



Let's Talk: SCARF: A Brain-based Model for Leading Change and Influencing Others

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Session Sparks



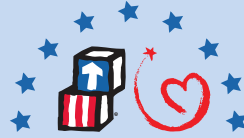
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CHILD CARE

State Capacity Building Center

The Neuroscience of Leading Change & Influencing Others

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**Please Respond to This Question
in the Chat Box**

**When thinking about leading
change and influencing others
within QRIS, what is your biggest
struggle right now?**

Today's Focus

- ◆ Insights from cognitive, affective and social neuroscience that apply to leadership practices that improve trust, teamwork, motivation, and performance
- ◆ Reflect on the insights of neuroscience, and generate ideas for how to improve our work with others

Where's this Coming From?

- ◆ Neuroscience
- ◆ Significant advances in functional magnetic imaging (fMRI)
- ◆ BRAIN Mapping Initiative: Brain Research through Advancing Innovative Neurotechnology (2009-16, \$100 million-Feds)
- ◆ Two Major Research Projects on the *Science of Teams* from Google & MIT

What is Neuroscience?

- ◆ Neuroscience is the study of the brain and nervous system.
- ◆ It was originally classified as a sub-discipline of biology because of the strong interconnection between the brain-body.
- ◆ It is now considered an interdisciplinary science that works closely with other fields such as anatomy, physiology, psychology, mathematics, linguistics, engineering, computer science, philosophy, and medicine.

How will Understanding the Adult Brain & Nervous System Help Us?

- Leverage interactions in new and effective ways
- Stay on the cutting edge of research and unlock insights from the field of neuroscience
- Use hard science to explain soft skills



**I'm not bossy!
I have skills...leadership skills!!
Understand?**



Do You Ever Feel Like This?

Sometimes, the amount of self-control it takes to not say what's on my mind is so immense I need a nap afterward.



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**“Mostly people seek physical
and intellectual development,
very few seek
emotional/personal
advancement.”**

-- Peter Senge, The Fifth Discipline

Creative Tension

There's a tension between the reality that group work is often very frustrating and the truth that we can't accomplish really big things on our own.



Key Biological Foundations of the Way Humans Relate to Each Other and Themselves

- ◆ Social needs are treated in the brain in much of the same way as our need for food and water.
- ◆ Much of our motivation driving social behavior is governed by an overarching organizing principle of minimizing threat and maximizing reward

Social and Physical Pain Produce Similar Responses in the Brain

Exhibit 1: Social and Physical Pain Produce Similar Brain Responses

Brain scans captured through functional magnetic resonance imaging (fMRI) show the same areas associated with distress, whether caused by social rejection or physical pain. The dorsal anterior cingulate cortex (highlighted at left) is associated with the degree of distress; the right ventral prefrontal cortex (highlighted at right) is associated with regulating the distress.

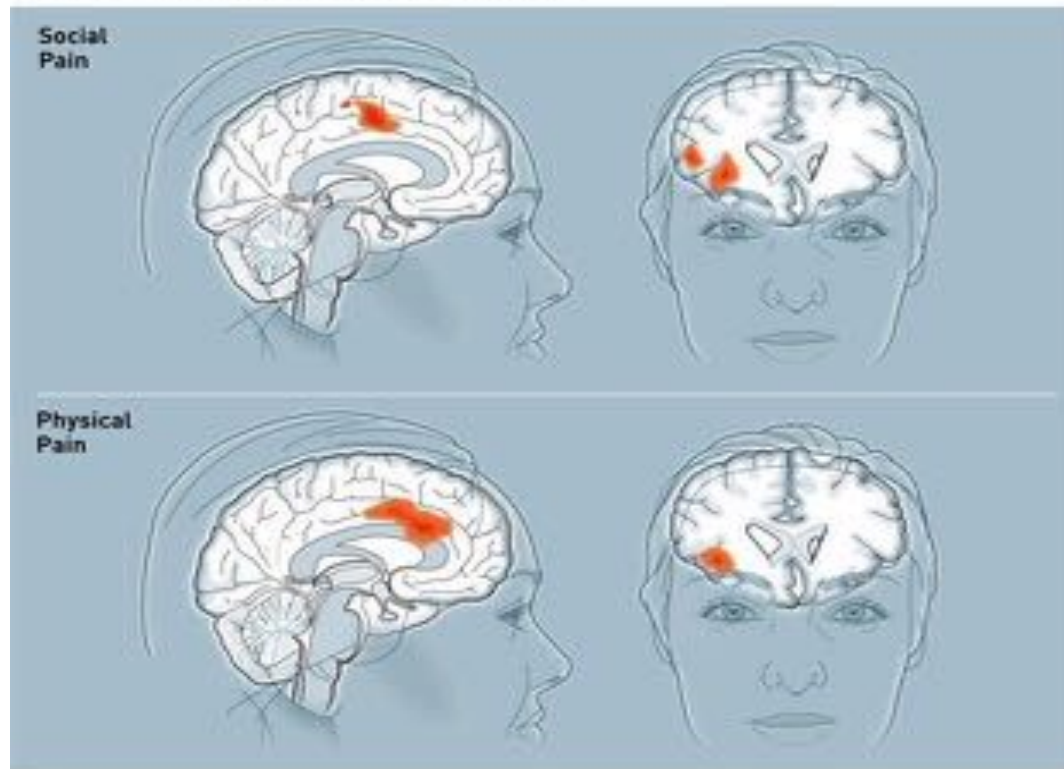


Illustration: Samuel Kolaczik

Source: Eisenberger, Lieberman, and Williams, Science, 2003 (social pain images); Lieberman et al., "The Neural Correlates of Pensive Effects: A Dunghien Account," *Neuroreport*, May 2004 (physical pain images)

SCARF: A Brain-based Model for Collaboration and Influencing Others

The SCARF model summarizes these two biological foundations within a framework that captures the 5 common factors that can activate a reward or threat response in social situations.

