

Leadership

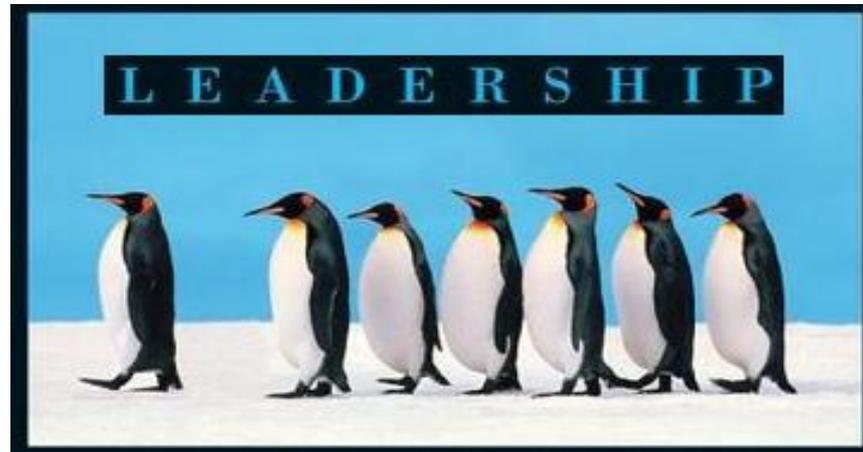
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- Leadership

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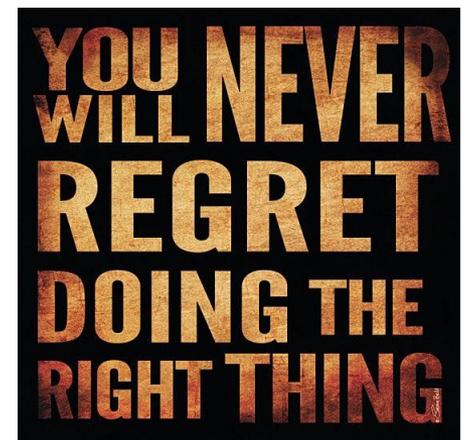


Part Two: Focus on the Leader

2

● Chapter Five: Values, Ethics, and Character

- A leader's personal values and ethical code may be among the most important determinants of how that leader exercises the various sources of power available.
 - ▣ Leaders face dilemmas that require choices between competing sets of values and priorities, and the best leaders recognize and face them with a commitment to doing what is right, not just what is expedient.



Ethics

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- Leaders should internalize a strong set of Ethics, which are principles of right conduct or a system of moral values.
 - Leaders set a moral example for others to follow.
 - Leaders who themselves do not honor truth do not inspire it in others.
 - Leaders who do not behave ethically do not demonstrate true leadership.
 - ▣ True leadership is characterized by a high degree of trust between leader and followers.

Six Ethics of Life
Before you Pray - Believe
Before you Speak - Listen
Before you Spend - Earn
Before you Write - Think
Before you Quit - Try &
Before you Die - Live !!!!!



Trust

4

- Four qualities of leadership that engender Trust: Vision, Empathy, Consistency, and Integrity.
 - 1: We tend to trust leaders who create a compelling vision:
 - who pull people together on the basis of shared beliefs and a common sense of organizational purpose and belonging.
 - 2: We tend to trust leaders who demonstrate empathy with us:
 - who show they understand the world as we see and experience it.

TRUST

Trust

5

- Four qualities of leadership that engender Trust: Vision, Empathy, Consistency, and Integrity.
 - 3: We trust leaders who are consistent.
 - ▣ this does not mean that we only trust leaders whose positions never change, but that changes are understood as a process of evolution in light of relevant new evidence.
 - 4: We tend to trust leaders whose integrity is strong:
 - ▣ who demonstrate their commitment to higher principles through their actions.

