



RESEARCH ARTICLE

Psychometric Assessment of Lee Yew's Leadership Role in Singapore's Development: A Systematic Review

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ABSTRACT

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This study sought psychometric evidence to prove this assertion. Consequently, the leadership attributes of Lee Kuan Yew, the first and longest-serving Prime Minister of Singapore, and the impacts he made on Singapore's development were explored. Some of the research questions addressed are: What are the valid indicators of development in Singapore at inception and thirty years after? What are the leadership factors that facilitated Singapore's development? What are the cultural factors that facilitated Yew's achievement? The concept of Development encompasses various theories in different disciplines and contexts - the Economic Development theory of development, the Human Development and Human Development Index (HDI), the Gross National Happiness (GNH) model, the Dependency theory, the Sustainable Development, and the Participatory Development theory. Likewise, the concept of Leadership encompasses various theories - The Contingency and Situational Leadership theory, and the Ethical leadership theory. The systematic review design was adopted by selecting and analyzing 10 relevant studies gotten from electronic databases, including EBSCO, Scopus, Web of Science, and Sage. Singapore indeed experienced remarkable development within a short space of 30 years, literally leapfrogging from squalor to attainment of GDP which surpassed that of United Kingdom; There were indeed many notable leadership qualities in Lee Yew that instigated the crafting of wise policies and strategies cum dogged implementation drives that led to the remarkable development of Singapore; Some cultural factors that facilitated Yew's leadership efforts in achieving Singapore's development were identified. The study provided ample evidences that, given the right conditions, which can always be created by a make-things-happen leader like Lee Yew, *everything indeed rises and falls on leadership acumen*. This study contributes to existing literature by conducting a systematic review on Lee Yaw's leadership role in the development of Singapore.

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1. INTRODUCTION

1.1 Background

John Maxwell, a renowned leadership expert, was quoted as saying that everything rises and falls on leadership. The implication of this statement, if true, is that the progress of any family, group, community, or nation largely depends on the prowess of its leader(s). Perhaps this has been the bane of the multifarious challenges and poor development in many African nations, including Nigeria. Could virtually all the challenges in many African nations be predominantly attributed to poor leadership? If it is established that Lee Kuan Yew transformed Singapore from a developing country to a developed nation in just three decades, despite the numerous regional, national and multicultural challenges he encountered, is it not apparent that there are some things African leaders could learn from such leaders? This is the essence of this study. This study is expected to provide psychometric evidence to sustain or debunk the popular claim that everything rises and falls on leadership using Lee Yew as case study. If found true, it hoped that the factors that helped Lee Yew to achieve the feat would be gleaned and expatiated to help upcoming leaders in emerging economies and all sectors of life to learn and adopt for better leadership performance around the world.

The core research questions raised for this study are:

What are the valid indicators of development in Singapore at inception and thirty years after?

What are the leadership factors [policies, styles, traits] that facilitated Yew's contribution to Singapore's development?

What are the cultural factors that facilitated Yew's efforts in leading Singapore's development?

From the review of reports on Yew's leadership role in Singapore's development, what are the valid links between leadership and development, which if broken will not allow development to happen?

From the review of reports on the study of Yew's efforts in leading the development of Singapore, what psychometric evidence supports the submission that *everything rises and falls on leadership*?

The research questions also constitute the themes for the qualitative analysis that was conducted in this study. But first, what is development? What is leadership? What are the possible connections between leadership and development? This exploration is simply to set the pace for the study.

1.2 The concept of leadership

Definitions of leadership are quite prolific such that the challenge is no longer with definition but how to identify what connotes good leadership. After a careful search, presented below are eight notable definitions of leadership that resonate with the authors:

Warren Bennis defined leadership as the *capacity to translate vision into reality*. John C. Maxwell defined leadership as *one life influencing another*. According to Maxwell, leadership is not about titles, positions, or flowcharts. Peter Drucker reiterated that *The only definition of a leader is someone who has followers*. Stephen Covey submitted that *Leadership is communicating to people their worth and potential so clearly that they come to see it in themselves*. Dwight D. Eisenhower emphatically declared, *Leadership is the art of getting someone else to do something you want done because he wants to do it*. Simon Sinek argued that *Leadership is not about being in charge. It is about taking care of those in your charge*. Rosalynn Carter is of the opinion that *A leader takes people where they want to*

go. A great leader takes people where they don't necessarily want to go, but ought to be. Jonathan A. Odukoya posits that leadership is *taking the lead in any worthwhile life-enhancing endeavour, and so influence many to follow your steps in achieving the same result, and much more.*

These are quite interesting definitions that feature different dimensions of leadership, ranging from vision, influence, following, motivation, communication and caring. Now, let's explore some notable theories of leadership.

1.3 Connection between leadership and development

It is apparent there are strong connections between leadership and development. For instance, leaders who can articulate a vision of progress and improvement are likely to inspire and mobilize individuals and communities towards achieving developmental goals. Leadership is also instrumental in mobilizing and allocating resources necessary for development. Leaders play a critical role in securing funding, attracting investments, and allocating resources efficiently to support development initiatives. Pragmatic leaders have the uncanny ability of leveraging on their influence and networks to access resources and create partnerships with stakeholder (Wang & Ran, 2021).

Development often requires making complex decisions and strategic planning. Leaders with strong decision-making skills can assess different options, consider long-term implications, and make informed choices that is apt to contribute to sustainable development. A good leader will also know how to adapt to changing circumstances, drive innovation and change. Effective leaders also encourage creativity, foster a culture of innovation, and empower individuals to take risks and experiment with new ideas and approaches (Hughes, Lee, Tian, Newman, & Legood, 2018). They promote learning and adaptability, helping organizations and communities respond to emerging challenges and opportunities proactively.

Leadership also plays a vital role in developing and nurturing human capital, which is crucial for development (Oguejiofor & Orajaka, 2022). Leaders invest in the growth and development of their team members, providing mentorship, training, and opportunities for skill-building (Sayed, Amirhossein, Muska, Iran, Nyamwero & Basavarajappa, 2023). They create a supportive environment that encourages learning, collaboration, and continuous improvement (Maalouf, 2018). Development often requires collaboration and partnerships among various stakeholders, including government, civil society organizations, private sector entities, and communities. Leadership skills, such as effective communication, negotiation, and relationship-building, are essential in facilitating collaboration and creating synergies among diverse actors for achieving developmental objectives (Bornman & Louw, 2023). Effective leadership in development promotes ethical practices and inclusivity. Leaders who uphold ethical standards, fairness, and transparency naturally build trust and credibility, which are vital for sustainable development. Inclusive leadership ensures the participation and representation of diverse voices and marginalized groups, fostering social equity and social justice (Osibo, 2022). Leadership in development is a long-term exercise, focusing not only on immediate outcomes but also on the long-term sustainability of development efforts (Osimen, Daudu, & Awogu-Maduagwu, 2023).

Leadership clearly plays a critical role in shaping the direction, pace, and effectiveness of development efforts. Effective leaders can inspire, mobilize, and empower individuals and communities, fostering a sense of ownership, collaboration, and innovation that contribute to sustainable development outcomes (Moo & Yazdanifard, 2015). Apparently, leadership is the source

of *force* that moves a nation or community into the *motion* of development. This agrees with the law of motion.

