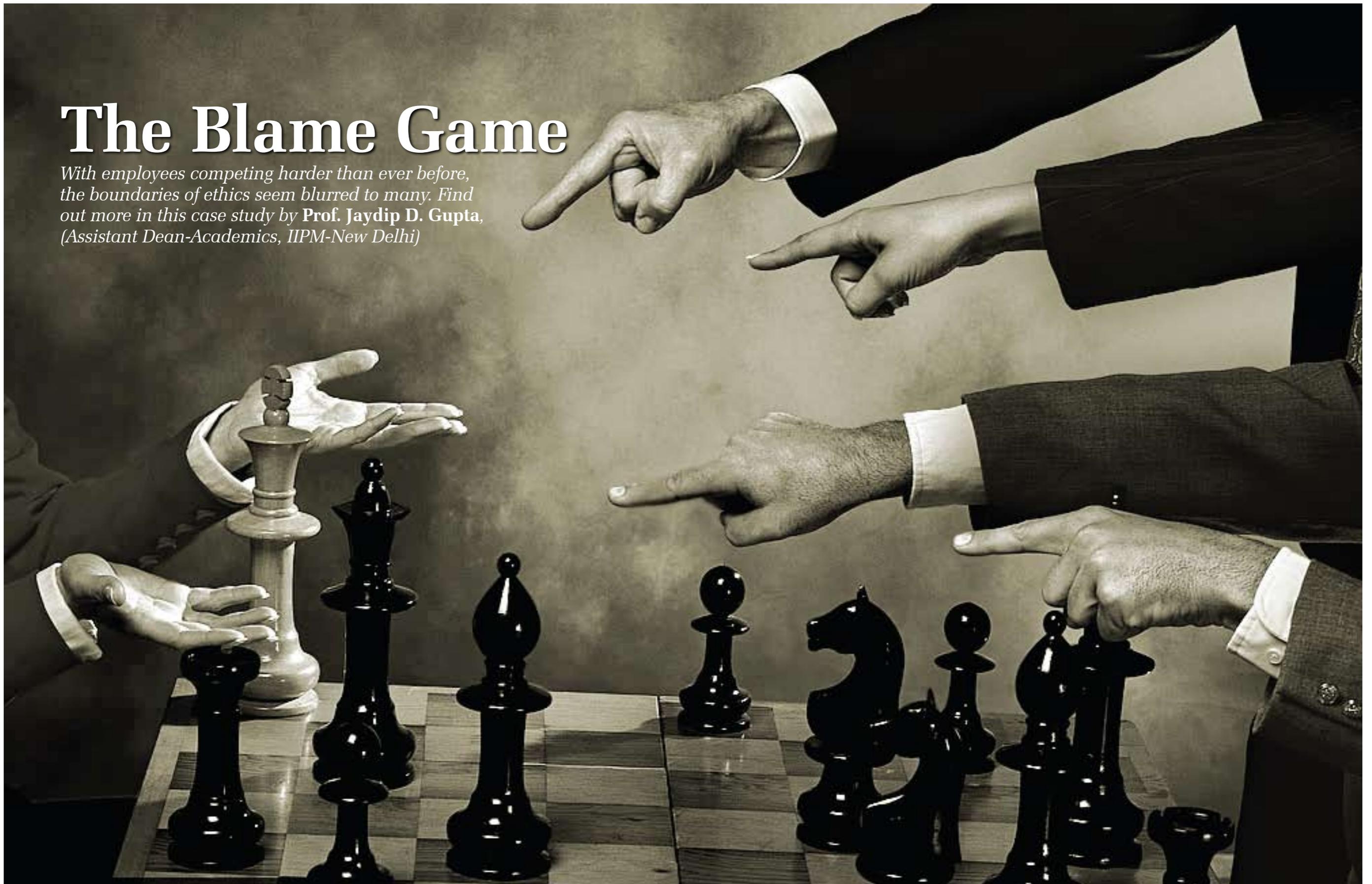


The Blame Game

With employees competing harder than ever before, the boundaries of ethics seem blurred to many. Find out more in this case study by Prof. Jaydip D. Gupta, (Assistant Dean-Academics, IIPM-New Delhi)



■ Case Study on Interpersonal Relations

8:05 AM, Wednesday. Sheila was preparing to leave for work. She usually leaves home by eight to drive down to her office, which is located at a comfortable distance of 7 kilometres from her rented accommodation in a South Delhi colony. Although it takes not more than 15 to 20 minutes for her to cover the distance, Sheila prefers reaching office early, before the 9 am log-in time. She enjoys the peace of mind she gets in the early hours of the day, as she prioritises her work sitting in her corner workstation, nestled between Mr. Singh's spacious cabin and Harpreet's (*her colleague*) cubicle on the other side.

