

SCARF Model

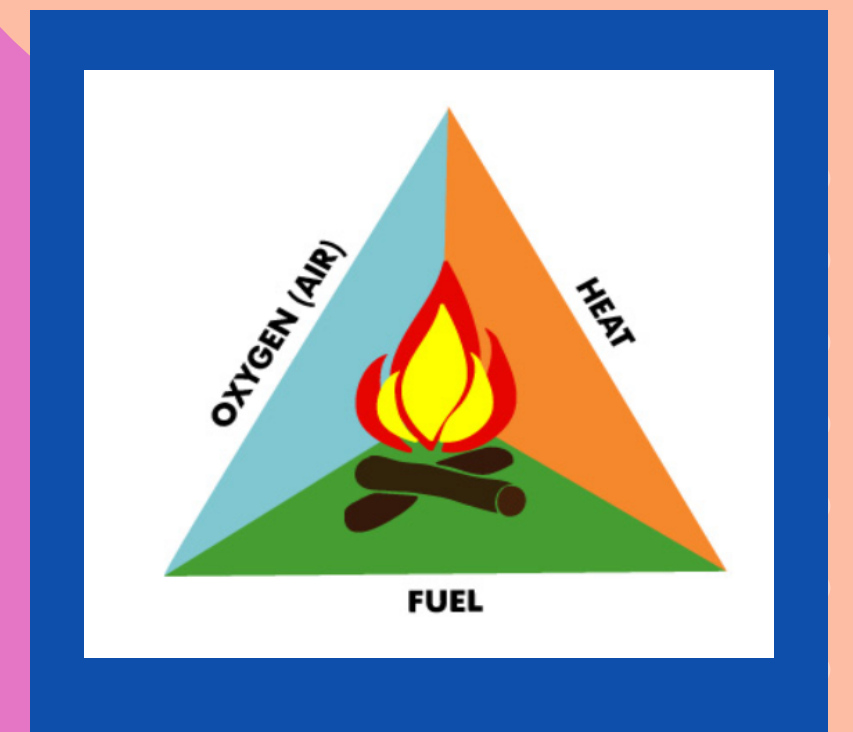
For the brain, social pain is very similar to physical pain. When we feel threatened, our biochemical responses make it hard for us to think. If more than one need is threatened, the effects multiply. Use SCARF to understand how people react.

What threatens one person may not affect another. When planning change, use SCARF to identify how the change will affect others' needs.

For example: if the future is uncertain, try to increase people's influence on what happens (so their autonomy is higher) and increase group spirit (so their relatedness is higher).



The S.C.A.R.F. Model explains social needs. It is especially valuable in times of change, because whether people welcome or resist change depends on whether one or more of the following needs are threatened.



S

STATUS

Threats: Getting unsolicited advice, instructions and/or feedback, (public) critique, decrease in status, someone else as 'the expert.'

Rewards: Building from strengths, positive feedback, (public) acknowledgement.

C

CERTAINTY

Threats: Unpredictable behaviour, lack of transparency, dishonesty, not knowing the expectations, and expectations that change.

Rewards: Clear expectations and goals, breaking projects down into small steps, having realistic schedules.

A

Autonomy

Threats: Being micromanaged, authoritative leadership, someone else coming in as the 'expert.'

Rewards: Organizing your own work-flow, having choices, being given the freedom to determine the best way to reach expectations/goals.

R

Relatedness

Threats: Competition, working with strangers, feeling left out.

Rewards: Belonging to a group increases trust, having a friend & side-by-side learning partners, opportunities to socialize with colleagues.

F

Fairness

Threats: Lack of ground rules, unequal treatment, when treatment seems unfair, if learning is not adjacent possible.

Rewards: Transparency, open communication and clear rules, no one is treated differently (we are all learners), learning is adjacent possible.



What if YOU are feeling threatened?

When you are affected by change, you can reflect on which of your needs is threatened and find ways to strengthen the other needs for your self.

EXTENDED PINCH SORTING TOOL: What stories are you telling yourself? What is the true story?

Your Mind Chatter	Your Feelings	What are the benefits to you (of keeping that stance)?
	What did you do in response?	What are the cost-ripple effects (of keeping that stance)?

↑ **Then**

The facts: What actually happened?

↓ **Now**

Release: Reveal YOUR ego threat	Reframe: Revisit the FACTS - dissociating the subtext	Respond: New course of action