



# INTERMEDIATE STAFF COURSE 23/2023

# NEWSLETTER



HIGHLIGHTS



OPENING CEREMONY

BY LT RAZID, RBN

On 01 September 2023, the Opening Ceremony marked the commencement of the journey for the participants of the Intermediate Staff Course Serial 23/2023 (ISC 23/2023). A total of 43 officers from the Royal Brunei Armed Forces (RBAF) including one Officer from the Royal Brunei Police Force (RBPF) and four International officers from the Royal Malaysia Armed Forces (RMAF), Singapore Armed Forces (SAF), Indonesia National Military (TNI) and Royal Cambodia Armed Forces (RCAF) will embark on a 14-week course from 28 August 2023 until 01 December 2023 at the Leadership and Management Centre (LMC), Defence Academy (DA) RBAF.

Apart from being a mandatory course for promotion to the rank of Major/Lieutenant Commander, the course covers subjects ranging from leadership, staff duties, international security, national policy, to operational planning. The objective of the course is to prepare and equip the ISC participants with the knowledge and skills necessary to undertake staff responsibilities in single service and joint environments. The course is designed to cultivate leadership abilities, enhance professional knowledge, foster critical thinking and refine communication skills amongst the participants.



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# FINDING SELF

## ISC 23/2023 TETRA ELEMENTS

The course introduction week commenced with an engaging two-day session of TetraMap (Why Are You Like That?), facilitated by the Directing Staff 1, Major Siti Husnulkatimah binti Hj Md Yassin. During the session, the ISC participants had the opportunity to explore their individual Tetra elements and understand the different behavioural style preferences reflecting the Tetra elements: Earth, Air, Water and Fire. The session left all participants with a fresh perspective and a deeper comprehension of how the different elements interact and contribute towards team dynamics and achieving team goals.



The Earth  
Eqbal, Vicky, G Khairul, Marisa, Shazeerah, Hassanal, G Ahdaa



The Air  
Hamzah, Attiqah, Bazilah, Ikhwani, Ali, Shawn, Hamizan, Rosdini, Zainul, Adnan, Azime



The Water  
Badaruddin, Nurjalilah, Nurul, Shazwani, Jah Nabella, Assrol, Nuh, Hifdzullah, Rafiuddin, G Khairi, Yazin, Son, Malek, Khairi, Razid, Adri



The Fire  
Farid, Najatul, Nasrul, Ihyatuddin, Zufakhril, Amirul, Nazmi, Hadi, Rahimin

## TETRAMAP BY CPT RAHIMIN



Source: <https://discovery.tetramap.com>

### Why are you like that?

Want to learn more?



SCAN ME

## VALUES, PURPOSE & GOALS

BY LT IKHWAN, RBN



After an exploration into their Tetra Elements, the ISC participants delved into the concept of 'Leading Self' where they reflected deeper into their personal values, purpose and goals in life. The ISC participants learnt about the importance of aligning one's personal values with the organisational values in decision-making, and were also introduced to the process of goal-setting which culminated in the creation of their Individual Development Plans, outlining individual developmental goals and action plans for the future.



## LEADERSHIP DEVELOPMENT

Week 2 of the Staff Phase centred on Leadership Development. In the lecture delivered by Major (U) Wan Muhammad Azem bin Haji Muhammad Amiruddin on Command, Leadership and Management (CLM), the participants explored the different leadership styles and theories including the characteristics and detrimental aspects of toxic leadership. Week 2 further delved into the RBAF Leadership Model, providing the participants with guidance on how to become effective leaders. The participants also had the opportunity to gain invaluable insight into the concept of Islamic Leadership in a lecture delivered by Lieutenant Colonel Abdul Mujib bin Haji Japar.



## LEADERSHIP STYLES SYNDICATE DISCUSSION

BY CPT KHAIRI



After a series of lectures and lessons on leadership, the ISC 23/2023 cohort was divided into respective syndicates to discuss on a given topic relating to leadership styles. Each syndicate discussion was moderated by a student lead. This activity provided a good platform for all ISC participants to practise their communication skills, articulate ideas and reasoning, and overall improve their confidence in public speaking.

