

Title: Leadership in Professional Practice
Date & Time: September 13th at 2:00 p.m. ET

Sara Weiner: Hello, everyone. Welcome to today's webinar entitled Leadership in Private Practice. Get valuable insights for transitioning into private practice leadership. My name is Sara Weiner. I am an industrial and organizational psychologist, a member of Division 14 of the APA, the Society for Industrial and Organizational Psychology, also fondly known as SIOP. APA and SIOP have been partnering on this free Lead from Anywhere webinar series. Today, we are thrilled to have Dr. Ryan C. Warner as our presenter. Dr. Warner is a globally recognized speaker, award-winning psychologist, published scholar, and military veteran. Dr. Warner received a PhD in counseling psychology from Marquette University.

As the founder and chief executive officer of RC Warner Consulting, Dr. Warner strengthens organizational performance by boosting inclusion and mental wellness for small and large organizations across the globe. He is also the chief operations officer for Rose Legacy Institute, a private practice mental health clinic that supports the well-being of communities of color and historically marginalized groups throughout Texas, Wisconsin, and Virginia. Dr. Warner is an expert in the study of microaggressions, psychological resilience, and unconscious bias, and his message has reached millions of people around the world. After Dr. Warner's presentation today, we will have time for questions and answers.

I'd like to thank those who had submitted excellent questions prior to today's session. You can also submit questions during the webinar and the Q&A section, and we will get to as many as we can. I will now turn the webinar over to Dr. Ryan Warner.

Ryan: I'm so excited to be here today. I hope everyone is having a great day thus far. Again, today we will focus on leadership in private practice. My hope is that you will stay engaged, mitigate distractions, and leave this training with practical action steps that you can take to thrive as a leader in your current or your future practices. I'd like to begin with first conveying that I have no conflicts of interest to disclose. Also, I'd like to review the objectives. This training aims to achieve three primary objectives. First, I tend to empower psychologists who are entering leadership roles within private practice settings.

Secondly, our focus will be on examining the various challenges that psychologists may encounter during this transition. Lastly, I will equip you with practical strategies and techniques to help you reach success as a private practice leader. Based on the fact that we have limited time today, I wouldn't love to go through all the details of every aspect of private practice. However, unfortunately, we won't be able to do so today. Therefore, we will not cover things like how to begin a private practice. I would not be providing any business or legal advice, talk about insurance or billing, or any licensure-related questions. That's just important to keep in mind of today's focus.

Now, when we talk about private practice in psychology, first, let's begin with a definition. What does private practice really mean? For the purposes of this training, private practice refers to licensed psychologists providing mental health service on a fee-for-service terms in their own businesses or clinics. According to the American Psychological Association, about 44% of psychologists currently work in private

practice. Opening a private practice in psychology carries many benefits, but also a lot of responsibility. Private practice psychologists enjoy being their own boss and making their own schedule. They have a lot more flexibility than maybe traditional job settings.

However, with this autonomy, there's also additional struggles and challenges and barriers that may arise, so they have more liability. They may sometimes begin their practices and not knowing exactly really what to do. Sometimes, it takes a lot of time than just a standard nine-to-five job, and running your own practice takes a desire to work independently, at least at first. It takes a lot of hard work, takes time, it takes money, and it takes an ability and willingness to serve as a leader to influence change. Before we get more into leadership, let's first understand the current demographics of the world of private practice.

On this slide, we'll see that around 30,000 psychologists are currently in private practice in the US. This includes those in full-time and part-time capacities. Historically, more senior career psychologists have made up the majority of private practice practitioners. However, in the recent years, we've observed a notable trend among early career psychologists who are increasingly venturing into entrepreneurship by establishing their own practices. The way I look at this shift is there are various factors that may influence why we see this change more recently.

For instance, we know that more junior level psychologists often bring entrepreneurship mindset, embracing innovation, which may encourage them to engage in private practice early in their careers. We also know that, hey, everybody, remember COVID-19, during the pandemic, we saw a significant uptick in new entrepreneurs and psychologists desiring more flexibility within their work. However, many psychologists who enter private practice may not have been trained in leadership capacities. Oftentimes, this transition may bring additional interpersonal struggles.

"Hey, am I meant to do this? Am I knowledgeable enough? Am I good enough? Do I have the skills and ability to be successful with this new venture?" Sometimes, these thoughts come up for a lot of us. In turn, that brings additional barriers. Additionally, when we look at first-generation professionals in the field, this entrepreneurship path may be even more especially challenging. First-generation professionals are individuals who are the first in their families to obtain a certain level of education or professional achievement.

