WEBVTT

NOTE duration:"01:14:03.6480000"

NOTE language:en-us

NOTE Confidence: 0.827323

00:00:00.000 --> 00:00:03.680 So catch the introduction so hi

NOTE Confidence: 0.827323

00:00:03.680 --> 00:00:05.320 everybody, my name is

NOTE Confidence: 0.827323

00:00:05.320 --> 00:00:07.370 John Crystal and chair of

NOTE Confidence: 0.827323

00:00:07.370 --> 00:00:09.002 the Department of Psychiatry

NOTE Confidence: 0.827323

00:00:09.002 --> 00:00:10.634 and I'm very pleased

NOTE Confidence: 0.827323

00:00:10.640 --> 00:00:13.910 to welcome you to the inaugural T Byram

NOTE Confidence: 0.827323

00:00:13.910 --> 00:00:15.542 Karasu Academic Leadership Lecture,

NOTE Confidence: 0.827323

00:00:15.542 --> 00:00:18.410 which will be an annual lecture that

NOTE Confidence: 0.827323

00:00:18.410 --> 00:00:20.448 has been established through the

NOTE Confidence: 0.827323

00:00:20.450 --> 00:00:23.320 generosity and support of one of our

NOTE Confidence: 0.827323

00:00:23.320 --> 00:00:24.951 department's most distinguished alumni.

NOTE Confidence: 0.827323

00:00:24.951 --> 00:00:27.151 Doctor T Byram. Karasu,

NOTE Confidence: 0.827323

00:00:27.151 --> 00:00:30.136 who is distinguished professor emeritus.

NOTE Confidence: 0.827323

00:00:30.140 --> 00:00:31.763 Who is excuse me?

1

NOTE Confidence: 0.827323

00:00:31.763 --> 00:00:32.976 Distinguished professor emeritus

NOTE Confidence: 0.827323

00:00:32.976 --> 00:00:34.195 Dorothean Marty Silverman,

NOTE Confidence: 0.827323

00:00:34.195 --> 00:00:35.815 professor emeritus and university

NOTE Confidence: 0.827323

00:00:35.815 --> 00:00:38.243 chairman emeritus at the Department of

NOTE Confidence: 0.827323

00:00:38.243 --> 00:00:40.268 Psychiatry and Behavioral Sciences at

NOTE Confidence: 0.827323

00:00:40.268 --> 00:00:42.698 the Albert Einstein College of Medicine,

NOTE Confidence: 0.827323

00:00:42.698 --> 00:00:45.940 a post he held for 23 years. The

NOTE Confidence: 0.8391735

00:00:45.940 --> 00:00:47.960 Karasu lecture will identify leading

NOTE Confidence: 0.8391735

00:00:47.960 --> 00:00:50.390 speakers from around the world who

NOTE Confidence: 0.8391735

00:00:50.390 --> 00:00:52.010 exemplify academic leadership or

NOTE Confidence: 0.8391735

00:00:52.010 --> 00:00:55.346 who address critical processes of leadership.

NOTE Confidence: 0.8391735

00:00:55.350 --> 00:00:59.698 I'd like to say a few words about our friend.

NOTE Confidence: 0.8391735

00:00:59.700 --> 00:01:01.445 An alumnus Doctor Karasu.

NOTE Confidence: 0.8391735

00:01:01.445 --> 00:01:03.620 After graduating from the psychiatry

NOTE Confidence: 0.8100005

00:01:03.620 --> 00:01:06.230 residency in 1969, Doctor Karasu emerged

NOTE Confidence: 0.8100005

2

00:01:06.230 --> 00:01:08.400 as a leading expert on

NOTE Confidence: 0.8100005

00:01:08.400 --> 00:01:10.140 the practice of psychiatry.

NOTE Confidence: 0.8100005

00:01:10.140 --> 00:01:12.320 He chaired the Apas Commission

NOTE Confidence: 0.8100005

00:01:12.320 --> 00:01:13.622 on Psychiatric Therapies,

NOTE Confidence: 0.8100005

00:01:13.622 --> 00:01:15.362 which produced a definitive

NOTE Confidence: 0.8100005

00:01:15.362 --> 00:01:17.099 text that included from

NOTE Confidence: 0.8100005

00:01:17.100 --> 00:01:19.200 over 400 scholars,

NOTE Confidence: 0.8100005

00:01:19.200 --> 00:01:21.300 researchers, and clinicians.

NOTE Confidence: 0.8100005

00:01:21.300 --> 00:01:23.720 In this four volume report was

NOTE Confidence: 0.8100005

00:01:23.720 --> 00:01:25.615 really acknowledged as a landmark

NOTE Confidence: 0.8100005

00:01:25.615 --> 00:01:28.550 at its time by groups like Atlantic,

NOTE Confidence: 0.8100005

00:01:28.550 --> 00:01:30.170 Monthly and Contemporary Psychiatry.

NOTE Confidence: 0.8373122

00:01:31.200 --> 00:01:32.792 Doctor cared, Karasu has

NOTE Confidence: 0.8373122

00:01:32.792 --> 00:01:35.190 written a total of 21 books,

NOTE Confidence: 0.8373122

00:01:35.190 --> 00:01:36.782 including psychotherapy for depression,

NOTE Confidence: 0.8373122

00:01:36.782 --> 00:01:38.780 deconstruction of psychotherapy, the art

NOTE Confidence: 0.8373122

00:01:38.780 --> 00:01:41.566 of Serenity, and many, many other books.

NOTE Confidence: 0.85357904

00:01:42.260 --> 00:01:44.586 We're proud to have a lecture that

NOTE Confidence: 0.85357904

00:01:44.586 --> 00:01:45.919 celebrates the contributions of

NOTE Confidence: 0.85357904

00:01:45.920 --> 00:01:47.580 Doctor Karasu to the field

NOTE Confidence: 0.85357904

00:01:47.580 --> 00:01:49.590 of psychiatry, as well as to

NOTE Confidence: 0.85357904

00:01:49.590 --> 00:01:51.582 leadership and important quality that we

NOTE Confidence: 0.85357904

00:01:51.582 --> 00:01:55.630 nurture in our department. Doctor Stephanie

NOTE Confidence: 0.77334815

00:01:55.630 --> 00:01:59.308 O'Malley will now introduce our inaugural

NOTE Confidence: 0.77334815

00:01:59.310 --> 00:02:01.155 Karasu leadership lecture,

NOTE Confidence: 0.77334815

00:02:01.155 --> 00:02:03.000 Doctor Mary Gentili

NOTE Confidence: 0.85016173

00:02:05.070 --> 00:02:08.268 Thank you, John. It's my pleasure to

NOTE Confidence: 0.85016173

00:02:08.270 --> 00:02:10.550 introduce the inaugural lecture today,

NOTE Confidence: 0.85016173

00:02:10.550 --> 00:02:11.933 Doctor Mary Gentili,

NOTE Confidence: 0.85016173

00:02:11.933 --> 00:02:14.238 Doctor Gentili is the Creator

NOTE Confidence: 0.85016173

00:02:14.238 --> 00:02:16.950 director of giving voice to values.

NOTE Confidence: 0.85016173

00:02:16.950 --> 00:02:19.235 She's a professor of practice

NOTE Confidence: 0.85016173

00:02:19.235 --> 00:02:21.520 at the University of Virginia,

NOTE Confidence: 0.85016173

00:02:21.520 --> 00:02:23.348 Darden School of Business,

NOTE Confidence: 0.85016173

00:02:23.348 --> 00:02:26.090 senior adviser at the Aspen Institute,

NOTE Confidence: 0.85016173

00:02:26.090 --> 00:02:27.918 Business and Society program,

NOTE Confidence: 0.85016173

00:02:27.918 --> 00:02:29.746 Anna Consultant on Management,

NOTE Confidence: 0.85016173

00:02:29.750 --> 00:02:31.694 Education and Leadership Development.

NOTE Confidence: 0.85016173

00:02:31.694 --> 00:02:35.210 Her work on giving voice to values,

NOTE Confidence: 0.85016173

00:02:35.210 --> 00:02:37.210 which we'll hear about today,

NOTE Confidence: 0.85016173

00:02:37.210 --> 00:02:39.280 is a pioneering business curriculum

NOTE Confidence: 0.85016173

00:02:39.280 --> 00:02:41.350 for values driven leadership that

NOTE Confidence: 0.85016173

00:02:41.420 --> 00:02:43.190 has been featured in publications

NOTE Confidence: 0.85016173

00:02:43.190 --> 00:02:45.190 such as the Financial Times,

NOTE Confidence: 0.85016173

00:02:45.190 --> 00:02:46.384 Harvard Business Review,

NOTE Confidence: 0.85016173

00:02:46.384 --> 00:02:47.976 Stanford Social Innovation Review,

NOTE Confidence: 0.85016173

00:02:47.980 --> 00:02:49.366 and McKinsey Quarterly.

NOTE Confidence: 0.85016173

00:02:49.366 --> 00:02:51.676 The ethics program she developed,

NOTE Confidence: 0.85016173

00:02:51.680 --> 00:02:53.550 based on her award-winning book,

NOTE Confidence: 0.85016173

00:02:53.550 --> 00:02:55.430 is giving voice to values,

NOTE Confidence: 0.85016173

00:02:55.430 --> 00:02:57.305 how to speak your mind

NOTE Confidence: 0.85016173

00:02:57.305 --> 00:02:59.180 when you know what's right,

NOTE Confidence: 0.85016173

00:02:59.180 --> 00:03:01.430 which was published at Yale University.

NOTE Confidence: 0.85016173

00:03:01.430 --> 00:03:04.755 Press has been implemented in over 1000

NOTE Confidence: 0.85016173

00:03:04.755 --> 00:03:06.860 universities and organizations globally.

NOTE Confidence: 0.85016173

00:03:06.860 --> 00:03:09.372 Doctor Gentili has also held various

NOTE Confidence: 0.85016173

00:03:09.372 --> 00:03:11.462 positions as a faculty member,

NOTE Confidence: 0.85016173

00:03:11.470 --> 00:03:12.724 an case researcher,

NOTE Confidence: 0.85016173

00:03:12.724 --> 00:03:14.814 including ten years at Harvard,

NOTE Confidence: 0.85016173

00:03:14.820 --> 00:03:17.022 where she was one of the

NOTE Confidence: 0.85016173

00:03:17.022 --> 00:03:18.490 principal architects of Harvard's

NOTE Confidence: 0.85016173

00:03:18.559 --> 00:03:20.269 Business School leadership,

NOTE Confidence: 0.85016173

00:03:20.270 --> 00:03:22.010 ethics and corporate

NOTE Confidence: 0.85016173

00:03:22.010 --> 00:03:23.170 responsibility curriculum.

NOTE Confidence: 0.85016173

00:03:23.170 --> 00:03:25.426 Mary is the recipient of many

NOTE Confidence: 0.85016173

00:03:25.426 --> 00:03:26.930 honors and Lifetime achievement

NOTE Confidence: 0.85016173

00:03:26.998 --> 00:03:28.850 awards and ethical leadership,

NOTE Confidence: 0.85016173

00:03:28.850 --> 00:03:31.184 including accolades as one of the

NOTE Confidence: 0.85016173

00:03:31.184 --> 00:03:33.235 most influential figures today in

NOTE Confidence: 0.85016173

00:03:33.235 --> 00:03:34.939 business Ethics Compliance Week,

NOTE Confidence: 0.85016173

00:03:34.940 --> 00:03:36.970 who recently bestowed their Top

NOTE Confidence: 0.85016173

00:03:36.970 --> 00:03:39.000 Minds award to Doctor Gentili.

NOTE Confidence: 0.85016173

00:03:39.000 --> 00:03:41.448 Dubbed her quote the practical ethicist

NOTE Confidence: 0.85016173

00:03:41.448 --> 00:03:44.889 for her approach to values driven leadership.

NOTE Confidence: 0.85016173

00:03:44.890 --> 00:03:46.620 So with this brief introduction,

NOTE Confidence: 0.85016173

00:03:46.620 --> 00:03:48.916 I hope I've given you a sense about

NOTE Confidence: 0.85016173

00:03:48.916 --> 00:03:51.091 her many accomplishments and why we

NOTE Confidence: 0.85016173

00:03:51.091 --> 00:03:53.860 selected her to give the lecture today.

NOTE Confidence: 0.85016173

00:03:53.860 --> 00:03:56.261 The topic of her talk is giving

NOTE Confidence: 0.85016173

00:03:56.261 --> 00:03:58.683 voice to values the how to

NOTE Confidence: 0.85016173

00:03:58.683 --> 00:03:59.997 values driven leadership.

NOTE Confidence: 0.85016173

00:04:00.000 --> 00:04:00.610 Thank you.

NOTE Confidence: 0.8387623

00:04:01.800 --> 00:04:03.260 Thanks so much Doctor,

NOTE Confidence: 0.8387623

00:04:03.260 --> 00:04:04.720 Crystal and Doctor O'Malley.

NOTE Confidence: 0.8387623

00:04:04.720 --> 00:04:06.910 I'm really happy to be here.

NOTE Confidence: 0.8387623

00:04:06.910 --> 00:04:09.478 It's an honor to be part of the

NOTE Confidence: 0.8387623

00:04:09.478 --> 00:04:11.660 Karasu lecture series on leadership.

NOTE Confidence: 0.8387623

00:04:11.660 --> 00:04:14.187 An I'm really happy to have a

NOTE Confidence: 0.8387623

00:04:14.187 --> 00:04:16.400 chance to share my work with,

NOTE Confidence: 0.8387623

00:04:16.400 --> 00:04:19.320 giving voice to values with you all today.

NOTE Confidence: 0.8387623

00:04:19.320 --> 00:04:21.145 As you probably guessed from

NOTE Confidence: 0.8387623

00:04:21.145 --> 00:04:22.240 Doctor O'malley's introduction,

NOTE Confidence: 0.8387623

00:04:22.240 --> 00:04:23.708 giving voice to values

NOTE Confidence: 0.8387623

00:04:23.708 --> 00:04:26.260 or GV as I refer to it,

NOTE Confidence: 0.8387623

00:04:26.260 --> 00:04:28.342 was developed as a values driven

NOTE Confidence: 0.8387623

00:04:28.342 --> 00:04:29.730 leadership development program for

NOTE Confidence: 0.8387623

00:04:29.790 --> 00:04:31.750 for business folks for business

NOTE Confidence: 0.8387623

00:04:31.750 --> 00:04:33.318 students and business professionals.

NOTE Confidence: 0.8387623

00:04:33.320 --> 00:04:35.732 But it's actually now grown well

NOTE Confidence: 0.8387623

00:04:35.732 --> 00:04:37.340 beyond the original origins,

NOTE Confidence: 0.8387623

00:04:37.340 --> 00:04:39.350 and we've working with law.

NOTE Confidence: 0.8387623

00:04:39.350 --> 00:04:40.954 Schools were working with

NOTE Confidence: 0.8387623

00:04:40.954 --> 00:04:41.756 engineering schools.

NOTE Confidence: 0.8387623

00:04:41.760 --> 00:04:44.172 We worked with health care and

NOTE Confidence: 0.8387623

00:04:44.172 --> 00:04:45.780 medical and nursing education,

NOTE Confidence: 0.8387623

00:04:45.780 --> 00:04:48.454 and we've worked with the US military

NOTE Confidence: 0.8387623

00:04:48.454 --> 00:04:50.508 and and the Australian Police

NOTE Confidence: 0.8387623

00:04:50.508 --> 00:04:53.413 Force and the UN and the IAEA,

NOTE Confidence: 0.8387623

00:04:53.420 --> 00:04:54.246 etc etc.

NOTE Confidence: 0.8387623

00:04:54.246 --> 00:04:56.724 So I'm hoping that although the

NOTE Confidence: 0.8387623

00:04:56.724 --> 00:04:59.163 origins will be clear from the

NOTE Confidence: 0.8387623

00:04:59.163 --> 00:05:01.455 stories I share with you today,

NOTE Confidence: 0.8387623

00:05:01.460 --> 00:05:03.920 and they'll be examples from business

NOTE Confidence: 0.8387623

00:05:03.920 --> 00:05:05.150 and organizational settings.

NOTE Confidence: 0.8387623

00:05:05.150 --> 00:05:06.835 I'm hoping that you'll find

NOTE Confidence: 0.8387623

00:05:06.835 --> 00:05:08.872 ways that this will feel useful

NOTE Confidence: 0.8387623

00:05:08.872 --> 00:05:10.853 to you in your work as well,

NOTE Confidence: 0.8387623

00:05:10.860 --> 00:05:12.756 and and I hope to basically

NOTE Confidence: 0.8387623

00:05:12.756 --> 00:05:14.391 share some stories with you

NOTE Confidence: 0.8387623

00:05:14.391 --> 00:05:16.245 about the origins of this work.

NOTE Confidence: 0.8387623

00:05:16.250 --> 00:05:18.483 Talk a little bit about the research

NOTE Confidence: 0.8387623

00:05:18.483 --> 00:05:20.592 and the concepts that it's based on

NOTE Confidence: 0.8387623

00:05:20.592 --> 00:05:22.992 and how it's been used and then open

NOTE Confidence: 0.8387623

00:05:22.992 --> 00:05:25.116 up for some questions and discussion.

NOTE Confidence: 0.8387623

00:05:25.120 --> 00:05:26.041 So with that,

NOTE Confidence: 0.8387623

00:05:26.041 --> 00:05:28.930 let me let me start giving voice to values,

NOTE Confidence: 0.8387623

00:05:28.930 --> 00:05:31.135 or GV is it's a new approach,

NOTE Confidence: 0.8387623

00:05:31.140 --> 00:05:32.379 relatively new approach,

NOTE Confidence: 0.8387623

00:05:32.379 --> 00:05:34.031 innovative approach to values

NOTE Confidence: 0.8387623

00:05:34.031 --> 00:05:35.520 driven leadership development and.

NOTE Confidence: 0.8387623

00:05:35.520 --> 00:05:37.284 I always say to people that if

NOTE Confidence: 0.8387623

00:05:37.284 --> 00:05:39.144 you if you don't remember anything

NOTE Confidence: 0.8387623

00:05:39.144 --> 00:05:41.559 else from what I'm about to say,

NOTE Confidence: 0.8387623

00:05:41.560 --> 00:05:43.306 I know we all spend inordinate

NOTE Confidence: 0.8387623

00:05:43.306 --> 00:05:45.488 amounts of time on zoom these days.

NOTE Confidence: 0.8387623

00:05:45.490 --> 00:05:47.569 I'm going to give you the bottom

NOTE Confidence: 0.8387623

00:05:47.569 --> 00:05:49.664 line 1st and then I'll step back

NOTE Confidence: 0.8387623

00:05:49.664 --> 00:05:51.830 and tell you how we got there.

NOTE Confidence: 0.8387623

00:05:51.830 --> 00:05:53.692 But the bottom line is that giving

NOTE Confidence: 0.8387623

00:05:53.692 --> 00:05:55.901 voice to values is about asking and

NOTE Confidence: 0.8387623

00:05:55.901 --> 00:05:57.257 answering a different question.

NOTE Confidence: 0.8387623

00:05:57.260 --> 00:05:59.420 A new question when it comes to ethics

NOTE Confidence: 0.8387623

00:05:59.420 --> 00:06:00.993 and values in our organizational

NOTE Confidence: 0.8387623

00:06:00.993 --> 00:06:02.618 lives in our educational lives

NOTE Confidence: 0.8387623

00:06:02.618 --> 00:06:04.209 and in our wider lives.

NOTE Confidence: 0.8387623

00:06:04.210 --> 00:06:05.646 So the typical Ant.

NOTE Confidence: 0.8387623

00:06:05.646 --> 00:06:08.571 Question that we tend to ask and try

NOTE Confidence: 0.8387623

00:06:08.571 --> 00:06:10.979 to answer when we talk about ethics

NOTE Confidence: 0.8387623

00:06:10.979 --> 00:06:14.223 is what is the right thing to do in

NOTE Confidence: 0.8387623

00:06:14.223 --> 00:06:16.013 any particular situation and will

NOTE Confidence: 0.8387623

00:06:16.013 --> 00:06:18.179 often share very thorny ethical dilemmas,

NOTE Confidence: 0.8387623

00:06:18.180 --> 00:06:20.490 and they'll be fascinating and often

NOTE Confidence: 0.8387623

00:06:20.490 --> 00:06:22.420 non conclusive debates and discussions

NOTE Confidence: 0.8387623

00:06:22.420 --> 00:06:25.028 about what the right thing to do is.

NOTE Confidence: 0.8387623

00:06:25.030 --> 00:06:27.654 I'm sure many of you may have heard

NOTE Confidence: 0.8387623

00:06:27.654 --> 00:06:29.163 Michael Sandel's wonderful lectures

NOTE Confidence: 0.8387623

00:06:29.163 --> 00:06:31.527 and classes on this at Harvard,

NOTE Confidence: 0.8387623

00:06:31.530 --> 00:06:32.580 and they're fascinating,

NOTE Confidence: 0.8387623

00:06:32.580 --> 00:06:35.500 but giving voice to values is about asking.

NOTE Confidence: 0.8387623

00:06:35.500 --> 00:06:36.868 Answering a different question.

NOTE Confidence: 0.8387623

00:06:36.868 --> 00:06:38.578 It's about asking and trying

NOTE Confidence: 0.8387623

00:06:38.578 --> 00:06:40.068 to answer the question.

NOTE Confidence: 0.8387623

00:06:40.070 --> 00:06:42.056 Once you know what you believe

NOTE Confidence: 0.8387623

00:06:42.056 --> 00:06:44.677 the right thing to do is how do

NOTE Confidence: 0.8387623

00:06:44.677 --> 00:06:46.212 you get it done effectively?

NOTE Confidence: 0.8387623

00:06:46.220 --> 00:06:48.804 What do you need to say and do?

NOTE Confidence: 0.8387623

00:06:48.810 --> 00:06:51.001 What data or information do you need

NOTE Confidence: 0.8387623

00:06:51.001 --> 00:06:53.311 to gather and you need to reframe

NOTE Confidence: 0.8387623

00:06:53.311 --> 00:06:55.267 the entire situation in order to

NOTE Confidence: 0.8564244

00:06:55.330 --> 00:06:56.269 make an impact.

NOTE Confidence: 0.8564244

00:06:56.270 --> 00:06:58.208 And once you raise the issue,

NOTE Confidence: 0.8564244

00:06:58.210 --> 00:06:59.805 what kind of pushback or

NOTE Confidence: 0.8564244

00:06:59.805 --> 00:07:01.770 objections are you likely to face?

NOTE Confidence: 0.8564244

00:07:01.770 --> 00:07:03.714 We call those the reasons and

NOTE Confidence: 0.8564244

00:07:03.714 --> 00:07:05.010 rationalizations in GBV parlance,

NOTE Confidence: 0.8564244

00:07:05.010 --> 00:07:07.226 and then what would you say to respond

NOTE Confidence: 0.8564244

00:07:07.226 --> 00:07:09.559 to those rationalizations and reasons?

NOTE Confidence: 0.8564244

00:07:09.560 --> 00:07:11.396 And is this something you're going

NOTE Confidence: 0.8564244

00:07:11.396 --> 00:07:13.872 to do one on, one on your own,

NOTE Confidence: 0.8564244

00:07:13.872 --> 00:07:15.750 or is this something where you

NOTE Confidence: 0.8564244

00:07:15.820 --> 00:07:17.815 need to build a set of allies?

NOTE Confidence: 0.8564244

00:07:17.820 --> 00:07:20.574 And is this a one off kind of situation,

NOTE Confidence: 0.8564244

00:07:20.580 --> 00:07:22.715 or is it really a systemic challenge?

NOTE Confidence: 0.8564244

00:07:22.720 --> 00:07:24.550 And if it's a systemic challenge,

NOTE Confidence: 0.8564244

00:07:24.550 --> 00:07:26.386 it really needs to be addressed

NOTE Confidence: 0.8564244

00:07:26.386 --> 00:07:27.610 in that way systemically,

NOTE Confidence: 0.8564244

14

00:07:27.610 --> 00:07:29.810 but what I would often see in organizations

NOTE Confidence: 0.8564244

00:07:29.810 --> 00:07:32.072 and in classrooms is that once you

NOTE Confidence: 0.8564244

00:07:32.072 --> 00:07:33.722 identified an issue as systemic,

NOTE Confidence: 0.8564244

00:07:33.730 --> 00:07:34.954 people felt that individually

NOTE Confidence: 0.8564244

00:07:34.954 --> 00:07:36.484 they were off the hook.

NOTE Confidence: 0.8564244

00:07:36.490 --> 00:07:38.514 And when you really look at when any

NOTE Confidence: 0.8564244

00:07:38.514 --> 00:07:40.469 kind of systemic change happens,

NOTE Confidence: 0.8564244

00:07:40.470 --> 00:07:42.070 it's because of a sequence

NOTE Confidence: 0.8564244

00:07:42.070 --> 00:07:43.030 of individual actions.

NOTE Confidence: 0.8564244

00:07:43.030 --> 00:07:44.997 And so GV would actually then say,

NOTE Confidence: 0.8564244

00:07:45.000 --> 00:07:46.686 OK, how would you begin to

NOTE Confidence: 0.8564244

00:07:46.686 --> 00:07:47.810 address this issue systemically?

NOTE Confidence: 0.8564244

00:07:47.810 --> 00:07:49.770 So that in and of itself is,

NOTE Confidence: 0.8564244

00:07:49.770 --> 00:07:50.854 that is the heart,

NOTE Confidence: 0.8564244

00:07:50.854 --> 00:07:52.825 the key message of GV that in

NOTE Confidence: 0.8564244

00:07:52.825 --> 00:07:54.523 our discussions we focus less on

NOTE Confidence: 0.8564244

00:07:54.523 --> 00:07:56.519 what is the right thing to do,

NOTE Confidence: 0.8564244

00:07:56.520 --> 00:07:58.768 and more on once you know what's right.

NOTE Confidence: 0.8564244

00:07:58.770 --> 00:08:00.730 How do you get it done now?

NOTE Confidence: 0.8564244

00:08:00.730 --> 00:08:03.259 There's a lot of reasons why we do this,

NOTE Confidence: 0.8564244

00:08:03.260 --> 00:08:05.348 and I'm going to take a step back and

NOTE Confidence: 0.8564244

00:08:05.348 --> 00:08:07.225 tell you some stories that hopefully

NOTE Confidence: 0.8564244

00:08:07.225 --> 00:08:09.144 will illustrate why we do this

NOTE Confidence: 0.8564244

00:08:09.144 --> 00:08:11.118 and why we think it actually helps

NOTE Confidence: 0.8564244

00:08:11.118 --> 00:08:12.581 people come to better decisions.

NOTE Confidence: 0.8564244

00:08:12.581 --> 00:08:13.769 Ultimately, even about what.

NOTE Confidence: 0.8564244

00:08:13.770 --> 00:08:15.408 The right thing to do is not

NOTE Confidence: 0.8564244

00:08:15.408 --> 00:08:16.870 just how to get it done.

NOTE Confidence: 0.8564244

00:08:16.870 --> 00:08:19.422 So let me take a step back and

NOTE Confidence: 0.8564244

00:08:19.422 --> 00:08:21.779 tell you this really grew up.

NOTE Confidence: 0.8564244

00:08:21.780 --> 00:08:22.400 For me,

NOTE Confidence: 0.8564244

16

00:08:22.400 --> 00:08:26.350 it grew out of what I call a crisis of faith.

00:08:26.350 --> 00:08:28.958 I had been working in the field of

00:08:28.958 --> 00:08:30.908 business education for several decades.

00:08:30.910 --> 00:08:31.963 Graduate business education

00:08:31.963 --> 00:08:33.718 primarily at Harvard Business School,

00:08:33.720 --> 00:08:35.475 but also consulting and advising

00:08:35.475 --> 00:08:36.879 and other business schools.

00:08:36.880 --> 00:08:37.933 And, you know,

00:08:37.933 --> 00:08:40.390 I became disillusioned and began to feel,

00:08:40.390 --> 00:08:41.090 you know,

00:08:41.090 --> 00:08:43.890 at best our efforts to try and address

00:08:43.963 --> 00:08:46.875 values and ethics in these settings was.

00:08:46.880 --> 00:08:48.875 Futile and at worst it was hypocritical

00:08:48.875 --> 00:08:50.889 and there were a number of reasons

00:08:50.889 --> 00:08:52.539 why I came to these conclusions.

00:08:52.540 --> 00:08:54.192 I guess the first is really what

NOTE Confidence: 0.8564244

00:08:54.192 --> 00:08:55.727 I experienced in the Business

NOTE Confidence: 0.8564244

00:08:55.727 --> 00:08:56.499 School environment,

NOTE Confidence: 0.8564244

00:08:56.500 --> 00:08:58.432 which was that it seemed that every

NOTE Confidence: 0.8564244

00:08:58.432 --> 00:09:00.587 few years there would be a spate of

NOTE Confidence: 0.8564244

00:09:00.587 --> 00:09:02.729 scandals that would hit the business press.

NOTE Confidence: 0.8564244

00:09:02.730 --> 00:09:05.634 So in the 70s we had the defense

NOTE Confidence: 0.8564244

00:09:05.634 --> 00:09:08.618 industry scandals in the 80s we had the

NOTE Confidence: 0.8564244

00:09:08.618 --> 00:09:10.659 insider trading scandals and we had.

NOTE Confidence: 0.8564244

00:09:10.660 --> 00:09:12.520 Wehadthe.com bubble and then we had

NOTE Confidence: 0.8564244

00:09:12.520 --> 00:09:14.721 Enron and world com and galleon and

NOTE Confidence: 0.8564244

00:09:14.721 --> 00:09:16.515 palm alot and more recently we've

NOTE Confidence: 0.8564244

00:09:16.515 --> 00:09:18.071 had Volkswagen and Wells Fargo

NOTE Confidence: 0.8564244

00:09:18.071 --> 00:09:20.428 and you know the list goes on and

NOTE Confidence: 0.8564244

00:09:20.428 --> 00:09:22.381 whenever we would tend to hit a

NOTE Confidence: 0.8564244

00:09:22.381 --> 00:09:24.191 spate of these kinds of scandals

NOTE Confidence: 0.8564244

00:09:24.191 --> 00:09:26.736 if you happen to be working in the

NOTE Confidence: 0.8564244

00:09:26.736 --> 00:09:28.770 leading Business School as I was,

NOTE Confidence: 0.8564244

00:09:28.770 --> 00:09:30.618 we would create a task force.

