

CRITICAL INCIDENTS FOR INTERCULTURAL COMMUNICATION IN THE WORKPLACE

Video Transcripts





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TABLE OF CONTENTS

VIDEO TRANSCRIPTS	4
Scene A1 “Speaking Up”	4
Scene A2 “The Road to Success”	5
Scene A3 “Small Gestures”	6
Scene A4 “It Feels Unprofessional”	7
Scene A5 “Lunch, Alone?”	7
Scene A6 “The Rules of the Game”	8
Scene A7 “Whose Job Is It?”	9
Scene A8 “An Uncomfortable Conversation”	10
Scene A9 “What Does It Take?”	11
Scene A10 “Finding a Way to Connect”	12
Scene A11 “So We’re All in Agreement Then”	13
Scene B12 “Being on Time”	14
Scene D13 “Coming Up Against Hard Edges”	15
Scene C14 “Negotiating the Personal and the Professional”	16
Scene C15 “Getting to Know Our Colleagues”	16
Scene C17 “It’s a Pretty Simple Affair”	17
Scene C18 “It’s Time to Focus on What Matters”	18
Scene D19 “It’s Clearly a Language Thing”	19
Scene D20 “The Power of Suggestion”	20

VIDEO TRANSCRIPTS

SCENE A1 “SPEAKING UP”

Location: **Meeting Room**

Speaking Roles: **George Bell, Bo Chen**

George: Well, as you can see, Bo, we’re generally very satisfied with your work here. Punctuality, reliability, productivity, the quality of your work – all top notch. But we *are* concerned about the degree of your participation, especially during meetings.

I know you were having problems with some slang phrases and words. How’s that *Book of Idioms* working for you?

Bo: Yes. The book is good. Thank you for giving it to me. I study it every night, and it helps me understand a lot. For example, yesterday during the meeting, Simon asked me for a “*ballpark figure*,” and I know what it meant because I studied it in the book.

George: That’s great... so, tell me, what else do you need?

Bo: Umm, in my country, people are different in meetings than here. If somebody don’t agree with something, he might not say anything. But silence doesn’t always mean he has nothing to say. Sometimes the people who say nothing have the best ideas. Chinese people always say: “A wise head makes a closed mouth.”

George: (*Chuckles*) They do, do they? Well Bo you’ve obviously noticed that you are expected to speak up here. So why not just speak up when you have something to say? Just spit it out!

Bo: Old habits die hard. Also, when language is already a problem, it’s even harder to speak up.

George: And what else?

Bo: I don’t want to be disrespectful and interrupt the meeting to ask when I don’t understand something.

George: Yeah, that might not work so well. So tell me Bo, what do you suggest we do then?

Bo: Well, maybe you should say to the people who are running the meetings to ask each person for their thoughts?

SCENE A2 “THE ROAD TO SUCCESS”

Location: **Meeting Room**

Speaking roles: **Arun Gupta, Janet Smith**

Janet: It's true... this is an entry-level position. We'd like to give you a chance to learn how things are done around here before shouldering you with too much responsibility.

Arun: I thank you for your thoughtfulness.

Janet: Are you sure there isn't something else? It's my impression this isn't sitting well with you. Any specific reason why?

Arun: Back home I worked for many years at a managerial level, where I was able to apply and demonstrate my technical expertise and strategic capabilities. Before that I graduated from one of the top universities in my country.

Janet: Yes, I see that you have an excellent technical background... also impressive educational qualifications...

Arun: Sometimes I think that PhD here perhaps stands for Pizza Hut Delivery. *(Chuckles)*

Janet: I can understand your frustration, but there *will be* the opportunity to move up at a later date. We believe our process allows new employees a chance to learn the ropes. And at the same time, it gives us the opportunity to ascertain how well they might fit in.

Arun: May I ask... how long is this fitting-in time?

Janet: Well... it depends. The way our company works, *qualifications* help determine who is hired, and *performance* helps determine who is promoted.

