Leading psychologically in early career: The challenges of being newly qualified

Dr Laura Golding
Academic Director
Doctorate in Clinical Psychology
Overview

• Leadership values, models and the NHS
• Transition
• Newly qualified clinical psychologists and leadership
• Resources
Keep the End Point in Sight...
Leading the People

People are critical to the success of the task. In order that people are able and willing to carry out their part, more is required than merely slotting them into the process. They must be motivated, understand their role and objectives, and receive appropriate encouragement and support. This requires a high level of skill in understanding and working with people. This is leadership. (MaST)
Heroic Leaders
Transformational Leaders
Transactional Leaders
Leadership in the NHS

“Leadership must be exercised at all levels, in all settings in the clinical team and in support services, in the ward, and in the community and in the boardroom. Leadership is about setting direction, opening up possibilities, helping people achieve, communication and delivering. It is also about behaviour, what we do as leaders is even more important than what we say”.

(Nigel Crisp, 2001)
Leadership in Today’s NHS

“The NHS needs to identify £15-20 billion of efficiency savings by the end of 2013/14. The NHS Operating Framework for 2010/11 confirms the scale of the challenge ahead of us. Success requires bold and thoughtful leadership; re-thinking how we work; challenging current practice and thinking outside of our own organisational and professional interests so that quality genuinely is our organising principle”. The Operating Framework for the NHS in England 2010/11
Mid Staffs Public Inquiry

The Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry, published in February 2013, called for a ‘fundamental culture change’ across the health and social care system to put patients first at all times. Robert Francis QC, the Inquiry Chair, called for action across six core themes: culture, compassionate care, leadership, standards, information, and openness, transparency and candour.
Dead Fish Psychosis

Dead fish psychosis: The transition to basic grade (Gelsthorpe & Allen, 1989).

• Important factors in first post:-
  • You
  • The DClin programme you trained on
  • The service setting
  • Support
  • The job

• “Remember, go easy on yourself”.
Newly Qualified CPs and Leadership

- James Heath’s (Lancaster University) - Service Related Project - 2011.
- Supervised by Laura Golding and John Fox
- “Clinical psychologists as leaders: What are newly qualified and recently qualified clinical psychologists’ experiences of themselves as leaders?”
Newly Qualified CPs and Leadership

Aims

• The types of leadership roles newly qualified clinical psychologist have been asked to undertake.
• The experience of newly qualified clinical psychologists in taking on these roles.
• The meaning of leadership to newly and recently qualified clinical psychologists.
• How leadership skills and capacity have been, or are being, developed and what would be beneficial for future development.
Newly Qualified CPs and Leadership

- Eight participants (seven female) – all had to be 1-3 years post qualification and working in the NHS.
- Worked in MDTs and in a range of clinical specialities.
- Six participants had been qualified for one year.
- Thematic analysis.
Newly Qualified CPs and Leadership

Four main themes

1. **Understanding of Leadership** – ‘It’s all about how you conceptualize leadership, isn’t it?’
2. **New Roles** – ‘The role has changed….’
3. **MDT Working**
4. **Overcoming the Barriers** - ‘just being a part of the team is really important’
Newly Qualified CPs and Leadership

Key findings

• The importance of how leadership is defined and its subsequent effect on the participants’ desires and opinions about leadership.

• Some participants felt ambivalent towards leadership. They tended to view this as a formal, authoritative process and viewed it negatively.

• Those participants who saw leadership as a more informal process generally seemed more confident about taking a lead.
Newly Qualified CPs and Leadership

- MDT working – sometimes a barrier
- To overcome these barriers, the most important factor appeared to be building a relationship with the team. The most important factor was to be physically based in the team and this made it easier to form trusting relationships.
The NHS Leadership Framework
DCP’s Clinical Psychology Leadership Development Framework

• A continuing developmental framework for leadership behaviour which is both incremental and cumulative from pre-qualification to director levels of the profession.

• The framework includes practising clinical psychologists - from being newly qualified onwards.
DCP’s Clinical Psychology Leadership Development Framework

• Why do I want leadership skills?
• What combination of skills do I as a clinical psychologist bring to leadership?
• How am I going to develop these skills?
• What am I going to do with these skills?
Resources


Clinical Psychology Forum (238) (October 2012). Special Issue: “Leadership challenges for clinical psychologists - challenge or opportunity?”.

Further Reading

Division of Clinical Psychology’s Leadership & Management Faculty


NHS Leadership Academy
http://www.leadershipacademy.nhs.uk/