



# Practical strategies for creating effective values based psychological safe connections and partnerships

**ACHSM**  | Australasian College of Health Service Management

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# For your toolkit | Uncover your values

- Acknowledging Emma's presentation
- Uncover your values, with a level of specificity (e.g. don't just leave it at INTEGRITY)
- Understand what demonstrable behaviours demonstrate how **your** values manifest **for you**.
- Socialise this with your teams and create the space and opportunity to have meaningful conversations about values.
- Ensure that you and your teams understanding the hierarchy of values in an organisation (e.g. the organisation's values take precedence over yours)
- The VIA Character Strengths Assessment is one of many online resources (you can get the link through the QR code)





# Questions that encourage curiosity |

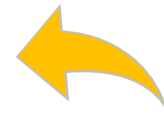
instead of jumping to assumptions or problem solving

- “Help me understand...”
- “Tell me more about...”
- “I’ve noticed that....I’m wondering whether...”
- “And what else?”
- “Is there anything else?”
- “What would you do?”
- “What would you like to see happen?”
- “What do you / others think?”
- “How does that make you feel?”





# What do you notice in your body?



Physical pain



Social pain



# Why do you notice what you notice in your body?

- The part of your brain responsible for your fight, flight, freeze, fawn response hasn't evolved for around 50,000 years, or 2,000 generations.
- 50,000 years ago we lived on small groups separated by significant physical distances

social norms or  
shared expectations



# How we process our thoughts\* |

approximately 64,000 every day!



**Thoughts = Facts + Stories**



Constantly vigilant to the potential for **physical** and **social pain** – embarrassment, humiliation, judgement and rejection. **Social pain** is understood by your brain to be **as life threatening as physical pain**.

- Stories are **assumptions and judgements** about the facts in relation to social norms.
- Stories often draw on our **values, needs, beliefs, strengths** and **past experiences**, rather than facts.
- Stories are often **automatic** and **unconscious** assessments of **performance** against **expectations** and often go unchecked against facts and evidence.



# How we assess ourselves and others against expectations | remember: approximately 64,000 every day!





# How we're assessing our sense of psychological safety | Dr David Rock's SCARF Model

<b>S</b> T A T U S	Sense of personal worth	<b>“I am valuable.”</b> Our relative importance to others is understood and expressed – more than just a title.
<b>C</b> E R T A I N T Y	Sense of what the future holds	<b>“I know where I stand.”</b> Our ability to predict the future based on the information made available to us.
<b>A</b> U T O N O M Y	Sense of control over life	<b>“I have a choice.”</b> Our sense of control over events that impact us and the opportunity to make choices.
<b>R</b> E L A T E D N E S S	Sense of safety with others	<b>“I belong.”</b> Our sense of connection and safety with others based on our primal need to belong to a group.
<b>F</b> A I R N E S S	Sense of fairness	<b>“I am treated fairly and with respect.”</b> Our sense of justice based on a perception of a fair exchange between people



## For your toolkit | Understand your SCARF

- Explore the SCARF model and define, again with specificity, what you need in each element to feel psychologically safe.
- Understand the first physiological sign that suggest you may be feeling unsafe (fight, flight, freeze, fawn response).
- Socialise the model with your teams and encourage open and transparent conversations about how people's SCARF's are showing up.





# For your toolkit | Check your stories™

- Become more aware of the stories you tell yourself about yourself and others and the impact those stories may be having on your own performance and interactions.
- How to help yourself or others to check the limiting stories they may have :
  1. What evidence do I have to support these expectations or beliefs or stories?
    - Is there an opportunity to clarify or establish fact-based expectations?
  2. Are these expectations or beliefs or stories helping me?
  3. Is it possible that there are better set of expectations or beliefs or stories?
    - And what I love about that question is that the answer has to be **yes!** It is always possible that there are a better set of expectations.





# Creating mutual purpose in the workplace | Teams and stakeholder partnerships

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social norms or shared expectations



**Challenge:** How well understood are those shared expectations? How much time do you actually spend setting and clarifying clear expectations? **What's your mutual purpose?**

For **any group**: society,  
workplace, team, partnerships



# Establishing mutual purpose

- Mutual purpose is when there is a shared understanding amongst parties about the values, expectations and goals, fostering safety, collaboration, and trust
- An ethical decision is one that is both legal and morally acceptable by the group.
  - What is morally acceptable is determined by what values **the individual** or **the workplace** holds to be important
  - If the workplace does not define clearly enough their values, in most cases it is the individual's values that will define what it morally acceptable





# For your toolkit | Learn how to identify or establish mutual purpose

- In any interaction that involves two or more people (e.g. a team, a site, a stakeholder partnership, a reporting relationship) develop the habit of ensuring that:
  - If you're in a position of leadership, have you established and clarified the expectations for all parties (e.g. outcomes, roles and responsibilities, communication, escalations)?
    - If not, have the conversation around what mutual purpose across all parties
- Parties often come in focusing on a specific action or outcome – establish the strategic drivers of the outcomes for all parties to uncover mutual purpose.
  - Often involves a lot of “help me understand”, “tell me more”, “what would you like to see happen?”, “what would success look like?”





