

#### **TRB 4:1A (Instructions at: TRB Chapter 4, Activity 4:3)**

### **A Sounding Board (A)**

You are Vivek Dhan, a Senior Systems Analyst with WSI (Winston Softek India Pvt. Ltd). WSI, the Indian subsidiary of Winston Softek, Alabama, USA, is based in Pune. It employs about 200 software professionals. You have been with WSI for about twenty months. You are disgusted with the company and are planning to quit soon.

The pay is very good; in fact it is about 40 per cent higher than that of many of your friends working in similar software companies in Pune and Chennai. Your problem is the way the Indian professionals are treated by the American bosses of WSI. They fix deadlines without taking into account the problems in India – and you are constantly under pressure. The American bosses and the Indian Centre Head seem to be interested only in work; not in people. You are supposed to have a five-day week; but you've had to work every single weekend for the last fifteen months. Even then you can't meet the impossible deadlines. Your team members aren't very cooperative either. So you end up doing a lot of work.

You were promised a Project Leader's position within a year of joining WSI. But the last two half-yearly appraisals have been a disappointment. They're never satisfied with what you do. A couple of others who joined along with you as Senior Systems Analysts (Manoj and Anand) have just been promoted to Project Leaders. You are almost certain that they've also got much better bonuses than you did. (You are from IIT Kanpur; both Manoj and Anand are from some third rate Universities). You don't know what the Centre Head finds in them to give them such preferential treatment.

On the personal front you have been upstaged, too. You thought Sarika, a Systems Analyst working on your project, was interested in you. You definitely were interested in her. But you know she is going steady with Manoj now. Working women! They ditch you at the drop of a hat. You hate them.

You feel you will be better off in an Indian Software company even if the pay is a little less. You want to live and work with dignity. You don't have an offer from any firm right now. But with your IIT background getting an offer should be pretty easy. Even if you don't get a job immediately money won't be a problem for you.

Before you send in your resignation you decide to talk to Mr Pramod Tiwari, the Finance Manager. You don't report to him. But he has been with WSI for about five years and is generally friendly. You say Hi to him occasionally. He is one of the very few people at WSI with whom you feel you can speak about these things. Seek his advice. You checked with him on the intercom, and he says you can meet him now. You have about ten minutes to tell him why you want to quit. Treat him like a sounding board.



**TRB 4:1B (Instructions at: TRB Chapter 4, Activity 4:3)**

## **A Sounding Board (B)**

### **Part I**

**You are Pramod Tiwari**, Finance Manager, WSI (Winston Softek India Pvt Ltd). This Indian subsidiary of Winston Softek, Alabama, USA, is based in Pune and employs about 200 software professionals. You have been with WSI for five years now. You are generally friendly with the people working at WSI. So several professionals who work under tremendous pressure tend to drop in and consult you on many things.

Mr Vivek Dhan, Senior Systems Analyst, has just phoned you and asked if he could meet you for ten minutes. You've said yes. He will walk in any moment now.

Vivek has been a disappointment. A B Tech from IIT Kanpur, he was hired with great hopes. It was thought that within a year he would become a Project Leader. But twenty months into his career with WSI he is still a Senior Systems Analyst. During an informal chat recently with the Centre Head you came to know that Vivek has had difficulty meeting deadlines. He is too slow. Or his mind doesn't seem to be on the job. He is distracted. He doesn't seem to have any good friends among the colleagues. He has difficulty getting along with his colleagues. His appraisals have been bad.

You've learned confidentially from the Center Head that he might be asked to leave if he doesn't tone up his performance by the next appraisal.

Listen to Vivek intently. Try to be as open as you can. Try and get as complete a picture as you can. He comes to you because he perceives you as a friendly and receptive person. Feel free to ask him questions to seek clarification.

### **Part II**

Oral instructions will be given.



**TRB 4:1C (Instructions at: TRB Chapter 4, Activity 4:3)**

## **A Sounding Board (C)**

### **Part I**

You are an observer. You are going to observe a conversation between Vivek Dhan, Senior Systems Analyst with WSI (Winston Softek India Pvt Ltd), and Mr Pramod Tiwari, WSI's Finance Manager. This Indian subsidiary of Winston Softek, Alabama, USA, is based in Pune and employs about 200 software professionals. Vivek doesn't report to Mr Tiwari. So this is basically a friendly chat. It is at Vivek's initiative.

