



The Royal
Australian &
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College of
Psychiatrists



Victorian Psychiatrist Leadership Framework

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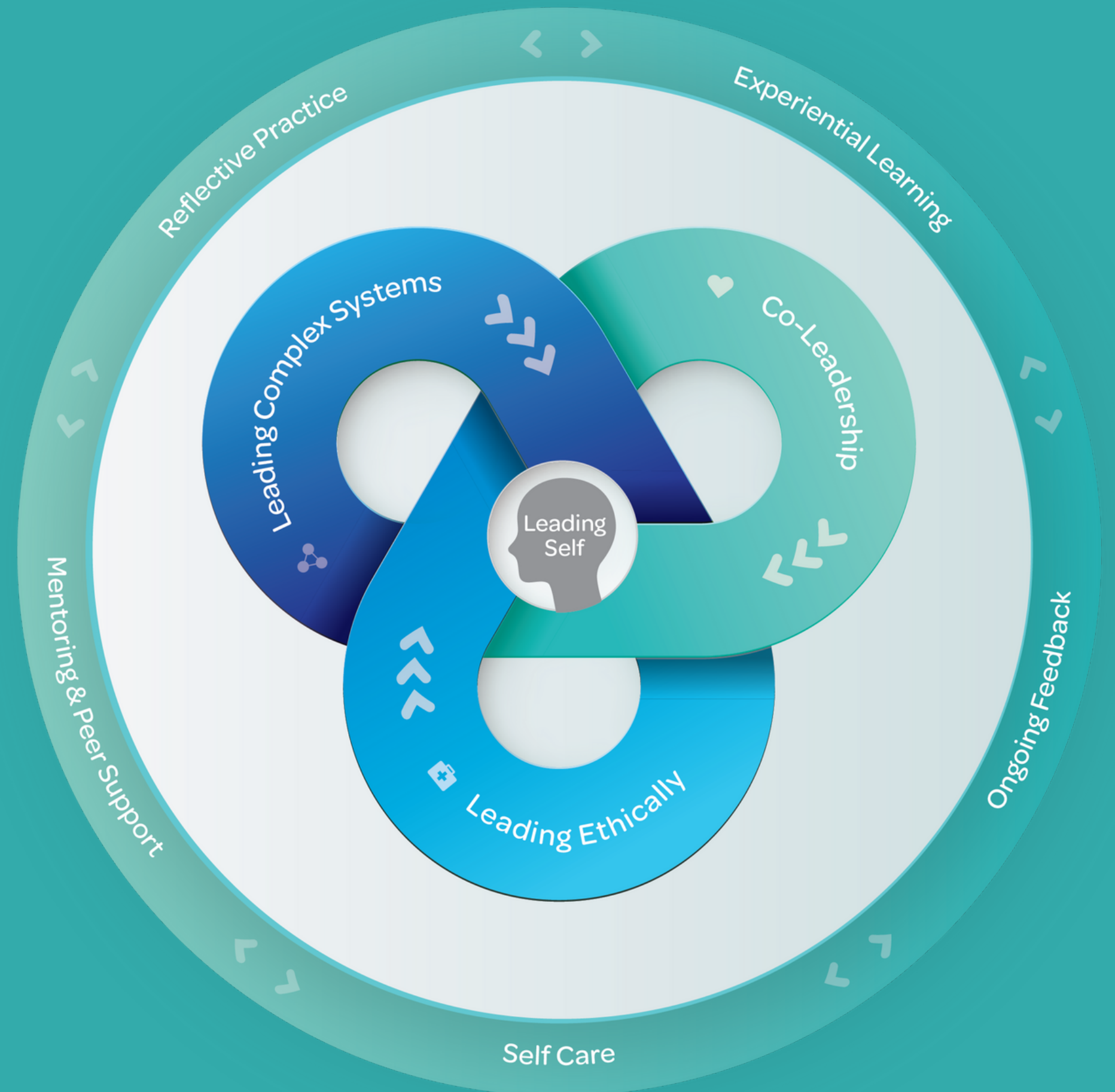
The Victorian Psychiatrist Leadership Framework has been created by and for psychiatrists, in collaboration with lived and living experience.

The framework is tailored to the specific needs and challenges of leading in psychiatry and addresses the interplay and tension between the core elements of leadership in psychiatry:

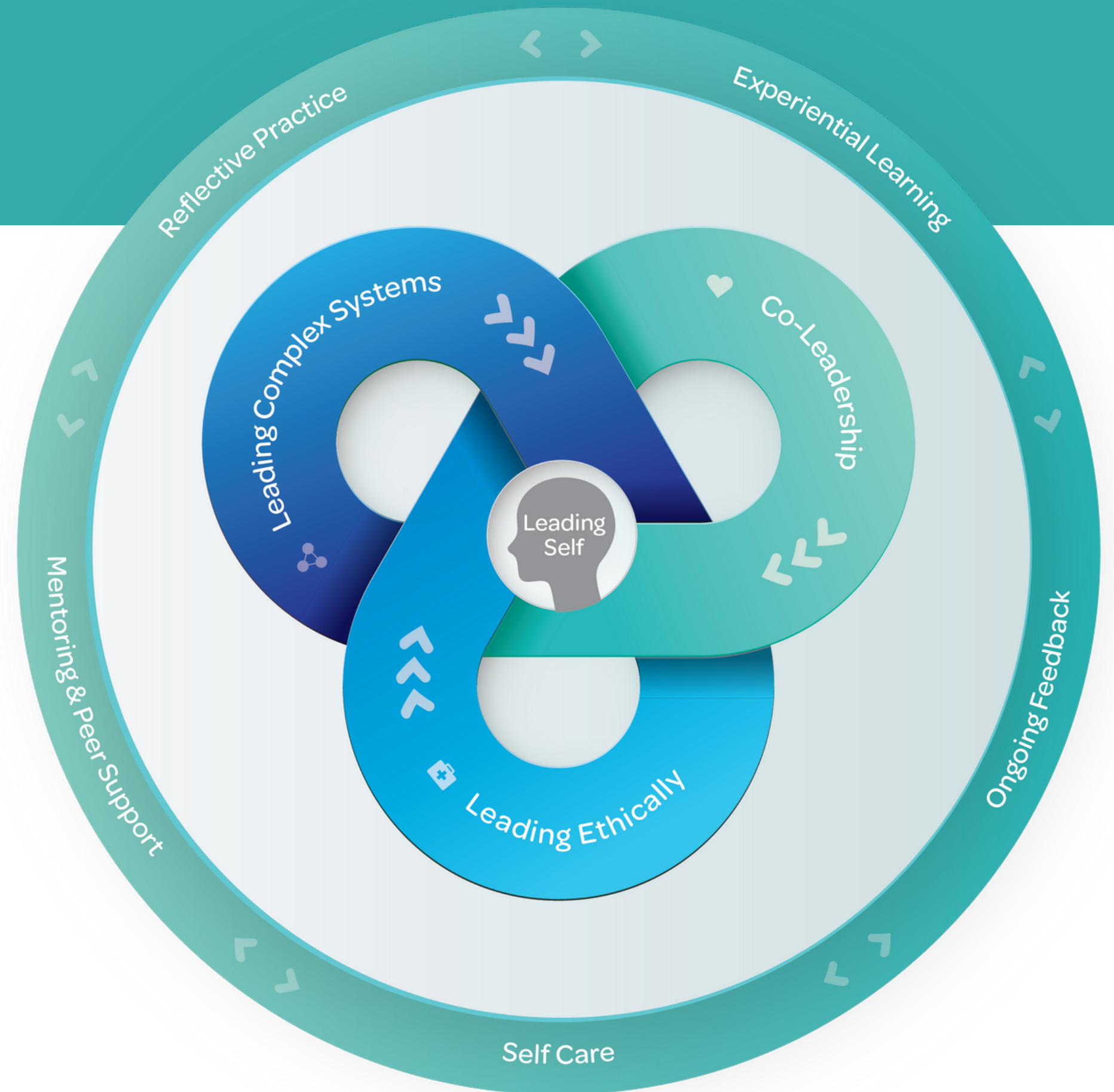
- you, as a human and leader
- leading with, and for others
- ethics and professionalism and
- leading within complex systems

The framework defines leadership in psychiatry, while supporting you, the psychiatrist leader to identify, develop and demonstrate the skills, knowledge and behaviours of strong leadership for the benefit of yourself, your people and the individuals and communities you serve.

It is intended that the framework will foster a culture of learning through the development of learning activities, paths and programs that are aligned to the unique requirements and challenges of leaders in psychiatry.



Victorian Psychiatrist Leadership Framework



Leading Self

Authenticity

Emotional Intelligence

Navigate Ambiguity

Co-Leadership

Empathy and Compassion

Curiosity and Courage

Collaboration

Cultural Humility and Intersectional Inclusion

Leading Ethically

Medical Expert

Ethics

Legal Compliance

Leading Complex Systems

Lead and Manage Teams

Clinical Governance

Strategy and Corporate Governance

Lead Change

Framework Definitions

At the center of the framework is Leading Self, acknowledging that leadership, learning and development starts with the individual.

In addition to Leading Self, there are three other (external) Core Elements of leadership in psychiatry:

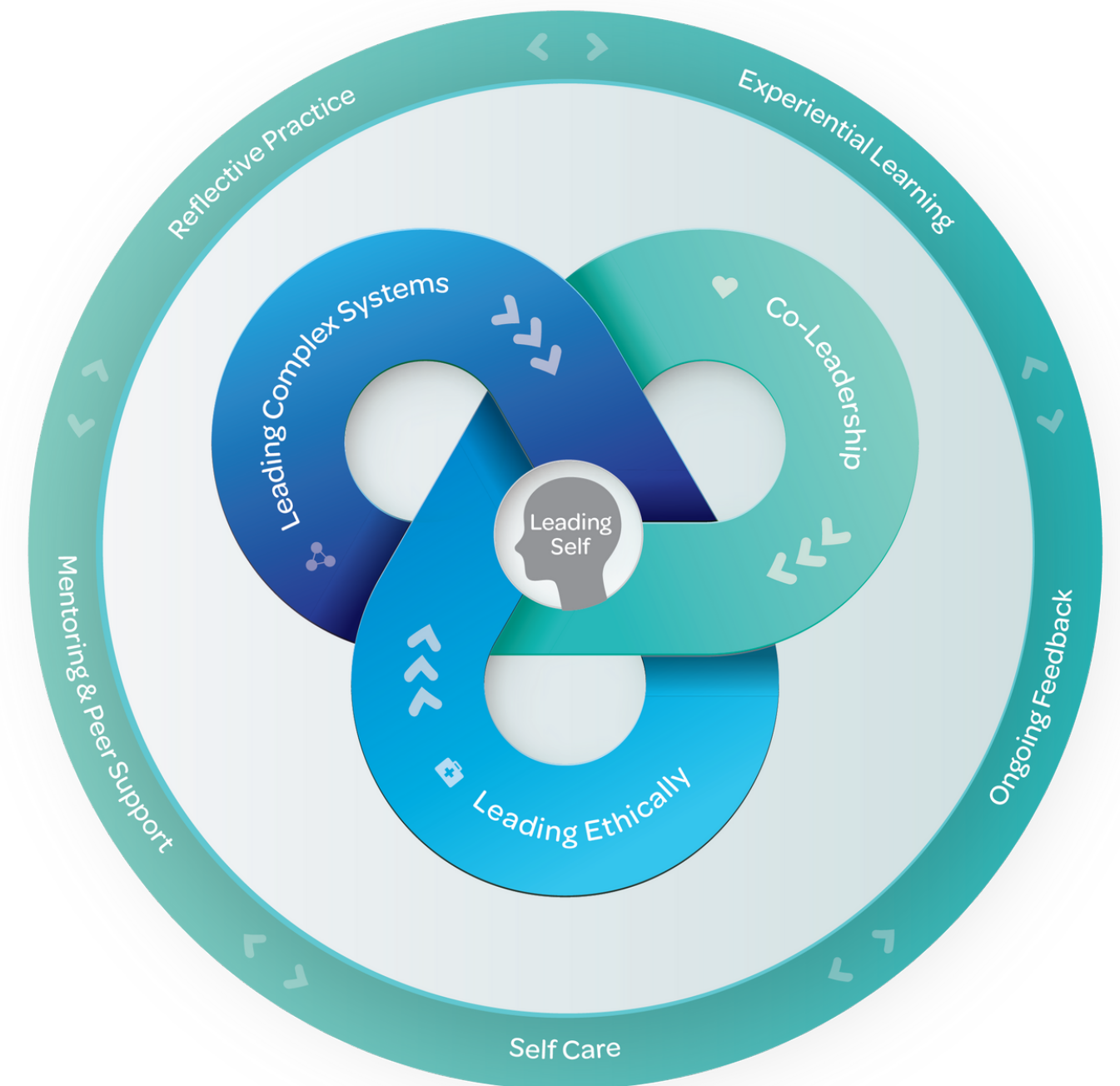
Core Elements

- 1 Leading Self
- 2 Co-Leadership
- 3 Leading Ethically
- 4 Leading Complex Systems

All leadership learning and activities are supported by the five Supporting Practices:

Supporting Practices

- 1 Experiential Learning
- 2 Reflective Practice
- 3 Ongoing Feedback
- 4 Mentoring and Peer Support
- 5 Self Care



Definitions Supporting Practices

All leadership and learning activities are supported by the five Supporting Practices.

Reflective Practice

Self-awareness, critical thinking, and continuous learning through structured and unstructured reflection on experiences, actions and decisions. Reflective Practice encourages leaders to critically review their leadership and learning experiences, enabling them to gain deeper insights, refine their skills, and make more informed leadership decisions.

Experiential Learning

Emphasises the importance of learning through hands-on experiences and real-world situations, bridging the gap between theory and practice. Experiential Learning involves actively engaging in real-life situations, challenges, and leadership experiences to develop practical skills, gain insights, and deepen an individual's understanding of effective leadership.