Arun: *(Sighs)*

SCENE A3 “SMALL GESTURES”

Location: **Conference Room**

Speaking roles: **Roger Morin, Mariana Santos**

Non-speaking roles: Bo Chen, Janet Smith, Yasmin Raja, and Arun Gupta

Mariana: I know it’s Friday, but I can stay late if you need me to...

Everyone but Mariana: Surprise!

Mariana: Woah... Is it your birthday?

Roger: No... Mariana, this celebration is for you.

Mariana: But it’s not my wedding anniversary for two months...

Roger: Well, this is for a different anniversary. Today we’re celebrating the one-year anniversary of when you started to work with us.

Mariana: Really? How did you remember that? *(laughs)* I can’t believe it!

Roger: Well congratulations... from all of us!

Mariana: Oh my god! You totally fooled me. When you said it was an important meeting and not to bring my laptop, I was so worried! I thought: “Oh no, what did I do wrong!?” *(everyone chuckles)*

Roger: Well this is indeed an important meeting. Today we mark the day that our company was smart enough to bring you on board.

Mariana: This is amazing. Unbelievable. I didn’t remember it was today, and you remembered! When I came to Canada I didn’t have any job; I didn’t have a place to live; I didn’t know anybody. I was so lonely. My family was back home, and I was so worried about them. I thought I had made a huge mistake – a big mistake. And now my life is so great! I have this amazing, Canadian family here at work. You are the best co-workers I ever had. I really mean it. Thank you so much Roger, from all of my heart.

Roger: Okay... okay... enough of that... um... *(clears throat)*. How ‘bout you share some of that cake with us?

Mariana: Great!

SCENE A4 “IT FEELS UNPROFESSIONAL”

Location: **Conference Room**

Speaking roles: **Yasmin Raja, Anna Boyko**

Non-speaking roles: Lin Yang, Roger Morin, and Tariq Chaudry

Yasmin: Perhaps we have been casting too wide a net here. It will be interesting to hear what everyone else thinks about it... My own current thinking is this: if we can agree on our priorities, then we can more easily establish organizational benchmarks against which our future undertakings can be measured. Thus we could play down past practices and focus on the future, on more sophisticated strategies. With this in mind, I thought it might be useful to outline the process our group went through last month. I have some charts here that illustrate more clearly what—

Anna: —Excuse me, Yasmin, but I think that we’re all familiar here with the background.

Yasmin: Well... I...um...

Anna: Could we maybe skip all the extraneous detail and jump straight into the specifics? Perhaps you could begin by expanding on the first point in the action plan?

Yasmin: Right... *(clears throat)*

SCENE A5 “LUNCH, ALONE?”

Location: **Conference Room**

Speaking roles: **Mariana Santos, Janet Smith**

Non-speaking roles: Roger Morin, Arun Gupta, Lin Yang, and Bo Chen

Mariana: Janet, where is everybody going?

Janet: Well I’m not sure. Back to their offices, I guess.

Mariana: But it’s lunchtime. You mean they’re staying here inside... in the office?

Janet: Well I guess... They’re probably planning to eat at their desks, catch up on a few e-mails, you know, that sort of thing...

Mariana: Well what about you? Would you like to go for lunch somewhere? Get some fresh air?

Janet: You know, normally I’d love to, but I’m afraid I can’t. I’ve really got some work I need to catch up on. Sorry Mariana...

Mariana: *(smiling)* It’s ok, no problem. Well, what about tomorrow then, if you have less work? Maybe we could ask the others to join us...

SCENE A6 “THE RULES OF THE GAME”

Location: **Meeting Room**

Speaking roles: **Tariq Chaudry, Roger Morin**

Roger: I’m sorry, Tariq, it’s just not possible.

Tariq: But I just need one more chance.

Roger: Sorry, but your concerns needed to be discussed directly with your mentor.

