

BB NEWS

Official Publication Of The Boys' Brigade In Singapore

MCI(P)159/08/2016

Aspiring BB Leaders



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**BB LEADERSHIP
DNA**

LTA Poh Leong Berg

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**LEADING
BEYOND RANK**

Mr Martin Tan

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ICONZ
New Zealand

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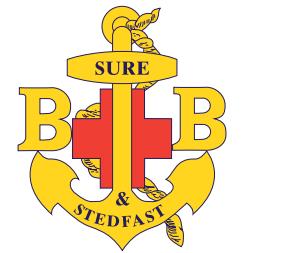
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THE BOYS' BRIGADE

THE BB OBJECT

The advancement of Christ's Kingdom among Boys; and the promotion of habits of Obedience, Reverence, Discipline, Self-Respect and all that tends toward a true Christian Manliness.

OUR VISION

To be the Youth Organisation of Choice

OUR MISSION

To nurture youth, based on Christian values, to serve and lead.

OUR BELIEFS

We are First for Youth

We provide fun, meaningful and challenging activities.

We are committed to serve the community.

We are served and led by Volunteers.

We are enterprising, in tune with our changing world.

We actively engage our stakeholders.

We are a Christian organisation for all Youth.

THE BOYS' BRIGADE

The Boys' Brigade is an international movement with Companies in more than 60 territories. Founded by Sir William Alexander Smith in 1883, it is the pioneer of uniformed youth organisations. In Singapore, the movement is recognised by the Ministry of Education as an approved CCA and it is registered as a Charity under the Charities ACT 1982 (Registration No. 0067)

BB NEWS

The BB News is the official publication of The Boys' Brigade in Singapore. The opinions expressed in the articles are the personal view of the writers and do not necessarily represent the policies of The Boys' Brigade.

Design and Layout
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Colour Management and Printing
Refine Printing Pte Ltd

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Brigade President's Message 'SERVIENS' - The BB Leadership DNA

LTA POH LEONG BERG

There are many definitions of what leadership is and many have written books on and about leadership. When I was thinking about what I should write here, I remembered that I had been given a newly designed Boys' Brigade (BB) rather unique name card this year. What caught my attention was the rank 'Sergeant'. I asked myself, why 'Sergeant' and not some other ranks like 'Warrant Officer' which is the highest rank a Boy could attain. When I read up on leadership, I came across an article which mentioned that the very word 'Sergeant' comes from the French word for 'Servant'. I looked up Wikipedia and it said the origin of the French term 'Sergent' was the Latin word 'serviens', which means "one who serves".

"One who serves" is a rather apt definition for leadership in the BB. Servant Leadership is one where leadership is seen as a service. The Servant Leader is concerned about the welfare of others and shows sympathy for the challenges of others. He is one who exercises discipline on others and self but does it with love. He provides guidance and direction and yet receives the advice of the wise. Finally, he takes responsibility for the outcome of any given task.

This was seen when the BB was first founded back in 1883, when the Founder, Sir William A. Smith, himself demonstrated this kind of leadership. He devoted himself to the work of teaching the Boys and he did so with much enthusiasm and thoroughness in everything he undertook, but also with great love for the Boys. He knew that the Boys when rightly guided and mentored, will gain manliness. Squads were invited in turn to have tea at his home and were treated to the best. Old Boys of the Company said that these visits gave them a new outlook about life and changed their attitude, character and even behaviour in their homes.

