



Welcome!

The webinar will begin shortly...

Note: Your microphone is muted, and your camera is turned off.
During the program, please use your device's speaker settings to adjust the sound level.

Welcome Everyone! Thanks for joining us today. We'll get started soon.

Dissecting Your Ethical Self

Where our morality
comes from and how to
become better.

Shannon M Burns, Ed.D, MBA

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Housekeeping

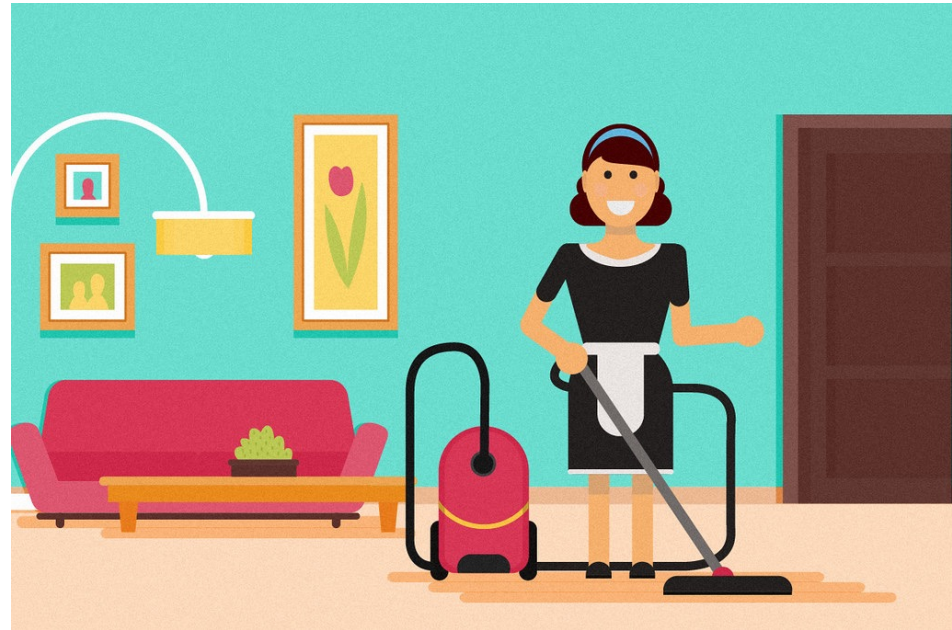
Introduction

- **Expectations: Yours and mine**
- **A word about religion**
- **A word about cultural competency**
- **What you will take away**
- **One minute activities**

A word about me

You will need:

- **Paper and pencil or tablet**
- **Handout copies**
 - **Breaks**
 - **Q&A**



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The Golden Rule: Universal Truth?

- Do unto others as you would have them do unto you. (Christian)
- Do not do to others what you do not want them to do to you. (Confucious)
- This is the sum of duty: do not do to others what would cause pain if done to you. (Hindu)
- Hurt not others in ways that you yourself would find hurtful. (Buddhist)



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Confucian ERA; 551-479 BCE & Charles Gibbon; 1604

Defining Ethics



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**The study of right and wrong;
moral principles that govern action.**

Merriam-Webster; Eleventh Edition

Problems Galore!

One Minute Activity

Quickly list:

(at least) three problems with this definition of ethics for clinical professions.



Problems Galore:

What Others' Said

Differing intellectual abilities
Different degrees of social skill
Different cultural experiences
Social status differences
Emotional intellect factors
Maslow's needs
Mental Illness
Addictions..... And more



ETHICS: RESEARCH & COMMENT SUMMARY

Being ethical is a process of becoming ethical through ongoing reflection.

Multiple Aspects	Being an ethical person, or an ethical clinician is not a single event; different aspects of our lives and careers relate to different stages of becoming ethical.
Not Inherent	Humans are not born with a predisposition toward good or bad behavior or decisions, Thus, the ability to decide about – and to behave in - better or worse ways is learned and can be unlearned or re-learned.
Intelligence & Mental Health	Intelligence, mental health, and socialization all predispose a person to become more or less able to use mental processes to become ethical. However, everyone can be influenced to LEARN to do the right thing; it simply takes longer for some people to learn.
Matched Styles	In general, performance, persistence, and perception of every experience is greater when the clinician's style is matched to those of the client. Thus, you will be better able to assist clients in becoming more ethical if you are vigilant in knowing yourself.
Knowing Style	People, in general, perform an average of 20% better at anything attempted when they have information about their style of learning and processing information, irrespective of other factors. Thus, helping clients to know themselves in a variety of ways will help them to become more ethical!
Reticular Activating System	The reticular activating system (a mental process that is activated when something is heard, written down, and then read) appears to be active and effective in every person, at every developmental stage, irrespective of intelligence.
Negative Impressions	People tend not to notice when their beliefs and opinions are taken into consideration in any event. However, people tend to have a generalized and lasting negative impression of the event when their beliefs and opinions are not considered.
Maturity as a Factor	As people mature, they tend to become more flexible in their ability to make ethical decisions, and to become more tolerant of the ethical preferences of others.
Cultural Competency	ASK!! Asking people what and how they believe (related to a specific topic or event) is the best way to identify their ethical practices related to culture.
Stories	Stories are the oldest and most effective tool for optimal learning, especially for intangible concepts.
Long-term Learning	In order for long-term learning to occur (and to be integrated into living skills), it MUST be presented in the preferred style of information processing.

