

TOOL DESCRIPTION

Impulses for Development Based on SCARF



By reflecting on why people react in certain ways while applying the 5 SCARF principles, you can more clearly understand what team members need.

SCARF is based on the results of neuroscience and stands for the five key domains that influence our behavior in social settings: Status, Certainty, Autonomy, Relatedness and Fairness.




Many of our human behavioral patterns can be traced back to 2 basic principles that influence how our brains function: We always try to minimize threats and achieve rewards. Results of neurobiological research show that these patterns also apply strongly and particularly in social situations, and the following five dimensions activate the threat or reward center in the brain.

The exercise, therefore, is particularly suitable for leadership development programs, change management trainings or transformation processes.

Reflecting on why people react in certain ways by applying the five principles helps you to more clearly understand what team members need. By adopting the SCARF domains as both a leader and a team member, you can achieve better and more effective cooperation.

Duration 30–45 min	Participants 6–30 people	Facilitation no special material needed
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Impulses for Development based on SCARF | Process

Introduction 10 min 	Exercise 15–20 min 	Exchange in plenary 5 min 
<p>First, it is important to explain the SCARF Model in detail:</p> <ul style="list-style-type: none">• Where does it come from?• What dimensions describe the SCARF Model?• ...	<p>After explaining every dimension of the SCARF Model, the participants should think about the following questions.</p> <ul style="list-style-type: none">• Status: What can we do as leaders to recognize and appreciate our employees? (Promotion is not always possible as a means to increase status...)• Certainty: How can we as leaders contribute to giving our employees a sense of security? What can our contribution be?• Autonomy: Where could we give our employees more options, thus increasing their scope for action and decision-making?• Relatedness: How can we help our employees feel like they belong? What can we do if we have the impression that some employees do not feel they belong?• Fairness: In which situations do we need more transparency (regarding expectations, goals and processes), so that our employees feel they are being treated fairly?	<p>After reflecting individually, participants can either exchange in pairs or in the plenary. All participants should have the chance to share their thoughts, experiences or what they have learned from the exercise.</p>