

Preparing Leadership, Innovation and Change for 21st Century: Lessons from National Professional Bodies

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Abstract

It is challenging and tedious in managing a non-profit organization (NPO) due to the constantly changing world especially in the 21st century. Data and information were collected via desktop studies and active participation from three NPOs. The history, organizational structure, development, and the changes from these three NPOs were studied. Good lessons were learnt about good leadership for the survival, success and sustainability from these three NPOs. Thus, based on this premise, two new models are developed, and it convinced us that these crucial information and lessons can be right guidance and assistance to unlock frontiers for preparing leadership, innovation and change in 21st century for national professional bodies.

Keywords

Non-profit organizations (NPOs), Professional bodies, Leadership, Innovation, Change.

Introduction

Like all organizations, non-profit organizations vary considerably in terms of mission, size, mode of operation and impact, especially in a cross-national sense (Salamon and Anheir, 1997). There are many categories to classify non-profits of organizations, these include the first Weisbrod's category (Weisbrod,1988; Anheier, 2005; Holmen, 2012), followed by Hansmann's category (Hansmann,1980; Anheier, 2005; Holmen, 2012) and finally, Ware's

category (Ware, 1989; Holmen, 2012). Weisbrod (1988) distinguished between four types of non-profits organizations, which are clubs, collective-type non-profits, trust-type non-profits and for-profit in-disguise. On the other hand, Hansmann (1980) divided the non-profit organizations to one control dimension and one patron dimension. However, Ware (1989) had a dissimilar view with Weisbrod (1988) and Hansmann (1980) used the term “intermediate organizations” instead of the term “non-profit”. Ware (1989) categorized four intermediate organizations, which are charities, mutual organizations, political groups and associations that do not fit the previous groups. Thus, according to Salamon and Anheir (1997), non-profit organizations have the general core characteristics: organized, private, non-profit-distributing, self-governing and voluntary.

In specific, a mid-sized non-profit organization typically has the following components: (1) A professional core of managers, including personnel officers and accountants. (2) A governing board of experts and community representatives. (3) A client or user base and their representatives. (4) A set of other stakeholders. (5) A set of contractual relations including different levels of government. (6) A set of business contracts. (7) A volunteer and membership component and (8) the actual service providers (Handy, 1988).

Leadership is crucial in influencing and determining the success of profit or non-profits organizations (Bryson, 2018). Indeed, Kanter and Summers (1987) suggested that the existence of multiple constituencies lies at the core of management dilemmas in non-profit organizations (NPOs). Moreover, Bryson (2018) added that the leader and managers must be effective strategies if their organization to fulfil their missions, meet their mandates, satisfy the constituents and create public value. In additional, age, lifestyle preferences, occupational and professional background, income and so on also positively related nonprofit organizations (Helmut, 2005). In fact, research were needed between innovations organizational factors, and demographic studies of organizational and population survival and mortality (Eleanor, 2014).

Hence, it is very spirited to study the non-profit organization (history, organizational structure, development, culture, innovation and changes) which can survival, success and sustainably more than 30 years until this 21st century.

This objective can be accomplished through consideration on the survival, success and sustainably of these three non-profit organization eventually motivation to our interest to undertake the survival of non-profit organization as our focus of study. These three non-profit organizations are selected in this study because they are more than 30 years. To the best of our knowledge, there is no work reported on these three non-profit organizations in survival, success and sustainably in this 21st century.

Hence, toward achieving this objective, this paper is organized as follows. methodology presented in the next section, followed by background of the studies. Finding and discussion are illustrated in the section four. Conclusion remarks is drawn in the last section.

Methodology

This research project explored the experiences of ‘leaders’ who have served or actively participated in various ‘National Professional Bodies’ and allows the researchers to gain understanding of these truths and realities. Data and information were collected via Desktop Studies (Historical records) and Active Participation (serving in the Council and so on).