## When have you experienced an obvious misalignment of values or expectations?

- At your table, share any experiences you have had when there was an obvious tension between parties in relation to values and mutual purpose.
- What are you aware of in yourself? In others? On the impact it had on the outcome?





# Emotional intelligence: the five domains

	DEFINED AS	LOOKS LIKE
<b>SELF-AWARENESS</b>	The ability to recognise and reflect on your emotions, moods and drives, as well as their effect on others.	Realistic self-assessment, open to feedback, confidence in your authenticity.
<b>MOTIVATION</b>	Passion for work linked to your values and strengths.	An understanding of what motivates you at work, desire to raise the bar, commitment and optimism.
<b>EMPATHY</b>	The ability to recognise the emotional states and responses of other people.	Ability to read between the line, skill with group dynamics, cross-cultural sensitivity.
<b>SOCIAL SKILL</b>	The ability to manage relationships and build networks, to find common ground and build rapport.	Expertise with teams, persuasiveness, gift for collaboration.
<b>SELF-REGULATION</b>	The ability to control or redirect impulses and to think before acting.	Trustworthiness, thoughtfulness, <b>comfort with ambiguity</b> , integrity and open to change.



# Defining resilience





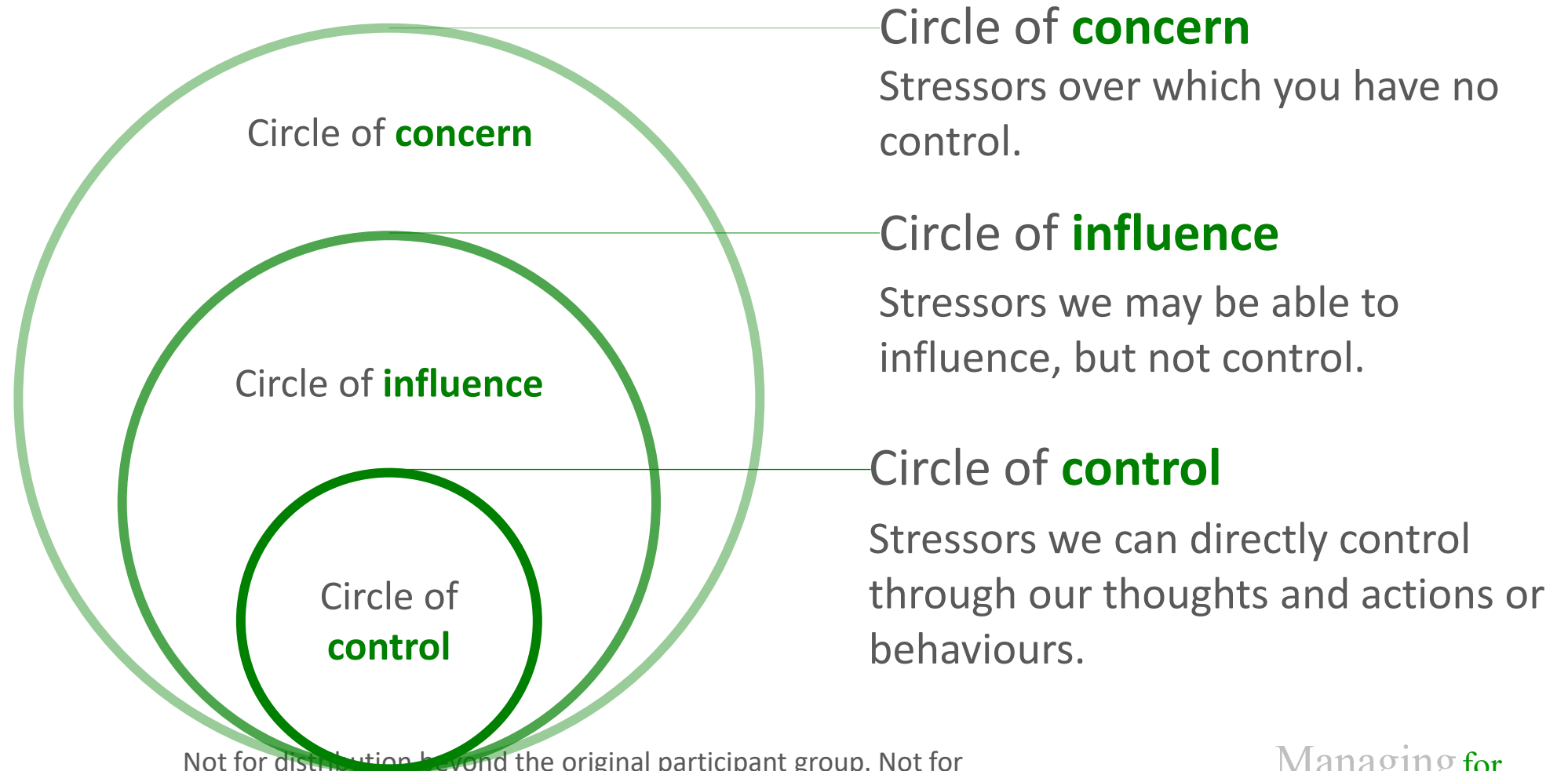
# The four common capabilities (and one practice!) of resilient people

