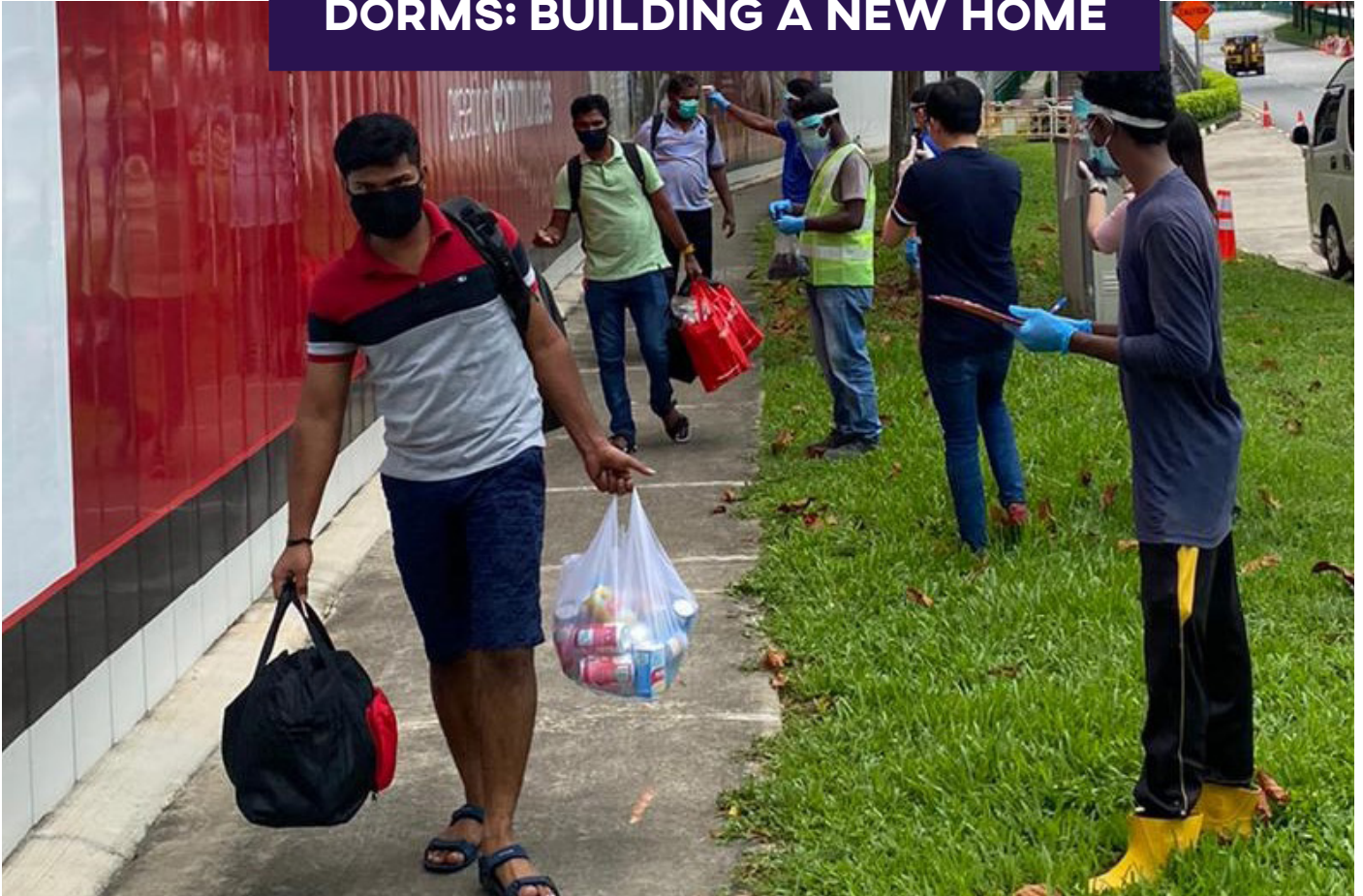


# ENGAGED!

COLLABORATING FOR A BRIGHTER FUTURE

## PROJECT C TEMPORARY DORMS: BUILDING A NEW HOME



CONVERSATION WITH | WORK LIFE AT THE FRONTLINE

A DAY IN THE LIFE OF







Dear Colleagues,

Below is an excerpt from a speech by Mr Lee Kuan Yew after the 2003 SARS outbreak which really struck a chord with me.

*"In each crisis, people and leaders share a common worry for our future. And it is this deep sense of crisis that helped us rise to the challenge and make painful adjustments. We are in such a crisis today. So I have renewed confidence. We have that unity, that cohesion, that strength to overcome our difficulties."*

When we were activated by HDB to build a temporary dorm in Project C in 10 days, everyone from the various departments and business units came together. It is the team spirit, unity and cohesion of the team that enable us to work through the challenges and complete the project in such a short time.

We are now in Phase 2 of the post-circuit breaker period. Since the circuit breaker period, virtual meetings and trainings have become the new normal way of working. Even some of the photos in this issue are taken on Zoom. The COVID-19 crisis has accelerated the shift to digital. Indeed, with technology, most things do not come to a stop.

Unfortunately, construction work cannot be done virtually. As we plan for the restart in the coming months, we must be prepared for the difficulties that we will face on several fronts. The availability of labour and materials. The solidity of our subcontractors' operations and finances. The additional measures that we have to put in place for the workers. This will add on to our already mounting costs but it is essential to protect our workers and prevent further

outbreaks. Our first priority is the safety, health and well-being of our employees and workers. I'm proud of our team on the ground - they have moved quickly to put in place the necessary measures to ensure the workers staying in our dormitories and workers' quarters are safe and healthy.

We will have to focus on rebuilding operations and recovering revenue in the coming months. Lock in practices that speed up decision making and execution is crucial. How do we effectively plan our projects progress, how do we contain cost and reduce wastage - these should be top-of-mind focus.

