

# INSPIRATIONAL LEADERS AMONGST US

## RECOGNISING EFFECTIVE LEADERSHIP BEHAVIOURS

AN INITIATIVE BY THE ICA PSYCHOLOGY DIVISION

At ICA, everyone is a leader.

Effective leadership comes in different shapes and forms. Sometimes, the small yet impactful actions of our colleagues can go unnoticed. You can help make a difference too by spreading positivity! Shine a light on their stories to inspire and motivate others.

In this issue, **DSP Wilson** shares how **ASP Charles'** qualities of a resilient and inspiring leader (names changed for privacy) have positively impacted him. Read on for more!



**DSP Wilson**  
(Coastal Command)

**ASP Charles**  
(Ports Command)

*Image generated by AI for privacy reasons*

Nominated by: **DSP Wilson**

Nominee: **ASP Charles**

“ Amidst the uncertainty of the COVID-19 Circuit Breaker (CB) period in 2020, ASP Charles displayed his empathy towards officers' anxieties. Understandably, officers had concerns regarding their families' and their personal safety as there was sparse information around the world regarding COVID-19 then. To quell officers' fears, ASP Charles kept himself updated on the latest news on the virus and shared the insights from these articles with fellow officers. His efforts helped to correct officers' misconceptions about COVID-19. As a result, he obtained officers' trust that it was safe to continue working, keeping absenteeism rates low despite the initial worries about infection.

ASP Charles also took the time and effort to connect with officers on their families' well-being and shared relevant advice with them.



As a Team Leader, ASP Charles stood firm along with his team and did not waver in the face of risk and danger. Around February/March 2020, when COVID-19 was still relatively new to our shores, we had travellers who displayed symptoms of COVID-19 entering Singapore via Singapore Cruise Centre (SCC). Despite the trepidation and uncertainties towards COVID-19, ASP Charles selflessly volunteered to don the Personal Protective Equipment (PPE) and conducted face-to-face clearance checks with these febrile travellers along with his officer. His actions touched the other officers who were observing the process from a distance.



Similarly, our teams were also tasked to provide security coverage at Marina Bay Cruise Centre Singapore (MBCCS) during the CB period. During that period, two cruise ships were berthed at MBCCS to house newly-recovered dormitory workers. We were also responsible for the signing on/off of sea crew for these cruise ships. Occasionally, there were also a few crew onboard the cruise ships

who tested positive for COVID-19. ASP Charles was once again among the first few to conduct clearance checks with his fellow officers. Even though he could have assigned others, ASP Charles chose to lead by example and participated with his team. Through this, he was able to instill confidence in his officers to discharge their duties.

Through ASP Charles' active involvement and effective communication, he has cultivated a strong team morale over time. The officers look up to him and trust that he has their best interests at heart. Despite the challenging work, absenteeism is low, work satisfaction is high, and members are willing to go the extra mile for the team. His effective leadership behaviors have thus created a positive cycle where officers are motivated. He serves as a guiding beacon for the team, and the officers are delighted to have him around. Despite our difference in designations and ranks, I see him as a peer, and I feel blessed to have a partner like him to co-lead a team with trust and understanding.

”

## THE NOMINATED LEADER'S PERSPECTIVE

We reached out to ASP Charles to hear his thoughts on being nominated!



**Did you encounter any challenges in the events described by your colleague, and what went through your mind then?**

**Charles (C):** It was a challenging period, especially when information on the virus was relatively new. Fears were emerging among the officers on ground deployment. Due to the evolving nature of checkpoint operations and new threats such as the spike in cases from foreign worker dormitories, we also experienced a constant change of deployments. In summary, there was much fear among the officers, and they were also weary from the rapid changes.

At that point, I knew that I needed to manage officers' expectations. Every officer has family members that they want to return safely to at the end of their shift. Hence, as a supervisor, I knew that I had to set an example and perform face-to-face clearance with the febrile passengers despite the relatively unknown nature of the virus back then. These seemingly small, little things on the ground that we do actually have an enormous impact on the morale of our team.



**How do you feel about this nomination?**

**C:** I am grateful to all the officers who have collaborated with me through the day-to-day operations at work. Thank you to all the Bosses who have supported me in my work too!



**Do you have any words of encouragement/advice for others who are looking to develop their leadership capabilities?**

**C:** As supervisors, we need to put ourselves in the shoes of officers constantly. It is essential that we lead by example and, most importantly, only ask our officers to do things that we ourselves want to and can do.

**Thank you DSP Wilson for the sharing, and congratulations to ASP Charles! Both officers were presented with tokens of appreciation.**