NOTE Confidence: 0.8474072

00:09:30.620 --> 00:09:32.456 This may be familiar to you.

NOTE Confidence: 0.8474072

00:09:32.460 --> 00:09:34.248 We would create a committee and

NOTE Confidence: 0.8474072

00:09:34.248 --> 00:09:36.478 I was always on the committee and

NOTE Confidence: 0.8474072

00:09:36.478 --> 00:09:38.739 the committee was to try and take

NOTE Confidence: 0.8474072

00:09:38.812 --> 00:09:41.092 a look at what are we really doing

NOTE Confidence: 0.8474072

00:09:41.092 --> 00:09:43.138 because it was graduates from these.

NOTE Confidence: 0.8474072

00:09:43.138 --> 00:09:44.973 Business schools these these leading

NOTE Confidence: 0.8474072

00:09:44.973 --> 00:09:46.464 business schools were often on

NOTE Confidence: 0.8474072

00:09:46.464 --> 00:09:48.072 the front pages of the papers.

NOTE Confidence: 0.8474072

00:09:48.080 --> 00:09:49.655 You know, as the architects

NOTE Confidence: 0.8474072

00:09:49.655 --> 00:09:50.915 of these various scandals.

NOTE Confidence: 0.8474072

00:09:50.920 --> 00:09:52.184 And so you know,

NOTE Confidence: 0.8474072

00:09:52.184 --> 00:09:54.080 we would look at the curriculum.

NOTE Confidence: 0.8474072

00:09:54.080 --> 00:09:55.660 We would interview faculty and

NOTE Confidence: 0.8474072

00:09:55.660 --> 00:09:57.240 students and alumnae and recruiters,

NOTE Confidence: 0.8474072

00:09:57.240 --> 00:09:58.790 and typically what we would

NOTE Confidence: 0.8474072

00:09:58.790 --> 00:10:01.037 come up with is we would design

NOTE Confidence: 0.8474072

00:10:01.037 --> 00:10:03.235 a new course or a new module.

NOTE Confidence: 0.8474072

00:10:03.240 --> 00:10:05.136 We maybe hire some new faculty.

NOTE Confidence: 0.8474072

00:10:05.140 --> 00:10:07.270 Sometimes we create a new research

NOTE Confidence: 0.8474072

00:10:07.270 --> 00:10:09.631 initiative and we would send out the

NOTE Confidence: 0.8474072

00:10:09.631 --> 00:10:11.682 press releases and then a few years

NOTE Confidence: 0.8474072

00:10:11.751 --> 00:10:14.194 later the whole cycle would start again.

NOTE Confidence: 0.8474072

00:10:14.200 --> 00:10:15.910 And I had lived through

NOTE Confidence: 0.8474072

00:10:15.910 --> 00:10:17.278 this cycle several times,

NOTE Confidence: 0.8474072

00:10:17.280 --> 00:10:19.534 and so you know that was beginning

NOTE Confidence: 0.8474072

00:10:19.534 --> 00:10:21.379 to feel a little old.

NOTE Confidence: 0.8474072

00:10:21.380 --> 00:10:23.718 So that was one of the reasons

NOTE Confidence: 0.8474072

00:10:23.718 --> 00:10:25.489 for my crisis of faith.

NOTE Confidence: 0.8474072

00:10:25.490 --> 00:10:27.536 The second reason was more personally,

NOTE Confidence: 0.8474072

00:10:27.540 --> 00:10:29.927 and this happened around the late 90s.

NOTE Confidence: 0.8474072

00:10:29.930 --> 00:10:31.976 A friend and colleague of mine,

NOTE Confidence: 0.8474072

00:10:31.980 --> 00:10:32.596 Kirk Hansen,

NOTE Confidence: 0.8474072

00:10:32.596 --> 00:10:34.752 who used to run the business ethics

NOTE Confidence: 0.8474072

00:10:34.752 --> 00:10:36.768 education program at Stanford University,

NOTE Confidence: 0.8474072

00:10:36.770 --> 00:10:38.793 left Stanford and went to run the

NOTE Confidence: 0.8474072

00:10:38.793 --> 00:10:40.143 Markkula Center for Professional

NOTE Confidence: 0.8474072

00:10:40.143 --> 00:10:42.238 Ethics at Santa Clara University,

NOTE Confidence: 0.8474072

00:10:42.240 --> 00:10:44.040 and he decided to host.

NOTE Confidence: 0.8474072

00:10:44.040 --> 00:10:45.979 The debate and he was going to

NOTE Confidence: 0.8474072

00:10:45.979 --> 00:10:47.987 have the debate issue is going to

NOTE Confidence: 0.8474072

00:10:47.987 --> 00:10:50.033 be after 25 years of quarter of

NOTE Confidence: 0.8474072

00:10:50.033 --> 00:10:51.917 a century of good faith efforts

NOTE Confidence: 0.8474072

00:10:51.917 --> 00:10:53.817 trying to address values and ethics

NOTE Confidence: 0.8474072

00:10:53.817 --> 00:10:55.412 in our graduate business education

NOTE Confidence: 0.8474072

00:10:55.412 --> 00:10:57.793 on one side of the debate he would

NOTE Confidence: 0.8474072

00:10:57.793 --> 00:10:59.514 have people saying we've made a

NOTE Confidence: 0.8474072

00:10:59.514 --> 00:11:01.404 huge amount of progress and on the

NOTE Confidence: 0.8474072

00:11:01.404 --> 00:11:03.264 negative side of the debate we be

NOTE Confidence: 0.8474072

00:11:03.264 --> 00:11:04.976 having people saying we haven't made

NOTE Confidence: 0.8474072

00:11:04.976 --> 00:11:07.055 any progress and on the negative side

NOTE Confidence: 0.8474072

00:11:07.055 --> 00:11:09.619 one of the speakers was Milton Friedman son.

NOTE Confidence: 0.8474072

00:11:09.620 --> 00:11:11.822 So you can sort of imagine

NOTE Confidence: 0.8474072

00:11:11.822 --> 00:11:14.270 what he might have had to say.

NOTE Confidence: 0.8474072

00:11:14.270 --> 00:11:16.094 And Kirk asked me to be on the

NOTE Confidence: 0.8474072

00:11:16.094 --> 00:11:17.960 side of the debate to speak about

NOTE Confidence: 0.8474072

00:11:17.960 --> 00:11:20.210 how we had made all this progress,

NOTE Confidence: 0.8474072

00:11:20.210 --> 00:11:22.002 'cause he knew I'd been working in

NOTE Confidence: 0.8474072

00:11:22.002 --> 00:11:23.720 this field for for quite awhile,

NOTE Confidence: 0.8474072

00:11:23.720 --> 00:11:25.918 and it was sort of a watershed

NOTE Confidence: 0.8474072

00:11:25.918 --> 00:11:28.300 moment for me because I sat down

NOTE Confidence: 0.8474072

00:11:28.300 --> 00:11:30.005 to write my remarks and.

NOTE Confidence: 0.8474072

00:11:30.010 --> 00:11:32.047 I had this moment where I thought

NOTE Confidence: 0.8474072

00:11:32.047 --> 00:11:34.280 can I lie on an ethics panel?

NOTE Confidence: 0.8474072

00:11:34.280 --> 00:11:36.506 Because when I tried to think about

NOTE Confidence: 0.8474072

00:11:36.506 --> 00:11:38.248 all this progress we had made,

NOTE Confidence: 0.8474072

00:11:38.250 --> 00:11:40.410 I had my doubts and so I ended up

NOTE Confidence: 0.8474072

00:11:40.410 --> 00:11:42.816 writing something that was somewhat nuanced.

NOTE Confidence: 0.8474072

00:11:42.820 --> 00:11:44.654 You know, we talked about how any

NOTE Confidence: 0.8474072

00:11:44.654 --> 00:11:47.088 of us who are educators or managers,

NOTE Confidence: 0.8474072

00:11:47.090 --> 00:11:48.077 but especially educators,

NOTE Confidence: 0.8474072

00:11:48.077 --> 00:11:49.722 know that those individuals that

NOTE Confidence: 0.8474072

00:11:49.722 --> 00:11:51.058 we've had an impact on.

NOTE Confidence: 0.8474072

00:11:51.060 --> 00:11:54.110 But if I were to try to speak more broadly,

NOTE Confidence: 0.8474072

00:11:54.110 --> 00:11:55.772 I really couldn't say that we

NOTE Confidence: 0.8474072

00:11:55.772 --> 00:11:57.460 had made that much progress.

NOTE Confidence: 0.8474072

00:11:57.460 --> 00:11:58.985 Who's not exactly what Kirk

NOTE Confidence: 0.8474072

00:11:58.985 --> 00:12:00.205 was hoping I'd say,

NOTE Confidence: 0.8474072

00:12:00.210 --> 00:12:01.510 but it really was.

NOTE Confidence: 0.8474072

00:12:01.510 --> 00:12:03.460 The best I could say honestly,

NOTE Confidence: 0.8474072

00:12:03.460 --> 00:12:05.676 and that was sort of like I say,

NOTE Confidence: 0.8474072

00:12:05.680 --> 00:12:07.619 a kind of watershed moment for me,

NOTE Confidence: 0.8616001

00:12:07.620 --> 00:12:09.740 and then the last reason or the third

NOTE Confidence: 0.8616001

00:12:09.740 --> 00:12:11.922 reason I mention for why I had this

NOTE Confidence: 0.8616001

00:12:11.922 --> 00:12:13.909 crisis of faith was actually what I

NOTE Confidence: 0.8616001

00:12:13.909 --> 00:12:15.925 would see in the classroom or what

NOTE Confidence: 0.8616001

00:12:15.930 --> 00:12:17.694 I would see in corporate settings

NOTE Confidence: 0.8616001

00:12:17.694 --> 00:12:20.078 when I was involved with any kind of

NOTE Confidence: 0.8616001

00:12:20.078 --> 00:12:21.806 training or consulting when we were

NOTE Confidence: 0.8616001

00:12:21.866 --> 00:12:24.029 trying to talk about ethics and values.

NOTE Confidence: 0.8616001

00:12:24.030 --> 00:12:25.118 And it was this.

NOTE Confidence: 0.8616001

00:12:25.118 --> 00:12:27.525 Typically what we would do is that we

NOTE Confidence: 0.8616001

00:12:27.525 --> 00:12:29.655 would share some thorny ethical dilemma,

NOTE Confidence: 0.8616001

00:12:29.660 --> 00:12:31.760 some of scenario and people would read

NOTE Confidence: 0.8616001

00:12:31.760 --> 00:12:33.477 this scenario before they walked into

NOTE Confidence: 0.8616001

00:12:33.477 --> 00:12:35.585 the room and they would come into the

NOTE Confidence: 0.8616001

00:12:35.585 --> 00:12:37.503 conversation with an idea of what they

NOTE Confidence: 0.8616001

00:12:37.503 --> 00:12:39.460 thought the right thing to do was.

NOTE Confidence: 0.8616001

00:12:39.460 --> 00:12:41.700 But then in the course of the conversation,

NOTE Confidence: 0.8616001

00:12:41.700 --> 00:12:44.016 in the course of the discussion.

NOTE Confidence: 0.8616001

00:12:44.020 --> 00:12:45.324 Two things would happen.

NOTE Confidence: 0.8616001

00:12:45.324 --> 00:12:47.721 The first thing that would happen is

NOTE Confidence: 0.8616001

00:12:47.721 --> 00:12:49.989 people's thinking would become more complex.

NOTE Confidence: 0.8616001

00:12:49.990 --> 00:12:52.798 They would begin to realize that you know,

NOTE Confidence: 0.8616001

00:12:52.800 --> 00:12:54.550 maybe maybe I didn't have

NOTE Confidence: 0.8616001

00:12:54.550 --> 00:12:55.600 all the information.

NOTE Confidence: 0.8616001

00:12:55.600 --> 00:12:58.030 Or maybe this is standard operating

NOTE Confidence: 0.8616001

00:12:58.030 --> 00:13:00.551 procedure in this company or in this

NOTE Confidence: 0.8616001

00:13:00.551 --> 00:13:02.970 industry or in this part of the world.

NOTE Confidence: 0.8616001

00:13:02.970 --> 00:13:04.730 Or maybe it is wrong,

NOTE Confidence: 0.8616001

00:13:04.730 --> 00:13:07.538 but it's it's really above my pay grade.

NOTE Confidence: 0.8616001

00:13:07.540 --> 00:13:08.772 It's not my responsibility,

NOTE Confidence: 0.8616001

00:13:08.772 --> 00:13:11.493 or if I try to do something I'm

NOTE Confidence: 0.8616001

00:13:11.493 --> 00:13:13.498 not likely to be effective.

NOTE Confidence: 0.8616001

00:13:13.500 --> 00:13:15.330 I might make it worse.

NOTE Confidence: 0.8616001

00:13:15.330 --> 00:13:16.478 At least for myself,

NOTE Confidence: 0.8616001

00:13:16.478 --> 00:13:18.670 so their thinking would become more complex.

NOTE Confidence: 0.8616001

00:13:18.670 --> 00:13:21.110 I actually think this is a good thing.

NOTE Confidence: 0.8616001

00:13:21.110 --> 00:13:23.474 You don't want people to walk

NOTE Confidence: 0.8616001

00:13:23.474 --> 00:13:25.050 into these situations naively.

NOTE Confidence: 0.8616001

00:13:25.050 --> 00:13:27.241 But the second thing that would happen

NOTE Confidence: 0.8616001

00:13:27.241 --> 00:13:28.769 in these conversations with more

NOTE Confidence: 0.8616001

00:13:28.769 --> 00:13:30.514 troubling to me, and it was this.

NOTE Confidence: 0.8616001

00:13:30.514 --> 00:13:32.710 I don't know if you had this experience

NOTE Confidence: 0.8616001

00:13:32.710 --> 00:13:35.590 in your classes and in your work experiences,

NOTE Confidence: 0.8616001

00:13:35.590 --> 00:13:37.690 but there would typically be one or

NOTE Confidence: 0.8616001

00:13:37.690 --> 00:13:40.099 two or three people in the room who,

NOTE Confidence: 0.8616001

00:13:40.100 --> 00:13:40.922 when they spoke,

NOTE Confidence: 0.8616001

00:13:40.922 --> 00:13:42.566 everyone would turn to listen to

NOTE Confidence: 0.8616001

00:13:42.566 --> 00:13:44.009 them in corporate settings.

NOTE Confidence: 0.8616001

00:13:44.010 --> 00:13:46.458 These tended to be the people of the

NOTE Confidence: 0.8616001

00:13:46.458 --> 00:13:48.826 highest rank in the room in a classroom.

NOTE Confidence: 0.8616001

00:13:48.830 --> 00:13:49.354 You know,

NOTE Confidence: 0.8616001

00:13:49.354 --> 00:13:51.188 they might be the person who is

NOTE Confidence: 0.8616001

00:13:51.188 --> 00:13:52.440 the most articulate,

NOTE Confidence: 0.8616001

00:13:52.440 --> 00:13:54.547 the one who could always communicate it.

NOTE Confidence: 0.8616001

00:13:54.550 --> 00:13:57.585 A complex idea in a very clear and ***** way.

NOTE Confidence: 0.8616001

00:13:57.585 --> 00:13:59.535 Sometimes they were the the students

NOTE Confidence: 0.8616001

00:13:59.535 --> 00:14:01.518 who could always tell a witty

NOTE Confidence: 0.8616001

00:14:01.518 --> 00:14:03.093 story to illustrate their point,

NOTE Confidence: 0.8616001

00:14:03.100 --> 00:14:06.244 but whatever it was when those folks spoke.

NOTE Confidence: 0.8616001

00:14:06.250 --> 00:14:08.128 The ones that everyone listened to.

NOTE Confidence: 0.8616001

00:14:08.130 --> 00:14:10.146 They were usually the ones who were

NOTE Confidence: 0.8616001

00:14:10.146 --> 00:14:11.590 expressing the most sceptical,

NOTE Confidence: 0.8616001

00:14:11.590 --> 00:14:12.822 if not cynical positions.

NOTE Confidence: 0.8616001

00:14:12.822 --> 00:14:15.359 They were usually the people who were saying,

NOTE Confidence: 0.8616001

00:14:15.360 --> 00:14:17.864 I know what you want me to say,

NOTE Confidence: 0.8616001

00:14:17.870 --> 00:14:19.748 Mary, but in the real world,

NOTE Confidence: 0.8616001

00:14:19.750 --> 00:14:21.226 that's just not possible.

NOTE Confidence: 0.8616001

00:14:21.226 --> 00:14:23.955 So my fear was that people were

NOTE Confidence: 0.8616001

00:14:23.955 --> 00:14:26.155 walking out of these conversations

NOTE Confidence: 0.8616001

00:14:26.155 --> 00:14:28.700 more confused and less empowered,

NOTE Confidence: 0.8616001

00:14:28.700 --> 00:14:29.909 and you know,

NOTE Confidence: 0.8616001

00:14:29.909 --> 00:14:32.730 really didn't feel like an optimal outcome,

NOTE Confidence: 0.8616001

00:14:32.730 --> 00:14:37.160 and I began to think, you know.

NOTE Confidence: 0.8616001

00:14:37.160 --> 00:14:39.144 I've got some skills that life is short.

NOTE Confidence: 0.8616001

00:14:39.150 --> 00:14:40.865 I want to do something that matters

NOTE Confidence: 0.8616001

00:14:40.865 --> 00:14:43.159 and so I decided to take a step back

NOTE Confidence: 0.8616001

00:14:43.159 --> 00:14:44.940 from this work to stop working in

NOTE Confidence: 0.8616001

00:14:44.940 --> 00:14:46.948 this area for a while and I did.

NOTE Confidence: 0.8616001

00:14:46.948 --> 00:14:49.900 This was back in the in the late 90s.

NOTE Confidence: 0.8511229

00:14:49.900 --> 00:14:53.004 And around that time I had a number

NOTE Confidence: 0.8511229

00:14:53.004 --> 00:14:55.077 of experiences that led to the

NOTE Confidence: 0.8511229

00:14:55.077 --> 00:14:57.907 creation of GV as a way to hopefully

NOTE Confidence: 0.8511229

00:14:57.907 --> 00:15:00.237 address this crisis of faith.

NOTE Confidence: 0.8511229

00:15:00.240 --> 00:15:02.160 So one of them was.

NOTE Confidence: 0.8511229

00:15:02.160 --> 00:15:04.834 I got a consulting gig at Columbia

NOTE Confidence: 0.8511229

00:15:04.834 --> 00:15:07.096 Business School, and while I was

NOTE Confidence: 0.8511229

00:15:07.096 --> 00:15:09.820 there working on a project over here,

NOTE Confidence: 0.8511229

00:15:09.820 --> 00:15:12.382 there were a group of senior faculty

NOTE Confidence: 0.8511229

00:15:12.382 --> 00:15:14.796 in in core areas, finance, economics,

NOTE Confidence: 0.8511229

00:15:14.796 --> 00:15:16.328 public sector, government policy,

NOTE Confidence: 0.8511229

00:15:16.330 --> 00:15:17.545 accounting, business law,

NOTE Confidence: 0.8511229

00:15:17.545 --> 00:15:20.650 who were still working on this issue of.

NOTE Confidence: 0.8511229

00:15:20.650 --> 00:15:22.420 Ethics in business education and

NOTE Confidence: 0.8511229

00:15:22.420 --> 00:15:24.763 they knew about the work I had

NOTE Confidence: 0.8511229

00:15:24.763 --> 00:15:26.541 done for 10 years at Harvard and

NOTE Confidence: 0.8511229

00:15:26.541 --> 00:15:28.560 so they asked me if I would take

NOTE Confidence: 0.8511229

00:15:28.560 --> 00:15:30.390 a look at what they were doing.

NOTE Confidence: 0.8511229

00:15:30.390 --> 00:15:32.460 So this is what they were doing.

NOTE Confidence: 0.8511229

00:15:32.460 --> 00:15:34.188 This was their idea, not mine.

NOTE Confidence: 0.8511229

00:15:34.190 --> 00:15:35.926 They were asking all of the incoming

NOTE Confidence: 0.8511229

00:15:35.926 --> 00:15:37.094 graduate business students upon

NOTE Confidence: 0.8511229

00:15:37.094 --> 00:15:38.219 matriculation during orientation.

NOTE Confidence: 0.8511229

00:15:38.220 --> 00:15:40.159 To answer one question and to jot

NOTE Confidence: 0.8511229

00:15:40.159 --> 00:15:42.539 it down and just a paragraph or two.

NOTE Confidence: 0.8511229

00:15:42.540 --> 00:15:44.493 No more than a page they didn't

NOTE Confidence: 0.8511229

00:15:44.493 --> 00:15:46.568 have to put their names on it.

NOTE Confidence: 0.8511229

00:15:46.570 --> 00:15:48.586 They didn't have to name the organizations.

NOTE Confidence: 0.8511229

00:15:48.590 --> 00:15:49.790 The question was this.

NOTE Confidence: 0.8511229

00:15:49.790 --> 00:15:52.398 Tell us about a time in your work

NOTE Confidence: 0.8511229

00:15:52.398 --> 00:15:54.624 experience so far when you were

NOTE Confidence: 0.8511229

00:15:54.624 --> 00:15:56.712 explicitly told or implicitly pressured

NOTE Confidence: 0.8511229

00:15:56.712 --> 00:15:59.256 to do something that conflicted with

NOTE Confidence: 0.8511229

00:15:59.256 --> 00:16:03.495 your own values and how you handled it.

NOTE Confidence: 0.8511229

00:16:03.500 --> 00:16:05.446 So they all wrote these little examples,

NOTE Confidence: 0.8511229

00:16:05.450 --> 00:16:05.728 right?

NOTE Confidence: 0.8511229

00:16:05.728 --> 00:16:07.952 So they collected hundreds of these at the.

NOTE Confidence: 0.8511229

00:16:07.960 --> 00:16:09.689 At that time there were about 600

NOTE Confidence: 0.8511229

00:16:09.689 --> 00:16:11.309 students in an incoming cohort,

NOTE Confidence: 0.8511229

00:16:11.310 --> 00:16:12.150 and they said,

NOTE Confidence: 0.8511229

00:16:12.150 --> 00:16:12.710 you know,

NOTE Confidence: 0.8511229

00:16:12.710 --> 00:16:14.817 we've got all these stories and we're

NOTE Confidence: 0.8511229

00:16:14.817 --> 00:16:16.890 trying to figure out how to use them.

NOTE Confidence: 0.8511229

00:16:16.890 --> 00:16:18.960 Would you take a look at them so I

NOTE Confidence: 0.8511229

00:16:18.960 --> 00:16:21.076 read hundreds and hundreds of these?

NOTE Confidence: 0.8511229

00:16:21.080 --> 00:16:22.544 Well over 1000 over several years

NOTE Confidence: 0.8511229

00:16:22.544 --> 00:16:24.150 and it was really interesting.

NOTE Confidence: 0.8511229

00:16:24.150 --> 00:16:26.374 So let me tell you what we learned.

NOTE Confidence: 0.8511229

00:16:26.380 --> 00:16:28.042 So the first thing we learned

NOTE Confidence: 0.8511229

00:16:28.042 --> 00:16:30.029 if you think about the kinds of

NOTE Confidence: 0.8511229

00:16:30.029 --> 00:16:31.399 people who get their MBA,

NOTE Confidence: 0.8511229

00:16:31.400 --> 00:16:33.068 the graduate business degree at Columbia,

NOTE Confidence: 0.8511229

00:16:33.070 --> 00:16:34.610 at least at that time.

NOTE Confidence: 0.8511229

00:16:34.610 --> 00:16:36.549 They tended to have two 3-4 years

NOTE Confidence: 0.8511229

00:16:36.549 --> 00:16:37.870 of work experience already,

NOTE Confidence: 0.8511229

00:16:37.870 --> 00:16:39.767 so the first thing we learned is

NOTE Confidence: 0.8511229

00:16:39.767 --> 00:16:41.833 that I could probably count on one

NOTE Confidence: 0.8511229

00:16:41.833 --> 00:16:44.285 hand the number of them who said I

NOTE Confidence: 0.8511229

00:16:44.285 --> 00:16:46.441 was never asked or pressured to do

NOTE Confidence: 0.8511229

00:16:46.441 --> 00:16:48.230 something that conflicted with my values.

NOTE Confidence: 0.8511229

00:16:48.230 --> 00:16:50.183 They pretty much all had stories to

NOTE Confidence: 0.8511229

00:16:50.183 --> 00:16:52.367 tell since the first thing we learned.

NOTE Confidence: 0.8511229

00:16:52.370 --> 00:16:54.146 The second thing we learned is,

NOTE Confidence: 0.8511229

00:16:54.150 --> 00:16:56.201 again, if you look at the kinds

NOTE Confidence: 0.8511229

00:16:56.201 --> 00:16:58.287 of folks who get an MBA there,

NOTE Confidence: 0.8511229

00:16:58.290 --> 00:16:59.770 it's in New York City.

NOTE Confidence: 0.8511229

00:16:59.770 --> 00:17:00.954 Certain industries tended to

NOTE Confidence: 0.8511229

00:17:00.954 --> 00:17:02.138 be more heavily represented,

NOTE Confidence: 0.8511229

00:17:02.140 --> 00:17:04.860 so there were a lot of people from.

33

00:17:04.860 --> 00:17:06.696 The big accounting firms and consulting

00:17:06.696 --> 00:17:08.460 firms and Mckinsey's of the world.

00:17:08.460 --> 00:17:10.644 There were a lot of people from

00:17:10.644 --> 00:17:12.188 the financial sector because it

00:17:12.188 --> 00:17:13.558 was in New York City.

00:17:13.560 --> 00:17:15.541 There were a good number of people

00:17:15.541 --> 00:17:18.244 from Big Pharma because many of the

00:17:18.244 --> 00:17:19.588 multinational pharmaceutical companies

00:17:19.588 --> 00:17:22.009 have headquarters in the tristate area.

00:17:22.010 --> 00:17:23.054 Some high tech,

00:17:23.054 --> 00:17:24.446 so because certain industries

00:17:24.446 --> 00:17:26.210 were more heavily represented,

00:17:26.210 --> 00:17:28.502 the kinds of examples they gave

00:17:28.502 --> 00:17:30.030 got repetitions very quickly,

00:17:30.030 --> 00:17:32.030 so they talked about things

00:17:32.030 --> 00:17:34.030 like being pressured to inflate

NOTE Confidence: 0.8677093

00:17:34.104 --> 00:17:35.869 or deflate their billable hours

NOTE Confidence: 0.8677093

00:17:35.869 --> 00:17:38.080 in a way that didn't correspond

NOTE Confidence: 0.8677093

00:17:38.080 --> 00:17:40.348 to the work they were doing.

NOTE Confidence: 0.8677093

00:17:40.350 --> 00:17:42.070 They talked about being pressured

NOTE Confidence: 0.8677093

00:17:42.070 --> 00:17:44.207 to tamper with or adjust the

NOTE Confidence: 0.8677093

00:17:44.207 --> 00:17:45.987 benchmarks and the frameworks and

NOTE Confidence: 0.8677093

00:17:45.987 --> 00:17:47.927 analytics they used to determine

NOTE Confidence: 0.8677093

00:17:47.927 --> 00:17:49.751 the relative financial advantages

NOTE Confidence: 0.8677093

00:17:49.751 --> 00:17:52.031 or disadvantages of a particular.

NOTE Confidence: 0.8677093

00:17:52.040 --> 00:17:53.855 Transaction in order to encourage

NOTE Confidence: 0.8677093

00:17:53.855 --> 00:17:56.096 their clients to take the action

NOTE Confidence: 0.8677093

00:17:56.096 --> 00:17:57.911 that would maximize revenue for

NOTE Confidence: 0.8677093

00:17:57.911 --> 00:17:59.980 their firm for their employer.

NOTE Confidence: 0.8677093

00:17:59.980 --> 00:18:01.925 They talked about being pressured

NOTE Confidence: 0.8677093

00:18:01.925 --> 00:18:04.345 to exaggerate or puff up the

NOTE Confidence: 0.8677093

00:18:04.345 --> 00:18:06.360 capabilities of the new product.

NOTE Confidence: 0.8677093

00:18:06.360 --> 00:18:08.360 A new piece of software,

NOTE Confidence: 0.8677093

00:18:08.360 --> 00:18:09.960 a new pharmaceutical product,

NOTE Confidence: 0.8677093

00:18:09.960 --> 00:18:12.815 beyond what the data could actually support

NOTE Confidence: 0.8677093

00:18:12.815 --> 00:18:15.137 in order to maximize sales revenues.

NOTE Confidence: 0.8677093

00:18:15.140 --> 00:18:17.438 They talked about being pressured to

NOTE Confidence: 0.8677093

00:18:17.438 --> 00:18:19.930 engage in various forms of corruption,

NOTE Confidence: 0.8677093

00:18:19.930 --> 00:18:20.272 bribery,

NOTE Confidence: 0.8677093

00:18:20.272 --> 00:18:22.666 or facilitating payments in order to gain

NOTE Confidence: 0.8677093

00:18:22.666 --> 00:18:25.119 access to certain international markets,

NOTE Confidence: 0.8677093

00:18:25.120 --> 00:18:28.702 or in order to gain access to certain RFP's.

NOTE Confidence: 0.8677093

00:18:28.710 --> 00:18:29.940 And there were.

NOTE Confidence: 0.8677093

00:18:29.940 --> 00:18:32.400 Always the ubiquitous human resource issues

NOTE Confidence: 0.8677093

00:18:32.400 --> 00:18:35.178 around hiring and firing and discrimination,

NOTE Confidence: 0.8677093

00:18:35.180 --> 00:18:36.042 fairness, bullying.

