



ETHICS: Leadership in the Counseling Relationship

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Introductions





“I’d like you to do a presentation on business ethics. If you don’t have time to prepare something, just steal it off the Internet.”

Leadership in Counseling

- *“Despite the fact that many counselors attain various leadership positions, little attention has been paid to training for leadership...”*
- *Many of the various approaches to understanding the concept have their historical bases in psychology...”*

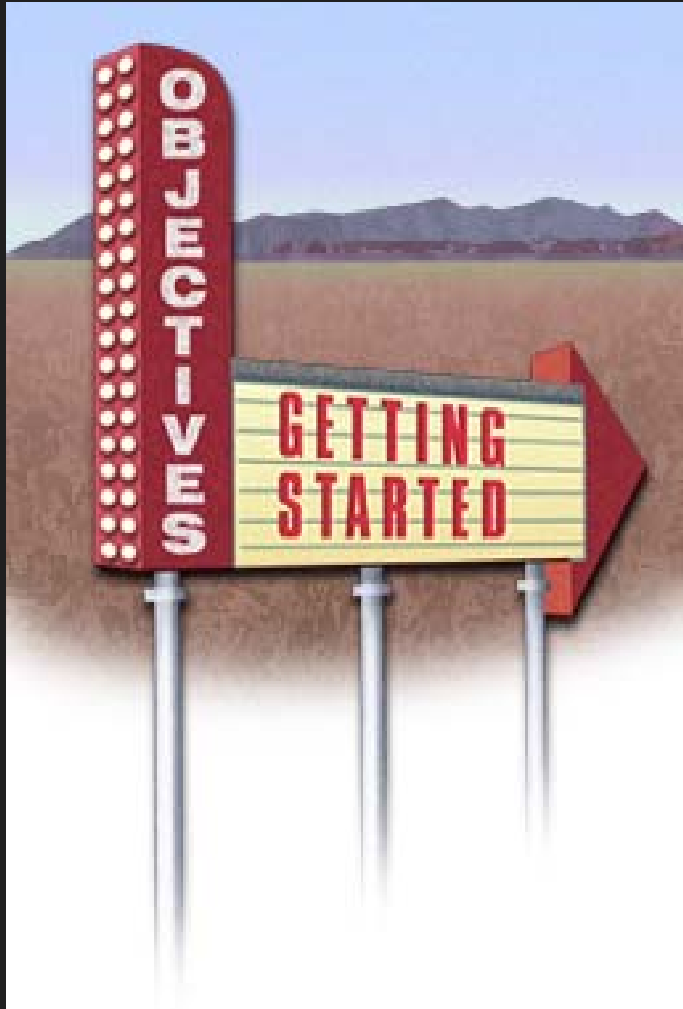


In Re: Rehabilitation Counseling & Advocacy

Upon completion of this webinar, participants will be able to...

- Identify the primary responsibility of rehabilitation counselors and service providers.
- Understand the utilization of rehabilitation and counseling plans.
- Identify and support the clients' employment needs.
- Advocate for autonomy and clients' responsibility.

Ethical Leadership



- Understand the ethical leadership perspective
- Review ethical theories
- Understand principles of ethical leadership
- Review diverse ethical perspectives – Transactional, Transformational, Servant Leadership
- Demonstrate how the ethical leadership perspective works



