



Institute for National Transformation

CIPM 54TH INTERNATIONAL CONFERENCE AND EXHIBITION

**THEME: LEADING PEOPLE, GROWING
NATIONS**

**Monday, October 17 – Friday, October 21,
2022**

**Venue: Obi Wali International Conference
Centre**

OUR VISION: To develop value-grounded, no-excuse leaders that will transform their organizations, communities and nations to greater levels of performance and achievement.



Institute for National Transformation

CIPM 54TH INTERNATIONAL CONFERENCE **TOPIC: SERVANT LEADERSHIP, PEOPLE DEVELOPMENT, AND THE BURDEN OF NATIONAL TRANSFORMATION**

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Institute for National Transformation International

OUR VISION: To develop value-grounded, no-excuse leaders that will transform their organizations, communities and nations to greater levels of performance and achievement.

Discussion Outline

1. The Burden of National Transformation.
2. People Development.
3. Servant Leadership.

Case Studies: Nigeria, Ghana, and Singapore



The Burden of National Transformation



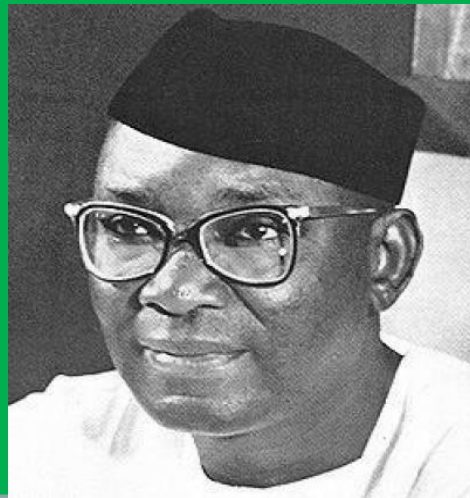
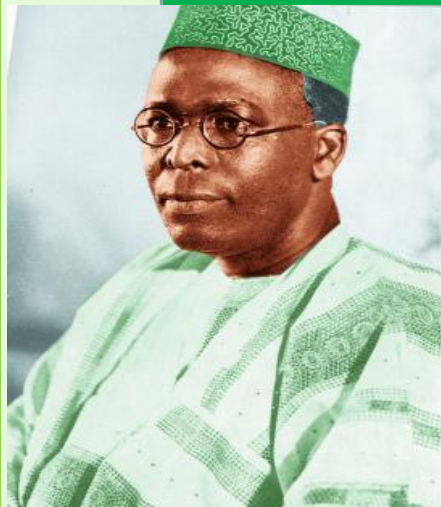
Case Study 1

Nigeria



Ask Your Fathers..& Elders

To get a wind of God's purpose for nations, we must examine the burdens, intents, cries and yearning desires, and deliberations of our Nations' Founding (liberating) Fathers!





Ask Your Fathers...& Elders

- The Burdens, intents, cries and yearning desires, and deliberations of Nations' Founding Fathers are typically articulated in Historical documents such as:
 - Declaration of independence
 - The Constitution
 - **The National Anthem**
 - The National Coat of Arm
 - The National Flag
 - The National Pledge
 - The National Motto

Values from Nigerian National Anthem

2. Arise O Compatriots and Service Nigeria with all your:
 - **Love**:- Compassion, sacrificial, other-minded, patriotism, nationalistic viewpoint, etc!
 - **Strength**:- Courage, Boldness, etc!
 - **Faith**:- Outcome-driven, Long-term Strategy, focused energy, etc!
 - **Heart**:- Passion, commitment, loyalty, patriotism, etc!
 - **Might**:- Competence, skill, health and vigor,