This period of difficulty will continue for now, but as they say - tough times don't last forever. We will get through this together and be a better and stronger company as a result of it. Thank you for standing in solidarity with us. My deep gratitude goes out to all of you for your support and understanding for the cost-containment measures - adjustment of monthly variable component for the senior leaders/managers and clearing of leave for all colleagues. I understand some colleagues are putting in longer hours, and I am deeply grateful for your commitment and understanding on the necessity of the implementation of leave clearance as a cost-containment measure against these few months of no revenue. The situation is dynamic. We will remain watchful and ready to adjust any measures in response to changing circumstances. To manage through this difficult period, further cost-containment measures may be necessary.

The cohesion of our team is absolutely critical during a crisis like this.

# THANK YOU!

各位同事，

李光耀先生在2003年SARS爆发后发表的演讲引起了我深刻的共鸣，以下引用其演讲的摘要：

*"在每次危机中，人民和领导人共同担忧着我们的未来。正是这种深刻的危机感帮助我们应对挑战并进行艰难的调整。今天我们正处于这样的危机中，我更有信心，我们的团结，凝聚力和力量，能帮助我们克服重重困难。"*

当建屋发展局要求我们在10天内，在Project C工地启动一个临时宿舍时，来自各个部门的同事共同协作，发挥团队精神。我们的团结和凝聚力最终让我们能在短时间内面对所有挑战并顺利完成任务。

我们现在处于阻断措施后的第二阶段。在阻断措施实施以来，网上会议和培训已成为新的工作模式。本期的一些照片也是在Zoom拍摄的。COVID-19疫情加速了企业的“数字化转型”。科技的确让公司大部分运作如常进行。

可是，建筑业无法通过虚拟方式完成工程。我们的项目将在未来几个月内重启，我们必须为迎接各方面的困难做好准备，例如工人和原材料的供应，分包商的运营和财务状况稳固性等等。我们也为工人提供的额外防护措施，此举会造成企业成本的上升。但这些举措对保护我们的工人，进一步防止疫情爆发至关重要。我们的首要任务是确保员

工和工人的安全和健康。我为我们的应急小组感到自豪，他们行动迅速，采取必要的措施，以确保住我们客工宿舍和工人的安全和健康。

在接下来的几个月中，我们必须专注于提升运营效率和弥补因疫情影响而损失的收入。落实加快决策制定过程和执行速度是成功关键。此外，如何有效地管理项目进度，如何控制成本并减少浪费等均是首要考虑的重点。

这个困难时期不会在短期内结束。但正如俗语所说“艰难的日子会有尽头”。让我们一起努力，成为一个更好，更强大的公司。

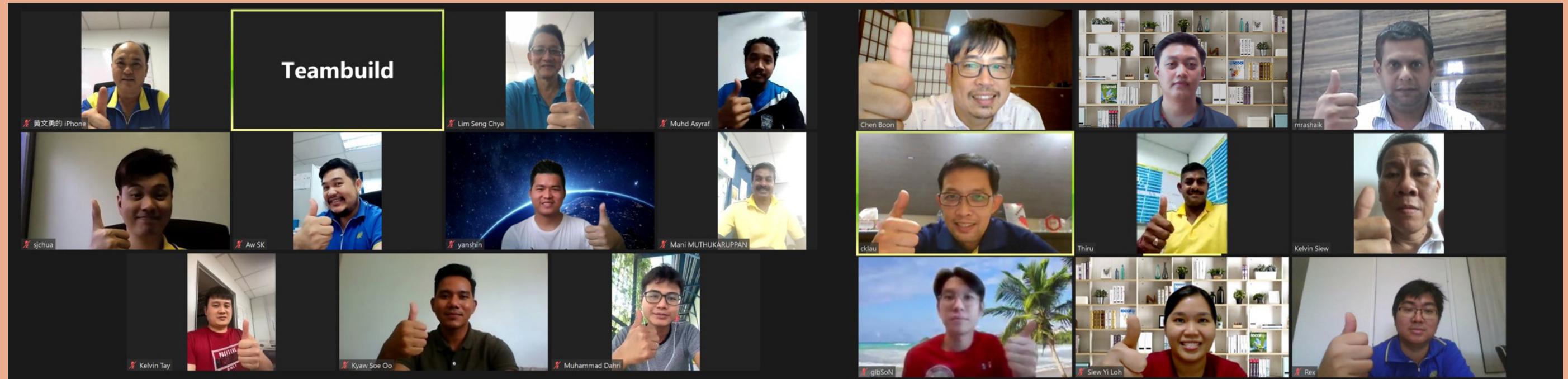
感谢您与我们一起拼搏。我衷心感谢大家对成本控制措施的支持和理解，包括对领导层/经理的每月浮动薪酬部分的调整以及提前休年假等安排。在阻断措施期间，我知道有些同事如常地长时间工作，并依照公司的要求提前休年假。我非常感激大家对公司因工程项目暂停期间没有收入而必须实施此成本控制措施的付出和理解。

形势仍不断地变化发展，我们必须保持警惕，根据情况变化做出适当的调整，并可能采取进一步的成本控制措施共度时艰。

危机中展现更强凝聚力 - 让我们同心协力，共渡难关!












# BUILDING A TEMPORARY HOME

As the COVID-19 pandemic hit local shores, HDB activated Teambuild to build temporary housing for other workers. With a short timeline of 10 days, however, constructing an operational temporary dorm proved to be difficult, but the great collaboration amongst all involved parties, and everyone's can-do spirit helped make the project a reality. Here, we look back at some of these moments.

 <b>10-DAY TIMELINE</b>	 <b>GOOD TEAMWORK</b>
 <b>CAN-DO SPIRIT</b>	<b>KEY POINTS</b>

-  **Approval from BCA to work:** Approval took five days even though request was sent in early.
-  **Short timeline:** Two dorms were to be fully operational in just 10 days.

## OVERCOMING CHALLENGES

-  **Creating and disseminating a comprehensive work schedule** to all the sub-cons involved.
-  **Hands on approach** from the supervisors to ensure **re-works are avoided** altogether.
-  **Excellent synergy** between the sub-cons such that works are completed **within the shortest time possible**.

