

THE SCARF® MODEL

	Status	Certainty	Autonomy	Relatedness	Fairness
Threat Response Triggers	Perceived loss of status	Fear of the unknown	Loss of control	Lack of connection with others in the group	Favoritism or Incongruity
Reward Response Actions	<ul style="list-style-type: none"> • Play down status • Create shared goals • Promote learning and improvement • Generate positive reinforcement 	<ul style="list-style-type: none"> • Provide clear plans and strategies • Establish clear expectations • Provide structure in chaos 	<ul style="list-style-type: none"> • Don't micromanage • Give choices, decision making capabilities • Negotiate norms 	<ul style="list-style-type: none"> • Share personal stories • Buddy systems, mentoring or coaching programs • Create tribes or communities of practice 	<ul style="list-style-type: none"> • Greater transparency • Allowing teams to establish rules, initiatives • Fostering self-directed teams
Questions to Ask Yourself as a leader	<ul style="list-style-type: none"> • How can you preserve people's status? • Can you provide positive feedback? 	<ul style="list-style-type: none"> • How can you provide some degree of certainty? • Can you share high level plans or at least milestones? 	<ul style="list-style-type: none"> • How can you offer people control or areas of autonomy over aspects of the change? • Can you engage more broadly in planning and execution? 	<ul style="list-style-type: none"> • How can you embrace connections and create feelings of inclusion? • Can you create shared goals between people? 	<ul style="list-style-type: none"> • How can you demonstrate fairness and transparency in the decisions you make? • How can you involve others in the decision-making process?

ASSESS YOUR STAKEHOLDER

Name or Description of Stakeholder	Describe the situation you are encountering	What is your stakeholder's threat response trigger?	What action can you take to create a reward response?

Resources:

- <http://www.youtube.com/watch?v=isiSOeMVJQk>
- http://www.your-brain-at-work.com/files/NLJ_SCARFUS.pdf