

The Ascending Fish! Motif

Teamwork, synergy and professionalism continue to be the hallmarks of the partnership among PSA management, staff and unions, a partnership which has been further enhanced since the launch of the *Fish!* Philosophy, our common language of corporate culture change. All across the organisation, efforts are made to cascade the simple yet powerful *Fish!* Philosophy for camaraderie, teamwork, a positive attitude and outstanding customer service, with the aim of creating engagement and fulfilment at work.

While *Fish!* continues to be espoused to all employees, the *LeaderFish!* program, launched in 2009 as a workshop for culture change at the highest corporate level, continued to make an impact in 2010. Facilitated by Group Human Resource and graced by Group Chairman as a guest speaker of leadership values, the *LeaderFish!* program challenged our leaders first in Singapore and then overseas to be change champions for a great workplace culture. In the latter part of the year, *LeaderFish!* was cascaded to senior leaders as well as young high-potentials in the Europe & Mediterranean region.

The playing of handbells was chosen as one of the teambuilding activities to reinforce the learning on *LeaderFish!*. The simple act of a group of participants ringing bells musically becomes a challenge of coordination, precision and teamwork. Individuals soon discover that a single bell can produce a note but when a song is called for, all the bells must ring in synergy. Just as successful teamwork produces stunningly

beautiful musical experiences in the handbells exercise; we believe the same truly positive experience can be multiplied powerfully in our teams when every participant, at their own workplaces, puts into practice what was imbibed from *LeaderFish!*. The ultimate goal is for every individual to live the *Fish!* Philosophy as naturally as breathing.

It was the passion for *Fish!* that led Caroline Lim, Global Head of HR & Corporate Affairs, to accept an invitation from the International Transport Workers' Federation (ITF) – a global affiliation of labour unions in the transport sector including ports – to share her diverse and refreshing experiences in corporate culture change, and in so doing, inspired the union representatives with the power of *Fish!* at the ITF annual conference held in Long Beach, USA, in October 2010.

Currently, PSA has 9,000 employees learning and living the *Fish!* Philosophy. The employees of PSA International, PSA Marine and Singapore Terminals completed their first “Have *Fish!* Will Travel” contest in July 2010, after 18 months of nominating one another for demonstrating good *Fish!* behaviour. The winners with the highest nominations were sponsored to a vacation in Seattle, USA, where the *Fish!* Philosophy had originated. With the success of the first contest in creating enthusiasm for *Fish!*, the second 18-month contest is already underway. Over time, just as music transcends boundaries, we firmly believe that *Fish!* will be a unifying language for the global PSA family.



