



Swami Vivekananda  
**Contributor Personality Program**



An Adani Group Initiative

UNIT 7:

## Design Solutions



for students and faculty of  
Gujarat Technological University

by

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## **UNIT 7:**

# **Design Solutions**

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Contributors approach the various situations in their life and work place with a unique mindset. This mindset we call, the ‘Contributor Mindset’.

The first aspect of the Contributor Mindset is the Contributor’s willingness and capacity to find solutions.

When faced with a challenge, the Contributor’s first response is : “Can we find a solution?” This is unlike a Non-contributor who may respond to the challenge by trying a little and giving up, blaming others, or finding excuses to cover up the issue.

But this is not all. The Contributor also finds a solution. In other words, the Contributor develops the capacity to find solutions through continuous practice and learning from other Contributors.

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## Concept Exploration

### EXPLORATION 1:

**Non-contributors are often “rigid” about the procedure or their own way of doing things instead of focusing on the goal**



**Contributors are focused on goals and find appropriate methods to achieve them within the framework of the system**



### REFLECTIONS

- Q1. A term that is gaining popularity in the business world is the word “jugaad”. Think of examples of how “jugaad” has been used positively in the real world. Write about these.

We can say jugaad is a quick fix, a frugal innovation, a botch job, corruption, etc.

As I think of how jugaad has been used positively in the real world is

When India's Mars Orbiter Mission (MOM) successfully entered orbit around Mars

With the mission's success, at just above \$70 million, or around ₹ 473.3 crore now (Less than the production budget of Gravity), India became the only country to

Enter Mars' orbit in the first attempt.

**EXPLORATION 2:**

**Non-contributors do not consider new possibilities<sup>1</sup> in their thinking**

There are only two ways. We must choose one of these.

A simple line drawing of a person sitting at a desk, looking thoughtful with a question mark above their head. Two solid lines lead from the desk area to a central question mark, representing a binary choice.

**Contributors consider new / alternate possibilities<sup>1</sup> in their thinking**

Can we look for a third way that combines the best of both choices?

A similar line drawing of a person at a desk. This time, there are three paths: two solid lines leading to a central question mark, and a dashed line leading to another question mark further to the right, representing a search for a third, innovative way.

**REFLECTIONS**

Q1. Generating new possibilities<sup>1</sup> is the first step in creating innovations. Do you agree? Why?

Yes I agree, that generating new possibilities is the first step in creating innovation  
It's about generating different ways to frame the basic questions that we as a society

Might have to answer in regard to the area of concern.

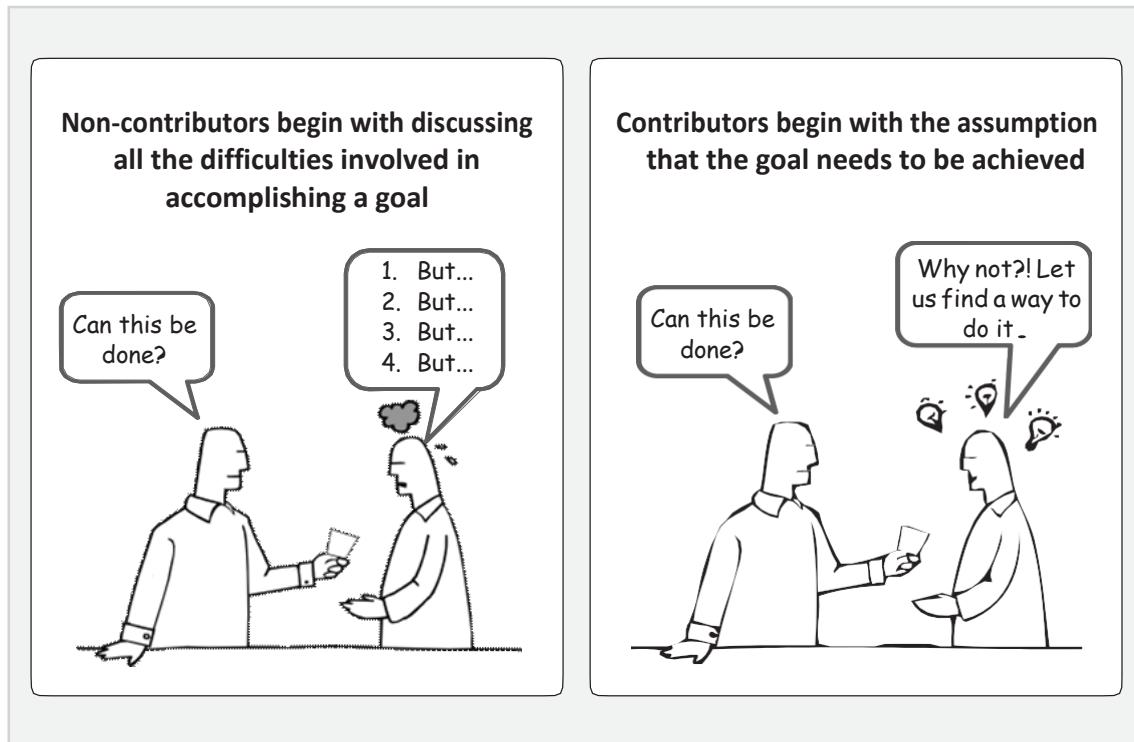
It's about exploring different ways we could answer some of those basic questions.

We should think of ways to think big and to address the root causes - not just superficial responses that touch on this or that symptom. This is a time to be imaginative, not a time to be hemmed in by looking at the status or conventional responses to the area of concern.

**MEANINGS:**

<sup>1</sup> Possibilities: New ways or alternative approaches or other options to make the goal possible

### EXPLORATION 3:



### REFLECTIONS

Q1. Have you met individuals with the "can-do" attitude? Why are such people so valued in the workplace?

When something is going wrong, the first thing people usually say is to "stay strong"

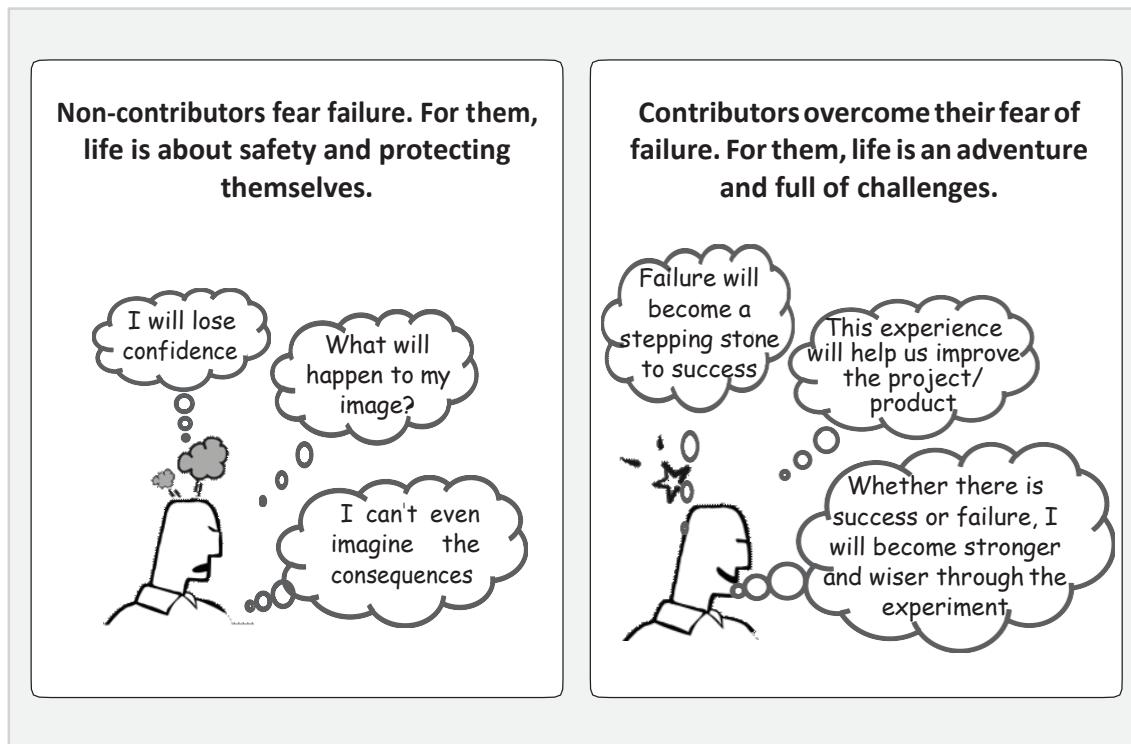
And "stay positive." Those little affirmations sometimes do work, and it's important

To remember that words can go a long way during a time of negativity, especially in

The workplace. Having a positive attitude in the workplace won't necessarily make

You better at your job, but it will improve the way people view you as a person, so

They may be more inclined to help you succeed and cheer you on. Positive people  
are also empowered. They are capable of saying no or standing up for their rights. A  
positive attitude gives you the strength to take risks, allow yourself some privileges,  
and own up to a mistake. Empowerment is the consequence of a positive workplace.

**EXPLORATION 4:****REFLECTIONS**

- Q1. When you overcome your “fear of failure”, your willingness to try out new things increases. Share some experiences from your own life.

People who are highly afraid of failing are much more likely to procrastinate. In contrast, those who show higher levels of autonomy and vitality more readily

Approach new tasks, no matter their fears for the future. Let me share my own life

Experience, in past I had fear of public speaking, because of this I always Procrastinate to speak and time passed. I overcome my fear and now i am able to

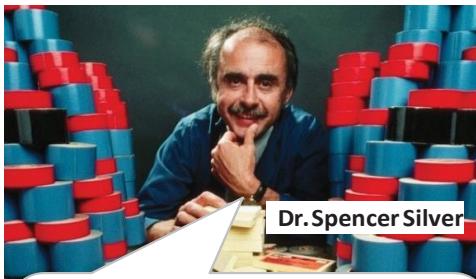
Speak freely without worrying about what other might think about me.

## Concept Application

### APPLICATION EXAMPLE 7.1:

### CASE STORY

#### Story of the 'Post-it'



**Dr. Spencer Silver**

had thought about it, I wouldn't have done the experiment. The literature was full of examples that said, "you can't do this".

In 1968, Dr. Spencer Silver, a chemist with 3M, in his attempt to develop a 'strong adhesive' managed to develop only a 'weak adhesive'. Dr. Spencer, instead of being embarrassed of his discovery, If I shared it with his co-workers, to find a use for it. For 5 years he promoted it within 3M, but without much success.

In 1974, a colleague of his, Art Fry, who had attended one of his seminars, found a use of this weak adhesive – as bookmarks! After investing one more year in product development, Fry was able to come up with the first version of what is now known as 'Post-it'.



**Art Fry**

My mind was drifting back to music when I got that flash of an idea. Eureka! I think I can make book marks by applying Dr. Spencer's adhesive, so they can be stuck on and peeled off without spoiling the book.

1977: 3M LAUNCHES THE PRODUCT IN 4 CITIES, THE RESPONSE IS DISAPPOINTING.

1978: 3M ISSUES FREE SAMPLES. 95% OF PEOPLE USING THEM SAID THEY WOULD BUY IT.

1980: 3M DEBUTED IN US STORES AS "POST-IT NOTES."

1981: POST-ITS ARE LAUNCHED IN CANADA & EUROPE.

**Post-its went on to become a huge world success.**



## REFLECTIONS

Dr. Spencer did not fear failure. Thus he was willing to keep presenting his failed discovery in different forums. His persistence eventually resulted in him connecting with Art Fry in one of these forums. Art Fry, on his part, wanted an answer to his own problem. He redefined the utility of the entire discovery and came out with an alternate use of the weak glue.

Q1. What was the benefit that each received from his own different approach?

- (i) benefit for Dr. Spencer

Dr. Spencer got benefit of overcoming his fear as he developed weak adhesive in In his attempt of developing strong adhesive thereby helping Art Fry.

- (ii) benefit for Art Fry

Art Fry found the use of weak adhesive as ‘bookmarks’ after developing it Launched it Art fry has created his own business by considering alternate possibilities Of glue.

Q2. Think of an example where you or someone you know were able to find a solution to the problem by persistently trying different approaches to arrive at a solution until you succeeded. Write about this.

*[Hints: Write about –*

- what was the situation?
- what were the obstacles and failures faced?
- what was the response to these failures?
- what was the final outcome?]

There is one situation where our hostel's bathroom's water valve got broke we are

Trying different things to stop water like cloth, one person hold there etc.at last we Found one wooden part that exactly cover water valve, we that put into valve and Stopped water.



## APPLICATION QUESTIONS

Q.3 Think of some difficult project you would like to take up, where many people have said chances for success are low.

As a contributor, what are some of the actions or choices you could take so as to improve your team’s chances of success? Discuss to answer.

*[Hints: Think of how you can first experiment in a low-risk environment.]*

We took object detection project and wanted to do real time video detection of certain

Object so we first tried to experimented it in recorded video before implementing live.

**APPLICATION EXAMPLE 7.2:****STORY**

Nikhil, a computer engineer, was on a visit to his village. He was distressed to see the people of his village being squeezed by middlemen. The farmers were not getting fair price for their produce.



Why can't we connect farmers to the market-place directly, using technology? That will eliminate the influence of middlemen on them.

Nikhil was excited! He didn't think this would be too hard as he was a computer engineer! Thinking this was a great idea at hand, he worked out a complete business plan.

To get started, Nikhil passed the word around in the village, calling for a meeting of all farmers. However...



Other than the local coordinator, no one turned up for the meeting.



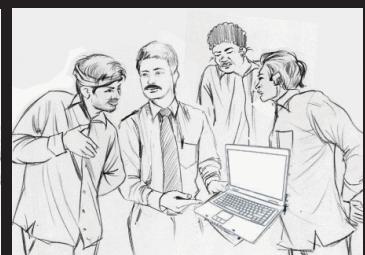
Moreover, the middlemen didn't take the matter lightly.

This is terrible! Nothing can be done here! I am better off back in my corporate job!



No! If I don't make this vision happen for my people, then who will?? It's not going to be easy - but I can & must find a solution!

Nikhil regrouped energies and readied himself for a long struggle. He began meeting farmers regularly - individually and in groups. He also met some of the middlemen and shared with them ways in which they could benefit from and support this effort. Seeing his persistence, more villagers joined in. They ran a pilot with 10 farmers using the technology to get connected to the mandi [market place]. These 10 farmers then became advocates to other farmers in the village. The movement caught on - more and more people got involved...



Three years later, not only were most of the farmers in that village using this technology, but neighboring villages had also begun replicating this.



## REFLECTIONS

Q1. Nikhil took responsibility for finding a solution to the situation. He believed that solutions can be found, thus even though he faced many difficulties, he struggled with the solution until he found answers – one step at a time. What were the benefits of this approach?

- [Hints: Consider the*
- *benefits to the community*
  - *benefits to Nikhil*

Nikhil after being seeing people distressed due to not getting fair price for their

Product thought to connect them with market directly. Initially he didn't got good

Response thought to return to his corporate job but after thinking that who will help his

Community if he doesn't started working on solution. After 3 years he made the farmers

Using technology and benefitted them and got satisfaction of helping them.



## APPLICATION QUESTIONS

Q2. In the workplace, often we are faced with challenges with no easy solutions. As a Contributor, what are some strategies / tips you can learn from Nikhil's approach, so as to find your own answers when faced with these tough situations? Discuss to answer.

We often come with challenges with difficult problems and sometimes think that we

Should give up but we must rethink about it as Nikhil did and think in a contributory way

Who would care about it if we doesn't. We must again take the help of expert in that

Domain and try to figure out that where we are lagging. From Nikhil's approach we can

Learn that sometimes the struggle is long and we must keep calm and work with our

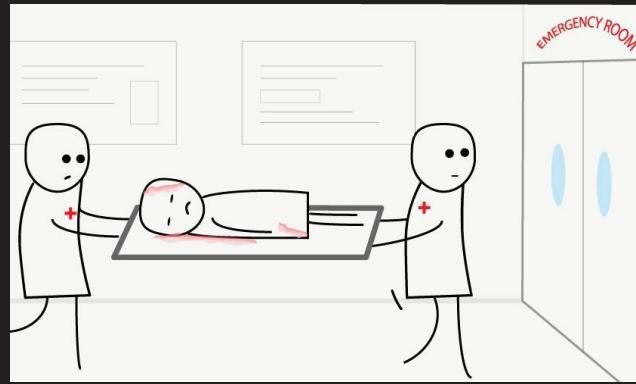
Full efficiency without expecting results in short time. We must be patient and must be

Disciplined in such situation and carry out our task. If we didn't get benefit then also

We won't be having regret that we didn't tried our best.

**APPLICATION EXAMPLE 7.3:****STORY****Preventing accidental deaths****1**

Dr. Venkat was receiving many road accident cases in his hospital. These accidents were happening about a kilometer's distance from his hospital.

**2**

Though he tried all medical measures to save the victims, there were still a high number of deaths.

**3**

Dr. Venkat studied the factors affecting the severity of accidents, to diagnose the causes.

Too many road accidents are happening here. So many deaths...



When vehicles coming from opposite directions collide, then the accidents are bad. Most cases here are due to this.

**4**

The road outside his hospital did not have a road divider. Having identified a root-cause, Dr. Venkat worked closely with the Traffic Police to get a divider installed.



The number of accidents came down drastically.



## REFLECTIONS

Q1. Dr. Venkat's functional goal as a doctor was to cure patients. What do you think were the goals that he saw at a human level, that motivated him to take the effort to find the cause and find a 'non-medical' solution to the challenge?

*Doctor primary duty is to save patient and tend to them in need but in this case patient were mostly from*

*Road accidents which could have been averted if proper infrastructure was made available. His goals*

*Were to save as many lives as possible and his motivation was his sympathy and devotion to his work*

*Which can be clearly seen when he took steps to get divider installed.*

Q2. Write down 2 experiences from your life where a challenge was faced –

1. Where you saw a person focused on the process and the same old way of doing things.
2. Where the person found a new way of solving the challenge.

Compare the results of both these approaches.

1. *In computer engineering many people try to make things from scratch which is considered*

*standard approach and doing things in same way.*

2. *Now if you teach him how to use different libraries and functions to do same work again and again his life would be much easier .*



## APPLICATION QUESTIONS

Q3. In the workplace, suppose you are asked to join a team which has to complete a task in a short time, as a contributor, which of the following would be your choice in the situation?

- You work sincerely and even do over-time
- You do whatever is required of your role
- You do whatever is required to reach the goal
- You do whatever your boss tells you to do

**APPLICATION EXAMPLE 7.4:****CASE STORY**

Aravind calls itself an “eye care system” as it goes beyond the delivery of pure eye care, to additionally address barriers to accessing care.

The company, on a daily basis, seeks to deliver better eye care to populations far removed from the urban centers. To achieve this goal, it continuously works on two main areas:

- (1) Its outreach to the rural population
- (2) Cost of eye care.

Aravind adopts active rural outreach. It holds “eye camps” in which it registers patients, administers eye examinations, teaches eye care, and identifies people who may require surgery.

To bring eye care costs down and make it available to people who cannot afford it, Aravind intensely focuses on increasing productivity – such as standardizing and streamlining surgeries. The system relies on intensive specialization to generate efficiencies.

A surgeon typically performs 150 cataract surgeries every week, six times the number common among Western specialists. To further lower costs, Aravind has created a sister organization to manufacture lenses, drugs etc. locally at prices one-fiftieth of U.S. prices. All these measures have greatly helped reduce costs. In addition, it has made cross-subsidization an integral part of its business model.

Thus, despite the constraints of poverty, Aravind has built a systemic solution to a complex social and medical problem.





## REFLECTIONS

Aravind Hospitals wanted to make affordable eye care accessible to the rural population of the country. To achieve this, they continuously found ways to reduce costs and improve efficiencies in the way eye care is done.

Q1. What are the benefits of this approach taken by Aravind?

- *To the eye care system*

*Role of eye care system is to reach people of urban as well as rural area and to provide them*

*Eye care and teach them best practices. And Aravind contribution has lowered the cost so*

*It would boost the eye care sector and make people aware of clinical practices.*

- *To Aravind Hospitals*

*Since they have found ways to reduce costs and improve efficiencies such as standardizing and*

*Streamlining surgeries it has made it available to people who earlier couldn't afford it.*

*So its reputation would surely increase and they will be able to complete their objective.*

- *To the people of India & abroad*

*As mentioned above company has set up sister organization to manufacture the cost of*

*Lens and drugs to nearly one-fifth of original people from India as well as from abroad can*

*Take benefit of eye care services at cheaper prices with the same quality.*



## APPLICATION QUESTIONS

Q2. Write down an example of any organization/individual who wanted to achieve a clearly defined goal. How did the goal-oriented approach influence the choices that the organization/individual made?

[Hints:

- *what was the goal?*
- *what were some of the difficult choices that had to be made?*
- *what factors were considered while making these choices?]*

*Apple everyone now knows how famous the Apple is but in earlier stages 1985 -1997 they were on*

*On verge of bankruptcy and they only survived by considering the factors what people wanted*

*And didn't give up hope when they released new iMac and meet consumer expectations.*

**APPLICATION EXAMPLE 7.5:****CASE STORY**

The rural branch team of a large public sector bank shares its experience.



Branch Manager

DBD Manager



When I joined as a branch manager in Dungripal, I noticed that the largest number of loan defaulters (called NPAs or non-performing assets) were marginal farmers having very small land-holdings.

These people were not in a position to repay their crop loans, being at the mercy of the climate. As a bank, we had two options –  
 (1) refuse to give them loans  
 (2) write-off / forget about the loans once given, leading to losses for the bank.

But then the team got together and thought – why can't we do something such that we are able to give them loans AND enable them to repay their loans? Why can't we find a way to increase their income?

The bank gave the farmers "dairy loans" to begin dairy production over and above their regular farming activities. They also enabled them to learn and set up this new line of operation. This opened up an alternative means of income for them that was not weather dependent.

Life was tough until the bank stepped in .



I started with producing 10 L milk. Today I make an annual profit of Rs.50,000/-



Now, not only are they repaying their loans on time, moving out of our NPAs list, but many have also approached us for new loans for dairy equipment, thus increasing our business!



## REFLECTIONS

To find a solution, this team first defined the end-state or outcome they sought (i.e. genuinely help this farmer community + protect interests of the bank). Then they went all out to find solutions. Their answer was simple: "find a way to increase their income". The entire team then got energized to reach this goal! Through this solution approach all the issues they faced regarding the NPA status of this community disappeared.

**Q1. What is the value of sharing the vision of the goals (amongst all bank team members)?**

Discuss to answer.

[Hints: Consider impact on

- team energy
- quality and creativity of alternate solution ideas
- closing the gap between "ideas" and "action"
- interests of the bank
- interests of the community]

*Importance of sharing vision of goals has two objective first farmers were not able to repay the loan so*

*Through this idea they would be able to have surplus income to repay the loans and second is*

*Bank wants its business to grow which is also possible and it will save the energy of team from*

*Going and asking for repayment every time and it would be in interest of both the parties.*

**Q2. This case is also an example of Imaginative Sympathy (topic of Unit 11) where the bank officials appreciated the necessity of finding a solution that would genuinely help the farmers. Do you know of any other case where a solution was found at a deeper level because of genuine concern for the people involved? Write about this case.**

*Yes its about farmers and computer engineer . the farmers were not getting enough*

*Value for their crops as middlemen were squeezing out the money from them, so the*

*Software engineer thought of way to bring market to farmers so they would benefit from*

*It. Then the engineer started meeting with farmers , groups and middlemen to share his*

*idea and explained his approach to them. In the end farmer profited from this new*

*approach and software engineer got to help them.*

**APPLICATION EXAMPLE 7.6:****CASE STORY****The Gold Corp Challenge**

In 1983, Rob McEwen took over an old under-performing Gold Mine in Red Lake district of Ontario. This Mine had very high operating costs and production was very low.



Our district had many Mines. All of which produced a lot of gold. The Mine next door had produced 10 million ounces!!! I was convinced that there was gold in our Mine too. We only had to get more people thinking on how to locate it.

McEwen attended a Linux conference. Here he got to know of the idea of "open innovation", which triggered the idea of the GoldCorp Challenge.

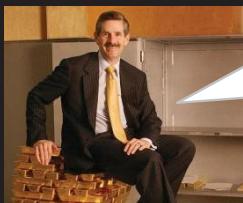


Wow, world class programmers coming together to develop software! That is what I want. World class experts working towards identifying digging sites in our Mines.



We did something that the Mining Industry never tried before. We released all our confidential mining data online. Experts across the globe were invited to work on it and tell us where to dig. The prize: a total of \$575,000.

Within weeks of launching of Gold Corp Challenge, submissions of 1200 people from 50 countries came flooding. Geologists, mathematicians, consultants all got involved.



There were capabilities I had never seen before in the industry. I almost fell off my chair when I saw the submissions. The contestants had identified 110 targets, 50 percent of which had not even been previously identified by the company. We hit gold!!



## REFLECTIONS

By re-defining his challenge as “how to bring in more experts to identify gold-yielding sites”, McEwen made the problem into one where he “knew what to do about it”. McEwen was also able to identify an approach being used by software developers and adapt it to solve a problem in his own field of work (Mining).

- Q1. What choices does one need to make, to open one’s mind to solutions from other fields that could be adapted to one’s own context? Discuss to answer.

*As specified above rephrasing the problem can give you unexpected results. Other choice may include finding new perspective or to be open minded to bring innovation.*

- Q2. McEwen’s firm belief that ‘he could find a solution’ to his problem, made him explore new ways of thinking. Write down about one person you know who overcame a challenge because of his/her ‘I can do’ approach.

*Elon musk and space X. Over the years company faced many difficulties in order to Survive and in the end they made it through their belief and hard work .*



## APPLICATION QUESTIONS

To find solutions to complex problems, many organizations use ‘brainstorming’. These are idea generation sessions in which people from diverse backgrounds from within or outside the organization come together to discuss the problem.

- Q3. What do you think are the benefits of such sessions? Discuss to answer.

- *Benefit for the organization*

*Brainstorming can help you generate solution to problems. It takes the advantage of experience*

*And creativity of all member present so win - win for organization.*

- *Benefit for the participants*

*Benefit for the participant would be that since they have provided the input on the*

*The solution it commits them to implement and develop it.*

**APPLICATION EXAMPLE 7.7:****CASE STORY**

How many of us can dare to tackle one of the world's toughest problems? Jerry Sternin, a visiting scholar at Tufts University in USA, and his wife Monique had the courage to try.

In 1990, as staff members of Save the Children, the Sternins were invited by the Vietnamese government to help fight the problem of malnutrition in 10,000 villages in the country.

But once there, an impossible demand was placed before them: They had six months to produce results. That's it!



We call conventional wisdom about malnutrition 'true but useless,' or tbu. It's all about poor sanitation, ignorance, poverty, etc. Millions of kids can't wait for those issues to be addressed. Nothing has changed with outsider solutions. This wouldn't work - not in the 6 months we had to make a difference.

We had no idea what we were going to do. Our attitude was, oh my god! What's going to happen?!



More out of desperation and a little out of inspiration, we turned to the approach of "amplifying positive deviance". i.e. In any community there are some families where the children are not malnourished - these are positive deviants. If we are able to identify their practices, and transmit these to other families, we can amplify their positive effects across the community.



We observed the food preparation, cooking, and serving behaviors of these six "positive deviant" families. We found that parents of well-nourished children collected tiny shrimps, crabs, and snails from rice paddies and added them to the food, along with the greens from sweet potatoes. Although these foods were readily available, they were typically not eaten because they were considered unsafe for children.



We worked with the positive deviants to offer cooking classes to families of children suffering from malnutrition.



By the end of the program's first year, 80 percent of the 1,000 children enrolled in the program were adequately nourished. In addition, the effort was replicated within 14 villages across Vietnam. The groundbreaking work that Sternin did in Vietnam has served as a model for rehabilitating tens of thousands of children in 20 countries.



## APPLICATION QUESTIONS

Sternin patiently studied the practices of the community. He then amplified / increased their positive effects by spreading this across the community. Through this they brought a huge change in the community's malnutrition which had seemed like an unsolvable challenge. This solutioning approach called "positive deviance" originally proposed by Zeitlin in the 1980s has been formalized over time. (You can do an internet search to find out more about this.)