Tariq: But I hardly saw him. How could I discuss with him?

Roger: When I talked with him, he said you didn’t try to contact him at all.

Tariq: I thought he must be too busy.

Roger: If you recall, we went over the guidelines together at the beginning of the program. At that time we stressed how the mentorship program is a partnership, and how both sides must accept equal responsibility.

Tariq: Look... I did everything on my side that I was supposed to. I wrote down my goals; I made a career plan; I was willing to do any job. But he never gave me anything to do.

Roger: It sounds like you didn’t understand how the program was designed to work. In order for this program to succeed, it’s important for you and your mentor to sit down together, in advance, and agree on your career objectives. If that didn’t happen, then you needed to come see me straight away, at the beginning.

Tariq: I didn’t want to bother you. And I thought maybe if I don’t complain, he would find me a position after.

Roger: Did you talk to him about finding you a position?

Tariq: No... but I thought he would do it.

Roger: If he had offered to a position when you first met, things might be different, but that’s not the case.

Tariq: Okay, I think I’m starting to understand now. But may I please just have one more chance?

Roger: I’m sorry Tariq, I really am, but we’ve got a waiting list of over a hundred people. If you had a problem, you needed to come see me at the beginning. I’m afraid this opportunity has come and gone.

SCENE A7 “WHOSE JOB IS IT?”

Location: **Meeting Room**

Speaking roles: **Roger Morin, Lin Yang**

Lin: But he’s not my boss. He should not tell me how to do my job.

Roger: Look Lin, from what Bo said, he was just offering you some friendly advice. He was trying to be helpful.

Lin: But I don’t need his advice. I know how to do my job.

Roger: Lin, we all know that you’re very capable. And I’m sure it wasn’t his intent to offend you. It really looks like it’s a simple misunderstanding; something you should be able to sort out yourselves.

Lin: Hmm... But someone should tell Bo not to interfere in my work. Maybe you should tell him.

Roger: I really think it would be better if you would work it out together, on your own.

Lin: But you’re the boss!?

Roger: Yeah... true, but the responsibility here is really with you. Remember when you joined the team and you took that conflict resolution training? This would be the perfect opportunity to put that training into practice.

Lin: A good leader makes sure the team is working well together.

Roger: *(Inhales)* Look... *(clears throat)* I’ve got a lot of work to do. I trust you’ll work this out with Bo ASAP. And I’ll see you in the team meeting later.

Lin: I don’t belong here...

SCENE A8 “AN UNCOMFORTABLE CONVERSATION”

Location: **Meeting Room**

Speaking roles: **Yasmin Raja, Anna Boyko**

Yasmin: So, Anna, what seems to be the problem?

Anna: It's the...um... coop student from China. It's turning out to be quite a challenge for the team.

Yasmin: Hmm... is it the language?

Anna: No, his English is fine. It's more of a cultural thing I'd say.

Yasmin: How do you mean? Can you give me an example?

Anna: Oh, mmm... it's... little things. Like, if I'm showing him something on the computer, he'll just reach across my lap and go for the keyboard. Awkward... to say the least.

Yasmin: Have you said anything to him about it?

Anna: I don't want to make him feel bad or like I'm disrespecting him or anything. I mean he's really a nice guy. Last Friday, for instance, he brought in all these dishes his Mom made.

Yasmin: Maybe you just need to talk with him, especially if it's a recurring problem.

Anna: I wouldn't know what to say.

Yasmin: Have you tried bringing it up?

Anna: How would that look? I mean, I'm not prejudiced or anything – my parents are from Europe and everything, so I understand different cultures. I just wouldn't want to get in trouble for being... overly critical.

Yasmin: Well... what about your team? Have you spoken to anyone else on your team about it?

Anna: They basically think I should just ignore everything. After all, he'll probably be gone after the summer.

Yasmin: Anna, I think that if some of his behavior is inappropriate in a Canadian context, then the responsible thing is for you to let him know that. Be direct.