NOTE Confidence: 0.8677093

36

00:18:36.042 --> 00:18:38.197 But although the examples got

NOTE Confidence: 0.8677093

00:18:38.197 --> 00:18:39.490 repetitions very quickly,

NOTE Confidence: 0.8677093

00:18:39.490 --> 00:18:42.022 their responses differed and their responses

NOTE Confidence: 0.8677093

00:18:42.022 --> 00:18:44.230 fell into three recognizable buckets.

NOTE Confidence: 0.8677093

00:18:44.230 --> 00:18:45.092 So again,

NOTE Confidence: 0.8677093

00:18:45.092 --> 00:18:48.540 this is self reporting is not empirical data,

NOTE Confidence: 0.8677093

00:18:48.540 --> 00:18:50.264 but it was provocative,

NOTE Confidence: 0.8677093

00:18:50.264 --> 00:18:52.419 and so the first bucket,

NOTE Confidence: 0.8677093

00:18:52.420 --> 00:18:53.713 the largest bucket,

NOTE Confidence: 0.8677093

00:18:53.713 --> 00:18:56.299 little less than half of them,

NOTE Confidence: 0.8677093

00:18:56.300 --> 00:19:00.364 said yes they had this kind of conflict.

NOTE Confidence: 0.8677093

00:19:00.370 --> 00:19:01.426 And it bothered them.

NOTE Confidence: 0.8677093

00:19:01.426 --> 00:19:03.380 It didn't just roll off their backs,

NOTE Confidence: 0.8677093

00:19:03.380 --> 00:19:04.476 but they didn't really

NOTE Confidence: 0.8677093

00:19:04.476 --> 00:19:05.846 think they had a choice.

NOTE Confidence: 0.8677093

00:19:05.850 --> 00:19:07.740 So they just sucked it up and

NOTE Confidence: 0.8677093

00:19:07.740 --> 00:19:09.688 did what they were asked to do.

NOTE Confidence: 0.8677093

00:19:09.690 --> 00:19:11.060 That was the largest Group

NOTE Confidence: 0.8677093

00:19:11.060 --> 00:19:12.430 A little less than half.

NOTE Confidence: 0.8677093

00:19:12.430 --> 00:19:14.074 And then there was a small

NOTE Confidence: 0.8677093

00:19:14.074 --> 00:19:15.170 group who said yes,

NOTE Confidence: 0.8677093

00:19:15.170 --> 00:19:16.808 I had this kind of conflict.

NOTE Confidence: 0.8677093

00:19:16.810 --> 00:19:17.578 It bothered me.

NOTE Confidence: 0.8677093

00:19:17.578 --> 00:19:19.370 It bothered me so much that I

NOTE Confidence: 0.8677093

00:19:19.427 --> 00:19:21.185 couldn't bring myself to do it.

NOTE Confidence: 0.8677093

00:19:21.190 --> 00:19:23.656 But I also didn't think I had any choices.

NOTE Confidence: 0.8677093

00:19:23.660 --> 00:19:24.752 So these people remove

NOTE Confidence: 0.8677093

00:19:24.752 --> 00:19:25.844 themselves from the situation,

NOTE Confidence: 0.8677093

00:19:25.850 --> 00:19:27.929 so some of them got themselves transferred

NOTE Confidence: 0.8677093

00:19:27.929 --> 00:19:30.028 to a different manager or work group.

NOTE Confidence: 0.8677093

00:19:30.030 --> 00:19:32.739 And a few of them even quit their jobs.

NOTE Confidence: 0.8677093

00:19:32.740 --> 00:19:35.076 But this was a small group and now

00:19:35.076 --> 00:19:36.950 the remainder of the whole groups.

00:19:36.950 --> 00:19:38.460 And now we're talking about,

00:19:38.460 --> 00:19:40.567 oh, about a third of them said,

00:19:40.570 --> 00:19:40.871 yes,

00:19:40.871 --> 00:19:42.978 I have this conflict and it bothered

00:19:42.978 --> 00:19:45.024 me and I tried to do something

00:19:45.024 --> 00:19:47.406 about it and a small group of those

00:19:47.406 --> 00:19:49.284 folks that I tried and failed.

00:19:49.290 --> 00:19:52.044 But about 1/4 of the whole group said I

00:19:52.044 --> 00:19:54.713 tried an by my lights, I was successful.

00:19:54.713 --> 00:19:56.211 So we thought, well,

00:19:56.211 --> 00:19:57.666 this is kind of interesting.

00:19:57.670 --> 00:19:59.416 There they are all people who

00:19:59.416 --> 00:20:00.289 got into Columbia.

00:20:00.290 --> 00:20:01.390 They've got, you know,

NOTE Confidence: 0.8677093

00:20:01.390 --> 00:20:03.040 some level of ability that has

NOTE Confidence: 0.8677093

00:20:03.093 --> 00:20:04.648 been assessed to be comprable.

NOTE Confidence: 0.8677093

00:20:04.650 --> 00:20:05.814 They're talking about the

NOTE Confidence: 0.8677093

00:20:05.814 --> 00:20:07.269 same kinds of examples there,

NOTE Confidence: 0.8677093

00:20:07.270 --> 00:20:09.016 often talking about the same organizations,

NOTE Confidence: 0.8677093

00:20:09.020 --> 00:20:10.478 and yet some of them were

NOTE Confidence: 0.8677093

00:20:10.478 --> 00:20:12.220 able to do this effectively,

NOTE Confidence: 0.8677093

00:20:12.220 --> 00:20:14.257 and so many of them were not.

NOTE Confidence: 0.8677093

00:20:14.260 --> 00:20:15.148 So we thought,

NOTE Confidence: 0.8677093

00:20:15.148 --> 00:20:15.444 well,

NOTE Confidence: 0.8677093

00:20:15.444 --> 00:20:17.580 let's take a little closer look and

NOTE Confidence: 0.8677093

00:20:17.580 --> 00:20:19.652 see if we can learn something from

NOTE Confidence: 0.8677093

00:20:19.652 --> 00:20:21.380 these stories that will give us

NOTE Confidence: 0.8677093

00:20:21.380 --> 00:20:23.280 ideas and some some levers to pull

NOTE Confidence: 0.8677093

00:20:23.280 --> 00:20:24.730 for it for pedagogical reasons,

NOTE Confidence: 0.83835782

00:20:24.730 --> 00:20:26.655 for teaching. So we brought in a

NOTE Confidence: 0.83835782

00:20:26.655 --> 00:20:28.657 researcher to kind of slice and dice

NOTE Confidence: 0.83835782

00:20:28.657 --> 00:20:30.337 the stories and look close closely

NOTE Confidence: 0.83835782

00:20:30.398 --> 00:20:32.180 and look for patterns and themes.

NOTE Confidence: 0.83835782

00:20:32.180 --> 00:20:33.944 And in the end, we couldn't say

NOTE Confidence: 0.83835782

00:20:33.944 --> 00:20:35.670 that one group was more morally

NOTE Confidence: 0.83835782

00:20:35.670 --> 00:20:37.482 troubled than the other group in

NOTE Confidence: 0.83835782

00:20:37.482 --> 00:20:39.832 terms of how they expressed their

NOTE Confidence: 0.83835782

00:20:39.832 --> 00:20:41.026 their perspective perspective,

NOTE Confidence: 0.83835782

00:20:41.030 --> 00:20:43.582 because it wasn't like we gave them a

NOTE Confidence: 0.83835782

00:20:43.582 --> 00:20:46.078 scenario and it mattered to some of them,

NOTE Confidence: 0.83835782

00:20:46.080 --> 00:20:48.271 but it didn't seem that important to

NOTE Confidence: 0.83835782

00:20:48.271 --> 00:20:50.207 others because they all were defining

NOTE Confidence: 0.83835782

00:20:50.207 --> 00:20:52.398 an issue that they said bothered them.

NOTE Confidence: 0.83835782

00:20:52.400 --> 00:20:54.570 We let them define the issue and

NOTE Confidence: 0.83835782

00:20:54.570 --> 00:20:56.830 it wasn't that one group was more,

NOTE Confidence: 0.83835782

00:20:56.830 --> 00:20:57.784 you know, organizationally,

NOTE Confidence: 0.83835782

00:20:57.784 --> 00:20:59.056 savvy or politically sophisticated

NOTE Confidence: 0.83835782

00:20:59.056 --> 00:21:00.300 than the other group,

NOTE Confidence: 0.83835782

00:21:00.300 --> 00:21:02.512 because some of them did, in fact,

NOTE Confidence: 0.83835782

00:21:02.512 --> 00:21:05.040 come up with these very clever win wins.

NOTE Confidence: 0.83835782

00:21:05.040 --> 00:21:06.093 You know, the.

NOTE Confidence: 0.83835782

00:21:06.093 --> 00:21:07.146 Very clever solutions,

NOTE Confidence: 0.83835782

00:21:07.150 --> 00:21:09.942 but some of them were really kind of

NOTE Confidence: 0.83835782

00:21:09.942 --> 00:21:13.377 naive and even clumsy in the way they did it.

NOTE Confidence: 0.83835782

00:21:13.380 --> 00:21:15.756 So in the end the only thing that

NOTE Confidence: 0.83835782

00:21:15.756 --> 00:21:18.120 that that we could really say was

NOTE Confidence: 0.83835782

00:21:18.120 --> 00:21:21.046 that those folks who were able to do

NOTE Confidence: 0.83835782

00:21:21.046 --> 00:21:23.368 this effectively at some point said

NOTE Confidence: 0.83835782

00:21:23.368 --> 00:21:25.490 something outside of their own heads,

NOTE Confidence: 0.83835782

00:21:25.490 --> 00:21:27.807 and it might have started by talking

NOTE Confidence: 0.83835782

00:21:27.807 --> 00:21:30.330 to a friend or spouse or partner,

NOTE Confidence: 0.83835782

00:21:30.330 --> 00:21:32.616 but eventually it found its way

NOTE Confidence: 0.83835782

00:21:32.616 --> 00:21:34.644 into the organization and change

NOTE Confidence: 0.83835782

00:21:34.644 --> 00:21:36.356 the trajectory of things.

NOTE Confidence: 0.83835782

00:21:36.360 --> 00:21:38.089 So when when I heard that I

NOTE Confidence: 0.83835782

00:21:38.089 --> 00:21:40.039 kind of I was disappointed.

NOTE Confidence: 0.83835782

00:21:40.040 --> 00:21:43.110 I kind of went back to my crisis of faith.

NOTE Confidence: 0.83835782

00:21:43.110 --> 00:21:45.252 It's a little bit of an identity

NOTE Confidence: 0.83835782

00:21:45.252 --> 00:21:47.110 theme with me and you know,

NOTE Confidence: 0.83835782

00:21:47.110 --> 00:21:49.259 I thought I was hoping for some

NOTE Confidence: 0.83835782

00:21:49.259 --> 00:21:50.180 really interesting insight.

NOTE Confidence: 0.83835782

00:21:50.180 --> 00:21:52.934 Or, you know string to pull lever to push.

NOTE Confidence: 0.83835782

00:21:52.940 --> 00:21:55.019 That would give us some ideas about

NOTE Confidence: 0.83835782

00:21:55.019 --> 00:21:57.908 how to have more impact in our in

NOTE Confidence: 0.83835782

00:21:57.908 --> 00:21:59.452 our education educational effort.

NOTE Confidence: 0.83835782

00:21:59.460 --> 00:22:00.952 And I was disappointed.

00:22:00.952 --> 00:22:03.190 But then I remembered some research

00:22:03.253 --> 00:22:04.993 that I had seen years earlier

00:22:04.993 --> 00:22:06.919 when I was still at Harvard.

00:22:06.920 --> 00:22:08.272 It was two scholars,

00:22:08.272 --> 00:22:09.624 Douglas Conquian Perry London,

00:22:09.630 --> 00:22:10.978 who independently decided they

00:22:10.978 --> 00:22:13.000 were going to do some qualitative

00:22:13.058 --> 00:22:14.888 research on what they were calling

00:22:14.888 --> 00:22:16.750 moral courage and moral conviction.

00:22:16.750 --> 00:22:18.870 What they wanted to do was to to

00:22:18.870 --> 00:22:21.516 look at people who had acted with

00:22:21.516 --> 00:22:23.566 real conviction with more conviction

00:22:23.639 --> 00:22:25.559 in times of very high stakes,

00:22:25.560 --> 00:22:28.129 very high risk, and they wanted to

00:22:28.129 --> 00:22:30.189 understand if there were various.

00:22:30.190 --> 00:22:30.910 Family background,

NOTE Confidence: 0.83835782

00:22:30.910 --> 00:22:31.630 personal experiences,

NOTE Confidence: 0.83835782

00:22:31.630 --> 00:22:31.990 personalities,

NOTE Confidence: 0.83835782

00:22:31.990 --> 00:22:32.762 religious experience,

NOTE Confidence: 0.83835782

00:22:32.762 --> 00:22:35.078 whatever that may have led them

NOTE Confidence: 0.83835782

00:22:35.078 --> 00:22:36.649 to behave in this way,

NOTE Confidence: 0.83835782

00:22:36.650 --> 00:22:39.104 and so they both independently decided

NOTE Confidence: 0.83835782

00:22:39.104 --> 00:22:41.425 that the populations that they would

NOTE Confidence: 0.83835782

00:22:41.425 --> 00:22:43.881 look at where the folks who are often

NOTE Confidence: 0.83835782

00:22:43.947 --> 00:22:46.699 referred to as rescuers from World War Two.

NOTE Confidence: 0.83835782

00:22:46.700 --> 00:22:49.616 So these are people who put their lives at

NOTE Confidence: 0.83835782

00:22:49.616 --> 00:22:52.445 stake to help others during the Holocaust,

NOTE Confidence: 0.83835782

00:22:52.450 --> 00:22:55.580 when many others did not.

NOTE Confidence: 0.83835782

00:22:55.580 --> 00:22:58.226 So they they did the research and you know

NOTE Confidence: 0.83835782

00:22:58.226 --> 00:23:00.968 they came up with a set of characteristics,

NOTE Confidence: 0.83835782

00:23:00.970 --> 00:23:03.189 most of which I frankly don't recall.

NOTE Confidence: 0.83835782

00:23:03.190 --> 00:23:04.770 But there was one that

NOTE Confidence: 0.83835782

00:23:04.770 --> 00:23:06.034 really resonated with me,

NOTE Confidence: 0.83835782

00:23:06.040 --> 00:23:07.625 probably because I was an

NOTE Confidence: 0.83835782

00:23:07.625 --> 00:23:09.210 educator and it was this.

NOTE Confidence: 0.83835782

00:23:09.210 --> 00:23:10.560 They said that the folks

NOTE Confidence: 0.83835782

00:23:10.560 --> 00:23:11.910 who had found who had

NOTE Confidence: 0.8786405

00:23:11.969 --> 00:23:14.146 acted with this kind of conviction in

NOTE Confidence: 0.8786405

00:23:14.146 --> 00:23:16.213 these high risk situations all reported

NOTE Confidence: 0.8786405

00:23:16.213 --> 00:23:18.719 that an earlier point in their lives,

NOTE Confidence: 0.8786405

00:23:18.720 --> 00:23:20.310 usually as a young adult,

NOTE Confidence: 0.8786405

00:23:20.310 --> 00:23:21.895 they'd had an experience with

NOTE Confidence: 0.8786405

00:23:21.895 --> 00:23:23.480 someone more senior to them.

NOTE Confidence: 0.8786405

00:23:23.480 --> 00:23:25.060 So a boss, a teacher,

NOTE Confidence: 0.8786405

00:23:25.060 --> 00:23:26.852 a mentor, even apparent.

NOTE Confidence: 0.8786405

00:23:26.852 --> 00:23:29.540 They had the experience of rehearsing

NOTE Confidence: 0.8786405

00:23:29.618 --> 00:23:32.145 out loud the answer to the question

NOTE Confidence: 0.8786405

00:23:32.145 --> 00:23:34.847 what would you do if and then

NOTE Confidence: 0.8786405

00:23:34.847 --> 00:23:36.772 various kinds of moral conflicts?

NOTE Confidence: 0.8786405

00:23:36.780 --> 00:23:38.460 So this is you know,

NOTE Confidence: 0.8786405

00:23:38.460 --> 00:23:40.140 of course they couldn't have

NOTE Confidence: 0.8786405

00:23:40.140 --> 00:23:41.148 anticipated the Holocaust,

NOTE Confidence: 0.8786405

00:23:41.150 --> 00:23:42.938 but they had had this experience

NOTE Confidence: 0.8786405

00:23:42.938 --> 00:23:44.525 of pre scripting and rehearsal

NOTE Confidence: 0.8786405

00:23:44.525 --> 00:23:46.517 and coaching and they had this

NOTE Confidence: 0.8786405

00:23:46.517 --> 00:23:48.320 experience both at the intellectual

NOTE Confidence: 0.8786405

00:23:48.320 --> 00:23:50.558 level but also the behavioral level.

NOTE Confidence: 0.8786405

00:23:50.560 --> 00:23:52.877 So at the intellectual level they had

NOTE Confidence: 0.8786405

00:23:52.877 --> 00:23:55.600 named the values that was important to them.

NOTE Confidence: 0.8786405

00:23:55.600 --> 00:23:56.940 They created an articulation

NOTE Confidence: 0.8786405

00:23:56.940 --> 00:23:58.280 script set of words,

NOTE Confidence: 0.8786405

00:23:58.280 --> 00:24:00.695 but at the behavioral level they had

NOTE Confidence: 0.8786405

00:24:00.695 --> 00:24:02.507 the experience of literally voicing

NOTE Confidence: 0.8786405

00:24:02.507 --> 00:24:04.971 it out loud to someone more senior

NOTE Confidence: 0.8786405

00:24:04.971 --> 00:24:07.118 to them who stood in as proxy.

NOTE Confidence: 0.8786405

00:24:07.120 --> 00:24:09.883 Are the kinds of folks they might need to

NOTE Confidence: 0.8786405

00:24:09.883 --> 00:24:12.416 speak with in the actual circumstances,

NOTE Confidence: 0.8786405

00:24:12.420 --> 00:24:15.236 so I thought this was kind of intriguing.

NOTE Confidence: 0.8786405

00:24:15.240 --> 00:24:17.232 It certainly wasn't what we did

NOTE Confidence: 0.8786405

00:24:17.232 --> 00:24:19.120 in our business ethics courses,

NOTE Confidence: 0.8786405

00:24:19.120 --> 00:24:21.238 and so I thought well bore

NOTE Confidence: 0.8786405

00:24:21.238 --> 00:24:22.650 a little more exploration.

NOTE Confidence: 0.8786405

00:24:22.650 --> 00:24:25.114 So we did two kinds of exploration.

NOTE Confidence: 0.8786405

00:24:25.120 --> 00:24:27.238 The first was we gathered stories.

NOTE Confidence: 0.8786405

00:24:27.240 --> 00:24:29.220 I already had all those hundreds

NOTE Confidence: 0.8786405

00:24:29.220 --> 00:24:31.120 of stories from Columbia students,

NOTE Confidence: 0.8786405

00:24:31.120 --> 00:24:33.238 but I started interviewing people at

NOTE Confidence: 0.8786405

48

00:24:33.238 --> 00:24:34.650 different levels within organizations,

NOTE Confidence: 0.8786405

00:24:34.650 --> 00:24:36.990 people right up school all the

NOTE Confidence: 0.8786405

00:24:36.990 --> 00:24:38.550 way to C-Suite executives.

NOTE Confidence: 0.8786405

00:24:38.550 --> 00:24:40.584 And asking them that question from

NOTE Confidence: 0.8786405

00:24:40.584 --> 00:24:42.366 Columbia tell me about sometimes

NOTE Confidence: 0.8786405

00:24:42.366 --> 00:24:44.508 when your own values conflicted with

NOTE Confidence: 0.8786405

00:24:44.508 --> 00:24:46.487 what you were told or pressured

NOTE Confidence: 0.8786405

00:24:46.487 --> 00:24:48.447 to do and how you handled it.

NOTE Confidence: 0.8786405

00:24:48.450 --> 00:24:50.760 And we gathered a lot of stories,

NOTE Confidence: 0.8786405

00:24:50.760 --> 00:24:52.765 both of successful efforts and

NOTE Confidence: 0.8786405

00:24:52.765 --> 00:24:54.369 also not so much.

NOTE Confidence: 0.8786405

00:24:54.370 --> 00:24:56.757 And then we also the other kind

NOTE Confidence: 0.8786405

00:24:56.757 --> 00:24:59.127 of exploration we did is we looked

NOTE Confidence: 0.8786405

00:24:59.127 --> 00:25:00.712 at some of the research.

NOTE Confidence: 0.8786405

00:25:00.720 --> 00:25:02.390 I'm not a social scientist,

NOTE Confidence: 0.8786405

00:25:02.390 --> 00:25:04.609 but there was a lot of research

NOTE Confidence: 0.8786405

00:25:04.609 --> 00:25:06.671 that was coming out around this

NOTE Confidence: 0.8786405

00:25:06.671 --> 00:25:08.059 time 1012 years ago.

NOTE Confidence: 0.8786405

00:25:08.060 --> 00:25:09.675 There's more now from different

NOTE Confidence: 0.8786405

00:25:09.675 --> 00:25:11.290 fields that was reinforcing this

NOTE Confidence: 0.8786405

00:25:11.349 --> 00:25:13.044 idea around rehearsal and practice

NOTE Confidence: 0.8786405

00:25:13.044 --> 00:25:14.739 and peer coaching in psychology.

NOTE Confidence: 0.8786405

00:25:14.740 --> 00:25:16.378 The folks who study well there

NOTE Confidence: 0.8786405

00:25:16.378 --> 00:25:18.814 was a lot of work around habit

NOTE Confidence: 0.8786405

00:25:18.814 --> 00:25:20.086 formation for example,

NOTE Confidence: 0.8786405

00:25:20.090 --> 00:25:22.094 but there was also the folks

NOTE Confidence: 0.8786405

00:25:22.094 --> 00:25:23.430 who study positive deviance.

NOTE Confidence: 0.8786405

00:25:23.430 --> 00:25:25.080 Individuals who deviate from the

NOTE Confidence: 0.8786405

00:25:25.080 --> 00:25:27.400 norm but in a positive direction.

NOTE Confidence: 0.8786405

00:25:27.400 --> 00:25:28.810 They had a nice phrase.

NOTE Confidence: 0.8786405

00:25:28.810 --> 00:25:30.490 This is their phrase, not mine.

NOTE Confidence: 0.8786405

00:25:30.490 --> 00:25:32.274 They say if you want to have an

00:25:32.274 --> 00:25:33.762 impact on people's behavior rather

00:25:33.762 --> 00:25:35.724 than asking them to think their

00:25:35.724 --> 00:25:37.795 way into a different way of acting,

00:25:37.800 --> 00:25:39.155 it's often more effective to

00:25:39.155 --> 00:25:41.141 have them act their way into a

00:25:41.141 --> 00:25:42.289 different way of thinking.

00:25:42.290 --> 00:25:45.069 So I thought that was kind of

00:25:45.069 --> 00:25:46.650 interesting and there was.

00:25:46.650 --> 00:25:48.626 And then I was looking at the research

00:25:48.626 --> 00:25:50.499 in those research in neuroscience,

00:25:50.500 --> 00:25:51.090 cognitive neuroscience.

00:25:51.090 --> 00:25:53.750 As you all know, more about that than I.

00:25:53.750 --> 00:25:55.352 But there was research that I

00:25:55.352 --> 00:25:57.052 was reading about in terms of

00:25:57.052 --> 00:25:58.780 brain plasticity and in terms of

NOTE Confidence: 0.8786405

00:25:58.780 --> 00:26:00.269 creating new neural pathways.

NOTE Confidence: 0.8259438

00:26:00.270 --> 00:26:02.565 But but the example I want to give you

NOTE Confidence: 0.8259438

00:26:02.565 --> 00:26:04.401 because it's more tangible and hopefully

NOTE Confidence: 0.8259438

00:26:04.401 --> 00:26:06.480 makes us a little more concrete,

NOTE Confidence: 0.8259438

00:26:06.480 --> 00:26:08.256 comes from the field of kinesthetic.

NOTE Confidence: 0.8259438

00:26:08.260 --> 00:26:10.030 So the study of physical movement.

NOTE Confidence: 0.8259438

00:26:10.030 --> 00:26:12.361 So I want to just tell you a little

NOTE Confidence: 0.8259438

00:26:12.361 --> 00:26:14.677 story around this time when I first went

NOTE Confidence: 0.8259438

00:26:14.677 --> 00:26:17.119 to work at Harvard Business School.

NOTE Confidence: 0.8259438

00:26:17.120 --> 00:26:19.416 I decided to take a self defense class.

NOTE Confidence: 0.8259438

00:26:19.420 --> 00:26:21.136 Now I was a lucky person.

NOTE Confidence: 0.8259438

00:26:21.140 --> 00:26:23.228 I had never in my life felt the need

NOTE Confidence: 0.8259438

00:26:23.228 --> 00:26:25.267 to take a self defense class until

NOTE Confidence: 0.8259438

00:26:25.267 --> 00:26:27.450 I went to Harvard Business School.

NOTE Confidence: 0.8259438

00:26:27.450 --> 00:26:30.320 And then I thought maybe I needed to do that.

NOTE Confidence: 0.8259438

00:26:30.320 --> 00:26:32.147 So I looked around Boston and there

NOTE Confidence: 0.8259438

00:26:32.147 --> 00:26:34.446 were a lot of these courses and they

NOTE Confidence: 0.8259438

00:26:34.446 --> 00:26:36.639 all pretty much teach the same things.

NOTE Confidence: 0.8259438

00:26:36.640 --> 00:26:38.356 They teach you the physical moves,

NOTE Confidence: 0.8259438

00:26:38.360 --> 00:26:40.601 so it's fist a bridge of nose or heel

NOTE Confidence: 0.8259438

00:26:40.601 --> 00:26:43.186 to instep or need to growing and they

NOTE Confidence: 0.8259438

00:26:43.186 --> 00:26:45.047 have you practice these moves in

NOTE Confidence: 0.8259438

00:26:45.047 --> 00:26:47.311 the air and then you know the idea

NOTE Confidence: 0.8259438

00:26:47.311 --> 00:26:49.698 is now if anyone ever attacks me.

NOTE Confidence: 0.8259438

00:26:49.700 --> 00:26:51.368 I know what to do right,

NOTE Confidence: 0.8259438

00:26:51.370 --> 00:26:53.610 but there was one class that was different.

NOTE Confidence: 0.8259438

00:26:53.610 --> 00:26:56.112 It was called model mugging and it was a

NOTE Confidence: 0.8259438

00:26:56.112 --> 00:26:57.788 developmental model so they would still,

NOTE Confidence: 0.8259438

00:26:57.790 --> 00:26:58.384 you know,

NOTE Confidence: 0.8259438

00:26:58.384 --> 00:27:00.166 have you learn these moves and

NOTE Confidence: 0.8259438

00:27:00.166 --> 00:27:01.418 practice them in the air?

53

NOTE Confidence: 0.8259438

00:27:01.420 --> 00:27:03.596 But then once you knew them they would

NOTE Confidence: 0.8259438

00:27:03.596 --> 00:27:05.880 bring in a gentleman in a padded suit,

NOTE Confidence: 0.8259438

00:27:05.880 --> 00:27:07.560 sort of like the Michelin man.

NOTE Confidence: 0.8259438

00:27:07.560 --> 00:27:09.331 If you remember him and they would

NOTE Confidence: 0.8259438

00:27:09.331 --> 00:27:11.633 line us all up and we would take

NOTE Confidence: 0.8259438

00:27:11.633 --> 00:27:13.452 turns getting attacked full force by

NOTE Confidence: 0.8259438

00:27:13.452 --> 00:27:15.377 this gentleman and then you could use

NOTE Confidence: 0.8259438

00:27:15.377 --> 00:27:17.385 these new moves you've learned on him

NOTE Confidence: 0.8259438

00:27:17.385 --> 00:27:19.441 because he was protected and in the

NOTE Confidence: 0.8259438

00:27:19.441 --> 00:27:21.079 beginning it was sort of ludicrous.

NOTE Confidence: 0.8259438

00:27:21.080 --> 00:27:22.480 Because you just stood there,

NOTE Confidence: 0.8259438

00:27:22.480 --> 00:27:24.148 waiting your turn to get attacked.

NOTE Confidence: 0.8259438

00:27:24.150 --> 00:27:26.652 But as the class went on week after week,

NOTE Confidence: 0.8259438

00:27:26.660 --> 00:27:28.884 I would be talking to someone over here.

NOTE Confidence: 0.8259438

00:27:28.890 --> 00:27:30.570 He might come and grab me.

NOTE Confidence: 0.8259438

00:27:30.570 --> 00:27:32.898 I would never know when I would never

NOTE Confidence: 0.8259438

00:27:32.898 --> 00:27:35.585 know what hold he was going to use it with.

NOTE Confidence: 0.8259438

00:27:35.590 --> 00:27:36.472 Utterly nerve wracking,

NOTE Confidence: 0.8259438

00:27:36.472 --> 00:27:38.530 but they explained to us and those

NOTE Confidence: 0.8259438

00:27:38.583 --> 00:27:40.389 of you who are athletes will be

NOTE Confidence: 0.8259438

00:27:40.389 --> 00:27:41.163 familiar with this.

NOTE Confidence: 0.8259438

00:27:41.170 --> 00:27:43.194 They explained to this that this was based

NOTE Confidence: 0.8259438

00:27:43.194 --> 00:27:45.627 on this idea of specific state muscle memory.

NOTE Confidence: 0.8259438

00:27:45.630 --> 00:27:47.492 So the idea was if you rehearsed

NOTE Confidence: 0.8259438

00:27:47.492 --> 00:27:49.065 something in the same physiological

NOTE Confidence: 0.8259438

00:27:49.065 --> 00:27:51.213 and emotional and cognitive state that

NOTE Confidence: 0.8259438

00:27:51.213 --> 00:27:53.455 you'd be in when you need to use it.

