Swami Vivekananda
Contributor Personality Program

An Adani Group Initiative
ADANI

UNIT 2:

The Contributor's Identity

...Being and Becoming

for students and faculty of
Gujarat Technological University

by

i-become ® **University Services**

The Contributor's Identity

...Being and Becoming

Develop your own answer to the question "who am I?"

Non-contributors and Contributors define themselves differently.

Non-contributors usually define themselves in terms of what they have acquired in life (e.g. qualifications, position, years of experience, etc.). This is a static identity, based on your past glories or past failures. This static identity leaves you trapped in history.

Contributors define themselves in terms of what they will become or accomplish (e.g. capacity to deliver, commitment and ownership of the organization's purpose, etc.). This is a dynamic identity based on your "being" and "becoming". Such an identity lets you choose to live a better future.

Concept Exploration

EXPLORATION 1:

Contributors choose a 'Dynamic Identity'...

Static Identity	Dynamic Identity
An Environmental Engineer who feels...	An Environmental Engineer who feels...

... I am a Gold Medalist in Environmental Engineering

... I seek to find solutions to environmental challenges

INSIGHT: *The Contributor's image of self is not defined by the qualifications and achievements he/she has got. Rather, he/she thinks of oneself as someone who has the capability to make a positive difference in the world.*

REFLECTIONS

Q1. Amit is highly qualified and yet does not contribute much value in his/her work. On the other hand, Rajat is not highly qualified, but is a great contributor. Is this possible?

Do you know of a similar example? Write about this.

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EXPLORATION 2:

Contributors choose a 'Dynamic Identity'...

Static Identity	Dynamic Identity

The General Manager of a large company who feels...

...I am General Manager and I control hundreds of people

The General Manager of a large company who feels...

...In my role as General Manager, I am responsible for the goals of the company, and for the welfare & productivity of hundreds of people

INSIGHT: *The Contributor's image of self is not defined by "power and position". Rather, the contributor focuses on the "responsibility" he/she has been entrusted with in that role.*

REFLECTIONS

Q1. Think of any one incident where you approached some person in authority (eg: government official / policeman / senior manager) for some work, where EITHER (a) the person (non-contributor) treated you badly because of his/her superior "power and position" OR (b) the person (contributor) treated you with respect and fulfilled his/her responsibility in getting the work done. How did that person's behavior towards you make you feel? Write about this.

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EXPLORATION 3:

Contributors choose a 'Dynamic Identity'...

Static Identity	Dynamic Identity
The gold medalist Microbiology Researcher who feels...	The gold medalist Microbiology Researcher who feels...
... 20 years back I got a gold medal in my subject. I have already achieved everything. What else is there to do or accomplish?	... I love microbiology and am excited by all the new developments taking place in the field. I need at least another 15 years more to go deep into the subject and solve newer challenges in the field.

INSIGHT: *The Contributor's image of self is not defined by his/her past glories. Rather, the contributor sees oneself in terms of his/her future potential – what he/she can accomplish in the future.*

REFLECTIONS

Q1.   Chetan achieved a lot in his career and reached a very senior position – however, now his career has stagnated. He is bored, tired, and feels there is no more meaning in his work since there is nothing much left to achieve. Suraj, on the other hand, even on his retirement day is all excited, looking forward to the many new ventures he is planning to begin. His mind is fresh, enthusiastic, and full of ideas for the future contributions he can make.

Is this possible? Do you know of a similar example? Write about this.

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EXPLORATION 4:

Contributors choose a 'Dynamic Identity'...

Static Identity	Dynamic Identity
The Engineer with over 25 years of experience, who feels...	The Engineer with over 25 years of experience, who feels...
... I have so many years of experience, so I know everything on the subject. What can a younger person teach me?	... My 25 years of experience has taught me to be open to new developments in my field. I have so much to learn, especially from my younger colleagues in my field.

