

SPEECH BY THE HON'BLE THE DEPUTY PRIME MINISTER  
FOR THE SECOND SEMINAR ON DEVELOPMENT  
FROM 22ND JUNE TO 30TH JUNE 1967

Mr. Chairman, Distinguished Guest, Ladies and Gentlemen,

**L**et me first extend a very warm welcome to you, our distinguished guest who have come no less than 13 countries, from Africa, from the Middle East, and from Asia.

In fact, this gathering today looks like a *meeting in miniature* of the United Nations, and, although here today, we are not a meeting of the U.N. Security Council, we are, nevertheless, an international meeting, *concerned with security*, because the subject which you are going to deal with in this Seminar, *Development*, is in fact, the very *foundation of security*.

By getting together and exchanging views and ideas, and discussing how we can implement sound development planning, is a step forward towards greater *security*, because development, in its *true sense*, gives our people security for the future, security from poverty, security in relation to better health, education and a better way of life, and hence a higher standard of living.

These really are the aims of any nation's development!

Perhaps, I should explain why my government set up a centre for development studies, and decided to hold, from time to time, seminars on development, to which are invited distinguished participants from all countries, not only in this region of South-East Asia, but also from Africa and the Middle East.

Malaysia has been independent from colonial rule for the last 10 years, and during these 10 years, my government has tried its best, within its own capabilities, to use all our energies, both mental and physical, and to use all our resources, both natural and financial, towards developing Malaysia to the highest possible standard that we can achieve, so that our people will live a happy and contented life, with a higher standard of living than ever before, in a happier and more secure home, than they enjoyed in the past.

And we believe, that this strengthening of our economy, this increase in output of our energies, this raising of our standard of living is, apart from all the other benefits, is also an *investment* towards the security of our sovereignty as an independent nation; because the seeds of subversion *do not easily germinate* and *take root* in a nation which is going forward on the path of progress; the seeds of subversion,

particularly, when sown by Communists, *thrive on more barren ground* in a nation which is going backwards.

Therefore, having evolved our own planned development in Malaysia; having evolved our philosophy which motivated these plans; and having evolved our own techniques as to how we can translate our plans from paper into action, and from action into worthwhile economic projects, we thought that you, our friends, whether you come from Africa, or from Asia, would like, from time to time, to come here to Kuala Lumpur, and spend a few days discussing our mutual aims in the field of national economic development; exchange ideas and state clearly our problems, so that we here in Malaysia, can learn from your experience, and that, you, on the other hand, can see for yourselves, what we are trying to do; what we have done; and what we intend to do.

Therefore, by this very healthy, free and frank discussion in this Seminar on Development, our minds will be renewed, and refreshed, and the net result will be, *we hope*, that the 'soul' of development which lies deeply in all our hearts, will be stimulated and encouraged to more agile thought and greater effort towards the task we all have in common, that of developing our own country and pushing it along the path of progress.

Let us discuss and define this word 'progress', and how we are going to achieve it.

As I see, in my own mind, the whole process of progressing as a nation, falls into very clear categories.

Firstly, one must have a Plan, and the methods of making a sound national economic plan are well established, and there is, throughout the world, a tremendous amount of expertise available on economic planning. So, therefore, it is not difficult to devise a 5 Year or 6 Year Development Plan for a country, but, having made a Plan, based on facts, figures and economic projections, the *three questions* must be *asked and must be answered*.

Firstly, *funds* must be raised to finance projects; secondly, *techniques* must be evolved to ensure the day-to-day implementation of the development plan, and thirdly, perhaps, more important than funds, *emotions* must be *aroused and concentrated* to ensure that the maximum effort on everyone's part is so stimulated and channelled into one unanimous national effort in the direction of development.

How do we do this?

The answer to this question, I hope will be the focal point of this international forum on Development.

Let me put it this way; let us take the working of the human-body.

