



GVV Quiz #1

1. What is the impact of time pressure on voicing values in “The Client Who Fell through the Cracks”?
 - a. **Susan realizes she can use time pressure as a reason why she cannot carry out her boss’s unethical instructions.**
 - b. Susan does not think she has enough time to find a way to persuade her boss not to deceive their client.
 - c. Susan thinks she has to go along with her boss’s unethical instructions, just this once.
 - d. Susan’s boss feels pressured to come up with a way to make his client believe that the firm has managed the client’s portfolio successfully.

2. Why are traditional approaches to applied ethics insufficient?
 - a. **They do not help people practice the skills and develop the confidence to act on their values.**
 - b. They fail to provide definitive “right answers” for values conflicts.
 - c. They present contradictory models of ethical reasoning.
 - d. They do not help people recognize the many ways that ethical conflicts can surface in their lives.

3. Why are hyper-norms important?
 - a. They help us identify the most important values.
 - b. They help us understand the reasons for cultural relativism.
 - c. There are very few of them.
 - d. **They help us identify the values that we share with others.**

4. How does multi-disciplinary research support the Giving Voice to Values approach?
 - a. **It suggests that rehearsal is an effective way to impact people’s behavior.**
 - b. It provides the steps needed for habit formation.
 - c. It shows that positive deviance is the study of individuals who differ from the norm in positive ways.
 - d. It identifies the brain’s capacity for change, or brain plasticity.

5. What is the GVV thought experiment?
 - a. It is a research study that involved interviewing “Rescuers” from World War II.
 - b. It is an exercise where people recall times when they or have not acted on their values and consider the reasons.
 - c. **It is a method for triggering people’s creativity and sense of efficacy and possibility, when confronted with values conflicts.**

- d. It is a survey of people's assumptions and presuppositions about what is possible when it comes to ethical challenges.
6. Why is it important to pre-script and action plan for the so-called "clear cut" ethical challenges?
- a. **People know what they think is right, but do not know how to get it done successfully.**
 - b. The "clear cut" challenges are the only ones where people can make a difference.
 - c. People often do not know what the ethical thing to do is in a particular situation.
 - d. The "clear cut" ethical issues are the most important ones.
7. You are experiencing a values conflict at work where the same arguments are occurring repeatedly. Which approach would have the most impact in voicing and acting on your values effectively?
- a. **Developing a moral muscle memory.**
 - b. Reading relevant case studies.
 - c. Finding the right model of ethical reasoning.
 - d. Asking your colleagues what the right thing to do is.
8. How does having a broad purpose help you voice your values more effectively?
- a. It allows you to be able to easily go along with the decisions of others.
 - b. It allows you to be able to just get through things.
 - c. **It provides you a source of energy and commitment for influencing others.**
 - d. It provides you an opportunity to focus on just getting transactions done successfully.
9. Which of the seven GVV pillars attempts to answer the question: "Am I the kind of person that can do this?"
- a. Normalization
 - b. Purpose
 - c. Reasons and Rationalizations
 - d. **Self-knowledge and Alignment**
10. What is the new question of the GVV approach?
- a. What is the right thing to do in my particular situation?
 - b. **Once I know what the right thing to do is, how do I get it done effectively?**
 - c. Which model of ethical reasoning is the most appropriate to use in my situation?
 - d. What evidence do I need to gather to support my ethical viewpoint?

GVV Quiz #2

1. Why is the “Tale of Two Stories” a foundational exercise for GVV?
 - a. It makes it clear that some of us are ethical and some of us are not.
 - b. It demonstrates that ethical behavior is entirely up to the individual.
 - c. It demonstrates that ethical behavior is entirely dependent on the organizational context.
 - d. It helps us to recognize our own capacity for values-driven action and also to understand ways to foster that capacity.**

2. Why is it useful to think about CHOICE when it comes to voicing and enacting out values?
 - a. It helps us understand that we often have more choices than we think.**
 - b. It helps us identify when we have options and when we don't.
 - c. It helps us recognize our choices makes is easy to act on our values.
 - d. It helps us critique the actions of others who do not act on their values.

3. Why should you recognize that values conflicts and ethical challenges are a “normal” part of your life?
 - a. To help you accept the unethical behavior of others.
 - b. To help you notice when value conflicts and ethical challenges present themselves.
 - c. To help you respond more calmly and to prepare yourself for them.**
 - d. To accept your own unethical behavior.

4. How does having insights into your own personality features make it easier to voice and act on your values effectively?
 - a. It allows you to work on changing your personality features so you can deal with ethical challenges easier.
 - b. It allows you to find a job where your strengths are in alignment with the organizational culture, so it is easier to address ethical challenges.
 - c. It allows you to collaborate with your colleagues better when you do face ethical challenges.
 - d. It allows you to frame ethical challenges in a way that plays to your identified strengths.**

5. How was Cecilia able to build a constructive conversation with the senior manager in "The Diversity Consultant?"
 - a. She shared data about the under-representation of women and Minorities at his firm.
 - b. She pointed out the executive's own prejudices.
 - c. She empathized with the executive and reinforced his critique of the firm's diversity policies.