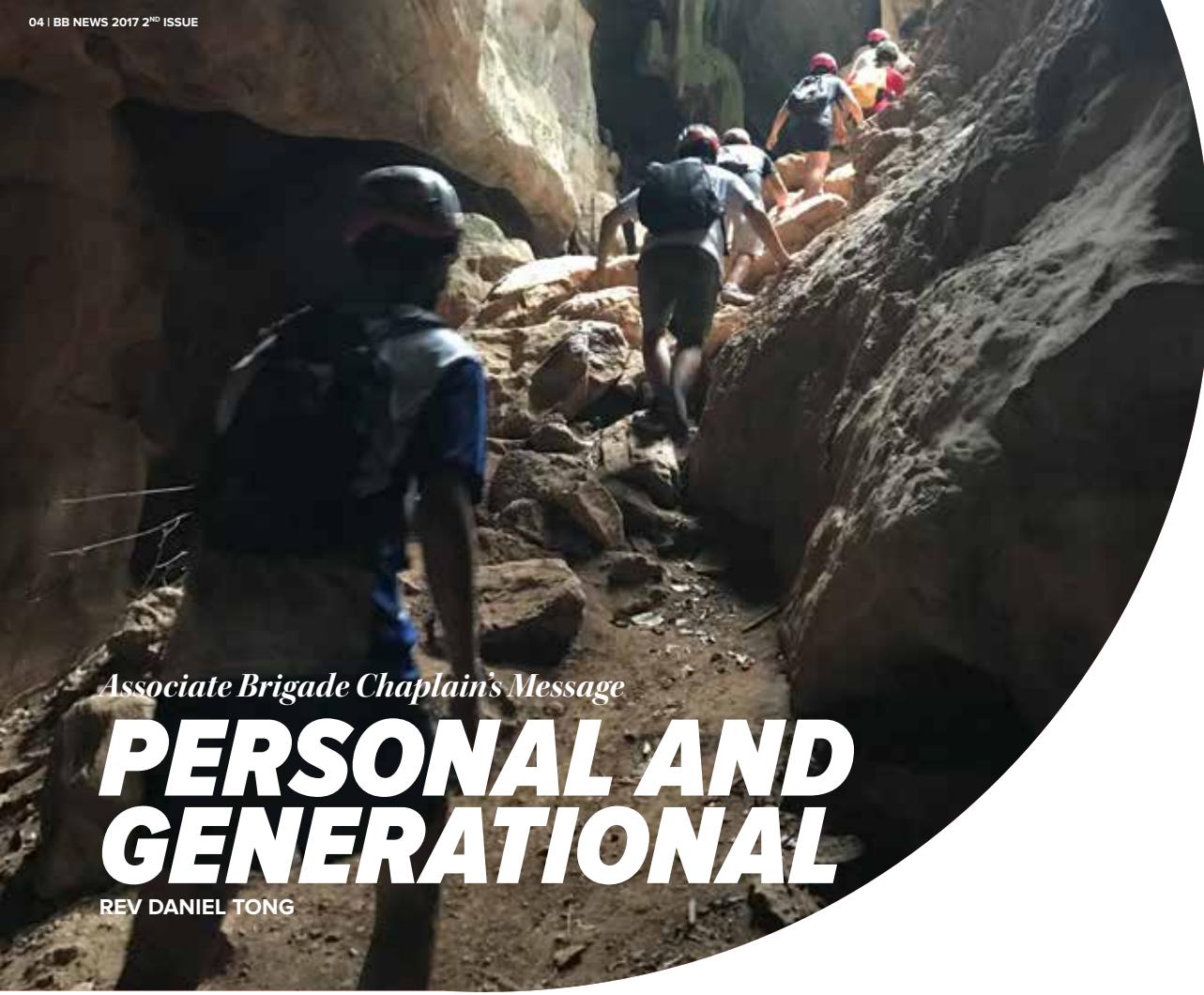
We still see this being done in the present time. It has been in the DNA of the BB since its inception. If we asked any of our Boys, past and present, they will say that it is because of their Officers who took a keen interest in their lives, that they were transformed inside out. Many Officers, week after



THE BOYS' BRIGADE

week, have given much of their time, resources, and talent to nurturing the Boys, shaping their character, and influencing them positively for the community and society. This type of servant leadership is also transmitted to the Boys when they take up leadership role as Non-Commissioned Officers (NCOs), where they are taught by the Officers, who in turn do the same for their Boys.

This brand of leadership of the BB will continue because it is what defines us. Officers, let us together serve the Boys and train them up with values of obedience, reverence, discipline and self-respect; NCOs, let us serve the Boys in your squad and lead with a heart and exemplary servant leadership.



Associate Brigade Chaplain's Message

PERSONAL AND GENERATIONAL

REV DANIEL TONG

In leadership, we are taught to set the direction and take command to achieve an objective; not to mention lead from the front by example and as a servant leader. To these good and true ideas I would highlight two others.

