**Victorian Psychiatrist Leadership Framework**

**Leadership Self-Assessment**

This self-assessment provides a structured format for you to evaluate and reflect on your leadership strengths and areas for growth.

Utilising the CanMEDS rating system, evaluate yourself on a spectrum from Novice to Expert across the various leadership competencies.

You may wish to complete an initial assessment against all competencies, or you may want to just focus on areas of interest or need. You may also find it helpful to revisit this self-assessment at 6/12 month intervals to track your progress, development and growth.

The outcome of the self-assessment can be used to support your reflective practice, development areas and focus for your CPD and other development activities.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Authenticity** | | **Novice** | **Advanced Beginner** | **Competent** | **Proficient** | **Expert** |
| **Skills** | * I align my actions with personal values and ethical principles, even when in difficult situations. * I regularly engage in self-reflection to understand my personal values, strengths, and areas for growth. * I recognise how personal experiences and biases may impact my leadership decisions. * I bounce back in times of adversity and maintain a positive outlook during challenging times by aligning to my own personal values. * I treat myself and others with kindness and forgiveness, understanding that self-improvement is an ongoing journey. * I am willing to admit mistakes, take accountability and support others to the same, while working through challenges as a team. |  |  |  |  |  |
| **Behaviour** | * I demonstrate congruence between my words and actions. * I maintain integrity and transparency in my interactions. * I share information openly and honestly, including both successes and challenges. * I seek input and feedback from multiple people and perspectives to inform my views and decisions. * I inspire and motivate others by demonstrating confidence and skill in complex situations, leading by example, and articulating a clear vision. * I acknowledge mistakes and learn from them, setting a positive example for others. * I encourage others to embrace and express their own authentic style. * I consistently act in alignment with personal values and ethics, demonstrating an awareness of personal leadership purpose and approach. |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Emotional Intelligence** | | **Novice** | **Advanced Beginner** | **Competent** | **Proficient** | **Expert** |
| **Skills** | * I identify and understand my own emotions and triggers. * I continuously engage in self-reflection to understand my emotional responses and patterns. * I manage and regulate my own emotions to adapt and respond appropriately in different situations. * I implement healthy coping mechanisms to maintain emotional balance. * I actively and empathetically listen to team members, colleagues, consumers and carers, demonstrating genuine understanding and care of their emotional experiences. * I put myself in others' shoes to understand their feelings, needs, and views. * I understand different emotions and perspectives from a place of non-judgement. * I communicate with empathy and sensitivity, adapting my style to different emotional states and diverse backgrounds. * I resolve conflicts and build rapport by addressing emotions constructively. |  |  |  |  |  |
| **Behaviour** | * I express emotions appropriately and authentically, by being self-aware of my own leadership vulnerabilities, strengths and areas for growth. * I seek feedback from colleagues and trusted individuals to gain insights into the emotional impact on others. * I practice impulse control and avoid reacting impulsively to emotional triggers. * I utilise techniques and self-care practices to maintain emotional resilience and wellbeing. * I engage in active listening, making an effort to understand the emotions and concerns of others. * I validate the emotions and experiences of others, even when I don’t necessarily agree with their perspective. * I use empathetic and clear communication to foster trust and collaboration. |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Navigates Ambiguity** | | **Novice** | **Advanced Beginner** | **Competent** | **Proficient** | **Expert** |
| **Skills** | * I embrace new ideas, approaches, and holistic care options. * I invest in education and opportunities for my team to enable them to grow and learn. * I create and enable a collaborative team environment through fostering inclusiveness and open communication. * I demonstrate the capacity to analyse ambiguous situations, clearly identify key issues, and formulate innovative and effective solutions with confidence. * I holistically assess risks associated with uncertain decisions, balancing caution with necessary innovation when required. * I monitor for and foresee changing circumstances, adjusting strategies and plans as needed, and seizing opportunities when they arise. * I remain calm in challenging, uncomfortable, or high-pressure situations, setting a reassuring example for the team. * I’m able to work across cultures, disciplines, and organisations to facilitate change. * I recognise my own discomfort when dealing with new or unique situations and use it as way to learn and grow. * I comfortable manage situations when dealing with incomplete information and make informed decisions while acknowledging and addressing any uncertainty. * I make well-informed decisions in time-sensitive, high-pressure scenarios. * I energise others by demonstrating a confidence to experiment, creating space for others to test new ideas and approaches |  |  |  |  |  |