Anna: I guess I could use some humour, keep it light... I mean, I often joke around about my own culture.

Yasmin: *(clears throat)*

SCENE A9 “WHAT DOES IT TAKE?”

Location: **Meeting Room**

Speaking roles: **Arun Gupta, Roger Morin**

Roger: So Arun, I thought perhaps we could start you out on that project.

Arun: This looks very interesting, but is it not entry-level work?

Roger: Yes, but we like to start you off slowly, let you ease into things.

Arun: I appreciate your thoughtfulness, but I am willing to take on more responsibility.

Roger: Hmm... okay, perhaps you could spend a week or two with Sarah here on this one.

Arun: Sarah... Sarah is the secretary, is she not?

Roger: Administrative Assistant, yes. But don't underestimate her. She really knows how everything works around here. There's really no one better to show you the ropes.

Arun: Respectfully, sir, I am already well aware of the workings of the company. When I was in Calgary I went through all training courses, and... but last month I participated in another leadership seminar.

Roger: I think that's great Arun and I can understand your reluctance. But my experience has demonstrated over and over again that it's just not a good idea to rush things. I've been doing this job for a while now and I know how hard it can be to fit in around here and figure out what everyone really requires of you.

Arun: You are generally right about what you are saying, but I am proud to say that I am living in this wonderful country for seven years now. My wife and I both are Canadian citizens. I am sure that if you called one of the supervisors from Calgary—

Roger: Calgary gave you a good recommendation, that's for sure. But you have to understand, we've established our own standards and practices here. We like to get to know someone and let them to get to know us before throwing too much responsibility at them. To our way of thinking, that's beneficial for everyone in the long run.

Arun: *(Sighs)*

SCENE A10 “FINDING A WAY TO CONNECT”

Location: **Meeting Room**

Speaking roles: **Mariana Santos, Nuna Alexis**

Nuna: Hey Mariana. How’s it going?

Mariana: I’m doing great. I have a meeting here soon. What about you?

Nuna: I just have to put the final touches on this report.

Mariana: Nuna, your hair is so beautiful today. You’re so lucky.

Nuna: Thank you.

Mariana: My younger sister has hair like yours.

Nuna: Please... don’t do that.

Mariana: Don’t be shy. You should be proud. Do you know how many women would kill for hair like yours?

Nuna: I am proud Mariana. It’s just only my husband is allowed to touch my hair like that.

Mariana: What? Only your husband? Really?

Nuna: Yes, really... (*sighs*) Hair is very important in our culture. It’s a part of our sacred traditions. It represents my power, my strength... and it’s considered disrespectful for someone else to touch it like that.

Mariana: I’m so sorry Nuna... I didn’t realize... I didn’t mean to offend you...

Nuna: It’s okay. Let’s just get back to work now.

Mariana: I’m sorry... really I am. I didn’t know...

Nuna: It’s ok.

SCENE A11 “SO WE’RE ALL IN AGREEMENT THEN”

Location: **Conference Room**

Speaking roles: **Solomon Abiola, Janet Smith**

Janet: I must admit, I’m confused. The first session seemed to go so well. Good food, lots of dialogue, lots of input. Everyone seemed present and engaged. So what’s happened? Why has no one shown up?

Solomon: Let me ask you: Did you notice all the discussions going on after the meeting?

Janet: You mean after the session ended?

Solomon: Yes.

Janet: Yeah... well... I saw they went on discussing for more than an hour, and on into the parking lot.

Solomon: Mmhmm... And they continued in small groups into the coffee shop across the street. Janet, I’m surprised you didn’t suspect something was wrong.

Janet: Wrong...? Really...? How so? Everyone seemed so engaged!?

Solomon: Tell me, how did you choose you participants?

Janet: Well... you know how these things go... the usual way, of course. We identified informal leaders – you know – highly respected members from each community...