**“A leader is someone who knows the way, goes the way, and shows the way”**  
 – John Maxwell

# COMMANDING OFFICER FORUM

BY CPT (U) HAMIZAN

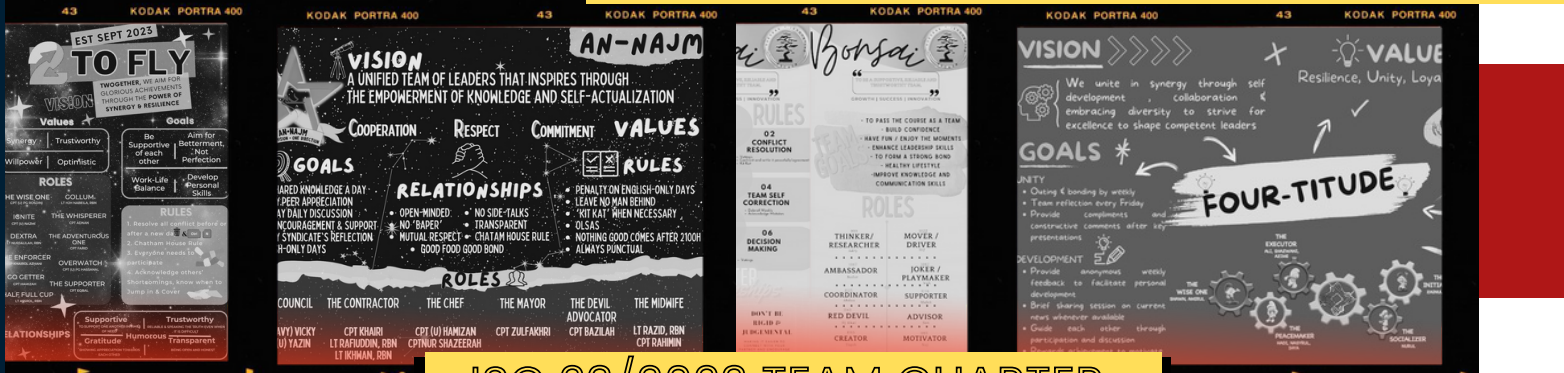


The ISC participants further expanded their knowledge through the Commanding Officer (CO) Leadership Forum which brought together senior officers from different branches of the Royal Brunei Armed Forces (RBAF) and the Royal Gurkha Rifles (RGR) in Brunei as guest speakers. The forum provided a unique opportunity for the ISC participants to engage with the guest speakers and discuss a wide range of topics and issues related to leadership.

The guest speakers also imparted their personal philosophies, principles and values in leadership as they intricately related them to their past experiences, thereby providing the participants with profound insights and guidance on effective leadership. The forum had overall enhanced the participants' comprehension of leadership qualities and provided significant insights on leadership which are invaluable to the personal development of all participants.

## TEAM BUILDING TEAM LEARNING

BY CPT (U) YAZIN



### ISC 23/2023 TEAM CHARTER

“The strength of the team is each individual member. The strength of each member is the team” – Phil Jackson. The Intermediate Staff Course (ISC) 23/2023 participants were introduced to Team Building Team Learning (TBTL) where they learnt the importance of building effective teams and the stages of team development. The participants were divided into their respective syndicates to develop their Team Charters through common values, collective goals and visions using the Vision, Rules, Roles and Relationships (V3R) Framework.

To enhance the respective syndicates' Team Charter the ISC 23/2023 course participants took part in a teambuilding activity which was organised by the Leadership and Management Centre, Defence Academy Royal Brunei Armed Forces (LMC DA RBAF). With a theme of 'BSB Photo Scavenger Hunt', participants competed in syndicates to complete challenges at various landmarks around the capital. The activity provided the ideal starting platform for the participants to apply their Team Charters, and overall encouraged team cohesiveness by strengthening bonds and instilling important values such as trust, respect and team spirit.



### TBTL ACTIVITY

## WRITING SKILLS

Week 3 of the Staff Phase commenced with a two-day refresher on Non-Operational Staff Duties. In addition to a one-day refresher on essay writing, the participants were introduced to concepts of thinking including reasoning, cognitive bias, critical and creative thinking to develop their writing prowess and analytical acumen.

## NON-OPERATIONAL STAFF DUTIES & RESEARCH ESSAY

BY CPT ZULFAKHRI



## VISIT TO MINDEF LIBRARY

BY LT RAFIUDDIN, RBN

The ISC participants had a chance to visit the MinDef Library and Information Centre on the first day of the course. Participants were briefed on how they can borrow and search up books and other reading materials online and in the library for their research and essay writing purposes throughout the course. The visit also included a short tour of the library and demonstrations on searching up materials using the library's computers.

## ISC COFFEE

BY LT (NAVY) VICKY

ISC Coffee is conducted every Friday morning at LMC where two speakers from each syndicate would share and talk for 5 minutes about any topics related to leadership, security matters and current affairs. Through ISC Coffee, the participants are able to practise and improve their confidence in public speaking.

Highlights from the first ISC Coffee included an address by Lt Hj Ahdaa, RBN regarding the proposed Kra Canal and its impacts, a discussion about the use of artificial intelligence in the military perspective by Lt Pg Badaruddin, RBN, and a discourse on the importance of leadership in upholding discipline in the military by Cpt Bazilah.

Highlights from the second ISC Coffee included a discussion about the relevance of AUKUS emergence to ASEAN, a reflection by Cpt Shazeerah about a time when she had to make a difficult decision as a leader, and Cpt Eqbal's sharing of how he can relate critical and creative thinking to his current appointment as a cadet instructor at the RMAF.

## THE SPEAKERS



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