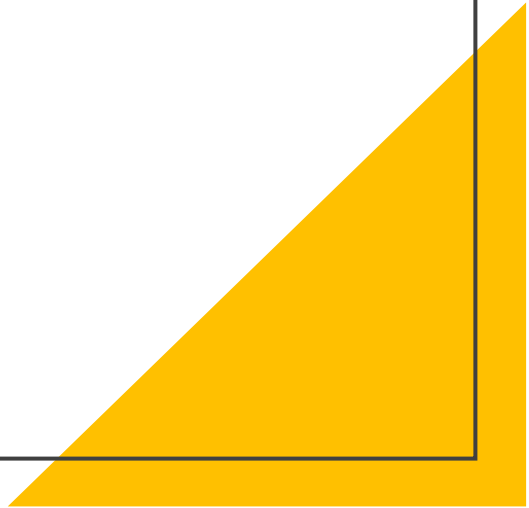# Psychologists as Learning Leaders: Hindsight, Insight and Foresight

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APA Former President (2020)

Knoxville Area Psychological Association

December 6, 2022

Objectives

At the conclusion of this program, participants will be able to

- 1. Describe basic evolving concepts of leadership and their relevance to psychologists' expanding roles

- 2. List at least five characteristics of learning leaders that make them effective in uncertain times

- 3. Identify key contexts in which psychologists can apply effective learning leadership for the future

Note on Conflict of Interest

There is no content here which presents a conflict of interest nor in which the presenter has any financial investment.

The content of this module is the intellectual property of the presenter, except if noted otherwise.

Hindsight: What have we been through?
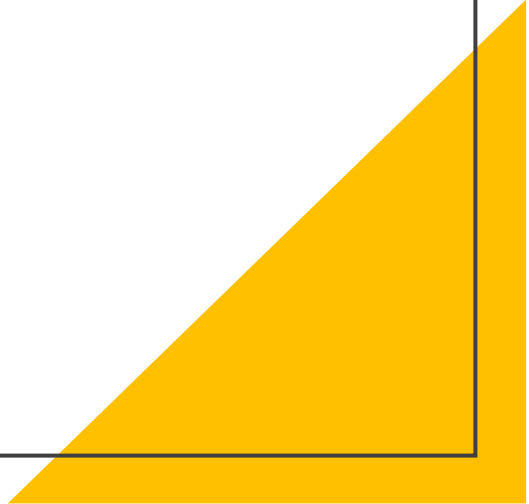
CHANGES IN DEMAND BY TREATMENT AREA SINCE THE CORONAVIRUS PANDEMIC STARTED

% REPORT INCREASED DEMAND

■ 2021 ■ 2020

Depressive disorder
- 2021: 70%
- 2020: 58%

Anxiety disorder
- 2021: 82%
- 2020: 72%

Trauma-and stressor-related disorders
- 2021: 58%
- 2020: 46%

Feeding and eating disorders
- 2021: 15%
- 2020: 10%

Sleep-wake disorders
- 2021: 38%
- 2020: 33%

Substance-related and addictive disorders
- 2021: 27%
- 2020: 18%
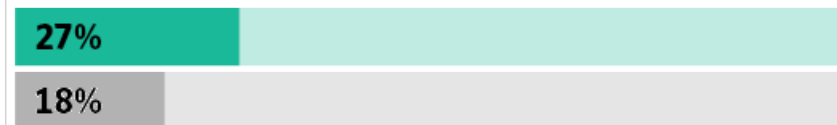
Obsessive-compulsive and other related disorders
- 2021: 35%
- 2020: 25%

