
Scenario-based Learning

Leadership Training for Students and Job Seekers

Introduction

Getting to know each other

- Name
- Line of work
- What is one thing in your life that you would not want to change?



Scenario-based Learning

Ground Rules



- Punctuality
- Respect each other
- Mobile phones should be silent
- Active participation
- COVID-19 protocols
- Have fun!



What do you expect from this training

- Five scenarios
- 2 days training (2 hrs. each)
- Role Playing and Analysis (Role play followed by analysis of root causes and provide solutions)

SCENARIO ONE UNCOOPERATIVE OPERATOR



Role Play: Uncooperative Operator

Preparation for the Role Play

For this role play we need nine participants voluntarily.

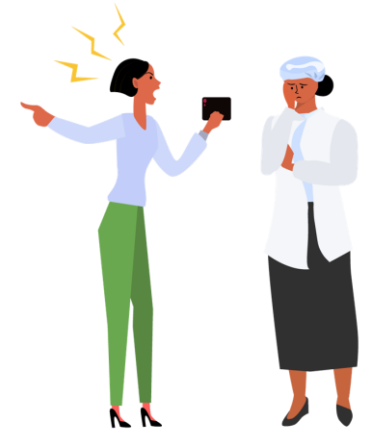
- ✓ 1 Line Supervisor
- ✓ 5 Existing Operators in the Line
- ✓ 1 New operator
- ✓ 1 Line Manager and
- ✓ 1 HR Manager.

The remaining of you will be observer and take notes for later discussion

The role playing scenario for each respective role players is stated in the Activity Handout



Operator



Line Supervisor



Line Manager



HR Manager

Time allowed: 2 hrs.

Role Play: Uncooperative Operator

Instruction for New Operator

Background

- Recently you are transferred to a new production line and you are not interested in the new line and became uncooperative operator.
- READ THE DETAIL SCRIPT FROM BACKGROUND PART OF THE HANDOUT

Your character

- You will demonstrate what uncooperative worker would do in the production line.
- READ THE DETAIL SCRIPT FROM ROLE PLAYING PART OF THE HANDOUT

Role play

You will conduct a role play which includes:

- Your conversation with the old supervisor about moving to the new line
- Your work related conversation with the new line supervisor
- READ THE DETAIL SCRIPT FROM THE HANDOUT. Sample conversation are provided in the script and you can use your own speech. Make sure your conversation convey the intended message
- Move to your assigned role playing area
- Based on the script role play

Your Script

Background

You have been working for long in Line four as trouser back rise stitchery. You were very much happy working in this line and you believe the line is the most important in the factory. Your supervisor told you that you will be replacing an absent operator in a new line. *“Hi Sleam, you will be moving to Line two in place of a sick operator who is absent from her job”*. Though you are not interested, your supervisor told you it is a must to join the new line.

You moved to the new line and you are assigned to back pocket stitching operation immediately. The new supervisor’s orders are very brief: *“You will be doing a back pocket sticking work”, “I do not accept substandard performance in any way”, “Now go and start your work”.....*

Now your earlier fear has deepened because; Back pocket stitching is not something you specialized on, there is no on-boarding session, there is no introduction with the existing operators, and there is no technical training offered to you about the new task you are assigned.

On top of this, the line supervisor is restless and did not give you enough time to catch up the specialized operators in the line.

Role Play (Some hints for this scene):

Scene 1: Moving to New Line

- Facially show that moving to a new line is shocking for you
- Tell your supervisor it will be difficult for you in the new line for the following reason:
 - You know no one in the new line including the supervisor
 - You believe your current role and line is the critical for the company success, nothing else
 - You do not know what kind of work you will be assigned to in the new line

Scene 2: Operating in the new Line

- Facially show your frustration and low motivation
- Work slowly and move slowly
- Yawn and show that you are not interested in working here
- Commit errors in the operation
- Get distracted when the supervisor become hard on you

Respond to the line supervisors hard talk carelessly

Role Play: Uncooperative Operator

Instruction for Line Supervisor

Background

- Recently you brought a new operator from other Line who happens to be uncooperative to replace one of your absent Operator.
- READ THE DETAIL SCRIPT FROM BACKGROUND PART OF THE HANDOUT

Your character

- You will demonstrate what an under pressure Line supervisor who is unhappy about new operators performance would do in the production line.
- READ THE DETAIL SCRIPT FROM ROLE PLAYING PART OF THE HANDOUT

Role play

You will conduct a role play which includes:

- Phone conversation with other supervisor for getting a free Operator
- Performance discussion with the new operator
- READ THE DETAIL SCRIPT FROM THE HANDOUT. Sample conversation are provided in the script and you can use your own speech. Make sure your conversation convey the intended message
- Move to your assigned role playing area
- Based on the script role play

Your Script

Background

Assume you are a supervisor for men pants making line in XYZ Factory. The back pocket stitching operator informed you about her sickness and she will be absent for next two weeks.

You brought a new operator from other Line who happens to be uncooperative. She did not become the kind of productive operator you wished for. She is less motivated, slow and exerts little effort to cope up with other operators in the line. As a result the productivity of the line went down.

The production manager is not happy about this issue. He made it clear that your line's current performance is unacceptable and you are directly responsible for it.

In the meantime, the operator has not shown improvement and her performance is going down further. You complained this issue for HR Manager, who told you, she will be sent for training. You are indifferent about the proposed solution

Role Play (Some hints for this scene):

Scene 1: On boarding the new operator

- Contact the 4th line supervisor to send you someone.
- Receive the operator who joined your team from Line 4.
- Inform her to be very productive and catch up with other operators in the line using the following words
 - "You will be doing a back pocket sticking work"
 - "I do not accept substandard performance in any way"
 - "Now go and start your work"

Scene 2: Productivity Problem

Walk around and supervise while the productio

Role Play: Uncooperative Operator

Instruction for Operation Manager

Background

- You have noticed a serious performance set back in the last two days in Line 2. You called the supervisor and gave him a warning about his line's poor performance.
- READ THE DETAIL SCRIPT FROM BACKGROUND PART OF THE HANDOUT

Your character

- You will demonstrate what a dissatisfied Operation Manager can say and do to a responsible Line Supervisor.
- READ THE DETAIL SCRIPT FROM ROLE PLAYING PART OF THE HANDOUT

Role play

You will conduct a role play which includes:

- Strong Performance discussion with the Line Supervisor
- READ THE DETAIL SCRIPT FROM THE HANDOUT. Sample conversation are provided in the script and you can use your own speech. Make sure your conversation convey the intended message
- Move to your assigned role playing area
- Based on the script role play

Your Script

Background

You have noticed a serious performance set back in the last two days in Line 2. You feel that the line supervisor is responsible for it and the line supervisor understand serious and hard speech only. You called the supervisor and gave him a warning about his line's poor performance.

Role Play (Some hints for this scene):

- Be hard on the line supervisor
- Blame him and him alone
- When he tries to justify interrupt him and tell him if things continue, he will be fired
- Stress you want a significant improvement in the coming days, unless the outcome will be bad for the line supervisor.

Role Play: Uncooperative Operator

Instruction for Operation Manager

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- When he tries to justify interrupt him and tell him if things continue, he will be fired
- Stress you want a significant improvement in the coming days, unless the outcome will be bad for the line supervisor.

Role Play: Uncooperative Operator

Instruction for HR Manager

Background

- Line supervisor 2 brought to your attention that an operator who was brought to replace a pocket sticker is performing poor.
- READ THE DETAIL SCRIPT FROM BACKGROUND PART OF THE HANDOUT

Your character

- You will demonstrate what a careless HR Manager do.
- READ THE DETAIL SCRIPT FROM ROLE PLAYING PART OF THE HANDOUT

Role play

You will conduct a role play which includes:

- Discussion with the Line Supervisor about the problem and proposed solution
- READ THE DETAIL SCRIPT FROM THE HANDOUT. Sample conversation are provided in the script and you can use your own speech. Make sure your conversation convey the intended message
- Move to your assigned role playing area
- Based on the script role play

Your Script

Background

Line supervisor 2 brought to your attention that an operator who was brought to replace a pocket sticker is performing poor. He asked you to find a solution. You think that this operator should get technical training to improve her performance. Accordingly, you ordered your training officer to arrange training session for her among other poor performers.

