

CONTENTS

Acknowledgments	xxiii	
Preface	xxv	
Chapter 1	Strengthening Ethical Intelligence: What Do I Do Now?	1
Chapter 2	Ethics in Real Life: Grad School Didn't Prepare Us for This	7
	Computer Coincidences	8
	Life in Chaos	10
	Evaluating Children	11
	The Fatal Disease	12
	The Mechanic	13
	The Postdoctoral Experience	14
	Staying Sober	15
Chapter 3	The Human Therapist and the (Sometimes) Inhuman Relationship: Being Absent in the Present	17
Chapter 4	Avoiding Pseudoscience, Fads, and Academic Urban Legends	22
Chapter 5	Ethical Judgment Under Uncertainty and Pressure: Critical Thinking About Heuristics, Authorities, and Groups	26
	Cognitive Commitments	27
	Authorities	29
	Groups	30

	WYSIATI	31
	Imaginative Illusions	32
Chapter 6	26 Logical Fallacies in Ethical Reasoning	36
	1. Ad Hoc Rationalization	36
	2. Ad Hominem or Ad Feminam	37
	3. Affirming the Consequent	37
	4. Appeal to Ignorance (Ad Ignorantium)	38
	5. Argument to Logic (Argumentum ad Logicam)	38
	6. Begging the Question (Petitio Principii)	38
	7. Composition Fallacy	39
	8. Denying the Antecedent	39
	9. Disjunctive Fallacy	40
	10. Division Fallacy	40
	11. Existential Fallacy	40
	12. False Analogy	41
	13. False Continuum	41
	14. False Dilemma	41
	15. False Equivalence	41
	16. Genetic Fallacy	42
	17. Golden Mean Fallacy	42
	18. Ignoratio Elenchi	42
	19. Mistaking Deductive Validity for Truth	43
	20. Naturalistic Fallacy	43
	21. Nominal Fallacy	44
	22. Post Hoc, Ergo Propter Hoc (After This, Therefore on Account of This)	44
	23. Red Herring	44
	24. Slippery Slope (Also Known as the Camel's Nose Fallacy)	45
	25. Straw Person	45
	26. The Test (Tu Quoque)	46
Chapter 7	Using and Misusing Words to Reveal and Conceal	47
	Revealing the General for the Specific	49
	The Conditional Frame for Consequences	49
	The General Misdirection as Misdirection	50
	The Misdirect Language of Technicalities	50

Use the Passive Voice	50
Make Unimportant by Contrasting With What Did Not Occur	51
Replace Intentional Unethical Behavior With the Language of Accidents, Misfortune, and Mistakes	51
Smother the Events in the Language of Attack	52
Chapter 8 Ethics Placebos, Cons, and Creative Cheating: A User's Guide	54
Chapter 9 Trust, Power, and Caring	58
Trust	58
Power	60
Caring	63
Chapter 10 Moral Distress and Moral Courage	66
Chapter 11 The Ethics of Teletherapy, Internet Therapy, and Other Digital Work: Challenges of the New Technologies	82
Risks, Downsides, and Disasters	85
Five Special Pitfalls	88
Questions to Assess Uses of Digital Media	94
Chapter 12 Competence and the Human Therapist	102
Competence as an Ethical and Legal Responsibility	104
Competence and Conflict	105
Intellectual Competence: Knowing About and Knowing How	106
Emotional Competence for Therapy: Knowing Yourself	107
Chapter 13 Creating — and Using — Strategies for Self-Care	114
Paying Attention to the Self	114
What Happens When Self-Care Is Neglected	115
Making Sure the Strategies Fit	117
The Need for Change	122
Chapter 14 Creating a Professional Will	123
Who Takes Charge?	124
Who Serves as Backup?	124

