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**PROFESSIONAL EXPERIENCE**

- **Director and Creator, *Giving Voice to Values*, [www.GivingVoiceToValues.org](http://www.GivingVoiceToValues.org), 2006-present.**
- **Professor of Practice, University of Virginia Darden School of Business, 2016-present.**
- **Content Expert, Ethical Leadership Through Giving Voice To Values, Darden/Coursera MOOC, <https://www.coursera.org/learn/uva-darden-giving-voice-to-values>**
- **Content Expert, Giving Voice To Values Interactive online series with Nomadic.fm, <https://vimeo.com/channels/nomadicvideocollection/121951968>**
- **Senior Research Scholar and Lecturer, Babson College, 2009-2015; Visiting Research Scholar, 2016.**
- **Writer/Consultant/Educator, Independent, 1995-present.**
- Consulting to corporate and academic institutions on GVV, social impact management and diversity, strategy and issue definition, executive coaching, curriculum and faculty development. Clients have included: International Atomic Energy Agency, UNODC, Ingersoll Rand, Mubadalla, Veterans Administration, U.S. Army, Etihad Aviation, Chartered Financial Analyst Institute, Wealth Management Institute (Singapore), Harvard Business School, Columbia Business School, Harvard Kennedy School of Government, Ford Foundation, Aspen Institute, United Nations Global Compact, University of Southern California, Philadelphia University, ORT-Uruguay, IAE-Argentina, National Entrepreneurship Network of India, University of Queensland, University of Western Australia, Notre Dame University-Australia, University of Texas-Austin, Notre Dame Business School, University of Toronto Provost Office, University of California-Los Angeles, Washington State University Business School, International Women's Forum, Harvard Divinity School, Bentley College School of Business, Graduate School of Management at Simmons College, Southern New Hampshire University, Emory University, INSEAD, Morgan Stanley, Pfizer Corporation, Merrill Lynch, Fine Line Consulting, Inc., Politzer and Haney, Arthur Andersen, Fields Associates, Inc., Novartis, Prudential, General Dynamics, Lockheed Martin, Alcoa, Northrup Grumman, World Bank, and many others.
- Book Series Editor, "Giving Voice To Values Collection, Routledge/Greenleaf, 2018 ongoing.
- Author, *Giving Voice to Values How To Speak Your Mind When You Know What's Right* (Yale University Press, 2010; Chinese and Korean translations 2011).
- Member , Anti-Corruption Working Group, United Nations Global Compact PRME, 2012 – 2016.
- Author, *Managerial Excellence Through Diversity* (casebook), Richard D. Irwin, 1996; reissued by Waveland Press, 1998.
- Content Expert, *Managing Across Difference*, (award-winning, multi-media interactive CD-ROM training product), Harvard Business School Publishing, 1996.
- Author, *Managing Diversity: Making Differences Work*, (custom coursebook), Harvard Business School Publishing, 1995.
- Served as an expert witness for the plaintiffs in a class action discrimination suit. Suit was settled in plaintiffs' favor (1997).
- **Senior Manager, Arthur Andersen LLP, Ethics and Responsible Business Practices Consulting, 1998.**

- Served as project manager for global benchmarking study of corporate best practices on ethics and responsible business practices programs.
- Performed both internal and external executive coaching and training on professional development, case teaching and presentations skills.
- Authored article on corporate ethics for the Board Issue of *Risk Management*, September 1998.

• **Lecturer, Organizational Excellence through Diversity, Harvard Business School, 1993-1995.**

- Presenter, Academy of Management, with Marcy Crary, *Diversity as a Tool Toward Transforming Work in The Classroom*, Vancouver, 1995.
- Developed and taught the highly-rated "Differences that Work: Managerial Effectiveness through Diversity," the first course on managing diversity at Harvard Business School.
- Conducted faculty development training on diversity in the curriculum and the classroom.
- Member of faculty committee on Managing Differences. Objective was to develop a shared approach to diversity across the required curriculum.
- Vice Chair of HBS Diversity Task Force, a faculty committee that reviewed the curricular and institutional implications of an increasingly diverse student and faculty population.
- Developed a definitional model of diversity and presented it to HBS faculty and students.
- Member of Core Design Team & Faculty Development Committee, two central design/planning bodies for the comprehensive review and revisioning of the MBA program.