As Sheila picked up her car keys and made her way towards the exit door, she was cut short by her mobile's message tone. Quickly browsing through her Nokia 6610, she opened her message inbox: "Reach RGs home asap. Twistd his ankle dis mornng. am alrdy on my way."

"Oh God... This Tanya... she has all the time in the world now to run around. Last week when I requested her to help me with the reports, she pretended to be busy!"

Going over the text message again in her mind, she thought of ignoring it. Taking a final look around to make sure she had not forgotten anything, she got into her car to drive off.

Sheila holds a professional management degree from a reputed B-School and has been working with an advertising agency as an Account Manager since the past three years. Although it is a high paying job, it does bring in its share of difficulties – extended working hours, unfriendly colleagues and those other little things that usually tend to depress someone who is working in a competitive environment. Over the years, she has seen many changes in her organisation. There have been many fresh recruits, many high level exits, many important business deals, and lots of corporate hypocrisy.

Turning on the ignition, Sheila paused to position her side-view mirror before pressing on the accelerator of her brand new Santro Xing. The car sped up with a gentle whirr. Turning towards the main road, the car was now gliding smoothly towards Sheila's regular destination.

As the car came to a jerky halt at the first red light, her mind took her racing back to a day the previous summer, May 7th 2007. It was not a very unusual day, except for the fact that it was her boss' birthday. She had already messaged Mr. Raj Grover (*affectionately called RG by the team*) that morning, wishing him a hearty 33rd birthday. She reached office by 8:20 am and had even finished going over her daily to-do list. Everything was proceeding on schedule... everything... except something unusual.

At 8:40 am that day, Tanya walked into office. Rags (*that is how Tanya addressed Raghuvir Sharma, her office soulmate*) followed her in. His hands were full with 4-5 large carry bags. As Tanya stopped at her workstation to log-in, Rags waited for her obediently... still clutching on to the carry bags and trying to hide them from a bemused Sheila.

"Hi Tanya," Sheila had remarked, "how come you have reached office so early today?"

"Oh... just like that... I had some work," came the reply from Tanya.

That is really good, Sheila had thought. Seems like Tanya has finally given some importance to her work, for a change.

Tanya, like Sheila, holds an MBA degree from a B-School and had joined the organisation the same year alongwith Sheila. Although both had started their careers together, Sheila had always been the better performer, at least when it came to business. She was responsible for handling some of the most important clients. Tanya, in contrast, had other qualities for which she was well-appreciated.

Without pushing Tanya for further details, Sheila got back to her daily

work schedule while Tanya moved towards the other side of the office floor, the skinny little Rags still following her obediently.

Some twenty minutes had passed, when Sheila decided to help herself with a cup of espresso coffee from the coffee machine. As she turned the corner towards the other side of the office, she could not believe her eyes when she saw RG's cabin. It had been decked up with colourful bands and paper rolls and glitter and balloons and... "Oh my god!" exclaimed Sheila, "Tanya has done it again." There was, amongst other things, a huge bouquet of pink and white lilies, schematically arranged with royal blue orchids and satin ribbons, standing tall and flamboyantly on RG's huge teak-wood table. A medium-sized neatly-wrapped giftbox was also lying there, right in



the centre of the table. By now, Tanya had company in the form of Harpreet, Shailesh and Sachin (*other colleagues*). Rags seemed a little uncomfortable in the presence of the others, but tried his best to put up a smiling face. Everyone was huddled together, blowing balloons and decorating the cabin... as if a grand celebration was being organised in the office.

"I knew it," Sheila had snapped. "This Tanya is always upto something... why can't she concentrate on her work and channelise her creativity and innovation for something slightly more worthwhile?"

She did not find an answer to the question then, and this had not changed even now.

