Ethics and Workplace

Part I

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September 24, 2014
Upon completion of this webinar, participants will be able to...

PART I:
• Recognize the guiding principles to support people with disabilities in a typical workplace.

• Align the leadership roles of the Employment Specialist, job seeker and the employer as they relate to each other for a successful employment outcome.

PART II: HOMEWORK!
• Identify ethical dilemmas that challenge employment staff when seeking and supporting individuals to find, get, and keep a job.

• Identify strategies that would result in positive acceptance in the workplace.
Guiding Principles to Support PWDs at the Workplace

• **Ethics Defined:**
  – Is concerned with the kinds of values and morals an individual or society ascribes as desirable or appropriate
  – Focuses on the virtuousness of individuals and their motives
  – Right versus wrong

• **Ethical Theory**
  – Provides a system of rules or principles as a guide in making decisions about what is right/wrong and good/bad in a specific situation
  – Provides a basis for understanding what it means to be a morally decent human being

• **Personal Ethics**
  – Honesty
  – Respect and honor
  – Fairness
A.1. WELFARE OF THOSE SERVED BY REHABILITATION COUNSELORS

A.2. Respecting Diversity
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.

Clients are defined as individuals with, or directly affected by a disability, functional limitation(s), or medical condition and who receive services from rehabilitation counselors. At times, rehabilitation counseling services may be provided to individuals other than those with a disability. In all instances, the primary obligation of rehabilitation counselors is to promote the welfare of their clients.

b. REHABILITATION AND COUNSELING PLANS

Rehabilitation counselors and clients work jointly in devising and revising integrated, individual, and mutually agreed upon rehabilitation and counseling plans that offer a reasonable promise of success and are consistent with the abilities and circumstances of clients. Rehabilitation counselors and clients regularly review rehabilitation and counseling plans to assess continued viability and effectiveness.
A.1. WELFARE OF THOSE SERVED BY REHABILITATION COUNSELORS

c. EMPLOYMENT NEEDS.

Rehabilitation counselors work with clients to consider employment consistent with the overall abilities, functional capabilities and limitations, general temperament, interest and aptitude patterns, social skills, education, general qualifications, transferable skills, and other relevant characteristics and needs of clients. Rehabilitation counselors assist in the placement of clients in available positions that are consistent with the interest, culture, and the welfare of clients and/or employers.

d. AUTONOMY.

Rehabilitation counselors respect the rights of clients to make decisions on their own behalf. On decisions that may limit or diminish the autonomy of clients, decision-making on behalf of clients is taken only after careful deliberation. Rehabilitation counselors advocate for the resumption of responsibility by clients as quickly as possible.
A.2. Respecting Diversity

a. RESPECTING CULTURE.

Rehabilitation counselors demonstrate respect for the cultural background of clients in developing and implementing rehabilitation and treatment plans, and providing and adapting interventions.

b. NONDISCRIMINATION.

Rehabilitation counselors do not condone or engage in discrimination based on age, color, race, national origin, culture, disability, ethnicity, gender, gender identity, religion/spirituality, sexual orientation, marital status/partnership, language preference, socioeconomic status, or any basis proscribed by law.
Beneficence
Nonmaleficence
Justice
Fidelity
Veracity
Autonomy

CRCC Code of Ethics

Principles of Ethical Behavior
Ethics and Leadership

Leadership Ethics Description:

• Has to do with what leaders do and who leaders are

• Is concerned with the nature of the leaders’ behavior and their virtuousness

• In any decision-making situation, ethical issues are either implicitly or explicitly involved

• What choices leaders make and how they respond in a particular circumstance are informed and directed by their ethics
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
Principles Defined

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

Honest leaders are authentic but also sensitive to the feelings and attitudes of others.
Concern for common good means leaders cannot impose their will on others; they search for goals that are compatible with everyone.
Centrality of Ethics to Leadership

- **Influence dimension** of leadership requires the leader to have an impact on the lives of followers. Social influence
- **Power and control differences** create enormous ethical responsibility for leader’s
- **Respect for persons** – sensitive to followers’ own interests, and needs
- Leaders help to establish and reinforce organizational values – an ethical climate

Importance of Ethical Leadership to Successful Workplace Inclusion

- Human capital – loyalty, enhanced productivity, broad talent pool, company’s reputation.
- Businesses can better understand and meet the needs of PWDs (market).
- Psychological capital – “…an individual’s positive psychological state of development…” (Luthans, Youssef, & Avolio, 2007).
Aligning the leadership roles of the Employment Specialist, consumer/employee, and employer as they relate to each other for a successful employment outcome.

Leadership Styles. Examination of leadership styles, communication, planning and support strategies impact how a person is perceived and accepted in their workplace, resulting in long-term sustainable employment.

- Many leadership styles and theories.
- Leader and his/her personality is central to the leadership process.

- Leadership Research
  - Influenced by Trait Theory and personality research
    - Leader-Member Exchange Theory (LMX) influenced…
    - Full-Range Leadership Model (FRLM)
    - Servant Leadership

- Leadership Styles
  - Examination of leadership styles, communication, planning and support strategies impact how a person is perceived and accepted in their workplace, resulting in long-term sustainable employment.

- Personality Research
  - Trait Theory – asked, “what traits differentiate leaders?” Focus exclusively on leader, not on follower.
  - Reconceptualized as a relationship between people in a social situation.
  - Leadership is not passive. Is a result from a working relationship between leaders and group members.
  - Century of research that influenced…
    - Personality research in past 50 years proposed/agreed that there are five basic dimensions of personality…
      - Big 5 Dimensions of Personality: OCEAN/CANOE
Personality Research

Trait Theory

The Big Five Dimensions of Personality O.C.E.A.N./C.A.N.O.E.