## MEET THE TEAM

- Construction team:** Mr PT Tan, Mr Hong, Allan Low, Tay Teck Kim, Huang Wenyong, Lim Seng Chye, Aw Sai Kit, Kyaw Soe Oo, Dahri, Yan Shin, Asyraf, Muthukarappan Mani, Thiru, and Chua Sheng Jie.
- CPQ team:** Mr Johnny Lim and Ko Myo, who came up with the design.
- Contracts team:** Ms Goh, Siew Yi and Gibson.
- Other departments:** MESEE (Tan Chen Boon, Riyas), MESPS (Tan Kok Ann, Rex Ong), ABME (Bernard Wee, Lau Chuen King), AWC (Song Kok Tee), SpazioConcepts (Peter Tan, Brandon and Kelvin Siew).
- External sub-contractors:** Song Furniture for fire-rated partition and Seng Soon Huat for painting.

**“ A BIG THANK YOU** to everyone involved in the construction of the temporary dormitories! Special shoutout to Kai Dick, Allan Low, and his team of WSHO who came down to site to help out with the check-in process, as well as Freddie, who took on the mantle of dorm manager. This is what the Teambuild Spirit is all about!

The most memorable moment was when everyone came down on Good Friday to discuss the construction process (Mr Seow, Mr Johnny, Mr Lee Kay Sin, Mr PT Tan, Mr Hong, Ko Myo, Roy Cheng, Tan Kok Ann, Brandon Heng, Bernard Wee). Thank you, also to our external sub-contractors, Song Furniture and Seng Soon Huat, for working alongside us. Thank you, everyone!

”

- Chua Sheng Jie, Project Manager



# CONVERSATION WITH

## COVID-19 FRONTLINERS



Lim Yi Hong



Freddie Wong



Allan Low

Conversation With is an informal Q&A session with colleagues from various divisions.

In these unprecedented times, COVID-19 has put a temporary halt to the everyday working standard. As the nation – and the construction industry – looks to rebuild itself, a team of frontliners continues to head out for frequent dormitory visits, in a bid to ensure that the workers’ well-being and health are all in order.

Led by Allan Low (Senior Manager, EHS), Lim Yi Hong (WSH Officer), and Freddie Wong, (Assistant Manager, Logistics), the seven-man crew is the star of this issue, which discusses the difficulties and concerns of the current COVID-19 situation, as well as the positivity brought upon by teamwork and unity.

**Implementing measures to keep our workers safe and healthy. Managing the dormitories and workers’ quarters. These are all critical parts of managing the Covid-19 crisis. Share with us some of the measures that are put in place.**

Yi Hong (YH): The key measures put in place include strict safe distancing rules such as reorganising the bed arrangements in the workers’ quarters, allocation of staggered shower times, and enforcing all personnel to observe physical safe distancing rules. We are also required to prevent intermixing between unwell and well workers. We accomplished this by setting up isolation rooms with designated toilet/

shower facilities for these unwell workers. Other critical measures also consist of establishing a clear SOP for reporting and managing unwell workers.

**What is your key role? Share with us some of the challenges that you had faced and how did you overcome them?**

Allan (A): The challenge was to digest and translate the authority’s requirement into actionable items to all worksites in the shortest period, and ensure that we are in compliance at all times.

It was also not easy ensuring that all

the workers’ quarters are under control by our team, while simultaneously building up capabilities on all the worksites to address the ever changing COVID requirements. Trust and communication are most critical when making decisions, which will then have to be cascaded down timely for implementations. I am glad to say that our strength lies in our smoothly-executed teamwork and coordination.

YH: My key role is to establish, implement, and monitor all the COVID-19 measures which are in place. One of my challenges is to keep the morale of the team high, myself included, during this COVID-19 crisis.

With all the uncertainties of the COVID-19 crisis, the associated negative effects inevitably demoralised the site team. I overcame this by initiating communication with the site team and emphasise to them that we all have a huge role to play in ensuring that we can tide through the circuit breaker and post-circuit breaker period.

After Stay Home Notice was imposed to all WP/S Pass holders, all site personnel must remain in their rooms. The second challenge, thus, is maintaining their mental well-being and attend to their essential needs. With our resourceful EHS Manager Allan Low, we actively reach out to various NGOs to facilitate the donation of essential items and snacks which put a smile to the workers, and fill up their bellies. The Project Manager and site staff also volunteer to lend a hand to buy any essential items for the workers.

Freddie (F): My role is to ensure that our dormitory is safe, and has fulfilled the requirements set by MOM. One of the challenges faced is to maintain and observe safe distancing, and ensure that all workers wear masks at all times. As such, we often have to

educate and/or remind workers to do so.

**Are you required to visit the dormitories and workers quarters regularly? What is a typical day like for you?**

A: During the initial lockdown, I visited all the worksites to ensure the processes and protocols are implemented. The most crucial concern was the ability to control the workers on site, and the buy-in by subcons to work closely with our team members to hold the situation. I am glad that we started well with a high level of communication and awareness created on the ground that allowed us to tide through peacefully.

YH: I am required to visit the site workers’ quarters daily. The typical day for me after implementing the COVID-19 system is to look out for areas of improvement, attend to routine authorities’ inspections, and maintain an active communication with the site teams.

F: Yes, we have to be stationed at the dormitories as MOM visits us

regularly. Apart from ensuring that our dorms have fulfilled MOM rules and regulations, we also communicate with the workers to understand more on their needs, and keep an eye out for any potential areas of improvement.

**How is your family showing their support? Are there any hygiene practices that you strictly follow when you get home from work?**

A: This is a very sensitive question. Although my wife asks after my well-being through “what-if” scenarios, I assure her that I will abide to the necessary hygiene compliance, and watch out for my personal safety. At times, we just need to do the right things.

YH: Aside from my concerns about potentially bringing the virus back to my family, they were also generally uncomfortable on the idea of me continuing to go to the worksite given the severity of the COVID-19 outbreak in Singapore. My family started to understand and support me after I explained to them that managing the site workers’ quarters is an utmost priority to tide through the COVID-19





crisis and I assured them that measures are in place for personal protection.

F: My wife will take care of my kids, and they will always cheer me up as they understand that I am working on the front line. I will also only hug them after taking a shower first! Always.

**Amidst all the uncertainties, what is the one positive thing you have observed?**

A: The unity and team spirit came into place when we most needed it. Almost all of our colleagues who are on the ground, and those who return to worksites persistently (especially chargehands and safety personnel), have been guarding the workers' quarters, and working with the authorities for inspections (almost every day). Close reporting and communication are essential when we keep flowing crucial information bottom-up and top-down.

