

armynews

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pulse of the army

THE SPIRIT OF ONE



The 12th Exercise Semangat Bersatu, an annual bilateral exercise by the SAF and the Malaysian Armed Forces, took place in the states of Negri Sembilan and Pahang from 12 to 23 August. Forging bonds between the people of two countries, the exercise saw the soldiers operating as one, sharing knowledge and gaining invaluable experiences.

2nd Minister Visits BMTC



Dr Ng having a hands-on experience of Individual Marksmanship Training

2nd Minister for Defence, Dr Ng Eng Hen made his inaugural visit to the Army on 23 August, visiting the Basic Military Training Centre (BMTC) on Pulau Tekong. Accompanied by Chief of Army, MG Desmond Kuek, and other senior commanders, Dr Ng took a tour of the various facilities in BMTC, including the recruits' bunks, the Individual Marksmanship Trainer Centre and the BMT Medical Centre. Dr Ng commented, "BMTC is indeed an ideal environment to train our recruits. The facilities here are very good."



Dr Ng inspecting the equipment issued to the recruits at BMTC

Presenting Our Army Idol!



COA presenting 2WO Lim with his Army Idol trophy

On 18 August, Our Army held its first-ever Army Warrant Officers and Specialists (WOSPEC) Night at the Chevrons with Chief of Army (COA), MG Desmond Kuek, as the Guest-of-Honour. Organised by the 2nd People's Defence Force Command Headquarters, the event was a great opportunity to enhance cohesion amongst the WOSPEC Corps.

The highlight of the night was the crowning of the evening's Army Idol, 2WO Lim Kang Leong, from HQ Commando. 2WO Lim beat off the challenge of 9 other finalists and 41 other singers in total to emerge victorious!

Breaking New Training Ground



COA breaking ground of the new SanYongKong field camp

A new field camp site, the SanYongKong Field Camp will be constructed on Pulau Tekong. The construction commenced on 26 August, after Chief of Army (COA), MG Desmond Kuek, officiated the Ground Breaking ceremony.

The camp will make use of the land available through land reclamation and the relocation of the School of Infantry Specialists to Pasir Laba Camp. Through

additional landscaping, the camp and its large surrounding area will be made suitable for realistic and prolonged training in the field.

SanYongKong Field Camp is part of the ongoing efforts to develop Pulau Tekong into a Centre of Excellence for Battalion Training, Combat Battle Courses and Basic Training.

The construction of the field camp is carried out entirely by the Singapore Combat Engineers' Construction Engineers' Company and is projected to be completed in June 2006.



A preview of the SanYongKong Field Camp Site

Artillery Institute Paves the 3G Way



Commander of AI, COL Koh Lin Kee, giving his address at the AI Inauguration Parade

12 August saw the inauguration of the Artillery Institute (AI) at Khatib Camp. Chief of Army (COA), MG

Desmond Kuek, was the Guest-of-Honour at the inauguration parade.

The AI, formed through the strategic fusion of the former School of Artillery and Artillery Training Centre, will be the Army's premier centre for Artillery training and developing strike expertise for the Singapore Artillery. Its four centres of excellence – The Artillery Basic Training Centre, Operational Fires Centre, Tactical Fires Centre and Artillery Training and Evaluation Centre – will strengthen training competency, resource optimisation and enhance operational readiness, thereby accelerating the evolution of our Gunners toward the 3G Army.

In his speech, Commander of AI, COL Koh Lin Kee summed up what the AI is. He said, "The tempering of steel is now done under one roof. The AI shall be the spiritual home for all Gunners. It will be where Gunners originate from and return to sharpen their skills and deepen their learning."

As Precious As Diamonds



1WO Ramalingam Manoharan receiving the Diamond Donor Award from Mr Khaw Boon Wan

The annual Champion Blood Donor Recognition Ceremony honours outstanding individuals who have consistently donated blood over a long period of time and thus helped to save the lives of many. 170 people were honoured this year with the Gift of Life Donor Awards, including 101 Ruby, 51 Gold and 18 Diamond Award recipients who donated blood 75, 100 and 125 times respectively.

