

# BE A BETTER LEADER WITH SCARF

SCARF represents five areas influencing human behavior. The human brain wants to minimize danger or maximize reward which activate respective responses. It explains and helps to deal with human reactions, motivations, and interactions.

- S**tatus  
Relative importance to others, personal worth
- C**ertainty  
Ability to predict the future
- A**utonomy  
Sense of control over events
- R**elatedness  
Feeling safe around others
- F**airness  
Perception of people interactions fairness

Reward state activators	Threat state activators
Positive and mutual feedback, public acknowledgment	Critique, unsolicited advice
Clear goals and expectations, feasible schedules	Non-transparent, dishonest and unpredictable behavior
Providing choices, empowerment, self-responsibility, self-organization	Micromanagement, command and control
Mentoring, enabling socializations	Internal competition, prohibition of socializing
Transparent decisions and communication, clear rules	Unequal conditions, lack of rules and communication