Ethics: Leadership in the Counseling Relationship

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Please stand by for realtime captions.

>> Good morning and welcome to ethics leadership and the counseling relationship. this is a 1 1/2 webinar once this webinar is completed we will make it available on our on-demand system for those who wish to review it my name is Freda MacArthur Lee, I'm with the workplace inclusion and sustainable employment, I am part of the college of health and public service, with the Department of rehabilitation and health services, behind-the-scenes we have Nick making sure that her technic will needs -- the technical needs are working for is. For all of us joining today, please look at the webinar control panel on the right-hand side of the screen, about halfway down you will the word question, go ahead and open that up. Say hello to me, give me a smiley face, and let me know that you can hear my voice. Thank you I appreciate that.

>>'s this is the box you will use to ask questions if you have them for the presenter today, type them in don't worry about the spelling or grammar, we are going to make sure you get your questions answered, if you are calling and by phone today, please make sure you send me an email at [Indiscernible]. Further down you will see handouts, you will see the handout for today's presentation. Go ahead and grab that, you can download that any time during the presentation today if you do not get that done right now. It will be up the entire time. At the end of the session I will give you more information about how you will receive credit for this webinar, but right now I'm going to introduce our speaker. We have Judith Guetzow, an instructor at the University of Texas, with a Masters in rehabilitation counseling as well is a certified rehabilitation counselor. She is a PhD candidate in leadership studies program at our Lady of the Lake University in lovely San Antonio Texas, her extensive experience in rehabilitation services includes importance with persons with addictions, medical aspects of rehabilitation, and the awareness of violence against people of disabilities. She is known to her students as being fair and helpful, going above and beyond to make sure that materials are understood, she is passionate about making a difference in the lives of others through education and servant leadership. Judith welcome the floor is yours.

>> Good morning everyone. Happy Thursday. Thank you so much for joining us today, just a disclaimer if you been with us before, you know I have a quirky sense of humor, so if you are joining us for the second time around, and you've heard my jokes before please laugh anyway. And get others to laugh with you.

>> As the title says we are going to cover ethics, leadership and the counseling relationship. Before we get started, on actually going over some of the objectives, I want to share with you my interest. Why I have an interest in leadership, I tried to tie in a leadership with rehab and of course the ethics as well. There has been much interest and research on the topic of leadership, so there are several writings of great books, awesome authors, for example the leadership challenge, that is by [Indiscernible]. On becoming a leader by Warren, and also books unemotional intelligence by Daniel Goldman. Of course we can't overlook Stephen R Covey. I mentioned those, because they are good reads, and also because I want to encourage everyone to look at rehab from a leadership perspective.
I always say we are leaders, we are leaders in our community, leaders in our homes, out at our jobs. It doesn’t matter what our titles are, everyone is a leader. And so are our client, consumers or customers. Rebecca was saying the term is customers. I want to mention that, leadership has been studied since ancient times but there is no real consensus as to what it is exactly. What specific skills, and traits are required and what constitutes leadership.

Also, when we are looking at the different populations that we work with, again keep that leadership perspective in mind. And pass that on to those that you are working with, maybe they need a little encouragement that day. And it is the ethical thing to do. To help someone that may be is not really realizing their own potential. That is a little bit about why I am interested in leadership studies. Pass that on to others, I hope that you will in chair -- enjoy what I share with you this morning.

Upon completion of this webinar, the participants will be able to identify the primary responsibility of rehabilitation counselors and service providers. Understand theories, principles and perspectives of ethical leadership, understand the utilization of rehabilitation and counseling plans, identify and support the clients employment needs, and again, client, consumer, customer. Advocate for economy and clients responsibility.

So 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 basis in psychology. So some of those approaches have been labeled as the traits approach, for example what are the traits, we tried to look at positive traits of a leader. Behavioral approaches. Contingency approaches. And situational approaches.

And we also try to understand the ethical leadership perspective, we want to review ethical theories, that pertain to those perspectives caught the different perspectives that are out there. And we want to understand the principles of ethical leadership. Because of counselors, whether we are vocational rehabilitation counselors, or we are in addictions counselor, or an addiction specialist, we are leading those clients, the customers, the consumers, as a counselor, we guide and we do not necessarily tell others to do, instead we are guiding them. To discover their own paths. So leadership plays into that. To guide someone we have to leave them a little. Have that direction, and at the same time, we have to help them recognize their leadership skills. Many times, they do not recognize those, that is why they are in the situations that they find themselves in. Or maybe they cannot move from a certain situation that they are in or have experience. They cannot move on.

And of course being a leader, we very much have to keep ethics in mind, because unfortunately as we know, in the counseling profession, others have been led astray, so to speak, and that is what we want to be aware of. And to prevent. We also want to review diverse ethical perspectives, and I will focus on transformational leadership, and servant leadership, because those are the two main leadership styles, that as counselors we want to demonstrate. More so servant leadership. We already are demonstrating those leadership skills, we may not recognize them, right now as being transformational or being a servant leader. In other words we may go about our day and do so much for others, but we don’t sit there and say boy I am really transformational today. I’m a servant leader today. I want to talk about that.

I want you to recognize that in yourself and others if you do not already do so, and give yourself a chance to pat yourself on the back, and others on the back as well.
So what I did, was actually include three small case studies, that we can discuss. Further into the webinar this morning, but I want to include these at the start, because as we go through the webinar this morning, I would like you to keep them in mind. If you have not already read them maybe you can scan over them quickly, and keep in mind the case study as we talk about the different theories, and about ethics in general.