YH: The team spirit and the collective efforts among the site team to tide through the COVID-19 crisis together. During this period of uncertainty, especially after the suspension of all construction work activities on 7 April 2020, all site personnel have worked tirelessly on the ground to ensure that all measures are implemented effectively on-site, including filling up additional roles to manage the crisis.

I wish to express my sincere gratitude and appreciation to all site supervisors and workers who have worked tirelessly on the ground, and are looking after one another during this period. Thank you very much, guys.

F: During this tough period, everyone works together and helps one another along.

**The fight has not ended, stay strong for us all! What keeps you going during tough times like this?**

A: We (Teambuild) are strong in nature and will do whatever necessary to tide through this tough period together. No one will be left behind!

YH: First, let's not jinx it. Since the start of the circuit breaker, Dawson C3 remains a clean site, and we might be able to start construction activities soon after the end of the circuit breaker – fingers crossed. It is what keeps us all going during tough times like this. With stricter measures in place and the indefinite scrutiny by the authorities, we will be faced with a fresh set of challenges ahead of us, including changing our routines, and adopting new norms in order to resume our construction work operation. Let's all stay united and tide through the crisis together.

F: I didn't think too much about it, because I just wanted to contribute my small efforts to the company, and the country, even! :) **E**



There are some who find comfort in routine, but for Ivan Lim, Business Partner, Process Improvement, the word doesn't exist in his work dictionary. The flexible nature of his job, after all, often puts him on his toes as he navigates from one project to another, seeking to improve the operational prospects in Teambuild.

While his day schedule is by no means fixed – someday, he works on Lean; other days, he manages other things – he stays on-track with one guiding principle: train as many people as he can, work and monitor projects, and achieve results. The newly-adopted Lean methodology, Ivan believes, will help pave the road to a reliable, predictable planning and execution process.

"I think implementing Lean is to change the way that things have been done for the last 20 years or more. Lean is new in Teambuild, and as with any new change, we need to change our work process," he explains in a Zoom interview. That's why we spend a lot of time on training, and hopefully by relating the success stories in the industry, [employees] can move

towards the ultimate goal, which is to achieve the continuous improvement mindset for all levels."

Keeping in mind the aim to have "everyone live and breathe Lean thinking," the team's been hard at work integrating the construction method into the usual modus operandi, and ironing out any bumps along the way. It's no job for one man, so teamwork is extremely key to the process: Lean stresses a lot on the collaboration and engagement across different departments, and that means everyone involved in the project will have to pull their own weight. A team, after all, is only as strong as its weakest link.

Given the need for a streamlined workflow, Ivan states, "We have to pull in all the people in a room, sometimes called a big room strategy, so everybody knows what is expected of them. If anybody misses the task, it will delay the entire process, so it's critical that all players must work in a synchronised manner towards a

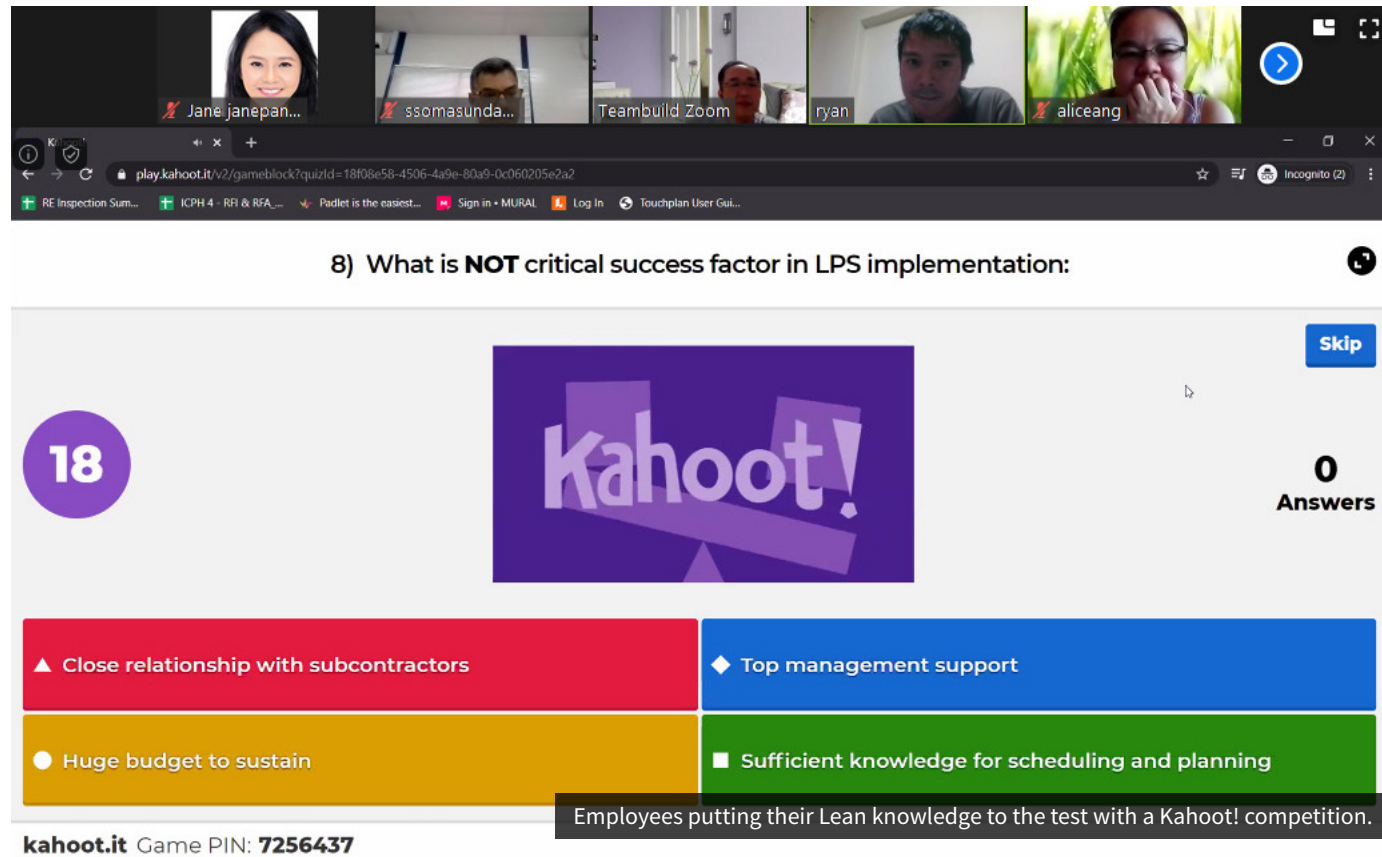
common goal to achieve the schedule.

