



### **GVV Quiz #3**

1. Why is the Voice pillar important?
  - a. It helps us understand there are many ways to voice our values.
  - b. It encourages us to directly confront individuals advocating unethical actions.
  - c. It shows us that voice is an individual action.
  - d. It emphasizes that voice is about one-way communication.
  
2. Why is it useful to seek coaching from more than one person?
  - a. People will have different viewpoints on what is right.
  - b. People will have different perspectives about you and your own strengths and abilities.
  - c. You will want to invite someone to coach you who has a deep understanding of the organization and another who has a deep familiarity with you.
  - d. Coaches can be wrong and you want to get multiple points of view.
  
3. What are preemptive rationalizations?
  - a. Reasons and arguments that stop you from acting unethically.
  - b. Reasons and arguments that you use to explain why you did something unethical.
  - c. Reasons and assumptions that stop us from even trying to act on our values.
  - d. Reasons and arguments that we expect to hear from others when we try to act on our values.
  
4. Why is it important to identify the most frequently heard Reasons & Rationalizations for unethical behavior?
  - a. To decide whether to act on your values.
  - b. To recognize when others are using them.
  - c. To develop and rehearse effective ways to reframe and respond to them.
  - d. To better understand how others may justify unethical actions.
  
5. How does position level in an organization impact the ability to take values-driven action?
  - a. It is challenging for employees at all levels so it is important to understand what works best given one's position.
  - b. It is easier for senior level managers because they have authority.
  - c. It is easier for junior level employees because they don't have as much to lose.
  - d. It is easier for middle level managers because they have some authority but are less "in the spotlight" than senior executives.
  
6. If you are "seeing for positive reinforcement", what are you likely to do?
  - a. I find the good in every action.
  - b. I provide positive feedback to my co-workers.
  - c. I present my criticisms constructively.

- d. I look for openings in any situation to keep moving forward on acting on my values.
7. What reasoning supported Jeff's decision to act on his values in "Jeff Salett from the Top"?
- a. He wondered if this adjustment was standard operating practice at the firm and why he hadn't recognized it sooner.
  - b. He could gain a better understanding of the situation once he was in his position longer and had established relationships with his colleagues.
  - c. He did not consider the adjustments important enough to warrant action, since they were not illegal.
  - d. If he agreed to the adjustments he would be setting up the expectation that he would do so again, thereby making it more difficult for him to act ethically in the future.
8. What factors influenced Ben's decision about how to act?
- a. He fresh out of college and very new in the organization so perhaps he was mistaken.
  - b. He did not want to antagonize donors since the organization depended upon their support.
  - c. He did not think the Executive Director of the organization was paying attention or interested in the issue.
  - d. He saw his value to the organization as his ability to ask good questions and to be observant.
9. What are the frequently heard Reasons & Rationalizations?
- a. Standard Operating Procedure; It's Not Material; Locus of Responsibility; Locus of Loyalty.
  - b. Standard Operating Procedure; Slippery Slope; Veil of Ignorance.
  - c. Materialism; Rights and Responsibilities; Slippery Slope.
  - d. Locus of Responsibility; Loyalty Oaths, It's not Material.
10. How could you effectively respond to the rationalization "it's standard operating procedure?"
- a. Say, "As long as it's not illegal, there's no problem."
  - b. Say, "I don't want to be disrespectful, so, sure, let's do it."
  - c. Keep quiet since you're the only one who thinks this is unethical.
  - d. Ask, "Can you tell me more about this? Does everyone always do it this way?"

*This material has been adapted for the Online Ethics Center from the Giving Voice to Values content created by Dr. Mary Gentile.*