TRUST

Human Nature

6

- Another important factor affecting the degree of trust between leaders and followers involves fundamental assumptions people make about human nature.
 - McGregor identified two contrasting sets of assumptions people make about human nature: Theory X and Theory Y.

human  nature[®]

Human Nature

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- Theory X

- Reflects a more pessimistic view of others.
- Managers with this orientation rely heavily on coercive, external, control methods to motivate workers, such as pay, disciplinary techniques, punishments, and threats.
- They assume people are not naturally industrious or motivated to work. Hence, it is the manager's job to minimize the harmful effects or workers' laziness and irresponsibility by closely overseeing their work and creating external incentives to do well and disincentives to avoid slacking off.



Human Nature

8

- Theory Y

- Reflects a more positive view of others; a view that most people are intrinsically motivated by their work.
- Rather than needing to be coaxed or coerced to work productively, such people value a sense of achievement, personal growth, pride in contributing to their organization, and respect for a job well done.
 - There is evidence that success more frequently comes to leaders who share a positive view of human nature.



Values

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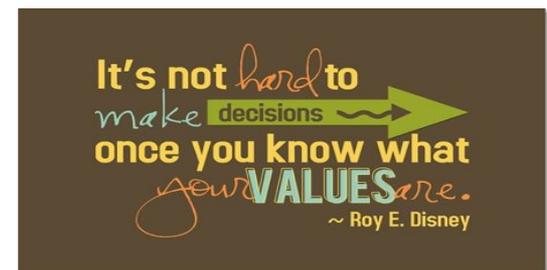
- Values are “constructs representing generalized behaviors or states of affairs that are considered by the individual to be important.”
 - When Patrick Henry said, “Give me liberty, or give me death,” he was expressing the value he placed on political freedom.



Values

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- Values are learned through the socialization process, and they become internalized and for most people represent integral components of the self.
- Values play a central role in one's overall psychological makeup and can affect behavior in a variety of situations.
 - In work settings, values can affect decisions about joining an organization, organizational commitment, relationships with co-workers, and decisions about leaving an organization.



Values

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- Some of the major values that may be considered important by individuals in an organization are found below:
 - Terminal Values
 - ▣ An exciting life – a sense of accomplishment – family security – inner harmony – social recognition – friendship
 - Instrumental Values
 - ▣ Being courageous – being helpful – being honest – being logical - being imaginative – being responsible



VALUES

Values



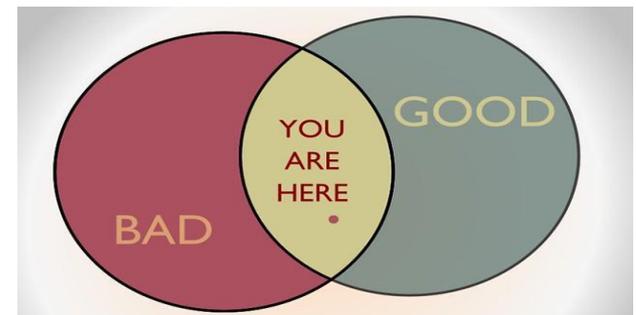
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- Researchers have said that the pervasive influence of broad forces like major historical events and trends, technological changes, and economic conditions tends to create common value systems among people growing up at different times.
 - They attribute much of the misunderstanding that may exist between older leaders and younger followers to the fact that their basic value systems were formulated during different social and cultural conditions, and these analyses offer a helpful perspective for understanding how differences in values can add tension to the interaction between some leaders and followers.
 - ▣ Veterans (1901-1942) – Baby Boomers (1942-1964) – Generation X (1961-1981) – Millennials (1982-2005) – Generation Z (2005 - present)

Moral Reasoning

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- Moral Reasoning refers to the process leaders use to make decisions about ethical and unethical behaviors. It does not refer to the morality of individuals per se, or their espoused values, but rather to the manner by which they solve moral dilemmas.
 - Values play a key role in the moral reasoning process because value differences among individuals often result in different judgments regarding ethical and unethical behavior.
 - ▣ Several unconscious biases affect our moral judgments.



