

ROLE PLAY 1:
UNCOOPERATIVE OPERATOR

Line Supervisor

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 production is going on
- Demonstrate your dissatisfaction on the new operator both in a verbal and non-verbal means. You can use the following terms
 - *"Hey, why are you this much slow, pls work faster unless I will take action on you"*
 - *"Show frowning and angry face"*

Scene 3: Production Manager Complaint

- Listen the production manager carefully
- Try to calm him down with the word.
 - *"Sir is trying all the best to fix. I have got new operator who is lazy. I will fix that soon"*

Scene 4: Your complain to HR Department

- Show your dissatisfaction with a frown face when you complain
- Use the following words when you complain
 - *“she is totally unfit to this task”*
 - *“she does not have interest at all, please fire her”*

New Operator

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

Operation Manager

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.

HR Manager

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 2: **DIFFICULT RELATIONSHIP**

Line Supervisor

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 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 no improvement.*
- Finally keep silent, which shows you being powerless to say anything.

Scene 3: Discussion with General Manager

- Initially get stressed and become nervous
- Down the line fill free and relax
- Listen carefully to the manager
- Note down the constructive feedbacks provided by the general manager
- Be thankful for the important advisees you took
- Tell the General manager, you will make the maximum possible effort to implement his advice and improve yourself
- Be thankful and leave

Scene 4: Post General Manager Discussion

- Work hard to improve your language skill
- Be positive about the Line Manager. He is more of technical guy and if you deliver the current situation will change
- Choose appropriate time to discuss with the line manager like when he is not that much stressed and free.
- Actively listen for what he has to say and work hard to satisfy his expectation.
- Be appreciative when the Line Manager gives you feedback.

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.

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 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 no improvement."*
- Interrupt him while he wants to respond

Scene 2: Discussion with General Manager

- Meet the GM and complain
- In your compliant to the General Manager about the supervisors performance use the following words (*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.*
 - *General Manager: I will see what I can do. Will you send the Line supervisor to my office for discussion?*
 - *Line Manager: Ok Sir, I will do that Sir. I hope we will find someone else who is productive enough.*

Scene 3: Post Line Supervisor and General Manager Discussion

- Be calm and receive the improved line supervisor positively after the supervisor discussed to the GM
- Give him constructive feedback
- Give him time to improve
- Be appreciative of the Line supervisors improvement

Line Operators (3 to 4)

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

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. 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.*
- *General Manager: I will see what I can do. Will you send the Line supervisor to my office for discussion?*
- *Line Manager: Ok Sir, I will do that Sir. I hope we will find someone else who is productive enough.*

Based on your request, the new line supervisor has arrived to your office:

- Welcome him warmly and make him at ease since he had unpleasant conversation with Line Manager
- Listen to him very well
- Encourage him using the following words in your conversation
 - *You will improve your language skill soon. This happens to everyone. This is normal, what is expected from you is working hard to improve your language skill*
- Stay positive about the Line Manager. Use the following statements in your conversation. *You can modify your part of the conversation for your comfort but has to reflect the intention of the following conversation*
 - *The line manager may look hard but you will understand each other very soon.*
 - *He is too much on technical issue, which is why some misunderstanding created. He is not a bad Manager.*
 - *Once he saw your improvement in it terms of Language and delivery, you guys will understand much better*
 - *Listen to him always and choose a time to discuss with him about your performance and also improvements. But do it when he is calm and not that much stressed.*
- Tell him, if there is any further issue to visit your office. Also remind him the best way is to create a good relationship with the Line Manger

ROLE PLAY 3:
TECHNICIAN CONFIDENCE

Garment Technician

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.

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 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

Sewing 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. 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 4:
QUALITY PASSES

Line Quality Supervisors

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

Quality Assurance Team Supervisor

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.

Shipping Department Manager

Background

You are working as shipping manager and you are not comfortable with quality assurance team. You fill like this unit is affecting the performance of the company. You once said “these people are stoppers....”

Now you are sitting with the General Manager to talk to the quality assurance team supervisor since he stopped shipment with a reason of defective products. When he arrives you will tell him stopping these shipment will make trucks to spend one more days without job, which will have cost implication to the company. The quality people gives you discomfort always.

Role Play (Some hints for this scene):

- Be gentle and show your frustration on quality team
- In the middle of their discussion forward your opinion
- Use the following terms
 - *You quality people do not understand what is at stake. One more day will cost us hundreds of thousands.*
 - *It is becoming difficult for us to work with your department*

General Manager

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”.*
- Finally, give him a diplomatic order for the supervisor to release and ship the products, which he agreed and preparation to load the shipment started.
- Show facially your shock when you knew the surprising team arrived
- Try to contain the situation
- Finally show you can't fix it

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. 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 5:
WRONG FABRIC COLOUR

Marketing Manager

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

Cutting Line

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

Sewing Line

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

Quality Control Unit

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.