Values from Nigerian National Anthem

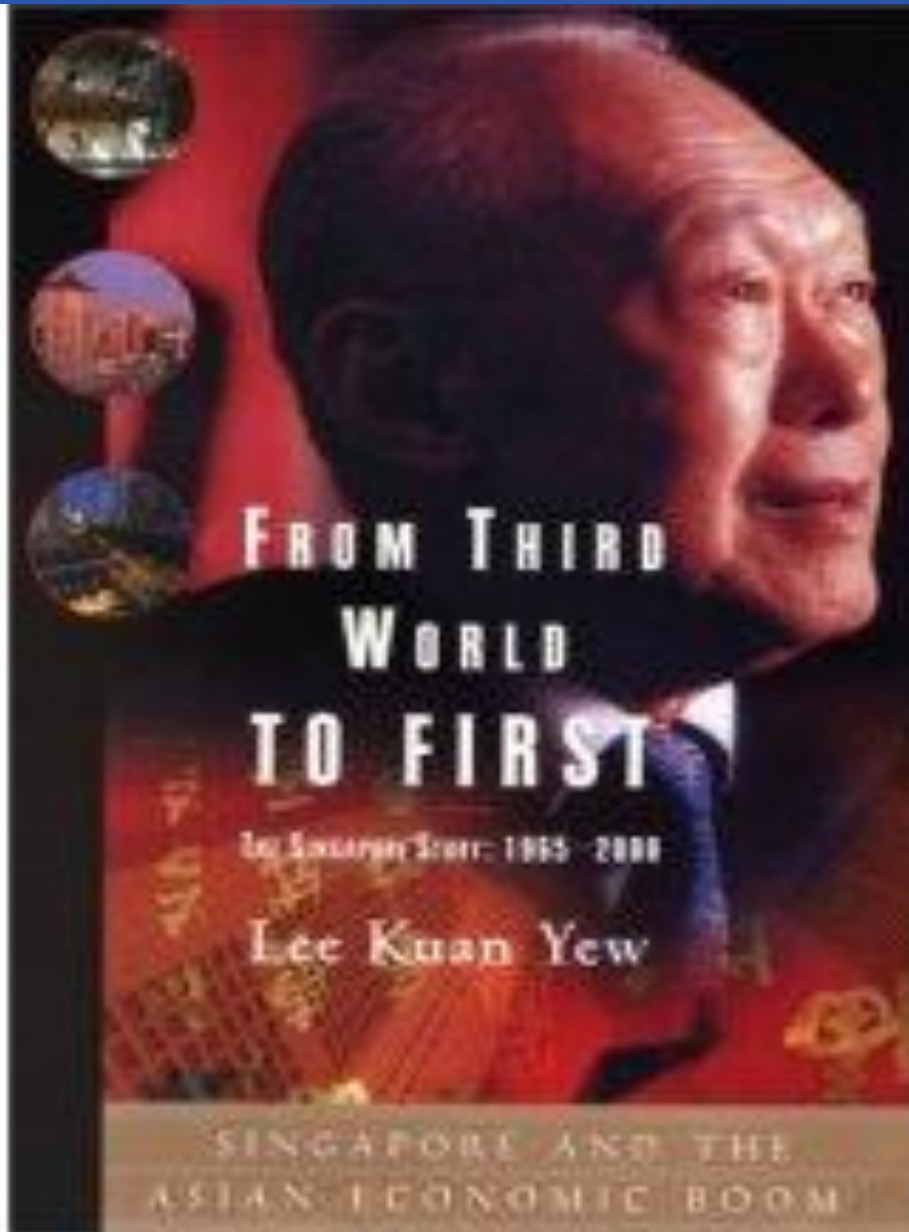
3. Oh God of Creation- direct our noble cause -
Sovereignty of God;
4. Guide our leaders right!
5. Help our youth the truth to know; to attain
great lofty heights;
6. Freedom, justice, peace, unity;
....Otherwise, the works of our heroes past shall
be in vain!



Servant Leadership in Nigeria?

From Third World To First

The Singapore Story: 1965 - 2000



OUR VI:

I achievement.



Conference of Commonwealth in Lagos

Jan 11-12, 1966

Page 351, 2nd Paragraph

Soon after we joined [the Commonwealth], the prime minister of Nigeria, Sir Abubakar Tafawa Balewa, called a conference of Commonwealth prime ministers for 11 January 1966 in Lagos, to discuss Rhodesia's Unilateral Declaration of Independence (UDI) [led by Ian Smith].

Rhodesia was then a self-governing colony with a white minority of 225,000 in control of 4 million black Africans. I decided to go.



Experiences in Nigeria

Page 352, 2nd Paragraph

We were greeted, inspected a guard of honor in turn, and then whisked into Lagos. It looked like a city under siege. Police and soldiers lined the route to the Federal Palace Hotel. Barbed wire and troops surrounded it. No leader left the hotel throughout the two-day conference.

Experiences in Nigeria

Page 352, 3rd Paragraph

The night before the meeting, Sir Abubakar Tafawa Balewa, whom I had visited two years before, gave us a banquet in the hotel.