For a human-being to achieve results, whether it be the physical effort of winning a gold medal at the Olympics or the mental effort of obtaining an academic doctrate.

Such effort requires, the secretion of 'Adrenaline' from the adrenal glands which give both mind and body a boosting charge which supplied the fuel, the fire and the power necessary for a perfect performance.

This is the law of nature, which no one can change or dispute.

Let us, therefore, examine this fundamental law of nature in relation to development, 'What is the adrenaline of development'.

This is a question, a stimulating question to which I think and hope that your Seminar could after ten days, perhaps, give a stimulating answer!

Let us be frank about this.

Our first speaker this morning, my dear friend Tan Sri Jamil, is a civil servant and the Head of our Civil Service in Malaysia.

I myself am a politician, but I only regard myself as a politician once in every five years when I stand on a platform making speeches to get votes under the democratic system in between elections.

I regard myself as a Statesman rather than a Politician.

My responsibility, and the responsibility of all my Cabinet colleagues, as a Statesman is to guide the state of the Nation on the shortest possible route to progress!

Leaders of any properly governed nation in the world, particularly, what we call the developing nations, are quite rightly, as I am, *impatient* for progress.

We have got to get things done and get them done *quickly*; and yet, the elected leaders of any country are not the real instrument of progress; the instrument of progress is really the Civil Service which is responsible for implementing our policies and directives.

In other words, in this democratic way of life, the politicians can be compared to surgeons operating in a hospital operating theatre. You can have the qualified surgeon in the world with the best degrees and best skills, but, nevertheless, he can make a complete hash and failure of an operation if his *scalpel* is rusty and blunt.

In the process of national development, the *scalpel* or the knife which cuts the path of progress is the Civil Service which must support and carry out the policy of an elected government.

How, therefore, - *and this is the question before your Seminar* - can we devise new ideas, new thinking, and new methods to ensure that the machinery for development becomes an incisive, sharp stainless steel instrument to *cut through* differences, difficulties and delays?

Our development and progress cannot be cheaply purchased; and their price must be found in what we *allforego* as well as what we all must pay!

This means that not only must we evolve and maintain a sound system of development implementation; we must also find ways and means of shedding old-fashioned, out-dated attitudes, and substitute an entirely new approach to tackle this great task of development implementation.

During the course of your stay here, I am glad to see from your programme, that you will witness three "briefings" in Development Operations Rooms at Federal, State and District levels.

We in Malaysia have evolved a system of using operation rooms in order to ensure that implementation of our development projects is kept up to schedule.

This system allows myself and my Cabinet colleagues to be kept fully informed of progress, and thus be in a position to pin-point and eradicate delays in projects.

At the same time, these "briefings" in Operations Rooms help continually to ensure that Heads of Departments are on top of their job, and also to ensure a higher standard of co-ordination between each department concerned with development.

However, the best system in the world can *fail* if it is not propelled by the right people with the right *attitudes* at all levels, and I am glad to see from your Seminar Schedule that emphasis has been laid on *Leadership!*

Leadership at the top layer of a development implementation machine is not enough; there must be leadership *right down the line* from Cabinet room to village hall, because as we develop, as more and more we use modern methods, modern knowledge and apply more technical, professional and scientific skills, our organisation for development will become larger and larger, and therefore, *more complex.*

Let me quote, therefore, the theory of Professor Parkinson, who has written more *laws* in the world than any serious-minded *lawyer.*

Parkinson's "*third law*" stated simply, is this: "Expansion means complexity, and complexity leads to decay."

His argument is that in the old days, going back to the 1900s, any business or organisation anywhere in the world was *so small* and compact that it was easy to manage and control, but now in this modern day and age, organisations tend to expand to such an extent, that they become so unmanageable and vast that control is lost, *decay sets in* and they begin to decline.

There is a message here for all of us who are concerned with the implementation of dynamic development, routine competence, the

day-to-day dealings with files, is not enough, if we are to develop to the maximum within the shortest space of time.

