

Comd RBLF visits HQ 9 DIV

Contributed by 9 DIV



COL Dato Rahmani entering the Light Strike Vehicle for a tour around 9 DIV

The Commander of the Royal Brunei Land Forces (RBLF), COL Dato Paduka Haji Abdu'r Rahmani bin Dato Paduka Hj Basir and his entourage of officers visited HQ 9th Division (9 DIV) on the afternoon of 5 February. Commander 9 DIV, BG Neo Kian Hong and the Welcome Guard, 6th Battalion Singapore Infantry Regiment were at hand to receive the guests.

During his visit, COL Dato Rahmani viewed a static display featuring state-of-the-art SAF weapons and equipment, like the newly-launched self-propelled howitzer, PRIMUS SPH 155mm. COL Dato Rahmani also took a ride on the Light Strike Vehicle together with BG Neo across the camp grounds.

Concluding the activities at the Officers' Mess, BG Neo and COL Dato Rahmani exchanged gifts, affirming the firm friendship and good relations between the two countries. 🇸🇬

Prepared To Face Any Emergency

Contributed by 2 PDF



The prompt rescue and treatment of casualties during the simulated bomb incidents underlined the Army's preparedness in handling emergencies

The Army, along with the Singapore Civil Defence Force (SCDF) and Singapore Police Force (SPF), displayed its ability to handle bomb incidents within its camp complexes in a realistic scenario-based exercise.

Codenamed "Exercise IRON CURTAIN 2004", the inaugural consequence management exercise was conducted on 18 February to test the Army's ability to handle emergencies within its camp complexes. Personnel from the General Staff, selected Army camp complexes, and response forces from the SAF, SCDF and SPF took part in the exercise.

The exercise involved several simulated bomb incidents at Amoy Quee Camp and SAF Ferry Terminal, resulting in a collapsed cookhouse, a destroyed power substation and injuries and fatalities among servicemen and civilians. The scenario also involved other similar incidents at Kranji Camp and Seletar Camp.

In response to these bomb scenarios, the Army's response forces were activated and deployed on site. Rescue efforts were promptly carried out while casualties were treated and evacuated to the hospital. With the swift integrated response from the Army and other agencies, the situation was quickly put under control.

This exercise provided the Army an excellent opportunity to validate its consequence management plans in response to multiple bomb incidents. It has also helped to foster co-operation among personnel from the General Staff, camp complexes, SCDF and SPF. The successful conduct of this exercise has shown that Our Army is ever ready and true to its tagline - The Decisive Force. 🇸🇬

Our Servicemen Gain Recognition And Fulfilment Keeping The Peace



The recipients of the SAF Overseas Service Medal share their peacekeeping experiences with Minister for Defence RADM (NS) Teo Chee Hean

Minister for Defence, Rear-Admiral (RADM) (NS) Teo Chee Hean, presented 321 servicemen with the SAF Overseas Service Medals and Certificates of Commendation on 13 January. The ceremony, held at the Ministry of Defence, was to recognise their contributions to the United Nations peacekeeping missions.

The United Nations (UN) Mission in Ethiopia and Eritrea (UNMEE) was set up in May 2000 to help the two countries negotiate a peace agreement after their cease-fire. The SAF sent two officers as military observers in January 2001. LTC Adam Hamzah participated in UNMEE as a Senior Sector

Military Observer. During his tour, one of his duties was to motivate his observers to gather information for the UN Headquarters, despite the risk of mines. He said: "The mission was an eye-opener. It gave me the experience and operational exposure that I needed. It is indeed an honour for us to serve. I don't mind going back because it gives you the satisfaction that you're doing something."

BG Tan Huck Gim was Force Commander of UN Mission of Support in East Timor (UNMIST) from 31 August 2002 to 29 August 2003. During his tour, he helped set up the military and police force of Timor-Leste. He said: "There were many similarities to the way Singapore was building itself after independence. You feel very satisfied as you see the Timor-Leste people happy to be independent. My job took on a new meaning."