INSIGHT: *The Contributor's image of self is not built on the pride of "knowledge gained". Rather, he/she sees oneself as a "learner" – where he/she is always willing to learn and grow.*

REFLECTIONS

Q1. What is the difference between an expert who believes "I know it all; I must know more than others" and an expert who believes "I can always learn something, so what if I don't know it yet"? How will each of these 2 people react when faced with a new subject / area of work?

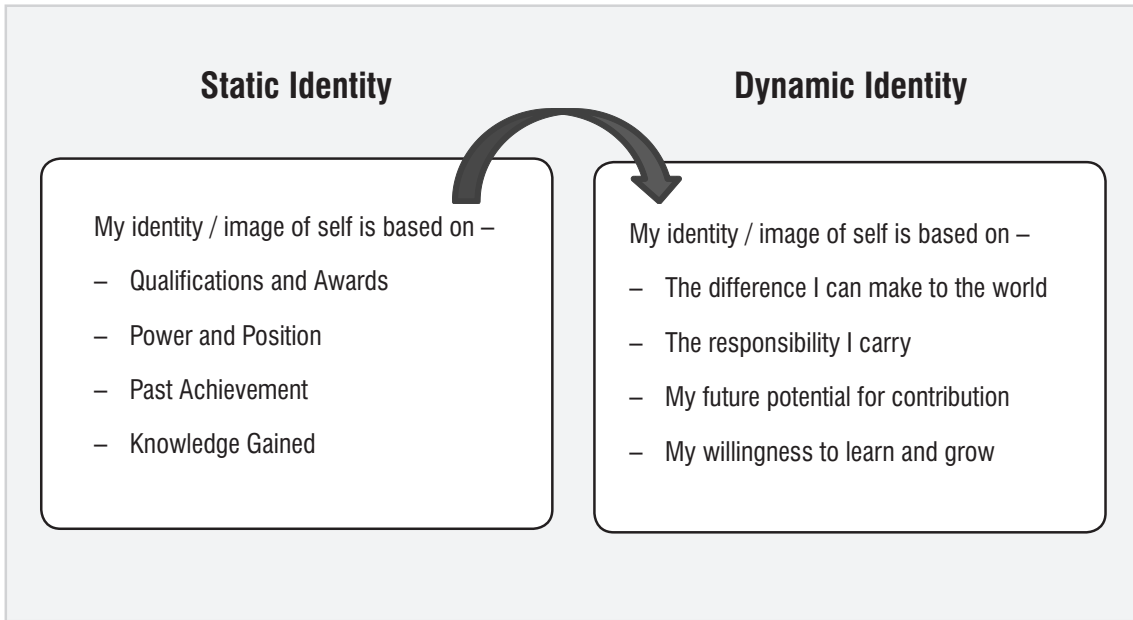Think of examples of people you may have met who are like this, to explain your answer.

SUMMARY EXPLORATION:

Static Identity

My identity / image of self is based on –

–   Qualifications and Awards

–   Power and Position

–   Past Achievement

–   Knowledge Gained

Dynamic Identity

My identity / image of self is based on –

–   The difference I can make to the world

–   The responsibility I carry

–   My future potential for contribution

–   My willingness to learn and grow

REFLECTIONS

Discuss in groups to answer –

Q1.   What is the consequence of having a static identity?

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Q2.   What is the value of having a dynamic identity?
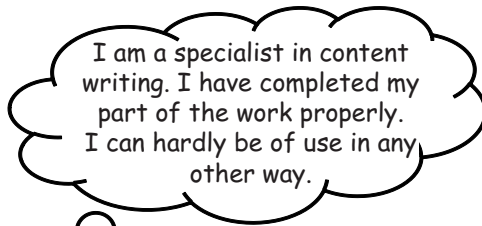
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Concept Application

APPLICATION EXAMPLE 2.1:

SCENARIO

Rakesh and Aman are content experts, and are part of a team that is working towards a tough deadline. Both have completed their writing work and have handed it over. This is what they do next –
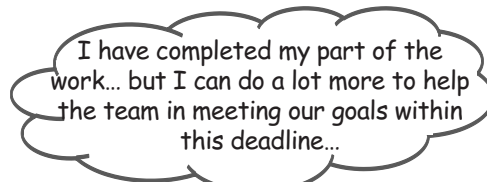
RAKESH

I am a specialist in content writing. I have completed my part of the work properly. I can hardly be of use in any other way.