This year, 1WO Ramalingam Manoharan from 6 Direct Support Maintenance Battalion received the Diamond Donor Award from Minister of Health, Mr Khaw Boon Wan at a ceremony held at the Le Meridien Hotel on 25 June. 1WO Manoharan is one of the youngest award-winners, and has donated his blood up to four times each year since he joined Our Army in 1972.

1WO Manoharan said, "It gives me a sense of contentment, knowing that I am making a priceless difference in the lives of others. I would also like to encourage more people in the SAF to donate blood. It is my hope that SAF can be the organisation with the highest percentage of its staff going for blood donations."

RECORD IV Meets



Dr Ng at the RECORD IV press conference, held after its inaugural meeting

2nd Minister (2M) for Defence, Dr Ng Eng Hen chaired the inaugural meeting of the 4th Committee to Recognise the Contribution of Operationally-Ready

National Servicemen to Total Defence (RECORD IV) at SAFRA Mount Faber on 5 September. Convened once every five years, RECORD seeks and recommends ways to recognise and urge greater contribution of Singaporeans, especially NSmen, to Total Defence.

This year's committee comprises 18 members that represent various segments of society, including Members of Parliament, a member from the Advisory Council on Community Relations for Defence (ACCORD), NSmen, a spouse of an NSman and two employers.

Previous RECORD Committees have helped bring about several provisions for NSmen, including longer passport validity and easier exit-control measures. They have also put in place initiatives to provide better recreational facilities for our NSmen, including five SAFRA clubhouses, two local golfing facilities and the SAF Yacht Club.

The new proposed initiatives from RECORD IV are expected to be out by the end of this year.

Jumping Safe And Real in the US



Trainees in the wind tunnel familiarise themselves with the sensation of freefalling

The 45th SAF Military Freefall Course (MFFC) was conducted in Perris Valley, USA from 24 August to 1 September. This was the first time the course utilised a wind tunnel freefall-training simulator, which creates a realistic environment with conditions similar to free-falling through the air at 120mph.

Besides adding realism, the simulator also improves the safety and effectiveness of the training. The students used this new training system to raise their freefall proficiency and skill levels greater than what could be achieved by training under the previous system.



Diving for real

CPT Lam Chee Meng, one of the trainees, said, "The wind tunnel training has definitely accelerated our learning curve and improved our skills and confidence level."

Officer Commanding ParaWing, CPT Lawrence Koh added, "The 45th MFFC was a fine example of how the Army can leverage on technology to raise training realism and standards to the next level. From the training institute perspective, we will continue to develop and test ideas, leverage on technology to advance Special Forces airborne capability to realise the full potential of 3G Special Forces."

Honouring Sporting Excellence in the SAF



3 DIV – worthy Formation sports champions

Top sportspeople and teams were honoured at the annual Singapore Armed Forces Sports Association's (SAFSA) Sports Awards, held on 19 August at The Chevrons. Chief of Defence Force and Chairman of the SAFSA Council, LG Ng Yat Chung presented the annual sport awards to the sportspeople in recognition of their outstanding performance, active participation and significant contribution to sports in 2004/2005.

In Our Army, LCP (NS) Kendrick Lee from HQ Supply & Transport clinched the Best Sportsman Award. By winning the Men's singles at the Thai Asian Satellite, LCP Lee became the first locally-born player to win an International Badminton Federation Event, in addition to the numerous competitions which he has won both locally and internationally.

MSG Poh Lip Meng from the Commandos was awarded the Meritorious Sportsman Award. A deadly shooter in both Air and Standard Pistol shooting, MSG Poh had won an individual gold and three team golds in national competitions last year.

In the Inter-Formation Championship, 3rd Singapore Division emerged champions, winning the sepak takraw, squash and volleyball competitions along the way, while 9th Singapore Division / Infantry was the Most Improved Formation.

The commitment Our Army shows to promoting a healthy lifestyle and sporting excellence is well reflected with our servicemen's active participation in sporting competition nationally and within Our Army.