NOTE Confidence: 0.8259438

00:27:53.460 --> 00:27:56.164 That even if you freeze in that moment,

NOTE Confidence: 0.8259438

00:27:56.170 --> 00:27:57.187 your body remembers.

NOTE Confidence: 0.8259438

00:27:57.187 --> 00:27:59.560 So the tennis Pro will practice her,

NOTE Confidence: 0.8259438

00:27:59.560 --> 00:28:01.594 serve over and over before she

NOTE Confidence: 0.8259438

00:28:01.594 --> 00:28:02.950 goes to the tournament.

NOTE Confidence: 0.8259438

00:28:02.950 --> 00:28:05.654 So when she's there under all that stress,

NOTE Confidence: 0.8259438

00:28:05.660 --> 00:28:08.040 she just naturally assumes the proper form.

NOTE Confidence: 0.8259438

00:28:08.040 --> 00:28:10.248 So one day I'm in this class and

NOTE Confidence: 0.8259438

00:28:10.248 --> 00:28:13.176 I am lying on my back on the floor

NOTE Confidence: 0.8259438

00:28:13.176 --> 00:28:15.475 because I have failed to protect

NOTE Confidence: 0.8259438

00:28:15.475 --> 00:28:17.530 myself and I was thinking,

NOTE Confidence: 0.8259438

00:28:17.530 --> 00:28:19.558 could you create a kind of

NOTE Confidence: 0.8259438

00:28:19.558 --> 00:28:20.572 moral muscle memory?

NOTE Confidence: 0.8259438

00:28:20.580 --> 00:28:23.464 Could you create a default to voice?

NOTE Confidence: 0.8259438

00:28:23.470 --> 00:28:25.516 But not just to speaking up,

NOTE Confidence: 0.8259438

00:28:25.520 --> 00:28:27.928 because what I was learning from all

NOTE Confidence: 0.8259438

00:28:27.928 --> 00:28:29.969 these interviews I was doing well.

NOTE Confidence: 0.8724338

00:28:29.970 --> 00:28:31.600 These conversations I was having

NOTE Confidence: 0.8724338

00:28:31.600 --> 00:28:33.643 with with you know executives and

NOTE Confidence: 0.8724338

00:28:33.643 --> 00:28:35.438 managers and practitioners with that,

NOTE Confidence: 0.8724338

00:28:35.440 --> 00:28:37.486 the ones who did this successfully.

NOTE Confidence: 0.8724338

00:28:37.490 --> 00:28:39.653 It was not so much a matter

NOTE Confidence: 0.8724338

00:28:39.653 --> 00:28:41.250 of blowing the whistle.

NOTE Confidence: 0.8724338

00:28:41.250 --> 00:28:43.986 It was not so much a matter of,

NOTE Confidence: 0.8724338

00:28:43.990 --> 00:28:45.700 you know, shaking their fist

NOTE Confidence: 0.8724338

00:28:45.700 --> 00:28:47.410 and speaking truth to power.

NOTE Confidence: 0.8724338

00:28:47.410 --> 00:28:49.120 It was much more strategic.

NOTE Confidence: 0.8724338

00:28:49.120 --> 00:28:50.830 It was much more tactical,

NOTE Confidence: 0.8724338

00:28:50.830 --> 00:28:52.250 is much more nuanced.

NOTE Confidence: 0.8724338

00:28:52.250 --> 00:28:54.680 It was much more an example of.

NOTE Confidence: 0.8724338

00:28:54.680 --> 00:28:56.068 Skillful communication and influence

NOTE Confidence: 0.8724338

00:28:56.068 --> 00:28:58.919 rather than it was about a kind of

NOTE Confidence: 0.8724338

00:28:58.919 --> 00:29:01.392 assertion or accusation, and so I wanted.

NOTE Confidence: 0.8724338

00:29:01.392 --> 00:29:03.510 So I wanted to think about.

NOTE Confidence: 0.8724338

00:29:03.510 --> 00:29:06.326 Could we have a default to informed voice?

NOTE Confidence: 0.8724338

00:29:06.330 --> 00:29:08.591 Because the other thing I was learning

NOTE Confidence: 0.8724338

00:29:08.591 --> 00:29:10.920 is that the kinds of objections,

NOTE Confidence: 0.8724338

00:29:10.920 --> 00:29:13.160 the kinds of as I called them earlier

NOTE Confidence: 0.8724338

00:29:13.160 --> 00:29:14.625 reasons and rationalizations that

NOTE Confidence: 0.8724338

00:29:14.625 --> 00:29:16.740 people encountered when they tried

NOTE Confidence: 0.8724338

00:29:16.740 --> 00:29:19.040 to address issues in the workplace.

NOTE Confidence: 0.8724338

00:29:19.040 --> 00:29:21.315 There were certain patterns that came up

NOTE Confidence: 0.8724338

00:29:21.315 --> 00:29:23.630 again and again they were predictable.

NOTE Confidence: 0.8724338

00:29:23.630 --> 00:29:24.671 They were powerful.

NOTE Confidence: 0.8724338

00:29:24.671 --> 00:29:26.406 But they weren't necessarily bulletproof,

NOTE Confidence: 0.8724338

00:29:26.410 --> 00:29:28.048 but they were very hard to

NOTE Confidence: 0.8724338

00:29:28.048 --> 00:29:29.640 respond to in the moment.

NOTE Confidence: 0.8724338

00:29:29.640 --> 00:29:31.284 If you hadn't really rehearsed or

NOTE Confidence: 0.8724338

00:29:31.284 --> 00:29:32.880 practiced or were not prepared.

NOTE Confidence: 0.8724338

00:29:32.880 --> 00:29:35.232 So what I wanted to do

NOTE Confidence: 0.8724338

00:29:35.232 --> 00:29:37.739 was to create a kind of.

NOTE Confidence: 0.8724338

00:29:37.740 --> 00:29:40.085 Pedagogy that would allow us to predict

NOTE Confidence: 0.8724338

00:29:40.085 --> 00:29:42.568 an practice these skills in these scripts.

NOTE Confidence: 0.8724338

00:29:42.570 --> 00:29:44.856 So then I went back and looked at what

NOTE Confidence: 0.8724338

00:29:44.856 --> 00:29:47.188 we actually taught when we tried to

NOTE Confidence: 0.8724338

00:29:47.188 --> 00:29:49.113 teach about ethics in organizational

NOTE Confidence: 0.8724338

00:29:49.113 --> 00:29:51.197 settings or other settings,

NOTE Confidence: 0.8724338

00:29:51.200 --> 00:29:53.202 whether it was in school or whether

NOTE Confidence: 0.8724338

00:29:53.202 --> 00:29:55.340 it was in corporate training.

NOTE Confidence: 0.8724338

00:29:55.340 --> 00:29:57.689 Other organizational training.

NOTE Confidence: 0.8724338

00:29:57.690 --> 00:29:59.440 Then I got discouraged again,

NOTE Confidence: 0.8724338

00:29:59.440 --> 00:30:01.911 because what we typically would do is

NOTE Confidence: 0.8724338

00:30:01.911 --> 00:30:04.339 we would teach what we would name.

NOTE Confidence: 0.8724338

00:30:04.340 --> 00:30:05.616 I did this myself.

NOTE Confidence: 0.8724338

00:30:05.616 --> 00:30:08.190 We would name it awareness and analysis.

NOTE Confidence: 0.8724338

00:30:08.190 --> 00:30:09.111 So by awareness,

NOTE Confidence: 0.8724338

00:30:09.111 --> 00:30:11.260 what we meant is we're going to

NOTE Confidence: 0.8724338

00:30:11.332 --> 00:30:13.754 introduce you to the kinds of conflicts

NOTE Confidence: 0.8724338

00:30:13.754 --> 00:30:16.587 that you might encounter in the workplace,

NOTE Confidence: 0.8724338

00:30:16.590 --> 00:30:19.150 and so that you can predict them so

NOTE Confidence: 0.8724338

00:30:19.150 --> 00:30:21.836 that you will be familiar with them.

NOTE Confidence: 0.8724338

00:30:21.840 --> 00:30:23.240 So you'll recognize them.

NOTE Confidence: 0.8724338

00:30:23.240 --> 00:30:24.951 This is, of course important,

NOTE Confidence: 0.8724338

00:30:24.951 --> 00:30:26.973 especially in a world where organizations

NOTE Confidence: 0.8724338

00:30:26.973 --> 00:30:28.590 are increasingly globalized.

NOTE Confidence: 0.8724338

00:30:28.590 --> 00:30:29.982 Where technology is developing

NOTE Confidence: 0.8724338

00:30:29.982 --> 00:30:32.070 so rapidly that the kinds of

NOTE Confidence: 0.8724338

00:30:32.130 --> 00:30:33.309 issues we're facing,

NOTE Confidence: 0.8724338

00:30:33.310 --> 00:30:35.488 we didn't even think about previously.

NOTE Confidence: 0.8724338

00:30:35.490 --> 00:30:36.214 You know,

NOTE Confidence: 0.8724338

00:30:36.214 --> 00:30:38.748 you know I'm working now with some,

NOTE Confidence: 0.8724338

00:30:38.750 --> 00:30:40.146 some given with values,

NOTE Confidence: 0.8724338

00:30:40.146 --> 00:30:42.240 case development around embedded bias and

NOTE Confidence: 0.8724338

00:30:42.296 --> 00:30:44.774 in the algorithms used in various types

NOTE Confidence: 0.8724338

00:30:44.774 --> 00:30:46.380 of artificial intelligence products.

NOTE Confidence: 0.8724338

00:30:46.380 --> 00:30:48.588 You know this was not something

NOTE Confidence: 0.8724338

00:30:48.588 --> 00:30:50.824 people were talking about when I

NOTE Confidence: 0.8724338

00:30:50.824 --> 00:30:52.906 was teaching at the Business School,

NOTE Confidence: 0.8724338

00:30:52.910 --> 00:30:54.362 and so you know,

NOTE Confidence: 0.8724338

00:30:54.362 --> 00:30:56.540 you do need to teach awareness.

NOTE Confidence: 0.8724338

00:30:56.540 --> 00:30:57.728 It's necessary.

NOTE Confidence: 0.8724338

00:30:57.728 --> 00:30:59.510 It's not sufficient.

NOTE Confidence: 0.8724338

00:30:59.510 --> 00:31:02.102 If you think about the kinds of examples

NOTE Confidence: 0.8724338

00:31:02.102 --> 00:31:04.969 I gave at the beginning of my remarks,

NOTE Confidence: 0.8724338

00:31:04.970 --> 00:31:06.645 those were examples where there

NOTE Confidence: 0.8724338

00:31:06.645 --> 00:31:08.320 were definitely people who knew

NOTE Confidence: 0.8724338

00:31:08.380 --> 00:31:10.085 something was wrong in those

NOTE Confidence: 0.8724338

00:31:10.085 --> 00:31:11.790 various scandals that I enumerated.

NOTE Confidence: 0.8724338

00:31:11.790 --> 00:31:13.890 But they didn't necessarily feel like

NOTE Confidence: 0.8724338

00:31:13.890 --> 00:31:15.880 they could do anything about it,

NOTE Confidence: 0.8724338

00:31:15.880 --> 00:31:17.920 so awareness necessary, but not sufficient.

NOTE Confidence: 0.8724338

00:31:17.920 --> 00:31:19.971 And then the second thing we would

NOTE Confidence: 0.8724338

00:31:19.971 --> 00:31:22.360 do is we would teach analysis.

NOTE Confidence: 0.8724338

00:31:22.360 --> 00:31:25.088 So if we were in a corporate setting,

NOTE Confidence: 0.8724338

00:31:25.090 --> 00:31:27.130 this meant teaching the relevant rules,

NOTE Confidence: 0.85874003

00:31:27.130 --> 00:31:27.832 laws, regulations,

NOTE Confidence: 0.85874003

00:31:27.832 --> 00:31:29.587 the organizational code of conduct.

NOTE Confidence: 0.85874003

00:31:29.590 --> 00:31:31.420 If you're in a profession,

NOTE Confidence: 0.85874003

00:31:31.420 --> 00:31:32.880 there's usually a professional

NOTE Confidence: 0.85874003

00:31:32.880 --> 00:31:35.070 code of conduct code of ethics.

NOTE Confidence: 0.85874003

00:31:35.070 --> 00:31:37.618 If you were in an academic setting,

NOTE Confidence: 0.85874003

00:31:37.620 --> 00:31:39.385 this usually meant teaching the

NOTE Confidence: 0.85874003

00:31:39.385 --> 00:31:40.797 models of ethical reasoning

NOTE Confidence: 0.85874003

00:31:40.797 --> 00:31:42.368 that come from philosophy.

NOTE Confidence: 0.85874003

00:31:42.370 --> 00:31:43.765 So the ontology,

NOTE Confidence: 0.85874003

00:31:43.765 --> 00:31:45.160 utilitarianism, virtue ethics.

NOTE Confidence: 0.85874003

00:31:45.160 --> 00:31:47.320 And then what we would do is we

NOTE Confidence: 0.85874003

00:31:47.320 --> 00:31:48.656 would share scenarios whether

NOTE Confidence: 0.85874003

00:31:48.656 --> 00:31:50.840 it was in the corporate setting

NOTE Confidence: 0.85874003

00:31:50.840 --> 00:31:52.620 over the academic setting and

NOTE Confidence: 0.85874003

00:31:52.620 --> 00:31:54.909 says this over the line or not.

NOTE Confidence: 0.85874003

00:31:54.910 --> 00:31:57.185 How what is right in these situations?

NOTE Confidence: 0.85874003

00:31:57.190 --> 00:31:59.140 And again, this isn't very important,

NOTE Confidence: 0.85874003

00:31:59.140 --> 00:32:00.530 it's necessary because you want

NOTE Confidence: 0.85874003

00:32:00.530 --> 00:32:02.573 to be able to teach people or

NOTE Confidence: 0.85874003

00:32:02.573 --> 00:32:04.068 give people the opportunity to

NOTE Confidence: 0.85874003

00:32:04.068 --> 00:32:05.882 learn to think rigorously and

NOTE Confidence: 0.85874003

00:32:05.882 --> 00:32:07.590 consistently about these issues.

NOTE Confidence: 0.85874003

00:32:07.590 --> 00:32:09.704 Just 'cause I think it's right or

NOTE Confidence: 0.85874003

00:32:09.704 --> 00:32:11.489 wrong doesn't mean everyone does.

NOTE Confidence: 0.85874003

00:32:11.490 --> 00:32:13.836 And how do I negotiate or

NOTE Confidence: 0.85874003

00:32:13.836 --> 00:32:15.009 navigate that thinking?

NOTE Confidence: 0.85874003

00:32:15.010 --> 00:32:15.650 But again,

NOTE Confidence: 0.85874003

00:32:15.650 --> 00:32:16.610 it's not sufficient,

NOTE Confidence: 0.85874003

00:32:16.610 --> 00:32:19.042 and I think the best way to illustrate

NOTE Confidence: 0.85874003

00:32:19.042 --> 00:32:21.709 that is is another example I told you.

NOTE Confidence: 0.85874003

00:32:21.710 --> 00:32:23.467 I interviewed a lot of people in

NOTE Confidence: 0.85874003

00:32:23.467 --> 00:32:25.472 one of the gentleman I interviewed

NOTE Confidence: 0.85874003

00:32:25.472 --> 00:32:27.447 with the CEO and entrepreneur.

NOTE Confidence: 0.85874003

00:32:27.450 --> 00:32:29.394 He had his own consumer product

NOTE Confidence: 0.85874003

00:32:29.394 --> 00:32:30.960 firm based in the US,

NOTE Confidence: 0.85874003

00:32:30.960 --> 00:32:32.780 privately held and a lot of people

NOTE Confidence: 0.85874003

00:32:32.780 --> 00:32:34.590 said you should go speak with

NOTE Confidence: 0.85874003

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00:32:34.590 --> 00:32:36.205 this this gentleman because he's

NOTE Confidence: 0.85874003

00:32:36.205 --> 00:32:38.049 very thoughtful about ethics and

NOTE Confidence: 0.85874003

00:32:38.049 --> 00:32:39.569 values in organizational settings.

NOTE Confidence: 0.85874003

00:32:39.570 --> 00:32:42.306 So I did.

NOTE Confidence: 0.85874003

00:32:42.306 --> 00:32:43.218 And.

NOTE Confidence: 0.85874003

00:32:43.220 --> 00:32:45.380 He said he went to tell me a

NOTE Confidence: 0.85874003

00:32:45.380 --> 00:32:47.823 story so he said he was recently

NOTE Confidence: 0.85874003

00:32:47.823 --> 00:32:50.063 looking to hire A graduate from

NOTE Confidence: 0.85874003

00:32:50.063 --> 00:32:52.079 one of the top business schools

NOTE Confidence: 0.85874003

00:32:52.079 --> 00:32:54.074 to take a very high potential

NOTE Confidence: 0.85874003

00:32:54.074 --> 00:32:55.386 position in his organization,

NOTE Confidence: 0.85874003

00:32:55.390 --> 00:32:57.301 and somebody who is really going to

NOTE Confidence: 0.85874003

00:32:57.301 --> 00:32:59.315 try and develop and move throughout

NOTE Confidence: 0.85874003

00:32:59.315 --> 00:33:01.215 the organization and his human

NOTE Confidence: 0.85874003

00:33:01.215 --> 00:33:02.352 resources department recommended

NOTE Confidence: 0.85874003

00:33:02.352 --> 00:33:04.278 two or three finalists to him,

65

NOTE Confidence: 0.85874003

00:33:04.280 --> 00:33:07.032 and then he was doing the final interview

NOTE Confidence: 0.85874003

00:33:07.032 --> 00:33:10.527 and he said he had a young man in his office.

NOTE Confidence: 0.85874003

00:33:10.530 --> 00:33:12.828 This recent graduate and he asked

NOTE Confidence: 0.85874003

00:33:12.828 --> 00:33:14.360 him in the interview.

NOTE Confidence: 0.85874003

00:33:14.360 --> 00:33:17.288 Did you take an ethics class in your

NOTE Confidence: 0.85874003

00:33:17.288 --> 00:33:19.780 graduate work and the young man said,

NOTE Confidence: 0.85874003

00:33:19.780 --> 00:33:21.580 well, yes, it was required.

NOTE Confidence: 0.85874003

00:33:21.580 --> 00:33:23.390 So the CEO said, well,

NOTE Confidence: 0.85874003

00:33:23.390 --> 00:33:24.830 what did you learn?

NOTE Confidence: 0.85874003

00:33:24.830 --> 00:33:26.630 So this this gentleman said.

NOTE Confidence: 0.85874003

00:33:26.630 --> 00:33:28.435 Well, I learned all the

NOTE Confidence: 0.85874003

00:33:28.435 --> 00:33:29.879 models of ethical reasoning,

NOTE Confidence: 0.85874003

00:33:29.880 --> 00:33:30.966 utilitarianism, the ontology,

NOTE Confidence: 0.85874003

00:33:30.966 --> 00:33:31.328 virtue,

NOTE Confidence: 0.85874003

00:33:31.328 --> 00:33:31.690 ethics,

NOTE Confidence: 0.85874003

00:33:31.690 --> 00:33:33.700 and then I learned that whenever

NOTE Confidence: 0.85874003

00:33:33.700 --> 00:33:35.660 you encounter a values conflict,

NOTE Confidence: 0.85874003

00:33:35.660 --> 00:33:37.706 you should decide what you want

NOTE Confidence: 0.85874003

00:33:37.706 --> 00:33:40.485 to do and then select the model

NOTE Confidence: 0.85874003

00:33:40.485 --> 00:33:42.710 of ethical reasoning that will

NOTE Confidence: 0.85874003

00:33:42.710 --> 00:33:45.240 best support which you want to do.

NOTE Confidence: 0.85874003

00:33:45.240 --> 00:33:45.582 Now,

NOTE Confidence: 0.85874003

00:33:45.582 --> 00:33:47.976 this wasn't what the professor was hoping.

NOTE Confidence: 0.85874003

00:33:47.980 --> 00:33:50.008 This gentleman will walk away with

NOTE Confidence: 0.85874003

00:33:50.008 --> 00:33:52.735 and the CEO who was telling me this

NOTE Confidence: 0.85874003

00:33:52.735 --> 00:33:55.160 story was sort of yanking my chain.

NOTE Confidence: 0.85874003

00:33:55.160 --> 00:33:57.206 He was kind of, you know,

NOTE Confidence: 0.85874003

00:33:57.210 --> 00:34:00.288 smirking at me because I was the ethics lady,

NOTE Confidence: 0.85874003

00:34:00.290 --> 00:34:03.710 right? But there was a lot of truth to this.

NOTE Confidence: 0.85874003

00:34:03.710 --> 00:34:04.394 I mean,

NOTE Confidence: 0.85874003

00:34:04.394 --> 00:34:06.104 these models of ethical reasoning

NOTE Confidence: 0.85874003

00:34:06.104 --> 00:34:07.130 by design conflict.

NOTE Confidence: 0.85874003

00:34:07.130 --> 00:34:08.298 That's why they're valuable,

NOTE Confidence: 0.85874003

00:34:08.298 --> 00:34:10.492 because what you see from a duty

NOTE Confidence: 0.85874003

00:34:10.492 --> 00:34:12.422 based perspective you might miss

NOTE Confidence: 0.85874003

00:34:12.422 --> 00:34:13.966 from a consequentialist perspective.

NOTE Confidence: 0.85874003

00:34:13.970 --> 00:34:15.053 So you know.

NOTE Confidence: 0.85874003

00:34:15.053 --> 00:34:16.497 By design they conflict,

NOTE Confidence: 0.85874003

00:34:16.500 --> 00:34:18.999 so they don't tell you what's right.

NOTE Confidence: 0.85874003

00:34:19.000 --> 00:34:20.725 They help you think rigorously

NOTE Confidence: 0.85874003

00:34:20.725 --> 00:34:22.450 and then once you've decided

NOTE Confidence: 0.8249331

00:34:22.510 --> 00:34:23.982 what's right, they certainly

NOTE Confidence: 0.8249331

00:34:23.982 --> 00:34:26.830 don't tell you how to get it done,

NOTE Confidence: 0.8249331

00:34:26.830 --> 00:34:28.960 and so used poorly or or,

NOTE Confidence: 0.8249331

00:34:28.960 --> 00:34:31.336 or taken in poorly, they can become a

NOTE Confidence: 0.8249331

00:34:31.336 --> 00:34:33.946 kind of schooling for sophistry, which

NOTE Confidence: 0.8249331

00:34:33.946 --> 00:34:36.794 is what I would often see in classrooms,

NOTE Confidence: 0.8249331

00:34:36.800 --> 00:34:39.362 and what certainly this candidate that the

NOTE Confidence: 0.8249331

00:34:39.362 --> 00:34:42.137 CEO is telling me about took from there,

NOTE Confidence: 0.8249331

00:34:42.140 --> 00:34:45.269 from their ethics from his ethics class.

NOTE Confidence: 0.8249331

00:34:45.270 --> 00:34:46.638 So I thought OK,

NOTE Confidence: 0.8249331

00:34:46.638 --> 00:34:48.348 awareness and analysis both necessary,

NOTE Confidence: 0.8249331

00:34:48.350 --> 00:34:49.066 neither sufficient.

NOTE Confidence: 0.8249331

00:34:49.066 --> 00:34:52.272 And So what we really needed was when I

NOTE Confidence: 0.8249331

00:34:52.272 --> 00:34:54.480 called the third day or action we needed

NOTE Confidence: 0.8249331

00:34:54.480 --> 00:34:56.900 a pedagogy to actually help people.

NOTE Confidence: 0.8249331

00:34:56.900 --> 00:34:59.972 Once they had decided what they believe the

NOTE Confidence: 0.8249331

00:34:59.972 --> 00:35:03.046 right thing to do was to put it into action,

NOTE Confidence: 0.8249331

00:35:03.050 --> 00:35:03.734 affectively, successfully.

NOTE Confidence: 0.8249331

00:35:03.734 --> 00:35:06.476 And so then you know, I thought, well,

NOTE Confidence: 0.8249331

00:35:06.476 --> 00:35:08.870 we do need a different teaching technology.

NOTE Confidence: 0.8249331

00:35:08.870 --> 00:35:10.580 We need a different pedagogy.

00:35:10.580 --> 00:35:13.060 And so we ended up created what we

00:35:13.060 --> 00:35:15.419 call the giving voice to values.

00:35:15.420 --> 00:35:17.120 Thought experiment GGV thought experiment.

00:35:17.120 --> 00:35:19.416 I was very familiar with the case

00:35:19.416 --> 00:35:21.519 method when I've been at Harvard.

00:35:21.520 --> 00:35:23.872 I used to hire and train and run

00:35:23.872 --> 00:35:25.928 their their case writing program.

00:35:25.930 --> 00:35:27.958 60 case riders in all fields,

00:35:27.960 --> 00:35:29.320 you know, human resources,

00:35:29.320 --> 00:35:30.000 organizational behavior,

00:35:30.000 --> 00:35:30.772 finance, accounting,

00:35:30.772 --> 00:35:31.158 marketing,

00:35:31.158 --> 00:35:34.200 who would write the case studies that we

00:35:34.200 --> 00:35:36.440 would use so was very familiar with those.

00:35:36.440 --> 00:35:38.468 I'm sure you've all seen them.

00:35:38.470 --> 00:35:41.512 They tend to be 15 to 20 pages long.

NOTE Confidence: 0.8249331

00:35:41.520 --> 00:35:43.220 They feature usually the CEO,

NOTE Confidence: 0.8249331

00:35:43.220 --> 00:35:45.488 senior executive and they end with.

NOTE Confidence: 0.8249331

00:35:45.490 --> 00:35:47.150 That executive leaning back and

NOTE Confidence: 0.8249331

00:35:47.150 --> 00:35:49.152 their chair or looking out the

NOTE Confidence: 0.8249331

00:35:49.152 --> 00:35:51.105 window and saying what should I do?

NOTE Confidence: 0.8249331

00:35:51.110 --> 00:35:53.366 And this this is a great way to

NOTE Confidence: 0.8249331

00:35:53.366 --> 00:35:54.850 teach analysis and awareness,

NOTE Confidence: 0.8249331

00:35:54.850 --> 00:35:55.783 awareness and analysis.

NOTE Confidence: 0.8249331

00:35:55.783 --> 00:35:57.027 As I was saying,

NOTE Confidence: 0.8249331

00:35:57.030 --> 00:35:58.590 it didn't really teach action.

NOTE Confidence: 0.8249331

00:35:58.590 --> 00:35:59.186 In fact,

NOTE Confidence: 0.8249331

00:35:59.186 --> 00:36:01.272 it was almost like you would spend

NOTE Confidence: 0.8249331

00:36:01.272 --> 00:36:03.541 the whole 90 minutes or or two hours

NOTE Confidence: 0.8249331

00:36:03.541 --> 00:36:06.078 of a class discussing what was right.

NOTE Confidence: 0.8249331

00:36:06.080 --> 00:36:08.888 And then what the right thing to do was.

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NOTE Confidence: 0.8249331

00:36:08.890 --> 00:36:10.773 And then in the last five minutes

NOTE Confidence: 0.8249331

00:36:10.773 --> 00:36:13.131 it's like and then you create an

NOTE Confidence: 0.8249331

00:36:13.131 --> 00:36:14.688 implementation plan, you know.

NOTE Confidence: 0.8249331

00:36:14.688 --> 00:36:15.496 And so.

NOTE Confidence: 0.8249331

00:36:15.496 --> 00:36:17.051 So I thought, well,

NOTE Confidence: 0.8249331

00:36:17.051 --> 00:36:19.438 we really need a different teaching tool,

NOTE Confidence: 0.8249331

00:36:19.440 --> 00:36:21.834 so we created these given with values,

NOTE Confidence: 0.8249331

00:36:21.840 --> 00:36:23.204 thought experiments there still

NOTE Confidence: 0.8249331

00:36:23.204 --> 00:36:24.568 scenario based I think,

NOTE Confidence: 0.8249331

00:36:24.570 --> 00:36:26.964 and they're all based on real scenarios,

NOTE Confidence: 0.8249331

00:36:26.970 --> 00:36:28.680 mostly disguised for obvious reasons.

NOTE Confidence: 0.8249331

00:36:28.680 --> 00:36:31.067 But I still think that's very important.

NOTE Confidence: 0.8249331

00:36:31.070 --> 00:36:33.806 But what we do is they tend to be

NOTE Confidence: 0.8249331

00:36:33.806 --> 00:36:35.856 much shorter, often they're just,

NOTE Confidence: 0.8249331

00:36:35.856 --> 00:36:37.563 you know, a couple pages.

NOTE Confidence: 0.8249331

00:36:37.563 --> 00:36:38.586 Sometimes they're longer,

NOTE Confidence: 0.8249331

00:36:38.590 --> 00:36:40.753 but they tend to be shorter than

NOTE Confidence: 0.8249331

00:36:40.753 --> 00:36:42.888 the Harvard cases or the Harvard

NOTE Confidence: 0.8249331

00:36:42.888 --> 00:36:44.408 typical business case study.

NOTE Confidence: 0.8249331

00:36:44.410 --> 00:36:46.510 They feature people at every level.

NOTE Confidence: 0.8249331

00:36:46.510 --> 00:36:48.286 In the organization because as we

NOTE Confidence: 0.8249331

00:36:48.286 --> 00:36:49.940 learn from that Columbia example,

NOTE Confidence: 0.8249331

00:36:49.940 --> 00:36:50.876 people start encountering

NOTE Confidence: 0.8249331

00:36:50.876 --> 00:36:52.124 values conflicts right away.

NOTE Confidence: 0.8249331

00:36:52.130 --> 00:36:54.450 It's not like you have to wait till

NOTE Confidence: 0.8249331

00:36:54.450 --> 00:36:56.806 your CEO to have a values conflict.

NOTE Confidence: 0.8249331

00:36:56.810 --> 00:36:57.392 In fact,

NOTE Confidence: 0.8249331

00:36:57.392 --> 00:36:59.429 students would too often say in class

NOTE Confidence: 0.8249331

00:36:59.429 --> 00:37:01.488 when we discussed ethics that well.