Another recipient of the SAF Overseas medal was LCP Tharmaraj S/O Mehanathan. He said: "The peacefulness and quietness in East Timor was something memorable. It's a wonderful place, but people are suffering there. I would go back and help them again if there's another mission. It was a great experience. I don't have words for it. I went there to do my job and came back safely. I'm very proud to receive the medal." 🇸🇬

Sharing Peacekeeping Pointers

Contributed by CO1 Br, G3-Army



Following their participation in the 4-year mission in Timor-Leste, the soldiers return home to share their invaluable experiences gained and lessons learnt

The successful completion of the SAF's 4-year long involvement in the peacekeeping mission in Timor-Leste was a significant milestone for the SAF. Many insights at the strategic, operational and tactical levels were gained.

To proliferate the knowledge and experience acquired, G3-Army organised the Peacekeeping Operations Seminar 2004 on 14 January at Headquarters 2 People's Defence Force Auditorium in Clementi Camp. Chief of Defence Force, MG Ng Yat Chung was the Guest-of-Honour for the seminar. The seminar was well attended, with officers from the General Staff of all three Services, Joint and Policy Departments as well as commanders and staff of Divisions, Brigades and Battalions.

The seminar started with the opening address by Chief of Army, MG Desmond Kuek. Following that, Mr Bilahari Kausikan, 2nd Permanent Secretary, Ministry of Foreign Affairs, who was previously Singapore's Permanent Representative to the United Nations, gave an overview of the dynamics and decision-making process in the United Nations Security Council and Peacekeeping Operations.



BG Tan Huck Gim shares his experiences while he was Force Commander of the multinational peacekeeping force in Timor-Leste

BG Tan Huck Gim, who recently returned from his one-year tour as Force Commander of the peacekeeping forces in Timor-Leste related the challenges facing a Force Commander of a multi-national force in peacekeeping operations. MAJ Fred Tan, the Senior Liaison Officer for SAF's first Company Task Force in Timor-Leste, also shared his insights on peacekeeping at the operational and tactical levels.

Other speakers at the seminar included Superintendent Michael Tan and Deputy Superintendent Sze Ge Pek from the Singapore Police Force, and LTC Sunny Yun from the Republic of Singapore Air Force. The seminar came to a successful close after an engaging Question and Answer session. The operational experiences gained and lessons learnt will definitely enhance the SAF's ability to take on other Peacekeeping Operations when called upon in the future. 🇸🇬

Face To Face With Our Army



Getting on the Bionix, Mr Muhammad Fairus gets to feel and understand what it is like to be an Armour commander

More than 3000 youths came face to face with Our Army at the carnival held on 6 and 7 January at the Ngee Ann Polytechnic Atrium. Called "The Army Encounter", the carnival featured activities, games and performances that attracted large crowds of students, all eager to find out more about the Army.

From rappelling down a six-metre high wall to getting hands-on with Army vehicles and equipment such as the Primus, Bionix, Bronco and the Explosive Ordnance Disposal Robot and Suit, students got a taste of a range of Army experiences. Drawing

large crowds were the Local Area Network Gaming arena featuring Our Army's version of Operations Flashpoint, as well as a combat-rat-tasting session and the Paintball Competition.

Having had a go on the Army vehicles, Mr Muhammad Fairus, 19, said: "It is really difficult to move in the very limited space in the tanks. I can just imagine that it will be so much worse when it is hot and when you are facing the enemy and under a lot of stress."

Mr Fairus added: "The carnival has been very informative for me. I want to consider a career in the army. I took the brochures and I am going to look through them."

The carnival also attracted the fairer sex. Ms Katrina Cheang, 19, said: "My dad is in the Army and I am actually thinking of joining. This carnival is very good, with stuff that you can do like the rock-climbing which makes it interesting and attracts people to come. I enjoyed myself very much!"