Background Studies

In this study, the National Professional Bodies registered under the Societies Act are considered as non-profit organizations. These National Professional Bodies are Singapore Institute of Engineering Technologies (SIET), Management Development Institute of Singapore (MDIS) and Technological Association of Malaysia (TAM) are investigated thoroughly in this study.

SIET

SIET was founded in year 1980 as a national professional body to cater the interests of Polytechnic and Engineering and Technology graduates in Singapore (VITB) (now ITE). SIET is a full member of Singapore Professional Centre (SPC) and a founder number of the World Federation of Technology Organizations.

The objectives of the SIET as listed as below according to (SIET Constitution and Byelaws, 2010): (1) To promote the advancement of engineering and its applications. (2) To encourage the improvement of education in engineering and the training of those interested in engineering. (3) To advance the character and the status of the profession of engineering technologists and the interest of those engaged therein. (4) To facilitate the exchange of information about engineering and its applications through meetings, exhibitions, publications and other ways. (5) To represent the opinion of the opinions of the institute on matters related to the objectives of the institute.

There are four individual membership grades under SIET: Fellow, Member, Associate Member and Associate. SIET is managed by an Executive Council elected at an Annual General Meeting by voting corporate individual members. The Executive Council (15 Council Members) consist of: President, Immediate Past President, 2 Vice-Presidents, Honorary Secretary, Honorary Treasurer, Honorary Assistant Secretary, Honorary Assistant Treasurer and seven Council Members.

In addition, SIET is affiliated with various overseas professional bodies are, (1) The Society of Professional Engineers, United Kingdom as MSPE, (Peng UK) (website: www.professionalengineers-uk.org), (2) Chartered Association of Building Engineers, United Kingdom as MCABE, CBuildE (website: www.cbuide.com), (3) Institution of Engineering Designers, United Kingdom as IEng, MIED or CEng, MIED (website: www.ied.org.uk), (4) Asean Federation of Engineering Organization (AFEO) – Asean Engineering Register (AER) as Asean Engineering Technologist (AET) or Asean Technician (AT) (website: www.afeo.org).

SIET revised Professional Examinations are held in three main Engineering Disciplines: Civil, Electrical and Mechanical at three broad levels/standard: Level 1 (Associate Membership → AMSIET), Level 2 (Membership → MSIET) and Level 3 (Fellowship → FSIET). At SIET – Level 3 Exam, candidates can choose to specialize in 'Engineering or Management' stream (SIET Yearbooks, 1981 – 1999; SIET Yearbooks, 2006 – 2008). The major milestone of SIET is depicted in Table 1 (Appendix).

MDIS

MDIS was founded in year 1956 as a Singapore's oldest not-for-profit professional institute for lifelong learning. MDIS has two main subsidiaries: Management Development Institute of Singapore Pte Ltd to oversee its Singapore academic operations, and MDIS International Pte Ltd to further its globalisation strategy. The vision and mission of the MDIS are the choice for lifelong learning with global recognition and an institution that maximises the future readiness of individuals and organisations through globally recognised and competency-based programmes respectively. The core values of MDIS are L (Lifelong learning), E (Excellence), A (Ability-Driven), R (Responsibility), N (Nurture). MDIS embraces a culture of lifelong learning to nurture and maximise the potential of our stakeholders.

The membership of MDIS is open to any individual or organisation with a vested interest in the field of management. Any person who is pursuing qualification-based programmes with MDIS must join as an individual member. There are different types of membership. The first individual membership consists Fellow, Life, Ordinary and Associate. The Membership Committee will assess the applicant's qualification in terms of academic qualification, work experience, level of supervisory responsibility to determine the categories and eligibility of membership. The next corporate membership is corporation where organisation or institute of any size that has a keen interest in management training and development can join us as an MDIS member. Being a corporate member allows your employees to enjoy the membership benefits.