Role Play (Some hints for this scene):

- Do not spend much time on this case

Be hasty to recommend training for the problem

Role Play: Uncooperative Operator

Instruction for Observers (The remaining training participants)

Your character

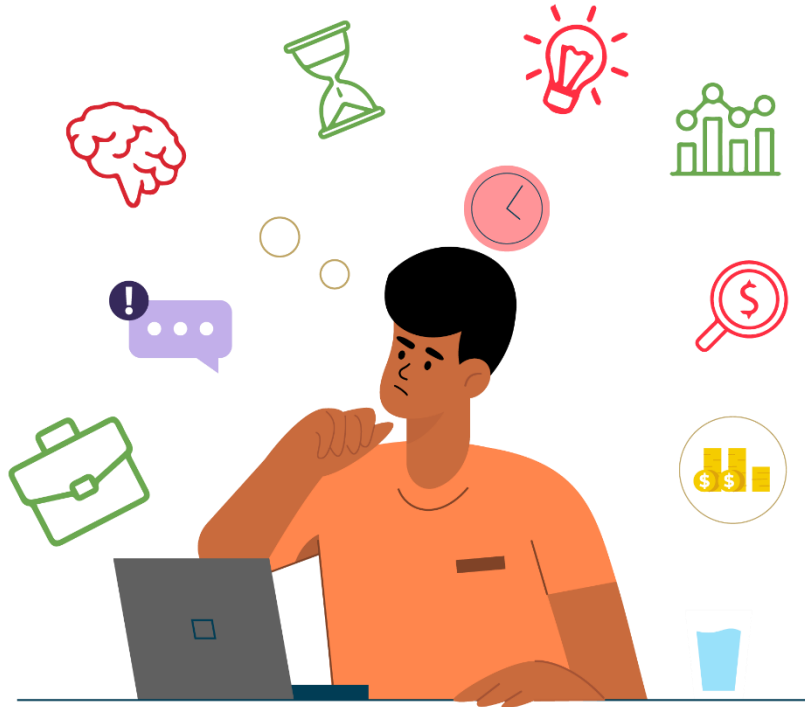
- You are the observer of the role play.
- Note down critical points that demonstrate the characteristics of uncooperative operator and others role players crew.
- Based on what you observed on the role play, there will be a follow up group discussion.

Instruction for Group Discussion

1. Form a group of five observers and one person from the group will present back to the other groups.
2. Based on the role playing characters you observed identify the core elements went wrong in the factory
3. Evaluate what has been done differently by each Operator, Line Supervisor, Line Manager, and Human Resource Manager to make things better.
4. Propose solutions for each problems identified. Make sure the solutions fit the context.
5. Select one of the group member to present the problems sought and solutions proposed.

Scenario One: Uncooperative operator

Root Cause



Individual's commitment to business cause

Worker's limited understanding about her role

Lack of proper communication

Lack of training

Scenario One: Uncooperative Operator

Summary

Root cause



Individual's commitment to business cause

Worker's limited understanding about her role

Lack of proper communication

Lack of training

Set expectations about line movement

Communicate the overall business goal

Treat workers with respect

Properly provide and receive feedback

Proper training and orientation

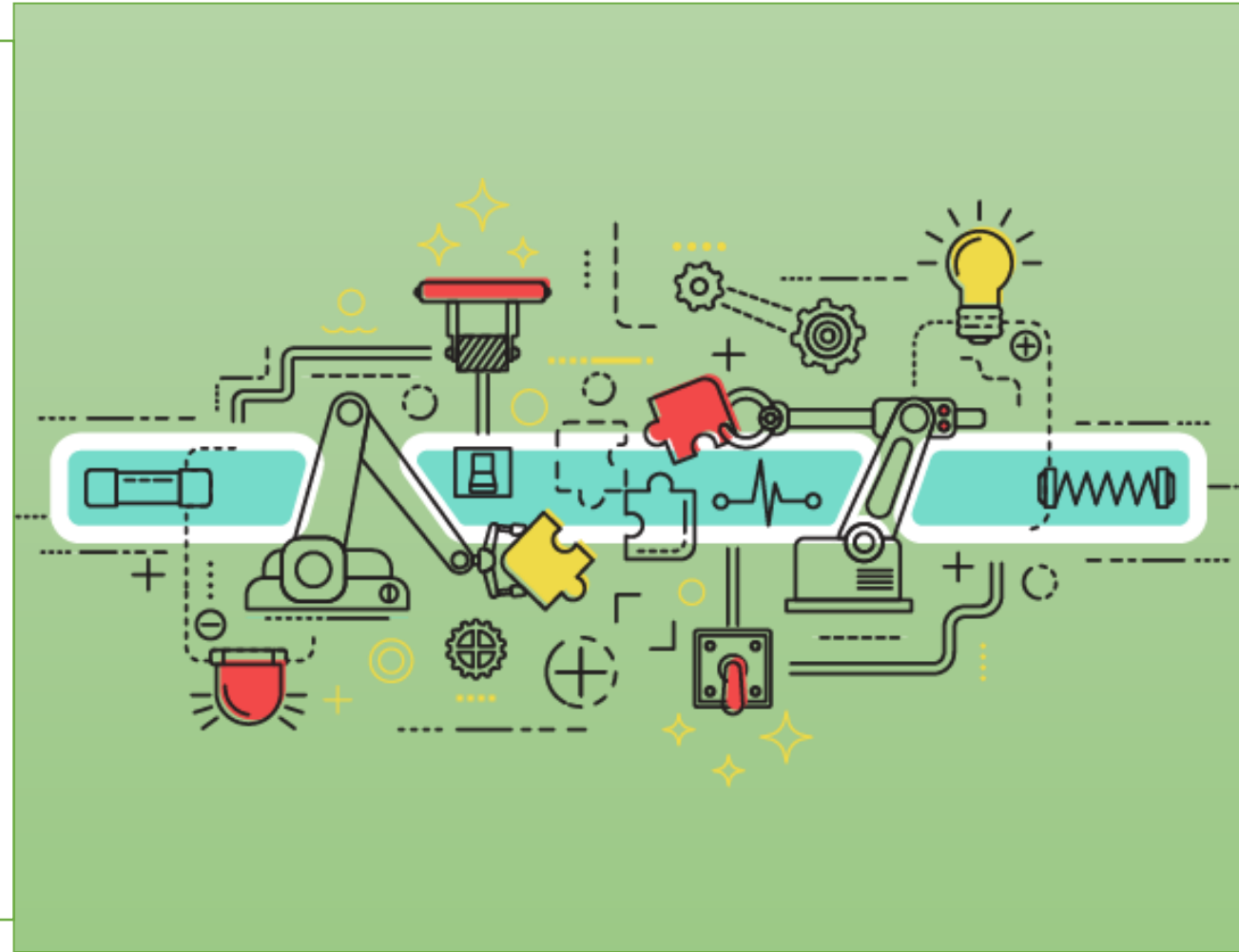
Solutions



Scenario One: Uncooperative Operator

Moving Across Line

- The possibilities of moving across lines should be mentioned at an early stage, e.g., induction period.
- And this can be strengthened by encouraging workers to move across lines for small operations (this could be within the same line they are accustomed to).
- then have them move to a different line when needed.
- Ask supervisors the set of skills operators could learn by moving across line.



