



The Journey of Giving Voice to Values: A Roadmap for Organizations

► ECI WHITE PAPER



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The Journey of Giving Voice to Values: A Roadmap for Organizations

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Introduction

The past few years have seen a continued focus in the ethics and compliance community of practice on the importance of speaking up and reporting misconduct and violations of organizational standards. However, relatively little attention has been devoted to speaking up *skillfully* in ways that optimize individual and organizational outcomes from a values perspective.

Giving Voice to Values, commonly known as GVV, is a framework developed by Mary Gentile, PhD., over the last two decades that seeks to support employees in speaking up and resolving issues skillfully by scripting how they deal with real and hypothetical values-related situations, rehearsing how they would communicate their concerns, and receiving coaching from peers. Today, GVV initiatives have been implemented across all seven continents in hundreds of organizations and academic institutions.

Although GVV can be right-sized and adapted to many circumstances, needs, and requirements, it is perhaps most sustainable and impactful when deeply embedded in organizational culture and work life. To that end, this ECI white paper is intended to serve as a roadmap for the GVV journey, offering practical suggestions that lead organizations through the stages of initiating and planning, implementing, embedding, monitoring, calibrating and sustaining GVV initiatives.

Initiating and Planning:

- Apply a rigorous project management approach that includes creating a compelling business case and identifying key assets.
- Define a flexible timetable and rollout plan.

Implementing:

- Develop curricula and materials that are relevant and customized to the business needs of the organization.
- Create learning assessment strategies and a communication plan.
- Establish a strong bench of trainers and facilitators.

Embedding:

- Align GVV language and activities with business processes and practices.
- Build a supportive community and culture.
- Adopt a mindset and action plan based on continuous learning and improvement.
- Engage leadership to support the on-going evolution of the program.

Monitoring, Calibrating and Sustaining:

- Evaluate progress continuously using qualitative and quantitative data.
- Calibrate program curricula and deploy to current business needs.
- Develop a multi-year communication plan.

Additional resources are included to support practitioners in developing GVV curricula and gaining a deep and informed appreciation of the framework's potential to empower individuals and their organizations in values-driven leadership.



GVV in Brief

“Giving Voice to Values” (GVV) is a framework developed by Mary C. Gentile, PhD., more than two decades ago to help individuals effectively voice and act on their values in real world situations. In working with students, she observed that more than simply recognizing ethical issues and identifying the right course of action, they often lacked the skills and confidence to effectively act on and communicate their values.

GVV is based at University of Virginia-Darden School of Business, having been launched by Aspen Institute as Incubator & Founding Partner with Yale School of Management and later supported at Babson College. Dr. Gentile’s work at leading business schools provided a foundation for piloting and refining the GVV approach, which has since gained widespread adoption in various educational and professional settings in more than fifty countries.

Foundational Assumptions

Giving Voice to Values assumes most people want to act on their values and, although they may lack confidence in a particular circumstance, have acted effectively in the past and can do so more often in the future. Speaking up in a values context can be rehearsed and enhanced through pre-scripting, action planning and peer coaching. Furthermore, the ability to voice values leads to better decision-making. It serves as a powerful example for others in predictable and unpredictable ways. Even though individuals may not always be successful in voicing and acting on their values, it is worthwhile making the effort, and the key is belief in one’s capability to do so coupled with the necessary preparation and rehearsal that builds confidence and empowers us to act.



Dr. Gentile’s work at leading business schools provided a foundation for piloting and refining the GVV approach, which has since gained widespread adoption in various educational and professional settings in more than fifty countries on six continents.

Research suggests individuals often act in conflicted situations automatically and emotionally. They then rationalize post hoc why their behavior was the right thing to do or the only thing they could do. This automatic response short circuits the ability to truly consider options and to pre-script, rehearse and peer coach values-driven action plans—all behaviors that build “Moral Muscle Memory” and make it more likely individuals will act consistently with their values.

