Reading 6.4

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

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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 negotiating a later curfew. And as with other communication challenges, we will want to consider the needs and desires and emotional investments of the individuals to whom we are speaking, as opposed to focusing exclusively on our own. Reframing “voice” as “dialogue,” which includes a goodly dollop of “listening,” is another important piece of the recipe.

It’s also important to use the communication style with which we are most skilled and comfortable. For example, if our most effective style of communication is story-telling and the use of metaphor, we would likely want to play to our strengths, whether the topic is a moral conflict or not. Or, if we are uncomfortable with confrontation, we may choose to raise our objections through a line of careful questioning rather than assertion. Even if we are not convinced that our personal style will be most effective in a particular situation, we are most likely to speak if we start from the strengths we have, rather than attempting to be an entirely different type of person at a time of stress.

And of course, the power and influence of our context should not be underestimated. It’s very hard to stand up against the majority or against an authority in any situation, let alone an ethically charged one. Nevertheless, we all know of times when we have seen individuals resist these pressures; we probably can think of some times when we have done so ourselves. Research and experience suggest that an explicit attempt to test our ideas with a diverse set of colleagues, and also perhaps to seek support from such a group both inside and outside the organization, may help us resist some of the unconscious influence. It may even help us find new ways of expressing our values that would not have occurred to us if we didn’t seek out different perspectives.

Reasons and Rationalizations

When we encounter values conflicts in the workplace, we often face barriers that appear in the form of “reasons and rationalizations” for pursuing a particular course of action that can confound our best attempts to fulfill our own sense of organizational and personal purpose. These are the objections you hear from your colleagues when you try to point out an ethical problem in the way things are being done. Sometimes you don’t even hear them because they are the unspoken assumptions – seeming truisms – of the organization.

It is extremely difficult to make a strong argument against the “prevailing winds” if you feel you are in the minority; or if you don’t feel you have the time to come up with a workable alternative; or if you don’t want to take the chance to present a half-baked response. So this curriculum is about creating a time and space to be in the majority, with sufficient time to come up with a fully-baked and pre-tested response to some of the most common challenges you are likely to face in your workplace.

In order to develop this ability we want to consider the challenging situation carefully and answer the following questions:

- What are the main arguments you are trying to counter? What are the reasons and rationalizations you need to address?
- What’s at stake for the key parties, including those who disagree with you? What’s at stake for you?
- What levers can you use to influence those who disagree with you?
- What is your most powerful and persuasive response to the reasons and rationalizations you need to address? To whom should the argument be made? When and in what context?
Interestingly, these questions are not asking us to apply ethical analysis. Rather they are all about understanding the reasons and motivations – both rational and emotional, organizational and personal, ethical and perhaps unethical – that guide the behavior and choices of those with whom we want to communicate.

What can make this approach particularly useful for tackling values-based conflicts is that, after a while, we will begin to recognize familiar categories of argument or reasons that we typically hear from someone defending an ethically questionable behavior. And, similarly, there are some useful questions, persuasive arguments and ways of framing our own role/purpose, and that of our organization, which can help us respond persuasively to these frequent arguments.

Finally, the very act of recognizing and naming the argument can reduce its power because it is no longer unconscious or assumed; we have made it discussable and even put it into play with equally, or hopefully stronger, counter-arguments. Choice becomes possible, and that is what this note is all about.

Let’s take a moment to identify a few of the familiar categories of values conflict and categories of rationalization or argument, as well as some possible types of response – by way of illustration.

Rushworth Kidder suggests that most ethical dilemmas fall into four categories or patterns:

- “Truth versus loyalty”
- “Individual versus community”
- “Short term versus long term”
- “Justice versus mercy”

You will note that Kidder is talking here about conflicting values, not values versus a lack of values. Many times, we do face situations where our own values are conflicted or torn. But sometimes, the conflict exists more in the way the dilemma is described or framed. Thus, being prepared to recognize the ways that the framing of a choice may call different values into play can be useful.

For example, a colleague in our company sales team may use an appeal to personal loyalty as a way to persuade us to violate our commitment to integrity, when he or she asks us to keep silent about their deceptive sales tactics. But recognizing the pattern in this values conflict – that is, “truth versus loyalty” – may enable us to feel more prepared and certain of our response. The conflict moves from the particular and the immediate moment into a broader, more general context, and we begin to see it more clearly at this distance. Once the pattern is clear, we might recognize that our colleague is not showing the same loyalty to us (by respecting our personal integrity) that he or she is asking from us.