The Army Encounter was certainly a success. Of over 400 students surveyed at the carnival, 87% rated the event as 'Good' or 'Awesome' and 90% agreed that the event helped them learn more about the Army. 🇸🇬

Grassroots Leaders Witness Army's Progressive Medical Care



Grassroots leaders viewing the Body Cooling Unit, which prevents heatstroke and dehydration, during the visit to HQ Army Medical Services

About 200 Grassroots Leaders were given an insight into the Army's medical support system on 8 February. This was the largest group of Grassroots Leaders to meet with Senior Parliamentary Secretary for Defence and National Development, Associate Professor Koo Tsai Kee, who played host at the HQ Army Medical Services.

During the visit, the Grassroots Leaders were briefed on the island-wide network of Army medical centres with full resuscitation and outpatient care facilities that provided soldiers with professional and responsive medical care.

At one of the indoor demonstrations, the visitors witnessed how the Army swiftly responded to provide medical care. Combat medics put up a realistic resuscitation demonstration of a collapsed soldier using the automated external defibrillator, an advanced emergency cardiac care equipment.

The demonstrations provided a good overview of the Army's well-established and comprehensive medical support system in peacetime and wartime. This ensures that the wounded are treated and evacuated quickly, thereby conserving the Army's fighting strength. CPL Law Yock Sock, a medic, said: "We're the medical support in wartime. We need to save lives and help our soldiers recover."

A survey conducted at the visit showed that all the participants found the visit informative and helpful in improving their understanding of the Army Medical Services. They also agreed that the Army



2WO Nor Anuar presenting the automated external defibrillator, a new resuscitation equipment

cares for its personnel.

"It's a very good exhibition. I'm happy that there have been many improvements and I am confident that the Army is able to swiftly respond to any emergency and save lives," said Mr Ganesan S/O Kulandi, PBM Chairman, Everton Park RC, Tanjong Pagar GRC.

"Yes, I'm convinced that the Army can swiftly respond to any emergency or crisis. I'm confident that the Army can take care of its soldiers. My son will be serving NS soon and I'm assured that he will be cared for," said Mdm Rohani Bte Mohd Jailani, Executive member Nee Soon South Zone F RC. 🇸🇬



"I am confident that the Army is able to swiftly respond to any emergency and save lives," said Mr Ganesan S/O Kulandi, a Grassroots Leader.

Active Learning At The Safety Olympiad



The team members from 3 Signal Battalion brainstorm as they prepare to give a safety plan presentation in the finals of the Safety Olympiad

Instead of organising a Division Safety Seminar this year, 3rd Division (3 DIV) introduced the Safety Olympiad to promote safety in the Formation. The Olympiad was designed to improve learning by having participants deal with safety issues and scenarios. It also aimed to widen the participation level and showcase the division's understanding and good practices in the area of safety.

The Safety Olympiad comprised two segments: the Safety Quiz and the Safety Plans Presentations. The Safety Quiz consisted of challenging multiple-choice questions based on the Training Safety Regulations and various Operations and Medical Directives. The Safety Plans Presentations segment required teams to analyse the safety requirements of a given scenario and present a detailed executable safety plan in four hours.

Eleven teams took part in the Safety Olympiad. After the Safety Quiz and the preliminary judging of the Safety Plans

Presentations, two finalists emerged - 3 Signal Battalion (3 Sig Bn) and 46th Singapore Armoured Regiment (46 SAR) - to compete in the Safety Olympiad Finals held on 26 January at the 3 DIV Auditorium. Both teams presented safety plans to a panel of judges and a large audience. In the end, 46 SAR took home the Challenge Trophy for their detailed and comprehensive safety strategy.

Speaking to the participants of the Safety Olympiad, Commander 3 DIV, BG Low Wai Keong said: "There are many practical ways to develop, educate and share safety knowledge. The Safety Olympiad is one of them. We do not imbibe safety messages by merely listening to speakers and reading case studies. We can learn more by actively discussing the pertinent issues and understanding the thought processes that enable a safe working environment. However, do remember - knowledge is only relevant if it is applied. Left untapped, it is useless." 🇸🇬

Showcasing A Changing Army For A Changing Future



The creatively designed and interactive Learning Corners captured the innovative spirit of the Army Logistics Seminar perfectly

The Army Logistics Seminar 2004 took place on 8 January at the SAFTI Warriors' Hall, with the Chief of Army, MG Desmond Kuek as the Guest-of-Honour. Themed "Transformation and Learning", the seminar was organised by the School of Logistics (SOL) and saw 650 participants, including various Division,

Brigade and Unit Commanders.