GVV is best approached not as a strategy to increase reporting, but rather as a powerful way to “change the conversation” in values-related situations. Most ethics crises begin with lack of communication and failure to air concerns about business decisions and circumstances. The operating premise for GVV is that as we more skillfully engage around values considerations in the beginning, we are less likely to encounter the need for formal reporting down the road.

The process begins with a “what if” question—the “GVV thought experiment”—that invites individuals to consider *how* they could be effective: “*What if one were to act ethically in a particular situation? How could they get it done successfully?*” With a commitment to proceed, the focus shifts to creating a safe time and space to practice and skillfully acting on values in ways that lead to optimal outcomes for key stakeholders.



● THE GVV THOUGHT EXPERIMENT

○ “*What if I were going to act on my values in this situation?*”

○ “*Once I know the right thing to do, how do I get it done?*”



GVV is best approached not as a strategy to increase reporting, but rather as a powerful way to “change the conversation” in values-related situations.



THE THREE GVV FLIPS

1 WHAT: Instead of how to reason through an ethical dilemma, GVV's focus is acting on what we already know is the right thing to do.

2 WHO: Idealists, opportunists, and pragmatists stand to benefit from GVV, but in different ways.

3 HOW: Once we know the right thing to do, GVV shifts our focus to how to get it done.

GVV in her own words



Mary Gentile, PhD.
Creator/Director,
Giving Voice to Values

The Three GVV Flips

GVV is based on what Dr. Gentile refers to as the three “flips” or ways of thinking differently about ethical voice: what, who and how. The **first flip** asks **what** we mean when we talk about acting ethically. Most of the time, ethics-related conversations focus on determining the right thing to do in each situation. GVV assumes we already have a good idea of what is ethical in most circumstances. Where we struggle is finding our voice and communicating our perspective to others in effective, powerful, and skillful ways.

The **second flip** asks **who** the GVV model is primarily concerned with influencing and empowering. In a normal distribution of employees, there are *idealists* on one side who are almost always inclined to act on their values, *opportunists* on the other side who act mostly in alignment with their perceived self-interest, and *pragmatists* in the middle who want to act on their values if they are not systematically disadvantaged in doing so. But it is important to note that this does not mean that pragmatists know they will succeed or never pay a price. It simply means they think they have a chance and GVV is about making success more likely.

GVV is useful not only to pragmatists but also idealists who may be motivated to do the right thing but not skillful at doing it effectively. Furthermore, the proposition is that as more pragmatists and idealists act effectively on their values, the calculus made by opportunists that determines what is in their own self-interest changes because they can no longer rely on the silent complicity of others.

The **third flip** is that once we know the right thing to do, our attention shifts to **how** we act to get it done. GVV seeks to address this need by changing assumptions and building skills that enable us to better act in the moments we are confronted with situations that challenge our values.

Taken together, these assumptions and core concepts create and nurture a growth mindset that empowers people to set an intention to voice and act on their values, thereby building personal agency and confidence through scripting, rehearsal, and countering rationalizations.

GVV can be deployed and applied independently from other speak up efforts and programs. That said, its effectiveness can be enhanced when aligned with related training, goals, and initiatives in an organizational climate that values and promotes psychological safety.



A GVV Journey Roadmap for Organizations




The Ethics and Compliance Initiative (ECI) reports in its 2024 Global Business Ethics Survey that only 8 percent of more than 75,000 survey respondents from 42 countries think they work in a strong speak up culture. In fact, three-quarters of employees globally perceive that their organizations actively suppress speak up.¹

ECI frames speaking up as “not just one step, but a vital, ongoing process” requiring a “cycle of self-reflection” and integrating transparency into business strategy and practices. The report goes on to suggest that “making honest discussion a regular part of a team’s practices . . . reduces misconduct and helps create a safer, more productive environment for all.” Furthermore, when employees know they can speak up with confidence they are “better equipped to advocate for the organization’s purpose, and ready to stand up for what they know is right. Addressing the biggest obstacles to a strong speak-up culture can bring organizations further from risk and closer to effective compliance.”

