

## Logisticians Bid Portsdown Farewell

Contributed by ALTC



The Logisticians lowering the flag for the last time at Portsdown Camp

8 April marked an important day in the history of Army Logistics Training Centre (ALTC) with the closing of Portsdown Camp. A simple closing ceremony was held to allow Army Logisticians, past and present, a reunion to relive the good old days and memories at this place and also to bid farewell to the camp.

Portsdown Camp had an illustrious history in Singapore that began before World War II. The British Army used this camp as an Ordnance Depot in the 1930s. In the 1960s, the camp was converted to a Gurkha Transit Camp to accommodate military personnel transiting from Nepal. During their stay, the Gurkha community built a Gurkha Temple for their religious obligations. The temple has since been converted into a storeroom but the uniquely Nepalese three-tiered temple roof can still be seen.

The historical links of Portsdown Camp with the SAF first started in the 1970s when the Istana Guards briefly used the camp. On 1 Oct 1976, 1st Reserve Division HQ (presently 6 Division) was formed and occupied the camp. Thereafter, Portsdown Camp was also home to the SAF Guards Unit.

The association with Army Logistics began in 1982 when the camp was handed over to 2 Reserve Logistics Training Centre (2 RLTC). In 1992, 1 RLTC (Changi Camp) and 2 RLTC (Portsdown Camp) were integrated to form ALTC and Portsdown Camp served as a Logistics hub for the training of Operationally-Ready National Servicemen (NSmen). To enhance the vocational training of NSmen, challenging and realistic Combat Service Support training stations for supply, maintenance and transport were built in the camp. ALTC set a milestone in 2002 in its efforts towards Organisation Excellence when it became the first training centre in the SAF to be awarded the Singapore Quality Class and ISO 9000 Certification.

At the camp closing ceremony, as the bugle sounded the Last Post, Army Logisticians paid a final tribute to the place they had called home for the past 22 years. After a simple meal of local fare at the Army Logisticians' Lodge, the guests and retired Army Logisticians took a walk down memory lane as they recounted and shared tales of their time in Portsdown Camp.

MAJ (Ret) Albert Wong, the first Commander of 2 RLTC, said, "We feel emotionally attached to this place because this is where my staff and I had to start from scratch to build and set up 2 RLTC. This place will always be special to me and I will continue to treasure the memories. I feel fortunate and proud to be associated with Portsdown Camp and I intend to bring my grandchildren to visit this place to share with them my experiences here."

While the retired Logisticians fondly remembered their time at Portsdown Camp, Commander of ALTC, LTC Lim Sau Siong looked forward to the future of ALTC. He said, "Army Logistics has a rich and illustrious history at Portsdown Camp. At the new Kranji Camp, we will set up an Army Logistics Heritage Centre to preserve our history. We can use interesting stories of past happenings to educate the new generation of Army Logisticians on our rich heritage and bring out a sense of pride in them." 📌

## Promoting Interaction Between SAF And MAF



Comd 3 DIV, BG Loh Wai Keong (right) explains to Major General Dato Muhammad (left) the features of the SAR 21

The Professional Interaction Programme between 3rd Singapore Division (3 DIV) and 3rd Malaysian Infantry Division (3 MID) was held from 29 March to 1 April. The programme seeks to promote a better understanding, co-operation and communication between the officers of the two Divisions and reflects the warm bilateral relationship between the SAF and the MAF.

During the three-day programme hosted by 3 DIV, officers from 3 MID were given familiarisation rides in the Bronco, Bionix, Primus and Light Strike Vehicle and had a hands-on firing of the SAR 21. They also made visits to Army Logistics Base and SAFTI Military Institute. There were also many opportunities

for social and professional discussion and exchanges.

Lieutenant-Colonel Abd Halim bin Jalal from 3 MID said, "Usually our two armies do not get many exchanges to know or talk to each other. But in this programme, we interact and have activities such as the informal dinners to get to know each other better. It is an excellent programme."

LTC Simon Lim, G3 of 3 DIV said, "It is important that we always maintain good relations with our neighbours. Such a programme promotes understanding and openness between the two armies." 📌



Major General Dato Muhammad (centre) making his way to the training ground for the Armour mobility demonstration with his Singapore hosts

## Future Officers Learn What Our Army Can Do



The officer cadets were able to examine the Army vehicles and tanks up close during the static display

On 8 April, a group of cadets newly inducted into the Officer Cadet School (OCS) visited HQ Armour to learn more about the workings of the Army. The cadets were also given the opportunity to interact with the Chief of Army (COA), MG Desmond Kuek and senior Army commanders over lunch and during a question-and-answer session.