Solomon: And there, precisely, is your first problem. The people you invited come from very distinct communities. Some of them have been in conflict with each other for generations. You can’t expect them to come to the first meeting and express their true opinions.

Janet: So what was all that talk about then? I thought we had more or less reached a consensus...?

Solomon: Actually, what we had there at the end of the day was even more suspicion and division. That’s why they were gathered in small groups after the meeting.

Janet: Y-you’re kidding, right?

Solomon: You should have involved me from the beginning and I would have told you.

SCENE B12 “BEING ON TIME”

Location: **Hallway**

Speaking roles: **Homa Abbasi, Lin Yang**

Homa: Good morning Lin. What beautiful day!

Lin: Good morning, Homa. Um, please, can we speak together for a moment?

Homa: Of course. Is something wrong?

Lin: Maybe.

Homa: Okay... well let's go have a coffee and talk...

Lin: Everyone on the team is supposed to be on time.

Homa: What do you mean? I am on time.

Lin: The boss called a short meeting at 8 o'clock. You missed it.

Homa: What? Why he didn't let us know yesterday?

Lin: Maybe he thought it was not necessary.

Homa: I had so much trouble with my kids this morning. Anyway, it's only 8:15 and you're out of meeting, maybe it wasn't that important. *(Sighs)* Sometimes I really miss my country. We didn't micro-manage so much. I suppose I have to go and explain the whole situation to him. But he really should have let us know before.

Lin: Okay. It's up to you. Um... I must get back to work now. See you later.

SCENE D13 “COMING UP AGAINST HARD EDGES”

Location: **Yasmin's Office**

Speaking roles: **Tariq Chaudry, Yasmin Raja**

Yasmin: So, Tariq I feel I need to speak to you about something and make you aware of it. It seems your refusal to shake hands with your female colleagues is causing problems.

Tariq: Yasmin, why are you saying this to me? You know I do this out of respect for women.

Yasmin: Well some apparently get offended by your refusal to greet them – your boss, Anna, in particular. She's perceived it as a personal insult and feels it's unprofessional.

Tariq: But that's absurd! You know as well as I that except for close family members, Islam prohibits unnecessary physical contact with the opposite gender.

Yasmin: Yes I understand. But there are many different interpretations. One interpretation says that if you have pure intentions then these greetings are harmless.

Tariq: Yes, many have misinterpreted the true meaning of this. Do you really expect me to ignore the teachings of Islam?

Yasmin: Listen, when I first came here I felt the same as you. What I said to people was this: “I'm sorry, my faith does not permit me to shake your hand, so I will greet you like this,” and I borrowed this gesture from some of my Arab Muslim colleagues. People accepted that. And eventually I came to the point where now, I'm comfortable shaking hands with everyone.

Tariq: Well then it appears that you are not a good Muslim. I greet and acknowledge Anna, and my other female colleagues, as Islam allows.

Yasmin: You know, Tariq, you could always explain it as a question of personal space. People would respect that. At any rate I think it would be useful to have a talk with Anna and try to negotiate some common ground.

Tariq: *(Sighs)* Fine, I will talk with her, but I will not negotiate my religious beliefs.

SCENE C14 “NEGOTIATING THE PERSONAL AND THE PROFESSIONAL”

Location: **Lunch Room**

Speaking roles: **Homa Abbasi, Janet Smith**

Homa: Janet, could I ask you something?

Janet: Yeah, sure, what’s up Homa?

Homa: I notice that everyone eats lunch alone at their desk, or some days as a group all together. Do you think it would be okay if I suggest to everyone that we eat lunch together as a regular thing?

Janet: You mean every day?

Homa: Yeah, you know, so we can talk with each other, like in a big group. I mean I noticed that it seems people taking lunch almost at the same time anyway. I can bring Persian food even!

Janet: *(Chuckles)* I don’t know, Homa. I mean, you’ve only been here for a month, and to be honest, I’m not really sure how well that would fit in with everyone’s work schedules...

