

Bob is an American trainer who works extensively onsite with two team leaders, Vivek and Rajiv, on how to train agents in effective customer service delivery. Over the course of many weekly sessions, Rajiv consistently implements the training he receives. Vivek never really understands what Bob is training (though he thinks that he does). At the close of the project, the Customer Service Manager, Ankit, asks Bob for an evaluation of his team leaders.

Ankit: "Tell me, Bob, what is your final analysis of my team leaders?"

Bob: "Well, Rajiv does everything I tell him to do; he welcomes input and then practices it. Best of all, he then mentors all his reps positively and clearly..."

[silence]

Ankit: "And Vivek?"

Bob: "Hmmm... as I've mentioned before, Vivek struggles on a basic level of understanding. He tries to implement what we talk about, but it doesn't last very long because he really doesn't 'get it'. Frankly, I don't think he can do the mentoring that these agents need."

Ankit: "Ohhh. Well, he's a good man, Bob. He's been doing this for a long time. I like him a lot."

Both Ankit and Bob become silent. Both of them look tense.

What values is Bob evidencing in his analysis of Vivek's performance and competency?

What values is Ankit evidencing in his response to Bob's evaluation?

From the conversation above, what action(s) would Bob prefer? What action(s) will Ankit take regarding Vivek? What do they think about each other's respective decision