Moral Reasoning

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- People whose moral judgment develops the most:

- Love to learn.
- Seek new challenges.
- Are reflective.
- Make plans and set goals.
- Take risks.
- Enjoy intellectually stimulating environments.
- Take responsibility for themselves in the larger social context of history and institutions.
- Take responsibility for themselves and their environs.



Moral Reasoning

Dual-Process Theory

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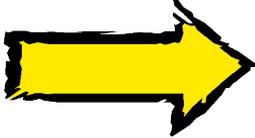
- Joshua Greene, a Harvard psychologist proposes a Dual-Process Theory of moral judgment wherein moral judgments dealing primarily with “rights” and “duties” are made by automatic emotional responses while moral judgments made on a more utilitarian –practical or useful– bases are made more cognitively.



Ethical Dilemma



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- A far more common yet still challenging Ethical Dilemma involves choosing between two “rights.” 
- Trust vs. Loyalty
 - ▢ Such as honestly answering a question when doing so could compromise a real or implied promise of confidentiality to others.
- Individual vs. Community
 - ▢ Such as whether you should protect the confidentiality of someone’s medical condition when the condition itself may pose a threat to the larger community.
- Short-Term vs. Long-Term
 - ▢ Such as how a parent chooses to balance spending time with children now as compared with investments in a career that may provide greater benefits for the family in the long run.
- Justice vs. Mercy
 - ▢ Such as deciding whether to excuse a person’s misbehavior because of extenuating circumstances or a conviction that he has “learned a lesson”

Ethical Dilemma

END

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- Kidder offers 3 principles for resolving Ethical Dilemmas:
 - 1. Ends-Based Thinking
 - *“Doing what’s best for the greatest number of people.”*
 - It is also known as utilitarian in philosophy, and is premised on the idea that right and wrong are best determined by considering the consequences or results of an action.
 - Critics argue that it’s almost impossible to foresee all the consequences of one’s personal behavior, let alone the consequences of collective action.
 - Would this view ethically justify the deaths of dozens of infants in medical research if the result might save thousands of others?

Ethical Dilemma

RULES
PRINCIPLES

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- Kidder offers 3 principles for resolving Ethical Dilemmas:
 - 2. Rule-Based Thinking
 - “*Following the highest principle or duty.*”
 - This is determined not by any projection of what the results of an act may be, but rather by determining the kinds of standards everyone should hold all the time, whatever the situation.
 - Critics argue this principle could paradoxically minimize the role that human judgment plays in ethical decision making by consigning all acts to a rigid and mindless commitment to rules absent consideration of the specific context of a decision.

Ethical Dilemma



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- Kidder offers 3 principles for resolving Ethical Dilemmas:
 - 3. Care-Based Thinking
 - The Golden Rule: “*Do what you want others to do to you.*”
 - This approach applies criterion of reversibility in determining the rightness of actions. We are asked to contemplate proposed behavior as if we were the object rather than the agent, and to consult our feelings as a guide to determining the best course.

Ethical Dilemma

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- Kidder does not suggest any one of these principles is always best. Rather, he proposes that it would be a wise practice when considering the rightness of an action to invoke them all and reach a decision only after applying each to the specific circumstances one is facing and weighing the collective analysis.
- In other words, one principle may provide wise guidance in one situation whereas a different one may seem most helpful in a different one.

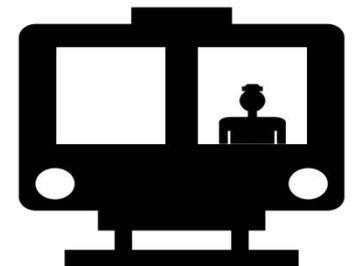


Ethical Dilemma

The Trolley Problem

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- The Switch Dilemma: A runaway trolley is racing toward five people who will be killed if the train does not change course. You can save these five people by diverting the train onto another set of tracks. That alternative set of tracks only has one person on it, but if you divert the train onto those tracks that person will be killed. Is it morally permissible to switch the train onto the other track and thus save the five lives at the cost of one?
 - According to research, most people say “yes.”

