

ETHICS IN MANAGEMENT: TRAINING FOR PSYCHOLOGISTS

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Objectives

- Identify ethical issues that arise for psychologist-managers.
- Identify strategies for preparing students to address ethical issues that arise for psychologist-managers.
- Gain knowledge of a model for analysis of factors in an organization that may disrupt ethical decision-making.
- Apply a model to facilitate ethical management.

Introduction

- Many psychologists find themselves in career management positions.
- The clinically-based APA Code of Ethics does not cover all issues that may be faced by psychologist-managers.
- Report of the Ethics Committee, 2012 addressed issues of executive coaching.
- Ethics Committee has not yet addressed many issues of management.

Psychologists in Management

Dr. Richard Kilburg discusses fundamental processes in making ethical decisions and in behaviors chosen.

- **Executive Wisdom:**

Component of human behavior that transcends usual wisdom because of scope and need to consider well-being of an organization with which the leader is entrusted.

- **Virtuous Leader:**

Managers and leaders, must be virtuous people.

Most important characteristic of leadership can only take consistent root in the deepest part of a person of virtuous character.

Psychologists in Management (Cont.)

Dr. John Martello, Vice Provost of UMBC, Chairman & CEO of UMBC Training Centers, SPIM Board Member:

- Discusses ethical response of the psychologist-manager in development, implementation, and evaluation of organizational policy.
- Suggests that psychologists are well prepared and well positioned in organizations they manage or lead because ethical principles that guide the profession create habits of thinking that promote ethical decision-making.
- The role of these habits of mind of psychologist-managers develop over time through practice and support ethical decision-making.

Psychologists in Management: Ethical Responsibilities

- APA ethical standards do not clearly address the ethical roles and responsibilities for psychologist-managers in organizations.
- Important to understand issues psychologist-managers may typically encounter.
- Our professional standards can guide us to good decision-making, but don't provide direct instruction about how to handle specific organizational issues and decisions.

Common Ethical Issues Psychologist-Managers Encounter

Problematic behaviors:

- Misuse or misappropriation of money
- Mistreatment of people
- Lying to avoid sanctions
- Unequal status relationships, e.g., faculty/student or supervisor/subordinate
- Sexual Misconduct
- Capricious grading or performance/merit decisions

Ethical Issues (Cont.)

Supervisor/manager/employee issues:

- Greediness, corruption
- Abuses of power, perks
- Failures of leadership/management: bigotry, sexism, violation of rights

Integrity and impropriety:

- Cheating
- Authorship issues
- Lying regarding manager's action

Ethics Issues (Cont.)

Fraud:

- Falsification of data
- Misrepresentation of personal information
- Misrepresentation of competencies or services

Protecting the organization:

- Complex issues and contexts may create conflict between a psychologist-manager's interests or values and those of the organization or some components of it (more about this later)

Exercise:

Analyzing Ethical Issues

- Take a moment to think about some ethical issue that you have managed or seen.
- Pair up with someone, and share your experiences.
- In each case, try to identify what made the management of this issue difficult.

What do we do?

- As psychologist-managers we are bound by APA ethical standards.
- The demands and expectations of our organizations may occasionally conflict with this responsibility.
- We are responsible for understanding the diverse problematic situations that may come up and for deciding how best to handle them.

General Guidelines to Follow

- Become familiar with psychologists' ethical guidelines.
- If you doubt it, don't do it.
- Develop methods for encouraging ethical behavior.
- Review and use the APA Ethical Principles.
- Personalize the Ethical Principles.

APA Ethical Principles

“ When conflicts of interest arise between clients and psychologists’ employing institutions, psychologists clarify the nature and direction of their loyalties and responsibilities and keep all parties informed of their commitments” (Ethical principles, 1981, p. 636).

How Can Psychologists Create An Ethical Organizational Culture?

Robbins and Judge (2009) offer a list and suggest combining the following practices:

- Be a role model and be visible.

- Communicate ethical expectations.

- Offer ethics training.

- Visibly reward ethical acts and punish unethical ones.

- Provide protective mechanisms.

- Talk about values and ethical principles.

To Guide Our Actions

Key Questions to ask ourselves:

- Is it legal?
- Does it comply with rules and guidelines?
- Is it in sync with our personal and organizational values?
- Will I be comfortable if I do it?
- Would I do it to family and friends?
- Would I be okay if someone did it to me?
- Would the most ethical person I know do this?
- What kind of issue am I dealing with? What perspectives are needed?

Organizational Complexity and Conflicting Values in Leadership Decisions

- For psychologist-managers, decisions often are more complex than the one-therapist-one-client type.
- Leaders are expected to protect the organization as well as the people within it and those served by it.
- Pressures on leaders of organizations can include political pressure.
- Pressures on leaders can include incentives for increasing value of the organization (shareholder value, higher rankings, etc.) above protecting individuals or upholding values.

