
Personal-Professional Profile¹

1. In your definition of a “well-run” company, how important are the following?²

Please indicate whether each one of the following is “very important,” “somewhat important,” or “not important at all.”

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| a.) Provides excellent customer service | Very important | Somewhat important | Not important at all |
| b.) Has efficient and flexible operations | Very important | Somewhat important | Not important at all |
| c.) Offers high financial return to shareholders | Very important | Somewhat important | Not important at all |
| d.) Attracts and retains exceptional people | Very important | Somewhat important | Not important at all |
| e.) Creates products or services that benefit society | Very important | Somewhat important | Not important at all |
| f.) Adheres to a strong mission | Very important | Somewhat important | Not important at all |
| g.) Invests in employee training and professional development | Very important | Somewhat important | Not important at all |
| h.) Operates according to its values and a strong code of ethics | Very important | Somewhat important | Not important at all |
| i.) Is a stable employer | Very important | Somewhat important | Not important at all |

¹ This material is part of the *Giving Voice to Values* (GVV) curriculum. The Yale School of Management was the founding partner, along with the Aspen Institute, which also served as the incubator for GVV. From 2009 to 2015, GVV was hosted and supported by Babson College.

² The first 14 questions in this profile were piloted at the University of Texas-Austin in 2003. Questions 1 and 3–7 are taken and/or adapted from The Aspen Institute Business and Society Program Student Attitudes Survey (www.aspenbsp.org). Questions 10–14 are adapted from *The Power of Full Engagement* by Jim Loehr and Tony Schwartz (The Free Press, 2003). Questions 15–19 are based on the *Giving Voice to Values* interview findings.

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|---|----------------|--------------------|----------------------|
| j.) Provides competitive compensation | Very important | Somewhat important | Not important at all |
| k.) Adheres to progressive environmental policies | Very important | Somewhat important | Not important at all |
| l.) Produces high-quality products and services | Very important | Somewhat important | Not important at all |

2. Would you add something to the above list that you think is “very important”? If so, what?

3. Which of the following issues pose the greatest challenges for today’s CEOs and senior executives?

Please choose a maximum of three alternatives.

- ☐ Lack of investor confidence
- ☐ Increased activism on the part of environmental and social advocacy groups
- ☐ Corporate scandal (e.g., accounting misstatements, conflict of interest)
- ☐ Questions about executive compensation levels and incentive systems
- ☐ Breakdown in trust between employees and management
- ☐ Inadequate regulatory and legal institutions
- ☐ Product safety and liability
- ☐ Economic downturn
- ☐ Growing inequity in the distribution of wealth around the world
- ☐ Lack of public trust in business
- ☐ Managing international supply chain requirements
- ☐ War and international instability
- ☐ Threat of terrorism
- ☐ Other (please specify)

4. To what extent do you agree or disagree with the following statements?

Please indicate whether you “strongly agree,” “somewhat agree,” “somewhat disagree,” or “strongly disagree” with each of the following statements:

- a.) Business people are more likely to care about the social responsibilities of companies when the economy is strong.
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|----------------|----------------|-------------------|-------------------|
| Strongly agree | Somewhat agree | Somewhat disagree | Strongly disagree |
|----------------|----------------|-------------------|-------------------|
- b.) When a multi-national company is entering a new market in a less-developed country, it has a responsibility to go above and beyond business success and contribute to the development of the local community.
- | | | | |
|----------------|----------------|-------------------|-------------------|
| Strongly agree | Somewhat agree | Somewhat disagree | Strongly disagree |
|----------------|----------------|-------------------|-------------------|

- c.) When it comes to the environment, all a company has to do is to comply with the law.
 Strongly agree Somewhat agree Somewhat disagree Strongly disagree
- d.) Companies should maintain their employees' job security even if they incur a short-term drop in profit as a result.
 Strongly agree Somewhat agree Somewhat disagree Strongly disagree
- e.) Most companies accurately report their earnings and profits.
 Strongly agree Somewhat agree Somewhat disagree Strongly disagree
- f.) Corporate reputation is important to me in making my decision about the organization where I want to work.
 Strongly agree Somewhat agree Somewhat disagree Strongly disagree
- g.) Managers place too much emphasis on short-term performance measures when making business decisions.
 Strongly agree Somewhat agree Somewhat disagree Strongly disagree
- h.) I anticipate that my own values will sometimes conflict with what I am asked to do in business.
 Strongly agree Somewhat agree Somewhat disagree Strongly disagree
- 5. If you answered the above statement "4h" with "somewhat agree" or "strongly agree," please specify which kinds of values conflicts you expect to face:**

- 6. Assume you are engaged in each of the following business activities/practices. How likely do you think it is that values conflicts would arise?**

Please indicate whether it is "very likely," "somewhat likely," or "not likely at all" that values conflicts would arise.