MDIS as a ‘professional body’ is managed by the Governing Council elected at the Annual General Meeting by voting members (Fellow, Life and Ordinary Members). The Council (17 Council Members) consists of : President, 3 Vice-Presidents, Secretary-General, Assistant Secretary-General, Honorary Treasurer, Assistant Honorary Treasurer, and seven Council Members (MDIS Financial Reports, 1985 to 2017). The major milestone of SIET is depicted in Table 2 (Appendix).

TAM

The original Association was founded in Kuala Lumpur as far back as year 1932 but it was short-lived. It was revived in year 1935 and year 1937 in Perak and Selangor respectively and continued to flourish until the Second World War. Immediately after the war, attempts were made by the former members to resuscitate the association. Eventually, this led to the formation of the Technical Association of Malaysia on 15th April 1946. The name was changed to Technological Association of Malaysia in year 1972 to reflect the multi-professional memberships. The Technological Association of Malaysia is an organisation for all levels and disciplines of technologists, from the professionals to students and everyone whose career is technological in nature.

The aim of TAM is to represent and get recognition for technical personnel in Malaysia. The mission and vision are to be a technical and scientific association of choice for technologists with vibrant and outreach initiatives and to ensure relevancy and strategize action plans to engage technologists from industry, regulatory bodies and business sector for program execution and collaboration respectively.

There are five individual membership grades under TAM are fellow, member, graduate member, student member and associate. In addition, TAM affiliated with other professional Bodies which suitably qualified TAM members can apply to register as Asean Engineering Technologist (AET) or Asean Technician (AT) under the AER. TAM Governance Structure consists of THREE (3) levels: National Council; National Committee, Seven Branch Committees (Selangor; Negeri Sembilan; Melaka; Johor; Perak; Penang; Sabah) (TAM – Souvenir Magazines and Annual Reports, 1984 to 2018). The major milestone of TAM is depicted in Table 3.

Results and Discussion

All the three NPOs survived over 30 years due to their abilities to adapt to changes following the changing needs of their members or external needs. SIET continued as a ‘Professional body’ for Technologists and Technicians in Singapore until today. Roles vary from providing

'tuition classes' in the 1980s for its members to sit for external examinations and 2010s as an 'accrediting body' to Private Education Institutes (PEIs) in Singapore. While, MDIS continued its roles as 'Education Institute' from training of 'supervisors' in 1960s to become a 'Management Training Institute' in 1980s to today a 'Major PEI' in Singapore with three overseas University campuses (Uzbekistan, Malaysia, India). TAM continued as a 'Professional Body' for Technologists and Technicians in Malaysia.

Thus, for any NPOs to be successful, it needs three essential elements: (1) good leadership, (2) right innovation and (3) timely change as new model in Figure 1. A new success model (VMA Model) adopting ISO terminology is presented in Figure 2.

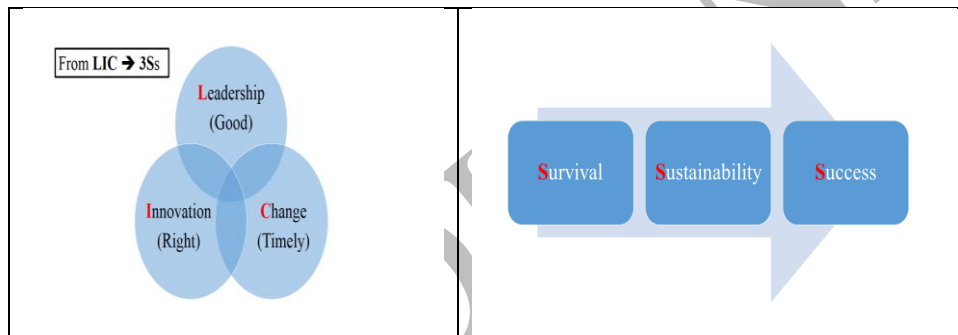


Figure 1. Sam's Success Model 1 (LIC → 3Ss Model)

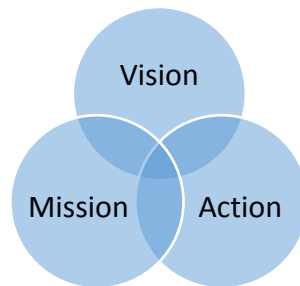


Figure 2. Sam's Success Model 2 (VMA Model).