Similarly, many organizations have formalized 'best practices sharing' to address many recurring challenges. However, it is found that most employees don't put in the effort to document and share.

Q1. What are the consequences of not sharing possible solutions and practices across the community? Discuss to answer –

*– Immediate and long-term consequences for the team and organization?*

*Immediate consequence for the team would be that they would miss out an*

*Opportunity to conduct trial which may alleviate the condition of the children's.*

*Long term consequence would be that they wont be able to spread the results of*

*Positive deviance and their tenure would be over without doing any good to people.*

*– Consequences for the community being served?*

*Consequence for the community :- children would have continued to suffer from*

*not getting adequate treatment which would be possible if knowledge was shared.*

*There would be no change in health conditions of the families and there wont be*

*Any upliftment in living standards of the people.*

*– Consequences for the individual employee?*

*Not sharing possible knowledge and facts can result in two things.*

*1. Decision would be taken slower than usual so it would be lose – lose situation*

*for employee as well as community*

*2. There might be regret in employee's mind if he is not able to do something for them. And it would be lead to wastage of time as someone already knows and Wont come forward to share the idea.*





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UNIT 8:

## Focus on Value



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Gujarat Technological University

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## **UNIT 8:**

# **Focus on Value**

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The second aspect of a Contributor's Mindset is his/her goal of creating value – for self, for family, for the team, for the organization, for customers, and for society. In short, the Contributor aims to create value for all stakeholders in his / her life.

What does creating value mean? It means making a positive difference, a tangible impact, a specific contribution to any situation. This positive difference or impact can be in the form of achieving a specific goal, creating a product, creating 'human touch' in a particular interaction, or enhancing one's own capacity or the capacity of one's colleagues and teammates.

Contributors are therefore extremely result-focused, but the result is measured in terms of value created.

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## Concept Exploration

### EXPLORATION 1:

**Non-contributors focus on the “attributes” of a product or a service**



**Contributors focus on the “value” of a product or a service**



### REFLECTIONS

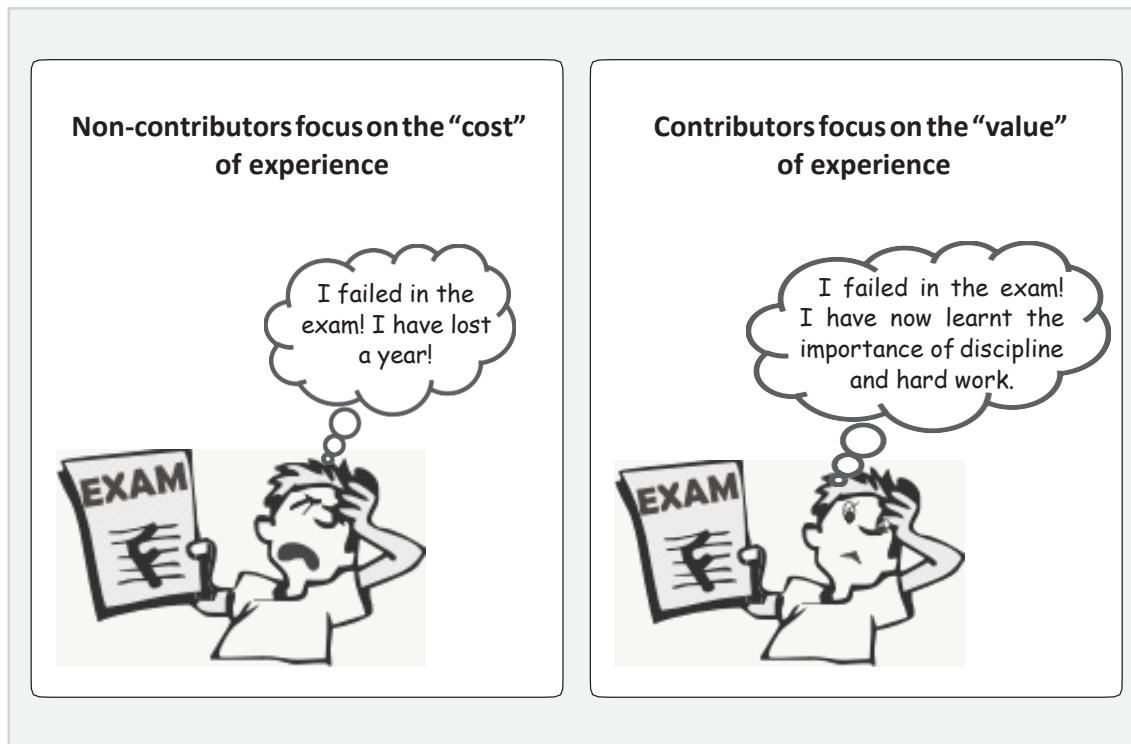
Evaluate some of the gadgets / appliances or services that you use. Clarify in your mind what “value” is created by the features offered in that product or service. Write about the “value” of each of these in your life.

Google Maps, the basic function of this app is to provide maps and directions but apart from this two services google maps includes a lot of other features

which increases its value such as live traffic updates ,nearby places such as

gas station , ATM, hospital , it also has work in progress notice for when roads are under maintenance or construction . It also provides terrain information in

3D as well as 2D. Thus by incorporating these features it has kept 'value' which in turn are very valuable to all the people in the society helping them properly

**EXPLORATION 2:****REFLECTIONS**

Think of a recent “bad experience” you have had in your life. Can you discover what is the “value” hidden in that experience? Write about this value.

Recently, in past few semester I had a "Bad experience" and it haunted me for quite

a few time it was my degrading performance in my tests and exams . They were

degrading semester after semester and even after going through the text books

provided by various publications I was not able to improve and also my focus and

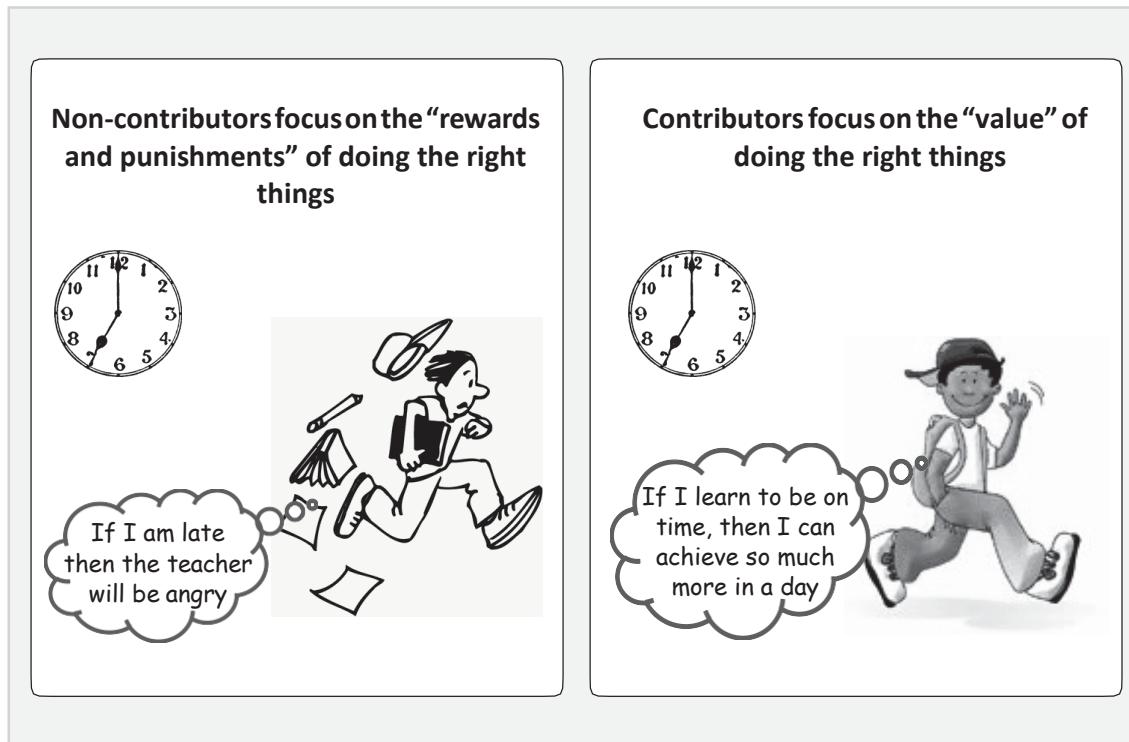
concentration started falling day by day but then i tried to push myself and apart

from just sticking to some textbooks i started exploring the subject and which in turn

made me interested and i got my focus and concentration back. This taught me the

value to understand subject rather than going through limited sources.

### EXPLORATION 3:



### REFLECTIONS

Think of something that you do because you are forced to do it by your parents / college / anyone else. Can you discover what is the “value” of that action? Write about this value.

The thing that I can think of first being forced on me by my college is writing long assignments which exhausts my energy as well as it's just a copy paste activity and it doesn't even help in learning . Its just a waste of time and energy and above all this its also a waste to resources like pen ,paper etc. And the more paining thing is that after each year those files go in trash But if i try to see the bigger picture and rather than copying things if i write things after understanding and reading ,the concepts and the subject will get will get in my mind properly and I will remember things properly .This is the value I derived of this action

**EXPLORATION 4:**

**Non-contributors focus only on the “price” of goods / things**



**Contributors focus on the “value” of these goods / things for others**

**REFLECTIONS**

Think of some situation / experience in your life, where you focused too much on the “price” of the goods and did not think about the “value” of those goods for the other person. Write about this.

One of the situation/experience that comes to my mind when thinking about when I

Was too focused too much on the "price" of the goods and did not think about the

"value" of those goods for the other person is that once for a camp activity we were

tasked to sell food items and the team that earned the most profit wins , so for the

sake of winning we kept the prices high but after the competition I realized even

though we won there were lot of people who went back without eating due to the

prices being set to high for them to afford to eat . This was the incident i didn't think

about the goods value for others.

## Concept Application

### APPLICATION EXAMPLE 8.1:

### ROLE MODEL

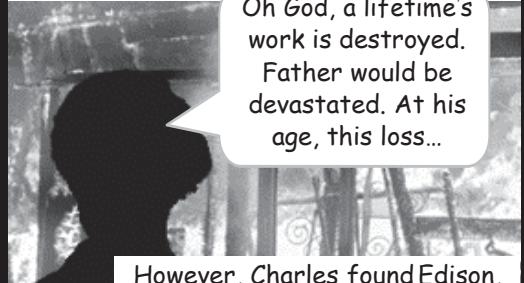
Thomas Edison exerted a tremendous influence on modern life, contributing inventions such as the incandescent light bulb, the phonograph, and the motion picture camera, as well as improving the telegraph and telephone. In his 84 years, he acquired an astounding 1,093 patents. While not all of his inventions were based on 'original' ideas, he did a great service to society by turning those ideas into reality and by giving them commercial value.

"I have not failed 10,000 times. I have found 10,000 ways that will not work."  
- Thomas Edison

In December 1914, when Thomas Edison was 67, his laboratory was virtually destroyed by fire. Much of his work went up in flames that night.



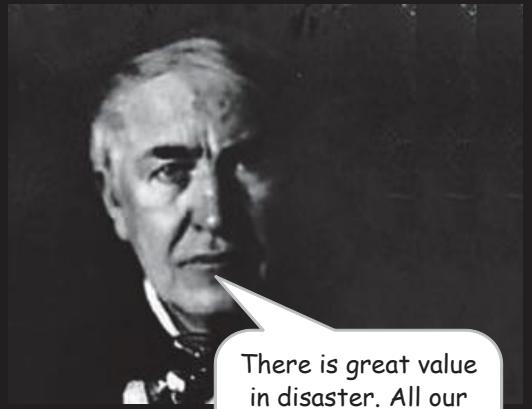
On reaching the site, Edison's 24 year old son Charles was appalled at the sight of destruction.



Oh God, a lifetime's work is destroyed. Father would be devastated. At his age, this loss...

However, Charles found Edison, calmly watching the scene, his face glowing in thereflection.

Next morning, looking at the ruins Edison said...



There is great value in disaster. All our mistakes are burned up. Thank God we can start afresh.

Three weeks after the fire, Edison delivered his first phonograph.





## REFLECTIONS

- Q1. Edison demonstrates 'value focus' in this story. What can we learn from him about how 'value focused' people behave?

Edison was a very value focused personality and from such people we can learn values such

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as even though everything seems to be negative and going wrong we should be able to find the positive out of it and fight the situation rather than blaming bad time for failure.

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- Q2. Edison saw the disaster as an opportunity to 'let go past work and start afresh'. What is the value of such an approach when doing creative work?

*[Hints: Sometimes past experiences prevent us from new thinking. How would his 'value focused' approach have impacted Edison's future work?]*

The value of such an approach when doing creative work is that sometimes while

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doing creative work we can be stuck at a place and it becomes hard to move from the point and when it gets started again we can think of new idea to move on from that point in the work.

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## APPLICATION QUESTIONS

- Q3. Imagine that after days of working hard, you and your team have come up with a solution to your client's problem. However, the client rejects it saying that they do not have the expertise to implement it. They tell you to rework the entire thing. What would happen if you kept sticking to your old solution, refusing to learn and move on to create a new solution that works for the client?

*[Hints: Consider the impact on –*

- the quality of your solution
- your team work culture
- the future work you take up
- the client's experience with your organization]

If me and my team kept sticking to the old solution, refusing to learn and move on to create

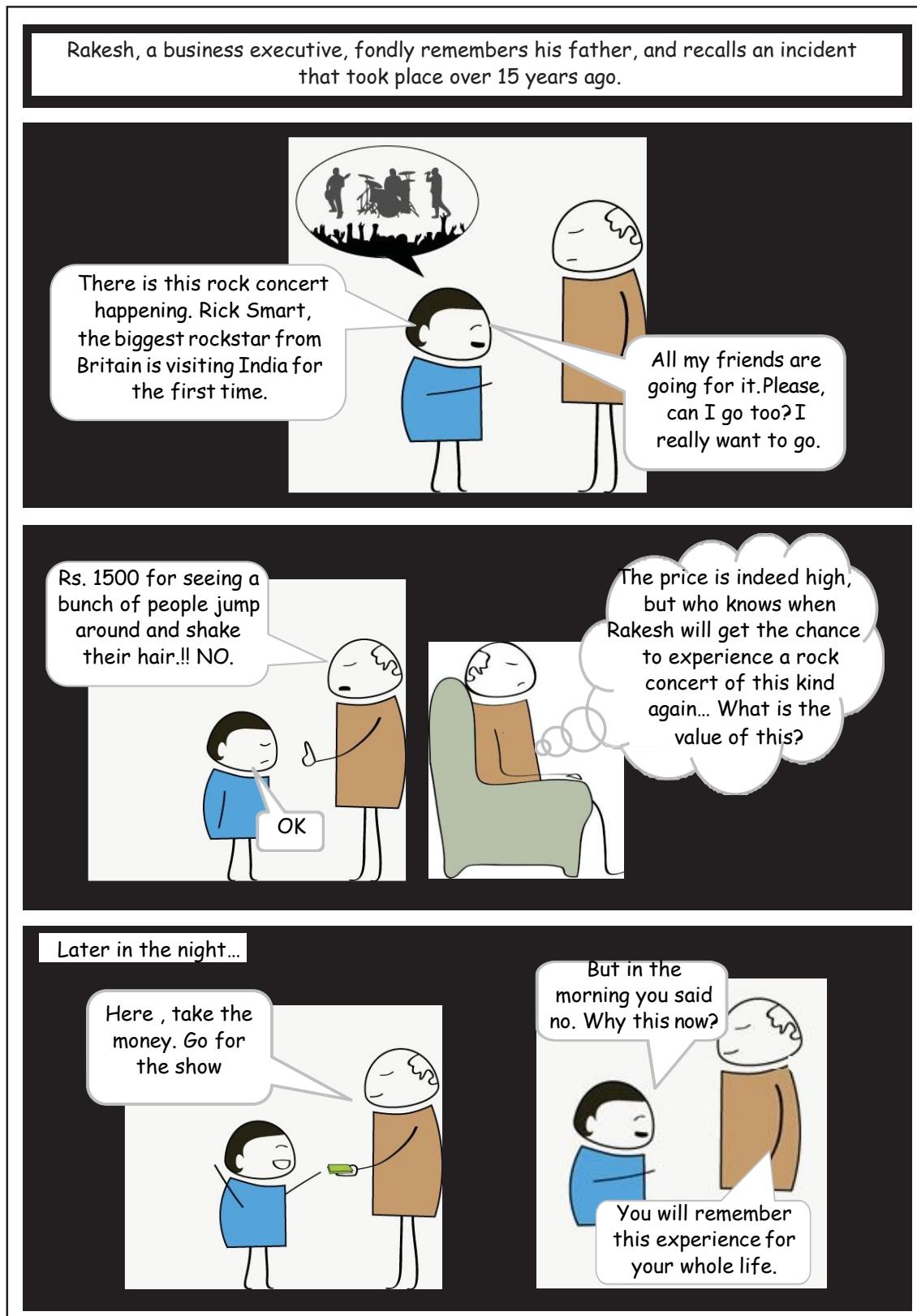
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solution that works for client following can happen: The quality of the solution can decrease and also the team would not try to come up with new things which in turn will make the team lousy also due to sticking to our solution the client will be unsatisfied and also it will adversely affect our future project or works take up.

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**APPLICATION EXAMPLE 8.2:**

STORY





## REFLECTIONS

Q1. Rakesh's father made a choice, recognizing that Rs.1500 was not the price he was paying for a mere concert ticket, but for a life-time experience for his son. What is the value of a "once in a life-time experience"?

Once in a lifetime experience is the thing that gives an individual the value of experiencing

a thing wrong or right but the lessons that can be learned from trying a thing once are immense

and it creates a wider level of understanding and knowledge in an individual Thus ,Rakesh's father decision was gonna be very valuable for Rakesh.

Q2. Narrate a memorable experience that you made possible for someone close to you, by making a choice focusing on the value for the other. What was the value of this experience for that person? What was the value you received through the choices you made?

Last year , a friend of mine wanted to learn driving but due to the fear in his mind, he was not able

To learn it So, I made a decision to take him to the a driving school where it has a simulation for bike driving and that experience took away his fear he had in mind and also after few days

he learned to drive perfectly and fearlessly.



## APPLICATION QUESTIONS

Q3. In the story, the intangible benefits greatly influenced the decision making process. How can you apply this 'focus on value' while making your own career choices?

[Hints:

- *What is the intangible value that a job brings with it which is not captured in the salary paid? (eg. challenge, learning etc.)*
- *How do these intangibles help in shaping one's career (capability building etc.)?*

While, making career choices the intangible benefits can greatly influence the decision making

process and this "focus on value " can be applied in following ways- While making career decision

rather than keeping the amount of salary in mind , I should keep the things I can learn the qualities

and training of the work environment I can get and also I should see the organization I am joining

is it following Industry standards ethical values and other value oriented stuff ,making career decision based on "focus on value".

**APPLICATION EXAMPLE 8.3:****CASE STUDY**

I had flown to Mumbai for a client meeting. Time was limited as after the meeting I had to catch my return flight. At the airport I was waiting for a taxi when a spotless cab pulled up. I still remember that ride.



The driver rushed to open the passenger door for me. He made sure I was comfortably seated before he closed the door. Then he informed me...

The traffic is bad today, Sir. It will take us about an hour or so to reach your destination. Relax and enjoy the journey, Sir.

There is a newspaper for you to read. Also in case you want to listen to music, there are tapes you can choose from.



I was quite surprised at the service I was receiving! I first sent an sms to the client's office that I would be there in an hour or so, and then decided to take his advice and relax.

I told him, "Obviously you take great pride in your work. You must have a story to tell." He replied...



I came from the village to earn money. Realized that I love driving cars, being of service and feeling like I have done a full day's work. But one thing I know for sure, to be good in my business I could simply meet the expectations of my passengers. But, to be GREAT in my business, I had to EXCEED the customer's expectations! I want to be 'great' rather than just get by being 'average'.



## REFLECTIONS

Q1. The taxi driver understood the “value” he would be providing for the customer, by the extra effort he was putting in. What do you think is the “value” he received in return for all this effort?

[Hints:

- *what is the value of a satisfied customer?*
- *what is the value of the personal satisfaction of doing a great job?]*

The taxi driver understood the value he was doing by providing for the customer, by the extra

Effort he was putting in and the value he received for all this effort is - All the customers he had were greatly satisfied by the service he provided to them and also the customers became

and felt relaxed in his taxi that in turn made their upcoming day better . By doing the service the

personal satisfaction that the taxi driver got was also very valuable coz by doing the service

he felt inner satisfaction and also he fulfilled his life goal to do service to the society and also

to exceed the expectation of the customers from him as a taxi driver.



## APPLICATION QUESTIONS

Q2. Though most sales persons say they want to give their customers a great experience, after some investment of time and effort, they forget the ‘value’ of their actions and so begin to compromise on the services they provide. What choices would a person need to make in order to truly create a valuable experience for customers and continue doing so even after time goes by?

[Hints:

- *consider any industry that you want to join. What does great customer experience mean in this industry?*
- *what are the barriers that come in the way of providing a great customer experience?*
- *what will you need to do to overcome these?]*

In , IT industry everyone wants to provide a good service to their customers so as to make a

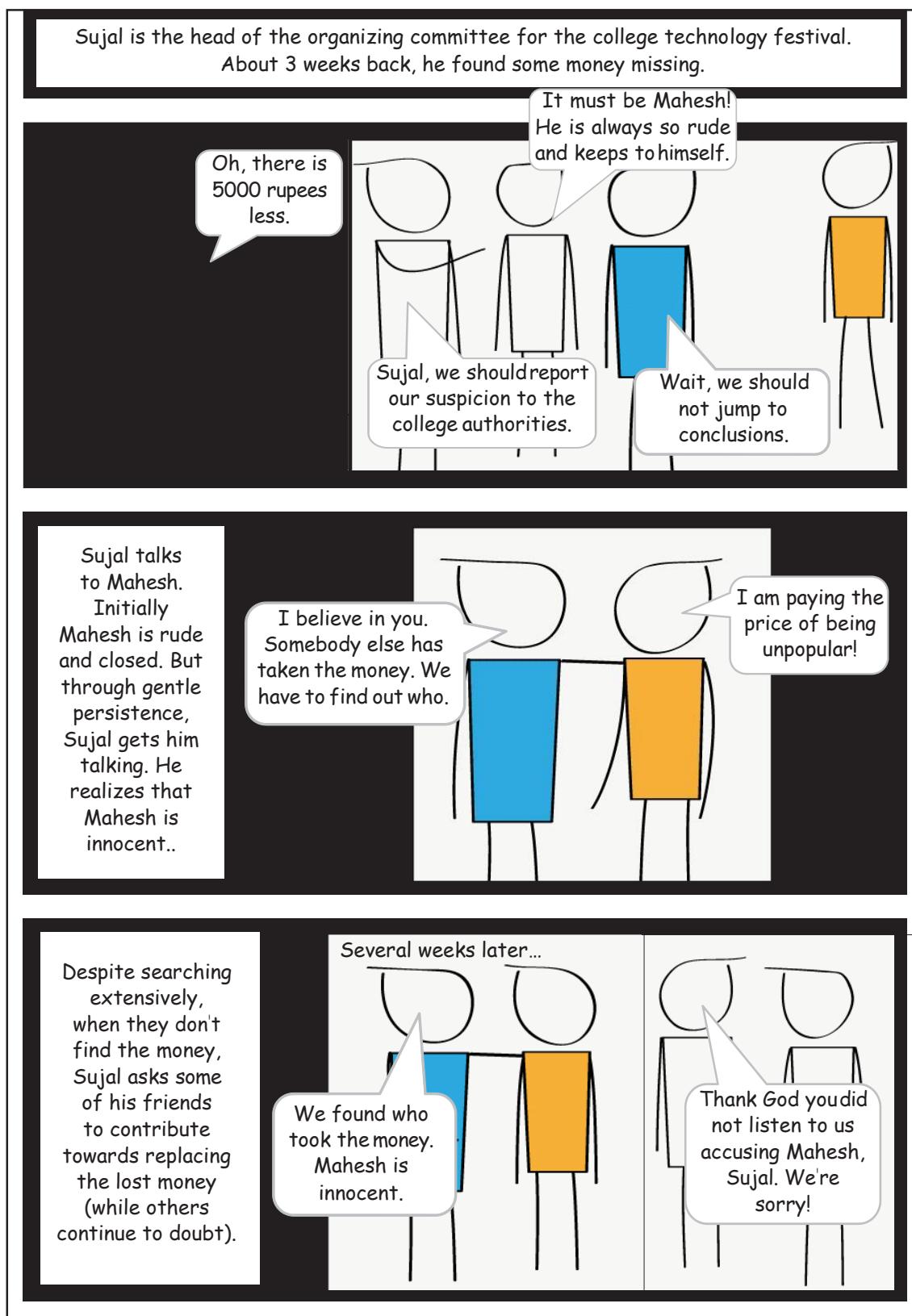
good ecosystem for customers as well as for themselves but over time some barriers arises in

thing with time and many updates and modification in software or the services they are providing becomes leggy or the failure rate increases. To overcome this they can follow some industrial

standards and predeveloped standard models .

**APPLICATION EXAMPLE 8.4:**

**SCENARIO**





## REFLECTIONS

- Q1. Sujal made a choice of getting to the root of the matter instead of jumping to a conclusion based on general perception. What is the ‘value’ of showing confidence in a person?

*[Hints: Consider the positive difference made in –*

- confidence and self esteem of Mahesh*
- Mahesh’s long term career prospects*
- intangible value Sujal himself received]*

Sometimes a person is judged based on his past activities and is accused due to that.

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In this case, Sujal is talking to Mahesh and finds that he is innocent which makes him

positive difference in his confidence and self esteem helping him in long term career prospects .

- Q2. Narrate an incident when somebody showed confidence in you and your abilities. What was the change in you, as a result of this?

During a college project I was not having grasp over some concept and I have to complete

that project. One of my told showed confidence on me and abilities and as a result

I completed that with his help. This made me believe that sometimes when we don’t know concept we have to learn that while applying to some real world task.



## APPLICATION QUESTIONS

- Q3. What can you learn from Sujal about creating genuine ‘human’ value to your team members, when you are acting in a position of power in your organization?

We can learn from Sujal that one should be persistent enough to take decisions in correct

way and without any discrimination to others members of team ultimately creating

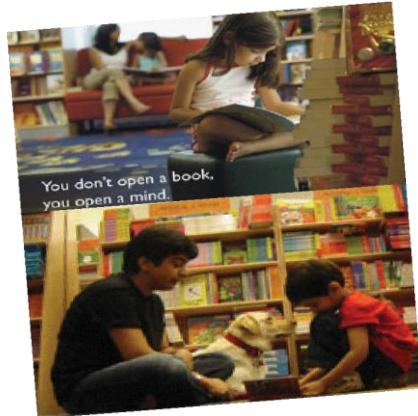
“human” value for the team members. In this case Sujal is head of organizing

Committee for the college festival where he that some amount is less and deals to solve it with gentle perseverance creating positive impact.

**APPLICATION EXAMPLE 8.5:****CASE STUDY****R. Sriram - Founder of the Crossword Bookstore Chain**

"People did not know which books to buy; they even did not know why they should spend money on books. So, we had to first educate them and create awareness in them about the benefits of books. We felt that we need to create an environment that enables people to discover the value that books can add to their lives.

We decided that we will not design a bookstore; we will design a store that will inform, provide knowledge, entertain and enlighten. We enabled people to sit and browse and this browsing experience created very successful converts out of people who never read books. We offered not only more, but different, for the same price, as we were not competing on the price. At Crossword, we offered a taste for books", says R. Sriram.



Thus, Crossword not only offered a wide range of products, but also created an ambience that would get the customer to spend more time at the store. They had seating arrangements where customers could relax and read. They also added services like dial-a-book, where customers can order a book on the phone and they will deliver it at no extra cost. Free home delivery was also first introduced by them. The harmonious atmosphere in the store created more value for the customers' time.

*"At the end of the day I know that through my work, I have touched a lot of lives. Finally it's not about money or fame; it is the extent to which you are able to make a difference which makes the journey worth its while."*

— R. Sriram

[Source: Excerpts from 'Connect the Dots', by Rashmi Bansal]



## REFLECTIONS

Q1. What in R. Sriram's actions and thinking, demonstrates to us his "focus on value"? R Sriram's thinking of creating an environment where people can discover the value that

books can add to their life so he decided to design a store that will provide knowledge,

entertain and enlighten people to browse for the people who never read books which demonstrates to us his "focus on value".