And we have one more, and one more. So now on to ethics. I hope there is at least one person in the audience that remembers Olivia Newton John songs, let's get ethical. And that is all that I'm going to sing it is your ears will hurt after this point if I go on. We are going to go ahead and talk about ethics. Let's focus on ethics alone. It is concerned with the kinds of values and morals an individual or society ascribes as desirable or appropriate. And it focuses on the virtuous nest of individuals and their motives. It is basically that right versus wrong. Understanding what is right, what is wrong, making decisions based on right versus wrong.

Now and ethical theory, as I have mentioned before, the ethical theories provide a system of rules or principles as a guide in making decisions about what his rights and wrong, -- what is right and wrong, or good and bad in any specific situation. A theory provides that basis for understanding what it means to be a morally decent human being. It is a guide so the speak. -- to speak. Personal ethics, that introspection, looking at what we define as our personal ethics. For example, honesty, looking at it from a counseling perspective, as I mentioned a few minutes ago, there are two things, we want to help guide our clients, but, at the same time we cannot tell them what to do. We are not there to do that, believe me many will ask, tell me what to do. I do not know what to do. But we are there to guide being honest with ourselves, in that situation where we say if I could just tell you what to do, or if I just told this client what to do, that would so help them, I see it, I know it’s, but holding back and being honest enough with ourselves and saying I cannot do that. Let me catch myself. And then also when it comes to honesty, and I see this more in the addictions counseling, honesty is the foundation’s recovery -- of recovery. With the client being honest of themselves and others. When we are talking about honesty, when we are for example asking someone who is recovering from addictions to be honest with themselves and be honest with others, we also have to stop and say what is it that you are going to be honest about? Let’s talk about this. Is it going to hurt the other person? Stop and consider is that honesty benefiting you the clients? -- the client? At the expense of hurting someone else? Then that is not really making amends. It is a fine line a lot of times, that is another aspect to the personal aspect of honesty. Does anyone have any questions about that specifically? No ma’am, there are no questions at this time. I've had a couple of comments about the case studies, is that the only place they are located at is in those two previous slides? I'm encouraging folks to download that so they have access to read that entitles together. Are we going to put them up again I just wanted to let people know that thank you. Continuing on with personal ethics the respect and honor and of course fairness. So when we are looking at respect and honor, we are looking at the ways of recognizing another person's autonomy. To respect and honor a person is to recognize that person's ability to make decisions for himself or herself, and not to interfere once the decision is made. That goes back to introspection, looking at how honest you are, with yourself as far as am I going to interfere? Or am I going to let this person go on and make the decisions and be there as a guide? And be there to listen to the clients?

In fairness of course is an attempt that everyone has that my to make sure that everyone has what they need without interfering -- is an attempt that everyone has to make sure that everyone has what they need without interfering with someone else.
What I did was, I referred to the CRC C code of ethics, and I am basically going to touch on section A1 the welfare of those served by reoperation -- rehabilitation counselors. I will touch on section a to as well. -- a 2. As well. As professionals we rely on our professional code of ethics, and so basically to summary -- summarized those sections, we are looking at the welfare of those served by rehab counselors. That is a biggie for us. Our primary responsibility, as rehab counselors, is to respect the dignity and to promote the welfare of clients. I want you to keep that in mind. I will ask that again later on. The primary responsibility of rehabilitation counselors, is to recent the dignity and to promote the welfare of clients. Clients are defined as individuals with or directly affected by a disability, functional limitation, or medical condition who receive services from rehab counselors. At times rehab counseling services may be provided to individuals other than those with a disability. And in all instances the primary obligation of the rehab counselor, or any rehab professional is to promote the welfare of their clients.

So what can happen though, if the relationship between a counselor and a client in any field, becomes a little complicated, for example, if there is any ethical dilemmas, any transference and so forth, so there are always circumstances were counselors and providers have to consider the ethical issues of their decision and or the recommendations that they make to their clients. I hope you do not mind, those who are in the rehab profession, I'm going to from this point on mention clients, I know that we use different Burbage, in different areas, -- verbiage in different areas, I'm just going to mention clients from now on so you know who I am referring to.

The other parts, of section A1 is rehabilitation and counseling plans. Rehab counselors and clients were timely in creating mutually agreed-upon rehabilitation and counseling plans that offer a reasonable promise of success. And sometimes there in lies the problem. We think about those clients who are so eager and they are so motivated to succeed and to move on, I want to do this, and I want to do that, it wanted to walk before they could run. I don't know if any of you have dealt with clients like that, and I think that is awesome, that is great, but at the same time, ethically speaking, and in being honest, we have to recognize the reasonable promise of success, in those situations. And not hinder the clients, but at the same time say let's walk before we run. I'm guilty of that all the time in my physical therapy, I always want to do more than what I know that I should or can do. But again I get that encouragement. That encouragement to continue on.

Again, if you have any feedback, if any of this reminds you of a situation that you are dealing with, or something that you would like to share by all means go ahead.

And then employment needs. Rehab counselors work with clients to consider employment consistent with their overall abilities, their functional capabilities and limitations, the general temperament, and interest and aptitude, patterns, social skills, that is also very important because in leadership, we look at socialization, the organizational culture, the behaviors, within an organization, those all come into play when you are working in an organization are trying to place someone, trying to help someone get a job. What is that person's social skills? What social skills does that client have? And what about the social skills, the culture of the employer, the potential employer, or the agency that the clients will be working at, or the organization, the office?