As you observe, pay close attention to the way Tiwari listens to Vivek and encourages him to speak. Note any questions he asks or comments he makes. Note also any non-verbal aspects of his listening especially eye contact, posture, and facial expressions. Does Tiwari take notes? Does he often interrupt Vivek? On the whole, do you judge that Tiwari facilitates communication by what he says and does? Please take notes. There will be a discussion later.

### **Part II**

You are going to observe the reverse of what happened in Part I. Here you will see Tiwari transmitting back to Vivek what he heard from him.

How well has Tiwari been able to capture Vivek's ideas and send them back to him? Does Vivek feel that his position has been understood by Tiwari? Does he try to correct Tiwari? Does Tiwari agree with corrections if any? Has Tiwari missed out any important ideas presented by Vivek?



**TRB 4:2 (Instructions at: TRB Chapter 4, Activity 4:4)**

## Mirror, mirror, on the wall...

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During her troubled pregnancy Seema was regularly consulting Dr Kapoor. He frankly warned her that only one of the two - she or the baby - was likely to survive the delivery. Although this was her first pregnancy, she wanted the baby to be saved even if it led to her own death. She pleaded with Dr Kapoor and got from him a solemn promise to do so. She didn't tell her husband Manohar about this arrangement. He, however, knew that the delivery would be complicated.

Seema was taken to the operating theatre for an emergency Caesarean section. She was given anesthesia. During the operation Dr Kapoor was certain that he would have to 'sacrifice' either Seema or her baby. Although he had promised Seema that he would save the baby rather than her, Dr Kapoor checked with Manohar. He insisted that Seema be saved. He said if Seema didn't sign certain documents he would lose the right to substantial property. He offered Dr Kapoor Rs 200,000 for saving her. Dr Kapoor accepted the offer and took an advance of Rs 50,000 during the operation itself.

Dr Kapoor saved her; the baby died. When Seema recovered, she confronted the doctor. She wanted to know why he saved her at the expense of the baby. After some hesitation he admitted that he did it under pressure from Manohar. She probed further and discovered that Manohar was bent on saving her not because of love for her but love for money. Enraged she went straight to Manohar and, even without asking for an explanation, shot him dead. Then she returned to the hospital and shot Dr Kapoor dead.

Mirror, mirror on the wall, who is the fairest of them all?

**TRB 4:3A (Instructions at: TRB Chapter 4, Activity 4:5. To go there click on Activities for Chapter 4)**

**Slips to be distributed. (Each learner gets one.)**

**Your Attention, Please!**

You are at Mumbai Airport. You are waiting to board Indian Airlines flight IC 424 to New Delhi. Listen carefully to the announcements over the public address system. Some flights have been delayed or cancelled because of bad weather.

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**Your Attention, Please!**

You are at Mumbai Airport. You are waiting to board Indian Airlines flight IC 940 to Chennai. Listen carefully to the announcements over the public address system. Some flights have been delayed because of bad weather.

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**Your Attention, Please**

You are at Mumbai Airport. You are waiting to board Jet Airways flight No. 9W - 422 to Hyderabad. Listen carefully to the announcements over the public address system. Some flights have been delayed because of bad weather.

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**Your Attention, Please**

You are at Mumbai Airport. You are waiting to board the Sahara India flight No. S2 - 526 to New Delhi. Listen carefully to the announcements over the public address system. Some flights have been delayed because of bad weather.

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**Your Attention, Please**

You are at Mumbai Airport. You are waiting to board Alliance Air flight No. CD-223 to Mangalore. Listen carefully to the announcements over the public address system. Some flights have been delayed because of bad weather.

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**Your Attention, Please**

You are at Mumbai Airport. You are waiting to receive a guest arriving from Calcutta by Indian Airlines flight No IC 586. Listen to the announcements over the public address system. Some flights have been delayed because of bad weather.

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## Your Attention, Please

You are at Mumbai Airport. You are about to go home after you have seen off your daughter on the Jet Airlines flight to Pune. Announcements are being made over the public address system. Some flights have been delayed and some cancelled because of bad weather. Your daughter has checked in. And security check has also been announced just now for your daughter's flight.

Anjali Save is a good friend of yours. You haven't seen her for quite some time.

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## Your Attention, Please

You are at Mumbai Airport. You are waiting to receive a guest arriving from Cochin by Jet Airways flight No 9W - 521. Listen to the announcements over the public address system. Some flights have been delayed because of bad weather.