Q2. What is the 'value' of creating a great experience for customers?

[Hints:

- *Have you been to traditional book stores in India? How do you think that experience was different from what was created in Crosswords?*
- *Why do you think so many book buyers (book lovers and others) would be flocking to Crosswords?*
- *What personal fulfillment would Sriram and his team have got, in designing and providing such an experience to their customers?*
- *What will be the impact of this on customer relationships?]*

- *for readers?*

Crossword created a positive difference by educating and creating awareness in

them about the benefits of reading books in an harmonious environment which can contribute in enhancing their reading capabilities thereby creating value for them.

- *for the team and organization involved?*

The team and organization created value by touching the lives of many people to

a great extent thereby making their efforts worthy by creating positive impact.



## APPLICATION QUESTIONS

Q3. In the work place, what can be the consequences, if in trying to save money, you are harsh and give a customer a bad experience –

If any organization are deceiving their customers to save money and providing them

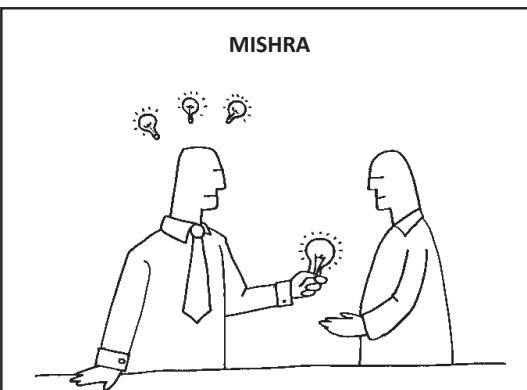
with bad quality products then the consequences can create harm for its customers health

leading to lack of trust and devaluation for such organization. Sometimes their could

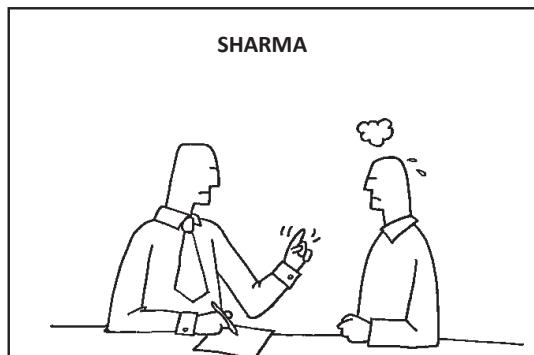
be great loss to the society and harm the people to a huge extent.

**APPLICATION EXAMPLE 8.6:****SCENARIO**

Mishra and Sharma are both highly knowledgeable shift supervisors, respected for their expertise, in the production plant of a pharmaceutical company. The senior management notices that workers in Mishra's shift enjoy their work and are highly motivated and committed – however, workers in Sharma's shift are sullen, 'mechanical' in their work, and take leave very often. Sharma also complains that the workers in his shift are incompetent. The senior management decides to find out why. Their findings –



Mishra wants work to be error-free. When Mishra observes mistakes being made in production, he points these out to the plant workers explaining the full logic of the compounds and procedures. He further encourages questions helping them understand linkages to work being done in other departments. He guides them on how to improve their work.



Sharma wants work to be error-free. He dislikes incompetence - when he observes mistakes, he takes serious action against the culprit. He discourages 'unnecessary' questioning and shouts at them, telling them to focus on their own work and not ask questions that are out of scope of their work.



## REFLECTIONS

Q1. Though Sharma's intention was to get "error-free" work to benefit the organization, what was the value he destroyed by being harsh with his team?

[Hints: Consider -

- *The impact on motivation of team.*
- *How does this affect the organization in the long-run?*

Sharma takes serious action against the culprit instead of understanding their problems

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and helping them. He was also lacking in motivating the team which lead to negative

impact(like being sullen, taking leave very often) on his team and organization and this all destroyed value required for the capabilities of him and his teammates.

Q2. By encouraging questioning, helping them see their contribution in light of the larger picture, and providing guidance, Mishra created a highly motivated and learning environment for his team. What is the value of respecting the aspirations and learning needs of people around us?

Mishra encouraged questions and provided guidance by creating highly motivated and

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learning environment for his team which made positive impact required for achieving a

goal and enhancing capacity of his teammates.

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## APPLICATION QUESTIONS

Q3. In colleges you may have come across instances where seniors help juniors navigate through their college days. Many organizations have institutionalized this entire concept through mentorship programs. What is the value of such programs?

- *For the organization*

In colleges whenever seniors help juniors this creates positive impact on organization leading to achieve organizational goals by creating successful experts in various field

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- *For the mentor*

This also creates the sense of responsibility, helping nature in the seniors making them a overall developed personality ultimately creating positive impact on society.

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- *For the junior*

This makes the junior more competent and more knowledgeable in their field by learning from seniors and preventing doing the mistakes creating positive value.

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**APPLICATION EXAMPLE 8.7:****STORY**

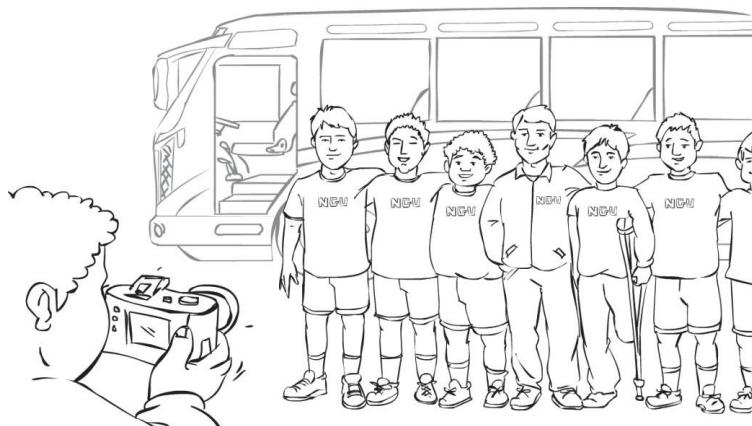
Satish loved football. He had lost one leg in a road accident a few years ago, so he could no longer play in the college football team. However, he usually sat on the bench watching every match, he went for most practice sessions – keenly observing each player's strengths and weaknesses.



Satish's good humor and encouraging spirit made him popular with the team members and the coach. They often turned to him for his opinion and ideas on their game strategy. Satish rarely missed a team practice.



When the team got the opportunity to travel for state-level games, the coach and team captain got the required permissions and invited Satish to accompany them as honorary team member.





## REFLECTIONS

Q1. Despite his accident, Satish did not lose all hope. He recognized the ‘value’ of acting positively in the situation and contributing in the best way he could to the football team. This made him persist in being there and adding genuine value in every team practice. What is the value of responding positively to adversities?

[Hints:

- *What is the value to oneself in responding positively to adversities?*
- *What is the value to people around in responding positively to adversities?]*

The value of responding positively in adversities made satish to involve in game alternatively and making positive impact for his team by giving them review about their strengths and weaknesses and also contributing in achieving the teams goal..

Q2. Narrate an experience when you responded positively to adversity.

[Hints:

- *What was the context?*
- *How did you respond?*
- *What were the benefits as a result?]*

Once during a visit I found that some people were finding for the food and were starving due to their disability. I helped them and gave them necessary things and food required to them due to which I got satisfaction and realized that it small efforts can make positive difference on life of people in the society.



## APPLICATION QUESTIONS

Q3. In the workplace, imagine that you faced a professional setback (e.g. loss of job, lost promotions etc). What could be the possible consequences of not being able to see the hidden value of these experiences?

[Hints: Think of one professional setback that you may encounter]

- *What is the usual reaction to such a setback?*
- *What is the value hidden in the setback?*
- *What can be the consequence of not being able to see the hidden value of these setbacks?]*

During the covid times, I lost my job and was left with no other option of getting new job those pandemic times and was completely broken. As no other option was left I started small business. I got loss during the starting times and often returned with no profit but after understanding the needs of people I added certain things in my business and started getting good profits. Due to this I learned to become self reliant and tried new skills leading to ups and downs and getting various experiences of the market.

**APPLICATION EXAMPLE 8.8:****CASE STUDY****Dhirubhai Ambani—Indian business magnate and entrepreneur**

Dhirubhai Ambani started his career at the age of 16 as a dispatch clerk in Aden (1948). He was later promoted as a manager in an oil filling station at the port of Aden. He was a keen learner, taking advantage of all possible sources of learning.



During lunch break he roamed the bazaars of Aden where traders from numerous different continents and countries bought and sold goods worth millions of pound sterling. He met and learnt from traders from all parts of Europe, Africa, India, Japan and China.

To learn commodity trading he offered to work free for a Gujarati trading firm where he learnt accounting, book keeping, preparing shipping papers and documents, and dealing with banks and insurance companies.



He devoted long hours of the night to mastering English.



Even while working in a petrol pump, he had the vision of owning a refinery.



He came back to India in 1958 and founded Reliance Industries with an investment of 15,000 rupees. Today the company employs over 85,000 people, and provides almost 5% of the Central Government's total tax revenue.



## REFLECTIONS

- Q1. Dhirubhai Ambani learnt from every experience and from every possible source. What is the value of building one's capability through continuous learning?

Dhirubhai Ambani was a keen learner and took advantage of all possible sources of

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learning. He met and learnt from traders from all parts of Europe, Africa, India, Japan and China. He learnt various skills during daytime and mastered English during night. He took each and every opportunity into learnings and developed his capability to start a business and founded Reliance Industries with investment of 15000 rupees which today employs 85000 people and provides 5% of Central Govt total tax revenue which shows the impact he made in lives of people of nation and contributing in development of nation.



## APPLICATION QUESTIONS

- Q2. In today's constantly changing work and market conditions, why is it important to make the most of every experience, seeing it as an opportunity to learn continuously?

*[Hints: Consider –*

- with new technology being introduced on a regular basis, if one does not remain updated of those, what can be the consequences to the organization?`*
- if one's capabilities are static, what can be the consequences to one's future career prospects?*
- if you want to change your field of work, then how can constant learning create value for you?*

In today's constantly changing work conditions , it is necessary condition for everyone

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to keep themselves updated with current market conditions else one have to suffer due to this. In current times covid has changed almost everything as online alternative so the ones not acquainted with technologies have to update themselves otherwise they will be thrown out in such conditions. It is also necessary to be continuously updated as the technology is one of the necessary pillar of life. If one's learning capabilities are static, it lead to bad consequences for his career. If one wants to change the field or work then one must be aware of continuous changing environment of market and have to expertise and acquaint himself accordingly which will create value of him.

## 8.9 : FIELD WORK

### PROJECT 1:

**Project Goal:** To study how people (contributors) are “focused on value” in their work, and how they demonstrated “value focus” practices.

**STEP 1:** Identify any 3 working professionals (from any field of work), who you believe are deeply “focused on value”.

**STEP 2:** Decide how you are going to present your project. As a –

- Home-video project (recording a video of interviews etc. to make a short-film on the case), OR
- Slide presentation (with photographs, factual data, insights, sound / music, etc.), OR
- Poster presentation (with photographs, factual data, insights, etc.)

**STEP 3:** On each of the 3 people, do a research study by interviewing the person concerned and any other people he/she regularly interacts with, to collect data (video, photographs, data, etc.) for your project presentation.

In your research study, interview the person to ask him/her

- What are 2-3 products or services you regularly use? Describe this product / service.  
*(In his/her answer, observe: How does he/she describe the product / service – in terms of its “attributes” or in terms of its “value” in his/her life?)*
- What are some bad experiences or experiences of failure you have had?  
*(In his/her answer, observe: How does he/she talk about these experiences – in terms of the “cost” of the experience or the “value” of the experience in his/her life?)*
- Share about some incident where you chose to do the “right thing”. In this incident, what motivated you to do the “right thing”?  
*(In his/her answer, observe: Is he/she motivated by the “rewards and punishments” or the “value” of that “right thing”?)*
- Can you think of some situation / experience where you paid a higher price but felt it was worth it because of the value it created for some people you care about? Share this experience.

**STEP 4:** Make your final presentation by compiling the answers from your interviews/ research and your observations on each of these answers, highlighting the “focus on value” practiced by this person.

**STEP 5:** Present in the class.



Swami Vivekananda speaks to you  
Create results

*Swami Vivekananda was extremely result-oriented. He expected that individuals do not merely “work”, but work in order to achieve results and create value for themselves and society.*

“ People of foreign countries are turning out such golden results from the raw materials produced in your country, and you, like asses of burden, are only carrying their load. The people of foreign countries import Indian raw goods, manufacture various commodities by bringing their intelligence to bear upon them, and become great; whereas you have locked up your intelligence, thrown away your inherited wealth to others, and roam about crying piteously for food.

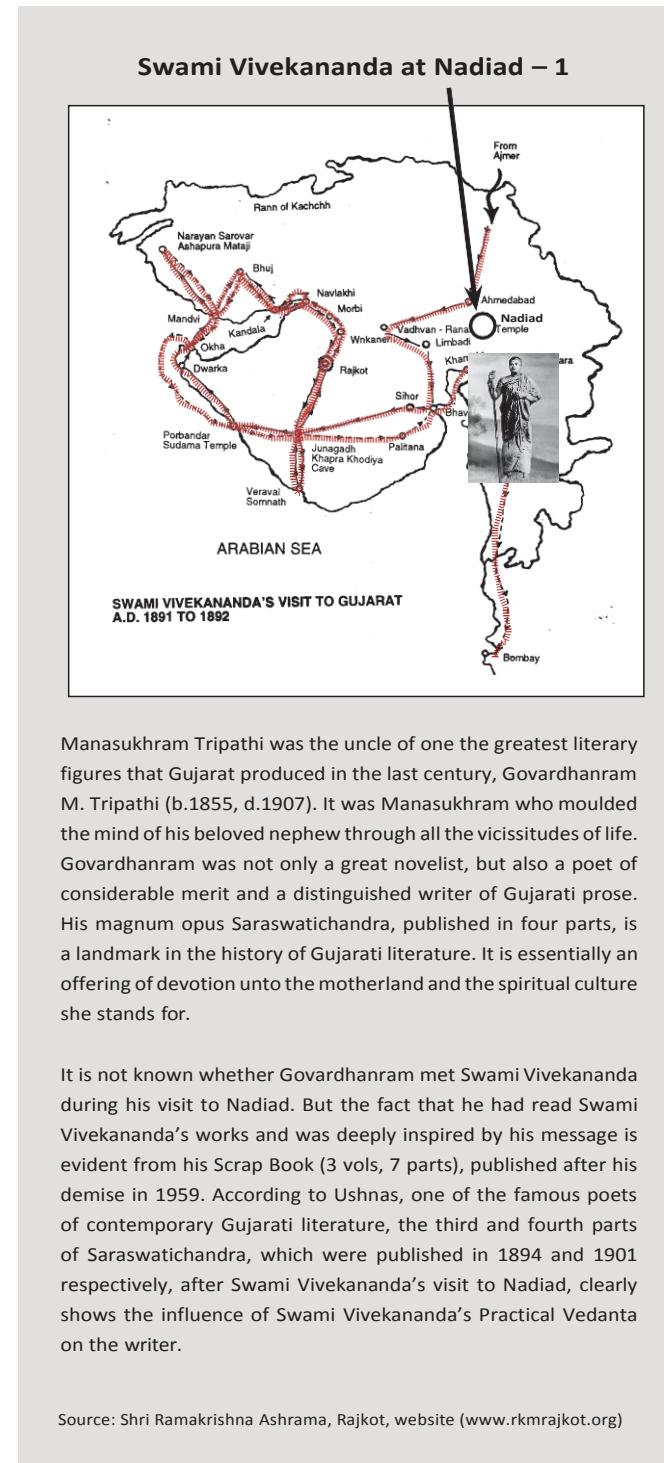
If there is no mutual exchange, do you think anybody cares for anybody else? In the West I have found that those who are in the employment of others have their seats fixed in the back rows in the Parliament, while the front seats are reserved for those who have made themselves famous by self-exertion, or education, or intelligence.

“ A carriage with four horses may rush down a hill unrestrained, or the coachman may curb the horses. Which is the greater manifestation of power, to let them go or to hold them? A cannon-ball flying through the air goes a long distance and falls. Another is cut short in its flight by striking against a wall, and the impact generates intense heat. All outgoing energy following a selfish motive is frittered away; it will not cause power to return to you; but if restrained, it will result in development of power. This self-control will tend to produce a mighty will, a character which makes a Christ or a Buddha.

“Even with the awakening of knowledge, the potter will remain a potter, the fisherman a fisherman, the peasant a peasant. Why should they leave their hereditary calling? “ – Don’t give up the work to which you were born, even if it be attended with defects.” If they are taught in this way, why should they give up their respective callings? Rather they will apply their knowledge to the better performance of the work to which they have been born.

“Doing is very good, but that comes from thinking. Little manifestations of energy through the muscles are called work. But where there is no thought, there will be no work. Fill the brain, therefore, with high thoughts, highest ideals, place them day and night before you, and out of that will come great work.

Source: The Complete Works of Swami Vivekananda (Published by Advaita Ashrama, 5 Dehi Entally Road, Kolkata 14, India)



Manasukhram Tripathi was the uncle of one of the greatest literary figures that Gujarat produced in the last century, Govardhanram M. Tripathi (b.1855, d.1907). It was Manasukhram who moulded the mind of his beloved nephew through all the vicissitudes of life. Govardhanram was not only a great novelist, but also a poet of considerable merit and a distinguished writer of Gujarati prose. His magnum opus Saraswatichandra, published in four parts, is a landmark in the history of Gujarati literature. It is essentially an offering of devotion unto the motherland and the spiritual culture she stands for.

It is not known whether Govardhanram met Swami Vivekananda during his visit to Nadiad. But the fact that he had read Swami Vivekananda's works and was deeply inspired by his message is evident from his Scrap Book (3 vols, 7 parts), published after his demise in 1959. According to Ushnas, one of the famous poets of contemporary Gujarati literature, the third and fourth parts of Saraswatichandra, which were published in 1894 and 1901 respectively, after Swami Vivekananda's visit to Nadiad, clearly shows the influence of Swami Vivekananda's Practical Vedanta on the writer.

Source: Shri Ramakrishna Ashrama, Rajkot, website ([www.rkmrajkot.org](http://www.rkmrajkot.org))



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The material in this booklet is meant to be studied along with the material available at [gtu.ibecome.in](http://gtu.ibecome.in)

You will find videos, concept presentations, quizzes to improve your understanding of the topic.

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Swami Vivekananda  
**Contributor Personality Program**



An Adani Group Initiative

UNIT 9:

## Engage Deeply



for students and faculty of  
Gujarat Technological University

by

i-become<sup>®</sup> University  
Services

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## **UNIT 9:**

# **Engage Deeply**

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The third aspect of a Contributor's Mindset is the Contributor's approach to work.

Contributors are instantly distinguished by the way they approach work. They get involved. They are enthusiastic. They go deep into the subject.

In short, Contributors love what they do.

This is in direct contrast to Non-contributors who want to do only what they love—an approach that seems reasonable until you realize that life and workplaces have so much variety that you may very often be called upon to do tasks that seem unpleasant or boring until you get involved.

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Field Work (Project)	pg. 22
Swami Vivekananda speaks to you	pg. 23-24

## Concept Exploration

### EXPLORATION 1:

**Non-contributors give up easily when they have to go deeper into the subject**

It is so easy to memorize or follow the procedure given to me. To think deeply about the subject means struggling a little. It is easier to "give up".



**Contributors take up an idea and work deeply with that idea to make it a reality in their lives**

The deeper I go into the subject, the clearer I become. I am able to find new answers, discover new ways of doing things, and transform myself in the process.



### REFLECTIONS

"Engaging deeply" means going through an initial period of struggle, before discovering the benefits of "deep engagement". How will you deal with this "initial struggle"? Discuss to answer.

In the stage of initial struggle discover new ways of doing things and transform myself

in the process. It will be helpful for me to understand better the project. I will not easily give up if i found any difficulties .and try to learn new things for my project

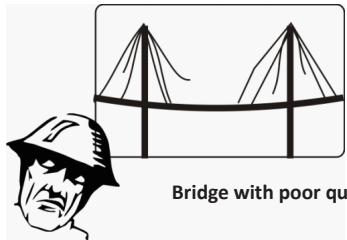
I will also try to take help from other people and work co-operatively with them to improve

my capabilities and quality of my work so this will help me in my initial stage of struggle.

## EXPLORATION 2:

**Non-contributors often focus on “completing the task” even if the quality of work is poor. They have a “chalta hai” attitude**

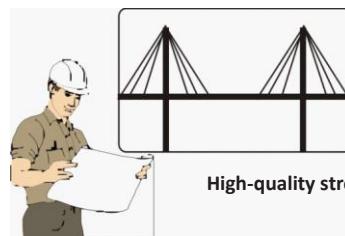
Let me somehow finish my work and go home. Chalta hai if there are errors or the output is of poor quality or if it collapses later or customer is unhappy.



Bridge with poor quality work

**Contributors seek to create “high quality” products. They care about what they have produced.**

My product shows my own personality. I care about the quality and usefulness of my product. I want to do a great job. Only then do I respect my own work.



High-quality strong bridge



### REFLECTIONS

“Engaging deeply” means giving up the ‘chalta hai’ attitude and caring deeply about your work. What have been the consequences<sup>1</sup> of a widespread ‘chalta hai’ attitude in our country? Discuss to answer.

In our country ,people like lazy and careless behavior are not committed to quality of the product .This "chalta hai " behavior making us careless about our project which leads this to big problems in future for our country This will affect us as well as country in future. we cannot get best quality product by this behavior so quality of project becomes poor.

sometimes it may have huge problems like people's lives in future so we always have to committed to quality of product or project.

### MEANINGS:

<sup>1</sup> Consequences: The effects of one’s actions or behaviour.

### EXPLORATION 3:

#### Non-contributors do not commit themselves to the success of a project

Committing to the project means giving up some of my comforts.  
So why should I give up my pleasures to go deep and show interest in the details of the project?



#### Contributors commit themselves to the success of a project

Unless I go deep and get into the details, I know the project will not get completed successfully. If I am involved, I must commit myself deeply to the success of the project.



### REFLECTIONS

What are the benefits of personal commitment—to your personality? to your career? Discuss to answer. Personal commitment makes us deeply engaged with our work.

Personal commitments make project success.

this behavior of personal commitment will be useful with further career projects with different organization.

it will give 100% of your effort in the projects.

It can make you a valuable asset for the organization.

## EXPLORATION 4:

**Non-contributors often respond to work with “emotional dis-engagement”<sup>1</sup>**

**Contributors respond to work with “emotional engagement”<sup>2</sup>**



## REFLECTIONS

People who do well and succeed in whatever they take up in their lives (academics, extracurricular activities, personal projects, etc.) are able to do so because they are “emotionally engaged” or passionate about whatever they do. Why do you think this is so? Discuss to answer.

Behavior of emotionally engagement makes us to take interest in project deeply.

you can achieve whatever you want if you are emotionally engaged in the project.

With emotionally engagement you are passionate about your work. Emotionally engaged people gives their 100 % to the work. People who do well and succeed in whatever they

take up in their lives are able to do so because they are "emotionally engaged" with the

project they doing.

### MEANINGS:

<sup>1</sup> *Emotional dis-engagement: Doing work without involvement or interest. My emotional energies are not poured into the work.*

<sup>2</sup> *Emotional engagement: Doing work with full involvement and interest. Fully pouring my emotional energies into the work.*

## Concept Application

### APPLICATION EXAMPLE 9.1:

### CASE STORY

***The history of the Manhattan Project shows that sharing a mission and a vision with the group can provide the necessary inspiration to enable whole-hearted engagement with the work and stretch the limits of performance.***

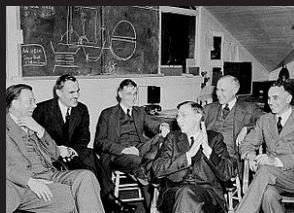
When engineers were first assigned to the Manhattan Project and asked to do a series of tedious calculations, the American army refused to tell them what they were working on. They carried out their work, but slowly and without inspiration.

As the project leaders noticed that work was advancing at a slow pace, they decided to inform the scientists of the true nature of their task. By providing meaning, the leader changed the group dynamics and the team's results in a spectacular manner. The same engineers, when told that they were building a weapon that was going to end World War II, suddenly found far better ways of completing their tasks. Their assignment became a thrilling and meaningful crusade rather than a routine and tedious job. Almost immediately, they started to do the same work 10 times faster!

This story shows the power available to leaders in defining a mission, offering a vision of the future, and convincing participants that they are part of something that goes far beyond the drudgery of their daily work.

#### The Manhattan Project Album

The Manhattan Project was the effort, led by the United States with participation from the United Kingdom and Canada, which resulted in the development of the first atomic bomb during World War II. It lasted from August 1942 to December 1946.



A 1940 meeting at Berkeley with (from left to right) Ernest O. Lawrence, Arthur H. Compton, Vannevar Bush, James B. Conant, Karl T. Compton and Alfred L. Loomis



Oak Ridge K-25 Plant



Operators at their calutron control panels at Y-12. Gladys Owens, the woman seated in the foreground, did not know what she had been involved with until seeing this photo in a public tour of the facility fifty years later

The Manhattan Project created the first nuclear bomb. The Trinity test is



[Source: Excerpt from "Providing a Sense of Deeper Purpose: Leadership Best Practice", Loick Roche and John Sadowsky]



## REFLECTIONS

Q1. In this case story, showing the team the larger vision they were serving, motivated the team members to get fully involved in the work and pour their energies into it, increasing productivity by 10 times. What benefits do you think the engineers now felt they were getting in their work?

[Hints:

- *think of both the tangible and intangible benefits (such as personal fulfillment etc)*
- *what were the benefits to themselves as individuals?*
- *what were the benefits to their people and to their country?*

As now they know the larger vision they will feel the benefit of ending World War II.

---

so it will be good for them as well as country. Now they will get benefit as valuable person

---

for ending world war II. They will be proud for serving country.

Q2. Some people are driven by inner vision, which makes them pour their heart into their work. For e.g. a mountaineer who keeps climbing newer and higher peaks is driven by some inner vision. Do you know any person who seems to be driven by an inner vision? Write about him/her.

---

My friend name Manish is very curious about learning new things every time.

---

so he has some inner vision of achieving something new every day by learning something.

---

so i can say that he is driven by an some inner vision.



## APPLICATION QUESTIONS

Q3. In the workplace, sharing of vision and purpose can be used as a powerful leadership tool, to enable a team to reach new heights of accomplishment. What are the long-term benefits of such a leadership strategy? Discuss to answer.

[Hints: Consider –

- *Benefits to each of the people involved?*
- *Benefits to the team?*
- *Benefits to the organization?*

By this leadership strategy people are getting benefit as they know their value in the organization

---

by this leadership strategy team gets energize and work co-operatively to complete the task

---

by this strategy organization will get perfect output of their product and also gets trust on their employees.

**APPLICATION EXAMPLE 9.2:****ROLE MODEL**

*[Adapted from an obituary in the New York Times – June 11, 2005]*

## Hamilton Naki, 78, Self-Taught Surgeon, Dies

Hamilton Naki, a laborer from South Africa, apartheid laws did not allow blacks from who became a self-taught surgeon of great performing surgery on whites, Mr. Naki's skill died on May 29, 2005 at his home in skills were so esteemed that the university Langa, near Cape Town.

quietly looked the other way. He worked Mr. Naki, who left school at 14 and had no alongside Dr. Barnard for decades as a lab technician, perfecting his craft and assisting in many operations on people. Barnard was quoted as saying "If Hamilton had the opportunity to study, he would probably have become a brilliant surgeon" and that Naki was "one of the great researchers of all time in the field of heart transplants".



formal medical training, spent five decades working at the University of Cape Town. Originally hired as a gardener in 1940, he acquired his surgical skills through years of silent observation and secret practice at the university's medical school.