In this report, the *psychometric assessment technique* was used to extract and synthesize the core findings from past empirical studies on the leadership attributes and achievements of Lee Yew in the development of Singapore. The phrase "Psychometric Assessment" is commonly used in the fields of psychology, human resources, and education. It refers to the scientific measurement and evaluation of psychological attributes such as knowledge, abilities, skills, personality traits, and attitudes. Psychometric assessments are designed to be objective, reliable, and valid, providing valuable insights into an individual's cognitive and emotional capabilities. Overall, psychometric assessments play a crucial role in understanding human behavior and capabilities in a standardized and scientific manner (Rahman, 2017). These points clearly agree with the tenets of this study.

For some years now, the remarkable development of Singapore has been an object of study in different parts of the World. So, why reinvent the wheel? Consequently, it was deemed appropriate to adopt the systematic review approach. In a later section, the methodology adopted in this study is expatiated.

2. THEORETICAL FRAMEWORK

2.1 Development and development theories

Development tends to be an intricate concept, having diverse meanings in different disciplines and contexts. For instance, economists treat development as the growth and advancement of a nation's gross domestic product (GDP), leading to increasing per capita income. Consequently, *Economic Development theory* focuses on factors of production like land, labour, capital, and entrepreneur; technology, trade, investment, unemployment, trade deficit, balance of payment and related concepts (Adam, 2002).

Psychologists, Sociologists and related fields of the humanities perceive development differently. Consequently, the concepts of *Human Development and Human Development Index (HDI)* was evolved. According to this school of thought, the concept of development should not be limited to economic indicators. It should be extended to people's wellbeing and capabilities (UNDP, 2023). By extension, this touches on factors like quality education, health, gender equity, overall quality of life, availability of basic services, and related issues. The United Nations Development Programme (UNDP) emphasises three core indicators of HDI: Education, Income and Life Expectancy (Daudu, Osimen, & Shuaibu, 2023).

The *Gross National Happiness (GNH)* model presented ten development indicators: education, health, psychological well-being, time allocation, effective governance, community vitality, cultural preservation, ecological diversity, resilience, and standards of living (Bhutan, 2012). Some proponents of GNH incorporated subjective well-being, environmental sustainability, spiritual values, and cultural preservation, as important indicators of human development, which go beyond economic factors (Hang & Huy, 2021). These definitions strongly resonate with us, hence, our sharing it here.

This point nonetheless, it is pertinent that other notable theories of development be explored. For instance, the *Dependency theory* posits that developing nations are often dependent on developed nations and exploited by same (Frank, 1966). The school of thought pushing this idea is of the opinion that unequal power relations and external controls can hinder development. For instance, the

practice of exporting raw materials at ridiculously cheap rates to developed countries, only for the processed product to be imported few months thereafter at exorbitant costs does not connote economic intelligence. This partly explains why a number of developing nations perpetually experience national income deficit. This in turn kept plummeting their currency exchange rates, thus leaving such countries in perpetual poverty. Another way industrialized nations are exploiting underdeveloped countries is the use of loans to indirectly control the economy and the governance of the developing countries. The loans and the accumulating interests often negatively impact the exchange rate and national economy (Van Trung et al, 2024).

Another interesting development perspective is the *Sustainable Development theory* (Tesla, 1916). The central thesis of this theory is that, while striving to meet the developmental needs of the current generation, the key players should not jeopardise the ability of upcoming generations to meet their survival and developmental needs. Sustainable Development seeks a balance between environmental protection, economic growth and human wellbeing in the long-term. It is a quest to maintain the homeostatic balance of the ecosystem for the overall wellbeing of all entities in the system. It is apparent the advent of the industrial revolution did not incorporate the factor of sustainable development. Consequently, as the motor cars and refrigerators were rolled out of factories, coming along with these products were environmentally unfriendly products like chlorafluorocarbons (CFCs), PVC, carbon-monoxide and related chemical elements that gradually began to deplete the Ozone layer, thus opening windows for harmful radiations from the Sun to reach the earth while enhancing global warming (da Cruz et al, 2024). The long-term effect of these unsustainable development practices is what the current generation is battling with right now.

Participatory Development (PD) theory. The PD theory reiterates the active participation of members of the local communities, stakeholders and marginalised groups in the development process (Chambers 1994). The ultimate goal of PD is to sustain attained development by ensuring participating members of the communities have a sense of ownership and consequently take ownership of the products of development. This practice is apt to prolong the lifespan of the development products.

2.2 Leadership theories and leadership styles

Over the years, it is becoming clearer that a number of people have inherent attributes and characteristics that tend to enhance their leadership acumen. For instance, personality attributes like integrity, honesty, empathy, confidence, adaptability and communication skills are commonly linked with effective leadership (Fleenor, 2006). This is the *Leadership Trait theory*.

The *Contingency and Situational Leadership theory* posits that effective leadership requires the leader to be capable of adapting to the needs and the specific situation of the followers. The implication of this theory is that leadership effectiveness is *contingent* on the overall *situation* where the leader is operating, the characteristics of the followers, the nature of the task, among others (Fiedler, 1967).

Ethical leadership theory emphasizes the importance of integrity, honesty, fairness, and ethical decision-making. Ethical leaders set a positive example, establish ethical standards, and promote a culture of ethics and social responsibility (Ciulla, 1995). All great leaders are expected to uphold strict ethical standards, without which they lose their integrity and respect.

From the aforementioned, it is apparent that leadership concept is complex and leadership success demands consideration of many factors, attributes and contexts. Different leaders, therefore, adopt

different *styles* to exert influence to manage their teams, communities, organisations or nations to attain success. Some common leadership styles include:

Autocratic leadership style. Autocratic leaders often take unilateral decisions others and maintain a high level of control. Autocratic leadership style is often mixed up with authoritarian leadership style.

Authoritarian leadership style. While Autocratic leaders exercise full authority and control over all aspects of the group, the Authoritarian leader may occasionally seek input from subordinates or consider their opinion to a limited extent, but the final decision still rests with the leader (Harms, Wood, Landay, Lester and Lester, 2018). An example of an autocratic leader could be a military general who issues strict orders to subordinates without seeking their input; while an authoritarian leader could be a Chief Executive Officer who makes most decisions for the company but occasionally considers input from department heads.

Democratic leadership style. Democratic leaders actively engage their team members in the decision-making process, valuing and incorporating their input and feedback. The decision in a democratic leadership setting is often collective than unilateral (Dike & Madubueze, 2019). Ironically, many so-called democratic governments are hardly truly democratic.

Transformation and transactional leadership styles. *Transformational* leaders motivate and encourage their followers to transcend personal ambitions and attain collective goals and attain extraordinary results without being coerced. *Transactional* leaders on the other hand focus on setting clear expectations, rewarding desired behaviors, and addressing performance issues (Mandell & Pherwani, 2003).

Servant leadership style. Servant leaders place the needs and well-being of others, such as team members, at the forefront of their priorities (Gomez, 2022). Servant leaders emphasize service to others as the primary goal of leadership. Some of the core characteristics of servant leadership are: **Putting others first** - Servant leaders focus on prioritizing the needs, interests, and growth of their followers. They make a concerted effort to comprehend and address the needs of their team members. With a high degree of *empathy*, servant leaders work to grasp the perspectives and emotions of those under their guidance; *Servant Mindset* - They consider their foremost responsibility to be serving others, with leadership as a secondary aspect. Their main function is to assist and empower their team members to reach their objectives and maximize their potential; **Building community** - They foster a sense of community and collaboration within their teams, promoting a culture of trust and mutual respect; *Lead by Example* - Servant leaders set an example through their actions and behaviors. They model the values and ethics they expect from their team members (Gomez, 2022). Servant leadership as a concept gained much popularity through the writings of Robert K. Greenleaf in the 1970s, and it has since gained recognition and acceptance in various organizations and leadership contexts.

