

# Parenting Styles & Adolescents' Adjustment to Self-Perception & Relationships

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## Do Parenting Styles Affect Adolescents' Adjustment to Self-Perception & Relationships?

We may have intuitive notions that parenting styles affect adolescents' adjustment to self-perception and relationships. Most empirical research studies seem to use Western samples. The present study describes some of the findings obtained from a local study examining the effects of perceived parenting style on self-reliance, interpersonal relations, sense of inadequacy and attitude to school after controlling for effects on adolescents' self-esteem. Baumrind's (1971) parenting style typology (i.e., authoritative, authoritarian, and permissive) has

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been one of the most extensively researched within the area of parenting.

PARENTING STYLES
Permissive: Non-controlling, minimal punishment
Authoritarian: Detached, less warm, directive
Authoritative: Provide clear/firm direction, with warmth, reason and flexibility

Authoritative (compared to authoritarian or permissive) parenting has been found to yield beneficial effects for European and American families in promoting both adolescents' psychological health and academic competence<sup>1</sup>. Some negative effects (e.g., negative self-perceptions) have been found to be correlated with authoritarian parenting style<sup>2</sup>. Research has also shown permissive parenting to be associated with negative outcomes such as school misconduct, substance abuse and low frustration tolerance<sup>3</sup>.

Findings related to parenting style in Asian and Asian-American samples appear mixed. Unlike parenting style research studies conducted using European and American samples in which authoritarian parenting is almost always associated with negative outcomes, both authoritative and authoritarian parenting appear to be associated with some positive adolescent outcomes for Asian adolescents depending on the variables of interest<sup>4</sup>.

Parenting style could be a reflection of culture. Control, care and concern are virtually synonymous in Chinese culture<sup>5</sup>. The notion of training encompasses a controlling parenting style as well as a high degree of parent-child interaction and physical proximity. These concepts are largely absent from Western culture. Jambunathan and Counselman (2002) found Asian Indian mothers living in the United

States to have more authoritative parenting styles while Asian Indian mothers living in India had more authoritarian styles. The authors argued that what is defined as "authoritarian" and deemed "inferior" in Western literature may be appropriate in certain cultural and geographical contexts<sup>6</sup>. Hence parents' requirement of strict obedience might appear controlling and dictatorial to an individual of European American descent but these requirements might convey notions of care and concern to an individual of Asian descent. In Asia, both authoritative and authoritarian parenting styles can communicate care and concern.

Effects of parenting style on four personal and social variables such as self-reliance, interpersonal relations, sense of inadequacy and negative attitude to school, were examined. Self-esteem appears to account for substantial variance in explaining the personal and social variables of interest in this study. In the present study, the researcher was interested in investigating the effect of parenting style over and above the variance accounted for by adolescents' self-esteem. Five hundred and forty-eight Singapore adolescents (241 males and 307 females) from Secondary 1 participated in the study.

Perceived paternal parenting style was found to be significantly associated with adolescents' sense of inadequacy for the entire sample as well as for Chinese adolescents. Results indicated that adolescents who perceived their fathers as authoritative had significantly better adjustment in terms of perseverance for academic endeavours and the belief in one's ability to achieve at expected levels, as compared with adolescents who perceived their fathers as authoritarian or permissive. Perceived paternal parenting style was also significantly associated with Malay adolescents' scores on self-

<sup>1</sup>(e.g., Steinberg, Lamborn, Darling, Mounts, & Dornbusch, 1994)

<sup>2</sup>(Klein, Bryant, & Hopkins, 1996)

<sup>3</sup>(Lamborn, Mounts, Steinberg, & Dornbusch, 1991)

<sup>4</sup>(e.g., McBride-Chang & Chang, 1998; Shek, 1999)

<sup>5</sup>(Chao, 1994; Chao & Sue, 1996; McBride-Chang & Chang, 1998)

<sup>6</sup> (Jambunathan & Counselman, 2002)

reliance. Results indicated that for Malay adolescents who perceived their fathers to be authoritative were more self-reliant and confident in their ability to solve problems compared with those who perceived their fathers to be authoritarian. Perceived maternal parenting style was significant only for Malay adolescents' attitude to school. Specifically, Malay adolescents who perceived their mothers as permissive had significantly more negative attitudes to school compared to Malay adolescents who perceived their mothers either as authoritarian or authoritative. Both groups of adolescents perceived maternal authoritarian and authoritative parenting styles did not differ significantly from each other on Malay adolescents' attitude to school.

The present findings concur with previous research findings from the West - adolescents who come from homes perceived to be authoritative were more confident in their abilities, better adjusted socially and more competent<sup>7</sup>. Similar to Chao's (2001) findings, authoritarian parenting style appears to have a different meaning when interpreted by Asian participants. In the Singapore sample, Malay adolescents who perceived their mothers to be authoritarian also had better adjustment on attitude to school. These Malay adolescents were as adaptive and well-adjusted on attitude to school as Malay adolescents who perceived their mothers to be authoritative. This could possibly be because control, care and concern are almost synonymous within the Asian culture<sup>8</sup>.