FAMILY



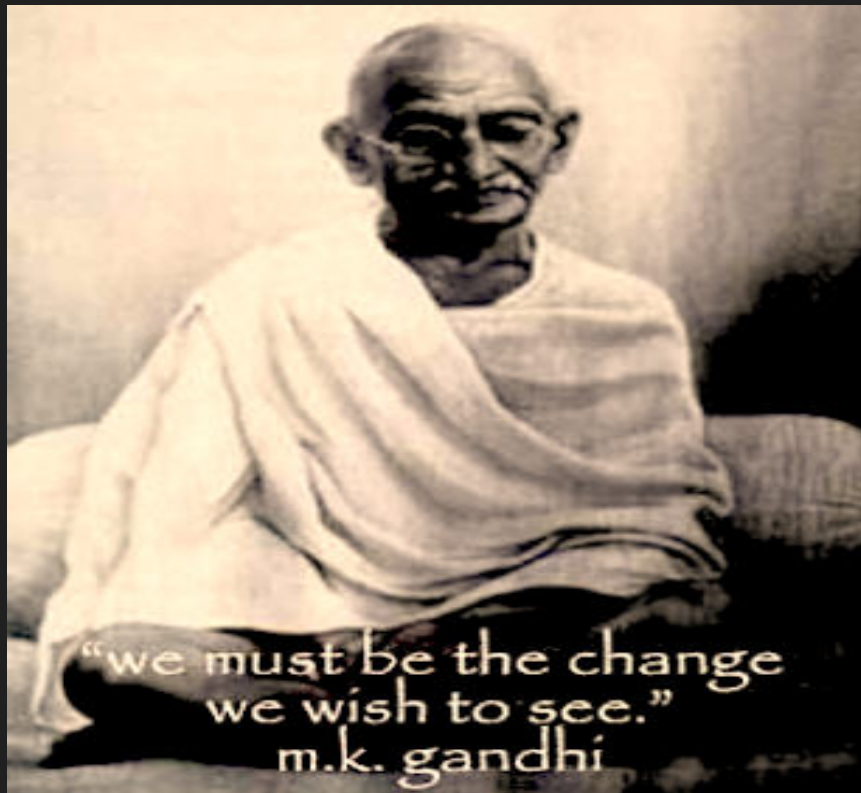
The Need for Leadership in Organizations



- Organizations have a structure.
- Expectations of a leader.
- True leadership behavior and realization of the vision.

The Need for Ethics in Leadership

- Morality a business diversion.
 - Stockholders
 - Profit
- Policies and actions impact society.



- A leader is the soul of the organization.
- Society's moral caliber largely determined by leaders.

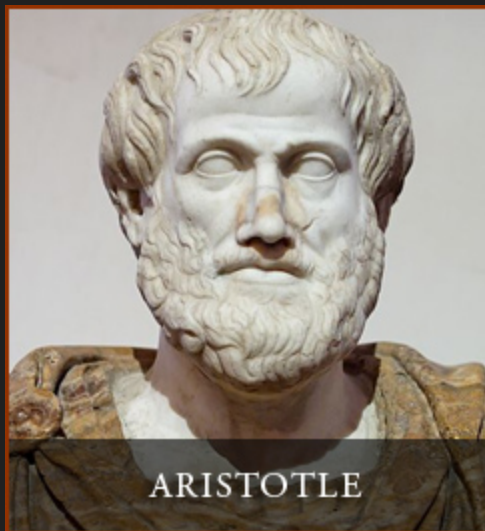
Theories of Ethics: Classical Philosophy of Ethics



Another ethical system today is 'situation ethics' – focuses only on the situation, or the situation and the motive – as is the case when one argues that the end justifies the means.

Morally good act has three parts or factors:

- (1) the objective act itself
- (2) the subjective motive of the actor
- (3) the situation or circumstances in which the act is done.



Two Broad Domains of Ethical Theories

Theories regarding a leader's conduct and character.

CONDUCT

Consequences (Teleological Theories)

- Ethical Egoism
- Utilitarianism

Duty (Deontological Theories)