Ongoing Feedback

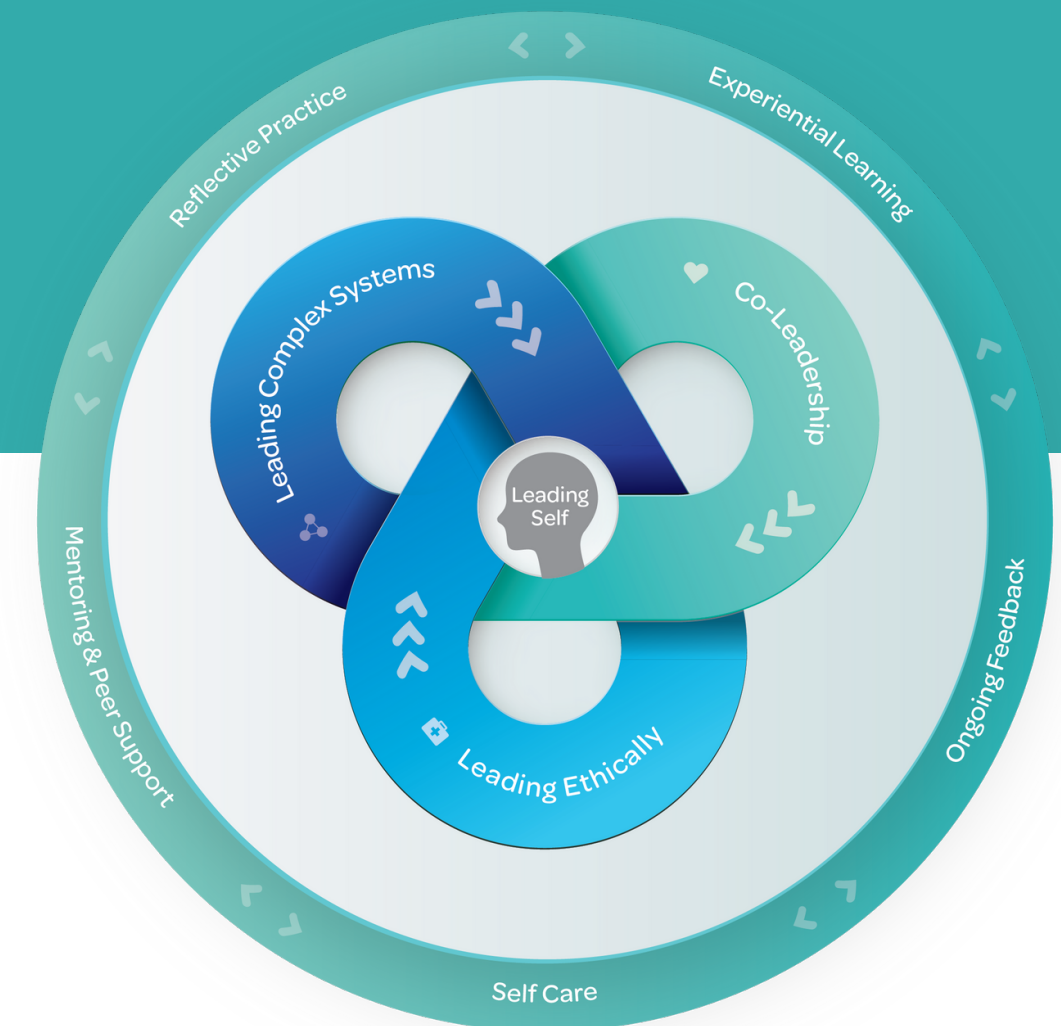
Continuous and constructive multidirectional, open feedback between leaders, colleagues, team members, consumers, carers, families and supporters. It builds relationships, informs personal change and growth and fosters a culture of openness and inclusivity. Ongoing Feedback is a dynamic process that requires the leader to not only be able to skilfully provide feedback but to accept feedback and consider a broad range of perspectives.

Self Care

A fundamental wellbeing practice that enables leaders to maintain their own physical, emotional, and mental wellbeing, while effectively managing the demands of leadership and role modelling self care for others. It involves deliberate action, activities and strategies that nurture wellbeing, prevent burnout, and sustain resilience for leadership.

Mentoring & Peer Support

Establishing of mentor and peer relationships that provide learning and support. Mentoring & Peer Support is a collaborative approach that focuses on personal and professional growth, learning, and resilience. It includes seeking guidance and mentorship from experienced leaders, as well as supportive relationships with peers; sharing insights and diverse perspectives and creating connection.



Definitions Competencies

Each of the Core Elements is supported by up to four Competencies

These competencies include the skills and behaviours leaders are required to demonstrate for effective leadership.

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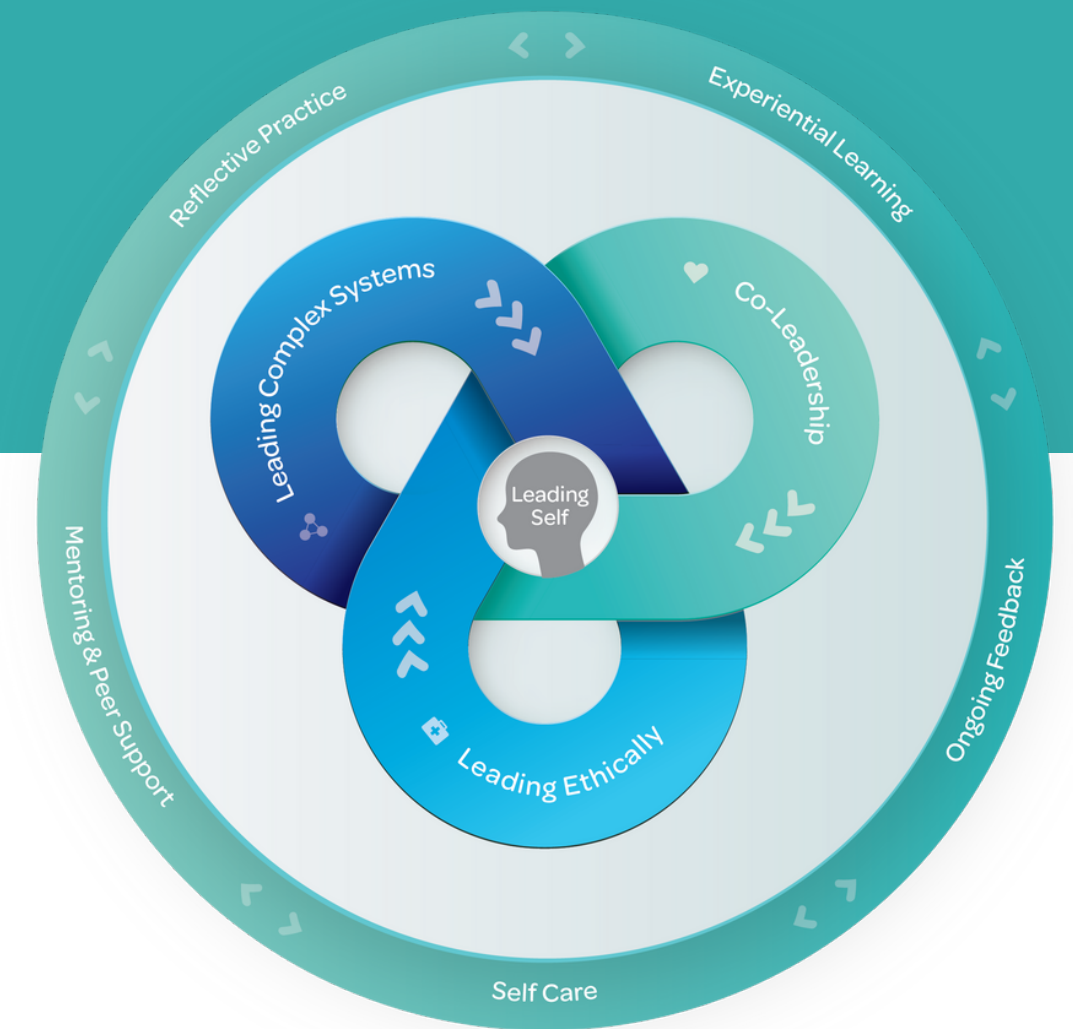
Leading Complex Systems