## Conclusion



Comparing the variance accounted for by perceived paternal parenting style and perceived maternal parenting style in the present study, it can be noted that adolescents' **perception of paternal parenting styles influenced outcomes more strongly than did adolescents' perception of maternal parenting styles**. These findings are consistent with research conducted using Asian samples in Hong Kong<sup>9</sup>. **As the perceived paternal parenting style is more influential than maternal parenting style in influencing adolescent outcomes, and the degree of involvement of fathers in the socialisation of adolescents is lower than mothers<sup>10</sup>, it is therefore critical to consider how fathers can be more positively involved in parenting tasks.**

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About the author:

**Dr Rebecca Ang's** primary research interests are in the areas of developmental child psychopathology, prevention and intervention work with children and youth at-risk for behavioural and emotional problems.

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<sup>7</sup> (e.g., Lamborn et al., 1991)

<sup>8</sup> (Chao, 1994; Chao & Sue, 1996)

<sup>9</sup> (e.g., Shek, 1999)

<sup>10</sup> (e.g., Ho & Yip, 2003)

# Stepfamilies - Breaking the Myths and Moving On

By Sonja Ridden  
Founder of The Step Stop Website

A considerable number of marriages, worldwide, end in divorce<sup>1</sup>. Whilst we don't as yet have reliable statistics reporting on the number of de-facto relationship break-ups, they are thought to equal (and most likely even exceed) the numbers confirmed by divorce statistics. Remarriage statistics tell us that in Australia, the majority of divorcees and separated de-facto partners eventually re-partner and that second and subsequent marriages break up at an even higher rate than first marriages<sup>2</sup>.

Given that the family is considered to be the fabric of society - a fabric that is clearly wearing thinner by the moment - it is of vital importance to assist, support and educate those who choose to take the marital (or de-facto relationship) plunge a second time.

Although the second family or stepfamily is not a new family form, it still continues to carry the stigma of 'second best'. Its members suffer as a result of society's

lack of knowledge and understanding of the enormous complexities and challenges of being in a stepfamily. In order to support the multitude of stepfamilies emerging in this new millennium, professionals who work with families need to have a solid grasp of these issues.



<sup>1</sup> See URL for divorce figures in various countries: <http://www.divorcemag.com/statistics/statsWorld.shtml> (last accessed on 8/4/05)

<sup>2</sup> Australian Bureau of Statistics (ABS), cited in <http://www.stepfamily.org.au/articles.asp?view=2> (last accessed 14/4/05)



So, what are the complexities and challenges of the stepfamily? Whilst there are many, I'll name just a few:

### Stepfamilies are different from nuclear families

Although most people logically understand that a second family is not the same as a first-time family, it is easy to subscribe to the myth that it should function and feel the same. Lacking an understanding of stepfamily dynamics and challenges, **step-couples often move into second family life with blissful ignorance of these dynamics and challenges.** Additionally, as stepfamily myths reflect a step-couple's most cherished hopes and dreams, they prove difficult to discard and are responsible for many of the unrealistic expectations that these couples may have regarding their future.

Unfortunately, couples who commence stepfamily life with these expectations usually **experience significant unnecessary conflict and stress** in their attempt to do the impossible - **to build a successful and well-functioning stepfamily on a faulty foundation!**

Let me illustrate some of these differences and the potential of harm should these remain unrecognised.

### Stepfamilies are born of loss

All stepfamilies are born of loss. Whether resulting from a partner's death or divorce, loss causes grief. **If one or both of the re-partnering couple have not completed the necessary grieving process, this can become a huge hurdle on their stepfamily journey,** which without question will have a negative impact on their ability to integrate.

The same is true for children in the stepfamily. If they have not had the opportunity to sufficiently process the pain of the many losses they have experienced as a result of their family break-up, feelings of grief will most likely resurface when one of their parents re-partners. As children's grief is rarely expressed in a straightforward manner, but far more often emerges in the form of behaviours usually considered to be unpleasant (angry outbursts, rejection of the stepparent, excessive clinginess, attention seeking etc), this may not be recognised for the 'cry for help' that it is.

### Stepfamilies have pre-existing parent-child relationships

Stepfamilies include one or a number of children who are biologically connected to only one of the re-partnered adults. This fact frequently causes a great deal of frustration and distress to the unsuspecting stepparent. What a shock for those who dare to criticise their stepchild's behaviour or, worse, attempt to discipline the child. There is no better way than this to bring out the hidden lion/lioness in their partner (the biological parent) who instantly leaps to their child's defence. Although understandable, this is not a helpful response as it usually leaves the stepparent feeling disempowered and unsupported. The biological parent who turns to jelly whenever their little darling expresses a wish, need or concern presents an additional challenge. I've heard many a stepmother complain: "The children just wrap him around their little finger and his common sense simply flies out the window". Not surprisingly, most stepparents take some time before they stop struggling with feelings of injustice, jealousy, frustration and anger.

