UNIT 1:

Who is a Contributor

for students and faculty of
Gujarat Technological University

by

i-become University Services
UNIT 1:

Who is a Contributor

Who are Contributors? How are they fundamentally different from Non-contributors in their overall approach to work, to other human beings, to society as a whole? Explore these ideas in this unit.

Swami Vivekananda Speaks to you pg. 2-5
Concept Exploration pg. 6-11
Concept Application pg. 12-25
A man comes; you know he is very learned, his language is beautiful, and he speaks to you by the hour; but he does not make any impression. Another man comes, and he speaks a few words, not well arranged, ungrammatical perhaps; all the same, he makes an immense impression. Many of you have seen that. So it is evident that words alone cannot always produce an impression. Words, even thoughts contribute only one-third of the influence in making an impression, the man, two-thirds. What you call the personal magnetism of the man — that is what goes out and impresses you.

In our families there are the heads; some of them are successful, others are not. Why? We complain of others in our failures. The moment I am unsuccessful, I say, so-and-so is the cause of the failure. In failure, one does not like to confess one’s own faults and weaknesses. Each person tries to hold himself faultless and lay the blame upon somebody or something else, or even on bad luck. When heads of families fail, they should ask themselves, why it is that some persons manage a family so well and others do not. Then you will find that the difference is owing to the man — his presence, his personality.
Coming to great leaders of mankind, we always find that it was the personality of the man that counted. Now, take all the great authors of the past, the great thinkers. Really speaking, how many thoughts have they thought? Take all the writings that have been left to us by the past leaders of mankind; take each one of their books and appraise them. The real thoughts, new and genuine, that have been thought in this world up to this time, amount to only a handful.

“Read in their books the thoughts they have left to us. The authors do not appear to be giants to us, and yet we know that they were great giants in their days. What made them so? Not simply the thoughts they thought, neither the books they wrote, nor the speeches they made, it was something else that is now gone, that is their personality. As I have already remarked, the personality of the man is two-thirds, and his intellect, his words, are but one-third. It is the real man, the personality of the man, that runs through us. Our actions are but effects. Actions must come when the man is there; the effect is bound to follow the cause.

In 1891, the Swami embarked on a 2-year long journey of exploration and discovery of India. During these years, a mission grew in him. He said, “I have travelled all over India. But alas, it was agony to me, my brothers, to see with my own eyes the terrible poverty and misery of the masses, and I could not restrain my tears! It is now my firm conviction that it is futile to preach religion amongst them without first trying to remove their poverty and their suffering...”

In 1893, Swami Vivekananda made his debut on the world stage when he opened his first short speech at the Parliament. His first five words - "Sisters and Brothers of America ..." - resulted in a standing ovation of several minutes by nearly six thousand present there. From being a wandering monk with no credentials to speak in the Parliament, the Swami was lionized by the press as an “Orator by divine right” at the end of his lectures.
UNIT 1: WHO IS A CONTRIBUTOR?

The ideal of all education, all training, should be this man-making. But, instead of that, we are always trying to polish up the outside. What use in polishing up the outside when there is no inside? The end and aim of all training is to make the man grow. The man who influences, who throws his magic, as it were, upon his fellow-beings, is a dynamo of power, and when that man is ready, he can do anything and everything he likes; that personality put upon anything will make it work.

“Now, we see that though this is a fact, no physical laws that we know of will explain this. How can we explain it by chemical and physical knowledge? How much of oxygen, hydrogen, carbon, how many molecules in different positions, and how many cells, etc., etc. can explain this mysterious personality? And we still see, it is a fact, and not only that, it is the real man; and it is that man that lives and moves and works, it is that man that influences, moves his fellow-beings, and passes out, and his intellect and books and works are but traces left behind...
... Think of this. Compare the great teachers of religion with the great philosophers. The philosophers scarcely influenced anybody’s inner man, and yet they wrote most marvellous books. The religious teachers, on the other hand, moved countries in their lifetime. The difference was made by personality. In the philosopher it is a faint personality that influences; in the great prophets it is tremendous. In the former we touch the intellect, in the latter we touch life. In the one case, it is simply a chemical process, putting certain chemical ingredients together which may gradually combine and under proper circumstances bring out a flash of light or may fail. In the other, it is like a torch that goes round quickly, lighting others.

