ETHICS: Leadership in the Counseling Relationship

Judith Guetzow, PhD-C, CRC
guetzowjk@utpa.edu
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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…”

Paradise, L. V., Ceballos, P. T., & Hall, S. (2010),
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

http://www.youtube.com/watch?v=wkaozXsKrcs
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.
Ethics Defined

- **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.
Theories of Ethics: Classical Philosophy of Ethics

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.

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.
Two Broad Domains of Ethical Theories

Theories regarding a leader’s conduct and character.

<table>
<thead>
<tr>
<th>CONDUCT</th>
<th>CHARACTER</th>
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<tr>
<td>Consequences (Telelogical Theories)</td>
<td>Virtue-Based Theories</td>
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<td>• Ethical Egoism</td>
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<td>• Utilitarianism</td>
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<td>Duty (Deontological Theories)</td>
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Ethical Theories – Conduct - Teleological

• **Teleological Theories:** focus on *consequences* of leaders’ actions; results

• Three different approaches to making decisions regarding moral conduct -
  
  – Ethical egoism
  
  – Utilitarianism
  
  – Altruism

*The fruit of faith is love, and the fruit of love is service.*
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.

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?
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/

**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)
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...

“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

**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’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
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.
A.1. WELFARE OF THOSE SERVED BY REHABILITATION COUNSELORS

What is the primary responsibility of rehabilitation counselors and service providers?
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.
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.
When does the Rehabilitation Counselor decide if a person is able to progress without additional supports from the agency?
Think about the situation objectively

Recognize and analyze motivations.

Understand applicable laws, rules, and policies

Satisfy the headline test

Take responsibility for your actions
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
“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?

http://www.youtube.com/watch?v=NsBFLYhgEro
Questions, comments, concerns?

THANK YOU for listening!
Resources

• Discovering Who and What we are. http://personalityspirituality.net/articles/what-is-personality/
  http://frank.mtsu.edu/~u101irm/ethicslp.html
• Leadership in Action: http://www.agecon.purdue.edu/LIA/modules/LIA_Mod2.pdf