## Stepfamilies have members who have former partners

Some former partners are very supportive of their ex-spouses desire to remain closely connected with their children - others are not. These individuals often become especially antagonistic when their ex-partner decides to re-partner. They may become particularly uncooperative and, in their anger and/or pain may wage war against their former partner, often using the children as their most effective weapon. Naturally this places great strain on the step-couple's relationship as they find themselves drawn into an unrelenting battle. **The biological re-partnered parent may live in constant fear of losing his/her children either physically and/or emotionally.** The stepparent may be wondering how their dream of 'living happily ever after' could possibly have turned into such a nightmare. In helpless frustration the couple may even begin to fight each other as more and more of their energy (that is needed to build a successful stepfamily) is sapped by a battle that has no winners. Ex-partners often fight a war whose greatest casualties turn out to be their children.

## Stepfamilies often include children who struggle with loyalty conflicts



Loyalty conflicts arise in almost all stepfamilies and can even plague children who are given permission to continue to love both their biological parents. Those

who are not can suffer great stress as a result. Children who are caught between their biological parents, exposed to one parent's antagonism towards the other, expected to carry hostile messages between them and/or might be witness to their fights are the worst affected. These **children become the innocent victims of their parents' inability to put their offspring's welfare above their personal need for revenge.**

## In-laws

The issue of in-laws, whilst potentially complicated in all cultures, can be a particularly challenging one in Asia. Just consider what kind of difficulties might arise for the man or woman whose deceased partner's mother has been caring (perhaps for some years) for the family? How readily will the new partner be accepted by someone who may feel displaced by the former? How willingly will they share or hand over what thus far has been their main responsibility?

Whilst I could cite dozens more stepfamily complexities, I think that I have made my point. I would not be surprised if, upon reading the above, you were to ask the question: how can a stepfamily survive and even thrive given these enormous challenges?

As a stepmother of 24 years and a professional who specialises in this field, I have to confess that it is not an easy task. However, as my own experience as well as the experiences of many other stepfamilies confirms, it can be done.

**Stepfamilies can survive and even thrive provided the step-couple are fully committed to each other, are not deterred by complexity, challenges and struggle and are willing to work at their relationship.** They provide a second chance to those who are prepared to undergo a measure of pain in their quest for personal and relational growth, who don't shy away from conflict and are willing to confront issues that do not arise in nuclear families.

## Factors that facilitate stepfamily success are:

- Acceptance of the fact that second-time families function very differently from first-time families.
- Disposal of unrealistic expectations in favour of positive realism.
- Recognition that stepfamily integration and adjustment take a significant amount of time.
- The stepparent's acceptance of the strong biological parent-child bond.
- The stepparent's recognition that it is neither useful nor appropriate to compete with their stepchild's biological parent.
- Ex-partners who have discarded any leftover relationship grievances for the welfare of their mutual children.
- Step-partners who recognise their couple's relationship to be of primary importance and are committed to working at this.
- The biological parent's recognition and acceptance that they are the ones who carry primary responsibility for their children.
- The development of respect between stepparent and stepchildren.
- The biological parent's willingness to support their partner every step of the way.
- The step-couple's willingness to seek professional assistance.

Frequently those step-couples who remain undeterred by the many challenges, complexities and integration tasks eventually experience the great pleasure of reaping a rich reward. As they reflect on their journey, they tend to confirm that had they known all the obstacles that lay

ahead, they might never have chosen the path of step-parenting. They might also declare, however, that it was worthwhile and satisfying and agree with the sentiment expressed in the quote that marks the beginning and the end of my book **'Hell...p! I'm a Stepmother'**:

When we long for a life without difficulties, we need to remember that oaks grow strong in contrary winds and diamonds are made under pressure (P. Marshall).



About the author:

**Sonja Ridden**, a stepmother for 24 years and having raised two stepchildren, has first-hand experience and a true appreciation of the complexity of the stepfamily journey.

Sonja holds a Master of Counselling degree, is a counsellor/psychotherapist and relationship coach in private practice in Sydney, Australia. She is the author of **'Hell...p! I'm a Stepmother'**, the founder of **The Step Stop** - a non-profit website that is dedicated to the provision of information, education and support to members of stepfamilies and is the author of a monthly newsletter, as well as a variety of other publications. Sonja provides stepfamily education programs in the form of workshops, seminars and courses for stepparents. She is the originator of monthly support group meetings for stepmothers, conducts training seminars and workshops on stepfamily issues for other helping professionals and provides information on stepfamily issues via media and conferences.