For those with master's degrees or PhD's or PsyD's, oftentimes, if you're the first within your family to achieve that level of education and accomplishment, that may also bring about additional challenges as well. We know that first-generation psychologists in private practice often lack familiar or mentorship connections that provide insight into entrepreneurship. This can exacerbate that imposter syndrome, that self-doubt that I mentioned. Let's talk a little bit more about leadership and how those new to leadership can reach success. First, what is leadership anyway? What does this concept really mean? There are probably thousands of different ways we can define the word leadership today.

For the purposes of this training, it's going to be-- let's look at this quote on the slide. The way I look at leadership is it's more than just your job type, CEO, COO, executive director, whatever role that you choose to think of when that term leadership comes to mind. Instead, it's more about the influence you have on others around you. I encourage you all to look within right now. How do you influence change in growth within your role, within your community? Maybe, that's volunteering at a local homeless shelter on the weekends. Maybe, you do some pro bono work in the community. Maybe, you see clients each and every day.

When you see clients in that clinical role, you're influencing change within them, so they can go out and be better leaders within their jobs and better husbands or wives. Think about how you influence change because everyone in this call influences change in their own way. In turn, we should all look at ourselves as a leader. I really like this quote because the quote on the page is by John Kotter. He's a professor of leadership at the Harvard Business School. He said, "Leaders don't make plans. They don't solve problems. They don't even organize people. What leaders really do is prepare organizations for change and help them cope as they struggle through it."

I really like that just definition of leadership, and we'll utilize that as a foundation for today. As we continue, if it's okay with you, I'd like to begin by telling a story. Born on the West Side of Chicago in 1992, there was a young girl who just wanted to find purpose in life. She was raised by her grandparents and community members, and she experienced a lot of hardship, a lot of trauma, a lot of challenges in her life growing up. She knew one day though, that through this hardship, she will use her words and her resilience and her story to make a difference in this world. As a first-generation college professional and first-generation, just professional in general, at times, she felt lost.

She felt isolated. She felt undeserving. After her master's degree, she attempted to find purpose by working as a clinical social worker in a variety of different healthcare settings. She worked in hospitals, inpatient units, community centers, and she just wanted to use her voice to make a change, to influence the lives of others. She never really saw herself as a leader. She just saw herself as someone who wants to make a difference. However, even though she continued to struggle and find purpose and meaning in this work, she talked to her social supports, she talked to her husband, and she decided one day she wanted to start her own business.

She wanted to have flexibility to create her own mission, her own vision to make change in the community. She wanted to work with underserved, historically marginalized groups, people of color in her community and in other communities around the US so that they no longer feel marginalized. They no longer feel less than or ostracized within their work, within their community based on the additional challenges that they face. She wanted to use her grandmother's legacy to serve the community and use her voice to make a difference. Two years later, after starting her private practice, she is now in three states, almost in four states coming up. She's expanding her practice, hiring full-time staff.

She is now living in her purpose, and she now looks at herself as a leader, even though she didn't before. That young girl who I mentioned, that young girl is my wife, Jemia Warner. Just telling that story, I'm getting emotional because I've seen her on

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her journey. I've seen that, at first, she didn't look at herself as a leader, but she wanted to use her story to make a difference in the lives of historically marginalized groups. I use that as fuel of myself as a psychologist of color, as someone who's passionate about advocacy in the community, someone who also wants to make a difference.

We've been able to partner to make a difference in hundreds of individuals and hopefully soon, thousands and in the future, millions of individuals, so they too can find their voice when we engage in therapy and mental health support within our private practice. I want to share that story because it's close to my heart. Also, hopefully, that motivates you and empowers you to look within your life and look at your story to see how can you also become a private practice leader and make a difference in your community. Here's some questions to ask yourself. First, do you have a clear mission and vision? In the story that I mentioned, her grandmother first name was Rose.

The private practice name that we operate is called Rose Legacy Institute. Her grandmother, she passed away years ago, but her legacy still lives on. It lives on within our mission, within our vision of serving historically marginalized groups. Her grandmother was very dedicated to the church. She served in a variety of leadership roles within her community on the West Side of Chicago. That has fueled our mission and fueled our vision to also get out and serve the community in a mental health support capacity. I want you all to reflect on what is your vision and mission. That needs to be clear. It needs to direct your path and also identify where you want to go in the future.

What change and what influence are you going to make? What gap are you going to fill? Another question to ask yourself is, are you resilient and adaptable because running a private practice can be challenging and unpredictable? Resilience is essential for us to bounce back from setbacks because there will be many on the road to success in private practice. Are you comfortable with making decisions? Leaders must be able to make decisions regularly and often under pressure at times. Confidence in your decision-making abilities, combined with the willingness to learn from both successes and failures is vital. Can you build nurturing relationships because we know that true success cannot be done alone?