AMERICAN PSYCHOLOGICAL ASSOCIATION

CHANGES IN WORKLOAD AND WORKFORCE CAPACITY SINCE THE START OF THE PANDEMIC

- ■ INCREASED ■ STAYED THE SAME ■ DECREASED

Number of patient referrals

62%	28%	9%

Numbers of no-shows or cancellations

10%	44%	47%

Overall number of patients

43%	38%	17%

Workload

39%	41%	20%

- ■ LONGER ■ SAME ■ SHORTER

Changes in waitlist since the pandemic started

68%	28%	4%

- ■ NO CAPACITY FOR NEW PATIENTS ■ CAPACITY FOR NEW PATIENTS

Current caseload

65%	35%

% AGREE/STRONGLY AGREE

I have not been able to meet the demand for treatment from my patients

41%

I feel burned out

46%

I am able to maintain a positive work-life balance

64%

I have been able to practice self-care as the pandemic continues

77%

I have sought out peer consultation/support to manage burnout

56%

How Psychologists Responded to the Coronavirus Pandemic

AMERICAN PSYCHOLOGICAL ASSOCIATION

37%
of psychologists had more patient referrals

44%
of psychologists had fewer cancellations

28%
of psychologists were working more

Show Instructions

Show Documentation

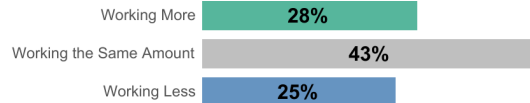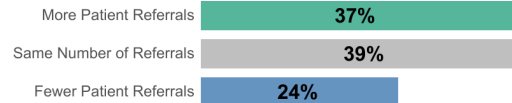**See Survey Results by Psychologists'** Gender : Female Male

Select Survey Year
○ 2021
◉ 2020

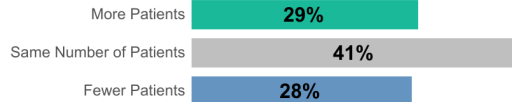*The graphics now show results for All (psychologists) in 2020.*

Workload Changes
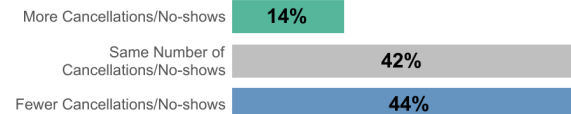
Working More	28%
Working the Same Amount	43%
Working Less	25%

Patient Referrals

More Patient Referrals	37%
Same Number of Referrals	39%
Fewer Patient Referrals	24%

Number of Patients

More Patients	29%
Same Number of Patients	41%
Fewer Patients	28%

Cancellations/No-shows

More Cancellations/No-shows	14%
Same Number of Cancellations/No-shows	42%
Fewer Cancellations/No-shows	44%

Changes in Personal Income

Positive Impact on Income	24%
No Impact on Income	29%
Negative Impact on Income	47%
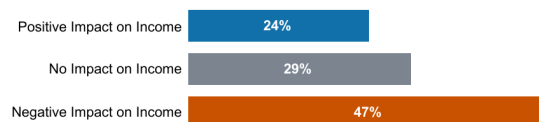
■ More
■ Same
■ Fewer

Women, racial/ethnic minority, younger psychologists, and those working in **private practices** were more likely to **work more** and **see more patients** due to the pandemic.

How Psychologists Responded to the Coronavirus Pandemic

AMERICAN
PSYCHOLOGICAL
ASSOCIATION

62%
of psychologists had
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Show Instructions

Show Documentation

See Survey Results by Psychologists' Gender : Female Male
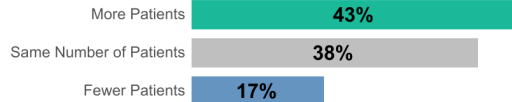
Select Survey Year
- ◉ 2021
- ○ 2020

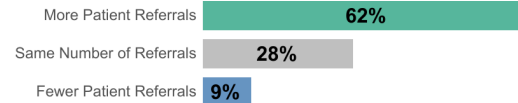*The graphics now show results for All (psychologists) in 2021.*

Workload Changes

Working More	39%
Working the Same Amount	41%
Working Less	20%

Patient Referrals

More Patient Referrals	62%
Same Number of Referrals	28%
Fewer Patient Referrals	9%