Ethically speaking we have a duty to consider that, to look at that, and again be honest about that. While we are trying to let the clients the economist as well. That brings me to autonomy.
The counselors respect the rights of clients to make decisions on their own behalf. Decisions that may limit or diminish the autonomy of clients, decision-making on behalf of the clients is taken only after careful deliberation. Rehab counselors advocate for the resumption of responsibility by clients as quickly as possible. And when we think about advocating for economy, and clients responsibilities, we need to consider when is the rehab counselor decide if a person is able to progress, without additional support from an agency.

I know that is a big, deep question, it is something that you deal with continuously. Maybe even after work, you are thinking about a particular client, that may be able to progress, but not necessarily need all of the supports are additional so words from the agencies, so where do you -- supports from the agencies so where do you draw the line, and which clients do you need to draw the lines with.

With their own fates, and their own decision-making of course, let's talk about family autonomy, the family plays a big role in the recovery process of any clients. I'm just not talking about addictions, I am talking about clients with disabilities, people with disabilities, because many times, they can be stifled by their own well-meaning family members and friends. Family plays a big role, and I say in the our culture, in the Valley we have extended family, the godmother, the grandparent, great aunt and uncle. They come into play as well, they have say in the decisions a lot of times. Family autonomy, his control of the decisions within the family. It includes reproductive decisions, disciplinary measures, and consenting to medical procedures.

Very common aspects of working with someone with a disability. And sometimes also, when we are looking at clients that want support services, or specific support services, training, that they request so they can progress. So they can become more autonomous, and again, that may be stifled, so we have to provide clients with information on jobs that they request as the request, but also may be are caught in an ethical situation where well-meaning people family members and so forth are not letting that particular client grow.

Are there any questions so far?

Every time we bring a family autonomy that everyone starts typing which I appreciate very much. The first one relating to autonomy is the decision to disclose, whether or not the person has a disability or not, and the lack of support from family members, and the lack of support from the employment professional. That is a good one. How would you handle this?

I am going to mutes myself or this one. -- mute myself for this one. Could you repeat the other one? The customer lack of support, the choice of the customer to disclose or not, and the lack of support from family members, and the lack of support from the employment professional. That is a good one. How would you handle this?

I can relate. I completely relate to that. Even as a student when I was studying for rehab counseling, we always heard about that. Should they ethically speaking should they disclose? What about legally speaking? We can sometimes have an ethical dilemma there, let me address it in this way. We will get to this in a few minutes, I'm also going to talk about values. And morals. Whoever asked that question or mention that, maybe you want to jump in now, or in a few minutes, how do you think values, morals, of the person with a disability comes into play or has come into play or would come into
play, as far as them doing the correct thing in that situation. As to whether to disclose, or not. Or disclosing because they should but they do not want to. How would values and morals also come into play in that? Does that make sense? Remember values and morals are what are our foundations. We learn those from the onset. When we are babies.

>> I guess what I'm trying to say here is also, if we are raised with you need to be honest, personally I would probably say, I would disclose. And also, let me tie that in, you got me on a roll, I hope I'm making sense. Let me tie that into lack of support from the employer. And how leadership comes into play with that. If you have a customer who decides I don't want to disclose. Right? Then from a leadership perspective, and ethical leadership perspective we then want to look at culture, organizational behavior, socialization, all of that, of not only that employer, but of the organization as well. When we are looking at the employer, let's play this out a little bit, let's say the client does not disclose. Or the customer does not disclose. But the employer notices or in a sense is willing to work. So that you know that the skills, and the leadership perspective of the employer is different and probably more transactional, and servant leadership then somebody who is not being honest, I do not appreciate that, and does not give that person a chance. Did I make that clear? Are there questions? I understood, and I'm can share with you but the first question you talked about as to why is this being this way. The family feels they should disclose for the sympathy, if you tell the employer that you have a disability you are more likely to get the job which I find very interesting. The employment professional, is concerned that the person will need accommodations in that position, and so you have to disclose if you need accommodations. And the customer chooses to keep their information private and does not think it's anybody's business.

>> Very good. In my tying in and helping you tie in leadership perspective into this? Yes or no? Yes you are absolutely.

>> Perfect.

>> When we are looking at the family, it is that sympathy, and again that just stifles someone. For those of you when you do not know me or about me, I have a physical disability, and I use my wheelchair a lot more now. It is so funny, I'm sure many of you can relate, if you are in a chair, you are more apt to receive assistance. At least that's what I see. If the family notices that, and maybe it is out of the well-meaning and the caring about the family member with a disability, at least they will garner some sympathy, and there will be somebody there to assist. I have most of my friends, my female friends they love to push me in the chair, sometimes I think I get a little crazy because they want to dance in my chair, that make they want me to dance in my chair. -- they want me to dance in my chair. Sometimes I have to speak up in a nice way and say no thank you, I don't need the assistance right now. From a leadership perspective, we want to teach that, and ethically we need to write? We need to continue doing that but we also need to teach that in our -- to our customers. With everything else you have to do all the other responsibilities, helping them understand that no, a disability is not a way to get sympathy, we want to get past that, even though family is telling them let's do it this way. That is a big hurdle.

>> And of course yes, when you are talking about accommodations that may be needed, when you are getting a job, let's step back and look at this from a rehab professional perspective, let's focus on the organization, the employer, what is going on? Do they understand? If not, then I need to look elsewhere for my customer. Because then how are they going to remain employed, past the 90 days? Questions? Please let me know, if I need to clarify.
There are none that have popped up on that, I totally agree with everything that you have said. Absolutely. It is a hard thing to do to balance, all of those decision-making processes and see where they are coming from, so great explanation thank you for that. Thank you for the feedback and the questions, I appreciate it.