In 1954 Robert Goetz of the University's surgical faculty asked Naki to assist him with laboratory animals. Naki's responsibilities progressed from cleaning or "piggyback" heart transplantation cages to performing anesthesia. Several years after Goetz left, Naki started working for Christiaan Barnard in the laboratory as an assistant. Barnard had studied open-heart surgery techniques in the United States and was bringing those techniques to South Africa. Naki first performed anesthesia on animals for Barnard, but was then appointed principal surgical assistant of the laboratory because of his remarkable skill and dexterity". Although South Africa's Master of Science degree in medicine.

In 1968, Barnard's cardiac surgical research team moved out of the surgical laboratory, and Naki helped develop the heterotopic technique. In the 1970s, Naki left Barnard's team and returned to the surgical laboratory, this time working on liver transplantation. Mr. Naki also taught surgical techniques to generations of medical students. He retired in 1991. In 2002, Mr. Naki was awarded the Order of Mapungubwe, one of South Africa's highest honors, for outstanding contribution to medical science. In 2003, the university awarded Mr. Naki an honorary Master of Science degree in medicine.



## REFLECTIONS

- Q1. Because of Mr. Naki's strong commitment to developing himself as a surgery practitioner, he was willing to hold on to this purpose despite the adverse conditions during apartheid in South Africa. What can we learn from his story about the "power" of deep commitment to a life of purpose?

From this story we can learn that if we are enough curious to learn something

then we can achieve whatever we want .so we have to deeply committed

to a life of purpose. this how we can achieve something in our life

- Q2. Write of a person whose strong commitment to his/her work gave him the strength to overcome hurdles on the way.

My friend shyam is very curious about art and he is commit to be a perfect

artist. Despite of having many problems like no motivation ,not enough time in 11-12

science, not any background ,he overcome this problems and now is a perfect sketch artist



## APPLICATION QUESTIONS

- Q3. In your work, when you are committed to a deeper purpose being served through the work, what are some of the personal choices you would want to make? Explore these choices in the following sample situations –  
(Tick the choice you would want to make)

### When asked to stay late for some project

- You carefully keep track of how much overtime you are putting in for the extra work.
- You are enthusiastic about the project and energize the team.
- You do what is asked of you to keep your commitment, even though you feel "pushed".

### When there is a new kind of project which is beyond your current capability

- You are apprehensive, but your commitment helps you overcome the fear. You take on the challenge, with help.
- You play it safe and recommend that an outside agency be called in instead, because it is important to have someone who knows the job.
- You are excited, eager to learn, involve more people for help, and build capability to accomplish the project successfully.

## APPLICATION EXAMPLE 9.3:

STORY

A gentleman was once visiting a temple under construction. In the temple premises, he saw a sculptor making an idol of God. Suddenly he saw, just a few meters away, that another identical idol was lying.



Do you need two statues of the same idol?

No! We need only one, but the first one got damaged at the last stage.



Where is the damage?!

The gentleman examined the sculpture. No apparent damage was visible.



There is a scratch on the nose of that idol.

Where are you going to keep the idol?

It will be installed on a pillar 20 feet high



What?? When the idol will be 20 feet away from the eyes of the beholder, who will notice a scratch on the nose?

God knows it and I know it



The sculptor's assessment of "quality" and what could be "passed" as final, was his own inner sense of excellence i.e. the urge to do a perfect job. This made his work meaningful to himself.



## REFLECTIONS

- Q1. Why do you think the sculptor in this story put in so much of effort to do a "perfect job"?  
What benefit did he see in this?

After completing his job "perfectly". he can have satisfaction and feels proud of his

---

honesty ,which he may not feel after imperfect job. his perfect work makes people to trust him on his work for future work .

---



## APPLICATION QUESTIONS

- Q2. Organizations have tried to standardize high quality in process outputs through techniques such as ISO certification, six-sigma, TQM (Total Quality Management).

However, in creative and knowledge-related work, what is the value of developing an inner sense of quality (like the sculptor in this story) in your work – where one is not driven by external controls alone, but is motivated by one's own inner striving for excellence? (Think of tangible and intangible benefits). Discuss to answer.

What are the benefits –

- *to yourself?*

---

It will give me personal satisfaction of work .i will recognize my faults and try to improve this inner sense of quality makes other people to trust on my quality of work.

---

- *to your team?*

---

My team will also try to improve the quality of whole product .they will also get to know their faults and try to improve them. Their work will be qualitative,

---

- *to your organization?*

---

Organization will have 100% quality product to deliver the customers.

---

by this quality work they can get customers trust on future products,

- *to the customers you serve?*

---

The customer gets satisfied with the product they received .They will have trust on the quality of product in organization. They get quality product.

---

**APPLICATION EXAMPLE 9.4:****STORY****Sudha Chandran - Overcoming setbacks to achieve her dream**

Sudha Chandran began dancing at the age of three. Seeing the dedication of the child, her father took her to a famous dance school in Mumbai, 'Kala Sadan', at the age of five. Kala Sadan refused to admit such a young girl. But on seeing her beautiful performance, they gave her a place in the prestigious institution.

Sudha practiced with much zeal and dedication. She continued her general education along with dance. By the age of 17 she had presented 75 widely appreciated stage programs.



On May 2, 1981, the bus Sudha was traveling in met with a serious accident. Due to a misjudgment on the part of the doctor, Sudha's broken leg developed gangrene and had to be amputated.



Sudha remained in a state of shock for some time. However, gradually her confidence started to return. She began walking with the help of a wooden leg and crutches. In the meanwhile, she continued her studies in Mumbai. She was unable to sleep for several nights. She gained strength from her pain and pledged to become even stronger. Despite facing severe pain she continuously practiced walking.



Six months after the amputation, Sudha read about the new 'Jaipur leg'. Her confidence and desire for dance was again revived. Sudha got her 'Jaipur leg'. With this, a new round of struggle began. First, she began to practice walking with her artificial leg. On meeting with success at this first stage, she tried to dance as well. This was however not easy. Her leg would often bleed and as the movements of the leg became faster, the pain became more severe. She used to bear the pain and did not allow her face to reflect her agony. Once she had mastered all the dance positions, she started to wait for an opportunity to perform on stage once again.

On January 28, 1984, she was to present a dance program for the "South India Welfare Society" of Mumbai. She was apprehensive. However, when Sudha reached the stage, she forgot that her leg was artificial and started dancing swiftly!

At the end of the show, the hall resounded with the claps of the mesmerized audience.



Sudha thereafter won several awards in dance. The film "Nache Mayuri" inspired by her made her famous. She also went into an acting career.





## REFLECTIONS

Sudha Chandran's love for dance gave her the strength to overcome the many ups and downs that came her way. In fact, she gained strength from her pain and made her disability her greatest motivator – she became even more determined to achieve excellence as a dancer.

- Q1. What would have been the consequences on her life, had she given up when she was faced with these challenges?

*[Hints: Consider consequences for*

- her own self-esteem and confidence
- her future prospects
- her family and other people around her]

She didn't give up when she faces those challenges. Instead of that she gained the confidence

that she can dance again and can her goals and be an excellent dancer. This affected her future

in a way that she won many awards in dance and a movie “Nache Mayuri” was inspired by

her and made her famous. After all these accomplishments we can say that her family would

very proud of her, Not just her family but people around her also and even get inspired by her.



## APPLICATION QUESTIONS

- Q2. In the workplace, imagine you are deeply involved in a project that is important to you. However, your team seems to keep having bad luck and things keep going wrong. If you respond positively and remain committed to the success of the project (instead of giving up), what could be the personal benefits to you and your team-mates (whether the project finally succeeds or fails)? Discuss to answer.

In this case, as I'm responding positively and remaining committed to the project I can

motivate the team members to do their best they can instead of giving up. At the end if the

project is success then the team members will feel proud, confident and I'll gain their trust.

And if the project fails then we can discuss about that why this project failed, what did we do

wrong in the process, we'll find those problems and errors and learn from them so those

problems do not occur again.

**APPLICATION EXAMPLE 9.5:****ROLE MODEL****Brooklyn Bridge – a creation of vision and commitment**

In 1883, an engineer named John Roebling was inspired by an idea to build a spectacular bridge connecting New York with Long Island. Bridge building experts throughout the world thought that this was an impossible feat and told Roebling to forget it as it had never been done before.

Roebling knew that it could be done. He shared the dream with his son

Washington, an upcoming engineer. Working together, the father and son developed concept of how the dream could be accomplished. With great inspiration and excitement about the wild challenge before them, they hired their crew to build the dream bridge.

Few months into the project there was an on-site accident. John Roebling died in it. Washington was injured and was left with brain damage, and could not talk or move. Everyone thought the project would be scrapped since the Roeblings were the only ones who knew how the bridge could be built.

Despite his handicap, Washington still had a burning desire to complete the bridge. He tried to inspire and pass on his enthusiasm to some of his friends, but they were too afraid to take up the task.

As he lay on his bed in his hospital room, with the sunlight streaming through, an idea hit him. All he could do was move one finger and he decided to make the best use of it. By moving this finger, he slowly developed a code of communication by tapping his finger, with his wife through which he communicated to his engineers. He also encouraged his wife to study higher mathematics, strengths of different materials, etc. It seemed foolish, but the project was under way again.

For 13 years Washington tapped out his instructions using his finger until the bridge was finally completed. Today the spectacular Brooklyn Bridge stands in all its glory.

*[Adapted from the Source: <http://pilgrimshighlandchurch.org>]*



## REFLECTIONS

- Q1. The vision of the Brooklyn Bridge kept Washington Roebling committed to his task despite personal tragedies.
- What motivated him to keep struggling to finish the bridge and not give up?
  - What were the benefits of this (i) to him? (ii) to the Citizens of New York? (iii) to future generations?

*[Hints: Think of tangible and intangible benefits]*

He was enthusiastic about this idea of building the bridge. Everyone said that it's an impossible

---

Task, but he knew that it is possible which motivated him to keep struggling and not give up.

---

First, his main benefit was that he was able to achieve his father's and his goal. Second, the

---

Citizens of New York gets the benefit that now it was easy to travel to long island. Third, the

---

Future generation gets inspired by this achievement of Washington.

---



## APPLICATION QUESTIONS

- Q2. Assume you are working in an organization. A product which was launched after months of your shared work does not do well in the market. What choices will you make to turn this failure into an opportunity for success? Discuss to answer.

*[Hints: How can one learn from one's failures? How can you learn and improve the product?]*

As the product does not do well in the market, the first thing we can do is that to analyze why

---

the product failed, what are the cause that product isn't doing well. After finding that we can

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discuss it with team and improve that product and then see how does it do in market. And also

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we note those problems or errors so that those do not affect next or future products.

---

**APPLICATION EXAMPLE 9.6:****SCENARIO**

Mihir was a brilliant physics research student. He wanted to use path breaking technologies to find solutions to some of the serious issues faced by the world.



He joined a multi-national oil company where physicists, geologists and mathematicians together worked on identifying oil drilling sites.



But after two years into the job, he found the excitement of newness and discovery missing.



He joins another organization which manufactures cutting edge optical instruments used in various medical, research and educational institutes. But here too things are no different.





## REFLECTIONS

Q1. Mihir is unable to see the connection between his work and the contribution he can make through his work, to the organization. He is looking for external motivation to find meaning in his work. Write on how you can help him discover the meaning in his work.

[Hints:

- consider how individual contributions go into making the whole.
- if each individual part does not have excellence, can the final product be excellent?
- consider how going deeper into any work helps one discover meaning in work.]

Mihir should consider seeing the connection between his work and effects of that work. He

---

should try to see that at the end how his particular works makes difference in the whole

---

process. He can compare it with that what if his art of work doesn't do well at end so will the

---

final product be excellent. Then he would know that his work makes remarkable effect on the

---

product. And he wouldn't be discouraged by thoughts like missing newness etc.

---



## APPLICATION QUESTIONS

Q2. In the workplace, if we do our day to day work with inner motivation, then the kind of fulfillment that we can derive from our work can be significantly improved. In such a case, the work we do integrates into a larger vision that we might have in our mind. What can be some choices that you can make to discover new meaning in your work? Discuss to answer.

When we talk about meaning of our work we can consider its effects in the society, how do it

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works, what is my part in it, how well I can do etc. For that we can compare our side of works

---

effectiveness in the end product. And see that how important our task is and how can we

---

improve that. We can say that meaning of our work is related to the outcome of our work.

---

And we can try to understand our works as deeply as possible so that can help in discovering

---

new meaning in our work.

---

## APPLICATION EXAMPLE 9.7

### ROLE MODEL

#### A promise of safe road travel for middle-class Indian families

Ratan Tata, the head of the Tata Group, was moved every time he saw whole families travelling on two-wheelers, a common sight in India.

He was inspired to think of how travel could be made safer for families from the growing Indian middle-class, without having to resort to expensive means. He did not want to simply make another stylish and small, but unaffordable car. That is when he hit upon the idea of manufacturing a small car – with a price tag of one lakh rupees, and no more.



*Project leader for Tata Nano Girish Wagh says that Mr. Tata often grabbed a pencil and a notebook to sketch out ideas, encouraging everyone to speak up. "Even a junior engineer could talk to him," says Mr. Wagh. He further adds, "Mr. Ratan Tata wanted to be sure that the car came in at 100,000 rupees, but if we tried to compromise on customer requirements, he would say no."*

Though his idea was widely criticized, he remained focused on his goal. Initially in 2003, he thought of making a four-wheeler out of scooter parts but it did not work out and the team had to struggle a lot. Mr. Tata spent a lot of his time on this project and monitored it closely until the Nano design was conceived.

By 2011, Mr. Tata proved his critics wrong and the car was already popular on Indian roads.

The car had numerous cost-cutting features, and Mr. Tata was able to realize his dream of giving the Indian public an affordable yet modern car.

But he does not stop there.



"We have to commit to making the product better all the time - so, five years from now, it is not the same Nano," he said.



## REFLECTIONS

- Q1. Ratan Tata's vision was not to just make a car in Rs. 1 lakh, but to provide a safe means of personal travel to the Indian middle class family. How did this wider vision impact his choices?

*[Hint: Observe how Ratan Tata was motivated to go into the details of the project, add his creative ideas, etc.]*

Ratan Tata's vision was not just make car in Rs. 1 lakh, but to provide a safe means of personal

travel to the Indian middle class family. This wider vision of his was more focused on the

safety purpose. Set price of 1 lakh was the goal but not by letting safety ignored. Impact of this

decision was that they give everyone the chance to tell their ideas So they can find new ways

of approaching this project. Tata spent lot of time and efforts for this project to be succeed.

They even get criticized for approaching this project but they didn't give up and at the end they

delivered the Tata nano at the price of only one lakh and it get so much popular in the Indian

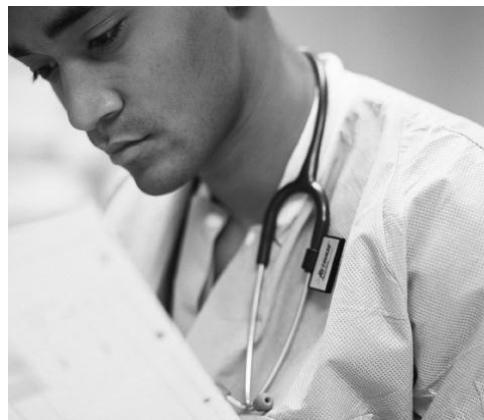
market. The Tata nano was designed with numerous cost cutting features to reduce the cost but

by not letting safety issues ignored. And this how Tata nano became most affordable yet

modern car in the Indian market.

**APPLICATION EXAMPLE 9.8:****SCENARIO**

Meet Narendra, a young doctor. After five years of working in the best hospitals of India, he has decided to go to his father's village and practice for a year.



The first two months in the village has left him highly dejected and disappointed. The village does not have even basic health care facility. People have to travel 15 kms to reach the nearest primary health care centre. Even in this centre, all the medical equipment is either out-dated or non-functional.

The ailments of the villagers are not very serious, rather they are very basic ailments which are easily preventable. But Narendra feels helpless as the medicines that he prescribes for the ailments are usually not available in the health centres. He is increasingly feeling that his decision to come to the village was a bad one.





## REFLECTIONS

Q1. What choices does Narendra need to make so as to make a positive difference and contribute to the lives of the villagers and improve the state of health in the village, despite the challenges faced?

[Hints:

- *How can Narendra adopt the age old saying ‘Prevention is better than cure’?*
- *Think of how he can discover meaning in his work.]*

As Narendra started working in his village, he observed all the problems and instead of getting

discouraged he could enlist all the problems and start working on that step by step. First thing

he can do is that to find root cause of those illness in the village and then inform every villager

about how to prevent that because “Prevention is better than cure.” By getting things done step

by step he would realize the true meaning of his work that he is helping the villagers.



## APPLICATION QUESTIONS

Q2. In the workplace, suppose you are sent on a posting which is considered difficult, what would be the possible benefits of accepting such a posting? Discuss to answer.

[Hints:

- *How the opportunities for learning change in this situation? What does it do to your own capabilities?*
- *How will the organization view you in the future?]*

The benefits of accepting new posting with considered difficulties is that we have to constantly

learning the changes that comes around. It will be a challenge to act according to time and the

situation. It will be visible that how capable we are according to the post, and we can

constantly evaluate ourself. By keep doing it we can prove ourself that we are capable of doing

this job. As organization see our work and capabilities, it can be beneficial to us and to the

organization in future.

## 9.9: FIELD WORK

### PROJECT 1:

**Project Goal:** To study how people (contributors) “engage deeply” in their work, and how they demonstrated “engaging deeply” practices.

**STEP 1:** Identify any 2 contributors who you believe are role models in the way they “engage deeply” with their work. (This person may be from any field of work, and may be personally known to you OR may be a well-known personality you have heard / read about OR someone who works in your locality eg: vegetable seller, sweeper, etc.)

**STEP 2:** Decide how you are going to present your project. As a –

- Home-video project (recording a video of interviews etc. to make a short-film on the case), OR
- Slide presentation (with photographs, factual data, insights, sound / music, etc.), OR
- Poster presentation (with photographs, factual data, insights, etc.)

**STEP 3:** On each of these 2 people, do a research study to collect data (video, photographs, data, etc.) for your project presentation. Your research can include -

- Primary research done by interviewing the person and others he/she regularly interacts with at work.
- Secondary research done by using the internet, going through newspapers and magazines, talking to experienced people who know this case well.

In your research study, identify specific examples / incidents in this person’s life where the person had –

- Taken up an idea and worked deeply with that idea to make it a reality
- Created “high quality” products, caring about the perfection and beauty in the product delivered (try to get samples / pictures of these products if possible). What are some of the choices he/she had to make to ensure this quality? (eg: had to put in extra time and effort)
- Taken up a project or vision and remained committed to its success despite many challenges / difficulties / opposition
- Taken up a seemingly routine / boring / small work, but discovered it was quite interesting and meaningful once he/she poured his/her full energy into it (doing it wholeheartedly).

Ask him/her to narrate each of these incidents to you, also explaining the “inner as well as external rewards” he/she experienced in each of these incidents.

**STEP 4:** Make your final presentation by compiling the answers from your interviews / research and your observations on each of these answers, highlighting the “deep engagement” practiced by this person.

**STEP 5:** Present in the class.



Swami Vivekananda speaks to you

## Dive Deep

*Swami Vivekananda wanted each of us to plunge whole heartedly into the task at hand. It is only through such single-minded devotion can excellence be achieved.*

“ Give up, once for all, this nibbling at things. Take up one idea. Make that one idea your life – think of it, dream of it, live on that idea. Let the brain, muscles, nerves, every part of your body, be full of that idea, and just leave every other idea alone. This is the way to success, and this is the way great spiritual giants are produced. Others are mere talking machines. If we really want to be blessed, and make others blessed, we must go deeper.

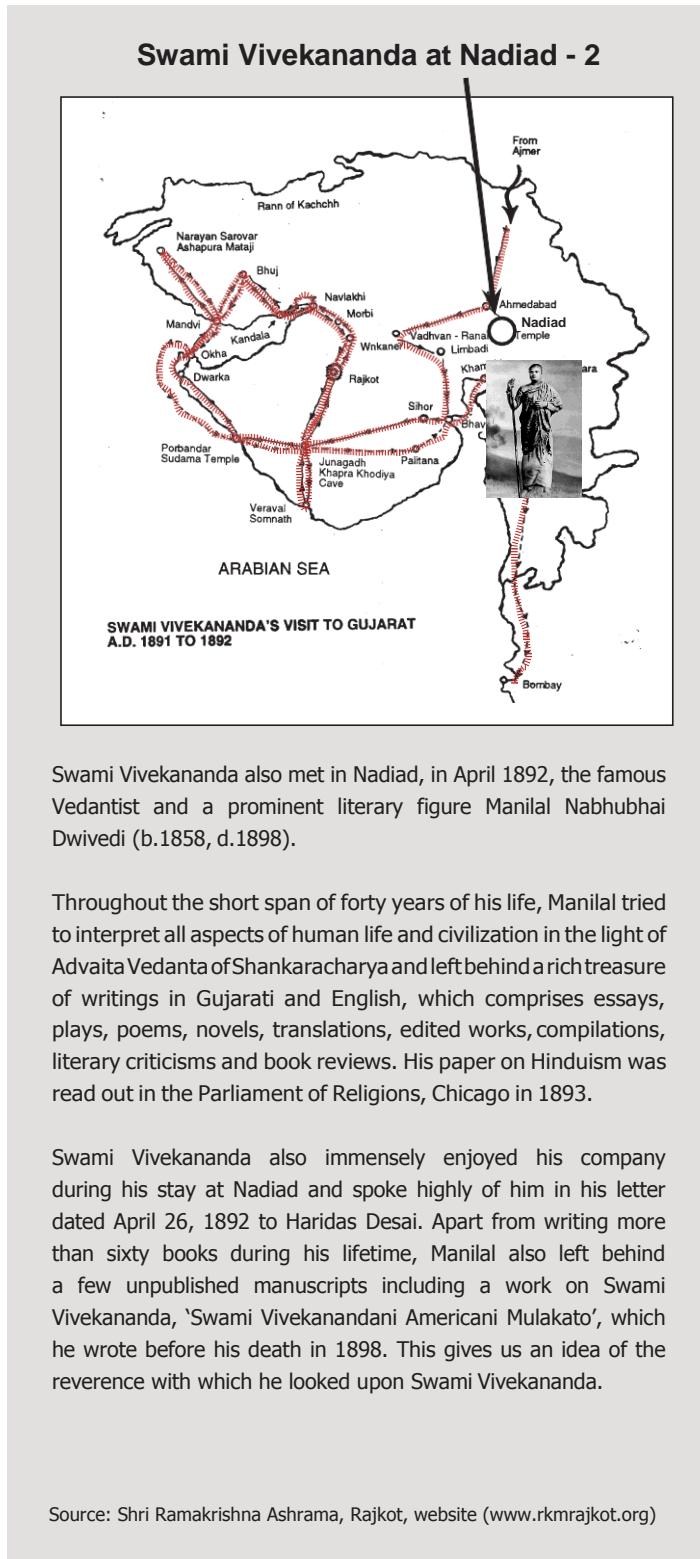
“ Take one thing up and do it, and see the end of it, and before you have seen the end, do not give it up. He who can become mad with an idea, he alone sees light. Those that only take a nibble here and a nibble there will never attain anything. They may titillate their nerves for a moment, but there it will end.

“ Education is not the amount of information that is put into your brain and runs riot there, undigested all your life. We must have life-building, man-making, character-making, assimilation of ideas. If you have assimilated five ideas and made them your life and character, you have more education than any man who has got by heart a whole library. If education is identical with information, the libraries are the greatest sages in the world, and encyclopedias are the Rishis. No scriptures can make us religious. We may study all the books that are in the world, yet we may not understand a word of religion or of God. We may talk and reason all our lives, but we shall not understand a word of truth until we experience it ourselves. You cannot hope to make a man a surgeon by simply giving him a few books.

“ Be like the pearl oyster. There is a pretty Indian fable to the effect that if it rains when the star Svati is in the ascendant, and a drop of rain falls into an oyster, that drop becomes a pearl. The oysters know this, so they come to the surface when that star shines, and wait to catch the precious raindrop. When a drop falls into them, quickly the oysters close their shells and dive down to the bottom of the sea, there to patiently develop the drop into the pearl. We should be like that. First hear, then understand, and then, leaving all distractions, shut your minds to outside influences, and devote yourselves to developing the truth within you. There is the danger of frittering away your energies by taking up an idea only for its novelty, and then giving it up for another that is newer.

“ Getting by heart the thoughts of others in a foreign language, and stuffing your brain with them and taking some university degrees, you consider yourselves educated! Fie upon you! Is this education? What is the goal of your education?

Source: The Complete Works of Swami Vivekananda  
(Published by Advaita Ashrama, 5 Dehi Entally Road,  
Kolkata 14, India)



Swami Vivekananda also met in Nadiad, in April 1892, the famous Vedantist and a prominent literary figure Manilal Nabhubhai Dwivedi (b.1858, d.1898).

Throughout the short span of forty years of his life, Manilal tried to interpret all aspects of human life and civilization in the light of Advaita Vedanta of Shankaracharya and left behind a rich treasure of writings in Gujarati and English, which comprises essays, plays, poems, novels, translations, edited works, compilations, literary criticisms and book reviews. His paper on Hinduism was read out in the Parliament of Religions, Chicago in 1893.

Swami Vivekananda also immensely enjoyed his company during his stay at Nadiad and spoke highly of him in his letter dated April 26, 1892 to Haridas Desai. Apart from writing more than sixty books during his lifetime, Manilal also left behind a few unpublished manuscripts including a work on Swami Vivekananda, 'Swami Vivekanandani Americani Mulakato', which he wrote before his death in 1898. This gives us an idea of the reverence with which he looked upon Swami Vivekananda.

Source: Shri Ramakrishna Ashrama, Rajkot, website ([www.rkmrajkot.org](http://www.rkmrajkot.org))



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The material in this booklet is meant to be studied along with the material available at [gtu.ibecome.in](http://gtu.ibecome.in)

You will find videos, concept presentations, quizzes to improve your understanding of the topic.

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Swami Vivekananda  
**Contributor Personality Program**



An Adani Group Initiative

ADANI

**UNIT 10:**

## **Think in Enlightened Self-interest**



for students and faculty of  
Gujarat Technological University

by

**i-become** ® University  
Services

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## **UNIT 10:**

# **Think in Enlightened Self-interest**

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Contributors think in Enlightened Self-Interest. In every situation they get into, they find a way to create good for self and good for all at the same time – including team mates, bosses, customers, their organization.

Contrast this with the mindset of a Non-Contributor. Such a person is only concerned with his / her own self-interest in a situation. He/she is not concerned about the impact (positive or negative) on the other person. This leads to unpleasant situations, broken relationships, unhappy team-mates, subordinates, and bosses, and lower trust in any situation.

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Concept Exploration pg. 2-5

Concept Application pg. 6-19

Field Work (Project) pg. 20

Swami Vivekananda speaks to you pg. 21-22

## Concept Exploration

### EXPLORATION 1:

**Non-contributors are worried only about their narrow role in the total picture**



**Contributors are focused on the big picture**

If we can support each other, then the company can deliver a superior product in less cost and time



### REFLECTIONS

Q1. What are the consequences of missing the “big picture” and focusing on one’s own narrow role?

Discuss this question with some working professional and share your understanding in the class.

As a contributor you have to think such a like that helping to colleague who are

working with you in the companies. You have to think in "big picture" means don't behave like that i have done my work and do your own work self.

when working in the companies we must have to helping out to each other, it's also

benefits to us when we are stuck at some problem. the same problem can be happen in the companies like if designing team have done their work and then the

responsibilities goes to the developing team they must have to help them out for developing the product.

**EXPLORATION 2:**

**Non-contributors give respect to only a “select” few**

He is in a high position so I must behave respectfully to him

He is a mere junior officer. I can treat him in any way I want.

**Contributors give respect to all team members**

It does not matter what the person's position or qualification is. All people are to be treated respectfully because they are first and foremost, human beings.

**REFLECTIONS**

- Q1. Share some experiences wherein you have seen both types of individuals (as shown in this exploration) in action. Write about this.

I have not experienced yet but i have heard about this situation. when someone is

working as a junior product developer in the companies, then senior product developers are misbehaving with them or don't give a respect to the junior workers.

but not all peoples are like that some senior managers or developers give more

respect to the juniors more than their seniors. so always respects to others whether they are your juniors or seniors, it doesn't matter. In most of the Multi

national company if you have observe that all the CEO's are very cool in the nature.