In the one-day programme, the officer cadets were first given a briefing on the structure and capabilities of the Army. In the afternoon, they viewed a static display put up by the various Formations, which helped them learn about Our Army's new systems, equipment and technology.

There were also mobility and firepower demonstrations after the static display. The officer cadets were shown the capabilities of army vehicles like the Bionix, Bronco and Light Strike Vehicle (LSV) through taking a ride on the vehicles themselves. They also witnessed the live-firing of

some of the machine guns used on the vehicles. The visit ended off on a lighter note with a friendly soccer match between Army officers and the cadets.

Through the visit, the officer cadets gained greater insight into Our Army. OCT Lawrence Tan said, "What impressed me most in the static display was the development of platforms in Singapore. It is encouraging that we have our own expertise to develop many world-renowned systems, like the Underground Storage System and the Bionix."



The visit was the first opportunity for many officer cadets to experience first-hand our Army's capabilities

The officer cadets were also deeply impressed by COA. OCT Chan Yongwei remarked, "I was struck by the energy and enthusiasm that he had for the Army as an institution, and his sheer zest in the way he presented the Army to us. It is very assuring to know that we have such people leading us." 📌

## Recognising Excellent Administration In Army Units

Hard work and excellent personnel administration in Army units do not go unnoticed.

Every year, units undergo Personnel Audit (PAT) inspections. Units with the best overall scores in the inspections are presented with the Best Personnel Administration awards for their performance. In recognition of the excellent administration in Army units, Assistant Chief of General Staff (Personnel), COL Lawrence Chua presented the awards to six recipients on 8 April.



ACGS (Pers), COL Lawrence Chua (left) presents the Best Personnel Audit Inspection Award to CPT Chris Wong (right) who was the S1 of 23 SA

23rd Battalion Singapore Artillery (23 SA) came in overall tops in the PAT inspections with a score of 99.26%. CPT Chris Wong, who was the S1 of 23 SA said, "As an S1 office, we wanted to give our men all the support they need to concentrate on their operations and training, to release them from all these administration matters."

He added, "Over the years we have built up much experience. Every year we learn and make improvements. Also, we have a very good team with very good teamwork in the S1 office. I think that is how we managed to do so well."

46 Singapore Armoured Regiment (46 SAR) received the Most Improved Performance award. Chief Administration Supervisor of 46 SAR, 2WO M. Veerasamy said, "Our improvement is through the hard work of the clerks and the close supervision by the superiors. We want to improve further, to be error-free next year."

Personnel administration determines whether an army unit can function effectively. Our Army units' outstanding performance in PAT inspections is a positive reflection and important contribution to Our Army's role as the Decisive Force. 🇸🇬

## To Be Fun And Productive With PRIDE



COA being briefed on the winning project in the Operations category by the School of Armour

Every year, Our Army celebrates its efforts towards the MINDEF Productivity in Daily Effort (PRIDE) movement by recognising and showcasing the outstanding Work Improvement Teams (WITs) projects by our servicemen. This year, the exhibition of the award-winning projects was integrated into the Army PRIDE Carnival which was held from 28 to 30 April at Nee Soon Camp. In line with the theme of this year's Army PRIDE movement, "Fun With Pride", the three-day carnival featured movie booths, cafes, games and food stalls and saw more than 5000 visitors.

This year, 52 of the 260 submitted WITs projects were exhibited at the Army PRIDE Carnival. The Gold Award winners in the four categories are:

\* The Operations category winner was Fireforce G from the School of Armour, with their project on Enhancing Open Hatch Firing for tanks. This project involves an installation of a modified bead sight on tanks which gives the tank commander a more precise location of a target during open air firing.

\* In the Safety category, the Pace Setter team from the School of Armour came out tops with their innovation of mounting a limiting chain to the front of the tank, for better control of the tank's arc of fire, thus enhancing safety in live firings.

\* Osprey from Army Logistics Training Centre, G4 Army won in the Training category with their project on a Proper Indicative Measure for the Tyre Inflator Valve which ensured that soldiers always opened the correct tyre valve. Since its implementation, there have been no cases of improper handling.