1. **Status** -- Relative importance to others
2. **Certainty** – Ability to predict the future
3. **Autonomy**– Sense of control over events/workplace
4. **Relatedness**– Sense of safety with others
5. **Fairness**– Fair exchanges between people

Watch Video on SCARF Model

Influencing Others



David Rock

https://www.youtube.com/watch?time_continue=4&v=isiSOeMVJQk

"So what?" you might be asking.

There are different behavioural/psychological consequences associated with **threat** and **reward**:

THREAT

- Reduced working memory
- Reduced field of view
- Generalizing of threat
- Err on the side of pessimism



REWARD

- More cognitive resources
- More insights
- More ideas for action
- Fewer perceptual errors
- A wider field of view

Self Assessment Quiz

- ◆ We invite you to now take this FREE Online Self Assessment that gives you insight into the five domains of SCARF:
<http://resultscoaches.co.za/wp-content/uploads/2015/05/scarf-self-assessment.pdf>

The Brain Experiences the Workplace First and Foremost as a Social System

**What if you wanted to maximize
rewards and minimize threats
during a time of challenge, what
might you do?**

*Think about what you wrote in the chat box at the
beginning of this Let's Talk session!*

The Science is Telling Us Our Brain's Perspective

- ◆ Build trust
 - ◆ Remember the brain classifies everything with a “reward” or “threat” feeling
 - ◆ Be inspirational vs. dictatorial
 - ◆ Demonstrate fairness
 - ◆ Be genuine
 - ◆ Routinize active listening and engaging
 - ◆ Pay attention to “gut” feelings during interactions
-

Applying SCARF: Lead Change from a Positive Orientation

- ◆ Be as transparent as possible about the change
- ◆ Include as many people as possible in “change” decisions and timelines
- ◆ Focus on positives of proposed change to reduce stress and anxiety about the proposed change
- ◆ Listen actively, and be curious about other people’s questions, ask follow-up questions for deeper understanding and clarity
- ◆ Engage others in resolving concerns
- ◆ Be “OK” with saying “I don’t know” if that is true

The Brain Experiences the Workplace First and Foremost as a Social System

**How might you manage
accountability without
creating threat?**

Applying SCARF: Allow for Innovation and Creativity

- ◆ Allow others to work on projects of their choice that advance your QRIS goals
- ◆ For staff, give enough “protected time” during the week to work on chosen project
- ◆ Establish “technology free” blocks of time to work on projects (e.g. no email, no phones)
- ◆ Ban multi-tasking
- ◆ Limit the number of goals people and organizations are focused on
- ◆ Limit the number of meetings, only essential and highly purposeful meetings

Leadership Skills from Your Brain's Perspective

Empathy

Humility

Vulnerability

Generosity

Inclusiveness

Patience

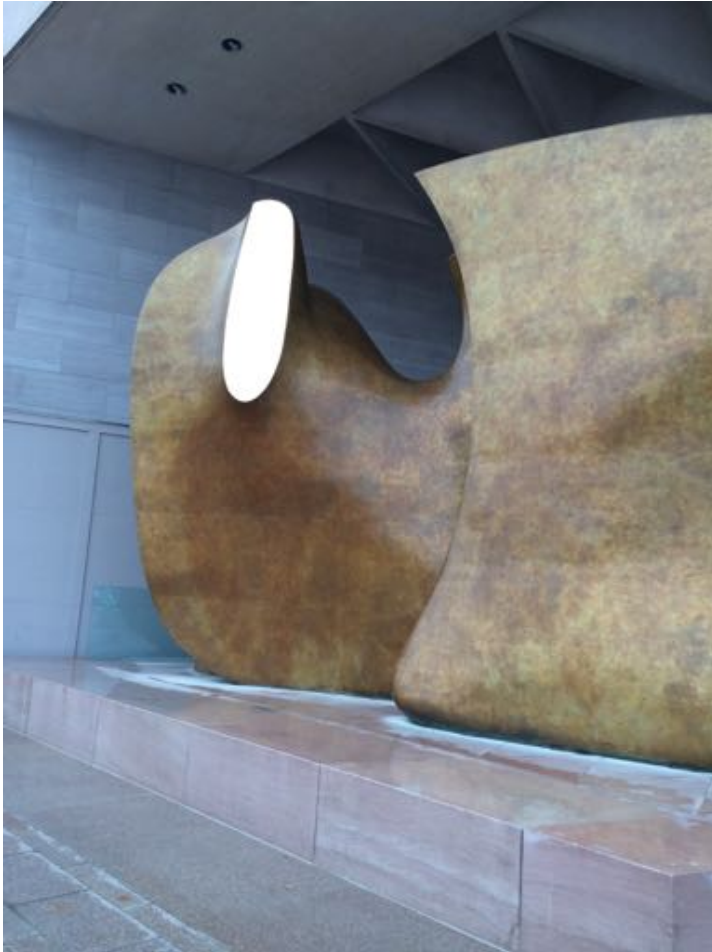
Balance

Openness

What's Emerging for You?



- What new connections are you making?
- What had real meaning for you?
- What surprised you?
- What challenged you?



THANK YOU!

Questions? Comments? Let's Talk!



For More Information

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