



Mary C. Gentile, PhD, Director
www.GivingVoiceToValues.org

Giving Voice to Values

GIVING VOICE TO VALUES: BRIEF INTRODUCTION

Most of us want to bring our “whole selves” to work. Yet, experience and research demonstrate that many of us will encounter values conflicts in our careers, when the way we want to live and the things we want to accomplish seem in conflict with the expectations of our clients, our peers, our bosses and/or our organizations. The Giving Voice to Values curriculum is designed to help individuals learn to recognize, clarify, speak and act on their values when those conflicts arise.

The focus here is POST-decision making. It is not about deciding what the right thing *is*. Rather it is about how a manager raises these issues in an effective manner; what he/she needs to do and say in order to be heard; and how to try to correct an existing course of action when necessary.

Distinctive features of the *Giving Voice to Values* Curriculum include:

1. A focus on **positive examples** of times when folks have found ways to voice, and thereby implement, their values in the workplace;
2. An emphasis on the importance of finding an **alignment** between one’s individual sense of purpose and that of the organization (which involves self-assessment and focus on individual strengths);
3. The opportunity to **construct and practice responses** to the most frequently heard reasons and rationalizations for *not* acting on one’s values;
4. The opportunity to build commitment by providing repeated opportunities for participants to **practice** delivering their responses and to learn to provide **peer feedback and coaching** to enhance effectiveness.

Research and interviews reveal that there are many different ways to voice our values: looking for a win/win solution; changing the boss’s mind through persuasion and logic; going over the boss’s head within the organization; building coalitions of like-minded employees; and so on. But the pivotal moment is deciding to speak.

It’s also important to understand that since there are so many different ways to voice our values, we can look for the approach that not only seems most likely to be effective in our particular situation, but also the one that is most comfortable, given our own personal style of communication and personality. Finally, there are things we can do to make it more likely that we will actually voice our values and that we will do so effectively: namely, pre-scripting, practice and coaching.

The point here is that just because we are addressing a question of values and ethics does not mean that we need to preach. Often, the very fact that a situation has an ethical component to it leads us to feel that we must gear ourselves up to be saints or even martyrs; in reality, we often just need to be competent and skillful. We can approach the communication challenge with the same analytical and personal capabilities that we would use in any other situation, whether it is a convincing our professor to give us an extension on our final paper or

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The Aspen Institute was founding partner, along with the Yale School of Management, and incubator for *Giving Voice to Values* (GVV).
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Giving Voice To Values Babson College

Jerry Goodstein, Mary Gentile



Giving Voice To Values Babson College:

Giving Voice to Values Mary C. Gentile, 2010-08-24 How can you effectively stand up for your values when pressured by your boss customers or shareholders to do the opposite Drawing on actual business experiences as well as on social science research Babson College business educator and consultant Mary Gentile challenges the assumptions about business ethics at companies and business schools She gives business leaders managers and students the tools not just to recognize what is right but also to ensure that the right things happen The book is inspired by a program Gentile launched at the Aspen Institute with Yale School of Management and now housed at Babson College with pilot programs in over one hundred schools and organizations including INSEAD and MIT Sloan School of Management She explains why past attempts at preparing business leaders to act ethically too often failed arguing that the issue isn't distinguishing what is right or wrong but knowing how to act on your values despite opposing pressure Through research based advice practical exercises and scripts for handling a wide range of ethical dilemmas Gentile empowers business leaders with the skills to voice and act on their values and align their professional path with their principles Giving Voice to Values is an engaging innovative and useful guide that is essential reading for anyone in business

Educating for Values-Driven Leadership Mary C. Gentile, 2013-08-29 Despite four decades of good faith effort to teach ethics in business schools you'll still find today headlines about egregious excess and scandal It becomes reasonable to ask why these efforts have not been working Business faculty in ethics courses spend a lot of time teaching theories of ethical reasoning and analyzing those big thorny dilemmas triggering what one professor called ethics fatigue But what if faculty stopped focusing on ethical analysis and focused on a new curriculum one that builds a conversation across the core curriculum not only in ethics courses and also provides the teaching aids for a new way of thinking about ethics education This is where Giving Voice to Values GVV comes in the GVV curriculum asks the question What if I were going to act on my values What would I say and do How could I be most effective This book will help faculty across the business curriculum with examples strategies and assistance in applying the GVV approach In addition to an introductory chapter which explains the rationale and strategy behind GVV there are twelve individual chapters by faculty from the major business functional areas and from faculty representing different geographic regions The book is a useful guide for faculty from any business discipline on HOW to use the GVV approach in his or her teaching