We have to infuse into the whole structure of our Civil Service concerned with development, a new attitude of innovation.

I will come later to the suggested remedy, but before I do so, let me quote further from Parkinson's law, because he says something which is very near my own heart. He suggests:-

"Visit the most remote outpost of the stupendic Empire, the experimental farm in Iceland or the research unit in Tasmania. Discover what the scientists are doing and then ask them the crucial question:

When were you last visited by a director of the firm?

If the answer is 'Last year' the situation is *bad*. If the answer is 'In 1958' the situation is worse. If the answer is 'Never' the situation is almost *beyond remedy*.

For while decay at the centre may take the form of fussy interference, this is consistent with a *neglect* of things more distant.

The running down of the central machine will be manifest first in the peripheral areas, the places to which central authority can barely extend".

It is at the farthest end of our development programme that the breakdown is most likely to occur.

So, therefore, there must be a de-centralisation from the centre, less concentration on paper and the office desk, and more concentration on tangible results on the ground, no matter how far remote that ground is from the central authority of development.

Leadership is the art of so-indicating a distant and inspiring goal as to make all else *seem trivial*; for example, to go back in history.

When the natural leadership has finished describing the Holy City, the External City, or the Glory of France or the Glory of the *Regiment*, all immediate privations, perils are to the great leaders 'followers', are thought irrelevant, and they were led forward to the *main aim* as inspired by the words of their leadership.

And so it is, in my view, in the implementation of development. Compare Leadership in industry, and leadership in the field of battle, to leadership in the field of development.

There is no difference. The *ingredients* are the same.

Take, for example, the head of a large motor industry on the eve of a merger with other companies.

He calls all his workers together and says:

"My boys, we must think big; if this deal goes through, we will be the biggest industry in the country".

Who, in the light of his enthusiasm, could have asked for a salary rise?

Who, on the assembly floor of his factory could have begun discussing a 30-hour week?

Who could complain, for that matter, if kept at the office all night?

This is the mood in which throughout the great battles in the history, men fought!

It is under an inspired leader that the soldier comes to regard his possible death as a mere incident. So it is with development. Development is a drama, is an exciting task which means more to a man's emotions, than it does to this pay packet, provided he is properly led and correctly orientated to realise the tremendous emotional satisfaction in taking part in this drama of development.

But you do not reach this high standard of enthusiastic leadership merely by routine competence. More is required.

What is required is that all down the line throughout the structure of our development machinery, we must throw up leaders at all levels who can inspire their followers to focus on the main aim of producing *real* results, thinking all the time, of the end in view.

Then we will be able to kill the trivialities, the petty battles on files, and all these other silly little difficulties which are the *death of development*, and which only arise by allowing wrong attitudes of mind to persist within the structure of any *government machine*.

Therefore, it is my view that to achieve dynamic development in the *shortest possible time*, this concept of leadership must permeate the whole structure, so that the eyes of all of us never lose sight of the main target we have set out to achieve, and do not wander and become side-tracked by petty *small-minded issues* which are bound to arise from day-to-day as we move forward in the direction of development; but if our purpose is strong then we can all work with the same aim, and achieve results.

Finally, Gentlemen, to go back to the question I asked earlier in my speech, "*What is the Adrenaline of Development!*"

I personally think that it is leadership at all levels.

I understand that on the drug market, you can buy synthetic substitutes for human adrenaline from the Chemist's shop. Unfortunately, you cannot produce the "Adrenaline of Development" from test-tubes, but, perhaps, if your Seminar here in Kuala Lumpur can give enough thought to the matter, and after all, of you here, distinguished leaders on development from your own countries have come to Malaysia to put together your efforts in our human

laboratory, our development laboratory. Perhaps, after ten days discussion, you may be able to produce a formula that I myself and most other leaders of developing countries have been seeking, a formula to form and to inject a serum of development - the adrenaline of development leadership.

Thank you.