

Communication Strategies for Managing Change

Anticipating People's Concerns

Communication about change has to address people's emotion-based concerns before they can learn new skills or take in and analyze potential solutions. One model for anticipating concerns is SCARF^{*}, which says that people's negative emotional reactions are often triggered by trying to reduce threat in one or more of five different domains: status, certainty, autonomy, relatedness and fairness.

For the change you are managing, list the potential threats posed in each domain, and document who might have a negative emotional reaction as a result.

Domain	Potential Threats	Who Is Affected
Status		
Certainty		
Autonomy		
Relatedness		
Fairness		

*Rock, David. "SCARF: a brain-based model for collaborating with and influencing others."

http://www.your-brain-at-work.com/files/NLJ_SCARFUS.pdf