NOTE Confidence: 0.8249331

00:37:01.490 --> 00:37:04.920 When I get to be CEO, I can deal with this,

NOTE Confidence: 0.8249331

00:37:04.920 --> 00:37:06.480 but right now I can't.

NOTE Confidence: 0.8249331

00:37:06.480 --> 00:37:08.070 You know which is interesting

NOTE Confidence: 0.8249331

00:37:08.070 --> 00:37:09.660 because it reveals a stunning

NOTE Confidence: 0.8249331

00:37:09.715 --> 00:37:11.007 amount of arrogance because

NOTE Confidence: 0.8249331

00:37:11.007 --> 00:37:12.945 they all assumed they were going

NOTE Confidence: 0.8477237

00:37:13.003 --> 00:37:14.930 to be CEO's. But it also suggests

NOTE Confidence: 0.8477237

00:37:14.930 --> 00:37:17.200 that if you don't act this way.

NOTE Confidence: 0.8477237

00:37:17.200 --> 00:37:18.064 Throughout your career,

NOTE Confidence: 0.8477237

00:37:18.064 --> 00:37:19.504 you're still going to be

NOTE Confidence: 0.8477237

00:37:19.504 --> 00:37:20.850 someone who cares about it.

NOTE Confidence: 0.8477237

00:37:20.850 --> 00:37:23.098 By the time you get to be CEO,

NOTE Confidence: 0.8477237

00:37:23.100 --> 00:37:25.052 so you know we tried to have people

NOTE Confidence: 0.8477237

00:37:25.052 --> 00:37:27.037 at every level in the organization,

NOTE Confidence: 0.8477237

00:37:27.040 --> 00:37:28.630 but the big difference in our

NOTE Confidence: 0.8477237

00:37:28.630 --> 00:37:30.623 scenarios is that they are what one

NOTE Confidence: 0.8477237

00:37:30.623 --> 00:37:32.088 Dean called Post decision making.

NOTE Confidence: 0.8477237

00:37:32.090 --> 00:37:33.026 In other words,

NOTE Confidence: 0.8477237

00:37:33.026 --> 00:37:34.898 they end with a protagonist who's

NOTE Confidence: 0.8477237

00:37:34.898 --> 00:37:36.582 already decided what he or she

NOTE Confidence: 0.8477237

00:37:36.582 --> 00:37:38.279 thinks the right thing to do is,

NOTE Confidence: 0.8477237

00:37:38.280 --> 00:37:39.248 and the question is,

NOTE Confidence: 0.8477237

00:37:39.248 --> 00:37:41.370 how could they get it done effectively?

NOTE Confidence: 0.8477237

00:37:41.370 --> 00:37:43.610 What would they need to say and do?

NOTE Confidence: 0.8477237

00:37:43.610 --> 00:37:45.398 What would the objections be and

NOTE Confidence: 0.8477237

00:37:45.398 --> 00:37:47.269 then what would they say and do?

NOTE Confidence: 0.8477237

00:37:47.270 --> 00:37:49.040 And what data do they need?

NOTE Confidence: 0.8477237

00:37:49.040 --> 00:37:51.392 How do they reframe the challenge an

NOTE Confidence: 0.8477237

00:37:51.392 --> 00:37:54.443 how do they structure a longer term

NOTE Confidence: 0.8477237

00:37:54.443 --> 00:37:56.898 intervention if that's what's required?

NOTE Confidence: 0.8477237

00:37:56.900 --> 00:37:59.044 And so we wanted to make them to

NOTE Confidence: 0.8477237

00:37:59.044 --> 00:38:01.266 do that for a number of reasons.

NOTE Confidence: 0.8477237

00:38:01.270 --> 00:38:03.210 A lot of it has to do with some of

NOTE Confidence: 0.8477237

00:38:03.267 --> 00:38:05.577 the research that was coming out about

NOTE Confidence: 0.8477237

00:38:05.577 --> 00:38:07.306 how people actually confront values

NOTE Confidence: 0.8477237

00:38:07.306 --> 00:38:09.322 conflicts that I was first exposed

NOTE Confidence: 0.8477237

00:38:09.322 --> 00:38:11.176 to these ideas with Jonathan Hight,

NOTE Confidence: 0.8477237

00:38:11.176 --> 00:38:13.200 the psychologist who was at UBS now.

NOTE Confidence: 0.8477237

00:38:13.200 --> 00:38:15.660 Then why you?

NOTE Confidence: 0.8477237

00:38:15.660 --> 00:38:19.140 The paper it was called something like the.

NOTE Confidence: 0.8477237

00:38:19.140 --> 00:38:20.688 The emotional tail that

NOTE Confidence: 0.8477237

00:38:20.688 --> 00:38:22.236 wags the rational dog.

NOTE Confidence: 0.8477237

00:38:22.240 --> 00:38:25.472 But the idea was that when we encounter

NOTE Confidence: 0.8477237

00:38:25.472 --> 00:38:27.767 values conflicts we we don't typically

NOTE Confidence: 0.8477237

00:38:27.767 --> 00:38:30.353 sit down and say what would Aristotle

NOTE Confidence: 0.8477237

00:38:30.353 --> 00:38:33.069 say or what would John Rawls say?

NOTE Confidence: 0.8477237

00:38:33.070 --> 00:38:35.779 We don't make pros and cons list.

NOTE Confidence: 0.8477237

00:38:35.780 --> 00:38:38.096 Typically we tend to react automatically,

NOTE Confidence: 0.8477237

00:38:38.100 --> 00:38:39.753 emotionally, even unconsciously,

NOTE Confidence: 0.8477237

00:38:39.753 --> 00:38:43.610 and then we rationalize post hoc why

NOTE Confidence: 0.8477237

00:38:43.695 --> 00:38:46.422 it was the right thing to do or why

NOTE Confidence: 0.8477237

00:38:46.422 --> 00:38:49.290 it was the only thing we could do.

NOTE Confidence: 0.8477237

00:38:49.290 --> 00:38:51.649 We don't do this because we're evil.

NOTE Confidence: 0.8477237

00:38:51.650 --> 00:38:52.661 We do this.

NOTE Confidence: 0.8477237

00:38:52.661 --> 00:38:54.685 It's a self protective measure, right?

NOTE Confidence: 0.8477237

00:38:54.685 --> 00:38:56.695 To avoid the cognitive dissonance of,

NOTE Confidence: 0.8477237

00:38:56.700 --> 00:38:58.048 you know, knowing something's

NOTE Confidence: 0.8477237

00:38:58.048 --> 00:38:59.733 wrong in doing it anyways,

NOTE Confidence: 0.8477237

00:38:59.740 --> 00:39:01.088 and we're talking here,

NOTE Confidence: 0.8477237

00:39:01.088 --> 00:39:03.110 not about people who are intentional's.

NOTE Confidence: 0.8477237

00:39:03.110 --> 00:39:05.126 You know, these are people who,

NOTE Confidence: 0.8477237

00:39:05.130 --> 00:39:06.234 like most of us,

NOTE Confidence: 0.8477237

00:39:06.234 --> 00:39:07.890 know that we're not we're not

NOTE Confidence: 0.8477237

00:39:07.950 --> 00:39:09.510 sociopaths or psychopaths,

NOTE Confidence: 0.8477237

00:39:09.510 --> 00:39:11.720 but we're we're actually just

NOTE Confidence: 0.8477237

00:39:11.720 --> 00:39:14.510 protecting ourselves in this way and so.

NOTE Confidence: 0.8477237

00:39:14.510 --> 00:39:15.982 I thought to myself,

NOTE Confidence: 0.8477237

00:39:15.982 --> 00:39:16.350 well,

NOTE Confidence: 0.8477237

00:39:16.350 --> 00:39:19.325 you know if that's the way people

NOTE Confidence: 0.8477237

00:39:19.325 --> 00:39:20.600 approach these issues.

NOTE Confidence: 0.8477237

00:39:20.600 --> 00:39:22.625 What we really need to do is to kind

NOTE Confidence: 0.8477237

00:39:22.625 --> 00:39:25.057 of rewire that automatic response right.

NOTE Confidence: 0.8477237

00:39:25.060 --> 00:39:26.978 And so we decided to go with

NOTE Confidence: 0.8477237

00:39:26.978 --> 00:39:28.619 this post decision making model.

NOTE Confidence: 0.8477237

00:39:28.620 --> 00:39:30.996 Don't ask people what would you do I.

NOTE Confidence: 0.8477237

00:39:31.000 --> 00:39:33.100 Instead we ask what if you were

NOTE Confidence: 0.8477237

00:39:33.100 --> 00:39:35.149 this person who wants to do this?

NOTE Confidence: 0.8477237

00:39:35.150 --> 00:39:36.938 How would you get it done?

NOTE Confidence: 0.8477237

00:39:36.940 --> 00:39:39.061 We do that because if we ask

NOTE Confidence: 0.8477237

00:39:39.061 --> 00:39:40.499 people what would you do,

NOTE Confidence: 0.8477237

00:39:40.500 --> 00:39:42.876 I tend to get three kinds of answers.

NOTE Confidence: 0.8477237

00:39:42.880 --> 00:39:44.924 I either get the answer that people

NOTE Confidence: 0.8477237

00:39:44.924 --> 00:39:46.941 would say well I would do the

NOTE Confidence: 0.8477237

00:39:46.941 --> 00:39:48.945 right thing whenever that is in the

NOTE Confidence: 0.8477237

00:39:48.945 --> 00:39:51.248 circumstance and they may really mean it.

NOTE Confidence: 0.8477237

00:39:51.250 --> 00:39:52.930 But we know from experience that

NOTE Confidence: 0.8477237

00:39:52.930 --> 00:39:54.362 that often isn't what happens

NOTE Confidence: 0.8477237

00:39:54.362 --> 00:39:55.617 for a lot of reasons.

NOTE Confidence: 0.8477237

00:39:55.620 --> 00:39:58.826 Or you get people who will say.

NOTE Confidence: 0.8774448

00:39:58.830 --> 00:40:01.650 You know, I know what you want me to say,

NOTE Confidence: 0.8774448

00:40:01.650 --> 00:40:03.060 but it's it's not feasible.

NOTE Confidence: 0.8774448

00:40:03.060 --> 00:40:03.900 It's not possible.

NOTE Confidence: 0.8774448

00:40:03.900 --> 00:40:05.860 Or in those people may be really

NOTE Confidence: 0.8774448

00:40:05.920 --> 00:40:07.570 just trying to be very honest,

NOTE Confidence: 0.8774448

00:40:07.570 --> 00:40:09.544 or they may be playing devil's advocate,

NOTE Confidence: 0.8774448

00:40:09.550 --> 00:40:11.614 but you know, and then you get people

NOTE Confidence: 0.8774448

00:40:11.614 --> 00:40:13.487 who just argue with the premise.

NOTE Confidence: 0.8774448

00:40:13.490 --> 00:40:15.204 If it was not wrong, right?

NOTE Confidence: 0.8774448

00:40:15.204 --> 00:40:17.636 So any of those responses in an educational

NOTE Confidence: 0.8774448

00:40:17.636 --> 00:40:19.617 setting are not going to get you to

NOTE Confidence: 0.8774448

00:40:19.617 --> 00:40:21.561 the rehearsal in the pre scripting in

NOTE Confidence: 0.8774448

00:40:21.561 --> 00:40:23.355 the coaching that I'm talking about.

NOTE Confidence: 0.8774448

00:40:23.360 --> 00:40:25.576 So instead we ask people what if you

NOTE Confidence: 0.8774448

00:40:25.576 --> 00:40:27.879 were this person who wants to do this?

NOTE Confidence: 0.8774448

00:40:27.880 --> 00:40:29.830 How could they get it done?

NOTE Confidence: 0.8774448

00:40:29.830 --> 00:40:32.740 And the idea is that that kind of frees up

NOTE Confidence: 0.8774448

00:40:32.814 --> 00:40:35.142 more of your creativity, more innovation.

NOTE Confidence: 0.8774448

00:40:35.142 --> 00:40:36.797 It brings the emotion down.

NOTE Confidence: 0.8774448

00:40:36.800 --> 00:40:38.460 It brings the pressure down.

NOTE Confidence: 0.8774448

00:40:38.460 --> 00:40:40.833 We know from the research about creativity

NOTE Confidence: 0.8774448

00:40:40.833 --> 00:40:43.297 that people are more creative when they

NOTE Confidence: 0.8774448

00:40:43.297 --> 00:40:45.367 don't have that pressure where they

NOTE Confidence: 0.8774448

00:40:45.432 --> 00:40:47.816 are on the spot and you trigger that

NOTE Confidence: 0.8774448

00:40:47.816 --> 00:40:49.084 automatic self protective response.

NOTE Confidence: 0.8774448

00:40:49.084 --> 00:40:51.076 And so we ask them this,

NOTE Confidence: 0.8774448

00:40:51.080 --> 00:40:52.740 what if question you know,

NOTE Confidence: 0.8774448

00:40:52.740 --> 00:40:54.762 I would often observed in the

NOTE Confidence: 0.8774448

00:40:54.762 --> 00:40:56.513 classroom that students would respond

NOTE Confidence: 0.8774448

00:40:56.513 --> 00:40:58.535 with a more skeptical or cynical

NOTE Confidence: 0.8774448

00:40:58.535 --> 00:41:00.300 position in ethics discussions.

NOTE Confidence: 0.8774448

00:41:00.300 --> 00:41:01.728 Often, seemingly because they

NOTE Confidence: 0.8774448

00:41:01.728 --> 00:41:03.513 didn't want to look naive,

NOTE Confidence: 0.8774448

00:41:03.520 --> 00:41:05.310 they didn't want to look,

NOTE Confidence: 0.8774448

00:41:05.310 --> 00:41:06.441 you know, Pollyannaish.

NOTE Confidence: 0.8774448

00:41:06.441 --> 00:41:08.326 They wanted to look sophisticated

NOTE Confidence: 0.8774448

00:41:08.326 --> 00:41:10.319 like they've been around the block,

NOTE Confidence: 0.8774448

00:41:10.320 --> 00:41:12.623 and so if you frame this question

NOTE Confidence: 0.8774448

00:41:12.623 --> 00:41:14.620 in this post decision way,

NOTE Confidence: 0.8774448

00:41:14.620 --> 00:41:16.564 what you're doing is allowing them

NOTE Confidence: 0.8774448

00:41:16.564 --> 00:41:19.035 to to show that they're smart and

NOTE Confidence: 0.8774448

00:41:19.035 --> 00:41:20.880 sophisticated by figuring out how

NOTE Confidence: 0.8774448

00:41:20.880 --> 00:41:23.569 to do the thing that everyone says.

NOTE Confidence: 0.8774448

00:41:23.570 --> 00:41:24.922 It's impossible to do.

NOTE Confidence: 0.8774448

00:41:24.922 --> 00:41:27.925 We don't ask them to own that response

NOTE Confidence: 0.8774448

00:41:27.925 --> 00:41:30.607 until there's actually some options on

NOTE Confidence: 0.8774448

00:41:30.607 --> 00:41:33.517 the table for how you could enact it.

NOTE Confidence: 0.8774448

00:41:33.520 --> 00:41:36.964 The idea is that now if they

NOTE Confidence: 0.8774448

00:41:36.964 --> 00:41:39.600 entire encounter those situations,

NOTE Confidence: 0.8774448

00:41:39.600 --> 00:41:42.918 they have more models, more examples,

NOTE Confidence: 0.8774448

00:41:42.920 --> 00:41:46.910 more scripts, more positive cases.

NOTE Confidence: 0.8774448

00:41:46.910 --> 00:41:48.974 That allows them to believe that they may

NOTE Confidence: 0.8774448

00:41:48.974 --> 00:41:51.498 be more choices than they originally thought.

NOTE Confidence: 0.8774448

00:41:51.500 --> 00:41:53.336 What I often find in our

NOTE Confidence: 0.8774448

00:41:53.336 --> 00:41:53.948 educational settings,

NOTE Confidence: 0.8774448

00:41:53.950 --> 00:41:55.170 both in corporate settings,

NOTE Confidence: 0.8774448

00:41:55.170 --> 00:41:56.695 in educational and in classrooms,

NOTE Confidence: 0.8774448

00:41:56.700 --> 00:41:58.536 is that people tend to see,

NOTE Confidence: 0.8774448

00:41:58.540 --> 00:42:00.988 and there's been some research on this too,

NOTE Confidence: 0.8774448

00:42:00.990 --> 00:42:01.602 I believe,

NOTE Confidence: 0.8774448

00:42:01.602 --> 00:42:04.050 but they tend to see the negative response

NOTE Confidence: 0.8774448

00:42:04.109 --> 00:42:06.589 as the norm and the positive if they have a

NOTE Confidence: 0.8774448

00:42:06.651 --> 00:42:09.248 positive response and acting on their values.

NOTE Confidence: 0.8774448

00:42:09.250 --> 00:42:11.080 They see it as the exception,

NOTE Confidence: 0.8774448

00:42:11.080 --> 00:42:14.010 and So what we're trying to do is to help

NOTE Confidence: 0.8774448

00:42:14.083 --> 00:42:17.293 them sort of rewire that a bit and feel like.

NOTE Confidence: 0.8774448

00:42:17.300 --> 00:42:18.940 That they have more choices.

NOTE Confidence: 0.8774448

00:42:18.940 --> 00:42:21.883 So that's kind of the giving voice to values,

NOTE Confidence: 0.8774448

00:42:21.890 --> 00:42:22.494 thought experiment.

NOTE Confidence: 0.8774448

00:42:22.494 --> 00:42:24.910 So what we did is we set out

NOTE Confidence: 0.8774448

00:42:24.981 --> 00:42:26.806 to gather all these examples.

NOTE Confidence: 0.8774448

00:42:26.810 --> 00:42:29.106 We created hundreds of pieces of material.

NOTE Confidence: 0.8774448

00:42:29.110 --> 00:42:31.399 These short cases with with be cases.

NOTE Confidence: 0.8774448

00:42:31.400 --> 00:42:32.261 That said what?

NOTE Confidence: 0.8774448

00:42:32.261 --> 00:42:33.696 How the person actually acted

NOTE Confidence: 0.8774448

00:42:33.696 --> 00:42:35.340 on their values effectively,

NOTE Confidence: 0.8774448

00:42:35.340 --> 00:42:37.320 and teaching plans and we and

NOTE Confidence: 0.8774448

00:42:37.320 --> 00:42:39.280 we made them available for free.

NOTE Confidence: 0.8774448

00:42:39.280 --> 00:42:41.317 And we asked people to try to

NOTE Confidence: 0.8774448

00:42:41.317 --> 00:42:43.540 use them to see what happened.

NOTE Confidence: 0.8774448

00:42:43.540 --> 00:42:44.440 And you know,

NOTE Confidence: 0.8774448

00:42:44.440 --> 00:42:46.540 in the process of doing this we

NOTE Confidence: 0.8405984

00:42:46.615 --> 00:42:48.478 created, you know, kind of.

NOTE Confidence: 0.8405984

00:42:48.478 --> 00:42:50.470 Protocol set of questions to answer.

NOTE Confidence: 0.8405984

00:42:50.470 --> 00:42:52.458 We identified a lot of exercises to

NOTE Confidence: 0.8405984

00:42:52.458 --> 00:42:54.244 help people to begin to identify

NOTE Confidence: 0.8405984

00:42:54.244 --> 00:42:56.274 what enabled them to do this more

NOTE Confidence: 0.8405984

00:42:56.335 --> 00:42:57.927 effectively or disable them.

NOTE Confidence: 0.8405984

00:42:57.930 --> 00:43:00.107 We actually came up with seven pillars,

NOTE Confidence: 0.8405984

00:43:00.110 --> 00:43:02.280 which I won't go through all now,

NOTE Confidence: 0.8405984

00:43:02.280 --> 00:43:04.068 but if you're interested,

NOTE Confidence: 0.8405984

00:43:04.068 --> 00:43:06.750 I can share them with you.

NOTE Confidence: 0.8405984

00:43:06.750 --> 00:43:09.390 These pillars were when I looked at the

NOTE Confidence: 0.8405984

00:43:09.390 --> 00:43:12.000 people that we interviewed and looked at.

NOTE Confidence: 0.8405984

00:43:12.000 --> 00:43:14.450 The examples of acting on their values.

NOTE Confidence: 0.8405984

00:43:14.450 --> 00:43:16.670 They were mindsets or perspectives or

NOTE Confidence: 0.8405984

00:43:16.670 --> 00:43:19.102 approaches that seem to make it more

NOTE Confidence: 0.8405984

00:43:19.102 --> 00:43:21.181 likely or or more feasible that they

NOTE Confidence: 0.8405984

00:43:21.245 --> 00:43:23.549 could act effectively on their values.

NOTE Confidence: 0.8405984

00:43:23.550 --> 00:43:25.560 And so we identified those things

NOTE Confidence: 0.8405984

00:43:25.560 --> 00:43:28.053 and we made all the stuff available

NOTE Confidence: 0.8405984

00:43:28.053 --> 00:43:29.497 and we were fine.

NOTE Confidence: 0.8405984

00:43:29.500 --> 00:43:31.950 Frankly, kind of stunned at the speed,

NOTE Confidence: 0.8405984

00:43:31.950 --> 00:43:34.750 an extent of the spread of the approach.

NOTE Confidence: 0.8405984

00:43:34.750 --> 00:43:36.928 As I said before, it's it's.

NOTE Confidence: 0.8405984

00:43:36.930 --> 00:43:38.680 It's been used in many,

NOTE Confidence: 0.8405984

00:43:38.680 --> 00:43:39.622 many business schools,

NOTE Confidence: 0.8405984

00:43:39.622 --> 00:43:41.820 but as we started we never really

NOTE Confidence: 0.8405984

00:43:41.885 --> 00:43:43.910 marketed it beyond business schools.

NOTE Confidence: 0.8405984

00:43:43.910 --> 00:43:47.042 But company started coming to us to use it,

NOTE Confidence: 0.8405984

00:43:47.050 --> 00:43:49.150 and then other types of organizations,

NOTE Confidence: 0.8405984

00:43:49.150 --> 00:43:50.542 and then other professions.

NOTE Confidence: 0.8405984

00:43:50.542 --> 00:43:51.934 As I said earlier,

NOTE Confidence: 0.8405984

00:43:51.940 --> 00:43:53.685 starting to use the approach

NOTE Confidence: 0.8405984

00:43:53.685 --> 00:43:55.430 which has been really interesting.

NOTE Confidence: 0.8405984

00:43:55.430 --> 00:43:56.110 In fact,

NOTE Confidence: 0.8405984

00:43:56.110 --> 00:43:58.150 we're working on a project right

NOTE Confidence: 0.8405984

00:43:58.150 --> 00:44:00.301 now around giving voice to values

NOTE Confidence: 0.8405984

00:44:00.301 --> 00:44:01.705 and and stem ethics.

NOTE Confidence: 0.8405984

00:44:01.710 --> 00:44:02.398 You know,

NOTE Confidence: 0.8405984

00:44:02.398 --> 00:44:04.462 because there's so many new issues

NOTE Confidence: 0.8405984

00:44:04.462 --> 00:44:07.166 in that area, and so it was.

NOTE Confidence: 0.8405984

00:44:07.166 --> 00:44:09.186 Interesting because then people started

NOTE Confidence: 0.8405984

00:44:09.186 --> 00:44:12.424 to do some research on the impact of this.

NOTE Confidence: 0.8405984

00:44:12.430 --> 00:44:13.870 Remember talking to Jonathan Height

NOTE Confidence: 0.8405984

00:44:13.870 --> 00:44:16.107 and this was years ago when I was

NOTE Confidence: 0.8405984

00:44:16.107 --> 00:44:17.595 first developing this and he said,

NOTE Confidence: 0.8405984

00:44:17.600 --> 00:44:20.064 well, how do you? How do you?

NOTE Confidence: 0.8405984

00:44:20.070 --> 00:44:20.409 Yeah,

NOTE Confidence: 0.8405984

00:44:20.409 --> 00:44:22.443 explain or or justify the impact

87

NOTE Confidence: 0.8405984

00:44:22.443 --> 00:44:24.518 of this approach and I said, well,

NOTE Confidence: 0.8405984

00:44:24.518 --> 00:44:26.744 I think about it at 4 levels.

NOTE Confidence: 0.8405984

00:44:26.750 --> 00:44:28.654 You know the first is that you

NOTE Confidence: 0.8405984

00:44:28.654 --> 00:44:30.965 know it was based on that research

NOTE Confidence: 0.8405984

00:44:30.965 --> 00:44:33.101 that I mentioned to you earlier.

NOTE Confidence: 0.8405984

00:44:33.110 --> 00:44:35.036 You know from from psychology and

NOTE Confidence: 0.8405984

00:44:35.036 --> 00:44:37.001 from neuroscience is from and the

NOTE Confidence: 0.8405984

00:44:37.001 --> 00:44:38.551 qualitative research that I mentioned

NOTE Confidence: 0.8405984

00:44:38.551 --> 00:44:40.783 you know is based on research about

NOTE Confidence: 0.8405984

00:44:40.783 --> 00:44:42.643 how people can develop and change

NOTE Confidence: 0.8405984

00:44:42.650 --> 00:44:44.869 and that was not research on GGV.

NOTE Confidence: 0.8405984

00:44:44.870 --> 00:44:46.610 He was just research on on

NOTE Confidence: 0.8405984

00:44:46.610 --> 00:44:47.480 people's developmental processes

NOTE Confidence: 0.8405984

00:44:47.480 --> 00:44:49.430 and learning processes. They say.

NOTE Confidence: 0.8405984

00:44:49.430 --> 00:44:51.650 But then the second level is

NOTE Confidence: 0.8405984

00:44:51.650 --> 00:44:53.219 we started to gather.

NOTE Confidence: 0.8405984

00:44:53.220 --> 00:44:54.552 You know, anecdotal stories.

NOTE Confidence: 0.8405984

00:44:54.552 --> 00:44:55.218 You know,

NOTE Confidence: 0.8405984

00:44:55.220 --> 00:44:57.182 we started to hear from people

NOTE Confidence: 0.8405984

00:44:57.182 --> 00:44:59.171 who have gone through the class

NOTE Confidence: 0.8405984

00:44:59.171 --> 00:45:01.019 and then had actually acted in

NOTE Confidence: 0.8405984

00:45:01.019 --> 00:45:03.125 this way and attributed it to

NOTE Confidence: 0.8405984

00:45:03.125 --> 00:45:04.905 the experiences that they had.

NOTE Confidence: 0.8405984

00:45:04.910 --> 00:45:07.374 And then we see the third level as

NOTE Confidence: 0.8405984

00:45:07.374 --> 00:45:09.383 we started to have some educators

NOTE Confidence: 0.8405984

00:45:09.383 --> 00:45:11.780 who would do pre and post kinds

NOTE Confidence: 0.8405984

00:45:11.780 --> 00:45:13.880 of surveys and they would look

NOTE Confidence: 0.8405984

00:45:13.880 --> 00:45:15.514 at the impacts of that.

NOTE Confidence: 0.8405984

00:45:15.514 --> 00:45:16.974 That's done most often in

NOTE Confidence: 0.8405984

00:45:16.974 --> 00:45:18.600 the field of accounting.

NOTE Confidence: 0.8405984

00:45:18.600 --> 00:45:20.700 There's some new papers that are coming

NOTE Confidence: 0.8405984

00:45:20.700 --> 00:45:22.786 out where they shows no significant

NOTE Confidence: 0.8405984

00:45:22.786 --> 00:45:25.042 differences in the way students respond.

NOTE Confidence: 0.8405984

00:45:25.050 --> 00:45:26.615 After going through the giving

NOTE Confidence: 0.8405984

00:45:26.615 --> 00:45:28.897 voice to values or the not giving

NOTE Confidence: 0.8405984

00:45:28.897 --> 00:45:30.847 those values and then the fourth

NOTE Confidence: 0.8405984

00:45:30.847 --> 00:45:32.773 level would be kind of the Holy

NOTE Confidence: 0.8405984

00:45:32.773 --> 00:45:34.288 Grail of this kind of research.

NOTE Confidence: 0.8405984

00:45:34.288 --> 00:45:35.480 And as I said,

NOTE Confidence: 0.8761434

00:45:35.480 --> 00:45:36.970 I'm not a social scientist,

NOTE Confidence: 0.8761434

00:45:36.970 --> 00:45:39.394 so I actually teamed up with a social

NOTE Confidence: 0.8761434

00:45:39.394 --> 00:45:41.836 scientist at Yale and we were trying to

NOTE Confidence: 0.8761434

00:45:41.836 --> 00:45:44.118 do some research where we would look at,

NOTE Confidence: 0.8761434

00:45:44.120 --> 00:45:46.339 you know, people who had had this

NOTE Confidence: 0.8761434

00:45:46.339 --> 00:45:48.178 experience and people who had not

NOTE Confidence: 0.8761434

00:45:48.178 --> 00:45:50.110 and then maybe two years later there

NOTE Confidence: 0.8761434

00:45:50.176 --> 00:45:52.480 was an ethical issue and and did they

NOTE Confidence: 0.8761434

00:45:52.480 --> 00:45:54.047 respond more appropriately or not.

NOTE Confidence: 0.8761434

00:45:54.047 --> 00:45:56.021 And frankly we couldn't design a

NOTE Confidence: 0.8761434

00:45:56.021 --> 00:45:57.947 study that work because it was just

NOTE Confidence: 0.8761434

00:45:57.947 --> 00:46:00.079 too much noise in the system obvious.

NOTE Confidence: 0.8761434

00:46:00.080 --> 00:46:02.208 Lee, you know you can't do it.

NOTE Confidence: 0.8761434

00:46:02.210 --> 00:46:03.730 You could find correlative connections,

NOTE Confidence: 0.8761434

00:46:03.730 --> 00:46:05.548 but you couldn't find causal connections.

NOTE Confidence: 0.8761434

00:46:05.550 --> 00:46:08.286 I don't know how you would design that study.

