



Psychological
Professions Week

14 – 18 November 2022

'Ethnic Minorities: Navigating one's own position in Leadership' Being Authentically - ME

15th November, 3.00pm

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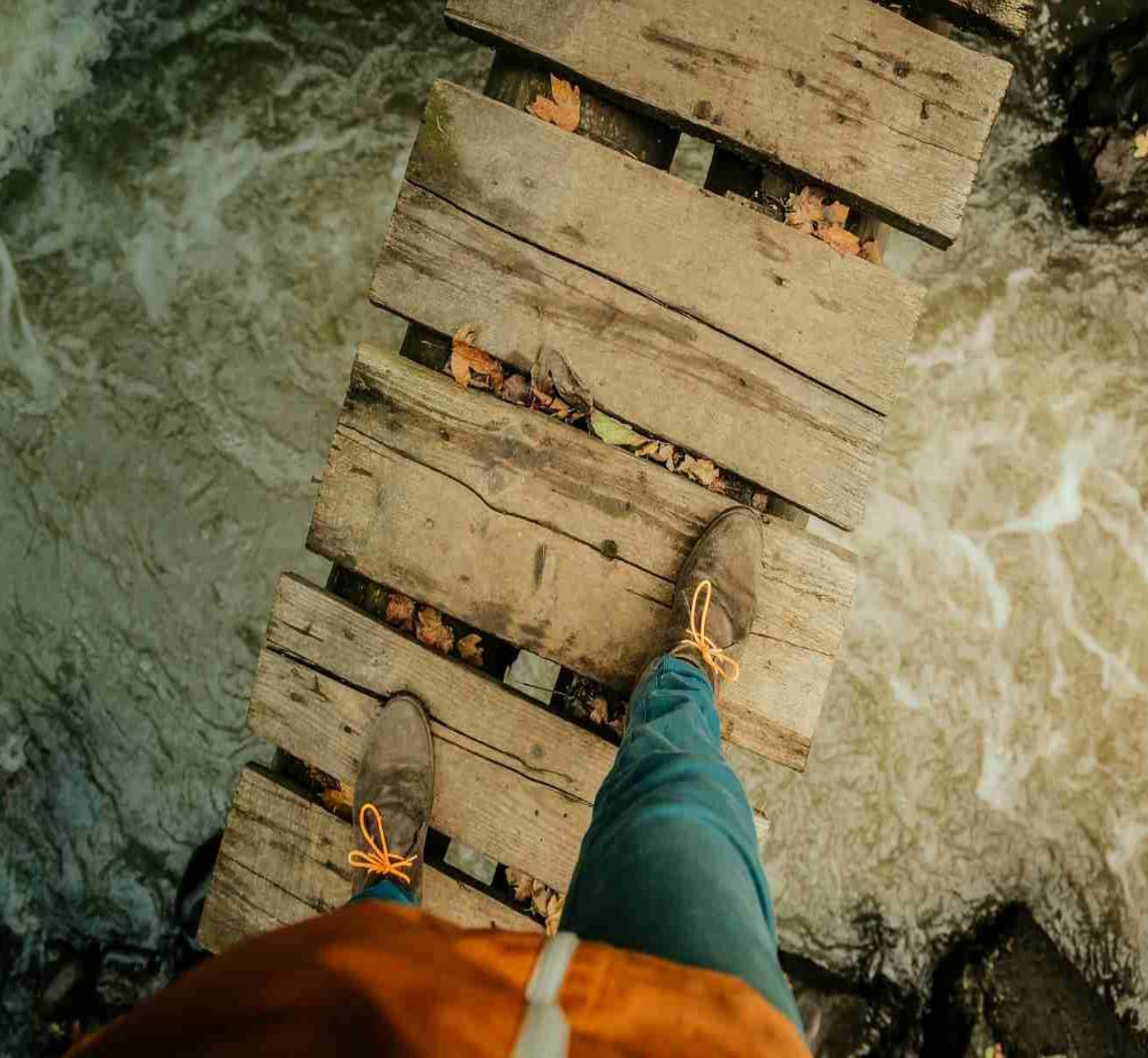
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RISE ETHNIC MINORITY LEADERSHIP MENTORING PROGRAMME.

- This programme was created to develop leadership mentoring opportunities for minority ethnic psychological professionals, to build leadership capacity within the psychological profession.
- The mentoring has allowed me to think about, my own leadership style, how to navigate the leadership style of others and also think about the barriers that may have held me back from 'leadership'.

- **DISLCLAIMER: This is my story and my experience, which will be one of many.**

This is may not be representative of all.



MY JOURNEY SO FAR...

‘You can never really understand a person until you consider things from his point of view- until you climb into this skin and walk around in it.’

Atticus

BEING AUTHENTICALLY - ME

- My environment - Working as a Clinical Psychologist in Worcestershire, I am part of a homogenous group of psychologists – majority ‘white, British female’.
- Addressing my ethnicity, my culture, my faith – the impact of Racial colour blindness*.
- Look out for your anchors and allies - as with most things in life we begin to trust ourselves with small pockets of people – by doing this I was able to develop my own self-confidence and the strength to showcase all parts of me.
- Nurturing/compassionate leaders
- Mentor with a shared understanding of my culture/race– RISE programme.



