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SCARF Model

A model to explain human behavior in social situations.

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01

THE SCARF MODEL

Developed by David Rock, this model explains human behaviors and needs in social situations using five domains: **Status**, **Certainty**, **Autonomy**, **Relatedness**, and **Fairness**. Feeling positively in each domain allows us to feel safe in social situations, leading to increased engagement.

STATUS

HOW IMPORTANT OR VALUED YOU FEEL IN THE MEETING.

Threats:
- Not being able to speak or be seen
- Technical glitches

Consequences:
- Feeling undervalued or excluded
- Reduced engagement

CERTAINTY
HOW MUCH CLARITY THERE IS IN THE MEETING.

Threats:
- Invisible group norms.
- Ambiguous/no agenda
- Lack of/errors in communication

Consequences:
- Vulnerability & uncertainty
- Not knowing how to act/engage
- Default to negative thinking patterns

AUTONOMY

HOW MUCH CONTROL YOU FEEL YOU HAVE DURING THE MEETING.

Threats:
- Emphasis on verbal communication
- Few/no opportunities to contribute

Consequences:
- Reduced sense of control
- Withdrawal & disengagement

RELATEDNESS

HOW CONNECTED & CLOSE YOU FEEL TO OTHERS IN THE MEETING.

Threats:
- Invisible group norms
- Inability to see faces

Consequences:
- Perceived exclusion & social pain
- Increased vulnerability

FAIRNESS

HOW BALANCED & EQUAL PARTICIPATION IN THE MEETING FEELS.

Threats:
- Favoring loud voices & confident speakers
- Technical glitches

Consequences:
- Perceived unfairness
- Negative thinking patterns
- Disengagement

	DEFINITION	THREAT	CONSEQUENCE
STATUS	How important or valued you feel in the meeting.	Not being able to speak (exclusion), technical glitches	Feeling undervalued or excluded leading to reduced engagement
CERTAINTY	How much clarity there is in the meeting.	Invisible group norms, ambiguous agenda, lack of/errors in communication	Vulnerability, not knowing how to act, uncertainty, defaulting to negative thinking
AUTONOMY	How much control you feel you have during the meeting.	Emphasis on verbal communication, few opportunities to contribute	Reduced sense of control leading to withdrawal and disengagement
RELATEDNESS	How connected and close you feel with others during the meeting.	Invisible group norms, inability to see faces	Perceived exclusion and social pain leading to and increased sense of vulnerability
FAIRNESS	How balanced and equal participation in the meeting feels.	Favoring loud voices and confident speakers, technical glitches leaving participants behind	Perceived unfairness leading to negative thinking and disengagement

02

VIRTUAL PARTICIPATORY FACILITATION

Syllabus

WHY?
WHY LEARNING PARTICIPATORY FACILITATION MATTERS?

First, we believe that participatory facilitation is the cornerstone of any successful leadership practice, especially participatory leadership.

We believe collaborations are the only way we will solve our most pressing issues, whether those issues are at a global scale, like climate change, or at an organizational level, like how we address the problems of staff burnout and increase staff well-being.

We also know firsthand that participatory collaborations produce the most effective, equitable solutions. They empower individuals, build collective leadership, cultivate shared power, and build real, lasting structures that help to change systems over time.

And we know that the work of collaboration is simply difficult. And that when collaborations happen virtually, the difficulties only increase. And participatory collaboration is honestly the most difficult to do well.

WHAT?

WHAT YOU'LL LEARN

"It is not enough to make sure everyone has a seat at the table. A facilitator plays the important role of inviting every individual's wisdom into the conversation so that more equitable and effective work can happen." — Molly Sowash, 2022 participant

Types of Groups

Values, Mindsets, & Behaviors of Participatory Leaders

Types of Meetings

Group Processes & Tools to Get the Right Results

Agenda Development

Virtual Tools, Tips, & Techniques

HOW?

HOW WE'LL LEARN TOGETHER

Conversations

Skill Development

Reflection

Practice

Peer Feedback

Community of Practice

03

REGISTRATION INFO

September 6th - October 27th
Mondays and Wednesdays // 12pm - 1:30pm EST

Click here to register.

THANKS

Do you have any questions?

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