



# Put on Your SCARF: Improving Self- Awareness and Leadership Through Neuroscience

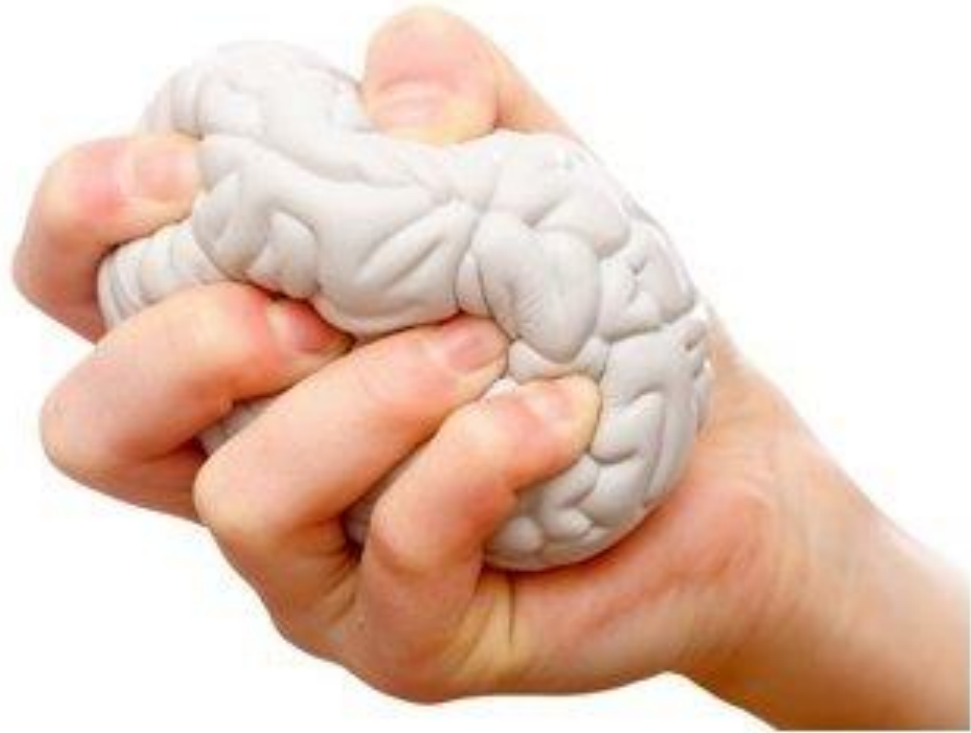
Presented by Alison French  
August 2019

# Welcome and Introductions

- ▶ Who am I?
- ▶ Who are you?
- ▶ Why are we here?
- ▶ How will this work?







# Your Plastic Brain

The background features abstract, overlapping geometric shapes in various shades of blue, ranging from light sky blue to deep navy blue. These shapes are primarily located on the right side of the frame, creating a modern, layered effect. The rest of the background is plain white.

Diagnostic

# The SCARF Model

Status

Certainty

Autonomy

Relatedness

Fairness



*The SCARF Model was developed in 2008 by David Rock, in his paper "SCARF: A Brain-Based Model for Collaborating With and Influencing Others."*

# Status





# Certainty





# Autonomy



# Relatedness



# Fairness



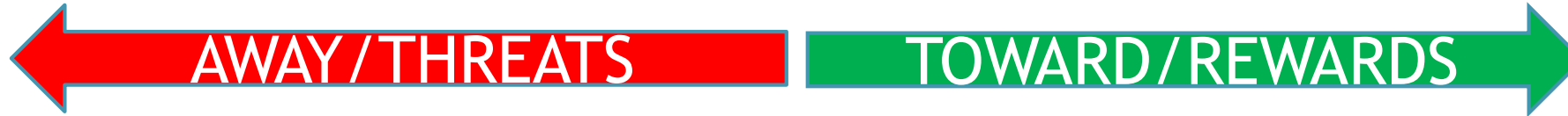
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# Learning Integration: Small Group Discussion

# Strategies for Application

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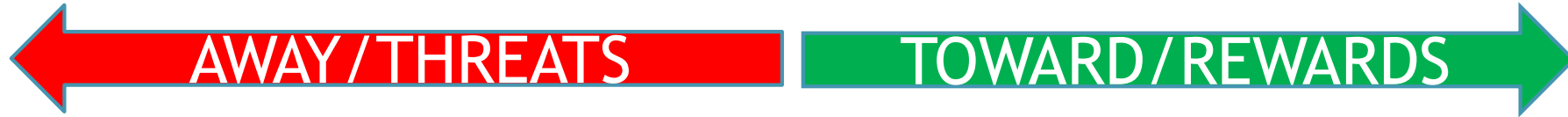
# Status



- ▶ Giving advice or instructions (“Can I offer you some feedback?”)
- ▶ A lower title
- ▶ Perception of someone less qualified in a higher position
- ▶ *Anything* that suggests someone is ineffective