Giving Voice to Values Jerry Goodstein, Mary Gentile, 2021-06-28 Giving Voice to Values under the leadership of Mary Gentile has fundamentally changed the way business ethics and values driven leadership is taught and discussed in academic and corporate settings worldwide This book shifts attention to the future of Giving Voice to Values GVV and provides thought pieces from practitioners and leading experts in business ethics and the professions on the possibilities for sustaining its growth and success These include the creation of new teaching materials reaching different audiences and expanding the ways in which GVV is making a difference in classrooms and the workplace and acting as a

catalyst for organizational and societal change The book closes with a reflective chapter by Mary Gentile looking back at where GVV has been and looking ahead to where GVV might go

Educating for Responsible Management

Roz Sunley, Jennifer Leigh, 2017-11-22 It is well known the global community is looking towards business to play its role in creating a just and fair economy This increases the urgency and relevance of new approaches to management education that can engage and foster socially responsible leaders who are resilient creative and innovative thinkers Educating for Responsible Management profiles cutting edge approaches to pedagogy for the Principles for Responsible Management Education PRME that go beyond current discussions of sustainability and corporate social responsibility content to include a wider lens that highlights the processes of educating the next generation of responsible managers The book draws together leading thinkers practitioners and management education to share their practice and research on how management educators can prepare themselves their students the learning environment and their teaching resources to meet these challenges These conversations across practice lines highlight a range of innovative pedagogical approaches and methods used by responsible management educators around the world to provide effective learning experiences

Understanding Ethics and Responsibilities in a Globalizing World Maria Cecilia Coutinho de Arruda, Boleslaw Rok, 2015-12-21 This book contemplates the ethics of responsibility in a large range of meanings consequences and impacts It reflects the perspectives and reasoning of 24 authors from all continents All chapters are original papers presented at the Fifth World ISBEE Congress that took place in Warsaw Poland at the Kozminski University on 11 14 of July 2012 In this book ethics and responsibility are considered essential traits of character not only in the business or governmental arenas but in any initiative decision and activity The contributions to this book focus on a spectrum of themes terms and concepts the global corporate social responsibilities perspective covering impacts challenges analysis criticism consequences of important topics of real life sustainability international economy and regimes corruption poverty and violence among others The book is intended for academics researchers and professionals in all continents who are dedicated to Ethics Business Ethics Corporate Social Responsibility Social Innovation and Sustainability Management

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The New Entrepreneurial Leader

Danna Greenberg, Kate McKone-Sweet, H. James Wilson, 2011-09-06 Our economic crisis has shown that we need a fundamentally new kind of business leader able to make ethical decisions in the face of strategic unknowns serve the environment and society while also serving the needs of investors and shareholders and understand how their personality and the social context in which they operate impacts their leadership This book lays out a compelling model for creating and developing these new entrepreneurial leaders

Managing Human Resources for the Millennial Generation

William I. Sauser, Ronald R. Sims, 2013-02-01 The purpose of this book is to explore the talents work styles attitudes and issues that members of the Millennial generation are bringing with them as they enter the workforce The Millennial generation is a

roughly 20 year cohort of young people whose leading edge members were born in 1982 and graduated high school in 2000. These are the young adults who began entering college, the military and the workplace during the present decade and who will continue to do so for perhaps another decade more. The Millennial generation has been exposed during their formative years to a unique variety of historical, cultural, economic and technological changes that have shaped their particular attitudes and values, preferred social interaction styles, beliefs about what is proper in the workplace and personal concerns and desires. Millennials are bringing their unique perspectives into their places of employment where at times they clash with those of the older generations who are already established there.

Ethical Models and Applications of Globalization:

Cultural, Socio-Political and Economic Perspectives Wankel, Charles, 2011-11-30. Continued growth of the global market necessitates research that establishes norms and practices and ensures the appropriate level of ethical concern for those who contribute to the process of globalization and are being affected by globalization. *Ethical Models and Applications of Globalization: Cultural, Socio-Political and Economic Perspectives* presents the work of researchers who seek to advance the understanding of both the ethical impact of globalization and the influence of globalization on ethical practices from various cultural, socio-political, economic and religious perspectives. The aim of this reference work is to put forward empirically grounded methods for understanding both the effect that the process of globalization has on ethical practices in organizations and how this research can shape the course of economic globalization.

A Strategic and Tactical

Approach to Global Business Ethics, Second Edition Lawrence A. Beer, 2015-01-12. The inclusion of ethically driven elements into the strategic planning process of multinational corporations (MNCs) is an emerging consideration in the modern era of globalization. Firms pursuing cross border activities in any capacity and to whatever degree or scale are increasingly coming into contact with differences in morally applied decision making that affects their operational success and sustainability. The choices made require the use of clear and unambiguous codes of conduct for embedded managers abroad. The implementation of a properly administered code coupled with a program of corporate social responsibility (CSR) can add value to a company while its misapplication or exclusion can diminish value.