Sonja's website can be accessed at [www.thestepstop.com](http://www.thestepstop.com)

# Ageing - Asset or Liability?

**By**

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Throughout the world, public media often portrays the ageing of our populations as a major community liability with huge fiscal consequences. Such reports focus solely on older people as recipients of services and fail to recognise the incredible investment that older people have in our community and the social capital that they generate.

*~ (Presented at the International Federation of Ageing Conference 2004).*

Population ageing is a worldwide trend. In Western Australia, there are just over 300,000 seniors, comprising almost 16 per cent of the state's population. In less than 20 years one in four Western Australians will be a senior, that is, a person who is 60 years of age or older. There will be more seniors than people under 19 years of age and proportionally, the biggest increase will be in the number of people who



are 85 years of age and older.

All too often, these kinds of statistics trigger shocking headlines in the media about the tremendous burden older people are, and will increasingly be in the future, to our community. There appears to be particular concern in terms of the economic and social impact. There is concern that the financial strains will have a

significant impact on generational equity and intergenerational solidarity as generations compete for limited resources<sup>1</sup>.

The ageing population has been referred to as an “unsustainable drain on the Australian public purse”. With the ageing of the population, we are likely to experience an increased demand for age pensions and health and aged care spending.

It is also considered that as the baby boomers age, that is, people born between 1946 and 1964, they will place a greater demand on the range and quality of services provided to older people as they will have greater expectations and resources available to them than the seniors today.

## Ageing Population - Liability

A number of recent Australian reports have outlined the liability of the ageing population:-

- The Intergenerational Report, released by the Australian Treasurer in 2002, stated that by 2041-2042, the Australian Government would need to raise an additional \$87 billion in taxes- which translates to 5 per cent of the Gross Domestic Product (GDP)- largely to meet the health, aged care and income support needs of Australia’s older people.

In 2001-2002, the Commonwealth Government spent approximately 4 per cent of GDP on health and 0.7 per cent of GDP on aged care and community care services.

Over the next four decades, the Commonwealth Government’s spending on aged care is projected to more than double as a share of GDP, and is

expected to rise to almost 1.8 per cent of GDP in 2041-2042. Not surprisingly, **“aged care is the most demographically sensitive area of government spending and the number of very old people is expected to increase significantly”<sup>2</sup>**.

Over the same period of time, Commonwealth spending on health is estimated to increase to 8.1 per cent of GDP. Population ageing and growth accounts for approximately one-third of the recent growth in health expenditure. The demand for new technology and treatments has been a major driver in the increase in health expenditure.

- Numerous reports have mentioned the age dependency ratio, which is the ratio of people 65 years of age and over to those of working age, so as to highlight the future projected decrease in the number of working age people to seniors.
- A recent report released by the AMP and the National Centre for Social and Economic Modelling (NATSEM) estimated that 70 per cent of older Australians, who are 65 years of age or older, live on an average of \$16,000 a year and most people in the 50 to 69 age group have insufficient funds to retire<sup>3</sup>. This highlights the potential financial burden older people may place on the community.
- Many reports have also highlighted the fact that the majority of Australian retirees are reliant on Government income supports.

Taken on their own, these reports present an unbalanced view of the ageing population and typically fail to acknowledge the significant contributions seniors make to the community.

<sup>1</sup> See Gray, M., de Vaus, D., & Stanton, D. (2003) Measuring the value of unpaid household, caring and voluntary work of older Australians. Australian Institute of Family Studies. Paper presented at 4th International Research Conference on Social Security, Antwerp, 5-7 May 2003.

<sup>2</sup> Commonwealth of Australia, The Treasury (2002) Intergenerational Report 2002-2003, Budget Paper No. 5, p. 7. This report was circulated by the Honourable Peter Costello, MP, Treasurer of the Commonwealth of Australia

<sup>3</sup> AMP.NATSEM (2004) Income, superannuation and debt - pre and post retirement. AMP.NATSEM Income and Wealth Report, 7, March

## Ageing Population - Asset

Older people make significant contributions to the community in terms of paid and unpaid work. These contributions result in a decrease in government outlays.

The Australian Bureau of Statistics has estimated that 37 per cent of volunteer work is performed by people aged 55 years and over<sup>4</sup>. It is estimated that the **unpaid household, caring and volunteer work undertaken by this group of people is worth a massive \$72 billion a year<sup>5</sup>.**

Research commissioned by the Western Australian Office for Seniors Interests and Volunteering (OSIV) earlier this year found that two out of five seniors (43 per cent) had undertaken voluntary work in the past 12 months, with one in three (34 per cent) doing more than 20 hours voluntary work per month<sup>6</sup>.

The study also found that two out of five seniors (40 per cent) do childminding<sup>7</sup>, with the majority looking after their grandchildren (93 per cent) and not being paid (93 per cent).