Legal vs Ethical

Legal

- Defined by law
- Indicates something that society has accepted
- Can be defined in measurable terms
- Does not indicate agreement; merely social comfort
- Non-negotiable and rigid
- Implied contract; no excuses
- Defined consequences

Legal vs Ethical

Legal

- We often choose professions in which we are comfortable with the rules
- Strongly connected to best practices in any business or clinical practice
- Awareness and enforcement are shared obligations between the profession and the client or employee
- Involves clear and visible guidelines

Legal vs Ethical

Ethics

- By definition, gray areas
- Issues that society has not agreed upon
- Personal decision about doing the right thing
- Involves personal values
- Often involves consequences
- Genuine ethics requires self-honesty

Legal vs Ethical

Ethics

- **Individual is responsible for defining and maintaining**
- **Professional associations attempt to define and codify**
- **Often involves unconscious or hidden motives**
- **Creates a morally sensitive profession that must be governed by individual conscious**

Summary



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Why study ethics?

Professional Requirement

- **Doing the right thing for the wrong reason is still doing the right thing**
- **Understand the difference between “process” ethics and “behavior” ethics**

Immanuel Kant; 1781

Why study ethics?

Clarity enables boldness



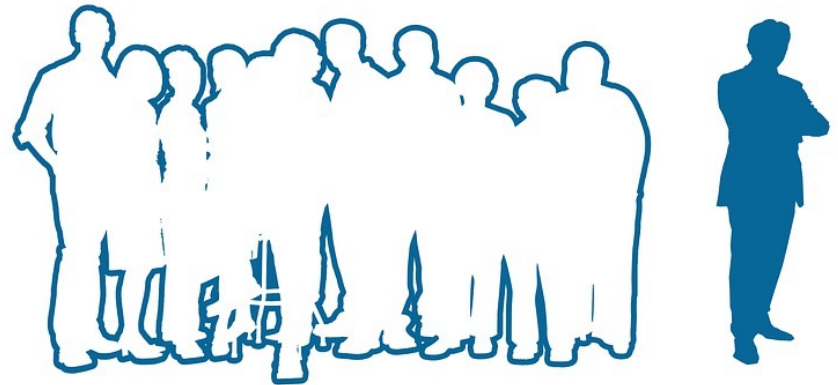
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Brene Brown

Why study ethics?

Peer Pressure

- What it is And isn't
- Hard-wired to respond
- Learned behavior
- Behavior ethics provide the skills needed to manage Learned behavior
- Standing alone requires commitment and clarity



Why study ethics?

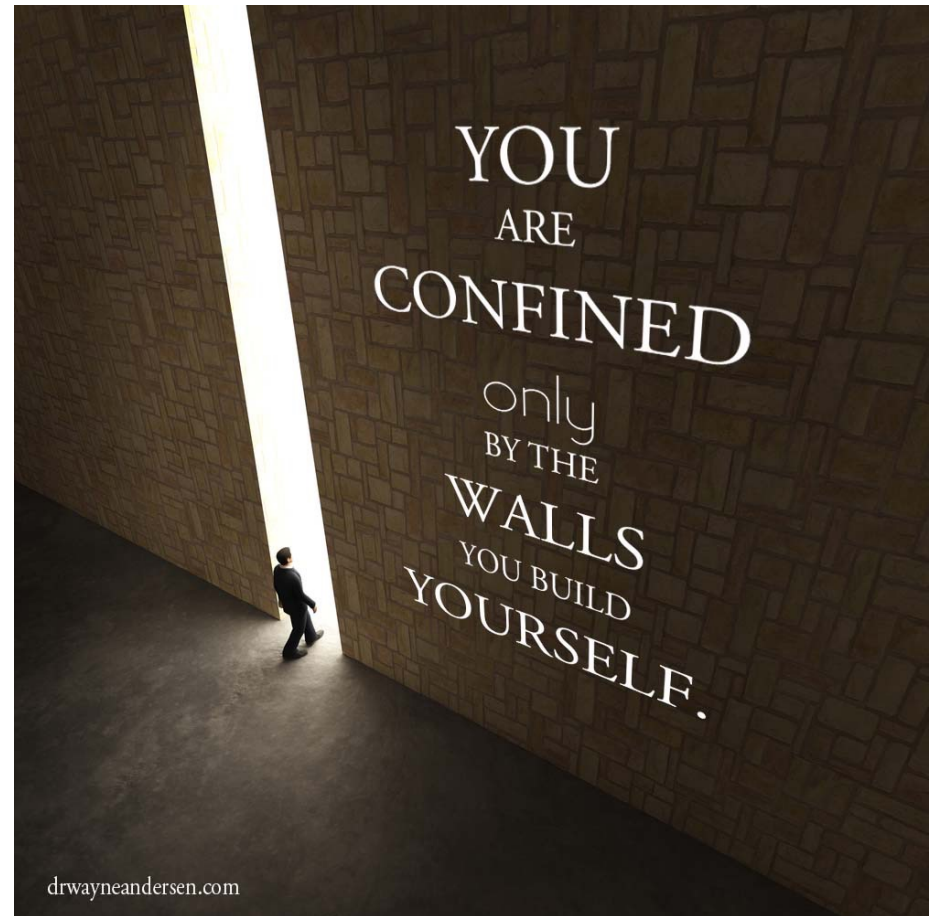
Peer Pressure



Why study ethics?

TRUISMS

- **Can't give what we don't have**
- **There is only one change
that counts**



Why study ethics?