Life Snapshot 8

Impact on India’s Leaders

“I have gone through his works very thoroughly, and after having gone through them, the love that I had for my country became a thousand-fold.”
- Mahatma Gandhi

“Swami Vivekananda harmonized the East and the West, religion and science, past and present. And that is why he is great. Our countrymen have gained unprecedented self-respect, self-reliance and self-assertion from his teachings.”
- Subhash Chandra Bose

“Where can you find a man like him? Study what he wrote, and learn from his teachings, for if you do, you will gain immense strength. Take advantage of the fountain of wisdom, of Spirit, and of fire that flowed through Vivekananda!”
- Jawaharlal Nehru

Excerpt from a talk “The Powers of the Mind” delivered at Los Angeles, California, January 8, 1900

“Each one can grow and strengthen his personality. This is one of the great practical things, and this is the secret of all education. This has a universal application. In the life of the householder, in the life of the poor, the rich, the man of business, the spiritual man, in every one’s life, it is a great thing, the strengthening of this personality...
UNIT 1: WHO IS A CONTRIBUTOR?

Concept Exploration

EXPLORATION 1:

Contributor

“Payal, do you feel confident to do the sums?”

The Contributor Teacher is concerned about bringing out the best in each student. Such a teacher cares about the future of every student, and whether they have built confidence in the subject.

The Non-Contributor Teacher is unconcerned whether students are paying attention or have understood what is being taught. Such teachers run through the syllabus, but are disengaged from their students. Result – students find these classes boring.

Insight: In their work, contributors demonstrate concern for the human beings they serve.

Reflections

Q1. Write down about any one such contributor who demonstrates human concern in his/her work

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EXPLORATION 2:

The Contributor Government Official ensures that a common citizen is able to get his work done. She goes all out to find a solution for the person and does everything within her power to accomplish it.

The Non-Contributor Government Official is indifferent and does not bother to find a solution to the common citizen’s problem. Such officials may do their duty and follow rules, but they make a common citizen run around from pillar to post. They don’t care whether the work gets delayed and people find the interaction painful.

INSIGHT: Contributors go all out to try and find an answer. They take responsibility for ‘making things happen’ in any situation.

REFLECTIONS

Q1. Write down about an experience you have had with such a contributor who took the responsibility for “making things happen”
EXPLORATION 3:

The Contributor Sweeper cares enough to ensure that the living environment is clean for people in the locality! She has a wider view of her work and doesn’t just see herself as “sweeping kachra” – she takes pride in her work of creating a clean and hygienic environment for the people who live there.

The Non-Contributor Sweeper sees her work in a narrow way and does it only for her ‘Dal Roti’. She has no pride or interest in her job and works like a ‘robot’ without any feeling. Thus she becomes careless and “chalta hai” in her work.

INSIGHT: Contributors have a wider view of their work and thus take pride in doing their work well.

Q1. Write down about one such contributor who takes pride in doing even the smallest of work well

...
EXPLORATION 4:

The Contributor Team Member always puts the team’s success before personal success. Such team members are committed to the larger purpose and don’t let personal egos come in the way.

The Non-Contributor Team Member pursues personal goals even if it is at the cost of team goals. Such people may be talented as individual stars, but are unable to contribute in a team environment.

INSIGHT: The Contributor’s focus is on achieving the larger goals of the team, rather than focusing only on his/her own personal success

REFLECTIONS

Q1. Write down about a team experience you have had, where there was such a person who remained committed to the larger purpose (without letting personal goals or ego to come in the way)

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UNIT 1: WHO IS A CONTRIBUTOR?

SUMMARY EXPLORATION:

The Contributor’s Checklist

In any work, the Contributor Personality seeks to combine -

- Performing work activities **well**
- Achieving the **goal**
- Being **ethical**
- Demonstrating human **concern**

Look at the case examples shown in the 4 Explorations:

**Exploration 1: The Teacher**

Which of these do you think would be met by the “contributor teacher” and which would be met by the “non-contributor teacher”?

<table>
<thead>
<tr>
<th>Contributor Teacher</th>
<th>Non-Contributor Teacher</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performing work activity well</td>
<td>❑</td>
</tr>
<tr>
<td>(teaching well and in an interesting manner)</td>
<td>❑</td>
</tr>
<tr>
<td>Achieving the goal</td>
<td>❑</td>
</tr>
<tr>
<td>(completing the syllabus on time; ensuring learning goals are met)</td>
<td>❑</td>
</tr>
<tr>
<td>Being ethical</td>
<td>❑</td>
</tr>
<tr>
<td>(following the principles and values of the institution and society)</td>
<td>❑</td>
</tr>
<tr>
<td>Demonstrating human concern</td>
<td>❑</td>
</tr>
<tr>
<td>(caring for students’ overall development and self-esteem)</td>
<td>❑</td>
</tr>
</tbody>
</table>

**Exploration 2: The Government Official**

Which of these do you think would be met by the “contributor government official” and which would be met by the “non-contributor government official”?