Seniors are more likely to be givers of care than receivers of care<sup>8</sup>. They make a major contribution to the community by caring typically for a sick or disabled partner. The Western Australian study found that 15 per cent of seniors are carers of a dependent adult<sup>9</sup>. It is estimated that 21 per cent of principal carers of people with disabilities in Australia are aged



65 and over<sup>10</sup>.

The Australian Institute of Health and Welfare estimated that the value of unpaid welfare services provided in households was \$28.8 billion in 2000-01<sup>11</sup> and seniors provided at least 20% of these services.

In future years, it is likely that there will be a greater demand for seniors to take on caring roles, particularly in light of policies developed to encourage older people to remain in their homes.

The Western Australian research study found that 6 per cent of seniors are, or have been, responsible for raising their grandchildren<sup>12</sup>. The majority of senior grandparents (62%) responsible for raising their grandchildren indicated that their grandchildren were less than one year old at the point in time when they

<sup>4</sup> Australian Bureau of Statistics. (2000) Voluntary Work Survey 2000. Cat 6203.0.

<sup>5</sup> Gray, M., de Vaus, D. & Stanton, D. (2003) op cit.

<sup>6</sup> Office for Seniors Interests and Volunteering & Patterson Market Research (2004) Community Participation of Western Australian Seniors.

<sup>7</sup> Includes caring for children who are related (excluding the carer's own children) or not related to the carer.

<sup>8</sup> See Gray, M., de Vaus, D. & Stanton, D. (2003) op cit.

<sup>9</sup> Office for Seniors Interests and Volunteering & Patterson Market Research (2004). Op cit.

<sup>10</sup> See Gray, M., de Vaus, D. & Stanton, D. (2003) op cit. Customised data reported from the Australian Bureau of Statistics (1998) Survey of Disability, Ageing and Carers.

<sup>11</sup> Australian Institute of Health and Welfare (2003) Australia's Welfare 2003.

<sup>12</sup> Office for Seniors Interests and Volunteering & Patterson Market Research (2004). Op cit.

started caring for them. Nearly one in three of these senior grandparents (29%) had been responsible for raising their grandchildren for 18 to 19 years.

**Older people are a significant source of financial and emotional support for their families.** They provide financial assistance through gifts, loans and inheritance. Additionally, a number of older people are still actively employed in the workforce. The same study found that one in five seniors (20%) were employed or looking for work<sup>13</sup>.

It is well known that **seniors are now more independent and they remain healthy longer than previous generations of seniors.** The majority of older Australian people live healthy, active and independent lives. Only 7% of Western Australian seniors live in some form of

residential care receiving daily nursing and other health related services<sup>14</sup>.

It is likely that due to increased longevity and successful approaches to healthy ageing, there will be a greater number of older people who will continue to participate in the community to an extent not previously possible. They will have more time for voluntary work and to remain active to enhance their general health and well-being.

**It is essential we enable older people to maximise their opportunities to make valuable contributions to the community.** Population ageing need not necessarily be a threat - the challenge will be to utilise this valuable working, volunteering and caring asset for the benefit of all in the community.




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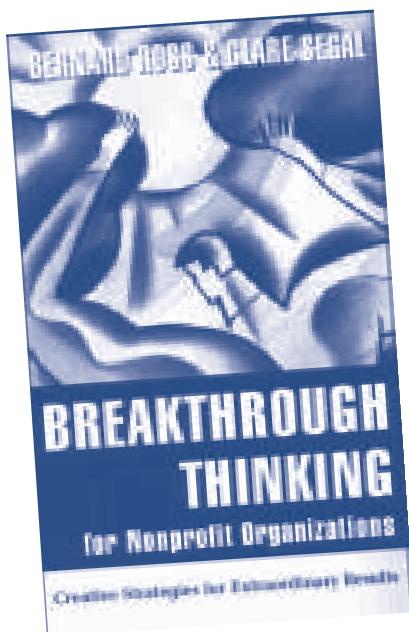
<sup>13</sup> Ibid

<sup>14</sup> Australian Bureau of Statistics (2001) Census 2001.

# Book Review on Bernard Ross and Clare Segal's "Breakthrough Thinking for Non-Profit Organisations"

By Yeo Oon Chye  
Director, Human Resource Division, NCSS

Bernard Ross and Clare Segal have designed "**Breakthrough Thinking for Nonprofit Organisations**" as a toolbox for the managers and board members in nonprofit organisations. The two co-directors of The Management Centre have more than 40 years of management consultancy experience between them and worked with numerous nongovernmental organisations (NGOs) and nonprofits worldwide. Some of these organisations include UNAIDS, UNHCR, Greenpeace International, Amnesty International and the International Federation of the Red Cross and Red Crescent. Tapping on this enormous wealth of experience, they put together the creative strategies and ideas for radical organisational improvements.