| **Behaviour** | * I communicate openly, honestly and respectfully with team members, consumers, carers and other stakeholders about the uncertainty or discomfort of a situation, building trust and understanding. * I am willing to learn and encourage a team culture of continuous learning within the team, promoting adaptation, innovation and skill development. * I make well-considered decisions in ambiguous situations, accepting responsibility for the outcomes. * I actively seek feedback from peers and colleagues to improve decision-making and adapt to uncertainty. * I am resilient in the face of discomfort, serving as a role model for colleagues and team members. * I have a future orientated and growth mindset that accepts changes are needed for me to grow and improve. * I advocate for ethical practices, even in challenging or ambiguous situations, and uphold ethical standards. |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Empathy and Compassion** | | **Novice** | **Advanced Beginner** | **Competent** | **Proficient** | **Expert** |
| **Skills** | * I actively engage in conversations with consumers, carers and team members, demonstrating genuine interest and understanding of their concerns and emotions. * I communicate with clarity and sensitivity, adapting my language and approach to individual needs, cultural backgrounds, and emotional states. * I put myself in the shoes of others, recognising their emotions, and validating their experiences without judgment. * I use non-verbal cues, such as body language and facial expressions, to convey empathy, warmth, and understanding. * I genuinely support those in distress, demonstrating commitment to their emotional wellbeing. * I come from a place of empathy and a genuine desire to understand things from others perspectives, navigating diverse individual wants, needs, preferences and intersectionality. |  |  |  |  |  |
| **Behaviour** | * I express genuine care and compassion for the well-being of consumers, carers, colleagues, and team members in both my words and actions. * I am fully present in interactions, demonstrating attentiveness, responsiveness, and my availability to listen and support. * I approach differences in perspectives and approach with empathy, seeking to understand multiple perspectives and facilitating constructive outcomes. * I ensure that treatment plans and interventions are holistic, person-centred and prioritise the emotional wellbeing of consumers. * I provide constructive feedback and support that is sensitive to the emotional needs of individuals, fostering growth and development. * I foster a collaborative and inclusive team environment where all members feel valued, heard, and understood. * I model self-care practices and encourage others to prioritise their well-being |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Curiosity and Courage** | | **Novice** | **Advanced Beginner** | **Competent** | **Proficient** | **Expert** |
| **Skills** | * I have a natural curiosity to explore individual experiences and unique circumstances without judgement. * I ask insightful and probing questions to uncover deeper insights, whilst understanding and respecting boundaries. * I continuously seek out new knowledge, research, and emerging practices in leadership and psychiatry. * I reflect on what I have learnt without judgement or needing to immediately make sense of it. * I am able to handle adversity, setbacks, and difficult situations with emotional resilience. * I speak up for consumers, carers and colleagues’ rights and needs, even in challenging or controversial situations. * I assess risks carefully and make courageous decisions that prioritise wellbeing. |  |  |  |  |  |
| **Behaviour** | * I actively seek opportunities to learn from consumers, carers, colleagues, and other diverse perspectives. * I approach new ideas and perspectives with an open and non-judgmental mindset. * I encourage a culture of curiosity among the team, promoting the sharing of insights and learning. * I engage in courageous conversations, addressing difficult topics like safety, mental health policy, and ethical dilemmas. * I make ethical decisions with transparency and accountability, even when they are challenging or unpopular. * I am open to alternative perspectives, understand that I don’t always have the answers and learn from my mistakes. * I advocate for the de-stigmatisation of mental health, both within and outside the psychiatric community. |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Collaboration** | | **Novice** | **Advanced Beginner** | **Competent** | **Proficient** | **Expert** |
| **Skills** | * I demonstrate 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. * I delegate responsibilities and authority effectively, providing team members with autonomy and ownership of their tasks. * I acknowledge power dynamics and uses this to influence and promote inclusivity, collaboration and equitable decision making. * I effectively manage conflicts, seeking equitable solutions that consider the interests of all involved. * I adapt my communication and decision-making approaches to respect diverse backgrounds, experiences, perspectives and power structures. * I actively seek and value feedback from others to remain aware of the impact of my power and influence. * I advocate for consumer and carer rights and empowerment, ensuring that their voices are elevated in the decision-making process and delivery of care. * I mentors and coach individuals, fostering their growth and development, and actively seeking to reduce power differentials. |  |  |  |  |  |