**Today's melting pot
is culturally
different ...
and so are we!**

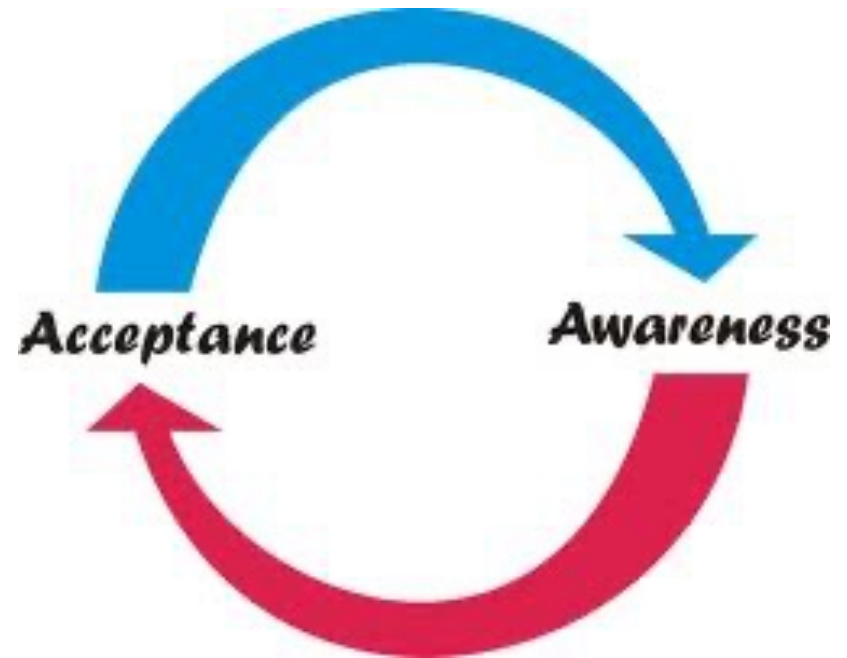


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Why study ethics?

Therapists and clients agree!

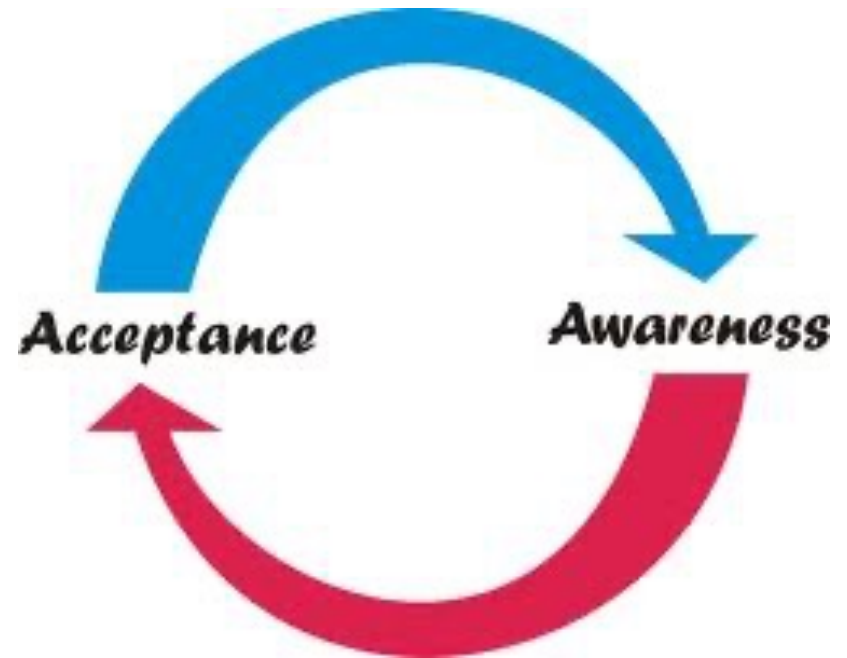
- Increased self-acceptance
- Increased self-knowledge and self-awareness
- **Improved relationship quality**
- Heightened consideration of others



Why study ethics?

Results of Embracing Behavior Ethics

- Increased self-acceptance
- Increased self-knowledge and self-awareness
- ***Improved relationship quality***
- Heightened consideration of others



The Case of the Three Dimes



One Minute Activity

Use paper and pencil or tablet so you can save your answers for this activity.



The Case of the Three Dimes

Would you:

- **Take the dimes & keep them, saying nothing?**

The Case of the Three Dimes

Would you:

- **Take the dimes & keep them, saying nothing?**
- **Take the dimes for safe keeping and return later?**

The Case of the Three Dimes

Would you:

- **Take the dimes & keep them, saying nothing?**
- **Take the dimes for safe keeping and return later?**
- **Take the dimes, keep them but admit that you took them?**

The Case of the Three Dimes

Would you:

- Take the dimes & keep them, saying nothing?
 - Take the dimes for safe keeping and return later?
 - Take the dimes, keep them but admit that you took them?
 - Leave the dimes where you found them?
-
- Or would you do what I did?



I took the dimes

What the Other Guy Does

Of the first 1000 people to take this seminar since 1996...



What the Other Guy Does

Of the first 1000 people to take this seminar since 1996...

... 88.2% would not take the dimes

Think about what this says about our profession....

What the Other Guy Does

**Of the first 1000 people to take this seminar since 1996...
... 88.2% would not take the dimes**

**What does this say about our profession and
about ourselves as professionals?**



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**We are honest!
We have boundaries!
People (and strangers) can trust us!
We have shared values!
I am like my colleagues!
Other people could benefit from being more like us!
We belong together!**

BUT....

WHY?



**The real question is WHY
would you take,
or not take,
the dimes?**

What are your reasons?

Common Reasons

Not worth it

My mom would get mad

Don't want to ruin my friend's trust

Stealing

Anxiety/fear

Sin

Would be wrong

They aren't mine

I'm better than that

Might get caught

Want to be a good example to my kids

Don't want to create bad Karma

Would feel guilty

They might be placed in that spot for a reason

One Minute Check In

Take a minute to write a quick note about how this exercise could be useful in working with culturally different clients.



What other people said

- Reminds me to keep an open mind
- Avoids judgement of others' actions
- ASK before reacting
- Helps begin a dialog instead of a lecture
- Begins uncovering values
- Reframes behavior in a helpful way
- Reminds me that I am not always right
- Buys time in tense situations
- Changes “Idiot” to “Different”
- Maybe I will learn something new
- Makes me feel superior 😊
- Insight into different thought processes!