One can hardly say a particular leadership style is the best or most effective. It actually depends on the context, situation and objective of group formation. Many effective leaders often use eclectic leadership styles, combining more than one leadership style to get things done.

3. METHODOLOGY

Though the core research design for this study is the Systematic Review Design, the Mixed Method was also adopted, with the use of quantitative and qualitative methods. Consequently, data gleaned

from the articles reviewed were classified based on themes and the frequency of occurrence of identified leadership and development indicators were collated and plotted to generate charts. The findings were also discussed qualitatively.

The PICOT criteria were meticulously followed. Detailed specifications for the study types sought, inclusion and exclusion criteria, techniques for data extraction, evaluation of study validity, and strategies for data synthesis are delineated below.

3.1 Search strategy

An extensive and methodical review of literature across various electronic databases including EBSCO, Scopus, Web of Science, and Sage. This search employed predetermined keywords and controlled vocabulary terms to guarantee thoroughness. Some notable keywords utilized were "Lee Kuan Yew," "Singapore development," and "Singapore leadership." Furthermore, the search parameters were refined to encompass solely open access articles and those written in the English language.

3.2 Study selection

Each paper with a title closely related to the research theme was chosen for detailed evaluation for relevance. At least two researchers meticulously examined approximately 60 potentially relevant papers. Ultimately, 10 papers satisfied the final inclusion criteria.

Find below the progression of article selection criteria for the study:

Inclusion criteria



Fig. 1: Inclusion Criteria

3.3 Data extraction

The Excel spreadsheet was used as data extraction form. The form captured information on article reference information, the objective of the study, the method adopted in the study, Initial state of Singapore at Independence, Development Indicators, Leadership Policies and Styles and Cultural

Factors contributing to Development. These elements constitute the themes discussed in the report. See Appendix 1 for extracts of the Extraction Form. The full extraction is published in another article.

3.4 Data synthesis

Effort was made to synthesise the information extracted from the relevant articles selected for review. The quantitative method employed made use of frequency count of the citing of the core themes listed for this study. The themes also guided the construction of the research questions. The results of this quantitative analysis are presented below. It is important to note here that the frequency of citation of a theme does not necessarily imply the significance of the theme. A theme cited only once in all the articles reviewed may turn out to be more significant in terms of contribution to national development than a factor cited several times by many authors.

4. RESULTS AND DISCUSSION

The results are presented in line with the research questions raised for this study:

1. *What are the valid indicators of development in Singapore at inception and thirty years after?*

Table 1: State of development of Singapore at independence

S/N	Development State	No. of Articles Reviewed	No. of Articles Citing Indicator	%
1	Third World	10	8	80
2	Nation in want	10	7	70
3	Nation in Servitude	10	6	60
4	Nation in Danger	10	4	40
5	Squalor/Poverty ridden	10	8	80
6	High Unemployment	10	7	70
7	Mass illiteracy	10	6	60

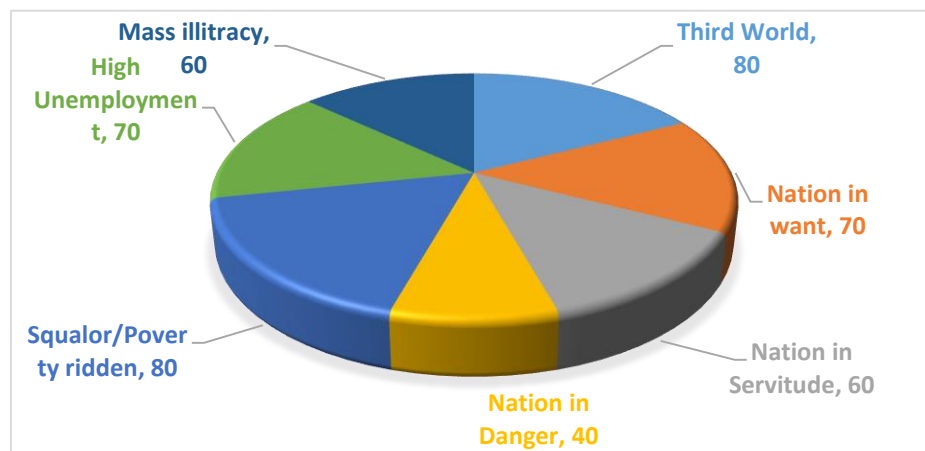


Figure 2: State of development of Singapore at independence

Table 2: State of development of Singapore 30 years after independence				
S/N	Development State	No. of Articles Reviewed	No. of Articles Citing Indicator	%
1	First World	10	8	80
2	In 1996, the per capita GDP was US\$28,472, matching Japan's and exceeding that of the UK	10	8	80
3	World's busiest sea Port.	10	8	80
4	Third-largest Oil Refinery	10	7	70
5	Key hub for international manufacturing and service sectors	10	6	60
6	Foreign gross fixed assets within the manufacturing sector of Singapore were S\$49,341 million by 1998	10	2	20
7	Greening of Singapore, with trees all over the island helped to woo investors	10	4	40

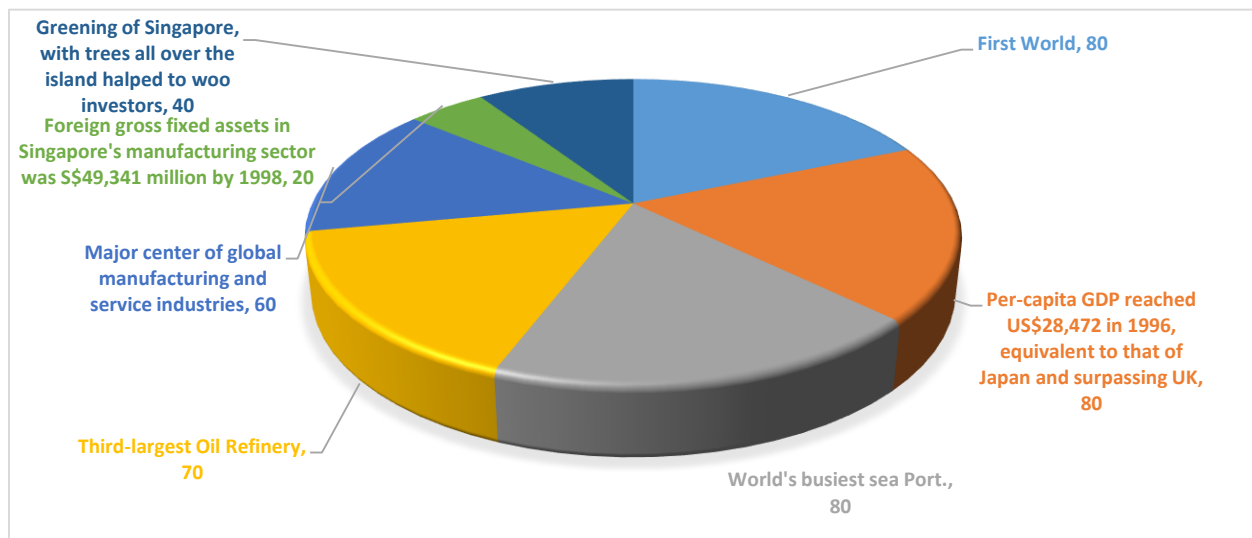


Figure 3: State of development of Singapore 30 years after independence

These results above suggest remarkable development of Singapore within a short space of 30 years (1965-1996). From squalor to attainment of GDP ranked as equivalent to that of Japan and

surpassing that of United Kingdom, World's busiest Port and third largest oil refinery in the World, Singapore's development within the space of 30 years under Lee Yew was simply remarkable.

