



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 University
Services

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UNIT 12:

Demonstrate Trust Behavior

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 Exploration

EXPLORATION 1:

<p>Non-contributors can be “un-trustworthy” in their communications</p> <p>Confusing the other person Telling half-truths Concealing or hiding information Making false promises Fudging¹ data</p> 	<p>Contributors are trustworthy in their communications</p> <p>Being clear Being honest Being transparent² Telling the whole truth Presenting data truthfully</p> 
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REFLECTIONS



What happens when people stop trusting what a person speaks? Give an example to explain this.

MEANINGS:

¹ *Fudging Data: Changing data, replacing it with false data. “Adjusting” data records or presenting data in a way that gives a false impression.*

² *Being Transparent: Telling people things directly without hiding. What you say and what you are thinking are the same.*

EXPLORATION 2:

<p>Non-contributors often break the stated and unstated “code of conduct”³ in an organization / community / country</p>  <p>Would you trust him with your life-savings?</p>	<p>Contributors respect and follow the stated and unstated “code of conduct”³ in an organization / community / country</p>  <p>We feel secure in doing business with Amit. He respects the code of conduct of the Japanese business community</p>
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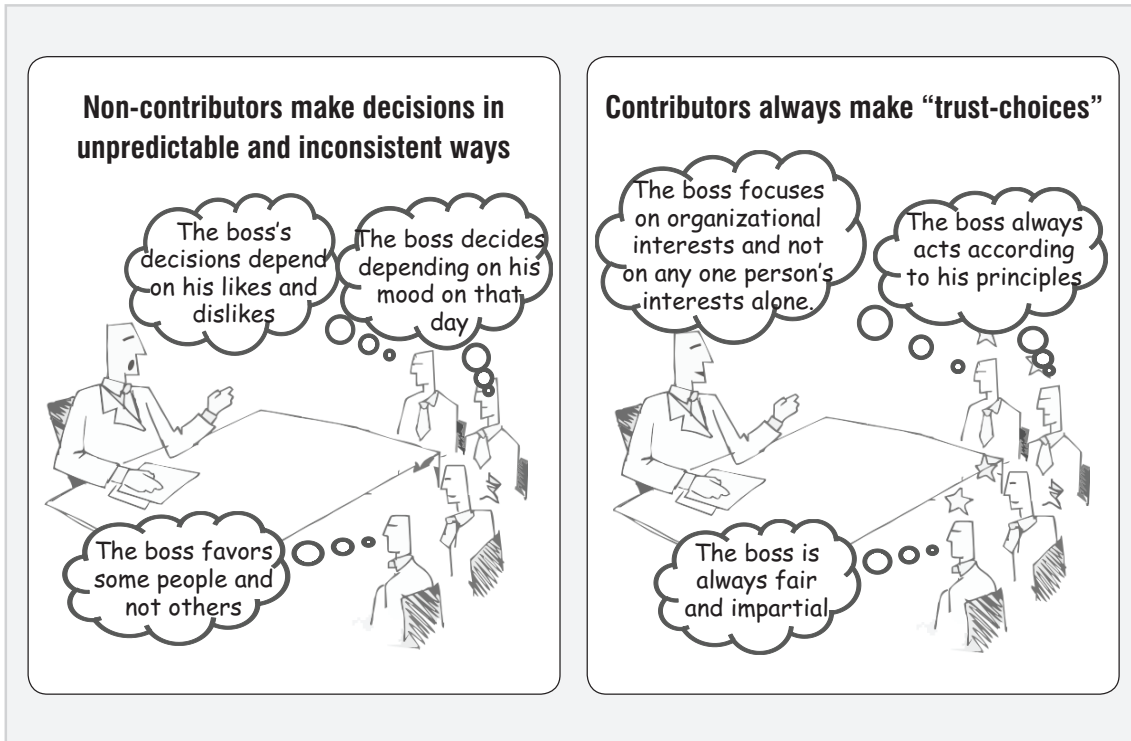
REFLECTIONS

What happens when people repeatedly break the rules of conduct of your organization / institution / community? Give examples to explain.

MEANINGS:

³ Code of Conduct: Rules of conduct or behavior. Expected / acceptable social behavior in a community.


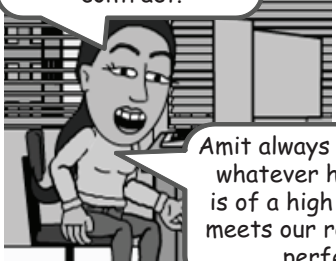
EXPLORATION 3:



 **REFLECTIONS**

What happens when people are impartial and unfair? How do others react? Discuss to answer.

EXPLORATION 4:

<p>Non-contributors over-promise and under-deliver¹</p> <p>Sumit promised our company many benefits to get the order. But when the time for delivery came, he backed out...</p>  <p>I do not trust Sumit to deliver the product on time and with quality.</p>	<p>Contributors set clear expectations and meets them. They under-promise and over-deliver²</p> <p>When Amit commits to something, he does it. Therefore we must give him the next contract.</p>  <p>Amit always ensures that whatever he produces is of a high quality, and meets our requirements perfectly.</p>
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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.

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 17th June 2011

310, Amulya Complex, Opp.Sikander Chowki, Ambawadi, Ahmedabad
 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?

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.

 **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*

– *for your career development*

– *on the customers who have put their trust in you*

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.

Q2. Write about a person who invoked your trust by giving opinions/ judgments/guidance which were fair / unbiased by any personal interest.