	Looks like
<b>1</b> PURPOSE	A deeply held sense of purpose and a belief that your life is meaningful, often underpinned by strongly held values and an understanding of your strengths.
<b>2</b> ACCEPTANCE	A pragmatic acceptance of reality, neither overly optimistic or pessimistic. Reliance on facts rather than stories and seeking out others to check initial assumptions.
<b>3</b> SOCIAL SUPPORT	A habit of building and nurturing healthy relationships with people who can be relied on. Seeking out advice, support and guidance and understanding you are not alone when facing challenging situations.
<b>4</b> FLEXIBILITY	A growth mindset focusing on what you have control over rather than what you don't. Predicting and planning for change. Improvising and adapting with agility.
<b>P</b> G.E.M.	A routine practice of gratitude, empathy and mindfulness.



# How to address values misalignment |

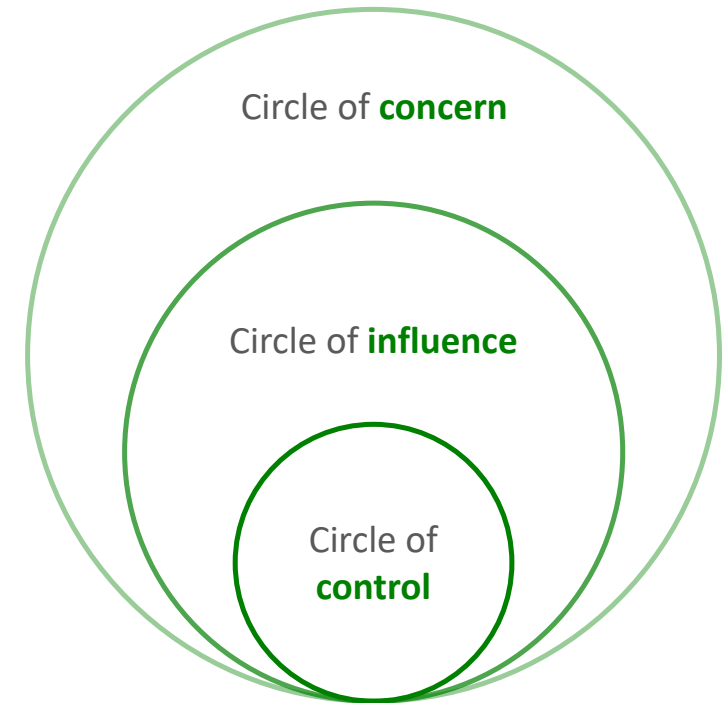
## Circles of influence

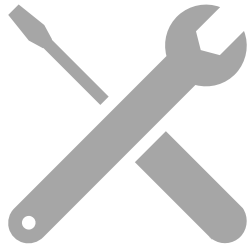




# What does your circle of influence and control at work look like?

- For those stressors that sit in the **circle of control**:
  - What can you do to minimise the impact of that item on your best day at work? Thoughts, feelings behaviours
- For stressors in the **circle of influence**:
  - What can you do to influence each item?
- For stressors in the **circle of concern**:
  - Are you prepared to accept that you have no control over that item?
  - Are you prepared to accept the impact of that item on your best day at work?
  - Is there a trade off, something that makes that item more acceptable?
  - If the answer to all of those questions is no, what can you do about it?