| **Behaviour** | * I foster a culture of inclusivity and collaboration among stakeholders, including healthcare providers, administrators, policymakers, colleagues, consumers, carers and community organisations, to achieve common goals regardless of hierarchy, expertise or position. * I acknowledge and appreciate the contributions of others, fostering a positive and motivating work environment. * I actively promote and value diversity and inclusion in my leadership strategies, fostering a work environment that values difference and embraces a variety of perspectives. * I use effective conflict resolution approaches and strategies to address and resolve conflicts constructively. * I delegate tasks and responsibilities based on team members' strengths and expertise and trust team members to carry out their roles effectively. * I communicate openly about power dynamics, acknowledging their impact and discussing strategies to mitigate potential abuses of power. * I advocate for and support initiatives that promote diversity, equity, and inclusion within my mental health service/s and system. * I engage in regular self-reflection to assess and address any potential misuse of power and to continually improve power-sharing practices. * I promote shared leadership models that distribute power and decision-making more equitably. * I continue to educate myself about issues related to power, privilege, and inclusion to improve leadership, impact and consumer outcomes. |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Cultural Humility and Intersectional Inclusion** | | **Novice** | **Advanced Beginner** | **Competent** | **Proficient** | **Expert** |
| **Skills** | * I engage in continuous self-reflection to identify and mitigate my own conscious and unconscious biases, beliefs, and assumptions. * I approach each individual with an open and humble attitude, recognising the limitations of my own lived, living and learned experiences. * I effectively communicate with individuals from diverse backgrounds and experiences. * I recognise how multiple aspects of an individual's lived and living experience (e.g., race, gender, sexual orientation, socioeconomic status) intersect and influence with health, social wellbeing, and emotional wellbeing needs and presentations. * I tailor support and approaches to effectively leverage unique intersectional strengths and address challenges to enhance health and wellbeing outcomes. |  |  |  |  |  |
| **Behaviour** | * I demonstrate respect for all individual’s intersectional lived and living experience and expertise. * I create an inclusive and welcoming environment that fosters a sense of belonging for team members, consumers, carers and colleagues from all backgrounds. * I tailor my support and approach 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. * I actively engage in advocacy movements to understand evolving community priorities. * I collaborate with community organisations and resources to provide and connect with inclusive support. * I advocate for policies and practices that promote cultural humility and intersectional inclusion at an individual, organisation and systemic level. * I am informed by and improve my practice and approach based on feedback from consumers, carers and colleagues. * I continue to engage in critical self-reflection on cultural humility and intersectional inclusion and seek additional training and resources as needed. |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Medical Expert** | | **Novice** | **Advanced Beginner** | **Competent** | **Proficient** | **Expert** |
| **Skills** | * I demonstrate exceptional clinical skills in psychiatric assessment, diagnosis, and treatment, ensuring the highest quality of care for consumers and leads others to do the same. * I apply the latest research and evidence-based guidelines to clinical decision-making, optimising consumer outcomes. * I work collaboratively with interdisciplinary teams to coordinate and integrate mental health services for comprehensive person-centred care. * I engage in continuous professional development, staying abreast of the latest advancements in psychiatric care. * I provide effective clinical supervision and mentoring to trainees and junior colleagues, fostering their growth as clinicians. * I excel in managing complex and challenging psychiatric cases, demonstrating expertise in treatment planning and execution. * I understand the importance of delivering excellent clinical care, working within the broader mental health system, and the expectations and experience of consumers and carers and am able to navigate the complex and nuanced challenges and tensions that exist between these, adapting my response and decision-making approach accordingly. |  |  |  |  |  |
| **Behaviour** | * I set high clinical standards for myself and the team, inspiring excellence and fostering a culture of continuous improvement. * I prioritise consumer and carer well-being, involving them in shared decision-making, elevating their voice and respecting their autonomy. * I actively engage in educational activities, sharing knowledge and expertise with colleagues, trainees, and the community. * I uphold the highest ethical standards and human rights in clinical practice, research, and leadership, serving as a role model to others. * I advocate for human rights, mental health awareness, de-stigmatisation, and improved access to care at local, regional, and national levels. * I adapt to the evolving landscape of psychiatry, embracing innovation and change to enhance person centred care and outcomes. |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Ethics** | | **Novice** | **Advanced Beginner** | **Competent** | **Proficient** | **Expert** |
| **Skills** | * I can navigate complex ethical dilemmas, making decisions that prioritise consumer and carer welfare and adhere to ethical principles, while supporting others to do the same. * I communicate openly and transparently with consumers, carers, families, and colleagues about ethical considerations and treatment options, supporting informed decision-making. * I safeguard consumer, carer and team member/colleague confidentiality and privacy, ensuring compliance with legal and ethical standards. * I establish and maintain appropriate professional boundaries with consumers, carers, colleagues, and trainees to prevent conflicts of interest and ethical violations. * I guide my team (and organisation as appropriate) in ethical decision-making, fostering a culture of integrity and ethical awareness. * I have a knowledge of, and champion and advocate for ethical standards and practices. * I recognise potential competing values and conflicts of interest. |  |  |  |  |  |
