

Victorian Psychiatrist Leadership Framework (The Framework) Competencies

The (14) competencies are detailed in the following pages, and include information about the competency, skills, behaviours and additional resources that you may wish to access to support your development in each of the competencies.

These resources are designed to provide a starting point, context, information and a broad range of perspectives on the core elements and competencies contained in the framework. Not all of the content will resonate with everyone and it is not representative of the views of the RANZCP, simply a collation of publicly available information to support self-directed learning.

Should you wish to access publicly available courses that align (but are not tailored specifically to) the framework, we suggest the following:

- [RANZCP Learnit Leadership and Management modules](#)
- [RACMA - Leadership for Clinicians](#)
- [RACMA - Management for Clinicians](#)
- [Leadership Victoria Leadership Programs](#)
- [Cranlana Centre for Ethical Leadership](#)

The framework has been created with the support and input of those with a lived and living experience, of which there are many existing resources available to you, some of which you can find here:

[Tandem Carers - Information and Resources for Service Providers](#)

[Tandem Carers - Stories: Family and Friends](#)

[VMIAC - Resources](#)

[VMIAC - Consumer Voices](#)

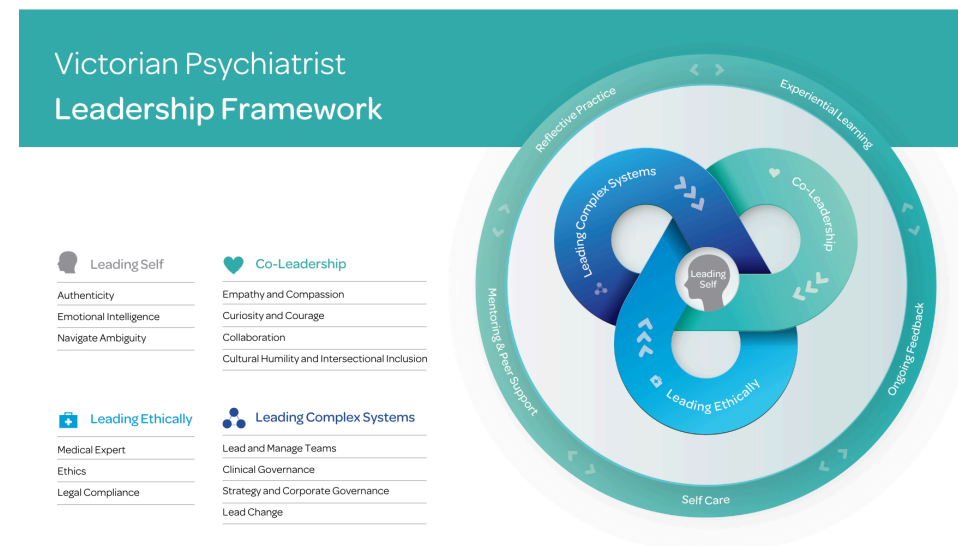
[VTMH - Online Learning Resources](#)

[CMHL - MH Training Calendar](#)

[CMHL - eLearning Library](#)

[CMHL - Resource Hub](#)

[CMHL - Recorded Sessions](#)



Leading Self



The psychiatrist leader understands that leadership begins with a strong understanding and sense of self and how it shapes their leadership. They lead with emotional intelligence and authenticity and are committed to ongoing personal learning, reflection and improvement.

Authenticity	
Competency descriptor	<p>The Authentic Leader has a high level of awareness of who they are as a person and a leader, which includes an understanding of their personal values, biases, privilege, strengths and how this shapes their leadership. They use their personal values as a compass to guide their leadership, whilst also being aware of, and open to other perspectives and positions.</p> <p>The Authentic Leader engages in self-reflection, is transparent, acts with integrity, demonstrates self-compassion and is open to sharing their own experiences. They also understand how their personal values align with and fit within the organisational culture and context.</p> <p>Authentic Leadership can enhance consumer outcomes, promote a culture of trust and respect, and contribute to the overall well-being of both consumers and the healthcare team.</p>
Skills	<ul style="list-style-type: none"> • Aligns actions with personal values and ethical principles, even when in difficult situations. • Regularly engages in self-reflection to understand personal values, strengths, and areas for growth. • Recognises how personal experiences and biases may impact leadership decisions.

	<ul style="list-style-type: none"> • Bounces back in times of adversity and maintains a positive outlook during challenging times by aligning to their own personal values. • Treats themselves and others with kindness and forgiveness, understanding that self-improvement is an ongoing journey. • Demonstrates a willingness to admit mistakes, take accountability and support others to the same, while working through challenges as a team.
Behaviours	<ul style="list-style-type: none"> • Demonstrates congruence between words and actions. • Maintains integrity and transparency in their interactions. • Shares information openly and honestly, including both successes and challenges. • Seeks input and feedback from multiple people and perspectives to inform views and decisions • Inspires and motivates others by demonstrating confidence and skill in complex situations, leading by example and articulating a clear vision • Acknowledges mistakes and learns from them, setting a positive example for others • Encourages others to embrace and express their own authentic style • Consistently acts in alignment with personal values and ethics, demonstrating an awareness of personal leadership purpose and approach.
Resources	<p>Self Assessment VIA Character Strengths Free Big Five Personality Test - Accurate scores of your personality traits (truity.com)</p> <p>Articles and websites Authentic Leadership: What It Is And Why It's So Important (HBR) Managers' Resource for Authentic Leadership - A Multi-study Exploration of Positive Psychological Capacities and Ethical Organisational Climates Authenticity in Leadership (linkedin.com) A Complete Guide to Authentic Leadership TSW Training Authenticity: The Key To Great Leadership And How To Embrace It (forbes.com)</p> <p>Podcasts HBR on Leadership - What Makes and Authentic Leader HBR on Leadership - Why Authentic Leadership is so Hard</p> <p>Videos Authentic Leadership For The Future (TEDTalk)</p>

Emotional Intelligence

Competency descriptor:

Emotional intelligence involves the ability to effectively recognise, understand, manage, and influence emotions within yourself and for those you lead.

The Emotionally Intelligent Leader is self-aware, has the ability to regulate emotions, demonstrates empathy, communicates effectively with others, addresses emotions constructively and resolves conflicts as they arise.

