Am I My Colleague's Keeper?

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Plan for the Session

▶ Introductions and overview
▶ Define colleagues
▶ Colleagues' Ethical Issues (CEI)
▶ Guidance for:
  ▶ Decision making
  ▶ Action
▶ Right vs. Right dilemmas (Kidder's paradigm)
▶ Moral Courage

Colleagues:
Broad, 360-degree Definition

▶ Peers
  ▶ Classmates
  ▶ Co-Workers
  ▶ Co-Authors
  ▶ Fellow Professionals
▶ Supervisees
▶ Supervisors

Colleagues' Ethical Issues (CEI)

- Drug, alcohol, psychiatric, or cognitive impairment
- Overwhelming personal or financial problems
- Discrimination
- Sexual impropriety
- Social, financial, or other boundary crossings with students, subordinates, funders
- Failure to follow protocols, assure patient safety
- Inappropriate disclosures about colleagues
- Falsifying or distorting records, research findings, billing
- Misuse of power (requests for nominations, taking credit, theft of ideas, pressure to buy products/attend events)
- Hostile work environment/micro-aggressions
- Inappropriate postings in social media
- Misrepresenting credentials or expertise

Why is action difficult?

- Fear
- Confidentiality of sources (client, individual self-report)
- Power dynamics across disciplines or rank
- Loyalty, worry about harms to colleague
- Interpretation of behavior
    - **Disbelief**
    - **Rationalization**
- Vague obligations
- Disagreement about importance/existence of standards
- Objectives are unclear or at odds
- Futility - Past efforts thwarted or ineffective

Dilemmas: Right vs. Right (Kidder, 2003)

- Justice vs. Mercy
- Truth vs. Loyalty
- Long-Term vs. Short-Term
- Individual vs. Community

Moral Courage - Kidder

▶ A readiness to endure danger for the sake of principle

▶ Three elements
  ▶ Action based on core values
  ▶ Awareness of the risks
  ▶ Willingness to endure necessary hardship

How do we decide?

▶ Identify the issues
  ▶ What principles, laws, standards or policies are being breached?
▶ Assess the "evidence"
▶ Evaluate your motives and resistance
▶ Utilize an ethical decision making model
▶ Consult
  ▶ Supervisor, colleague(s), professional association, ad hoc expert, ombuds
  ▶ Policies, code of conduct, other written sources

Options and resources for action

▶ Document and refer
  ▶ Administrator, your supervisor, colleague's supervisor, regulatory board
▶ Educate vulnerable person about rights and options
▶ Prepare for the next time
  ▶ "Speaking up" (SPLC)
▶ Approach colleague
  ▶ Simple inquiry
  ▶ "Crucial conversations" (Patterson, Grenny, et al.)
  ▶ Shared observation (SBI)
  ▶ Express concerns and obligations
  ▶ Face problem together

REMEMBER …

- "Evil prevails when good men do nothing, but evil is defeated when people of courage and good will stand up for what is right, regardless of the consequences" (Edmund Burke)

- "In the end, we will remember not the words of our enemies, but the silence of our friends" (Martin Luther King, Jr.)

- "Every time we turn our heads the other way when we see the law flouted, when we tolerate what we know to be wrong, when we close our eyes and ears to the corrupt because we are too busy or too frightened, when we fail to speak up and speak out, we strike a blow against freedom and decency and justice." (Robert F. Kennedy)

- There is no softer pillow than a clear conscience