

Executive Coaching

Tool:
SCARF

A Brain-Based Model



Using **SCARF** to Increase Effectiveness

S

STATUS

Relative Importance to others, personal worth

C

CERTAINTY

Ability to predict the future

A

AUTONOMY

Sense of control over events

R

RELATEDNESS

Feeling safe around others

F

FAIRNESS

Perception of fair exchanges among people

REWARD State Activators

Positive and mutual feedback, public acknowledgement

Clear goals and expectations, feasible schedules

Providing choices, empowerment, self-responsibility, self-organization

Mentoring, enabling socializations

Transparent decisions and communication, clear rules

THREAT State Activators

Critique, unsolicited advice

Non-transparent, dishonest and unpredictable behavior

Micromanagement, command and control

Internal competition, prohibition of socializing

Unequal conditions, lack of rules and communication

Citations and Related Resources

- [SCARF](#), NeuroLeadership Journal
- David Rock's [SCARF](#) Model
- [SCARF](#), NeuroLeadership Institute