The key topics addressed during the speaker presentations included how operational logistics support could be improved in today's constantly changing environment, the viability of models like Business Process Re-engineering and Army Enterprise System, and how logistics could take on a more active transformational role. Concluding the presentations was a video presentation showcasing the work and achievements of logisticians in their support of the United Nations Mission to Timor-Leste, as well as learning about the skills and experiences gained during the milestone mission.

The participants also toured "Learning Corners" around the hall set up by the various Logistics formations and units. Here, ground staff shared their personal experiences and new discoveries which had touched lives, broadened minds or inspired innovation in learning.

There were also display booths such as the Material Science stall presenting the latest running shoes and garrison wear

Contributed by School Of Logistics

for the army. Another booth featured the Authentic Problem-Based Learning concept - that of using real world problems to enhance thinking and analysis skills in students - which had been introduced with great success into the SOL training curriculum last year.

MWO Chellaiah, Formation Regimental Sergeant Major (RSM) of HQ Supply and Transport who manned the RSMs Learning Corner said, "We feel that this is an excellent sharing opportunity with others across the whole organisation. It is encouraging to know that the seminar participants are able to learn much from us."

Deputy Chief Armour Officer COL Valma summed up the general sentiment when he said, "I enjoyed the seminar and had a great time visiting the Learning Corners. The progressive thinking of the Logistics community is an inspiration."

By stimulating an active learning culture with the right attitudes, beliefs and values across the Army, the Army Logistics Seminar has helped the Army embark on its transformation journey with confidence and pride. 🇸🇬

Total Defence



The defence of Singapore's sovereignty involves everyone. Aptly themed "It's Not Complete Without You", the Total Defence Campaign 2004 emphasises the need for Singaporeans of all races, religions, ages and occupations to contribute to our security, especially against the backdrop of the complex security environment and terrorism being a major security threat.

Total Defence Over The Last 20 years

Introduced in 1984, Total Defence involves every Singaporean in the defence effort to multiply our defence capability.

Total Defence Day is commemorated every year on 15 February, the day Singapore fell to invading Japanese forces in 1942. In this way, Singaporeans are reminded of the importance of having a strong defence.

This year marks 20 years of Total Defence. As the nature of warfare changes and non-conventional ways to wage war emerge, Total Defence becomes more relevant than ever. The five elements of Total Defence are essential in forming a comprehensive defence strategy for Singapore. Total Defence brings the resources of relevant government agencies, private sector organisations and all Singaporeans together in a combined effort to deal with a national crisis.

The Threat Of Terrorism

Terrorism is a major threat to our society, economy and way of life. While the security agencies continually take comprehensive pre-emptive and preventive measures, no one can guarantee absolute security against terrorism. We must therefore not be lulled into complacency.

Deputy Prime Minister and Coordinating Minister for Security and Defence, Dr Tony Tan said at the launch of the Total Defence Campaign 2004: "The threat of terrorism is likely to remain with us for some time to come. We have to learn to live with this threat, by taking appropriate measures and making necessary adjustments to our daily lives."

The active participation of every Singaporean in Total Defence can help to strengthen Singapore's ability to deal with the threat of terrorism.

Military Defence

Military Defence is about having the Singapore Armed Forces (SAF) being able to deter aggression and secure a swift victory over the aggressor should deterrence fail.

The SAF must be prepared to deal with all kinds of challenges such as terrorism and chemical warfare. This means keeping up with the latest advancements in technology and working with other security agencies to be able to deal with different and evolving threats.

The Chemical, Biological, Radiological and Explosive (CBRE) Defence Group in the SAF deals with a range of non-conventional threats. Capable of detecting and neutralising various types of CBRE threats, the CBRE Defence Group has the expertise and equipment to do the job safely and professionally.