Number of Patients

More Patients	43%
Same Number of Patients	38%
Fewer Patients	17%

Cancellations/No-shows

More Cancellations/No-shows	10%
Same Number of Cancellations/No-shows	44%
Fewer Cancellations/No-shows	47%

Changes in Personal Income

Question not asked in 2021
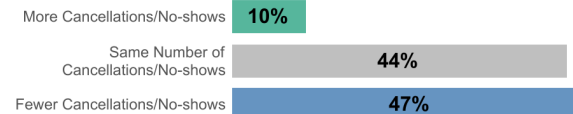
- 🟩 More
- ⬜ Same
- 🟦 Fewer

Women, racial/ethnic minority, younger psychologists, and those working in **private practices** were more likely to **work more** and **see more patients** due to the pandemic.

How Psychologists Are Handling Stress and Burnout

AMERICAN PSYCHOLOGICAL ASSOCIATION

30%
of psychologists were not able to meet the demand from patients

41%
of psychologists reported experiencing burnout

66%
of psychologists were able to practice self-care

Show Instructions

Show Documentation

Select Survey Year
- ○ 2021
- ● 2020

See Survey Results by Psychologists' Gender : Female   Male

The graphics now show results for All (psychologists) in 2020.
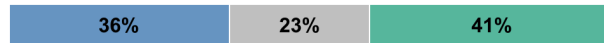
How much do you agree or disagree with the following statements?

■ Disagree/Strongly Disagree   ■ Neither Agree nor Disagree   ■ Agree/Strongly Agree

I have **not** been able to meet the demand for treatment from my patients.

| 53% | 17% | 30% |

I feel burned out.

| 36% | 23% | 41% |

I am able to maintain a positive work-life balance.
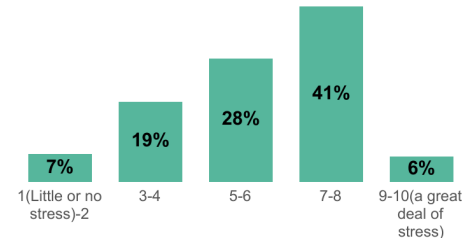
| 28% | 17% | 55% |

I have been able to practice self-care as the pandemic continues.

| 22% | 12% | 66% |

I have sought out peer consultation/support to manage burnout.

Question not asked in 2020

How would you rate your average level of stress during the past month related to the coronavirus pandemic?

1(Little or no stress)-2	3-4	5-6	7-8	9-10(a great deal of stress)
7%	19%	28%	41%	6%

Mean stress level: **5.9** **- Compared to the US population (5.0)**

*Population stress level from APA's Stress in America Survey 2020 and 2021

Women, racial/ethnic minority psychologists, and those in **early career stages** were more stressed and burnout due to the pandemic.

How Psychologists Are Handling Stress and Burnout

AMERICAN PSYCHOLOGICAL ASSOCIATION

41%

of psychologists were not able to meet the demand from patients

46%

of psychologists reported experiencing burnout

77%

of psychologists were able to practice self-care

Show Instructions

Show Documentation

Select Survey Year
◉ 2021
◯ 2020

See Survey Results by Psychologists' Gender : Female Male

The graphics now show results for All (psychologists) in 2021.

How much do you agree or disagree with the following statements?

■ Disagree/Strongly Disagree ■ Neither Agree nor Disagree ■ Agree/Strongly Agree

I have **not** been able to meet the demand for treatment from my patients.

| 43% | 16% | 41% |

I feel burned out.

| 33% | 20% | 46% |

I am able to maintain a positive work-life balance.

| 22% | 14% | 64% |

I have been able to practice self-care as the pandemic continues.

| 12% | 11% | 77% |

I have sought out peer consultation/support to manage burnout.

| 26% | 18% | 56% |

How would you rate your average level of stress during the past month related to the coronavirus pandemic?