We can also consider the kinds of argument or rationalization that we often encounter in values conflicts. Some of the most common arguments include:

- Expected or Standard Practice: “Everyone does this, so it’s really standard practice. It’s even expected.”
- Materiality: “The impact of this action is not material. It doesn’t really hurt anyone.”
- Locus of Responsibility: “This is not my responsibility; I’m just following orders here.”
- Locus of Loyalty: “I know this isn’t quite fair to the customer but I don’t want to hurt my reports/team/boss/company.”

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As we begin to recognize these categories of argument, we will become more adept at drawing upon responses to each of them. For example, the appeal to “expected or standard practice” is often an exaggeration. If everyone actually were doing “it” (whatever “it” is), what would be the consequences for business practice and customer trust? If the practice is really accepted, why are there so often laws, rules and/or policies against it? Would you be comfortable if everyone knew you were doing this? Who wouldn’t you want to know? And so on.

With regard to the “materiality” argument, it becomes important to recognize that determinations of materiality are often ambiguous. Rather than being objective, they can depend on the method of measurement being employed. Additionally, some practices are considered fraudulent, regardless of their relative size; that is, some things can’t be just a little wrong.

The question of “responsibility” is another well-considered topic in ethics literature, and numerous guidelines have been developed for assessing whether or not we are required to act. The point here, though, is that this argument is often used when we know we are uncomfortable with a decision or action but are afraid of the consequences of voicing and acting upon that judgment. Therefore, the individual using this argument has already acknowledged that they don’t like the situation, and this provides an opening for further discussion.

Finally, as noted earlier, the question and definition of loyalty can be framed in multiple ways. For example, are we “loyal” when we protect the financial bonus of our team this quarter or when we protect their long-term reputation and productivity?

We can also identify patterns of reasoning and levers that can be useful to understand in our efforts to voice our values. For example:

- Thinking in the long run as well as the short run.
- Considering the situation in terms of the group and the firm’s wider purpose, rather than in terms of the immediate transaction alone. For example, what behavior enables them to serve their customers best; to manage themselves most efficiently; to manage themselves in the most honest manner; to align incentives of the firm, the sales team and the customers, etc.
- Considering the assumed definition of “competitive advantage.” This definition sometimes seems to follow the old joke about two lawyers pursued by a bear in the woods. One lawyer says to the other, “We’ll never be able to outrun that bear,” and the other replies, “I don’t have to outrun that bear; I just have to outrun you.” Implicit in this view of competitiveness is the assumption that the point of business is conquest, narrowly defined as outrunning the competitors (whether they are external or internal). This model often results in shortsighted, narrow conceptions of managerial purpose. It can be valuable to suggest an alternative model for competitiveness, based upon overall and long-term excellence, rather than merely “outrunning” the competition. This conception can also allow for consideration of how we achieve results, as well as whether we do so.
- Positioning oneself as an agent of “continuous improvement” as opposed to the source of complaint. For example, how can we improve this system of incentives and goals to maximize performance while discouraging “gaming” the system?
- Positioning oneself as a source of actionable alternatives rather than “thou shalt not’s.”

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• Pointing out addictive cycles that can cause greater and greater pressures and risks, leading to larger and larger values conflicts.

• Considering who we need and can attract as an ally in our efforts.

• Considering the costs to each affected party and looking for ways to recognize and mitigate these in order make our arguments more appealing.

• Assuming our audience members are pragmatists (as opposed to idealists or opportunists) and looking for ways to make it feasible for them to do the “right thing.” This does not mean that they will never pay a price for their choices (sometimes such choices do mean sacrifice, at least in the short run), but it means that they will not feel as if they have been exploited for doing so. For example, if we want to ask our group to forego inappropriate revenue recognition it might help them to see that we are trying to address the problem at a systemic level, as well. After all, it is the organizational incentives that can encourage such choices.

• Assuming that our audience members are pragmatists, we will need to counter the commonly held assumption of unethical behavior: pragmatists often expect the lowest common denominator of behavior from those around them. In order to motivate individuals to step beyond this lowest common denominator, it is useful to share examples of effective managers who have made choices based on their sense of responsibility.

The point in identifying and delineating these different categories of argument and rationalization, as well as the categories of values dilemmas, is to help us recognize them when we encounter them; to understand the ways of thinking that produce them; and to be practiced in responding to them.
Reasons and Rationalizations: An Exercise

Objectives

- To learn to unpack and reason through the most common and intractable of the arguments against ethical and responsible management.
- To practice generating responses to these common arguments.
- To introduce the 3 steps for responding to values conflicts:
  - Analysis and Generation of “Scripts”
  - Peer Coaching
  - Voiced Commitment

This exercise is about the barriers we confront when we encounter values conflicts in the workplace.