\* DTS-13 from the School of Armour took the top prize in the Administration category with their project on Conversion of Engine Hour to Mileage during training practice. The mileage clock gives a more accurate assessment of practice undergone by the trainees, and is thus a better gauge of their training standard.

With the inculcation of innovation as a vital part of our working culture, the importance of PRIDE cannot be over-emphasised. As Chief of Army, MG Desmond Kuek, noted in his closing address, at the Army Pride Carnival, "PRIDE can develop in our people the habit of critical thinking and deep learning. PRIDE is very relevant in shaping the culture and value of the Army as we embark on our transformation journey." He also encouraged enjoying the PRIDE experience, adding, "There is no rule that says we cannot have fun in PRIDE while keeping in mind the serious business of defence."

Indeed, the Army PRIDE Carnival seems to have struck the best balance between the two ideals. 🇸🇬

## GS Going for IPPT Gold



Demonstrating their commitment to maintaining a high level of fitness, Chief of Army, MG Desmond Kuek and members of the General Staff raced ahead in their 2.4 km run during their Individual Physical Proficiency Test on 24 April at the SAF Ammunition Base. 🇸🇬

## Maintaining Operational Readiness Skills Through Art

Contributed by General Service Maintenance Battalion

Army Logistics has taken an artistic route in finding ways to promote the use of operational skills, by making futuristic sculptures which reflect strong maintenance values as reflected in the Army Logistics Corporate Philosophy. For example, scrap metals salvaged are transformed into timeless pieces of art, and a new application is found for the welding skills important in Battle Damage Assessment Repair. Have a look at this Logistics Cyborg.



### LOGISTICS CYBORG

The Logistics Cyborg is a robot the size of a human being, with its accessories, colour and material all symbolising different qualities of our Army.

The Logistics Cyborg's wearable keyboard signifies the embrace of technology to propel Army Logistics into the league of first-class organisations. The rifle serves as a constant reminder that Army Logistics is operationally ready - a vital lifeline for the Army.

The bonding of stainless steel and cast iron material represents the timeless quality of sheer determination and resilience of the Logisticians to continue as a pillar of confidence for the Army. The fine silvery finishing reflects their Mission to provide quality material, services and innovative engineering solutions.

The sculpture is indeed a mixture of seamless engineering and ingenious art. 🇸🇬

## GEARING UP!

Story by Poon Shou Yi  
Photos by Nicky Loh

### Garrison Attire

After an exhausting day of field training, servicemen can now change up into a smart, comfortable and casual set of attire\*. For commanders, the attire consists of a white collared T-shirt, black general-purpose trunks and sandals. For other servicemen, the attire consists of a heather-grey short-sleeved vest, black general-purpose trunks and sandals.

\* **Clean Comfort:** The microfibre cotton fabric used for the white collared T-shirt is comfortable to wear and gives a clean and smart look.

\* **Better Identity:** The standardised design enhances esprit de corps of servicemen within the units.

\* **Easier Wearing:** Adjustable velcro straps and a quick-release buckle at the sides of the sandals allow for easy wearing and removal.

\* **Better Hygiene:** The sandals allow servicemen to 'air' their feet and prevent foot rot.

\* subject to the SAF Dress Regulations

White Collared T-Shirt

Black General-Purpose Trunks

Sandals

New Balance 380

### Running Shoes

Two new types of running shoes are now available. They are light and comfortable. Besides providing better running performance, they also minimise foot injury.

\* **Shape Customisation:** The new shoes cater to all feet types. The New Balance 380 is designed to fit flat feet and the Brooks Maximus delivers support for feet with high arches.

\* **Lightweight Construction:** Both models are 20% lighter than previous SAF running shoes.

\* **Exceptional Cushioning:** The New Balance 380 and the Brooks Maximus come with the "Absorb" and "Hydroflow" cushioning systems respectively.

\* **Motion Control:** Stable midsoles made of dual density materials give extra support to the arches of the feet.

\* **Enhanced Stability:** Thermoplastics urethane material positioned at the arch of the shoes provides torsional support while maintaining forefeet flexibility.



Old Running Shoes



New Running Shoes

### Duffel Bag

For all loads and equipment, the new SAF duffel bag is packed with features for the convenience of the servicemen.