	Emotional Intelligence builds trust within and across teams, provides for empathetic and person-centred care and emotional resilience and sensitivity.
Skills	<ul style="list-style-type: none"> ● Identifies and understands own emotions and triggers. ● Continuously engages in self-reflection to understand emotional responses and patterns. ● Manages and regulates own emotions to adapt and respond appropriately in different situations. ● Implements healthy coping mechanisms to maintain emotional balance. ● Actively and empathetically listens to team members, colleagues, consumers and carers, family and supporters, demonstrating genuine understanding and care of their emotional experiences. ● Puts themselves in others' shoes to understand their feelings, needs, and views. ● Understands different emotions and perspectives from a place of non-judgement ● Communicates with empathy and sensitivity, adapting style to different emotional states and diverse backgrounds. ● Resolves conflicts and builds rapport by addressing emotions constructively.
Behaviour	<ul style="list-style-type: none"> ● Expresses emotions appropriately and authentically, by being self-aware of own leadership vulnerabilities, strengths and areas for growth. ● Seeks feedback from colleagues and trusted individuals to gain insights into emotional impact on others. ● Practices impulse control and avoids reacting impulsively to emotional triggers. ● Utilises techniques and self-care practices to maintain emotional resilience and wellbeing. ● Engages in active listening, making an effort to understand the emotions and concerns of others. ● Validates the emotions and experiences of others, even when not necessarily agreeing with their perspective. ● Uses empathetic and clear communication to foster trust and collaboration.
Resources	<p>Self assessment</p> <p>Emotional Intelligence Self-Assessment (Psych Central)</p> <p>Emotional Intelligence Self-Assessment (Workplace Strategies for Mental Health)</p> <p>Articles and Websites</p> <p>10 Tips for Leaders to Improve Their Self-Awareness - businessnewsdaily.com</p> <p>What is self-awareness? And how can you cultivate it? (nbcnews.com)</p> <p>The Johari Window Model (communicationtheory.org)</p> <p>How to Develop Emotional Intelligence Skills HBS Online</p> <p>10 Best Emotional Intelligence Books To Read [2023 List] (neuroworx.io)</p> <p>What Is 360-Degree Feedback? (thebalancemoney.com)</p> <p>Videos</p>

[Leading With Emotional Intelligence in the Workplace \(YouTube\)](#)

[The Power of Vulnerability with Brene Brown \(TEDTalk\)](#)

[How to Stay Calm When You Know You'll be Stressed with Daniel Levitin \(TED\)](#)

[The Art of Listening with Simon Sinek \(YouTube\)](#)

Podcasts

[Building Blocks of Emotional Intelligence \(Emotional Intelli-gents\)](#)

[How To Master Your Emotions: A Guide To Emotional Intelligence \(The Mindset Mentor\)](#)

Training

[Leading With Emotional Intelligence - Book Online Today! - AIM](#)

[725: Boost Your Emotional Intelligence w/ Michael Ventura • The Art of Charm \(spotify.com\)](#)

Navigates Ambiguity	
Competency descriptor	<p>Navigating Ambiguity means adapting in an ever-changing environment, working with complexity and uncertainty, embracing discomfort, and making informed decisions based on the best information available at the time. It requires shifting and learning while addressing the challenges and uncertainties that exist, quickly and effectively responding to changing conditions, emerging trends, and evolving to team and consumer and carer needs.</p> <p>The leader navigating ambiguity demonstrates open-mindedness, a willingness to listen to multiple views, adaptive in their problem solving, assesses risks holistically, is flexible, has a tolerance for uncertainty and is able to sit with discomfort and acknowledge that they don't have all the answers.</p> <p>Effectively navigating ambiguity results in agile and adaptable individuals and teams and fosters a culture of innovation, responsiveness, supporting innovation and continuous improvement.</p>
Skills	<ul style="list-style-type: none"> ● Embraces new ideas, approaches and holistic care options and invests in education and opportunities for their team to enable to grow and learn ● Creates and enables a collaborative team environment through fostering inclusiveness and open communication. ● Demonstrates the capacity to analyse ambiguous situations, clearly identify key issues, and formulate innovative and effective solutions with confidence. ● Holistically assesses risks associated with uncertain decisions, balancing caution with necessary innovation when required. ● Monitors for and foresees changing circumstances, adjusts strategies and plans as needed, and seizes opportunities when they arise. ● Remains calm in challenging, uncomfortable, or high-pressure situations, setting a reassuring example for the team. ● Able to work across cultures, disciplines and organisations to facilitate change. ● Recognises personal discomfort when dealing with new or unique situations and uses it as way to learn and grow ● Comfortably manages situations when dealing with incomplete information and makes informed decisions while acknowledging and addressing uncertainty. ● Makes well-informed decisions in time-sensitive, high-pressure scenarios. ● Energises others by demonstrating confidence to experiment, creating space for others to test new ideas and approaches
Behaviours	<ul style="list-style-type: none"> ● Communicates openly, honestly and respectfully with team members, consumers, carers, family and supporters and other stakeholders about the uncertainty or discomfort of a situation, building trust and understanding.

	<ul style="list-style-type: none"> ● Willingness to learn and encourages a team culture of continuous learning within the team, promoting adaptation, innovation and skill development ● Makes well-considered decisions in ambiguous situations, accepting responsibility for the outcomes. ● Actively seeks feedback from peers and colleagues to improve decision-making and adapt to uncertainty. ● Demonstrates resilience in the face of discomfort, serving as a role model for colleagues and team members. ● Holds a future orientated and growth mindset that accepts changes are needed in order to grow and improve. ● Advocates for ethical practices, even in challenging or ambiguous situations, and upholds ethical standards.
Resources	<p>Articles and Websites</p> <p>The Work of Leadership (HBR)</p> <p>A Survival Guide For Leaders (HBR)</p> <p>What is Adaptive Leadership? (ANZSOG)</p> <p>Adaptive Leadership (HBR collection of resources)</p> <p>Leading Through Ambiguity (Korn Ferry)</p> <p>The Agile Leader - Adaptability (mindtools.com)</p> <p>How to Lead Through Ambiguity - Henman Performance Group</p> <p>6 Strategies for Leading Through Uncertainty (hbr.org)</p> <p>How to Lead Through Ambiguity: Tips for Organizational Leaders (linkedin.com)</p> <p>The Nine Principals of Agile Leadership (Agile Business Consortium)</p> <p>Videos</p> <p>Navigating Ambiguity with Andrea Small (YouTube)</p> <p>Podcasts</p> <p>Defining and Adapting Your Leadership Style (HBR)</p>

Co-Leadership



The psychiatrist leader leads with empathy and compassion, fosters a culture of collaboration, connection and respect and takes a co-leadership approach in the way they work and lead every day. This includes actively engaging with and providing support to colleagues across all disciplines including lived and living experience individuals and workforce, and actively engaging to shape and influence outcomes.