NOTE Confidence: 0.8761434

00:46:08.290 --> 00:46:09.810 I'm hoping there's some social

NOTE Confidence: 0.8761434

00:46:09.810 --> 00:46:11.330 scientists out there who can,

NOTE Confidence: 0.8761434

00:46:11.330 --> 00:46:13.148 but what the from the experience

NOTE Confidence: 0.8761434

00:46:13.148 --> 00:46:14.057 we were having,

NOTE Confidence: 0.8761434

00:46:14.060 --> 00:46:15.845 both with the folks who were doing

NOTE Confidence: 0.8761434

00:46:15.845 --> 00:46:18.119 the sort of pre and post studies with

NOTE Confidence: 0.8761434

00:46:18.119 --> 00:46:19.976 students and then also the experiences

NOTE Confidence: 0.8761434

00:46:19.976 --> 00:46:22.461 we were having in companies or companies

NOTE Confidence: 0.8761434

00:46:22.461 --> 00:46:24.775 were saying to us people are raising

NOTE Confidence: 0.8761434

00:46:24.775 --> 00:46:26.716 issues more often or sometimes when

NOTE Confidence: 0.8761434

00:46:26.716 --> 00:46:28.704 people will raise an issue they may

NOTE Confidence: 0.8761434

00:46:28.704 --> 00:46:30.728 still go to their ethics officer.

NOTE Confidence: 0.8761434

00:46:30.730 --> 00:46:31.278 And report,

NOTE Confidence: 0.8761434

00:46:31.278 --> 00:46:32.922 but rather than being a report

NOTE Confidence: 0.8761434

00:46:32.922 --> 00:46:33.930 for investigation purposes,

NOTE Confidence: 0.8761434

00:46:33.930 --> 00:46:35.967 they bring the issue to say look,

NOTE Confidence: 0.8761434

00:46:35.970 --> 00:46:38.007 I think there's something going on here.

NOTE Confidence: 0.8761434

00:46:38.010 --> 00:46:39.460 I want to address it.

NOTE Confidence: 0.8761434

00:46:39.460 --> 00:46:41.876 Will you work with me to create an

NOTE Confidence: 0.8761434

00:46:41.876 --> 00:46:43.083 effective strategy and scripting

NOTE Confidence: 0.8761434

00:46:43.083 --> 00:46:44.987 approach so that I can do it?

NOTE Confidence: 0.8761434

00:46:44.990 --> 00:46:47.027 I had this feedback from Lockheed Martin,

NOTE Confidence: 0.8761434

00:46:47.030 --> 00:46:48.535 the defense contractor and that

NOTE Confidence: 0.8761434

00:46:48.535 --> 00:46:50.519 you know from their point of view,

NOTE Confidence: 0.8761434

00:46:50.520 --> 00:46:52.152 that helps him feel like there's

NOTE Confidence: 0.8761434

00:46:52.152 --> 00:46:53.584 more true culture change because

NOTE Confidence: 0.8761434

00:46:53.584 --> 00:46:55.059 people were taking ownership for

NOTE Confidence: 0.8761434

00:46:55.059 --> 00:46:56.630 trying to address the issues.

NOTE Confidence: 0.8761434

00:46:56.630 --> 00:46:57.662 And then we started.

NOTE Confidence: 0.8761434

00:46:57.662 --> 00:46:59.607 We created a book series from Rutledge

NOTE Confidence: 0.8761434

00:46:59.607 --> 00:47:01.287 around giving voice to values,

NOTE Confidence: 0.8761434

00:47:01.290 --> 00:47:02.740 applying it to different areas.

NOTE Confidence: 0.8761434

00:47:02.740 --> 00:47:05.740 We have a new book coming out in the fall.

NOTE Confidence: 0.8761434

00:47:05.740 --> 00:47:07.092 On tactics for combining

NOTE Confidence: 0.8761434

00:47:07.092 --> 00:47:08.106 for combating racism,

NOTE Confidence: 0.8761434

00:47:08.110 --> 00:47:09.458 where it's actually examples

NOTE Confidence: 0.8761434

00:47:09.458 --> 00:47:10.806 of conversations you know,

NOTE Confidence: 0.8761434

00:47:10.810 --> 00:47:13.176 and the the woman who wrote it,

93

NOTE Confidence: 0.8761434

00:47:13.180 --> 00:47:13.872 you know,

NOTE Confidence: 0.8761434

00:47:13.872 --> 00:47:14.564 you know.

NOTE Confidence: 0.8761434

00:47:14.564 --> 00:47:16.294 She gives examples of real

NOTE Confidence: 0.8761434

00:47:16.294 --> 00:47:17.907 conversations and what people said,

NOTE Confidence: 0.8761434

00:47:17.910 --> 00:47:20.358 and then how you might respond in kind

NOTE Confidence: 0.8761434

00:47:20.358 --> 00:47:22.662 of talks about what can be effective

NOTE Confidence: 0.8761434

00:47:22.662 --> 00:47:25.010 and what might be less effective.

NOTE Confidence: 0.8761434

00:47:25.010 --> 00:47:27.554 And we've had similar as a book that

NOTE Confidence: 0.8761434

00:47:27.554 --> 00:47:30.012 was written for use in in medical

NOTE Confidence: 0.8761434

00:47:30.012 --> 00:47:31.767 schools for the medical ethics.

NOTE Confidence: 0.8761434

00:47:31.770 --> 00:47:33.888 Required courses you know where they

NOTE Confidence: 0.8761434

00:47:33.888 --> 00:47:35.690 actually introduced the the materials

NOTE Confidence: 0.8761434

00:47:35.690 --> 00:47:38.007 and the codes and the principles that.

NOTE Confidence: 0.8761434

00:47:38.010 --> 00:47:40.425 You already teach and need to teach,

NOTE Confidence: 0.8761434

00:47:40.430 --> 00:47:42.548 but then they also introduce giving

NOTE Confidence: 0.8761434

00:47:42.548 --> 00:47:45.338 voice to values and they have a set

NOTE Confidence: 0.8761434

00:47:45.338 --> 00:47:47.300 of like 10 scenarios that residents

NOTE Confidence: 0.8761434

00:47:47.373 --> 00:47:49.413 young physicians might face and then

NOTE Confidence: 0.8761434

00:47:49.413 --> 00:47:52.016 begin to try and apply the given West

NOTE Confidence: 0.8761434

00:47:52.016 --> 00:47:53.870 values methodology to how you might

NOTE Confidence: 0.8761434

00:47:53.926 --> 00:47:56.296 address them effectively in your workspace.

NOTE Confidence: 0.8761434

00:47:56.300 --> 00:47:56.644 Similarly,

NOTE Confidence: 0.8761434

00:47:56.644 --> 00:47:58.708 people in law have done that.

NOTE Confidence: 0.8761434

00:47:58.710 --> 00:48:00.010 People are applying it.

NOTE Confidence: 0.8761434

00:48:00.010 --> 00:48:02.405 We've got a book where someone is

NOTE Confidence: 0.8761434

00:48:02.405 --> 00:48:04.679 trying trying to apply it around

NOTE Confidence: 0.8761434

00:48:04.679 --> 00:48:06.595 sustainability with another book written

NOTE Confidence: 0.8761434

00:48:06.595 --> 00:48:09.080 to apply these ideas around young adult.

NOTE Confidence: 0.8761434

00:48:09.080 --> 00:48:10.735 Development so people sort of

NOTE Confidence: 0.8761434

00:48:10.735 --> 00:48:12.740 took it beyond the original idea.

NOTE Confidence: 0.8761434

00:48:12.740 --> 00:48:14.868 I'm going to wrap up and hopefully

NOTE Confidence: 0.8761434

00:48:14.868 --> 00:48:15.780 we have some

NOTE Confidence: 0.8372687

00:48:15.853 --> 00:48:17.409 time for some questions,

NOTE Confidence: 0.8372687

00:48:17.410 --> 00:48:19.396 but I think what you're probably

NOTE Confidence: 0.8372687

00:48:19.396 --> 00:48:21.435 gathering right now is that giving

NOTE Confidence: 0.8372687

00:48:21.435 --> 00:48:23.724 with values is really just a reframe.

NOTE Confidence: 0.8372687

00:48:23.730 --> 00:48:26.394 All it is is asking a different question.

NOTE Confidence: 0.8372687

00:48:26.400 --> 00:48:28.688 As I said earlier and I like to

NOTE Confidence: 0.8372687

00:48:28.688 --> 00:48:30.976 tell like to conclude by saying that

NOTE Confidence: 0.8372687

00:48:30.976 --> 00:48:33.390 GV is based on three reversals,

NOTE Confidence: 0.8372687

00:48:33.390 --> 00:48:34.734 three flips, or reversals.

NOTE Confidence: 0.8372687

00:48:34.734 --> 00:48:37.146 We've reversed what it is we're talking

NOTE Confidence: 0.8372687

00:48:37.146 --> 00:48:39.778 about when we talk about values and ethics.

NOTE Confidence: 0.8372687

00:48:39.780 --> 00:48:41.936 In organizations or in our wider lives,

NOTE Confidence: 0.8372687

00:48:41.940 --> 00:48:43.490 we've reversed who it is.

NOTE Confidence: 0.8372687

00:48:43.490 --> 00:48:45.030 We think we're talking to,

NOTE Confidence: 0.8372687

00:48:45.030 --> 00:48:46.580 and we've reversed how we

NOTE Confidence: 0.8372687

00:48:46.580 --> 00:48:47.510 have the conversation.

NOTE Confidence: 0.8372687

00:48:47.510 --> 00:48:49.666 So in terms of what it is,

NOTE Confidence: 0.8372687

00:48:49.670 --> 00:48:50.519 we're talking about,

NOTE Confidence: 0.8372687

00:48:50.519 --> 00:48:52.854 it used to be that I remember we

NOTE Confidence: 0.8372687

00:48:52.854 --> 00:48:54.324 would proudly proclaim this when

NOTE Confidence: 0.8372687

00:48:54.324 --> 00:48:56.469 I was at Harvard Business School,

NOTE Confidence: 0.8372687

00:48:56.470 --> 00:48:58.934 who would say no in our ethics classes.

NOTE Confidence: 0.8372687

00:48:58.940 --> 00:49:01.712 We don't focus on the so called clear cut,

NOTE Confidence: 0.8372687

00:49:01.720 --> 00:49:03.568 right? Wrong black and white issues.

NOTE Confidence: 0.8372687

00:49:03.570 --> 00:49:05.761 We focus on the grey issues because

NOTE Confidence: 0.8372687

00:49:05.761 --> 00:49:07.280 the clearcut issues are easy.

NOTE Confidence: 0.8372687

00:49:07.280 --> 00:49:10.124 We want to focus on the complex issues where.

NOTE Confidence: 0.8372687

00:49:10.130 --> 00:49:13.064 It's not so obvious and I used to think,

NOTE Confidence: 0.8372687

00:49:13.070 --> 00:49:14.426 yeah, that makes sense,

NOTE Confidence: 0.8372687

00:49:14.426 --> 00:49:17.000 but I've actually changed my mind on that.

NOTE Confidence: 0.8372687

00:49:17.000 --> 00:49:17.602 I mean,

NOTE Confidence: 0.8372687

00:49:17.602 --> 00:49:20.590 of course there are a lot of great issues,

NOTE Confidence: 0.8372687

00:49:20.590 --> 00:49:22.350 but reasonable people of goodwill

NOTE Confidence: 0.8372687

00:49:22.350 --> 00:49:24.110 and intelligence can legitimately do

NOTE Confidence: 0.8372687

00:49:24.167 --> 00:49:25.829 disagree on many of those issues.

NOTE Confidence: 0.8372687

00:49:25.830 --> 00:49:27.460 That's that's why they're grey.

NOTE Confidence: 0.8372687

00:49:27.460 --> 00:49:28.154 But nevertheless,

NOTE Confidence: 0.8372687

00:49:28.154 --> 00:49:31.389 there are a lot of issues where most of us,

NOTE Confidence: 0.8372687

00:49:31.390 --> 00:49:33.292 not everybody but most of us

NOTE Confidence: 0.8372687

00:49:33.292 --> 00:49:34.980 would have clicked would agree.

NOTE Confidence: 0.8372687

00:49:34.980 --> 00:49:37.269 You know, that's clearly over the line.

NOTE Confidence: 0.8372687

00:49:37.270 --> 00:49:38.905 It's clearly illegal or fraudulent

NOTE Confidence: 0.8372687

00:49:38.905 --> 00:49:40.559 or abusive. But just because?

NOTE Confidence: 0.8372687

00:49:40.559 --> 00:49:42.890 Most of us might feel that way.

NOTE Confidence: 0.8372687

00:49:42.890 --> 00:49:44.828 Doesn't mean that we feel able

NOTE Confidence: 0.8372687

00:49:44.828 --> 00:49:46.780 capable to be effective in acting.

NOTE Confidence: 0.8372687

00:49:46.780 --> 00:49:47.596 And So what?

NOTE Confidence: 0.8372687

00:49:47.596 --> 00:49:50.316 What we've decided to do is to focus more

NOTE Confidence: 0.8372687

00:49:50.316 --> 00:49:52.927 with the giving voice to values scenarios.

NOTE Confidence: 0.8372687

00:49:52.930 --> 00:49:54.550 On those more clearcut issues,

NOTE Confidence: 0.8372687

00:49:54.550 --> 00:49:56.671 because we find that if we focus

NOTE Confidence: 0.8372687

00:49:56.671 --> 00:49:59.140 on the grey issues we never get

NOTE Confidence: 0.8372687

00:49:59.140 --> 00:50:01.000 past the discussion about how

NOTE Confidence: 0.8372687

00:50:01.000 --> 00:50:03.136 many angels dance on the head of

NOTE Confidence: 0.8372687

00:50:03.136 --> 00:50:05.566 a pin to talk about how you might

NOTE Confidence: 0.8372687

00:50:05.566 --> 00:50:07.510 actually enact an act on something.

NOTE Confidence: 0.8372687

00:50:07.510 --> 00:50:09.160 Once you've decided which you

NOTE Confidence: 0.8372687

00:50:09.160 --> 00:50:11.250 believe is right and so we've.

NOTE Confidence: 0.8372687

00:50:11.250 --> 00:50:13.210 Try to focus on issues where most

NOTE Confidence: 0.8372687

00:50:13.210 --> 00:50:15.765 of us would agree mean you know that

NOTE Confidence: 0.8372687

00:50:15.765 --> 00:50:18.189 that's clearly over the line and it's

NOTE Confidence: 0.8372687

00:50:18.189 --> 00:50:20.319 interesting because I think if people

NOTE Confidence: 0.8372687

00:50:20.319 --> 00:50:22.278 get better at talking about that,

NOTE Confidence: 0.8372687

00:50:22.278 --> 00:50:24.150 it's actually going to make them

NOTE Confidence: 0.8372687

00:50:24.210 --> 00:50:25.880 better at discussing in dealing

NOTE Confidence: 0.8372687

00:50:25.880 --> 00:50:27.216 with the grey issues.

NOTE Confidence: 0.8372687

00:50:27.220 --> 00:50:29.080 I remember talking to a gentleman

NOTE Confidence: 0.8372687

00:50:29.080 --> 00:50:31.695 who designed a lot of The Who was

NOTE Confidence: 0.8372687

00:50:31.695 --> 00:50:33.663 responsible for designing the ethics and

NOTE Confidence: 0.8372687

00:50:33.724 --> 00:50:36.348 leadership programs for the for the US Army,

NOTE Confidence: 0.8372687

00:50:36.350 --> 00:50:37.980 just like 1.3 million in

NOTE Confidence: 0.8372687

00:50:37.980 --> 00:50:39.284 listed and civilian employees.

NOTE Confidence: 0.8372687

00:50:39.290 --> 00:50:41.240 And he was saying to me,

NOTE Confidence: 0.8372687

00:50:41.240 --> 00:50:41.924 you know,

NOTE Confidence: 0.8372687

00:50:41.924 --> 00:50:43.634 I've been working in this.

NOTE Confidence: 0.8372687

00:50:43.640 --> 00:50:46.144 Area for a number of years and it's

NOTE Confidence: 0.8372687

00:50:46.144 --> 00:50:47.965 so interesting to me that over

NOTE Confidence: 0.8372687

00:50:47.965 --> 00:50:50.021 the years the number of times that

NOTE Confidence: 0.8372687

00:50:50.021 --> 00:50:52.121 someone will say an issue is Gray

NOTE Confidence: 0.8372687

00:50:52.121 --> 00:50:53.874 just gets bigger and bigger and

NOTE Confidence: 0.8372687

00:50:53.874 --> 00:50:56.173 bigger and you know an when he was

NOTE Confidence: 0.8372687

00:50:56.173 --> 00:50:58.269 kind of pointing out is it wasn't that

NOTE Confidence: 0.87231106

00:50:58.334 --> 00:51:00.608 they were necessarily all that complex,

NOTE Confidence: 0.87231106

00:51:00.610 --> 00:51:02.120 it's just that it became

NOTE Confidence: 0.87231106

00:51:02.120 --> 00:51:03.940 easier to frame them that way.

NOTE Confidence: 0.87231106

00:51:03.940 --> 00:51:05.758 If you didn't actually feel like

NOTE Confidence: 0.87231106

00:51:05.758 --> 00:51:07.840 you had any options, and so that's

NOTE Confidence: 0.87231106

00:51:07.840 --> 00:51:10.300 part of why we focus on the more.

NOTE Confidence: 0.87231106

00:51:10.300 --> 00:51:13.648 As I say, clearcut issues see and the 2nd.

NOTE Confidence: 0.87231106

00:51:13.650 --> 00:51:16.346 Flip is who we think we're talking to.

NOTE Confidence: 0.87231106

00:51:16.350 --> 00:51:17.440 Now it used to be.

NOTE Confidence: 0.87231106

00:51:17.440 --> 00:51:18.735 I'd walk into a classroom where I'd

NOTE Confidence: 0.87231106

00:51:18.735 --> 00:51:20.236 walk into an organization, a company,

NOTE Confidence: 0.87231106

00:51:20.236 --> 00:51:21.622 and they tell you that most of

NOTE Confidence: 0.87231106

00:51:21.622 --> 00:51:23.108 the people here are good people.

NOTE Confidence: 0.87231106

00:51:23.110 --> 00:51:24.629 We just have a few bad apples,

NOTE Confidence: 0.87231106

00:51:24.630 --> 00:51:27.375 and those are the ones this program is for.

NOTE Confidence: 0.87231106

00:51:27.380 --> 00:51:29.576 But I actually think in the

NOTE Confidence: 0.87231106

00:51:29.576 --> 00:51:30.308 audience differently.

NOTE Confidence: 0.87231106

00:51:30.310 --> 00:51:32.501 This is based on some research by

NOTE Confidence: 0.87231106

00:51:32.501 --> 00:51:34.779 the late great deeds and Peter

NOTE Confidence: 0.87231106

00:51:34.779 --> 00:51:36.899 Crampton on ethics and negotiations,

NOTE Confidence: 0.87231106

00:51:36.900 --> 00:51:39.693 but we think of the organization or

NOTE Confidence: 0.87231106

00:51:39.693 --> 00:51:42.318 the classroom as a bell curve and

NOTE Confidence: 0.87231106

00:51:42.318 --> 00:51:45.115 we premise that at one tail end of

NOTE Confidence: 0.87231106

00:51:45.115 --> 00:51:47.530 the bell curve are the folks who

NOTE Confidence: 0.87231106

00:51:47.530 --> 00:51:49.556 would self identify as opportunists

NOTE Confidence: 0.87231106

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00:51:49.556 --> 00:51:51.651 and we would define opportunists

NOTE Confidence: 0.87231106

00:51:51.651 --> 00:51:53.912 as people who would say I will

NOTE Confidence: 0.87231106

00:51:53.912 --> 00:51:56.375 always try and act in my personal

NOTE Confidence: 0.87231106

00:51:56.375 --> 00:51:58.390 self interest regardless of values.

NOTE Confidence: 0.87231106

00:51:58.390 --> 00:52:00.262 Nobody falls into one of these

NOTE Confidence: 0.87231106

00:52:00.262 --> 00:52:01.510 categories all the time,

NOTE Confidence: 0.87231106

00:52:01.510 --> 00:52:03.946 but these are people who say that's

NOTE Confidence: 0.87231106

00:52:03.946 --> 00:52:05.847 my primary motivation and at the

NOTE Confidence: 0.87231106

00:52:05.847 --> 00:52:08.062 other tail end of the bell curve are

NOTE Confidence: 0.87231106

00:52:08.062 --> 00:52:10.246 the folks who would say who would

NOTE Confidence: 0.87231106

00:52:10.246 --> 00:52:11.845 identify self identify as idealists.

NOTE Confidence: 0.87231106

00:52:11.845 --> 00:52:13.795 These are the people who would

NOTE Confidence: 0.87231106

00:52:13.795 --> 00:52:14.928 say I would like.

NOTE Confidence: 0.87231106

00:52:14.930 --> 00:52:17.418 I will always try and after my values,

NOTE Confidence: 0.87231106

00:52:17.420 --> 00:52:19.490 regardless of the impact on myself

NOTE Confidence: 0.87231106

00:52:19.490 --> 00:52:21.468 interest what we premises is the

NOTE Confidence: 0.87231106

00:52:21.468 --> 00:52:23.344 majority of us fall under the belt.

NOTE Confidence: 0.87231106

00:52:23.350 --> 00:52:24.646 I put myself there,

NOTE Confidence: 0.87231106

00:52:24.646 --> 00:52:27.046 we call them pragmatists and we define

NOTE Confidence: 0.87231106

00:52:27.046 --> 00:52:29.386 pragmatists as people who would say.

NOTE Confidence: 0.87231106

00:52:29.390 --> 00:52:31.310 I would like to act on my values

NOTE Confidence: 0.87231106

00:52:31.310 --> 00:52:33.520 as long as it doesn't put me

NOTE Confidence: 0.87231106

00:52:33.520 --> 00:52:34.852 at a systematic disadvantage.

NOTE Confidence: 0.87231106

00:52:34.860 --> 00:52:36.438 Now that doesn't mean as long

NOTE Confidence: 0.87231106

00:52:36.438 --> 00:52:38.030 as I know I'll succeed.

NOTE Confidence: 0.87231106

00:52:38.030 --> 00:52:40.046 It doesn't mean as long as I

NOTE Confidence: 0.87231106

00:52:40.046 --> 00:52:41.769 know I'll never pay a price.

NOTE Confidence: 0.87231106

00:52:41.770 --> 00:52:44.362 It simply means I think I have a shot.

NOTE Confidence: 0.87231106

00:52:44.370 --> 00:52:46.379 I think I have a chance now.

NOTE Confidence: 0.87231106

00:52:46.380 --> 00:52:48.396 If you define your audience that way,

NOTE Confidence: 0.87231106

00:52:48.400 --> 00:52:50.143 I don't really think I have the

NOTE Confidence: 0.87231106

00:52:50.143 --> 00:52:51.850 power to change the opportunists.

NOTE Confidence: 0.87231106

00:52:51.850 --> 00:52:53.874 I think there will always be with us

NOTE Confidence: 0.87231106

00:52:53.874 --> 00:52:56.459 and I'm not so worried about the idealists.

NOTE Confidence: 0.87231106

00:52:56.460 --> 00:52:59.673 Except I would like them to be more skillful.

NOTE Confidence: 0.87231106

00:52:59.680 --> 00:53:01.906 But we're really focusing on the pragmatists,

NOTE Confidence: 0.87231106

00:53:01.910 --> 00:53:04.059 and we're saying we want to give

NOTE Confidence: 0.87231106

00:53:04.059 --> 00:53:06.350 you the skills we want to give

NOTE Confidence: 0.87231106

00:53:06.350 --> 00:53:07.654 you the literal scripts,

NOTE Confidence: 0.87231106

00:53:07.660 --> 00:53:09.886 the arguments we want to give you,

NOTE Confidence: 0.87231106

00:53:09.890 --> 00:53:10.844 the rehearsal practice,

NOTE Confidence: 0.87231106

00:53:10.844 --> 00:53:12.752 and the peer coaching to be.

NOTE Confidence: 0.87231106

00:53:12.760 --> 00:53:15.175 And the positive examples to be who

NOTE Confidence: 0.87231106

00:53:15.175 --> 00:53:17.539 you already want to be at your best.

NOTE Confidence: 0.87231106

00:53:17.540 --> 00:53:19.140 We're not trying to change,

NOTE Confidence: 0.87231106

00:53:19.140 --> 00:53:20.730 you were trying to enable.

NOTE Confidence: 0.87231106

00:53:20.730 --> 00:53:22.650 You were trying to empower you,

NOTE Confidence: 0.87231106

00:53:22.650 --> 00:53:24.883 and our premise is that if enough

NOTE Confidence: 0.87231106

00:53:24.883 --> 00:53:25.840 of the pragmatists,

NOTE Confidence: 0.87231106

00:53:25.840 --> 00:53:27.926 an the idea lists are more likely

NOTE Confidence: 0.87231106

00:53:27.926 --> 00:53:30.108 to do this and more skillful.

NOTE Confidence: 0.87231106

00:53:30.110 --> 00:53:31.082 At enacting it,

NOTE Confidence: 0.87231106

00:53:31.082 --> 00:53:33.026 it changes the water that the

NOTE Confidence: 0.87231106

00:53:33.026 --> 00:53:34.300 opportunists are swimming in.

NOTE Confidence: 0.87231106

00:53:34.300 --> 00:53:36.040 So the calculus that they do

NOTE Confidence: 0.87231106

00:53:36.040 --> 00:53:37.200 to determine what is

NOTE Confidence: 0.86075485

00:53:37.263 --> 00:53:39.503 in their self interest has to shift

NOTE Confidence: 0.86075485

00:53:39.503 --> 00:53:42.238 because they can't rely on the same level

NOTE Confidence: 0.86075485

00:53:42.238 --> 00:53:44.280 of silent complicity from everybody else.

NOTE Confidence: 0.86075485

00:53:44.280 --> 00:53:47.160 So that's how we've sort of flipped who we

NOTE Confidence: 0.86075485

00:53:47.230 --> 00:53:49.897 think we're talking to in these classes.

NOTE Confidence: 0.86075485

00:53:49.900 --> 00:53:51.012 And then, finally, we've.

NOTE Confidence: 0.86075485

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00:53:51.012 --> 00:53:53.390 We've flipped how we have the conversation,

NOTE Confidence: 0.86075485

00:53:53.390 --> 00:53:55.518 and I've already described that to you

NOTE Confidence: 0.86075485

00:53:55.518 --> 00:53:57.824 instead of asking what's right, we ask,

NOTE Confidence: 0.86075485

00:53:57.824 --> 00:54:00.360 how do you get the right thing done,

NOTE Confidence: 0.86075485

00:54:00.360 --> 00:54:03.015 and we engage you in pre scripting and action

NOTE Confidence: 0.86075485

00:54:03.015 --> 00:54:05.119 planning and rehearsal and peer coaching.

NOTE Confidence: 0.86075485

00:54:05.120 --> 00:54:07.648 It's not a role play role plays are,

NOTE Confidence: 0.86075485

00:54:07.650 --> 00:54:08.736 you know,

NOTE Confidence: 0.86075485

00:54:08.736 --> 00:54:11.994 traditional role plays an adverse aerial.

NOTE Confidence: 0.86075485

00:54:12.000 --> 00:54:14.696 I remember when I was still a Columbia,

NOTE Confidence: 0.86075485

00:54:14.700 --> 00:54:16.716 there was a very he's still.

NOTE Confidence: 0.86075485

00:54:16.720 --> 00:54:18.736 There was very experienced, very senior,

NOTE Confidence: 0.86075485

00:54:18.740 --> 00:54:20.140 very respected leadership faculty

NOTE Confidence: 0.86075485

00:54:20.140 --> 00:54:22.615 member there and he was very committed

NOTE Confidence: 0.86075485

00:54:22.615 --> 00:54:24.792 to values driven leadership and so he

NOTE Confidence: 0.86075485

00:54:24.792 --> 00:54:27.168 saw all these stories at the Columbia.

NOTE Confidence: 0.86075485

00:54:27.170 --> 00:54:29.132 Students were writing an he said

NOTE Confidence: 0.86075485

00:54:29.132 --> 00:54:30.870 to me he said Mary,

NOTE Confidence: 0.86075485

00:54:30.870 --> 00:54:32.886 I want to design, you know,

NOTE Confidence: 0.86075485

00:54:32.890 --> 00:54:35.230 an optional voluntary workshop for the

NOTE Confidence: 0.86075485

00:54:35.230 --> 00:54:37.728 MBA students where we'll take a few

NOTE Confidence: 0.86075485

00:54:37.728 --> 00:54:39.765 of those scenarios and will have the

NOTE Confidence: 0.86075485

00:54:39.829 --> 00:54:42.055 students come in and will have them.

NOTE Confidence: 0.86075485

00:54:42.060 --> 00:54:44.880 Respond to them and the way he set it up.

NOTE Confidence: 0.86075485

00:54:44.880 --> 00:54:45.892 This is pre GGV,

NOTE Confidence: 0.86075485

00:54:45.892 --> 00:54:48.550 so it was part of the influence to me.

NOTE Confidence: 0.86075485

00:54:48.550 --> 00:54:52.330 But he said the way he set it up is that.

NOTE Confidence: 0.86075485

00:54:52.330 --> 00:54:54.773 He would share a scenario and he

NOTE Confidence: 0.86075485

00:54:54.773 --> 00:54:56.825 would invite students in the group

NOTE Confidence: 0.86075485

00:54:56.825 --> 00:54:59.002 to to voice a values based position

NOTE Confidence: 0.86075485

00:54:59.066 --> 00:55:00.876 in response to the scenario,

NOTE Confidence: 0.86075485

00:55:00.880 --> 00:55:03.267 and he played the bad guy right.