- d. She listened to his story and asked him open and non-judgmental questions that helped him to recognize his own blind spots.**
6. Why should you reflect on your own “Starting Assumptions” about voicing and acting on your values?
 - a. If you assume that it is not possible to act ethically in a particular organization, you can save yourself a lot of time and effort.
 - b. If you assume that it is easy to act on your values in a particular organization, you will not need to do so much background research and planning.
 - c. If you understand our own “starting assumptions,” you will understand those of your colleagues.
 - d. If you understand and select what you assume to be true, you can expand your options for effectively acting on your values.**
7. What action should you take when you feel that you are the only one that cares about an ethical challenge?
 - a. You should assume most people don’t worry about these things because they just focus on the job at hand.
 - b. You should believe that most people assume that they can’t make a difference, so it’s not worth trying to address.
 - c. You should raise your concerns and invite the responses of others to see if they share your thoughts.**
 - d. You should not raise any concern because if no one cares enough to discuss it, then it’s not worth it.
8. Which statement best exemplifies the ability to change your starting assumptions about voicing and acting on your values?
 - a. Your Starting Assumptions can change and evolve over time and with effort.**
 - b. Your Starting Assumptions can change only if the culture of the organization changes.
 - c. Your Starting Assumptions cannot change because they are determined by the country or culture where we live and work.
 - d. Your Starting Assumptions cannot change because our values come from our family.
9. Why did the gentleman who worked in Mergers & Acquisitions “lie instinctively” when he was asked by the CEO of a company he was acquiring whether they would lose their jobs?
 - a. He was unprepared for the question and felt conflicted given his fiduciary responsibility**
 - b. Honesty was not important to him.
 - c. There was no way he could have predicted that he would be asked this question.

- d. He did not care about the CEO of the acquired company.
10. What are “Enablers” and “Disablers”?
- a. Factors that make it possible or impossible for individuals to act ethically.
 - b. Factors that are universally true for all individuals and all organizations.
 - c. A set of rules or a code of conduct that clarifies what is ethical or unethical in an organization.
 - d. Factors that make it easier or harder for individuals to act effectively on their values.**

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?"**

GVV Quiz #4

1. What is the distinctive contribution of the GVV approach to values-driven leadership?
 - a. It provides an ethical decision-making framework.
 - b. It provides a set of rules or a code of conduct to help us determine what is right in a situation.
 - c. It provides a framework and set of questions and strategies for putting what we think is right into action.**
 - d. It provides opportunities to practice thinking through ethical dilemmas where the right thing to do is not clear.

2. How does GVV address the challenge of 'time pressure' that we often face when we confront ethical issues?
 - a. By rehearsing ethical voice and action in advance, you can be prepared to react efficiently and effectively.**
 - b. It helps you become familiar with the codes of conduct and rules in your organization so you don't have to spend time researching them.
 - c. It helps you get in the habit of taking a "time-out" when you encounter values conflicts so you can think more deeply.
 - d. It helps you manage your emotions so that you can act more quickly.

3. How does GVV address ethical challenges across different instructional or training contexts?
 - a. GVV uses cases to develop scripts and action plans that are tailored to the specific context.**
 - b. GVV provides rules that are universally true for all individuals and organizations.
 - c. GVV provides guidelines that clarify what is ethical or unethical across all contexts.
 - d. GVV is only applicable in certain organizational or educational contexts.

4. Why is it important to find allies and mentors when trying to voice and act on your values?
 - a. To help you understand your strengths, and provides advice on when and to whom you should raise your concerns in the organization.**
 - b. To provide you with an organizational taxonomy of enablers and disablers.
 - c. To provide you with their opinion on whether or not a behavior is unethical and needs further attention.
 - d. To help you recognize that you are not alone in addressing the concern.

5. What are you doing when you "play to your strengths" to voice and act on your values effectively?
 - a. You are acting boldly and with courage.
 - b. You are identifying the abilities and strengths that we all share and motivating others to use them.

- c. **You are framing the values conflicts you face in ways that will enable you to use your own individual strengths.**
 - d. You are being playful and using humor.
- 6. Why is “forgiveness” an important Lesson of GVV?
 - a. If you do not forgive those who pressure you to act unethically then you'll find it stressful to work with them.
 - b. If you do not forgive those around you who do not resist pressures to act unethically then you'll be lonely at work.
 - c. **If you do not forgive yourself when you fail to voice and act on your values then you might give up.**
 - d. If you do not forgive your managers or colleagues when they pressure you to act unethically then they may not be willing to work with you.
- 7. Why should you look for “positive examples” of when individuals successfully voiced and acted on their values?
 - a. They are difficult to find so it increases the impact of your argument.
 - b. They can improve the image of your organization.
 - c. They make you feel good.
 - d. **They can provide effective strategies for values-driven action.**
- 8. If you take one idea away from this introduction to Giving Voice to Values, what would the most important insight be?
 - a. **That you have more choices when it comes to acting on your values than you may think, but that it requires practice to become skillful and effective and confident.**
 - b. That values differ from one person to another.
 - c. That voicing your values requires courage.
 - d. That acting on your values is easier than you think.
- 9. How is GVV as a life-long process?
 - a. **It focuses on continuously learning from your experiences so that you can improve your ability to voice and act on your values.**
 - b. It makes you aware that you will continuously have to address ethical challenges throughout life.
 - c. It helps you identify ethical from unethical behavior in every situation you could face.
 - d. It provides the framework to help you eliminate all unethical behavior from happening.

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