Empathy and Compassion

Competency descriptor:

Leading with Empathy and Compassion involves the ability to understand and relate to the emotions, experiences, and perspectives of others, specifically consumers, carers, family and supporters, colleagues, and team members. It involves letting go of individual interpretations and perceptions, going beyond what we think we know, being kind and open and connecting on a human level to make genuine, positive change.

Being an empathic and compassionate leader means having the ability to consider other people's wants, needs and emotions, to communicate an understanding and consideration of their perspectives, to be compassionate, fully present, open to ongoing feedback and improvement of self, work and impact and modelling this to others. Leading with empathy and compassion requires an understanding of our own biases and not just empathising with those with who we have an immediate or obvious similarity.

An empathetic and compassionate leader creates a supportive and compassionate environment that fosters trust, effective communication, and collaborative problem-solving creating a supportive environment that benefits both consumers, carers, family and supporters and the healthcare team.

Skills	<ul style="list-style-type: none"> ● Actively engages in conversations with consumers, carers, family and supporters and team members, demonstrating genuine interest and understanding of their concerns and emotions. ● Communicates with clarity and sensitivity, adapting language and approach to individual needs, cultural backgrounds, and emotional states. ● Demonstrates the capacity to put self in the shoes of others, recognising their emotions, and validating their experiences without judgment. ● Utilises non-verbal cues, such as body language and facial expressions, to convey empathy, warmth, and understanding. ● Genuinely supports those in distress, demonstrating commitment to their emotional wellbeing. ● Comes from a place of empathy and a genuine desire to understand things from the others perspective, navigating diverse individual wants, needs, preferences and intersectionality.
Behaviour	<ul style="list-style-type: none"> ● Expresses genuine care and compassion for the well-being of consumers, carers, family and supporters, colleagues, and team members in both words and actions. ● Is fully present in interactions, demonstrating that they are attentive, responsive, and available to listen and support. ● Approaches differences in approaches and perspectives with empathy, seeking to understand multiple perspectives and facilitating constructive outcomes ● Ensures that treatment plans and interventions are holistic, person-centred and prioritise the emotional wellbeing of consumers. ● Provides constructive feedback and support that is sensitive to the emotional needs of individuals, fostering growth and development. ● Fosters a collaborative and inclusive team environment where all members feel valued, heard, and understood. ● Models self-care practices and encourage others to prioritise their well-being
Resources	<p>Articles and Websites</p> <p>The Importance of Empathy in Leadership: How To Lead With Compassion and Understanding in 2023</p> <p>Compassion vs. Empathy: Their Meanings and Which to Use (betterup.com)</p> <p>Empathy Is The Most Important Leadership Skill According To Research (forbes.com)</p> <p>Empathetic Leadership: Why Empathy Adds to Leadership (emeritus.org)</p> <p>5 Ways to Lead with Empathy Leading with Trust</p> <p>Whither Compassionate Leadership? A Systematic Review</p> <p>The Art of Compassion in Mental Healthcare For All: Back to Basics</p> <p>Compassion Toward Others and Self-Compassion Predict Mental and Physical Wellbeing: a 5-year Longitudinal Study</p> <p>Compassionate Care: The Theory and Reality Alys Cole-King and Paul Gilbert (ResearchGate)</p>

Videos

[Brene Brown on Empathy](#)

Podcasts

[Dare to Lead Podcast Series by Brene Brown](#)

[How to Lead \(and Live\) From the Heart Rather Than the Head with Dr Kristin Ferguson](#)

[Lead With Courage - Empathy is a Superpower](#)

Books

[Dare to Lead \(Brene Brown\)](#)

Curiosity and Courage

Competency descriptor:

Leading with Curiosity and Courage, means having a relentless desire to understand and the bravery to confront challenging situations, all while holding empathy for colleagues, team members, consumers and carers, family and supporters.

Being a Curious and Courageous leader involves being inquisitive, open, asking questions to inform understanding, being interested in learning from people and experiences, sharing knowledge, advocating for own and other's perspectives and rights and challenging the status quo.

Being Curious and Courageous will result in trust within and across teams and with consumers and carers, family and supporters, creating a culture where people are more likely to speak up and respond with openness, where it's ok not to have the answer to everything, while being safe to make mistakes and learn from them.

Skills

- Cultivates a natural curiosity to explore individual experiences and unique circumstances without judgement.
- Asks insightful and probing questions to uncover deeper insights, whilst understanding and respecting boundaries.
- Continuously seeks out new knowledge, research, and emerging practices in leadership and psychiatry.
- Reflects on what they have learnt without judgement or needing to immediately make sense of it
- Builds the capacity to handle adversity, setbacks, and difficult situations with emotional resilience.
- Speaks up for both consumers, carers, family and supporters and colleagues' rights and needs, even in challenging or controversial situations.
- Assesses risks carefully and makes courageous decisions that prioritise wellbeing.

Behaviour

- Actively seeks opportunities to learn from consumers, carers, family and supporters, colleagues, and other diverse perspectives
- Approaches new ideas and perspectives with an open and non-judgmental mindset.
- Encourages a culture of curiosity among the team, promoting the sharing of insights and learning.
- Engages in courageous conversations, addressing difficult topics like safety, mental health policy, and ethical dilemmas
- Makes ethical decisions with transparency and accountability, even when they are challenging or unpopular.
- Demonstrates a willingness to be open to alternative perspectives, not always have the answers and learn from mistakes.
- Advocates for the de-stigmatisation of mental health, both within and outside the psychiatric community.