Scenario One: Uncooperative Operator

Good Supervisor



Believes in communication

Shows empathy and compassion

Approachable

Values each worker

Scenario One: Uncooperative Operator

Good Supervisor



Gives positive feedback

Gives constructive criticism

Addresses conflicts wisely

Scenario One: Uncooperative Operator

Though Supervisor

Not communicative

Mechanical

Irritable

Shows no respect



Scenario One: Uncooperative Operator

Though Supervisor

Only gives negative feedback

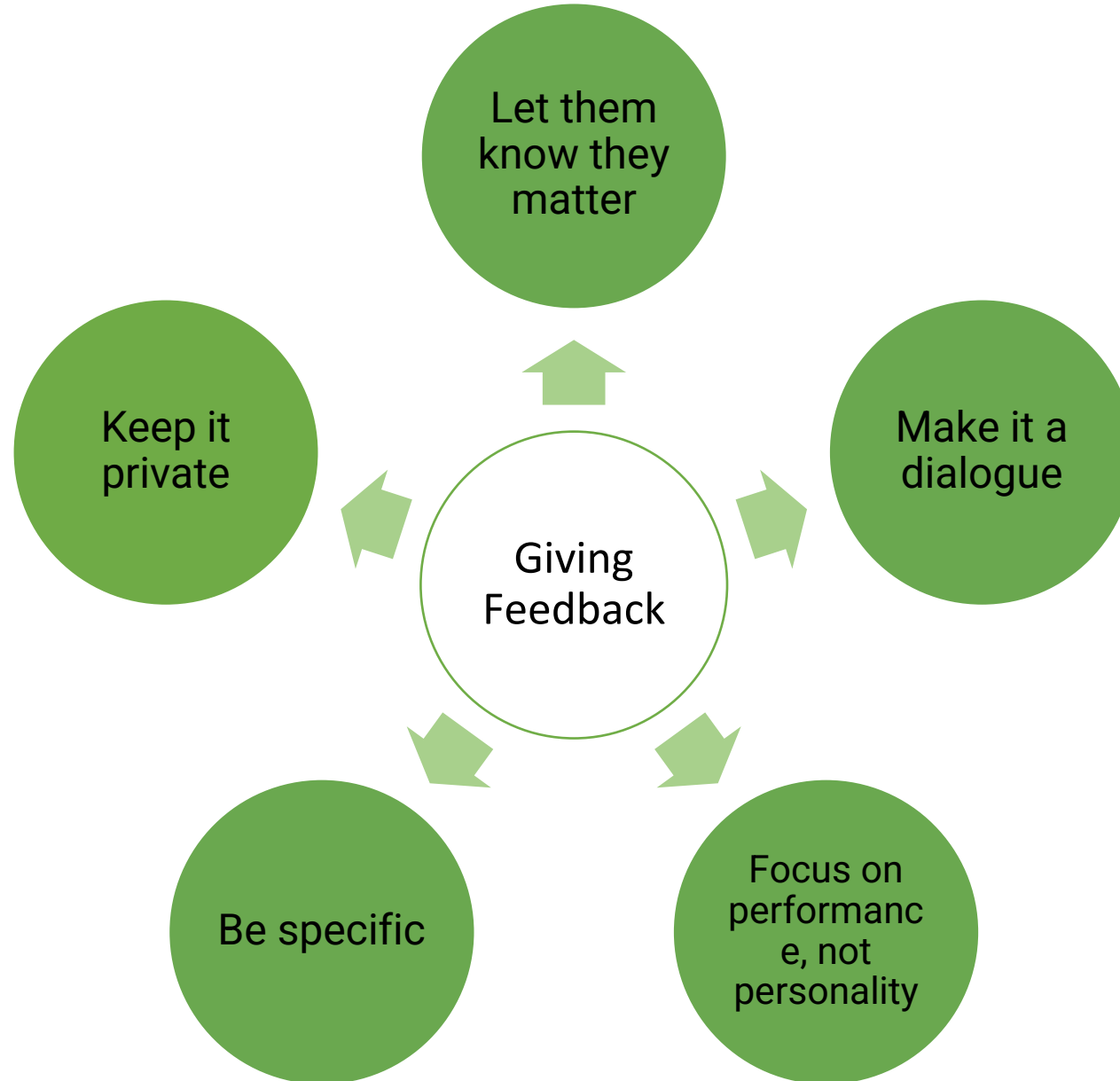
Blames

Always Escalates conflicts



Scenario One: Uncooperative Operator

Giving Feedback



**SCENARIO TWO
DIFFICULT RELATIONSHIPS**



Role Play: Difficult Relationships

Preparation for the Role Play

For this role play we have nine participants voluntarily.

- ✓ 1 Line Supervisor
- ✓ 6 Operators in the Line
- ✓ 1 Line Manager and
- ✓ 1 General Manager.

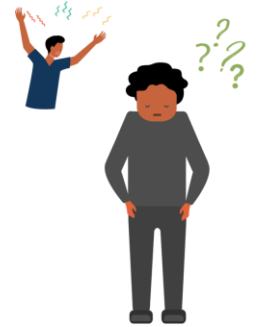
The remaining of you will be observer and take notes for later discussion

The role playing scenario for each respective role players is stated in the Activity Handout

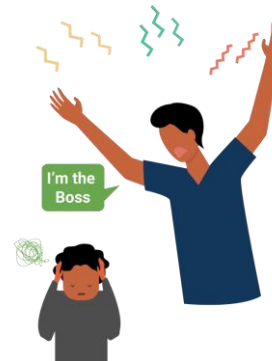
Time allowed: 2 hrs.



Operators



Line Supervisor



Line Manager



General Manager

Role Play: Difficult Relationships

Instruction for Operators

Background

- The newly assigned line supervisor has a language barrier to communicate and you are facing difficulty of understanding each other.
- READ THE DETAIL SCRIPT FROM BACKGROUND PART OF THE HANDOUT

Your character

- You will demonstrate what it looks like to communicate with supervisor who barely understands your language.
- READ THE DETAIL SCRIPT FROM ROLE PLAYING PART OF THE HANDOUT

Role play

You will conduct a role play which includes:

- Your work related conversation with the new line supervisor
- READ THE DETAIL SCRIPT FROM THE HANDOUT. Sample conversation are provided in the script and you can use your own speech. Make sure your conversation convey the intended message
- Move to your assigned role playing area
- Based on the script role play

Your Script

Background

Recently, a new line supervisor is assigned to you. The line supervisor badly knows the local language and you have difficult time to communicate. His instructions are not clear. These have impacted your productivity. Sometimes you hear him shouting on you but do not understand what he wanted to say.

Role Play (Some hints for this scene):

- Demonstrate your difficulty of understanding his language both facially and verbally
- Verbally use words like
 - “What, can you say it again”
 - “I did not understand what you are saying”
 - Start side talk asking another operators
 - “Did you understand”
 - “What is he saying”

Facially show confusion

Role Play: Difficult Relationships

Instruction for Line Supervisor

Background

- You are newly assigned line manager to a production line where 40 operators. The operators have little understanding of your language and while you also have little understanding of their language. Because of this, the line is less productive compared production manager's expectation.
- READ THE DETAIL SCRIPT FROM BACKGROUND PART OF THE HANDOUT

Your character

- You will demonstrate what an under pressure Line supervisor who has language difficulty and faced a difficult relationship with the Line Manager would do in the production line.
- READ THE DETAIL SCRIPT FROM ROLE PLAYING PART OF THE HANDOUT

Role play

You will conduct a role play which includes:

- Work discussion with Operators
- Performance discussion with the Line Manager and General Manager
- READ THE DETAIL SCRIPT FROM THE HANDOUT. Sample conversation are provided in the script and you can use your own speech. Make sure your conversation convey the intended message
- Move to your assigned role playing area
- Based on the script role play

Your Script

Background

You are new to XYZ Garment factory and you are assigned to a production line where 40 operators work. The operators have little understanding of your language and while you also have little understanding of their language. You were caught by surprise about this language difficulty. They barely understand your directions and feedbacks. Because of this, the line is less productive compared production manager's expectation.

The Line Manager is bossy in its very nature; you have unpleasant conversation about the productivity problem. His management style has become a source of concern for you. He is too bossy and is not interested to listen to what you have to say. In the middle of this situation, you have received a call for discussion from the General Manager.

Later in the day, the Line Manger told you to talk to the General Manager. Accordingly you went to the General Manager office. You are bit nervous and curious. You know something is wrong especially your line manager might have told something wrong to the general manager. The issue may cost you your job. However, up on your arrival what you noticed is different. The General Manager was Listener, welcoming and gave you very interesting advices. Finally you have taken advices from the meeting.

You returned to your workplace and implemented the General Managers advice and to your surprise it worked out. As a result, your relationship with the Line Manager improved. The productivity of your line also improved very well.

Role Play (Some hints for this scene):

Scene 1: Talking to Operators

- Demonstrate you have a language difficulty in your conversation with the Operation Manager and Operators.
- In your conversation (Giving instructions and so on) with Line operators, speak loudly and hard.