Homa: But how do we get to know our colleagues? We spend more time with them than with our families sometimes and we know so little about them. In team party last week, nobody brought their kids or spouses. I would love to meet your husband, for instance, and introduce you to mine.

Janet: Except... I don’t have a husband.

Homa: What do you mean? I thought that you were married?

Janet: Yes... but I have a wife, not a husband.

Homa: Oh... I see...

Janet: *(Chuckles)* Like they say, in Canada you can marry anyone you like, as long as you both watch hockey.

Homa: *(Chuckles)*

SCENE C15 “GETTING TO KNOW OUR COLLEAGUES”

Location: **Lunch Room**

Speaking roles: **Homa Abbasi, Anna Boyko**

Anna: Oh, thanks for helping me tidy up Homa. By the way, I noticed you hardly ate anything. Are you feeling ok? Didn’t you like the food?

Homa: No, no, I’m fine Anna... it’s just that I don’t eat pork or seafood. Um... the only thing that I could eat was bread and salad.

Anna: Oh my goodness, but that’s terrible. Why didn’t you say something?

Homa: *(Sighs)* Well, you know... I thought that if I say something that would sound too demanding. Anyway, the more important thing for me was trying to have a social conversation with my colleagues.

Anna: You poor thing, how silly! You must be starving!

SCENE C17 “IT’S A PRETTY SIMPLE AFFAIR”

Location: **Lunch Room**

Speaking roles: **Anna Boyko, Mariana Santos**

Anna: So, I’ve been reading this article on multiculturalism... wow, it sure has changed since from when I was a kid. There’s just so much diversity now... it’s just so fantastic.

Mariana: That’s true I guess... But, don’t you think it’s hard to deal with all these differences? Like people taking days off for religion reasons?

Anna: Oh, well, for sure it makes things more complicated – but delightfully so. It’s all really interesting.

Mariana: For myself, I think the rules should be the same for everyone. When you come to a new country, you should to adjust. Don’t come if you’re not ready to accept how the things are done here.

Anna: I hear you, and... yeah, I have to admit that once in a while something makes me a little uncomfortable, ah, but generally I’ve just learned to, ah, look the other way. You know, just move on.

Mariana: So, there is no behaviour that’s not acceptable for you?

Anna: Nothing that can’t be addressed with a little bit of humour. I mean, take the social side of things, for example...

Mariana: What do you mean Anna?

Anna: Well, like this one time, I was invited to a baby shower. And here you normally just invite your friends and family – not usually the people you work with. And you certainly don’t rent a hall. It’s usually a very simple affair...

Mariana: (*Chuckles*) And, let me guess... when you went to your colleague’s baby shower, the hall was all decorated, there was live music, and a big spread of food...

Anna: Exactly! How did you know? And yeah, everyone was all dressed up and had an enormous, expensive-looking gift. And there I was, in jeans and a t-shirt and holding a baby rattle. (*Chuckles*) And now Arun’s invited me to his daughter’s wedding and the same thing will probably happen to me all over again. But it’s fine, it’s okay... really.

Mariana: I suppose you should ask him about it – maybe get more details this time.

Anna: (*Laughs*) I don’t think so. I wouldn’t want to make him uncomfortable.

SCENE C18 “IT’S TIME TO FOCUS ON WHAT MATTERS”

Location: **Lunch Room**

Speaking roles: **Roger Morin, Nuna Alexis**

Roger: So, can I get you anything? Tea? Coffee?

Nuna: No thanks, Roger... It’s good to see you again. How’s your family? Last time I saw you, your wife had broken her ankle.

Roger: Mmm... She’s, ah, she’s doing fine now. She’s back at work.

Nuna: That’s good to hear... And your daughter? You said she was starting dance lessons.

