Welcoming Kotter and SCARF: Two Frameworks for Influencing and Building Strong Relationships Across the University

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Both models are effective on their own, but there is tremendous value in using them together—especially when navigating a change. Using these two tools helps you think about how each individual will feel about the change, and proactively build a project and communication plan that will address these concerns head on.

Kotter Process
Kotter helps our organizations move confidently toward a change.

- The model is straightforward, easy to follow and apply.
- It helps change leaders consider broad engagements that help convince people that a need for change exists.
- Its focus is on preparing and accepting change, not the actual change.
- It's particularly well designed for large organizations.

SCARF Model
SCARF helps us understand people, avoiding threats and emphasizing reward.

- Improves interpersonal interactions by minimizing threat and maximizing reward.
- Helps create a more collaborative, productive, and rewarding team environment through building stronger relationships.
- Improves change success by identifying and addressing potential reactions to change, recognizing patterns, and feelings in others, as well as yourself, so you can proactively manage responses to change.

Implementing & Sustaining for Change

5. Enable Action

4. Enlist a Volunteer Army

3. Form a Vision

2. Build a Coalition

1. Create Urgency

SCARF FOCUSES ON INDIVIDUALS

Status: The relative importance to others.
Certainty: The ability to predict the future.
Autonomy: The sense of control over events.
Relatedness: The sense of safety with others.
Fairness: The perception of fair exchanges.

Qualifying adjectives:
- Away from Threat Response
- Toward Reward Response

Case Studies
Oregon State University
Shift in Organization Culture

Texas A&M University
Move to Responsive Web Design

University of Notre Dame
Move to Cloud-based Email Service

Learn HOW to implement Kotter and SCARF!