Resources	<p>Articles and Websites</p> <p>How The Art Of Curiosity Transforms Leadership (forbes.com) Compassionate Curiosity » The Safe Zone Project Leadership's Secret Weapon - Courage, Curiosity and Compassion (linkedin.com) Building Our Capacity For Curiosity, Compassion and Courage (wisconsin.gov)</p> <p>Videos</p> <p>Nurturing empathic curiosity for better leadership Jodi Halpern - YouTube Are You Choosing Curiosity Over Being Right? - YouTube How To Expand the Horizons of Your Curiosity with Simon Sinek (YouTube) The Crisis of Leadership and a New Way Forward (TEDTalk) Kathryn Shultz On Being Wrong (TEDTalk)</p> <p>Podcasts</p> <p>Dare to Lead - Jim Collins on Curiosity, Generosity and the Hedgehog Maxwell Leadership Executive Podcast: The Miracle of Skill of Curiosity At The Table with Patrick Lencioni: The Three Types of Courage</p>
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Collaboration

Competency descriptor

Leading Collaboratively is about working with and empowering teams, creating an inclusive and supportive work environment across disciplines including those with a lived and living experience and fostering a culture of collaboration to enhance wellbeing, engagement and person-centred outcomes. Leading Collaboratively means understanding the value of bringing people together from different perspectives, experience, expertise and disciplines to work towards a common goal, while understanding the dynamics of power.

A Collaborative leader takes a cross-team approach to team building, delegates effectively within and across teams, are inclusive in their approach and elevate others to contribute to the team. They are able to facilitate differences in perspectives, listen to others and bring people together in collaborative and inclusive decision making. They are aware of the power, privilege and influence they hold and actively work to create an inclusive and collaborative environment, promoting shared decision-making and equitable power distribution using it responsibly to foster collaboration, inclusivity, and positive change.

Collaborative leadership creates an environment where everyone feels valued, empowered, and motivated to provide the best possible care and person-centred outcomes by actively creating a diverse and inclusive environment where all people are treated with respect and encouraged to contribute their unique perspectives, expertise and experience.

Skills

- Demonstrates empathetic and active listening skills, validating people's perspectives and concerns, and ensuring that everyone feels heard and valued especially those with less power or marginalised voices.
- Delegates responsibilities and authority effectively, providing team members with autonomy and ownership of their tasks.
- Acknowledges power dynamics and uses this to influence and promote inclusivity, collaboration and equitable decision making.
- Effectively manages conflicts, seeking equitable solutions that consider the interests of all involved.
- Adapts communication and decision-making approaches to respect diverse backgrounds, experiences, perspectives and power structures.
- Actively seeks and values feedback from others to remain aware of the impact of their power and influence.
- Advocates for consumer and carer rights and empowerment, ensuring that their voices are elevated in the decision-making process and delivery of care.

	<ul style="list-style-type: none"> ● Mentors and coaches' individuals at all levels, fostering their growth and development, and actively seeking to reduce power differentials.
Behaviours	<ul style="list-style-type: none"> ● Fosters a culture of inclusivity and collaboration among stakeholders, including healthcare providers, administrators, policymakers, colleagues, consumers, carers, family and supporters and community organisations, to achieve common goals regardless of hierarchy, expertise or position. ● Acknowledges and appreciates the contributions of others, fostering a positive and motivating work environment. ● Actively promotes and values diversity and inclusion in their leadership strategies, fostering a work environment that values difference and embraces a variety of perspectives. ● Utilises effective conflict resolution approaches and strategies to address and resolve conflicts constructively. ● Delegates tasks and responsibilities based on team members' strengths and expertise and trusts team members to carry out their roles effectively. ● Communicates openly about power dynamics, acknowledging their impact and discussing strategies to mitigate potential abuses of power. ● Advocates for and supports initiatives that promote diversity, equity, and inclusion within the mental health service and system ● Engages in regular self-reflection to assess and address any potential misuse of power and to continually improve power-sharing practices. ● Promotes shared leadership models that distribute power and decision-making more equitably. ● Continuously educates self about issues related to power, privilege, and inclusion to improve leadership, impact and consumer outcomes.
Resources	<p>Articles and Websites</p> <p>Collaborative Leadership (Oxford Leadership)</p> <p>6 Ways to Become a More Collaborative Leadership (HBR)</p> <p>Are You a Collaborative Leader? (HBR)</p> <p>The Surprising Benefits of Co-Leadership The Workstream (atlassian.com)</p> <p>Co-Leadership: reframing ideas about decision-making and influence (linkedin.com)</p> <p>Building Relationship Skills at Work: 4 Relationship Skills You Need CCL</p> <p>How to Build Good Workplace Relationships in 8 Steps Indeed.com Australia</p> <p>Collaboration in the Workplace: 11 Ways to Boost Your Team's Performance</p> <p>Videos</p> <p>Great Leadership is a Network, Not a Hierarchy with Gitte Frederiksen (TED)</p> <p>How Diversity Makes Teams More Innovative (TEDTalk)</p>

[Dare to Disagree \(TEDTalk\)](#)

Podcasts

[HBR on Leadership: The Secret to Leading Highly Collaborative Teams](#)

[Future Women Leadership Series: The Value of Collaboration in Leadership](#)

[Trauma-Informed Engagement Of Consumer And Carer Representatives - Anita Hodge / Grant Holley - Lived](#)

[Experience Australia | Podcast on Spotify](#)

[Spotlight On Young Carers Webinar - Lorraine Powell / Chrissie Fearon / Claire Morley / Richard Newman](#)

[In The First Person: A Firefighter's Experience of PTSD](#)

Cultural Humility and Intersectional Inclusion

Competency descriptor:	<p>Leading with Cultural Humility and Intersectional Inclusion involves respecting and meaningfully including the identities, backgrounds, experiences, expertise and intersectionality of consumers, carers, family and supporters, team members, colleagues, and communities to that enhances individual well-being and contributes to broader community health outcomes.</p> <p>A leader who demonstrates Cultural Humility and Intersectional Inclusion actively practices cultural humility and continuous learning, demonstrates cultural humility and sensitivity, explores and supports intersectional lived and living experiences, adapts their communication style to the person and situation and uses appropriate language. They leverage privilege, power, and positionality to centre inclusion, collaboration, and advocacy.</p> <p>A culturally aware and inclusive leader fosters a culture of humility and inclusion and ultimately improves the quality of effective mental health care outcomes for individuals and the community.</p>
Skills	<ul style="list-style-type: none">● Continuously engages in self-reflection to identify and mitigate their own conscious and unconscious biases, beliefs, and assumptions.● Approaches each individual with an open and humble attitude, recognising the limitations of own lived, living and learned experiences.● Communicates effectively with individuals from diverse backgrounds and experiences.● Recognises how multiple aspects of an individual's lived and living experience (e.g., race, gender, sexual orientation, socioeconomic status) intersect and influence with workplace, health, social wellbeing, and emotional wellbeing needs and presentations.● Tailors support and approaches to effectively leverage unique intersectional strengths and address challenges to enhance health and wellbeing outcomes.
Behaviour	<ul style="list-style-type: none">● Demonstrates respect for all individual's intersectional lived and living experience and expertise.● Creates an inclusive and welcoming environment that fosters a sense of belonging for team members, consumers, carers, family and supporters and colleagues from all backgrounds.