Very quickly so that I can go on, respecting diversity, rehab counselors demonstrate respect the cultural backgrounds of the clients. Our customers we just book about that. That is part of the sympathy, -- our customers, we just spoke about that, that is part of the sympathy. Lets you have a say about what you need to do, because I'm a family member we just spoke about that. And nondiscrimination, rehabilitation does not condone or engage in discrimination based on age, race, national origin or so forth.

So now we have Miss Lucy, the counselor, feeling inundated and his picture miss Lucy out there sitting in her office, and she's looking up at the clouds and sometimes we say clouds form different shapes, and sometimes they look like a dinosaur and so forth, her little clouds words appear, veracity, autonomy, fidelity, and so forth. We look at those and we say those are the principles of ethical behavior. Principles, the six principles of ethical behavior. And miss Lucy is asking which principal relates to the rehab goal and guides the entire rehab process? Which principal relates to the rehab goal and guides the entire rehab process? Which do think it is? Which of these principles to think it is? Could somebody answer that quickly? Takes a minute for them to type. Someone says economy. Yes. A+. -- autonomy. Yes A+.

So now that is somebody we need to watch out for they are on their toes.

Our professional obligations of course are to apply those principles. So autonomy, we have talked a lot about that, to respect the rights of clients to be self-governing within their social and cultural framework. And respect their choices. And of course beneficence, to do good to others, to promote the personal growth and well-being of clients. With anyone right now before I go on, or as I'm going through these, when and if you like to share some examples of each of these? How did you practice economy or help your customer practice economy? Or beneficence?

I know that all of you apply these principles every day. I know that you do. I was AVR, a customer, so I'm very grateful for my VR counselors.

And infidelity, again jump in any time. To be faithful to keep promises and honored the trust placed in rehabilitation counselors. And justice to be fair in the treatment of all clients, to provide appropriate services to all. We talked about appropriate services a few moments ago. And then again think of some examples of each. I hope you are typing. Nonmaleficence, to do no harm to others, I like this quote by the Dalai Lama, are prime purpose in this life is to help others. And if you cannot help them, at least do not hurt them. I think that describes rehab professionals perfectly. And in veracity.

And some folks typing here, I don't want them to think I'm not paying attention to them. The person putting this covers a few areas, supporting a customer's job choice even though I don't think it's the right one as a professional. I think that covers a lot of autonomy, and they also added when you look at veracity, I was honest that I did not think it was a great choice but I was willing to support their decision.
It is following through, that one specific incidents, following through and how does a ton apply, and how does honesty and so forth. -- autonomy apply, and how does honesty and so forth. It's hard to line them up in columns because they cross each other as we go.

The other one was, having to do with family. It had to do with the family wanted the specific job and the customer did not want that job. And it was getting a VR counselor involved, to help bridge that gap. Those are our to the we've got here. I like that, -- is are our 2 that we've got here. I like that. The family might think this is a better job for you there is more chance of advancement, or more pay, or the hours are better. Understandable, but who is going to be doing the work? Who is going to be doing the work? Who is the one that has to get to the job and have their hearts in it? There has to be passion, or at least some understanding of the responsibilities that go with that job. And a passion for that job. Because if not, are they really going to stay employed past maybe the first month?

That is very hard to try to have family understands,, this is the person who is going to be working and doing that particular job. And their heart is not. -- is not in it. That is a lot to deal with. Thank you for that.

Morals, let's talk about morals and values, as I mentioned a few minutes ago we will tie those in as well. We have a little bit, let's focus on them just a little more. Morals describe whether an action is right or wrong. The values describe a personal view of what is important. Ethical acts are based on moral principles. That are universal because they incorporate fundamental values as truth, goodness, beauty, courage, justice, we talked about justice a few moments ago, or a showed it on the slide and mentioned that. Let's ask what moral principles do we rely on when making moral judgments? When we are distinguishing right actions, from wrong actions. And how do we bring that across, to our customers or our client, to our families, the family members that are insisting that they take this particular job, now let's look at us as rehab professionals, again we are leaders. And a leader's moral character is important, because it motivates and acts. We are that role model a lot of times. Again, that guide for the clients. That leader is a role model to the followers in respect of both task performance, in that job, and ethical behaviors. For example, the customer is saying, I will take the job, because my family wants me to. But I'm not going to do a good job at it. They might not even see that or say that, they may express their resentments, or their disappointment in that manner. As a leader, the leader and the rehab professional, the leaders that we are, we are that role model. We need to recognize our own morals, values, we need to help the client and the customer recognize their own morals and values and sometimes even those well-meaning family members or friends recognize it as well. Again, when we talked about employers, recognize that in the employer and the potential employer, also.

And that does not mean be judgmental, that means be aware of the morals and values that come into play as well. So when we are talking about morals, and let's differentiate between morals and values, when we talk about morals with are looking at right versus wrong. As that little picture shows, there is a little boy that is dressed up as an angel, one dressed up as a devil, sometimes if you are a Disney fan you think of Jiminy cricket right? He is sitting on your shoulder as your conscience. Morals deal with right versus wrong actions. When we look at morals we're looking at human obligation. It is a human obligation to be morally conscious -- a morally conscientious person. How am I going to act. They are based on personal beliefs, good versus bad, right versus wrong, legal and illegal. Again we are looking at ethical dilemmas, when we are looking at assisting customers, we are in a sense processing this very quickly. Morals are generally taught by the society to the individual whereas values come from
within. So morals act as a motivation for leading a good life, while values can be called intuition. More as a related to one's religion, business, politics, whereas values are personal. Though those fundamental beliefs or principles, we talked about the six principles a few moments ago. Morals are deep-seated whereas values keep on changing. With time, and needs. Think about your own morals and values, think about your morals and values, and what morals were you raised with? What were you taught? Now think about values, your own personal values, how have they changed with in maybe the last five years. Or have they changed? Let's consider everything that is going on out in the world and society in general, have your own values changed? Within the last five years? Maybe in the last year? Or so?