First, would be our engaging as leaders in the identifying and helping of those we lead, in the development of their strengths, natural talents and gifting/s. 1 Peter 4:10 encourages that, "As each one has received a special gift, employ it in serving one another as good stewards of the manifold grace of God." This speaks not just of our giving of ourselves as leaders, but of our viewing every Officer and Boy as talented and able, with something special to offer to the Coy, Brigade and Nation. The task

of every leader regardless of rank then is not simply to accomplish the task at hand, but to ensure that all under their care are actively engaged to the best of their ability and stretched so to discover and develop their respective capabilities.

Second, would be our engaging as leaders in the raising of the next generation of Officers and Boys. 2 Timothy 2:2 encourages that, "The things which you have heard from me in the presence of many witnesses, entrust these to faithful men who will be able to teach others also." As a teen, I was taught that the success of any who discipled another rests in whether his disciple's disciple, disciples. In other words, a discipleship process that

spans four generations (and more). The task of every leader regardless of rank is once again then not simply to accomplish the task at hand, but to raise generation upon generation of Officers and Boys to continue flying high the flag of the Coy, Brigade and Nation through the years and ages.

With these two points on leadership in mind, let us look beyond personal and immediate achievements toward the development of the individual and the future of the whole organisation, and commit ourselves to actively engage in the Mentoring direction and process of our Brigade.

Be Sure and Steadfast!

BB Adventure Quest 2017

INSPIRING LEADERSHIP THAT SURMOUNTS OBSTACLES

The annual BB Adventure Quest came back with a twist! For the first time ever, we invited parents to team up with their sons to take part in the event! The theme this year, Conquerors, endeavoured to inculcate the value of perseverance, overcoming adversities and scaling greater heights.

The event commenced at the Pasir Ris Sports Centre on 18 March 2017, garnering the participation of 379 Primary 6 Boys from 42 BB Companies which formed 86 teams. This year also marked our inaugural partnership with ActiveSG, which sponsored the venue and assisted in organizing some of the games station.

The competition comprised of six stations which challenged the Boys' physical and mental capabilities, allowing them to showcase their problem-solving skills, endurance, leadership and teamwork.

The Prize Presentation Ceremony was held at Pasir Ris Crest Secondary School. Mr Teo Ser Luck, Minister of State, Ministry of Manpower and Mayor, North East CDC, graced the occasion as our Guest-of-Honour.



Champions - Parents & Son Team 1 from 49J Singapore Company



Aiming for the Win



Boys trying out Floorball



Racing to the Finish

CEPHAS CHEW WAS CHOSEN AS THE TEAM LEADER AS WE NEEDED SOMEONE WHO IS VOCAL AND ABLE TO MOTIVATE HIS TEAM MEMBERS SUCH AS THROUGH HIS JOKES. HE HELPED HIS TEAM STAY FOCUSED, ENABLING THE TEAM TO MAKE THE BEST POSSIBLE DECISION ON THE GROUND.

OCT Samuel Zhang,
Ag Captain,
7J Singapore Company

The Boys experienced the thrill of the games and triumphed over the difficulties, completing the race. BB Adventure Quest once again showed itself to be a platform for character and physical development as well as building a healthy lifestyle.

BB Blaze 2017

BRINGING THE BEST OUT OF YOUR LEADERS

BB Blaze 2017, an exciting 40km race across the island of Singapore that incorporates the appreciation for our heritage, test of wits and physical endurance, was held on 8 April 2017. A total of 512 Boys in 120 teams from 59 Seniors Programme Companies, gathered at Gan Eng Seng Secondary School to register and prepare for the race.

Boys gathered in their different groups, checking their gears, pinning their number tags on and studying the materials issued. The Boys were buzzing with excitement; finally months of gruelling effort put into preparing and training for this iconic annual race will be put to test!



The race was flagged off by Honorary President, LG (RET) Winston Choo alongside Brigade President, LTA Poh Leong Berg at 6.30am.

This year, multiple exciting new elements were introduced to allow the Boys to gain more holistic and fruitful experiences. Firstly, the Heritage Trail was reintroduced for the race. The Boys scoured through the local historical, architectural and cultural icons, gaining knowledge and appreciation for the contributions made by our forefathers.