2. What are the leadership factors [policies, styles, traits] that facilitated Yew's contribution to Singapore's development?

Table 3a: Leadership factors that facilitated yew's contribution to Singapore's development				
S/N	Leadership Factors [LF]	No. of Articles Reviewed	No. of Articles Citing LF	%
1	A make-things-happen leader ; Lee developed a model for the establishment of a corruption-free society which is imperative for good governance, policy implementation and enforcement (Low K. C., 2011)	10	4	40
2	Good communicator - Lee adeptly communicates with clarity and simplicity, effortlessly establishing rapport with his audience. His connection with them is forged through the emphasis on shared experiences.	10	8	80
3	Motivate individuals to place their funds in the government-regulated financial institution, the POSB.	10	4	40
4	A significant portion of the population's income is allocated by the government for economic investment.	10	4	40
5	One highly effective method employed by the Singaporean government to convert income into developmental funds is mandating that every employee allocate a substantial portion of their earnings to their Central Provident Fund (CPF) account.	10	4	40
6	A CPF account holder can utilize their CPF funds for investments in real estate, equities, and education, as well as for healthcare expenses.	10	4	40
7	The Singapore government exercises meticulous care in the strategic allocation of its revenue to foster economic growth.	10	6	60
8	The government implements a communitarian strategy, distinct from the Western individualistic model, to regulate the scope of higher education and to manage the ratio of students in the humanities and social sciences.	10	6	60
9	The Singaporean government has allocated substantial investment funds to advance pivotal sectors, including Changi Airport, Singapore Airlines, the Port of Singapore, the Development Bank of Singapore (DBS), and the housing construction system managed by the Housing Development Board (HDB).	10	7	70
10	The Singapore government has also endeavored to cultivate a supportive atmosphere for the expansion of domestic businesses.	10	6	60
11	Singapore's government can be characterized as a "soft" authoritarian regime, though it has occasionally exhibited stricter authoritarian tendencies.	10	7	70
12	Yew was a planner with great foresight and vision as well as wanting to make things happen. He was a strategic thinker.	10	6	60
13	In Transparency International's 2010 Corruption Perceptions Index, Singapore achieved the highest ranking alongside Denmark and New Zealand, sharing the top spot among the world's least corrupt nations (Reuters, 2010, as cited in Borneo Bulletin, 2010).	10	8	80

14	Family Development - A succinct Chinese aphorism captures this concept: Xiushen qijia zhiguopingtianxia. Xiushen suggests self-care and self-cultivation to enhance one's usefulness; Qijia pertains to family care; Zhiguo emphasizes the importance of serving one's country; and Pingtianxia implies that peace will prevail under heaven.	10	3	30
15	Firstly, maintaining order within society is essential. The presence of firearms, narcotics, and violent offenses are interlinked, posing a significant threat to societal stability.	10	4	40
16	To achieve significant productivity, it is essential to rigorously educate and thoroughly train a generation of skilled, intelligent, and knowledgeable individuals.	10	6	60
17	Our primary focus in Singapore has been on fundamental principles. We leveraged the family unit to drive economic growth , integrating the aspirations of individuals and their families into our strategic planning.	10	4	40
18	Firm, Disciplined, Yet Caring - Lee demonstrates a nurturing, fatherly style of leadership. This approach can be characterized as a clear example of fatherly leadership in action (Low, 2006).	10	5	50
19	Influential - A lawyer by profession , Lee's opinions held significant sway with the public. He consistently supported his speeches with data and statistics.	10	7	70
20	Trust is a crucial instrument in the exercise of soft power. As Lee himself remarked, the Singaporean leadership's "most valuable asset was the trust and confidence of the people."	10	7	70
21	Leadership Succession - Moreover, he was successful in securing a smooth transition. In the 1980s, Goh and his junior colleagues began taking on significant roles within the cabinet.	10	7	70
22	Talent Hunt - Lee argues that Singapore needs an efficient mechanism for identifying and nurturing "the above-average population" for leadership positions across various sectors. Crucially, Singapore requires a cadre of highly talented individuals to establish a "competent government" capable of "determining the course" for society.	10	5	50

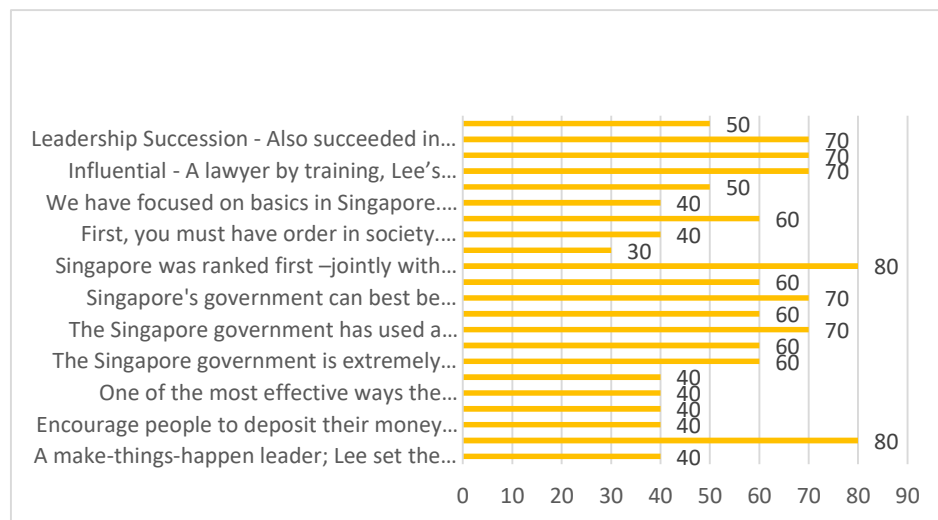


Figure 4: Leadership factors that facilitated yew's contribution to Singapore's development

Among others, Lee Yew was reported to have the following leadership traits: Good communicator, trust, a make-things-happen leader, leadership succession acumen, influential, firm, disciplined yet caring, focus on basics, quality education of citizens, establishing peace and order in society, family development, corruption free government and society, strategic planner, soft authoritarian leadership, development of indigenous entrepreneurs, prudent use of resources and uncanny ability at Talent hunting. It can be argued that these unique leadership traits significantly contributed to Yew's success in developing Singapore during his regime. This points are further discussed below.

