

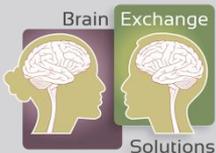
The Brain in Practice Management and David Rock's "SCARF Model" ©

**With Mary Ovenstone MPhil in Management Coaching (USB)
Executive and Leadership Coach
Counselor for Individuals and Couples
Founder and CEO of Brain Exchange Solutions PTY Ltd**

Brain in Practice Management

Things you should know about managing your brain, yourself, and your practice.

Your brain can be your greatest tool or can sabotage you.

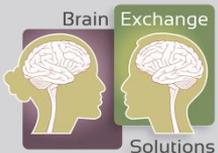


Brain in Practice Management

The brain and the body are **one integrated, complex system.**

What is happening in one part of the system is effecting the whole. There is a **flow of energy and chemicals** that cascade from the brain and out into the body and back into the brain.

We **cannot ignore our thoughts or emotions** or repress them without causing a disturbance in the brain and body. Nothing gets past the brain!

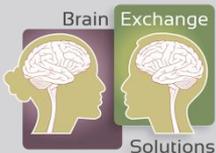


The brains agenda is **survival**

It ensures our survival by **avoiding threats** and **seeking rewards**



Our neurobiological response to threat is much stronger and lasts longer than our response toward reward because avoiding threat ensures survival. We readily remember what has caused us pain so we can avoid it.



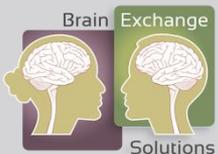
A few things to understand:

Pattern recognition, the brains shorthand. it makes immediate assumptions and reacts, to ensure our safety.

Neuroplasticity what we repeat, we embed in the brain. The brain learns through repetition.

So, it is easy to create habits, wanted or not, by repeating the same thing over and over.

Change occurs by repeating new patterns until they become habitual.



We want to do more than survive, we want to grow, to experience and to **THRIVE**

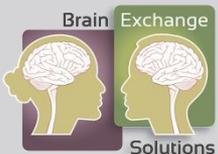
We can't change others, but we can learn to manage our own emotions more effectively. We can develop **RESILIENCE**.

We experience resilience by ensuring **SOCIAL SAFETY** for ourself, our staff and our clients



What are some of the implications of this approach/avoidance response in the workplace?

- The brain's PFC can think innovative and creative thoughts, making complex strategic decisions. It gets tired.
- Other parts of the brain can almost always repeat patterns it has thought or actions it has taken before.
- The brain is designed to learn and embed patterns into habits. (e.g., learning to drive a car.)
- When it feels tired or stressed it 'dumbs down' to only perform repetitive functions.
- When it feels threatened, it can only think about survival.



When we are threatened, or perceive that we are threatened, the brain goes into defensive survival mode.

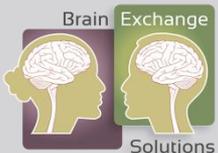
Many South African bosses use the carrot and stick approach

- Evokes fear, anger and stress in employees
- Reduces brain function
- Decreases productivity
- Increases sick days
- Assures low mental performance



To utilize the PFC—executive brain—and perform at our optimal level, 5 states need to be present. Together they create what we call **SOCIAL SAFETY**.

David Rock's SCARF Model talks about these



Brain in Practice Management

The SCARF model

David Rock, Your Brain at Work (N.Y.2009)



Status



Certainty



Autonomy



Relatedness

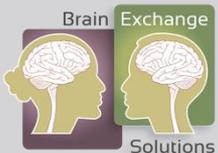


Fairness

Status

Your brain is constantly monitoring your status in any group. It literally assigns you a number in that group. The 'pecking order.'

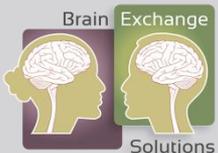
When you feel like you're going up in status you start to feel some of the 'toward' emotions or a 'reward' response.



Certainty

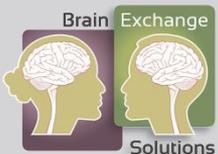
We feel safe when we can predict outcomes.

Any time we experience some uncertainty we get a limbic system 'threat' response. In other words, we experience more of the 'away' emotions, and act to 'avoid' the circumstances.



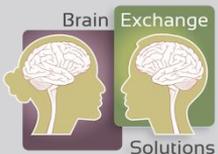
Autonomy

When an individual feels there is some choice in a situation they're more likely to experience 'toward' emotions or a 'reward' response.



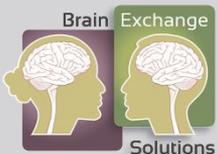
Relatedness

When you connect with people you like or even just recognize, you experience an injection of the ‘feel good’ hormone dopamine and a decrease in the stress hormone cortisol. In other words, you experience more ‘toward’ feelings in your brain/body.



Fairness

Everyone likes to feel they have been dealt with in a fair manner. For example, when we feel we have been treated unfairly in a performance review or pay dispute we experience 'away' emotions, a threat response.



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David Rock, *Your Brain at Work* (N.Y.2009)



Status



Certainty



Autonomy



Relatedness



Fairness

- Status
- Certainty
- Autonomy
- Relatedness
- Fairness

Which of these states of mind are most important to you?

Which do you think are most important to women? To men?

How might you lead others better by keeping these needs in mind?



MARY OVENSTONE, MPhil in Management Coaching (USB)

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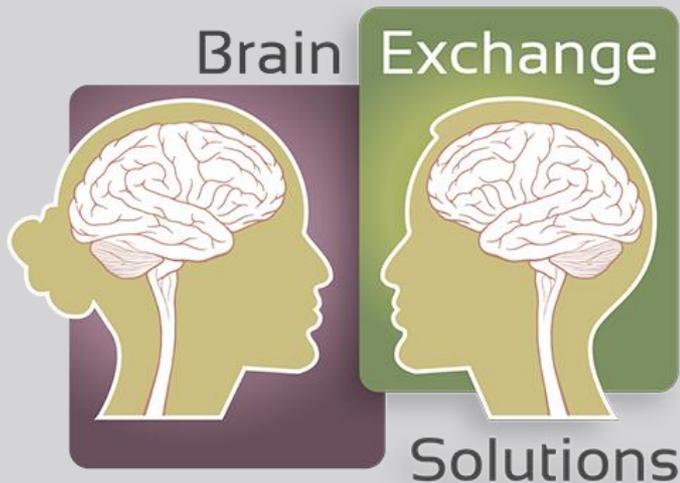
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