| 1(Little or no stress)-2 | 3-4 | 5-6 | 7-8 | 9-10(a great deal of stress) |
| 7% | 19% | 28% | 39% | 8% |
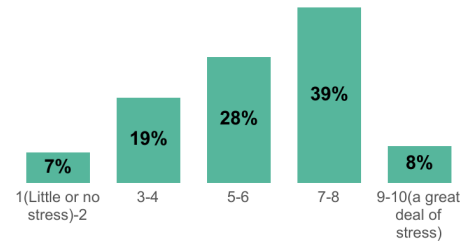
Mean stress level: **5.9** **- Compared to the US population (5.6)**

*Population stress level from APA's Stress in America Survey 2020 and 2021

**Women, racial/ethnic minority** psychologists, and those in **early career stages** were more stressed and burnout due to the pandemic.

Lessons Learned as APA President in 2020

- Need for strong organizations
- Importance of professional change and flexibility
- Population health/global mental health approaches in psychology
- Importance of national, regional, global collaboration
- Value of science in relation to policy and practice
- Focus on values and strategy
- Focus on what can be done

Insight: What have learned that we can take forward?
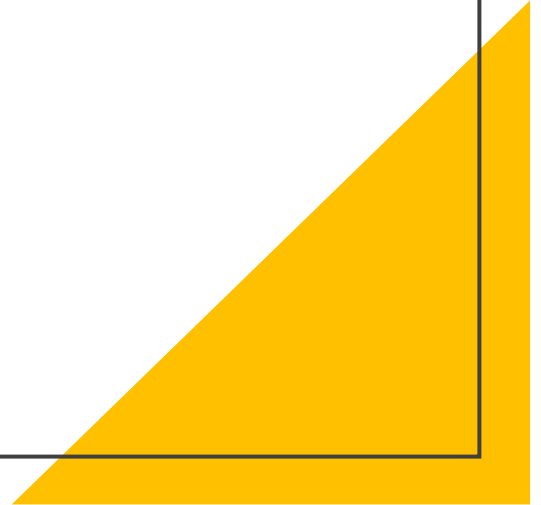
PSYCHOLOGY TAGLINE
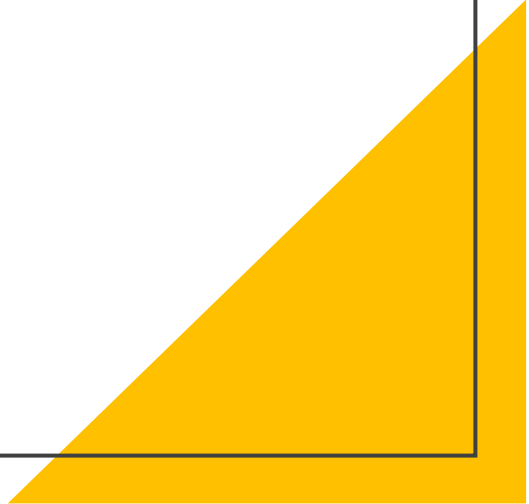
WE LIKE TO WATCH…

Learning leaders

OR

Bystanders

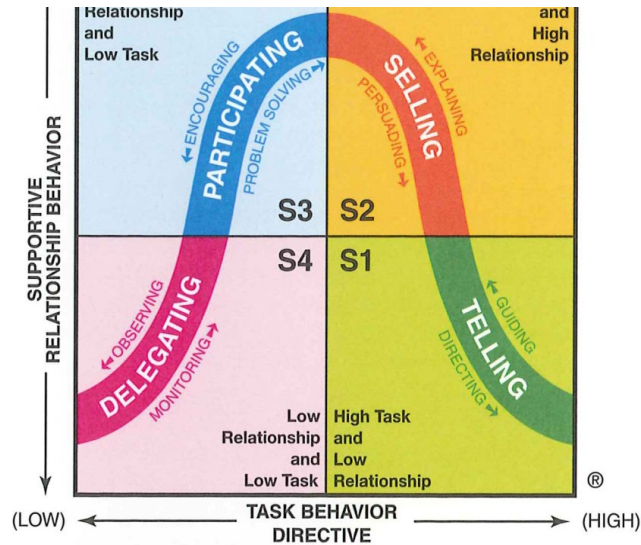So …What is a learning leader approach?