Conclusions

Non-profit organizations are different from businesses not because they are simple, trivial organizations, but because they are more complex. However, not all non-profits must necessarily remain non-profits. Today MDIS is hardly considered as non-profit organization or 'professional body'. It is more of a private education institute. In order for any NPO to be sustainable, NPOs must react fast to the changing environments.

Moreover, it is a need to have some good leadership Qualities for NPOs such as Honesty and Integrity; Confidence; Inspire Others; Commitment and Passion; Decision-Making Capabilities; Responsibility and Accountability; Delegation and Empowerment; Creativity and Innovation; Empathy; Courage. Scrupulous accounting, transparency and accountability are essential to continuation of operations, as mismanaged or misdirected funds could result in the loss of funding from both public and private sources and loss of status. Based on this premise, it is convinced and concluded us that these such crucial information effort aids to unlock frontiers for preparing leadership, innovation and change in 21st century for national professional bodies.

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Appendix

Table 1. Some important milestones of SIET

Year	Important Milestone
1980	Establishment of SIET
1981	SIET Yearbook launched (Last published in 1999) SIET Quarterly Journals launched [Last issue : December 1999] SIET – Advanced Diploma in Civil Engineering (incorporating CEI Part 2 syllabuses).
1982	SIET Constitution was amended to enable the Institute to conduct its own Professional Examinations .
1984	SIET was affiliated to the Institute of Engineers & Technicians, UK [Founded 1948; Incorporated 1967] . Suitably qualified members can be registered as EngTech and IEng of UK. [IET-UK later merged with IIE-UK; IIE-UK later merged with IEE-UK to form the present Institution of Engineering & Technology, UK.][website : www.theiet.org]
1985	SIET adopted the Society of Engineers, UK as its own qualifying examinations: [Established 1854; Incorporated 1910] SOE Part 1 → AMSIET SOE Part 2 → MSIET SOE Part 3 → FSIET Members who have completed all the three part examinations and with the required professional experience can apply for registration as PEng(UK) with the Society of Professional Engineers, UK. [website : www.professionalengineers-uk.org]
1986	SIET changed its name from ‘ Technicians ’ to ‘ Technologists ’. SIET supported the Master of Business Administration (MBA) program awarded by the Oklahoma City University , USA in Singapore.
1988	SIET was elected as a full member of the Singapore Professional Centre . SIET officially adopted The Engineering Council, UK Examinations as its alternate Qualifying Examinations: EC Part 1 → MSIET EC Part 2 → FSIET
1989	SIET introduced its first Graduate Diploma in Management for Technology (GDMT) programme. Tuition classes leading to UK - EC Part 2 Exam began.
1990	Signed MOU with the Technological Association of Malaysia (TAM) . [website : www.tam.com.my]

1991	SIET was affiliated to the Society of Engineers, UK [Founded 1854; Incorporated 1967] [SOE-UK later merged with IIE-UK; IIE-UK later merged with IEE-UK to form the present Institution of Engineering & Technology, UK.][website : www.theiet.org]
1994	SIET – General Certificate in Engineering launched. SIET – Diploma in Engineering Management launched.
1995	Signed MOU with the Applied Science Technologists and Technicians of British Columbia , Canada. [website : www.asttbc.ca]
1996	Signed MOU with the Institute of Professional Engineering Technologists, South Africa . [website : www.ipet.co.za] Signed MOU with the Institution of Engineers, Australia . [website : www.engineersaustralia.org.au]
1997	Founder Member of the World Federation of Technology Organizations (WFTO) . [website : www.wfto.org] Signed MOU with the University of Southern Queensland , Australia. - Polytechnic Diploma holders in Engineering disciplines can upgrade themselves to ‘Professional Engineer’ level via the Bachelor of Engineering programme by distance learning . [website : www.usq.edu.au]
1999	Signed MOU with the University of Newcastle , Australia. - Polytechnic Diploma holders in Built Environment disciplines can upgrade themselves to ‘Fellow (FSIET)’ grade via the Bachelor of Construction Management programme by distance learning . [website : www.newcastle.edu.au]
2005	Re-birth of SIET.
2006	SIET Yearbook re-launched.
2008	SIET – Accreditation Board launched. SIET – Approved Training Centre Scheme introduced.
2009	SIET Certification Scheme introduced: AMSIET → Certified Engineering Associate (CertEA)* MSIET → Certified Engineering Technologist (CertET)* FSIET → Certified Technical Specialist (CertTS)* [Must sit and pass the SIET – Test of Professional Competence unless exempted, e.g. BCA-RE can be registered as SIET – CertTS; BCA – RTO can be registered as SIET – CertET without further exam.]

