

INSPIRATIONAL LEADERS AMONGST US

RECOGNISING EFFECTIVE LEADERSHIP BEHAVIOURS

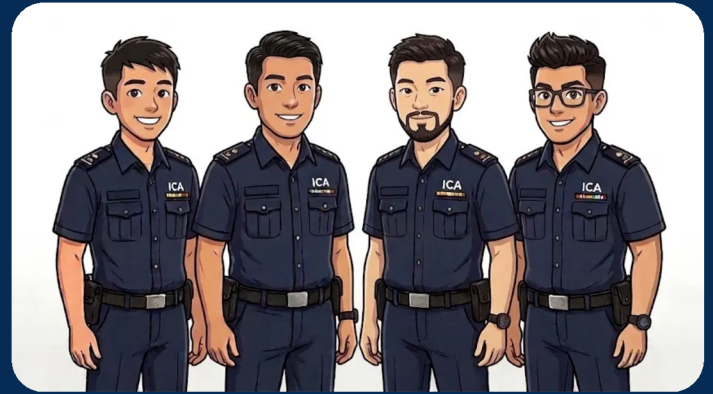
AN INITIATIVE BY THE ICA PSYCHOLOGY DIVISION

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, **INSP Max**, **INSP Evan** and **INSP Henry** shares how **SUPT Ken's** qualities (all names changed for privacy) of a resilient and inspiring leader have positively impacted them.

Read on to find out more!



**INSP Evan, SUPT Ken, INSP Henry, INSP Max
(Coastal Command)**

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Nominated by: **INSP Max, INSP Evan and INSP Henry**

Nominee: **SUPT Ken**

“ SUPT Ken is an exemplar of an inspiring, collaborative and thinking leader. His effective leadership is evident from many encounters that we have observed.

Known endearingly as our “godfather”, Mr Ken is our role model as he does not hesitate to provide valuable guidance. He often shares his own experiences with new team leaders like us, in a fatherly manner. Given his wealth of experience, he has always provided us with useful advice and was always patient to guide us through the necessary steps before deciding on a course of action. Furthermore, he would also share stories with us about the importance of taking proactive actions to grow and nurture our officers. Some examples include providing constructive feedback for officers to improve and encouraging job rotations for officers to

gain exposure from various departments for upskilling. He also personally reassures officers who have concerns about taking up new roles to boost their confidence.

Mr Ken also taught us to be a decisive and firm leader to stand strong in our values. For instance, there was an incident where a traveller did not fill up the SG Arrival Card (SGAC) and threatened to write a complaint about the process and officers. Despite the threat of complaints, Mr Ken did not bend the rules and politely explained to the traveller the need for the SGAC while assuring them that it will not delay their travel time. Although the traveller remained unhappy after his clearance was completed, we respected Mr Ken for what he did, and his values of doing what is right while staying resilient in the face of challenges are traits that we aspire to develop.



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Besides maintaining good relations with travellers, Mr Ken also values strong collaboration and effective communication among stakeholders (e.g., terminal and ferry operators). At the Tanah Merah Ferry Terminal (TMFT), there needs to be effective communication between ICA and the ferry operators to ensure that repatriation of travellers or changes in passengers' boarding status can be quickly conveyed to the different stakeholders to avoid operational issues.

Thus, Mr Ken would proactively remind us to remain vigilant and liaise with relevant stakeholders efficiently. Moreover, he fosters good working relationships with them by offering his help whenever the need arises as he believes in the principle of reciprocity.

Mr Ken is also an individual who is analytical and forward-looking. We have also observed instances where Mr Ken used these traits to care for officers' welfare. For instance, there was a discussion on repurposing the TMFT training room to manage the influx of travellers. Although the solution seemed simple, Mr Ken realised that the conversion of training room would result in lesser rest areas for the officers,

as the training room was one of the larger resting spaces available. He highlighted his concern and eventually, the issue was resolved by repurposing only half of the room. This example illustrated the care he has for his officers, and how he balances operational needs with officers' welfare.

Overall, Mr Ken's leadership style deeply resonates with us and has aided us immensely in our line of work. As an approachable and knowledgeable leader, he has provided officers with insightful advice whenever we encounter any problems. His desire to form a genuine and sincere connection with the officers is apparent in his daily actions and it truly inspires us to become a leader like him. We would like to take this opportunity to appreciate Mr Ken for leading us and to thank him for his strong leadership.



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THE NOMINATED LEADER'S PERSPECTIVE

We reached out to SUPT Ken to hear his thoughts on being nominated!



Were there any challenges you encountered in the events described by your colleagues, and what went through your mind?

SUPT Ken: Yes, when COVID struck, the ground officers being at the frontline were concerned about the health risks posed to themselves and also indirectly to their next-of-kins. Constant reminders were given to officers to be always mindful of personal hygiene, such as putting on the necessary PPEs to keep themselves safe during interactions with travellers, going through the routine discomfort of being “poked” in the nose to make sure we are free from Covid, reducing “unnecessary” interactions within colleagues to minimise group infection etc.



How do you feel about this nomination?

SUPT Ken: I am very thankful to be nominated and very glad to know that the officers appreciated the guidance given to them. At the same time, I would like to show my appreciation to TMFT colleagues - **SAC Seth, AC Charles**, and all the Team Leaders whom have worked tirelessly together to provide guidance and support to each other as well as to all the ground officers (all names changed for privacy).



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

SUPT Ken: Being a leader is a never-ending journey and I believe that we need to have the humility to learn from all around us to hone up our own leadership style.



Thank you INSP Henry, INSP Evan and INSP Max for the sharing, and congratulations to SUPT Ken! All officers were presented with tokens of appreciation.