### EXPLORATION 3:

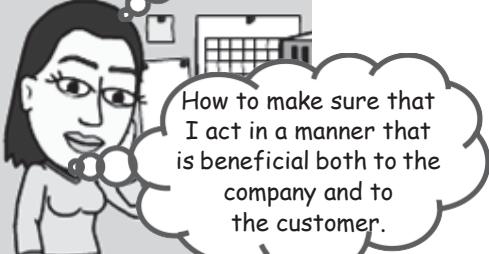
**Non-contributors think “win-lose”**



My team goals have to be met. Why should I care about negative consequences for other teams and departments?

Let me somehow sell this product, even if the customer does not need it and will be wasting money

**Contributors think “win-win”**



How to achieve my team goals and also ensure there are no negative consequences for other teams.

How to make sure that I act in a manner that is beneficial both to the company and to the customer.



### REFLECTIONS

Q1. “The win-lose approach sometimes makes us look more successful in the short run, and lose out in the long run”. Do you agree with this observation? Explain with reasons.

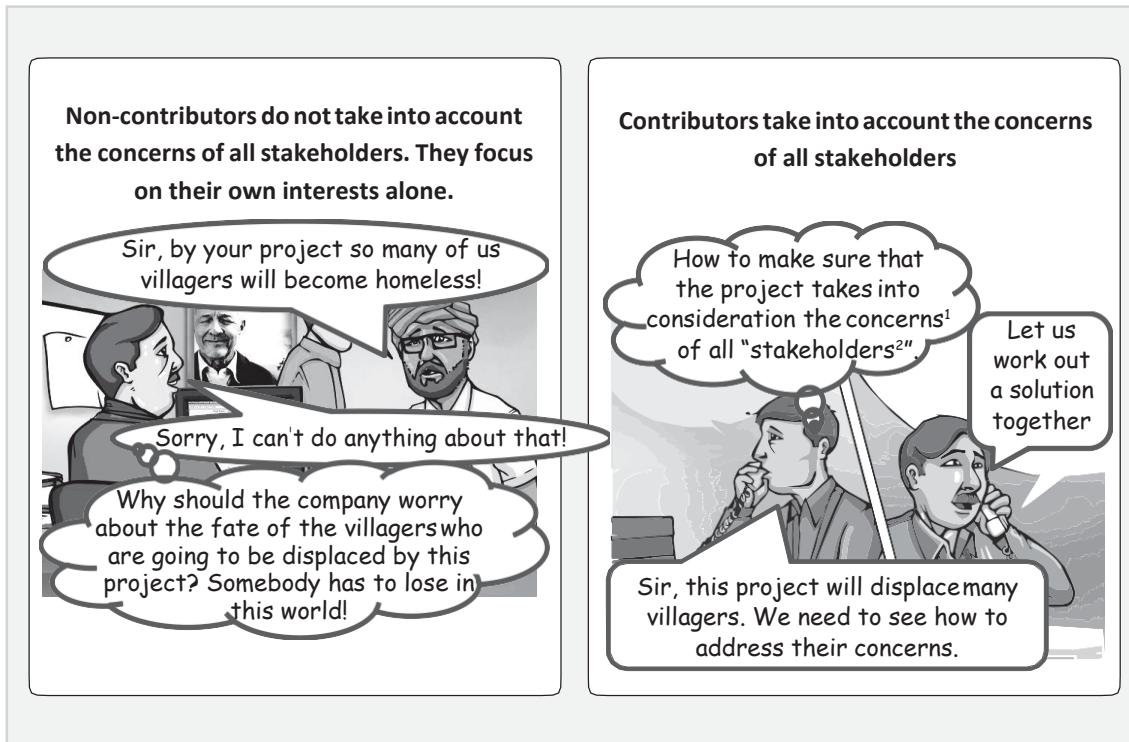
As per the above sentence, when you are working in a team and doing a project

if you have done your work, and if you think like "win-lose" approach means that if you are thinking only about your own work / own responsibilities and if you are not

thinking about helping others for their work it's useful in very short term time, it will not helpful in long-term because in the future if you want to be a successful

& stay tuned for the long run, you have to think in a win-win situation by helping

out the other team or colleagues.

**EXPLORATION 4:****REFLECTIONS**

Q1. Can you think of a recent industrial project where the management had a choice of both behaviors (as shown in this exploration)? Share details of that project.

I have heard about this situation, a construction company named Vikas has decided

to build flats in the place of very backward area where neither drinking water is available nor the electricity in the area, so during the time of constructing the

flats they have provided accommodation to them and after building the flats they have decided to give flat to them and The one company which is doesn't care

about the people & started to demolished their houses.

**MEANINGS:**

<sup>1</sup> *Concerns: worries, problems, specific challenges.*

<sup>2</sup> *Stakeholders: all people/groups who are/maybe involved and affected*

## Concept Application

### APPLICATION EXAMPLE 10.1:

STORY

The first panel shows soldiers digging a trench. The second panel shows a section leader on horseback. The third panel shows a stranger on horseback. The fourth panel shows a conversation between the section leader and the stranger. The fifth panel shows the stranger approaching the section leader.

**On a battlefield over 200 years ago, a small group of exhausted battle-weary soldiers were digging an obviously important defensive position.**

**The Section Leader, made no effort to help.**

**A stranger on horseback comes riding by.**

**Why are you not helping?**

**I am in charge. The men do as I tell them! Help them yourself if you feel so strongly about it.**

**To the Section Leader's surprise, the stranger dismounted and helped the men until the job was finished. Before leaving, the stranger congratulated the men for their work.**

**The stranger approached the puzzled Section Leader.**

**You should notify top command next time your rank prevents you from supporting your men.**

**On going closer, the Section Leader recognized the stranger as General Washington.**

**George Washington went on to become the 1<sup>st</sup> President of the United States of America.**



## REFLECTIONS

- Q1. George Washington showed human concern and treated his people with mutual respect. How do you think his way of dealing with his people would have impacted their confidence, motivation, and will to accomplish their goal?

George Washington motivates them by helping them, even though he is not co-workers

of their team or not their in-charge officer, he is stranger to them also, that's the way you can contribute and motivate to others by helping nature.

Q2. George Washington led his people by working along with them. Can you think of a leader who has a leadership style similar to that displayed by George Washington? Write down about this person, with examples from his / her life showing this.

Elon Musk co-founded and leads Tesla, SpaceX, Neural ink and The Boring Company. As

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the co-founder and CEO of Tesla, Elon musk leads all product design, engineering and global manufacturing of the company's electric vehicles, battery products and solar energy products. as lead designer at SpaceX, Elon oversees the development of rockets and spacecraft for mission to Earth orbit and ultimately to other planets. Elon is also CEO of Neural ink, which is developing ultra-high bandwidth brain-machine interfaces to connect the human brain to computers. He also launched The Boring Company, which combines fast, affordable tunneling technology with an all-electric public transportation system.



## APPLICATION QUESTIONS

Q3. In the workplace, as a team leader, what are some of strategies / tips you can follow so as to create a positive team environment (where team members respect and value each others' contribution)? (*For example: Considering the views of all team members when taking any decision*). Brainstorm in groups to answer.

As a team leader, you have to make such a positive environment for the team members

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by working with them for a particular problem to find the solutions at which point they are stuck to find the solution. Always give respect to all members either they are juniors or they are CEO of the company. If you are as team leader, going to take the decision for the company always share with your members when all thing finalized & take the feedback from them for any changes. It is the best for the company also by knowing all the different approaches of the different peoples.

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## APPLICATION EXAMPLE 10.2

### STORY

A corn farmer had been winning the contest for the best produce year after year. A reporter interviews him...



What is the secret of your bumper produce of such good quality corn year after year?

You wont believe it, but it is because I share my corn seeds with my neighbours.



Why do you do that? After all your neighbours also enter the same contest every year. They are your competitors!



Oh no... I stand to gain from this. The wind carries the pollen of the ripe corn, from one crop to the other. If my neighbors cultivate an inferior quality corn, then the quality of my yield will also go down. But if they have good corn in their fields, then through cross-pollination my corn grows well.



### REFLECTIONS

Q1. The farmer recognizes the importance of taking responsibility for good quality corn, not only in his own corn fields, but also that in the fields of other farmers in the locality. Why do you think, most farmers may not see things in the same way?

Yes obviously most of the farmers are not see things in the same way, as per the above,

farmer said that if my neighbors will also grow the quality corns, when the wind is

blowing, it carries the pollen of the ripe corn & from one crop to other, it will also benefits for me & for my neighbors also to get the bumper production of corns.

- Q2. Narrate an incident when you consciously tried to think “win-win” for all the people involved and took responsibility for finding a solution beneficial to all.

[Hints: Write about –

- what responsibility did you take up?
- why was taking up of this responsibility necessary?
- what was the fulfillment that you got?]

When I am in 9th standard, I have taken the responsibilities for the science project. In this project we are 5 peoples and In this project I have decided to do something different in making our project unique. No one is aware about the topic but by looking for the new topic for all it will be win-win situation if our project successfully implemented. during the development I have motivated my team members and Finally we have finished our project and We learn from this too much because taking new initiative for anything is very important and that win-win approach helped us to taking the responsibility.



## APPLICATION QUESTIONS

- Q3. In the workplace, what are the short-term and long-term benefits of enabling the success of your peers and juniors?

[Hints: What is the power of a more capable team around you?]

In the workplace, Short-term benefits means if your position as a senior engineer in the company, so if there is running a big project in which you are leading and the fresher's and junior developers are working in this project. so if they are stuck at the problem at which they cant able to solve the problem, so as a senior developer you have to helped solve the problem, so it is short-term benefits for your peers and juniors If they have learned for the particular problem, it will be also beneficial for them .It's nothing like that you will be forget about this type of situation if happen in the future, it will be helpful, we can say that it is long-term benefit for the peers and juniors.

**APPLICATION EXAMPLE 10.3:**

**SCENARIO**



Nilesh is a 25 year old from India. Till date he has never voted. He feels that his vote makes no difference and it does not matter who gets elected from his constituency. All the candidates are as bad as each other. Further, Nilesh believes that one vote of his, is not of enough consequence to make a difference to the nation.



In January 2011, President Ben Ali of Tunisia was ousted from power after a month and a half of non-violent demonstration by the Tunisian youth.

Abès, a young student, participating in the movement expressed, "I feel that I have a role to play in this nation building movement. We, the students, are an integral part of it. We will continue to demand change until our demands are all met."



## REFLECTIONS

Q1. What can we learn from the youth of Tunisia, about the influence each one of us can have on the destiny of our nation? Discuss to answer.

It's all about the individual role of youth in building the nation. The first things to learn

is they have protest in peaceful way, they have teaches us not all the movements are violently shaped, we have to approach the situation in a such a way that violence not to be part of our movement.

Second thing is that each & every vote are very important in nation building, every voters have rights to choose the government and every voters have rights to oppose any bill, amendments, rules...if they are not appropriate for the nation.



## APPLICATION QUESTIONS

Q2. As contributors, we have a role to play in the destiny of our nation. How can you as an individual take up the responsibility and contribute in making the changes you want to see in your locality, your city / town, in the country? Write about this.

*[Hints:*

- *What is the change you wish could take place around you?*
- *What are some personal choices and efforts you can make to contribute towards this?*

As a contributor, we have a role to play in the destiny of our nation. Always be a first to choosing the right candidate, always make public aware about that what's going in our area ,locality. If candidate have worked very well in doing projects make public aware about this. If the candidate have done only fake talks in the manifesto and hasn't done any work the public, tell the public to not to choose the same for the same situation. As a contributor, encourage the public that their one vote can change the nation for the development

### APPLICATION EXAMPLE 10.4:

### SCENARIO

Rakhi was reading the newspaper at home. She saw an advertisement in the newspaper that touched her.

She decided that she will save as much water as possible from today.



Rakhi had a cook named Shilpa. Shilpa worked as a cook in several residential complexes around her slum in Mumbai. Rakhi noticed that Shilpa is in the habit of leaving the kitchen tap running while cooking and washing dishes. Rakhi explains to Shilpa that it is important to use water more carefully.

Shilpa did not understand why Rakhi is careful about wasting water, when all her neighbours are not.



## REFLECTIONS

- Q1. How can you help Shilpa see the consequences of her small action for the larger water problem? Discuss to answer –



If water is wasted by each citizen...



- *What will be the immediate short-term consequences of water wasted by one household?*

the immediate short-term consequences of water wasted by one

household is that they run out of water, maybe they have to call for water tanker



- *What will be the multiplied effect of water wasted by numerous households?*  
Water percolating through the wastes causes chemical compounds to be dissolved

As a result, leachate may contain high concentrations of various bacteria, viruses

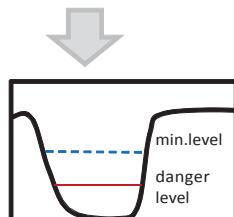
and organic compounds. Bacteria may also alter the leachate composition over time.



- *What will be the long-term consequences for water supply to entire city (including Shilpa's locality)?*  
This unsustainable practice decreases long-term water security and availability.

Furthermore, and drinkable. Wasting water or overusing household water

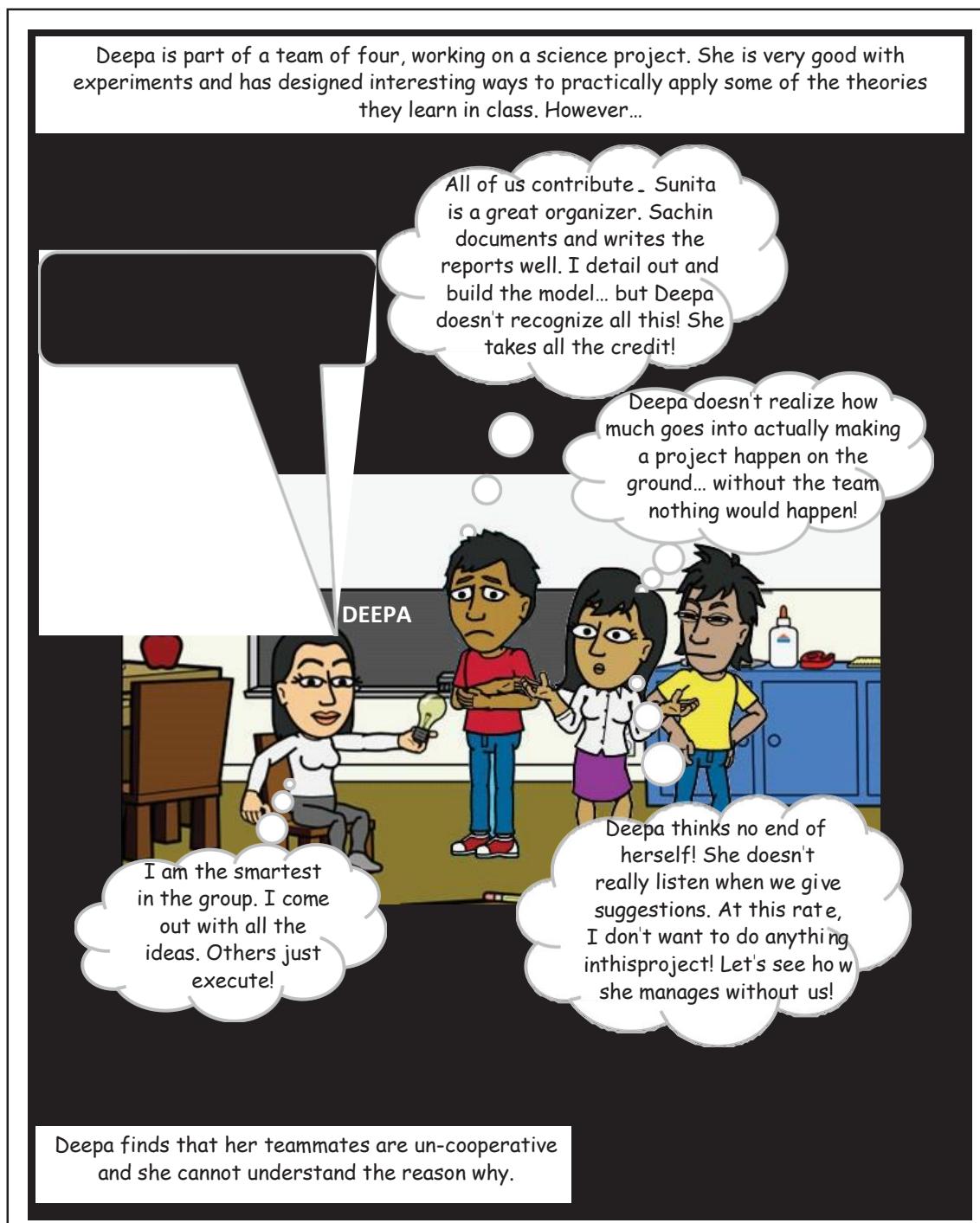
water means you're wasting the energy-intensive process of filtration.



Resulting in reduced water level of the lakes that supply water to the city

**APPLICATION EXAMPLE 10.5:**

**SCENARIO**





## REFLECTIONS

Q1. Deepa is unable to recognize the value of the contributions of her team members in the project. As a result, her team members are un-cooperative. If you are Deepa's friend, how will you enable her to see the value of her team members?

If am Deepa's friend I will tell her that, you are the one who come out with ideas that's

Good but you have to see that all of us are contributing into project. Sunita is great

Organizer. Sachin documents and writes well. I detail out and build model. You see

There is lots of efforts goes into actually making a project happen on the ground without

The team nothing would happen. You should really listen when your team give

Suggestion.



## APPLICATION QUESTIONS

Q2. In the workplace, as a team member, what short-term and long-term benefits will you gain when you recognize and value everybody's contribution and give everybody due credit?

*[Hints: Consider*

- motivation of team members*
- cohesiveness and bonding of the team (What is the benefit of this?)*
- what happens when a well-bonded team is faced with high-pressure situations?]*

when we recognize and value everybody's contribution and give everybody due credit

than your team members are aware of your vision and this encourages everyone to work.

Team cohesion happens when a team remains united while faced with high-pressure

Situations being a cohesive team means that not only are group goals met but everyone

Feels like they have contributed to the overall success of the group.

**APPLICATION EXAMPLE 10.6:****CASE STORY**

The 1963 film “The Great Escape” narrates the true story of a mass attempt by Allied prisoners of war to break out of the imposing Stalag Luft III Nazi Prisoner of War Camp near Berlin, in 1944.

Within the camp was a core group of prisoners determined to escape. Their goal was to facilitate the escape of about 250 men in one night. An escape so difficult would require prisoners to work together in a coordinated manner.

The core group plans the greatest escape, digging a tunnel to ex-filtrate 250 prisoners. Teams of men are organized. Jobs delegated include: Survey, dig, dispose the soil, keep records of soldiers movements, distract security guards, supplying fresh air in the tunnels, provide lighting in the tunnels, etc.

The worst of the work, noise of digging, was covered by the men singing in chorus. The list of supplies needed for the job was unbelievable. It took an army of prisoners, just to find and steal all the material required.

Each person had a job. There were tailors, blacksmiths, forgers, pickpockets & camouflage artists. They kept record of every movement of every guard. They used an elaborate yet inconspicuous set of signals to warn others.

On March 24, 1944, after more than a year of work, 220 men prepared to creep through the tunnel into the woods outside the camp. The plan was to send out one man per minute until all had made their escape.

In all, eighty six men escaped before the tunnel was discovered. The Nazis ordered a national alert to deal with it. Most of prisoners were recaptured, only three made it to freedom.

Though the attempt failed in accomplishing its objective, it offered the world a historical example of collective endeavour.

*[Adapted from the Source: <http://kamyabology.com>]*

**REFLECTIONS**

- Q1. What can we learn from this story about the “power” of coordinated collective action in achieving seemingly impossible goals?

Coordination is important because it balances inequalities and restore teamwork.

Extraordinary success is accomplished when people working on a multitude of tactical

Objectives toward a common goal are able to coordinate their actions and pull in the same

Direction because they have established trust in their colleagues and counterparts by being Able to take them at their word.

Q2. Can you think of any big project you were a part of, where if “collective action” had happened, the result would have been far more successful?

[Hints:

- *what was the situation?*
- *what were the different abilities required?*
- *what were the challenges because of which people could not work together in a co-ordinated manner?*
- *what was the outcome / result?*

It was big event or we can say TechFest that was organize by collage and GTU.

It was required abilities like Leadership, Time management, Problem-solving, Listening

Collaboration, Critical thinking, communication etc.

There were challenges like managing crowd, controling traffic because of that people

Cloud not work together in a coordinated manner. But everyone is doing there part of

Work very responsibilities because of that event was completed with joy.



## APPLICATION QUESTIONS

Q3. If an organization is able to get its people to work together in a similar manner, what would be the benefits to –

- *the organization?*

Organization get unity of action among individuals and groups, which together

Helps to accomplish organizational goals and eliminates organizational rivalry.

- *the team?*

Complexity of individual characteristics creates personality conflicts. Coordination helps

In eliminating this by developing a friendly and cooperative relationships.

- *each individual participant? Discuss to answer.*

Coordination promotes and enable individual participant to take responsibilities,

Develop loyalty, initiative and ultimately align individual goals by developing shared Vision.

**APPLICATION EXAMPLE 10.7:****CASE STORY**

Until 1946, milk producers of Kaira district had to travel a long distance to deliver milk to the only dairy, the Polson Dairy in Anand. Often milk went sour as they had to physically carry the milk in individual containers. The traders working with Polson arbitrarily decided the prices depending on the production and the season.

The milk producers were extremely angry with the unfair practices of the traders. Frustrated, under leadership of Tribhuvandas Patel (a local farmer leader), they approached Sardar Vallabhbhai Patel for a solution to their problem.

Vallabhbhai advised them to form Cooperatives, boycott Polson Dairy and start supplying their milk directly to Mumbai State Government instead of routing through Polson Dairy. The milk producers who till date worked as single individuals, now had to work together as a group, something completely untried and unthought of by them till then. Under the guidance of Morarji Desai, the producers in each of the villages in Kaira started forming their own village co-operatives to act as milk collection centres for the entire village. These co-operatives were owned and managed by the producers themselves. As they knew each others' problems, solutions started emerging through collective thinking.

At the district level Kaira District co-operative was formed to manage collection and processing of milk supplied by the village co-operatives.

The successful co-operative structure in Kaira, soon led to setting up of similar such co-operatives in other districts. To ensure that these co-operatives act as a united force, rather than compete against each other, the milk producers formed Gujarat Co-operative Milk Marketing Federation (now better known as Amul). GCMMF was to handle the marketing of the milk and milk products. It was to be professionally managed under the leadership of Dr. Verghese Kurien.

Research institutions like ICAR were roped in to find ways to increase milk production of cattle.

Today, nearly after 65 years from the day the idea of co-operative took root in a small district of Gujarat, Amul has grown to become the largest food producer in the country. It is today jointly owned by 2.8 million milk producers.



*You can watch an interesting video on the Amul story at  
<http://www.youtube.com/watch?v=njMYhH9bE4Y>*



## REFLECTIONS

Q1. The Amul movement involved the coming together of different people from different places for different purposes. Through this initiative, how were the concerns of the various stakeholders addressed?

[Hints:

- Who were all the stakeholders / different groups involved?
- What were each of their concerns?
- How did these concerns get addressed?]

(Do further research on the Amul movement, if necessary, to answer these questions).

Sardar Patel, The late Dr Verghese Kurien, rightly called the Milkman of India, Farmers

And Government were all stakeholders are involved.

Amul was formed as a part of a cooperative movement against Polson Dairy in Anand,

which procured milk from local farmers of Kaira District at very low rates and sold it

to the then Bombay government. Everyone except the farmers benefited from this trade.

The result was the formation of the Kaira District Co-operative Milk Producers' Union

Limited in Anand. The union started pasteurising milk produced by a handful of farmers

for the Bombay Milk Scheme and grew to 432 farmers by the end of 1948. The rapid

growth led to problems including excess production that the Bombay Milk Scheme

couldn't accommodate. The late Dr Verghese Kurien, rightly called the Milkman of India,

was Amul's true architect. He went from helping farmers repair machinery to

revolutionising India's dairy industry with the White Revolution. The new dairy

with the milk processing plant was ready for operation in October 1955.

buffalo milk was processed to make products for the first time in the world

## 10.8 : FIELD WORK

### PROJECT 1:

**Project Goal:** *To study how people (contributors) "think in enlightened self-interest".*

**STEP 1:** Identify any project case that has been in the news or has happened in your area where many stakeholders (affected groups) were involved. You can study this case to find out how the people involved acted in "enlightened self-interest" or if not, then what was missing.

**STEP 2:** Decide how you are going to present your project. As a –

- Home-video project (recording a video of interviews etc. to make a short-film on the case), OR
- Slide presentation (with photographs, factual data, insights, sound / music, etc.), OR
- Poster presentation (with photographs, factual data, insights, etc.)

**STEP 3:** On the case, do a research study to collect data (video, photographs, data, etc.) for your project presentation. Your research can include -

- Primary research done by interviewing people belonging to the various stakeholder groups (affected parties such as - farmers, citizens, government officials, etc.)
- Secondary research done by using the internet, going through newspapers and magazines, talking to experienced people who know this case well.

In your research study, find out details of the project case and identify specific examples / incidents. Find out –

- Who were all the stakeholders involved?
- What were the concerns of each of the stakeholders involved?
- Who were the main active stakeholders (who were driving the project, taking decisions, etc.)?
- Were these people focused on the "big picture" of what needed to get achieved (or were they only worried about their own narrow role in the whole project)? What incidents show us this?
- How did these people interact / deal with the different stakeholders? Was there a sense of mutual respect or did they use/misuse power and position? What examples show us this?
- Did they think "win-win" for all stakeholders involved? What examples show us this?
- Were the concerns of all stakeholders taken into account? What examples show us this?

**STEP 4:** Make your final presentation by compiling the answers from your interviews / research and your observations on each of these answers, highlighting how "enlightened self-interest" was practiced in the thinking of the people involved.

**STEP 5:** Present in the class.



Swami Vivekananda speaks to you  
Act with unselfish motives

*Swami Vivekananda disliked small-minded and fearful selfishness. He wanted us to be large, unselfish, and therefore free and bold in all our dealings with the world.*

“ If you want to help others, your little self must go. Give up this little life of yours. What matters if you die of starvation – you and I and thousands like us – so long as this nation lives?

“ We will have to help each other, but we have to go one step farther: the first thing is to become unselfish in help. “If you do just what I tell you to do, I will help you; otherwise not.” Is that help? So help whenever you can, but mind what your motive is. If it is selfish, it will neither benefit those you help, nor yourself. If it is unselfish, it will bring blessings upon them to whom it is given, and infinite blessings upon you, sure as you are living. The Lord can never be hoodwinked.

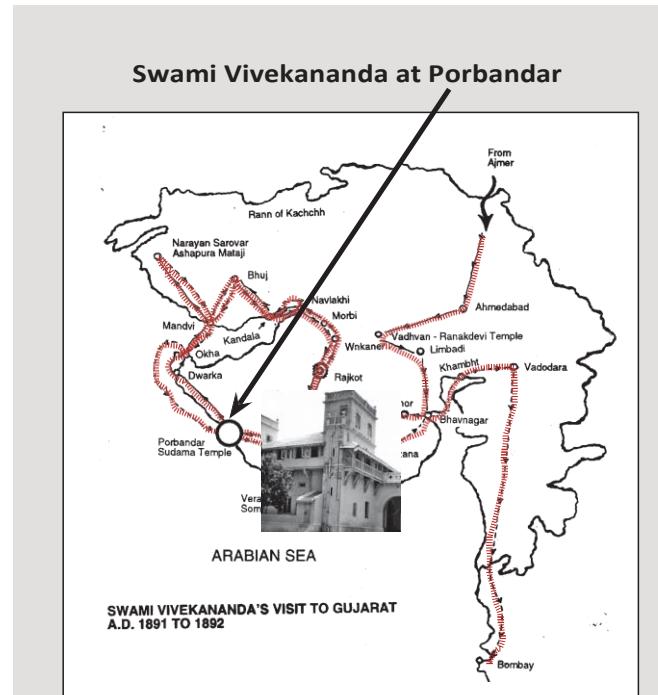
“ It is selfishness we must seek to eliminate! I find that whenever I have made a mistake in my life, it has always been because *self* entered into the calculation. Where *self* has not been involved, my judgement has gone straight to the mark.