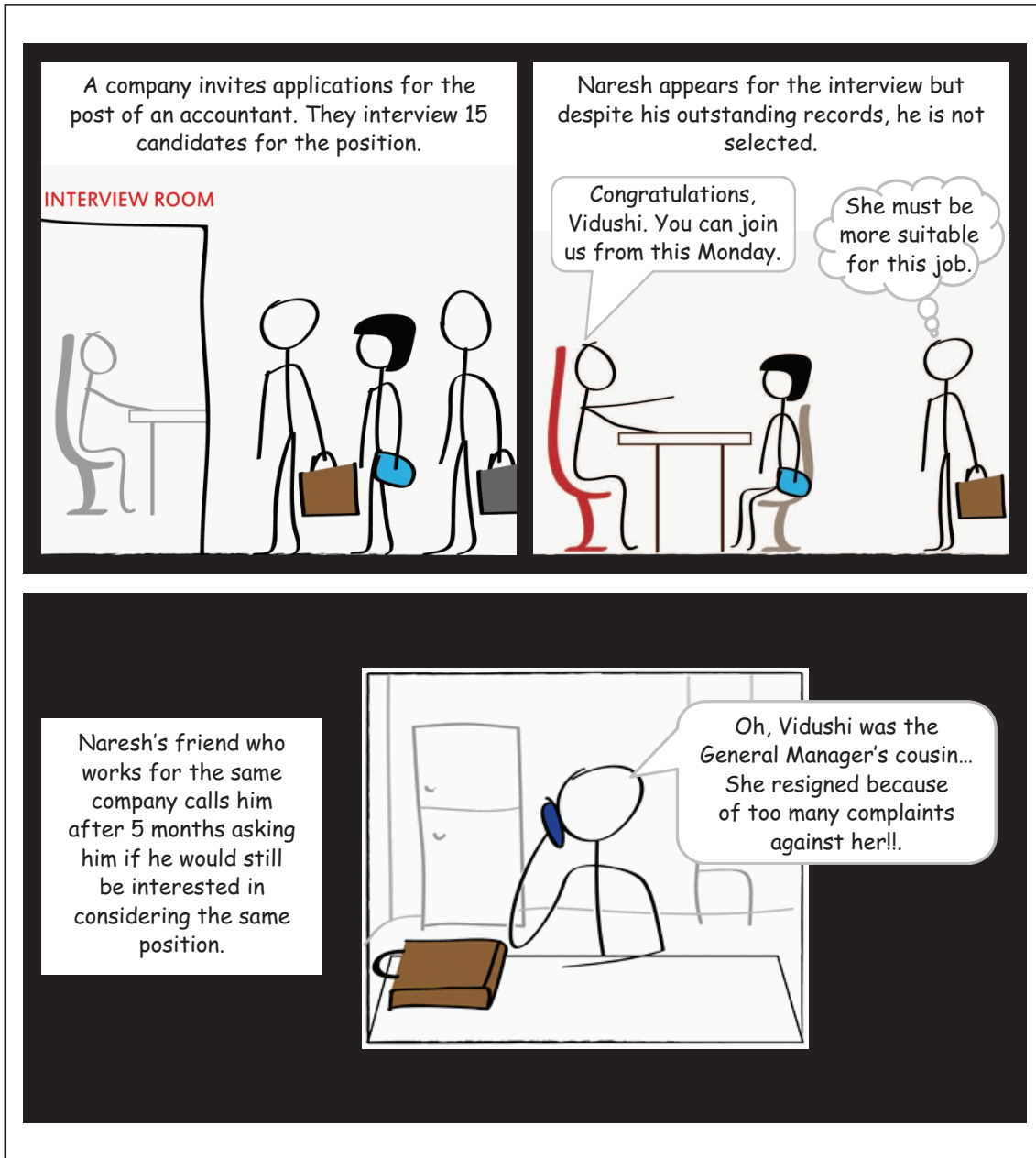
 **APPLICATION QUESTIONS**

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.]

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?]

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.

 **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.

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 country?*

– *the government?*

Q2. In contrast to this example, narrate a personal experience when your trust in somebody increased because the person kept his/her commitment.

 **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?

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 Dravid 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?]*

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.

 **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?

– for your team?

– for him/herself?


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.

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?]

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?)]

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.]

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.



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]

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.

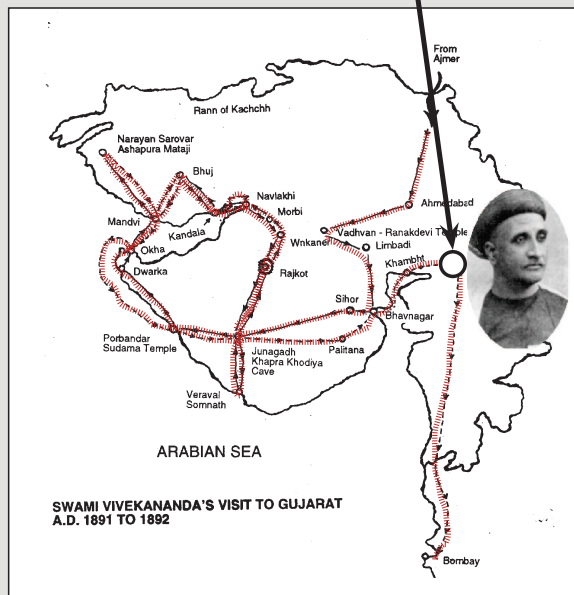
“ Good motives, sincerity, and infinite love can conquer the world. One single soul possessed of these virtues can destroy the dark designs of millions of hypocrites and brutes.

“ 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.

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

Swami Vivekananda at Baroda



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: Shri Ramakrishna Ashrama, Rajkot,
website (www.rkmrajkot.org)

The material in this booklet is meant to be studied along with the material available at gtu.ibecome.in

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

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