Lead and Manage Teams

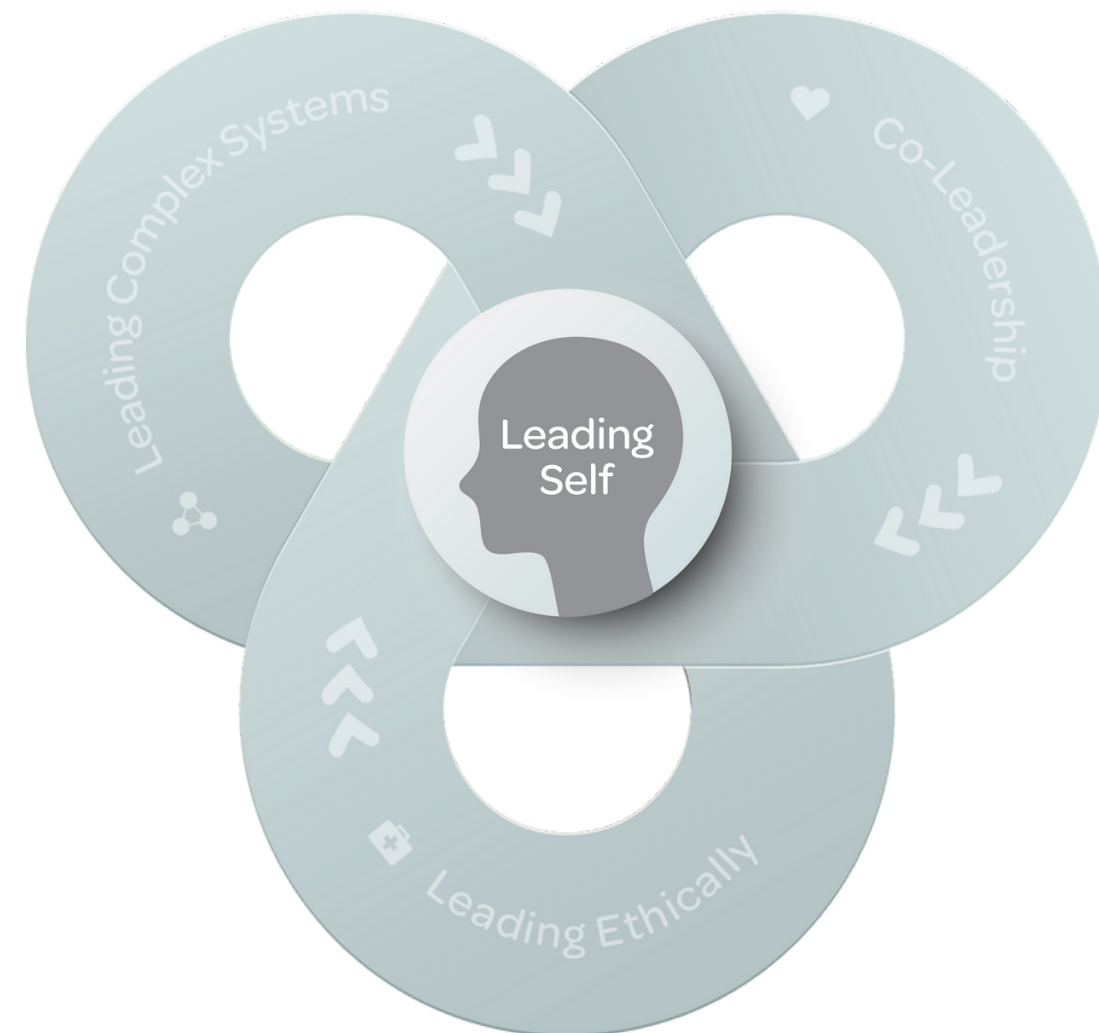
Clinical Governance

Strategy and Corporate Governance

Lead Change



Definitions 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.