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## Your Attention, Please

You are at Mumbai Airport. You are waiting to receive a guest arriving from New Delhi by Indian Airlines flight No IC 423. Listen to the announcements over the public address system. Some flights have been delayed because of bad weather.

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## Your Attention, Please

You are at Mumbai Airport. You are waiting to receive a guest arriving from New Delhi by Sahara India Airlines flight No S2 - 525. Listen to the announcements over the public address system. Some flights have been delayed because of bad weather.

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## Your Attention, Please

You are at Mumbai Airport. You are waiting to receive a guest arriving from Chennai by Indian Airlines flight No IC 217. Listen to the announcements over the public address system. Some flights have been delayed because of bad weather.

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## Your Attention, Please

You are at Mumbai Airport. You are waiting to receive a guest arriving from Patna by Indian Airlines flight No IC 586. Listen to the announcements over the public address system. Some flights have been delayed because of bad weather.

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**TRB 4:3B (Instructions at: TRB Chapter 4, Activity 4:5)**

**Announcements to be read out once to class**

"Here are some announcements you heard while you were waiting at Mumbai airport."

May I have your attention please? Indian Airlines flight No IC 423 from New Delhi is expected to arrive at 1350 hrs as scheduled.

Indian Airlines flight no IC 424 has been rescheduled to leave for Delhi at 1420 hrs.

Indian Airlines flight no IC 586 from Calcutta to Mumbai via Patna has been cancelled.

Jet Airways flight no 9w-422 to Hyderabad and Bangalore is expected to leave on time at 1315 hrs. Passengers are requested to proceed to security check.

Jet Airways flight no. 9w-521 from Cochin will arrive at 1425 hrs instead of 1125 hrs. As a result of the delay on this incoming flight the Jet Airways flight no. 9W- 534 to Goa will leave at 1455 hrs instead of 1155 hrs. The inconvenience caused the passengers is regretted.

Sahara India Airlines flight no. S2-526 for Delhi will leave at 1205 hrs instead of 1105 hrs. Passengers holding confirmed tickets are requested to go to the Airport Restaurant for snacks and beverages.

Sahara India Airlines flight No. S2-525 from Delhi is expected to arrive at 1205 instead of 1010 hrs.

Alliance Air flight No.CD-223 to Mangalore and Cochin has been cancelled for technical reasons. The passengers can cancel their tickets for a full refund at Counter No. 72. The inconvenience caused is regretted.

Your Attention, Please: Here is a message for Ms Anjali Save, who has arrived from Nagpur by Indian Airlines flight No IC927. Please come to the Indian Airlines office at the airport immediately. I repeat, Ms Anjali Save... ..

Indian Airlines flight No. IC 940 to Chennai is expected to leave as scheduled at 1330 hrs. Passengers are requested to check in and proceed to the security check.

Jet Airways flight No. 9W - 782 to Calcutta has been delayed indefinitely. Passengers holding the boarding pass are requested to proceed to the Airport Restaurant. Lunch will be served.

**TRB 4:3C (Instructions at: TRB Chapter 4, Activity 4:5)**

## Your Attention, Please!

*You are at Mumbai Airport. While waiting there you have been listening to the announcements over the public address system. Some flights have been delayed or cancelled because of bad weather.*

Now please answer these questions. Underline the right answer.

1. When is Jet Airways flight No 9W-521 from Cochin expected?  
11.25 hrs / 14.25 hrs / 15.30 hrs
2. Where is Indian Airlines flight No IC424 expected to go?  
To Delhi / To Calcutta / To Bangalore
3. Which Alliance Air flight has been cancelled?  
CD-223 / CD-524 / CD-940
4. When will Sahara India Airlines flight No S2-526 take off for Delhi?  
12.05 hrs / 13.45 hrs / The announcer did not mention it.
5. Which flight brought Anjali Save to Mumbai?  
IC423 from Delhi / IC927 from Nagpur / IC586 from Calcutta.



**TRB 4:4** (Instructions at: TRB Chapter 4, Activity 4:6)

## **How to active-listen**

- ◆ **Ensure confidentiality**
- ◆ **Be empathic**
- ◆ **Create supportive environment**
- ◆ **Maintain eye contact**
- ◆ **Paraphrase what he/she says**
- ◆ **Reflect his/her feelings →**

- ◆ **Ask open questions**
- ◆ **Summarize occasionally**
- ◆ **Focus on specific issues**
- ◆ **Establish priorities**
- ◆ **Cope with emotions**
- ◆ **Use silence; don't talk much**