Can you network with other healthcare professionals? Can you reach out to mentors? How's your interpersonal skills and effectiveness, do you embrace innovation and change, and are you ready to inspire others? If the answer was yes to most of these questions, then I think you're ready to become a private practice leader. In today's approach to leadership development, we've shifted our focus towards something quite empowering. We're no longer fixated on the idea that certain people are born leaders with inherent qualities. Instead, we're all about behaviors and personal growth. Research shows that we're focused on shifting our behaviors and engaging in self-development and self-growth.

Then those are the most important characteristics and qualities to have as a leader. It's okay the fact that, hey, maybe, you feel uncomfortable speaking in front of others. Maybe, you don't view yourself as a leader right now. Maybe, you're shy and introvert. It's all about are you open to growing? Are you open to shifting your

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behaviors to develop? If so, then I think you're on the right path to be a phenomenal leader in private practice. The way I look at leadership is multifaceted. Today, we're going to discuss interpersonal leadership, building relationships, working with people, intrapersonal leadership, managing yourself, looking within, and also systems leadership, managing processes, procedures, practices.

I just want you to think multifacetedly when we talk about this term today. According to researchers, the interpersonal leadership is defined using these various categories. Let's first focus on interpersonal leadership. Leaders need to be able to have good interpersonal effectiveness. They need to be able to demonstrate understanding and caring and consideration for others. They also need to be able to manage conflict and be able to promote collective decision-making. Effective interpersonal leaders also excel in fostering and maintaining good relations. Successful leaders within this space are committed to growth in developing others.

Oftentimes, when we think of private practice, we may sometimes view private practice as solely working by ourselves independently, at least at first. Sometimes, we think about, "Hey, how can we hire out? How can we expand our team?" In the beginning, especially work--

[pause 00:18:11]

Ryan: We need to have those interpersonal effectiveness skills to be able to find referrals. We need to connect with the community as well. We need those interpersonal effectiveness skills, even if, again, we're the only one in our practice at the beginning. This is essential, being able to be open to growing your interpersonal leadership abilities. Here are some additional challenges when it comes to interpersonal leadership. Balancing clinical and administrative roles is being both the lead actor and director of your own show.

As psychologists in private practice, we aim to provide excellent therapy while also handling the behind-the-scenes tasks, like appointment scheduling and paperwork, all the things that we may not be the biggest fans of. In the solo journey of entrepreneurship, at least at the beginning, we need to recognize that it's a team effort. However, operating within the team can also bring additional challenges. Sometimes, we feel isolated as well. Sometimes, we feel that we have to manage everything. We're both the bookkeeper, we're our own CPA. Sometimes, we do our own taxes. We also need to reach out to clients. We need to write the notes. We need to also be the salesperson and bring in additional referrals.

There's so many different roles that we may take at first. In turn, that may bring some additional barriers. However, today, we're going to talk about how we can address those challenges. Let's look a little bit more when we talk about these interpersonal challenges that may come up. Some strategies that we can engage in is, number one, try to delegate. Now, at the beginning, especially when working in solo private practice, we may not have the resources to delegate. We may not have the resources to outsource certain things. Therefore, we need to figure out what can we control, what are we good at, because we cannot be experts of everything.

I know at the beginning when helping my wife start this private practice, I was trying to be both the CPA, the financial advisor, the referral manager, the CFO, the cofounder. I tried to engage in all these different roles, and it became overwhelming. It became, sometimes, discouraging. However, there's a point in which you need to recognize, if I'm able to outsource, would this help me be more effective within my leadership role, is it worth that financial investment, or is my time more valuable? Identifying that balance between financial investment and time investment is going to be a question that you're going to ask yourself.

Setting boundaries. When we think of interpersonal leadership, we need to recognize how do we set boundaries effectively with others. Now, we should be good at this in therapy as clinicians, setting boundaries with clients and patients, but how do we set boundaries now, working in our own private practice with others because I don't know about you? I'm very successful. I'm very hungry for success. With that hunger, I felt that working all the time every day was the way that I was going to be able to achieve that success, but I learned that wasn't the case. I needed to learn to set boundaries with my clients. "No, you cannot call me last minute and get crisis intervention care. That's not what we offer here."

Being able to have those boundaries with clients, that was a way that I was able to expand that practice even further and continue to build upon that success. How do we also promote workplace inclusivity? Are we thinking about bringing in on a team? How can we ensure that people feel belong, people feel included? It's not just about diversity, having diverse clinicians work with us or partnering with us, or diverse community partners. It's about how do we promote equity. How do we promote justice? How do we mitigate microaggressions? All of these questions that probably lead to another webinar, that we won't have time to discuss in detail today, but additional questions to consider.

Also, seeking peer support groups is an essential way to strengthen our interpersonal leadership because we cannot do this alone. How can we reach out to divisions within APA? How can we get on different listservs to ask questions, seek mentorship. I'll be providing some additional resources more specifically later on today but again, just food for thought. Now that we've talked about interpersonal leadership, let's go into intrapersonal leadership development and growth. Research shows that leadership development involves intrapersonal growth and knowledge, skills, abilities and competencies relevant to performing as a leader, whether formally or informally.

