



The Emerging Women Leaders Programme

2022/23 yearbook



Royal College
of Physicians

Foreword



As the Royal College of Physicians' (RCP's) elected vice president for education and training, and an untrained leader who has found the journey at times lonely and difficult, it gives me enormous pleasure to introduce the yearbook for our 2022/23 cohort of emerging women leaders (EWL).

The individuals that you will meet in the following pages are female doctors who are in the early years of consultant-level leadership journeys. Yet, at the start of the programme they had already achieved so much, I felt humbled and privileged to get to know them through the EWL Programme.

Developing quality female leaders has never been more important. Women now make up circa 65% of medical graduates in the UK and there has been an historic gender imbalance in leadership roles in healthcare spheres. The RCP is also minded of the previous 'sink or swim' approach to and the critical importance of clinical leadership in patient safety and in creating a happy, well-trained workforce who need to be retained in this wonderful profession. Thus, in 2018 the college established this flagship scheme with support from the Wolfson Foundation.

The success of the programme can be measured in its popularity; year on year there is stronger competition to gain a coveted place and scheme alumnae are already succeeding in previously inaccessible roles.

As we say farewell to this group of ** dedicated and accomplished individuals, we are certain that they will achieve great things. I have observed the camaraderie and trust that have built within the group as they shared their stories and experiences. They have grown and developed by learning about themselves, their leadership styles and preferences, by leaning on each other and through the mentorship of more experienced colleagues.

This cohort of doctors has eagerly embraced every opportunity on offer. I can say unashamedly that the RCP basks and will continue to bask in their reflected glory.

As we face fresh and uncertain challenges in delivering compassionate, effective, efficient and holistic care to populations both locally and abroad, I am confident that these doctors will rise to the task. Their future journeys will be scaffolded by fresh knowledge and experiences provided by the EWL course but, perhaps more importantly, by enacting the collaborative style that they have witnessed on the programme and interacting with the new friends they have made. It has been a pleasure to observe their development and we wish them the very best for the future and look forward to hearing about their journeys in the years to come.

Áine Burns

Senior censor and vice president for education and training, 2020–23
Royal College of Physicians

**Developing quality female leaders
has never been more important.**

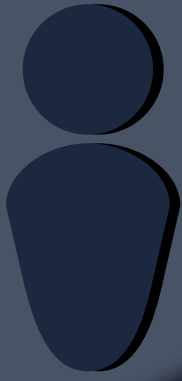


photo to follow

Alison Duncan

Associate specialist in cardiology
and transcatheter valves

What have you gained from the programme?

I felt comfortable in my clinical role as an associate specialist for 12 years, but had never been offered, nor sought, a leadership position. Sitting with, listening to and learning from a group of wonderful, inspiring women from different clinical backgrounds has allowed me to understand more about my strengths with regards to leadership, to recognise the leadership role that I play (even if that comes without a formal title!) and how different members of the various teams that I work with utilise individual personal and professional attributes to bring wealth to the team. The course taught me how to capitalise on that and, by truly changing my perception of what a leader is, has given me confidence in my own leadership abilities. I particularly valued the mentorship role offered by the brilliant women on the course: from the RCP president Sarah Clarke, to the programme leads Becky and Lucy, to my personal mentor Jyoti, and the wonderful women taking the course with me – thank you!

How has the programme affected your leadership journey so far?

Appreciating different leadership styles and how colleagues work within teams has really changed how I work with others, and has made me evaluate how I (and how I can better) approach team members in situations that I find challenging. I feel more confident. In addition, the course helped me to reassess my priorities at work to ensure that I can give the time to the roles I wish to develop, rather than saying yes to things that are not perhaps as high a priority for me and I am not allocated the time to do!

Would you recommend the programme?

I would thoroughly recommend the EWL Programme. It is a course that truly allows time for thinking and reflecting about what makes a good leader, for developing friendships and confidence within a safe environment, and to embrace networking with like-minded female leaders/consultants. It is brilliant – I would advise you to do it!



photo to follow

Carol Min

Consultant respiratory physician
and lung cancer lead

What have you gained from the programme?