A sudden gush of honking cars behind Sheila's brought her back to the present. The signal had turned green and the line of irate drivers stranded behind her were ready to battle it out with the disruptive car with their electronically synchronised horns.

Sheila reached the office parking sharp at 8:20 am. "Phew, on time again!" noted Sheila. Stepping out of the car, Sheila bent over to check her makeup in the side-view mirror and then gracefully made her way towards the reception lounge. A beaming Mohan Lal jumped on to his feet to open the door for her. He was used to seeing this soft-spoken, elegant lady reaching before others. Many times, he had also seen her leaving later than others. With a thankful smile and a gentle nod, Sheila wished Mohan Lal a good morning, before moving up the stairs for the first floor. No one seemed to have reached office yet. Even the security guard was not around. Sheila flashed her ID card in front of the RFID (*Radio Frequency Identification*) reader and pushed open the door to walk towards her corner work-station. After reaching, she gathered herself onto the revolving chair, before turn-

"May this day turn out to be better than yesterday," Sheila whispered in a silent prayer to herself

ing to her desktop with a bored look. "May this day turn out to be better than yesterday," Sheila whispered in a silent prayer to herself.

A sudden beep on her cellphone startled her. She picked it up to check the new message.

"Sheila, wher r u? RG was askng... am takin him to the clinic!"

"Why would RG ask for me!" remarked Sheila, "he has never asked for me or anyone else, with Tanya around. This is so ridiculous. RG has many a family member back home to take care of him, and this girl is unnecessarily trying to get overly personal, and that too just for a twisted ankle!" Sheila thought deeply looking at the blank screen in front of her. She picked her cellphone up and messaged back: "Have prior client commitments. Will not make it now... you take care." She even messaged a 'get-well-soon' one liner to Raj and thought it wiser to concentrate on her work instead.

The day passed by in a jiffy – 3 client meetings, some Powerpoint assistance to the Business Development team and the usual rounds of *tête-à-tête* with the creative team, explaining to them the client requirements in detail. At around 7:45 pm by the office clock, Sheila decided to lean back on her seat and relax a little over a cup of her favourite espresso. Unenthusiastically, she reached out for her mobile phone in her purse. "Gosh! 12 missed calls and 6 messages! I must have kept it on silent mode too long... probably while I was busy in the meeting with the client," recollected Sheila. She quickly scrolled through the call records and found 5 missed calls from Tanya and 2 from RG. "Oops, was there something urgent?" She decided to check the messages and found 2 messages from Tanya and 1 from Raj: *Message 1 from Tanya*: "Calld you thrice b4... Lady, where hv u been today? U need to finish my propls for

the Cool Fan campaign... am at home now, very tired."

Message 2 from Tanya: "It seems u are ignoring my calls, don't want to take responsblty, eh... called you twice again... smsed RG. It's urgent."

Message 3 from RG: "This is very un-professional. No response from your number throughout the day. U should learn to take responsibility. Learn from Tanya. She was so helpful and still remembered her work. Meet me tomorrow at 9 am in my cabin."

Sheila paused for a minute, her mind going completely blank. She felt as if she had been hit in the face by a tsunami... she could not hold back the tears... she burst out. "This is what I get after 3 dedicated years of service?" She could not keep her cool. Without thinking, she replied back to RG: "Thanks for reminding me about my responsibilities. I am quitting, you will get the formal resignation letter through mail before tomorrow morning."

Keeping in mind the above turn of events, how much blame do you think Sheila should shoulder for the entire episode? How do you think the HR department can help its employees in such difficult situations, which have become natural phenomena in workplaces today? What is the best leadership method under such a situation? **HR**

This case study has been analysed by the following industry experts:

1. Nupur D. Pandey, HR Advisor and Management Consultant, Facilitating Excellence
2. Sunder Ramachandran, Managing Partner, WCH Solutions
3. Prof. Aditya Verma, Consultant-Management Programmes, RNIS College of Management
4. Dr. Sanjay Joshi, Manager-HR, Cyber Futuristic India Pvt. Ltd.
5. Ashok Malhotra, CEO, Spark Leadership Inc.