Here, I am submitting my part of the work... It is all done! I am going home now.

STATIC IDENTITY
"I am useful only for my specialization"

AMAN

I have completed my part of the work... but I can do a lot more to help the team in meeting our goals within this deadline...

Tell me, is there anything I can help you with?

You'll look tired! Can I get you'll some coffee?

Why don't we try this out... it will help us accomplish the work faster...

DYNAMIC IDENTITY
"I can be useful in many ways – my specialization is only one such way of being useful"

⚙️ APPLICATION QUESTIONS

Q1.   Why would Aman be more valued by his team?

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Q2.   When both Rakesh and Aman come up for promotion reviews, the management selects Aman for an important leadership position.

Why is this dynamic identity (as Aman had), important for becoming a good leader? Discuss to answer.

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APPLICATION EXAMPLE 2.2:

SCENARIO

Man Kills His Family and Himself Over Stock Market

Mr. Rajaram, 45, shot his wife and three sons because of his financial troubles. The police found him on Monday on the floor of a bedroom.

In a suicide note, Karthik Rajaram wrote that he was killing himself and his family because of his financial troubles. He was "broke," having lost most of his assets in the plummeting stock market. He added that he had "broken down emotionally, physically and financially."

Mr. Rajaram had earned about £875,000, or $1.2 million, after a voluntary liquidation of Nano Universe, a company he had founded. His initial investment was £12,500.

Mr. Robinson, who had hired him in 2003 said, "He was extremely bright and capable but emotionally unstable."

Source: New York Times, October 7, 2008

NEWS FLASH: STOCK MARKETS CRASH

RAJARAM

OH NO!!!! I am finished!!! All my life's work has come to ZERO... I am nothing, a nobody, a complete loser... my life is over... it is not worth living...

STATIC IDENTITY
"Without money I am worth nothing"

KAMAL

OH NO!!!! I have lost so much money! I am sad, no doubt, but I have life's greatest asset - which is my own inner strength and confidence. Using these, money can always be earned again.

DYNAMIC IDENTITY
"I am a man with inner strength and the capacity to earn money"

⚙ APPLICATION QUESTIONS

Q1. How does Kamal's "dynamic identity" protect him and help him overcome tough times?

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Q2. The cause of Rajaram's self-destruction was his "static identity" (or image of self). Why do you think this is so?

[HINT: Consider –

– How did Rajaram's "static identity" affect the way he reacted to failure?

– How did Kamal's "dynamic identity" affect the way he responded to failure?]

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Q3. What is the value of having an identity based on "inner strength"? How does it help one stay on the path of contributorship?
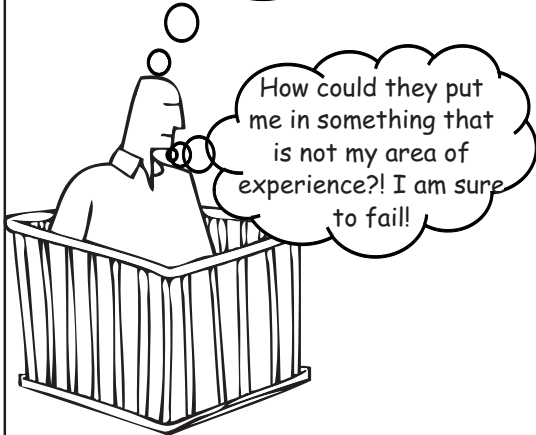
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APPLICATION EXAMPLE 2.3:

<div align="right">SCENARIO</div>

Ketan and Raghav are promoted and transferred to the finance function. They were earlier working in the accounting department.