Increasing self-confidence and efficacy in speaking up among employees and leaders at all levels is potentially a strong mitigating force against speak-up suppression in organizations. Giving Voice to Values is one of the only existing strategies that build a speak-up skillset. By encouraging self-reflection (“when have I successfully spoken up in the past and why was I able to do so?”), employees experience an increased a sense of agency to engage in candid discussions at work.

A GVV campaign can empower employees to speak up about ideas, questions, and misconduct concerns. GVV is not, however, a quick fix or one-size-fits-all solution. Thinking carefully and deliberately about how, when, and why to roll out a GVV program is crucial to long-term success. GVV requires commitment from employees and leaders to practice and build skills over time so organizations might strongly consider committing to a multi-year curriculum.

¹ *Barriers to a Speak-Up Culture and the Risks of a Silent Workforce: A Report from ECI’s Global Business Ethics Survey, January 2024.*



When management suppresses speaking up, employees are:

- Seven times more likely to feel pressure
- Three times more likely to observe misconduct.
- Two and a half times more likely to experience retaliation after reporting.

Barriers to a Speak-Up Culture and the Risks of a Silent Workforce: A Report from ECI’s Global Business Ethics Survey, January 2024.

Create a Compelling Business Case

- **State the problem to be solved**—the “burning platform”—a pain or opportunity message that creates a sense of urgency.
- **Assess risks**—what could cause this effort to fail?
- **Secure buy-in** and visible commitment from leadership
- **Identify key resources** and create a high-level budget estimate.
- **Designate staff agency** and line of business project champions.

Why and How One CEO Tapped GVV to Transform his Company



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Initiate and Plan: Lay the Groundwork for Success

Organizations may think critically about the best **business case** for initiating a GVV rollout. What is the problem to be solved or opportunity to be seized? Often, the problem is characterized as a perceived lack of confidence and skills among employees to effectively voice and act on their values in real-world situations at work. This skills gap can lead to ethical issues remaining unaddressed and a lack of employee and management alignment with the organization's core values.

A business case may address ethical issues and mistakes that attract regulatory scrutiny or harm reputation but can also more broadly support leadership development by facilitating greater comfort and experience in addressing and communicating about challenging business issues in general. In that sense a sustained commitment to GVV helps stakeholders align with corporate vision, mission, core values, strategic and operational objectives, in addition to demonstrating tangible evidence of a commitment to corporate integrity and compliance with laws and regulations. Whatever the basis, the business case must be timely, relevant, and compelling.

A strong business case might also consider and address a high-level estimate of anticipated costs and a general schedule for implementation, which will of course vary depending on the size of the organization and how GVV is to be incorporated into it. The biggest draw on resources will likely include identifying and preparing a strong bench of well-trained facilitators, securing adequate funding, obtaining commitment from line-of-business managers for employees to participate in training sessions, and evaluating the effectiveness of the rollout. A successful rollout requires a consideration of both current and future ethics and compliance outcomes in the organization.

Note that GVV can be adapted to a wide range of purposes, from small scale applications to enterprise-wide sustained commitments. Use an approach that meets but does not get too far ahead of the organization's current needs and level of commitment.



Defining what success looks like in the long term will inform the nature of key metrics to assess progress and determine what and when adjustments to the curriculum or program are needed. At a high level, success will reflect such outcomes as increased employee confidence in speaking up, improved decision-making, and a stronger ethical culture in the workplace. Establishing key metrics to track progress is essential to ensure the GVV methodology has the intended effect and is worth the continued expenditure of resources and time. Tracking output such as the number of communication and training events and activities incorporating GVV messaging and how many employees and leaders are reached with these interventions is important. But it is also helpful to think about ways to track the outcomes and impact of the program for the organization itself. This could include, for example, qualitative sources like targeted feedback from training sessions, stories of how GVV impacted employee experience speaking up on important work-related issues, and specific instances of ethical situations being effectively addressed after the GVV intervention. Quantitative sources include census or pulse survey results around ethical culture metrics as well as changes in reporting volume.