Secondly, to elevate the difficulty of the race, a rafting segment was incorporated. The Boys had to build their own flotation device (raft) using knotting skills acquired from their Adventure Badge lessons in order to complete the activity. Lastly, technology was used to enhance the safety of BB Blaze 2017. A mobile application was used to keep track of the teams as they challenged the different stations.



LTA Jonathan Tan, Captain of 94th Singapore Company, shared some tips on the rigorous preparations made to bring out the best of their leaders.



Selection of Teams & Team Leaders

After the formation of the 15-Boy BB Blaze Squad (three teams of five persons each), we grouped them according to how well they worked together with their fitness as a consideration as well. They were then given some simple projects at team level. Through these, the leaders were selected as we observed who were the ones who took up leadership roles and could rally the teams to complete the given tasks.



Training & Preparation of Team Leaders

Team Leaders and Assistant Team Leaders had to attend additional training sessions as follows:

- 01 How to lead and motivate a team through a tough running route despite everyone being tired.
- 02 How to lead a team that is cycling along a long route and keep them safe through traffic crossings and heavy pedestrian traffic.
- 03 Additional navigation skills training.



Assessment of Team Leaders

The Team Leaders led the teams through the various training sessions and trial routes they went on, and they also empowered different team members to take on the various responsibilities - Safety IC, Navigation etc. Their primary role was to ensure the positive spirit and safety of the teams. They contributed very much to the teams' success.



The three teams from the 94th Singapore Company garnered the Challenge Trophy (Team 112), 4th placing (Team 114) and 5th placing (Team 113).

Leadership Reflections

FROM ARM TO HEART TO HANDS - LEADING BEYOND RANK

MR MARTIN TAN

You know you are old when you start off an article with the words "I remember when ...". It causes you to pause and reminisce the good old days. It also creates a great opportunity to look back at the lessons you learnt as a Boy that shapes who you are today.

I remember when crossbelts were the source of inspiration for us Boys. Truth be told, none of us cared too much for the Officer's uniform. But the Sergeant and Staff Sergeant's uniform is the envy and aspiration for many; The suit, the crossbelt, the tie, the rank and the red Company Sergeant Major (CSM) sash.

I remember with each stripe we earned as we got promoted, we took on more responsibilities. From a squad member, to a squad leader and to leading the company as CSM. I remember each promotion and responsibility fondly. I remember the challenges we faced, the camps we ran, the expedition we led and the friends we made, each with a unique story.

Today at 40 (I can't believe I actually typed those numbers), I find myself thinking about the BB years and realized how formative those experiences were for me. These are three that stand out through the ages:



Your rank on your arm is purely a symbol



Your heart is what inspires people



Your hands are what people follow

Your rank on your arm is purely a symbol

I learnt early on that authority is very different from loyalty. As a Boy, I remember obeying orders my seniors gave because of the rank they held. But there are a few of them I willingly followed not because of their rank but because I looked up to them.

Now years later, I realize the same when it comes to the working world. Having had the privilege of being on the boards and committees of various organisations and initiatives, I've learnt that sometimes, the Chairperson may not be the most influential person on the board. There are leaders who may not have that positional seniority but have the ability to shape the course of decisions because they have great influence.

Rank I've learnt is purely a symbol. You can use it to make people follow you but great leaders lead by influence.

Your heart is what inspires people

Moving from the rank of your arm, the leaders I looked up to when I was a new boy at the company were those who had their hearts at the right place. There were those who would conduct turnout parades in the middle of the night because it was fun, for them.

There were those who would make you go the extra mile because it helped them do their work and not those of the team. We all have leaders who do not lead for common good.

Yet there are those that inspire us. They push us further because they know that every step we take will help us become better people and better leaders. They sit with us to share their thoughts and their hearts, to help us understand why we should struggle for shared aspirations. They inspire us because they have a heart that cares for the larger good and not self-interest.

Your hands are what people follow

Finally, the leaders that we follow are typically those who lead with action and not simply because of their position. I recall the many leaders I've served under all these years and I realize that those whom I remember the most, learned the most, and respect the most, are those that didn't mind getting their hands dirty.