Nupur D. Pandey, HR Advisor and Management Consultant (Facilitating Excellence)

Nothing Heroic about Resigning

There will be many Tanyas and RGs in every work environment and running away will not solve the issue

WHAT has been depicted in this scenario is nothing new but at the same time, this is only one side of the story. As Kahlil Gibran has said, "Say not, 'I have found the truth,' but rather, 'I have found a truth.'" This situation depicts a truth seen and felt by an employee. However, what also has to be understood is that there are different types of people in every workplace. Sheila was hardworking, while Tanya was an outgoing person who loved building personal relations with people around her.

The unfortunate aspect of a work personality is that people often end up victimising themselves in the name of not being treated fairly. And that is exactly what happened in the given situation. Sheila has been working in the office for over 3 years along with Tanya, and by now she should have had understood Tanya's working style. Therefore, all Sheila has to do is find a way to coexist with people like Tanya. It may sound very heroic when somebody states that they resigned because they could not take the unfair treatment, but what needs to be realised is that there will be many Tanyas and RGs in every work environment, and running away will not solve the issue.

Sheila should perhaps not take any blame as far as this particular episode is concerned. She did the right thing all along. However, she should realise that her reaction was not just detrimental to her career but also a little too dramatic. Understandably she was frustrated with RG's message, but she needs to realise that text messaging,

emails and even phone calls are not the most effective form of resolving problems. Only a face-to-face dialogue can solve such problems.

Also, there seems a communication gap between RG and Sheila. There are different kinds of managers; some are concerned with the end result while others with details. Despite the fact that Sheila has been a good performer, Raj does not seem to know her capabilities yet. And that is exactly where people with good PR skills such as Tanya cash in on the opportunity. As is evident in this case, Tanya worked on her part of the deal by duly informing RG that she had taken care of the responsibility. This is how she managed to shift the monkey on Sheila's back. Since RG did not have a clue about Sheila's work during the day, he could have easily felt that Sheila was shirking her responsibility.

Any effective HR manager should be able to sense problems like these cropping up in a department. The undercurrents are clearly visible. However, such is the crux of the HR function that sensitivity is the key in dealing with people's issues. Premature actions can damage situations beyond control while long-overdue assistance will do no good.

There are two ways of addressing people issues: First is formally, through a grievance cell where employees can come and register their complaints and/or an informal setup where the

HR acts like a friend and *confidant*, so that if it sees an employee frustrated about a particular scenario, it is addressed immediately through informal counselling. Had Sheila been given this option, she would have probably taken it up.

Like Daniel Goleman explained in his six leadership styles, leaders are effective because they create resonance. He identified the six key leadership attitudes; namely, visionary, coaching, affiliative, democratic, pacesetter and commanding. If we talk about RG's leadership's skill, it was evident that he was not amongst the

best. While there is nothing wrong with having a different leadership style, employees should not feel cheated if the boss is playing favourites, as is the case here. This balance is difficult to create, but as a manager it was RG's responsibility to make this happen. While RG followed a commanding style with Sheila, he used affiliative leadership with Tanya. An ideal situation would have been if he had taken a commanding stance with Tanya as well.

Sheila, Tanya and RG are just a few names in the competitive environment who are dealing with people issues. Blame games are never just about responsibility, they are more about personal egos and hasty inferences. If blame games become a norm in an organisation, they will continue to deter performance. 

THE ADVERSE ASPECT OF A WORK PERSONALITY IS THAT people often get victimised in the name of unfair treatment



Sunder Ramachandran, Managing Partner, WCH Solutions

HR Must Project Confidence

The key to successfully advancing at work is to develop networking relationships with your colleagues

LOOKING at Sheila's situation, I am reminded of the famous story of the lion and the gazelle. The wise have said, "Every morning in Africa, a gazelle wakes up. It knows it must run faster than the fastest lion or it will die. Every morning in Africa, a lion wakes up. It knows it must run faster than the slowest gazelle or it will starve to death. It does not matter whether you are a lion or a gazelle; when the sun comes up, you'd better be running."

There are some life lessons to be learnt from the way animals survive and thrive in the unpredictable jungle; these lessons can teach us how to 'survive and thrive' in our own jungles - our workplaces.