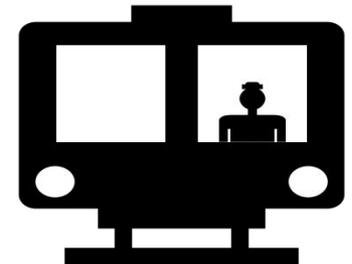


Ethical Dilemma

The Trolley Problem

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- The Footbridge Dilemma: A runaway trolley is heading for five people. You happen to be standing next to a large man on a footbridge spanning the tracks, and if you push the man off the footbridge and into the path of the trolley you can save the other five people. Is it morally permissible to push the man into the path of the trolley?
 - According to research, most people say “no.”



Biases

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- Research has identified four particular Biases that can have a pervasive and corrosive effect on our moral decision making:
 - 1. Implicit Prejudice
 - ▣ Although most people purport to judge others by their merits, research shows that implicit prejudice often distorts their judgments. The insidious nature of implicit prejudice lies in the fact that one is by nature unconscious of it.
 - ▣ Judgments about some groups are systematically biased without one's awareness of such biases.



Biases

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- Research has identified four particular Biases that can have a pervasive and corrosive effect on our moral decision making:
 - 2. In-Group Favoritism
 - ▣ We often point to numerous favors and acts of kindness we've shown toward others, and regard such acts as indicators of our own generosity and kindly spirit. If the pattern of our generous acts were examined, however, there is typically a clear pattern to those whom we've helped: most of the time they're "like us."
 - ▣ Consider who's not being helped: people "not like us"



Biases

25

- Research has identified four particular Biases that can have a pervasive and corrosive effect on our moral decision making:
 - 3. Over-Claiming Credit
 - In many kinds of ways we tend to overrate the quality of our own work and our contributions to the groups and teams we belong to.



Biases

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- Research has identified four particular Biases that can have a pervasive and corrosive effect on our moral decision making:
 - 4. Conflicts of Interest
 - ▣ Sometimes, we may be conscious of a potential conflict of interest, as when you benefit from a recommendation to someone else (such as getting a sales commission for something that may not be in the consumer's best interest). Even then, though, we misjudge our own ability to discount the extent to which the conflict actually biases our perception of the situation in our own favor.



CONFLICT
INTEREST

Implicit Moral Reasoning



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- The nature of human information processing at the cognitive and neurological levels inherently involves non-conscious processes of association and judgment.
 - Some of the most impressive – and distinctly human – aspects of our thinking are inherently tacit or implicit.
 - One line of study suggests that in making moral judgments people often follow something more like scripts than any formal and rational process of ethical reasoning. Behavioral scripts from one's religious tradition may be subconsciously triggered and lead to ethical behavior without explicit moral reasoning.
 - Some may argue that moral reasoning is rarely the direct cause of ethical judgment.

Values and Moral Codes

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- Just because we profess certain values or moral codes does not ensure we will act that way when confronted with situations that engage them.
 - In general, when people are confronted with situations they've never faced before, their behavior may be different than they might have predicted.
 - We don't always behave as ethically as we think we would in morally demanding situations.



Values and Moral Codes

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- We should give some pause when, in the face of unethical behavior by others, we feel confident that we would have acted differently facing the same situation.
 - Such apparent over-confidence seems to be caused by the bias of idealizing our own behavior, and this bias, ironically, may leave us ill-prepared to make the most ethical choices when we actually confront ethically challenging situations.
 - ▣ Being aware of this bias is a good first step in avoiding this trap.



Moral Justification

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- Moral Justification involves reinterpreting otherwise immoral behavior in terms of a higher purpose. Other ways to dissociate behavior from one's moral principles, include:

1. Euphemistic Labeling
2. Advantageous Comparison
3. Displacement of Responsibility
4. Diffusion of Responsibility
5. Distortion of Consequences
6. Dehumanization
7. Attribution of Blame



Moral Justification

Euphemistic Labeling

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● 1. Euphemistic Labeling

- This involves using cosmetic words to defuse or disguise the offensiveness or otherwise morally repugnant or distasteful behavior.
 - Terrorists, for example, may call themselves “freedom fighters,” and firing someone may be referred to as “letting him go.”