Competencies

Authenticity

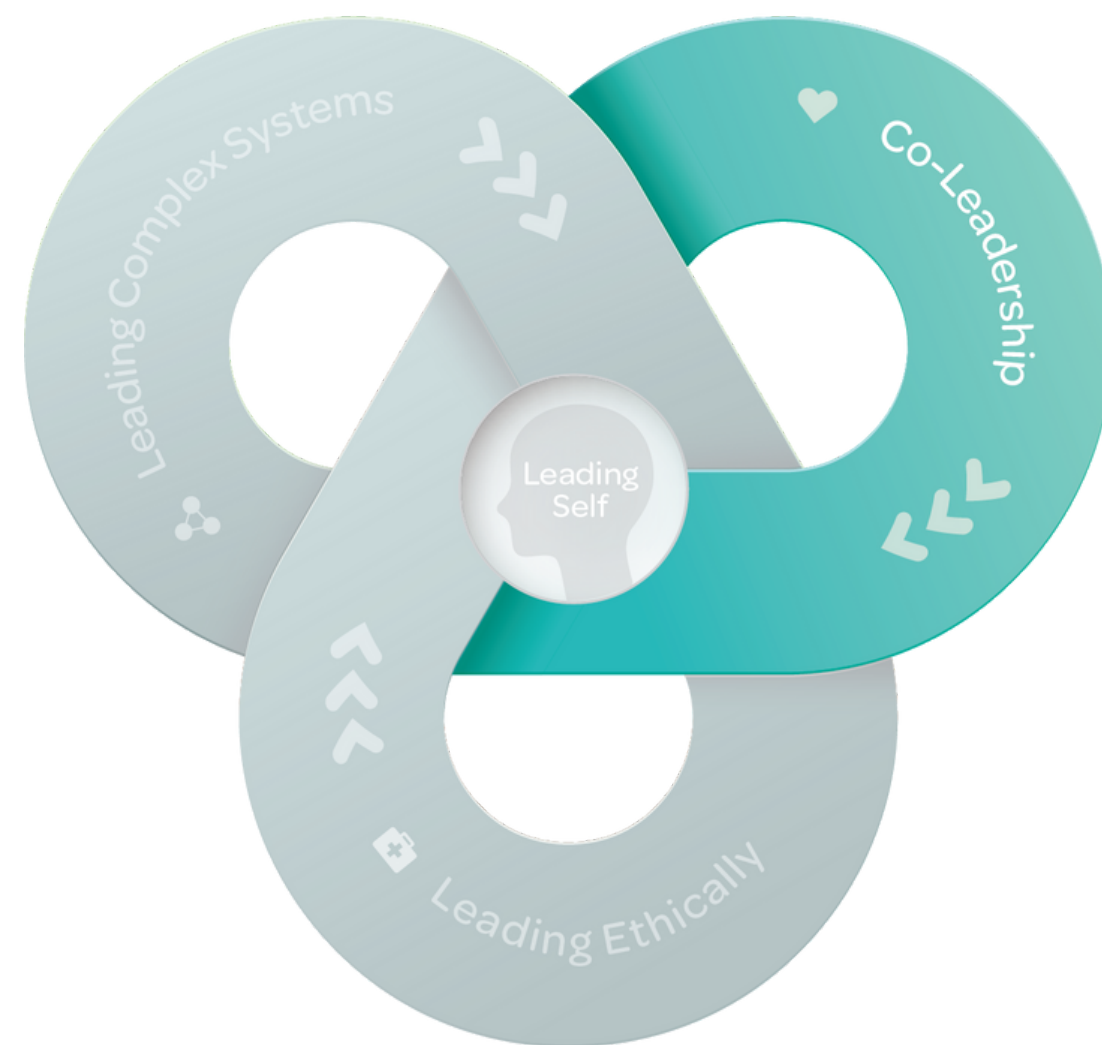
Emotional Intelligence

Navigates Ambiguity



Definitions

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.

