
Giving Voice to Values

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SEMINAR ON RELATIONAL AND MANAGERIAL COMPETENCIES

Action



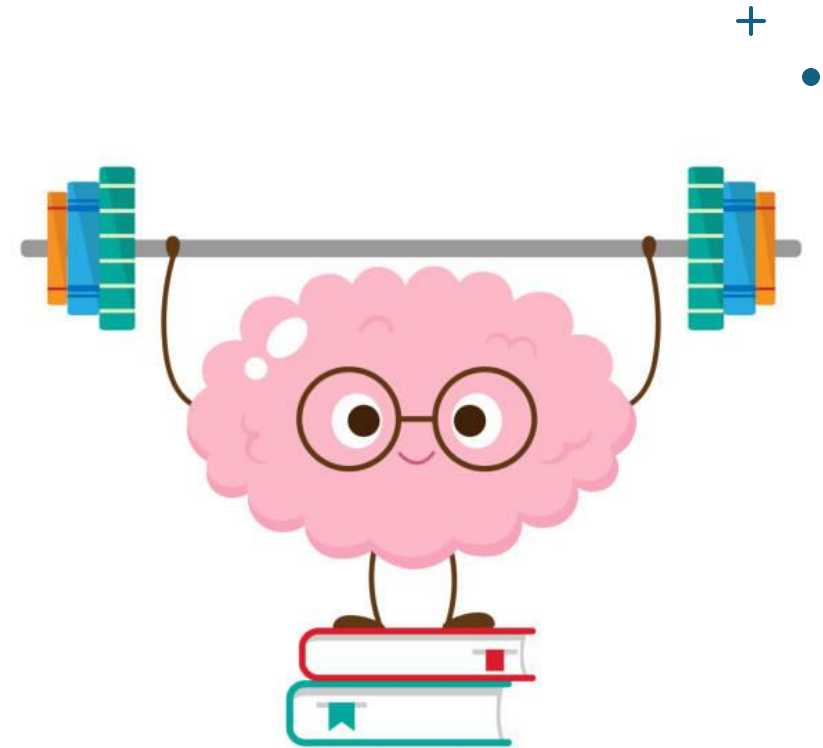
Introducing The Third “A”

- You want to do the right thing
- You know what you believe is right
- **How can you ACT on it?**

