

THE TRIED & TRUE SERIES:
TRUSTED MODELS THAT STAND THE TEST OF TIME

THREAT TO STATUS

THREAT TO CERTAINTY

THREAT TO AUTONOMY

THREAT TO RELATEDNESS

THREAT TO FAIRNESS

THE SCARF MODEL
ANTICIPATING ORGANIZATION STRESS

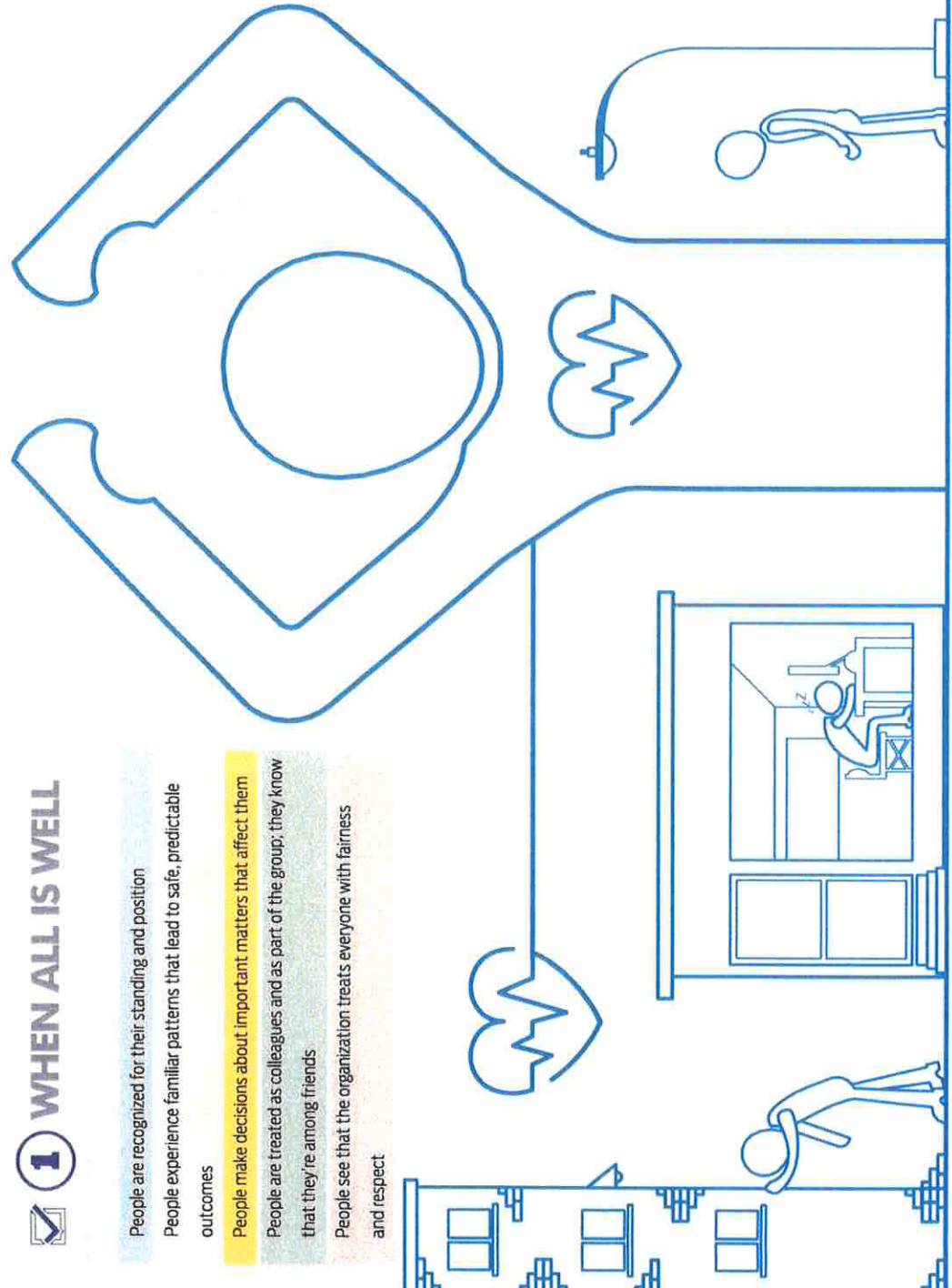
Have you ever felt that your life was in immediate danger? You remember feeling a burst of adrenaline as your heart race, and you moved into action or froze in your tracks. Research shows that other situations, in which there is no physical danger, can trigger a similar response. This "fight, flight, or freeze" response decreases the ability to plan, make rational decisions, and perceive subtle social and cognitive signals. To avoid stress reactions from interfering with your next organization change, pay attention to the five areas of threat identified by David Rock.

1 WHEN ALL IS WELL

- People are recognized for their standing and position
- People experience familiar patterns that lead to safe, predictable outcomes
- People make decisions about important matters that affect them
- People are treated as colleagues and as part of the group; they know that they're among friends
- People see that the organization treats everyone with fairness and respect

2 HOW TO PREVENT A THREAT RESPONSE

- Identify and draw on people's areas of expertise
- Encourage people to master new skills
- Reward acquisition of new skills
- Share plans and goals
- Explain what will stay the same amidst change
- Break complex tasks into smaller, manageable tasks
- Reduce ambiguity whenever possible
- Give people the latitude to make their own choices
- Allow staff to organize their own work and set their own hours
- Set a goal and allow people the authority to choose how to accomplish it
- Design projects that involve collaboration
- Connect in person rather than by email
- Favor inclusion over exclusion whenever it makes sense
- Avoid situations that bring negative, public attention to individuals
- Allocate rewards and privileges based on clear, objective criteria
- Spread information quickly, clearly, and widely
- Share the rationale behind tough decisions



Adapted from "Managing with the Brain in Mind" in strategy + business and other resources by David Rock (<http://www.davidrock.net/>). Partnering Resources is a management consulting firm dedicated to helping individuals, teams, and organizations thrive in our networked world. We help companies develop networked leadership, navigate change, and find opportunities in complex business ecosystems. Visit us online at <http://partneringresources.com>.