Sheila is responsible for the oversight on her part and the inability to analyse the situation holistically. Her past experiences with Tanya overpowered her decision making ability. She also erred in being impulsive and sending a text message to her boss about her resignation. In today's workplace environment, it is important to quickly identify the nature of your current ecosystem and take stock of factors like organisational culture, values, boss' working style, level of support from colleagues, etc. Sheila could have easily avoided the awkward situation by making a simple phone call to her boss, RG. Perhaps the only reason she did not make that call was because of her strong perception of Tanya being the company sycophant. Typically, this path is taken because the person has very little to offer. They become the undeserved, go-to person at the

expense of their co-workers. While people like Tanya may not add substantial value, it is often important to build ties with them as they usually have the management's ear. We have all done something we regret and I am sure Sheila will get that sinking feeling every time she thinks about this situation in retrospect.

The HR department should help sensitise employees to the reality of the workplace and empower them to thrive in an unpredictable environment. Most industries are dancing to the drumbeat of Wall Street, and international and domestic competition is leading to a lot of insecurity. The following factors need to be considered by the HR department: *Identify the nature of your workplace:* What is happening in your industry? What professional and personal attributes do you want to improve as you attain new heights? What opportunities are available to you?

Do not run aimlessly towards work: Treat anything that limits you from living up to your potential. Your inability to reach out to your colleagues and build ties can become a roadblock. Identify your targets in your professional endeavours. What kind of relationships do you think are good for you at the workplace?

Concentration and determination: Most employees drift from the goal of achieving professional excellence and start engaging in other activities

that are not directly related to work. Employees must be urged to apply the law of discrimination against anything which is not relevant to their goals. As employees build their careers within the organisation, they will face bad terrain, that is, unhelpful colleagues, non-supportive boss, etc. Determination will keep them from becoming victims. HR must also project confidence in organisational policies and fair practices, and tell employees not to give up.

Build strong associations and hone your skills: We need to have associates that we can work with or depend on. In today's workplace, learning-to-learn is an asset. Learn to expand and integrate your knowledge; learn communication, thinking, reasonings and interpersonal skills. It is true that the best jobs go to well-connected employees - the people who know people. The key to success is to develop these networks.

Constant attention to personal stress wastes time that can be used to develop relationships. And this might hurt your career tremendously in the long run.

Since Tanya was there for RG, it was easy for the leader to lose perspective. In a situation like this, the leader must not get caught in friendly fire. An effective leader is one who can keep from being dragged into the fray. They keep their eye on the big picture and act rationally. Thus, they are able to set the right examples. 

EVERY MORNING IN AFRICA, A GAZELLE WAKES UP knowing that it must run faster than the fastest lion in order to survive



Prof. Aditya Verma, Consultant-Management Programmes, RNIS College of Management

There is no Shortcut to Success

The behaviour of an individual or a group in different situations is a direct fallout of the world view carried by that individual

WE will discuss this case in two phases: Firstly, looking at the macro aspect of the behaviour of people in the society and secondly, while focusing on the micro level pertinent to this case.

The behaviour of an individual or group in different settings is a direct fallout of the world view carried by that individual or the group, about what works and what does not work in real life. In order to understand the roots of the behaviour exhibited by people in different situations, we need to look at the beliefs and value system of that individual, which would have formed over a span of time as a result of his/her upbringing, schooling, socio-cultural interactions in the society, and direct experiences from life situations. These factors are responsible for developing the perceptions, attitudes and personality of an individual. An individual, therefore, cannot be squarely blamed for what the organisation considers inappropriate behaviour. The need of the hour is to develop conscientious and honest individuals who have integrity, strength of character and conviction to stand up for what is right, and who do not tolerate what is morally and ethically wrong.

The starting point of this transformation must be at the grassroot level, that is, at the primary education level. According to a research, in a particular society, small children were narrated stories of achievements of their country's leaders and other great men, at bedtime by their parents. Two decades later, these children grew up

as individuals with an extraordinary need for achievement. The moral of the story is that any act of transformation takes time. There is no shortcut to success.

Having said that, let us look at the role of HR in this situation. In recent years, HR has been successful in moving past its conventional image. It has become proactive and is now acting like a change agent. It is important that HR understands the business, the nuances of the culture in which the organisation operates and build a strong pro-work environment.