The authors have effectively structured the book in a reader-friendly way. Like tools in a toolbox, each chapter introduces the reader to a practical gadget that stimulates ideas for radical changes to one's organisation. Each tool is presented as a standalone technique / concept so that the reader can easily choose those that fit

and apply in his organisation. Like all tools, some techniques are more straightforward, while others require more practice and skills. However, true to its design as a toolbox, this collection of approaches and ideas create a composite whole when used appropriately to improve the overall organisational performance.

While the authors invite us to use this book as a toolbox, readers may find that this book is, in fact, a unique treasure box of knowledge. Some of the concepts may not be new, but what set this book apart from other similar ones are the incredible wealth of inspiring real life examples and the personal touch. The authors interject with many real life cases of successes and failures from the corporate and non-profit worlds in the discussion of theories and techniques. These case studies breathe life into the vast information. They demonstrate the tangible application of the concepts and inspire faith in one for breakthroughs.

## Some Interesting Case Studies

**3M** is arguably one of the most creative and innovative company in the world. Although 3M makes many prosaic products, it has been extraordinarily creative in coming up with new products and adapting existing ones. The company has a well-documented approach to the creativity and innovation process that comprises of 4 key principles:

- Commitment to experimentation
- Promotion of individual creativity

- Setting breakthrough targets
- Integration of rewards and awards

Drawing on these 3M principles, the authors offer practical ideas and ways of applying in one's organisation.

**Oxfam**, an international relief and development agency, transformed its traditionally efficient system of distributing clothes to the refugees in the Caucasus using coupons. Instead, they adopted another approach of giving the refugees photocopied vouchers in various denominations. Through this way, they hope to give the refugees back some semblance of self-determination. With this change in their organisational mindset about efficiency, they were able to help the refugees more by helping to restore some dignity to them.

In each chapter, the authors challenge the readers and provide them with the solutions to improve their organisation in the journey to organisational breakthrough. They also impart the new language of breakthrough. Drawing from a wide range of sources, this language seeks to liberate the readers' minds in terms of how they think they can act. For example, they introduce the Japanese terms "kaizen" and "horshin" to describe the nature of goals an organisation has to reach and also the change process that it has to go through. Horshin is about sudden, exponential, discontinuous and radical changes that lead to dramatically improved performance in a relatively short time. Comic Relief demonstrated the achievement of such Horshin goal in the first year of their breakthrough fundraising event called "Red Nose Day". Millions of typically quiet and reserve British

bought and wore red plastic noses similar to those worn by traditional circus clowns for charity.

"Second wave thinking" is an unusual term that essentially involves identifying a time point prior to the peak and tipping the performance to a higher level. The authors use another interesting term, the "Scared Cow Barbeque" for "thinking the unthinkable" in challenging disempowering mind-sets.

The book also offers numerous hands-on activities that serve many purposes. Some allow the readers to make objective assessment of their organisation. The first activity in the book asks the reader to use the "Strategic Metaphor Matrix" to identify the location of one's organisation. Other such activities include drawing the life cycle of one's organisation to date and reviewing organisational goals. Examples in another category of activities are the application of creativity / burst sessions to deal with organisational issues, practising mindmaps for business / strategic plan or taking meeting minutes and holding a "scared cow barbeque".

The journey to organisational breakthrough is often complex and difficult, and would require extensive knowledge and guidance. Therefore, if one is seeking for breakthrough solutions, the time invested in reading this book will be well worth it.

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Reference:

Bernard Ross & Clare Segal (2002), Breakthrough Thinking for Nonprofit Organisations, Chichester: Jossey-Bass; Wiley, San Francisco.

This book is available at the NCSS Resource Centre.

The editorial team would like to acknowledge Dr Angela L. Rollins, Director of Research at Thresholds in Chicago Illinois, USA as a co-author of the article "Evidence-Based Practices for People with Severe Mental Illnesses" published in SSJ Volume 10.

## NEURO-DEVELOPMENTAL TREATMENT (NDT)\* BOBATH 8-WEEK COURSE IN TREATMENT OF CHILDREN WITH CEREBRAL PALSY

[Certification by the Neuro-Developmental Treatment Association (NDTA)]

Seventeen enthusiastic therapists from various VWOs in Singapore, Malaysia and India went through an intensive 2-month programme with great sense of achievement.

This programme, organised by Social Service Training Institute (SSTI) and conducted from 14 March to 6 May 2005 was held at the Cerebral Palsy Centre, Spastic Children's Association of Singapore. It aims to equip the therapists with knowledge in all aspects of human development as they assess and provide comprehensive intervention strategies for the individuals, family, children and caregivers they work with.

The programme proved to be an especially memorable and rewarding experience for three Indian nationals who had flown into Singapore for the first time to attend this course. They had signed up after learning from the NDTA website ([www.ndta.org](http://www.ndta.org)) that Ms Timmie Wallace, Physiotherapist Consultant from the United States will be conducting this specialised course for SSTI.