It emphasizes that we are all on an intrapersonal journey of trying to understand how our self, our self-image, our self-awareness fuels or contributes to our leadership abilities. In my personal experience, I found that the intrapersonal journey, sometimes the most challenging. We may often doubt ourselves, experience self-limiting beliefs, feeling like an imposter. "I was never trained to be a leader. I don't know if I'm good enough to be here as a Black male psychologist born in Chicago, Illinois. I experienced a lot of discrimination based on the color of my skin," and that in turn fueled a lot of self-doubt.

I remember I went to a majority of predominantly White institutions, my master's degree, my bachelor's degree, and my PhD. I'll often get comments like, "Oh, you're

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a PhD student. I wouldn't have expected that. You don't look like one," or, "Hey, are you sure you're not here on an athletic scholarship? You look like you're a basketball player. I was surprised that you said you're here on a full-ride fellowship for academics. I wasn't expecting that." These type of microaggressions, this perpetuation of unconscious bias, ultimately sometimes fuels that imposter syndrome fuels that self-doubt. In turn, I always question, "Am I a leader? Am I good enough to be a leader? Am I good enough to influence change?"

Being able to fight through that oftentimes is the most challenging. Even though we're experts of human behavior, even though we are experts of cognitive behavioral therapy, taking our thoughts to the court, challenging maladaptive thought patterns, I can go on and on, sometimes, we struggle the most within us. Recognizing that that may lead to stress, that may lead to burnout, that may lead to some isolation, however, it's essential that we recognize that and identify how can we address these challenges. Self-reflection is one way to address some of the self-limiting beliefs that I'm sure everyone in this call has experienced at least once in their life. Identify how are these thoughts grounded in reality.

I'm not meant to be here. It may be a cognitive distortion that I'm sure maybe someone has experienced in this call. Is that based in reality because everyone in this call is extremely successful, extremely intelligent, either in school right now or graduated with a high level of education? We need to often look at those facts and look at the evidence. In turn, hopefully, we can have a more balanced perspective intrapersonally, and that's going to help us thrive more as a leader. Recognizing that this is a journey, it's not a destination. Each and every day, I still struggle with the self-limiting beliefs.

However, being able to actively challenge those, identify the evidence, and say, "I deserve to be here. I deserve to be a leader in my community. I deserve to reach a level of success that I have in mind, that I envision," going to, I deserve in our mind, that type of belief is going to be more empowering. How can we also then plan for success, expect success, say that we deserve success? Create a specific plan. Identify where do you want to go. What is your mission and vision, how can you get there, and what are some roadblocks that may come up? How can you at least seek out support to overcome those roadblocks? Having that plan for success is also essential here.

Here, right now, I'm not talking about a business plan, even though yes, that's important. I'm talking about an intrapersonal plan as well, a journey, identifying intrapersonally we're all on this journey, and no matter where we are within our career, we may still experience that imposter syndrome. Having that plan for success, utilizing that rational mind, and also taking that emotion with us to fuel us, that's going to be important. I found that when I'm emotionally attached to a mission and vision of the company, that helps fuel me to keep going when I experience failures and setbacks.

Remember that story that I gave about my wife, that emotional connection and also thinking about the different challenges I've been through in my life, that has created additional fuel for me to continue to go forward on this intrapersonal journey as a leader. Identify for you, what is that emotional connection that you have within your

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work or within which you are interested in starting in the future? Why is that important? Yes, I know you like helping people, but why? Ask yourself that question. In turn, that's going to help you in this interpersonal journey to success. Next, I want to talk about systems leadership. Thus far, we've talked about interpersonally, the importance of that when it comes to interpersonal leadership. Also, intrapersonal leadership, looking within ourselves.

Now, let's talk about systems leadership within private practice. The leadership mindset needs to switch from the individual to an organization as a system and from management development interventions towards ones that develop the organization at large. When we think about system leadership, we don't just want to look at internally our private practice, we also need to look at externally, our community.

We need to think about how can we provide holistic patient care? How can we adapt to the changing landscape of healthcare? How can we connect with our community and connect with partners and create an interdisciplinary type of team? How can we also obtain feedback and engage in quality improvement because once you begin a private practice, that's only the first step. There has to be ongoing feedback, ongoing quality improvement, ongoing assessment to ensure that the policies, the procedures, and the practices are continuing to be improved over time.