Scene 2: Talking to Line Manager

- Show your frustration on the bossy nature of the manager facially

In your conversation with the Line Manager, respond as stated below. *(You can modify your part*

Role Play: Difficult Relationships

Instruction for Operation Manager

Background

- You have recently hired a new Line supervisor. The new Line supervisor does not meet your expectation and you are dissatisfied about his performance. Up on the fifth day of his stay, you went through a serious conversation with him.
- READ THE DETAIL SCRIPT FROM BACKGROUND PART OF THE HANDOUT

Your character

- You will demonstrate what a dissatisfied Operation Manager can say and do to a responsible Line Supervisor.
- READ THE DETAIL SCRIPT FROM ROLE PLAYING PART OF THE HANDOUT

Role play

You will conduct a role play which includes:

- Strong Performance discussion with the Line Supervisor
- READ THE DETAIL SCRIPT FROM THE HANDOUT. Sample conversation are provided in the script and you can use your own speech. Make sure your conversation convey the intended message
- Move to your assigned role playing area
- Based on the script role play

Your Script

Background

You have recently hired a new Line supervisor. The new Line supervisor does not meet your expectation and you are dissatisfied about his performance. Up on the fifth day of his stay, you went through a serious conversation with him.

One day passed situations stay the same. You reported to the General Manager as the Line Supervisor is unfit to the company and you need him to be fired and substituted with someone who is fit for the job.

You were expecting the Line Manager will be fired. But the General Manager made the Line Supervisor to continue in his position. He told you that the he has given him important advice and the supervisor will be different now.

That is exactly what happened when the supervisor returned to his job. He became attentive listener, learner, appreciative of the feedbacks you give, and many improvements which in turn reflected on the improved productivity.

Role Play (Some hints for this scene):

- Scene 1: Discussion with Line Supervisor
- Clearly demonstrate your frustration in the new line in your conversation with him
- Stay bossy in your conversation, since you believe work can be accomplished if the manager is bossy enough
- Use the following conversation in your discussion with the line supervisor (*You can modify your part of the conversation for your comfort but has to reflect the intention of the following conversation*)
 - Manager: "Since your arrival this line has become completely unproductive"
 - Supervisor: "I know the problem is...."
 - Manager: "Come on don't try to explain the problem to me. The problem is you. You are unfit to this work"
 - Supervisor: "That is not the case...."

Manager: "I am the boss here. Just listen to me. If I don't see improvement in the coming two days, I will recommend your dismissal since you will be unfit to the position if there is

Role Play: Difficult Relationships

Instruction for General Manager

Background

- You have received a complaint from Line Manager about a newly hired line supervisor. You know the Line manager is kind of bossy from past experience and has an issue in his human relation skill though he is the best in terms of technical skill.
- READ THE DETAIL SCRIPT FROM BACKGROUND PART OF THE HANDOUT

Your character

- Your role is to fill the Line Managers gap since he wasn't able to improve his human relation skill.
- READ THE DETAIL SCRIPT FROM ROLE PLAYING PART OF THE HANDOUT

Role play

You will conduct a role play which includes:

- Discussion with the Line Supervisor and Line Manager
- READ THE DETAIL SCRIPT FROM THE HANDOUT. Sample conversation are provided in the script and you can use your own speech. Make sure your conversation convey the intended message
- Move to your assigned role playing area
- Based on the script role play

Your Script

Background

You have received a complaint from Line Manager about a newly hired line supervisor. You know the Line manager is kind of bossy from past experience and has an issue in his human relation skill though he is the best in terms of technical skill. Your role is to fill the Line Managers gap since he wasn't able to improve his human relation skill.

Role Play (Some hints for this scene):

You have the following conversation with him: *You can modify your part of the conversation for your comfort but has to reflect the intention of the following conversation*

- *Line Manager: Good Afternoon (Name of the General Manager).*
- *General Manager: Good Afternoon.....(Name of the Line Manager)*
- *Line Manager: Hi Sir, I am here to complain about the new supervisor hire*
- *General Manager: Ok, go ahead, what happened*
- *Line Manager: The new supervisor is completely unfit Sir. We need someone else. He don't listen what I have to say. He is so lazy*
- *General Manager: Can you tell me what happened exactly*
- *Sir, he is so annoying. He doesn't listen to what I say. He is unproductive and unfit. We need to fire him immediately.*

Role Play: Difficult Relationships

Instruction for Observers (The remaining training participants)

Your character

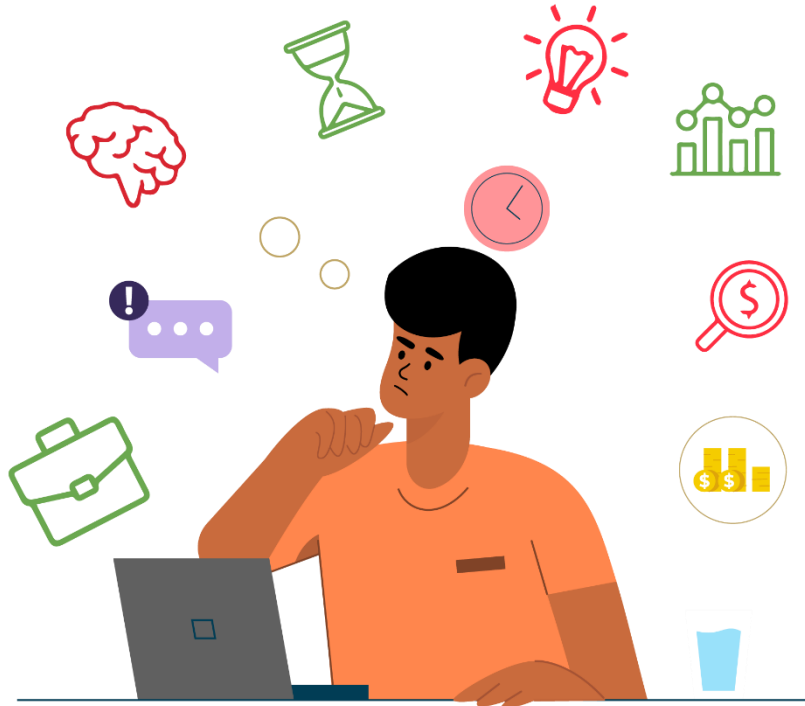
- You are the observer of the role play.
- Note down critical points that demonstrate the difficult relationships and others role players crew.
- Based on what you observed on the role play, there will be a follow up group discussion.

Instruction for Group Discussion

1. Form a group of five observers and one person from the group will present back to the other groups.
2. Based on the role playing characters you observed identify the core elements went wrong in the factory
3. Evaluate what has been done differently by Line Supervisor and Line Manager to make things better.
4. Propose solutions for each problems identified. Make sure the solutions fit the context.
5. Select one of the group member to present the problems sought and solutions proposed.

Scenario Two: Difficult Relationships

Root Cause



Bad communication

Impatient line manager

Weak leadership skill

Company culture

Scenario Two: Difficult Relationships

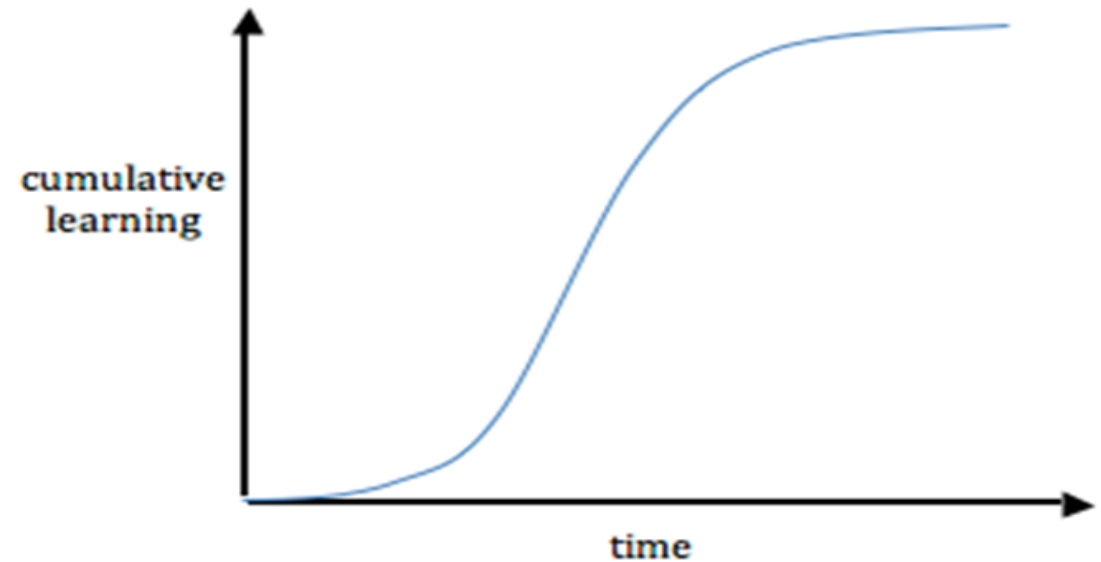
Summary



Scenario Two: Difficult Relationships

Learning Curve

- Everyone goes through a learning curve when starting a new role. They get better with time.
- Be patient with new employees as they need sometime to be familiar to the workplace and their role.