Through the EWL course I have gained a great peer support network to discuss ideas and challenges, and to get broad feedback from women at various periods of their career. Being able to listen about the journeys of the guest speaker female leaders was inspiring and empowering. It has allowed me to reflect on my own journey so far, and has increased my confidence and changed the way that I approach challenges day to day within my role.

While I have done leadership style evaluation before, the EWL Programme gave me even more awareness of my own leadership style, strengths and weaknesses, and areas that I want to develop for myself as a leader of a multidisciplinary team. The session on roles within a team was thought-provoking and gave me a different perspective of my role.

How has the programme affected your leadership journey so far?

It has increased my confidence as a leader of a multidisciplinary team. It has led me to take a step back and think about how to approach individual challenges with a different mindset.

I have a better understanding of key stakeholders and the value they may bring to the table. There have been little wins this year in my service by working more collaboratively with colleagues who I have found to have a different skill mix from mine, and their networks. This has led to change more efficiently than I have previously experienced. I'll certainly be taking this forward in the future.

Would you recommend the programme?

Definitely. If you are in a challenging job role, wondering what the next step is in your career or contemplating a leadership role, I would definitely recommend the EWL Programme.

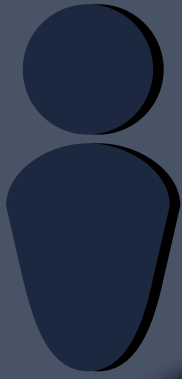


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Charlotte Leach

Consultant in palliative medicine

What have you gained from the programme?

The programme has really helped to build on my personal and professional strengths as a leader, and to recognise how best to support and encourage others. Through the programme, I've been introduced to different leadership styles, and developed strategies to focus on what I can and can't control within my team and healthcare in general (a real game changer and essential for all consultants!). Above all, I have hugely benefited from the time spent with colleagues outside my own specialty, who have offered fresh perspectives, support and encouragement.

How has the programme affected your leadership journey so far?

Since completing the programme, I have been appointed deputy chief of service for oncology in my trust. Had I not completed the programme, I'm sure that I wouldn't have considered applying; however, the programme helped me to realise my strengths and skills in leadership and service development, so it has been fantastic to take the next step in my leadership journey.

Would you recommend the programme?

The EWL Programme is a fantastic opportunity to reflect, network and be inspired. I'd highly recommend the programme to others. Go for it!

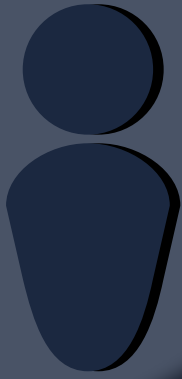


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Chinedu Maduakor

What have you gained from the programme?

Attending the EWL Programme has been an incredibly enriching experience that has positively impacted my leadership journey. The skills, insights and connections that I have gained from the programme have equipped me to lead with confidence, authenticity and empathy, making me a more effective and influential leader in my organisation and beyond. I met other aspiring women leaders through the programme, which I found to be incredibly valuable. By sharing experiences and insights, I have gained new perspectives and learned from the diverse backgrounds and approaches of my peers, and consolidated networks that have opened doors to potential collaborations. The opportunity to connect with experienced mentors has really been a game changer! Their wisdom and guidance have provided me with practical advice, helped me navigate difficult situations, and provided clarity in my decision-making.

How has the programme affected your leadership journey so far?

I feel fortunate to participate in the programme in the first year of my consultant role, as it has undoubtedly equipped me with a broader skillset, increased my self-awareness and empowered me to lead with confidence, authenticity and impact. I am grateful for the programme's valuable lessons and the ongoing support that it offers to emerging women leaders like myself. The programme provided me with frameworks and tools for strategic thinking and decision-making, such as the action learning sets! I have learned how to analyse complex problems, consider multiple perspectives and make informed decisions that align with organisational goals. It has laid the foundation for me in becoming a more strategic and visionary leader, capable of navigating ambiguity and driving positive change.