Influenced Leadership Research

Leader-Member Exchange Theory (LMX)

Full-Range Model of Leadership (FRML)

*Transformational factors

Servant Leadership
Based on Defining the Leader; Leader’s point of view

Research data shows strong relationship between personality traits and leadership.

- Extraversion most closely associated with leadership; most important

- Traits do not always occur together (sociable tends to be talkative; not always)

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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](http://en.wikipedia.org/wiki/Big_Five_personality_traits)
Leader-Member Exchange (LMX) Theory

• Dyadic relationship (vertical) is focal point of the leadership process; leader and follower.
  – In-group and out-groups
    • “…in group receive more information, influence, confidence, and concern from their leaders than do out-group subordinates (Dansereau et al., 1975)” (Northouse, 2007). More responsibilities, opportunities for advancement, etc.
    • Out-group basically work and go home

• High quality LMX produced positive organizational outcomes
  – Less employee turnover
  – Better evaluations; promotions
  – Better job assignments; better attitudes
  – More support from leader; more participation

• “…leadership making develops progressively over time in three phases: (1) stranger phase, (2) the acquaintance phase, and (3) the mature partnership phase”. (Northouse, 2007).

  S → A → P

  – Influenced FRML
Leader-Member Exchange (LMX) Vertical Dyad Linkage (VDL)

Organizational citizenship, social capital, transformative behaviors

**Leader**
- delegate to
- mentoring
- special projects
- opportunities
- shared responsibilities
  - loyalty
  - commitment
  - assistance

**In-Group**
- comply with basic role requirements
- accept legitimate direction
- standard benefits & compensation
- alienation
- apathy
- hostility
- low performance

**Subordinate**
- high leadership potential
- promotional potential

**Equity-Inequity**

**Other subordinates**
Viewed by leader as having less potential

**Out-group**

Low morale, low commitment, low collaboration

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<th>Phase 2 (Acquaintance)</th>
<th>Phase 3 (Partner)</th>
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<td>Tested</td>
<td>Negotiated</td>
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<td>Mixed</td>
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<td>Medium Quality</td>
<td>High Quality</td>
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<td>Interests</td>
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<td>Self and Other</td>
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LMX Application in Rehabilitation

Recognize...

• Dyadic relationship
• Important to recognize existence of in-groups and out-groups
  – Nature of differences between in-group/out-group
  – How does each accomplish their goals?
• How well does the leader work with the followers? How well do the followers work with the leader?

Successful Inclusion

• Stress importance of inclusion (in-group): support; effectiveness → autonomy; nondiscrimination
• Promote dyadic relationships with both groups
• Build trust and respect with all to create an in-group.
  – Give all a chance for responsibility; autonomy

• All CRCC principles apply
Full-Range Leadership Model

- **Transactional Leadership Style**
  - Contingent Reward
  - Management by Exception Active/Aggressive
    - Focuses on the exchanges that occur between leaders and their followers
    - Contractual management
    - Managerial

- **Passive-Avoidant Leadership Style**
  - Management by Exception Passive
  - Laissez-Faire – absence of leadership

- **Transformational Leadership Style** (Bass & Avolio, 1997)
  - Four I Factors

- **Servant Leadership** (Robert Greenleaf, 1970)
Transactional Leadership

- No individualization of followers’ needs.

- No focus on followers’ personal development.

- Reciprocity between leader and followers based on the good, or advancement, of both. (e.g., meeting quotas)
  - Leader is influential because follower must do as is expected.

Ethical behavior?
Theory of Transformational Leadership

– Strong emphasis on followers’ needs, values & morals
– Leaders help followers in their personal struggles concerning conflicting values
– Stressing values such as:
  • Liberty
  • Justice
  • Equality
– Connection between leader & follower
  • Raises level of morality of both
– 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”!
• Inspirational Motivation – leader communicates high expectations to followers; motivate commitment to vision and organization. Team spirit; symbols, etc.

• Idealized Influence (charisma)- “…leaders who act as strong role models for followers; followers identify with these leaders and want very much to emulate them.” (Northouse, 2007)
  – High ethical standards. Do the right thing.

• Intellectual Stimulation – leader stimulates creativity and innovation. Welcomes & encourages challenges to values, beliefs, etc.

• Individualized Consideration – Leader provides a supportive climate; listening, coach, advise, assist in autonomy and becoming actualized.
Recognize...

• Is a process between leader and follower. Leader may be visionary, but followers’ participation is required.
• Transactional outcomes are what is expected. Transformational outcomes go beyond the expected.
• Leaders role model ethical behavior.
• Leaders as social architects

Successful Inclusion

• Empower consumer; nurture change; build confidence.
• Express viewpoints, ideas.
• Emulate leader’s ethical behavior.
• Learn about and identify with leader and organization’s vision.
• Understand roles and organizational culture and importance of each.
Servant Leadership

Character

Values:
- Involvement
- Respect
- Trust
- Individual strength

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

Robert K. Greenleaf
1904-1990
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 has a 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
The servant-leader is servant first. It begins with the natural feeling that one wants to serve. Then conscious choice brings one to aspire to lead. The best test is: do those served grow as persons: do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society; will they benefit, or, at least, not be further deprived?

(by Robert K. Greenleaf in The Servant as Leader, who coined servant leadership first published in 1970)
“My, my, my! You dogs excel at servant leadership.”
Let’s review...

• The guiding principles to support people with disabilities in a typical workplace.

• Align the leadership roles of the Employment Specialist, job seeker and the employer as they relate to each other for a successful employment outcome.

Thank you for your time and attention!

Please remember to submit your case studies!
Resources


- Image credits: All images copied from various internet websites.