Coordinated Planning	124
Your Office, Its Key, and Its Security	125
Your Schedule	125
Client Records and Contact Information	125
Avenues of Communication for Clients and Colleagues	126
New Messages for Your Answering Machine, E-mail Account, and So On	126
Informed Consent	126
Client Notification	126
Colleague Notification	127
Professional Liability Coverage	127
Attorney for Professional Issues	128
Billing Records, Procedures, and Instructions	128
Expenses	128
Your Personal Will	128
Legal Review	129
Copies of the Professional Will	129
Review and Update	129
Chapter 15 Codes and Complaints in Context: Historical, Empirical, and Actuarial Foundations	130
Mechanisms of Accountability	133
Ethics Committees, Codes, and Complaints	135
Patterns of Ethics Complaints for CPA and APA	143
The Hoffman Report	145
Licensing Boards	146
Civil Statutes and Case Law	150
Criminal Statutes	152
Conclusion	152
Chapter 16 Responding to Ethics, Licensing, or Malpractice Complaints	154
Don't Panic	155
Consult Your Attorney First—and Make Sure You Have a Good One!	155
Notify Your Professional Liability Carrier	156

Who Is Your Attorney's Client?	156
Is the Complaint Valid?	157
Did You Make a Formal Complaint More Likely?	157
Apologize and Accept Responsibility?	158
What Are You Willing to Have Done?	158
Recognize How the Complaint Is Affecting You	159
Get the Help and Support You Need	160
What Can the Ordeal Teach?	160
Chapter 17 Steps in Ethical Decision Making	161
Step 1: State the Question, Dilemma, or Concern as Clearly as Possible	161
Step 2: Anticipate Who Will Be Affected by the Decision	162
Step 3: Figure Out Who, If Anyone, Is the Client	162
Step 4: Assess Whether Our Areas of Competence — and of Missing Knowledge, Skills, Experience, or Expertise — Fit the Situation	162
Step 5: Review Relevant Formal Ethical Standards	163
Step 6: Review Relevant Legal Standards	163
Step 7: Review the Relevant Research and Theory	163
Step 8: Consider Whether Personal Feelings, Biases, or Self-Interest Might Shade Our Ethical Judgment	163
Step 9: Consider Whether Social, Cultural, Religious, or Similar Factors Affect the Situation and the Search for the Best Response	164
Step 10: Consider Consultation	164
Step 11: Develop Alternative Courses of Action	164
Step 12: Think Through the Alternative Courses of Action	164
Step 13: Try to Adopt the Perspective of Each Person Who Will Be Affected	165
Step 14: Decide What to Do, Review or Reconsider It, and Take Action	165
Step 15: Document the Process and Assess the Results	165

Step 16: Assume Personal Responsibility for the Consequences	166
Step 17: Consider Implications for Preparation, Planning, and Prevention	166
Chapter 18 Beginnings and Endings, Absence and Access	167
Accessibility for People With Disabilities	168
Clarification	168
Therapist Availability Between Sessions	171
Vacations and Other Anticipated Absences	172
Serious Illness and Other Unanticipated Absences	173
Steps for Making Help Available in a Crisis	173
Endings	177
Conclusion	179
Scenarios for Discussion	181
Chapter 19 Informed Consent and Informed Refusal	185
Process of Informed Consent	186
The Foundation of Informed Consent	188
Adequate Information	194
Considerations in Providing Informed Consent	195
Failing to Provide Informed Consent	195
Benefits of Informed Consent	196
Limits of Consent	197
Consent for Families and Other Multiple Clients	197
Unequal Opportunity for Informed Consent	198
Cognitive Processes	198
Problems With Forms	199
Additional Resources	200
Scenarios for Discussion	201
Chapter 20 Assessment, Testing, and Diagnosis	204
Awareness of Standards and Guidelines	205
Staying Within Areas of Competence	206
Making Sure That Our Tests and Assessment Methods Stay Within Their Areas of Competence	207
Understanding Measurement, Validation, and Research	207
Ensuring That Patients Understand and Consent to Testing	208