Learning Journey Starts for Logistic Cadets



ACGS (Logs), BG Philip Lim pinning the Logistics Badge on the uniform of the 1st LOCC cadets

On 20 July, the inauguration ceremony for the 1st Logistics Officer Cadet Course (LOCC) was held at the School of Logistics. The course, formerly known as the Army Service Officer Cadet Course (ASOCC), reflects the more rigorous and comprehensive curriculum designed to prepare Officer cadets for their challenging vocations in their future units.

Assistant Chief of General Staff (Logistics), BG Philip Lim Feng was present to officiate at the ceremony. The ceremony also saw the presentation of the Army Logistics Flag to the cadets of the 1st LOCC. This presentation symbolises the co-ownership between the cadets and Army Logistics, entrusting the embodiment of responsibility, pride and professionalism as the cohort strives to uphold the creed of Army Logistics and keep the Logistics Flag flying high.

BG Philip Lim Feng gave this message to the LOCC cadets: "Change is the only constant. Today's solution may well become tomorrow's problem. Bear in mind the Chaos Theory effect: an action as insignificant as a butterfly flapping its wings can result in a heavy storm occurring halfway across the world. Your ideas and initiatives may lead to a huge step in Our Army's transformation."



The Logistics Officer cadets were able to understand Armour operations better in their cross-vocation visit to 46 SAR

In line with the learning emphasis in Our Army, the cadets were taken to 46th Battalion Singapore Armoured Regiment and visited a unit on standby a week into their LOCC course. This cross-vocation visit gives the cadets learning opportunities in understanding Armour operations and the role of combat service support.

The cadets heard a briefing on the standby force's capabilities and also viewed the M113 and SM1 tanks on display. After the visit, OCT Ser Jin said, "I have learnt a lot from the visit about how Armour works and how we can help the frontline combatants. I now understand the complicated job of logisticians and the responsibility that we have in operations."

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THE SPIRIT OF ONE

Exercise Semangat Bersatu brings the SAF and MAF together as one fighting force, capable of working and fighting together for maximum effectiveness.

This year's exercise was held from 12 to 23 August, organised by the 7th Malaysian Infantry Brigade (7 MIB). The exercise had Charlie Company of the 3rd Battalion, Singapore Infantry Regiment (3 SIR) joining the 10th Royal Malaysian Regiment (10 RMR) for cross-training and field training, culminating in a final attack.

The exercise commenced with three days of cross-training, which saw presentations, briefings, and exhibits by both the SAF and MAF. Through this, the soldiers in both armies learnt about each other's weapons, tactics and organisational structures.

Field training was conducted in the following week. This second part of the exercise, spanning the states of Negri Sembilan and Pahang, involved the exercise troops in a combined offensive operations scenario. The soldiers underwent three days of concentration drills in the field after which they started an advance through dense jungles, oil palm plantations and other terrain for the next two days.

The highlight of the exercise was the final attack on 22 August. As Chief of Army, MG Desmond Kuek and his MAF counterpart, General Dato' Sri Abdul Aziz bin Haji Zainal, and other senior commanders looked on, 10 RMR's Alpha and Bravo Companies and 3 SIR's Charlie Company launched a final offensive against the enemy stronghold.

"It has been a unique experience working with the Malaysians. I saw totally different methods of operations but we were able to adapt quickly.



Our soldiers learnt fast and reacted very quickly on the ground to changes in battle situations. We caught our enemy by surprise on many occasions. Our soldiers are also fit, thanks to the intense physical training we go through regularly.

The most important thing is the motivation, aggressiveness and discipline of our soldiers.

I am extremely proud of our soldiers."

- Officer Commanding Charlie Company, 3 SIR, CPT Avin Tan



"The MAF soldiers are all vastly experienced and regulars. We shared expertise and knowledge with them. It was good.

We were operating in the context of their battalion and that is something new to us. Through the course training, the soldiers from both armies learnt about each other's weapons and systems. In this exercise, we also got to train in terrain we do not have in Singapore."

- LTA Brijesh Kumar Rai



"Thanks to our training, we coped quite well during the exercise. Most of us may be Full-time National Servicemen but we have the capability to fight on par with regular forces."