• **Senior Research Fellow (a faculty appointment), Harvard Business School, 1989-1993.**

- Collaborated with Senior Associate Dean for Educational Programs on all aspects of the innovative educational program, "Leadership, Ethics and Corporate Responsibility" since its inception – planning, curriculum development, research, faculty development and institutional development related to the integration of Business Ethics into the graduate management curriculum.
- Taught a ninety student section of "Decision Making and Ethical Values," the required ethics module for all first year MBA students.
- Taught MBA seminar, "The Business World: Moral and Social Inquiry Through Fiction."
- Designed/taught Harvard University Extension School elective, "Ethical Action in Business."
- Participated in the design and teaching of special program on Work/Family Balance, required of all MBA students.
- Member of the design and implementation team for a one-day program on "AIDS in the Workplace" for all MBA students.
- Managed and implemented all aspects of the comprehensive effort to integrate business ethics into the MBA curriculum. Planned, designed and delivered faculty development workshops; conducted faculty interviews; supervised the research/writing of new case studies and other curricular materials; wrote teaching plans and case analyses.
- Co-edited *Managerial Decision Making and Ethical Values: Instructor's Manual* (HBS Publishing Division).
- Consulted to Organizational Behavior teaching group on design of business ethics curriculum and their module on Diversity.
- Member of Task Force on Diversity. Prepared articles on the pedagogical challenges of diversity in the classroom. Facilitated faculty discussions on this subject.
- Co-authored monograph detailing history, philosophy and implementation of the business ethics initiatives at the Harvard Business School.
- Edited annotated bibliography on Business Ethics curricular materials.
- Served as faculty advisor to Women's Student and Gay & Lesbian Student Associations.
- Member Columbia University Seminar on Business Ethics, 1990-91.

• **Special Assistant for Educational Programs, Harvard Business School, 1988-1989.**

- Conducted extensive interviews and research to identify key faculty development challenges to the introduction of business ethics into the MBA curriculum. Authored report identifying and analyzing these challenges

- and proposing faculty development strategy.
- Designed and implemented faculty development training programs, focussing on the analysis of ethical issues in the business curriculum.
- Researched and wrote ethics-focussed teaching plans to accompany case studies in marketing, organizational behavior, finance, etc.
- Developed written teaching vignettes of case teaching challenges in ethics, as well as pedagogical strategies for responding to them.
- Worked with committee of senior faculty to design a short course on business ethics for first-year MBA students.
- Assisted in the design and implementation of a national conference on the teaching of business ethics. Presented paper on faculty development strategies.

• **Manager of the Research Staff, Harvard Business School, 1986-1988.**

- Responsible for recruitment, orientation, training and development, tracking and career management for 30-40 person research and case writing staff.
- Designed and taught training programs for research staff and new faculty. Developed training materials (skill guides, primers, role play exercises, case studies). Topics: field interviewing; structuring/writing case studies; research/data gathering.
- Advised faculty and research staff on leadership and coaching, writing, time management, performance feedback.
- Initiated project to encourage the development of curricular materials that feature women and minority members as protagonists.
- Wrote proposal suggesting major compensation restructuring for research staff. Proposal was accepted.
- Co-authored proposal suggesting major expansion of video and computer graphics education technology. \$500,000 expansion plan was accepted.
- Researched computer needs and managed introduction of computer technology into the research center, including coordination of training, development of user system, etc.

• **Associate in Research, Harvard Business School, 1985-1986**

- Researched and wrote seven case studies on topics such as crisis management, implementation of turn-around strategies and corporate reorganization for increased competitiveness.
- Edited instructional videotapes to accompany case studies.

• **Assistant Director, Harvard Office of Career Services, 1983-1985.**

- Designed and implemented Comprehensive Career Management Program for Ph.D. career changers, including career skills seminars (resume writing, self-assessment, industry research, interviewing and networking skills), panel discussions, lecture series, and individual career counseling.