Maintaining Proper Perspective

- Psychologist-Managers may find themselves leading in contexts that require a variety of perspectives.
- Knowing and understanding organizational pressures and perspectives can help to keep one's personal leadership identity and perspective.
- Learning to work from a variety of perspectives helps a psychologist-manager to effectively address complex organizational issues.
- The **Bolman and Deal Four Frames Model** for Organizational Leadership provides one way of thinking about decisions, as well as organizational context.

Four Leadership Frames*

<u>Metaphor</u>	<u>Central Concepts</u>
Structural: Factory	Rules, roles, policies, setting
Human Resource: Family	Needs, skills, relationships
Political: Jungle	Power, conflict, competition
Symbolic: Temple, Theatre	Culture, meaning, heroes

*Bolman, L. G. & Deal, T. E. , Reframing Organizations: Artistry, Choice and Leadership. Jossey-Bass, 2003.

Leadership in the Four Frames

	<u>Image of Leadership</u>	<u>Leadership Challenge</u>
<u>Structural</u>	Social Architecture	Attune structure to task, environment
<u>Human Resource</u>	Empowerment	Align org & human needs
<u>Political</u>	Advocacy	Develop agenda and power base
<u>Symbolic</u>	Inspiration	Create faith, meaning

Leadership in the Four Frames

	<u>Communication</u>	<u>Approaching Conflict</u>
<u>Structural</u>	Facts & Information	Maintain organization goals; authority resolves
<u>Human Resource</u>	Information, needs, feelings	Develop relationships; work together
<u>Political</u>	Influence or manipulate	Develop power by bargaining, forcing, or manipulating
<u>Symbolic</u>	Tell Stories	Develop shared values, negotiate meaning

Why the Frames Matter

- Most psychologist-managers will work more easily in one or two frames than in others.
- The organization may be more supportive of some frames than others.
- Power in the organization may work more from the perspectives of one frame than others.
- If we are leading from one frame and the expectations of the organization come from another frame, our actions may be devalued, or just judged as wrong.
- Being forced out of our natural, or chosen frames, can lead us to errors of judgment, including ethical decisions.

What Else Matters?

Personal Leadership Identity:

As psychologist-managers, we are directors, deans, vice-presidents, chiefs, supervisors, etc. but those titles rarely reflect our personal professional identities. We usually think of ourselves first as clinicians, as teachers, as scientists, or sometimes simply as psychologists.

Our values come from perceptions of **ourselves**. For example, I am a scientist/psychologist-manager. Marlene is a counseling/psychologist-manager. Those are our primary identities at work.

Staying True...

...to our understanding of our competencies within the frames of our workplace, and

...to our personal leadership identities

gives us the foundation for ethical decision-making.

Case in Point: Penn State

A highly politicized environment

A president whose early identity was as a family therapist

An idolized football coach who was known nationally as the voice of integrity in college sports.

AND:

A tragedy of enormous proportions, involving the molestation on campus of at least a dozen boys, over a period of many years, by an assistant football coach.

What would have happened?

....if the President had thought of himself first as a family therapist/leader, rather than as the leader of a highly politicized institution with a reputation to protect. Would he similarly have elected to disregard the allegations that were brought to him?

...if the Head Coach had thought of himself first as the coach of integrity, who always did the right thing, rather than a coach who did not have responsibility for problems of behavior off the football field.

Would it have taken more than a decade to bring Jerry Sandusky to justice?

Does the Frame Fit?

Do you understand the frame of the organization in which you work?

Do you understand the frame that is driven by your competencies and “personal leadership identity?”

Are you able to stay in touch with your personal leadership identity when the pressures of various frames or perspectives want to force you into a different perspective?

Additional Guidelines/Steps

- Encourage organizations to develop ethical standards and a company code of ethics.
- Encourage members of organizations to report violations of ethical standards
- Managers should report unethical behavior on the part of psychologists if they have been unable to stop or prevent it.
- Understand the difference between what is correct, or legal, and what is good.
- Stay in touch with your personal leadership identity.

Strategies for Training Future Psychologist-Managers

- APA Code of Ethics as a guide to good decision making (Slide 13) and the development of habits of mind.
- Student self-exploration through writings and discussions regarding their values, professional identity and ethical principles for decision making.
- Case studies to understand ethical issues psychologist-managers typically encounter and discover the complexity of organizational issues and ethical decisions.
- Seminars, invited lecturers, and readings on the topic of ethics management by psychologist-managers.
- Review the APA CE ethics in management webinar: “Conversation in Ethics for Psychologist Managers”

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*Thank you for your
participation.*

Marlene and Judith