Would you recommend the programme?

Yes, 100%! It addresses different leadership types and journeys; no matter where you are in your leadership journey, there is an answer for everyone!



photo to follow

Elizabeth Uchegbu

Consultant endocrinologist and
physician, diabetes service clinical lead

What have you gained from the programme?

Upon joining the programme, I was an experienced consultant and had held mid-level leadership positions in my hospital and locality. I wanted to develop my leadership skills to take my career to the next level. Not only did the programme significantly improve my confidence, it equipped me with the skillsets required to resolve common leadership challenges. The mentorship was especially impactful. Now, I have a wise counsel who I can always reach out to for guidance and moral support as I continue in my leadership journey. Furthermore, the experience of networking with like-minded women who shared my vision was very empowering.

How has the programme affected your leadership journey so far?

This programme significantly impacted my leadership journey. Before the programme, I felt that the only way to be perceived as a good leader was to be abrupt, distant and aggressive, which is not my personal style. I felt as though my temperament was not suited to leadership. However, the programme showed me that quiet confidence has an important place in positions of responsibility. The programme showed me how to advocate for myself and assert my authority in a way that feels authentic to me and humble. Additionally, it taught me motivational skills to motivate my team, which is necessary to excel in leadership positions.

Would you recommend the programme?

I highly recommend this leadership programme to women in medicine in any stage of their career, from experienced to newly appointed consultants. It is necessary to develop a strong network of women leaders to help change the landscape of leaders in medicine.



photo to follow

Emma Walkinshaw

Consultant in diabetes
and endocrinology

What have you gained from the programme?

The programme has enabled me to learn about my strengths and challenge my perceptions about who and what makes a good leader. It has allowed me the time and space to think about my career, potential leadership roles and the skills that I would like to develop further. I have really valued the time, discussions and the support from the other women on the programme.

How has the programme affected your leadership journey so far?

I feel much more comfortable and confident about my leadership style. I am completing my obstetric physician training and have applied for a role in the South Yorkshire Maternal Network. I am more aware of the opportunities available to me and which ones I now wish to pursue.

Would you recommend the programme?

Yes.



photo to follow

Gemma Lewis-Williams

Consultant in palliative medicine and
co-clinical director

What have you gained from the programme?

The course has given me the time and opportunity to consider my abilities as a leader, to appreciate my weaknesses and to reflect on how I can adapt and improve to be the most effective leader for the teams in which I work. The peer support that this course has offered has, to me, been the most valuable aspect – the opportunity for us delegates to share experiences and tips has been fantastic.

How has the programme affected your leadership journey so far?

The course has made me much more cognisant of how I approach certain situations; how I self-regulate (a work in progress ...) and the concept of followership. Reflection was an intrinsic part of my higher specialist training and it is clear that continued reflection is an effective way of learning when it comes to leadership and change management.

Would you recommend the programme?

Absolutely. Nothing can replicate face-to-face learning in terms of formal mentor talks, as well as interaction from fellow delegates.



photo to follow

Hannah Jennens

Consultant in palliative medicine

What have you gained from the programme?

The highlight of the programme for me was the peer support that I gained from the other members of the group: sharing challenges and experiences, and the opportunity to bounce ideas off each other. The programme content has allowed me to reflect on my own leadership style, my strengths and weaknesses, and how better to appreciate different styles and roles within my team. Finally, I have appreciated the talks from a variety of speakers of their experiences and career paths.

How has the programme affected your leadership journey so far?

I started on the programme at the same time as taking up the role of clinical lead for the team. The learning and experiences that I have gained during the programme have helped to support me during the first few months of this new role, adjusting to new challenges and opportunities.

Would you recommend the programme?

Yes definitely, it has been wonderful to be part of the programme!