\* **Greater Durability:** Additional wrap-round protective reinforcement increases strength and durability of the bag. A crossover strap provides additional securing to prevent spillage of items.

\* **Better Mobility:** The wheel-mounted base allows the soldier to pull the bag along when it is heavy. Two hand straps and an adjustable shoulder sling allow the user to carry the bag comfortably.

\* **Horizontal loading:** A zipper at the top of the bag facilitates packing and retrieval of items.

\* **External Compartments:** Side pockets with concealed zips provide easy access to documents and smaller items.



Old Duffel Bag



New Duffel Bag

Duffel Bag

### Running Attire

The improved material used for the running attire improves the comfort and running performance of our servicemen. The potential risk of heat-stress induced injury is also reduced.

\* **Lightweight Material:** The fabric for the new singlet weighs about 30% lighter than the previous singlet.

\* **Quick-drying:** The fabric has wicking properties that enables perspiration to be absorbed and spread out quickly over a larger surface area for faster drying.

\* **Formation Identity:** A Formation logo in the front and the use of colours to represent each Formation builds greater identity among members in each Formation.

\* **Ladies' Design:** A ladies' design is available.



Old Singlet



New Singlet

Running Attire

## \* Coming Soon!

Look out for more new products for our servicemen, including:

- 2nd Generation Hybrid Combat Boots
- No. 3 Men's Low-cut Shoes
- Microfleece Jacket
- Goggles For Open-air Vehicle Crew

## Then And Now

### Temasek Green Revisited

In our new "Then and Now" column, Army News traces the transformation journey of Our Army by reaching back into our past and recounting how the lifestyle, equipment or the facilities of the Army used to be compared to now. It might bring back fond (or otherwise!) memories for some, or help verify the accuracy of older relatives' tales of their army experience. We open the series by featuring the standard No. 4 camouflage uniform and its "Temasek Green" roots.

#### 1967: DETAILING OF A BEGINNING



1967

The SAF supplied its very own set of clothing to replace the old pattern drill uniforms used by the British on 1 September 1967. Made from "Temasek Green cotton drill", the uniforms of 1967 had only two patched pockets for the shirt and three pockets for the trousers, with the uniform always to be worn tucked in.

There were very minute details to observe. The dress specifications stated, for example, that "the first button on the shirt had to be 3.75 to 4 inches from the collar down". The uniform material itself had to pass certain standards: the trouser thread had to be of a specific tensile strength, and the buttons were not supposed to soften or turn colour when in contact with water or heated to 80 degrees Celcius.

#### 1979: TEMASEK GREEN II

The uniform was changed in November 1979. Retaining its name of "Temasek Green", the uniform was a darker green and now had four instead of two pockets. In July



1979

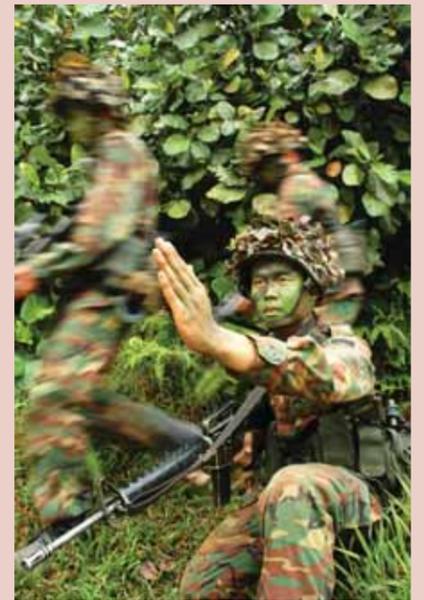
1981, the uniform was standardised to be both the No. 3 and the No. 4 dress. As a No. 3 dress, it was to be worn tucked into the trousers, and as a No. 4 dress, it was to be worn tucked out.

#### 1983: A DRESS REHEARSAL

The first camouflage dress was originally introduced in June 1983. However, there were immediate complaints on the poor colourfastness of the new uniforms. The SAF thus had to delay the replacement of the old "Temasek Green" uniforms and instead conducted further studies on different materials before selecting in 1985 a new material which was lighter and had more air flow permeability.

