Interviewing Leaders for developing leadership practice and competence

Exeter
Developing leadership competency through interviewing a leader

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Exeter
Leadership.....
Interview a leader

Assignments

• Identify and interview a leader – someone working strategically and has taken on a leadership role. They can work in any setting or profession.

• This assignment is composed of the presentation of an interview of a leader in practice, and a follow up individual write up.

• The focus of the work is not the person being interviewed but on the trainee’s learning from the assignment.
Interview a leader

Assignments

• Presentation of interview experience (formative assignment)

• Individual write up (3,000 word summative assignment)

Themes arising from the interview

Theory practice links

Critical reflection

Future development
<table>
<thead>
<tr>
<th>Title</th>
<th>Interviewee</th>
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<tbody>
<tr>
<td>Exploring leadership through the lens of age</td>
<td>Woman - 18 years old</td>
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<td>Involved in promoting mental health awareness in secondary schools</td>
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<td>“Be brave, take risks, make mistakes and own it”</td>
<td>Female consultant clinical psychologist, Professor, Author, Broadcaster, National policy guidance</td>
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<tr>
<td>STILL I RISE - Clinical Psychologists Journey as leaders from a Black, Asian and Minority Ethnic (BAME) background</td>
<td>Male Clinical Psychologist - Early stages of career - Black West African origin from Nigeria - Clinical Lead- CAMHS Tier 4</td>
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<td>Female Clinical Psychologist, now retired from working for 42 years working in the NHS and social services, Indian origin from Bombay</td>
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<td>Leading a project Across borders and Organisations</td>
<td>Male Japanese counselling psychologist working in Canadian University, running a research project focusing on reconciliation in Rwanda.</td>
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<tr>
<td>Lived Experience, Leadership, and Power: The Emergence of a Reluctant Leader</td>
<td>Woman with lived experience of mental health • Prominent social media profile &amp; Developing local service</td>
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</tbody>
</table>
Interviewees

Interviewee One
- Male Clinical Psychologist
- Early stages of career
- Black West African origin from Yoruba (modern day Nigeria)
- Clinical Lead - CAMHS Tier 4

Interviewee Two
- Female Clinical Psychologist
- Retired – 42 years working in the NHS and social services
- Indian origin from Bombay (Mumbai)
- Won a number of awards and honorary doctorates
- Sits on a number of trustee boards
Key Themes

1. Striving, hard work, determination and dedication
2. A shared belief that they are leaders
3. Promoting equal opportunities
4. Making a change
5. Creating equal & inclusive relationships
6. Speaking up!
BAME Themes

- Cultural/personal background influences
- Being a voice for change – breaking the silence
- Inspiring other BAME individuals – creating belief, hope and ways forward
- Speaking out about unconscious biases
- Promoting principles of inclusivity and equality
- Educating the community and services
- Working together to breakdown barriers
Leadership Advice

- Be flexible
- Be proactive
- Value diversity
- Accept things without being too judgemental
- Adhere to your own values
- Translate values into actions
Links to Leadership Theory

- Host Leadership (McKergrow, 2009)
- Performance, Image & Exposure (Coleman, 2010)
- Collective leadership principles (Kings Fund, 2014)
- Transformational leadership & whistle-blowing (Cailler, 2014)
- Ethical Leadership (Brown, Treviño & Harrison, 2005)
Impact on my leadership competencies:

- Inspired to adopt some of the principles and values held by the two interviewees.
- Provided some sense of increase self-belief to we too have skills to also be leaders.
- Increased awareness of the significance my values and how these influence my perceptions of leadership and the kind of leader I would like to be.
- Confirmed my interest in continuing to discuss BAME related issues/challenges within clinical psychology. Aim to help set up mentoring scheme for BAME trainees with the widening access BME mentoring scheme (Dr Kat Alcock) after training.
- Increased awareness of the importance of creating connections to breakdown barriers.
- I am investing in my leadership development through self-reflection, attending talks and reading relevant books (e.g. Black box thinking, The no asshole rule).

STILL I RISE - Sabinah
it has made me think more explicitly about leadership as a trainee, and I think it has made me more confident in trying to seek out leadership opportunities. It has also made me think about the different leadership styles (which I was not aware of before this assignment) and how I would like to be.
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