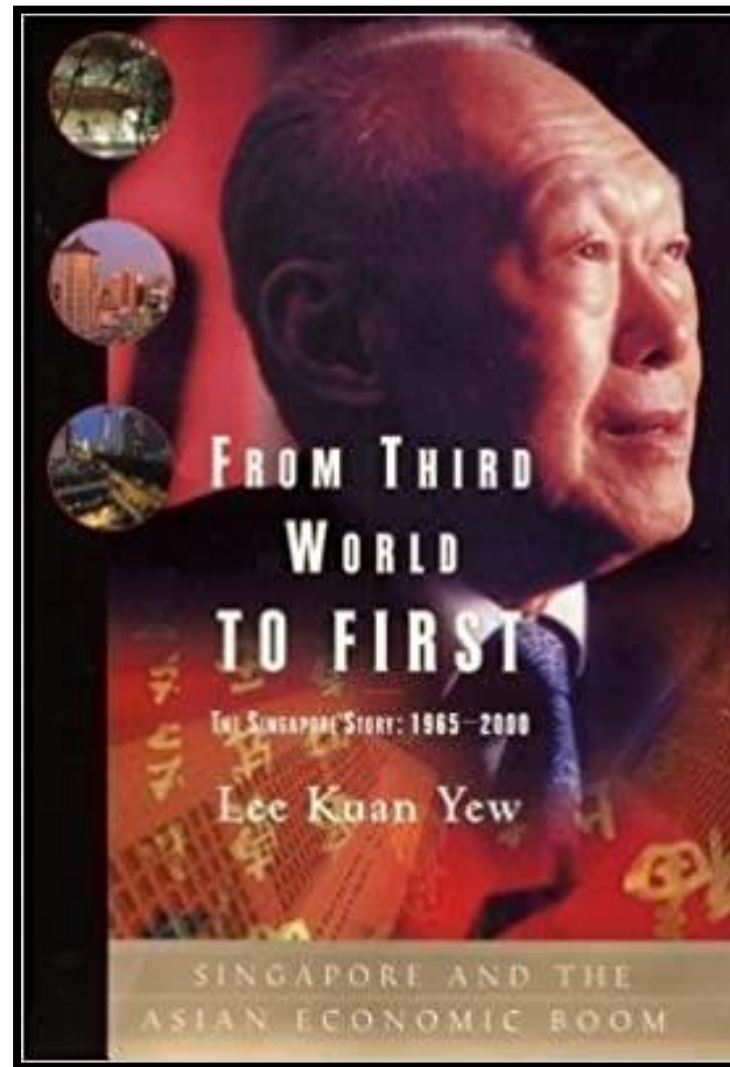
**Lee Kuan Yew**





# From Third World To First

## Story of Singapore from 1965-2000





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

## Preface XIII, 4<sup>th</sup> 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, 1<sup>st</sup> 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.