>> You want to have that introspection. So again values, a personal view of what is important, those are the core beliefs, the desires for how the world should be, they are not very objective. White -- what is important to us and why? When it concerns values, that is what we ask ourselves. What is important to me? And why is that value important to me? Their influence by our cultural beliefs, our background experiences, our families and friends. Maybe what we see or watch on TV. What we hear in the news. So forth and so on. And the values determine one's belief, thinking, behavior interaction with others, and is important for us to know and understand her own values to help our consumers, the customers, clarify their own values. But when we are doing that ethically speaking, we have to be value neutral. Your acting as a guide, but we are not pushing our own values on our clients.

>> Are there any questions about that?

>> We do not have any questions or comments, we had one about how does religion play in both morals and values? How does that play a role in there? I will mute myself for that one. Let's go back, with morals, that is what we are taught from day one. I'm not trying to offend anyone but I'm going to speak to you from my personal perspective. I am a practicing Catholic, in our religion, in my faith, and anyone out there who is Catholic if you're willing to share, can you answer this. As a baby, what is the one thing that our family deems is morally correct to do? As far as a newborn baby, and the church? What is the family what right does the family -- rite does the family or what sacraments, does the family discuss and focus on when a baby is born? Can somebody answer that? I don't have anybody response so I'm not Catholic and I don't know. I will give you the answer, baptism. Right? In the Catholic faith, when babies are born right away family starts planning a baptism. It is very important. So already is a baby, you are being taught what is morally right. That is the right action, as a Catholic. Receiving the sacraments.

>> As that child grows, the values that were instilled in that child, at a young age, the morals and the values, can change. For example, I remember morals are deep-seated, they are taught from the onset of the child's life. We're focusing on the Catholic religion here, as the child grows, there values can change in they may stray from their faith. From the religion. So there values have changed. Right? Although they may still believe, that faith and religion may still be there, for a believe, they may not be going or attending mass every day. Moral deep-seated, they still have that faith, maybe they received all of the sacraments, most of the sacraments, but, as far as values, it is not, that faith or religion is not that important as it was before, or as it was to the family before. And that person may have left the church, or is not attending, because the values have changed. That I answer your question?

>> -- did I answer your question? Yes ma'am you did. Perfect, thank you for the question. I'm not trying to offend anyone, religion plays a big role in our clients lives. Many times it does. Whether they have faith or whether they do not, think of people that are recovering from addictions. We do not necessarily say you have to be belonging to the certain faith or religion, I say we when I used to attend support
meetings, everybody saying we need to believe in something, at least in the 12 step program. That plays a part in the recovery. Correct me if I'm wrong, I think that plays a part in pretty much every client, every customers lives. You are going to deal with that at one time or another. If you have not already.

>> Very quickly, think about what values drive you, again we mentioned to choose freely a from among alternatives, we give thoughtful consideration and there is no coercion, we use them to guide our lives, or teach others to think about their values, to guide their own lives and we firmly advocate them. They are shown in our living, leadership capacity is included, and we spend money on things that we value, we budget time and energy for what we value.

>> Values again tend to have a persistence in a similar pattern in our lives. If we think back about what patterns do we have when it comes to our values.

>> So if anyone would like to share what values make you who you are? How would someone know what you value? What do the people that you consider to be leaders value? Does anyone want to jump in?

>> Someone says your actions,, your choices what you know, I don't have anyone for the last one, your job, what religion you are, and that is what I bought.

>> Perfect. Exactly. All of those come into play exactly. Thank you.

>> Let's look at a moral obligation versus an ethical dilemma, we have touched on that a little bit, just three your feedback. Moral obligation refers to a belief that the act is one prescribed by their set of values. Again how morals and values pretty much go hand-in-hand. It arises out of considerations of right and wrong, it is an obligation that arises from ethical motives, or a mere conscientious duty. A moral obligation springs from a sense of justice and equity that an honorable person would have and not from a mere sense of doing benevolence or charity. A moral obligation is the name that is given to a duty that arises from conscience rather than law. So you are not coercion their. -- you are not being coerced there.

>> An ethical dilemma arises in a situation concerning right and wrong in which values are in conflict. The characteristics, when you are looking at an ethical dilemma and analyzing it, really there are two possible choices. Two courses of actions, yes or no, right or wrong, legal or illegal. The choice results in significant consequences, it is always going to have a consequence. An ethical dilemma. Whichever decision that you make, there is a consequence that will arise from that. Whether it is good, not so good, but it always has a consequence. Either choice, is supported by an ethical principle, but when you make that choice, a lot of times again because of resulting consequences, a principal is compromised. Principles we talked about the six principles, one of those will to some degree be compromised.

>> Are there any questions or comments? None at this time thank you. So again, morals and values go hand-in-hand, they help you to make those decisions when you are supporting an ethical dilemma, you're basically trying to balance right versus wrong, legal versus illegal. Looking at all aspects. If you keep calm and know your personal values, you will make the right choice. You will make the right choice.