The HR, in my opinion, must work on the following:

- Develop culture of trust, openness, proactivity and collaboration
- Recognise and reward talented individuals
- Make people accountable for results and not for showing favours
- Encourage people to come up with their grievances and HR should offer genuine solutions to them
- Discourage 'party culture' in office hours
- Sensitise people about caring for others' emotions, and not hurt them with their behaviour
- Train employees about ethics
- Implement sound corporate governance practices

Sheila is a dedicated, committed and responsible individual who enjoys her work. She tends to get so engrossed in her work that, at times, she forgets to socialise with her col-

leagues. She may be perceived as a threat by Tanya, who likes to resort to impressing the boss and playing the 'blame game'. The only mistake Sheila made was not talking to her boss directly after receiving a message from Tanya in the morning. She could have saved herself a lot of trouble as she would have known what her boss expected. Secondly, she should not give up so easily. She knows she is a dedicated and competent employee; and every organisation values such people. Thirdly, by quitting she has given more reason for others to believe that she was guilty of not shouldering her job responsibility, the impression given by Tanya to RG about Sheila.

RG's leadership style also plays an important role. He is responsible for the motivation and morale of employees. Everyone looks up to the boss as a role model. Thus RG should have led from the front, exhibiting a high degree of integrity and honesty, and ensured equitable treatment to all. At the same time, a boss should never accept or lend personal favours

since that can tarnish his/her image. *(At times immature or over-ambitious people in positions of power strive to develop work relationships in which giving and receiving personal favours is taken for granted. This is damaging for the reputation of the individual. Hence, utmost care should be taken to guard oneself against getting into such a quid pro quo relationship).* 

BY QUITTING IN A HURRY, SHE HAS GIVEN REASON TO believe that she was guilty of not shouldering her job responsibilities



Dr. Sanjay Joshi, Manager-HR, Cyber Futuristic India Pvt. Ltd.

Apologising is a Healthy Option

Some forelock tugging in initial phases alone can prevent seeds of conflict from blooming into giant disaster trees

THE element of lapse did take place in Sheila's conduct, especially when she had prior information from Tanya about RG's twisted ankle. Even if she dismissed the idea of paying a visit to RG's house, she could have proactively contacted Tanya about her pending work in the spirit of team camaraderie. This little act of kindness alone could have gone a long way in removing all misunderstandings, perceived or otherwise, between them. However, Sheila chose to act out of a prejudiced disposition against Tanya and did not care a hoot about what she said or did while in office. She always eyed Tanya's actions with a sense of contempt and reproach as if it risked her own professional growth.

I think missing a phone call inadvertently is not such a shameful blame that Sheila could not have wisely absorbed this as part of her professional life. Needless to say, her boss's cellphone message was provocatively hurtful to her professional and personal image. In spite of everything, she could have exercised her prudence while tailoring her rejoinder. Instead of viewing the entire episode as a terrible nightmare, she should have coolly recollected her wits, replayed the sequence of events over, and then responded with some sensible strategy.

Flinging the resignation at the boss may feel acceptable as an impulsive act of self-validation; however, it does take its toll later in terms of several nervous moments involved in switching jobs. Sheila could, instead, have planned an image repair tactic, admitting to the the fact of unanswered

calls and messages as an uncanny accident. As a follow up to her good intentions, she could have either promised never to repeat the lapse or on a slightly more mellow note, have asked for forgiveness. Apologising is a mark of healthy self-esteem and taking onus for one's actions also avoids damaging others' self esteem. The latter step, though, again a very tactical one, might be found wanting or otherwise in a candidate depending on that person's psychological makeup and grooming.

HR guys can do well to encourage open communication between employees and upper management. All employees have opinions of their own and the HR department can organise periodic feedback sessions between seniors and subordinates to identify and address all simmering issues in a timely manner. Sheila, in the present case, considered colleague Tanya's actions as smart career advancement moves and felt threatened. At least through regular skip-level meetings or one-on-one interactions,

HR can always provide a platform where management can allay such unfounded anxieties and lend a reassuring touch to its employees.

Additionally, HR can encourage employees to raise potentially significant issues through a confidential email accessible only to the CEO/COO. For the success of all HR initiatives meant to curb negativity, a highly positive

and problem-solving mindset is the precondition. At any stage, interactions should not take on an interrogative or disapprobative flavour.