3. What are the cultural factors that facilitated Yew's efforts in leading Singapore's development?

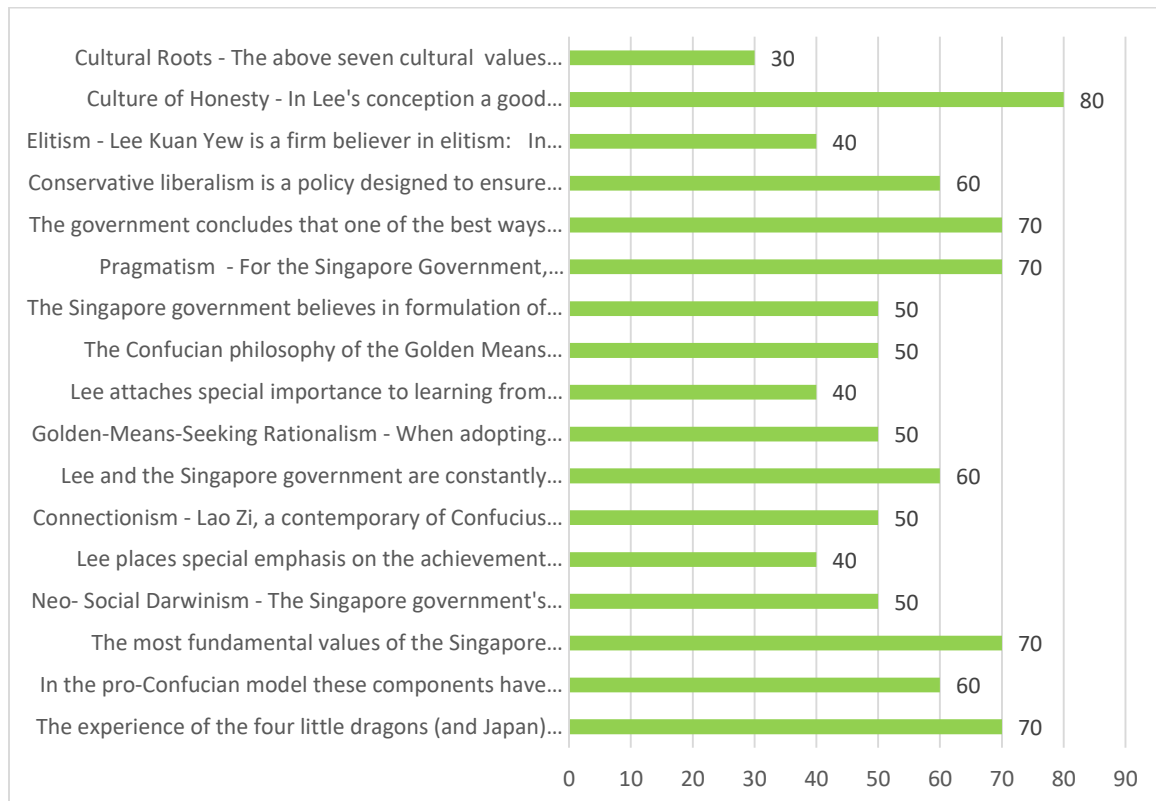


Figure 5: Cultural factors that facilitated Lee Yew's efforts in leading Singapore's development

Tables 4 and Fig. 5 highlight seventeen (17) cultural factors that facilitated Yew's leadership efforts in achieving Singapore's development. Many of the notable cultural factors are linked with Confucianism.

The experience of some notable East Asia countries, including Japan, suggests that some components of the Confucianism contributed to their development. The components have been identified as group identity, priority of collective interests, diligence, frugality, emphasis on education, and pragmatism (Chung, 1989). There are seven fundamental values of Yew's government that have strong bearing on economic development: Neo-social Darwinism, Connectionism, Golden-Means-Seeking Rationalism, Pragmatism, Communitarianism, Conservative liberalism, and Elitism. Singapore under Yew also has a culture of honesty. These points are discussed below.

4. From the review of reports on Yew's leadership role in Singapore's development, what are the valid links between leadership and development, which if broken will not allow development to happen?

S/N	Cultural Factors [CF]	No. of Articles Reviewed	No. of Articles Citing CF	%
1	The case of the "four little dragons" (and Japan) points to the possibility that certain elements of Confucianism (and Eastern cultures overall) could play a meaningful role in contemporary economic progress.	10	7	70
2	Within the pro-Confucian framework, these elements have been pinpointed as comprising group identity, emphasis on collective goals, hard-work, prudence, a focus on education, and practicality (Chung, 1989; Goh, 1990; Hofheinz and Calder, 1982; Kahn, 1979; Tai, 1989; Wong, 1989)	10	6	60
3	The most fundamental values of the Singapore government that are related to economic development consist of seven components, namely neo-social Darwinism, connectionism, Golden-Means-seeking rationalism, pragmatism, communitarianism, conservative liberalism, and elitism (cf. Barr, 2000; Chang, 1997; Chua, 1995; Han et al., 1998; Josey, 1997; Lee, 1993; Minchin, 1990)	10	7	70
4	Neo- Social Darwinism - The Singaporean government's model of Social Darwinism underscores a strong focus on achieving high standards, forward-thinking vision, meticulous planning, unwavering conviction, a commitment to competitive excellence, pragmatism, and the ability to adapt to changing circumstances.	10	5	50
5	Lee emphasizes the importance of achievement orientation, particularly at the national level, where it conveys a vision aligned with that of a developed nation (BBC, 13 May 2000)	10	4	40
6	Connectionism - Lao Zi, a philosopher and contemporary of Confucius and similarly regarded as one of the key figures in ancient Chinese thought, posits that the various manifestations within the universe, as well as the universe as a whole, emerge from the interplay or connection of yin and yang.	10	5	50
7	Lee and the Singaporean authorities maintain a persistent focus on discerning the optimal balance of yin and yang elements, alongside cultivating effective interactive and connective frameworks. Their aim? To enhance the likelihood of successfully elevating Singapore to the status of a distinguished "have nation" or "First World" entity.	10	6	60
8	Golden-Means-Seeking Rationalism - When embracing connectionism, the focus of the Singapore government extends beyond merely creating functional connections. Instead, the emphasis lies on establishing connections that generate best results. The approach entails a thorough examination of the issue, aiming to identify the most effective solution that maximizes happiness and well-being for the greatest number of individuals. (Han et al., 1998:130)	10	5	50
9	Lee places significant emphasis on the value of gleaning insights from the mistakes made by fellow politicians and other nations. In expressing this viewpoint, Lee remarked, "If we neglect to learn from the errors of others, particularly those that come at great	10	4	40

	expense, this could spell ruin for us, wouldn't you agree? We have got very little margin to spare" (Han et al. 1998: 391			
10	The Confucian philosophy of the Golden Means contends that the best solution to every problem, the "Golden Means," is located between two sets of non-optimal alternatives - the conservative (buji) and the excessive (guo)	10	5	50
11	The Singaporean government is a staunch advocate of designing best policies through methodical analysis, comparison, and careful selection. (This is the Golden Means Seeking Rationalism philosophy)	10	5	50
12	Pragmatism - The concept of pragmatism holds significant weight for the Singaporean Government, encapsulating the notions of plausibility, rigorous reality assessment, and continuous adaptation (Chua 1995; Han et al. 1998).	10	7	70
13	The government's stance rests on the belief that a blend of communitarianism and conservative liberalism (often regarded as the Golden Means) are crucial to ensuring Singapore's progression and continuity.	10	7	70
14	Conservative liberalism aims to foster fair competition among citizens, irrespective of their social status or ethnic origins. The goal is to ensure equal access to various social advantages for all individuals (cf. Lenski 1984). This competition should be based on meritocracy rather than political influence or unchecked freedom of expression (Han et al., 1998:206).	10	6	60
15	Elitism - Lee Kuan Yew staunchly supports the concept of elitism: Within any community, among a thousand newborns, a proportion exhibit near-genius intellect, many fall within the average spectrum, and some are deemed less capable. My focus remains steadfast on the potential actions of the near-geniuses; my conviction lies in their pivotal role in shaping the future landscape. It is this segment of society, the above-average individuals, who spearhead progress (Lee 1990)	10	4	40
16	Culture of Honesty - Lee posits that an effective government embodies traits of integrity, competence, efficiency, foresight, and decisiveness. The presence and effectiveness of such governance stand as paramount for Singapore's progress, as well as for numerous other developing societies. Lee underscores its significance over democratic ideals.	10	8	80
17	Cultural Roots - The seven cultural values mentioned earlier serve distinct purposes. Neo-social Darwinism establishes the Singapore government's overarching objectives and aligns them with the standards of achievement typically associated with developed nations; moreover, it furnishes the impetus needed to pursue these objectives. Connectionism and the pursuit of the Golden Mean offer two approaches to reaching these goals. Pragmatism, communitarianism, and conservative liberalism outline guiding principles for effective action. Lastly, elitism delineates the types of individuals upon whom the adoption of these methodologies and principles should primarily depend to achieve the desired objectives.	10	3	30

