

The SCARF Model was first developed by David Rock in 2008. It suggests that there are five social domains that activate the same threat and reward responses in our brain that we rely on for physical survival. These are:

1. **Status** – our relative importance to others. Threat or reward can be linked to social standing in a group, feedback, a promotion, our competencies being recognised/ignored.
2. **Certainty** – our ability to predict the future. Threat or reward can be linked to how well-known the future is.
3. **Autonomy** – our sense of control over events. Threat or reward can be linked to our influence over our circumstances, such as workflow, time, and process.
4. **Relatedness** – how safe we feel with others. Threat or reward can be linked to a sense of belonging in a group or team.
5. **Fairness** – how fair we perceive the exchanges between people to be. Threat or reward can be linked to amount of speaking time, workload, or office space.