Further, HR should never think twice about asking employees how they feel about their current jobs and what can be done to ensure that their association with the company is a lasting one. Fast turnover is never good for any company, not to mention its unwholesome effects on carefully planned employer branding schemes. Good HR is also good in battling and seducing employee egos. Some forelock tugging in initial phases alone can prevent the seeds of conflict from blooming into giant disaster trees.

For employer branding to be effective, RG as the boss, could have taken periodic steps to become aware of employee perceptions. Good research through focus groups, surveys or interactive meetings would have ensured that the brand messaging actually aligned with expectations of the staff.

At best, what I can suggest is that leaders should begin to look at performers they need today and in the future as a species of consumers. Just like consumers in relation to products/services, employees have a set of precise needs which need to be promptly and rightly addressed. Whosoever adequately fulfills those needs is, in the end, declared the winner, be it recruitment marketing or consumer marketing. 

FLINGING THE LETTER OF RESIGNATION AT THE BOSS may feel acceptable as an impulsive act of self-validation



Ashok Malhotra, CEO, Spark Leadership Inc.

Relationships are a Priority

Interpersonal skills are just as important as the hard skills when our professionals are subjected to global exposure

AFTER analysing the entire episode and going by the basic principles of success in a profession, in my opinion Sheila has nobody to blame for the situation she has created around her. Interpersonal skills are just as important as the hard skills (*skills required to execute the job or assignment*) when our professionals are subjected to global exposure.

The three types of professionals who succeed in reaching the top of the career ladder are:

- *Shrewd*: Professionals who put others down and create a political bias against others. Such people make their way to the top but are replaced at the first available chance
- *Sincere*: Such professionals lack interpersonal skills and remain unaffected by politics, however sincerity can easily replace sincerity. Hence, professionals who are sincere and ignore the importance of relationships can be easily replaced by another sincere person
- *Sincere with good interpersonal skills*: Such professionals are indispensable and can never be replaced unless they themselves want to move out

Though I am not opining that characters other than her were not at fault, but Sheila could have easily protected herself by using basic interpersonal skills to communicate directly with her boss. She would have perchance achieved a better footing than Tanya.

The great Albert Einstein observed, “The significant problems we face cannot be solved at the same level of

thinking we were at when we created them”. Therefore, from Sheila’s point of view, although she was sincere, she ignored the importance of relationships. Had she been good at interpersonal skills, she would not have been facing such issues.

HR departments, through training and counselling, have to identify all competent professionals and consistently counsel them on the importance of interpersonal and communication skills. The most important aspect of interpersonal skills is the Emotional Quotient (*EQ*) and specifically the need to become assertive, that is, remaining firm without hurting others; and empathy, which is, showing concern towards others.

HR has to open doors for the professionals who are competent but are facing similar issues at work. This should be done with an aim to help them and it may be wise to hire the services of experts rather than losing valuable talent over petty matters. This can only happen by creating an atmosphere of open communication and transparency where people are encouraged to share details about interpersonal issues, and HR can, in turn, provide complete guidance and assistance until such thoughts and problems are weeded out and satisfactorily resolved.

HR can also conduct psychometric tests for people when they are joining the company. This can help assess

their personality traits and understand if they will need counselling.

At any point of time, the most important trait of a successful leader is that he/she is partial only to performance. Hence, although Sheila has nobody to blame, RG showed a leadership flaw in ignoring Sheila’s sincerity and recognising Tanya’s tactics.

This was a clear imbalance on his part and the approach was completely personal rather than professional. Such leaders often fail to retain talent. John Maxwell rightly said “When a person feels encouraged, he can face the impossible and overcome incredible adversity,” and a competent person who is discouraged can only be a lost resource.

THE SIGNIFICANT PROBLEMS WE FACE CANNOT BE solved at the level of thinking we were at when we created them

While interpersonal skills are important for middle managers, relationship management is a priority for leaders. The impact is directly proportional to the productivity of individuals and team.

Impartial, transparent and performance-oriented leaders are the ones most liked and trusted by teams. Hence, they are

successful and achieve a high performance quotient, since integrity is so vital in business.

Stephen Covey, in *The Seven Habits of Highly Effective People*, explains the importance of relationships, likeability and trust for leaders. The book rightly creates a new level of thinking which is about being principle-centric and character-based.