Scenario Two: Difficult Relationships

For effective communication



Listen attentively



Use appropriate language



Use appropriate body language



Be open-minded



Use the right medium of communication



Be respectful

Scenario Two: Difficult Relationships

Better management approach

- Frequently assess and engage with workers
- Do not be hostile, insulting or stubborn
- Leaders should be reliable
- Subordinates should feel comfortable and confident to approach superiors
- Aim to resolve challenges
- Humane connections



SCENARIO THREE TECHNICIAN CONFIDENCE



Role Play: Technician Confidence

Preparation for the Role Play

For this role play we need three participants voluntarily.

- ✓ 1 Garment Technician
- ✓ 1 Expat
- ✓ 1 Line Supervisor

The remaining of you will be observer and take notes for later discussion

The role playing scenario for each respective role players is stated in the Activity Handout

Time allowed: 2 hrs.



Garment Technician



Line Supervisor



Expat

Role Play: Technician Confidence

Instruction for Garment Technician

Background

- You have been working a machine maintenance work under the guidance of an expat. Now the expat has left the country and in the first week since the expat left you are requested to fix a broken machine by the Sewing Supervisor.
- READ THE DETAIL SCRIPT FROM BACKGROUND PART OF THE HANDOUT

Your character

- You will demonstrate a Garment technician that has a confidence problem to work independently.
- READ THE DETAIL SCRIPT FROM ROLE PLAYING PART OF THE HANDOUT

Role play

You will conduct a role play which includes:

- Your work related conversation with the line supervisor
- READ THE DETAIL SCRIPT FROM THE HANDOUT. Sample conversation are provided in the script and you can use your own speech. Make sure your conversation convey the intended message
- Move to your assigned role playing area
- Based on the script role play

Your Script

Background

You are a garment technician working in XYZ garment factory. So far in your experience you have been working a machine maintenance work under the guidance of an expat. You have never been encouraged to make ready yourself for succession of the expat. Now the expat has left the country and in the first week since the expat left you are requested to fix a broken machine by the Sewing Supervisor.

Finally the sewing supervisor would encourage you to handle the situation. She would show you the confidence she has on you. Once you have got the minimum level of confidence on you from the supervisor and also granted the freedom to work independently

Your role will do everything to demonstrate your low level of confidence to do the maintenance task without the presence of the expat and later on fixing the machine.

Role Play (Some hints for this scene):

- Listen the request carefully
- Tell the supervisor, you have never done this before without the expats presence and/or approval
- Tell her you do not want to take a risk of failure and become liable to the outcome

Post your discussion with the supervisor, fix the machine and show to all participants that you do not have a technical skill gap.

Role Play: Technician Confidence

Instruction for Line Supervisor

Background

- You have closely followed the maintenance tasks the local technician has conducted in the past and you know he has got the necessary technical skill to conduct simple to complex machine maintenance task. This technician has a confidence problem to work independently.
- READ THE DETAIL SCRIPT FROM BACKGROUND PART OF THE HANDOUT

Your character

- You will support the technician to gain his confidence and work independently.
- READ THE DETAIL SCRIPT FROM ROLE PLAYING PART OF THE HANDOUT

Role play

You will conduct a role play which includes:

- Coaching discussion with the Technician
- READ THE DETAIL SCRIPT FROM THE HANDOUT. Sample conversation are provided in the script and you can use your own speech. Make sure your conversation convey the intended message
- Move to your assigned role playing area
- Based on the script role play

Your Script

Background

You have closely followed the maintenance tasks the local technician has conducted in the past and you know he has got the necessary technical skill to conduct simple to complex machine maintenance task. However, since the expat maintenance expert left, you have encountered the first machine breakdown and your line is down. You have contacted the local maintenance person to fix the problem who is unwilling to conduct a maintenance task alone without the expats presence. Based on what you have seen in the past you are very sure he can handle this task. You have known that the problem is low level of confidence the technician has as a result of expats high level of dominance in the past. Your role is to build the confidence of the local technician.

Role Play (Some hints for this scene):

- Take the local technician to a place where no one listens your conversation
- Tell him, you have been following his performance in the past and you know he can do it
- You even believe that his performance is parallel to the expat given his exposure and context knowledge

Tell him you will take the risk if anything went wrong in the process because you know he can do it 100% right

Role Play: Technician Confidence

Instruction for Expat

Background

- You were working as an expert garment technician where you have been working with a local technician. You have over watched and at times engaged directly in the maintenance task. Though you know you will be leaving soon, you are careless to create that sense of confidence on him because you fill that is not your duty and it is up to the company to worry about that.
- READ THE DETAIL SCRIPT FROM BACKGROUND PART OF THE HANDOUT

Your character

- You will demonstrate what a careless expat who does not coach his subordinate for the next level.
- READ THE DETAIL SCRIPT FROM ROLE PLAYING PART OF THE HANDOUT

Role play

You will conduct a role play which includes:

- Work relationship with the Local Garment Technician
- READ THE DETAIL SCRIPT FROM THE HANDOUT. Sample conversation are provided in the script and you can use your own speech. Make sure your conversation convey the intended message
- Move to your assigned role playing area
- Based on the script role play

Your Script

Background

You were working as an expert garment technician where you have been working with a local technician. You have over watched and at times engaged directly in the maintenance task. Though the local technician is fit to handle maintenance by himself, you have never built that kind of confidence in him. You always want a go ahead for the works he has done either immediately or later on. You know he lacks confidence for full independence. Though you know you will be leaving soon, you are careless to create that sense of confidence on him because you fill that is not your duty and it is up to the company to worry about that.

Role Play (Some hints for this scene):

- Tell the local technician you will check everything he does since you do not want to take risk
- Tell the local technician, to inform you before doing any kind of (be it simple or complex) machine maintenance.

Remind him always that you will check at any time the maintenance tasks he has done even after the machine is up and running

Role Play: Technician Confidence

Instruction for Observers (The remaining training participants)

Your character

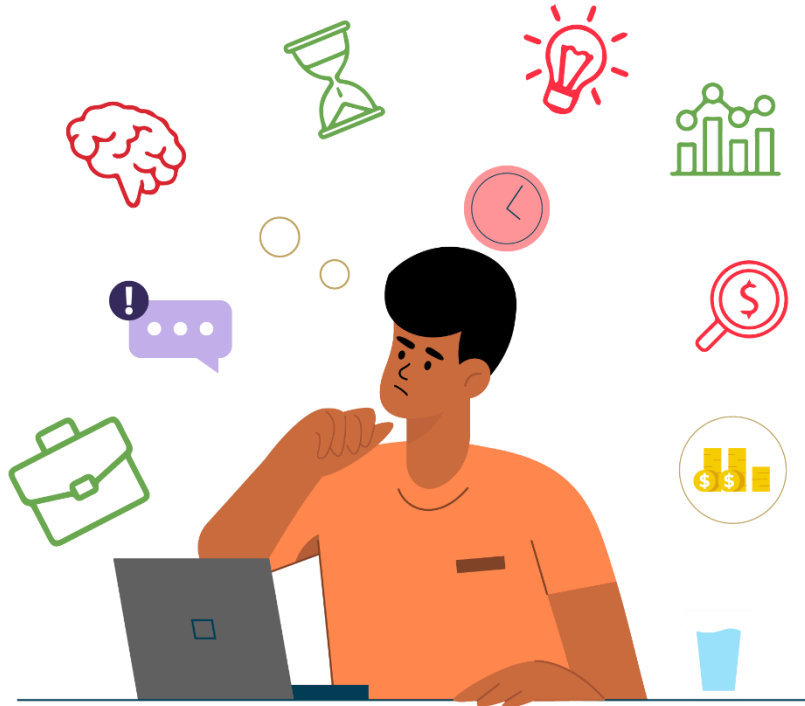
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4. Propose solutions for each problems identified. Make sure the solutions fit the context.
5. Select one of the group member to present the problems sought and solutions proposed.