- SSG Low Chan Yong



"We learnt a lot here so it was an enjoyable experience. Being here, we get exposed to various terrain types and weapons that we do not have.

I feel we can further improve our relationship with Malaysia through exercises like this. This is because we learn more about each other and make new friends here."

- 2SG Chua Yue Chiang

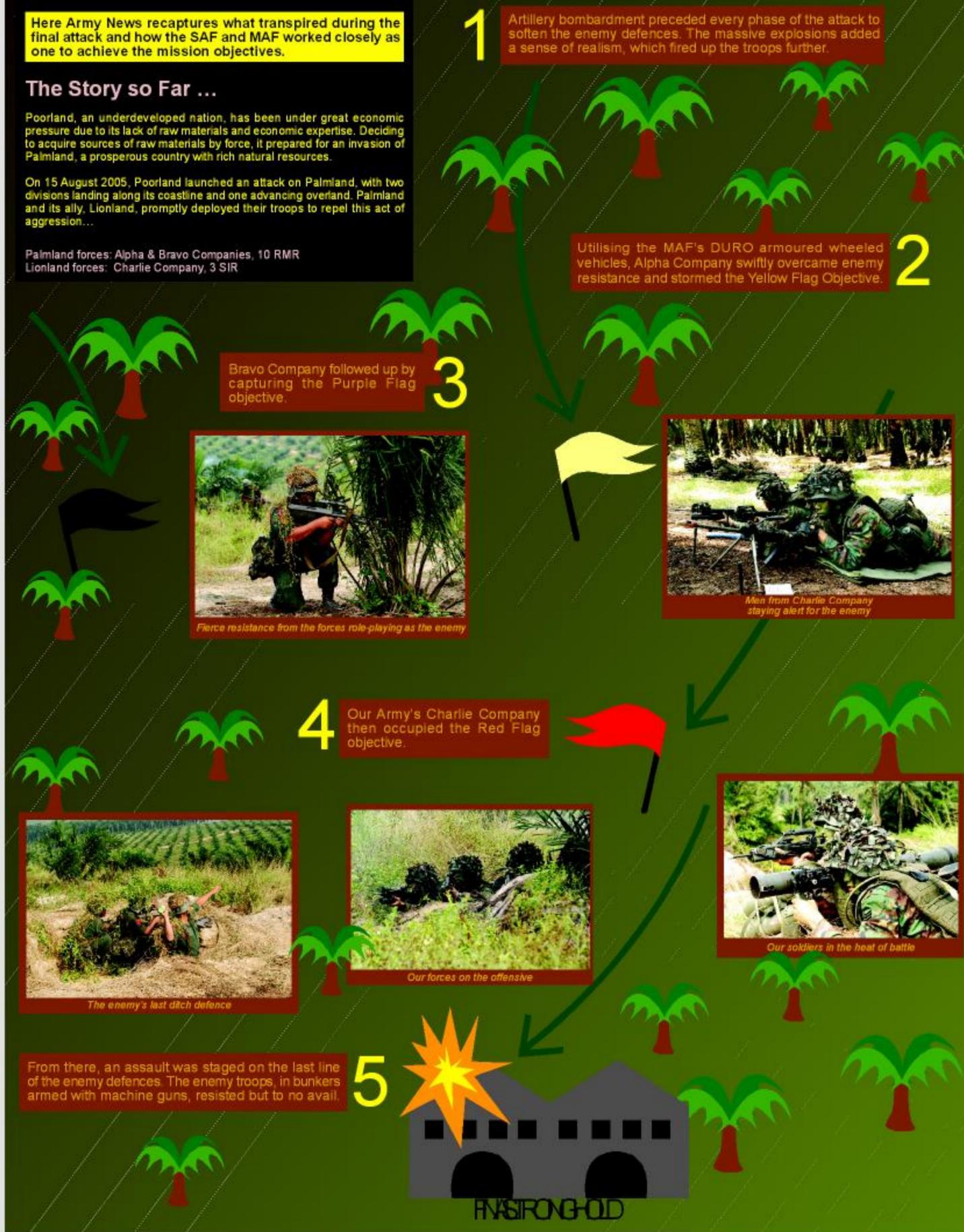
Here Army News recaptures what transpired during the final attack and how the SAF and MAF worked closely as one to achieve the mission objectives.