[After interacting with Nigerian politicians]

I went to bed that night convinced that they were a different people playing to a different set of rules.



Servant Leadership in Ghana?



Experiences in Ghana

Page 355, 3rd Paragraph

[two days later, there was a military coup in
Nigeria]

Kwame Nkrumah, Ghana's president, did not rejoice at the news....By 1966, "Osagyefo" (Redeemer), as Nkrumah was called, had recovered enough of his bounce to give me dinner with some of his senior ministers and a bright young vice-chancellor of his university.



Experiences in Ghana

Page 355, 3rd Paragraph

This man, Abraham, was only about 30 years old, had taken a First in Classics at Oxford and was a fellow of All Soul's College.

Nkrumah was proud of him.

I was impressed but wondered why a country so dependent on agriculture should have its brightest and best do classics- Latin and Greek.



Experiences in Ghana

Page 355, 4th Paragraph

On our arrival at Accra, the person who came up to the aircraft to greet me was Krobo Edusei, the minister for presidential affairs. He had gained notoriety as a corrupt minister who had bought himself a golden bedstead, a story much publicized in the world press.

Nkrumah defused the scandal by restricting Krobo's portfolio to looking after a government hospitality.



Experiences in Ghana

Page 355, 4th Paragraph

On my second night in Accra, he took me to a nightclub in Accra. He proudly announced that he was the owner and that all VIPs would enjoy their evenings there.



Experiences in Ghana

Page 356, 2nd Paragraph

On month later, on 24 February, 1966, as Nkrumah was being welcomed with 21-gun salute in Beijing, China, an army coup took place in Accra. People danced in the streets as the army leaders arrested leading members of Nkrumah's government.



Experiences in Ghana

Page 356, 2nd Paragraph

My fears about Ghana were not misplaced. Notwithstanding their rich cocoa plantations, gold mines, and High Volta dam, which could generate enormous amounts of power, Ghana's economy sank into disrepair and has not recovered the early promise it held out at independence in 1957.



Experiences in Ghana

Page 356, 3rd Paragraph

The news I read saddened me. I never visited Ghana again. Two decades later, in the 1980s, Quaison Sackey saw me in Singapore....

I asked after the bright young vice-chancellor, Abraham. Quaison Sackey reported that he had entered a monastery in California. I felt sad.

If their brightest and best gave up the fight and sought refuge in a monastery, not in Africa but in California, the road to recovery would be long and difficult.



Conclusions on Africa Future

Page 356, 4th Paragraph

I was not optimistic about Africa. In less than 10 years after independence in 1957, Nigeria had had a coup and Ghana a failed coup.

I thought their tribal loyalties were stronger than their sense of common nationhood. This was especially so in Nigeria, where there was a deep cleavage between the Muslim Hausa northerners and the Christian and pagan southerners.



Analysis of African Leadership Challenges

Summary

1. Africa leaders are high on rhetoric and sentiment, but shallow on administration and execution.
2. Lack sound, long-term (political, economic) national strategic balance.
3. Could hardly distinguish between personal properties and professional/public responsibilities for the sake of accountability.
4. Low ethical and moral standards in attitude, conduct, and performance of duties.
5. Poor social skills to mobilize across ethnic/tribal boundaries.
6. Lack pragmatic approach to decision making.



We Must Address Paradigm Issues

Men are not prisoners of fate, but only
prisoners of their own minds.

Franklin D. Roosevelt



Education- Must Address Mindset

No problem can be solved from the same level of consciousness that created it.