Highlighted here are various equipment used by the CBRE Defence Group showcased at the Total Defence Exhibition 2004, held at Suntec City Entertainment Centre Atrium on 14 and 15 February.

Explosive Ordnance Disposal Remote Vehicle (EODRV)



The EODRV 'Wheelbarrow' MK8 is used to remotely inspect and disrupt suspected Improvised Explosive Devices (IEDs) without endangering the EOD operator's life.

Decon Sprayer-10 (DS-10)



DS-10 is a compact container with an integral mixer unit to mix and dispense decontaminants to neutralise chemical, biological and radioactive agents.

Chemical Agent Monitor (CAM)



CAM is a hand-held instrument designed to determine and indicate the presence of nerve and blister vapour agents. It can be used to monitor contamination on personnel, equipment, terrain and structures.

CE - It's Not Complete Without You!

Story by Poon Shou Yi
Photos by Nicky Loh

Civil Defence

Civil Defence provides for the safety and basic needs of Singaporeans during emergencies. It involves training civilians in rescue work, evacuation, first-aid and damage control. Civil Defence also aims to familiarise Singaporeans with arrangements for relief services and an emergency supply of critical items such as blood, water and food. Ultimately, Civil Defence will allow for life to go on as normally as possible should war or emergencies take place.

Singapore Civil Defence Force regularly organises various public education programmes to build up Singapore's Civil Defence. Such programmes include Exercise Community Spirit and Emergency Preparedness Day.



Social Defence

Social Defence is about having Singaporeans of all races and religions live and work together in harmony. Maintaining racial and religious harmony is critical to ensuring peace and stability in Singapore. Every citizen, especially those with the ability, knowledge and training, needs to have the social conscience to contribute to the larger community and country. This includes showing care for the less fortunate and underprivileged, as well as active participation in volunteer work.



Economic Defence

Economic defence means having the government and business sectors of Singapore organise themselves in such a way that the economy will not break down in the event of war. SPRING Singapore (Standards, Productivity and Innovation Board) has introduced several programmes to promote Economic Defence. For example, there is the Business Continuity Management (BCM) programme which aims to help businesses identify the risks and impact to business operations in the event of an emergency and develop appropriate responses to help minimise disruption.

For the individual, Economic Defence requires the cultivation of a good working attitude and the constant upgrading of one's skills to stay relevant and employable in this rapidly changing world. This ensures that Singapore's economy stays competitive.



Psychological Defence

Psychological Defence is based on every Singaporean's commitment to the nation and confidence in the future of Singapore. It is about having pride and passion for the country, to defend Singapore against threats to our sovereignty and independence.

Psychological resilience is especially important in a national crisis. It will enable Singaporeans to bounce back quickly from any setback, to put Singapore swiftly back on track.



Vocation Feature

Proudly Wearing The Guards Tab



SSG Ow Boon Hong (rightmost) and his fellow Guardsmen proudly wear their khaki berets and Guards tabs knowing that they are part of the Army's strike force.

Guardsmen are proud of their esprit de corps and fighting capabilities. Adopting the motto "Ready to Strike", they operate on the principle of lightning-fast speed to capture objectives or intercept enemy incursions into Singapore.

To understand the Guards Specialist vocation better, Army News spoke to SSG Ow Boon Hong, an Operations Warrant Officer in 7 Singapore Infantry Brigade.

- Army News : What is the job scope of a Guards Specialist?
- SSG Ow : Basically a Guards Specialist handles operations in three dimensions - in air, land and sea. For example, we heli-rappel, patrol on Light Strike Vehicles and conduct coastal operations. We get to see how the three forces integrate with one another and function as a whole against the potential aggressor.
- Army News : What training does a Guards Specialist undergo?
- SSG Ow : All Guards Specialists undergo a five-week Guards Conversion Course

(GCC). Besides the intense physical training which includes a coastal swim test, a Guards Specialist will learn skills specific to the Guards formation in the course. Some of these skills include weapons proficiency, heli-rappelling and jungle survival.