THREE TYPES OF LEADERSHIP

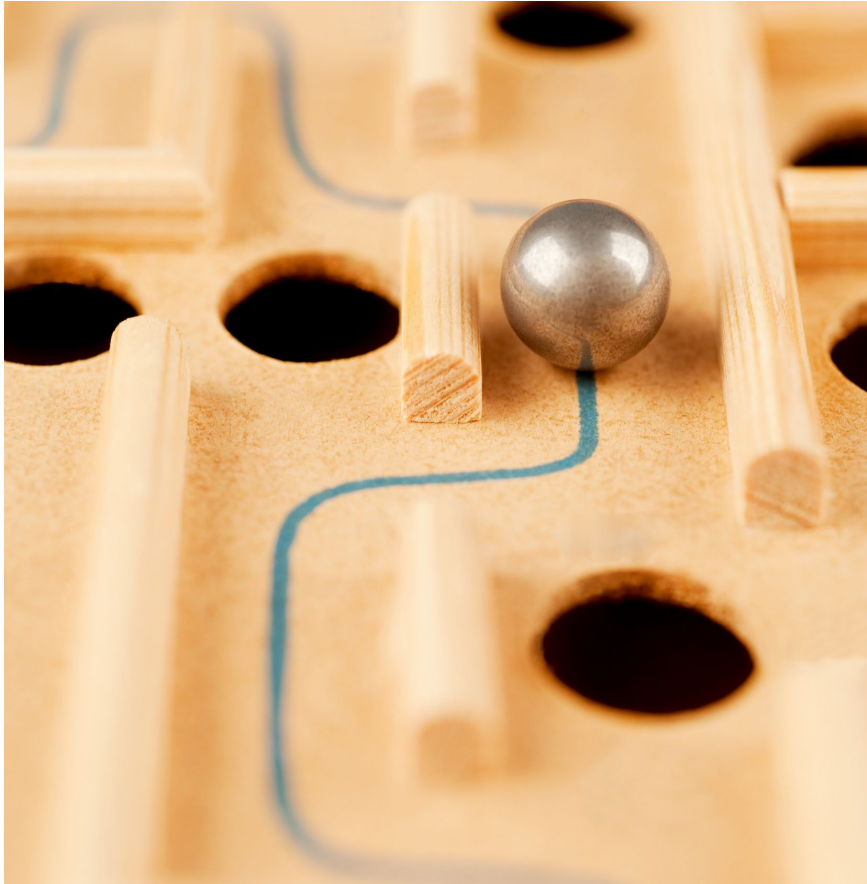- Command and Control
- Empowerment
- Learning