Table 5a: Valid links between leadership and development		
S/N	Leadership Factors [LF]	Development Elicited
1	A make-things-happen leader; Lee pioneered the blueprint for fostering a society free from corruption, a crucial element for the efficiency of governance, implementation, and enforcement (Low K. C., 2011). In Transparency International's 2010 Corruption Perceptions Index, Singapore claimed the top spot, sharing it with Denmark and New Zealand. This recognition positioned Singapore at the pinnacle of nations with the lowest levels of corruption globally (Reuters, 2010 as cited in Borneo Bulletin, 2010).	The Singaporean government has allocated substantial portions of its investment reserves towards bolstering critical sectors such as Changi Airport, Singapore Airlines, the Port of Singapore, the Development Bank of Singapore (DBS), and the housing development initiatives administered by the Housing Development Board (HDB). In order to uphold the excellence of these endeavors, it has entrusted some of its most adept and dedicated civil servants with overseeing them. One notable example is Sim Kee Boon, who was appointed by the cabinet in 1975 to oversee the development of Changi Airport into a modern facility.
2	Good communicator - Lee effectively communicates in a straightforward manner, effortlessly establishing a connection with his audience through emphasizing shared experiences. As a lawyer by profession, Lee's viewpoints hold considerable sway among the public. He adopts a communication approach grounded in supporting his arguments with factual evidence. Lee regards trust as a vital component in wielding soft power, echoing his belief that the Singaporean leadership's foremost asset lies in garnering the trust and confidence of its populace.	So he won the trust and support of Singaporeans to undertake many of the developmental projects. The citizens also joyfully saved a significant proportion of their income in Provident Fund, which government also used for developmental projects. These are products of trust engendered by clear communication, integrity and transparent honesty.
3	The government also redirected a significant portion of their income into savings designated for economic investment. They urged citizens to deposit their money in the government-regulated bank, the POSB. Additionally, the Singaporean government encouraged all employees to allocate a substantial part of their earnings to their Central Provident Fund (CPF) accounts.	The Singapore government has allocated a substantial portion of its investment funds to advance essential sectors, including Changi Airport, Singapore Airlines, the Port of Singapore, the Development Bank of Singapore (DBS), and the housing development framework managed by the Housing Development Board (HDB).
4	The government employs a community-focused strategy, differing from the Western emphasis on individualism, to regulate the scope of higher education and manage the number of students in the humanities and social sciences.	This leadership policy (communitarianism) adopted by Yew apparently contributed to significant reduction in the rate of unemployment during his regime.
5	The Singaporean authorities also made efforts to facilitate a conducive atmosphere that facilitates the development of domestic businesses.	Indigenous entrepreneurial development is a powerful stabiliser of national economic development. This move apparently accounted for the sustainability of Singapore's development.
6	Singapore's governmental structure is often characterized as embodying elements of a "soft" form of authoritarianism , though it has exhibited instances of a firmer stance. While maintaining discipline, Lee's leadership is marked by a caring, father style . This paternal approach is notably prevalent in his governance style. (Low, 2006)	It is apparent some forces of national distraction required soft authoritarian leadership style as exhibited by Yew to allow seamless and sustainable growth and development. Examples of such forces of distraction are selfish opposition parties, corrupt Mass media, tribal and religious sentiments etc

Table 5b: Valid links between leadership and development		
S/N	Leadership Factors [LF]	Development Elicited
7	Yew was a planner with great foresight and vision as well as wanting to make things happen. He was a strategic thinker.	Apparently it is this leadership trait that gave birth to the robust, sustainable and effective policies that further birthed the numerous Singapore's economic development products celebrated over the years.
8	Family Development - We often turn to a succinct Chinese adage: "Xiushen qijia zhiguopingtianxia." This phrase delineates a hierarchical responsibility system, starting with self-improvement (Xiushen), extending to familial care (Qijia), then to national duty (Zhiguo), and finally encompassing universal peace (Pingtianxia). Our endeavors in Singapore have centered on fundamental principles. We have leveraged family units to propel economic advancement , integrating individual and family aspirations into our strategic frameworks.	Truly, this is the bedrock of sustainable development worldwide. Any government that misses it here is bound to experience psychological, social and economic challenges in the long run.
9	Establishing societal order is crucial. The interplay among firearms, narcotics, and acts of violence poses a significant threat to the fabric of social structure.	Here is another bedrock of sustainable development. No serious development can be sustained without it.
10	It is imperative to focus on comprehensive education and the cultivation of a new cohort of adept, astute, and well-informed individuals poised to advance economic development. Moreover, the government has embraced a communitarian strategy to manage the scope of higher education and the ratio of students pursuing humanities and social sciences. This strategy serves a dual purpose: firstly, to mitigate the perceived squandering of Singapore's finite resources on generating graduates susceptible to unemployment and underemployment, and secondly, to optimize the development of professionals capable of directly enhancing economic prosperity (Chang, 2003).	It is apparent quality education, formal and/or informal, is indispensable to individual, family, community and national development. Singapore's unique model of carefully identifying and promoting academic programmes and professions that has strong relevance to productivity and development was quite instrumental to lowering rate of unemployment whilst producing skilled manpower to catalyze development. This also help in reducing unemployment rate and breeding of social miscreants.
11	Leadership Succession - Moreover, he was successful in securing a smooth transition. In the 1980s, Goh and his junior colleagues began taking on significant roles within the cabinet.	Leadership can hardly be described as successful without effective leadership succession. Incidentally this is also what makes room for sustainable development. Leadership succession is clearly indispensable, and Yew got it right here again.

At least eleven links were established between leadership and development, which if broken will not allow development to happen. For instance, it was apparent that Yew's persuasive and clear communicative skill enabled him to win the support of many Singaporeans in undertaking many of his developmental projects. This support is indispensable for driving these projects to successful completion. Some of these points are discussed below.

From the review of reports on the study of Yew's efforts in leading the development of Singapore, what evidences support the submission that everything rises and falls on leadership?

Results in Tables 1,2,3,4 and 5a and 5b above provide ample evidences that everything indeed rises and falls on leadership acumen. Lee Yew's achievements, and that of other leaders in Singapore

during and after his era, aptly tend to support this assertion. Some of the evidences are discussed below.