NOTE Confidence: 0.86075485

00:55:03.270 --> 00:55:05.322 The manager who is telling you

NOTE Confidence: 0.86075485

00:55:05.322 --> 00:55:06.690 to do something illegal,

NOTE Confidence: 0.86075485

00:55:06.690 --> 00:55:08.790 or whoever the villain in the scenario

NOTE Confidence: 0.86075485

00:55:08.790 --> 00:55:10.558 was now this particular faculty

NOTE Confidence: 0.86075485

00:55:10.558 --> 00:55:12.812 member was very sharp, very crisp,

NOTE Confidence: 0.86075485

00:55:12.812 --> 00:55:15.059 and it's thinking very quick on his

NOTE Confidence: 0.86075485

00:55:15.059 --> 00:55:17.296 feet and a little bit intimidating.

NOTE Confidence: 0.86075485

00:55:17.300 --> 00:55:19.631 And so the first scenario or two

NOTE Confidence: 0.86075485

00:55:19.631 --> 00:55:21.399 student would raise their hand.

NOTE Confidence: 0.86075485

00:55:21.400 --> 00:55:22.042 You know,

NOTE Confidence: 0.86075485

00:55:22.042 --> 00:55:23.968 it's like sheep to the slaughter

NOTE Confidence: 0.86075485

00:55:23.968 --> 00:55:25.579 they would start speaking.

NOTE Confidence: 0.86075485

00:55:25.580 --> 00:55:27.155 And this professor would just

NOTE Confidence: 0.86075485

00:55:27.155 --> 00:55:28.100 shoot them down.

NOTE Confidence: 0.86075485

00:55:28.100 --> 00:55:30.440 You know very easily and very quickly and so

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NOTE Confidence: 0.86075485

00:55:30.440 --> 00:55:32.827 very quickly nobody would volunteer anymore,

NOTE Confidence: 0.86075485

00:55:32.830 --> 00:55:33.466 you know.

NOTE Confidence: 0.86075485

00:55:33.466 --> 00:55:36.010 And so it ended up being a reinforcement

NOTE Confidence: 0.86075485

00:55:36.079 --> 00:55:38.495 about how impossible it is to do this.

NOTE Confidence: 0.86075485

00:55:38.500 --> 00:55:40.411 And So what we've decided is that

NOTE Confidence: 0.86075485

00:55:40.411 --> 00:55:42.279 it's not that adversarial role.

NOTE Confidence: 0.86075485

00:55:42.280 --> 00:55:44.485 Plays can't be a good way to

NOTE Confidence: 0.86075485

00:55:44.485 --> 00:55:45.430 sharpen your skills.

NOTE Confidence: 0.86075485

00:55:45.430 --> 00:55:46.312 They certainly can,

NOTE Confidence: 0.86075485

00:55:46.312 --> 00:55:48.076 but you need to think about

NOTE Confidence: 0.86075485

00:55:48.076 --> 00:55:49.839 this in the developmental way,

NOTE Confidence: 0.86075485

00:55:49.840 --> 00:55:51.898 and we need to actually give

NOTE Confidence: 0.86075485

00:55:51.898 --> 00:55:53.901 people the opportunity to all be

NOTE Confidence: 0.86075485

00:55:53.901 --> 00:55:55.875 on the same side trying to build.

NOTE Confidence: 0.86075485

00:55:55.880 --> 00:55:57.464 An effective script and then they

NOTE Confidence: 0.86075485

110

00:55:57.464 --> 00:55:59.547 get to pick an action plan and they

NOTE Confidence: 0.86075485

00:55:59.547 --> 00:56:01.595 get to peer coach on it and they

NOTE Confidence: 0.86075485

00:56:01.595 --> 00:56:03.478 get to point out what doesn't work.

NOTE Confidence: 0.86075485

00:56:03.480 --> 00:56:05.568 You know they get to point out what.

NOTE Confidence: 0.86075485

00:56:05.570 --> 00:56:06.734 What is less effective,

NOTE Confidence: 0.86075485

00:56:06.734 --> 00:56:08.798 but only if they are engaged in

NOTE Confidence: 0.86075485

00:56:08.798 --> 00:56:10.562 being part of the group to try

NOTE Confidence: 0.86075485

00:56:10.562 --> 00:56:12.508 and enhance it to try and make it

NOTE Confidence: 0.86075485

00:56:12.508 --> 00:56:14.930 better so they work as a group to

NOTE Confidence: 0.86075485

00:56:14.930 --> 00:56:17.780 try and come up with the most.

NOTE Confidence: 0.86075485

00:56:17.780 --> 00:56:19.088 Skillful scripts and action

NOTE Confidence: 0.86075485

00:56:19.088 --> 00:56:20.396 plans for enacting values.

NOTE Confidence: 0.84392613

00:56:20.400 --> 00:56:21.336 Then, of course,

NOTE Confidence: 0.84392613

00:56:21.336 --> 00:56:23.932 you could still move on to an adverse

NOTE Confidence: 0.84392613

00:56:23.932 --> 00:56:26.305 aerial role play if you want to.

NOTE Confidence: 0.84392613

00:56:26.310 --> 00:56:28.599 After people have built up this muscle,

00:56:28.600 --> 00:56:30.240 but if you start there,

00:56:30.240 --> 00:56:32.370 it was actually reinforcing the sense

00:56:32.370 --> 00:56:34.509 that it was impossible to do this.

00:56:34.510 --> 00:56:37.453 And so that's, and that's why we do that,

00:56:37.460 --> 00:56:40.076 so that's kind of GV in a nutshell.

00:56:40.080 --> 00:56:42.278 There's many stories I can share with

00:56:42.278 --> 00:56:44.591 you about using it in different contexts

00:56:44.591 --> 00:56:46.970 or in different regions of the world.

00:56:46.970 --> 00:56:47.903 Different people's responses.

00:56:47.903 --> 00:56:49.769 But I'm going to stop there,

00:56:49.770 --> 00:56:50.622 as you can see,

00:56:50.622 --> 00:56:52.278 most of my examples came from business

00:56:52.278 --> 00:56:54.228 because that's where I've been working.

00:56:54.230 --> 00:56:56.579 But I'm really curious to learn from you all,

00:56:56.580 --> 00:56:57.628 whether you see implications

00:56:57.628 --> 00:56:59.200 in the work that you do,

NOTE Confidence: 0.84392613

00:56:59.200 --> 00:57:00.784 and I really appreciate the opportunity

NOTE Confidence: 0.84392613

00:57:00.784 --> 00:57:02.349 to share this with you today.

NOTE Confidence: 0.84392613

00:57:02.350 --> 00:57:02.870 Thank you.

NOTE Confidence: 0.8288503

00:57:05.790 --> 00:57:06.825 Thank you Mary.

NOTE Confidence: 0.8288503

00:57:06.825 --> 00:57:08.205 That was really terrific.

NOTE Confidence: 0.8288503

00:57:08.210 --> 00:57:10.208 I mean, I certainly in hearing

NOTE Confidence: 0.8288503

00:57:10.208 --> 00:57:12.000 you speak about this today.

NOTE Confidence: 0.8288503

00:57:12.000 --> 00:57:13.950 Could imagine many applications within

NOTE Confidence: 0.8288503

00:57:13.950 --> 00:57:16.743 our own department as we try to take

NOTE Confidence: 0.8288503

00:57:16.743 --> 00:57:19.250 on great some work and being more of

NOTE Confidence: 0.8288503

00:57:19.250 --> 00:57:21.320 an anti racism culture for example.

NOTE Confidence: 0.8288503

00:57:21.320 --> 00:57:23.856 But let me see if there are any

NOTE Confidence: 0.8288503

00:57:23.856 --> 00:57:25.459 questions from the audience.

NOTE Confidence: 0.8288503

00:57:25.460 --> 00:57:28.084 You can either put them in the chat

NOTE Confidence: 0.8288503

00:57:28.084 --> 00:57:30.630 and I can share them with Mary.

NOTE Confidence: 0.85770994

00:57:44.250 --> 00:57:46.929 Well Mary, I have one question for you.

NOTE Confidence: 0.85770994

00:57:46.929 --> 00:57:49.120 You mentioned that that in this book

NOTE Confidence: 0.85770994

00:57:49.178 --> 00:57:51.098 series that you're you're you're

NOTE Confidence: 0.85770994

00:57:51.098 --> 00:57:53.300 editing this series, is that right?

NOTE Confidence: 0.85770994

00:57:53.300 --> 00:57:55.986 Yeah, you have a series on how to deal

NOTE Confidence: 0.85770994

00:57:55.986 --> 00:57:58.982 with racism in the workplace and and who's

NOTE Confidence: 0.85770994

00:57:58.982 --> 00:58:01.300 writing that that particular book? Yeah,

NOTE Confidence: 0.85770994

00:58:01.300 --> 00:58:03.304 I'm very fortunate it's being written

NOTE Confidence: 0.85770994

00:58:03.304 --> 00:58:05.640 by a woman named Shannon Prince.

NOTE Confidence: 0.85770994

00:58:05.640 --> 00:58:07.660 She's a Harvard trained lawyer,

NOTE Confidence: 0.85770994

00:58:07.660 --> 00:58:10.264 but I met her because I teach

NOTE Confidence: 0.85770994

00:58:10.264 --> 00:58:12.888 in a program called fast Fee,

NOTE Confidence: 0.85770994

00:58:12.890 --> 00:58:16.114 which is stands for a fellowship at Ash.

NOTE Confidence: 0.85770994

00:58:16.120 --> 00:58:18.436 Fits for the study of professional

NOTE Confidence: 0.85770994

00:58:18.436 --> 00:58:21.294 ethics and what this program does is

NOTE Confidence: 0.85770994

114

00:58:21.294 --> 00:58:23.772 we bring together new new physicians,

NOTE Confidence: 0.85770994

00:58:23.780 --> 00:58:25.790 recent graduates from Med school,

NOTE Confidence: 0.85770994

00:58:25.790 --> 00:58:27.398 new lawyers, new journalists,

NOTE Confidence: 0.85770994

00:58:27.398 --> 00:58:29.006 new business MBA students,

NOTE Confidence: 0.85770994

00:58:29.010 --> 00:58:30.622 new seminarians, multi denominational,

NOTE Confidence: 0.85770994

00:58:30.622 --> 00:58:33.040 and we're about to add engineering.

NOTE Confidence: 0.85770994

00:58:33.040 --> 00:58:34.492 I think in architecture,

NOTE Confidence: 0.85770994

00:58:34.492 --> 00:58:35.944 but we bring together

NOTE Confidence: 0.85770994

00:58:35.944 --> 00:58:37.610 these young professionals.

NOTE Confidence: 0.85770994

00:58:37.610 --> 00:58:40.165 It's a competitive fellowship application

NOTE Confidence: 0.85770994

00:58:40.165 --> 00:58:44.029 and they spend a couple weeks and we

NOTE Confidence: 0.85770994

00:58:44.029 --> 00:58:46.483 we visit historical sites in Berlin

NOTE Confidence: 0.85770994

00:58:46.483 --> 00:58:49.051 and Anushree engine and assets and

NOTE Confidence: 0.85770994

00:58:49.051 --> 00:58:52.040 we look at what people in their

NOTE Confidence: 0.85770994

00:58:52.040 --> 00:58:55.190 profession did for good and ill during

NOTE Confidence: 0.85770994

00:58:55.190 --> 00:58:58.355 World War Two during the Nazi period.

NOTE Confidence: 0.85770994

00:58:58.360 --> 00:59:01.018 And then we look at contemporary

NOTE Confidence: 0.85770994

00:59:01.018 --> 00:59:03.286 ethical challenges in their profession

NOTE Confidence: 0.85770994

00:59:03.286 --> 00:59:05.770 and try and understand what can

NOTE Confidence: 0.85770994

00:59:05.770 --> 00:59:08.419 we learn from these experiences.

NOTE Confidence: 0.85770994

00:59:08.420 --> 00:59:10.660 And Shannon was in the long group

NOTE Confidence: 0.85770994

00:59:10.660 --> 00:59:13.050 I taught in the business group,

NOTE Confidence: 0.85770994

00:59:13.050 --> 00:59:15.180 so she wasn't in my classes.

NOTE Confidence: 0.85770994

00:59:15.180 --> 00:59:17.316 But I met her through that.

NOTE Confidence: 0.85770994

00:59:17.320 --> 00:59:18.388 She's a very,

NOTE Confidence: 0.85770994

00:59:18.388 --> 00:59:19.456 very thoughtful person,

NOTE Confidence: 0.85770994

00:59:19.460 --> 00:59:22.084 and what I love about the way Shannon

NOTE Confidence: 0.85770994

00:59:22.084 --> 00:59:24.800 talks when she talks about these issues.

NOTE Confidence: 0.85770994

00:59:24.800 --> 00:59:27.626 And I think it's a very useful tool for

NOTE Confidence: 0.85770994

00:59:27.626 --> 00:59:30.485 talking about any kind of identity conflicts,

NOTE Confidence: 0.85770994

00:59:30.490 --> 00:59:31.910 is that she's really.

NOTE Confidence: 0.85770994

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00:59:31.910 --> 00:59:32.975 She uses stories.

NOTE Confidence: 0.85770994

00:59:32.980 --> 00:59:35.116 She uses stories to illustrate examples,

NOTE Confidence: 0.85770994

00:59:35.120 --> 00:59:36.900 and she draws on history,

NOTE Confidence: 0.85770994

00:59:36.900 --> 00:59:39.846 and she also tends to be.

NOTE Confidence: 0.85770994

00:59:39.850 --> 00:59:41.565 Very economical and her expression

NOTE Confidence: 0.85770994

00:59:41.565 --> 00:59:43.280 so even though she's telling

NOTE Confidence: 0.85770994

00:59:43.334 --> 00:59:44.750 a really compelling story,

NOTE Confidence: 0.85770994

00:59:44.750 --> 00:59:46.500 she does it very economically.

NOTE Confidence: 0.85770994

00:59:46.500 --> 00:59:49.780 An I I'm I'm looking forward to to

NOTE Confidence: 0.85770994

00:59:49.780 --> 00:59:52.898 the book coming out in the fall.

NOTE Confidence: 0.85770994

00:59:52.900 --> 00:59:53.605 That's great.

NOTE Confidence: 0.85770994

00:59:53.605 --> 00:59:54.315 In fact,

NOTE Confidence: 0.85770994

00:59:54.315 --> 00:59:55.729 one person in the

NOTE Confidence: 0.8596994

00:59:55.730 --> 00:59:57.345 audience mentioned that he that

NOTE Confidence: 0.8596994

00:59:57.345 --> 00:59:59.672 he thought it would be helpful for

NOTE Confidence: 0.8596994

00:59:59.672 --> 01:00:01.933 us to build up muscle memory in

NOTE Confidence: 0.8596994

01:00:01.933 --> 01:00:03.520 responding to microaggressions.

NOTE Confidence: 0.8596994

01:00:03.520 --> 01:00:06.706 So absolutely in fact, I can tell you when

NOTE Confidence: 0.8596994

01:00:06.710 --> 01:00:09.188 I was when I was still at

NOTE Confidence: 0.8596994

01:00:09.188 --> 01:00:10.250 Harvard Business School,

NOTE Confidence: 0.8596994

01:00:10.250 --> 01:00:12.368 I proposed that we would create.

NOTE Confidence: 0.8596994

01:00:12.370 --> 01:00:14.494 I created and taught the first

NOTE Confidence: 0.8596994

01:00:14.494 --> 01:00:15.910 course on managing diversity,

NOTE Confidence: 0.8596994

01:00:15.910 --> 01:00:18.129 which is what we called it in

NOTE Confidence: 0.8596994

01:00:18.129 --> 01:00:19.800 those days managing diversity.

NOTE Confidence: 0.8596994

01:00:19.800 --> 01:00:20.510 Now that's.

NOTE Confidence: 0.8576684

01:00:22.550 --> 01:00:24.671 But I remember the reason I wanted

NOTE Confidence: 0.8576684

01:00:24.671 --> 01:00:26.695 to develop that course was because

NOTE Confidence: 0.8576684

01:00:26.695 --> 01:00:28.795 I didn't have that muscle memory.

NOTE Confidence: 0.8576684

01:00:28.800 --> 01:00:32.014 It, you know, I was a kind of person where I

NOTE Confidence: 0.8576684

01:00:32.014 --> 01:00:34.716 would observe what I thought were injustices,

NOTE Confidence: 0.8576684

01:00:34.720 --> 01:00:37.321 or you know, in equity. And but I,

NOTE Confidence: 0.8576684

01:00:37.321 --> 01:00:39.990 I'm sort of an introvert and you know,

NOTE Confidence: 0.8576684

01:00:39.990 --> 01:00:42.614 I I was a little bit risk averse.

NOTE Confidence: 0.8576684

01:00:42.620 --> 01:00:44.260 I didn't really enjoy arguments,

NOTE Confidence: 0.8576684

01:00:44.260 --> 01:00:46.240 so I thought I'm not really

NOTE Confidence: 0.8576684

01:00:46.240 --> 01:00:47.230 equipped to intervene.

NOTE Confidence: 0.8576684

01:00:47.230 --> 01:00:49.662 So I'm doomed to see these things and

NOTE Confidence: 0.8576684

01:00:49.662 --> 01:00:52.379 then be a bystander passive bystander.

NOTE Confidence: 0.8576684

01:00:52.380 --> 01:00:53.766 And I wanted to change that.

NOTE Confidence: 0.8576684

01:00:53.770 --> 01:00:54.442 So I thought.

NOTE Confidence: 0.8576684

01:00:54.442 --> 01:00:56.010 Well, maybe you know the best way

NOTE Confidence: 0.8576684

01:00:56.065 --> 01:00:57.689 to learn something is to teach it.

NOTE Confidence: 0.8576684

01:00:57.690 --> 01:00:58.434 As you all know.

NOTE Confidence: 0.8576684

01:00:58.434 --> 01:01:00.366 So I thought maybe if I you know study

NOTE Confidence: 0.8576684

01:01:00.366 --> 01:01:02.158 this and gather examples and write cases

NOTE Confidence: 0.8576684

01:01:02.205 --> 01:01:04.157 and develop a course and teach the course,

NOTE Confidence: 0.8576684

01:01:04.160 --> 01:01:05.320 I'll get better at this.

NOTE Confidence: 0.8576684

01:01:05.320 --> 01:01:05.962 So I did.

NOTE Confidence: 0.8576684

01:01:05.962 --> 01:01:07.860 It took two years to develop this course,

NOTE Confidence: 0.8576684

01:01:07.860 --> 01:01:09.240 get it approved and run it.

NOTE Confidence: 0.8576684

01:01:09.240 --> 01:01:10.400 The course was very successful,

NOTE Confidence: 0.8576684

01:01:10.400 --> 01:01:12.540 the students loved it.

NOTE Confidence: 0.8576684

01:01:12.540 --> 01:01:14.843 And at the end of the course

NOTE Confidence: 0.8576684

01:01:14.843 --> 01:01:16.819 I felt good about that,

NOTE Confidence: 0.8576684

01:01:16.820 --> 01:01:18.998 but I remember actually being near

NOTE Confidence: 0.8576684

01:01:18.998 --> 01:01:21.110 tears because I felt you know,

NOTE Confidence: 0.8576684

01:01:21.110 --> 01:01:23.246 but I haven't addressed my need.

NOTE Confidence: 0.8576684

01:01:23.250 --> 01:01:25.749 You know, I'm still the same person.

NOTE Confidence: 0.8576684

01:01:25.750 --> 01:01:28.606 I still I'm not likely to do this.

NOTE Confidence: 0.8576684

01:01:28.610 --> 01:01:30.890 And yet in the two to six months

NOTE Confidence: 0.8576684

01:01:30.890 --> 01:01:33.597 after I finished teaching the course,

NOTE Confidence: 0.8576684

01:01:33.600 --> 01:01:35.210 I had several compelling experiences

NOTE Confidence: 0.8576684

01:01:35.210 --> 01:01:37.571 for me where I was in situations

NOTE Confidence: 0.8576684

01:01:37.571 --> 01:01:39.641 where there were real sort of

NOTE Confidence: 0.8576684

01:01:39.641 --> 01:01:41.100 discrimina Tori experiences.

NOTE Confidence: 0.8576684

01:01:41.100 --> 01:01:42.644 And I found myself.

NOTE Confidence: 0.8576684

01:01:42.644 --> 01:01:44.188 Speaking and speaking effectively

NOTE Confidence: 0.8576684

01:01:44.188 --> 01:01:46.443 and not in a way that like

NOTE Confidence: 0.8576684

01:01:46.443 --> 01:01:48.250 you're being racist or you know,

NOTE Confidence: 0.8576684

01:01:48.250 --> 01:01:49.466 but really sometimes they

NOTE Confidence: 0.8576684

01:01:49.466 --> 01:01:50.986 used a little gentle humor.

NOTE Confidence: 0.8576684

01:01:50.990 --> 01:01:52.520 Sometimes it was asking questions,

NOTE Confidence: 0.8576684

01:01:52.520 --> 01:01:55.016 but whatever it was and I found myself

NOTE Confidence: 0.8576684

01:01:55.016 --> 01:01:56.580 addressing the issues effectively and

NOTE Confidence: 0.8576684

01:01:56.580 --> 01:01:59.230 it's not that I do this all the time.

NOTE Confidence: 0.8576684

01:01:59.230 --> 01:02:01.358 It's not that I'm perfect at it,

NOTE Confidence: 0.8576684

01:02:01.360 --> 01:02:03.238 but I just realized I would

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NOTE Confidence: 0.8576684

01:02:03.238 --> 01:02:05.020 never have done that at all.

NOTE Confidence: 0.8576684

01:02:05.020 --> 01:02:07.460 And what I realized was I was rehearsing,

NOTE Confidence: 0.8576684

01:02:07.460 --> 01:02:08.100 you know,

NOTE Confidence: 0.8576684

01:02:08.100 --> 01:02:09.700 even unconsciously I was pre

NOTE Confidence: 0.8576684

01:02:09.700 --> 01:02:10.992 scripting and rehearsing by

NOTE Confidence: 0.8576684

01:02:10.992 --> 01:02:12.648 gathering all these stories that I,

NOTE Confidence: 0.8576684

01:02:12.650 --> 01:02:14.618 you know, shared in the class.

NOTE Confidence: 0.8576684

01:02:14.620 --> 01:02:17.460 And so for me that was pre GV.

NOTE Confidence: 0.8576684

01:02:17.460 --> 01:02:20.076 But that was one of the inputs into

NOTE Confidence: 0.8576684

01:02:20.076 --> 01:02:22.298 developing giving voice to values which

NOTE Confidence: 0.8576684

01:02:22.298 --> 01:02:24.554 actually came from a diversity context,

NOTE Confidence: 0.8576684

01:02:24.560 --> 01:02:26.165 although that wasn't.

NOTE Confidence: 0.8576684

01:02:26.165 --> 01:02:29.910 You know how I ended up producing.

NOTE Confidence: 0.8576684

01:02:29.910 --> 01:02:30.260 Great,

NOTE Confidence: 0.7992853

01:02:30.260 --> 01:02:31.640 that's a good example.

NOTE Confidence: 0.7992853

01:02:31.640 --> 01:02:33.365 Are there other dilemmas or

NOTE Confidence: 0.7992853

01:02:33.365 --> 01:02:35.645 issues that you could give us?

NOTE Confidence: 0.7992853

01:02:35.645 --> 01:02:37.305 Another example of that

NOTE Confidence: 0.7992853

01:02:37.305 --> 01:02:39.090 you think think might?

NOTE Confidence: 0.7992853

01:02:39.090 --> 01:02:40.570 Fit with you know.

NOTE Confidence: 0.7992853

01:02:40.570 --> 01:02:42.420 Sure, even a medical care

NOTE Confidence: 0.7992853

01:02:42.420 --> 01:02:44.640 setting or that sort of thing.

NOTE Confidence: 0.85863256

01:02:45.190 --> 01:02:47.774 Yeah, so the example it was going to

NOTE Confidence: 0.85863256

01:02:47.774 --> 01:02:50.427 give was not a medical care setting,

NOTE Confidence: 0.85863256

01:02:50.430 --> 01:02:52.866 but it was a diversity related example,

NOTE Confidence: 0.85863256

01:02:52.870 --> 01:02:55.534 right? And I think that it probably would

NOTE Confidence: 0.85863256

01:02:55.534 --> 01:02:57.749 transfer because medical settings are also,

NOTE Confidence: 0.85863256

01:02:57.750 --> 01:03:00.767 you know class structures just like a

NOTE Confidence: 0.85863256

01:03:00.767 --> 01:03:03.135 corporate organization is kind of a

NOTE Confidence: 0.85863256

01:03:03.135 --> 01:03:05.480 class structure and so the example that

NOTE Confidence: 0.85863256

01:03:05.551 --> 01:03:08.211 was going to give is of a woman who was

NOTE Confidence: 0.85863256

01:03:08.220 --> 01:03:10.972 a with a consultant and and someone who

NOTE Confidence: 0.85863256

01:03:10.972 --> 01:03:13.231 studied issues of identity and diversity

NOTE Confidence: 0.85863256

01:03:13.231 --> 01:03:16.190 and inclusion and all those kinds of issues.

NOTE Confidence: 0.85863256

01:03:16.190 --> 01:03:18.782 And she got hired to do a consulting

NOTE Confidence: 0.85863256

01:03:18.782 --> 01:03:21.323 project with one of the major financial

NOTE Confidence: 0.85863256

01:03:21.323 --> 01:03:23.678 institutions in New York and they

NOTE Confidence: 0.85863256

01:03:23.678 --> 01:03:25.966 were concerned because, you know,

NOTE Confidence: 0.85863256

01:03:25.966 --> 01:03:28.206 basically their senior leadership with

NOTE Confidence: 0.85863256

01:03:28.206 --> 01:03:31.286 all white male an so they wanted her to

NOTE Confidence: 0.85863256

01:03:31.286 --> 01:03:34.320 do a series of interviews and kind of a

NOTE Confidence: 0.85863256

01:03:34.320 --> 01:03:36.540 study to identify where the challenges

NOTE Confidence: 0.85863256

01:03:36.540 --> 01:03:39.130 were in to give them some recommendations.

NOTE Confidence: 0.85863256

01:03:39.130 --> 01:03:41.350 And so she she was quite

NOTE Confidence: 0.85863256

01:03:41.350 --> 01:03:42.830 knowledgeable about the field.

NOTE Confidence: 0.85863256

01:03:42.830 --> 01:03:44.680 But she also like me.

NOTE Confidence: 0.85863256

01:03:44.680 --> 01:03:47.086 She was also not a really.

NOTE Confidence: 0.85863256

01:03:47.090 --> 01:03:49.253 She she was an introvert and she

NOTE Confidence: 0.85863256

01:03:49.253 --> 01:03:51.278 didn't really want to get into

NOTE Confidence: 0.85863256

01:03:51.278 --> 01:03:52.310 arguments with people.

NOTE Confidence: 0.85863256

01:03:52.310 --> 01:03:54.620 But she was very concerned and committed

NOTE Confidence: 0.85863256

01:03:54.620 --> 01:03:57.102 and so she was doing these interviews

NOTE Confidence: 0.85863256

01:03:57.102 --> 01:03:59.861 and so one of the interviews she did

NOTE Confidence: 0.85863256

01:03:59.861 --> 01:04:02.085 was was with one of the most senior

NOTE Confidence: 0.85863256

01:04:02.090 --> 01:04:04.380 managing director's at this firm.

NOTE Confidence: 0.85863256

01:04:04.380 --> 01:04:05.958 And she walked into his office,

NOTE Confidence: 0.85863256

01:04:05.960 --> 01:04:07.794 and you know she fell right away.

NOTE Confidence: 0.85863256

01:04:07.800 --> 01:04:09.688 This was not going to go well because

NOTE Confidence: 0.85863256

01:04:09.688 --> 01:04:11.535 he was sitting in his office and

NOTE Confidence: 0.85863256

01:04:11.535 --> 01:04:13.762 he had his arms crossed and he was

NOTE Confidence: 0.85863256

01:04:13.762 --> 01:04:14.898 kind of looking irritated.

NOTE Confidence: 0.85863256

01:04:14.900 --> 01:04:15.686 And you know,

NOTE Confidence: 0.85863256

01:04:15.686 --> 01:04:16.734 it's a transactional environment.

NOTE Confidence: 0.85863256

01:04:16.740 --> 01:04:18.258 Time is money and this seemed

NOTE Confidence: 0.85863256

01:04:18.258 --> 01:04:20.159 to him like a waste of time.

NOTE Confidence: 0.85863256

01:04:20.160 --> 01:04:22.256 And so she started asking him some questions.

NOTE Confidence: 0.85863256

01:04:22.260 --> 01:04:23.490 That kind of.

NOTE Confidence: 0.85863256

01:04:23.490 --> 01:04:24.310 You know,

NOTE Confidence: 0.85863256

01:04:24.310 --> 01:04:26.614 set the scene and when she got to

NOTE Confidence: 0.85863256

01:04:26.614 --> 01:04:28.818 the question about you know how much

NOTE Confidence: 0.85863256

01:04:28.818 --> 01:04:30.760 diversity is there in your team.

NOTE Confidence: 0.85863256

01:04:30.760 --> 01:04:32.300 The folks that you hire,

NOTE Confidence: 0.85863256

01:04:32.300 --> 01:04:34.491 he just got irritated and he just

NOTE Confidence: 0.85863256

01:04:34.491 --> 01:04:36.971 sort of kind of put his hands out

NOTE Confidence: 0.85863256

01:04:36.971 --> 01:04:38.436 and he said excuse me.

NOTE Confidence: 0.85863256

01:04:38.440 --> 01:04:41.710 But he said this is ********.

NOTE Confidence: 0.85863256

01:04:41.710 --> 01:04:43.754 I said, well, what do you mean?

NOTE Confidence: 0.85863256

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01:04:43.760 --> 01:04:44.844 And he said, well,

NOTE Confidence: 0.85863256

01:04:44.844 --> 01:04:46.980 you know I was the first person.

NOTE Confidence: 0.85863256

01:04:46.980 --> 01:04:48.792 The only person in this organization

NOTE Confidence: 0.85863256

01:04:48.792 --> 01:04:50.978 to hire an African American male as

NOTE Confidence: 0.85863256

01:04:50.978 --> 01:04:52.820 a senior senior professional in my

NOTE Confidence: 0.85863256

01:04:52.820 --> 01:04:54.994 team a couple of years ago and he

NOTE Confidence: 0.85863256

01:04:54.994 --> 01:04:57.528 didn't workout and I had to let him go.