KETAN

I have worked only in accounts before... how will I be able to handle my responsibilities in the finance department?

How could they put me in something that is not my area of experience?! I am sure to fail!

STATIC IDENTITY
"I can do only those things which I have done before"

RAGHAV

I know only accounts now, but I can always learn what is needed in finance. After all, the management wouldn't have put me here if they didn't believe I could handle it.

This is a challenge and an opportunity to learn.

DYNAMIC IDENTITY
"I am capable of learning all kinds of new things in my job"

⚙ APPLICATION QUESTIONS

Q1.   How do you think Ketan will do in his new role? How do you think Raghav will do in his new role?

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Q2. How will Ketan's identity affect his future prospects in the organization? How will Raghav's identity affect his future prospects in the organization?
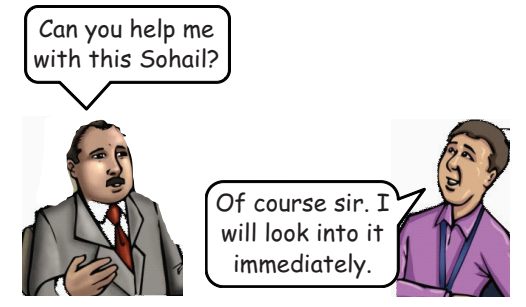
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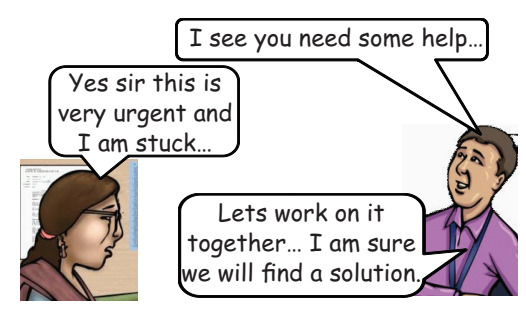
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APPLICATION EXAMPLE 2.4:

SCENARIO

TUSHAR'S INTERACTIONS WITH SENIORS	SOHAIL'S INTERACTIONS WITH SENIORS
Can you do this for me Tushar? / Of course sir! I have all the time for you sir… / You are very right sir! Yes sir!	Can you help me with this Sohail? / Of course sir. I will look into it immediately.
Tushar is servile in front of his seniors…	Sohail has mutual respect for his seniors…
TUSHAR'S INTERACTIONS WITH JUNIORS	**SOHAIL'S INTERACTIONS WITH JUNIORS**
Sir I need this help urgently… / You people think you can come in anytime like this… I am busy, don't bother me now!	I see you need some help… / Yes sir this is very urgent and I am stuck… / Lets work on it together… I am sure we will find a solution.
Tushar has a sense of superiority with his juniors	Sohail has the same mutual respect for his juniors as well
STATIC IDENTITY "I am 'higher' or 'lower' based on my position"	**DYNAMIC IDENTITY** "There is no 'higher' or 'lower' in a team"

⚙ APPLICATION QUESTIONS

Q1. How would Tushar's "static identity" affect his relationship with team members and ability to work in a team? On the other hand, how would Sohail's "dynamic identity" affect his team interactions?

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Q2.   How would each one's identity impact his/her effectiveness at work?

[Hint: What is the importance of having the goodwill of team members?]

Q3.   Who is more likely to be trusted by seniors, to act in larger good interests of the team? Why? Discuss to answer.

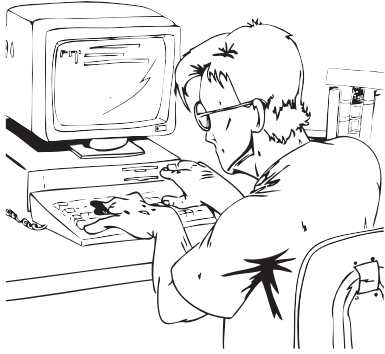---

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APPLICATION EXAMPLE 2.5:

CASE STUDY

Atul begins his career as a 'contributor', but as his career progresses, his static identity turns him into a 'non-contributor'

Atul was a software coder. After working for many years on many complex projects, writing out many thousands of lines of code, testing, debugging etc, he had become one of the best in his team. After a few years when he was made the team lead, Atul felt recognized.

