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EDITORIAL

A Variety of Kinds of Empirical Studies and a White Paper on Giving Voice to Values

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In this fall 2012 issue, we are presenting three Current Empirical Research (CER) articles, a White Paper on values, a presidential speech from the past president of EAM, and a review on an ethics in leadership textbook. We think the articles offer something for everyone in their variety. The CER articles demonstrate the range of empirical study possible in that section—survey research, experimental research, and qualitative empirical research through interviews and photographs. The White Paper is a reflective essay on values, and the review is on a book about ethics.

In the first empirical study, “The Interactive Effects of Self-Esteem, Goal Instructions, and Incentives on Personal Goals and Goal Attainment,” Faten M. Moussa presents a very carefully researched experiment with a $4 \times 3 \times 2$ design in an attempt to uncover the relationships among high- and low-self-esteem employees and their goal-setting and goal-attainment behavior under various instructional and remunerative conditions. Building on the long history of goal-setting studies in the management literature, she nevertheless adds to what we know about the behavior of high-self-esteem and low-self-esteem individuals. After reading her article, readers will gain a renewed understanding of the manager’s need to know the self-esteem level of individual employees and how to approach them according to that level with a meaningful approach to help in participative goal setting.

In the second article, “Impact of Older-Worker-Friendly Organizational Policies on Retirement Attitudes and Planning,” Jeremy Cochran, Kerri Anne Crowne, and Caryl E. Carpenter present the results of their Pennsylvania-sponsored survey study of a Pennsylvania resident sample in an interesting analysis of what motivates employees to plan for early retirement. As readers might expect, “older-worker-friendly” (OWF)

organizational policies play a key role. Additionally, workers educated beyond a bachelor’s degree were less likely to plan for an earlier retirement. This study is a must-read for human resources managers and company executives in an era in which Baby Boomers are beginning to retire in such numbers as to potentially create a loss of knowledge capital for companies. Succession planning is also impacted. Paradoxically, OWF policies, generally seen as a humanistic management approach to employee relations, may lead to organizational threats.

Our third article in this issue represents something of a first for the journal in that it relies on unusual data to tell an unusual story. In “Relational Aesthetics and Emotional Relations: Leadership on Board Merchant Marine Ships,” Nana Gharibyan-Kefalloniti and David Sims present interviews and photographs to explore leadership and the role of aesthetics on board merchant marine ships. Readers will find themselves going back and forth between the photographs and the text of the article as they reflect on the importance of beauty in the organizational enterprise at sea, perhaps leading to further reflections on how beauty could or should play an increasing role even in organizations that are not at sea! In the article, the authors emphasize that beauty is not just an unalloyed aesthetic, but that a “relational aesthetic” in which emotions among employees become passionately felt and in which individuals experience heightened sensitivity seems to develop from the environment. Despite the extreme difficulty of the conditions and the work, different aspects of the aesthetic seem to keep the workers motivated, an idea well understood by leadership on board the vessel. As Kristin Backhaus says in her introduction to the section, this article “expands our perspectives on ways in which data can be gathered and analyzed to help make sense of organization management.”

We were quite pleased when Mary C. Gentile agreed to write a White Paper for us covering a little bit of her now widely known Giving Voice to Values (GVV) program. Her paper describes recent history, what’s happening now, and where she

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thinks GVV could be going. As most readers may know, GVV is a program that takes that next step beyond business ethics education to facilitate student and practitioner movement to translating inner values based on an ethical foundation into action in service to those values. It presents examples and exercises that provide opportunities for rehearsal of proposed values-based behavior, whether in cases, role plays, simulations, or in writing. She and her followers have taken the ideas of this program to hundreds of corporate settings as well as to university and educational organizations like the Aspen Institute, as John R. Ogilvie points out in his introduction to the article. Her approach is not meant to substitute for ethics education but rather to enhance it, whether in a stand-alone course or in parts of courses throughout the business school curriculum globally. GVV within the curriculum is “firmly based upon a set of research findings that emphasize the power of rehearsal and voicing intent, as well as an innovative use of the growing body of insights about decision-making biases,” and therefore should be a part of any business school or industry training curriculum. Gentile’s 2010 book, *Giving Voice to Values: How to Speak Your Mind When You Know What’s Right* (New Haven, CT: Yale University Press), details her basic GVV idea, but this article goes a step beyond in forecasting GVV’s future platform: “developing peer networks, of students while in school and of managers once graduated, who will be trained in the GVV methods and approach of scripting and action planning and peer coaching, and who will be committed to transmit those abilities to their colleagues.” Through the use of the ideas in this article, her book, and her website, Mary Gentile encourages us all to make use of materials she has developed or adapted to help our students and employees give voice to their values. They represent a great resource.

For several years now, we have published the presidential speeches of those Eastern Academy of Management outgoing presidents who wished to submit them. In that tradition, we offer the May 2011 presidential speech of John R. Ogilvie, whose main thesis involved bridging the Academy–practitioner gap. John discusses how EAM members, many of whom have published in *OMJ*, have worked to connect theory and practice in

various articles, a tradition continued in every one of the articles in this issue. Naturally, we were impressed with John’s speech.

It is completely fitting that the final piece in this fall issue should be a review of Craig E. Johnson’s 2011 textbook, *Meeting the Ethical Challenges of Leadership: Casting Light or Shadow* (4th ed.; Thousand Oaks, CA: Sage Publications, Inc.). This text contains a wealth of material about how leaders can think and act about ethical decision making. Now in its fourth edition, it covers a review of ethical theories as well as motivation in connection with how the theories might be put to use. Charles D. Johnson (unrelated) provides a detailed and useful review of the book for those who might want to use it in the classroom. This review makes for an entirely appropriate follow-up to Gentile’s White Paper. Both pieces continue a strong thread in *OMJ* publications—articles and reviews focused on business ethics, values, and corporate social responsibility.

As our process of transition continues, the Routledge, Taylor & Francis website—<http://tandfonline.com/uomj>—has become the official *OMJ* website. We are also transitioning to ScholarOne, as mentioned in the last issue, so we are asking that all future submissions to *OMJ* be logged into ScholarOne at <http://mc.manuscriptcentral.com/omj> where you will be asked to create a user name and password. You can still send your submission to omj@wne.edu, but we will simply send you a return e-mail with the ScholarOne address and a request that you submit through the ScholarOne site. This process will allow you and us to track the progress of your manuscript through the system and also will give us statistics on all the manuscripts submitted to the journal and their progress. Please forgive us any momentary setbacks in setting up this process, and know that you can also e-mail me directly at omj@wne.edu with any concerns, or even call me in the United States at 413-782-1629.

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