The Story so Far ...

Poorland, an underdeveloped nation, has been under great economic pressure due to its lack of raw materials and economic expertise. Deciding to acquire sources of raw materials by force, it prepared for an invasion of Palmiland, a prosperous country with rich natural resources.

On 15 August 2005, Poorland launched an attack on Palmiland, with two divisions landing along its coastline and one advancing overland. Palmiland and its ally, Lionland, promptly deployed their troops to repel this act of aggression...

Palmiland forces: Alpha & Bravo Companies, 10 RMR
Lionland forces: Charlie Company, 3 SIR



1

Artillery bombardment preceded every phase of the attack to soften the enemy defences. The massive explosions added a sense of realism, which fired up the troops further.

2

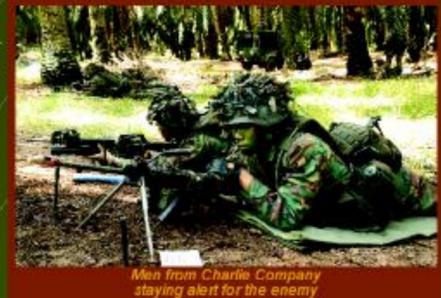
Utilising the MAF's DURO armoured wheeled vehicles, Alpha Company swiftly overcame enemy resistance and stormed the Yellow Flag Objective.

3

Bravo Company followed up by capturing the Purple Flag objective.



Fierce resistance from the forces role-playing as the enemy



Men from Charlie Company staying alert for the enemy

4

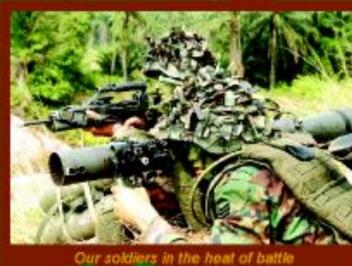
Our Army's Charlie Company then occupied the Red Flag objective.



The enemy's last ditch defence



Our forces on the offensive



Our soldiers in the heat of battle

5

From there, an assault was staged on the last line of the enemy defences. The enemy troops, in bunkers armed with machine guns, resisted but to no avail.



ENEMY STRONGHOLD



"The most important thing here was to see how the Malaysian Army operates and learn from them. Through the cross training and outfield exercise, we got to do that. Most of them are surprised at the ages of our soldiers. Their Staff and Platoon Sergeants are about 35 years old, but I'm only 21.

- 2SG Erza Eskandar



"The terrain is so different although the weather is about the same. One particular thing I learnt is better jungle skills. The MAF soldiers and us discussed this topic a lot and we shared many tips.

- PTE Md Fazlan bin Md Ali

"My role here involved informing the units at the ground of the enemy positions and situations and I had the chance to work with intelligence officers from the MAF. We learnt from each other well and this has been a great experience."

- CPT John Lew



"As an umpire, I got to view both sides in action. I noticed a difference in tactics and movement styles. Both sides had their strengths. The experience of the MAF and the discipline and vigour of our SAF troops combined to make the unit a fitter fighting force."

- 2SG Lawrence Eng



Chief Exercise Controller, LT COL Azman Shah bin Omar

"The men from Charlie Company may be young, but they showed a sound understanding of battle tactics. They have been trained very well."

- Chief of Staff, 7 MIB and Chief Exercise Controller, Lieutenant Colonel (LT COL) Azman Shah bin Omar

Around Our Army

Lions, Tower & Link Bridge



Going to the SAFTI Military Institute, the first view you get of the place is the 60-metre tall SAFTI Tower, towering above the landscape.

Triangular in shape, the tower reflects SAFTI MI's tri-service character as an institute that conducts military courses for all military officers. All officer cadets have to run up the tower's 265 steps, each step signifying each day that the cadet will spend training before he is commissioned as a full-fledged officer.