	<ul style="list-style-type: none"> ● Tailors support and approaches to effectively leverage unique intersectional strengths and address challenges to enhance health and wellbeing outcomes that may affect diagnosis and treatment effectiveness, appropriateness, and safety. ● Actively engages in advocacy movements to understand evolving community priorities. ● Collaborates with community organisations and resources to provide and connect to inclusive support. ● Advocates for policies and practices that promote cultural humility and intersectional inclusion at an individual, organisation and systemic level. ● Actively informed by and improves based on feedback from consumers, carers, family and supporters and colleagues. ● Continuously engages in critical self-reflection on cultural humility and intersectional inclusion and seeks additional training and resources.
Resources	<p>Articles and Websites</p> <p>Cultural Humility and Cultural Competence: A Case For Diversity</p> <p>Culturally Competent Leadership (pressbooks.pub)</p> <p>Cultural Humility: A Leadership Virtue (Santa Clara University)</p> <p>Leading With Cultural Humility (Linkedin)</p> <p>Making a Case for Culturally Humble Leadership Practices Through a Culturally Responsive Leadership</p> <p>The Intersctionality Wars</p> <p>Videos</p> <p>How Diversity Makes Teams More Innovative (TedTalk)</p> <p>An International Approach: Cultural Humility David Mosher and Kimendran Chetty (TEDxUNT)</p> <p>Our Voices - Stories of Carers from Migrant and Refugee Backgrounds (VTMH)</p> <p>Podcasts</p> <p>Intersection Of Culture And Mental Health Webinar - Emily Unity</p> <p>The Nuerodivergent Woman: Representation and Intersectionality with Paige Krystal Wilcox</p> <p>Training</p> <p>Victorian Transcultural Mental Health (VTMH) Online Learning Modules (Cultural Responsiveness, Cultural Diversity and Assessment, LGBTQ Intersect)</p>

Leading Ethically



The psychiatrist leader has deep medical skills and knowledge, an understanding of their legal and ethical responsibilities and the delivery of evidence-based practice for themselves and those they lead. They are guided by the CanMEDs framework and lead to improve the health and well-being of colleagues, consumers, carers and communities they serve.

Medical Expert	
Competency descriptor	<p>Leading with Medical Expertise refers to psychiatrist leaders not only being highly skilled clinicians but are also visionary leaders who shape the future of psychiatric care through their expertise and leadership to provide the best possible, holistic and person-centred care to while advancing psychiatry.</p> <p>A Medical Expert leader demonstrates clinical excellence, clinical supervision, complex case management and leads the delivery of holistic, person-centred evidence-based care. The Medical Expert Leader is a lifelong learner, who takes responsibility for their own learning, and supporting the learning and education of others.</p>

	<p>A Medical Expert leader is a strong clinician, who supports the medical development of others in the context of the broader mental health system and the needs and expectations of those with a lived and living experience, to provide more highly skilled clinicians and effective, person-centred care and outcomes.</p>
Skills	<ul style="list-style-type: none"> ● Demonstrates exceptional clinical skills in psychiatric assessment, diagnosis, and treatment, ensuring the highest quality of care for consumers and leads others to do the same. ● Applies the latest research and evidence-based guidelines to clinical decision-making, optimising consumer outcomes. ● Works collaboratively with interdisciplinary teams to coordinate and integrate mental health services for comprehensive person-centred care. ● Engages in continuous professional development, staying abreast of the latest advancements in psychiatric care. ● Provides effective clinical supervision and mentoring to trainees and junior colleagues, fostering their growth as clinicians. ● Excels in managing complex and challenging psychiatric cases, demonstrating expertise in treatment planning and execution. ● Understands the importance of delivering excellent clinical care, working within the broader mental health system, and the expectations and experience of consumers and carers, family and supporters and is able to navigate the complex and nuanced challenges and tensions that exist between these, adapting their response and decision-making approach accordingly.
Behaviours	<ul style="list-style-type: none"> ● Sets high clinical standards for themselves and the team, inspiring excellence and fostering a culture of continuous improvement. ● Prioritises consumer and carer well-being, involving them in shared decision-making, elevating their voice and respecting their autonomy. ● Actively engages in educational activities, sharing knowledge and expertise with colleagues, trainees, and the community. ● Upholds the highest ethical standards and human rights in clinical practice, research, and leadership, serving as a role model to others. ● Advocates for human rights, mental health awareness, de-stigmatisation, and improved access to care at local, regional, and national levels. ● Adapts to the evolving landscape of psychiatry, embracing innovation and change to enhance person centred care and outcomes.
Resources	<p>Articles and Websites</p>

[The Mastery of Expert Leadership \(LinkedIn\)](#)

[The Lost Social Context of Recovery Psychiatrization of a Social Process \(Frontiers\)](#)

[Qualitative Research for Culture Change \(RACMA\)](#)

[Physician leadership during the current crisis in healthcare: A perspective drawn from anthropological and clinical leadership research](#)

Videos

[How Coaching Psychology Transforms Doctors Careers \(Dr Fiona Day\)](#)

[Advocating for People With Serious Mental Health Illness \(TEDMED\)](#)

Podcasts

[RANZCP Psych Matters Podcast Series](#)

[A Clear Voice - Wellbeing with Dr Fiona Day \(Spotify\)](#)

[The Royal College of Psychiatrists Podcast Series \(Spotify\)](#)

[The Best Leaders Are Also Technical Leaders \(HBR on Leadership\)](#)

Ethics

Competency descriptor

Leading Ethically emphasises the fundamental importance of ethics in psychiatric leadership. Ethical Leaders not only provide exemplary clinical care but also serve as ethical stewards, upholding the highest moral and ethical standards in their practice and leadership roles.

The Ethical leader uses ethical frameworks in their decision making, communicates ethically, appropriately manages clinical and employee confidentiality, role models ethical practice and decision making, manages boundaries and advocates and reflects on their decisions from an ethical perspective.