Robert Greenleaf, author of Servant Leadership said, "Good leaders must first become good servants". I think that's very true. If we can plough the land together with our charges, to get our hands dirty together, to journey together, these are the leaders that people follow. In a programme called The Leadership Challenge, one of the practices of Exemplary leadership is that of Model The Way.

Leaders set examples for people to follow by DWSYWD or Doing What You Say You Would Do. Even today, I have greater respect for those who are willing to serve than those who simply want to lead.

What the world needs today

One of my favorite definitions of leadership comes from two friends of mine who are among the top leadership thinkers in the world. Jim Kouzes and Barry Posner, best-selling authors of The Leadership Challenge, describes leadership as "the art of mobilizing others to want to struggle for shared aspiration."

We need leaders who can do just that. To mobilize others towards a greater and ennobling cause that we are all willing to struggle together. We need leaders who will put the betterment of society before self and leaders who will put people above profits.

At the Institute for Societal Leadership that I lead today, we call that Societal Leadership. We hope to see more Societal Leaders in our world today who will make societies a better place for all.

And starting from young, if we learn that the rank on our arms are purely symbolic, that people are inspired by our heart when it's in the right place, and that people will follow our hands more than what we say, we can do our part for our world as leaders of today and tomorrow.



Mr Martin Tan is a BB Old Boy from the 29th Singapore Company. In 2013, Martin was conferred the Singapore Youth Award, Singapore's highest accolade for youth. Martin is presently the Executive Director of the Institute for Societal Leadership, Singapore Management University. He is the Co-Founder and former Executive Director of Halogen Foundation Singapore, an institution of Public Character that is committed to youth leadership development in Singapore and the region, which Martin founded in 2003.

49J Coy Leadership Training Camp

Impact, Influence, Inspire

LTA PETER LEONG

The 49J Coy Annual Leadership Training Camp is a platform to develop and promote Boys to assume leadership roles. These young leaders form the backbone of the Company by disseminating information to Boys and assisting to run the weekly parades. They perform roll calls, ensure that Boys don their uniforms properly as well as coach their juniors.

At the camp that was held from 10 to 12 March 2017, there was a total of 35 participants, comprising of 11 Primary Six Boys, 14 Primary 4 and 5 Boys as well as five Teachers and four Officers. Each day, the Boys had to do the 5BX (basic exercises) in the morning and participate in various team building games. Through these interactions, they learnt more about teamwork and communication skills.

To exercise their mental and physical resilience, the Boys had to undergo a demanding outdoor mission where they had to plan to cover various checkpoints in the shortest possible time. At each checkpoint, they were tested on skills such as BB knowledge, basic foot drill, knot tying, first aid, making of catapults, map reading and other life skills.



Former BB Boys from 49J Coy who are currently in 49th Coy



Knot tying lesson

Finally, an important culture of 49J Coy in St Hilda's Primary School is that former BB Boys (mostly from the 49th Coy in St Hilda's Secondary School) would return to help out at the camp. Thus, the Boys learn the value of paying it forward, even after they have moved on to secondary schools or joined other CCAs.



LTA Peter Leong, Captain, with Boys from 49J Coy, two NCOs from 49th Coy and a visiting parent

In this camp, I learnt to think wisely and that teamwork is important. We had activities that encouraged us to cooperate with one another. For example, we learnt to plan and strategize in an enjoyable manner through games in 'The Amazing Race' at Pasir Ris Park. We also learnt 9 essential qualities of being a good leader.

JNR Reuel Fong



Joash, far left

The BB activity that I enjoyed the most is archery. Through the leadership training camp, I learnt the importance of punctuality and discipline. Also, I hope to be able to give back to the BB in the future.

JNR Joash Lee

When Joash took part in his first Leadership Training Camp, former participants had shared with him that it was a very challenging camp, causing him to feel a little intimidated. Was I therefore worried as a parent? No. Having undergone leadership training myself, I had expected leadership training to challenge participants beyond their comfort zone. At the camp, the Boys had the opportunity to give speeches, similar to Election Time, to garner votes for themselves, for the position of Chief Leading Boy. I believe that this exposure is beneficial in helping to train their public speaking skills.