It's unlike the conventional way of construction; in PPVC, we have to see it as an integrated production process where everyone is interdependent on one another, from production to fitout yard to installation. Any players who slow down the process will decide the schedule."

The spirit of teamwork is not new to the construction industry, nor is it exclusive to it. Mutual cooperation has always been a must-have in work spaces, but it's all the more essential for Lean, which is summed up succinctly by the business partner to be "about people, people who have all the skills, where the challenge is piecing their talents together into a unifying plan." The theory is brought to life in the form of Project E, Yishun YN3C26, and Woodleigh Residences, all of which the Lean methodology will only function as a well-oiled machine with everyone's participation.







Employees putting their Lean knowledge to the test with a Kahoot! competition.

Project E, for instance, involves five steps. Training was first on the list, followed by the implementation of 5S for the store. Once completed, the team is set to work on pull planning while looking out for constraints, before mapping out a six-week look-ahead. Lastly, daily and weekly cadence sessions will be held to track the PPC and root causes.

The cycle continues with Yishun N3C26. Likewise, the training, Pull planning, 5S implementation, and six-week look-ahead stages are present, with two additional actions included: VSM as a means to plan the fit-out process, and the implementation of the look-ahead at fit-out yards. For both projects, team effort is most certainly a necessity.

Meanwhile, Woodleigh Residences marks Teambuild's new endeavour into the Last Planner System (LPS) method, which is being implemented into the current planning process. Following a quick update on the project status by the project manager, and a recap

on the LPS workflow, the team will then kick off the L2 Phase Plan, where members start with the milestone for each block, and work backwards based on the expected RC cycle. Upon completion, brainstorming for constraints is set to take place, and a deep dive into the look-ahead plan will be conducted. The entire process is finally rounded off with PPC tracking on a block-by-block, weekly, and monthly basis. A plan still remains a plan, unless all constraints are resolved in advance proactively.

Ivan cites the LPS implementation as one of his proudest moments. "We thought [it] would be a game-changer for the company, because these two (Lean and LPS) have been there for many years, but haven't caught on in Asia," he elaborates on the decision to head down a new path. "They have been used widely in the US [and] Europe, who have seen steep improvements when the tools are used – somewhere between a 20- to 30-percent improvement in

their project schedule. LPS is not an easy thing to do, but it's an important foundation that works towards the continuous improvement mindset."

Now that the engine's ignited, it's only a matter of time before Lean takes off completely at Teambuild. But its heavy reliance on teamwork isn't without flaws, and the safe distancing measures brought on by COVID-19 presented a problem for face-to-face interaction. Fortunately living in the digital age means technology is here to save the day, and Ivan managed to work out an arrangement that involves the use of Zoom and Google Sheets. Doing so allowed engineers to participate in discussions from the comfort of their homes – and at little, or even no cost to boot.

He gives a breakdown of the thought process, "Of course, there are software available on the market, but we want to look at low cost or even no cost to start things going. Lean doesn't depend on expensive equipment, and instead

always focuses on improvisation to keep things going. For instance, LPS requires the team to map out the plan by starting from the milestone and working backwards; with Google Sheets, everyone can do the same thing by replacing the sticker with typed information, and its corresponding colour code on the document itself."

The tech approach is, as expected, being embraced by younger individuals in the company who are English-speaking, and more tech savvy. The senior generation, in contrast, finds some difficulties in operating Google Sheets, although they are slowly getting the hang of it. Ivan admits that such limitations have yet to be resolved, and recommends bringing Lean down to the workers' level, but they will need to be trained.

It's in the nature of the Process Improvement team to care about individual well-being. When asked