A Model for Professional Ethics and for Professional Ethical Behavior

**Professional Practices
+
Personal Values
=
Professional Ethics**

Shannon M Burns; 1998

Having a Model or Theory

- **Resolves the Jello problem: We are ready ahead of time when an ethical dilemma occurs**
- **Establishes history for future decisions**
- **Creates confidence and reduces anxiety**
- **Basis for communication with peers**
- **Helps define a profession**
- **Helps clarify gray areas**
- **Standardized positions in times of crisis**

- **Basically, the laziest (and best) way to do the right thing as often as possible.**

Defining Professional Ethics

Equal parts
reflection & **action**
congruent with
personal values and
professional obligations

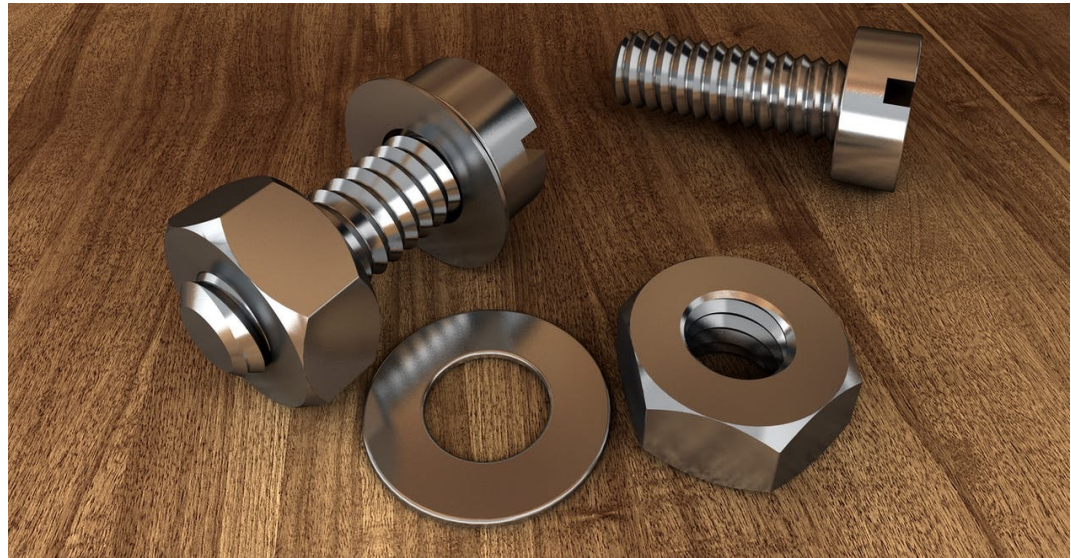


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Who we are = What we do

Professional Practices

Nuts and bolts of a profession that are the building blocks of implied agreement among members of the profession.



Professional Practices

Membership implies agreement.

- **Defines public trust**
- **Serve as “law” for professional behavior**
- **Standardizes practice**
- **Unifies membership**
- **Establishes uniqueness**
- **Supports professional expertise**
- **Greater good over individual choice**
- **Legitimizes rules of respect**
- **Values thought over feelings**
- **Easy fallback position in hard times**



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Clinical Policies that Reflect Professional Ethics

ONE MINUTE ACTIVITY

List two additional counseling policies that reflect ethical obligations for you, personally.

What is your overall score?
Select one or two areas that could use improvement. Make a commitment RIGHT NOW to begin to address these areas!

	I	DO	THIS
	Well	OK	Not so Good
Established times when you are available to clients outside of regular appointments	3	2	1
Written guidelines for when and how you will adjust your boundaries to address special circumstances.	3	2	1
Starting and ending sessions on time.	3	2	1
Maintaining awareness of cultural diversity within my organization and planning accordingly	3	2	1
Periodic review of client progress (not just at the end of therapy).	3	2	1
Personal review of client files.	3	2	1
Avoiding session interruptions.	3	2	1
Awareness of client learning preferences. (For example, some clients process better with food or coffee nearby, others might prefer to sit near a window, etc. Your counseling style should allow for meeting individual client needs whenever possible, within the guidelines of what is allowable by the organization and client needs.)	3	2	1
Being intellectually, emotionally and physically prepared for each session.	3	2	1
Advance preparation of session materials and content, if appropriate	3	2	1
Participating in ongoing discussion about ethical issues in counseling with peers.	3	2	1
Maintaining continuing education in your area of counseling skills as needed/required.	3	2	1
Receiving adequate supervision (ie: feedback on your performance as a clinician) and using what I learn in supervision to become better at what I do.	3	2	1
Promptly reporting any unusual or problem behavior, as appropriate.	3	2	1
Actively respecting peer's methods and points of view, even when different from your own	3	2	1

Personal Values

Intensely individual and complex inner processes that define impressions, behavior, and ability to reflect and change

- Values
- Frame of reference
- Power



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Values

- **Uniquely personal**
- **100% arbitrary**
- **Deeply soft-wired**
- **Exceedingly complex**
- **Often unconscious**
- **Often conflicting**
- **Subject to all kinds of trouble**
- **Constantly shifting**
- **Prioritizes feeling over logic**
- **Absolute clarity is impossible**



Learned First = Learned Best

Childhood messages:

- How to do things
- How other people do things
- Overt vs Covert messages that assign (hidden) value
- Taken for granted
- Beliefs as adults
- Social and professional relationships
- Define “equality”

Learned First = Learned Best

These messages:

- **Define how we view right and wrong as adults**
- **Become our personal ethics**
- **Define our expectations of others**
- **Form our values as adults**
- **Passed on to our children**
- **Die about 10 years after we do**