<table>
<thead>
<tr>
<th>Contributor Official</th>
<th>Non-Contributor Official</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performing work activity well</td>
<td>❑</td>
</tr>
<tr>
<td>(doing a high quality job)</td>
<td>❑</td>
</tr>
<tr>
<td>Achieving the goal</td>
<td>❑</td>
</tr>
<tr>
<td>(ensuring the citizen’s goals are met; meeting the goals of the job)</td>
<td>❑</td>
</tr>
<tr>
<td>Being ethical</td>
<td>❑</td>
</tr>
<tr>
<td>(being honest; fulfilling the responsibilities entrusted in one’s role)</td>
<td>❑</td>
</tr>
<tr>
<td>Demonstrating human concern</td>
<td>❑</td>
</tr>
<tr>
<td>(caring for the citizen’s concerns; not putting citizens through inconvenience and hassle)</td>
<td>❑</td>
</tr>
</tbody>
</table>
### Exploration 3: The Sweeper

Which of these do you think would be met by the “contributor sweeper” and which would be met by the “non-contributor sweeper”?

<table>
<thead>
<tr>
<th></th>
<th>Contributor Sweeper</th>
<th>Non-Contributor Sweeper</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performing work activity well</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td></td>
<td>(cleaning perfectly)</td>
<td></td>
</tr>
<tr>
<td>Achieving the goal</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td></td>
<td>(ensuring the living environment for the locality is clean and hygienic)</td>
<td></td>
</tr>
<tr>
<td>Being ethical</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td></td>
<td>(doing work honestly; fulfilling one’s assigned responsibility)</td>
<td></td>
</tr>
<tr>
<td>Demonstrating human concern</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td></td>
<td>(caring for the welfare of the residents of the locality and for the institution she serves)</td>
<td></td>
</tr>
</tbody>
</table>

**Contributor**

- Performing work activity well: Cleaning perfectly.
- Achieving the goal: Ensuring the living environment for the locality is clean and hygienic.
- Being ethical: Doing work honestly; fulfilling one’s assigned responsibility.
- Demonstrating human concern: Caring for the welfare of the residents of the locality and for the institution she serves.

**Non-contributor**

- Performing work activity well: Not specified.
- Achieving the goal: Not specified.
- Being ethical: Not specified.
- Demonstrating human concern: Not specified.

### Exploration 4: The Team Member

Which of these do you think would be met by the “contributor team member” and which would be met by the “non-contributor team member”?

<table>
<thead>
<tr>
<th></th>
<th>Contributor Team member</th>
<th>Non-Contributor Team member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performing work activity well</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td></td>
<td>(playing well; putting in one’s best effort; practicing hard to improve)</td>
<td></td>
</tr>
<tr>
<td>Achieving the goal</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td></td>
<td>(striving to win)</td>
<td></td>
</tr>
<tr>
<td>Being ethical</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td></td>
<td>(playing a fair game; with a spirit of sportsmanship)</td>
<td></td>
</tr>
<tr>
<td>Demonstrating human concern</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td></td>
<td>(keeping all the team members’ welfare in mind; caring for the hopes and aspirations of fans)</td>
<td></td>
</tr>
</tbody>
</table>

**Contributor**

- Performing work activity well: Playing well; putting in one’s best effort; practicing hard to improve.
- Achieving the goal: Striving to win.
- Being ethical: Playing a fair game; with a spirit of sportsmanship.
- Demonstrating human concern: Keeping all the team members’ welfare in mind; caring for the hopes and aspirations of fans.

**Non-contributor**

- Performing work activity well: Not specified.
- Achieving the goal: Not specified.
- Being ethical: Not specified.
- Demonstrating human concern: Not specified.

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**What is the effect or impact of such contributors on...**

- the people they interact with and serve?
- the institutions they belong to?
- society?

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**“Employers / Organizations value Contributors”. Why do you think this is so?**

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UNIT 1: WHO IS A CONTRIBUTOR?

Concept Application

APPLICATION EXAMPLE 1.1

The Contributor focuses on ‘we’ not ‘I’

Shylesh and Vikas are project leaders with the responsibility of completing two important assignments. After the successful completion of the projects, the following is how they think…

**SHYLESH is a non-contributor team leader**

I have done a great job here! I must ensure I get noticed by the management - it is a chance for a promotion.

**VIKAS is a contributor team leader**

We have done a great job! Each person’s contribution was important - without that we wouldn’t have achieved success. In the next presentation to the management, I must mention how valuable each one’s contribution was.