• **Associate for Institutional Relations, State University of New York at Buffalo/The Colleges, 1982-1983.**

- Researched, wrote and edited federal grant proposals for arts programs.
- Co-coordinated grant project for minority student career guidance.
- Steering and Curriculum Committees/Governance Assembly, Women's Studies College.

• **Film series Coordinator, Women's Studies College/State University of New York at Buffalo, 1981.**

- Initiated eight-week film series, raised all funds through successful grant writing, researched and selected films, ran publicity campaign, managed scheduling, billing and budget.

• **Film Series Steering Committee, "Independent Black American Cinema 1920-1980," 1981.**

- Served on the steering committee of city-wide film project with fund raising/promotion focus.

• **Teaching Fellow, State University of New York at Buffalo, 1979-1983.**

- Designed and taught 10 graduate and undergraduate courses in written and visual communications, and women's studies.

**SELECTED AWARDS**

- GVV won the Bronze Medal in the 2017 REIMAGINE EDUCATION “Ethical Leadership” category.
- Short-listed for the 2017 Thinkers50 “Ideas Into Practice” Award.
- Named one of the “Top Minds 2017” in ethics, compliance, risk and leadership by ComplianceWeek.
- Gentile and GVV received the 2013 “Humanistic Management Leadership Award” for Teaching and Education at the Academy of Management convening in Orlando, FL in August.
- GVV was selected as one of the Semi-Finalists for the Ashoka Innovation Award in 2013.
- The book from Yale University Press won the Axiom Business Book Awards 2011 Gold Medal in the Business Ethics Category.
- Named by Trust Across America as one of the “Top 100 Thought Leaders in Trustworthy Business Behavior” over several years and received their “Lifetime Achievement Award.”
- Named to Good Business New York Leading Women for 2012 for “21st Century Leadership - Women Who Are Changing The World: 25 Dynamic Leaders Actively Creating a Better World Through Work & Business.”

**SELECTED COMMITTEES, BOARDS, ETC.**

- Honor Member of Scientific Council of the “Organization and Management Scientific Quarterly”, Silesian University of Technology, Gliwice, Poland, 2017.
- Strategic Advisory Board to the Dean, American University School of Business-Cairo, 2014.
- Advisory Board, Notre Dame Deloitte Center for Ethical Leadership, 2012—present.
- Corporate Advisory Council, Heroic Imagination Project, 2011.
- Board of Directors, The Emancipation Network, 2011.
- Board of Directors, Out Undergraduate Business Council, 2010--2012.
- Vice President, National Board of Directors, GLSEN (Gay, Lesbian, Straight Education Network) 2000-2002.
- Editorial Advisory Board, *Journal of Human Values*, past.
- Editorial Advisory Board, *New Academy Review*, past.
- Executive Committee, Diversity Consortium at Harvard, 1996-97.
- GLSEN (Gay, Lesbian, Straight Education Network) National Leadership Training Institute, curriculum design and training, 1995-97.
- Board of Directors, National Audiotext Hotline, clerk (1996-97).
- Board of Directors, GLAD (Gay and Lesbian Advocates and Defenders), president (1991-92), member (1989-90).

**EDUCATION**

- Ph.D. (1983) State University of New York at Buffalo -- Film and English
- M.A. (1981) State University of New York at Buffalo -- English
- B.A. (1975) College of William and Mary, Virginia -- English

**SELECTED PUBLICATIONS**

[See also [www.MaryGentile.com](http://www.MaryGentile.com) ]

- Arce, D., & Gentile, M. (2019). Ethics education: how giving voice to values fills in the “action gap”. In Oxford Research Encyclopedia of Business and Management. Oxford University Press. doi: <http://dx.doi.org/10.1093/acrefore/9780190224851.013.70>