“ Unselfishness is more paying, only people have not the patience to practice it. It is more paying from the point of view of health also. Love, truth and unselfishness are not merely moral figures of speech, but they form our highest ideal, because in them lies such a manifestation of power. Self-restraint is a manifestation of greater power than all outgoing action.

“ Ask nothing; want nothing in return. Give what you have to give; it will come back to you – but do not think of that now, it will come back multiplied a thousandfold – but the attention must not be on that. Yet have the power to give: give, and there it ends. Learn that the whole of life is giving, that nature will force you to give. So, give willingly. You are a machine for taking and giving: you take, in order to give. Ask, therefore, nothing in return; but the more you give, the more will come to you.

“The man who works through freedom and love cares nothing for results. But the slave wants his whipping; the servant wants his pay. So with all life; take for instance the public life. The public speaker wants a little applause or a little hissing and hooting. If you keep him in a corner without it, you kill him, for he requires it. This is working through slavery. To expect something in return, under such conditions, becomes second nature. Next comes the work of the servant, who requires some pay; I give this, and you give me that. Nothing is easier to say, “I work for work’s sake”, but nothing is so difficult to attain. I would go twenty miles on my hands and knees to look on the face of the man who can work for work’s sake. There is a motive somewhere. If it is not money, it is power. If it is not power, it is gain. Somehow, somewhere, there is a motive power. You are my friend, and I want to work for you and with you. This is all very well, and every moment I may make protestation of my sincerity. But take care, you must be sure to agree with me! If you do not, I shall no longer take care of you or live for you! This kind of work for a motive brings misery. That work alone brings unattachment and bliss, wherein we work as masters of our own minds.

Source: The Complete Works of Swami Vivekananda  
(Published by Advaita Ashrama, 5 Dehi Entally Road,  
Kolkata 14, India)



In Porbandar Swami Vivekananda met Pandit Shankar Pandurang (1840-1894) of Konkan, Maharashtra, who was the administrator of the State at that time. Swami Vivekananda stayed as Panditji's guest at his Bhojeswar bungalow for about four months or so, probably attracted by his large library and his loving and scholarly nature. Swami Vivekananda also finished his reading of Panini's 'Mahabhasya' and also learnt French at the instance of Panditji. Panditji was not only a Sanskrit scholar of great eminence, but was proficient in nine languages and was earlier an Oriental Translator of Bombay State. Swami Vivekananda also helped him in editing the standard edition of the Atharva Veda, during his stay at Porbandar. It is likely that during his long stay at Porbandar Swami Vivekananda might have been introduced to many Gujarati scholars by Shankar Pandurang.

Apart from this, Shankar Pandurang was a great philanthropist. He arranged for irrigation facilities for farmers, started telegraph offices all over the State of Porbandar, started schools for girls as he was a staunch supporter of female education, opened hospitals in the villages and carried out various works for the benefit of the public.

Source: Shri Ramakrishna Ashrama, Rajkot, website ([www.rkmrajkot.org](http://www.rkmrajkot.org))



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The material in this booklet is meant to be studied  
along with the material available at [gtu.ibecome.in](http://gtu.ibecome.in)

You will find videos, concept presentations, quizzes  
to improve your understanding of the topic.

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## **UNIT 11:**

# **Practise Imaginative Sympathy**

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One of the unique qualities of Contributors is their ability to appreciate and understand others' life situation, others' mental condition, and others' point of view. How do they do this?

They have consciously developed a 'way of thinking' called 'Imaginative Sympathy'. In this way of thinking, they are able to give due importance to the human aspects of a situation, and not just the technical or commercial aspects.

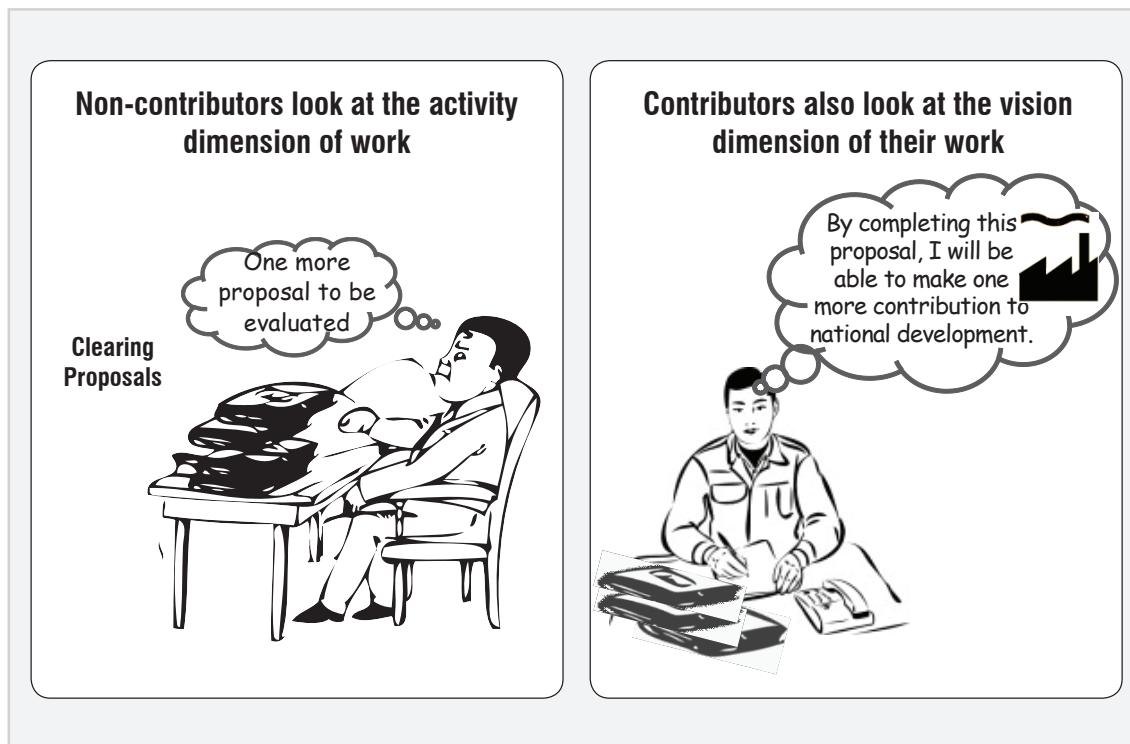
But this is not all. Imaginative Sympathy goes beyond looking at the human aspects of the situation. It also means that Contributors are able to anticipate possible interactions or reactions, they are able to take a multi-dimensional view of a situation and they are able to bring about changes or results while taking everybody along with them.

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Field Work (Project)	pg. 24
Swami Vivekananda speaks to you	pg. 25-26

## Concept Exploration

### EXPLORATION 1:



## REFLECTIONS

Take up 3 or 4 common professions and brainstorm to uncover the "vision dimension" in their work. Write about these.

In the profession of being a teacher the "vision dimension" can be the imparting of knowledge and information that is out of the textbook but is very important for the student to learn about

life and also to gain experience about life . In the profession of doctor it can be if the doctor rather than charging all the same high price can give low prices to poor people and help them

and don't focus broadly on the profit . In the profession of government engineer it can be proper designing of plan and not allowing any low quality products to be used in the project

because he has life of a lot of people in his hands so he should keep broader vision .

**EXPLORATION 2:**

**Non-contributors look at the *process efficiency dimension* of work**

Today we "processed" 200 more patients than yesterday



**Contributors also look at the *human dimension* of their work**

Today we were able to "serve" 200 more people as compared to yesterday



**REFLECTIONS**

What happens when people miss out on the human dimension of work? Share some experiences you have come across that help you explain this.

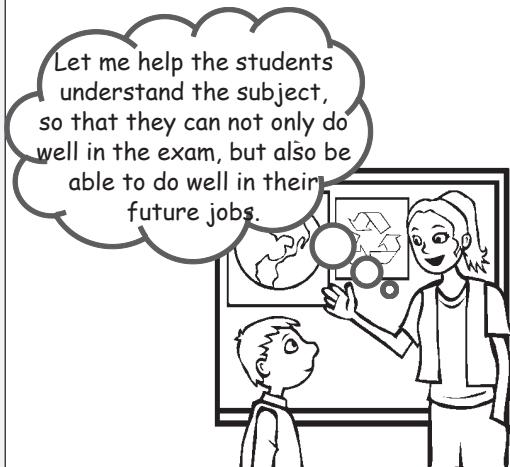
The human dimension of work is very important in any job, like take the example of doctors if they treat their patients as just their clients, then that is dehumanization of a job, that needs care and support a lot. If doctors won't listen to the patient's problem properly and understand it and just prescribing them random medicines, might prolong the problem the patient might be having. In 2017, a report by McKinsey & Company indicated that up to 6 Lakh personnel working in IT firms in India might lose their jobs over the coming 3 years, to AI and automation. McKinsey's prediction was supported by US-based firm HFS Research, which projected that around 7 Lakh 'low skilled' professionals in IT and BPO industries in India could lose their jobs to automation and AI. The cost of all this, in terms of the human dimension, is staggering. The immediate casualties are of course the tens of thousands (soon to be lakhs, if McKinsey's prognosis proves accurate) of employees losing their jobs in the continuing run of retrenchment.

### EXPLORATION 3:

**Non-contributors look at the *immediate benefits* of the situation.**



**Contributors also look at the *longer-term consequences* of the situation**

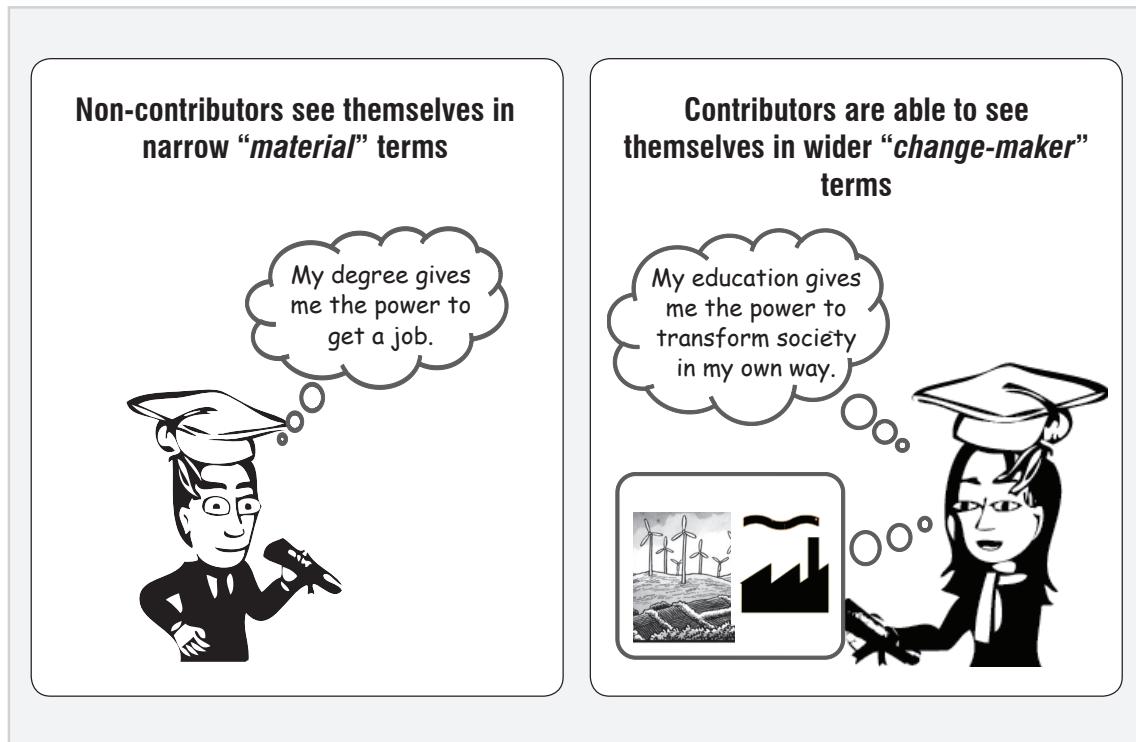


### REFLECTIONS

Take up a situation in your own life where you have a choice between “immediate benefits” and “long-term / sustainable benefits”. Discuss the situation and your own choice.

In semester 1 we had Maths subject and I could not pass it, so my professor gave me a choice, either he passes me with passing marks now or I have to study again and give the retest. I had a choice here, and easier one and immediate benefit giving that he passes me now, and then I won't learn about the subject, but I chose for the latter. I went to him and cleared all of my doubts, and studied for the test, and I gave the retest. I won't say how much I got in that test but one thing I will say is that I still remember the subject and that was because I took the long-term benefit, and the preparation that I did for the retest also helped in the university examination.

Thus , I can say from my own experience that from "immediate benefits" and "long term benefits ", long term benefits are better over a log run.

**EXPLORATION 4:****REFLECTIONS**

Are you a change-maker? Write a half-page note explaining why you can be a change-maker in society.

I do think I am a change-maker. It's just I have that drive inside me that makes me want to help those around me, and try to make them the better version of themselves. I question whenever something is not right, and I tend to take the first action towards it to correct it.

This should deem me as a person who is eager to make changes in the world. I also have a insatiable need of knowledge, I try to read about new topics that I find very interesting, I have taken courses on psychology and I love history, be it Indian history or world history. I also have a good amount of knowledge about the political scenarios in the world and in India

as well. So this gives me the means to come about change in the world, as I try to gather knowledge and resources that might help me in making those changes. Not only that I really like sharing the new things I learn so that everyone can know that piece of knowledge, and I try to teach others from any experience that I might have in any field that I have worked in.

Like I went to hackathons, so I try to encourage others to do that too by telling them my experience and how enriching it is.

Thus I take myself as a change maker in society due to above reasons.

## Concept Application

### APPLICATION EXAMPLE 11.1:

### NEWS ANALYSIS

*An Excerpt from an article in Hindustan Times, Mumbai Edition, May 21, 2011*

#### Clean-up drive or fine collection drive of BMC

More than four months after the clean-up marshals scheme was discontinued over charges of corruption, the civic standing committee has cleared an altered version of the scheme on Friday, which drastically reduces the powers given to clean-up marshals.

However, despite clearing the proposal, the corporators remain skeptical about the usefulness of the campaign. The scheme, introduced, in 2007 came under fire last year and was discontinued. Congress corporator Sameer Desai said that instead of bringing about awareness and inducing clean habits amongst citizens, the focus of the drive had shifted to collecting fines. “Is this a



drive to make the city clean or to earn revenue? The scheme has not even resulted in one clean street in the city,” Desai had said.

Additional Municipal Commissioner Manisha Mhaiskar said that the Brihanmumbai Municipal Corporation would ensure that marshals do not misuse the scheme. Also, a new clause has been introduced, wherein even the marshals or their appointing agency can be fined for wrongdoing.

“The chief shortcomings of the previous scheme were the approach of marshals towards people and their lack of awareness about the role of a BMC representative.” said BP Patil, Chief Engineer of the Solid Waste Management department of the BMC.



## REFLECTIONS

- Q1. The lack of recognition of the importance of the role they were to play in the lives of citizens, and an inability to fully appreciate the consequences of their actions, led the clean-up marshals to lose focus. The drive which was supposed to ensure the city was kept clean by the citizens, instead came to be seen as a fine collection drive.

What would have been the consequences of this for –

- *The credibility of this campaign?* The credibility of that campaign should have taken a big hit as, when something like this happens it tends to make people question about the worth of the actions that committee or the government takes and this is very bad, as if next time the BMC tries to take a similar action or a similar type of campaign then public might not be supportive
- *The citizens of Mumbai?* the citizens of Mumbai will lose all their trust they had on BMC and will not cooperate enough, and they will think of it as another means of filling the government officials' pockets, and might say there would be some corruption involved here. This here definitely gives a negative feeling towards the BMC
- *The Municipal Corporation?* The municipal corporation will have lost all the trust that people might have on them, and in turn they have lost all the trust that they had put on the marshals responsible for implementing this. They might have recognized the fault in the implementation of this campaign and will keep this in mind when they will be bringing some other campaign in future
- *India?* If this type of news gets out in the world this will prove how corrupt India is, that they even though this campaign failed so that means no cleaning happened in short, there is still pollution and dirty streets in India. In short the campaign that was introduced for the development of the nation might hinder it.



## APPLICATION QUESTIONS

- Q2. Imagine in the workplace, you are developing a product to deliver to your boss. What if you lose sight of the end users that the product is meant to serve, and you are unable to imagine how your product can help these end users in the best possible way? What will be the consequences / effects of this –

*[Hint: Think of how your work will become routinized and boring because you have lost sight of the vision you serve.]*

- *On the future users of the product?* They might have difficulty in understanding what is the use of the product and then even if they do get the gist of the product they might not find it helpful at all because, the developer did not have a clear vision in mind and might have not added the necessary functionalities
- *On your organization?* The reputation of the organization might get tarnished as the product that was delivered by them will not be satisfactory at all, and if the users will find it to be a wasteful product then the company might incur some heavy financial losses.
- *On yourself?* The person might become bored and fed up of the work he does, on me personally it can be stressful as then I won't be having fun in the job as clearly I have lost the drive to do the work. I can even become depressed, as I will not be getting any result of this job.

## APPLICATION EXAMPLE 11.2:

### SCENARIO

Dr. Shah is a well-known orthopedic surgeon, specializing in back-related illnesses. He consults in several large hospitals and also has his own private practice.

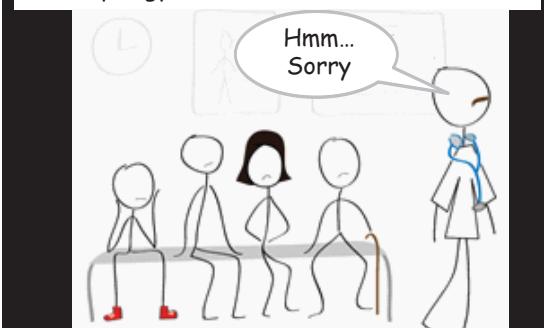
Manu has been having a bad back pain for several weeks. He finds it hard to sit for a long time. He takes a 11:30 am appointment to consult Dr. Shah in his private clinic.



On reaching there, he finds that the Doctor has not come in as yet.



Dr. Shah comes in 45 minutes later, gives a curt apology to all, as he walks into his cabin.



When Manu's turn finally arrives, the doctor does a quick check, prescribes some medicines and asks him to come back 2 weeks later.

Manu groans!

I would rather go to a lesser known doctor. My pain has worsened due to the wait.

Come again after 2 weeks





## REFLECTIONS

Dr. Shah is an expert and is very competent in his field of work. Yet his actions show that he does not have the ‘human touch’ in his interactions with patients. Further, despite his customers being back patients, he has not cared enough to provide comfortable seating in case they have to wait for long.

**Q1. What is the importance of recognizing the ‘human-level concerns’ of his patients?**

It is very important for the doctor to recognize the human-level concerns because the main job for the doctor is to be helpful to his patients, and If he can't achieve then what is the importance of him being the doctor. And also the patient is already in the pain and doctor should understand that he should do his best to ease this pain, any way possible. Sometimes there are things that doctors could diagnose by talking to the patients but as the doctor doesn't have any human touch and this will not help him anyway.

**Q2. What are the consequences of not doing so – on his patients? on his future medical practice (and business)?**

The consequences is that the first of all patient who is already in a vulnerable position will get into panic mode, and this will make it difficult on the patient as well as on the doctor, and sometimes having a human touch helps the doctor to diagnose a few things that patient can't explain. And then next thing is that the patient won't trust the doctor again and will not come back to him, and he will also will get a bad reputation and will hinder any his progress in his medical practice.



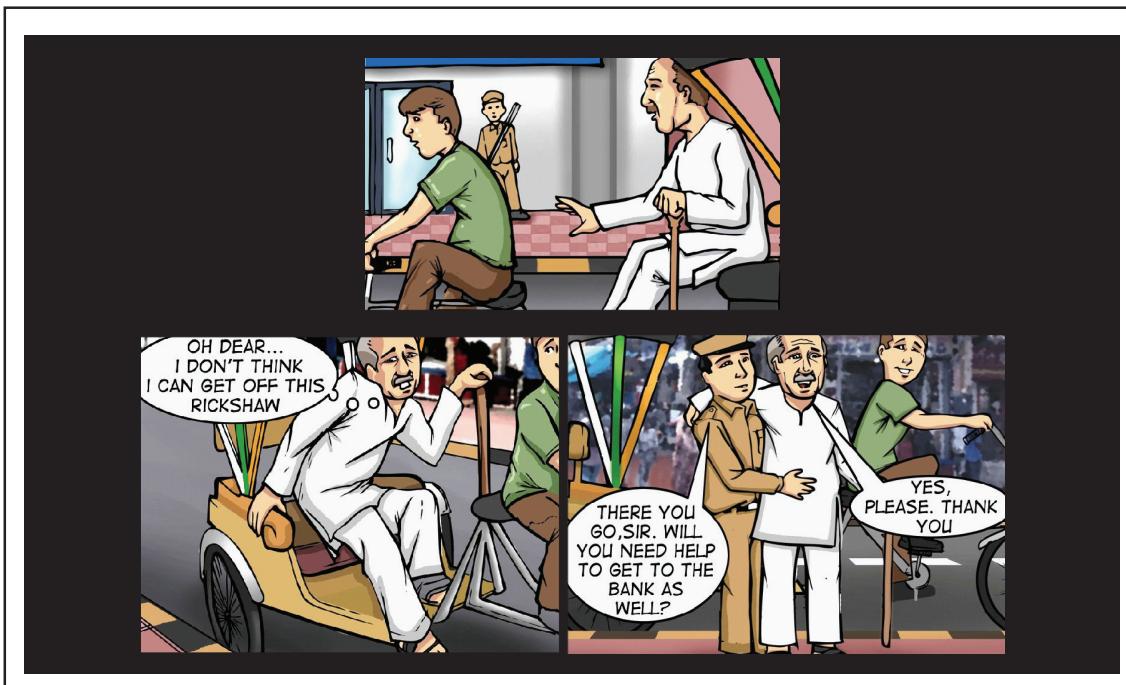
## APPLICATION QUESTIONS

**Q3. What is the value of “human touch” in customer service interactions? Discuss to think of examples showing the importance of this “human touch”.**

Human touch in customer service interactions is very important, because as the name suggests its interacting with the customers, and while interacting with the customers we should try and connect them emotionally and that will make them compelled to avail your services time and time again. Take for example you buy a product, like a T.V. and you find it to be faulty now when you return to the shop to return the product the person who sold you the product should be helpful and if that is the case then, you will get satisfied and might end up recommend their shop to others as you find very good service there.

### APPLICATION EXAMPLE 11.3:

#### SCENARIO



#### REFLECTIONS

Q1. The watchman was aware of his power to contribute in the situation. He did not restrict himself to just guarding the gate. He contributed to his customer first and foremost as a human being.

- What fulfillment would he have got from this interaction?

He would have gotten the blessing from the old man, whom he helped and just helping others gives a lot satisfaction. As when you see the smile on some other person's face it just lightens up the mood and brightens your day too. Thus doing some small things can give a person a lot of fulfillment and also we can keep the customer first.

- What value did he create for the customer and for the bank?

The value created here is that of a caring one, and that the bank and the customer could have a good relation between them. Seeing that even the security guard is very helpful the customer could get a gist about how good this bank might be.

- Q2. Write about a person, whom you have seen converting any role or work into an opportunity for him/her to make a positive difference to the people around.

In a country that is home to the world's second-largest population, when one of its largest organisations providentially happens to be a philanthropic organisation, it raises hopes for a promising and sustainable future. For people across the country, the Tata Trusts symbolise humanitarianism and personify the prodigious force that advances new frontiers of social and economic development. The journey of a million smiles began in 1892 with Jamsetji Tata, the pioneer, visionary and founder of the Tata Group, setting up the JN Tata Endowment for higher education of Indians. Regarded as the 'Father of Indian Industry' and one of the most important builders of the modern Indian economy, Jamsetji introduced the apprentice system at work, crèches and primary classes for children of women mill workers, and free medical help to all employees. Bill Gates is the founder of Microsoft company and is also one of the richest men on the planet. Having access to unlimited source of money, he became a philanthropist having many programs running all across the globe, be in education, medical or research.

## APPLICATION QUESTIONS

- Q3. In your own work role or role as a student, what are the ways in which you can contribute and make a difference to the lives of people around you?

Write down at least 2 new ways in which you can make a difference to the lives of people around you.

### 1. Volunteer your time at local schools

Whether you have a school-age child or not, children are the future of this world. Spend time helping them reach their potential by tutoring, mentoring or taking part in an after-school program.

### 2. Recognize the humanity of other people, and respect their dignity

Consciously realize that the homeless man you pass on the street every day is, in fact, a man. Through choices of his own or circumstances out of his control, he ended up in this situation, and that makes him no less human. Say hello and warmly greet him. Your greeting could bring healing to his heart, and help heal the world one person at a time. Treat people as equals, no matter how you interpret their social standing.

### 3. Use less paper

Our forests are being cut down at an alarming rate. Conserve the trees by conserving paper. Send an e-mail instead of a letter, type directions into your cell phone instead of writing them down, and bring your own fabric shopping bags to the store.

**APPLICATION EXAMPLE 11.4:****SCENARIO**

Paresh goes to the insurance office to submit some documents for a claim.

**REFLECTIONS**

The officials at the insurance office were focused on their functional role without am thought of the trouble Paresh was being put through. Hence Paresh was made to run from one office department to another without his work getting done.

**Q1.** What are the immediate and longer-term consequences of their actions –

– *In Paresh's life?* Paresh will have to go through a lot of stress and can cause a lot strain on him.

He might have to postpone any other work he might have. And due to his horrible experience of this he won't recommend any person to get insurance from them.

– *On other customers like him?* Other customers seeing this will question the officials, to go through the same, and they won't have any trust on the government office for getting insurance, and will not recommend their services to others.

– *For the overall service levels of the company?* The overall service level of the company at all satisfactory, this is the worst kind of service and a company following this practice will soon see a decline in it's number of customers.



## APPLICATION QUESTIONS

Q2. Discuss to answer –

When you are assigned a project, why is it beneficial to you to

*(i) "engage deeply" with it (to understand the issues, study the subject area, final solutions that work, etc.) rather than*

Engaging deeply with the topic we will grasp the in depth knowledge of the subject which can be very beneficial in near future or at the moment too. "Engaging deeply" means giving up the 'chalta hai' attitude and caring deeply about your work.

*(ii) copying from a senior or doing a "chalta hai" job of it?*

If you do not have any interest or the subject is not worth getting the in depth knowledge then copying from a senior, will be beneficial as then you do not have to hammer yourself to study the subject.

Think of and write about the –

– *immediate consequences and benefits of both actions (i) and (ii).*

The immediate consequence from (i) is that you have completed the project and you

will receive the marks for the same. and also the knowledge of the same .(ii) is that

you will get marks but not get knowledge about the project.

– *longer-term consequences and benefits of both actions (i) and (ii).*

The long-term benefit for (i) is that whenever this subject or the knowledge of that subject would be needed you would have already learnt about that. And the long-term consequences of the (ii) is that when the knowledge you would need for that subject you would have to study it all over again

and that would take time, or you can miss a great opportunity just because you ignored

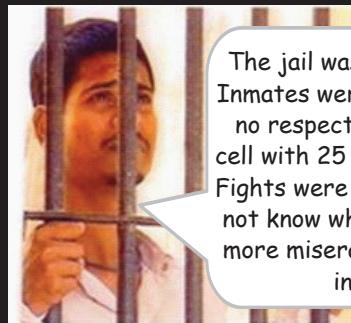
It the first time.

Thus, which of the two (i) and (ii) are more beneficial to you in the longer-term in your career?

(i) is obviously the beneficial one, as it is not harmful in any way to have knowledge of the subject. and one should always try to engage deeply in anything they do as it will be beneficial in longer run.

**APPLICATION EXAMPLE 11.5:****ROLE MODEL**

Known for her no-nonsense ways, Kiran Bedi introduced a new way of policing in Tihar Jail. Once considered a hell hole, today Tihar stands testimony to the transformative intervention led by Bedi.



The jail was a mad house. Inmates were treated with no respect. I shared my cell with 25 other inmates. Fights were frequent. I did not know whether life was more miserable outside or inside.