It's interesting because in private practice, unlike maybe the VA or community health clinics, and other roles, I've done a lot of work within the VA. I was also an active duty military psychologist, and working in those roles, I didn't have to worry about trying to identify, hey, do I need additional CE credits or, hey, I need additional information about this new technology that's coming out or this new law or regulation. Usually, I got an email about it. "Hey, healthcare is changing. Here's the change," or it was required for me to have a certain amount of educational experiences within my time within the military and the VA and other healthcare settings.

Now working independently, we have to be a little bit more proactive. We have to join those listservs, we have to stay up to date with the newest information in our field. We have to take a little bit more of an active approach but it's important that, again, we look systemically, and look within our systems as well because the field of mental health care is obviously always changing, and we need to be intentionally deliberate about staying up to date with those changing changes, so we can then adapt our systems and adapt our organization to best align with those practices.

Here are some leadership challenges when it comes to the system and the organization at large. Marketing your practice, how do I obtain new clients? Again, today, we're not focusing on that in today's webinar but these are some challenges that may come up. Mental health stigma, right? Obviously, it's still a significant issue within a system at large when we think about mental health care. How do we manage a team? How do we even start hiring? How do we even navigate that?

How do we ensure that we have financial stability because beginning our own private practice, are we quitting our full-time jobs? Are we starting it part-time? Are we building up our caseload slowly over time? What is our plan for that? How do I still pay my bills and still thrive financially and also achieve my goals and my mission of my organization? Again, some additional challenges and struggles that may arise.

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How do we address these challenges head-on? First, developing a strong online presence is going to be important. Now, depending on who you talk to, you can go a lot of different ways with this. Investing in advertising, advertising your practice, social media, Instagram, LinkedIn, et cetera. Psychology Today, joining groups like Alma or Headway or Grow Therapy, being able to get your name out there, get your face out there. Identifying how you influence change within your organization is obviously important, and it's becoming more and more important as we navigate this digital world that we currently live in.

Identifying how can you create that strong online presence? How can you get your name out there? How can you get your mission and vision out there that you want to make a change? Also, when we think about our systems and our policies, we need to think about our well-being as well. What hours are we working? Are we working every day, Saturdays, and Sundays? Hey, come on in. You can see me anytime, right? Or are we setting up those boundaries? Are we shifting our systems to only operate within certain hours? Are we available all the time to our clients? These are systems and policies, procedures that we need to just think about when we're starting up our organization.

How do we partner with community systems because the community, the landscape is essential for a lot of our practices no matter if you're in a virtual practice or if you have a brick-and-mortar identifying who is your clientele. What gap are you filling, how are you serving them, is also important.

How can you also build a strong professional team around you? At the beginning, it's natural to do a lot of things yourself, taxes, bookkeeping, billing, but then as you grow, you may want to outsource out, so creating that strong team around you and having those systems in place, finding a CPA, finding an attorney, financial advisor, et cetera, is going to be important as well because you want to feel supported within that network.

Now that we've talked about intrapersonal and also systemic leadership, how can we go from surviving? Hey, I'm just floating. I'm trying to figure things out. I don't know if I'm a leader to thriving. Hey, I'm a leader in my own regard. I'm making a change, I'm making a difference. How can we get to that level? I would like to provide next a model in which I think is very important to explore. We're not going to explore this in detail but I just want to provide an overview.

Here's a leadership development model for psychologists in private practice. First, and actually, before I get into this you're going to notice it's going to take that interpersonal and also systemic type of lens. Again, continue to keep that in mind. Stage one is self-awareness and the self-assessment. I know I have the clinical skills. I'm a phenomenal clinician, I'm able to engage in all type of treatment modalities. I can document in the medical record very well, I'm able to build rapport, and promote change within the clients that I serve, and also let's try to assess our leadership abilities as well.

Again, back to the research, it's all less important about the skills that you have right now, it's more important, are you open and willing to shift those behaviors to develop as a leader. That's going to be the most important piece. No matter where you're at

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right now, that's okay. We need to just be open to learning and growing development. Engaging in that self-awareness and self-assessment is essential. What are the values that I have and how is that fueling me and the actions and behaviors that I'm engaging in?

Next, we want to engage in goal setting. Everybody knows smart goals here. Specific, measurable, attainable, realistic, timely. How can we define our leadership goals? How can we prioritize our business goals as well? Where do we want to be in our business? How much do we want to make? What is the reach that we want to have? What is the gap that we are filling? What is our mission? What is our vision? How are we best serving our clients?

Stage three is learning and development. Recognizing that this is an ongoing journey, it's not a destination. How can we reach out to mentors? How can we obtain mentors? How can we join groups? How can we join divisions within APA? How can we obtain coaching and business management training? When I began my company, I continued to engage in business management training. There are so many resources out there, free resources that I'm going to give you later today that I learned how to be a business leader.