Army News : Guards form a part of our frontline troops. What mental preparation is needed to assume this role?

SSG Ow : I think the important thing is the attitude that our Guardsmen have. We know that we are prepared and that we will be able to deliver results. This gives us the confidence to carry out our operations.

It also helps that we are a closely knitted family where the commanders and the men share a quality relationship. There is mutual respect and everyone supports one another.

Army News : What makes a good Guards Specialist?

SSG Ow : We like to use the word 'Guards' as an acronym for the things that a Guardsman is known for: Gungho, United, Always ready, Respected, Determined and Strong. These are the qualities that make a good Guards Specialist.

Army News : Guardsmen proudly wear their Guards Tab on their shoulders. What makes a Guards Specialist proud?

SSG Ow : When our Guardsmen graduate from the GCC, there is this huge sense of accomplishment. We know that we have gone through rigorous training and we know that we are now part of the elite. So when we put on our distinctive khaki beret and the Guards tab, we feel a certain pride.

Army News : You have been in Guards for close to 20 years. How is Guards changing from here?

SSG Ow : Guards are moving towards 'Empowerment To Specialists' with Warrant Officers and Specialists taking on more roles. Like, during certain activities, the Company Sergeant Majors can be the Conducting Officers. This is part of the Warrant Officers, Specialists and Enlistees (WOSEs) Training Roadmap that is internal to Guards. 📌

Safety In The Army

Risk Management In The Army (Part 2)

Contributed by General Staff Inspectorate

Last month, we took a look at the five steps of Risk Management in the Army. To recap, the five steps are:

- Step 1 - Identify Hazards
- Step 2 - Assess Hazards
- Step 3 - Develop Control Measures
- Step 4 - Implement Control Measures
- Step 5 - Supervise & Evaluate Control Measures

Developing a good eye for identifying the hazards in activities is the key to the Risk Management programme. In identifying hazards, the 5M factors are used as a guide because they are elements that influence the safety conduct of all activities. Here are the details of the 5M factors to help you in hazard identification in Risk Management.

Mission
The complexity of the mission can cause problems. For example, the mission may involve many coordinating agencies, thus causing confusion. Or, the mission may not be clearly defined and understood, resulting in difficulty in executing the mission.

Man
Human error is the major cause of most accidents. The personnel assigned to the tasks must be adequately trained, proficient and qualified. Their mental condition must also be assessed because complacency, lack of confidence, emotional stress or other psychological problems can adversely affect their performance. The servicemen must also be medically and physically fit for the task, taking into consideration their workload, fatigue and medical histories.

Machine
This refers to any equipment, vehicles, weapons, ammunition and stores that are employed to perform the task. The main concerns are the

serviceability, maintenance and human-design aspects that could pose potential hazards to the users. Effort must be made to ensure that all machines are serviceable, properly maintained, and well-designed to allow both the efficient conduct of the task as well as the safety of the user.

Medium
The effects of the environment can affect the safety of the activity performed. For example, bad weather can cause lightning risks and reduced visibility. Hazardous terrain such as the presence of rugged terrain, steep gradients and water obstacles can also be a risk for those taking part in the activity.

Management
Effective management of the assigned mission is essential because management deficiency or oversight can lead to accidents.

First, the activity to be conducted has to be properly planned to allow sufficient time for those conducting the activity to carry out the Risk Management process and mitigate the risks.

Second, there must be established procedures, control organisations, policies, checklists, lesson plans and administration instructions to ensure authorised and safe conduct of the activity.

Finally, adequate support in terms of time and resources (e.g. medical, equipment, ration, transport, etc.) must be provided for the activity such that safety requirements are not compromised.