Through the BB, Joash has become more resilient and not afraid of challenging himself. He demonstrated this when he challenged himself to overcome his phobia of heights by taking part in the high elements ropes course during his Primary 5 School Camp.

Mrs Lee, Joash's mother



Reuel tying head bandage for another Boy

Reuel enjoys the BB activities a lot. The camps are fun and allow the Boys to acquire essential leadership and life skills.

Mrs Fong, Reuel's mother

GROOMING LEADERS FOR 62nd & 87th Coys

LTA JAMES WEE



Some of our Boys in the 87th Coy at Northbrooks Secondary School dreaded attending Company Training Camps. They felt that the camps were too regimental, training was repetitive and punishments were levied too often. In a bid to turn things around, the Officers decided to incorporate both land and sea activities such as kayaking, rock climbing, a 60km hike, pioneering, high elements ropes course, abseiling and zipline for the March camp! They invited BB Boys from the 62nd Coy at Orchid Park Secondary School to participate as well.



And for the first time ever, Primers from both Companies were given the responsibility to run the activities for the camp, with the assistance of senior Boys. The strength at this combined camp held at the BB/GB Sembawang Campsite from 11 to 13 March was 45 Boys and 10 Primers. The Boys were divided into groups of a Primer and five Boys each to plan the execution for the route of their adventure activities. The role of the Primers was that of invisible chaperones who would also guide the Boys in the debriefing sessions. The Secondary 3 and 4 Boys in the teams were tested on their skills in squad management. Boys were given MREs (meals ready to eat) along the way. A point system was set up and the last two groups to complete all the activities had to be on the night watch or sentry duty for two hours.



Prior to the camp, the Boys had attended three sessions of pioneering lessons to learn how to construct simple frames and a table. They put the lashing skills to good use as they constructed a catapult and gained points during the game segment. As part of outdoor cooking, the Officers prepared bamboo poles to be used for cooking rice. A demonstration was also carried out on how to carve a bamboo spoon. Boys also applied skills that they had learnt in past camps such as starting fire and degutting fish.



For the campfire night, parents were invited to pin the Target Badge for recruits, Leadership Award for the Secondary 2 Boys and chevrons for those who were promoted. The 9th and 31st Coy Boys including some of their parents were at the campsite and hence participated in the mass campfire. The spectators were treated to performances by each Coy as well as a fireball to kickstart the campfire. The 23rd Coy treated each Coy with a chicken cooked in Milo tins in various flavours as part of their Company tradition. The parents of the BB Boys were thrilled to be part of the campfire as it brought back fond memories.



The Boys shared that training camps could be fun too!

I did not expect that we would be granted full control of the camp by Officers. I really enjoyed being able to do the planning early and we had met four times before the camp.

CLT Terry Chew, 62nd Coy

I learnt that we need to work together in order to achieve great things. Teamwork is very important!

SGT Seo Kai Feng, 87th Coy

I learnt the importance of encouraging others when it gets tough as sometimes we can be tempted to give up easily.

CPL Wei Rong Tian, 87th Coy

I have learnt to overcome my fear of heights.

PTE Elijah Lim, 87th Coy



J M Fraser Awards Presentation Ceremony

CELEBRATING THE ACHIEVEMENTS

of Leading Companies



The annual J M Fraser Awards Presentation Ceremony was held on 27 May 2017 at the Yong Siew Toh Conservatory of Music. The Guest-of-Honour, Mr Amrin Amin, Parliamentary Secretary, Ministry of Home Affairs and Ministry of Health arrived with the accompaniment of invigorating bagpipes melody. After the Colours was marched in, the audience was treated to a delightful Kulingtang medley performance from the 16J Singapore Company in Kong Hwa School. The Company had attained the Niche Award for



Niche Award - Family Involvement Excellence Award

This award recognizes BB Companies that had demonstrated strong involvement of parents and families through innovative and meaningful activities to nurture and support our members to learn and grow.

16J Singapore Company
2nd Singapore Company

Niche Award Winner - 33J Singapore Company



The founding Captain of 33J Coy in Fairfield Methodist School (Primary), LTA David Chan, saw the need and importance of engaging parents in the BB programme. Thus, the Company organised events that allow parents to bond with their children during annual camps, boating sessions, awards presentation and leaders' appointment ceremonies.