*\*Neuro-Developmental Treatment (NDT) is an advanced therapeutic approach practised by experienced Occupational Therapists, Physical Therapists, and Speech - Language Pathologists. This hands-on approach is used in working with people who have central nervous system insults that create difficulties in controlling movement. Individuals that have minimal to severe motor difficulties can benefit from the NDT approach.*



These were what our pioneer batch of foreign participants had to say about their SSTI learning experience:-

**“India only offers basic courses on this subject and most of the NDT courses we know are based in UK and USA, with a minimum duration of 6 months. That would be too long and expensive for us! As such, this 2-month course is just ideal for compact yet comprehensive learning.”**

- Ms Uma Shah, Physiotherapist from Madurai, South India

**“Words can't explain how happy we are...everything was great - the instructor, the training materials, the support from the course administrator and coursemates...it was 100% worth leaving our families behind to attend this course in Singapore!”**

- Ms Meenakshi Wankhede, Physiotherapist from Maharashtra, North India

**For course details, please visit SSTI at [www.ssti.org.sg](http://www.ssti.org.sg).**

**You may also call (65) 6210 2664/2665 or email: [ncss\\_ssti@ncss.gov.sg](mailto:ncss_ssti@ncss.gov.sg) for any enquiries.**

	COURSE TITLE	TRAINER / INSTITUTION	DATE
JUNE'05	Overview of Programme Evaluation System (1st run)	Mr Chan Whee Peng, Ms Becky Hoo	14 Jun
	Behaviour Management for Special Education Teachers and Teacher-Aides	Professor Colin MacMullin	20 - 21 Jun
	Family Violence & Disability Basic Awareness	Ms Dee Jethwa	20 - 22 Jun
	Fundraising for Board Members	Mr Terry Alan Farris	23 Jun
	Managing Sexuality in the Intellectually Disabled - Introduction	Ms Dee Jethwa, Ms Efstathia Soultani	27 - 28 Jun
	Understanding & Working with People with Physical Disabilities (For Volunteers)	Ms Grace Sim	27 - 28 Jun
	Understanding & Working with Youths (For Volunteers)	Mrs Christy Lim	29 - 30 Jun
	Managing Sexuality in the Intellectually Disabled - Intermediate	Dee Jethwa, Efstathia Soultani	29 Jun - 1 Jul
JULY'05	Lower Extremity Serial Casting & Splinting in Children with Central Nervous System Dysfunction	Ms Sarah Wong	1 - 3 Jul
	Dealing with Stress Using Relaxation Methods (For Caregivers)	Mr Bob Feldman	2 Jul
	Understanding & Working with Senior Citizens (For Volunteers)	Ms Grace Sim	6 - 8 Jul
	Traumatology Certification Programme - Field Traumatologists	Academy of Traumatology/ Dr Charles R Figley	21 - 22 Jul
	Using Play Therapy with Children (in Mandarin)	Dr Hoong Wee Min, Ms Yeo Hwee Hong	9/16/23 Jul
	Information Technology & Assistive Technology for Special Education	Dr Marissa Wettasinghe	9/16/23 Jul, 6/13/20 Aug
	Traumatology Certification Programme - Certified Traumatologists	Academy of Traumatology/ Dr Charles R Figley	25 - 29 Jul
	Management of Family Violence Cases: Identification, Assessment and Protection	Mr Benny Bong	11 Jul - 16 Aug
	Understanding Mental Disorders	Dr Chua Hong Choon, Ms Seng Boon Kheng & Consultants from IMH	11- 14 Jul
	Application of Group Therapy Principles by Rehab Support Staff	Mr Pal Abhimanyau	13 - 14 Jul
	Eldercare Foundation Programme for Frontline Workers	Ms Peh Kim Choo, Ms Oh Wai Ching Ms. Sigi Hetzler	13 - 14 Jul
	Traumatology Seminar 2005	Academy of Traumatology Dr Charles R Figley	30 Jul
	Managing & Empowering Family Caregivers of People with Mental Illness	Dr Sally Thio, Ms Rajeswari K.	18 Jul - 20 Jul
	Cognitive Behaviour Therapy in Managing Emotional Disorders	Dr Ko Soo Meng	19 - 21 Jul
	Elderly Suicide Prevention	Ms Helen Ko, Mrs Tan Yoke Yin	20 - 21 Jul
	Making Sense of Fundraising	Ms Usha Menon	22 Jul
	Certificate In Management Of Non-Profit Organisations	Lecturers from both SSA Consulting Group and Ngee Ann Polytechnic	22 Jul - 2 Dec
	Executive Leadership Programme for Non-profit Organisations	Prof Ron Cacioppe (University of Western Australia), Ms Dee Roche (Integral Leadership Centre), Mr Benedict Cheong	25 Jul - 26 Jul
	Effective Reports & Proposals for Executives & Managers (2nd run)	Ms Constance Lee	25 - 26 Jul
	Balanced Scorecard - Understanding and Implementation	Mr Nigel Penny	27 - 28 Jul
ITE Skills Certificate In Healthcare (Home Care)	Trainers from Lions Home for the Elders	25 Jul 05 - 26 Jul 06	
Certificate in Rehabilitation and Residential Care	Lecturers & Trainers from MCYS, NUS & IMH	8 Jul - 23 Aug	
NSRS: Organise Activity Programmes	Ms Eunice Tan	7 Jul	
AUGUST'05	Management Of Family Violence Cases: Prevention, Protection and Possibilities In Elder Abuse Work	Ms Han Yah Yee, Ms Chan Lay Lin	10 - 11 Aug
	Systemic Practice in School Social Work: Intervention Methods & Skills	Mrs Chuah Yin May, Mrs Chang Song Eng	12/19/26 Aug, 2/9/16 Sep
	Helping Family Members With Dementia (For Caregivers Psychosocial Needs)	Oh Wai Ching	13/20 Aug
	Building a Power Board	Mr Benedict Cheong	17 Aug
	Executive Leadership Programme for Non-profit Organisations	Prof Ron Cacioppe (University of Western Australia), Ms Dee Roche (Integral Leadership Centre), Mr Benedict Cheong	15 - 16 Aug