>> So to broad domains of ethical theories, the theories regarding a leader's conduct and character. These ethical theories as most ethical theories do, apply or pertain to conduct and character. I'm going to briefly touch on character but I'm going to focus on conduct. When we look at an ethical theory, from
the perspective of a person's conduct, or the leader's conduct, we are going to look at two theories. Teleological and deontological. They're easy to understand even though they are big words. When we talk about character, let's look at your character, how would you define character. It is a combination of attributes, traits and values that define us, and differentiate one person from another. And these qualities or attributes regulate our behavior. The character is relatively consistent across time and context. Now we've talked about values and morals, as they pertain to leadership but we are also looking at character. And when we spoke about jobs and the employer's earlier, this is something as far as organizational behavior, socialization, and so forth this is something that we also and again without judging, being judgmental we consider, when we are trying to place someone in jobsite. We're trying to help them work. What is there character? What about the character of the employer and the employees. As it relates or they relate to people with disabilities.

>> Other any questions or comments on this? On character? No ma'am, not at this time.

>> Let's get back to the two theories that I said I would briefly talk about, the two broad domains of ethical theories regarding a leader's conduct in character, I said we would focus on deontological, that is duty driven. D is duty, philological there are consequences. As you this is consequences you will have.

>> You have a duty to be honest, you have a duty to apply the principles and to be an ethical leader and ethical counselor. But there are no gray areas, when it comes to deontological areas it is what it is, right or wrong. But it is all about duty.

>> When you are looking at teleological, teleological there are some consequences, there is what there is called ethical egoism, utilitarianism, and [Indiscernible]. Those approaches to making decisions, the decisions regarding moral conduct, those come into play. Those three different teleological approaches. They come into play, when we make decisions regarding moral conduct. Again we are focusing on the conduct, our conduct of a counselor or the leader, the deontological theory is duty driven it relates not only to consequences but also to whether the action itself is good. Again looking at the good versus, legal versus illegal, and focuses on the action of the leader and his or her moral obligation of responsibilities to do the right thing. That is why we have the code of ethics. For example, telling the truth, keeping promises, being fair, we discussed that a few months ago, from our perspective and the perspective of the customer. We talked about somebody who did not want to self disclose. That pertains to deontological, the duty driven theory, our actions and conduct that is duty driven. We say you must tell the truth, you either lie, you are honest or you are not, you must tell the truth. That is duty driven when we say that we must tell the truth there is nothing wrong with it, I'm trying to explain the difference between the two.

>> The teleological theories, focuses on consequences of the leaders and the results of the consequences. The three different approaches to making the decisions regarding moral conduct is ethical egoism, utilitarianism, and altruism. When we are looking at ethical egoism we have to be careful, although from this perspective when we make decisions based on this theory, from this perspective, it creates the greatest good for the leader. So then we have to ask who is benefiting? With this decision? When I make this decision who is it that it is really benefiting? Remember we talked about family, and family with one of the consumer saying you need to talk about your disability because you will get a better job, or they can sympathize. Will again, that is a little bit of ethical egoism, because it is creating the greatest good for the leader, in that case the leader would be that family member that is
trying to influence the customer. Does that make sense? Questions on that? No questions. Yes that makes sense to me.

>> I hope I'm not losing anyone, please jump in at any time if there something you want to share the relates to this by all means, an example by means. That's my call means. When we talk about utilitarianism that creates the greatest good for the greatest number. So a leader maximizes benefits to everyone while hurting the fewest, ethical dilemma, that is always going to have a consequence, it doesn't matter if you're trying to apply all of the principles, but, if you are helping greater number of people, if it is a decision that will benefit the greater number of people, is going to happen to the others? There was somebody there even if it is one person, that is going to end up getting hurt, or maybe is not going to like that decision, they are not going to benefit from that decision. But the majority well. That is utilitarianism. And and altruism, basically you are showing concern for the best interest of others, trying to be very transformational, and trying to help everybody and trying to really minimize having anyone not benefit from a decision.

>> I hope I explained those well, if you have questions I can clarify at any time.

>> With a little picture here, I'm a visual learner, ethical egoism, you have one little dog saying I want to be special, the other one is saying you are special. Does look at the view from inside your head. Well, everything revolves around me. C? That is that ethical egoism, what is it for me, we have to be careful. From our perspective are trying to work with our customers, let's ask ourselves when we are making the decisions is this greed or ambition? I'm not meeting to focus on example of the client to do that want to self disclose but I think it's a perfect example. Let's look at that again, is it greed or ambition? If taking that job, self disclosing and taking that job, the greater ambition are they doing it out of those two? Greed is not such a bad word, let's not look at that from a negative perspective, how about are they taking that job at of need, family need, or ambition? Are they trying to progress? I they really focusing on what's in it for me as a counselor, are we focusing on that? When we are working on our clients, what about the family? What are some ethical red flags, that we deal with in those situations? In a sense is ask ourselves have we ever exhibited ethical egoism, sometimes that is good. Maybe we need to do that, to express ambition. So that then we can achieve a goal, that will help our customer. Or our client. This is not necessarily a bad thing, unless we use it for evil and not for good. We want to use this for good and not evil. That is the bottom line there.

