

ACHSM SA Branch RACMA regional health leadership conference Friday 27th March 2026

i Useful models | What really drives individual and team motivation, behaviour and performance

How our values and strengths influence our thoughts and our behaviours

(Based on the principles of Cognitive Behavioural Therapy)



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** about the facts.
- 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.

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How we assess our sense of psychological safety | Dr David Rock's SCARF Model

S	TATUS	Sense of personal worth	<p>"I am valuable." Our relative importance to others is understood & expressed – more than just a title.</p>
C	ERTAINTY	Sense of what the future holds	<p>"I know where I stand." Our ability to predict the future based on the information made available to us.</p>
A	UTONOMY	Sense of control over life	<p>"I have a choice." Our sense of control over events that impact us & the opportunity to make choices.</p>
R	ELATEDNESS	Sense of safety with others	<p>"I belong." Our sense of connection and safety with others based on our primal need to belong to a group.</p>
F	AIRNESS	Sense of fairness	<p>"I am treated fairly and with respect." Our sense of justice based on a perception of a fair exchange between people</p>

- Psychological safety is a personal experience influenced by many factors including psychosocial safety considerations and should be something that a manager deliberately builds, nurtures and monitors.
- It's difficult for anyone to feel like they're thriving when they fear social pain.
- Minimise the potential for fear of social pain by:
 - Leading with curiosity (as opposed to kindness)
 - Building psychological safety
 - 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)
- Remember: 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.

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Understanding psychosocial behaviour

- **Psychosocial safety** focuses on identifying and addressing systemic risks to mental health that stem from work conditions, such as:
 - the design or management of work
 - the working environment
 - plant and equipment at a workplace, and
 - workplace interactions or behaviours
- The Job Demands (aspects requiring effort) Job Resources (aspects that help achieve goals and reduce strain) model is a helpful way to think about, plan for, manage and address psychosocial safety

High job demands	High levels of physical, mental or emotional effort are needed to do the job.
Poor support	Not getting enough support from supervisors or other workers or not having resources needed to do the job well.
Low job control	Workers have little control or say over the work, including over how or when the job is done.
Poor org. change	Changes that are poorly planned, communicated, supported or managed.
Poor org. justice	A lack of procedural justice, informational fairness, or interpersonal fairness.
Lack of role clarity	Workers not clear on responsibilities or expectations and aren't given the right information or things keep changing.
Remote/isolated work	Work isolated from assistance of others due to location, travel time, poor access to resources or nature of work.
Harmful behaviours	Behaviours can harm the person they are directed at and anyone who witnesses the behaviour.
Poor physical environ.	Workers are exposed to unpleasant, poor quality or hazardous working environments or conditions.
Traumatic events	(or materials) Witnessing, investigating or being exposed to traumatic events or materials.
Inadequate reward	(and recognition) An imbalance between and recognition or reward which can be formal or informal.

Characteristics of high performing teams | Google's re:Work project | Project Aristotle

1	PSYCHOLOGICAL SAFETY	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	DEPENDABILITY	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	STRUCTURE AND CLARITY	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	MEANING	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	IMPACT	Team members understand how their work is contributing to the organisation's goal and that both are making a difference.

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Emotional intelligence | The five domains

	DEFINED AS	LOOKS LIKE
SELF-AWARENESS	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.
MOTIVATION	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.
EMPATHY	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.
SOCIAL SKILL	The ability to manage relationships and build networks, to find common ground and build rapport.	Expertise with teams, persuasiveness, gift for collaboration.
SELF-REGULATION	The ability to control or redirect impulses and to think before acting.	Trustworthiness, thoughtfulness, comfort with ambiguity , integrity and open to change.

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

	Looks like
1 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.
2 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.
3 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.
4 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.
P G.E.M.	A routine practice of gratitude, empathy and mindfulness.

