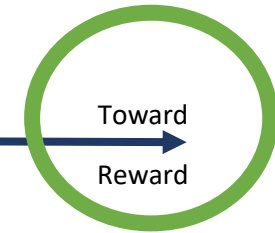


SCARF Model in action



- Distracted
- Anxious
- Thinking less clearly
- Poorer performance
- Weakened immune system
- Cortisol/stress

The SCARF model was developed by David Rock and is based on neuroscience. The model uses the approach-avoid principle, which represents how our brains, when encountering a situation, will tag it as either good (approach) or bad (avoid).



- Positive attitude
- Focused
- Willing to collaborate
- Innovative & creative
- Involved
- Increased resilience

Status



Importance in relation to others; 'pecking order' and seniority

- Description:**
- Reward Scenario:**
- Learning opportunities
 - Promotions
 - Team or unit wins a contest or competition

- Threat Scenario:**
- Employee acts or expresses discomfort in performance review (PPAF) or getting feedback
 - Employee receives negative public feedback

- How to avoid a threat:**
- Allow an employee to give feedback on their own performance
 - Only give employees positive feedback in public

Certainty



Ability to predict the future

- Clear objectives and expectations on projects and day-to-day workload
- Realistic project timelines/schedules
- Communication

- Employee is feeling threatened or overwhelmed by a project's timeline
- Employee is asking questions about a change, but not getting any answers

- Break a complex project into multiple phases or steps
- Be honest with employees when you don't have an answer, but always try to provide a date when more information will be available

Autonomy



Perception of exerting control over one's environment; a sensation of having choices

- Delegation
- Promoting Self-responsibility
- Empowering employees to make choices and give feedback

- Employee is feeling micro-managed
- Employee expresses concern regarding work/life balance or daily commute

- Set a goal and allow employees the authority to choose how to accomplish it
- Allow employees to manage own working hours or telework (within parameters)

Relatedness



Feeling of security in relation to others; whether someone is friend or foe

- Friendly team environment
- Mentoring/coaching program is provided
- Favoring inclusion and socializing within work group/unit

- Employee expresses concern for not knowing anyone else on the team
- Employee is not sharing information due to lack of trust among team members

- Dedicate time to social connections, ensuring team members share personal aspects of themselves
- Set up mentoring/coaching or small groups to provide a safe environment for sharing

Fairness



Transparency and clear expectations

- Clear rules
- Open communication
- Transparent decisions

- Employee is feeling singled out or like rules are different for them
- Employee expresses concern/frustration about certain individuals knowing more information about a project than they do

- Allow employees or teams to identify their own rules
- Increasing transparency and communication on a project, even when all the questions have not been answered