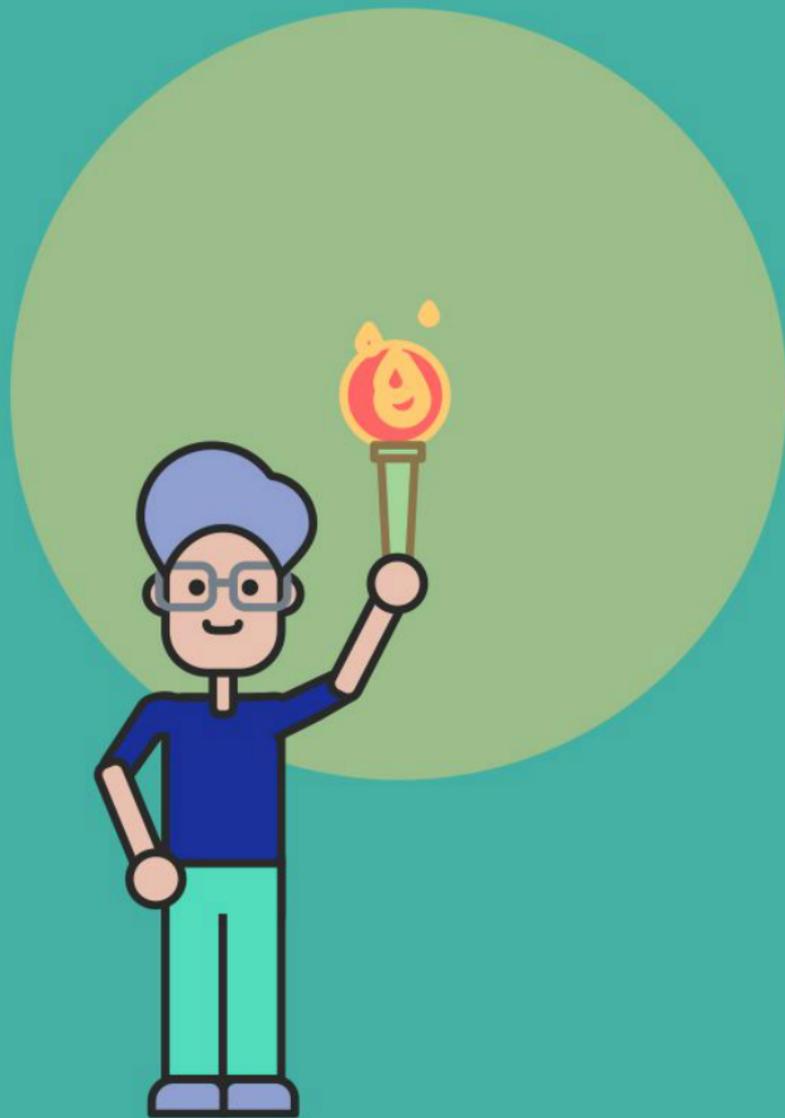


Giving Voice to Values

PROGRAM INTRODUCTION



Introducing the key principles of Mary Gentile's work on voicing values in a next generation digital learning format.

Ethics learning is increasingly assuming a central position within MBA, professional, and undergraduate programs. Yet students often express cynicism and “ethics fatigue” regarding the approaches taken by legacy teaching materials—approaches often defined by business ethics “horror stories” or high-minded rhetoric that doesn't feel connected enough to daily reality.

How, then, do we shape future organizations where values are not just talked about but acted upon, even when those actions are difficult? How can educational institutions effectively prepare students to meet rapidly evolving values challenges? The key is to create learning that is less about analysis and more about action, less about “thou shalt not” and more about what empowered individuals “can do” when they are equipped to voice their values.

These are the issues that have guided the work of Mary Gentile and her collaborators for almost a decade. Her Giving Voice to Values (GVV) curriculum—now employed by hundreds of global universities and leading firms—prepares current and future leaders to voice their values, especially when it's hard.

Mary Gentile has now teamed up with Nomadic Learning to create a groundbreaking digital extension of her GVV curriculum. Students navigate a series of practical case studies, original animations, Hollywood film clips, and social activities while working together and with their instructors to determine how to voice values with more confidence and increased effectiveness.

GVV leverages the valuable time of instructors and students by enriching the classroom learning experience and providing a supportive learning framework. Students come to class having already engaged in deep learning and rich social debates. Instructors draw upon a range of student comments to help them plan for class and lead engaging discussions.

GVV can either supplement or replace conventional ethics textbooks and learning materials within live or online class settings. GVV can be delivered over an entire semester or can work as a concentrated learning experience over a shorter period of time.

Nomadic's GVV program is built around six learning modules (that we call Field Manuals) designed to help learners voice their values effectively.

1. CONTEXT

Voicing values is an organizational imperative rather than a nice thing to do. Individuals often want to align their values with their working lives but aren't sure how. This Field Manual is a dynamic introduction to the GVV process. It helps to set the context for why voicing values is more important than ever.

2. CONFLICT

Values conflicts can be productive for both organizations and individuals when handled thoughtfully. This Field Manual helps us to see how values are not exceptions to "normal" business practice; conversely, many business issues can be seen through a values lens.

3. VALUES

Explores the meaning of "values" and how we can talk about them effectively. Teaches how to align our working lives with our values as fully as possible. Explores techniques for uncovering the values dimensions of everyday business decisions. Offers tips for building our "moral muscle" through real-world values practice.

4. VOICE

What does voice really mean? What forces prevent voicing in organizations and what can we do about it? This Field Manual explores the typical "reasons and rationalizations" justifying business as usual and how having a plan can help us to voice more effectively.

5. STRATEGY

All of this values talk is useless unless one can actually effect change. Just like any other approach to solving a problem, having a strategy to voice our values greatly increases the odds of success. This Field Manual shows us how to build networks of "values" allies, effectively approach different stakeholders, and seize strategic opportunities to voice values.

6. LISTENING

The other Field Manuals in this program are all about how to voice our values effectively. This Field Manual is about how to listen. And how to do so in a way where those values actually get heard—the only way to create real change.

ABOUT THE AUTHOR



Mary C. Gentile, PhD

Director of Giving Voice To Values

Mary C. Gentile, PhD, is Director of Giving Voice to Values (GVV), Professor of Practice at University of Virginia-Darden School of Business, Senior Advisor at Aspen Institute Business & Society Program, and an independent consultant on management education and leadership development.

Giving Voice to Values is a pioneering business curriculum for values-driven leadership, based and supported at University of Virginia-Darden School of Business, and developed by Gentile with The Aspen Institute as Incubator and, along with Yale School of Management. It was previously supported at Babson College.

GVV has been featured in Financial Times, Harvard Business Review, Stanford Social Innovation Review, McKinsey Quarterly, etc. and been piloted in hundreds of business schools, companies and other organizations on all seven continents. The award-winning book is *Giving Voice To Values: How To Speak Your Mind When You Know What's Right* (Yale University Press), with translations available in Spanish, Chinese, and Korean.

Previously Gentile was faculty and manager of case research at Harvard Business School. Gentile was one of the principal architects of HBS's Leadership Ethics and Corporate Responsibility curriculum. She co-authored *Can Ethics Be Taught? Perspectives, Challenges, and Approaches* at Harvard Business School and was Content Expert for the award-winning interactive CD-ROM, *Managing Across Differences* (Harvard Business School Publishing).

Gentile earned her bachelor's degree from The College of William and Mary and her MA and PhD from State University of New York at Buffalo. Learn more about Mary and GVV at www.MaryGentile.com.

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