• *Racial Color blindness is rooted in the belief that racial group membership and race-based differences should not be taken into account when decisions are made, impressions are formed, and behaviors are enacted. The logic underlying the belief that color blindness can prevent prejudice and discrimination is straightforward: If people or institutions do not even notice race, then they cannot act in a racially biased manner’ (E P. Apfelbaum, M I. Norton and S R. Sommers, 2012)

RISE MENTORING PROGRAMME

- This programme has helped me give myself permission to put myself first and think about my own learning/leadership needs.
- Coming from a marginalised and minoritized community (Sikh) the mentoring allowed me to voice the internal barriers - generational trauma and the impact of this when thinking about my own personal needs.
- Focus on developing and crafting my own leadership style - and also how to navigate the leadership style of others.
- Psychological safety.
- **How did people access mentoring prior to RISE?**



NO ACCESS WITHOUT
PERMISSION

IT HASN'T BEEN EASY!

- The RISE programme has allowed me to think about the unconscious (or maybe conscious) internal beliefs that I held about myself...
- Bringing my authentic self to wider groups of staff.
- Discussing different ways of working to further champion my own passions within Equality, Diversity and Inclusion, specifically so within psychological therapies.





**... WITHIN EVERY FORM
OF OPPRESSION LIES THE
SEEDS OF LIBERATION.**

SUSIE ORBACH

PICTUREQUOTES.COM

PICTUREQUOTES

HOW HAS IT BEEN TO BRING YOUR AUTHENTIC SELF TO YOUR WORKPLACE?

- Liberating
- For example – in a supervision group/MDT settings - asking about the patients cultural beliefs, how does it impact their development of coping strategies, differences to consider/embrace.
- Values


PSYCHOLOGICAL SAFETY



PSYCHOLOGICAL SAFETY - WHY IS THIS SO CRUCIAL?

- Psychological safety (PS)
 - Concept was coined in the 60's and is still researched to this day
 - What is it?
 - An environment where one is more likely to offer their ideas, think about their mistakes, ask others for help and provide feedback (Edmonson and Lei, 2014)
 - Psychological safety encompasses trust and respect as a core value – and allows individuals to express themselves physically, cognitively and emotionally, rather than withdraw and defend their position.
 - Can foster long term learning
 - Individuals who experience PS are more likely to speak up and engage in upward communication, which is key to organisations learning and succeeding.
- Gaps in knowledge – employees of certain cultures may be particularly hesitant to ask questions, disagree with superiors or provide feedback because these behaviours could be considered impolite. (Edmonson and Lei, 2014)

HOW DO WE FOSTER PSYCHOLOGICAL SAFETY?



"Speak only that which will bring you honor."

Guru Nanak

TheFamousPeople.com

Not everything that is faced can be changed; but nothing can be changed until it is faced.

JAMES BALDWIN

- *'Discussions that ask people to think about their position can be seen as difficult, uncomfortable even hostile. Some may adopt a defensive position' (Diangelo, White fragility, why it is so hard for white people to talk about racism).*

HOW DO WE ENSURE THAT LEADERSHIP IS MEANINGFUL?

- Leadership is such a broad concept
- Making changes - ripple effect
- Something which isn't static but fluid - what this means is that it is able to permeate other divisions/impact other departments – teams
- First follower – team working – sharing responsibility and being able to see others as your peer – moving away from superiority/hierarchical structures
- Leadership in all roles
- Networking



HOW DO WE ENSURE THAT WE LEAD WITH AUTHENTICITY?



- *“owning one’s personal experiences, be they thoughts, emotions, needs, wants, preferences, or beliefs, processes captured by the injunction to know ‘oneself’” (Harter, 2002 cited in Gardner, Bruce, Luthans, Douglas R. and Walumbwa 2005)*
- Is it something that we can really bring into a workforce?
 - Is this harder with added social graces to our position? Are we more likely to compartmentalise parts of ourselves that we feel are **marginalised or oppressed**.

AUTHENTIC LEADERSHIP (SHAMIRA,T, AND EILAM, 2005)

- Our personal histories and key trigger events are an antecedent for authentic leadership development
 - Personal histories include family influences, early life role models, life challenges - can facilitate personal growth and development.
 - Possible idea of post traumatic growth??
 - The personal insight into our own awareness
- Authentic self regulation
 - This is where a leader does not distort, exaggerate or ignore externally biased evaluations of the self.
 - Open to learning - back to psychological safety

SO, WHAT'S NEXT FOR YOU?



“To be nobody but
yourself in a world
which is doing its best day
and night to make you like
everybody else means to
fight the hardest battle
which any human being can
fight and never stop fighting.”

E.E. Cummings

businessinrhyme.com

*Looking forward
There is a stirring in my soul; a
restless, wild anticipation.
I can't see what's beyond it – but I
can feel it
Lang Leav*

*Being able to positively disrupt::
Rebel with a cause*

REFERENCES/READING

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- “Can you see the real me?” A self-based model of authentic leader and follower development, Leadership Quarterly (2005) William L. Gardner et al.
- Racial Color Blindness: Emergence, Practice, and Implications, Current Directions in Psychological Science (2012) Evan P. Apfelbaum¹, Michael I. Norton², and Samuel R. Sommers.
- What’s your story? A life-stories approach to authentic leadership development, Leadership Quarterly, (20025) Boas Shamira,T, Galit Eilamb,
- White Privilege: Unpacking the Invisible Knapsack , (Peace and freedom (1978) by Peggy McIntosh
- The our stories project, Association of Clinical Psychologists UK
- Dismantling the scaffolding of institutional racism and institutionalising anti-racism, The Association for Family Therapy and Systemic Practice (2021) Nimisha Patel
- White fragility: why is it so hard for white people to talk about racism. by Robin Diangelo
- White tears brown scars By Ruby Hamad



THANK YOU
FOR
LISTENING