Learned First = Learned Best



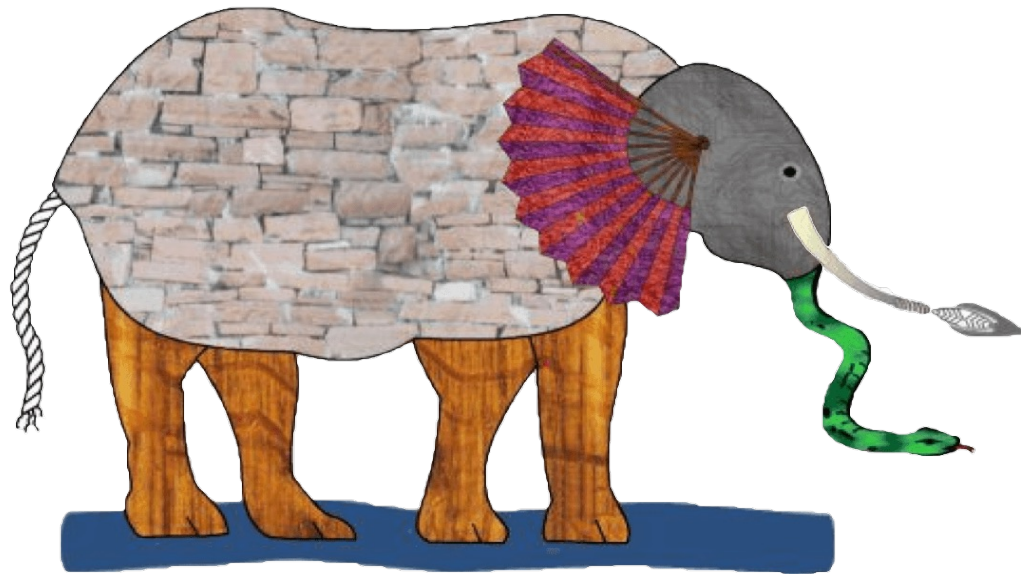
Values are insidious:

- We don't spend time thinking about them
- They are ingrained
- We naturally protect what we value
- We gravitate to shared value situations
- We gravitate to shared understanding
- And many other reasons....

John Dewey; 1894

Frame of Reference

- **Heavily influenced by:**
 - Culture of origin
 - Family values
 - Language of origin
 - Personal experiences
 - Religious values
 - Intellect
 - Learning preferences



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Frame of Reference

What you learn first, you learn best!

- **What we learned first dies 10 years after we do**
- ***Always* has an impact on behavior**
- **Awareness creates choice and choice creates options**
- **Cements our values in place**





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Hidden Messages in Folded Towels

One Minute Activity

Think about something you learned as a child and write it down, including the “value” that is associated with what you learned.



What other people said

- Poor people are lazy: I must work hard
- Honor your parents: Drunk is normal
- Eat everything on your plate: It's bad to waste
- Clean your plate: Fat is better than wasteful
- Education = Success: Uneducated people aren't as good as me
- Those people don't belong here: I can treat them as less than me
- Addiction is a choice: I don't have to help

Why those three dimes matter

**Our Values, Learning Styles
and Frame of Reference
influence how we decide
right and wrong!**

- **Who you are cannot be separated from your values, your learning styles or your frame of reference**
- **We often choose our hobbies and professions based on our values**
- **What we do has ramifications within our entire life**
- **Defending or denying our hidden values leads to complications**
- **If undiscovered, our values can lead to judging differences in unhelpful ways**
- **We can't ask "WHY" unless we know the value behind the behavior**
- **Can't be prepared ahead of time unless you prepare ahead of time.**

The work of therapy:

Creating awareness!

Not worth it

My mom would get mad

Don't want to ruin my friend's trust

Stealing

Anxiety/fear

Sin

Would be wrong

They aren't mine

I'm better than that

Might get caught

Want to be a good example to my kids

Don't want to create bad Karma

Would feel guilty

They might be placed in that spot for a reason

Why this is important

One Minute Activity

Think about someone who annoys you.

Is there a connection between your childhood value or your frame of reference and your annoyance with that person?



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One Minute Check In

Take a minute to write a quick note about how this exercise could be useful in working with culturally different clients.



One Minute Check In

How does this impact our work with

- **New cultures?**
- **Age-related issues?**
- **Boundaries with clients?**
- **Various diagnoses?**



Values and Frame of Reference

How this looks in real life



3 Types of Personal Power

Power Over

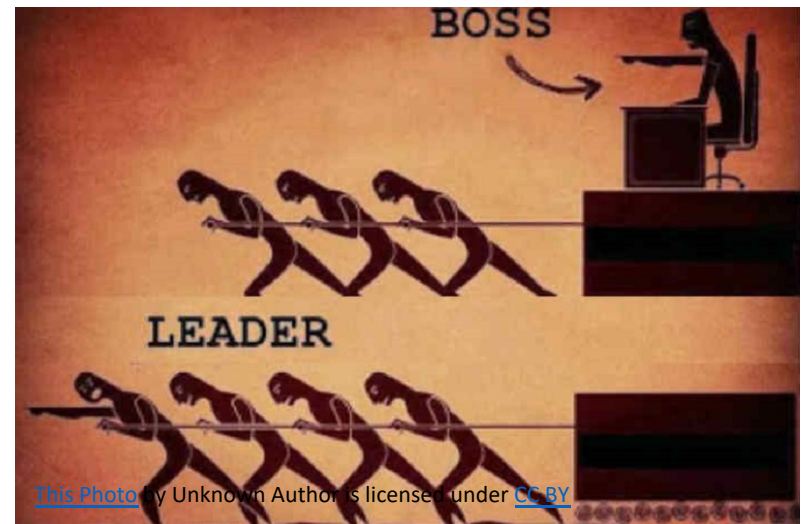
Power With

Power Within

Adapted from Miriam Simos, 1982
Dreaming the Dark: Magic, Sex and Politics

Power Over

- Controlling
- Motivated by insecurity or fear
- “One-up” or “One-down” relationship
- Lacks respect for individual perspective
- Situation specific
- Happens over and over
- Exploits differences
- Necessary at times



Power Over

Queen Bee Syndrome

- Women in positions of authority who are more critical of female subordinates

Kiss up/Kick Down Syndrome

- Middle level people being polite and flattering to superiors but abusive to subordinates



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Power Over

Both syndromes waste energy and resources, thus reducing the agency's (or the individual's) ability to meet the needs of clients.