It was accepted by all that a jail term had to be made miserable. I challenged that. Jail has to be transformative. Only then will we have reformed citizens.



The first day Bedi walked into the jail in plain clothes.

Madam asked us, "Do you pray?"

I was surprised... I did not answer.

When none of us said anything, she asked us, "Would you like to pray?"



I wanted to give them the message that 'I am here for you for a new way of life'.

When we finished praying there was complete silence. We had broken the ice.

Next, Bedi introduced a series of transformative measures in the jail such as literacy and higher education programs, panchayat system for self management of prison by inmates, de-addiction programs etc. Bedi and her team worked with missionary zeal to get these interventions to become an integral part of the jail. The sustained and persuasive effort started showing results after some time.



I completed my graduation from open university while in jail. This was after a break of 7 years.

We formed different committees to manage kitchen, library, sports activities, internal discipline etc. It was very satisfying to do something constructive.



In my teens I got addicted to drugs. Here, I underwent counseling for de-addiction.



## REFLECTIONS

Kiran Bedi did not see herself only as the “Inspector-General of Prisons of Tihar Jail”. She saw herself as someone who had the power to transform the lives and futures of the jail in-mates.

- Q1. In Kiran Bedi’s words, “These transformations require missionary zeal from the leader”. One has to feel the joy of giving, only then deep rooted change is possible. What kind of choices do you think she had to make to bring about this change?

*[Hints: Think of what choices she had to make –*

- as a lady in a man’s domain
- to challenge a system, which worked in a certain fixed way.]

Kiran Bedi did not see herself only as the “Inspector-General of Prisons of Tihar Jail” -----

She saw herself as someone who had the power to transform the lives and futures of the jail in-mates.

-----  
Criminals are thought to be the scum of the world , but they deserve a chance to change too

-----  
this is not the case and they are not thought of someone that could change and hence she

-----  
had to deal with a lot of things just to get the money to incur about the change of this level.

- Q2. Think of and write about one example of deep-rooted transformation that you may have read about or heard of. Write about how the people involved widened their “vision of their role” to see themselves as “change-makers”.

*[Hints:*

- what is the context?
- what was the need of transformation?
- what were the alternatives available?
- how was the final choice made?]

Dr. Patel realized that his treatment of patients is only a temporary solution to the Malaria problem.

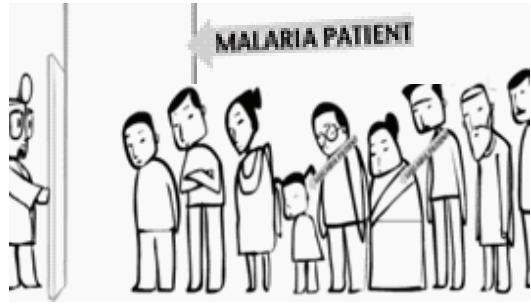
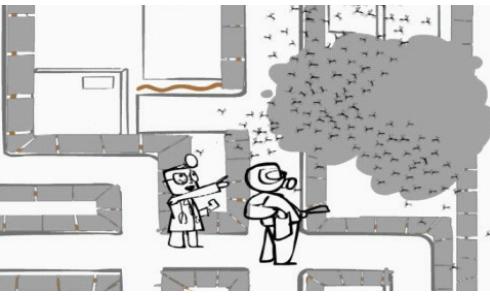
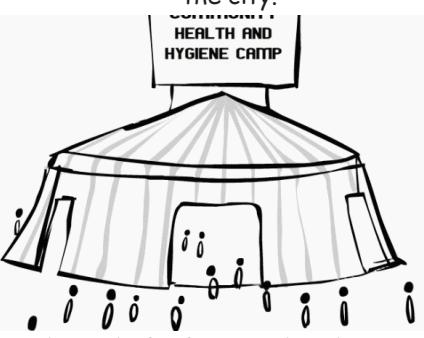
It did not actually provide a real solution to the epidemic. He therefore starts looking for better and

-----  
better ways of providing a more permanent solution. The other alternatives were far too costly

-----  
and inefficient thus by doing a lot of research the final choice was made and implemented for  
the good of all

-----  
Thus it was a vision of a change maker in everyday life.

**APPLICATION EXAMPLE 11.6:****CASE STORY**

<p>Dr. Patel reads in the newspaper about Malaria epidemic in his city.</p> 	<p>He starts receiving malaria patients in his clinic.</p> 
<p>However, the number of malaria patients coming to his clinic keeps increasing every day. He is concerned. He thinks over the issue and realizes that he has to play a more active role in addressing the problem.</p> 	<p>He identifies pockets of stagnant water in the locality and works with the municipality to get them covered. He then arranges for fumigation of the area.</p> 
<p>After a few days, Dr. Patel reads that the city is still struggling in its fight against Malaria.</p> 	<p>He decides to hold Health and Hygiene camps to educate the people, until even children begin to take care of the hygiene in the city.</p>  <p>By the end of a few months, the city was free of Malaria.</p>

Based on a true case story



## REFLECTIONS

Dr. Patel realized that his treatment of patients is only a temporary solution to the Malaria problem. It did not actually provide a real solution to the epidemic. He therefore starts looking for better and better ways of providing a more permanent solution.

Q1. Learning from this story, as a contributor, what do you think are some of the choices one needs to make so as to be able to find deeper solutions to a problem? Discuss to write down a few key strategies / tips you can learn from Dr. Patel to apply for yourself.

Dr. Patel realized that his treatment of patients is only a temporary solution to the Malaria problem. It did not actually provide a real solution to the epidemic.

He therefore starts

looking for better and better ways of providing a more permanent solution.

The other alternatives were far too costly

and inefficient thus by doing a lot of research the final choice was made and implemented for the good of all

He decides to hold Health and Hygiene camps to educate the people, until even children begin to take care of the hygiene in

the city.

Thus it was a vision of a change maker in everyday life.

1.the first is to recognize your role in the scenario.

2.try to get more knowledge about the problem

3.get solutions for the problem.

4.get more alternative solutions for the problem.

5.try to implement these solutions and record the conclusions.

Thus this were few key strategies one can implement .

**APPLICATION EXAMPLE 11.7:****NEWS ANALYSIS**

*[Adapted from an article appearing in April 23, 2011 edition of Mumbai Mirror]*

On 23<sup>rd</sup> March 2011, Pradeep Kumar was piloting Pragati Express from Mumbai's CST station to Pune. When the train was crossing one of the in-between stations, a paver block which was kept on an over-bridge fell and smashed the window of the locomotive engine.

The shards pierced Pradeep's face, neck and hand. Blood was oozing from the wounds. He blacked out for a second.



Even though he had the option of stopping for medical aid, he chose not to stop for medical aid immediately. He was aware that his train was running on the high traffic central suburban railway tracks. Any delay would put the entire suburban railway schedule into disarray.

He chose to pilot the train to a junction an hour's distance away from whereon the traffic became lighter, before stopping for medical aid.

*[Adapted from an article appearing in Jan 04, 2007 edition of Mumbai Mirror]*

On 4th January 2007, a Western Railway train in Mumbai bound from Churchgate to Virar inexplicably did not halt at a scheduled in-between station. It overshot the station and stopped 155 metres ahead of the station.

Commuters who had to get down at this station had to jump off the train and tread their way back, running the risk of being run over by approaching trains. Many had to take a train back from the next station.



Motorman J Ramachandran, on being questioned, responded, "A motorman is running more trains now than earlier. The level of alertness required is tremendous and all the stress is telling on us. It is unfortunate that this incident happened, but we are not to be blamed."



## REFLECTIONS

Q1. Pradeep Kumar understood the importance of his role and that if he failed to make an appropriate choice in the situation, it would impact the lives of thousands of commuters/travelers. What were the benefits of his action –

– *for Pradeep Kumar*

Pradeep kumar was being a contributor as he understood the problem that he

would face if he stopped the train now, the problem whole railway system would

face and problem the commuters would face. He would get appreciated for the action he took.

– *for commuters*

Pradeep Kumar understood the importance of his role and that if he failed to make

an appropriate choice in the situation, it would impact the lives of thousands of commuters/

travelers.The commuters will still get to their destinations on time without any delay.

– *for the railways*

Pradeep Kumar understood the importance of his role and that if he failed to make

an appropriate choice in the situation, it would impact the lives of thousands of commuters/

travelers.The railway system would not get halted and the trains will still be running in time.

Q2. Do you know of more incidents like this, when a person acted in a certain way because s/he appreciated the consequences of her/his actions. Write about one such incident.

The judgment that a person is morally responsible for her behavior involves—at least

to a first approximation—attributing certain powers and capacities to that person, and viewing her

behavior as arising (in the right way) from the fact that the person has, and has exercised,

these powers and capacities. Whatever the correct account of the powers and capacities at issue (and canvassing different accounts is the task of this entry), their possession qualifies

an agent as morally responsible in a general sense: that is, as one who may be morally

responsible for particular exercises of agency. During the Pathankot attack in Punjab, a

bus driver driving a bus with 80 passengers, when a terrorists started shooting at them , he raced his bus to safety saving the lives of all the passengers and did a heroic attack.

## APPLICATION EXAMPLE 11.8:

### SCENARIO

Malini is on her last week at work, as administrative officer with a software company. Now after 5 years of working with the company, she is moving to a new city.

I have to document all information. The new officer coming in should not have difficulty in ensuring that the office runs smoothly. People here should not face any trouble because I am leaving.

She prepares for a smooth handover to the new officer who is going to join. And ensures all things are in order before she leaves.

I have to order office supplies for the next 1 month. Then the new officer won't have to worry for some time.

Check all the ACs in the office.

When the new officer joins the following week, Malini guides her on how things work there.

We use the services of these people. I will introduce you to them.



## REFLECTIONS

- Q1. Malini knew the value of the work she did for her colleagues. She had the foresight and concern to appreciate the difficulties her company could face, when she left. Thus she took responsibility for ensuring transition to a new officer was smooth. What would have been the consequences had Malini not proactively taken responsibility in this situation, and left without making suitable arrangements –

*[Hint: Think of the longer-term consequences over and above the immediate consequences.]*

– *For her organization and colleagues?*

Malini knew the value of the work she did for her colleagues. She had the foresight and concern to appreciate the difficulties her company could face, when she left.

Thus she took responsibility for ensuring transition to a new officer was smooth.

The organization and colleagues will take a lot of time just to get back into sync

as they had to figure out how Malini used to work. This will make them hate her even after 5 long years of working them, they would hate her as she made the transition difficult.

– *For her own work satisfaction?*

Malini knew the value of the work she did for her colleagues. She had the foresight and concern to appreciate the difficulties her company could face, when she left.

Thus she took responsibility for ensuring transition to a new officer was smooth.

Malini worked for 5 long year in the company and leaving like that should not make her satisfied work wise because this might say something about her that she was not a cooperative employee.

– *For her future career prospects?*

Malini knew the value of the work she did for her colleagues. She had the foresight and concern to appreciate the difficulties her company could face, when she left.

Thus she took responsibility for ensuring transition to a new officer was smooth.

The previous employer might give good recommendations about Malini seeing that she did not take her transition so smoothly and created a problem for them.

## APPLICATION EXAMPLE 11.9:

### CASE STORY



PRADEEP KUMAR,  
FOUNDER CEO-MART

The most important aspect while selling and marketing to rural India is to understand usage of products. Take for example, pressure cookers. In urban India, most of the cooking is done on a counter top, whereas in rural areas cooking happens at the floor level. Therefore, cookers need to have two handles to enable easy handling. Just having one handle will not work. It is a simple aspect of a product, but it makes a huge difference in terms of usage. In order to understand the needs of rural India we need to resort to what I call 'community embedded innovation'.

One of the creators of WordPress, Matt Mullenweg, was interacting with wordpress users...

The media library in WordPress was discussed. A man in the audience brought up a technical issue he had with the library. Mullenweg explained that you could actually do what the man wanted to in WordPress, but stated: "The software is wrong, not the people".

Mullenweg could have just told the man that "you're doing it wrong" before telling him the "right" way to work with WordPress. Instead, the fact that users had problems with the media library told him that the software needed to be improved.



MATT MULLENWEG,  
CEO-WORDPRESS



G PADMANABHAN,  
RBI EXECUTIVE  
DIRECTOR

Banks should ensure transactions are hassle-free and user-friendly.

For example, multi-layer security by way of login password, transaction password and confidential data confirmation make online transactions more secure. But, there are issues like memorizing multiple passwords etc. Some transactions of urgent nature get stuck due to these problems. This, coupled with the time taken for access reactivation, password generation, etc, which is sometimes a lengthy, time-taking process, causes irritation and inconvenience to the customer.



## REFLECTIONS

The above 3 examples demonstrate that it is very important to deeply understand the end-user / customer in order to design products and services that truly address their needs.

- Q1. Identify one service/product that you use currently, which you think could be improved to make it easier to use. What factors do you feel were not taken into consideration while designing this product/service, thus making it more difficult to use?

The above 3 examples demonstrate that it is very important to deeply understand

the enduser / customer in order to design products and services that truly address  
their needs.

The service that i face problem is the service of the hostel mess the food that they provide  
is of low quality and less quantity , I think it can be improved by forming a proper guidelines  
for the cook and also implementing rules for the maintenance of the mess nd the guidelines

that is formed also there should be student in the rules committee representing all students .



## APPLICATION QUESTIONS

- Q2. Though companies keep stating how “user-centric” they are, most often we as users ourselves find that there is a lot lacking in that aspect. What are the consequences of not being “user-centric” when designing products or services –

– *on users?*

The user might not enjoy the services of the product and hence, will be distasteful  
towards the company providing with the solutions.

– *on the company?*

The company designing the solution will make arbitrary assumptions about the user  
need and will create a product that won't be much appreciated by the consumers.

And overall the company might face decline in number of users and can incur a financial loss.

– *on the designers of the products?*

The product designer will not know the basic specifics of the product and will create  
a product that no one will use at will not be the user centric. And there is no way for

them to get the feedback on the product design and hence, cannot work on improving the  
product.

## 11.10: FIELD WORK

### PROJECT 1:

**Project Goal:** *To study how people (contributors) “practice imaginative sympathy”.*

**STEP 1:** Identify any one Contributor who you believe is a “change-maker” in his/her profession and approach to any work. It is recommended that you choose a “contributor” who is known to you or you can get in touch with, so that you can get the chance to interview this person. (*This person may be from any field of work, and may be personally known to you OR may be a well-known person with whom you can get an interview OR someone who works in your locality eg: postman, watchman, etc.*)

**STEP 2:** Decide how you are going to present your project. As a –

- Home-video project (recording a video of interviews etc. to make a short-film on the case), OR
- Slide presentation (with photographs, factual data, insights, sound / music, etc.), OR
- Poster presentation (with photographs, factual data, insights, etc.)

**STEP 3:** Interview this person and also talk to other people who know this person and interact regularly with him/her during the course of his/her work.

In the interview, ask this person –

- Talk about your profession / work and what you do.  
*(Discuss with him/her to find out what is the “vision dimension” that he/she sees in the work i.e. what is the vision he/she has of his/her role)*
- Narrate 2-3 specific examples of –
  - Typical interactions with colleagues, juniors, seniors, customers – describing how you interact with them.
  - How you would describe the daily work you do / targets you meet.  
*(In his/her answer, observe: In this person’s narration of these examples, does he/she talk about the “human dimension” of the work or is only focused on the “efficiency dimension” of the work.)*
- Share about a situation / experience in your work life where you had the choice between “immediate benefits” and “long terms / sustainable benefits”. What was the choice you made and why?
- In your job / role, what is the “power” you have to contribute and make a positive difference in society? How can you increase this “power” to contribute more?

**STEP 4:** Make your final presentation by compiling the answers from your interviews / research and your observations on each of these answers, highlighting how this person practiced “imaginative sympathy” in his/her work.

**STEP 5:** Present in the class.



Swami Vivekananda speaks to you  
**Expand your heart**

*No individual can be a contributor if he/she is self-centered and uncaring about others. Therefore, to be a contributor, we must first expand our hearts. At the same time, one of the effects of contribution is that our hearts get expanded greatly.*

“ First, feel from the heart. What is in the intellect or reason? It goes a few steps and there it stops. But through the heart comes inspiration. Love opens the most impossible gates; love is the gate to all the secrets of the universe.

“ Who feels there for the two hundred millions of men and women sunken forever in poverty and ignorance? Where is the way out? Who feels for them? They cannot find light or education. Who will bring the light to them – who will travel from door to door bringing education to them? Let these people be your God – think of them, work for them, pray for them incessantly – the Lord will show you the way.

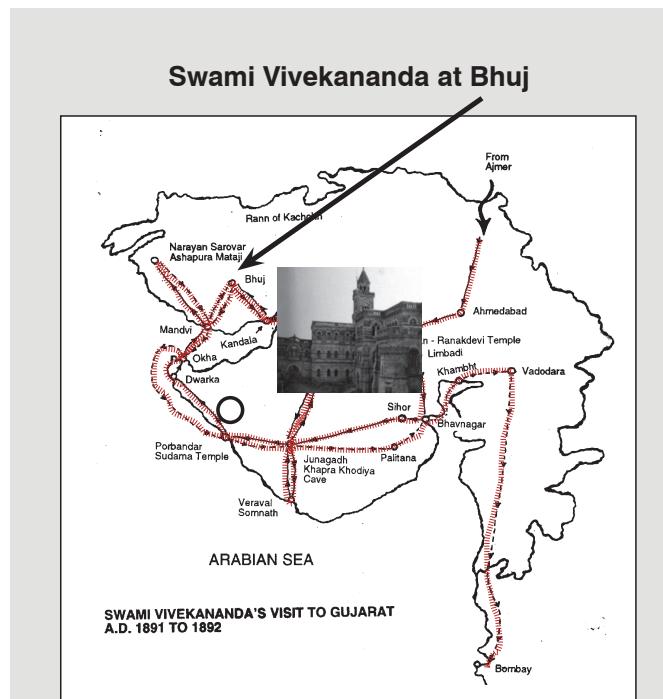
“ Him I call a Mahâtman (great soul) whose heart bleeds for the poor, otherwise he is a Durâtman (wicked soul). Let us unite our wills in continued prayer for their good. We may die unknown, unpitied, unbewailed, without accomplishing anything – but not one thought will be lost. It will take effect, sooner or later.

“ So long as the millions live in hunger and ignorance, I hold every man a traitor who, having been educated at their expense, pays not the least heed to them! I call those men who strut about in their finery, having got all their money by grinding the poor, wretches, so long as they do not do anything for those two hundred millions who are now no better than hungry savages!

“ Feel, therefore, my would-be reformers, my would-be patriots! Do you feel? Do you feel that millions and millions of the descendants of gods and of sages have become next-door neighbours to brutes? Do you feel that millions are starving today, and millions have been starving for ages? Do you feel that ignorance has come over the land as a dark cloud? Does it make you restless? Does it make you sleepless? Has it gone into your blood, coursing through your veins, becoming consonant with your heartbeats? Has it made you almost mad? Are you seized with that one idea of the misery of ruin, and have you forgotten all about your name, your fame, your wives, your children, your property, even your own bodies? Have you done that?

“ Have you never thought, of the hearts of the heroes? How they were great, great, great, and soft as butter?

Source: The Complete Works of Swami Vivekananda  
(Published by Advaita Ashrama, 5 Dehi Entally Road, Kolkata 14, India)



Swami Vivekananda visited Kutch and met the Dewan Motichand Lalchand who introduced him to the Maharaja Rao Khengarji Bahadur III. He had long talks with both of them, upon the industrial, agricultural and economic problems of the land. He impressed upon them the need for ameliorating the condition of the masses as he had a great faith in the ability of the rulers to do good to their subjects if they could be taught about the ancient Indian ideals of civil government.

The Maharaja of Kutch was one of the most cultured, advanced and enlightened native rulers of India. He took keenest interest in the subject of female education, got many standard English works translated into Gujarati and carried out considerable improvement in public works. Being three years younger to Swami Vivekananda, he must have entered into intimate friendship with him. The Maharaja was deeply impressed by Swami Vivekananda's magnetic personality and was astonished at his vast knowledge. He said : "Swami Vivekananda, as after reading may books the head becomes dazed, even so after hearing your discourses my brain becomes dizzy. How will you utilise this talent? You will never rest until you have done wonderful things!"

Source: Shri Ramakrishna Ashrama, Rajkot, website ([www.rkmrajkot.org](http://www.rkmrajkot.org))



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The material in this booklet is meant to be studied along with the material available at [gtu.ibecome.in](http://gtu.ibecome.in)

You will find videos, concept presentations, quizzes to improve your understanding of the topic.

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Swami Vivekananda  
**Contributor Personality Program**



An Adani Group Initiative

**UNIT 12:**

# **Demonstrate Trust Behavior**



for students and faculty of  
Gujarat Technological University

by

**i-become** <sup>®</sup>University  
Services

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## **UNIT 12:**

# **Demonstrate Trust Behavior**

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The last and most important mindset of a Contributor is ‘Trust Behavior’. The term Trust Behavior may be described as character-in-action. This includes keeping one’s word and commitments, staying with a task, acting with integrity in every situation, making sure that there is complete transparency in one’s actions and interactions, etc.

Contributors recognize that they are able to achieve results and make contributions with the help of other human beings. They receive this help if and only if they are trusted and, in turn, trust.

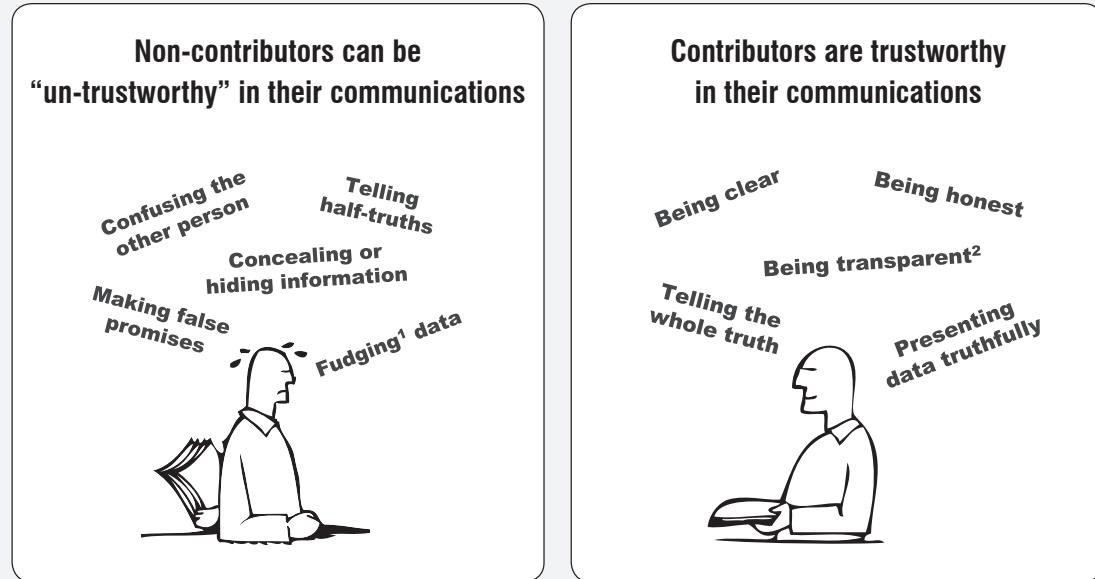
Therefore, Contributors practise trust behavior from very early in their career, thereby building a huge trust balance (like a bank balance) over their career and relationships.

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Concept Application	pg. 6-19
Field Work (Project)	pg. 20
Swami Vivekananda Speaks to you	pg. 21-22

## Concept Exploration

### EXPLORATION 1:



### REFLECTIONS

What happens when people stop trusting what a person speaks? Give an example to explain this.

In society or our workplace , there are some people who have always confused to other person and indicate the wrong path of work and making false promises.these people are not clear at their views and confuse the others.so eventually people don't trust them because they always telling half truths and hiding information.and their value decrease gradually. Even their close friend don't believe on them. When they telling truth or to be honest despite people don't trust them because their impression is negative and people never trust on them because they never telling truth, always make fake promise and make confuse others.

#### MEANINGS:

<sup>1</sup> Fudging Data: Changing data, replacing it with false data. "Adjusting" data records or presenting data in a way that gives a false impression.

<sup>2</sup> Being Transparent: Telling people things directly without hiding. What you say and what you are thinking are the same.

**EXPLORATION 2:**

<p><b>Non-contributors often break the stated and unstated “code of conduct<sup>3</sup>” in an organization / community / country</b></p>  <p>Would you trust him with your life-savings?</p>	<p><b>Contributors respect and follow the stated and unstated “code of conduct<sup>3</sup>” in an organization / community / country</b></p> 
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**REFLECTIONS**

What happens when people repeatedly break the rules of conduct of your organization / institution / community? Give examples to explain.

when people repeatedly break the rules of conduct of your organization or institution, it must affects on others like, In organization,some personal or higher authority member always break the rules for meeting or duty or safety

. So people don't trust their products and their employees because they itself don't follow the rules and regulations so how they respect good quality work and discipline.so repeatedly breaking the rules leads to indecipline, Messy management and bad management.and finally the value of the company and their employees are decreases.

**MEANINGS:**

<sup>3</sup> *Code of Conduct: Rules of conduct or behavior. Expected / acceptable social behavior in a community.*

### EXPLORATION 3:

The image consists of two side-by-side panels, each featuring a cartoon illustration of a boss at a desk and several other people. In the left panel, titled "Non-contributors make decisions in unpredictable and inconsistent ways", three thought bubbles above the characters say: "The boss's decisions depend on his likes and dislikes", "The boss decides depending on his mood on that day", and "The boss favors some people and not others". In the right panel, titled "Contributors always make ‘trust-choices’", three thought bubbles above the characters say: "The boss focuses on organizational interests and not on any one person's interests alone", "The boss always acts according to his principles", and "The boss is always fair and impartial".



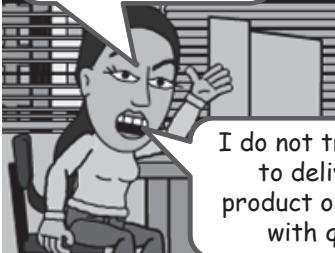
### REFLECTIONS

What happens when people are impartial and unfair? How do others react? Discuss to answer.

When any person favour on a particular group or a person over another, acknowledging that discrimination increases feelings of unfairness and makes our jobs harder to do. means impartiality and unfairness leads to increase the line of discrimination and it affects on people widely. people don't believe in principle, value and don't believe on own hardwork because of their skill and talent are not important to get respect because there are unfairness and impartiality. People don't get right verdict because it is not fair. it is only on favour of high popular person. so due to unfairness and impartiality , people don't get right verdict, don't get job based on their capabilities and more problems creates and increase the discrimination.

**EXPLORATION 4:**

**Non-contributors over-promise and under-deliver<sup>1</sup>**



Sumit promised our company many benefits to get the order. But when the time for delivery came, he backed out...

I do not trust Sumit to deliver the product on time and with quality.

**Contributors set clear expectations and meets them. They under-promise and over-deliver<sup>2</sup>**



When Amit commits to something, he does it. Therefore we must give him the next contract.

Amit always ensures that whatever he produces is of a high quality, and meets our requirements perfectly.

**REFLECTIONS**

If you consistently over-promise and under-deliver, you lose “credibility” as a professional. How will this loss of credibility affect your career? Discuss to answer.

If we promised our company or organisation to do some work but we didn't do the work under the deadline so people and boss don't trust on us because we always make fake promise and never done this. So gradually people identify your real face and never trust on these type of people. And they lose ‘credibility’ as a profession and it also leads to rejection in new projects and never give responsibility and give chance to become leader. If you consistently over promise and under deliver then also lead to leave the job.

**MEANINGS:**

- 1 *Over-promise and under-deliver: Making big promises and not fulfilling them. Promising much more than what one can deliver results for.*
- 2 *Under-promise and over-deliver: Talking or promising less, but doing and delivering more results. Delivering results much more than what one has promised.*

## Concept Application

### APPLICATION EXAMPLE 12.1:

### SCENARIO



You are scanning the newspapers for job advertisements, when this advertisement catches your attention.