CHARACTER

Virtue-Based Theories

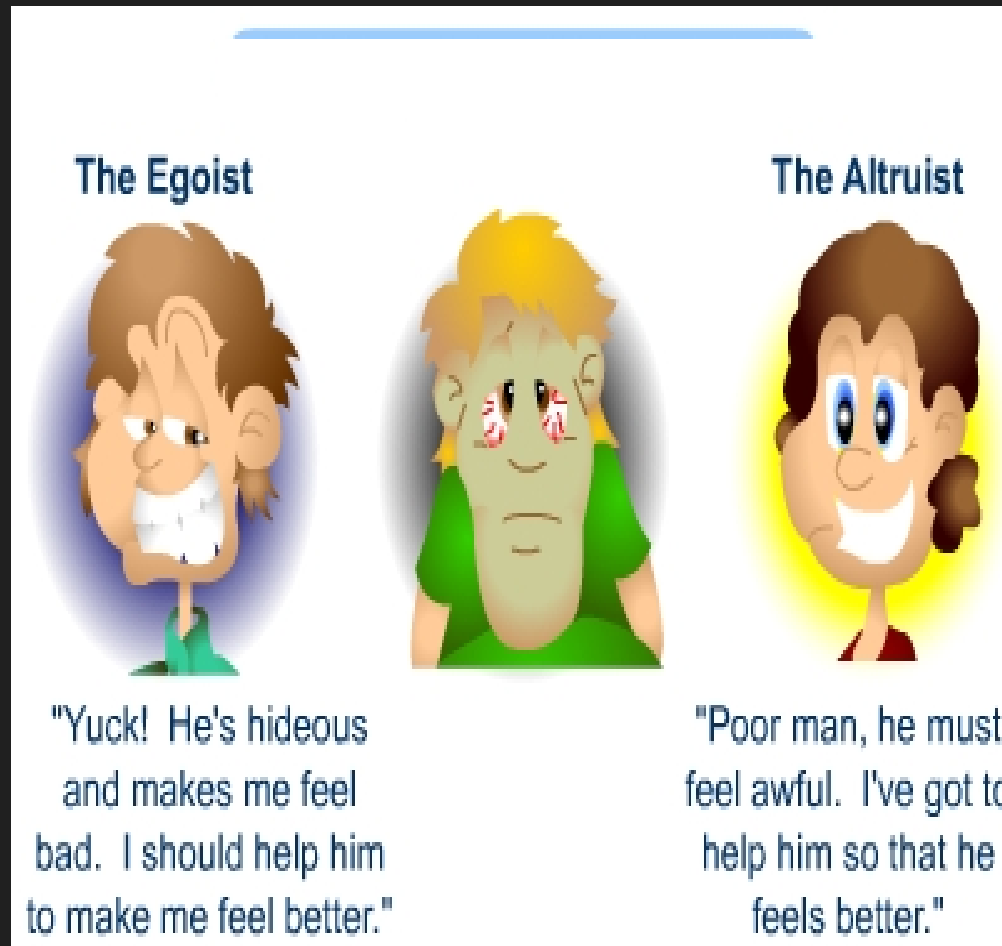
Ethical Theories – Conduct - Teleological

- Teleological Theories: focus on *consequences* of leaders' actions; results
 - Ethical egoism
 - Utilitarianism
 - Altruism
- Three different approaches to making decisions regarding moral conduct -



Altruism

- Criteria of 'benefiting others' (altruistic) versus 'benefiting self' (egotistical)
- Sacrificing one's welfare for the sake of another
- No expectation of external reward
- Behavior that renders help to another person regardless of the intention of the *help-provider*.



Acts also satisfy some needs of the individual – hedonistic paradox

All behavior, whether directed towards benefiting oneself or another, is energized by some needs or inner drives without which human behavior would not occur.

Ethical Theories – Conduct – Deontological



- **Deontological Theories:**
duty driven
 - Focuses on the actions of the leader and his/her moral obligation and responsibilities to do the right thing

Moral Standards



- Distinguishing characteristic
- concerns behavior that can be of serious consequence.

Morals go beyond etiquette, protocol, etc.



Think about what values drive you.

***What values make you
who you are?***

***How would someone
know what you value?***

***What do the people you
consider to be leaders
value?***



Fidelity

Beneficence

Nonmaleficence

Autonomy

Veracity

Justice



How do you define character?



- *Where do values and character come from?*
- *How do they develop, become internalized, and guide our actions?*



Ethical Leadership and Leaders' Personalities

Personality Defined

“Personality can be defined as consistency in a person’s way of being — that is, long-term consistency in their particular ways of perceiving, thinking, acting and reacting as a person. Organised patterns of thought and feeling and behaviour.”