A leader demonstrating this not only provides compassionate and effective care but also ensures that ethical principles guide their actions, fostering trust, integrity, and the delivery of the highest standards of mental healthcare.

Skills

- Demonstrates the ability to navigate complex ethical dilemmas, making decisions that prioritise consumer and carer welfare and adhere to ethical principles, and supports others to do the same.
- Communicates openly and transparently with consumers, carers, families, supporters and colleagues about ethical considerations and treatment options, supporting informed decision-making.
- Safeguards consumer, carer and team member/colleague confidentiality and privacy, ensuring compliance with legal and ethical standards.
- Establishes and maintains appropriate professional boundaries with consumers, carers, family and supporters, colleagues, and trainees to prevent conflicts of interest and ethical violations.
- Guides teams and organisations in ethical decision-making, fostering a culture of integrity and ethical awareness.
- Knowledge of, and champions and advocates for ethical standards and practices.
- Recognises potential competing values and conflicts of interest.

Behaviours

- Demonstrates the courage to stand up for and make decisions based on ethical principles, even in the face of challenging situations or conflicts of interest.

	<ul style="list-style-type: none"> ● Advocates for consumer and carer rights and well-being, ensuring they are active participants in their care and engage in supported decision-making. ● Leads their team with respect, trust, honesty, integrity and transparency. ● Serves as an ethical role model for colleagues, trainees, and staff, promoting ethical behaviour through actions and words. ● Engages in regular self-reflection to assess and improve ethical practice, seeking opportunities for growth. ● Seeks input and advice when facing complex ethical dilemmas, collaborating with ethics committees or colleagues as necessary. ● Takes responsibility and acknowledges ethical mistakes and takes appropriate corrective actions.
Resources	<p>Articles and Websites</p> <p>The Importance of Being an Ethical Leader and How to Become One (betterup.com)</p> <p>How to Be an Ethical Leader (businessnewsdaily.com)</p> <p>Ensuring Ethical Leadership in Academic Medicine (ASA)</p> <p>4 Examples of Ethical Leadership in Business (HBR)</p> <p>Supported Decision Making (VMIAC)</p> <p>RANZCP Code of Ethics</p> <p>Videos</p> <p>Ethics in Mental Health with Dr Jacob Appel</p> <p>Podcasts</p> <p>MYM - Mental Health and Ethics with Simon Longstaff</p>

Legal Compliance

Competency descriptor

Legal Compliance highlights the importance of leaders understanding and adhering to legal regulations and requirements in psychiatric practice and leadership. Those leading compliance ensure that their practice and leadership activities are conducted within the boundaries of the law and regulations, promoting consumer and carer safety, ethical conduct, and the overall quality of mental healthcare services.

The leader aware of Legal Compliance requirements ensures documentation is clear and correct, confidentiality is at the forefront, understands informed consent, monitors legal compliance of themselves, their team and health service, contributes to legal policy and process development and understands the interplay between legal and ethical considerations in decision making and the delivery of care.

The leader not only provides compassionate and effective care but also ensure that legal requirements are met, providing safety and stability for consumers, carers, family and supporters, colleagues and the service and the highest standard of mental healthcare.

Skills

- Demonstrates a keen understanding of the legal framework governing mental healthcare, staying informed about evolving laws, regulations and policies.
- Maintains precise and thorough clinical documentation to ensure compliance with legal standards and requirements, ensuring notes are clear, concise and can be used as a basis for collaborative care and positive consumer outcomes.
- Implements strict protocols to protect consumer, carer and team member confidentiality and privacy in accordance with legal mandates.
- Skilfully obtains and documents informed consent from consumers for treatment, ensuring they fully understand the implications and are active participants in their care.
- Regularly monitors and assesses compliance with legal requirements within own and others clinical practice and organisational processes.
- Develops processes and procedures to ensure legal compliance during crisis situations.

	<ul style="list-style-type: none"> • Understands the intersection of ethics and the law in psychiatric practice, recognising when ethical decisions may have legal implications.
Behaviours	<ul style="list-style-type: none"> • Regularly assesses and audits clinical and administrative processes of self and team members to ensure ongoing legal compliance. • Provides education, training and support to colleagues and team members on legal requirements and their significance. • Seeks legal consultation or advice when facing complex legal issues or uncertainties, demonstrating a proactive and informed approach. • Advocates for consumer and carers, family and supporters rights and access to care within the framework of applicable laws and regulations. • Ensures clear, concise, accurate, and timely documentation to support client outcomes, legal compliance and protect consumer, carer and organisational interests. • Takes responsibility for legal matters, addressing them promptly and appropriately, and implementing corrective measures.
Resources	<p>Articles and Websites</p> <p>Mental Health Legislation Australia and New Zealand (RANZCP)</p> <p>Mental Health and Wellbeing Amendment Act 2023</p> <p>Victorian Government Health Legislation</p> <p>Law and Psychiatry - Current and Future Perspectives</p> <p>Victorian Chief Psychiatrist</p>

Leading Complex Systems



The psychiatrist leader understands and works with the benefits and challenges of the systems they work within and across. They proactively advocate for system reform and lead change, governance and continuous improvement activities to facilitate positive outcomes for the individuals and communities they lead and serve.

Lead and Manage Teams

Competency descriptor

Leading and Managing Teams emphasises the leader's capability and capacity to inspire, guide, and support multi-disciplinary teams to achieve individual, team and organisational goals alongside supported and supportive high functioning teams resulting in exceptional performance and deliver high-quality holistic care through the demonstration of effective leadership and fosters a culture of empowerment and collaboration among team members, including the lived and living experience workforce.

Leading and Managing Teams includes inspiring, elevating and empowering others, effective communication, conflict resolution, coaching and mentoring, amplifying and leveraging contributions and individual and team strengths, alongside effective resource management and delegation.

Leaders demonstrating this play a pivotal role in ensuring individuals receive optimal care, supporting the professional and personal growth of the team and organisation, and contributing to the advancement of the mental health system.

Skills

- Builds and sustains effective and healthy teams, leveraging individual strengths and promoting a culture of trust and cooperation.

