



Swami Vivekananda
Contributor Personality Program



An Adani Group Initiative

UNIT 8:

Focus on Value



for students and faculty of
Gujarat Technological University

by

i-become® University
Services

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UNIT 8:

Focus on Value

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 team-mates.

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




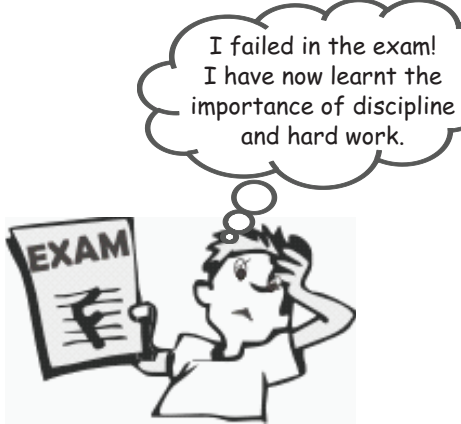
Contributors focus on the “value” of a product or a service



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.



EXPLORATION 2:

<p>Non-contributors focus on the “cost” of experience</p>  <p>I failed in the exam! I have lost a year!</p>	<p>Contributors focus on the “value” of experience</p>  <p>I failed in the exam! I have now learnt the importance of discipline and hard work.</p>
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 **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.

EXPLORATION 3:

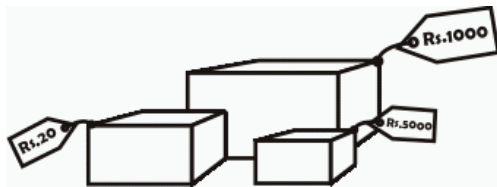
<p>Non-contributors focus on the “rewards and punishments” of doing the right things</p> 	<p>Contributors focus on the “value” of doing the right things</p> 
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 **REFLECTIONS**

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.

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.

Concept Application

APPLICATION EXAMPLE 8.1:

ROLE MODEL

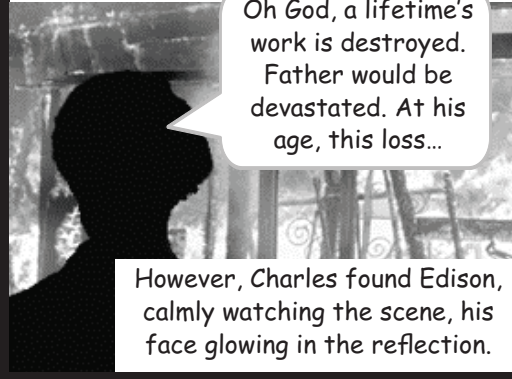
Thomas Edison exerted a tremendous influence on modern life, contributing inventions such as the incandescent light bulb, the phonograph, and the motion picture camera, as well as improving the telegraph and telephone. In his 84 years, he acquired an astounding 1,093 patents. While not all of his inventions 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.



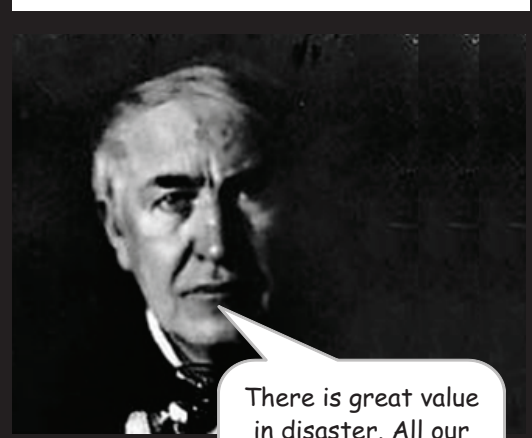
On reaching the site, Edison's 24 year old son Charles was appalled at the sight of destruction.



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 the reflection.

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?

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?]



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]*

APPLICATION EXAMPLE 8.2:

STORY

Rakesh, a business executive, fondly remembers his father, and recalls an incident that took place over 15 years ago.

There is this rock concert happening. Rick Smart, the biggest rockstar from Britain is visiting India for the first time.

All my friends are going for it. Please, can I go too? I really want to go.

Rs. 1500 for seeing a bunch of people jump around and shake their hair!! NO.