By considering the 5M factors in Risk Management, potential hazards can be comprehensively identified. This important first step in Risk Management will lead to effective development of control measures, eventually resulting in a safer conduct of activities and prevention of accidents and injuries. 📌

Passing On The Baton

INCOMING

COL Lim Yoon Boon
LTC Phang Chee Kheng
LTC Chan Weng Loong

Comd 3 DIV Arty
Comd HQ 6 DIV Arty
Comd 2 PDF TC

OUTGOING

COL Ng Kok Wan
LTC Lee Ngian Sang
LTC Peh Ah Lee

Quiz Of The Month

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

SEND YOUR ANSWERS TO THE EDITOR, ARMY NEWS

303 Gombak Drive,
#02-19g, MINDEF Building,
Singapore 669645
or Fax : 6 768 4460

Contest rules: This contest is open to all Army personnel except the executive staff of Army News Section. Photocopies of the entry form are acceptable. Each person is allowed one entry. Prizes are not exchangeable for cash. The results will be published in the next issue and winners will be notified by post. The judges' decision is final.

All entries must reach us by **31 Mar 2004**.

ANSWER TO LAST MONTH'S QUIZ

3 Guards

OUR LUCKY WINNERS

1. SSG (NS) Tan Ngiap Kwee NRIC : S 1413153 A
2. SSG Chua Lay Peng NRIC : S 7425286 I

Which group in the
SAF deals with non-
conventional threats
to Singapore?

Closing Date : 31 Mar 2004

Answer :
Rank / Name :
Unit :
Address :
NRIC :
Contact No. :

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Thinking Soldiers

When All That Matters Is Execution

Story by Justin Ee

Can things get done without execution?

Execution is the discipline of getting things done. Without execution, it is pointless to plan any strategy. Execution is a step-by-step process of rigorously discussing and questioning, following through firmly, ensuring that there is an explanation for everything and taking responsibility.

Execution is the key of a thriving organisation culture. However, leaders must be personally involved to make execution happen.

The following article is based on Larry Bossidy and Ram Charan's book, "Execution, The Discipline of Getting Things Done". Although it covers mainly execution in a business context, nevertheless it is equally applicable to military organisations.

ORGANISATIONAL TRAITS OF A LEADER

There are seven essential behaviours by which a leader should live.

1) Know your people and your business.
Leaders must live their businesses. In companies that lack execution, the leaders are usually not up to date with reality. Most information reaches them in a filtered state.

2) Insist on realism.
When leaders are unrealistic, it shows in the company's performance. Realism must be made a priority in every organisation.

3) Set clear goals and priorities.

Focusing on fewer priorities will produce the best results from the resources at hand and helps in better execution.

4) Follow through.

The failure to follow through is widespread in business and a major cause of poor execution.

5) Reward the doers.

If you want people to produce results, you must reward them accordingly.

6) Expand people's capabilities.

One of the most important parts of a leader's job is passing on his or her experience and wisdom to the next generation of leaders.

7) Know yourself.

Leading an organisation requires strength of character. Without that, you cannot be honest with yourself, the business and organisational realities, nor can you give people frank assessments.

THE THREE CORE PROCESSES OF EXECUTION

The heart of the execution lies in three core processes: the people process, the strategy process, and the operations process. The processes should be tightly linked with one another, and the leader of the business and his or her leadership team must be deeply engaged in all three.

The People Process: Linking Strategy And Operations

A healthy people process involves three essential steps. Firstly, individuals must be evaluated accurately and in depth. Secondly,

Power In Cyberspace

There's a new kid in cyberspace...well, at least one with a new look. The official Power98 website has been revamped and is now not only packed with features but also a breeze to navigate through!

The new Power98 website is your one-stop entertainment portal. Get the latest news in entertainment from chart toppers to movie reviews to the inside scoop on your favourite stars! Learn all about your favourite Power98 DJs in their personal pages and get into the groove with Power's red hot shows! Find out what's happening on your favourite radio station and when and where the next red hot event is scheduled to catch the Power crew in action!

It's a whole new interactive experience on the new Power98 website. Get in touch with the Power crew and drop us your songs requests and dedications! We've also got fun polls and online contests for you to take part in and win loads of amazing prizes from music hampers to movie tickets to station premiums and more!

Check out the new Power98 website at www.power98.com.sg now! 🇸🇬

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