| **Behaviour** | * I demonstrate my courage in standing up for and making decisions based on ethical principles, even in the face of challenging situations or conflicts of interest. * I advocate for consumer and carer rights and well-being, ensuring they are active participants in their care and engage in supported decision-making. * I lead my team with respect, trust, honesty, integrity and transparency. * I serve as an ethical role model for colleagues, trainees, and staff, promoting ethical behaviour through actions and words. * I engage in regular self-reflection to assess and improve ethical practice, seeking opportunities for growth. * I seek input and advice when facing complex ethical dilemmas, collaborating with ethics committees or colleagues as necessary. * I take responsibility for and acknowledge any ethical mistakes and take appropriate corrective actions. |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Legal Compliance** | | **Novice** | **Advanced Beginner** | **Competent** | **Proficient** | **Expert** |
| **Skills** | * I have a strong understanding of the legal framework governing mental healthcare and stay informed about evolving laws, regulations and policies. * I maintain 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. * I implement strict protocols to protect consumer, carer and team member confidentiality and privacy in accordance with legal mandates. * I skilfully obtain and document informed consent from consumers for treatment, ensuring they fully understand the implications and are active participants in their care. * I regularly monitor and assess compliance with legal requirements within own and others clinical practice and organisational processes. * I develop processes and procedures to ensure legal compliance during crisis situations. * I understand the intersection of ethics and the law in psychiatric practice, recognising when ethical decisions may have legal implications. |  |  |  |  |  |
| **Behaviour** | * I regularly assess and audit clinical and administrative processes of self and team members to ensure ongoing legal compliance. * I provide education, training and support to colleagues and team members on legal requirements and their significance. * I seek legal consultation or advice when facing complex legal issues or uncertainties, demonstrating a proactive and informed approach. * I advocate for consumer and carers rights and access to care within the framework of applicable laws and regulations. * I ensure clear, concise, accurate, and timely documentation to support client outcomes, legal compliance and protect consumer, carer and organisational interests. * I take responsibility for legal matters, addressing them promptly and appropriately, and implementing corrective measures. |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Lead and Manage Teams** | | **Novice** | **Advanced Beginner** | **Competent** | **Proficient** | **Expert** |
| **Skills** | * I build and sustain effective and healthy teams, leveraging individual strengths and promoting a culture of trust and cooperation. * I utilise accessible and adaptable communication skills, actively listening to team members, providing clear guidance, and fostering open dialogue. * I effectively manage conflicts within the team, promoting resolution and maintaining a harmonious work environment. * I make informed and timely decisions, considering input from team members and aligning decisions with individual, organisation and systemic goals. * I provide coaching and mentorship, fostering personal and professional growth and development for themself and others. * I delegate tasks and responsibilities appropriately, empowering team members to demonstrate initiative and leadership in their roles. * I efficiently allocate and manage resources and processes, including people, technology, and facilities, to support effective service delivery. |  |  |  |  |  |
| **Behaviour** | * I inspire and motivate team members, instilling a shared sense of purpose and commitment to individual, team, organisation and goals. * I foster collaboration within and among team members, including lived and living experience workforce promoting shared responsibility and elevating others. * I elevate and empower team members by entrusting them with responsibilities, recognising contributions, building initiative and promoting autonomy. * I provide regular feedback and recognition for team achievements, fostering a culture of appreciation and celebration. * I address conflicts promptly and constructively, negotiating mutually beneficial outcomes that benefit the team and the organisation. * I role models humility and a commitment to continuous learning. * I hold myself and my team members accountable for performance and outcomes, taking action when necessary and addressing issues as they arise. * I foster and prioritise a culture of openness and humility that supports individual and team psychological safety. |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Clinical Governance** | | **Novice** | **Advanced Beginner** | **Competent** | **Proficient** | **Expert** |
| **Skills** | * I analyse clinical data and outcomes to identify areas for improvement in consumer care and safety. * I develop and implement strategies to enhance the efficiency and effectiveness of mental health services. * I actively engage in continuous quality improvement efforts to enhance the efficiency and I effectiveness of service delivery. * I proactively assess and mitigate clinical risks. * I promote a culture of safety, identifying and addressing potential risks and hazards. * I effectively lead interdisciplinary team critical incident debriefs, fostering collaboration, clear communication and improved clinical and consumer outcomes. * I make informed and ethical decisions that prioritise consumer and carer well-being and quality of care. * I advocate for equitable access to mental healthcare services and work to reduce disparities in service delivery through effective Clinical Governance. * I actively participate in and encourage a culture of continuous improvement, seeking innovative ways to enhance service delivery. |  |  |  |  |  |