Scenario Three: Technician Confidence

Root Cause



Worker was always under expat supervision

Lack of confidence

Unclear expectation

Lack of encouragement from expat

Scenario Three: Technician Confidence

Summary

Root cause



Worker was always under expat supervision

Understanding supervisor

Lack of confidence

Manage conflicts wisely

Unclear expectation

Motivate workers to be independent

Lack of encouragement from expat

Mentorship

Solutions

Scenario Three: Technician Confidence

Encouraging independence

Remind workers of
their achievements

Lead by example

Begin small

Reward

Be patient

Scenario Three: Technician Confidence

Managing conflicts wisely



Be private



Listen carefully



Be calm and don't
be defensive



Aim to resolve
the problem



Clear articulation
of goal

SCENARIO FOUR QUALITY PASSES



Role Play: Quality Passes

Preparation for the Role Play

For this role play we need four participants voluntarily.

- ✓ 1 Line Quality Supervisors
- ✓ 1 Quality Assurance Team Supervisor
- ✓ 1 Shipping Department Manager
- ✓ 1 General Manager

The remaining of you will be observer and take notes for later discussion

The role playing scenario for each respective role players is stated in the Activity Handout

Time allowed: 2 hrs.



Role Play: Quality Passes

Instruction for Line Quality Supervisors

Background

- You are a Line quality supervisor and have traced defected products and took out those products for rework. However, the production manager told you to be flexible as they are very tight in meeting the deadlines.
- READ THE DETAIL SCRIPT FROM BACKGROUND PART OF THE HANDOUT

Your character

- You will demonstrate a careless quality supervisor to order rework of defective products.
- READ THE DETAIL SCRIPT FROM ROLE PLAYING PART OF THE HANDOUT

Role play

You will conduct a role play which includes:

- Work related conversation with the line supervisor
- READ THE DETAIL SCRIPT FROM THE HANDOUT. Sample conversation are provided in the script and you can use your own speech. Make sure your conversation convey the intended message
- Move to your assigned role playing area
- Based on the script role play

Your Script

Background

You are a Line quality supervisor who is responsible to detect defective products in the women t-shirt making line. The products are fashion products and there is a tense deadline to satisfy the purchase orders set by the company's loyal customers. You have traced defected products and took out those products for rework. However, the production manager told you to be flexible as they are very tight in meeting the deadlines. You did not let those products go to the next level but when you see the production manager's situation and demand, you let those products pass thinking that they are insignificant in terms of quantity.

Role Play (Some hints for this scene):

- Check every product seriously
- Identify the defective items and demand the line supervisor to re-work
- Production manager showed up in your quarrel with the line supervisor
- Raise the issue to the attention of the production manager.
- In your discussion you have noticed that the production manager wants no interruption because of some defects.
- Allow the defective products to pass.
- Next time become a lenient in quality checking and let some level of defects pass though you noticed

Role Play: Quality Passes

Instruction for Quality Assurance Team Supervisor

Background

- You identified a defective products but the management has put pressure on you to let it go .
- READ THE DETAIL SCRIPT FROM BACKGROUND PART OF THE HANDOUT

Your character

- You will demonstrate accepting unnecessary pressure from the management to pass defective products.
- READ THE DETAIL SCRIPT FROM ROLE PLAYING PART OF THE HANDOUT

Role play

You will conduct a role play which includes:

- Work related conversation with the line supervisor and general manager.
- READ THE DETAIL SCRIPT FROM THE HANDOUT. Sample conversation are provided in the script and you can use your own speech. Make sure your conversation convey the intended message
- Move to your assigned role playing area
- Based on the script role play

Your Script

Background

You are responsible to lead the final quality assurance task. You clearly know the product specification of each Purchase Order. However, you came across products that fail to meet those specifications and standards. You wondered how these products passed the line quality supervisor and rejected all of it. You received a call from the General Manager to visit his office.

Up on your arrival you noticed that the General manager and Shipping Department Manager are waiting for you. In your conversation you noticed that the GM and Shipping Manager are very much stressed to supply the PO set by customers. The GM said

“It would be very much luxury to reject those products your team identified. It will have a dire consequence to our company. We cannot supply on time”.

The Shipping manager in his side raised his concern about the cost escalation if there is a delay since the trucks transporting the products have already arrived. Any shipment delay will cost the company additional logistics cost.

Role Play (Some hints for this scene):

- Initially stay firm in rejecting the product

Later on when you see the General Manager has an indirect order for you to let those products, accept it.

Role Play: Quality Passes

Instruction for Shipping Department Manager

Background

- You are working as shipping manager and you are not comfortable with quality assurance team. You feel like this unit is affecting the performance of the company.
- READ THE DETAIL SCRIPT FROM BACKGROUND PART OF THE HANDOUT

Your character

- You will demonstrate accepting unnecessary pressure from the management to pass defective products.
- READ THE DETAIL SCRIPT FROM ROLE PLAYING PART OF THE HANDOUT

Role play

You will conduct a role play which includes:

- Work related conversation with the line Quality Supervisor.
- READ THE DETAIL SCRIPT FROM THE HANDOUT. Sample conversation are provided in the script and you can use your own speech. Make sure your conversation convey the intended message
- Move to your assigned role playing area
- Based on the script role play

Your Script

Background

You are responsible to lead the final quality assurance task. You clearly know the product specification of each Purchase Order. However, you came across products that fail to meet those specifications and standards. You wondered how these products passed the line quality supervisor and rejected all of it. You received a call from the General Manager to visit his office.

Upon your arrival you noticed that the General manager and Shipping Department Manager are waiting for you. In your conversation you noticed that the GM and Shipping Manager are very much stressed to supply the PO set by customers. The GM said

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The Shipping manager in his side raised his concern about the cost escalation if there is a delay since the trucks transporting the products have already arrived. Any shipment delay will cost the company additional logistics cost.

Role Play (Some hints for this scene):

- Initially stay firm in rejecting the product

Later on when you see the General Manager has an indirect order for you to let those products, accept it.

Role Play: Quality Passes

Instruction for General Manager

Background

- You are stressed because of the fashion industries tight delivery schedule. You want some level of quality compromise to meet PO delivery. You want the quality control team to pass some defective items.
- READ THE DETAIL SCRIPT FROM BACKGROUND PART OF THE HANDOUT

Your character

- You will show a General Manager that compromise quality to meet delivery time.
- READ THE DETAIL SCRIPT FROM ROLE PLAYING PART OF THE HANDOUT

Role play

You will conduct a role play which includes:

- Discussion with the quality team
- READ THE DETAIL SCRIPT FROM THE HANDOUT. Sample conversation are provided in the script and you can use your own speech. Make sure your conversation convey the intended message
- Move to your assigned role playing area
- Based on the script role play

Your Script

Background

These days are busy for you. The garment supply chain is becoming very much complicated. The delivery time is shrinking and everything is becoming fashion and fad. Pressure is mounting from customers for on time delivery of PO's made. Though it is very tight you were confident you would be delivering the orders on time up until you receive a call from the production manager about the rejection of quality assurance team close to 0.2% of the products manufactured. You know you cannot afford any rejection this time. So you called the quality assurance team supervisor to come to your office. At the same time you invited the shipping department manager to be part of the discussion so that the Quality assurance supervisor would understand what is at stake.

To your surprise, when the shipment is about to begin the same day a "surprising quality checking team" from your customer (A brand) arrived. To make things worse to you, the team identified each of the defective products packed for shipment.

Role Play (Some hints for this scene):

- Once the supervisor arrived tell him what is at stake. To stress the situation at hand you used the following terms
 - "It would be very much luxury to reject those products your team identified. It will have a dire consequence to our company. We cannot supply on time".