Competencies

Empathy and Compassion

Curiosity and Courage

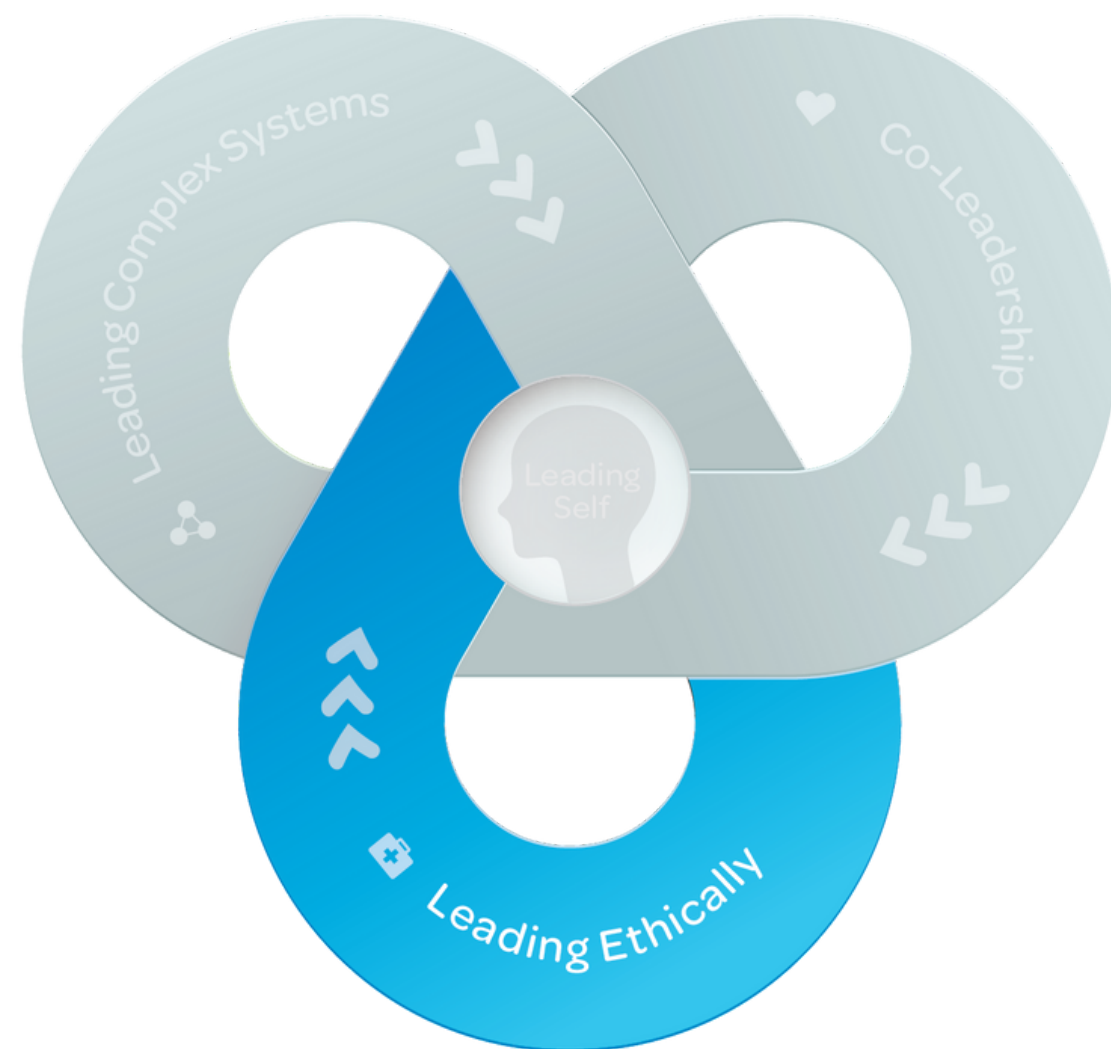
Collaboration

Cultural Humility and Intersectional Inclusion



Definitions

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, families, supporters and communities they serve.

Competencies

Medical Expert

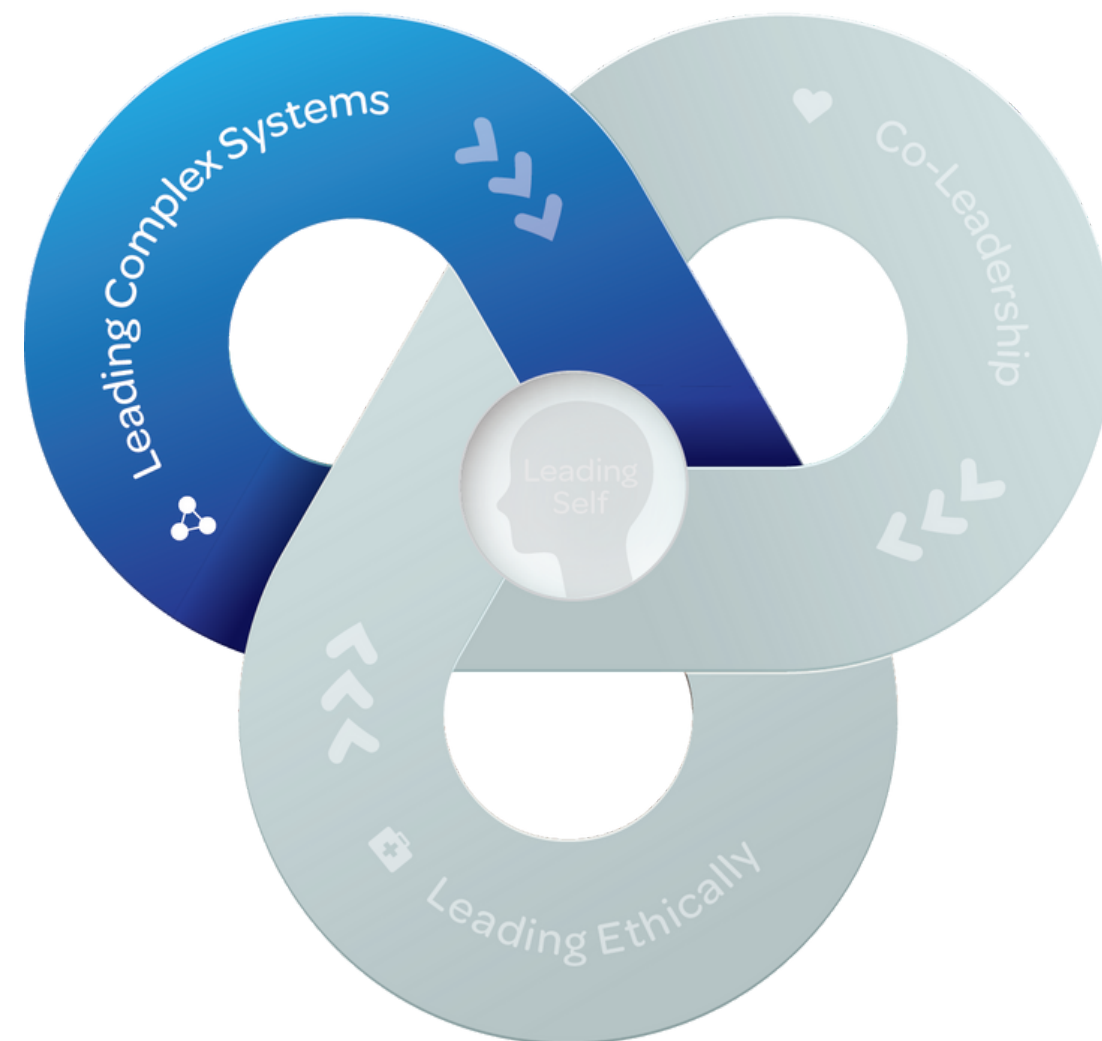
Ethics

Legal Compliance



Definitions

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.