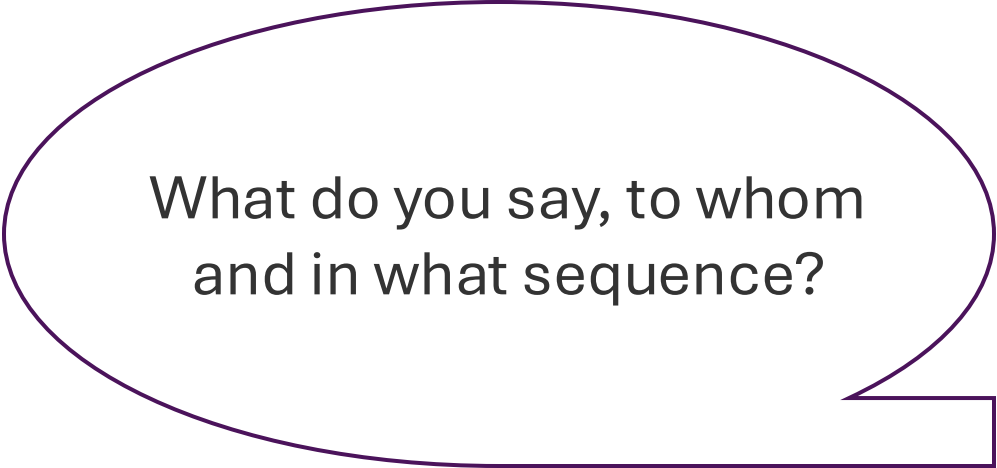
Thought experiment

The Idea Behind GVW

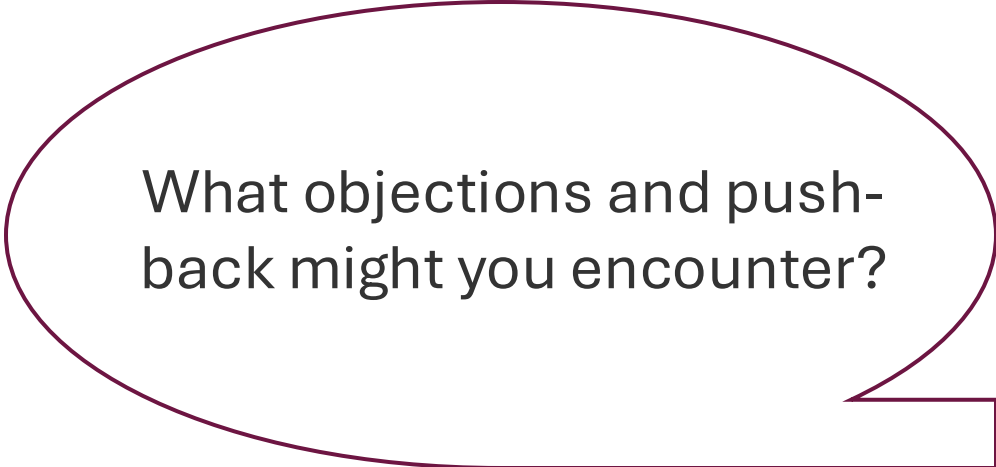
- Values conflicts are **predictable**:
 - similar pressures
 - similar arguments
 - similar circumstances
- So you can get prepared:
 - Practice makes perfect
 - Train to develop **Moral Muscle Memory**



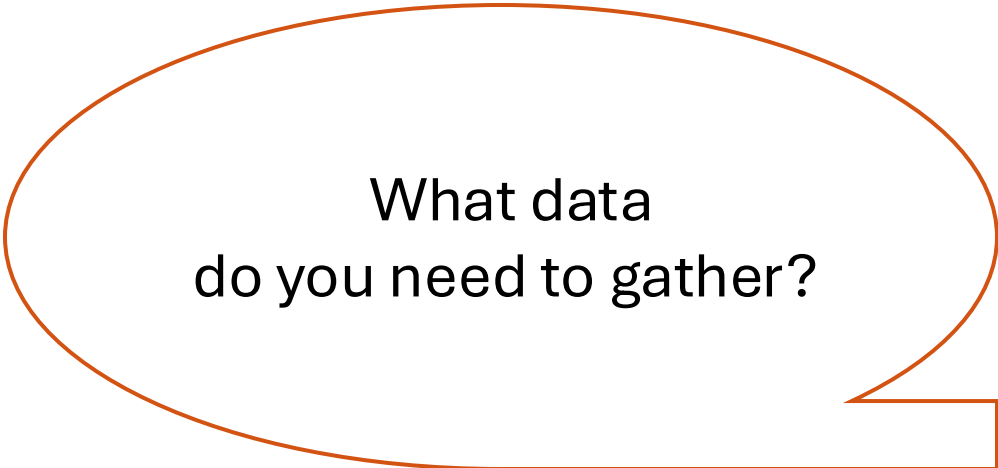
Scripts & Strategies



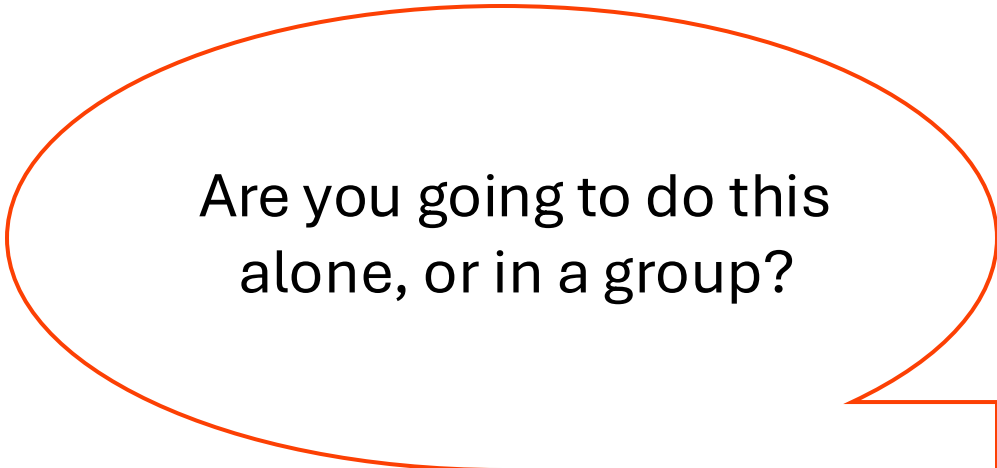
What do you say, to whom
and in what sequence?