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One Minute Activity

Think about a time when you were subjected to either Queen Bee or Kiss Up/Kick Down syndrome.

- **How did you feel?**

How does this relate to your work with

- **Co-workers?**
- **Supervisors?**
- **Culturally different clients?**



One Minute Activity

Think about a time when you were subjected to either Queen Bee or Kiss Up/Kick Down syndrome.

Have you ever “kicked down” on your family or loved ones after “kissing up” at work?



Power With

- **We're in this together**
- **Connection through empathy**
- **Motivated by kindness and shared values**
- **Seeks shared understanding**
- **Transferable to various situations**
- **Creates mutual respect**
- **Celebrates differences**
- **Allows for give and take**
- **Naturally equal**



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Power With

**Queen Bee and Kiss
up/Kick down is resolved
by:**

- **Self-awareness**
- **Service to team needs**
- **Focus on job rather than
on personalities**



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Rosalind Chair Barnett; 1970

Power Within

- Internal sense of being whole
- Once learned can be generalized
- Anathema to power over
- Requires practice to maintain
- Spiritual centeredness
- Leads to life balance
- Reduces need to re-learn Power-Over



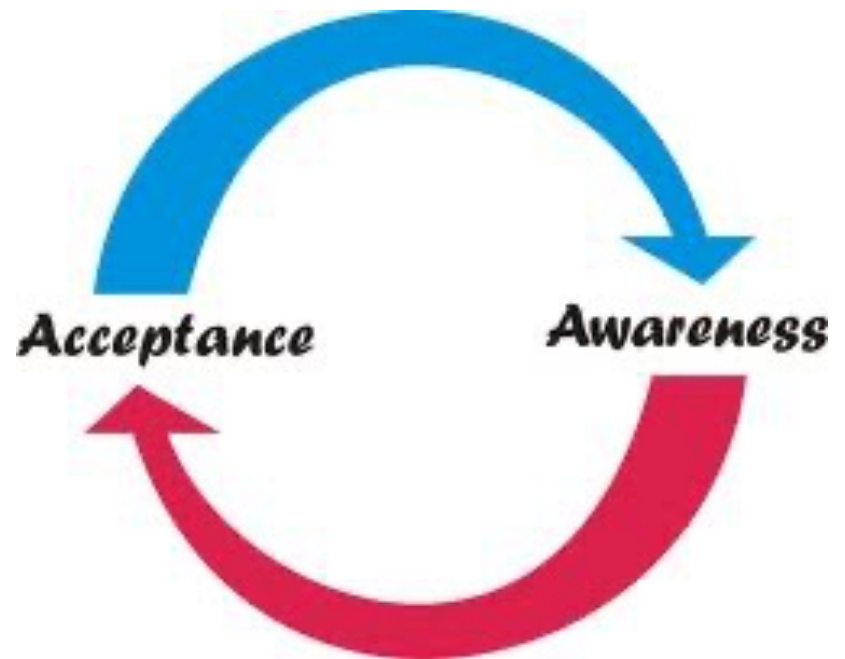
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Power Within



The Work of Therapy

- **Self acceptance**
- **Self awareness and self-knowledge**
- **Improved relationships**
- **Heightened consideration of others**



One Minute Activity

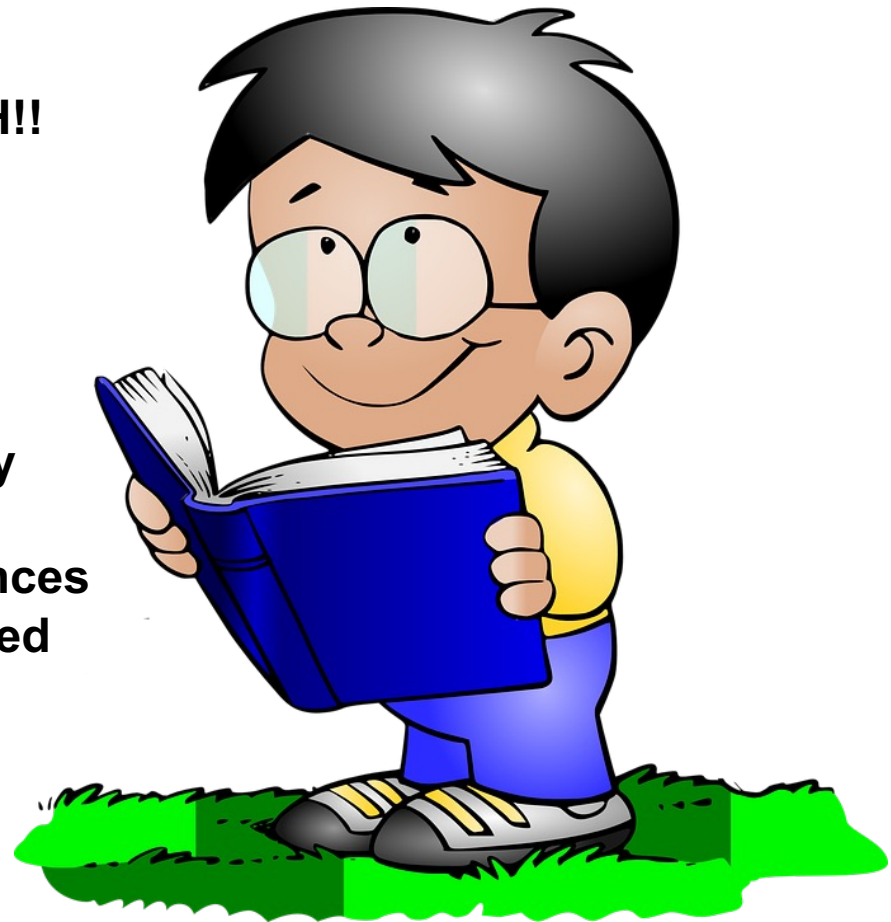
Considering Queen Bee or Kiss Up/Kick Down syndrome:

- **List one thing you can do to keep yourself “centered” next time these behaviors happen at work**
- **List one way you can promote Power With when working with culturally different clients?**

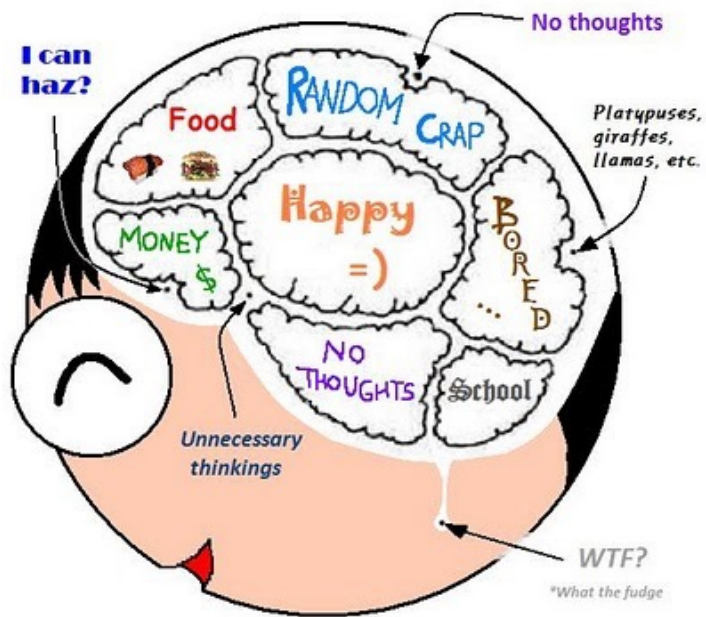


Adult Learning Preferences

- Auditory, Visual, Kinesthetic – UGH!!
- Hardwired but flexible
- Stress causes rigidity
- Related to information processing
- Not related to IQ
- Not related to developmental ability
- Highly influenced by culture
- Vital in considering culture differences
- Often misunderstood or undervalued as factors in ethical development



One Adult Learning Preference that Influences Adult Ethical Behavior



Elaborative vs Reiterative processing

Elaborative vs Reiterative

ELABORATIVE	REITERATIVE
<ul style="list-style-type: none">• Attention to meaning and classification of an idea.	<ul style="list-style-type: none">• Attention to individual pieces (such as letters in a word) of new information
<ul style="list-style-type: none">• Ideas are represented by symbols and symbols have meaning related to ideas.	<ul style="list-style-type: none">• Symbols are simply seen, registered, and repeated.
<ul style="list-style-type: none">• Use personal experience to evaluate and categorize new information. Re-word, visualize, re-state.	<ul style="list-style-type: none">• Takes in information/words/symbols as given, without attempting to synthesize or re-word for understanding.
<ul style="list-style-type: none">• Spend more time thinking and less time repeating when learning a new concept.	<ul style="list-style-type: none">• Spend more time repeating and less time thinking about a new concept.



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Elaborative

Reiterative



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Why this matters: Example

Self-Disclosure

Reiterative will likely:

- Focus on story; not on intended meaning
- Be unable to relate it to self

Elaborative will likely:

- Ponder underlying meaning
- Wonder how it relates to self

One Minute Activity

Which processing style are you?

Check your perception with someone who knows you well. How does your preference for processing information impact your view of ethical issues? How does your preference influence your attitude toward clients with differing processing styles?

List three things that you can do to become more sensitive to the preference that is not your own.



Simple ways to re- build your ethical self

- **Be kind**
- **Tell happy stories**
- **Get guilty**
- **Consciously practice**

Self- Honesty & Ability to Change

**These ideas may not work*
with people who lack
sufficient self-honesty
necessary for change:**

- **Narcissism**
- **When you are too close**
- **Abusive past (sexual, PTSD, physical)**
- **Cultural Differences**
- **Active addiction**

***But you can still practice them yourself!**

Be Kind

- It's natural
- It's in our genetic makeup
- It boosts mood
- Increases happiness
- Increases trust
- Increases income
- Reduces stress
- Leads to youthful appearance



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Kindness is NOT

- **Tolerating abuse**
- **Lack of boundaries**
- **Forgive and forget**
- **Not reporting wrongs**
- **Avoiding conflict**
- **Ignoring the past**
- **Apathy**

Co- dependency Review

- **Difficulty**
 - deciding what to say or do
 - telling the truth
 - knowing how you feel
- **Valuing the opinions of others more than your own**
- **Second guessing your decisions**
- **Fearing abandonment**
- **Exaggerated sense of responsibility for others or outcomes**

Kind? or Co- Dependent?



- **Opposites**
- **Maybe it's ok to be co-dependent**
 - **Motivation**
 - **Self-preservation**
 - **Genuine love involves some degree of co-dependency**
- **Co-dependent people need your kindness more than your insights**

Checking in about Co-dependency

- That “feeling” is a sign
- Can’t decide? Get help
- Time for yourself
- Some people can’t change. Set limits
- Make Jello

About Being Kind: Just DO IT!