These barriers often appear in the form of “reasons and rationalizations” that can confound our best attempts to fulfill our sense of organizational and personal purpose. These are the objections you hear from your colleagues when you try to point out an ethical problem in the way things are being done. Or sometimes you don’t hear them because they are the unspoken assumptions of the organization.

It’s extremely difficult to make a strong argument against the “prevailing winds” if you feel in the minority; or if you don’t feel you have the time to come up with a workable alternative; or if you don’t want to take the chance to present a half-baked response. So today is about being in the majority, with plenty of time to come up with a fully-baked and pre-tested response to some of the most common challenges you are likely to face in your workplace.

These scenarios place you in situations where you need to make a choice and communicate it effectively. The scenarios begin from the assumption that you want to do what you think is right, but you need to know how to communicate powerfully and persuasively in the face of strong countervailing organizational or individual norms, reasons and rationalizations.

After reading the scenario, please work through the following questions:

- What are the main arguments you are trying to counter? That is, what are the reasons and rationalizations you need to address?

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Case #1

Maureen works as an engineering manager in the Product Group for a leading computer systems company. She recently learned, through informal conversation with some of her colleagues, that the firm’s single-wipe hard-drive reconfiguration process is failing 5% of the time. This means that customers can be purchasing reconditioned hard-drives that still have the previous owner’s data on them. She and her colleagues speculate that it could cost upwards of $5 million to address this glitch with the reconfiguration process, so no one really wants to name or “own” the problem. After all, there have been no complaints outside the company and this has probably been going on for at least 6 months.

Still Maureen is uncomfortable. She is worried not only about meeting the expectations of customers who have paid for a clean system, but also about the violation of privacy of the previous owners of these systems. It’s just not a product situation she can feel good about.

Ideally, Maureen would like to get her colleagues to take the concern up the organization together with her. She thinks it will have more impact that way. On the other hand, no one wants to be the one to break this news. Especially since there have been recent cutbacks, money is tight, and no one wants to have to charge more against their group’s expenses. At least for now, it feels to folks in her group that “ignorance is bliss.” And no one expects to be thanked for calling attention to the problem. The question is: who will be blamed if it surfaces?

What should she say, to whom, when and how?

Discussion Questions

- What is at stake for the key parties, including those who disagree with you?
- What levers can you use to influence those who disagree with you?
- What is your most powerful and persuasive response to the reasons and rationalizations you need to address? To whom should the argument be made? When and in what context?

Case #2

Jeff is proud to manage the highest performing sales team in his computer hardware company. His group focuses on institutional end-users and has led the firm for almost two years now. Jeff took over the group 9 months ago and is pleased and relieved that they have been able to continue the winning streak under his leadership.
Nevertheless, lately he has been finding himself losing sleep over an ever-growing list of questionable practices he had begun to notice. He recognizes the intense pressure his folks are under to meet and even exceed their numbers – pressures that come from the company, on the one hand, and from the intense personal competitiveness that his salespeople bring to their jobs on the other. And then there are the bonuses, and the desire to please, and thereby retain customers.

Nevertheless, over the past few months, as he becomes more familiar with his staff and their routines and as they come to trust him more, Jeff sees evidence of activities that worry him: sales representatives who override the sales reporting systems in order to get the customer the price he or she wants (Jeff heard about this one from a colleague in operations who was complaining about unrealistic demands); reps who interact inappropriately with customers (for example, Jeff has heard rumors of reps sharing pornography via the company e-mail), in order to win their loyalty; reps who over-promise or who use special promotions inappropriately in order to seal the deal (again, rumors); reps who submit unrequested credit financing applications for their customers in order to get the associated bonus (in this instance, one of the administrators processing the request approached Jeff because the paperwork looked fishy to him); etc.

Jeff is concerned about these practices for many reasons, but he is also worried about messing around with a winning formula. He wants to clean up his shop but doesn’t want to undermine the motivation and competitive spirit of his staff.

What should he say, to whom, when and how?

Discussion Questions

- What are the main arguments you are trying to counter? What are the reasons and rationalizations you need to address?
- What’s at stake for the key parties, including those with whom you disagree?
- What levers can you use to influence those with whom you disagree?
- What is your most powerful and persuasive response to the reasons and rationalizations you need to address?