2010	<p>SIET – Professional Examinations:</p> <p>Level 1 – Associate Membership Exam (8 subjects) [→ SIET – Diploma in Engineering Technology]</p> <p>Level 2 – Membership Exam (8 subjects) [→ SIET – Advanced Diploma in Engineering Technology]</p> <p>Level 3 – Fellowship Exam (6 subjects) [→ SIET – Professional Graduate Diploma in Engineering Technology or Engineering Management]</p> <p>[Formatted according to the USA-NCEES : FE/PE Exams; website : www.ncees.org]</p>
2013	<p>MOUs with</p> <ol style="list-style-type: none"> 1. Institution of Engineering Designers, United Kingdom [IED] 2. SIPMM Academy, Singapore [<i>Diploma in Engineering Management; Advanced Diploma in Engineering Management</i>]
2014	<p>MOUs with</p> <ol style="list-style-type: none"> 1. Association of British Engineers in Italy [ABEI] 2. Temasek Polytechnic, Singapore 3. Institution of Aquaculture Singapore

Table 2. 60-year Journey of MDIS (1956 – 2015)

Year	Important Events
1956	The Supervisory and Management Training Association of Singapore (SAMTAS) was formed to meet the growing manpower needs of the nation's fledging workforce. SAMTAS focused on training supervisors on subjects ranging from job relations to industry safety.
1963	Recognising the importance of supervisory roles in the nation's industrialisation, SAMTAS pioneered the Training-Within- Industries programme – aimed at equipping would-be managers and supervisors with the necessary industrial knowledge and skills.
1975	Courses in Supervisory and Industrial Management were launched to enable Singaporeans to upgrade themselves.
1984	SAMTAS was renamed the Management Development Institute of Singapore (MDIS) to better reflect the institute's renewed focus on higher education.
1986	MDIS collaborated with overseas universities and introduced certified academic courses in Singapore. Subsequently, business and management courses were launched in 1987 to meet adult learners' training needs. In 1989, postgraduate courses were offered.
1995	In a push for regionalisation , MDIS began exploring the possibility of recruiting overseas students.

1999	MDIS started offering scholarships , bursaries and providing financial assistance to needy and deserving students since 1996, and formally established the MDIS Education Trust Fund in 1999.
2005	MDIS Campus in Singapore was set up to provide students a holistic learning experience.
2008	MDIS officially opened its first overseas campus in Tashkent, Uzbekistan in Central Asia.
2010	As a testimony to the Institute's exemplary education and quality standards, MDIS was awarded the 4-year EduTrust Certification.
2011	A 15-storey hostel – MDIS Residences@ Stirling – the largest built by a private education institute was officially opened to accommodate 1,700 students.
2013	MDIS broke new ground in Malaysia for its second overseas campus in Iskandar, Johor Bahru, Johor, Malaysia .
2015	MDIS embarks on a joint-venture with VELS University in Chennai, India to set up MDIAS India , its third overseas campus . MDIS was also awarded the Singapore Service Class certification for its commendable performance in service excellence.

Table 3: Major milestone of TAM.

Year	Important Events
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