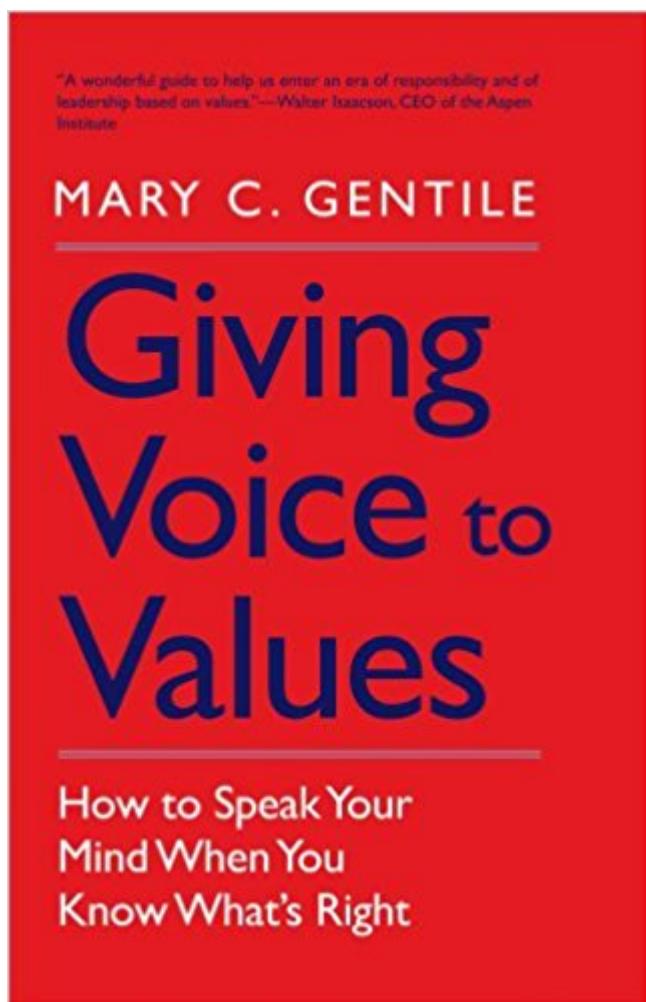


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# Giving Voice To Values: How To Speak Your Mind When You Know What's Right



## **Synopsis**

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.

## **Book Information**

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## **Customer Reviews**

Gentile, director of the *Giving Voice to Values* curriculum and senior research scholar at Babson College, offers a powerful action-oriented manifesto for living with integrity, fighting for one's

convictions, and building a more ethical workplace. Arguing that if enough of us feel empowered to voice and act on our values then the business world will be transformed, she shows how to practice and perfect speaking up, thereby building skills and confidence. While Gentile's goal is unimpeachable, the vaunted outspokenness might be a harder sell to individuals in more vulnerable positions. Nevertheless, she provides sound guidance to making the workplace fairer by appealing to the sense of purpose in others, completing a self-assessment to determine risk and personal communication style, and anticipating reasons and rationalizations for questionable behaviors. For those motivated to hear her call, Gentile presents a strong--and sorely needed--case for improving corporate culture. Copyright © Reed Business Information, a division of Reed Elsevier Inc. All rights reserved. --This text refers to an out of print or unavailable edition of this title.

"Gentile presents a strong and sorely needed case for improving corporate culture." Publishers Weekly "Gentile offers a fresh approach to ethics education in business school: a practical primer on building skills and confidence to act consistently with personal values." T.R. Gillespie, Choice "Neither didactic nor judgmental, *Giving Voice to Values* is inspiring and empowering. Instead of thinking 'I wish I could,' readers will come away saying 'I know I can.'" BizEd "Timely and empowering. . . . A research-based, sensitive and flexible management pedagogy that confidently steers away from traditional prescriptive approaches to assertiveness training and conflict management techniques. . . . Gentile's agenda lifts the expansive literature on group decision making, communication and persuasion to a practical, applied level for teachers of management science." L.G.E. Smith, Academy of Management Learning and Education "A wonderful guide to help us enter an era of responsibility and of leadership based on values." Walter Isaacson, CEO of the Aspen Institute "Giving Voice To Values heralds a revolution in ethics education. Gentile . . . wants to help you practice what to do when you know something is unethical. It's like a self-defense class for your soul." Dan and Chip Heath, authors of *Switch* and *Made to Stick* ". . . the most significant contribution to business ethics I have experienced in my professional career! . . . destined to shape the behavior of future generations in ways that should make us all much prouder of business as an entity and management as a career." Leonard A. Schlesinger, President, Babson College ". . . a fascinating tool to help us to be as ethical as we strive to be. . . . The ideas in the book are clever, original, thoughtful and important." Max H. Bazerman, Straus Professor at HBS "I can think of no better way to take ethics out of the realm of pure philosophical discussion. *Giving Voice to Values* identifies what's stopping us

from acting on the values we feel strongly about. It gives us the tools, the courage and the understanding to be our better self in even the stickiest business situation."Ã¢â€”Ira Millstein, Senior Partner, Weil Gotshal, Manges, Senior Associate Dean for Corporate Governance and the Eugene F. Williams, Jr. Visiting Professor for Competitive Enterprise and Strategy, Yale School of Management

It was one of the required textbooks for my ethic class. I didn't have any expectation for this book initially. But after a few pages I started to actually enjoy this book. And I was surprised how many practical tips in the book. The author uses real story to illustrate her points and it helps a lot. I honestly can say this book change my perspective and the way I do things. If you had doubts that how much ethics class can help me speak up, try this book. It might surprise you! Knowing that I have the courage and skill to speak up is definitely one of the most valuable skills in the business world.

I am using this book in an extended program on leadership for chairmen and section heads in medical school departments. The book provides guidance to enable them to identify their values, the way they express them in their work and lives, and the way they can do this more effectively. Leaders face a lot of resistance in their drive to improve the performance of their groups. Identifying and cherishing their values enables them to stay the course. And this book is a valuable support for this.

Mary Gentile delivers every time she does anything--I knew her work at Harvard Business School and met her a couple of times. She has a great sensitivity to people whose values sometimes seem challenged by their work environments, and this is a little classic--like "Getting to Yes"--that should help bolster your convictions if you're in such a place. It's also important that she's sensitive to organization needs. It's just a big help in keeping true to values.

The most tedious book I've ever read

I had to read this book for an MBA class, but I was pleasantly surprised by the content. The book gives an excellent framework of the barriers to speaking your mind and ways to conquer each of the barriers. Many case studies are included to illustrate the points along the way. *Giving Voice to Values* is written based on the concept that you want to do the right thing during an values conflict,

but may be unsure of how to do so. A great read for students and business people alike.

Giving Voice to Values is very, very good! Raises all the right points, gives me something to think about around application, but does not steer me too much. I would love to see more examples; however, the author does challenge the reader to think for themselves about situations in their own lives.....and, that, perhaps, is the most valuable lesson of all!

Well written guide that lays out in an easy and interesting way how to best voice your values in challenging situations. Excellent investment for those wanting to make a difference.

Valuable practical information for effectively voicing values.

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