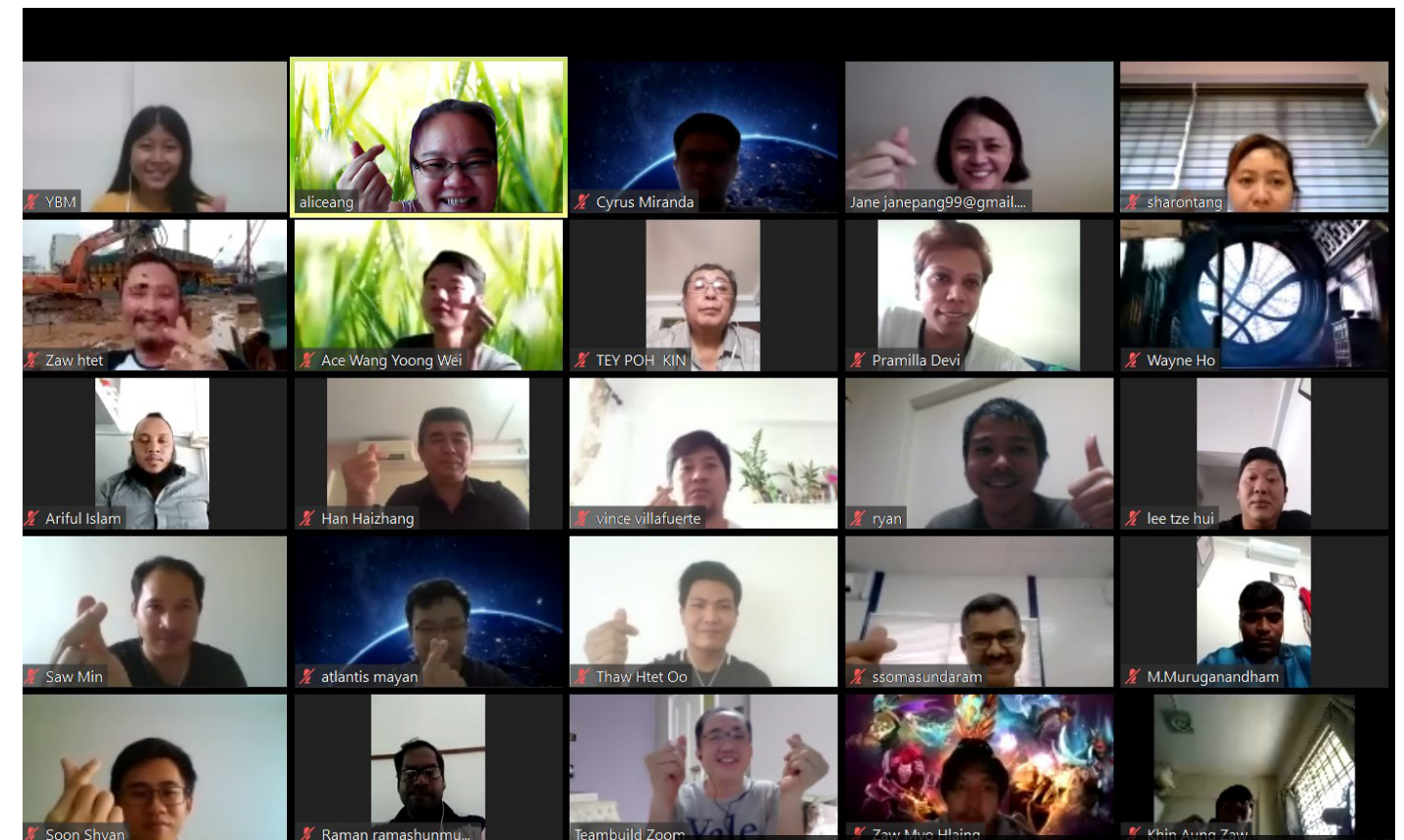
about the important traits for the trade, Ivan shares, "For me it's a couple of C's: have some competencies, and have some compassion, understand the people. Lean is about the people – you can't just force people into it, you take time to bring in the people, and I think it's good that we're seeing more and more people getting into it."

"Leadership, of course, is very important as well. You need someone who's able to command and lead teams from other departments well, someone's who a Jack of all trades and know a little about every department in order to piece out a whole plan. What's important is normalizing all the participants to reach a common goal," he adds.

Moving forward, the business partner hopes to digitise the entire construction process, from production to installation. His team has already started on going digital,

and is working on an app that can be accessed anytime, and anywhere via both smartphones and laptops alike. It'd be a while before digitalisation becomes part of Teambuild, but the man remains optimistic: "We still have many seniors who are more hands-on oriented, but as long as you know how to play 'Angry Birds', you should be able to use the app," he quips.

In the meantime, Ivan and his team will resume their efforts in installing an inventory software to track the usage of consumable tools on-site as part of the digitalisation project. He hopes to see the fruition of these attempts, and seeks to "transform Teambuild to the next level." Staying open-minded, and learning to embrace the new technology change is a good first step, and the words are what the man stands by, especially as the industry welcomes even more sophisticated technology. Establish the foundation first, and the rest will steadily follow suit. **E**



Ivan conducting a Lean training session via Zoom for new employees.



# LEAN ROADMAP: THE PAST, PRESENT, AND FUTURE

## 1) SETTING THE FOUNDATION (FOCUS OF PROGRAM)

- Build the first batch of Lean champions
- Focus on one project in one or two areas

### TANGIBLE OUTCOMES AND OUTPUT

#### Replicable tried-and-tested methodology:

Baseline exercise, diagnostic, impact initiatives and programs, implementation, and early quick wins

#### Proof of concept and tangible outcomes:

Productivity gains, cost savings, employees feel a different way of working



## 2) ROLL OUT AND SCALE UP

- Scale up to other projects and areas of the company
- Expand scope in the digital medium

## 3) INSTITUTIONALISE AND LOCK-IN

- Embed and institutionalise into new way of working
- Reinforce with systems and processes (e.g. HR, career)

### CHECKPOINTS

- Schedule Lean trainings across departments
- Add Lean in New Employee Induction Program
- Set up Monthly and Quarterly review on Lean Projects
- Implement Lean projects
- Incorporate coaching into Lean
- Share best practices across sites
- Embrace Lean to build continuous improvement mindset
- Include Lean in departments' priorities
- **Expand Lean to sub-con**

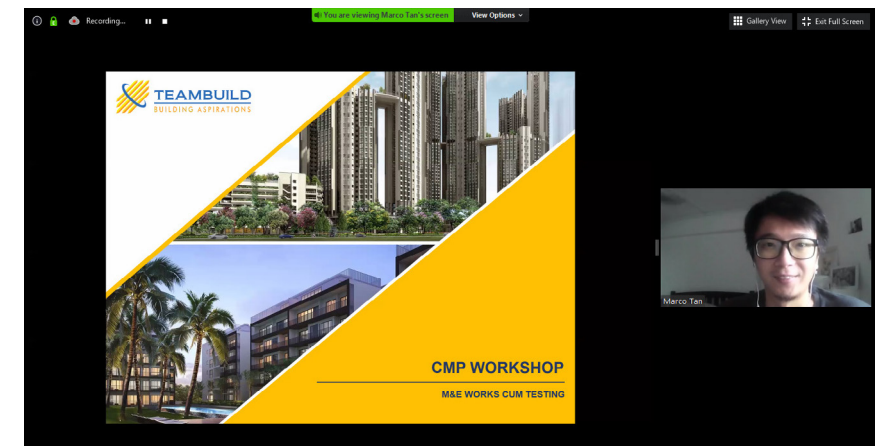
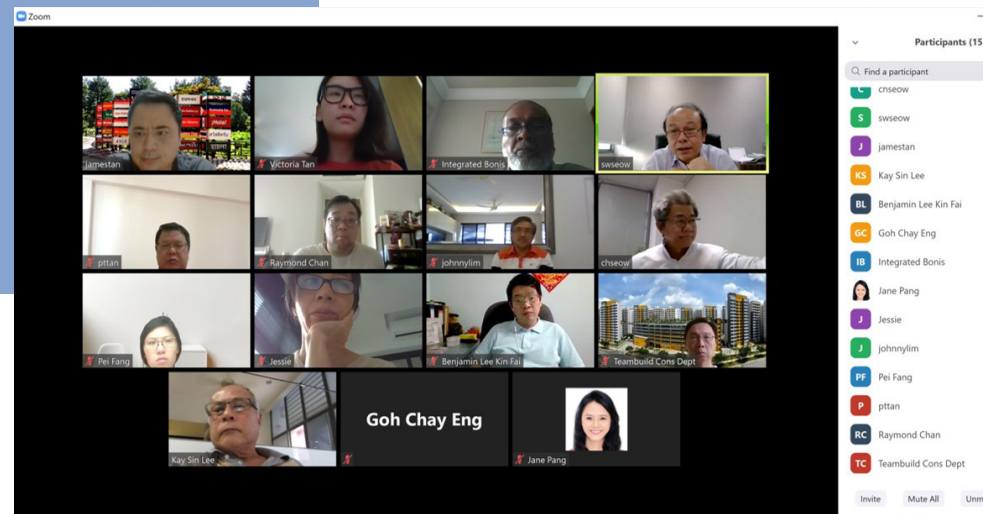
### ENABLING SUSTAINABLE CHANGE