APPLICATION QUESTIONS

Q1. If you were given the choice, who would you prefer to work under? Why?
Q2. What would be the effect of
   - a non-contributor team leader (like Shylesh) on the motivation levels and ‘bonding’ within the team?

   - a contributor team leader (like Vikas) on the motivation levels and ‘bonding’ within the team?

Q3. How does a team’s motivation levels and bonding within, affect the ability of the team to take on larger responsibilities and achieve larger goals? Discuss to answer.
APPLICATION EXAMPLE 1.2:

The Contributor proactively takes up work

Sudha and Satish graduated from their college and started working in an accounting firm. In the first six months they were trained, after that they were put in the audit department. Usually the audit work is cyclic – i.e., there are some months where there is tremendous work load (eg: when the financial year is closing) and there are other times when work is relatively lighter.

**SUDHA AT WORK**

Sudha did all the work she was given during the peak season, but she didn’t know what to do during the periods of light work. She got bored and then frustrated. She began spending her time gossiping with colleagues, often complaining that her work is boring.

At the end of the year, during the appraisal, Sudha’s boss told her, “You have not done much in this year.” Sudha’s point of view was, “How could I have… you didn’t give me much work to do.”

**SATISH AT WORK**

Satish worked hard like Sudha during the peak season, but he did not find the other months boring. He thought this was the best opportunity to go deeper into exploring audit case studies and what was done the world over. He also studied the various cases his own organization has worked on, and learnt how to think through issues and also improve the way things are handled. He sometimes even helped out other teams in non-audit work. He learnt a lot in these periods and also helped the organization in developing their approaches.

During appraisal his boss was pleased! He had achieved a lot in the one year he was here.
Q1. In the workplace, what are the disadvantages of only looking at others to give responsibility and work, without taking the initiative oneself?

Q2. Why is it important to take initiative for responsibilities and try out new things?
   - How does it help one grow in one’s career?
   - How does it affect one’s own capability?

Q3. Work environments are becoming increasingly unpredictable. How will “taking initiative and responsibility” help us deal with this uncertainty better, in our career? Discuss to
APPLICATION EXAMPLE 1.3:

The Contributor focuses on the goal being achieved, not just routine work

Brother, why are you digging holes just to fill it up again?

Oh, you don’t understand. His job is to dig holes and mine is to fill. Usually there is a third person who plants seeds in the holes. But he hasn’t come today.

But how can we stop our work just because he is not there? So we continue doing our duty...
APPLICATION QUESTIONS

Q1. Reflect on and discuss about the pointlessness of their work.

Q2. When one is focused on doing only one's own part of a job and not focused on the whole job that needs to get accomplished, what happens? How will this affect the work? Discuss to answer.
UNIT 1: WHO IS A CONTRIBUTOR?

APPLICATION EXAMPLE 1.4:

The Contributor is committed to the responsibilities of his role. He is not a “clock watcher”.

Sunil and Nalin work for a telecom company. Their office timing is 9.30 to 5.30. Late one day, their headquarters asks for an urgent report. Their team-mate Rupesh comes to tell them about it…

SCENARIO

This report is needed urgently for a sudden strategy meeting that has been called in the head quarters...

SUNIL

It is already 5.30! Why do they come up with work so late in the day? I am going home!

NALIN

Lets get down to it immediately! If we work together, we can accomplish this soon and send it off on time. The meeting must be important if they have called for it so suddenly.

APPLICATION QUESTIONS

Q1. Reflect on both their responses. What will be the effect of such an attitude, on how each one grows in own career in the long run?
Q2. People (such as Sunil) who are known to “leave” even when there is important work to be done develop the reputation of being ‘clock watchers’. How does such a reputation affect one and how people see one?

Q3. “Employees who are willing to stretch themselves when needed, are valued by team members and bosses.” Do you agree or disagree with this statement? Why? Discuss to answer.
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APPLICATION EXAMPLE 1.5:

The Contributor’s Special: Last Mile Execution

Sumit joined Sun Advertising agency as an Assistant Accounts Representative, one of the junior most positions in the company. Sun Advertising had the mandate of covering the Annual General Meeting (AGM) of a large public conglomerate company.

The usual practice was to cover the chairman’s speech at the AGM in all leading newspapers the very next day after the AGM. These recordings were done live, processed, made print-ready and then sent to the newspapers for printing.

In 1990, the AGM was scheduled for the afternoon of 4th April in Kolkata. It had been raining throughout that day. By the time the meeting was over, the city was completely submerged in water.

After covering the AGM, the team waded through knee-deep water and reached their office. Their work had just started…when Kolkata had practically closed down due to rains.