Discovering Who and What we are

<http://personalityspirituality.net/articles/what-is-personality/>

Valid and Reliable

The Big 5

Conscientiousness – (efficient/organized vs. easy-going/careless). A tendency to show self-discipline, act dutifully, and aim for achievement; planned rather than spontaneous behavior.

Agreeableness – (friendly/compassionate vs. cold/unkind). A tendency to be compassionate and cooperative rather than suspicious and antagonistic towards others.

Neuroticism – (sensitive/nervous vs. secure/confident). A tendency to experience unpleasant emotions easily, such as anger, anxiety, depression, or vulnerability.

Openness to experience – (inventive/curious vs. consistent/cautious). Appreciation for art, emotion, adventure, unusual ideas, curiosity, and variety of experience.

Extraversion – (outgoing/energetic vs. solitary/reserved). Energy, positive emotions, surgency, and the tendency to seek stimulation in the company of others.



Source: http://en.wikipedia.org/wiki/Big_Five_personality_traits

Ethics and Leadership

Leadership Ethics Description:

- What leaders *do* and who leaders *are*
- Nature of the leaders' *behavior* and their *virtuousness*
- Ethical issues are either *implicitly* or *explicitly* involved
- *Choices* leaders make and how they *respond* in a particular circumstance are *informed* and *directed* by their ethics

Centrality of Ethics to Leadership

- **Influence dimension – social influence**
- **Power and control differences**
- **Respect for persons**
- **Establish an ethical climate**

Let's talk leadership...

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**“When the boss isn’t around to watch us,
he loads up this screen saver.”**

Transactional Leadership

- Managerial
- Contractual management
- Focuses on the exchanges that occur between leaders and their followers



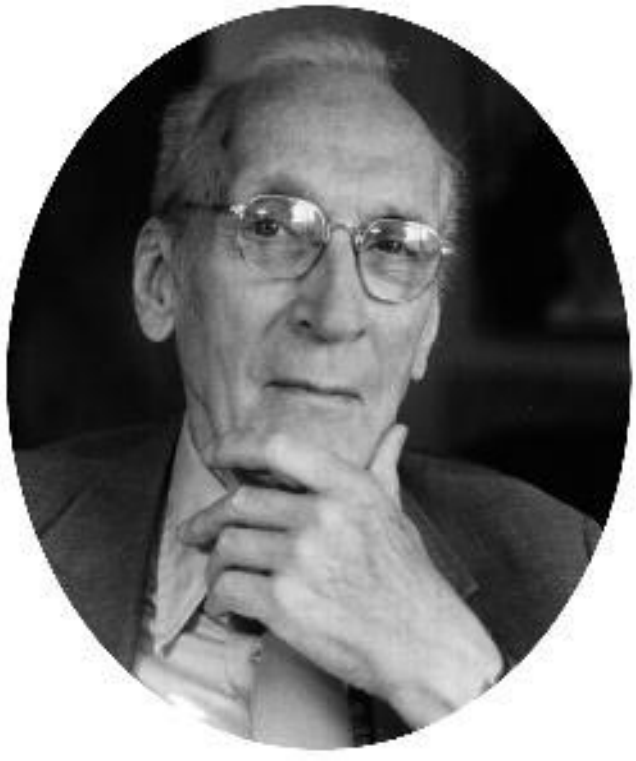
Theory of Transformational Leadership

- Strong emphasis on followers' needs, values & morals
- Leaders help followers in their personal struggles concerning conflicting values
- Stress values such as:
 - Connection between leader & follower
 - Leader's Role
 - Assist followers in assessing their values & needs
 - Help followers to rise to a higher level of functioning



The transformational leader has the key to unlock *“what is”* in order to discover *“what can be”!*