- •“Giving Voice To Values: A Pedagogy for Behavioral Ethics,” *Journal of Management Education*, 2017.
- “Taking About Ethics Across Cultures,” HBR.org, December 23, 2016, <https://hbr.org/2016/12/talking-about-ethics-across-cultures> .
- “Listening for Values” by Mary C. Gentile, *Humanistic Management Journal*, pp. 1-5, July 22, 2016.
- “The Human Factor in Social Enterprise Security,” *Perspectives in People + Strategy*, Winter 2016.
- “Giving Voice To Values as a Leverage Point in Business Ethics Education” with Daniel G. Arce in *Journal of Business Ethics*, 2016.
- “Giving Voice To Values: An Action-Oriented Approach to Values-Driven Leadership” in *SAM Advanced Management Journal*, Special Issue on “The UN Global Compact and the PRME initiative: Principles for Responsible Business and Responsible Management Education,” (Editor Anthony Buono).
- “Learning about Ethical Leadership Through the Giving Voice To Values Curriculum” in *Developing Ethical Leaders for New Directions in Student Leadership Series*, Jossey-Bass Quarterly Sourcebooks, (Editor Arthur Schwartz), 2015.
- “Giving Voice To Values in the Boardroom: Strategies to Enable Risky Conversations” with Andrea Bonime-Blanc in *Risk and Compliance Magazine*, July-September 2014.
- “Building the Trust Muscle: In Our Companies, In Our Teams, In Ourselves” in *Trust, Inc.: Strategies for Building Your Company’s Most Valuable Asset*, edited by Barbara Brooks Kimmel, Next Decade, Inc., 2013.
- “Giving Voice To Values In The Workplace: A Practical Approach to Building Moral Competence” in *Ethics Training in Action: An Examination of Issues, Techniques and Development*, edited by Leslie E. Sekerka, Information Age Publishing, 2013.
- “New directions in values-driven leadership education” in *Transparency International, Global Corruption Report: Education* , London: Earthscan from Routledge, 2013.
- *Educating for Values-Driven Leadership: Giving Voice To Values Across The Curriculum* from Business Expert Press in 2013.
- “Giving Voice To Values: An Innovative Pedagogy for Values-Driven Leadership Development “ in *Wise Management in Organizational Complexity*, Eds Mike J. Thompson and David Bevan, Palgrave-MacMillan, 2013.
- “Values-Driven Leadership Development: Where We Have Been and Where We Could Go,” *Organization Management Journal*, (2012), 9:3, 188-196.
- *Journal of Business Ethics Education: A Special Forum on Giving Voice To Values*, Volume 8:2011.
- “Teaching “How” – not “Whether” – To Manage With Integrity: Undergraduate and MBA Applications of the ‘Giving Voice To Values’ Curriculum“, with Christopher Adkins, Spela Trefalt and Cynthia Ingols. *Education for Integrity: Ethically Educating Tomorrow’s Business Leaders*, eds. A. Stacowicz-Stanusch and C. Wankel, Emerald Group Publishing, Bingley, U.K., 2011, pp. 107--133.
- "Giving Voice To Values: A Pedagogy for Values-Driven Leadership," in *Humanistic Management Education: Academic Responsibility for the 21st Century*, edited by .Wolfgang Amann, Michael Pirson, Heiko Spitzeck, Claus Dierksmeier, Ernst von Kimakowicz. Palgrave MacMillan, forthcoming.