Albert Einstein



Case Study 2

Singapore



The Map of South-East Asia



CONDITIONS IN SINGAPORE POST-WORLD WAR II

1. SOCIO-ECONOMIC CONDITIONS:

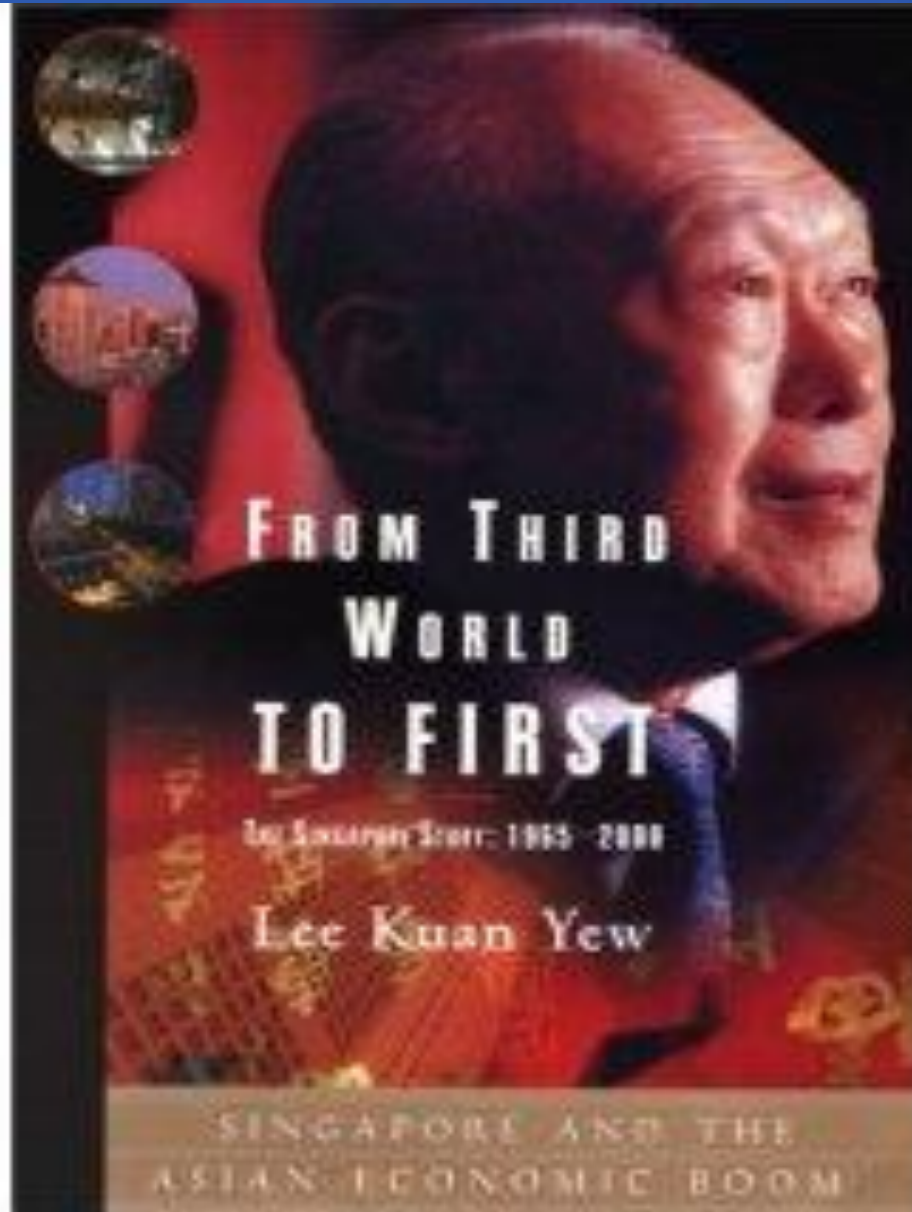
- a) Poverty
- b) Unemployment
- c) No Foreign Investments
- d) Poor Education Institutions
- e) Poor Health Institutions
- f) Poor Housing
- g) Corruption coloured the Political Climate
- h) No Law and Order
- i) External Threats: China, Indonesia, USSR;
- j) Booted out of Malaysia in 1965



The Burden of National Transformation

From Third World To First

Story of Singapore from 1965-2000





Principle 1: Clear Vision

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.

[Vision Casting]



Steps to Singapore Development

1. The Founding Fathers Of Singapore Set Vision & Values:

- a) Build a harmonious, peaceful, prosperous, multi-racial, multi-religious, social democratic society, based on justice, equality, integrity and meritocracy.
- b) Go from a Third World Nation to First in one generation (1965 - 2000).
- c) **A Nation led by Leaders of Integrity: a Corruption-free Society.**



Steps to Singapore Development

- d. Delay Gratification: a society that saves (30-40%).
- e. National Self Reliance- Foreign Aids independent.
- f. Clean, Green and Safe society- Environment & Security
- g. Tri-Partism Alliance: Government, Labor & Business working together in mutual co-existence.



Steps to Singapore Development

- h. Employment for all.
- i. Quality, Affordable & Sustainable Housing for all.
- j. Quality Education, Health Care, Infrastructure & Living Standard for all.
- k. Justice for all- no impunity.



