Leadership in Psychiatry
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Clinical leadership is vital in looking after patients, managing resources and responding to the needs of families and carers of patients. However, only in the last few years has attention increasingly been paid to aspects of leadership and training. In medical schools, as well as other training environments, very limited exposure to leadership situations is made available. Hence, often those in clinical leadership situations learn on the job.

There is always a tension regarding whether leaders are born or made. The truth is somewhere in the middle. Certain leadership skills can be learnt, such as managing teams, managing resources and communication skills. On the other hand, certain personality skills are present from birth. This combination of nature and nurture can make a good leader who is capable of doing the best for their patients and making the most of the available resources. Leadership does not occur in a vacuum and leaders need followers. Why followers choose one leader rather than another depends upon a number of factors. Charisma, passion, courage and communication, along with technical competence, are some of the qualities possessed by successful leaders.

At the core of clinical leadership is the patient, whose clinical needs must be paramount. Services need to revolve around the patient, and the clinical leader has to take these into account in acquiring and managing resources. Clinical leaders must remain focused on clinical matters, but also on the social, political and economic context within which they may provide services.

Clinical leadership in mental health services carries with it certain responsibilities, and specific competencies and skills are required. Planning and delivering services, whether these are in the public sector or the private sector, is a critical aspect of the role the clinical leader plays. In addition, the task for the leader is to set the direction for the planning and delivery of services. This focus requires personal qualities such as self-awareness, self-management and self-development. Part of the continuing professional development must focus on these skills. Keeping up to date and being technically competent is vital for any clinical leader so that they can convey professional values and views with confidence. Any worker in a clinical setting must work with integrity and honesty.

Clinical leaders also need to have vision about the healthcare delivery, along with the passion to communicate their vision to the key stakeholders. Leaders also need the skills to mentor team members and support them when needed. Managing teams and resources is an important function of the leader’s role. The leader must maintain professional standards and understand decision-making processes as well as theories of leadership.

It is part of the profession’s responsibility to ensure that the next generation of leaders have the appropriate skills mix and are fully aware both of theoretical and practical aspects
of leadership. Humility with wisdom must be the hallmark of a good leader, and we hope that this volume will contribute to obtaining these skills.

This volume brings together a team of international experts with clinical and non-clinical backgrounds to pull together the theories and practical skills required to be a successful leader. Inevitably, there is some overlap between chapters, but we have deliberately left this so that chapters can be read independently of each other. We are grateful to our contributors, who in spite of their busy schedules managed to deliver their chapters and have been a source of inspiration as well as support. Our thanks also go to Joan Marsh and her team at Wiley-Blackwell.

Andrea Livingstone brought sterling support and energy to the project. Without her steer and hard work, this volume would not be in the wonderful shape it is in now. We are grateful to her.

Dinesh Bhugra, Pedro Ruiz and Susham Gupta
Part A

The Role of the Leader