Servant Leadership



Robert K. Greenleaf
1904-1990

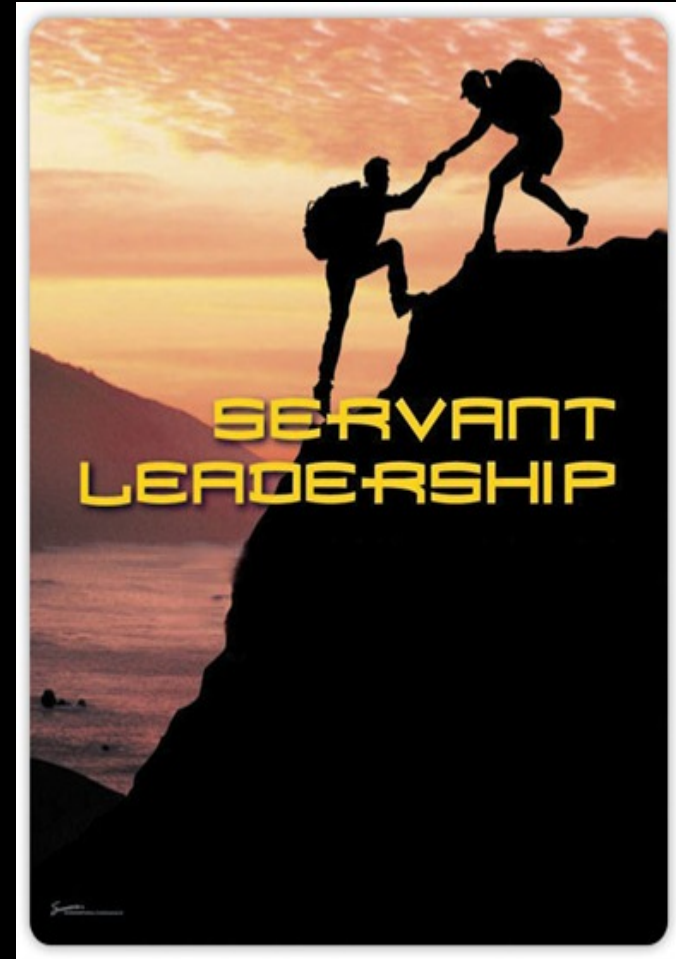
Character

Values:

- Involvement
- Respect
- Trust
- Individual strength

Follower Needs

- Become more knowledgeable
- More autonomous
- Become more like servants



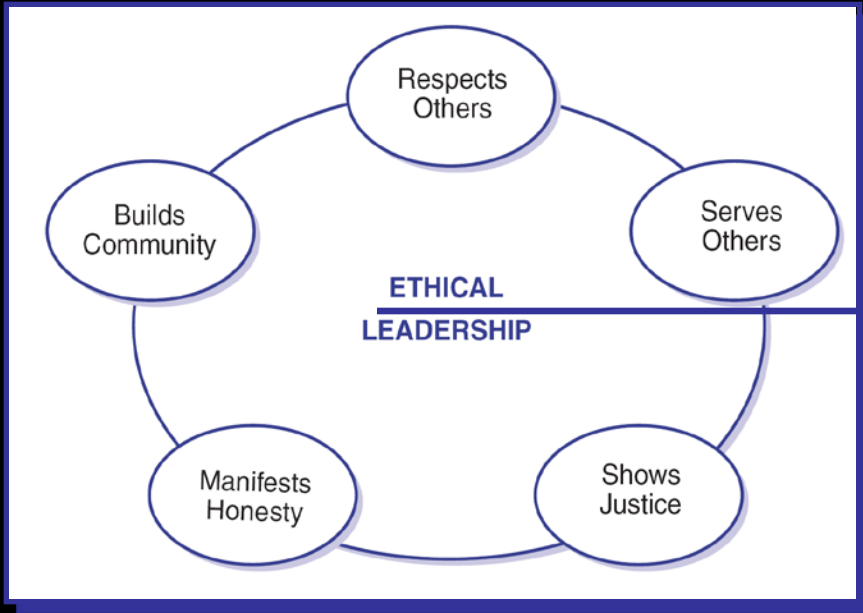
Servant Leadership Perspective

- Has strong altruistic ethical overtones
- Leaders –
 - focus on & attentive to needs of followers
 - empathize with followers
 - take care of and nurture followers