Dictionary of Corporate Social Responsibility

Samuel O. Idowu, Nicholas Capaldi, Matthias S. Fifka, Liangrong Zu, René Schmidpeter, 2015-02-03. This book is a concise and authoritative reference work and dictionary in the field of corporate social responsibility, sustainability, business ethics and corporate governance. It provides reliable definitions to more than 600 terms and concepts for researchers and professionals alike. By its definitions the dictionary helps users to understand the meanings of commonly used terms in CSR and the roles and functions of CSR related international organizations. Furthermore it helps to identify keynotes on international guidelines, codes and principles relevant to CSR. The role of CSR in the business world has developed from a fig leaf marketing front into an important and indispensable aspect of corporate behavior over the past years. Sustainable strategies are valued, desired and deployed more and more by relevant players in business, politics and societies all over the world. Both research and

corporate practice therefore see CSR as a guiding principle for business success

Ethics and Crisis Management Lina Svedin, 2011-08-01 The daily process of public service provision and administration is filled with value judgments and value trade offs and the safeguarding of just and fair processes is key to the public's trust in governing institutions In crises public decision makers face complex ethical judgments under great uncertainty time pressure and heightened public scrutiny A lack of attention to the ethical dimensions of crises has lead decision makers to long shadow crises that never reach closure Furthermore crises triggered by unethical conduct by public officials steadily feed people's cynicism about politicians and bureaucracy The fact that decision makers often are judged on how they dealt with ethical issues in crises further underlines the importance of this topic Little scholarly attention had been paid to how ethics play into and are dealt with in situations when they matters most in crises In order to improve government performance we need to analyze the ethical dilemmas and normative challenges that face practitioners in crises This book meets this challenge by presenting a public policy framework for analyzing the ethical dilemmas in crises and introduces ten empirical chapters written by prominent public administration and crisis management scholars The cases reviewed include Abu Ghraib the 9 11 Commission the 2008 Financial Crisis and the Memorial Hospital Tragedy during Hurricane Katrina Building off the empirical focus on inherent ethical challenges in crises and actor ethics in evaluation and judgment the concluding chapter outlines important lessons about criteria for crisis decision making and strategies the poisoned apple of bureaucratic discretion and the nature of post crisis evaluations The book is geared toward students scholars and practitioners concerned with public management public sector ethics public policy crisis management and the implication of these factors on business and corporate crisis management

Leadership and Personnel Management: Concepts, Methodologies, Tools, and Applications Management Association, Information Resources, 2016-02-17 Strong leaders are essential to the structure of organizations across all industries Having the knowledge skill sets and tools available to successfully motivate manage and guide others can mean the difference between organizational success and failure Leadership and Personnel Management Concepts Methodologies Tools and Applications presents the latest research on topics related to effective managerial practice as well as the tools and concepts that attribute to effective leadership Focusing on a variety of topics including human resources diversity organizational behavior management competencies employee relations motivation and team building this multi volume publication is ideal for academic and government library inclusion and meets the research needs of business professionals academics graduate students and researchers

Handbook of Research on Business Ethics and Corporate Responsibilities Palmer, Daniel E., 2015-01-31 While skeptics once saw the concept of business ethics as an oxymoron modern businesses are proving them wrong Success depends not only on educating young professionals about ethical practices but on the implementation of these practices in all aspects of a company The Handbook of Research on Business Ethics and Corporate Responsibilities explores the fundamental concepts that keep companies successful in the era of globalization and the internet Investigating

