

Change Management Canvas: SCARF

Status.Certainty.Autonomy.Relatedness.Fairness. (SCARF®): Worksheet

Emotional Driver	To what extent are these questions being addressed?	What you can do to help?
STATUS: About relative importance to others	Will I be seen as competent in this transformation/change? How will others see capability/competency? How will my leader see capability/competency? Does the change negatively affect my sense of status?	<ul style="list-style-type: none"> • Seek out and acknowledge subject matter expertise, no matter where they stand in 'order' on a team. • Lead by example, practice what you preach. Provide positive feedback on micro-wins. • If a team member's status has been reduced, find another way to reward them that gives them a status in the group.
CERTAINTY: Concerns being able to predict the future	Do I know what the future holds for me? What level of certainty is there for my team? Does the change provide certainty regarding timelines, outcomes?	<ul style="list-style-type: none"> • If you cannot communicate details, do communicate that further details will become available. Providing a date provides a small anchor of certainty. • Communicate clear expectations and realistic schedules. • Discuss rumor openly. Provide forum for rumor busting.
AUTONOMY: Provides a sense of control over events	Do I have control and any choice in this change? Do employees have enough autonomy to complete their work, and decide how they will work through the change? To what extent has my level of autonomy changed? My team members' autonomy?	<ul style="list-style-type: none"> • Explore every opportunity to co-create an approach to the change (e.g.: forums, workshops, Town Hall, Work Out Loud (WOL)). • Recognize the strength and courage of self-organizing teams. • Create an opportunity for teams to articulate their own measures of success.
RELATEDNESS: A sense of safety with others, of friend or foe	Do I feel connected to anyone or isolated in this change? Does the change negatively affect how employees interact with one another? To what degree have teams shifted, regrouped, acquired new leaders?	<ul style="list-style-type: none"> • Look for opportunities to introduce or encourage your people to participate in buddy systems, mentoring, change networks. • Let people know you've 'got their backs' and you are prepared to support them. • Support informal collaboration channels, such as ESN to build up a sense of community.
FAIRNESS: A perception of fair exchanges between people	Am I being treated fairly in this transformation or change? Will my team perceive this change as fair? How do I recognize good effort?	<ul style="list-style-type: none"> • Be clear and transparent about how and why a decision was made. • Keep private and sensitive conversations private-especially, as most work is open spaces. • Understand and acknowledge survivor guilt when a change involves an organizational restructure.