- Leader's social responsibility to be concerned with "have-nots" in the organization and:
 - Remove inequalities & social injustices
 - Uses less institutional power
 - Uses less control
 - Shifts authority to followers

Principles of Ethical Leadership



❖ ***Ethics*** - is central to leadership because of:

- The process of influence
- The need to engage followers to accomplish mutual goals
- The impact leaders have on establishing the organization's values



respect
others

***Treating others as ends (their own goals)
rather than as means (to leaders' personal goals)***



Follower-centered - Based on the altruistic principle of placing followers foremost in the leader's plans

Shows Justice



Ethical leaders are concerned with issues of fairness and justice; they place issues of fairness at the center of their decision making

Manifests...



Honest leaders are authentic but also sensitive to the feelings and attitudes of others

Builds Community



Concern for common good means leaders cannot impose their will on others; they search for goals that are compatible with everyone.

A.1. WELFARE OF THOSE SERVED BY REHABILITATION COUNSELORS

*What is the primary
responsibility of
rehabilitation
counselors and
service providers?*



*The CRCC Desk Reference
on Professional Ethics:
A Guide for Rehabilitation Counselors*

A.1. WELFARE OF THOSE SERVED BY REHABILITATION COUNSELORS

a. PRIMARY RESPONSIBILITY.

The primary responsibility of rehabilitation counselors is to respect the dignity and to promote the welfare of clients.



A.1. WELFARE OF THOSE SERVED BY REHABILITATION COUNSELORS



b. REHABILITATION AND COUNSELING PLANS



What happens to the provider if the job a person decides they want is different from the goal that is written on the plan?

A.1. WELFARE OF THOSE SERVED BY REHABILITATION COUNSELORS



C. EMPLOYMENT NEEDS.



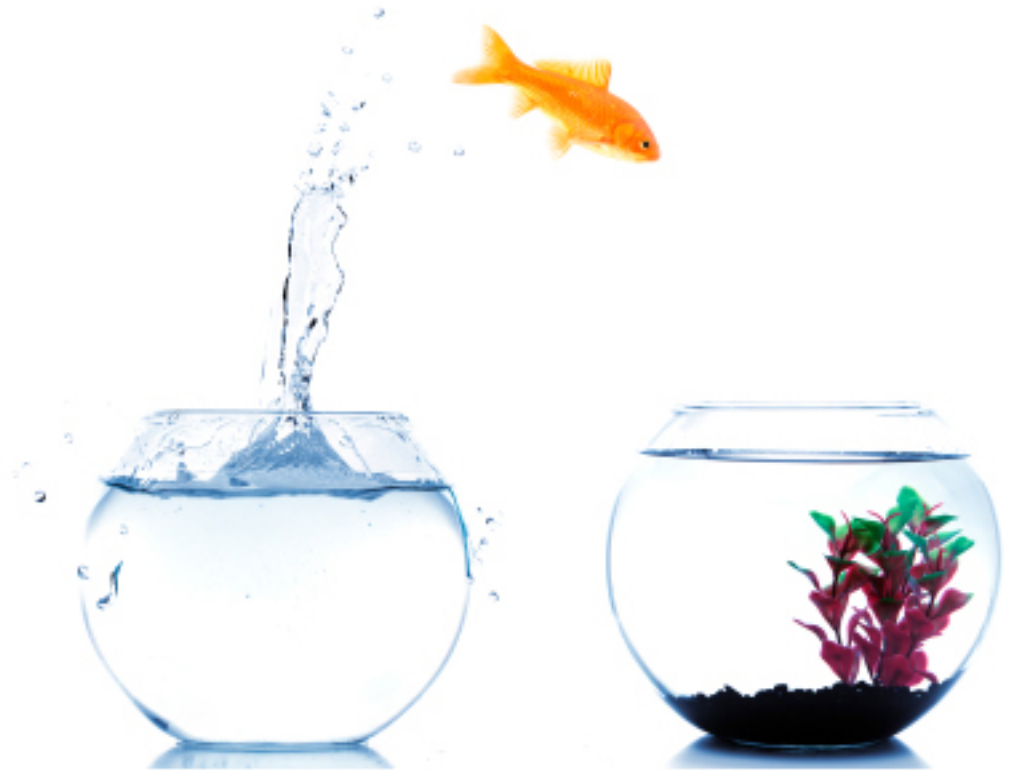
Identify and support the clients' employment needs.