Competencies

Lead and Manage Teams

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Lead Change



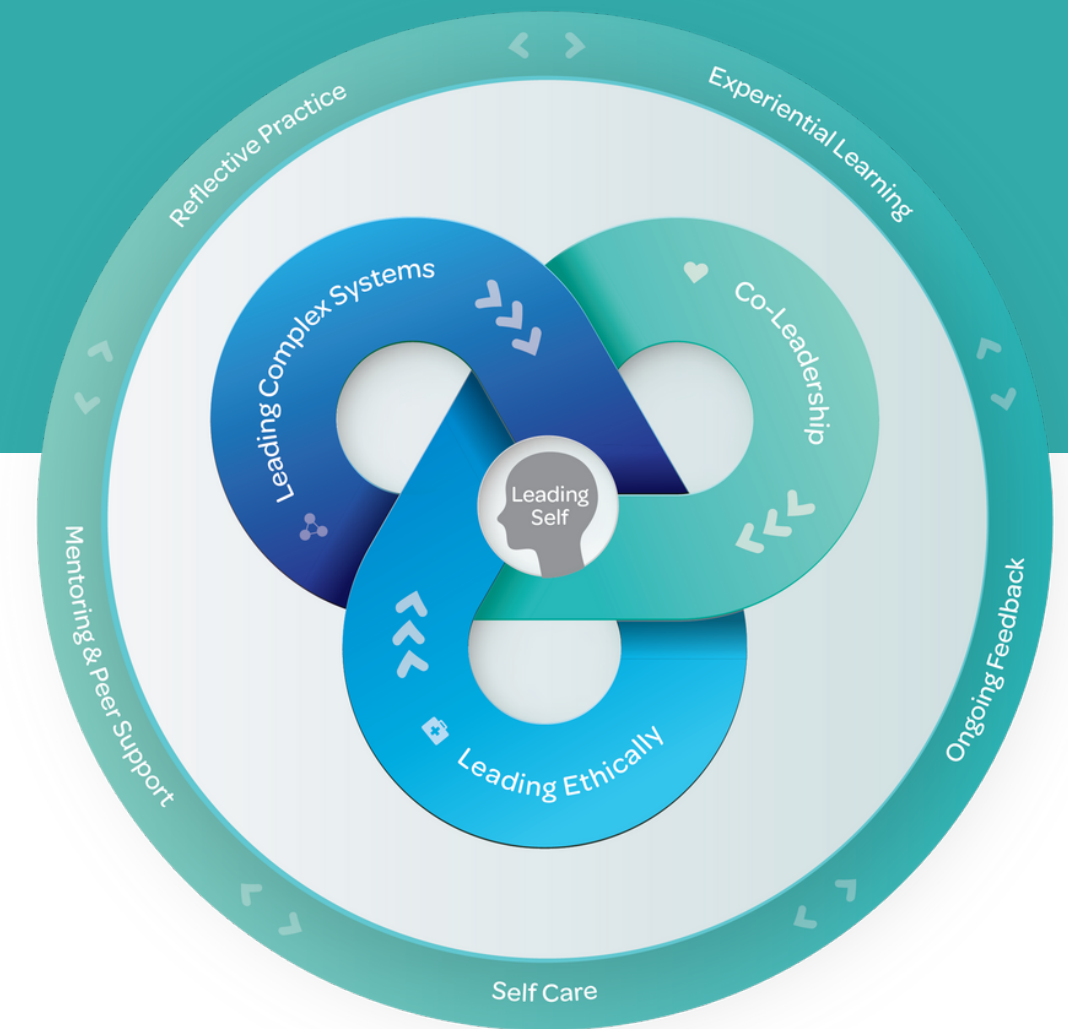
Framework Background

The Victorian Psychiatry Leadership Project was funded by the Victorian Department of Health.

The goal of the project was to develop a framework and leadership development program/s that facilitate and support the aspirations of the Royal Commission into Victoria's Mental Health System Final Report Recommendations.

The project was led by the Working Group who provided the oversight and direction for the project and deliverables. The RANZCP Victorian Branch Committee and Board approved the proposed membership of members with a range of experience to provide different perspectives in November 2022 and in September 2023, two RANZCP lived and living experience representatives were added to the Working Group to further broaden the perspectives, experience and expertise of the group.

The Working Group took a human centred approach to the project and engaged with a wide range of valued stakeholders, including psychiatrists, those with a lived and living experience and leadership and learning specialists to gather their views and insights to inform the framework.





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Thank you to the Victorian Department of Health, Working Group members, RANZCP members, RANZCP staff, team members of partner organisations from VMIAAC, Tandem, CMHL and VTMH (both individuals and L&LE workforce), individuals with a lived and living experience (consumers, carers, family and supporters) and leadership and learning specialists for their support of, and contribution to the project.

All of whose generous sharing of their rich and diverse experiences, expertise, knowledge and skills has resulted in this comprehensive and inclusive framework.