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: Keeping the Government Clean

Chapter 12, Page 157, 3rd and 158 2nd Paragraph

One important decision we made before May 1959 general election highlighted our position on corruption....When we took the oath of office at the ceremony in the city council chamber in June 1959, **we all wore white shirts and white slacks to symbolize purity and honesty in our personal behavior and public life.** The people expected us this from us, and we were determined to live up to their expectations.



Principle 5: Providing for Success: Keeping the Government Clean

Chapter 12, Page 159, 1st Paragraph

We made sure from the Principle we took office in June 1959 that every dollar in revenue would be properly accounted for and would reach the beneficiaries at the grass roots as one dollar, without being siphoned off along the way. So, from the very beginning we gave special attention to the areas where discretionary powers had been exploited for personal gain and sharpened the instruments that could prevent, detect, or deter such practices.



People Development in Singapore



Singapore Set a Goal to Develop Disciplined, Hard- Working, Highly Educated, Skilled & Productive Labour Force

Principle 6: Providing for Success Developing Competent Workers

Chapter 4, Page 58 1st Paragraph

This meant we had to train our people and equip them to provide First World standards of service. I believed this was possible, that we could re-educate and re-orientate our people with help of schools, trade unions, community centers, and social organizations....surely we could get our people to change their Third World habits.



Principle 5: Providing for Success Developing Competent Workers

Chapter 4, Page 67, 1st Paragraph

We had to put our faith in our young officers who had integrity, intellect, energy, drive, and application but no record of business acumen.

Our top scholars had been chosen from the best of each year's crop of students and sent to the top universities in Britain, Canada, Australia, New Zealand, Germany, France, Italy, and Japan, and later, when we could afford it, America.



Principle 5: Providing for Success Developing Competent Workers

Chapter 4, Page 67, 1st Paragraph

We made them our entrepreneurs to start up successful companies like NOL and SIA. I was fearful that these enterprises would result in subsidized and loss-making nationalized corporations as had happened in many new countries. Sui Sen, who knew his young officers, assured me that it was possible to succeed, that they could match our competitors in these businesses. And he had given clear instructions that enterprises had to be profitable or shut down.



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.



IT DOES NOT TAKE A CROWD!

Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.

Margaret Mead



Servant Leadership

Principle 2: Establishing a System: Singapore Must Be Extraordinary

Chapter 1, Page 7, 2nd Paragraph:

After pondering [our]... problems and the limited options available, I concluded an island city-state in Southeast Asia could not be ordinary if it was to survive. We had to make extraordinary efforts to become a tightly knit, rugged, and adaptable people who could do things better and cheaper than our neighbours, because they wanted to bypass us and render obsolete our role as the entrepot and middleman for the trade of the region. We had to be different.



Principle 2: Establishing a System Fair & Even-Handed Policy

Chapter 1, Page 8, 1st Paragraph:

The other valuable asset we had was our people- hardworking, thrifty, eager to learn.

Although divided into several races, I believed a fair and even-handed policy would get them to live peacefully together, especially if such hardships as unemployment were shared equally and not carried mainly by the minority groups.



Principle 2: Establishing A System: Developing a Self-Reliant Economy

Chapter 4, Page 52, 3rd Paragraph

Healey in 1967 had promised “significant aid” to offset the loss from the rundown of British forces. I was convinced that our people must never have an aid- dependent mentality. If we were to succeed we had to depend on ourselves.



Principle 2: Establishing A System: Establishing the Approach

Chapter 4, Page 57 3rd Paragraph

I gradually crystallized my thoughts and settled on a two-pronged strategy to overcome our disadvantages. **The first was to leapfrog as Israel had done;**

Chapter 4, Page 58 1st Paragraph

The second part of my strategy was to create a First World Oasis in a Third World Nation.



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.



Analysis of African Leadership Challenges

Page 363, 2nd Paragraph

The fashion of the time was for leaders of the bigger Third World countries to travel in their own aircraft....

Those African presidents whose countries were then better off, like Kenya and Nigeria, also had special aircraft. I wondered why they did not set out to impress the world that they were poor and in dire need of assistance.

Our permanent representative at the UN in New York explained that the poorer the country, the bigger the Cadillacs they hired for their leaders.

Analysis of African Leadership Challenges

Page 364, 1st Paragraph

So I made a virtue of arriving by ordinary commercial aircraft, and thus helped preserve Singapore's Third World status for many years.

