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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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Table of Contents Giving Voice To Values Babson College

1. Understanding the eBook Giving Voice To Values Babson College
 - The Rise of Digital Reading Giving Voice To Values Babson College
 - Advantages of eBooks Over Traditional Books
2. Identifying Giving Voice To Values Babson College
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Giving Voice To Values Babson College
 - User-Friendly Interface
4. Exploring eBook Recommendations from Giving Voice To Values Babson College
 - Personalized Recommendations
 - Giving Voice To Values Babson College User Reviews and Ratings
 - Giving Voice To Values Babson College and Bestseller Lists
5. Accessing Giving Voice To Values Babson College Free and Paid eBooks
 - Giving Voice To Values Babson College Public Domain eBooks
 - Giving Voice To Values Babson College eBook Subscription Services
 - Giving Voice To Values Babson College Budget-Friendly Options

6. Navigating Giving Voice To Values Babson College eBook Formats
 - ePub, PDF, MOBI, and More
 - Giving Voice To Values Babson College Compatibility with Devices
 - Giving Voice To Values Babson College Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Giving Voice To Values Babson College
 - Highlighting and Note-Taking Giving Voice To Values Babson College
 - Interactive Elements Giving Voice To Values Babson College
8. Staying Engaged with Giving Voice To Values Babson College
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Giving Voice To Values Babson College
9. Balancing eBooks and Physical Books Giving Voice To Values Babson College
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Giving Voice To Values Babson College
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Giving Voice To Values Babson College
 - Setting Reading Goals Giving Voice To Values Babson College
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Giving Voice To Values Babson College
 - Fact-Checking eBook Content of Giving Voice To Values Babson College
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements

- Interactive and Gamified eBooks

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