- Seek opposing views
- Seek common ground
- Ask for feedback
- Lie
- Avoid near occasions of sin
- Practice step 10 & 11
- Forgive yourself
- Revel in the good feeling



About the “truth”

- Ingrained cultural association with moral virtue of honesty
- “Honesty” often used to justify unkindness
- More likely to be honest when it relates to selfish behavior than when being altruistic
- We view “selfish” behavior more positively when it relates to honesty.

TRUTH
OR
LIE?

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About the “truth”

- **Research shows that “harmful honesty” exists – and when selfish behavior is aligned with the moral principle of honesty, it is easier to justify.**
- **“Honesty” is subjective, almost always.**
- **Solution? Introspection with consideration of power, values, and frame of reference.**
- **When in doubt, combine the golden rule with empathy.**
- **Remember that most of the time, saying nothing is a good choice.**

TRUTH
OR
LIE?

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One Minute Activity

Thinking about Comcast:

- What was your reaction to the story?
- Did you agree or disagree with the solution?
- What do your answers tell you about yourself?



About Being Kind

From an ethical viewpoint, the only sustainable stance toward another human being is one of kindness.

If you have trouble being kind, get help:

- **Spiritual Direction**
- **Reading**
- **Therapy**
- **Volunteer**
- **Put it in the freezer**
- **Let it go. No one has to be perfect!**
- **Ask!**

One Minute Activity

Rate yourself (1-5 with 5 being totally and 1 being not at all) on how willing you are to be kind to:

- **Someone you are angry with?**
- **A person you disagree with?**
- **Your spouse or children?**
- **Your self?**



One Minute Activity

Now write one thing that you will do on the next 48 hours to practice being more kind to someone on the list above.



One Minute Activity Examples

- Journal
- Talk with a friend
- Identify something kind that you can do for that person
- Say something nice about them to someone else
- Pray for them
- Smile more
- Put them in the freezer
- And many others





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Be Kind: No Exceptions

**Being kind to someone
you don't like doesn't
mean you're a fake.**

**It means that you're
mature enough to
tolerate your dislike for
them.**

Unknown

Tell Happy Stories



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Happiness Set Point

Impacts Ability to be Ethical!

Learned Trait

Get Lazy!

Dan Baker; 2004 & Cathy Greenberg; 2007

Tell Happy Stories



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Start Small

Practice out Loud

Use ACTIVE words

Own it!

Pay Yourself First

5 Minute Activity

- **Tell the factual story of your life (in two or three sentences).**
- **Now re-tell the story in two forms: Once as an unhappy story, and once as a happy story.**
- **List three feelings you had in each version.**



Take a Guilt Trip!



**GUILT is the
only way
to genuine change!**

The Road to New Behavior

Scary but worth it!



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Every Minute Activities

- **Buddy up**
- **Make a plan**
- **Set a time**
- **Look for opportunities to prepare ahead**
- **Challenge family and friends**
- **Be a role model**
- **Don't stop**
- **Reward yourself**



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ETHICAL OBLIGATIONS OF CLINICIANS

The ten ethical obligations of clinicians:

Rate how well you, or your organization, measure up to each obligation. Remember that progress, not perfection is the goal.

ONE MINUTE ACTIVITY

Select one ethical obligation that you are REALLY GOOD at. List three ways in which you can be a roll model to your peers and to clients. List three things you can do to address one area you want to improve. Share these ideas make a commitment to change.

ETHICAL OBLIGATION	Summary Explanation	WELL	OK	NOT SO GOOD
To Be Kind	EVERYONE deserves respect. As clinicians, it is our ethical obligation to adjust our attitudes so that we can be kind to clients. Continue to set limits and enforce consequences, but do it with kindness and respect for inherent humanity.	3	2	1
To Let go	Of our beliefs and opinions, of our past, of our personal needs/wants, of our need to be liked and of our need to be right.	3	2	1
To Know Yourself	Admit it when you don't know something and when you have unresolved issues. Be sure to consider your own weak areas when working with clients.	3	2	1
To Be Non-Defensive	Apologize, admit mistakes, accept new ideas as possible options, all without ignoring the obligation to be kind. Within the boundaries of your organization's guidelines, be open to the option that there is always more than one right answer.	3	2	1
To Be Equal	Especially important when working with adults. It is easy to be better than, or less than, everyone. It is very hard to allow yourself to be equal.	3	2	1
To Be Passionate	If you cannot be excited about your work, take a vacation. If that doesn't work, get professional help. If nothing works, find a new career. Clients deserve your full passion, even if they don't seem to be taking full advantage of it.	3	2	1
To Be Honest	People require accurate feedback in order to make decisions. Therefore, as counselors, it is our obligation to (kindly but directly) provide them with honest feedback about their progress.	3	2	1
To Keep an Open Mind	Clients are not crazy until proven sane; neither are they sane until proven crazy. They are simply human beings who are seeking help. They have a right to be treated with respect, until you have more information on which to base a decision.	3	2	1
To Recognize Personal Charisma	As clinicians, clients look up to us, often ascribing positive characteristics to us that may or may not be accurate. We must be aware of this phenomenon and encourage clients to find role models outside of the treatment setting.	3	2	1
To Be Flawed	See # 4, 5, and 9 above.	3	2	1

Wrapping it up!



- Professional ethics can be different from personal ethics
- Who you are impacts what you do
- Do one thing every day
- Practice does not make perfect but planning makes practice easier
- Connecting is the purpose of becoming ethical
- Personal ethical development will lead to an increased ability to connect with people different from ourselves
- It's OK to do the right thing for the wrong reason
- Trying is good enough

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