After a few years, the SAF ran into another problem with the uniform: due to its low price, availability, durability and the "Rambo" image it portrayed, the uniform became fashionable and popular wear with outdoor campers, construction workers and youth alike. It was feared that the misuse of the uniform could tarnish the image of the SAF. Thus in 1988 the SAF warned that offenders wearing the uniform could be fined up to \$400 or jailed up to three months under the Decorations and Uniforms Act of 1922. This law is still in effect today.

Today it is difficult to imagine the days when the old uniforms were in use, with the current camouflage uniforms being so synonymous with the image of a soldier. Yet the images of the "Temasek Green" of the past must be equally clear to those old enough to recall it. 📌



Today

## Defining Moments

### A Connection With A Soldier



**To the many recruits and trainees that come under his charge, there is an aura of seriousness and no-nonsense discipline about him. However, the respect he commands stems not just from the vast experience he has had in the Army, but also from his genuine concern for his men. Army Regimental Sergeant Major (RSM) SWO Gungadaran shares a defining moment from his 35 years of service with our Army.**

"I was an Officer Commanding for more than six years during which I trained section commanders. Being a company commander, I was very close to the men and would communicate very often with them. I always greeted the soldiers I interviewed as a company commander, and I liked to read their interview booklets so as to get to know them better.

Once, there was this particular soldier who had indicated in the booklet that he missed his grandmother a lot, and was worried about her poor health. I started observing this soldier and noticed a certain sadness that was always on his face. Whenever I gave lectures, I would always throw one or two questions at him to see how he responded. I took an interest to make sure that this soldier would understand that he was part of us and we a part of him.

One day, our company conducted an exercise that involved digging trenches at night. As a company commander, I went around to check how the digging was progressing. I came to the trench where this soldier and his buddy were, saw that they were not digging properly, so I demonstrated to them the correct way to dig. While we were resting some time later, I chose

that moment to put my hand on this soldier's shoulder, and I asked, 'How's your grandmother now?' He was shocked! From his face, I could see that he was wondering how I knew what he was thinking about.

I shared with him my own experience: how I went to the US Airborne Ranger and Pathfinder Course in 1972, and it happened that my mother had cancer. As there were no overt signs, only my father knew about it. All I knew was that there was something wrong with my mother, but I did not know what. When I was abroad, I always thought about her. While I was still on course, my mother passed away. As there was an agreement in my family not to inform me, I didn't know about it at all until my return home, one month after her death. I consoled myself by telling myself I had looked after her well when she was alive.

After sharing this, I gave the soldier my pager number and told him to tell his family that anytime, at any place, they could just page me if anything should happen. I promised him that I would personally send him down to his house or to his grandmother's house, giving him this confidence that we cared also. After that little talk with him, I saw his mood change for the better. He had more energy, and participated in the course with more motivation.

This incident was a defining moment for me as I was able to relate my own experience to another soldier and help him when he needed it. In order to lead your men, you have to first know them so well you can hear their heartbeat, and can tell whether their heartbeat has changed from one day to another. This can only be done if you sincerely treat your soldiers as a part of you. Even though it may seem like a small gesture, a mere calling out of a soldier's name and asking, 'You look different today, is there anything wrong?' can touch the soldier's heart." 📌



Besides a 101% dedication to his work, SWO Gungadaran spends time on the ground with his men talking about their lives and sharing experiences

**In our new "Defining Moments" column, Army News will present to you sharings of stories from personnel across the Army - unforgettable experiences that are the defining moments of their career in the Army.**

**What is your defining moment? If you have a story to share, let us know! Contributors of published stories will receive an attractive gift of appreciation. Contact us at [armynews@starnet.gov.sg](mailto:armynews@starnet.gov.sg)**

## Passing On The Baton

### INCOMING

COL Wong Wai Mun

### OUTGOING

Comd ALTI

## Quiz Of The Month

Send us the correct answer and stand a chance to win a set of new SAF Running Shoes. There will be 2 winners!

### SEND YOUR ANSWERS TO

#### THE EDITOR, ARMY NEWS

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or E-mail: armynews@starnet.gov.sg

### ANSWER TO LAST MONTH'S QUIZ

#### Force Transformation & Peacetime Re-Organisation

### OUR LUCKY WINNERS

1. CPT (NS) Edwin Yeo NRIC : S 1508669 F
2. SSG Arthur Yeo NRIC : S 7122268 C

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 E-mail. The judges' decision is final.