While identifying benefits and success markers is critical, **assessing probability and potential impact of risks** to a GVV rollout may also be considered. Will there be a resistance to additional training on the topic? Will leaders resist training that takes employees away from their jobs as a distraction from what they deem as more important tasks? Could employees fail to fully engage with the program or view the rollout as disingenuous if leaders have not gone through the program first? Considering these challenges and planning mitigation strategies could reduce rollout risks.

Key stakeholders might be identified along with engagement activities to create and sustain organic momentum as GVV is deployed. A **senior level project sponsor may be appointed** whose leadership qualities align with and support the GVV concept and program objectives. Ideally, this would be someone from the business side who resonates with the GVV approach and plays a principal role in building program credibility and securing resources.



While identifying benefits and success markers is critical, assessing probability and potential impact of risks to a GVV rollout should also be considered.





A second stakeholder resource is an informal network of influential employees and leaders that can be widely recruited from various departments before the rollout even begins to quickly introduce them to the GVV methodology and gain their support. Consider, for example, deploying GVV as an initial pilot or incubation group, not only to build “buzz” but also gather feedback from the organization so necessary adjustments can be made prior to a full rollout. This includes engaging senior leadership to champion the initiative and ensuring alignment with the organization’s strategic goals. It is important to consider how to brief and educate key stakeholders, not just in the business but also in legal and risk, on the GVV methodology and the longer-term benefits and rationale behind its rollout across the organization. If leaders find out about the effort through backdoor channels, they might be opposed solely because they are uninformed about how GVV strengthens ethical business culture. To that end, GVV can be positioned as a highly regarded research-based methodology that can effectively address requirements in regulatory settlements that require action plans for companies found to lack a speak up culture.

Consider a **comprehensive implementation plan** that reflects the long-term commitment desired for the program. A comprehensive plan might include a multi-year curriculum that allows for continuous practice and skill-building. Define clear milestones and timelines for the first phase of the rollout while maintaining flexibility to adjust down the road as more feedback is gathered. Think through the implementation, embedding, and sustainment phases and how the program will evolve as the rollout progresses. The most important point is not to have everything planned out years down the road, but rather to ensure that buy-in and commitment have been secured for the long term. GVV is susceptible to becoming a “flavor of the day” ethics and compliance program that is soon crowded out as other initiatives are launched. Its true value comes in the form of sustained programming and emphasis that can drive culture change over time.

Finally, any successful initiative benefits from a rigorous **project management approach**. If possible, add a project planner to the team at the very beginning to ensure the GVV initiative has the greatest chance of succeeding on time and within budget.



Describing GVV as an enabling strategy to achieve organizational goals can help gain support and resources.

Implement: Start Small . . . Scale Fast

Implementing a GVV program involves key steps to ensure that the training is effective, relevant, and aligned with organizational goals. GVV is a journey and, as such, it is essential to know why we are undertaking the effort, the ultimate destination, and to have a roadmap to get there. The journey begins with preparation, planning, and drafting a concept definition. A well-implemented pilot program leads successfully to full-scale adoption.

Drafting a **concept definition** can be helpful in identifying and communicating the problem to be solved or opportunity to be seized and desired behavioral and organizational outcomes. Based on the experience of the organization, is it evident to stakeholders that such an initiative is necessary? Describing GVV as an enabling strategy to achieve organizational goals can help gain support and resources. For example, will the adoption of GVV reduce the risk of compliance failures or support the success of a new and important business initiative? A concept definition also describes what success looks like in terms of individual and team behavioral outcomes and organizational impact as well as organizational indicators that show intervention has accomplished target objectives.

Develop curriculum and materials in the form of scenarios that are customized and relatable for different functional areas. Scenarios could be realistic and pose a work-related values crisis where the ethical issue is clear, but circumstances or lack of preparedness impede skillfully voicing concerns or reservations. Determine whether the sessions will be in-person, virtual, or hybrid based on available resources and geographical distribution of employees. Materials (workbooks, videos, presentation decks, and interactive content) may be tailored and suited to the delivery method. Create engagement activities that enable participants to practice and develop core skills through discussion, role play, peer coaching, case studies and other group and individual exercises. Develop learning objectives based on the desired behaviors employees will be expected to demonstrate upon completion of the training.