He was respected by his team members because they found his technical inputs very valuable. Atul was also keen on supporting his team members with all the technical help, because he felt 'I have been there and done it before'. This was his domain. He knew what was to be done…had all the answers. His team did well under him.

The organization then made him the manager of that division. Now he was expected to co-ordinate with clients and with different teams, ensure timely payments from the client, etc. After the promotion, Atul was pleased by the well-deserved acknowledgement of his good work.

Three months into the new role, his boss called him for a discussion. His boss told Atul that the team leads working under Atul had complained that they were being micro-managed too much, they had no freedom to bring in their own thinking and innovation, and were feeling restricted. Atul was puzzled and indignant. After all, "he was doing no different from what he was doing earlier… they had liked his support then…". If his working style brought him success earlier, then there is no reason that it should not work now.

Atul continued with his way. He was busy all the time, getting involved in solving numerous small programming challenges of the team, doing the things that his juniors should have been coached to do instead. Because of this, Atul didn't have the time so he ignored the larger responsibilities that were now part of his managerial role. Clients were complaining, reports to headquarters were irregular, resources were mis-managed.

Since Atul had been a "star performer" earlier, his boss gave him time to adjust. But even after 6 months when there was no change, he had to admit – Atul was not able to grow into the role of a Manager! Atul thought he "knew it all" and was unwilling to learn the new way of handling things that was necessary in his new role.

His boss was left wondering what to do with Atul.

⚙ APPLICATION QUESTIONS

Atul was so secure in his identity that he was a "star performer". He saw his "promotion" as a reward for his past good performance. He did not realize that the promotion meant "new responsibilities" and thus demanded that he develop "new capabilities" within himself and a "new way of working", so as to do justice to his new managerial position.

Q1. What were the consequences of this –

– in his life?

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– for the organization?

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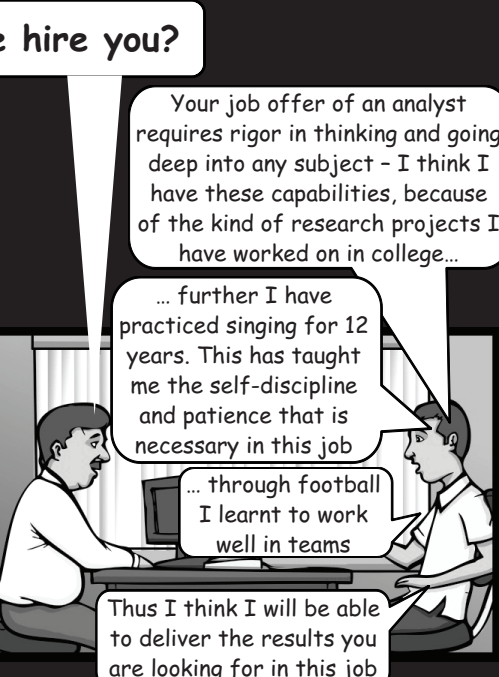
Q2. Why is it important to be open to learning and growing all the time and in all situations?

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APPLICATION EXAMPLE 2.6:

SCENARIO

Observe these two interviews.

STATIC IDENTITY
"I = My degrees and awards"

DYNAMIC IDENTITY
"I = My power to contribute in the current situation"

⚙ APPLICATION QUESTIONS

Q1.   Who do you think the interviewer would prefer to hire? Why?

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Q2. How would each of these two identities impact the quality of one's work once one begins working? Discuss to answer.