33J Coy also communicates with parents by consistently updating them about Company's activities through email and their Facebook page. Parents are also presented with a handbook on Company information and programmes at the start of each year.



We find it really meaningful for families to get involved to work with the BB for the good of those who are less fortunate.

Mr & Mrs Tang, Nathaniel's parents



Father-Son Boating



Anniversary Family Day



Badge Award Presentation

When I was in P4 last year, I remember that we needed to set up a fund-raising event for Bethany Nursing Home and my Mother volunteered to help out at our store.

JNR Nathaniel Josiah Tang

Niche Award Winner - 19th Singapore Company



Family-son bonding programmes were introduced into the existing BB programmes for the 19th Singapore Company in Yishun Town Secondary School since 2013. These programmes aim to increase interaction time between parents and their Boys thereby providing invaluable learning and bonding experience for them. Each year, the Company organises multiple activities such as the BB Share-a-Gift car rally, parent-son boating and family-son kite flying activity. These events are carefully crafted to be engaging and include elements of service learning for the Boys. Feedback are sought from parents to evaluate the programmes for improvement in future activities.



BB Share-a-Gift Project



Parent-Son Boating Event



My Father – My Everyday Hero



The BB has taught me the importance of spending more time with my family.
LCP Jervis Maria Arivozli

Participating in this event was an excellent opportunity to spend time together as a family and with other families as well.
Mr James Raj, Jervis' father

Be The Glory



Girls' Brigade Junior Leadership Training Camp

CALLED TO SERVE

The Girls' Brigade Junior Leadership Training Camp was held from 11 to 13 March 2017 at Fairfield Methodist Primary School. A total of 230 girls from 34 companies were promoted to Junior leaders upon assessment and completion of the camp. To be eligible for the camp, the girls have to be in Primary 5 or 6, achieved three core badges and earned the service award for the preceding year. They should also be able to perform the basic drill.

The camp aimed to build the girls' character and resilience. It provided leadership platforms for application of their knowledge and skills through experiential learning. The camp programme included squad management as well as leading games and songs. Nine girls from the Senior Programme were recruited as Drill Instructors for the camp. The girls were taught essential service skills such as how to befriend the Lonely, Elderly, Needy and people with Special Needs (LENS). These skills would be useful for the GB Friendship Day to be held in July.



Drumming was introduced as part of the team building activity. The girls took two and a half hours to learn about the instruments, counting time and beats. Then they had to perform in their individual groups before the finale performance where everyone took part in!

One of the main takeaways for the girls was the new friends made through

the camp. This was fostered by the activity card segment where campers took on leadership roles by initiating tasks and carrying them out in their own time during the camp. This helps them to build self-confidence and self-esteem when approaching others. Although they came from different schools, the girls managed to forge strong relationships as they played and worked together.

ICONZ

A LEADING PROGRAMME FOR BB NEW ZEALAND

Not only were the lives of the Boys changed through the ICONZ programme, the volunteers also found a renewed purpose in their lives mentoring and being with these Boys.
LTA Timothy Tan

In March this year, a BB Singapore delegation comprising of LTA Timothy Tan, West 2 Cluster Representative and Captain of 25th Singapore Company, LTA Desmond Koh, Executive Director and 2LT Jeremiah Lim, Assistant Manager, Programmes visited The Boys' Brigade in New Zealand (BBNZ). They sought to learn more about ICONZ, a non-uniformed programme which is run alongside traditional BB Companies under BBNZ. The team enjoyed a fruitful week with visits to ICONZ and ICONZ Edge units in Auckland, Hamilton, Tauranga, Waihi and Mangatangi, organized by ICONZ Director Stu Thompson.



Front row L-R: Stu Thompson, ICONZ Director, Jeremiah Lim, Timothy Tan and Richard Harkness, BBNZ President
Back row L-R: Andy Todd, ICONZ Te Puna, Brett Worthington, ICONZ Otumoetai, Shane Harrison, ICONZ Bethlehem, Michael Good, BBNZ National Director and Desmond Koh

BBNZ started in 1886. At its peak from 1955 to 1968, there were 220 Companies with 12,500 members. The programme provided excellent leadership development and high community value. However, it was predicted by the BBNZ Development Planning Committee 1981 that there would be a decline in membership as the BB was slowly getting out of touch and irrelevant to the Boys. The number of BB Companies has since declined to about 16 throughout the country today.