Key elements of a concept definition:

- Problem to be solved or opportunity to be seized
- Project phases overview
- Project objectives
- Budgetary overview of required financial resources





Mid-size and larger organizations will likely want to assemble **a training team** that includes facilitators, external subject matter experts, and instructional designers that passionately embrace GVV and can assist in developing case studies and delivering content. Line-of-business executives, managers, and ethics liaisons typically found in ethics ambassador and compliance champion programs add bench strength and credibility to the training team. Creating a “Master GVV Facilitator” program can expand the pool of trainers and facilitators, offering scalability and flexibility as a start-up investment. Start small by **pilot testing and evaluating** the training, making changes to the curriculum, and preparing to scale quickly. Launch the pilot program with a select but representative group of employees to assess the curriculum and learner activities.

Ensure that necessary resources are secured for the pilot session(s), including facilitators, training materials, and allocation of time and support from supervisors for employees to participate.

Implement follow-on activities to sustain learning such as:

- Learner accountability partnerships
- Peer coaching
- Post-training micro-lessons
- Pre-assessment to evaluate knowledge, skills, and abilities before training intervention
- Post-assessment immediately upon completion of training to evaluate learning
- Thirty-to-sixty-day assessment to evaluate retention of learning and application of new skills in the workplace



Describing GVV as an enabling strategy to achieve organizational goals can help gain support and resources.



Monitor and assess the progress of the pilot program and assess its effectiveness. Use the insights gained from the assessment to refine the implementation plan for the broader rollout.

The following elements support full implementation of the program:

- **Communication Strategy:** Develop a communication plan to raise awareness about the GVV program and highlight its benefits. This includes internal communications, such as newsletters and intranet updates, as well as presentations and meetings with key stakeholders.
- **Evaluation and Metrics:** Establish and monitor metrics that track the progress and impact of the GVV program. This includes both quantitative measures (e.g., survey results, reporting activity) and qualitative feedback (e.g., stories of how GVV impacted employees in positive ways). This evaluation can also include impact metrics for job performance and organizational outcomes (qualitative and quantitative).
- **Establish and Monitor Feedback Loops:** Implement feedback mechanisms to continuously gather the evaluation and metrics data from participants and make necessary adjustments to the program.

Laying a sound and well-conceived foundation at the beginning ensures that the GVV initiative is well-structured and impactful, leads to improved employee performance, and supports organizational success. Sharing results with key stakeholders and colleagues within and outside the organization can solidify a longer-term commitment to the program.

Embed: From Just Another Program to “The Way We Do Things Around Here”

Embedding GVV in organizations requires demonstrating that core behaviors—pre-scripting, action planning, and peer coaching—are integrated into organizational culture.

Look for opportunities to **align GVV language and activities with existing business policies, processes, and practices**. How can discussion and practice of GVV find its way into staff meetings, strategy meetings, performance appraisals, other training curricula, and recognition programs? How can GVV become a natural part of the organizational workflow and decision-making processes?



GVV: A Catalyst for Cultural Change



Lisa Mathews
Managing Director,
Ethics and
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GVV can also support other key initiatives within the organization, such as ethical leadership and psychological safety. These initiatives can enhance the relevance of a GVV approach to the organization's broader goals.

Integrate GVV messaging into communications through multiple channels, such as pop-up reminders, leader and employee testimonials, and internal newsletters. Promote GVV as a key enabler for the achievement and execution of business strategy at the leadership level. This helps to create a consistent and pervasive message about the importance of GVV. Search for other opportunities to **include GVV content in other training programs and initiatives** where it makes sense and is complementary to the curriculum.

Build a supportive community and culture by identifying, supporting, and celebrating role models for GVV throughout the organization who lead by example. Find ways to connect these role models with each other on an ongoing basis as a learning and practice community (for example, periodic in-person and virtual meetings and team collaboration apps such as SharePoint). The community can provide peer coaching, share best practices, and offer mutual support to sustain the momentum of the GVV initiative.