The Link Bridge

At the foot of the SAFTI Tower are two stone lions which cast their gaze on the Parade Square. The lions used to be known as the Merdeka Lions when they formed part of the Merdeka Bridge located at the Kallang River. When the bridge was widened in 1966, the lions had to be relocated. The Ministry of Defence took over the ownership of the lions in 1987, and placed them at their current location in 1995.

The two lions watch over all that happens in SAFTI MI, and bear witness to the SAF's most important parades such as the various Commissioning Parades as well as the SAF Day Parade.

Defining Moments

Desert Trek!

The Gobi March is one in a series of 250-kilometre foot races across the desolate reaches of the world, including the Antarctic, the Sahara and the Atacama deserts. Organised by a company called 'Racing the Planet', the race requires competitors to be fully self-sufficient and carry their own food and gear over the whole distance of the course.

Such was the holiday that MAJ Lien Choong Luen, a Commando, undertook in April, spurred on after he completed his first Ironman triathlon a few months earlier. Here he recounts the people and sights he encountered during his seven-day journey in Xinjiang, China.



MAJ Lien wears the commando crest on his hat to keep himself motivated during the walk.

APPRECIATING THE \$4

"The physical and logistical preparation required for this race was very similar to what I had to go through for my Ranger course – long equipment lists, and very detailed planning. It was tedious but necessary. Of course, we wanted as little weight as possible to carry. Yet, we had to be totally self-sufficient, carrying our own food and gear. Resupply was not an option – there would be no logistics officer to come to your aid.

SURRENDER IS NOT A RANGER WORD!

We had to cover about 30 km daily, with day five, the "Long Day", stretching to more than 95km. The race course took us past many features of interest – the ancient Silk Road, Valley of the Kings, slot canyon, mountain ridge runs, the Black Gobi rock fields, and even the "Flaming Mountains" of "Journey to the West" fame. While the history was fascinating, the geography and natural environment were treacherous – slippery rocks, howling winds, and intense heat. Many people quickly developed raw bleeding abrasions, blood blisters under their nails and swollen feet. Others slipped and broke their ankles.

The most painful stage was the Long Day. Throughout this day, I walked by myself, with nobody in sight. The solitude was pleasant company, but the danger was that of sleep-walking while in the dark, where I could wander off the trail and injure myself. There, my constant mantra was the Ranger creed: "Surrender is not a Ranger word. I will keep myself physically strong, mentally alert, and morally straight."

The final stages saw me walking across tall sand-dunes by the moonlight. The landscape was surreal, as the moon peaked over the top of the dunes, accompanied by heavy silence. Awesome it was, but the dunes were frustrating too – to crest the dunes, one had to sprint up the last part, or slide backwards in a futile effort. And after going up one, I would be met with the sight of another series of dunes to go over. Again. And again. And again.

I managed to complete the Long Day in just over 24 hours, coming in after sunrise and avoiding another heat-cycle. During the Long Day, I passed many competitors that had fallen by the wayside. At one aid station, a friend of mine was convulsing and being dripped. There were others who passed out far from aid, and some were evacuated due to a massive sandstorm.

COMMANDO NOT STUPID!

As the days went by, the medical tent had more and more patients to attend to, with various horrendous foot injuries. Hearing all the stories left me thankful that my feet were holding up fine, for I would adjust my socks and apply lubricant on my feet at the first sign of hot spots. You had to make efforts to take care of yourself, for "sucking it up" and enduring the pain can only take you so far.

WHAT DO YOU STAND FOR?

Although this was a personal holiday, I was wearing the national flag, and so in a sense I was also representing my country. I had put the Commando Formation crest on my hat to motivate myself. I would take my hat off to look at it once in a while, especially when things were going slow. I would then ask myself what it stands for, what I stand for, and why I was going for this race.

A LITTLE PERSPECTIVE

There were two particularly inspiring people I met during the race. One was a blind Korean racer, who was assisted by his buddy. It was difficult enough with two eyes to scan the ground, how much more so when one couldn't see?

