
Contents

List of Contributors	viii
Preface	xi
Part A The Role of the Leader	
1 What is Leadership?	3
<i>Dinesh Bhugra, Susham Gupta and Pedro Ruiz</i>	
2 What Makes a Leader? Skills and Competencies	13
<i>Juan J. López-Ibor, Blanca Reneses and María Inés López-Ibor</i>	
3 Medical Professionalism, Leadership and Professional Judgement	34
<i>Dinesh Bhugra, Alex Till, Nicholas Deakin and Pedro Ruiz</i>	
4 Leadership Theories and Approaches	49
<i>John P. Baker</i>	
5 Clinical Leadership	63
<i>Ahmed Okasha</i>	
6 Leadership and Clinician Engagement in Service Development	74
<i>Hugo de Waal</i>	
Part B Skills Required for Leadership	
7 Communication	89
<i>Levent Küey</i>	
8 Leadership and Decision-Making	99
<i>Dinesh Bhugra, Alex Till and Pedro Ruiz</i>	
9 Team-Building in Psychiatry	107
<i>Wolfgang Gaebel, Andreas Kuchenbecker, Noemi Wulff and Jürgen Zielasek</i>	

10	Coaching and Mentoring	126
	<i>Rebecca Viney and Denise Harris</i>	
11	Leadership and Factions	137
	<i>Zoë K. Reed</i>	
12	Leadership Outside the Clinical Team	147
	<i>Juan J. López-Ibor, María Inés López-Ibor and Blanca Reneses</i>	
13	Leadership in Academic Psychiatry	163
	<i>Dilip V. Jeste and Maja Gawronska</i>	
14	Taking People With You	179
	<i>David M. Ndeti and Patrick Gatonga</i>	
15	Leaders and Managers: A Case Study in Organizational Transformation – the Sheppard Pratt Experience, 1990–2011	189
	<i>Robert Roca and Steven S. Sharfstein</i>	
16	Burnout and Disillusionment	199
	<i>Wulf Rössler</i>	
17	Gender Issues Related to Medical Leadership with Particular Reference to Psychiatry	206
	<i>Marianne Kastrup and Klement Dymi</i>	
18	Leadership for Good versus Good Leadership in Mental Health	217
	<i>Sidney H. Weissman and Kenneth G. Busch</i>	
19	Acquiring Leadership Skills: Description of an International Programme for Early Career Psychiatrists	226
	<i>Norman Sartorius</i>	
20	Leadership, Ethics and Managing Diversity	233
	<i>Julio Torales, Hugo Rodriguez and Dinesh Bhugra</i>	
Part C Learning Materials		
21	Assessment Tools	241
	<i>Cindy L. Ehresman</i>	
22	Learning Materials	253
	<i>John P. Baker</i>	

23 Conclusions	260
<i>Dinesh Bhugra, Susham Gupta and Pedro Ruiz</i>	
Index	263