>> Are there any questions or comments? No ma'am. And basically, utilitarianism that is the greatest good, for the greater number, and altruism is we want to help the person, we want to help everyone because we see the need their. -- there. If we are doing that are we guilty of ethical egoism, are we getting the positive feeling that positive reinforcements, I help someone I was able to resolve a problem. That is not always bad, but we have to keep that in check, what is behind that and what is the reasoning behind that. So leadership is about caring for people and being a useful resource for them, being present for people and being your best and most authentic self, and creating a place in which people can do good work and find meaning in that work. We talked about the organizations, the need for organization leadership, they have a structure, organizations have a structure. We expect to have leaders. Being a follower, follower tends to have a negative connotation, in leadership we do not look at is a follower in that respect. Followers are a team, they are the team. You have to have someone that will guide, and the others to work with that person. But we differentiate the other two between leaders and followers but it does not have a negative connotation in the leadership roles. And true leadership
behavior and realization of the vision is very important as well, I'm going to quickly go through these, the ethics description when it comes to leaders, it has to do with what leaders do, and who leaders are, we look at the behavior and their virtuous, and any decision-making decision, they are either implicitly or explicitly involved, and what choices leaders make and how they respond in a particular circumstance are informed and directed by their ethics. We talked a lot about this. Central Saudi -- sensuality of ethics to leadership -- central of ethics to leadership, that we should look for in every organization. That moral environment, we do not want to see this, we do still hire with -- people with disabilities, Dan is a -- gang can make a decision cutting is a chronic Weiner card Jake is is obsessive-compulsive etc. Getting back to the organizations, we as organizations are raised to be -- we as people are raised to be family oriented. We start working and we have friends from work we go to school and have friends, that is how human beings grow and fulfill themselves is through that acting and living together with others. It is that social dimension of human beings, that creates the necessity for organizations that promote the well-being of their members. That is so important for us to keep that in mind. As we are working with the clients and customers. So the principles of ethical theories, were gonna go through these, it is a little difference but they relate very much to the principle spoken of earlier. Ethics is central to the leadership because of the process of influence, the need to engage followers, to accomplish mutual goals, that goes back to our code of ethics and the impact leaders have in establishing the organizational values, values and morals being very important.

>> And having the respect of others, serving others, are there any questions so far? No ma'am. I hope I'm not losing anyone. I know it's close to lunchtime. Stay with me. Serving others, that leadership behavior, serving others, followers centered, but not in a negative respect, it is based on the ultra stick principles of placing followers for most -- foremost in the leaders plan. We are looking at whoever you are working with, if it is a client and a family, customers in a family, placing them foremost in your plans as a leader. Trying to keep that perspective, as you are working with others. The leader also shows justice, to each person, and adheres to the principles of distributive justice. When you are considering those that you are working with, you look at whether you are being fair, for example if there are jobs or finances are so poor that a leader that you have two dispersed throughout the organization, is everyone getting an equal share? Maybe this can come to play in is everyone that you work with getting an equal share of time? I know that is so hard to try to work with clients, consumers, in the allotted time, that you have, but to do so much in that one time. And then to also worry about, am I treating everyone equally, giving the same amount in mind that my time and effort to -- time and effort to everything and everyone. Ethical leaders are concerned with fairness and justice they place issues of fairness of the center of their decision-making. And all of these manifest in honesty, that we talked about, they are identical leaders, -- authentic leaders, and they are sensitive to the attitudes and feelings of others and that help build community. From a rehab perspective it helps build a community of potential employers. Potential customers, that community within the organizations, at which the customer in person with a disability is placed. And the building of community, in that building of community there is concern for the common good and that means that leaders cannot impose their wills and others, but they search for the goals compatible for everyone. Think about that from a rehab perspective. You are doing that on a daily basis.

>> This application of ethical leadership can be applied to a divorce at all levels of organization and all walks of life. Because leadership has a moral dimension, being a leader demands awareness on our part of the way our ethics defines our leadership. And managers and leaders can use information on ethics to
understand themselves strengthen their own leadership. Leaders can use ethical principles as benchmarks for their own behavior.

>> And they can learn that leader follower relationships is central to ethical leadership.

>> Are there any questions at all? No ma'am not at this time. To leadership models, that are very important, I mentioned at the start of this webinar, I think apply so well to vocational rehabilitation. They are the full range leadership model, it looks a little detailed, but I want to focus on transformational leadership and servant leadership. When we talk about transactional leadership, it is so based on contingent rewards, in other words do this and you get that. To at this well and you get this. If you do not do it as well then you are not going to get this or you will only get so much reward so to speak. And that is not what we want. We look at that as managements, that is pretty much management that is out there, it is not necessarily a bad thing, it depends on the situation, the environment, the type of job, where that sort of management, that leadership applies. Let's look at the military, very transactional. You do it or you do not and this is what happens.

>> But we want to focus on transformational leadership. And servant leadership, transformational, transforming yourself as a leader and others. Others that you work with. It has a strong emphasis on the followers needs, their values and their morals, in this case maybe our coworkers, our clients, the leader helps followers in their personal strikers concerning conflicting values. I mentioned in the military a few moments ago, we need that transactional, that applies in that type of setting. Within that population. Very much so.

>> That is not to say that there are not any transformational leaders, but look at in this leadership perspective we are looking at the followers personal struggles, the leaders concern with that, that does not happen everywhere, and it is not appropriate everywhere. Okay? But we want to focus on that, we would like to know it's, and to apply this type of leadership. And because it does produce a good connection between the leader and the follower, as a leader you assist the follower in assessing the values and needs, and you help them to rise to a higher level of functioning. Which we try to do for individuals with disabilities. And then servant leadership, I think if you look at yourself as a rehab professional, you are a servant leader. You are a servant leader. You are helping those that too many times cannot help themselves. Or cannot help themselves to the degree to which they would like to do so. With the values involved are respect, trust, individual strength, involvement with others, helping them and being transformational enough to ask how can I help you. And being and recognizing as a servant leader when you help others, you help yourself. And that is not ethical egoism, that is saying recognizing I helped this person become more autonomous, they have a job, they're receiving services that they need, and I look at that person how they have changed from day one to Cheney -- today 90, and they have grown and changed. And I'm happy for that person. And that is your reward. That is what you find as motivating, and why you do the job.