What objections and push-
back might you encounter?



What data
do you need to gather?



Are you going to do this
alone, or in a group?

Tales of 2 Stories

Instructions: Recall a time in your experiences in a summer job, an internship, a student club, a student team project when your values conflicted with what you were expected to do in a nontrivial matter and....

You **voiced** your values:

- What did you do and what was the impact?
- What motivated you to speak up and act?
- How satisfied are you with your response?
- What made it easier for you to speak up (the enablers), and what made it more difficult (the disablers):
 - Things within your own control
 - Things within the control of others

You **did not** “voice” your values:

- What did you do and what was the impact?
- Why didn’t you speak up?
- How satisfied are you with your response?
- What made it easier for you to speak up (the enablers), and what made it more difficult (the disablers):
 - Things within your own control
 - Things within the control of others

Enablers

	Within your control	Beyond your control
Universal		
Unique		

Disablers

	Within your control	Beyond your control
Universal		
Unique		

Reasons Behind this Exercise



- Learn from the past experience
- We are **all capable** to act upon our values, but we **all sometimes fail**
- **You have a choice**
- Identify **patterns** (enablers, disablers):
 - Work with and around these factors
 - Recognize, respect, and appeal to the capacity for choice in others



Purpose

- What might be some sample statements of purpose for your career?
- What impact do you want to have in your work?
- Does thinking about your purpose raise new questions for you about your work?



Profile

- Who was surprised by any of these questions in here – and your own response?
- What are the implications for the GVV strategy if you are:
 - Risk-taker vs Risk averse
 - Learner vs Teacher
 - Reactive vs Reflective
 - Loyal to internal vs External stakeholders
 - Introvert vs Extravert
 - Calm vs Tempered
 - Confrontational vs Non-confrontational



Pre-scripting Step by Step

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1. What is at **stake for key parties**
2. What are the **reasons & rationalizations** you will need to address?
3. Who is your **audience**? To whom should the argument be made?
4. What personal **objectives and traits** you need to address?
5. What are your most **powerful & persuasive responses** to the rationalizations?
6. **When** will you speak up and in **what context**?
7. Will you look for **allies or do it alone**?

Levers for Response

- Recognize false dichotomies.
- Think long run + short run.
- Consider the group and firm's *wider purpose*.
- Question assumed definition of “competitive advantage.”
- Be *agents of “continuous improvement” & alternatives* vs. sources of complaints, look for win-win solutions
- Share positive stories
- Identify costs to each affected party & how to mitigate/reduce.
- Target audience = *pragmatists*. Help them do the right thing.



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Many “Voices”



- **Learning/questioning stance**
“Help me to understand how you are thinking about this.”
- **Dialogue**
“Can we continue discussing this so we can consider other options?”
- **Persuasion**
Present research or data; bring up arguments related to costs/benefits
- **Adversarial/assertion**
“Sorry, but I won’t do it, I don’t think it’s right”
- **Problem solving approach**
Brainstorming, bringing other parties to the table, further analysis
- **Negotiating**
”I understand your point, but let me suggest other way of resolving this issue”

Feedback questions

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1. Summarize the strategy for voicing values used in the script. How would you describe the approach?
2. Give one way in which the approach was compelling
3. Give one drawback to the script or an area for improvement. Be as specific as possible.
4. If you were the target of this script, how would you react?

Follow up

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1. What was at stake?
2. How did your script address the personal identities and/or communication style of the individuals involved?
3. Was there adequate information? Was more research/data collection needed?
4. Whom did the person go to (or whom could they have gone to) for advice? For support?
5. Was the timing or sequence of events optimal?
6. Can you think of alternative strategies that might have worked better in this case?

Wrap up: GVV's ABC

Assume people are pragmatists and share your values.

Build your moral muscle by pre-scripting & rehearsing.

Customize your voice to fit your style and your audience.

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