**SHREEJI HOTEL MANAGEMENT TRAINING INSTITUTE**  
 Training for the fast growing hotel management industry  

- 3 months upto 2 year courses
- Get trained and get a job in domestic or international hotels
- Average salary of last year's students – Rs. 5 lakhs

**New batches start from 17<sup>th</sup> June 2011**

310, Amulya Complex, Opp.Sikander Chowki, Ambawadi, Ahmedabad  
[shreeji2011@hotmail.com](mailto:shreeji2011@hotmail.com)  
 Phone: 079-300004988

**100% job placement guarantee**

While you have not yet made up your mind, Jitesh who is an old classmate of yours, joins the institute for a 3 month course. He calls you up a month later, to tell you that he has discovered that 75% of the jobs on offer in the campus are in Rs. 1-2 lakh range. Only people with a minimum of 5 years prior work experience get better job offers – and that too if they have done at least a 1-year course. Jitesh and others like him would have chances of getting a job only in the Rs.1-2 lakh range.



### REFLECTIONS

- Q1. This institute puts out its advertisement in a “clever” way. Though it never explicitly made any promises, it miscommunicated to students and set up false expectations in their minds. What will happen once the word spreads amongst students and future applicants that this institute makes false promises?

This institute puts out its advertisement in a “clever” way. Though it never explicitly made any promises, it mis communicated to students and set up false expectations in their minds.

Certainly the institute's reputation would get a very negative feedback and once majority of students realise this fact, they would not enroll in this institute. The institute would lose its students and in worst cases it may have to shut down.

- Q2. In contrast to the given example, write about an experience when the transparency of a person's actions and interactions made you trust him / her more.

In contrast to the given example, an experience when the transparency of

a person's actions and interactions made me trust him / her more.

When I went to buy a new air conditioner, we were initially looking for a product

within the range of 25,000 rupees. The shopkeeper did not have good models

in that range. So he clearly told us that he did not have good models and gave

us the address of another shop.

Thus his actions and interactions made me trust him more.



## APPLICATION QUESTIONS

- Q3. In the workplace, what would be the immediate and long-term consequences of setting up false expectations in the minds of your customers? (promises that your company cannot fulfill)?

Write about the impact –

– *on your organization* In the workplace, the immediate and long-term consequences

of setting up false expectations in the minds of your customers ,on organization

The organization would be in constant pressure to hide the actual truth and have face severe consequences in the end

– *for your career development* In the workplace, the immediate and long-term consequences

of setting up false expectations in the minds of your customers ,on career development

I would not be able to learn and work properly in that organization and my career would not be benefited from it.

– *on the customers who have put their trust in you*

Initially, the customers would be excited. But when they would know the truth,

they would feel that they had been cheated.

**APPLICATION EXAMPLE 12.2:**

**SCENARIO**

Vaidehi is an accomplished Indian classical singer. She is asked about her opinion on some details of tabla playing, a field about which she does not know much. She has 2 options –



People look up to my opinion as an expert. I want to guide them in a responsible manner.



As an expert I cannot let my image be spoilt. No one should know I am ignorant in this subject.

**Response 1**

Vaidehi says, "I am sorry but I don't know much about this topic. But a good friend of mine is a tabla player – I will discuss this with him and surely get back to you."

**Response 2**

Vaidehi gives an unclear answer with lots of technical words – that impresses the listener (though the listener doesn't understand anything).



## REFLECTIONS

- Q1. As a Contributor, which response should Vaidehi choose, so that her words will increase the trust of people in her future opinions and assessments as an expert? Explain why this would happen.

As a Contributor, the response should Vaidehi choose, so that her words

will increase the trust of people in her future opinions and assessments as an expert is Vaidehi should choose the first response because sooner or later, people would come to know the truth and if they discover that Vaidehi lied, then their trust in her expertise would be broken.

- Q2. Write about a person who invoked your trust by giving opinions/ judgments/guidance which were fair / unbiased by any personal interest.

When I asked some doubt to one of my senior, she clearly told me that she

did not have much idea about that thing and it would be better if I ask someone else. She suggested me one of her friends who had mastery in that field.

Thus this person invoked my trust by giving me guidance which were fair.



## APPLICATION QUESTIONS

- Q3. In light of the above example, if you are a team lead who is considered an expert in his/ her field, what can be the consequences if your opinions and feedback do not invoke the trust of your team members? Discuss to answer.

*[Hints: Suppose people doubt your motive, then what are the consequences – in terms of the support that you get from your team, their respect for your feedback, etc.]*

In light of the above example, if you are a team lead who is considered an expert

in his/ her field, the consequences if your opinions and feedback do not invoke

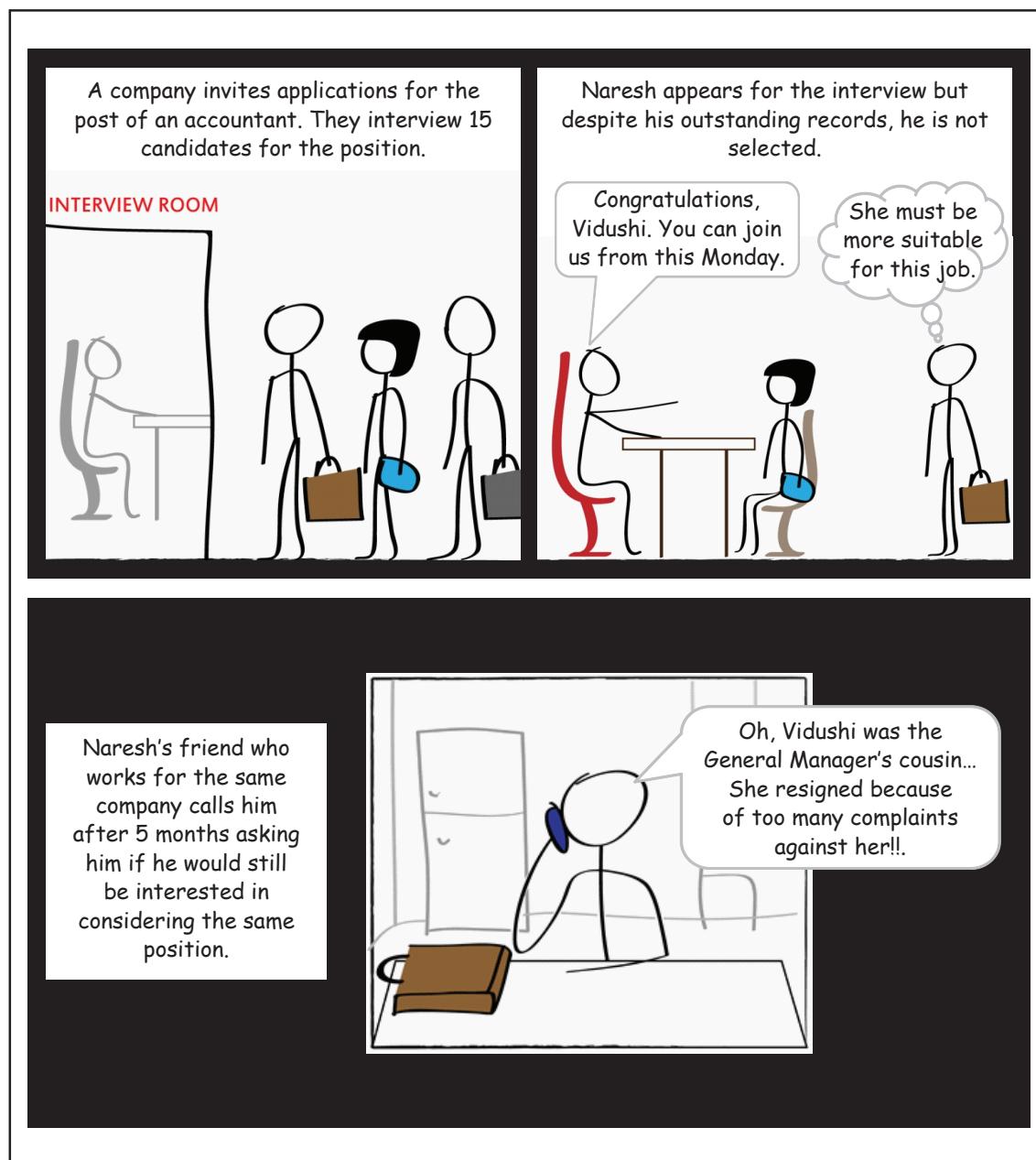
the trust of your team members Certainly, my authority would be shattered if my team

members do not trust my opinions and feedbacks. Neither I, nor they would be able

to work properly and this may lead to some internal conflicts. Overall productivity of team would be reduced.

**APPLICATION EXAMPLE 12.3:**

**SCENARIO**





## REFLECTIONS

- Q1. The interviewer (HR manager) of the company allowed the misuse of power (by selecting the General Manager's cousin) when he selected the candidate on the basis of personal relationships rather than on suitability for the job. Now that Naresh is being asked to join the same company, what will he be risking if he accepts this offer?

*[Hints: Can Naresh trust that the future decisions of the company will not be biased? How can it impact his future career?]*

The interviewer (HR manager) of the company allowed the misuse of power (by selecting the General Manager's cousin) when he selected the candidate on the basis of personal relationships rather than on suitability for the job. Now that Naresh is being asked to join the same company, Obviously he will be risking a lot because it can happen that the company can treat him biased for their own benefits and also he is risking his career as well as his skills in the hands of the seniors that are not ethically correct and in a long term it can definitely harm Naresh's career.

- Q2. Can you identify some people you know, who use their office powers with responsibility – resisting pressures from all quarters. Write about some incident which shows this.

Yes, I can identify a lot of people around me in the society that makes use of their office powers resisting power from any kind of things . One of such person is the Former Inspector of my area who helped my friend to prove himself right inspite of their being pressure from his seniors as well as many politicians an businessman because the the opposing person was a big politicians son who did the crime and despite of being his fault he got my friend's name in it ,but with the inspectors help he was released and justice was done

## APPLICATION QUESTIONS

- Q3. In the workplace, if your boss asks you for your feedback about your colleague, who is also your close friend, how should you go about doing it in a trustworthy manner? Discuss to answer.

If I am given the task to provide feedback about my colleague who is also my best friend , the first I will keep in mind is to be true at all stages of my evaluation and as being his best friend I will collect all his strength and weakness .Apart from this I will also collect feedbacks from other colleague about him to be unbiased and write them from positive to negative . Also I will collect all the information about what progress he made in improving himself in last one year . Thus making the feedback as impartial as possible .

**APPLICATION EXAMPLE 12.4:****NEWS ANALYSIS**

*Source: <http://www.ndtv.com>*

## Jawans died fighting Naxals, their widows still await compensation

They had to bear one of the toughest sacrifices - losing their loved ones to Naxals. But the widows of commandos, who lost their lives battling Naxals, are now facing more trouble as they have still not received the entire compensation promised to them by the Government.

"After our men were killed they came and told us we are like family. But two years have passed since my husband's death and no one has bothered about our plight," said Smita Damodar Maitam, who lost her husband to the Naxals.

Their men were elite C-60 commandos – the crack unit set up to fight Naxals in the forests, a battle the unit fights everyday with little training and arms. Drawn from the tribal community, their knowledge of local topography gives them an advantage in operations.



Gadchiroli SP Rajesh Pradhan says, "If one single factor is responsible for the low Naxal activities in the district, it is the C-60 commandos."

However, the families of the C-60 commandos allege this contribution goes unrewarded. The state government gives a compensation of Rs. 25 lakh in the event of a death which goes into a fixed deposit for 10 years. Also a

house, free schooling for the children and job for a family member. Many women are yet to get a house, a critical package not delivered to any of these mothers and widows.

"We have not got a house yet. They have not given my daughter the job they promised. It's been two years," says the mother of a deceased soldier.



## REFLECTIONS

In this story, the government lost the trust of the people because it did not keep the commitments made to the families of the commandos, leading to great hardship for them. We keep reading about such cases every other day in our newspapers.

Q1. What are the consequences of the government not keeping commitments again and again? What could be the consequences of this on –

– *the people of this nation?* The consequences of this on people of this nation will be that ,the people will find it more and more difficult to believe and have faith in the government and also people will oppose various government steps and also not support it

– *the country?* The consequences of this on the country will be that the people can oppose the government that can create civil protests in the country leading to the de stability of the country and country will lose image nd fame on the international level.

– *the government?* The consequences of this on the government will be that the government will lose its credibility in people's mind and this in turn will turn into a opposition of the government and in long run they can also lose their power in upcoming terms .

Q2. In contrast to this example, narrate a personal experience when your trust in somebody increased because the person kept his/her commitment.

In contrast to this example , my trust in the police inspector of my area increased because he

kept his commitment to do justice with my friend no matter what the situation or the amount of pressure from seniors and politicians and therefore keeping his words and doing justice , which increased my trust in him and also trust and faith over the whole police department.



## APPLICATION QUESTIONS

Q3. When you keep your commitments to your organization, an equation of trust is established over time. How does this impact the relationship between you and your organization?

When you keep your commitments to your organization, an equation of trust is established over time.It impacts the relationship between me and my organization in many ways the first and foremost being the trust and faith developed between me and the organisation also it will help

my career and also I will be involved more in decision making processes and the upcoming projects and also my seniors will appreciate me and help me in my work .

**APPLICATION EXAMPLE 12.5:****ROLE MODEL****Rahul Dravid – Being Dependable**

Rahul Dravid is famously known as 'The Wall' in the cricketing world. He established a track record of batting for long periods of time, keeping his cool under all circumstances.

Though a specialist batsman, Rahul Dravid made his debut at the No. 7 position, something which would have rattled many of lesser character. With sheer hard work and consistent performance he gradually cemented his position at No. 3 in the batting lineup. In the years when India did not have definite openers, he opened for India though it was never a position of his preference.



Consistency, patience, hard work and the ability to adapt to any situation are some qualities that went on to make Rahul Dravid a batsman the team could count on. Though Dravid played in a team which had stalwarts like Sachin Tendulkar and Saurav Ganguly, he always remained secure, always playing for the team and rising to the demands of the team.

**COMMENTS ON RAHUL DRAVID**

Form, consistency, patience, hard work, ability to shift gears when needed, playing for the team always - make him a legend without doubt.

Clearly, the USP of his batting is his patience. He is prepared for the hard grind and sets himself for the long haul every time he has the willow in his hand.

'If I have to put anyone to bat for my life, it would be Dravid'

It's like a paint advertisement, which shows the paint is fine in cold, hot, and rains, all the places. Rahul Dravid is one such consistent performer, everywhere.



## REFLECTIONS

- Q1. Rahul Dravid, over the years, through his conduct, earned the name of being dependable. What personal choices do you think he made, which had his team members, rivals and critics trust his dependability?

[Hints:

- Consider how David engaged with the game. (e.g. when he played, did he chase personal records? etc.)
- What different roles did he play for the Indian cricket team? What do these tell us about him as a cricketer?]

Rahul Dravid, over the years, through his conduct, earned the name of being  
dependable. Rahul Dravid chose to play for his team and performed accordingly.  
He did not care about his personal records. He was always resourceful and  
even took up wicket-keeping for the team.

- Q2. Identify one person who you trust, because you can depend on him/her to do what it takes to get the work done. Write about incidents from his/ her life which bring out this aspect.

I trust my mother and I could totally count on her when I am in some difficulty.

Once when I was small, I had this fancydress competition and as the dress  
shop was closed, she improvisedon her own and made my getup all by herself.  
I won that competition



## APPLICATION QUESTIONS

- Q3. When you have a dependable team member in your team, what is the value of the ‘trust’ that he/she creates?

[Hints:

- What is the value of such a team member in important assignments?
- What is the impact of dependability on the person’s sense of responsibility? What does it mean for the organization and team?
- How will other team members behave towards such a person?]

– for the organization? He/she is a great asset to the organisation

– for your team? He/she would be a great ideal for the team member to follow.

– for him/herself? He/she would be satisfied with his work and dedication.

**APPLICATION EXAMPLE 12.6:**

**SCENARIO**

You go for an interview. The following interaction happens there...

In your previous company, you worked on this cardiovascular drug. I want you to join my company and share with us the formulations of that drug.

Let me test him



As a Contributor, how would you respond in a manner that respects the terms of confidentiality with your previous employer?



**REFLECTIONS**

Q1. Have you seen relationships getting impacted because one of the parties felt that confidentiality was not maintained. Write about one such case.

Yes, In my normal life , i have seen many friendship and relationship getting impacted by trust issue.

Because in such case they do not feel trust after one trust issue so relation may get impacted.

Once my friend Xyz told one secret of him to his best friend Abc but once Abc told that secret

to everyone

in the friend group while having casual group discussion so now Xyz having trust issue with

Abc and their friendship also get impacted by this. One of the main pillars of a successful relationship

is mutual trust. If that is broken then the relationship is certainly bound to fail. One such example

was with the relationship between one employee of Coca cola who tried to release

the secret formula of their soft drink to Pepsi Co. He was eventually fired and jailed.

 **APPLICATION QUESTIONS**

- Q2. Why will an employer prefer to hire a person who maintains confidentiality and keeps his/her commitments to any previous employer?

*[Hint: How does this impact the trust the company can have in the person's future commitments?]*

Employer always prefer to hire a person who maintains confidentiality and keeps his/her commitments to any previous employer because company may have some private project which is very important to organization.  
if this information get leaked then it may have very serious problem with organization.  
organization may have some loss after that leaks . So employer prefer to hire a person who maintains confidentiality and keeps his/her commitments to any previous employee

- Q3. In organizations, confidentiality between employee-employer, client-service provider etc. has been institutionalized by way of Non-Disclosure Agreements. These are legally binding agreements between signing parties which restrict them from sharing information regarding each other, with any third party. Why do you think such agreements are necessary?

- Think of and put down some situations where you have shared confidential information with any of your service providers. How would you feel if they gave away your information to other parties?

*[Hints: What can be the consequence of confidential information falling in wrong hands or being misused? (e.g. If your personal information that you share with your banks or telecom service provider, is shared with a third party, what can be the consequence?)]*

if they gave away my information to other parties then i will get very dissaponted with them.  
because they broken the trust for organization.any of these agreement may help us to have some privacy  
with the company. if they gave away my information to other parties then i will have trust issue with all product attached with that service provider.  
I have my passwords stored on the google password manager.It would be a great loss to me if they do not maintain confidentiality of it. I would certainly feel cheated and would launch a lawsuit as they did not abide by their non disclosure agreements.

## APPLICATION EXAMPLE 12.7

### ROLE MODEL

Kiran Bedi, India's first woman police officer is one of the greatest change agents of modern times.



In 1981 as DCP (Traffic), she controlled traffic during the 1982 Asian Games. She didn't hesitate to tow away cars and once even challenged the car from the Prime Minister's office for wrong parking near a car repair shop. Recalling the incident she says:



My sub-inspector Nirmal Singh had challenged a wrongly parked car in Connaught Place. The driver came and warned the sub-inspector that this car belonged to the Prime Minister's Office.

Without bothering about the threat, my sub-inspector told the driver that he will have to pay the fine, come what may. There was a bit of a riot there, but nothing serious happened. This incident made policemen feel empowered.

They felt they could take on powerful people.

I authorized and supported such action by my staff.



I knew that I will be transferred when I decided to lift Indira Gandhi's car (for wrong parking). I gave a thought to it and decided to do what was right then.



## REFLECTIONS

- Q1. Through a single action, Kiran Bedi sent out a strong signal to her staff that they need not discriminate between the 'powerful people in high positions' and the 'common citizen', when it came to enforcement of law. What possible benefits did the people of Delhi get from having her as a leader of the traffic police ?

*[Hints: Consider the morale of the traffic policemen under Kiran Bedi and resulting impact on their own conduct.]*

Through a single action, Kiran Bedi sent out a strong signal to her staff that they need not discriminate between the 'powerful people in high positions' and the 'common citizen',

when it came to enforcement of law. People of Delhi could rely on her that she

would not let any person who do not obey the rules get way due to his/her political influence. They would be proud of her.

- Q2. Can you identify some contributor leaders who are trusted for their unbiased exercise of power? Comment on some of the visible impacts of their unbiased approach.

contributor leaders who are trusted for their unbiased exercise of power

Yogi Adityanath is one such leader who exercises unbiased use of power.

He established strict rules for all the government officials of UP and made

them accountable for their job. He took strict actions against corruption

and mis-management.



## APPLICATION QUESTIONS

- Q3. While working in an organization, which are the areas where power and position can come in the way of your decision making? What are the choices that you will need to make, to ensure that your conduct invokes trust? Discuss with some working professionals to answer this.

*[Hints: Consider –*

*– How choices get impacted while dealing with 'big' and 'small' customers*

*– How choices get influenced while dealing with seniors, as different from juniors]*

While working in an organization, administrative work are the areas where power and position can come in the way of my decision making

In the administrative work, I would have to make a choice to maintain transparency and accountability of myself and my colleagues. I would adhere to the rules of the organization and encourage everyone to do the same.

## 12.8: FIELD WORK

### Project 1:

**Project Goal:** To study how people (contributors) demonstrate “trust behavior”.

**STEP 1:** Identify any 2 contributors who you believe are highly respected and trusted by people in the community. (*This person may be from any field of work, and may be personally known to you OR may be a highly respected person in your community / locality OR a famous personality OR someone who works in your locality eg: vegetable seller, sweeper, etc.*)

**STEP 2:** Decide how you are going to present your project. As a –

- Home-video project (recording a video of interviews etc. to make a short-film on the case), OR
- Slide presentation (with photographs, factual data, insights, sound / music, etc.), OR
- Poster presentation (with photographs, factual data, insights, etc.)

**STEP 3:** On each of these 2 people, do a research study to collect data (video, photographs, data, etc.) for your project presentation. Your research can include -

- Primary research done by interviewing the person and others he/she lives and works with.
- Secondary research done by using the internet, going through newspapers and magazines, talking to experienced people who know this case well.

In your research study, identify specific examples / incidents in this person’s life where the person has demonstrated “trust behavior”, including situations where the person –

- Was faced with a tough choice (where he/she may have lost something because of the trustworthy choice), and yet he/she chose to communicate in a manner that was trust-worthy (transparent, honest, clear, presenting data truthfully, telling the whole truth not hiding anything).
- Had to go into a new community or joined a new institution, where he/she adjusted his/her habits out of respect for the “code of conduct” or acceptable behavior in that community.
- Had to make difficult decisions or choices (maybe with pressure from external sources) – yet he/she chose to remain firm, stand by his/her principles, and made a fair / unbiased choice that was in the larger best interests of the group (rather than personal interests).
- Took up some projects where he/she made commitments, set clear expectations, and delivered to what he/she promised (and even delivered much more than what was promised) – because of which people can depend on him/her. (Identify 2-3 such projects to show this person consistently delivered to commitments).

Ask him/her to narrate each of these incidents to you, also explaining what motivated him/her to behave in this manner (trustworthy behavior).

**STEP 4:** Make your final presentation by compiling the answers from your interviews / research and your observations on each of these answers, highlighting how this person demonstrated “trust behavior”.

**STEP 5:** Present in the class.



Swami Vivekananda speaks to you

## Integrity is the foundation for success

*Swami Vivekananda felt that without trust and integrity, no work could be accomplished. These are the foundations of sustainable results in our career.*

“ Every successful man must have behind him somewhere tremendous integrity, tremendous sincerity, and that is the cause of his signal success in life.

“ I trust those that will not desert me in prosperity and adversity alike. ...the most trustworthy men are needed. Then, after the foundation is laid, let him who will, come and make a noise, there is no fear.

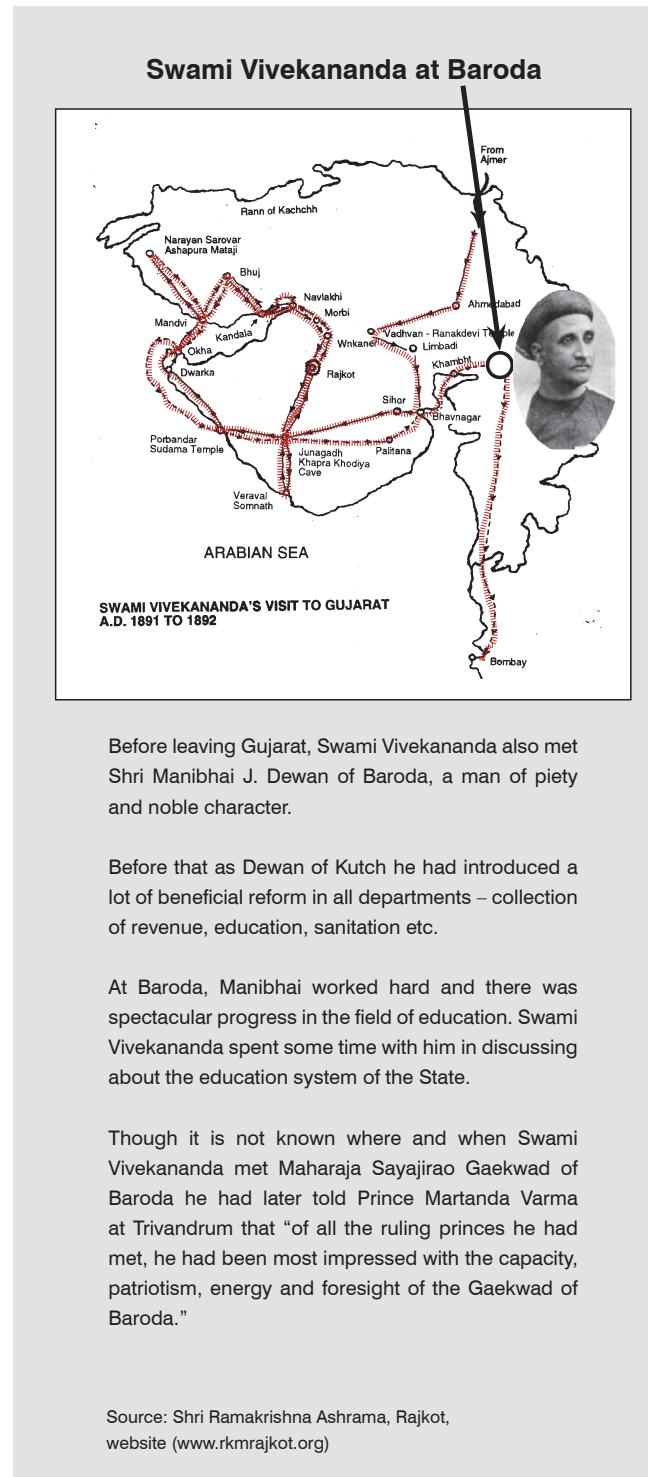
“ Have patience and be faithful unto death. Do not fight among yourselves. Be perfectly pure in money dealings... So long as you have faith and honesty and devotion, everything will prosper.

“ Business is business, in the highest sense, and no friendship — or as the Hindu proverb says “eye-shame” — should be there. One should keep the clearest account of everything in one’s charge — and never, never apply the funds intended for one thing to any other use whatsoever — even if one starves the next moment. This is business integrity.

“ Good motives, sincerity, and infinite love can conquer the world. One single soul possessed of these virtues can destroy the dark designs of millions of hypocrites and brutes.

“ Arise and awake and be perfectly sincere. Our insincerity in India is awful; what we want is character, that steadiness and character that make a man cling on to a thing like grim death.

“ Be steady, and, above all, be pure and sincere to the backbone.



Before leaving Gujarat, Swami Vivekananda also met Shri Manibhai J. Dewan of Baroda, a man of piety and noble character.

Before that as Dewan of Kutch he had introduced a lot of beneficial reform in all departments – collection of revenue, education, sanitation etc.

At Baroda, Manibhai worked hard and there was spectacular progress in the field of education. Swami Vivekananda spent some time with him in discussing about the education system of the State.

Though it is not known where and when Swami Vivekananda met Maharaja Sayajirao Gaekwad of Baroda he had later told Prince Martanda Varma at Trivandrum that “of all the ruling princes he had met, he had been most impressed with the capacity, patriotism, energy and foresight of the Gaekwad of Baroda.”

Source: The Complete Works of Swami Vivekananda  
(Published by Advaita Ashrama, 5 Dehi Entally Road,  
Kolkata 14, India)

Source: Shri Ramakrishna Ashrama, Rajkot,  
website ([www.rkmrajkot.org](http://www.rkmrajkot.org))



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The material in this booklet is meant to be studied along with the material available at [gtu.ibecome.in](http://gtu.ibecome.in)

You will find videos, concept presentations, quizzes to improve your understanding of the topic.

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