

# SCARF® Practice Tool

A guide to help you apply the principles of SCARF® with others.

The SCARF® Model describes the five social domains that can activate strong threats or rewards. The brain responds more frequently and strongly to a threat, and yet we are generally more effective when we are in a reward state.

To generate less threat and more reward, try the ideas below (where relevant for you):

	DO LESS	DO MORE
 <b>Status</b>	<ul style="list-style-type: none"> <li>✗ Challenge people publicly</li> <li>✗ Withhold positive feedback</li> <li>✗ Tell people their ideas are wrong</li> </ul>	<ul style="list-style-type: none"> <li>✓ Have complex conversations privately</li> <li>✓ Praise for growth, especially publicly</li> <li>✓ Collaborate for alternative solutions</li> </ul>
 <b>Certainty</b>	<ul style="list-style-type: none"> <li>✗ Be unclear with expectations</li> <li>✗ Keep information to yourself</li> <li>✗ Change plans at the last minute</li> </ul>	<ul style="list-style-type: none"> <li>✓ Clarify expectations often</li> <li>✓ Communicate frequently and openly</li> <li>✓ Stick to agreements</li> </ul>
 <b>Autonomy</b>	<ul style="list-style-type: none"> <li>✗ Micromanage every step</li> <li>✗ Make decisions for the group</li> <li>✗ Disregard ideas that are not your own</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provide choice on how to proceed</li> <li>✓ Make decisions as a team</li> <li>✓ Be open to the ideas of others</li> </ul>
 <b>Relatedness</b>	<ul style="list-style-type: none"> <li>✗ Make people compete with each other</li> <li>✗ Allow people to work in isolation</li> <li>✗ Focus only on business</li> </ul>	<ul style="list-style-type: none"> <li>✓ Encourage and focus on shared goals</li> <li>✓ Foster shared experiences</li> <li>✓ Promote positive social interactions</li> </ul>
 <b>Fairness</b>	<ul style="list-style-type: none"> <li>✗ Play favorites</li> <li>✗ Solicit ideas from a few select people</li> <li>✗ Take credit for other people's work</li> </ul>	<ul style="list-style-type: none"> <li>✓ Respect expertise and experience</li> <li>✓ Gather input widely (when possible)</li> <li>✓ Recognize people's contributions</li> </ul>

To practice applying SCARF® individually or as a team, try the ideas below (where relevant for you):

### INDIVIDUAL ACTIVITY

Think about how SCARF® drives behavior in your team interactions. What's working? What would you like to change? Share what you've noticed regarding SCARF® with someone.

### TEAM ACTIVITY

Write down which element of SCARF® is most important to you, then ask your team to do the same. Discuss how this knowledge may change how you interact with each other.