TYPES OF LEADERSHIP

COMMAND AND CONTROL LEADERSHIP
knows where to go and how to get there

Planning

Controlling

Organizing

–*Situational Leadership, Paul Hersey, 1979*

TYPES OF LEADERSHIP

EMPOWERMENT LEADERSHIP
knows where to go but not
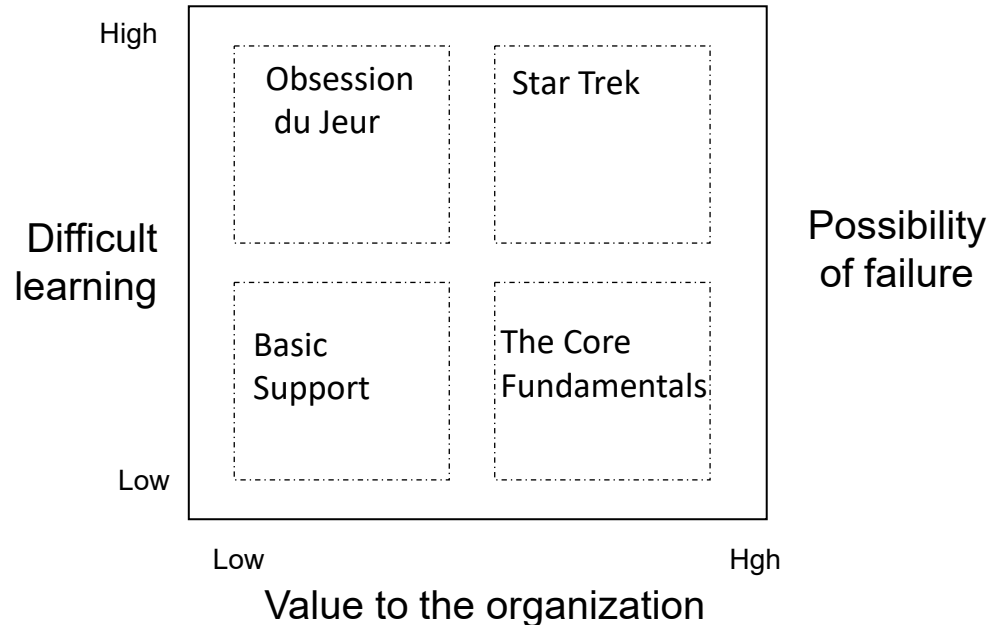how to get there, focusing on
Quality, Acceptance, Time

Creating Vision

Setting Direction

Empowering

TYPES OF LEADERSHIP: A COVID-CREATED WORLD

LEARNING LEADER LEADERSHIP
faces great uncertainty about where to go and thus doesn't know how to get there

Adapted from Hodgson & White, (2001; 2020). *Relax: It's Only Uncertainty.*

Foresight: What is our future?

Eight Skills of Learning Leaders

- Mystery Seekers

- Risk Tolerators

- Future Scanners

- Tenacious Challengers

- Exciters

- Flexible Adjusters

- Simplifiers

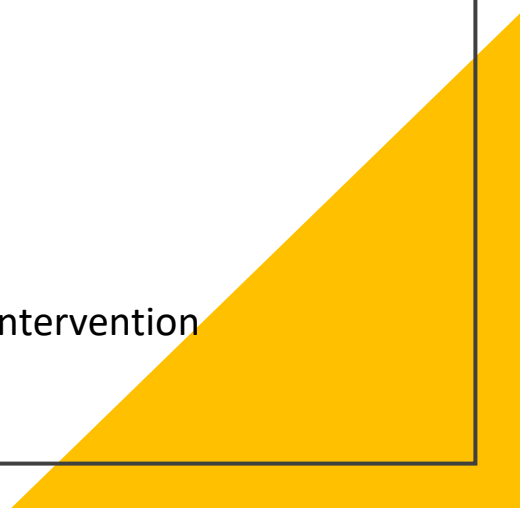- Focusers

Adapted from Hodgson & White, 2001

Three Challenges for Psychologist Learning Leaders

- Conceptual and Disciplinary Intersectionality
- Digitization & Technology
- Ecosystems Approaches

Sample Context Options for Moving Forward: Thriving with Greater Complexity

- Work Harder????
- Broaden the psychologist pipeline—recruit more psychologists
- Broaden the provider pipeline in general
- Expand our scope of practice
- Establish new, different providers
- Shorten psychologist training
- Create new, different interventions
- Conceptualize mental health differently
- Make technology work for psychologists and clients
- Learn from and work with others—locally through globally
- Focus on systemic concepts, not just individual approaches to intervention
- Focus on what you can learn

"Between stimulus and response, there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom."

---Viktor Frankl

Consider…

Those who cannot change their minds cannot change anything.

---George Bernard Shaw

Without courage we cannot practice any other virtue with consistency. We can't be kind, true, merciful, generous, or honest.

--- Maya Angelou

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Plenty, R., & Morrisey, T, (2020). *Uncertainty Rules.* Cork, Ireland: Atrium.

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Questions?

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