Moral Justification

Advantageous Comparison

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● 2. Advantageous Comparison

- Lets one avoid self-contempt for one's behavior by comparing it to even more heinous behavior by others.
 - If you think we're insensitive to employees' needs, you should see how they treat employees at Acme Co.

ACME
CORPORATION



Moral Justification

Displacement of Responsibility

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● 3. Displacement of Responsibility

- People may violate personal moral standards by attributing responsibility to others.
 - Nazi concentration camp guards, for example, attempted to avoid more responsibility for their behavior by claiming they were merely carrying out orders.



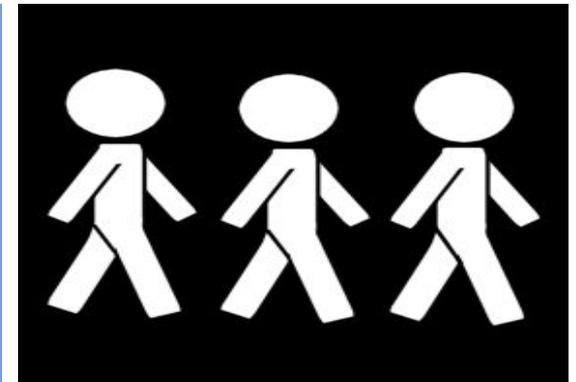
Moral Justification

Diffusion of Responsibility

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● 4. Diffusion of Responsibility

- Whereby reprehensible behavior becomes easier to engage in and live with if others are behaving the same way. When everyone is responsible, it seems, no one is responsible.



Moral Justification

Distortion of Consequences

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● 5. Distortion of Consequences

- People minimize the harm caused by their behavior.
- This can be a problem in bureaucracies when decision makers are relatively insulated by their position from directly observing the consequences of their decisions.



Moral Justification

Dehumanization

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● 6. Dehumanization

- Another way of avoiding the moral consequences of one's behavior by treating others as less than human by using epithets, such as, “devils,” “cockroaches,” “animals,” etc.
 - It is easier to treat others badly when they are dehumanized.



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Moral Justification

Attribution of Blame

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- 7. Attribution of Blame

- People sometimes try to justify immoral behavior by claiming it was caused by someone else's actions. It's their own fault!

BLAME!

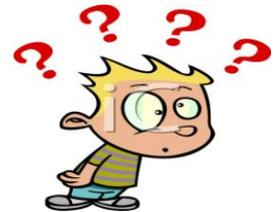


Moral Justification

Behaving Ethically

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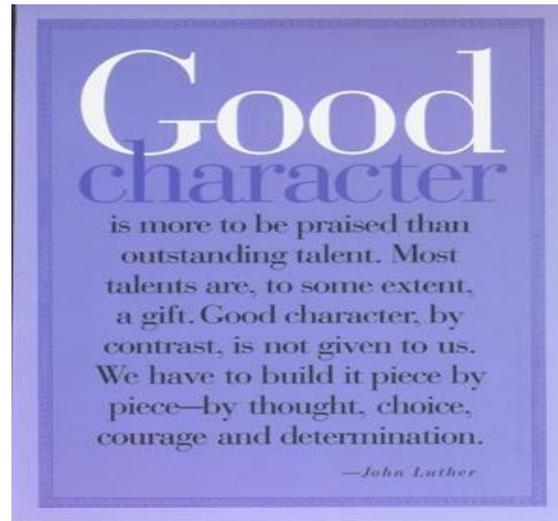
- An important foundation of behaving ethically is to become more self-conscious of one's own ethical standards and practices.
 - The National Institute of Ethics uses the following questions in its own self-evaluation to facilitate that kind of self-reflection.
 - How do I decide ethical dilemmas? Do I have set ethical beliefs or standards?
 - If so, do I live by these beliefs or standards?
 - How often have I done something that I am ashamed of? Proud of?
 - Do I admit my mistakes? What do I do to correct mistakes that I make?
 - Do I put the well-being of others ahead of mine? Do I follow the Golden Rule?
 - Am I honest? Do people respect my integrity?
 - What are the three best things that have ever happened to me?
 - What is the most dishonest thing I have ever done? Did I rectify the situation?
 - What is the most honest thing I have ever done?