NOTE Confidence: 0.85863256

01:04:57.530 --> 01:04:59.874 And I've been paying a price ever since.

NOTE Confidence: 0.85863256

01:04:59.880 --> 01:05:01.721 And then the company comes to me

NOTE Confidence: 0.85863256

01:05:01.721 --> 01:05:03.390 and starts talking about diversity.

NOTE Confidence: 0.85863256

01:05:03.390 --> 01:05:04.266 And, you know,

NOTE Confidence: 0.85863256

01:05:04.266 --> 01:05:05.434 they're being hypocritical here,

NOTE Confidence: 0.85863256

01:05:05.440 --> 01:05:08.077 and you know, he was just really worked out.

NOTE Confidence: 0.85863256

01:05:08.080 --> 01:05:10.200 So she told me that she was like

NOTE Confidence: 0.85863256

01:05:10.200 --> 01:05:11.960 she knew all the arguments.

NOTE Confidence: 0.85863256

01:05:11.960 --> 01:05:12.228 Intellectually,

NOTE Confidence: 0.85863256

01:05:12.228 --> 01:05:14.372 you know like if you hired a white

NOTE Confidence: 0.85863256

01:05:14.372 --> 01:05:15.906 male and they didn't work out,

NOTE Confidence: 0.85863256

01:05:15.910 --> 01:05:17.744 we do never hire another white male,

NOTE Confidence: 0.85863256

01:05:17.750 --> 01:05:19.060 you know, and she knew.

NOTE Confidence: 0.85863256

01:05:19.060 --> 01:05:20.838 Did this gentleman really get the the

NOTE Confidence: 0.85863256

01:05:20.838 --> 01:05:22.479 same support that everyone else did?

NOTE Confidence: 0.85863256

01:05:22.480 --> 01:05:24.058 She knew the things to ask,

NOTE Confidence: 0.85863256

01:05:24.060 --> 01:05:25.831 but she could tell that if she

NOTE Confidence: 0.85863256

01:05:25.831 --> 01:05:26.590 asked them to

NOTE Confidence: 0.86519885

01:05:26.653 --> 01:05:28.589 this guy he was just going to get

NOTE Confidence: 0.86519885

01:05:28.589 --> 01:05:30.627 more and more you know blocked off,

NOTE Confidence: 0.86519885

01:05:30.630 --> 01:05:33.024 you know he was on the offensive and he

NOTE Confidence: 0.86519885

01:05:33.024 --> 01:05:35.253 wasn't going to take that in and so she

NOTE Confidence: 0.86519885

01:05:35.253 --> 01:05:37.425 said she was trying to figure out how

NOTE Confidence: 0.86519885

01:05:37.425 --> 01:05:39.297 to move forward in the conversation and

NOTE Confidence: 0.86519885

01:05:39.297 --> 01:05:41.420 she said that what she came up with,

NOTE Confidence: 0.86519885

01:05:41.420 --> 01:05:42.772 partly just by time.

NOTE Confidence: 0.86519885

01:05:42.772 --> 01:05:44.462 But it was also sincere,

NOTE Confidence: 0.86519885

01:05:44.470 --> 01:05:46.437 and so she said she just kind

NOTE Confidence: 0.86519885

01:05:46.437 --> 01:05:48.460 of stayed calm and said So what

NOTE Confidence: 0.86519885

01:05:48.460 --> 01:05:50.134 price did you pay, you know?

NOTE Confidence: 0.86519885

01:05:50.134 --> 01:05:52.073 And she really wanted to know because

NOTE Confidence: 0.86519885

01:05:52.073 --> 01:05:54.406 he said he'd pay this price ever since,

NOTE Confidence: 0.86519885

01:05:54.410 --> 01:05:56.108 and she said it was remarkable.

NOTE Confidence: 0.86519885

01:05:56.110 --> 01:05:58.254 He just kind of sat back in his

NOTE Confidence: 0.86519885

01:05:58.254 --> 01:06:00.556 chair and his face kind of calm down

NOTE Confidence: 0.86519885

01:06:00.556 --> 01:06:02.930 and then he sort of sort of kaktus.

NOTE Confidence: 0.86519885

01:06:02.930 --> 01:06:04.350 And he said, you know,

NOTE Confidence: 0.86519885

01:06:04.350 --> 01:06:06.066 I've been telling that story for

NOTE Confidence: 0.86519885

01:06:06.066 --> 01:06:08.378 two years and no one has ever asked

NOTE Confidence: 0.86519885

01:06:08.378 --> 01:06:10.028 me before what price I paid.

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NOTE Confidence: 0.86519885

01:06:10.030 --> 01:06:11.445 Everyone just assumed before she

NOTE Confidence: 0.86519885

01:06:11.445 --> 01:06:13.224 paid a price. You know, an.

NOTE Confidence: 0.86519885

01:06:13.224 --> 01:06:15.330 And he said, and you know what,

NOTE Confidence: 0.86519885

01:06:15.330 --> 01:06:16.805 now that you ask me?

NOTE Confidence: 0.86519885

01:06:16.810 --> 01:06:18.875 I don't think I paid a price,

NOTE Confidence: 0.86519885

01:06:18.880 --> 01:06:21.248 he said, but I really thought I did.

NOTE Confidence: 0.86519885

01:06:21.250 --> 01:06:23.914 And so it was that broke it for him.

NOTE Confidence: 0.86519885

01:06:23.920 --> 01:06:24.412 You know?

NOTE Confidence: 0.86519885

01:06:24.412 --> 01:06:26.134 And then they were able to actually

NOTE Confidence: 0.86519885

01:06:26.134 --> 01:06:28.058 have a more constructive conversation.

NOTE Confidence: 0.86519885

01:06:28.060 --> 01:06:30.125 But well, why does it feel uncomfortable?

NOTE Confidence: 0.86519885

01:06:30.130 --> 01:06:32.195 And why did you feel that way?

NOTE Confidence: 0.86519885

01:06:32.200 --> 01:06:34.279 And you know what might be changed?

NOTE Confidence: 0.86519885

01:06:34.280 --> 01:06:36.520 And but you know it was this this

NOTE Confidence: 0.86519885

01:06:36.520 --> 01:06:38.718 idea that she could read from him.

NOTE Confidence: 0.86519885

01:06:38.720 --> 01:06:41.375 That pushing was going to make him push back.

NOTE Confidence: 0.86519885

01:06:41.380 --> 01:06:43.748 And she also played to her own strengths.

NOTE Confidence: 0.86519885

01:06:43.750 --> 01:06:45.380 She was not very good.

NOTE Confidence: 0.86519885

01:06:45.380 --> 01:06:45.868 At debate,

NOTE Confidence: 0.86519885

01:06:45.868 --> 01:06:47.820 but what she was good at was probing

NOTE Confidence: 0.86519885

01:06:47.872 --> 01:06:49.428 and questioning and listening,

NOTE Confidence: 0.86519885

01:06:49.430 --> 01:06:51.152 and so she played to her strengths

NOTE Confidence: 0.86519885

01:06:51.152 --> 01:06:53.187 as one of the pillars of giving

NOTE Confidence: 0.86519885

01:06:53.187 --> 01:06:55.402 voice to values of self knowledge and

NOTE Confidence: 0.86519885

01:06:55.402 --> 01:06:57.226 alignment that anyone can do this.

NOTE Confidence: 0.86519885

01:06:57.230 --> 01:06:59.134 But you're going to do it differently

NOTE Confidence: 0.86519885

01:06:59.134 --> 01:07:01.207 if you're an introvert or an extrovert

NOTE Confidence: 0.86519885

01:07:01.207 --> 01:07:03.001 or risk taker or risk averse.

NOTE Confidence: 0.86519885

01:07:03.010 --> 01:07:05.466 Or you know if you like to communicate

NOTE Confidence: 0.86519885

01:07:05.466 --> 01:07:07.466 in writing or in verbally or in

NOTE Confidence: 0.86519885

01:07:07.466 --> 01:07:08.781 groups or one on one.

NOTE Confidence: 0.86519885

01:07:08.790 --> 01:07:10.260 So she played to her strengths

NOTE Confidence: 0.86519885

01:07:10.260 --> 01:07:11.970 and it broke the conversation.

NOTE Confidence: 0.86519885

01:07:11.970 --> 01:07:13.410 Ended being much more conversation.

NOTE Confidence: 0.86519885

01:07:13.410 --> 01:07:13.970 Constructive engagement.

NOTE Confidence: 0.86519885

01:07:13.970 --> 01:07:16.563 So I was like to think of that example

NOTE Confidence: 0.86519885

01:07:16.563 --> 01:07:18.614 when I'm in those kinds of situations.

NOTE Confidence: 0.6315415

01:07:22.910 --> 01:07:27.330 Thank you. Uhm? I guess I

NOTE Confidence: 0.83209664

01:07:27.330 --> 01:07:29.376 could say in a medical context,

NOTE Confidence: 0.83209664

01:07:29.380 --> 01:07:31.767 one of the things I hear alot.

NOTE Confidence: 0.83209664

01:07:31.770 --> 01:07:33.816 I've spoken at hospitals and Mayo

NOTE Confidence: 0.83209664

01:07:33.816 --> 01:07:35.180 Clinic and Kaiser Permanente's

NOTE Confidence: 0.83209664

01:07:35.233 --> 01:07:36.908 bioethics seminar in places like

NOTE Confidence: 0.83209664

01:07:36.908 --> 01:07:38.583 that where it's all positions.

NOTE Confidence: 0.83209664

01:07:38.590 --> 01:07:41.117 I'm also part of the Aspen Ethical

NOTE Confidence: 0.83209664

01:07:41.117 --> 01:07:42.651 leadership in healthcare program

NOTE Confidence: 0.83209664

01:07:42.651 --> 01:07:44.967 where we have physicians and chief

NOTE Confidence: 0.83209664

01:07:44.967 --> 01:07:46.975 medical officers and nurses an alot

NOTE Confidence: 0.83209664

01:07:46.975 --> 01:07:49.161 alot of what I hear in those contexts

NOTE Confidence: 0.83209664

01:07:49.161 --> 01:07:51.889 has to do with what I was calling.

NOTE Confidence: 0.83209664

01:07:51.890 --> 01:07:55.960 A class system has to do with the fact of.

NOTE Confidence: 0.83209664

01:07:55.960 --> 01:07:57.344 You know it's it's.

NOTE Confidence: 0.83209664

01:07:57.344 --> 01:07:59.420 It's like in a corporate setting.

NOTE Confidence: 0.83209664

01:07:59.420 --> 01:08:01.496 It's like in an academic setting,

NOTE Confidence: 0.83209664

01:08:01.500 --> 01:08:04.124 it can be difficult for people who are

NOTE Confidence: 0.83209664

01:08:04.124 --> 01:08:06.255 sometimes the closest to the patients

NOTE Confidence: 0.83209664

01:08:06.255 --> 01:08:09.125 to be able to communicate things and be

NOTE Confidence: 0.83209664

01:08:09.125 --> 01:08:11.526 heard by folks who have greater expertise.

NOTE Confidence: 0.83209664

01:08:11.530 --> 01:08:12.910 But maybe because they

NOTE Confidence: 0.83209664

01:08:12.910 --> 01:08:13.945 have greater expertise,

NOTE Confidence: 0.83209664

01:08:13.950 --> 01:08:16.141 I'm not spending as much time with

NOTE Confidence: 0.83209664

01:08:16.141 --> 01:08:17.795 the individuals and so finding

NOTE Confidence: 0.83209664

01:08:17.795 --> 01:08:19.420 ways to raise that information

NOTE Confidence: 0.83209664

01:08:19.420 --> 01:08:21.560 rather than to become discouraged,

NOTE Confidence: 0.83209664

01:08:21.560 --> 01:08:24.070 disillusioned, cynical.

NOTE Confidence: 0.83209664

01:08:24.070 --> 01:08:26.152 Can be again a matter of

NOTE Confidence: 0.83209664

01:08:26.152 --> 01:08:27.193 rehearsal and practice.

NOTE Confidence: 0.83209664

01:08:27.200 --> 01:08:29.330 I remember speaking at a hospital

NOTE Confidence: 0.83209664

01:08:29.330 --> 01:08:31.133 in Australia and like almost

NOTE Confidence: 0.83209664

01:08:31.133 --> 01:08:33.029 a year later getting an email

NOTE Confidence: 0.83209664

01:08:33.029 --> 01:08:35.208 from a young resident who said,

NOTE Confidence: 0.83209664

01:08:35.210 --> 01:08:35.878 you know,

NOTE Confidence: 0.83209664

01:08:35.878 --> 01:08:37.882 I'm I'm working now and you

NOTE Confidence: 0.83209664

01:08:37.882 --> 01:08:40.342 know I knew about what you did

NOTE Confidence: 0.83209664

01:08:40.342 --> 01:08:42.510 with GBB here and she said,

NOTE Confidence: 0.83209664

01:08:42.510 --> 01:08:44.598 you know we're just not being

NOTE Confidence: 0.83209664

01:08:44.598 --> 01:08:46.754 listened to and we're having trouble

NOTE Confidence: 0.83209664

01:08:46.754 --> 01:08:49.190 figuring out how to to get our

NOTE Confidence: 0.83209664

01:08:49.190 --> 01:08:51.944 ideas out there and we want to be

NOTE Confidence: 0.83209664

01:08:51.944 --> 01:08:54.194 constructive about it and so you know.

NOTE Confidence: 0.83209664

01:08:54.194 --> 01:08:55.749 We engaged in some conversation.

NOTE Confidence: 0.83209664

01:08:55.750 --> 01:08:57.010 I didn't solve her problem,

NOTE Confidence: 0.83209664

01:08:57.010 --> 01:08:58.641 but just sort of gave her some

NOTE Confidence: 0.83209664

01:08:58.641 --> 01:09:00.298 ways to think about framing it.

NOTE Confidence: 0.83209664

01:09:00.300 --> 01:09:02.577 And she wrote back to me later and said,

NOTE Confidence: 0.83209664

01:09:02.580 --> 01:09:03.056 you know,

NOTE Confidence: 0.83209664

01:09:03.056 --> 01:09:04.484 we use those strategies we were

NOTE Confidence: 0.83209664

01:09:04.484 --> 01:09:06.153 able to create a kind of network

NOTE Confidence: 0.83209664

01:09:06.153 --> 01:09:07.912 that where we can come together and

NOTE Confidence: 0.83209664

01:09:07.912 --> 01:09:09.322 share the challenges we're facing

NOTE Confidence: 0.83209664

01:09:09.322 --> 01:09:11.238 in and also share them with people

NOTE Confidence: 0.83209664

01:09:11.238 --> 01:09:13.129 who want to hear about them and

NOTE Confidence: 0.83209664

01:09:13.129 --> 01:09:14.774 then figure out how to express them

NOTE Confidence: 0.83209664

01:09:14.774 --> 01:09:16.738 in a way that they can get hurt.

NOTE Confidence: 0.83209664

01:09:16.740 --> 01:09:18.412 So I think it can be very useful

NOTE Confidence: 0.83209664

01:09:18.412 --> 01:09:20.030 in a health care setting.

NOTE Confidence: 0.8122462

01:09:21.420 --> 01:09:24.980 Sounds very useful, go ahead.

NOTE Confidence: 0.8122462

01:09:24.980 --> 01:09:25.877 Follow up question.

NOTE Confidence: 0.8122462

01:09:25.877 --> 01:09:27.970 Doctor Gentili thanks so much for this

NOTE Confidence: 0.8122462

01:09:28.029 --> 01:09:30.199 really terrific presentation and approach.

NOTE Confidence: 0.8122462

01:09:30.200 --> 01:09:33.088 You said you didn't worry so much about

NOTE Confidence: 0.8122462

01:09:33.088 --> 01:09:35.315 the idealists and and I wondered how

NOTE Confidence: 0.8122462

01:09:35.315 --> 01:09:37.965 the ideal is due in terms of developing

NOTE Confidence: 0.8122462

01:09:37.965 --> 01:09:40.639 action plans for for moving an issue

NOTE Confidence: 0.8122462

01:09:40.640 --> 01:09:42.380 forward and whether there's so.

NOTE Confidence: 0.8122462

01:09:42.380 --> 01:09:44.085 I guess that's that's my

NOTE Confidence: 0.8122462

01:09:44.085 --> 01:09:46.210 question in terms of the yeah,

NOTE Confidence: 0.8122462

01:09:46.210 --> 01:09:47.602 compared to the pragmatist,

NOTE Confidence: 0.8122462

01:09:47.602 --> 01:09:49.290 yeah, that's a great question

NOTE Confidence: 0.8122462

01:09:49.290 --> 01:09:51.780 and you kind of caught me there.

NOTE Confidence: 0.8418452

01:09:51.780 --> 01:09:54.104 You know, I usually say I don't

NOTE Confidence: 0.8418452

01:09:54.104 --> 01:09:56.650 worry so much about the idea list,

NOTE Confidence: 0.8418452

01:09:56.650 --> 01:09:59.986 but I want them to be more skillful.

NOTE Confidence: 0.8418452

01:09:59.990 --> 01:10:01.345 More confident, but I'm actually

NOTE Confidence: 0.8418452

01:10:01.345 --> 01:10:02.700 a little worried about that.

NOTE Confidence: 0.8418452

01:10:02.700 --> 01:10:04.884 I remember giving giving this talk once

NOTE Confidence: 0.8418452

01:10:04.884 --> 01:10:07.255 and there was a woman in the back of

NOTE Confidence: 0.8418452

01:10:07.255 --> 01:10:09.533 the room and and as soon as I finished

NOTE Confidence: 0.8418452

01:10:09.533 --> 01:10:11.114 and they opened up for questions,

NOTE Confidence: 0.8418452

01:10:11.114 --> 01:10:13.102 her hand shot up and she said

NOTE Confidence: 0.8418452

01:10:13.102 --> 01:10:14.897 I called on her and she said,

NOTE Confidence: 0.8418452

01:10:14.900 --> 01:10:18.295 well, I think this is all stupid.

NOTE Confidence: 0.8418452

01:10:18.300 --> 01:10:21.250 OK, can you say a little more and she said,

NOTE Confidence: 0.8418452

01:10:21.250 --> 01:10:23.610 well I don't need giving voice to values,

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NOTE Confidence: 0.8418452

01:10:23.610 --> 01:10:25.930 I always voice my values and then she

NOTE Confidence: 0.8418452

01:10:25.930 --> 01:10:28.327 paused and she said no one ever listens.

NOTE Confidence: 0.8418452

01:10:28.330 --> 01:10:30.634 But I always voice my values and so

NOTE Confidence: 0.8418452

01:10:30.634 --> 01:10:32.785 you know that's kind of the thing

NOTE Confidence: 0.8418452

01:10:32.785 --> 01:10:35.485 with ideal is is that if we what I

NOTE Confidence: 0.8418452

01:10:35.485 --> 01:10:37.480 usually would say to people if if

NOTE Confidence: 0.8418452

01:10:37.480 --> 01:10:39.280 what you're invested in is being

NOTE Confidence: 0.8418452

01:10:39.280 --> 01:10:41.018 righteous then you don't need GD.

NOTE Confidence: 0.8418452

01:10:41.020 --> 01:10:43.292 But if you actually want to make an

NOTE Confidence: 0.8418452

01:10:43.292 --> 01:10:45.438 impact then I think this can be very

NOTE Confidence: 0.8418452

01:10:45.438 --> 01:10:47.565 useful to you and this can actually

NOTE Confidence: 0.8418452

01:10:47.565 --> 01:10:49.659 be something that will enable you.

NOTE Confidence: 0.8418452

01:10:49.660 --> 01:10:51.837 To feel better about your righteousness in,

NOTE Confidence: 0.8418452

01:10:51.840 --> 01:10:52.482 you know,

NOTE Confidence: 0.8418452

01:10:52.482 --> 01:10:54.087 because you'll be figuring out

NOTE Confidence: 0.8418452

01:10:54.087 --> 01:10:55.280 ways to express it.

NOTE Confidence: 0.8418452

01:10:55.280 --> 01:10:58.400 You know, so you kind of caught me with that.

NOTE Confidence: 0.8418452

01:10:58.400 --> 01:11:01.199 I mean, I do worry about the idea list,

NOTE Confidence: 0.8418452

01:11:01.200 --> 01:11:04.770 but it's it's in a different way.

NOTE Confidence: 0.8418452

01:11:04.770 --> 01:11:06.695 Thank you and I do think that

NOTE Confidence: 0.8418452

01:11:06.695 --> 01:11:08.817 actually once once they are in these

NOTE Confidence: 0.8418452

01:11:08.817 --> 01:11:10.362 conversations and doing that kind

NOTE Confidence: 0.8418452

01:11:10.362 --> 01:11:12.400 of scripting and skill building,

NOTE Confidence: 0.8418452

01:11:12.400 --> 01:11:14.759 it actually enables them to see other

NOTE Confidence: 0.8418452

01:11:14.759 --> 01:11:16.847 perspectives more because we have a protocol.

NOTE Confidence: 0.8418452

01:11:16.850 --> 01:11:19.170 We work people through and one of the

NOTE Confidence: 0.8418452

01:11:19.170 --> 01:11:21.709 parts of that protocol is we ask them

NOTE Confidence: 0.8418452

01:11:21.709 --> 01:11:24.044 to consider what's at stake or what's

NOTE Confidence: 0.8418452

01:11:24.044 --> 01:11:26.382 at risk for all the affected parties,

NOTE Confidence: 0.8418452

01:11:26.390 --> 01:11:29.045 and we're doing that not to do a stakeholder

NOTE Confidence: 0.8418452

01:11:29.045 --> 01:11:30.849 analysis because they said already.

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NOTE Confidence: 0.8418452

01:11:30.850 --> 01:11:32.440 This is post decision making,

NOTE Confidence: 0.8418452

01:11:32.440 --> 01:11:34.080 but rather to understand what

NOTE Confidence: 0.8418452

01:11:34.080 --> 01:11:35.720 price might I really pay.

NOTE Confidence: 0.8418452

01:11:35.720 --> 01:11:37.418 If I went along with what

NOTE Confidence: 0.8418452

01:11:37.418 --> 01:11:38.810 you're asking me to do,

NOTE Confidence: 0.8418452

01:11:38.810 --> 01:11:40.854 and is there some way that you

NOTE Confidence: 0.8418452

01:11:40.854 --> 01:11:42.460 can mitigate that cost to me,

NOTE Confidence: 0.8418452

01:11:42.460 --> 01:11:43.865 or at least acknowledge what

NOTE Confidence: 0.8418452

01:11:43.865 --> 01:11:45.270 you're asking me to do,

NOTE Confidence: 0.8418452

01:11:45.270 --> 01:11:47.518 so that instead of my being the villain,

NOTE Confidence: 0.8418452

01:11:47.520 --> 01:11:48.925 I'm actually having this opportunity

NOTE Confidence: 0.8418452

01:11:48.925 --> 01:11:50.934 to step up and make even what

NOTE Confidence: 0.8418452

01:11:50.934 --> 01:11:52.299 might feel like a sacrifice,

NOTE Confidence: 0.8418452

01:11:52.300 --> 01:11:54.016 but in the service of something

NOTE Confidence: 0.8418452

01:11:54.016 --> 01:11:55.670 that we both share and is

NOTE Confidence: 0.8853478

01:11:55.670 --> 01:11:57.055 the skill building then part

NOTE Confidence: 0.8853478

01:11:57.055 --> 01:11:58.760 of the seven pillars is that?

NOTE Confidence: 0.8853478

01:11:58.760 --> 01:12:01.008 Is that where the skill building comes in?

NOTE Confidence: 0.8543777

01:12:01.680 --> 01:12:03.843 Yeah, the seven pillars are briefly it's

NOTE Confidence: 0.8543777

01:12:03.843 --> 01:12:06.149 it's it's values and we have a discussion

NOTE Confidence: 0.8543777

01:12:06.149 --> 01:12:08.266 of how we define values, its its choice.

NOTE Confidence: 0.8543777

01:12:08.266 --> 01:12:10.462 We have a whole set of exercises to

NOTE Confidence: 0.8543777

01:12:10.462 --> 01:12:12.268 help people identify that they have

NOTE Confidence: 0.8543777

01:12:12.268 --> 01:12:14.110 more choices and they think it's

NOTE Confidence: 0.8543777

01:12:14.110 --> 01:12:15.880 purpose because there are ways you

NOTE Confidence: 0.8543777

01:12:15.880 --> 01:12:18.508 can use your own purpose and the

NOTE Confidence: 0.8543777

01:12:18.508 --> 01:12:21.408 purpose of others to enable you it's.

NOTE Confidence: 0.8543777

01:12:21.410 --> 01:12:22.970 I get their their self

NOTE Confidence: 0.8543777

01:12:22.970 --> 01:12:23.906 knowledge and alignment,

NOTE Confidence: 0.8543777

01:12:23.910 --> 01:12:25.856 which I already explained and then we

NOTE Confidence: 0.8543777

01:12:25.856 --> 01:12:27.977 get to voice which is about there's

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NOTE Confidence: 0.8543777

01:12:27.977 --> 01:12:30.238 many different ways to voice and we

NOTE Confidence: 0.8543777

01:12:30.238 --> 01:12:32.048 talk about the different strategies.

NOTE Confidence: 0.8543777

01:12:32.050 --> 01:12:33.620 They're not all just speaking,

NOTE Confidence: 0.8543777

01:12:33.620 --> 01:12:35.185 and then there's reasons and

NOTE Confidence: 0.8543777

01:12:35.185 --> 01:12:36.084 rationalizations, which is,

NOTE Confidence: 0.8543777

01:12:36.084 --> 01:12:38.128 we've identified some of the most commonly

NOTE Confidence: 0.8543777

01:12:38.128 --> 01:12:39.878 heard objections that people face,

NOTE Confidence: 0.8543777

01:12:39.880 --> 01:12:42.064 and we've begun to unpack how you

NOTE Confidence: 0.8543777

01:12:42.064 --> 01:12:44.259 can reframe them or respond to them,

NOTE Confidence: 0.8543777

01:12:44.260 --> 01:12:46.340 and so going through those steps becomes a

NOTE Confidence: 0.8543777

01:12:46.340 --> 01:12:48.639 kind of practice and scripting rehearsal.

NOTE Confidence: 0.8805605

01:12:49.860 --> 01:12:50.980 Thank you, yeah, thank

NOTE Confidence: 0.8805605

01:12:50.980 --> 01:12:52.096 you, that's great question.

NOTE Confidence: 0.8805605

01:12:52.096 --> 01:12:53.770 Glad you caught me on that.

NOTE Confidence: 0.86582947

01:12:57.800 --> 01:12:59.746 Well, I think we're just about at

NOTE Confidence: 0.86582947

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01:12:59.746 --> 01:13:02.040 the end of the session right now.

NOTE Confidence: 0.86582947

01:13:02.040 --> 01:13:03.560 I want to thank you.

NOTE Confidence: 0.86582947

01:13:03.560 --> 01:13:05.984 I think you've given us a lot to

NOTE Confidence: 0.86582947

01:13:05.984 --> 01:13:07.778 think about, and I think there

NOTE Confidence: 0.86582947

01:13:07.778 --> 01:13:09.560 are some ways we might consider

NOTE Confidence: 0.86582947

01:13:09.621 --> 01:13:11.439 applying them to our own work.

NOTE Confidence: 0.86582947

01:13:11.440 --> 01:13:13.856 I heard many things in what you said.

NOTE Confidence: 0.86582947

01:13:13.860 --> 01:13:14.769 I even this

NOTE Confidence: 0.86582947

01:13:14.770 --> 01:13:15.978 idea of the the.

NOTE Confidence: 0.8599262

01:13:17.060 --> 01:13:20.004 You know the people who are in the

NOTE Confidence: 0.8599262

01:13:20.004 --> 01:13:21.573 business classes thinking they're

NOTE Confidence: 0.8599262

01:13:21.573 --> 01:13:24.581 going to wait till they are the CEO

NOTE Confidence: 0.8599262

01:13:24.653 --> 01:13:27.309 to to do things you know we have

NOTE Confidence: 0.8599262

01:13:27.309 --> 01:13:29.432 many trainees in our department and

NOTE Confidence: 0.8599262

01:13:29.432 --> 01:13:31.610 and who have a perspective that

NOTE Confidence: 0.8599262

01:13:31.685 --> 01:13:33.939 about things and and as well as

NOTE Confidence: 0.8599262

01:13:33.939 --> 01:13:36.349 people all over along the continuum.

NOTE Confidence: 0.8599262

01:13:36.350 --> 01:13:38.535 So anyway, thank you so much.

NOTE Confidence: 0.8599262

01:13:38.535 --> 01:13:40.720 Thank you for being here today

NOTE Confidence: 0.8599262

01:13:40.720 --> 01:13:42.900 and my pleasure and can I

NOTE Confidence: 0.8599262

01:13:42.900 --> 01:13:45.228 just say that if anyone wants

NOTE Confidence: 0.8599262

01:13:45.228 --> 01:13:47.749 to hear more about it you can.

NOTE Confidence: 0.8599262

01:13:47.750 --> 01:13:49.136 Email me, I will tell people

NOTE Confidence: 0.8599262

01:13:49.136 --> 01:13:50.440 whether they like it or not.

NOTE Confidence: 0.8599262

01:13:50.440 --> 01:13:52.008 Once they heard me speak about this,

NOTE Confidence: 0.8599262

01:13:52.010 --> 01:13:53.130 you're in my life forever,

NOTE Confidence: 0.8599262

01:13:53.130 --> 01:13:54.593 so feel free to email it at

NOTE Confidence: 0.8599262

01:13:54.593 --> 01:13:56.205 garden and also you can just go

NOTE Confidence: 0.8599262

01:13:56.205 --> 01:13:57.603 to giving voice to values.org if

NOTE Confidence: 0.8599262

01:13:57.660 --> 01:13:59.165 you want to read more about it.

NOTE Confidence: 0.91158855

01:14:00.690 --> 01:14:03.648 Thank you thank you bye bye.