- ▶ Positive feedback and attention paid toward improvement or successes
- ▶ Public recognition
- ▶ Self-initiated feedback
- ▶ Besting oneself (e.g., beating your own best time at a task or sport)

# Certainty

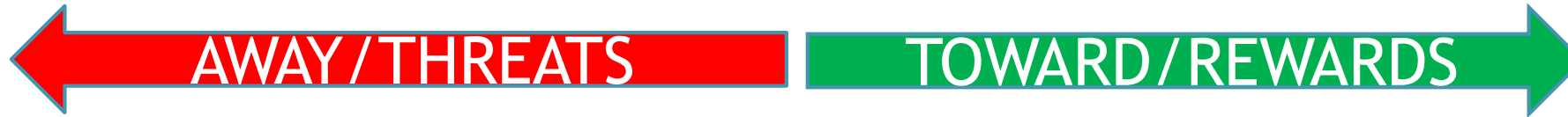


- ▶ Unclear expectations
- ▶ Changing position descriptions/responsibilities
- ▶ Lack of/fuzzy timelines
- ▶ Organizational change or restructuring
- ▶ Meetings with no agenda

- ▶ Clearer expectations for job performance and desired outcomes
- ▶ Access to more information
- ▶ Precise, agreed-upon timelines
- ▶ Breaking a complex project down into smaller steps
- ▶ Advance notice on length and objectives of meetings



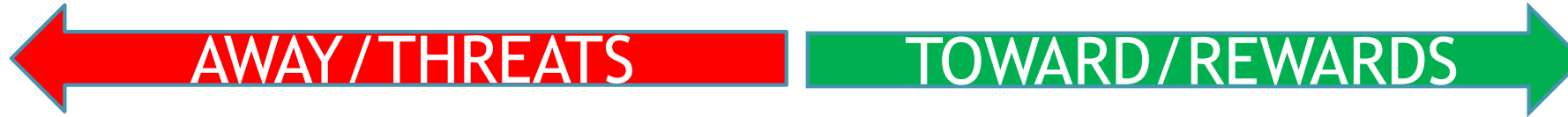
# Autonomy



- ▶ Being micromanaged
- ▶ Schedules that are set in stone/not flexible
- ▶ Working in a group

- ▶ Find ways to give choices/  
use the language of choice
- ▶ Self-directed learning
- ▶ Allow people to set up  
their own work flow/  
environments/schedules

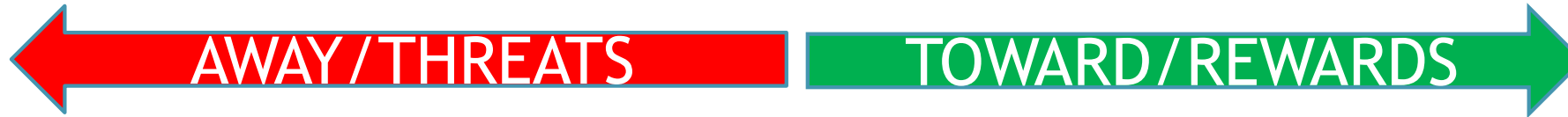
# Relatedness



- ▶ Introduction of new team members without appropriate socialization
- ▶ Remote employees
- ▶ “Us vs them”

- ▶ Opportunities for networking, mentoring, coaching
- ▶ Small learning groups
- ▶ Social events
- ▶ Video conferencing

# Fairness



- ▶ Perception of differential treatment
- ▶ Different rules/rewards/punishments for different people/groups

- ▶ Increased transparency, communication, involvement
- ▶ Clear expectations, rules, guidelines
- ▶ “Walk the talk”
- ▶ Donating time to charity work

# Using SCARF in Your Organization

Consider the people with whom you frequently interact in the workplace.

- ▶ Put their names in the first column of the table.
- ▶ In the second column, indicate which domain(s) on the SCARF model you believe to be their most prominent.
- ▶ In the third column, list what you have observed/evidence of the domain(s) you selected for that individual.
- ▶ In the fourth column, list the interactions you have with them that may feel like a threat to them, or drive them away, based on their domain(s).
- ▶ In the final column, brainstorm how you can use their domain(s) as motivators which drive them toward you/your organization's goals?



Develop Your Success Indicator

Questions?

Reach Out Any Time!

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Thank You!



# About Alto Solutions, LLC

Just as voices come together in a specific musical pattern to create an ear-pleasing chord, individuals and businesses need the right relationships to achieve harmony and success in a dynamic environment. Founded by Deloitte alumna Alison Torrillo French, Alto Solutions, LLC is a Woman-Owned Small Business (WOSB) with a proven track record in organizational change consulting, facilitation and training. We do not believe in a one-size-fits all approach and, accordingly, work with clients to provide personal attention, flexibility, and tailored solutions.

## *Areas of expertise include:*

- ▶ Organizational Change Leadership
- ▶ Consultative Facilitation and Event Design/Delivery
- ▶ Communications Strategy
- ▶ Talent Development and Coaching
- ▶ Leadership and Stakeholder Alignment
- ▶ Employee Engagement, Training and Team Building