	<ul style="list-style-type: none"> ● Demonstrates accessible and adaptable communication skills, actively listening to team members, providing clear guidance, and fostering open dialogue. ● Effectively manages conflicts within the team, promoting resolution and maintaining a harmonious work environment. ● Makes informed and timely decisions, considering input from team members and aligning decisions with individual, organisation and systemic goals. ● Provides coaching and mentorship, fostering personal and professional growth and development for themselves and others. ● Delegates tasks and responsibilities appropriately, empowering team members to demonstrate initiative and leadership in their roles. ● Efficiently allocates and manages resources and processes, including people, technology, and facilities, to support effective service delivery.
Behaviours	<ul style="list-style-type: none"> ● Inspires and motivates team members, instilling a shared sense of purpose and commitment to individual, team, organisation and goals. ● Fosters collaboration within and among team members, including lived and living experience workforce promoting shared responsibility and elevating others. ● Elevates and empowers team members by entrusting them with responsibilities, recognising contributions, building initiative and promoting autonomy. ● Regularly provides feedback and recognition for team achievements, fostering a culture of appreciation and celebration. ● Addresses conflicts promptly and constructively, negotiating mutually beneficial outcomes that benefit the team and the organisation. ● Role models humility and a commitment to continuous learning. ● Holds self and team members accountable for performance and outcomes, taking action when necessary and addressing issues as they arise. ● Fosters and prioritises a culture of openness and humility that supports individual and team psychological safety.
Resources	<p>Articles and Websites</p> <p>Leading Teams Articles (HBR)</p> <p>The 6 Critical Practices for Leading a Team (FranklinCovey)</p> <p>The Work of Leadership (HBR)</p> <p>A Survival Guide For Leaders (HBR)</p> <p>What is Adaptive Leadership? (ANZSOG)</p> <p>Adaptive Leadership (HBR collection of resources)</p>

[6 tips for Working Through Conflict in the Workplace \(CCL\)](#)

Videos

[How to Speak so People Want to Listen with Julian Treasure \(TED\)](#)

[Simon Sinek on Empowering Teams \(YouTube\)](#)

[How to Build Your Confidence and Spark it in Others with Brittany Packnett Cunningham \(TED\)](#)

[How to Start a Movement with Derek Sivers \(TED\)](#)

[What Makes the Highest Performing Teams in the World with Simon Sinek \(YouTube\)](#)

[The Power of Kindness with Simon Sinek \(YouTube\)](#)

Podcasts

[Dr Lisa Prior on How to Best Support the Mental Wellbeing of Your Team](#)

Books

[The 5 Dysfunctions of a Team by Patrick Lencioni](#)

Clinical Governance

Competency descriptor:

Clinical Governance involves the systematic approach to managing and improving the quality and safety of mental health services, ensuring excellence in clinical practice, delivery of person-centred care, and regulatory compliance.

Leading Clinical Governance includes quality and process improvement, knowledge and capacity to source and interpret evidence and data to inform decision making, managing clinical risk, ensuring consumer and carer safety and understanding clinical governance frameworks and systems.

A leader demonstrating this effectively leads clinical governance efforts, ensuring the highest quality of care and safety for consumers, carers, family and supporters and the community while adhering to professional standards and regulations ensuring that the mental health service remains responsive, efficient, and person-centred within evolving systems.

Skills

- Analyses clinical data and outcomes to identify areas for improvement in consumer care and safety.
- Develops and implements strategies to enhance the efficiency and effectiveness of mental health services.
- Actively engages in continuous quality improvement efforts to enhance the efficiency and effectiveness of service delivery.
- Proactively assesses and mitigates clinical risks.
- Promotes a culture of safety, identifying and addressing potential risks and hazards.
- Effectively leads interdisciplinary team critical incident debriefs, fostering collaboration, clear communication and improved clinical and consumer outcomes.
- Makes informed and ethical decisions that prioritise consumer and carer well-being and quality of care.
- Advocates for equitable access to mental healthcare services and works to reduce disparities in service delivery through effective Clinical Governance.
- Actively participates in and encourages a culture of continuous improvement, seeking innovative ways to enhance service delivery.

Behaviour

- Creates a culture of integrated feedback to drive ongoing improvement and inform clinical governance activity from the workforce, consumers and carers, family and supporters.
- Advocates for engagement of consumers and carers, family and supporters in decision-making, ensuring their views, experiences, preferences and values are elevated and respected and directly inform governance and continuous improvement initiatives

	<ul style="list-style-type: none"> ● Advocates for the best interests of consumers and carers, family and supporters, whilst balancing the needs of organisational, systems and professional needs, ensuring that consumer and carer voices are heard, elevated valued and respected. ● Encourages innovation and creative problem-solving within the organisation to address complex challenges and drive improvements. ● Ensures that clinical practice adheres to all relevant regulations and standards. ● Takes responsibility for the quality of care provided and any clinical decisions made and encourages others to do the same. ● Identifies potential risks and take proactive measures to mitigate them. ● Promotes a culture of safety within the team, encouraging, reporting and learning from critical events. ● Communicates effectively with colleagues, consumers, carers, family and supporters and other healthcare professionals to coordinate holistic care and ensure positive consumer outcomes. ● Adapts to evolving healthcare landscapes, embracing innovation and change to improve service delivery. ● Takes ownership of service delivery processes and outcomes, regularly monitoring progress and making necessary adjustments.
Resources	<p>Articles and Websites</p> <p>Victorian Clinical Governance Framework (Safer Care Victoria)</p> <p>Clinical Governance Resources (Safer Care Victoria)</p> <p>Clinical Governance to Enhance User Involvement in Care: A Canadian Multiple Case Study in Mental Health</p> <p>What can clinical leaders contribute to the governance of integrated care systems?</p> <p>Framework for Effective Board Governance of Health System Quality Whitepaper (Institute for Healthcare Improvement)</p> <p>Consumers and Health Providers Working in Partnership for the Promotion of Person-Centred Health Services (NIH)</p> <p>Podcasts</p> <p>Safeguarding Healthcare Podcast Series (RACMA)</p> <p>The Clinical Governance Grey Zone (RACMA)</p> <p>Clinical Governance and the Interface of Health, Law and Digitisation with Dr Melanie Tan</p> <p>Bringing the Clinical into the Boardroom: How to Converge Clinical and Corporate Governance for Quality Care with Dr Cathy Balding</p>

Strategy and Corporate Governance

Competency descriptor

Strategy and Corporate Governance describes the leader's ability to shape the strategic direction of their mental healthcare organisation within the broader mental health system while adhering to the highest standards of corporate governance.