- “Giving Voice to Values: A new perspective on ethics in globalised organisational environments,” with Edwards, M.G., Webb, D., & Chappell, S. in *Handbook of Research on Ethical Models and Applications of Globalization: Cultural, Socio-Political, and Economic Perspectives* eds C. Wankel & S Malleck, IGI Global, Hershey, PA, 2011, pp. 160--185.
- "Helen Drinan: Giving Voice To Her Values," with Mary Shapiro and Cynthia Ingols, *Case Research Journal*, vol. 31, #2, Spring 2011.
- "Giving Voice To Values: A Tool For Social Innovators?" *Stanford Social Innovation Review*, September 2010.
- *Giving Voice To Values: How To Speak Your Mind When You Know What's Right*, Yale University Press, August 2010 (Spanish translation in 2011; Chinese translation 2014; Korean translation forthcoming).
- "Keeping Your Colleagues Honest," *Harvard Business Review*, March 2010, Vol. 82, #2, pp. 114-117.
- “The New Marketing Myopia”, with N. Craig Smith and Minette E. Drumwright, *Journal of Public Policy and Marketing*, 2010.
- "Giving Voice to Values: Building Moral Competence," *Moral Courage in Organizations: Doing The Right Thing At Work*, Eds. Debra R. Comer and Gina Vega, M.E. Sharpe, Inc., 2011, pp.117-129.
- “The 21<sup>st</sup> Century MBA”, *Strategy & Business*, Issue 51, Summer 2008, pp. 88-99.
- “Voicing Values, Finding Answers “, *BizEd*, July/August 2008, pp. 40-45.
- *Giving Voice to Values* management curriculum: Aspen Institute as founding partner, along with Yale School of Management, and incubator; now based at and funded by Babson College.
- “Get Aggressive about Passivity,” Judith Samuelson and Mary C. Gentile, *Harvard Business Review*, November 2005, pp. 18-20.
- “What Businesses Need from Business Schools – NOT Answers!” in *The Business and Society Newsletter*, Leeds School of Business, University of Colorado at Boulder, Summer 2005, Volume 2, Number 2.
- Content and Editorial Advisor for “Deriving Values from Corporate Values,” A Booz Allen Hamilton and The Aspen Institute Study and Report by Chris Kelly, Paul Kocourek, Nancy McGaw and Judy Samuelson, 2005.
- “Training Managers for the Future,” United States State Department Electronic Journal on Corporate Governance, 2005.
- “Corporate Governance and Accountability: What Do We Know and What Do We Teach Future Business Leaders?” 3<sup>rd</sup> Colloquium of the European Academy of Business in Society: The Challenge of Sustainable Growth: Integrating Societal Expectations in Business, Ghent Belgium, September 2004.
- “Integrating Sustainability into Management Education: A Status Report” with Nancy McGaw, Proceedings of the United Nations Global Compact Academic Conference: Part II, Globalization, Development and Environmental Management, Wharton School of Management, University of Pennsylvania, September 2004.
- “The State of Affairs for Management Education and Social Responsibility,” with Judith Samuelson, forthcoming in *Academy of Management Learning and Education*, 2005.
- “Is There Free Will in Business? Leadership and Social Impact Management,” forthcoming in *Handbook on Responsible Leadership and Governance in Global Business*, Eds. Jonathan P. Doh and Stephen Stumpf. Edward Elgar Publishers, 2004.