- **Change leaders with built-up capabilities** to drive productivity improvements averaging Lean and digital tools and to train the next batch of Lean champions
- **Repository of online and offline modules** as ready reference library for future Lean leaders
- **Tried-and-tested cost-cutting initiatives** that you can immediately roll out to the rest of the organisation



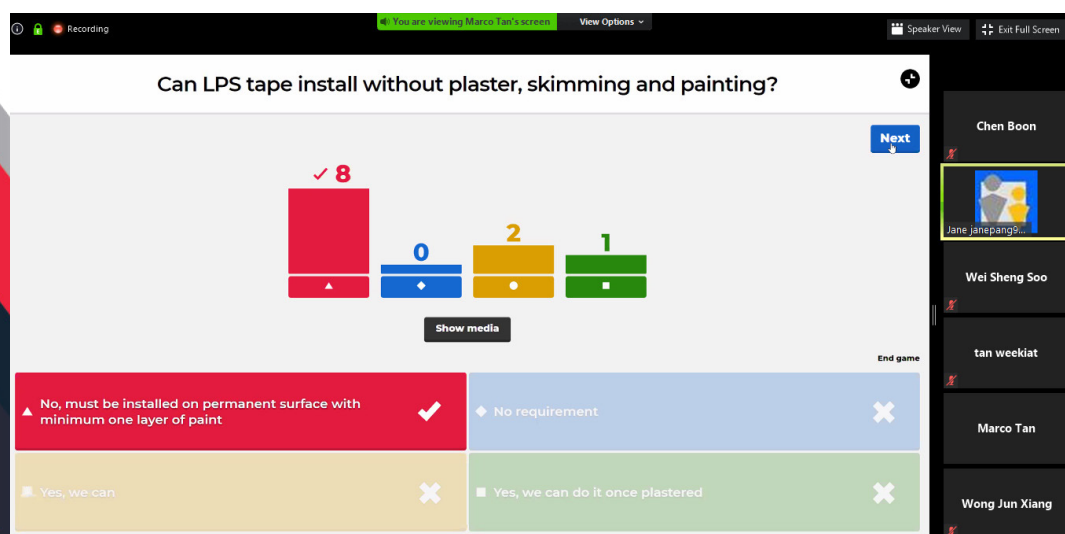
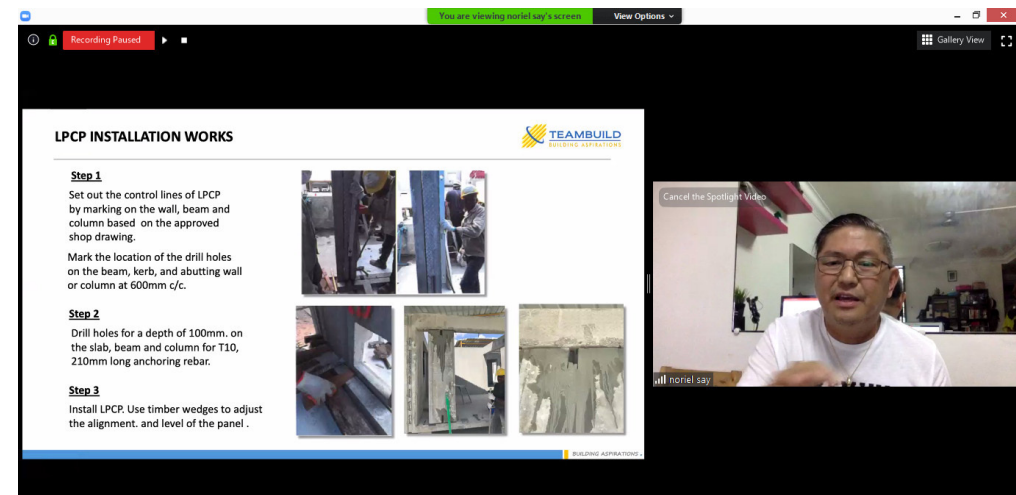
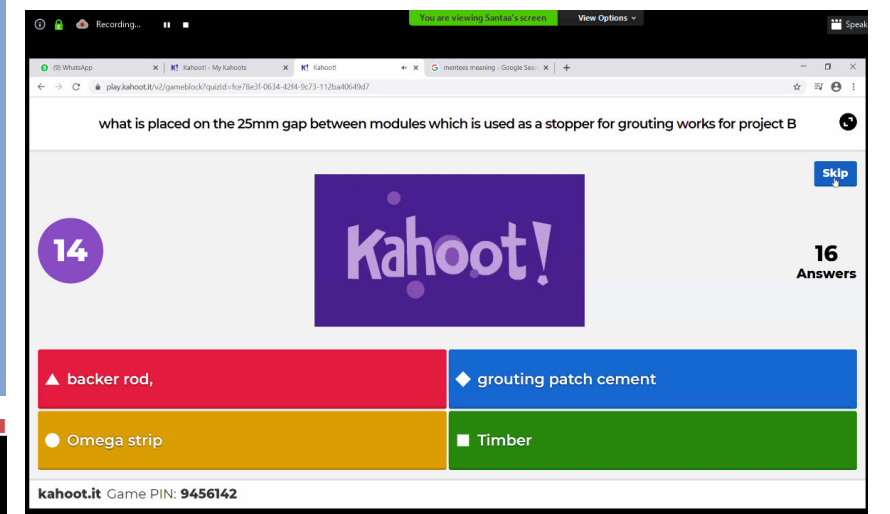
Ivan conducting Lean training sessions.