Character

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- Character is described as “an indispensable component of sustainable leadership performance” and “a central and defining feature of ethical leadership.”
- Character virtues associated with ethical leadership include, prudence, temperance, fortitude, and justice.



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Moral Potency

3 Main Components

Potent

3

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- Moral Ownership

- A felt sense of responsibility not only for the ethical nature of one's own behavior but also for one's commitment not to allow unethical things to happen within their broader sphere of influence including others and the organization.

- Moral Courage

- The fortitude to face risk and overcome fears associated with taking ethical action.

- Moral Efficacy

- Belief or confidence in one's capability to mobilize various personal, interpersonal, and other external resources to persist despite moral adversity.

Ethical Leadership



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- Ethical Leadership has two core components:
 - The Moral Person
 - ▢ The moral person is seen as a principled decision maker who cares about people and the broader society.
 - ▢ The actions of such people indicate they try to do the right things personally and professionally, and they can be characterized as honest, fair, and open. In addition, they have clear ethical standards they pursue in the face of pressure to do so otherwise.
 - The Moral Manager
 - ▢ More than being just moral people, ethical leaders are moral managers who make “ethics an explicit part of their leadership agenda by communicating an ethics and values message, by visibly and intentionally role modeling ethical behavior.”

Authentic Leadership



42

- Authentic Leadership is grounded in the principle found in the familiar adage “to thine own self be true.”
 - Authentic Leaders exhibit a consistency between their values, their beliefs, and their actions.
 - Authentic Leaders have strong ethical convictions that guide their behavior not so much to avoid doing “wrong” things as to always try to do what’s “right”, including treating others w/ respect and dignity.
 - Authentic Leaders behave as they do because of personal conviction rather than to attain status, rewards, or other advantages.
 - Authentic Leaders are self-aware and self-consciously align their actions with their inner values.

Authentic Leadership



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- Authentic Leadership shares the belief that:
 - Enhancing self-awareness can help people in organizations find more meaning and connection at work;
 - Promoting transparency and openness in relationships – even between leader and followers – builds trust and commitment; and
 - Fostering more inclusive structures and practices in organizations can help build more positive ethical climates.
 - ▣ In contrast to stereotypical notions of the stoic “hero leader” who shows not weakness and shares no feelings, Authentic Leaders are willing to be viewed as vulnerable by their followers – a vital component of building a trusting leader-follower relationship.
 - ▣ Equally important to building trust is a leader’s willingness to be transparent – in essence, to say what he means and means what he says.

Servant Leadership

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- In contrast to the common hierarchical Leader's role, which may be understood as doing whatever it takes to ensure that things run smoothly, tasks are performed, and goals met; the Servant Leader's role is simply to serve others.
 - Servant Leaders develop people, helping them to strive and flourish.
 - They want those they serve to become healthier, wiser, freer, and more autonomous.
 - The idea of Servant Leadership has been around for thousands of years. It stems at least in part from the teachings of Jesus Christ, who instructed his disciples that servant-hood is the essence of worthy leadership (such as through the example of Him washing their feet.)



Servant Leadership



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- Ten characteristics associated with Servant Leadership:
 - 1. Listening
 - Listening effectively to others.
 - 2. Empathy
 - Understanding others' feelings and perspectives.
 - 3. Healing
 - Strengthening others' emotional-spiritual health and wholeness.
 - 4. Awareness
 - Understanding own values, feelings, strengths, and weaknesses.
 - 5. Persuasion
 - Influencing others through persuasion, rather than authority.