- a.) Managing personnel in manufacturing facilities/ plants
 Very likely Somewhat likely Not likely at all
- b.) Outsourcing production operations
 Very likely Somewhat likely Not likely at all
- c.) Investing in less-developed countries
 Very likely Somewhat likely Not likely at all
- d.) Downsizing
 Very likely Somewhat likely Not likely at all
- e.) Financial reporting
 Very likely Somewhat likely Not likely at all

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|---|-------------|-----------------|-------------------|
| f.) Natural resource exploration | Very likely | Somewhat likely | Not likely at all |
| g.) Awarding stock options | Very likely | Somewhat likely | Not likely at all |
| h.) Setting executive compensation levels | Very likely | Somewhat likely | Not likely at all |
| i.) Conducting performance reviews | Very likely | Somewhat likely | Not likely at all |
| j.) Interacting with government officials | Very likely | Somewhat likely | Not likely at all |
| k.) Raising or borrowing capital | Very likely | Somewhat likely | Not likely at all |
| l.) Negotiating with suppliers or customers | Very likely | Somewhat likely | Not likely at all |

7. If you find that your values conflict with those of the company where you work, how likely is it that you will:

Please indicate whether it is “very likely,” “somewhat likely,” or “not likely at all”

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|--|-------------|-----------------|-------------------|
| a.) Not mind too much | Very likely | Somewhat likely | Not likely at all |
| b.) Experience it as stressful | Very likely | Somewhat likely | Not likely at all |
| c.) Quietly handle the stress | Very likely | Somewhat likely | Not likely at all |
| d.) Look for another job | Very likely | Somewhat likely | Not likely at all |
| e.) Speak up about your objections | Very likely | Somewhat likely | Not likely at all |
| f.) Advocate alternative values or approaches within the company | Very likely | Somewhat likely | Not likely at all |
| g.) Try to get others to join you in addressing your concerns | Very likely | Somewhat likely | Not likely at all |

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8. Think of a few occasions when you encountered a values conflict in your previous work experience. Recall how you handled the situations. Would you characterize yourself and your behavior as that of:³

_____an **Idealist** (One who is primarily concerned with moral ideals when making decisions on how to act.)

_____a **Pragmatist** (One who is concerned with his/her own material welfare, but also with moral ideals. "Pragmatists will gladly do their fair share to create a civil society, but not place themselves at a systematic disadvantage" to do so.)

_____an **Opportunist** (One who is only concerned with his/her own material welfare.)

9. If you placed yourself in the category of "pragmatist," what can you do to maximize the likelihood that you will act on your ideals? What competencies will you need?
10. Think of someone you deeply respect. What are the 2 or 3 characteristics you most admire in this person?
11. Who are you at your best?
12. Name your 3 or 4 deepest values.
13. What is the one sentence you would like to see in your obituary that captures who you really were in your life?

³ Categories and descriptions drawn from Gregory Dees and Peter Crampton, "Shrewd Bargaining on the Moral Frontier: Toward a Theory of Morality in Practice." *Business Ethics Quarterly*, April 1991, vol. 1, no. 2, p. 146 and 164.

14. Questions of Purpose:

What is your personal purpose for your business career?

- Some possible issues to consider:
- What impact do you want to have? On whom?
- Whom do you want to know you benefited? In what ways?
- What do you want to learn?
- How do you define your impact as a/n: auditor, investor, manager, product developer, marketer, senior executive, etc.?
- What do you hope to accomplish? What will make your professional life worthwhile?
- How do you want to feel about yourself and your work, both while you are doing it and in the end?

15. Questions of Risk

a.) Are you a risk-taker or risk-averse?

b.) What are the greatest risks you face in your line of work? Are they personal (e.g., livelihood, deportation, legal punishment) or are they professional (e.g., harm to customers, employees, the firm), or are they societal (e.g., impact on environment, profession, industry, nation)?

c.) What levels of risk can and can't you live with?

16. Questions of Personal Communication Style/Preference:

a.) Do you deal well with conflict or are you non-confrontational? Under what circumstances do you behave in each way?

b.) Do you prefer communicating in person or in writing?

c.) Do you think best from the gut and in-the-moment or do you need to take time out to reflect and craft your communications?

d.) Do you assert your position with statements or do you use questions to communicate?

17. *Questions of Loyalty:*

a.) Do you tend to feel the greatest loyalty to family; work colleagues; your firm/employer; or to other stakeholders, such as customers?

b.) Under what conditions and given what stakes?

18. *Questions of Self-Image:*

a.) Do you see yourself as shrewd or naïve?

b.) As idealistic or pragmatic?

c.) As a learner or as a teacher?

d.) Other?