2.7: FIELD WORK

Project 1:

Project Goal: *To recognize "static identities" and "dynamic identities" in people around me (people I know and meet day in and day out).*

STEP 1: You come across many people on a daily basis. Observe some of these people you come across in your daily routine. Choose any 3 people you can study closer. Keep them **anonymous (only calling them X, Y and Z).**

STEP 2: For each of these 3 people X, Y, and Z –
* Observe and make note of their actions and behaviors
    – What he/she says
    – How he/she relates to others
    – How he/she relates to his/her work
* In these, recognize whether any of the following static identities or dynamic identities are displayed in this person's behavior
    – 1   –   Static Identity: "I = my qualifications and awards"
               –   Dynamic Identity: "I = the difference I can make to the world"
    – 2   –   Static Identity: "I am defined by my power and position"
               –   Dynamic Identity: "I am focused on the responsibilities I carry"
    – 3   –   Static Identity: "I = my past achievements"
               –   Dynamic Identity: "I = my future potential for contribution"
    – 4   –   Static Identity: "I = my knowledge and expertise gained"
               –   Dynamic Identity: "I am willing to learn and grow"

STEP 3: Make a presentation on each of the 3 persons X, Y, and Z – explaining –
* Static identities and / or dynamic identities noticed
* The actions and behaviors observed that tell you this
* If you observe a static identity
    – In what way does it become a limitation and how are they able to break free?
    – Is there a way of helping them move to a dynamic identity?
* If you observe a dynamic identity
    – What can I learn out of it?
* My personal learnings / discoveries from this entire project

STEP 4: Present to the class.

Project 2:

Project Goal: *To recognize "static identities" and "dynamic identities" in well-known personalities.*

STEP 1: Choose any 3 well-known personalities you admire.

STEP 2: Do some research on each of these 3 personalities (you can use the internet, library books, magazines, newspapers). Identity –

*   Some quotations of the person that show

    – his/her work and life philosophy,

    – some important choices or moves he/she may have made in his/her career and what he/she has given as reasons for these choices

*   Some incidents narrated about the person (by him/herself or by journalists / writers or by people known to him/her) that show

    – how the person relates with his/her work,

    – how the person relates with other people with whom he/she works - with juniors, with seniors, with peers, with friends and family, with others in the community

STEP 3: From this information you have found out, can you recognize whether any of the following static identities or dynamic identities are displayed in each person's behavior

*   1 –   Static Identity: "I = my qualifications and awards"

    –   Dynamic Identity: "I = the difference I can make to the world"

*   2 –   Static Identity: "I am defined by my power and position"

    –   Dynamic Identity: "I am focused on the responsibilities I carry"

*   3 –   Static Identity: "I = my past achievements"

    –   Dynamic Identity: "I = my future potential for contribution"

*   4 –   Static Identity: "I = my knowledge and expertise gained"

    –   Dynamic Identity: "I am willing to learn and grow"

STEP 4: Make a presentation on each of the 3 well-known personalities – explaining –

*   Static identities and / or dynamic identities noticed along with the person's quotations and / or incidents that show these

*   What I can learn from this person that will help me develop myself in contributorship

STEP 5: Present to the class.

Swami Vivekananda speaks to you

The power of identity

Swami Vivekananda emphasized again and again that our "self-image" — our view of ourselves — our identity determines the way we behave and respond to life. He called this view of oneself as "shraddha" or "faith" in oneself. If you have faith that you are capable of contributing, then that becomes the basis for developing a contributor personality.

"What we want is strength, so believe in yourselves. What we want, is this Shraddha. What makes the difference between man and man is the difference in this Shraddha and nothing else. What make one man great and another weak and low is this Shraddha. My Master used to say, he who thinks himself weak will become weak, and that is true. This Shraddha must enter into you.