Clarifying Access to the Test Report and Raw Data	209
Following Standard Procedures for Administering Tests	210
Knowing the Literature on Recordings and Third-Party Observers	212
Awareness of Basic Assumptions	213
Awareness of Personal Factors Leading to Misusing Diagnosis	214
Awareness of Financial Factors Leading to Misusing Diagnosis	214
Acknowledging Low Base Rates	215
Acknowledging Dual High Base Rates	216
Avoiding Confusion Between Retrospective and Predictive Accuracy	217
Awareness of Forensic Issues	217
High-Stakes Testing	219
Attention to Potential Medical Causes	219
Critically Examining Prior Records and History	219
Clearly State All Reservations About Reliability and Validity	220
Providing Adequate Feedback	221
Scenarios for Discussion	222
Chapter 21 Sexual Attraction to Patients, Therapist Vulnerabilities, and Sexual Relationships With Patients	225
How Modern Ethics Codes Address Therapist–Client Sex	226
How Therapist–Client Sex Can Injure Clients	228
Gender and Other Patterns of Perpetrators and Victims	228
Common Scenarios of Therapist–Client Sex	232
Therapist Risk Factors	232
Why Do Therapists Refrain When They Are Tempted?	233
Confronting Daily Issues	233

Physical Contact With Clients	234
Sexual Attraction to Clients	236
When the Therapist Is Unsure What to Do	238
Working With Clients Who Have Been Sexually Involved With a Therapist	242
Ethical Aspects of Rehabilitation	242
Hiring, Screening, and Supervising	246
Scenarios for Discussion	247
Chapter 22 Nonsexual Multiple Relationships and Other Boundary Crossings: The Therapeutic, the Harmful, the Risky, and the Inevitable	252
How the Field Changed Its View of Boundary Issues	254
What Makes This Area So Hard for Us?	256
Research Leading to a Call for Changes in the Ethics Code	258
Multiple Relationships as Defined by the APA and CPA Ethics Codes	261
Three Interesting Examples of Multiple Relationships	262
Research Review	264
Self-Disclosure	267
Bartering	267
Multiple Relationships and Boundary Issues in Small Communities	269
Seven Common Therapist Errors and Mending Fences	270
Sources of Guidance	271
Additional Resources	272
Scenarios for Discussion	273
Chapter 23 Culture, Context, and Individual Differences	276
Context, Competence, and Personal Responsibility	279
Bringing It All Back Home	281
Context of Oppression, Exclusion, Discrimination, and Inequity	283
Overcoming Barriers to Ethical Services	284
Scenarios for Discussion	294

Chapter 24 Confidentiality	298
Referral Sources	300
Public Consultation	301
Gossip	301
Case Notes and Patient Files	302
Phones, Faxes, and Messages	303
Home Office	303
Sharing With Loved Ones	303
Communications in Group or Family Therapy	304
Written Consent	304
Managed Care Organizations	305
Disclosing Confidential Information for Mandated	
Reports Only to the Extent Required by Law	308
Publishing Case Studies	309
Distraction	310
Focusing on Legal Responsibilities to the Exclusion of	
Ethical Responsibilities	310
Scenarios for Discussion	311
Chapter 25 Recognizing, Assessing, and Responding to	
Suicidal Risk	314
Special Considerations	319
Avoiding Pitfalls: Advice From Experts	323
Scenarios for Discussion	332
Chapter 26 Steps to Strengthen Ethics in Organizations:	
Research Findings, Ethics Placebos, and What	
Works	335
Keep Codes in Context	337
Respect the True Costs of Betraying Ethics	338
Encourage Speaking Up, Listening Carefully, and	
Acting With Fairness	340
Conclusion: Only If We Act	342
Chapter 27 Supervision	344
Clear Tasks, Roles, and Responsibilities	344
Competence	347
Assessment and Evaluation	350

Informed Consent	351
Sexual Issues	353
Supervisee Perceptions of Supervisor's Unethical Behavior	354
Beginnings and Endings, Absence and Availability	354
Scenarios for Discussion	355
Introduction to Appendices	360
Appendix A The Hoffman Report and the American Psychological Association: Meeting the Challenge of Change	361
What Does the Hoffman Report Have to Do With Each of Us as an Individual APA Leader, Member, or Outsider?	363
What Could Each of Us Have Done Differently?	364
What Do We Want Our Ethics and Our Ethics Enforcement to Be?	365
What Do We Do to Discover or Screen Out What Happens?	367
Where Do We Go From Here?	367
Appendix B The Hoffman Report: Resetting APA's Moral Compass	370
Lessons Learned	372
Conclusion	376
References	380
About the Authors	436
Author Index	443
Subject Index	459