All entries must reach us by **10th June 2004**.

Name 2  
advantages of  
the new  
garrison attire.

Answer :

Rank / Name :

Unit :

E-mail :

NRIC :

Contact No. :

Closing Date : 10th June 2004

## Our Army's Fund Run

Our Army's annual fund-raising charity drive is here again!

In conjunction with the Sheares Bridge Run and Army Half Marathon which will be held on 26 September, all in-service Army personnel will be given donation cards to raise funds for charity.

The beneficiaries of the Community Chest and SAF Benevolent Fund need our support, and our collective efforts and contributions will make a difference! So, let's do our best!

Army News has some tips on how to raise the money:

- Encourage family and friends (including long-lost ones) to donate generously
- Cut down on all those canteen breaks and pledge the savings
- Go for IPPT Gold and donate the incentive money

And well, if you are really desperate, you may like to consider busking along Orchard Underpass *a la* William Hung (people might pay you to stop)... 📌

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If you have any suggestions or feedback about our newsletter, we want to know!

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You can also contact us at :

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## 17th MINDEF PRIDE Day Contributed by 1 PDF

The 17th MINDEF Productivity and Innovation in Daily Effort (PRIDE) Day exhibition will be held from 28 to 30 May at Suntec City Mall Entertainment Centre Atrium.

The theme for this year's MINDEF PRIDE Day is "Optimising resources and innovating for our future". It signifies SAF's commitment to foster a culture of innovation and excellence in a rapidly changing social and economic paradigm, to build the SAF that we want tomorrow by best using today's resources.

Besides displaying the award-winning exhibits, the exhibition also presents performances by the SAF Music & Drama Company, SAF Police Unit and various primary and secondary schools, as well as games and quizzes with attractive prizes to be won.

The organiser, 1st People's Defence Force, welcomes all servicemen to the 17th MINDEF Pride Day. Admission is FREE. Souvenirs galore! 📌

## Thinking Soldiers

### The Wright Way: Succeed Where Others Fail

The following article is based on "The Wright Way" by Mark Eppler. We extract seven problem-solving principles from it that can be applicable to Our Army.

The Wright brothers were an amazing team. Working only part-time, they managed to construct a rudimentary airplane, a problem that had baffled, frustrated and defeated some of the world's most knowledgeable, well-funded and eminent scientific figures of their time.

How did they do it? They began with funding only from their bicycle business, received minimal formal education, and did not have much prior experience in the aviation field. Yet they solved a problem that had puzzled their counterparts. How did they succeed where others had failed?

The Wright brothers obviously had their own working ways and attitudes. Where most had fixed prejudices and concepts, they explored problems with an open mind. Where others saw failure, they had a vision of success. Their unconventional (at that time) habits had prevented them from accepting easy but

wrong answers, and giving up when faced with seemingly unsolvable problems and insurmountable odds.

#### Seven Problem-Solving Principles

From the Wright brothers' working habits, we can infer seven fundamental problem-solving principles.

##### 1) Keep Conflict Alive.

The Wright brothers constantly challenged each other's ideas, and were always looking for new, creative ways to tackle a problem. Their conflict was constructive, instead of destructive.

##### 2) Pick The Hardest Problems First.

The elimination of the hardest problem is often the crucial step to eventual success. Get the most demanding problems out of the way first, while you still have the time and energy to do so. After that, proceed to the second hardest, and so on.

##### 3) Fiddle.

Sometimes, a little "hands-on" can be all you need to solve a problem. Theoretical knowledge only is often not sufficient. Experiment and innovate.

##### 4) Combine Flexibility With Discipline.

Creative thinking is important, but conventional methods of thought should not be dismissed either. Think both inside and outside the box.

##### 5) Keep Learning.

Never be complacent, and never stop learning.

##### 6) Get Into The Details.

Do not compromise, even on the details. A little assumption here, or a misunderstanding there, can often be the ingredients for failure.

##### 7) Be A Team.

The importance of teamwork can never be overemphasised. Everyone has a part to play in the success of the organisation.

These principles are not step-by-step rules, and are not exhaustive solutions to problems. These are some of the working principles that worked for the Wright brothers. If we can understand these principles and adapt the strategies for our own applications, not only can we achieve greater individual success, we can also contribute to Our Army in its transformation journey. 📌