- "Raising the Stakes or Finally Seeing Them Clearly? Balanced Leadership in Times of Economic Crisis," with Gary E. Jusela and William Wiggenghorn, inaugural edition of *New Academy Review*, February 2002.
- "How We Learn Who We Are" in *Gender, Nonconformity, Race, and Sexuality: Charting the Connections*, ed. Toni Lester, University of Wisconsin Press, 2002.
- "Preparing Business Leaders To Manage Social Impacts: Lessons from the Field," *The Journal of Human Values*, July-December 2001.
- Contributing Author, *Business Fundamentals As Taught at the Harvard Business School: Making Ethical Business Decisions*, Harvard Business School Publishing, 1998.
- "Business Ethics: Setting the Right Direction," *Risk Management*, September 1998.
- *Things We've Learned So Far: A Note on Teaching and Learning "Diversity" Issues*, Xavier de Souza Briggs and Mary C. Gentile for Kennedy School of Government, President and Fellows of Harvard College, 1997.
- "Thinking About Market Segmentation: A Reading to Enhance Diversity Skills." Debbie Easterling and Mary C. Gentile, *1998 Association of Marketing Theory & Practice Proceedings*, Vol. 7, 39-50, Best Paper in Track.
- *Managing Across Difference* (award-winning multi-media interactive CD-ROM training product), Harvard Business School Publishing, 1996.
- *Managerial Excellence Through Diversity: Text and Cases*, Richard D. Irwin, Inc., 1996; reissued by Waveland Press, 1998.
- *Managing Diversity: Making Differences Work* (custom coursebook), Harvard Business School Publishing, 1995.
- *Differences That Work: Organizational Excellence Through Diversity*, edited with introduction by Mary C. Gentile, Harvard Business School Press, 1994. (Released in paperback, 1996.)
- Book Review, John R. Boatright, "Ethics and the Conduct of Business," in *Journal of Business Ethics*, June 1994, pp. 446, 454.
- *Can Ethics Be Taught? Perspectives, Challenges, and Approaches at Harvard Business School*. Co-authored with Thomas R. Piper and Sharon Parks, Harvard Business School Press, 1993.
- "Bob Galvin and Motorola, Inc.," co-authored with Todd Jick, in *The Challenge of Organizational Change: How Companies Experience It and Leaders Guide It*, Rosabeth Moss Kanter, Barry A. Stein, and Todd D. Jick, The Free Press, 1992, pp. 420-428.
- "A Question of Ethics: Who's Kidding Whom?" *CFO*, August 1992, Volume 8, No. 8, p. 26-27.
- "How to gain broad faculty support for integrating ethics into the curriculum," *The MBA Newsletter*, April 1992.
- "Leadership, Ethics and Corporate Responsibility: Initiatives at the Harvard Business School," *Moral Education Forum*, vol. 16, no.4, Winter 1991.
- "The Case of the Unequal Opportunity," *Harvard Business Review*, July-August 1991.
- "Teaching Business Ethics: The Attractions and the Myths," *The World and I*, December 1990.

- Co-Editor with Kenneth Goodpaster and Thomas R. Piper, *Managerial Decision Making and Ethical Values: Instructor's Manual*, Harvard Business School, 1990.
- Editor, *Business Ethics* "Selective Annotated Bibliography of Case Materials, Notes and *Harvard Business Review* Reprints on Values, Leadership and Corporate Responsibility," Harvard Business School Publishing Division, 1990 and 1992.
- Co-Author with John Sviokla, "New Guidelines for Dealing with Data," *Information Technology Quarterly*, Special Issue on Ethics in Information Technology, Summer 1990.
- Co-Author with John Sviokla, "Information Technology in Organizations: Emerging Issues in Ethics and Policy," Harvard Business School, 1990.
- "Allied Chemical Corporation (A) Teaching Note," Harvard Business School, 1990.
- "Dow Corning Corporation Teaching Note," revised by Mary C. Gentile from K. Goodpaster and S. Cook original version, Harvard Business School, 1990.
- "The Parable of the Sadhu Teaching Note," Harvard Business School, 1990.
- "Slade Company: Ethical Issues Teaching Note," Harvard Business School, 1990.
- "Feminist or Tendentious? Marleen Gorris's *A Question of Silence*," *Issues in Feminist Film Criticism*, edited by Patricia Erens, Indiana University Press, 1990.
- Reviewer, *Principals and Agents: The Structure of Business* (eds. John Pratt and Richard Zeckhauser, HBS Press, 1985), *HBS Bulletin*, October 1985.
- Co-Authored with Todd Jick, "Bob Galvin and Motorola, Inc. (A) and (B)"; "Donna Dubinsky and Apple Computer, Inc. (A), (B), (C), (D)"; "Peter Browning and Continental White Cap (A), (B), (C)"; and "Christie Hefner and Playboy Inc." (case studies), Harvard Business School, 1986.
- "Field Interviewing Tips for the Case Researcher," Harvard Business School, 1990.
- "Twenty-Five Questions to Ask as You Begin to Develop a New Case Study," Harvard Business School, 1990.
- *Film Feminisms: Theory and Practice*, Greenwood Press, 1985.
- "Update on Women's Studies College at SUNY at Buffalo," *Learning Our Way: Essays on Feminist Education*, edited by Charlotte Bunch and Sandra Pollack, Crossing Press, 1983.
- "Adrienne Rich and Separatism: The Language of Multiple Realities," *Maenad: A Women's Literary Journal* (Winter 1982).