

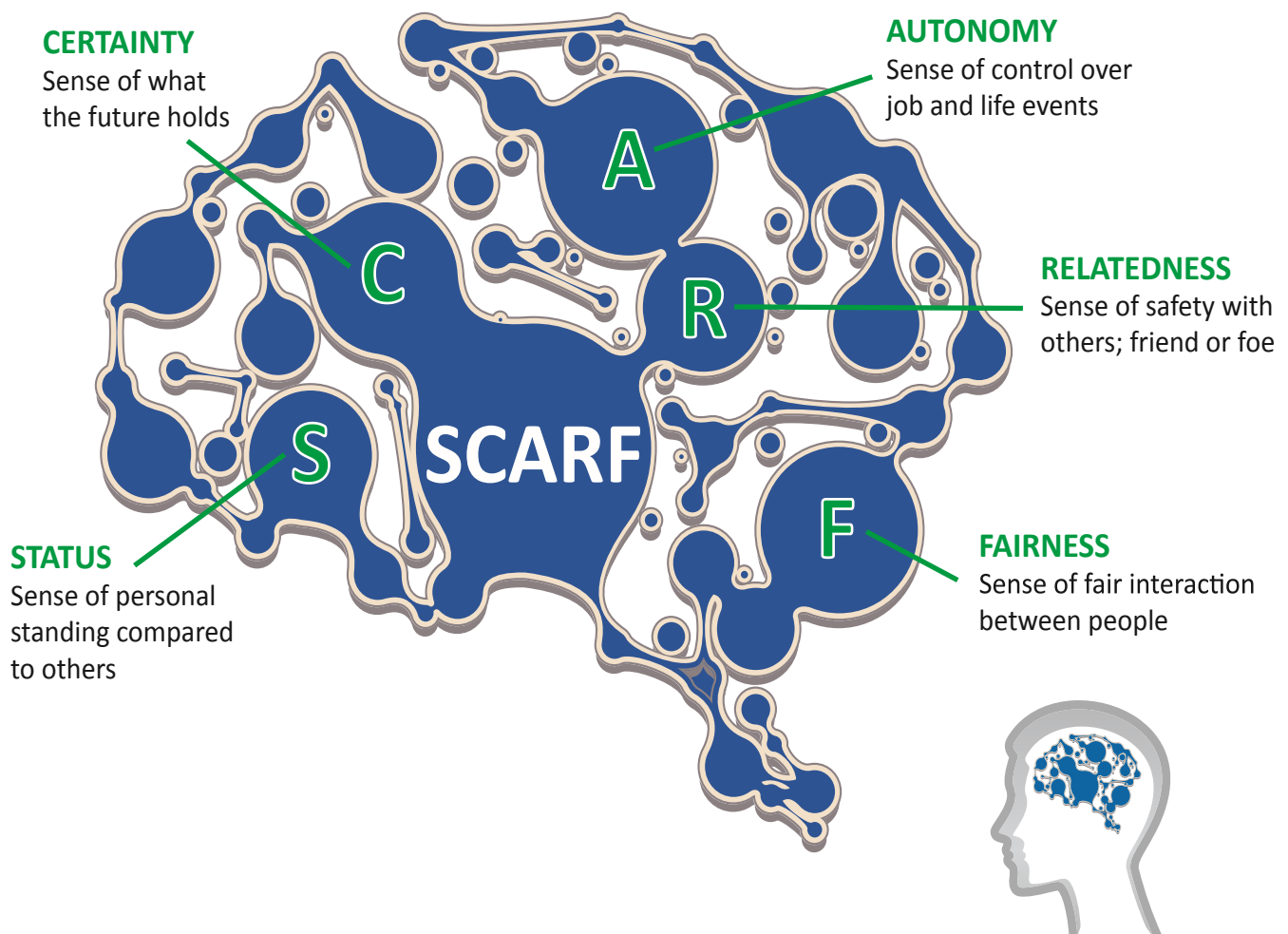
# SCARF® Model

A brain-based model for collaborating with  
and influencing others

Research shows that social threats and rewards affect the brain the exact same way as physical threats and rewards.






The brain's capacity to make decisions, solve problems, collaborate, receive feedback, and learn is increased by a reward response, **but drastically decreased by a threat response.**

As many as five times per second, the brain scans the environment for social threats and rewards. The SCARF® Model maps this monitoring across five domains:



As a ministry leader, by understanding the five domains of SCARF®, you can limit social threat and increase social reward, enabling your employees to perform their best.

To generate more reward and less threat with your employees, try these ideas:

	Do This	Not This
 <b>Status</b>	<ul style="list-style-type: none"> <li>^ Provide coaching privately</li> <li>^ Publicly praise growth and success</li> <li>^ Collaborate for other solutions</li> </ul>	<ul style="list-style-type: none"> <li>∨ Challenge employees publicly</li> <li>∨ Reserve positive feedback</li> <li>∨ Label employee ideas as wrong</li> </ul>
 <b>Certainty</b>	<ul style="list-style-type: none"> <li>^ Frequently clarify expectations</li> <li>^ Communicate openly and often</li> <li>^ Honor agreements</li> </ul>	<ul style="list-style-type: none"> <li>∨ Set unclear expectations</li> <li>∨ Withhold information</li> <li>∨ Frequently change plans</li> </ul>
 <b>Autonomy</b>	<ul style="list-style-type: none"> <li>^ Provide options on how to proceed</li> <li>^ Make decisions as a group</li> <li>^ Embrace and champion employee ideas</li> </ul>	<ul style="list-style-type: none"> <li>∨ Micromanage</li> <li>∨ Make decisions for the team</li> <li>∨ Disregard employee ideas</li> </ul>
 <b>Relatedness</b>	<ul style="list-style-type: none"> <li>^ Encourage shared goals</li> <li>^ Create shared experiences</li> <li>^ Promote positive social interactions</li> </ul>	<ul style="list-style-type: none"> <li>∨ Force employees to compete</li> <li>∨ Allow for work in isolation</li> <li>∨ Focus only on business</li> </ul>
 <b>Fairness</b>	<ul style="list-style-type: none"> <li>^ Value expertise and experience</li> <li>^ Gather input from all (when possible)</li> <li>^ Recognize employee contributions</li> </ul>	<ul style="list-style-type: none"> <li>∨ Show favoritism</li> <li>∨ Solicit ideas from a select few</li> <li>∨ Take credit for employee “wins”</li> </ul>