To apply for the training courses, please visit our website at [www.ssti.org.sg](http://www.ssti.org.sg). Please feel free to contact SSTI at (65) 6210 2664/5 or email: [ncss\\_ssti@ncss.gov.sg](mailto:ncss_ssti@ncss.gov.sg) if you have any enquiries. As part of SSTI's commitment in building capabilities and bringing affordable training programmes to the social service sector, we will be happy to organise any of the courses on a customised, block-booked basis, scheduled on a convenient date for the agency. This is applicable to any agency with a minimum of 15 participants.

## COURSE HIGHLIGHTS



**Social Service Training Institute**  
An Academy of NCSS

### 4-DAY EXECUTIVE LEADERSHIP PROGRAMME FOR NON-PROFIT ORGANISATIONS

(Co-organised by Integral Leadership Centre of University of Western Australia Graduate School of Management and Social Service Training Institute)

**Date:** 25-26 July, 15-16 August 05  
**Time:** 9am - 5pm  
**Venue:** RELC International Hotel, Singapore  
**Application Closing Date:** 27 June 2005

**Trainers:** Professor Ron Cacioppe, *UWA Professor and Director of Integral Leadership Centre*  
Ms Dee Roche, *Senior Management Consultant of Integral Leadership Centre*  
Mr Benedict Cheong, *Chief Executive Officer, National Council of Social Service*



An innovative Certification Programme especially designed for Executive Heads and experienced managers who seek to strengthen their leadership and management capability. It provides a solid understanding of the current landscape and issues of non-profit organisations (NPOs) and develops the competencies required for leadership and managerial success. Topics to be covered include Leadership in NPOs, Human Resource Best Practices, Balanced Scorecard, Managing Change in NPOs, Governance, Risk Management as well as Innovation and Growth in NPOs.

\*Participants of this programme will be offered the option to gain credits towards ILC Advanced Diploma in Leadership and Management endorsed by the University of Western Australia's Graduate School of Management.

### BOARD GOVERNANCE CONSULTANCY: DEVELOPING BOARD POLICY MANUAL

Would you like a one-stop reference tool to orientate and facilitate your Board members in their functions?

Non-Profit Training & Consultancy (NPTC) team will work with your staff to develop an exclusive Board Policy Manual/ Board Kit and customise it to suit your VWO's context.

NPTC has the expertise to craft the various sections in the Manual to include essential information such as:

- Organisation Background, including Vision & Mission
- Board's Governance Responsibilities & Functions
- Programme Planning & Monitoring
- Human Resource
- Financial Controls and Accountability
- Fund-raising
- Public Relations



A Board Kit developed for NCSS Board members

Typically, the Board Policy Manual is given to each Board Member at the start of his/ her term of service to expedite their induction into their roles and to ensure that they have the necessary information to perform their governing role. The Manual can be reviewed and updated annually to ensure its relevance and usefulness.

**"I believe the Board Kit (BK) is a MUST for any VWO. As the BK contains all information about the organisation, guidance on board governance, roles and responsibilities as a board member, it has proven to be a necessary and extremely useful kit for new board members. The BK certainly enables board members to make informed and wise decisions regarding the organisation. I highly recommend all VWOs to have a Board Kit."**

- Ms Amy Chong, Executive Director, Life Community Services

For further enquiries, please call (65) 6210 2498/2687 or email: [ncss\\_ssti@ncss.gov.sg](mailto:ncss_ssti@ncss.gov.sg).

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