Role Play: Quality Passes

Instruction for Customers Surprise Quality Checking Team

Background

- Your surprising quality checking team is sent to check if the products to be shipped meet all specifications and standards set by your company. Up on your surprising check you found out products that doesn't meet the standards and specifications. More specifically the cut in some products and stitching in others have a flaw.
- READ THE DETAIL SCRIPT FROM BACKGROUND PART OF THE HANDOUT

Your character

- You will demonstrate the surprising quality checking process.
- READ THE DETAIL SCRIPT FROM ROLE PLAYING PART OF THE HANDOUT

Role play

You will conduct a role play which includes:

- Check quality and report to the factory GM
- READ THE DETAIL SCRIPT FROM THE HANDOUT. Sample conversation are provided in the script and you can use your own speech. Make sure your conversation convey the intended message
- Move to your assigned role playing area
- Based on the script role play

Your Script

Background

Your surprising quality checking team is sent to check if the products to be shipped meet all specifications and standards set by your company. This surprising quality check is initiated because your company has noticed some product flaw from specifications and standards set and agreed with the (Factory) supplier. Up on your surprising check you found out products that doesn't meet the standards and specifications. More specifically the cut in some products and stitching in others have a flaw.

Role Play (Some hints for this scene):

- Be serious facially when you check the products
- Do not allow any interference from the general Manager, if he tries to explain or do something about it. Use the following words
 - *Sir we are doing our job as per contractual agreement. You are going against the contract by interrupting our job*
- Identify all defective items and make it boldly as others in the room see it
- Inform the General Manager about the situation clearly
- Stop the shipment of the product

Infor the General manager the business relationship is paused up until management to management discussion is conducted on the issue

Role Play: Quality Passes

Instruction for Observers (The remaining training participants)

Your character

- You are the observer of the role play.
- Note down critical points that demonstrate the difficult relationships and others role players crew.
- Based on what you observed on the role play, there will be a follow up group discussion.

Instruction for Group Discussion

1. Form a group of five observers and one person from the group will present back to the other groups.
2. Based on the role playing characters you observed identify the core elements went wrong in the factory
3. Evaluate what has been done differently by in the whole quality check-up process and actors involved to make things better.
4. Propose solutions for each problems identified. Make sure the solutions fit the context.
5. Select one of the group member to present the problems sought and solutions proposed.

Scenario Four: Quality Passes

Root Cause



Time Management

Fear of management team

Lack of empowerment

Irresponsibility

Inefficient awareness about quality parameters

Scenario Four: Quality Passes

Summary

Root cause



Time Management

Effective time management

Fear of management team

Empower workers

Lack of empowerment

Better communication skills

Irresponsibility

Accountability at all levels

Inefficient awareness about quality parameters

Decision making

Solutions

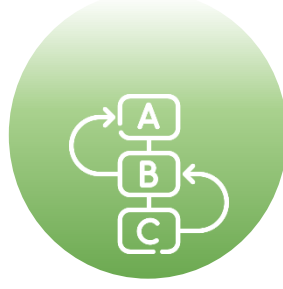


Scenario Four: Quality Passes

Time management skills



Clear and
achievable plan



Prioritize



Don't multitask



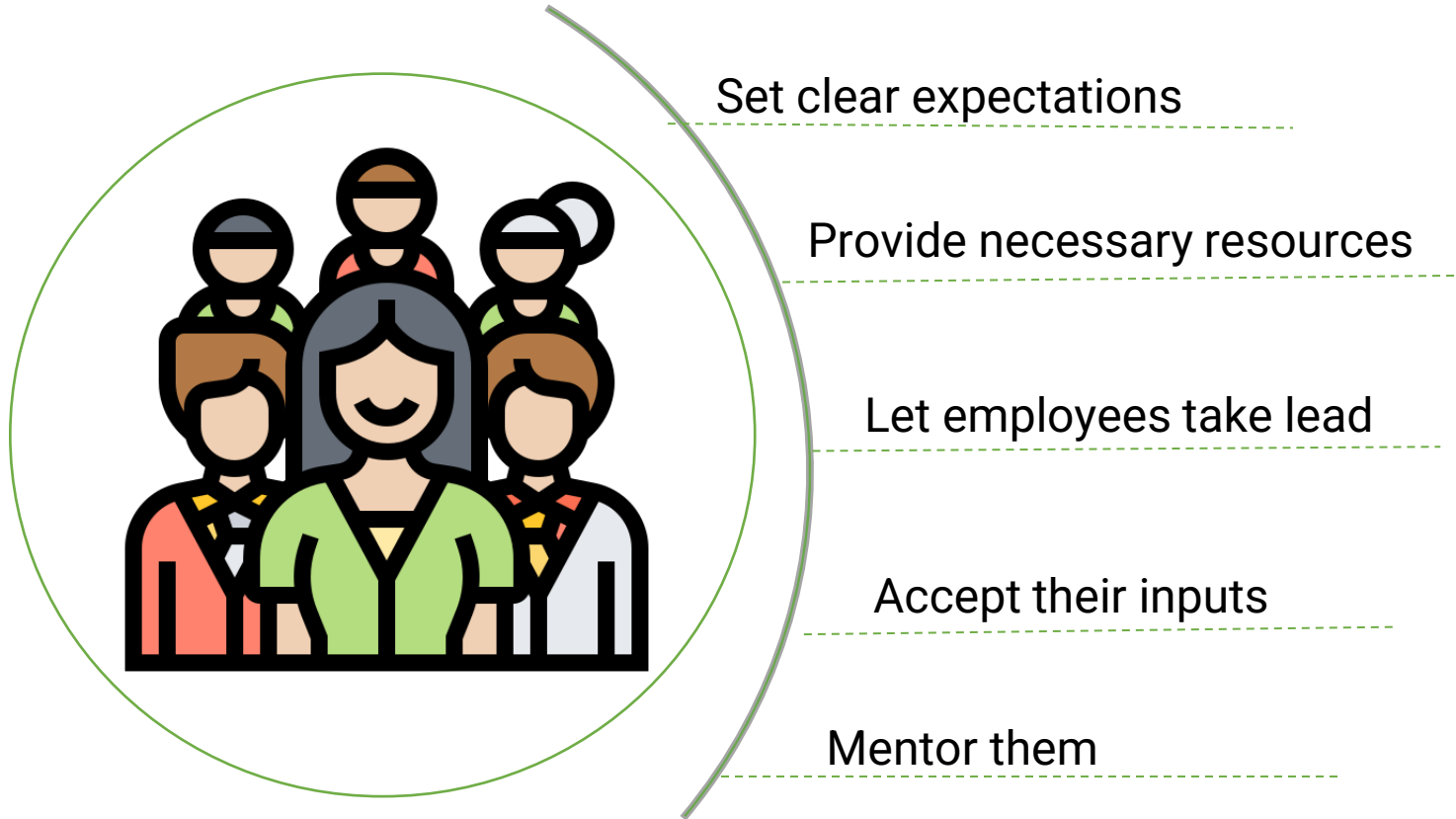
No distractions



Accept limitations

Scenario Four: Quality Passes

To Empower Workers...



**SCENARIO FIVE
WRONG FABRIC COLOR**



Role Play: Wrong Fabric Color

Preparation for the Role Play

For this role play we need ten participants voluntarily.

- ✓ 1 Marketing Manager
- ✓ 1 Cutting Line Supervisor
- ✓ 1 Sewing Line Supervisor
- ✓ 1 Quality Supervisor
- ✓ 6 Operators

The remaining of you will be observer and take notes for later discussion

The role playing scenario for each respective role players is stated in the Activity Handout

Time allowed: 2 hrs.



Role Play: Wrong Fabric Color

Instruction for Marketing Manager

Background

- You have received an order for 60 women miniskirt with detail specification. You knew from the production unit that some of the items produced have a shade variation from original specification. Because of this the items will not be delivered as promised.
- READ THE DETAIL SCRIPT FROM BACKGROUND PART OF THE HANDOUT

Your character

- You will demonstrate a pressured Marketing Manager who failed to deliver PO on time.
- READ THE DETAIL SCRIPT FROM ROLE PLAYING PART OF THE HANDOUT

Role play

You will conduct a role play which includes:

- Your work related conversation with customer and production manager
- READ THE DETAIL SCRIPT FROM THE HANDOUT. Sample conversation are provided in the script and you can use your own speech. Make sure your conversation convey the intended message
- Move to your assigned role playing area
- Based on the script role play

Your Script

Background

You have received an order for 60 women miniskirt with detail specification. You have informed this to the production unit with the detail specification. Accordingly the production is going on and you were expecting its completion today up on which you promised to deliver tomorrow to the customer. However, you knew from the production unit that some of the items produced have a shade variation from original specification. Because of this the items will not be delivered as promised.