Sumit and his colleague Rohan had the responsibility of finishing this work. The entire process was taking time. Meanwhile, the Newspaper began making frantic calls to their agency saying that if the matter did not reach them, they would not be able to issue the newspaper the next day, as a whole page had been dedicated to the AGM coverage. Sumit promised the Newspaper that the work was on and would definitely reach them.

The processing work got over close to 10.30 p.m. Sumit contacted the company representative for permission, to send the speech to the newspaper for printing. The company representative insisted on getting the final approval from the chairman. Racing against time, the two boys reached the chairman’s house close to mid-night. After getting the approval from the chairman, they called up the Newspaper and told them, “We will reach your press in an hour’s time. Hold the printing.”

Close to 1 a.m., fighting through the flood, Sumit and Rohan finally reached the printing press. The next day’s newspapers carried the chairman’s speech.

Few days later in a party, the chairman told the head of Sun Advertising, “Your agency has given us superlative service….and here I am not talking about the design work – I am talking about the last mile execution which happened after the AGM.”

Based on a true case story
APPLICATION QUESTIONS

Q1. Sumit and team could have blamed the rains and not delivered. Instead, they chose to go all out to not only complete the task at hand, but also do it well. What motivates people to “go the extra mile”?

Q2. Through this attitude, what value did Sunil and his team create for –

- themselves?

- the agency?

- the client?
UNIT 1: WHO IS A CONTRIBUTOR?

APPLICATION EXAMPLE 1.6:

“The Contributor acts appropriately in each situation (unlike Sohan in this case)”

**SOHAN IN COLLEGE**

Sohan was bright but mischievous. When teachers were looking, he would pretend to be attentive. When they were not around, he played the fool, wasted time, and distracted others, making them laugh…

...this made him popular amongst his classmates. They thought he was “cool”.

**WHEN SOHAN STARTED WORKING**

Sohan continued in this way… when the boss was monitoring his work, he sat at his desk doing work; but when the boss was away, he chilled out, distracted others, went out for tea and snacks…

...his organization thought he was wasteful and frivolous.

3 YEARS LATER

Sohan finds that he is lagging far behind his peers. His performance reviews were poor, and even his colleagues had begun avoiding him. Sohan doesn’t know what went wrong, after all he was just being “cool”…

**APPLICATION QUESTIONS**

Q1. What went wrong in Sohan’s life?
Q2. Sohan needed constant monitoring, without which he never accomplished any work. How would this lack of self-discipline and responsibility affect his future career prospects and ability to be a leader in the future?

Q3. “Some behaviors that are acceptable in student-life, are out of place in work-life”. Do you agree or disagree with this statement? Why? Discuss to answer.
1.7: Field Work

Project 1

**Project Goal:** To recognize “contributor qualities” in action, and understand why contributors are valued so much in the work place.

**STEP 1:** Talk to 2-3 working professionals you know. Ask them for stories of people working in their office, who they feel are really valued by the people in the organization. (Identify at least 3 good stories).

**STEP 2:** For each story, find out why the person is valued so much. Ask them for concrete examples talking about these people “in action”.

**STEP 3:** Identify the key contributor qualities that are coming out of each of these stories.

**STEP 4:** Present each of these stories in the class. Also highlight what appealed most to you in these stories and what you learnt from them.

Project 2

**Project Goal:** To recognize “contributor qualities” in action, and understand why contributors are wanted / sought after by all who work with them.

**STEP 1:** Interview someone you know in some leadership position (such as a head of department in your college, or principal, or some business leader or person in a senior position who is known to you or your parents).

**STEP 2:** You can use the following questions as a guideline for conducting your interview–
- For any important project / assignment, what are the qualities you look for in the people you want on your team? Can you give concrete examples that demonstrate these qualities?
- If you had an important assignment to get done, is there any one person you would definitely want on the team?
- Why do you want this person on the team? What is the unique value you think this person would bring in?

**STEP 3:** Present the results of your interview to explain “What an employer / leader looks for in his/her people ”.
Project 3

**Project Goal:** To recognize “contributor qualities” in action, and understand why contributors are wanted / sought after by all who work with them

**STEP 1:** Talk with your friends who have been involved in some team projects / organizing some events / initiatives (eg: college festival).

**STEP 2:** Discuss –
- What qualities would they look for in the different team members, so as to make the event / project / initiative a success. Ask for concrete examples that demonstrate these qualities.
- Why are these qualities important? What is the value of these in the success of the team?

**STEP 3:** Present the results of your discussion to explain “The qualities of a contributor team member and the value they bring to their team”.
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.