Establish rituals and incentives that support, reward, and recognize employees and leaders when they demonstrate or champion GVV behaviors and habits. This can include individual and public recognition, as well as celebration of achievements and milestones. Recognizing and rewarding desired behaviors reinforces their importance and encourages others to follow suit. Furthermore, building GVV program engagement into ethics ambassador role descriptions and training to support these critical embedded liaison resources can help to promote GVV principles within business units.



Build a supportive community and culture by identifying, supporting, and celebrating role models for GVV throughout the organization who lead by example.

Commit to continuous organizational learning by looking for and communicating stories about GVV that become part of the organizational lore and history. These stories can serve as powerful examples of the impact of GVV and inspire others to adopt similar behaviors. Provide guides, tool kits, and e-learning modules over time to keep content fresh and relevant. Continuous learning opportunities help employees stay engaged with GVV principles and develop their skills further. Regularly updating and refreshing training materials ensure that the curriculum remains effective and aligned with the organization's evolving needs. Implementing these strategies can help embed GVV in organizational culture so it becomes a foundational element of how work gets done throughout the enterprise.

Consider creating an internal periodic podcast where leaders share stories of when they spoke up in the past, highlighting the challenges they faced and how they used GVV enablers to overcome them. This can serve as a subtle reminder of the importance of voicing values. For example, both KPMG LLP (in the U.S.) and KPMG Americas (throughout Latin America) successfully deployed podcast strategies to demonstrate the practical application of GVV strategies in day-to-day situations by harvesting stories from senior leaders to discuss a time in their careers when they spoke up and how their firm supported them.

Leverage the power of leadership in magnifying the message of GVV and conveying its importance. Encourage leaders to create videos to share examples of when they or others successfully spoke up, emphasizing the positive outcomes. Videos can be integrated into the organization's communication and training channels to reinforce the commitment to GVV and inspire others to follow suit.



Consider creating an internal periodic podcast where leaders share stories of when they spoke up in the past, highlighting the challenges they faced and how they used GVV enablers to overcome them.





Monitor, Calibrate and Sustain: In for the Long Haul

To ensure the GVV program's success, monitor its rollout, adapt strategies as needed, and commit to long-term use of the methodology. This involves evaluating progress at key milestones, measuring the impact of the program, and maintaining engagement through ongoing activities and storytelling.

Regularly **evaluate the progress of the GVV program at the key milestones** and decision points identified during the planning phase. This involves assessing whether the program meets its objectives and making any necessary adjustments. Use both qualitative and quantitative indicators to measure progress. For example, consider the volume of reporting and feedback from employee surveys to gauge engagement and the impact on organizational culture.

To discern the impact and effectiveness of the GVV program, **focus on both qualitative and quantitative indicators**. While financial indicators may not be the primary focus, it is important to assess how the program is influencing the culture and behavior within the organization. Consider reporting volume, employee survey results, and engagement with training sessions to determine if the program is having the desired impact. This will

define and support the return on investment (ROI) in terms of cultural and behavioral changes and positive impact on the business.

Continuously monitor metrics to assess the program's effectiveness. Key metrics include the number of employees trained, changes and trends in ethics and compliance-related reporting, and employee survey results. Regularly review these measures to identify areas for improvement and make necessary adjustments to the program. This ongoing calibration ensures that the GVV program remains relevant and effective over time.

Develop a multi-year curriculum that allows for continuous practice and skill-building. The structure of the curriculum might be customized to the corporate environment and regulatory or industry-specific challenges. Consider embedding GVV strategies into other types of training, such as antitrust or anticorruption training, to reinforce the principles. Regularly revisit and update the curriculum on a yearly or quarterly basis to keep it fresh and relevant. Incorporate technological advances and new components to prevent the program from becoming stale and to maintain engagement.





Consider embedding GVV strategies into other types of training, such as antitrust or anticorruption training, to reinforce the principles.