Roger: Yeah, good. She’s, ah, doin’ great. She’s just lovin’ it. Um, not to be rude, but, ah, if it’s okay with you, I’d like to get down to talking about the project. I’ve got another meeting in about half an hour.

Nuna: Ok, sure. What’s on your mind?

Roger: Well, if you remember, we started this project about four months ago. By now, we’d expected to have met several times with all the First Nations bands in the area, but we’ve yet to have our first meeting.

Nuna: Don’t worry, it’ll happen.

Roger: Ok...great... can you be a little more specific as to when and how it will happen? I’m just getting tons of pressure from my boss.

Nuna: I understand your frustration. But things don’t work that way in our communities. As soon as the opportunity presents itself, I can ask about setting up some meetings.

Roger: But Nuna, we’re under real time constraints here. It’s imperative that a meeting be set up before the end of the month.

Nuna: I’m not sure about that. As soon as I have those conversations, we can go from there.

Roger: I don’t understand. (*clears throat*) We were very explicit from the beginning: time is of the essence. Now, I need to know, exactly when will you set up a meeting?

SCENE D19 “IT’S CLEARLY A LANGUAGE THING”

Location: **George’s Office**

Speaking roles: **Arun Gupta, George Bell**

Arun: Thank you, sir, for meeting with me. I know that you are a very busy person, so I appreciate very much. I won’t take much of your time.

George: No problemo. So, tell me what’s up?

Arun: Well sir, first I would like to assure you that my employment with your company is most challenging and enjoyable...

George: Good... good. That’s great to hear!

Arun: ...However, at times it seems that my knowledge and expertise is underestimated.

George: Who’s your immediate supervisor? Roger Morin, isn’t it?

Arun: That’s correct.

George: A really good guy. Me and him go back a long way. He’s only been with the company less than a year, but irregardless, a great asset. For sure he’s got your best interests at heart. He’s probably giving you a chance to... to learn the lingo first. You know... have... are you aware of the professional development fund? You can use those for English lessons, you know. Heh... I wish they would’ve had those opportunities like that when I was startin’ out...

Arun: With all due respect, sir, I earned my Master’s degree here in Canada, and PhD from the United States. I have been with your company for three years now...

SCENE D20 “THE POWER OF SUGGESTION”

Location: **Mariana’s Office**

Speaking roles: **Mariana Santos, Roger Morin**

Mariana: Hi Roger!

Roger: Hi. Uh, I had a chance to review that report. Ah... I sent it back to you, so it should be in your inbox now.

Mariana: Ok let me see... here it is... Is it alright to send to Calgary now?

Roger: Ah... I’d say it could use a bit more work. Ah... I’ve gone over it and I used ‘track changes’ to highlight all my comments and suggestions. Take a look and let me know if you have any questions or if anything’s unclear. This is your first one, so let’s make it spotless.

Mariana: Okay, that’s great. I’ll take a look and ‘CC’ you when I send it off.

Mariana: Hi Roger. Good morning. How are you?

Roger: Not great, unfortunately.

Mariana: Oh no...what’s wrong? Anything I can do to help?

Roger: Mariana, Calgary sent that report back to me. It seems they could hardly make sense of it and they want you to redo it. I opened it up and had a look at it late last night... Did you even look at my comments and suggestions?

Mariana: Of course I did! I read through everything you wrote, all your comments, and I considered each one of your suggestions...

Roger: So...what happened?

Mariana: What do you mean ‘what happened’?

Roger: Mariana, you hardly changed anything in that report. Aside from moving a few sentences around, that’s the same document you sent me on Monday. You know this kind of thing reflects poorly on us, right?

Mariana: Roger... I’m really sorry, but I didn’t see anything in your review telling me that I had to change things.

Roger: Sorry!? I... I gave you tons of feedback in the margins. Why would I go through all the trouble of making all those suggestions if I didn’t want you to take them seriously?

Mariana: I did take them seriously. I just didn’t realize they were not really suggestions.