The core findings from this systematic review are as follows:

1. Singapore indeed experienced remarkable development within a short space of 30 years (1965-1996), literally leapfrogging from squalor to attainment of GDP ranked as equivalent to that of Japan and surpassing that of United Kingdom;
2. There were indeed many notable leadership qualities in Lee Yew that instigated the crafting of wise policies and strategies cum dogged implementation drives that led to the remarkable development of Singapore. For instance, he was reported to be honest, trusted and a great planner with great foresight.
3. At least eleven links were established between leadership and development, which if broken, will not allow development to happen. For instance, the fact that Yew and his cabinet were predominantly honest and trusted motivated the citizenry to save their hard earned money while Yew utilized the fund prudently to promote indigenous development while mobilizing the citizens to learn from foreign investors.
4. Seventeen cultural factors that facilitated Yew's leadership efforts in achieving Singapore's development were identified. Many of the notable cultural factors are linked with Confucianism. Some of the cultural attributes were priority of collective interest, frugality, emphasis on education, and pragmatism.
5. Results obtained in this study provided ample evidences that given the right conditions, which can always be created by a make-things-happen leader like Lee Yew, *everything indeed rises and falls on leadership acumen*.

The findings are discussed below:

1. What are the valid indicators of development in Singapore at inception and thirty years after?

As gleaned from the articles reviewed in the course of this study, some of the valid indicators of development in Singapore at inception and thirty years after are as follows:

At inception, Singapore was confirmed to be in a state of squalor, or simply put, abject poverty (Zakaria and Yew, 1994). Barr (2000) and Chang (2003) further reported that Yew and his team were shedding tears when Malaysia forced them out on premature independence on August 9, 1965. Recalling the incidence thirty-three years later, Lee has this to say: "... when Malaysia asked us to leave in 1965, it was radical surgery, as if you amputated the heart from the body and we have to keep the heart pumping and alive. They wanted to teach us a lesson, so that we would come crawling back on their terms" (Far Eastern Economic Review: 1998:11). Chang (2003) further described Singapore at inception as follows: Singapore was burdened by bitter tension between diverse ethnic communities, mass illiteracy, lack of natural resources, security issues, a high unemployment rate, and disturbing relations with communism. ChatGPT (2023) confirmed this same assertion. Singapore was a relatively small island nation and quite underdeveloped.

Barely thirty years after, Singapore, under the leadership of Lee Kuan Yew, has a gross domestic product that surpassed that of her colonial master, Great Britain and equaled that of Japan. Singapore also had the busiest sea port in the world, one of the best Airports in the world, third largest oil refinery, among other development indicators. Yew (1994) summarized it this way:

“We were an agricultural society that became industrialized in one or two generations. What happened in the West over 200 years happened in Singapore in less than 50 years.” It was simply remarkable. It is this singular fact that motivated this study, with the hope we could glean the vital attributes or factors that significantly contributed to the development, for upcoming emerging leaders to adopt.

2. What are the leadership factors [policies, styles, traits] that facilitated Yew's contribution to Singapore's development?

The review revealed that there are indeed many notable leadership qualities in Lee Yew that instigated the crafting of wise policies/strategies cum dogged implementation drives that led to the remarkable development of Singapore. Some of the notable Yew's leadership attributes are: He was a strategic thinker and planner with great foresight and vision; Yew was reported to be firm, disciplined, yet caring. According to Low (2006), Lee adopted a caring, fatherly approach when leading. You can call it '*father leadership style*.' Some however described Yew as a soft authoritarian leader. As described earlier under leadership styles, while autocratic leaders exercise full authority and control over all aspects of the group, the authoritarian leader may occasionally seek input from subordinates or consider their opinion to a limited extent, but the final decision still rest with the leader (Harms *et al.*, 2018).

Yew's leadership style, with emphasis on seeking the wellbeing and prosperity of the family and the members, also meets the specification of the servant leadership style. Servant leaders place the needs and well-being of others, such as team members, at the forefront of their priorities (Gomez, 2022).

In our perception, to be an effective leader, it may be necessary to operate these different leadership styles depending on the context and prevalent attitude of the populace being led. Most effective leaders around the world hardly adopt one leadership style all through their lifespan. The context and situation often determine the ideal leadership style to adopt.

Because Singapore had little or no natural resources, through Yew's leadership pragmatism, it resorted to building her human resources vis-à-vis a knowledge economy. Consequently, emphasis was placed on wooing foreign industrialists from whom Singaporeans acquired requisite education and skills.

Yew was also a persuasive communicator, using facts and figures to back his points (Low, 2011). This, apparently, was a display of his legal training. He used this skill to great advantage in winning the support of the populace.

Yew further reiterated what we perceived as the greatest determinant of Singapore's developmental success under his regime: “our greatest asset was the trust and confidence of the people.” This trust was predicated in being dedicated to running a transparent and corruption free government (Low, 2011). Singapore also topped the list of the world's least corrupt countries (Reuters, 2010 cited in Borneo Bulletin, 2010). Yew was also prudent and frugal in spending. This leadership attribute of Yew is aptly explained by *Ethical leadership theory*. The theory emphasizes the importance of integrity, fairness, and ethical decision-making. Ethical leaders set a positive example, establish ethical standards, and promote a culture of ethics and social responsibility (Ciulla, 1995).

Another leadership policy that contributed to the success story of Singapore's development under Yew's leadership was what he described as '*focusing on basics*.' Clarifying what this meant, he said,

we depended on family to make economic growth happen. The ambitions of families and their members are integrated into the national plan. He posited that economic success or failure is determined by what people do with their lives (Zakariah and Yew, 1994). This conforms with the spirit of transformational leadership. Transformational leaders inspire and motivate their followers to exceed their own self-interests and achieve extraordinary results (Mandell & Pherwani, 2003).

To prevent the waste of Singapore's limited resources in producing unemployable graduates and to maximize production of professionals who would contribute more to economic growth, Yew also adopted the policy of pruning tertiary institutions and proportion of social science and humanities students, while enhancing production of science and technology students (Chang, 2003).

It is apparent a tree could hardly make a forest. Yew therefore had in his government people of like minds. A case in point was testimony of Sim Kee Boon who supervised the construction of the world acclaimed Chang International Airport. Even after being diagnosed with abdominal cancer, Boon did not diminish his effort in upgrading and revamping the airport and its services. This is clearly a case of deadly commitment. These are some of the core factors that were contributory to Singapore's success story – deadly committed and corruption free leaders and government (Straits Times, 12 September 1999:2; and Chang, 2003)

Many of Yew's leadership attributes that contributed to Singapore's remarkable development have explanation in Leadership Trait theory. The theory posits that personality attributes like integrity, empathy, confidence, adaptability and communication skills are commonly linked with effective leadership (Fleenor, 2006).

3. What are the cultural factors that facilitated Yew's efforts in leading Singapore's development?

Findings from this review revealed seventeen (17) cultural factors that facilitated Yew's leadership efforts in achieving Singapore's development. Many of the notable cultural factors are linked with Confucianism.

The most pragmatic cultural values of the Singapore government, under Yew's regime, that tend to make significant contribution to economic development were: Connectionism, Neo-social Darwinism, Pragmatism, Golden-Means-seeking Rationalism, Conservative liberalism, Communitarianism, and Elitism (cf. Barr, 2000; Chang, 1997; Chua, 1995; Han et al., 1998; Josey, 1997; Lee, 1993; Minchin, 1990)

Lao Zi, a strong proponent of Confucius, stressed that all forms of existence in the world are products of connections between *yang* and *yin*. Lee and his cabinet apparently believed this Confucian principle hence they regularly search for the right type of *yang* and *yin*. And building the right of connections locally and internationally to transform Singapore into a developed nation. In an interview Yew granted Sunday Times and reported in July 31, 1994 edition, he made this submission, "I cannot overemphasize the significance of knowing people. I've spent one semester at Harvard. In the process I met a lot of important people. One of them was Henry Kissinger. I became a computer hack. I literally hacked on to their connections and extended it."