What's different about



ICONZ is the rebranding efforts of BBNZ to make the BB more relevant to the local populace whilst maintaining the BB Object. The introduction of ICONZ in 2003 was faced with much resistance from BB Companies and Officers even though it was a solution to the declining enrolment using the traditional BB method. However, ICONZ has now gained momentum and there is presently over 60 units throughout New Zealand.

ICONZ caters to four age groups; namely Anchors for 6 to 7 year-olds, Adventure for 8 to 10 year-olds, Xtreme for 11 to 13 year-olds and Delta for 14 to 18 year-olds. The programme incorporates the following elements:

- Discipline would be inculcated without regimentation.
- Attendance and participation are emphasized over assessment of proficiencies.
- The five pillars are S.P.A.C.I., namely Spiritual, Physical, Adventure, Community Service and Interest.
- D.I.R.T. Principles, namely, discipline, integrity, respect and tenacity are being adhered to.
- There is a uniform for common identity but not for the parade square.
- Volunteers are known as Leaders and Coordinators instead of Officers and Captains.
- There is greater flexibility in delivering the programme. The volunteers shape their unit syllabus according to the needs of the Boys in their suburbs or to the strengths and experiences of the volunteers.

Uniform

The ICONZ uniform consists of a black t-shirt, with an ICONZ logo in front and a grid at the back where Boys can sew on their badges. Boys happily wear the t-shirts outside of ICONZ. A black baseball cap also goes with the outfit. Boys can wear their home clothes for the pants or shorts. The volunteers adhere to a similar style of dressing, with no formal or ceremonial attire.

Badgework

There are over 60 badges where unit Coordinators and Leaders have flexibility in adopting. For example, for knots and lashings, one unit's Leader taught the Boys how to craft a fishing rod using bamboo whereas another simulated a situation where knots and lashings were used to rescue their team members from a ditch. The pinnacle of achievement for the Boys are the Bronze, Silver and Gold medals, awarded in their final year. A coveted appointment is the D.I.R.T. badge which the unit may award one or two each year (or one each term).



Boys learnt knots and lashings for fishing rod



Programme

ICONZ is a voluntary programme conducted typically on weekday evenings, usually for about 1.5 hours from 6.30pm to 8.30pm. The Kiwi culture is laid back, with heavy focus on family bonding and outdoor experiences. Hence, the programme adopts a similar culture, with the curriculum being designed to be fun-filled for intentional mentoring and experiential learning.



ICONZ meeting



ICONZ queuing for snacks after activity

Company Size

The average size of each unit is about 12 to 15 Boys, usually from neighbouring schools. There are about three to four volunteers per unit. In order to maintain a strong relationship and mentoring culture, a 1:8 ratio of Leader to Boy is advocated. For outdoor adventure programme, the ratio drops to 1:5. Hence, some ICONZ units would have a wait-list of Boys to join their programmes.

Company Culture

Due to the way that the ICONZ programme is structured, there is a strong sense of family and community life in the units. Parents are welcomed to watch their kids or participate in the activities. And the Boys are mostly attentive during the lessons for they enjoy the outdoor and hands-on practical activities that are organised.



ICONZ Edge

ICONZ Edge is targeted for youths-at-risk who participate in the programme during curriculum time learning lifeskills such as woodwork. One volunteer usually guides a maximum of two Boys thus allowing them to foster relationships and imparting life values.

Key Learning Points

ICONZ is not just an effort to make BB, a uniformed group "hip" again. It is an endeavour to ensure that the spirit and Object of the BB continue to be propagated to more people, in a way that is relevant, impactful and meaningful. Hence, some key learning points are as follows:

- The BB needs to be culturally relevant to the Boys that we mentor.
- An outdoor centric programme could be more beneficial in enhancing experiential learning.
- The Officer to Boy ratio should be kept as low as possible for more involved engagement.
- The focus should be on building a quality programme that facilitates relationship building.
- Communication is important to facilitate changes in the Boys' lives.

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