## GOING DIGITAL IN THE TIME OF COVID-19

The implementation of the circuit breaker measures have presented limitations to the traditional model of communication, but that doesn't mean the Teambuild life has stopped. To adapt to the change in routine, we have made the leap over to digitalisation, substituting physical meetings and training sessions with virtual ones. Thrilling Kahoot! quizzes, anyone?



## KAHOOT! WINNERS

- EHS Management System:** Wong Jun Xiang
- Guide to Reinforcing Steel (Re-run):** Myat Lin Maung
- Guide to Reinforcing Steel -1st Run:** Wong Yin Meng
- P6 Programming & VDC(BIM):** Miranda Cyrus Guiriba
- M&E Works cum testing:** Soon Wei Sheng
- BIU/BIT/TOP Inspection:** Soo Wei Sheng
- Preliminary setting work & Submission:** Steve Lim Chia Yoong
- Structure & PPVC Works:** Miranda Cyrus Guiriba
- Unit/Key Handover & BSC Operation:** Wong Jun Xiang
- ERSS & Soil improvement & Basement Works:** Bryan Lim Soon Jie
- Green & Gracious requirements:** Wong Jun Xiang
- Architectural Works (PPVC Process):** Wong Jun Xiang

## OVERALL WINNERS

**WONG JUN XIANG**

**SOON WEI SHENG**

**MIRANDA CYRUS GUIRIBA**





**ROY CHENG**  
(GENERAL MANAGER, MES ELECTRICAL ENGINEERING)

**10Q IN 60S**  
10 Questions in 60 Seconds is a fun Q&A with colleagues.

**EDWIN ONG**  
(DEPUTY PROJECT DIRECTOR)

**1**

**What is your favourite thing about your career?**

The ability to share the experience gained throughout the years, and learn new things like work-life balance.

**2**

**If there is anywhere you could be right now, where would you be?**

A temple on a mountain in Israel.

**3**

**Describe yourself in one word.**

Simi? (Hokkien word for 'what'; also used as a reactionary word)

**1**

**If there is anywhere you could be right now, where would you be?**

In the midst of mountain climbing with my friends, leading them toward the rest house for a cup of nice coffee.

**2**

**What is your favourite thing about your career?**

Working in Teambuild and growing together with the company.

**3**

**What is the craziest thing you've ever done?**

Swimming for 2 hours in the ocean for an Ironman Triathlon.

**4**

**If you could make a rule for a day and everyone had to follow it, what would it be?**

Move forward and do it!

**5**

**If you could use a time machine to go back in time to fix one thing or go to the future to see what it is like, which would you do?**

To prevent people from making my hair go white!

**6**

**What is the craziest thing you've ever done?**

Collecting cane marks from my mom and teachers when in primary school.

**4**

**Do you ever talk to yourself when you're alone?**

Yes, when I run alone. That's my "me" time.

**5**

**Describe yourself in one word.**

Adventurous!

**6**

**What is on your bucket list?**

To climb a famous mountain in China.

**7**

**What is on your bucket list?**

Too many to count, but I want to visit the pyramids, Northern Lights, and Israel before kicking the bucket.

**8**

**If you could have someone to help you with one household chore for the rest of your life, what would it be?**

I will want to help my wife to do all the household chores instead so she can be free.

**7**

**If you were a super-hero, what powers would you have?**

The ability to travel anywhere in a second.

**8**

**If you could have someone to help you with one household chore for the rest of your life, what would it be?**

Definitely washing, drying, ironing my clothes and putting them back into the wardrobe!

**9**

**If you had a warning label, what would yours say?**

Wah lau! (Hokkien reactionary word used to describe surprise or disappointment)

**10**

**If you were a super-hero, what powers would you have?**

Invisibility, because nobody can see or hear me...\*evil laughter\*

**9**

**If you could use a time machine to go back in time to fix one thing or go to the future to see what it is like, which would you do?**

I would like to meet up with my good friend regularly for exercise, and to stay strong and healthy.

**10**

**Who would you want to play you in a movie of your life?**

Tom Hanks, because "life is like a box of chocolates" (quote from *Forrest Gump*).

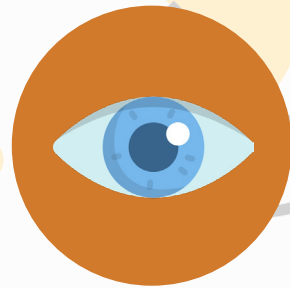






# SEOW KONG CHONG SCHOLARSHIP

The next round of application for the Seow Kong Chong scholarship will only reopen next year on **21 May 2021**. In the meantime, do continue to take care and stay safe!



## SPOT THE DIFFERENCE – NOW EXTENDED!

Let's turn the clock back a little. The "Spot the Difference" challenge of the previous issue is now extended, with the same **15** differences waiting to be discovered. Identify all of them (or as many as possible), email your answers to [engaged@teambuild.com.sg](mailto:engaged@teambuild.com.sg), and get the chance to walk away with a prize.

Both the original and edited photo are featured on the next page. All the best to the participants, and may the best eagle eye win!

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### CREDITS

We would also like to thank the following individuals for their contributions to this issue of ENGAGED!:

- Allan Low
- Allen Lim Yi Hong
- Chua Sheng Jie
- Edwin Ong
- Freddie Wong
- Ivan Lim
- Roy Cheng

### STORIES / IDEAS

We would love to hear from you!

If you have any feedback on how we can improve future issues, please write to [engaged@teambuild.com.sg](mailto:engaged@teambuild.com.sg). ENGAGED! would be more engaging if it is for the Teambuild community by the Teambuild community.





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