



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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Ying-Ying Zheng



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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

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

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

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

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 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 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

Ethics, CSR and Sustainability (ECSRS) Education in the Middle East and North Africa (MENA) Region Noha El-Bassiouny, Dina El-Bassiouny, Ehab Mohamed, Mohamed Basuony, 2020-06-10 The Middle East and North Africa MENA region is undergoing significant socio political and developmental transition Although interest in corporate social responsibility CSR in the region is growing little research has addressed corporate social responsibility education and its potential impact CSR has an important role to play in the socio economic development of the Middle East and North Africa due to the volatility and developmental needs of the region Recent research has highlighted that the vitality of the

institutional environment and the needs of multiple stakeholders in CSR are not necessarily consistent with the notion of CSR in the West This book compiles conceptual contextual and empirical research that addresses the concepts of CSR ethics and sustainability education in the MENA region with a special emphasis on how educators can bridge to the Giving Voice to Values approach This book presents a much needed portfolio of articles from authors based in Egypt Morocco the Sultanate of Oman Qatar and the United Arab Emirates UAE highlighting first an overview of the topic and its corresponding publications in the MENA region then presenting several exemplary cases related to ECSRS application in various countries

Sustainable Management Petra Molthan-Hill, 2023-08-22 Sustainable Management A Complete Guide for Faculty and Students is both a textbook for students as well as a teaching guide for educators With a full introduction to sustainable management the book covers a wide range of subject areas relevant to business and management students It enables faculty to incorporate sustainability and climate solutions into their modules and is also very accessible for self directed studies This third edition features fully updated chapters on how to integrate the Sustainable Development Goals into key disciplines in business including economics operations marketing HR strategy and financial reporting We also cover topics such as corporate peacemaking greenhouse gas management and crowdsourcing The book offers a new chapter on how to integrate climate solutions and climate change mitigation education into business and management schools as well as many ideas in each chapter on how to do so The chapter on employability and sustainability was fully redesigned adding new resources which can be used in any educational establishment Educators in business schools and trainers in organisations will find short readymade seminars workshops and a wide array of learning resources supported by a companion website **The Writers Directory**, 2013 *Academy of Management Learning and Education*, 2008 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 **Foundation Reporter**, 2003 *Babson's*

Business Service Babson's Statistical Organization, 1942 *Current Index to Journals in Education*, 1989 *The*
Congregationalist, 1923 High School Life, 1923 Presbyterian Survey, 1929

This book delves into Giving Voice To Values Babson College. Giving Voice To Values Babson College is a vital topic that needs to be grasped by everyone, ranging from students and scholars to the general public. This book will furnish comprehensive and in-depth insights into Giving Voice To Values Babson College, encompassing both the fundamentals and more intricate discussions.

1. This book is structured into several chapters, namely:
 - Chapter 1: Introduction to Giving Voice To Values Babson College
 - Chapter 2: Essential Elements of Giving Voice To Values Babson College
 - Chapter 3: Giving Voice To Values Babson College in Everyday Life
 - Chapter 4: Giving Voice To Values Babson College in Specific Contexts
 - Chapter 5: Conclusion
2. In chapter 1, the author will provide an overview of Giving Voice To Values Babson College. The first chapter will explore what Giving Voice To Values Babson College is, why Giving Voice To Values Babson College is vital, and how to effectively learn about Giving Voice To Values Babson College.
3. In chapter 2, this book will delve into the foundational concepts of Giving Voice To Values Babson College. This chapter will elucidate the essential principles that must be understood to grasp Giving Voice To Values Babson College in its entirety.
4. In chapter 3, this book will examine the practical applications of Giving Voice To Values Babson College in daily life. This chapter will showcase real-world examples of how Giving Voice To Values Babson College can be effectively utilized in everyday scenarios.
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6. In chapter 5, the author will draw a conclusion about Giving Voice To Values Babson College. This chapter will summarize the key points that have been discussed throughout the book.

This book is crafted in an easy-to-understand language and is complemented by engaging illustrations. This book is highly recommended for anyone seeking to gain a comprehensive understanding of Giving Voice To Values Babson College.

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