At the farewell reception, the prizes were given out by a young child. He had been left to die because of a facial deformity, but he received an operation because of a charitable fund raised by some of the competitors. He now has a beautiful smile.

While we were suffering on our perverse holiday, there were many other people for whom suffering and hunger was a matter of default, not of choice.

Sometimes you have to go a long way to gain a little perspective. ☑

MAJ Lien is already planning his next adventure next February in Tasmania. He will be taking part in a multi-disciplinary race with some of his Operationally-Ready National Servicemen friends.

The full account of MAJ Lien's Gobi March experience is found on www.mindf.gov.sg/armynews

TOP TIPS FOR THE TIP TOP

THE ART OF CRITICISM

Criticism is a powerful double-edged sword that can either inspire and motivate, or psychologically maim. It is important to understand this and use criticism in a positive, beneficial way.

Criticism can be broadly divided into two types – the constructive and the destructive type. Constructive criticism brings about improvement, fosters learning, raises morale and earns respect. This is the desired form of criticism, which we should strive to dish out all the time. Destructive criticism, on the other hand, should be avoided as far as possible, as such criticism is generally pointless, offensive and through which no benefit can be achieved.

You may like to consider the following to give criticism constructively:

Show your care. Express your sincere concern about sharing ideas or ways the other person can boost his capabilities.



Present yourself as a credible source and give clear, specific and useful advice. Vague, shallow or irrelevant comments will tend to be disregarded.

Maybe You Could...

Avoid telling people they "should" do something. "Should's" make you appear rigid and arrogant. Offer your suggestions tactfully and respectfully.

Show how the person will benefit from taking the actions you suggest. However, make sure you do not give the impression that you are more concerned with seeing your ideas put into practice than in helping the other person improve.



Pick the right moment, mood and setting. There may be a more appropriate time or place to make your criticism.

Thinking Soldier

Execution Plain And Simple

As a project moves from its conception to its fruition, time, effort and resources are often lost as the project moves from person to person. This lack of effective execution of tasks is often due to "gaps" in the organisation, where there is a lack of understanding of the vision, purpose or spirit of the task among the people.

Robert A. Neiman in his book *Execution Plain and Simple* recommends a step-by-step programme that offers practical solutions to get tasks done effectively and efficiently. The following gives a summary of some of the tips.

STARTING EVERYONE ON THE SAME PAGE

The project must start off well, and it has to start off within the individual. It is important to reflect, take personal responsibility and get yourself mentally prepared. Outline the goals and issues, and select the right people to be involved. With this solid foundation, clarify the objectives with everyone and make sure they are with you.

It is important to get feedback, from different people on various aspects of the project. Have a flexible working proposal to allow people to offer new ideas or inputs. Be open-minded to the feedback, and highlight all areas of agreement or disagreement within the team. The project's goals, avenues, schedule and members' responsibilities can then be fine-tuned and agreed upon.

TAKING ACTION

When the time comes to assign tasks, it is very important to get everyone engaged and energised. Conduct a meeting where people feel comfortable, relaxed and focused. Have activities to generate

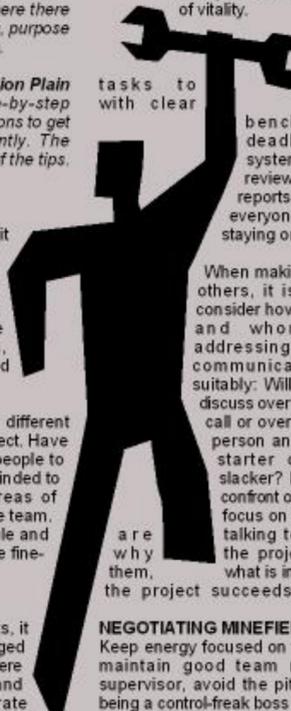
excitement and keep the agenda going. It is a good idea to ban cell phones and other forms of distractions, as such interruptions will rob the meeting of vitality.

Distribute specific members objectives, benchmarks and deadlines. Create systems for periodic reviews and progress reports, to ensure that everyone in the team is staying on track.