I learned about what is the S corp, what is the LC, all those that legal jumble. What does it mean to create a business plan, et cetera. Being able to engage in that business, development training is going to be important, and that's an everlasting journey. Stage four, practice and implementation. How can we then create a business strategy, and how can we also take that vision and mission that we wrote down? How can we actually make that a reality? Then how can we reflect and then adapt? What is going well? What needs to be improved?

Then obtain evaluation and feedback. Are we attaining feedback from our clients in a regular basis? Do we have a standardized process to obtain their feedback? Or maybe we have a team that we're growing. Are we engaging in bidirectional feedback? Are we too, as a leader, receiving that feedback so we can continue to improve? Following this model is going to be essential to continue to grow both interpersonally, intrapersonally, and systemically.

Here are some immediate action steps that we can all take. Even more specifically, join a private practice network. There are so many out there. Being able to connect with like-minded individuals is going to be important.

Begin networking if you haven't already. Who do you strive to be like? Who are some people that you look up to? Do they have a practice which maybe you would like to replicate or maybe you have a different spin on it, but maybe they're a good model for you to follow? How can you reach out to them? How can you learn from their experiences?

Intrapersonally, again, sometimes the most challenging. How can we anchor ourself in purpose? We all want to wake up each and every day and feel fulfilled and feel that our life has meaning. What are we doing each and every day to achieve that purpose and to work towards that purpose? How do we continuously challenge self-limiting beliefs and go to "I deserve, I am meant to be here. I can make a difference."

Then systemically, how do we prioritize system enhancements? How do we invest and utilize and leverage technology that we have? These are some action steps to take.

I would like to then also, as I begin wrapping up today, to leave about 15 minutes or so for Q&A. I want to provide some book resources. Here's some resources. One of them is directed specifically towards private practice, but the other is more just leadership in general. I think that these would just be good books for you all to maybe look into.

Also importantly, I think it's important to provide some business resources. All of these are free resources. If you all haven't heard of these before, definitely take a Google search. SCORE mentoring is essential. I still use SCORE mentoring to today. The way I utilize SCORE mentoring is we think of a mentor.

It doesn't necessarily have to be another psychologist in private practice, because as leaders, again, we need to have an interdisciplinary team that we're working with. With school mentoring, you can reach out to a free mentor in your area or virtually, and you can seek business advice. You can seek legal advice, financial advice from experts in their particular fields.

I always advise that we have multifaceted mentors on our team. Like currently, I have mentors in the consulting field, I have mentors in the diversity, equity, and inclusion space, which is a lot of work that I do. I also have mentors who are CPAs, who are business leaders, who are just risk management professionals on something totally different. Something that I really don't have that much knowledge and expertise in, and they provide a lot of value when I'm able to reach out to them.

Joining your local chamber of commerce is a great way to also be around like-minded entrepreneurs. Additionally, if you identify as a woman or a veteran, those are some additional resources on the slide. The SBDC is also really important. SBDC is in every state, and they provide so many different resources like coaching, helping with advertising, marketing. They'll do market analysis, phenomenal resources to leverage. Again, we cannot do this alone.

As we wrap up today-- Here are some references. I would just want to, again, end by encouraging you all to think interpersonally. How do I leverage my interpersonal skillset that I know everyone on this call has because we've all worked with clients and patients before? How do I leverage that to strengthen my network, to build my team? How do I also look interpersonally within to challenge myself limiting beliefs? To believe in myself that I can do this, to find the evidence that I am meant to be here, I am meant to be a leader in this arena. I do have something that I can contribute to the field and my community.

Then also, how do we engage systemically? Set those goals, come up with that particular plan so we can create a stronger organization and equitable practices and procedures so that we can continue to make a difference.

Those are just some things to reflect on. Again, identifying what is that mission, what is that vision, what is that emotional attachment that is driving you and fueling you on

this journey to leadership is important. I really appreciate the time today. I would like to leave about 14 minutes or so now for Q&A. This has been a pleasure. Please feel free to reach out to me if any questions or comments or feedback that comes up. Thank you for the opportunity.

Sara: Thank you so much, Dr. Warner. That was just such a compelling presentation. I think you were so open and honest and shared, really, a lot of practical and also research-based suggestions for our audience to consider. I just want to thank you for that.

A lot of you did submit outstanding questions prior to this session. Dr. Warner did review those, and he actually incorporated responses and tailored his presentation to many of those questions, and now we have time to address a few more.

With that, some themes that have been coming up, Dr. Warner, you talked about setting boundaries, but there were a lot of questions about juggling the roles of therapists, supervisor, mentor, and if you could talk a little bit more about that and also in the context of work-life balance as well.

Ryan: That juggling of those different roles, obviously, it is going to depend on where you're at when it comes to the private practice journey. At the beginning, I can just talk about my journey. I was, again, juggling the financial piece, managing the books, seeing clients, et cetera. Then, there's a time in which we have to begin to prioritize what's most important right now.