However, by the mid-1990's, the World Bank refused to heed our pleas not to reclassify us as a "High Income Developing Country," giving no Brownie points for my frugal travel habits. We lost all the concessions that were given to developing countries.

Principle 7: Retirement Passing the Baton

Chapter 41, Page 663, 1st Paragraph

When I reflected on the predicament of Suharto in 1998 when he was forced to resign and hand power over to a vice president he considered inadequate to succeed him, I was glad that I had resigned as prime minister in November 1990....for the past nine years I helped to ease the way for my successor, Goh Chok Tong, and his team of young ministers to take full charge of the Singapore government.



Dogged Pursuit of the Nigerian Vision

Only one who devotes himself to a cause with his whole strength and soul can be a true master. For this reason mastery demands all of a person.

Albert Einstein



Lee Kuan Yew's Last Words

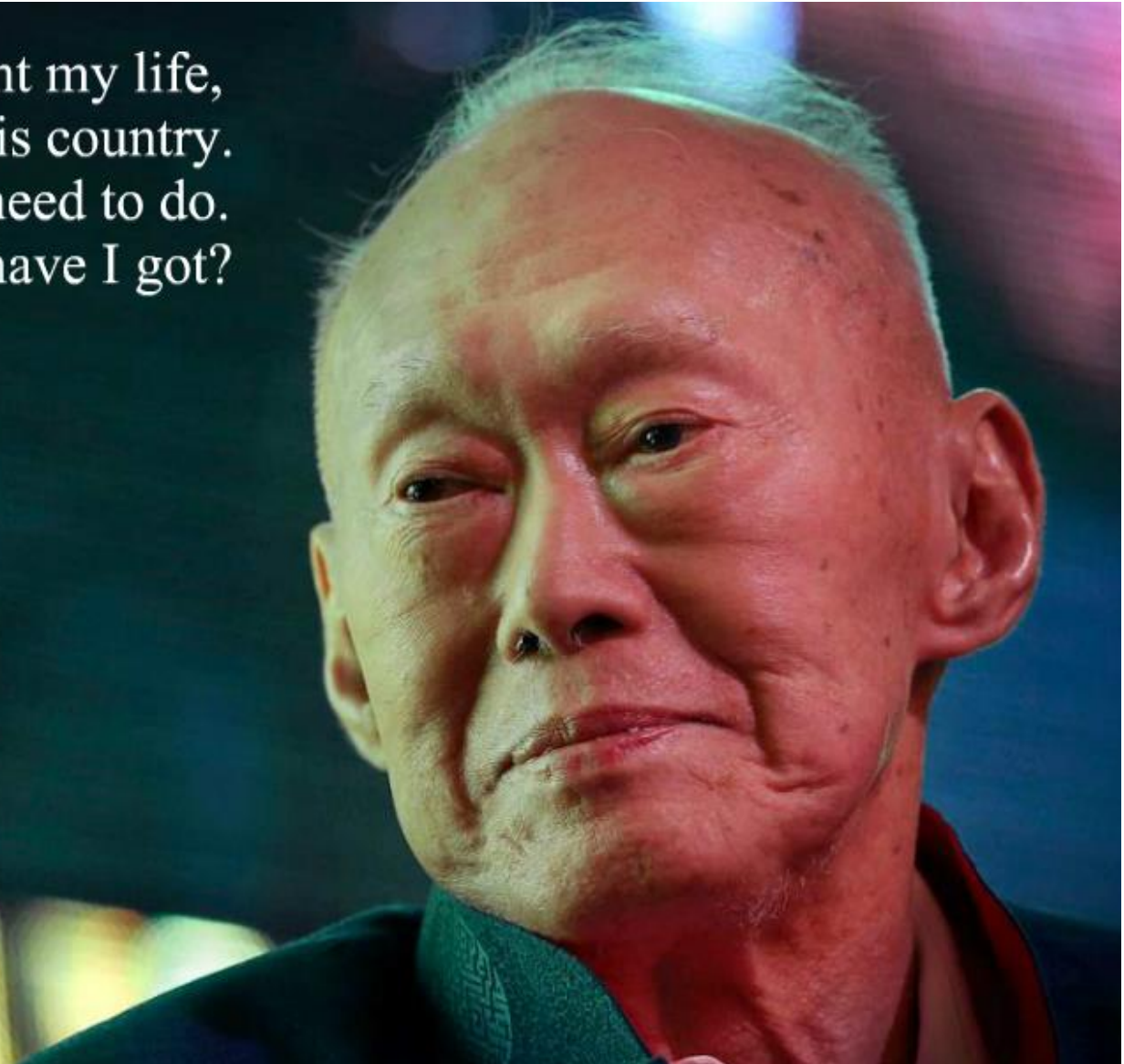
I have no regrets. I have spent my life,
so much of it, building up this country.
There's nothing more that I need to do.
At the end of the day, what have I got?