Servant Leadership



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- Ten characteristics associated with Servant Leadership:
 - 6. Conceptualization
 - Integrating present realities and future possibilities.
 - 7. Foresight
 - Using intuition to connect the past, present, and future.
 - 8. Stewardship
 - Holding an organization's resources in trust for the greater good.
 - 9. Commitment to Others' Growth
 - Developing others to be more responsible, competent, and caring.
 - 10. Building Community
 - Helping create a sense of community among people.

Servant Leadership

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- Servant Leadership can impact profits by increasing trust in the organization, reducing customer turnover, and increasing employee satisfaction.

ARE YOU?

PREPARED TO
SERVE

Organizational Leadership

The Roles of Ethics and Values



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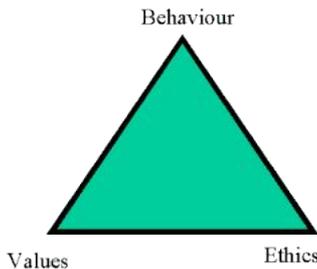
- In any organization, the top leadership's collective values play a significant role in determining the dominant values throughout the organization, just as an individual leader's values play a significant role in determining team climate.
- Research has shown that employees with values similar to the organization or team are more satisfied and likely to stay; those with dissimilar values are more likely to leave.
 - One reason why leaders fail is not due to a lack of competence, rather conflict between personal and organizational values.

Organizational Leadership

The Roles of Ethics and Values

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- Values are often a key factor in both intrapersonal and interpersonal conflict.
 - Many of the most difficult decisions made by leaders are choices between opposing values. Values also play a key role in conflict between groups.
 - It's vital for a leader to set a personal example of values-based leadership, and it is also important for leaders to make sure clear values guide everyone's behavior in the organization.



Implications for Leadership

The Art of War vs. Bhagavad Gita



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- People need extrinsic incentives to be motivated. Give your soldiers shares of the booty and conquered territory.
 - Never act for material rewards only. Focus instead on doing well, and good things will follow.
- Rule with iron discipline. Maintain your authority over them, knowing that too much kindness toward your followers could make them useless.
 - Enlightened leaders are selfless and compassionate toward others. Followers who are treated as equals are more motivated to enthusiastically support their leader.
- Winning requires cleverness and sometimes deception.
 - Success means satisfying multiple stakeholders.

Leading by Example

The Good, The Bad, and The Ugly



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- One of the most quoted principles of good leadership is: “leadership by example.”
 - Interpersonal Behaviors
 - ▢ Show care, concern, and compassion for others.
 - ▢ Hardworking and helpful.
 - ▢ Value relationships with others and work to maintain them.
 - ▢ Focus on positive rather than negative, and accept others’ failures.
 - Basic Fairness
 - ▢ Open to input from others and actively seek it.
 - ▢ Offer explanations of decisions made.
 - ▢ Treat others respectfully, not condescendingly even when disagree.

Leading by Example

The Good, The Bad, and The Ugly



52

- One of the most quoted principles of good leadership is: “leadership by example.”
 - Ethical Actions and Self-Expectations
 - ▣ Hold oneself to high ethical standards and behave consistently in both public and private life.
 - ▣ Accept responsibility for and open about own ethical failings.
 - ▣ Perceived as honest, trustworthy, humble, and having integrity.
 - Articulating Ethical Standards
 - ▣ Articulate a consistent ethical vision and do not compromise it or the high ethical standards it implies.
 - ▣ Hold others accountable and put ethical standards above personal and short-term company interests.

Upward Ethical Leadership

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- All organizational members have a role in organizational leadership, including responsibility for ethical leadership in the organization.
- Upward Ethical Leadership is the term used to refer to “leadership behavior enacted by individuals who take action to maintain ethical standards in the face of questionable moral behaviors by higher-ups.”
 - ▣ One variable that moderates an employee’s likelihood of raising such concerns is the general quality of ethical climate in the organization.