When making demands of others, it is important to consider how, when, where, and whom you are addressing. Tailor your communication method suitably: Will it be better to discuss over e-mail, a phone call or over a meal? Is the person an assertive self-starter or a passive slacker? Do you want to confront or clarify? Always focus on the people you talking to, and explain the project matters to what is in for them when the project succeeds, and so on.

NEGOTIATING MINEFIELDS

Keep energy focused on the project and maintain good team morale. As a supervisor, avoid the pitfalls posed by being a control-freak boss or an 'anything-



Passing On The Baton

INCOMING

COL Tan Yih San
COL Lim Hock Yu
COL Ngien Hoon Ping
COL Eugene Cheong
COL Lim Sau Siang
COL Anson Lim
COL Ng Kin Yi
LTC Awin Hek
LTC Lai Chin Kwang
LTC Hung Ching Pien
LTC Leo Sam Peng
LTC Choo Han Min
LTC Penrod Gan
LTC Lawrence Lim
LTC Lee Cher Heng
MAJ Christopher Lu
MAJ Ng Chao-Son
MAJ Tan See Hee
SWO Yeo Lay Hong
IWO Rostan Bin Md. Pawi

OUTGOING

COL Lim Wei Keong
COL Tan Yih San
BG Lim Feng Philip
COL Anson Lim
COL Ngien Hoon Ping
COL Tay Sin Chuan
-
COL Ng Kin Yi
COL Tan Cheng Peng
LTC Goh Chin Meng
COL Tan Cheng Boon
LTC Pang Han Seng
LTC Ong Ann Kit
LTC Steven Seng
COL Lim Sau Siang
LTC Ong Kheng Hoe
-
SWO Lau Peck Wah
IWO Astrid Bin Abu
-
COL Ngien Hoon Ping
COL Eugene Cheong

Corrigendum

In the Passing On The Baton column in our previous issue 120, it was published that the incoming Comd ALTC was LTC Lee Cher Heng and that the outgoing RSM of 1 Gds Bn was IWO Ng Chin Seah. This is incorrect. The incoming Comd ALTC is LTC Lee Cher Heng, and the change of command comes into effect from September 05. The outgoing RSM of 1 Gds Bn should have been IWO Ng Chin Teck.

We apologise for the errors.

Quiz Of The Month

Send us the correct answer and win a \$20 Takashimaya Gift Voucher. There will be 2 winners!

Which unit from Our Army participated in Ex Semangat Bersatu?

Closing Date : 5 Oct

LAST MONTH'S QUIZ

Q: What was the NDP held this year?
A: The Padang

- This contest is open to all Army personnel except the executive staff of Army News Section.
- Each person is allowed one entry.
- Winners will be notified by Email. Prizes are not exchangeable for cash.
- The judge's decision is final. Please send us your entries via mail or Email (see bottom-right corner of page).

All entries must reach us by 5 Oct.

Answer :
Rank / Name :
Unit :
E-mail :
NRIC :
Contact No. :

goes' manager. To keep good momentum in the project, what is needed is a vigilant and tolerant atmosphere with frequent communication.

When dealing with difficult people, be objective and avoid assigning blame. Try to negotiate and work out an improvement plan. Back up your points with data or third-party observations. If negotiations fail, bring in a third party to mediate or consider new responsibilities for yourself or the person.

When dealing with petty comments and criticism, it may sometimes be best to ignore them. Stay focused on your job, and your accomplishments will eventually silence your critics.

AFTER-ACTION REVIEWS!

When reviewing the project, get the team to reflect on a few questions: have the targets been met? What steps were successful and what failed? How can the process be improved? Once this is done, examine communications, leadership and strategy to develop a future agenda, and make sure that the team remains in line with the long-term goals.

Finally, it is important to give members due recognition and rewards for their work. When the project concludes, have a wrap-up event to stage this. Keeping the corporate morale high is no less important at the end of a project than at the start. ☑

The objective of a project is not to have perfect plans, but to have effective action taken by real people each day



Have something you want to share with Our Army? Send your articles to us at armynews@starnet.gov.sg

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On Guard, Stay Sharp!

