

# scarf

The SCARF® Model assesses the differences in people's social motivation. Some people are more sensitive to status threat and rewards, others to certainty and relatedness. Having SCARF needs satisfied drives engagement and retention.

The SCARF Model summarizes five domains of threat or reward, named **Status**, **Certainty**, **Autonomy**, **Relatedness**, and **Fairness**. Engaged employees experience high levels of positive reward in the SCARF domains, whereas disengaged employees experience high levels of threats in these domains.

The five dimensions are:

- **Status** is about relative importance to others, or a perception of where we are in relation to the people around us. Our sense of status goes up when we feel 'better than' someone else, creating a reward response.
- **Certainty** is about eliminating ambiguity. The brain is a pattern-recognition machine that is constantly trying to predict the near future, and so it craves certainty to
- **Autonomy** is the perception of having control over our environment; a feeling of having choices. Our ability to influence outcomes triggers our threat sensors which results in fight or flight response.
- **Relatedness** involves deciding whether we are 'in' or 'out' of a particular social group. People naturally like to form tribes where they experience a sense of belonging at work.
- **Fairness** in interpersonal dealings is intrinsically rewarding, independent of other factors. People want to know that they will be treated consistently with their peers.

Source: NeuroLeadership Institute

<https://neuroleadership.com/research/tools/nli-scarf-assessment/>