Ethical Climate

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- Ethical Climates refer to those in which ethical standards and norms have been consistently, clearly, and pervasively communicated throughout the organization and embraced and enforced by organizational leaders in both word and example.
- Unethical Climates are those in which questionable or outright unethical behavior exists with little action taken to correct such behavior, or (worse) where such misbehavior is even condoned.
 - It's likely that employees experience some degree of moral distress whenever a manager is perceived to behave unethically, but the distress is usually greater in unethical climates.



Ethical Climate

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- Organizations can enhance the likelihood that employees will address perceived ethical problems in an active and constructive manner by nurturing a culture that is not all “command and control,” by fostering a sense of shared leadership more than hierarchy, and by valuing upward leadership.
- The most powerful way organizations can enhance the likelihood that employees will address ethical problems in a constructive manner is by proactively creating an ethical climate within the organization.



Ethical Climate



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- Several “fronts” of leadership action are needed to establish an ethical organizational climate.
 - Formal Ethics Policies and Procedures
 - ▣ Formal statements of ethical standards and policies, along with reporting mechanisms, disciplinary procedures, and penalties for suspected ethical violations.
 - Core Ideology
 - ▣ Represents the organization’s purpose, guiding principles, basic identity, and most important values.
 - Integrity
 - ▣ Organizational integrity describes and organization whose pronouncements (core ideology) are congruent with its public and private actions at every level and in every office.

Ethical Climate



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- Several “fronts” of leadership action are needed to establish an ethical organizational climate.
 - Structural Reinforcement
 - ▣ Performance evaluation systems that provide opportunities for anonymous feedback increase the likelihood that “dark side” behaviors would be reported, and thus discourage enactment.
 - ▣ Reward systems can promote honesty, fair treatment of customers, courtesy, and other desirable behaviors.
 - Process Focus
 - ▣ There needs to be explicit concern with process, not just the achievement of tangible individual, team, and org. goals.
 - ▣ The ends does not always justify the means.

Principle-Centered Leadership

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- Another way to think about the essence of creating an ethical climate in organizations is to recognize that it is not simply the sum of the collective moralities of its members.
 - It is an interdependence between the personal, the interpersonal, the managerial, and the organizational levels of leadership.
 - An Ethical Climate needs TRUST established and integrated on all levels.

got trust?



Ethical Climate

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- An Ethical Climate produces greater trust within an organization, and trust is the key element underlying collaboration. Another positive outcome can be improved social standing and improved market share for the organization.
 - Evidence shows ethical companies often outperform its competitors.



Questions

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- How do you believe one's basic philosophy of human nature affects one's approach to leadership?
- Can a bad person be a good leader?



Activities



61

- Each person should select his or her own 10 most important values from the following list, and then rank them from most important (1) to least important (10).
 - Have an open discussion about how a person's approach to leadership might be influenced by having different priorities.
 - Achievement – Activity (Keeping Busy) – Advancement – Adventure – Aesthetics (Appreciation of Beauty) – Affiliation – Affluence – Authority – Autonomy – Balance – Challenge – Change/Variety – Collaboration – Community – Competence – Competition – Courage – Creativity – Economic Security – Enjoyment – Fame – Family – Friendship – Happiness – Helping Others – Humor – Influence – Integrity – Justice – Knowledge – Location – Love – Loyalty – Order – Personal Development – Physical Fitness – Recognition – Reflection – Responsibility – Self-Respect – Spirituality – Status – Wisdom

Activities



62

- Explore how the experiences of different generations might have influenced the development of their values.
 - Divide into several groups and assign each group the task of selecting representative popular music from a specific era.
 - ▢ One group, for example, might have the 1950's, another the Vietnam War era, and another the 1990's.
 - ▢ Using representative music from that era, highlight what seem to be dominant concerns, values, or views of life during that period.

The End

...IS JUST A NEW
BEGINNING

THE
END
IS
JUST
A
NEW
BEGINNING

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