As we begin to build and maybe build a team around us, hey, now I'm shifting from a clinician to more of a supervisor. In my consulting company, I have an internship program that I began, and now I'm doing a little less in the administrative tasks and more of, hey, the supervision and the high-level type of leadership roles.

Being able to recognize where you are now and what is the priority that's in front of you because we know that we can't do everything. Even though we feel that we are phenomenal multitaskers, really a lot of us struggle with trying to juggle all those different roles. Again, just asking yourself, what is the most important thing that I need to focus on right now to begin to grow my business? Then once you continue to excel, those priorities may shift, and that focus needs to align with those priorities.

Sara: You also mentioned mentorship and people that you have reached out to. There were a few questions about that. Somebody really asked genuinely that finding a good mentor can be challenging, especially if you're expected to come with leadership qualities from the get-go. What would you recommend to people in terms of finding leadership, very specifically leadership-mentorship?

Ryan: First, the easiest place is to start APA, so many divisions. I know the divisions I'm part of, there's mentorship programs that they have formalized mentorship programs in which you can sign up to meet with a mentor. There's that someone who you look up to, and you can learn from them and pick their brand. That's the easiest place to start.

Number two, again, SCORE mentoring. You can actually identify based on the bio that you see, who may fit the gap that you're trying to fill and the additional information knowledge that you need. Also, there's other non-formal ways, LinkedIn, leveraging LinkedIn. Just randomly DMing people.

Actually, one of my closest mentors today happened because I reached out to them via LinkedIn and said, "Hey, I really look up to you. I noticed we have a lot in common. I just wanted to connect. Is it okay if we just meet virtually for coffee for 10 minutes?" Now, we partner on many different consulting projects, and it's very close to my heart. Sometimes again, just putting yourself out there, I think that's going to be important too.

Sara: I love that suggestion. Switching topics a little bit. People asked about going from a solo practice to one where you're hiring others. As part of these questions, it was how do you do the recruiting, and then also how do you transition well into a teamwork situation?

Ryan: Great question. Once you get to a certain level, "Hey, my caseload is totally filled up. I can't take anymore. I have a waiting list. I have a constant funnel of clients." That gives you the green light. Hey, it's time to scale. It's time to expand and practice, and slowly hiring one person, right? Assessing for fit, ensuring that they align with your mission and vision, et cetera, is obviously important.

Once you get to that point and say, "Hey, I'm ready to hire." It's going to be-- now your role is going to shift now from mostly a clinician. Now, hey, maybe a supervisor, right? Depending on who you tend to hire a student or independent practitioner. Recognizing that that may shift over time.

Can you repeat the second half of the question, please?

Sara: Yes. When to move to that, but also like, where are you going to recruit from? Also, this teamwork aspect of how do you work with others well?

Ryan: Where you're going to recruit from. I don't want to give any-- There are so many different platforms out there. I don't want to favor one over the other. There's different ways to recruit it. Again, it depends who are you recruiting though. Are you recruiting intern students, right? Obviously, then you need to connect with organizations, universities, programs, PhD programs, master's programs, et cetera. If you're recruiting independent licensed practitioners, Indeed is obviously one of the most popular sources.

Also, I found the best way is to create relationships. That's probably the best way. Because when I bring individuals into my organization, I want to feel that it's a genuine relationship, and I want to know that person deeply, right? Being able to leverage your network, "Hey, fellow colleague, do you know anybody that is looking for this role?"

I'm on many different listservs within APA and they're constantly putting out job opportunities. Hey, I'm hiring in my private practice. I'm hiring my first clinician.

Here's what I'm looking for. Here's my mission, my vision. In turn, that's another way as well. Leveraging the network that you already have is probably the easiest start.

Once you bring that team on, now, I recognize it's not just you. You have to sometimes manage people. You have to manage maybe conflict and challenges that arise. Maybe you have to spend some time supervising. Before you bring people in, you need to have optimal processes and procedures in place. If you chose to go on a month vacation, could your business still run? We need to have that plan in place. Being able to come up with those systems is going to be a way for you can scale your company.

In turn, you don't have to always have your hand in every single pot. Then managing workplace dynamics, again, could be another outline webinar with that. Again, promoting inclusivity, ensuring all voices are heard, how can you create bidirectional feedback? I don't want to just give my clinicians feedback. I want to receive feedback because guess what? Remember that study that shows that I have to constantly improve and be open to growth as a leader? I need to learn what am I doing that I need to work on. Maybe I'm not communicating the clearest. Maybe I need to provide more supervision. Being able to have platforms and funnels for that is also important too.