"There is a story about a lioness, who was big with young, going about in search of prey; and seeing a flock of sheep, she jumped upon them. She died in the effort; and a little baby lion was born, motherless. It was taken care of by the sheep and the sheep brought it up, and it grew up with them, ate grass, and bleated like the sheep. And although in time it became a big, full-grown lion, it thought it was a sheep. One day another lion came in search of prey and was astonished to find that in the midst of this flock of sheep was a lion, fleeing like the sheep at the approach of danger. He tried to get near the sheep-lion, to tell it that it was not a sheep but a lion; but the poor animal fled at his approach. However, he watched his opportunity and one day found the sheep-lion sleeping. He approached it and said, "You are a lion." "I am a sheep," cried the other lion and could not believe the contrary but bleated. The lion dragged him towards a lake and said, "Look here, here is my reflection and yours." Then came the comparison. It looked at the lion and then at its own reflection, and in a moment came the idea that it was a lion. The lion roared, the bleating was gone. You are lions, you are souls, pure, infinite, and perfect. The might of the universe is within you.

"This is one great point to understand, and, my friends, my brethren – no good comes out of the man who day and night thinks he is nobody. If a man, day and night, thinks he is miserable, low, and nothing, nothing he becomes. If you say yea, yea, "I am, I am", so shall you be; and if you say "I am not", think that you are not, and day and night meditate upon the fact that you are nothing, ay, nothing shall you be. That is the great fact which you ought to remember.

"Believe in that infinite soul, the infinite power, which, with consensus of opinion, your books and sages preach. That Atman which nothing can destroy, in It is infinite power only waiting to be called out. For here is the great difference between all other philosophies and the Indian philosophy. Whether dualistic, qualified monistic, or monistic, they all firmly believe that everything is in the soul itself; it has only to come out and manifest itself.

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

Swami Vivekananda in Gujarat
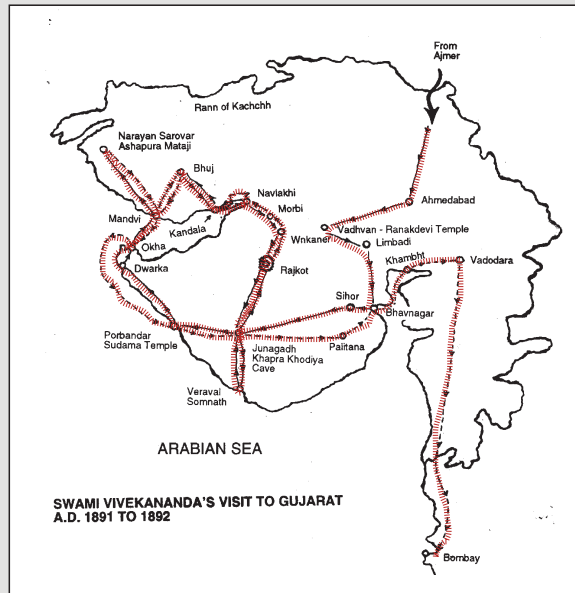
During his tour of Gujarat, Swami Vivekananda came in contact with some of the most prominent Gujarati personalities of those days and exerted a great influence on many of them.

Swami Vivekananda visited Gujarat during his Bharat Parikrama in 1891-92, long before his appearance on the world-stage at Chicago.

Thakore Saheb of Limbdi Shri Yashwantsinhji, Maharaja of Bhavanagar Shri Takhtsinhji, Maharaja of Bhuj Shri Khengarji III, Maharaja of Porbandar Shri Vikamatji, Maharaja of Baroda Shri Sayaji Rao Gaekwad, Dewan of Junagadh Shri Haridas Viharidas Desai, Administrator of Porbandar Shri Shankar Pandurang Pandit, Dewan of Kutch Shri Motichand Lalchand, Dewan of Baroda Shri Manilal Jashbhai, the great Gujarati Scholars Shri Mansukhram Tripathi and Shri Manibhai N. Dwivedi, the great philanthropist Shri Lalshankar Umiashankar Trivedi, all of them became great friends and admirers of Swami Vivekananda and some of them became even his disciples.

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.