the implementation of best practices and how ethics can be taught to the next generation of business experts this handbook is an essential reference source for students academics business managers or anyone interested in the increasingly interdisciplinary field of business ethics and its applications in the world today *Teaching Anticorruption* Agata Stachowicz-Stanusch,2013-09-03 Over the past few years there has been a surge of interest in discussing how business schools help students learn about anti corruption how it develops and is directly linked to the practices of businesses today The increased interest in knowing what exactly constitutes anti corruption practices and how such practices can become meaningfully integrated in the organizational life of companies is where this book comes to life To help you develop an empirical and theoretical platform for rethinking business school curricula or strategize within your own company with a specific view to understanding and meaningfully confronting the challenges of corruption this book will offer examples of new tools teaching methods and case studies for anti corruption teaching explore and discuss how particular approaches such as Giving Voice to Values may be used worldwide for teaching anticorruption and explore and discuss how curricula can be streamlined and rejuvenated in order to ensure a high level of integrity in the worlds of business *Ethics Training in Action* Leslie E. Sekerka,2013-10-01 Making sure that performance in business enterprise is achieved ethically is no small task Leaders managers and employees at every level of the organization need to utilize systems and processes that support ethical strength establishing a workplace where responsibility accountability and doing the right thing are genuinely valued and practiced Management can help support ethical performance in workers daily task actions by underscoring the importance of rules and regulations while also moving to ensure that employees understand and care about doing what s right Given that most firms only emphasize compliance in ethics training there is vast room for additional development Training people to be less bad is not good enough With the infusion of mandatory requirements for ethics training programs in some firms and self imposed initiatives in others we see a range of deliverables To advance ethics in practice a closer look at ethics training in the workplace is warranted This volume attempts to better understand ethics in organizational settings by taking a focused look at the science of ethics training and best practices areas for concern specific techniques application outcomes how to cultivate an ethical work environment and considering where opportunities for additional inquiry reside Managers and practitioners reading this book will garner specific trends and useful techniques that can inform guide and improve their efforts to build ethical awareness and effective ethical decisionmaking within their organizations Academic scholars will find this book useful providing insight as to where additional research and empirical work is needed

Engaging Millennials for Ethical Leadership Jessican McManus Warnell,2015-01-26 This book brings broad perspective to the discussion of millennial at work As organizational models continue to evolve her analysis points to more robust values based talent development strategies that optimize engagement and performance This is essential reading for all who believe that unyielding integrity is the ultimate competitive advantage Susan P Peters Senior Vice President Human Resources GE In

this book McManus sheds highly focused and well grounded light on this issue with respect to how to best prepare today's emerging leaders to handle the ethical challenges they are likely to face at work It is a must read for educators managers coaches and trainers who face this emerging challenge Edward J Conlon Sorin Society Professor of Management Director Notre Dame Deloitte Center for Ethical Leadership Author of Getting It Right Notre Dame on Leadership and Judgment in Business By 2020 half of America's workforce will be millennials In this era of transparency and accountability explorations of effective organizations are inseparable from considerations of ethical leadership Engaging Millennials for Ethical Leadership provides strategies for optimizing performance drawing on emerging research and complemented with perspectives gleaned from students at a top tier business school and from a diverse group of corporate executives The ART of Responsible Communication David Remund,2014-12-17 Business leaders control information data and feedback How should that power be managed in this digital age and fast paced globalized economy That important question is at the heart of The ART of Responsible Communication This book serves as a how to guide for executives and emerging business leaders across multiple industries and a full spectrum of functional disciplines The ART of Responsible Communication examines multifaceted corporate communication as a responsibility shared by leaders across the enterprise You simply cannot delegate all communication responsibility to the corporate communications department or a public relations agency It is every leader's responsibility to model and champion effective communication requiring an ongoing commitment to Accessibility Responsiveness and Transparency or in other words The ART of Responsible Communication **The Values-Driven Organization** Richard Barrett,2017-06-26 Values driven organizations are the most successful organizations on the planet This book explains that understanding employees needs what people value is the key to creating a high performing organization When you support employees in satisfying their needs they respond with high levels of engagement and willingly commit their energies to the organization bringing passion and creativity to their work This new edition of The Values Driven Organization provides an updated set of tools to assess corporate culture new case studies on cultural transformation and additional materials on sustainability measuring cultural health at work and the specific needs of the millennial generation The Values Driven Organization is essential reading for students researchers and practitioners of organizational change leadership HRM and business ethics The Future of Responsible Management Education Christian Hauser,Wolfgang Amann,2023-03-25 Business schools have been criticized for several things such as lacking relevance a too weak ethics orientation dated paradigms or commercialization Simultaneously there has been much positive change and accelerated dynamics toward forming future ready companies and graduates This book outlines how to better understand and master the digital transformation challenge It is essential that business school deans program directors and faculty members embrace new opportunities to bring the UN backed Principles of Responsible Management Education PRME to life successfully Part of the Humanism in Business series this book constitutes a valuable resource for leaders in universities and

business schools as well as individual faculty members aspiring to optimize how they respond to digital transformation It can also be of use to those studying responsible management education leadership and business ethics more generally

Giving Voice To Values Babson College Book Review: Unveiling the Power of Words

In some sort of driven by information and connectivity, the power of words has are more evident than ever. They have the ability to inspire, provoke, and ignite change. Such could be the essence of the book **Giving Voice To Values Babson College**, a literary masterpiece that delves deep in to the significance of words and their affect our lives. Published by a renowned author, this captivating work takes readers on a transformative journey, unraveling the secrets and potential behind every word. In this review, we will explore the book is key themes, examine its writing style, and analyze its overall impact on readers.

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