>> Are there any questions or comments?

>> Let me skip ahead, I had a slide or two, we are almost running short on time, when we talk about identifying and supporting the clients employment needs, we need to understand the leadership style and organizational culture, I keep mentioning this to the webinar, there are six strategies for improving our ability to build natural supports for consumers, we advocate hiring consumers by using a placed train approach, versus A-Train place approach. Quick placement of consumers into integrated job
settings. And we become adept at using and extending natural support networks for consumers. You have more knowledge, we are more knowledgeable about relationships between the interventions proposed, and the value of generic work lace quality improvements, interventions for all employees as we discussed. And there is collaboration by researchers, and consumers employers on consumer preferences, what is that a better match for? What can we do to better match the person with the disability to the workplace? And vice versa. And we increase efforts in developing natural support based interventions, for consumers with most challenging disabilities. We desegregate. We advocate for desegregation. Looking at a ton Ambika do not want to force that on anyone, the -- when we are looking at a ton Ambika we do not want to force that on anyone. We are looking at helping our customers grow. To guide them from point a to point B. According to [Indiscernible] case managers must also ask themselves what is in the clients best interest, what is the right choice ethically, and MI operating within the guidelines of the agency that employs me? That going back to the code of ethics. Let's review focusing on autonomy, let's review the ethical and legal issues. I hope I get some feedback in the last few minutes, one of the most difficult issues is how not to help when the client doesn't want it. How to back off when the client needs space. The clients have the right to fail. That is hard because we see potential. We want them to get better, we know that if they would just take this medication, they would get better that they don't want to.

>> Or to this other case study, I have a client whose family things that she should not be on the medicine. Her family tells her that we are bad for her, and she listens to her family, and that she sees what they are telling her may not be in her best interest. We have touched on that, if that reminds any of you of recent cases or anything that you would like to share by all means please do. We have one already, good. Customer referred for employment services, with a history of addiction, and one of her triggers was working in the food industry. In a bar or restaurant, the employment professional is working to find a job in another admin area, and the customer takes a job working as a bartender. >> Okay. I think we can all see the problem there. Yes. That is very common, you want to look at that as well, and look at it and see if, is this customer looking at the recovery and looking at the world through rose colored glasses? We use that a lot in group meetings as support group meetings, I remember one of my friends he was accounts are would always say that, you are looking at this through rose colored glasses. Is that without customers doing? I'm recovered, I am good I can handle this. I'm in recovery, and a need to prove to myself that I can do this. Maybe that is not the case in this situation, but you do want to look at that, and see if that plays a role in that decision. Another thing, in recovery remember for those of you you may be familiar with support group meetings, in the form of attending so you know, if you do not already do that I would recommend asking permission to attend a meeting close by, so you will know who you are sending the customers to. And you know what is going on, that does not mean that you are invading the privacy or disrespecting anonymity, when I teach addiction studies I would have arrangements for my students to attend support group meetings. Very graciously Alcoholics Anonymous, all of the participants there used to do that. That gave me better insight as to the thinking, what goes on? In those meetings, we are looking at someone in recovery, right? You know that they have already heard stay away from the people, places and things that trigger you.

>> Stay away from them. And we cannot impose that on this particular customer. That we can remind them. Nicely remind them, the that servant leader, be that leader and have them recognize their leadership potential, in other areas versus that restaurant bar.
>> Does that make sense? Did that address your question? Yes ma'am I think it did. Definitely, I think we are at our time also, I'm going to give you some time to finish up. We are at 11:30.

>> I am so sorry we did not get to the case studies, I think if you look through them, and you think about what we went over today, and I know we touched on these two examples also, I encourage you, look back at what we discussed and think about it, and go over these, maybe talk to your coworker about them, and answer these questions. And then learn as you are making decisions, what ethical approach are you using, are you a deontological person, and why, is it because that's what's required? The situation requires that approach? A duty driven approach versus a teleological approach and go through that. The more that you have that self-awareness, that again the more you know your values and morals, your values are always changing, the more that you can apply this, when you are working with the clients that the customer is in, just in working in general.

>> Are there any questions or comments? Concerns? I don't have any questions at all. We want to thank you for being here today. We have recorded this webinar and will posted on our website, if you need to go back and look at it. If you want to grab that handout it is available, it will be on the on demand system, is 1.5 hours of ethics and we all need ethics to maintain our licensors. You will receive an email in the next few days with an evaluation for the webinar please provide great webinar feedback, this know what areas you want more webinars on, or training and we will try to accommodate everybody.
You're going to load a certificate of completion within the user portal within the next 3 to 5 business days, and as always we offer CRC credits if you need them, if any credits for the ethics please send me an email, and we will get that form to you. Again Judith thank you so much for being with us today it was a great presentation. We appreciate all the attention and feedback and questions I love when that happens, and have a great day.

>> It was my pleasure. Thank you for inviting me, and if you have any extra questions by all means don't hesitate to ask, I believe the email addresses on the first slide and you are welcome to send me an email, and again thank you so much for your participation. You were great. Have a great day.

>> [Event Concluded]