# 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

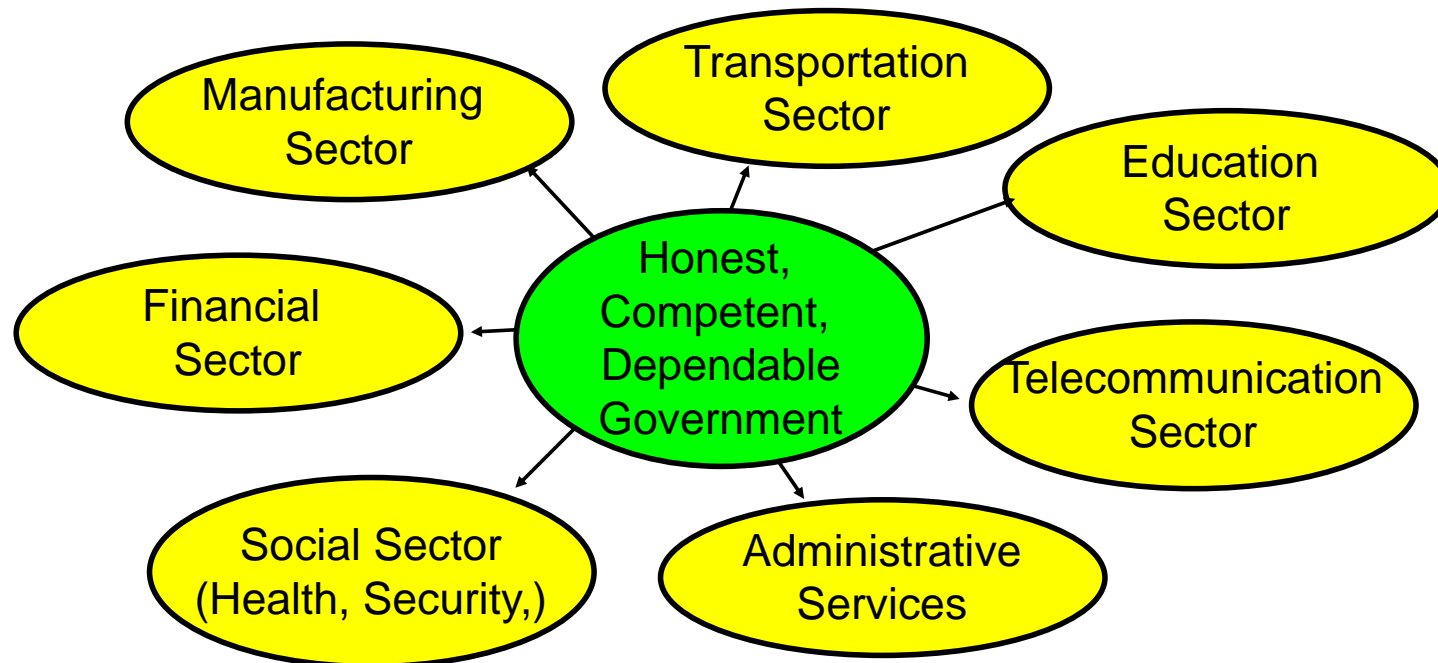
## First World Operational Standards

### Chapter 4, Page 58 1<sup>st</sup> 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.

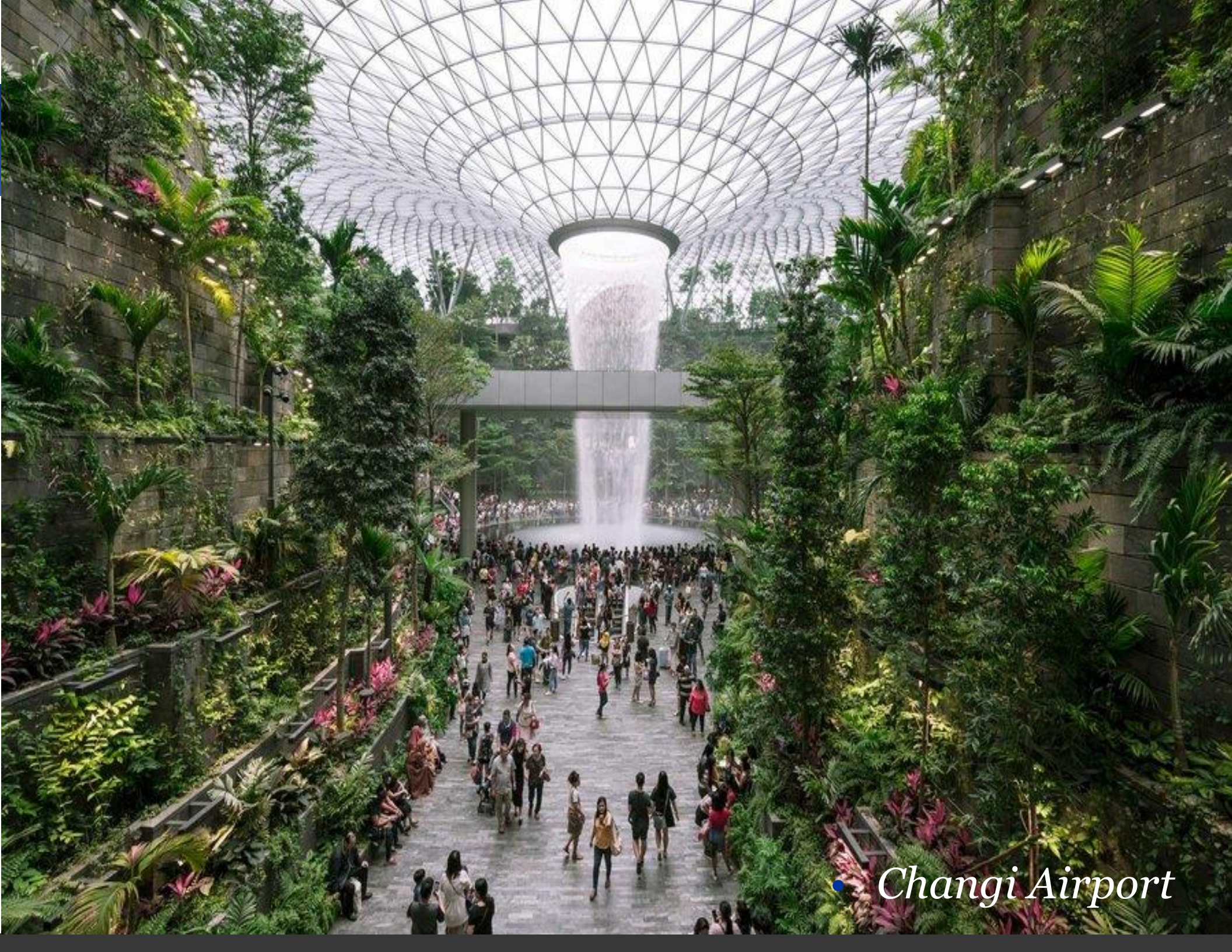
# Principle 3: Infrastructure & Processes

## Establish First World Standards



**2020** Global Infrastructure Rating: Singapore is home to the World's best infrastructure. *source: [www.statistica.com](http://www.statistica.com)*





• *Changi Airport*





Coastal Highway



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# Principle 4: Times and Seasons

## Chapter 4, Page 66, 2<sup>nd</sup> 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, 3<sup>rd</sup> 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, 1<sup>st</sup> 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 2<sup>nd</sup> 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, 1<sup>st</sup> 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, 2<sup>nd</sup> 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, 2<sup>nd</sup> 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, 3<sup>rd</sup> 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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## Principle 7: Obtain Periodic Evaluations

and take factual approach to decision making:

### Chapter 4, Page 66, 2<sup>nd</sup> 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, 2<sup>nd</sup> 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?