Leading Strategy and Corporate Governance includes understanding corporate governance frameworks and systems, financial acumen, corporate risk management, strategic thinking, creating a vision, accountability and results orientation.

A leader demonstrating this plays a pivotal role in shaping the strategic direction and ethical framework of their organisations and the broader mental health system.

Skills

- Demonstrates the ability to think strategically, analysing internal and external factors to formulate effective organisational strategies.
- Develops and implements strategic plans that align with the mission and objectives of the organisation and account for the complexities of mental healthcare.
- Adapts leadership strategies and approaches to address the dynamic and evolving nature of mental healthcare systems.
- Ensures compliance with corporate governance principles, codes of conduct, and legal regulations, promoting transparency, accountability, and ethical behaviour.
- Understands financial management principles, including budgeting, resource allocation, and fiscal responsibility, to support the financial health of the organisation.
- Effectively assesses and manages risks associated with organisational decisions, ensuring sustainability and long-term success.
- Engages and communicates with stakeholders, including consumers, carers, family and supporters, staff, board members, and community partners, to build support and alignment with strategic goals.
- Demonstrates the ability to analyse and understand the interconnected components of mental healthcare systems, recognising how changes in one area can impact the entire system and how that impacts their organisation.

Behaviours

- Develops and communicates a clear and compelling vision for the future of the service and organisation, inspiring others to work toward common goals.
- Develops and communicates a compelling vision for the future of mental healthcare within complex systems.

	<ul style="list-style-type: none"> ● Ensures transparency in strategic decision-making, providing stakeholders with timely and accurate information about goals, priorities and outcomes. ● Adapts to changing circumstances and wider system changes, adjusting strategies as needed ● Holds self and others accountable for the achievement of strategic objectives, regularly monitoring progress and making necessary adjustments aligned to the changing landscape internally and externally. ● Fosters collaboration among diverse stakeholders, promoting shared responsibility for strategic planning and governance. ● Sets and monitors clear performance metrics and outcomes, taking proactive steps to achieve and exceed established objectives.
Resources	<p>Articles and Websites</p> <p>Corporate Governance and Strategic Leadership! (linkedin.com)</p> <p>Leadership and Corporate Governance (SSRN)</p> <p>The Importance of Strategic Minds for Effective Governance</p> <p>Strategic Plan Development Tool (AICD)</p> <p>Good Governance (AICD)</p> <p>What Makes Strategic Decisions Different (HBR)</p> <p>Five-Step Model to Strategic Decision Making</p> <p>Videos</p> <p>Your Strategy Needs a Strategy with Martin Reeves (TED)</p> <p>A Plan is Not a Strategy (HBR)</p> <p>Don't Start Strategic Planning Without This, Dr Liane Davey (YouTube)</p> <p>Books</p> <p>Strategy as Leadership: Facing Adaptive Challenges in Organisations by Roberto S Vasollo and Natalia Weisz</p>

Lead Change	
Competency descriptor:	<p>Leading Change requires a leader to understand and manage the complexities, challenges, and opportunities that arise in the fast paced, evolving landscape of mental healthcare and effectively lead and drive positive change within complex and interconnected systems, taking into consideration the systems, people and technology implications.</p> <p>Leading Change involves the capacity to adapt to evolving workforce and consumer and carer needs, respond to emerging challenges, initiate and guide transformational processes, strategic change management and planning, creative problem solving and stakeholder identification and management,</p> <p>A leader effectively demonstrating this can effectively lead change initiatives in mental health care settings, driving positive transformation that benefits both employees, consumers and the broader mental health community.</p>
Skills	<ul style="list-style-type: none"> ● Leads and manages change initiatives within the organisation, ensuring a smooth transition to new strategic directions. ● Develops comprehensive change plans that outline objectives, timelines, and resources required. ● Skilfully manages resistance to change by engaging stakeholders and addressing concerns. ● Leads and manages change initiatives within the organisation, ensuring smooth transitions and minimal disruption to the delivery of holistic care. ● Encourages innovative thinking to identify solutions to complex clinical and operational challenges. ● Embraces and leverages technology to improve mental health services and consumer outcomes. ● Communicates the vision and benefits of change clearly to stakeholders, fostering buy-in. ● Listens to concerns and feedback from team members, consumers, carers, family and supporters and other stakeholders and incorporates them into change planning.
Behaviours	<ul style="list-style-type: none"> ● Leads change initiatives with transparency, empathy, and effective communication, guiding the organisation through periods of transformation. ● Develops a clear and compelling vision for the future of mental health care, aligning it with organisational goals. ● Inspires and motivates the team and colleagues to embrace change and contribute to its success. ● Involves a diverse group of stakeholders, including consumers, carers, family and supporters, team members and colleagues in the change process to ensure diverse perspectives are considered and incorporated. ● Recognises, values and respects the diversity of the community and tailors change initiatives accordingly. ● Adapts in response to unforeseen challenges or setbacks during the change process. ● Fosters a culture of continuous learning and improvement, encouraging team members to embrace change as a growth opportunity.

Lead Change	
	<ul style="list-style-type: none"> ● Is transparent about the goals, progress, and potential impacts of change initiatives. ● Actively seeks feedback from stakeholders and uses it to refine and adjust change strategies as needed. ● Sets clear objectives and performance indicators to measure the success of change efforts.
Resources	<p>Articles and Websites</p> <p>The 8 Step Process for Leading Change by Dr John Kotter</p> <p>Change Leadership: Definition and Strategies for Success (bluebeyondconsulting.com)</p> <p>Change Leadership: How to Lead Change Effectively (2023) (whatfix.com)</p> <p>Leading Change in Healthcare (NIH)</p> <p>Impact of Organisational Change for Leaders in Mental Health</p> <p>Transforming Healthcare Organisations (Canada)</p> <p>The Impact of Change on Employee Mental Health</p> <p>Leading Change: Why Transformation Efforts Fail (HBR)</p> <p>Leading Change Means Changing How You Lead (MITSloan)</p> <p>Videos</p> <p>Leading Change Looks Like This (YouTube)</p> <p>Leading Change: Be Vulnerable</p> <p>Books</p> <p>Leading Change by John Kotter</p> <p>Our Iceberg is Melting by John Kotter</p> <p>Provocation as Leadership: A Roadmap for Adaptation and Change by Maxime Ferm and Michael Johnstone</p>