Another strong cultural belief that influenced Singapore's development is tagged *neo-social Darwinism*. This has to do with robust vision, far-sighted planning, achievement orientation, conviction, adaptation and competitive excellence (Han et al., 1998).

Yew placed strong emphasis on achievement orientation. He thus managed to sell 'a first world vision' to the nation. He believed that before you can 'have' something you must first 'want' it. Furthermore, he believed you must have the grit and stamina to discipline yourself to have what you want (Han *et al*, 1998)

The Confucian philosophy of the 'Golden-Means' portends that the best solution to every challenge, the 'Golden-Means,' is often mid-way between two non-optimal alternatives - the conservative (*buji*) and the excessive (*guo*). Thus, the Singapore government formulates pragmatic policies through systematic investigation, comparison, and selection. This is the golden-means seeking rationalism philosophy.

There are many other pragmatic cultural values, some gleaned from Western culture, that Yew and his cabinet adopted that clearly lend support to their laudable developmental achievements. More information about the other cultural values identified as instrumental to Singapore's development can be seen in the Extraction Form. The significance of the role of cultural beliefs and contexts in national development is aptly captured by Contingency and Situational Leadership theory. The theory posits that leadership effectiveness is *contingent* on the overall *situation* where the leader is operating, the characteristics of the followers, the nature of the task, among others (Fiedler, 1967).

4. From the review of reports on Yew's leadership role in Singapore's development, what are the valid links between leadership and development, which if broken will not allow development to happen?

From the systematic review conducted in this study, at least eleven strong links were established between leadership and development, which if broken will not allow development to happen. For instance, it was apparent that Yew's persuasive and clear communicative skill enabled him to win the support of many Singaporeans in undertaking many of his developmental projects. This support is indispensable for driving these projects to successful completion.

Yew was seen as a 'make things happen' leader. This was apparently confirmed with Singapore government's doggedness in using a considerable amount of its investment funds to develop key industries such as Singapore Airlines, Changi Airport, the Port of Singapore, the Development Bank of Singapore (DBS), and the housing construction system, under the Housing Development Board (HDB), to mention but few of the development projects Yew undertook.

Indigenous entrepreneurial development is a powerful stabilizer of national economic development. This leadership move apparently accounted for the sustainability of Singapore's development. Yew's government also used the family to push economic growth, factoring the ambitions of individuals and his family into national planning. These moves clearly contributed to the sustainability of Yew's contributions, even long after he was out of government.

It is evident that quality education, formal or informal, is indispensable to individual, family, community and national development. Yew's unique model of carefully identifying and promoting academic programmes/professions that have strong relevance to productivity and development was quite instrumental to lowering the rate of unemployment whilst producing skilled manpower to catalyse development. Beato (2023) reiterated this point when he noted that leadership plays a vital role in developing and nurturing human capital, which is crucial for development. Insightful transformational leaders invest in the growth and development of their team members, providing mentorship, training, and opportunities for skill-building (Mandel & Pherwani, 2003). Yew also created a supportive environment that encourages learning, collaboration, and continuous improvement (Abasilim, Gberevbie, & Osibanjo, 2019). Furthermore, transparency, honesty, integrity and corruption free practices under Yew's government apparently facilitated the trust and

cooperation of Singaporeans. Yew's uncanny ability in strategic planning and talent hunt also had strong bearing on the Singapore's development. Leaders play a critical role in securing funding, attracting investments, and allocating resources efficiently to support development initiatives. Pragmatic leaders have the uncanny ability of leveraging on their influence and networks to access resources and create partnerships with stakeholders (McNulty et al., 2021).

These are just a few of the strong links between leadership styles/policies with developments in Singapore. The achievements are clearly not accidental. They were pragmatically orchestrated by a leader who was determined to succeed by all legitimate and at times forceful means possible.

5. From the review of reports on the study of Yew's efforts in leading the development of Singapore, what evidence supports the submission that *everything rises and falls on leadership*?

Results obtained in this review provide ample evidence that everything indeed rises and falls on leadership acumen. Lee Yew's achievements, among other leaders in the same country, aptly proved this assertion.

Lee Yew's achievements, among other leaders in his government, appear to be convincing. However, as a single case study, and considering there was no replication of the feat anywhere in the world to date, it is apparent this speculation may not be generalizable. And the reason is apparent. There are just too many factors involved to make it happen. And the larger the national population and diversity, the more intricate or complex the attendant challenges leadership will experience. There is also the challenge of endemic corruption amongst the leadership and citizenry of many developing countries to contend with. This can hardly be corrected within a short time. These are the advantages that tend to give Yew leverage to achieve the feat of Singapore's development.

5. CONCLUSION

The core objective of this study is to find psychometric evidence to validate Maxwell's claim that everything rises and falls on leadership. A systematic review of ten relevant articles downloaded from reputable open access journals that focused on Lee Yew's role in leading the development of Singapore within 30 years tend to support this claim. The law of motion in Physics aptly described the powerful role of leadership in development: *an object will remain stationary until a tangible force is applied on it*. When applied to national development, this implies that a community, state or nation will remain in its state of development until it acquires a pragmatic leader who can apply pragmatic force to move the nation into progressive development. Apparently, that was what Lee Yew did with Singapore. His achievement was even more remarkable because he achieved in 30 years what took the Western nations almost 200 years to achieve. Ample evidence supporting the claims gleaned from the reviewed articles were discussed in the light of current notable theories of leadership and development. Relevant recommendations are made for emerging leaders to consider for adoption.

6. RECOMMENDATIONS

Based on the insights gained from this case study, the following recommendations are made for adoption by emerging leaders and nations aspiring to move into the class of 'first world nations.'

1. Conduct psychometric, sociometric and econometric assessment of your country's state of development. This is a baseline study. This assessment will be repeated intermittently over the years to monitor and evaluate developmental progress.

2. List the essential requirements for achieving pragmatic national development after the order of Singapore's experience under Lee Yew. Reorganize the list in order of priority. Establish a realistic timeline. Also classify the requirements into leadership, genetic, cultural and environmental factors.
3. Identify the challenging factors that may take some time to achieve, for example, the issue of endemic corruption, quality education of citizens, inculcation of right values etc. Evolve a pragmatic strategy of achieving these feats within the shortest possible period of time.
4. Carefully search for a community that is close to the cultural and moral attributes of Singapore and a morally upright fatherly leader like Lee Yew within the community (or import one) to attempt a pilot replication of Yew's feat.
5. If it succeeds, begin to replicate the feat in other similar communities ready for positive change. Let other communities understand the essential requirements for positive change and pragmatic development and begin to prepare accordingly.
6. Since it is not an easy task finding good leaders, when leaders who meet many of the leadership parameters attributed to Lee Yew's success are found, such should be allowed to consolidate the development achievements, for as long as s/he could maintain the essential leadership attributes. The ample time Yew had apparently contributed to the developmental success recorded in Singapore.

These recommendations put together is tagged the **Covenant Leadership Development (CLD) Model** by Odukoya et al (2023)

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