A.1. WELFARE OF THOSE SERVED BY REHABILITATION COUNSELORS



d. AUTONOMY.

*When does the
Rehabilitation
Counselor decide if a
person is able to
progress without
additional supports
from the agency?*





Model

Think about the situation objectively

Recognize and analyze motivations.

Understand applicable laws, rules, and policies

Satisfy the headline test

Take responsibility for your actions

Remember...



E motional
R eaction
I mpedes
C ontrol

Application of Ethical Leadership

- Applies to all organizational levels; all aspects of one's life.
- Moral dimension – leadership demands awareness on our part of the way our ethics defines our leadership
- Professional development in respect to better ethical leadership
- Ethical principles as benchmarks
- Leaders can learn that leader-follower relationship is central to ethical leadership

Moral Environment

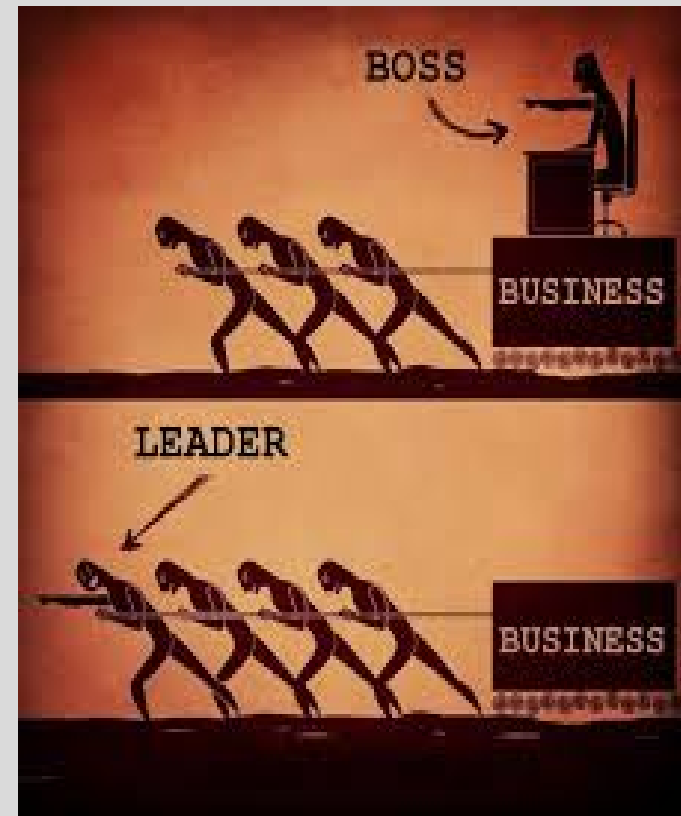
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**“We do so hire people with disabilities!
Dan can’t make a decision, Tina is a chronic whiner,
Jake is an obsessive-compulsive coffee drinker,
Katherine has no sense of humor....”**

Let's Review

- Why do organizations need leaders?
- What can ethical leadership do for our organizations and for society at large?
- Primary responsibility of rehabilitation counselors and service providers?
 - respect the dignity and to promote the welfare of clients
- Review ethical theories
 - Teleological; altruism; deontological
- Understand principles of ethical leadership
 - Respect others; serve others, show justice; manifest honesty; build communities
- Leadership perspectives
 - Transactional, Transformational, Servant Leadership
- What are the reasons for leadership effectiveness when the leaders adopt the transformational mode of exercising leadership influence?
- In what way do the values and assumptions of transactional leadership differ from the values and assumptions of transformational leadership?



**Questions,
comments,
concerns?**

THANK YOU
for listening!



Resources

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