Sara: Yes, that's a great answer. That's so important to continually ask for feedback. As a leader, I think you would agree, based on what you've been talking about, is that is the way to continue to grow is to actually get feedback from people with whom you're working. There's a couple of interesting questions about engaging in research and how it's part of that juggling thing. Like how do you engage with others in research networking specifically to do that and continue to be a research-based psychologist?

Ryan: Yes. Obviously, partnering with universities. Again, it goes back to that interpersonal leadership. How can you create those partnerships? Hey, maybe I have a colleague that works for X University, and they do research full-time. They're tenure professors. "Hey, do you have any projects that I can jump on?"

The way I do projects right now. I have colleagues who do clinical work and researchers, and oftentimes they ask me, "Hey, Ryan, you want to jump on this project with me?" I'll be able to get publication with them and maybe leverage their university or their organization when it comes to the IRB process, et cetera. Again, reaching out to those networks, creating those networks, creating that connection.

APA, there's various divisions that constantly seek out proposals and various journals. Another way to get that research out there. It may not be a formalized study that you're collecting data. Maybe it's more just a meta-analysis. Again, I also feel like it's important to continue to be an evidence-based practitioner, science practitioner. I keep my hand in research, and those are various ways in which I do so.

Sara: Yes. Great practical suggestions. I love this question that somebody asked. What advice would you now tell your grad student self in connection with starting a private practice?

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Ryan: It goes back to that interpersonal journey. Hey, you deserve success. You can do it. You are meant to be here. Those positive self-affirmations that we tell our clients all the time but sometimes we don't engage in ourselves. I would tell myself that more. In turn, I think that would just probably strengthen my confidence earlier on. I think that that's the ongoing journey in which I'm on. I feel like a lot of people may also be on still too, but that positive affirmation, challenging those self-limiting beliefs that's definitely going to be helpful.

Sara: Several people talked about stress and how you handle that from a clinician's standpoint of dealing with difficult cases and also just the stress of running the business. What do you do personally to manage your own stress?

Ryan: In entrepreneurship, you don't have any leave or PTO. You have to create that leave and that PTO. I say I always work a 48 out of 52 weeks of the year. 48 weeks out of the year instead of 52. Now I could work 52, but that's probably not the best for me and my family. Being able to recognize, hey, how can you plan in time to your schedule, to your business operations that you're going to take X amount of days off per year, per week, or per month? Being able to also go on retreats.

My wife and I have multiple businesses and we work together a lot. We'll go on retreats be a tax write-off. We'll be able to go to X location and on the beach, and we'll talk about business. We'll be able to engage in that self-care time but also still continue to push the business forward in what we discussed. Being able to fit in those type of opportunities is going to be important. You have to be intentional about engaging in self-care because no one's going to make you do it in entrepreneurship. You're going to have to take that first step yourself.

Sara: Yes, those are great suggestions. I know that you said you wouldn't have time to go into this particular topic about dealing with unconscious bias and microaggressions. You shared a couple of examples of your own experience, which is so distressing. Can you talk about this a little bit a couple of suggestions of how to deal with this either in your practice, and especially as in a leadership position? What do you say? What do you do?

Ryan: The one minute we have left, that's a tough question to answer, but I would first say, all right, let's use our motto again, interpersonally. There are different strategies that you can engage in. "Hey, I'm curious. You said that statement about me. I don't look like I have a PhD. What did you mean by that?" Interpersonal strategy, inquisitive. Just answering a question. Asking a question to that individual. In turn, it may promote some insight. Oh, I assume because you look that way. They'll be able to, in their mind, oh, recognize maybe that came off the wrong way. Interpersonal technique.

Intrapersonal technique, looking within. How can we ensure that we don't then internalize those microaggressions? Being able to engage in that self-reflection, being able to implement some self-affirmation, and then systemically recognizing that microaggressions don't just happen on an interpersonal level. They happen on an institutional and systemic level. Institutional racism, et cetera, can go on and on.

What do we do to change the system? How do we look within our policies as leaders to ensure that we are engaging equitable practices? Are we utilizing measures research, that is applicable with the clients that we serve? If I'm using outdated research on 90% sample size that are white males, that's probably not as helpful with the Black community members that I serve. Ensuring that I'm utilizing that research, evidence-based research that is embedded in cultural competence and cultural responsive care is also important. Utilizing those that multifacet that type of model that may be helpful, so thank you.

Sara: That was a great answer in a very, very short amount of time that I gave you. We are running out of time, unfortunately. I think we could keep going for a while here. Thank you, Dr. Warner, so much. It was a compelling presentation and really a lot of practical advice. Before you all drop off today, we hope that you'll share your feedback. It'll pop up as soon as the session ends. Please do take just a minute to share your feedback. Thank you for joining today, and please join us for other webinars in this *Lead From Anywhere* series. You can also hear the playback of other ones should you have missed them. Thank you, everyone.

[01:00:14] [END OF AUDIO]