OK

The price is indeed high, but who knows when Rakesh will get the chance to experience a rock concert of this kind again... What is the value of this?

Later in the night...

Here, take the money. Go for the show

But in the morning you said no. Why this now?

You will remember this experience for your whole life.

 **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”?

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?

 **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.)?]

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?]*

 **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?]*

APPLICATION EXAMPLE 8.4:

SCENARIO

Sujal is the head of the organizing committee for the college technology festival. About 3 weeks back, he found some money missing.

Oh, there is 5000 rupees less.

It must be Mahesh! He is always so rude and keeps to himself.

Sujal, we should report our suspicion to the college authorities.

Wait, we should not jump to conclusions.

Sujal talks to Mahesh. Initially Mahesh is rude and closed. But through gentle persistence, Sujal gets him talking. He realizes that Mahesh is innocent..

I believe in you. Somebody else has taken the money. We have to find out who.

I am paying the price of being unpopular!

Despite searching extensively, when they don't find the money, Sujal asks some of his friends to contribute towards replacing the lost money (while others continue to doubt).

Several weeks later...

We found who took the money. Mahesh is innocent.

Thank God you did not listen to us accusing Mahesh, Sujal. We're sorry!



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]*

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



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?

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”?

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?

– for the team and organization involved?

 **APPLICATION QUESTIONS**

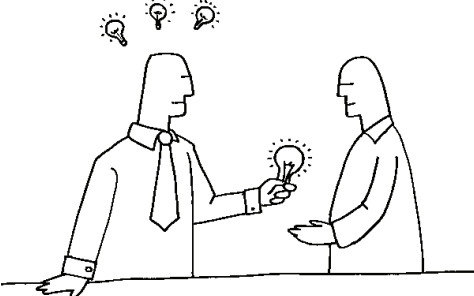
Q3. In the work place, what can be the consequences, if in trying to save money, you are harsh and give a customer a bad experience –

APPLICATION EXAMPLE 8.6:

SCENARIO

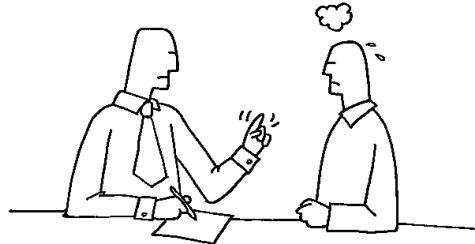
Mishra and Sharma are both highly knowledgeable shift supervisors, respected for their expertise, in the production plant of a pharmaceutical company. The senior management notices that workers in Mishra’s shift enjoy their work and are highly motivated and committed – however, workers in Sharma’s shift 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



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



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?]*

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?



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*

- For the mentor*

- For the junior*

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?]*

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?]*

 **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?]*

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?

 **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?*

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.

“ 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.

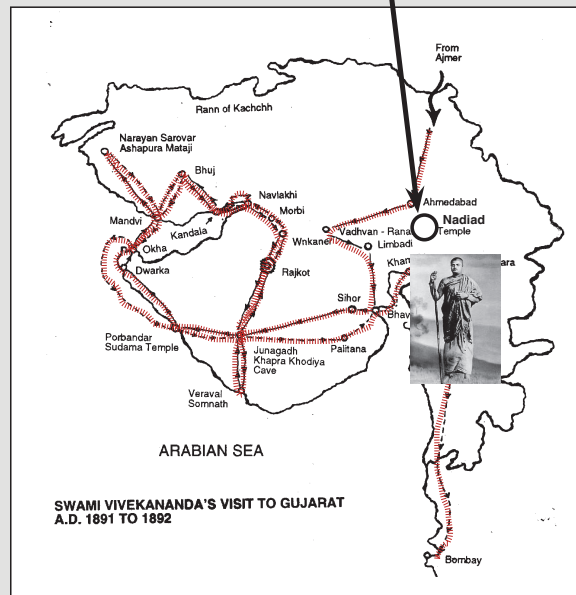
“ If there is no mutual exchange, do you think anybody cares for anybody else? In the West I have found that those who are in the employment of others have their seats fixed in the back rows in the Parliament, while the front seats are reserved for those who have made themselves famous by self-exertion,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

“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)

Swami Vivekananda at Nadiad – 1



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)

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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