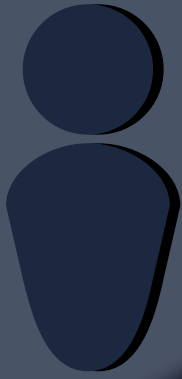


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Jane Democratis

Consultant in infectious diseases
and microbiology

What have you gained from the programme?

The programme made me aware of the skills that I already have (but didn't acknowledge), as well as those I need to build on. This was confidence building and made me feel proud of my achievements to date, and less daunted by the challenges ahead.

The course gave me the opportunity to meet an amazing group of women who have inspired, motivated, supported and encouraged me on my leadership journey.

How has the programme affected your leadership journey so far?

During the year I have been thinking about my career journey and where I want to head. This led to a change in my job plan and pursuit of different roles. My key take-home messages are 'follow your heart' and 'be true to your core values'.

The course covers all leadership styles. Understanding the team better, and recognising leadership from behind as well as in front, has been a skill that has been productive, enhanced my resilience and positivity, and contributed to growth within my department.

Would you recommend the programme?

100%.



photo to follow

Magda Nasher

Consultant in acute medicine

What have you gained from the programme?

The EWL Programme has given me the opportunity to meet many women from across the country at different stages in their leadership journey and they were all really inspirational. The programme has helped me to gain awareness of my strengths and weaknesses, and helped me to identify my most suited and natural leadership style. I understood that being resilient and grounded in my own values will help me navigate through inevitable difficulties.

Meeting with my mentor has been invaluable and helped me realise that what I am passionate about is achievable.

How has the programme affected your leadership journey so far?

It has given me confidence in my own leadership style and more awareness of others and their personalities. I am better at getting my team together, guiding them and navigating through challenges.

It also helped me to identify what I enjoy most and what I'm passionate about. I give it much more thought when given an opportunity to take on additional responsibilities, and I ask myself first if this is the direction I want to develop in. Most importantly, it challenged my imposter syndrome and I now feel fully capable to take on a new role that will suit me and my career goals.

Would you recommend the programme?

Yes.

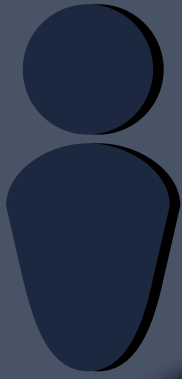


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Noshaba Naz

Consultant nephrologist, clinical service
lead nephrology

What have you gained from the programme?

This course has provided me with great confidence, self-belief and awareness. Listening to great female leaders and their journey has inspired me, and the challenges they have faced and overcome have taught me perseverance.

This was a great networking opportunity and it was also reassuring to know that most female professionals have similar challenges, and that developing resilience and soft skills can help us to achieve a great deal of success.

How has the programme affected your leadership journey so far?

Understanding my personality and influencing style has improved my interactions with people. I have developed better listening skills and I am working on resilience. I am open to opportunities that I would have otherwise not considered.

Would you recommend the programme?

Yes.

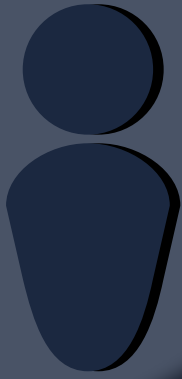


photo to follow

Rebecca Scott

Consultant in diabetes, endocrinology and obstetric medicine

What have you gained from the programme?

The highlight of the EWL Programme was meeting and working with the other participants. These women have been informative and inspirational, and have challenged me to be better. This is a network of influential allies that I know I can reach out to in the future.

The programme also gave me dedicated time to reflect on my own leadership skills and personality traits, how they help and hinder what I want to achieve, and what to work on – particularly my ‘bounce-back-ability’!

How has the programme affected your leadership journey so far?

After the first session I was inspired to seek out and apply for new positions, for roles that I would not previously have been confident to apply for. From that, I now have a role in a national organisation, and am developing and delivering a new area of medical student curriculum. I have also applied to be faculty on a programme teaching leadership skills to junior doctors, as I learnt so many things on the EWL Programme that I wish had known before!