# For your toolkit | Learn how to identify or establish mutual purpose

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# Getting the most out of yourself and others

- It's difficult for anyone to feel like they're thriving when they fear social pain.
- Build psychological safety everyday and minimise the potential for fear of social pain by:
  - Leading with curiosity – for example learn to notice what's typical for you and others on your/their best day, and learn to notice any physiological and physical symptoms that may suggest an emotional response
  - Establishing clear expectations about deliverables and behaviours, allowing individuals to assess their performance against agreed on expectations (not their own take on expectations of self and others)
  - Being curious about what motivates yourself and others (hint: it's our values and strengths)
  - Learning how to leverage values and strengths (yours and theirs)





**"THE SECRET TO HIGH-PERFORMING TEAMS IS NOT IN THE INDIVIDUAL CHARACTERISTICS OF ITS MEMBERS OR EVEN THEIR TEAM DYNAMICS. IT'S ABOUT UNDERSTANDING HOW DIFFERENT PEOPLE CAN COMPLEMENT ONE ANOTHER'S STRENGTHS AND WEAKNESSES TO CREATE A WELL-ROUNDED, EFFECTIVE UNIT."**

**TOMAS CHAMORRO-PREMUZIC AND DAVE WINSBOROUGH**



# Getting the most out of yourself and others

- A high-performance culture is one that supports the achievement of its strategic and operational priorities.
- Proactive strategies and approaches support risk-based thinking by shifting an organisation's focus from reactive, damage-control actions to anticipating potential issues before they occur.

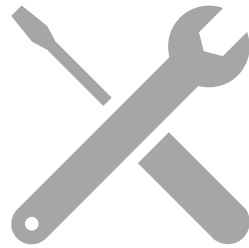




# Google's re:Work Project Aristotle |

## Characteristics of high performing teams

1	<b>PSYCHOLOGICAL SAFETY</b>	Team members trust and feel trusted and believe it is safe to take risks and that no one will embarrass or punish anyone else for admitting a mistake, asking a question, or offering a new idea.
2	<b>DEPENDABILITY</b>	Team members trust each other, take responsibility and are prepared to be held accountable for their role, reliably complete quality work on time and to the expected standard.
3	<b>STRUCTURE AND CLARITY</b>	Team members understand expectations of their role, how to meet these expectations, and how their role impacts on team effectiveness and is impacted by the team.
4	<b>MEANING</b>	While the meaning of work can vary, team members have a sense of purpose in the work itself and understand that the output is important for team effectiveness.
5	<b>IMPACT</b>	Team members understand how their work is contributing to the organisation's goal and that both are making a difference.



# For your toolkit | The re:Work model to assess team effectiveness

- The re:Work model is an easy to understand, easy to measure assessment of team effectiveness
- Incorporate it into your other culture tools to establish a baseline and to periodically check in on team effectiveness.





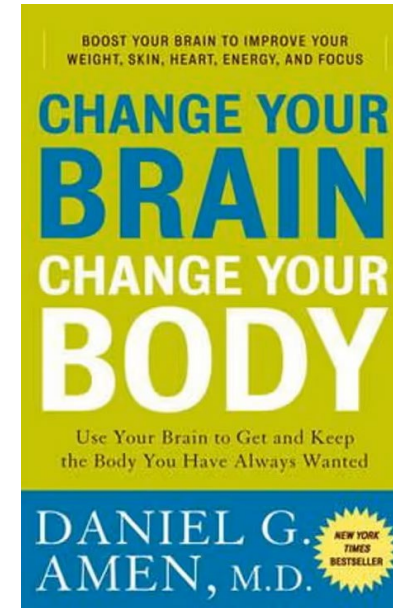
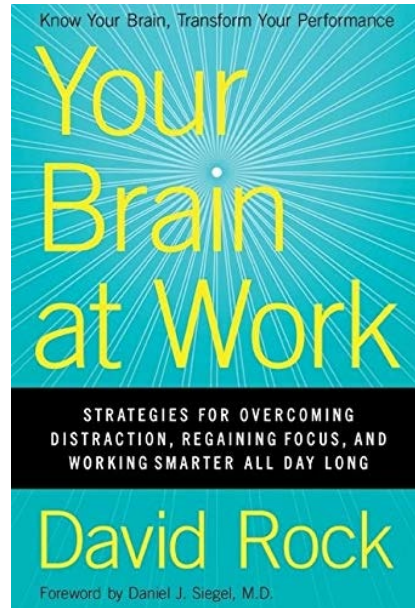
## For your toolkit | Summary

- Uncover your values
- Understand your SCARF
- Check your stories™
- Learn how to identify or establish mutual purpose
- The re:Work model to assess team effectiveness





# Recommended books





# Explore today's content





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