| **Behaviour** | * I create and contribute to a culture of integrated feedback that drives ongoing improvement and informs clinical governance activity from the workforce, consumers and carers. * I advocate for the engagement of consumers and carers in decision-making, ensuring their views, experiences, preferences and values are elevated and respected and directly inform governance and continuous improvement initiatives. * I advocate for the best interests of consumers and carers, whilst balancing the needs of organisational, systems and professional needs, ensuring that consumer and carer voices are heard, elevated valued and respected. * I encourage innovation and creative problem-solving within the organisation to address complex challenges and drive improvements. * I ensure that clinical practice adheres to all relevant regulations and standards. * I take responsibility for the quality of care provided and clinical decisions made and encourage others to do the same. * I identify potential risks and take proactive measures to mitigate them. * I promote a culture of safety within the team, encouraging, reporting and learning from critical events. * I communicate effectively with colleagues, consumers, carers and other healthcare professionals to coordinate holistic care and ensure positive consumer outcomes. * I adapt to the evolving healthcare landscape, embracing innovation and change to improve service delivery. * I take ownership of service delivery processes and outcomes, regularly monitoring progress and making necessary adjustments. |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Strategy and Corporate Governance** | | **Novice** | **Advanced Beginner** | **Competent** | **Proficient** | **Expert** |
| **Skills** | * I have the ability to think strategically, analysing internal and external factors to formulate effective organisational strategies. * I develop and implement strategic plans that align with the mission and objectives of the organisation and account for the complexities of mental healthcare. * I adapt leadership strategies and approaches to address the dynamic and evolving nature of mental healthcare systems. * I ensure compliance with corporate governance principles, codes of conduct, and legal regulations, promoting transparency, accountability, and ethical behaviour. * I understand financial management principles, including budgeting, resource allocation, and fiscal responsibility, to support the financial health of the organisation. * I effectively assess and manage the risks associated with organisational decisions, ensuring sustainability and long-term success. * I engage and communicate with stakeholders, including consumers, carers, staff, board members, and community partners, to build support and alignment with strategic goals. * I have 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. |  |  |  |  |  |
| **Behaviour** | * I develop and communicate a clear and compelling vision for the future of the service and organisation, inspiring others to work toward common goals. * I develop and communicate a compelling vision for the future of mental healthcare within complex systems. * I ensure transparency in strategic decision-making, providing stakeholders with timely and accurate information about goals, priorities and outcomes. * I adapt to changing circumstances and wider system changes, adjusting strategies as needed. * I hold myself and others accountable for the achievement of strategic objectives, regularly monitoring progress and making necessary adjustments aligned to the changing landscape (internally and externally). * I foster collaboration among diverse stakeholders, promoting shared responsibility for strategic planning and governance. * I set and monitor clear performance metrics and outcomes, taking proactive steps to achieve and exceed established objectives. |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Lead Change** | | **Novice** | **Advanced Beginner** | **Competent** | **Proficient** | **Expert** |
| **Skills** | * I leads and manage change initiatives within the organisation, ensuring a smooth transition to new strategic directions. * I develop comprehensive change plans that outline objectives, timelines, and resources required. * I skilfully manage resistance to change by engaging stakeholders and addressing concerns. * I lead and manages change initiatives within the organisation, ensuring smooth transitions and minimal disruption to the delivery of holistic care. * I encourage innovative thinking to identify solutions to complex clinical and operational challenges. * I embrace and leverages technology to improve mental health services and consumer outcomes. * I communicate the vision and benefits of change clearly to stakeholders, fostering buy-in. * I listen to the concerns and feedback from team members, consumers, carers and other stakeholders and incorporate them into change planning. |  |  |  |  |  |
| **Behaviour** | * I lead change initiatives with transparency, empathy, and effective communication, guiding the organisation through periods of transformation. * I develop a clear and compelling vision for the future of mental health care, aligning it with organisational goals. * I inspire and motivate my team and colleagues to embrace change and contribute to its success. * I involve a diverse group of stakeholders, including consumers, carers, team members and colleagues in the change process to ensure diverse perspectives are considered and incorporated. * I recognise, value and respect the diversity of the community and tailor change initiatives accordingly. * I adapt in response to unforeseen challenges or setbacks during the change process. * I foster a culture of continuous learning and improvement, encouraging team members to embrace change as a growth opportunity. * I am transparent about the goals, progress, and potential impacts of change initiatives. * I actively seek feedback from stakeholders and use it to refine and adjust change strategies as needed. * I set clear objectives and performance indicators to measure the success of change efforts. |  |  |  |  |  |