Failure to meet the PO on time is so negative for your unit's customer relationship. You called to inform the customer and it did not go well.

Role Play (Some hints for this scene):

- Naturally receive the order including the specs
- Pass the order to the production unit
- Facially show your shock when you knew the products will not be delivered tomorrow
- Call the customer to explain the situation
 - Ask apology
 - Tell the customer you will compensate for the dissatisfaction in the future
- End the call unsuccessfully and show that facially

Role Play: Wrong Fabric Color

Instruction for Cutting Line Supervisor

Background

- Your department has received a job order to cut 60 pieces for a bundle of women Miniskirt. You have taken out both fabrics required for the bundle work. At some point your line run out of a specific fabric colour in the bundle and replaced it with the same colour from the store.
- READ THE DETAIL SCRIPT FROM BACKGROUND PART OF THE HANDOUT

Your character

- Demonstrate carelessness in checking the colour of the fabric.
- READ THE DETAIL SCRIPT FROM ROLE PLAYING PART OF THE HANDOUT

Role play

You will conduct a role play which includes:

- Coaching discussion with the Technician
- READ THE DETAIL SCRIPT FROM THE HANDOUT. Sample conversation are provided in the script and you can use your own speech. Make sure your conversation convey the intended message
- Move to your assigned role playing area
- Based on the script role play

Your Script

Background

Your department has received a job order to cut 60 pieces for a bundle of women Miniskirt. The Miniskirts are a combination of Light red and golden colour. You have taken out both fabrics required for the bundle work. At some point your line run out of a specific fabric colour in the bundle and replaced it with the same colour from the store. You have not recognized the new fabric has a different shade though the colour is similar with the earlier one. Once you completed the cutting for a bundle of 60 items you sent them to the sewing unit for stitching.

Role Play (Some hints for this scene):

- Give order to your line to start the cutting work
- Make the order simple and lenient. Use the following words in giving instruction
 - *Guys we have very easy task.*
 - *60 cut is nothing for us right.*
 - *Let's get it done fast*
- When you observe the fabric is over before 60 pieces are cut, send one of the operator to bring similar fabric
- When the operator brings the fabric, let them continue with cutting without serious similarity check-up with the earlier fabric.

When the cutting is over, send the items to the sewing line

Role Play: Wrong Fabric Color

Instruction for Swing Line Supervisor

Background

- You received a bundle of 60 pieces of fabrics for stitching a miniskirt. Your team stitched the items quickly and send the items to quality control department for clearance to shipment.
- READ THE DETAIL SCRIPT FROM BACKGROUND PART OF THE HANDOUT

Your character

- You will lead your line through the stitching operation.
- READ THE DETAIL SCRIPT FROM ROLE PLAYING PART OF THE HANDOUT

Role play

You will conduct a role play which includes:

- Work relationship with the operators
- READ THE DETAIL SCRIPT FROM THE HANDOUT. Sample conversation are provided in the script and you can use your own speech. Make sure your conversation convey the intended message
- Move to your assigned role playing area
- Based on the script role play

Your Script

Background

You received a bundle of 60 pieces of fabrics for stitching a miniskirt. Your team stitched the items quickly and send the items to quality control department for clearance to shipment.

Role Play (Some hints for this scene):

- Give order to your line for stitching work
- Make the order simple and lenient. Use the following words in giving instruction
 - *Guys we have very easy task.*
 - *60 items stitching is nothing for us right.*
 - *Do it fast*
 - *No back and forth, do it right*

When the stitching is over, send the items to the packaging unit where quality control unit checks the quality

Role Play: Wrong Fabric Color

Instruction for Quality Supervisor

Background

- Your team is checking a bundle of 60 miniskirt items very recently produced. Though everything is done as per customer's specification and standard, you have noticed a difference in terms of shade in some of items. Because your team did not pass the products, the PO of the customer failed to be shipped on time.
- READ THE DETAIL SCRIPT FROM BACKGROUND PART OF THE HANDOUT

Your character

- You will conduct serious quality check and stop the shipment of the items because of the defective products.
- READ THE DETAIL SCRIPT FROM ROLE PLAYING PART OF THE HANDOUT

Role play

You will conduct a role play which includes:

- Checking the quality of each item and rejecting the shipment
- READ THE DETAIL SCRIPT FROM THE HANDOUT. Sample conversation are provided in the script and you can use your own speech. Make sure your conversation convey the intended message
- Move to your assigned role playing area
- Based on the script role play

Your Script

Background

Your team is checking a bundle of 60 miniskirt items very recently produced. Though everything is done as per customer's specification and standard, you have noticed a difference in terms of shade in some of items. You identified all those items with a different shade than the standards set for rejection. You brought this issue to the production manager attention.

Because your team did not pass the products, the PO of the customer failed to be shipped on time.

Role Play (Some hints for this scene):

- Check every product seriously
- Identify the defective items
- Tell the production unit the shade difference in some of the products
- Tell the shipping unit the product will not be shipped unless the errors are fixed.

Role Play: Wrong Fabric Color

Instruction for Observers (The remaining training participants)

Your character

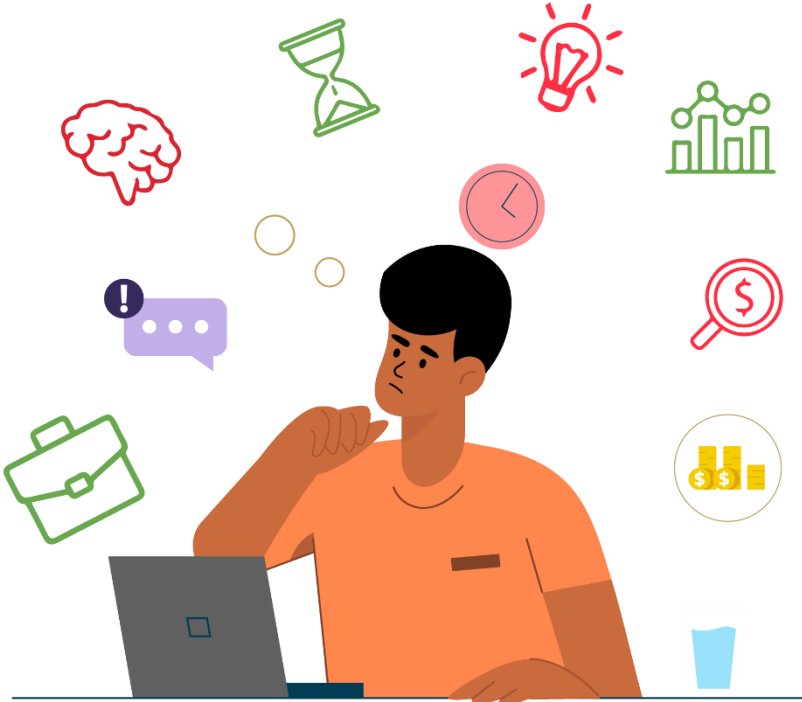
- You are the observer of the role play.
- Note down critical points that demonstrate the difficult relationships and others role players crew.
- Based on what you observed on the role play, there will be a follow up group discussion.

Instruction for Group Discussion

1. Form a group of five observers and one person from the group will present back to the other groups.
2. Based on the role playing characters you observed identify the core elements went wrong in the factory
3. Evaluate what has been done differently by cutting and sewing departments to make things better.
4. Propose solutions for each problems identified. Make sure the solutions fit the context.
5. Select one of the group member to present the problems sought and solutions proposed.

Scenario Five : Wrong Fabric Color

Root Causes



Carelessness

Lack of planning

Minimized supervision

Lack of knowledge about color shading

Scenario Five : Wrong Fabric Color

Summary

Root cause



Carelessness

Lack of planning

Minimized supervision

Lack of knowledge about
color shading

Planning

Accountability

Honesty

Quick feedback ability

Solutions

Scenario Five : Wrong Fabric Color

Planning



Scenario Five : Wrong Fabric Color

To demonstrate honesty:

Following company policies

Performing your responsibilities

Accountable for our mistakes

Ask for help



Summary

Summary

Root Causes



Performance management

Individuals' commitment to business goal

Lack of proper communication

Weak leadership skill

Lack of empowerment