A successful Singapore.

What have I given up?

My life.

Mr. Lee Kuan Yew
1923 - 2015





Lee Kuan Yew's Funeral Procession



KEY ECONOMIC INDICATORS FOR SINGAPORE 2013

1. Population: 5.6 million
2. Rank GDP (Nominal)=US\$295 Billion(IMF 2013) = 36 of 184
3. GDP (PPP)= Int \$349 Billion (IMF 2013) = 38 of 182
4. GDP Per Capita(PPP)=Int \$60,799(IMF 2013) = 4 of 180
5. Ease of Doing Business (WB) 2013 (10 Factors) = 1 of 185
6. Global Competitiveness Index (WEF 2012) = 2 152
7. Least Corrupt Country/Corruption Perception Index = 5 175
8. Cooperation in Labour-Employer Relations = 1 139
9. National Savings Rate (46% of GDP) = 6 139
10. Country Credit Rating = AAA
11. Life Expectancy (Average 80.6 years old) = 10 198
12. Quality of Education System = 1 of 139
13. Quality of Math and Science Education = 1 of 139



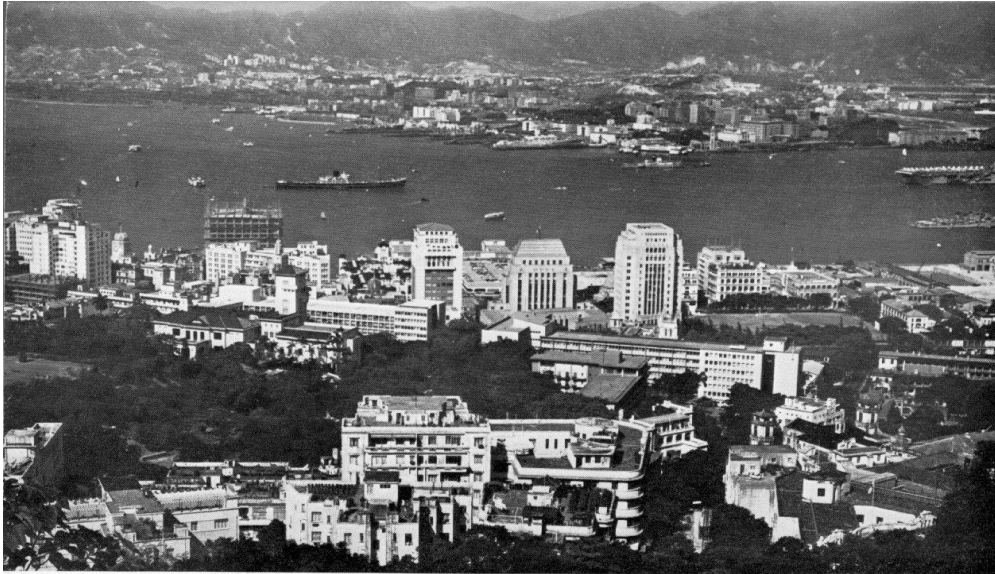
KEY ECONOMIC INDICATORS FOR SINGAPORE 2013

#1 Port in the World.
#4 World Financial Centre.
#1 Airport in the World.
#1 World Education Centre.
#1 Airline in the World.
World Communication Centre.
#1 e-Government.
World Medical Centre.
#1 Most Desired Place in the

- Employment for all.
- Quality Housing for all.
- Quality Education for all.
- Quality Health Care for all.
- Justice for all.
- Quality Infrastructure for all.
- World to Live & Work (2012) for MNCs.
- Number of Passengers / Visitors = 53 million (2013)
=> 145,205 daily



1965-2000: From 3rd World to 1st



Necessity is the Mother of Inventions

- Mistreated by Japan
- Sent out of Malaysia in 1965
- No natural resources including clean water;
- Set a clear national vision;
- Developed ethically and morally disciplined and skilled workforce;
- Created zero corruption environment;
- Transformed within one generation.
- All things are possible!





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