A Note About Deploying GVV In Other Cultural Contexts

When determining the appropriate way to roll out a training and communication program centered around GVV as a multinational company with global reach, it is critical to be mindful of different cultural contexts around the discussion of ethics and values in the workplace. Mary Gentile has authored an instructive article on this important topic: Mary C. Gentile, "Talking About Ethics Across Cultures," *Harvard Business Review*, December 2016, <https://hbr.org/2016/12/talking-about-ethics-across-cultures>.

Conclusion

Giving Voice to Values is an innovative and powerful methodology that can transform organizational life in many ways. GVV efforts can benefit from a phased approach to embed values-driven speaking up in the broader culture. Begin with a solid foundation of initiating and planning, proceed with implementing, embedding, monitoring, and calibrating curricula and business applications, and continue with a sustained commitment to key GVV principles.



GIVING VOICE TO VALUES



Resources

[IBIS Initiatives - Giving Voice to Values \(GVV\) | UVA Darden School of Business](#)

[Who Can Use GVV? Mary Gentile, Creator/Director of Giving Voice to Values \(GVV\) Explains](#)

<https://givingvoicetovaluesthebook.com/>

<https://ethicsunwrapped.utexas.edu/series/giving-voice-to-values>

GVV curriculum is available under the “Curriculum” tab at www.GivingVoiceToValues.org. (Teaching notes and B cases are available to registered and approved faculty members. Register at <https://store.darden.virginia.edu/login>.)

Gentile has partnered with Nomadic to develop a series of interactive, on-line social cohort-based modules that introduce GVV and offer opportunities for users to work in cohorts on its application. The modules are available for customization and use in companies and other settings. See https://players.brightcove.net/3326885378001/default_default/index.html?videoId=4134427723001 Plans | Nomadic Learning. Contact GentileM@arden.virginia.edu for DEMO. Additionally, a 4-week online course (MOOC) on “Ethical Leadership through Giving Voice To Values” is available from Darden in partnership with Coursera at [Ethical Leadership Through Giving Voice to Values | Coursera](#)

“Giving Voice To Values for Engineer Ethics” MOOC available at the Online Ethics Center for Engineering and Science: [Giving Voice to Values \(GVV\) for Engineering Ethics | Online Ethics](#)

“GVV Africa” is an online African centered program for learners across higher education and industry: <https://educationcollab.ashesi.edu.gh/ehub/ecomse/giving-voice-to-values-africa/>.

A McKinsey Quarterly Video Interview (8 mins.) with the Creator and Director of GVV: <http://www.mckinsey.com/business-functions/organization/our-insights/voicing-values-in-the-workplace>

GVV book series from Routledge/Greenleaf publishing at <https://www.routledge.com/Giving-Voice-to-Values/book-series/GVV>

“Giving voice to values: responsible management as facilitation of ethical voice” by Carsten Tams, Mary C. Gentile. In Laasch, O., Jamali, D., Freeman, E., & Suddaby, R. (2020) *The Research Handbook of Responsible Management*. Cheltenham: Edward Elgar, pp. 532-548.



The GVV Journey Roadmap Checklist

INITIATE AND PLAN

- Create a business case
- Define what success looks like
- Assess probability, potential impact, and mitigation strategies of risks to a GVV rollout
- Designate a project sponsor
- Develop a comprehensive implementation plan using project management methodology

IMPLEMENT

- Draft a concept definition
- Develop curriculum and materials
- Assemble a training team
- Implement follow-on activities to sustain learning
- Monitor and assess progress
- Develop a communication plan
- Establish and monitor feedback loops

EMBED

- Align GVV language and activities with existing business policies, processes and practices
- Integrate GVV messaging into communications and training
- Build supportive community and culture
- Commit to continuous organizational learning
- Leverage the power of leadership

MONITOR, CALIBRATE AND SUSTAIN

- Evaluate key milestones
- Include quantitative and qualitative indicators
- Continuously monitor program metrics
- Develop a multi-year curriculum



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