Would you recommend the programme?

The face-to-face days were amazing. I would recommend these to anyone a few years into their consultant role, as they are looking to establish what direction they want their career to grow in.



photo to follow

Sophie Harris

Consultant in diabetes and
general medicine

What have you gained from the programme?

During my time on the EWL Programme, I have gained an insight into my natural leadership style, as well as understanding the styles that are less natural but may be important for certain circumstances. I have met like-minded female medical leaders who have generously shared stories and imparted knowledge. The sharing of stories has shown me that many women are navigating this complex pathway. The course has provided us a space for confiding in and nurturing one another. This has given me the confidence to bring my ambition, true self and motivation to work and share with my team.

How has the programme affected your leadership journey so far?

The course has provided me with a better understanding of myself, my preferred innate traits and leadership styles. It has given me the confidence to reflect on the appropriateness of some of the styles that would be less preferred and reach for them in certain appropriate situations.

Understanding personality traits and how to communicate with others accordingly has provided me with skills to approach others differently. I have had the opportunity to reflect on team dynamics and roles, allowing me to get the best from the team by playing to their natural strengths.

Would you recommend the programme?

Yes, but I would recommend approaching your trust to help fund this as part of their support for equality and diversity / developing clinical leadership.



photo to follow

Sowsan Atabani

What have you gained from the programme?

Using the tools provided by the programme, I have gained a greater level of self-awareness and learnt to be a better advocate for myself and my team, as well as gaining more visibility as a leader.

How has the programme affected your leadership journey so far?

The EWL Programme has taught me to further examine my personal strengths and professional capabilities, and harness these to unlock my full potential. The programme has empowered me to step out of my comfort zone to exercise new ways of applying leadership, and ultimately to integrate leadership into my core identity.

Would you recommend the programme?

I already have!



photo to follow

Tasneem Rahman

Consultant immunologist

What have you gained from the programme?

The most valuable thing that I have gained from this programme is insight. I have been able to value my own strengths and skills and optimise them for my journey into leadership. I have acknowledged how I like to approach problems, conflicts and difficulties. I have had the opportunity to network and be introduced to some fantastic influential figures, who have given me confidence to seek and take opportunity within my own career journey, outside my comfort zone. I am not sure that I would have had this opportunity elsewhere. I have met an amazing group of women with whom I can share and embark upon the same journey, providing inspiration and support along the way.

How has the programme affected your leadership journey so far?

The programme has given me confidence to seek opportunity, both within and outside my workplace. I have recognised that I often like to lead from behind. This has seen me make changes to the services, improve communication within the team and recognise that I can communicate effectively and implement change successfully, without necessarily being in a direct role of leadership. I have applied for opportunities that I would not have ordinarily done, fully embracing the possibility of rejection, but having the confidence to go for it anyway.

Would you recommend the programme?

Yes!



photo to follow

Victoria Tippett

What have you gained from the programme?

I have met inspirational women, both speakers on the programme and fellow participants. It has given me space to reflect on my leadership and appreciate my abilities, as well develop a structure for approaching areas to focus on going forwards. Taking part in the programme has shown me that I am not alone, that the challenges I face are not unique and that solutions are within my reach.

How has the programme affected your leadership journey so far?

I have been increasingly aware of the impact I can have by sharing my story, role modelling and being visible. I have gained confidence, and not allowed fear or feelings of inferiority to stop me from applying for new opportunities – and succeeding.

Would you recommend the programme?

Yes, to those within the early years of their consultant posts and those interested in clinical leadership roles.

With thanks to the following 2022/23 emerging women leaders, who were unable to participate in the yearbook:

Anna Freeman

Imogen Felton

Monica Bowa-Nkhoma

Shaheen Mannan

Taryn Pile





The Emerging Women Leaders Programme 2022/23 yearbook

For further information

Visit: www.rcp.ac.uk/ewl

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