

Coach Approach to Adaptive Leadership SCARF Principles

Coach Approach to Leadership Means:

- We are present, focused, and listening to understand building status and relatedness
- We ask questions to build critical thinking skills, helping the person build autonomy
- We offer mostly positive feedback, building certainty and relatedness
- We are open to other perspectives – balcony view – and encourage feedback, building fairness

Status is about relative importance to others.

Certainty concerns being able to predict the future.

Autonomy provides a sense of control over events.

Relatedness is a sense of safety with others - of friend rather than foe.

Fairness is a perception of fair exchanges between people.

Creating a mindset and skill set to apply broadly to the work we do.

- Modeling as leaders and program administrators
- Engaging each other
- Investing in developing others
- Making our agency more effective.

Coach Approach Partners LLC



This poster was developed under grant number SM0080147 from the Substance Abuse and Mental Health Services Administration (SAMHSA), U.S. Department of Health and Human Services (HHS). The views, policies, and opinions expressed are those of the authors and do not necessarily reflect those of SAMHSA or HHS.

The SCARF Model was created by Dr. David Rock and the Neuroscience Institute. *Influencing Others with Dr David Rock*, www.youtube.com/watch?v=isiSOeMVJQk

Coach Approach to Adaptive Leadership VUCA Principles

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The role of the leader is to help their people thrive in the VUCA world, even though our minds are wired for **Status, Certainty, Autonomy, Relatedness, Fairness!**

Volatility speed and nature of change

Uncertainty lack of predictability, opportunity for surprise

Complexity multiple and often competing forces at play

Ambiguity general “haziness”, mixed meanings, opportunity to misunderstand

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*The notion of VUCA was introduced by the U.S. Army War College to describe the more volatile, uncertain, complex, and ambiguous, multilateral world which resulted from the end of the Cold War (Kinsinger & Walch, 2012). The VUCA Monkey Video: Link: <https://www.youtube.com/watch?v=-KSryJXDpZo>

Coach Approach to Adaptive Leadership Coaching Model

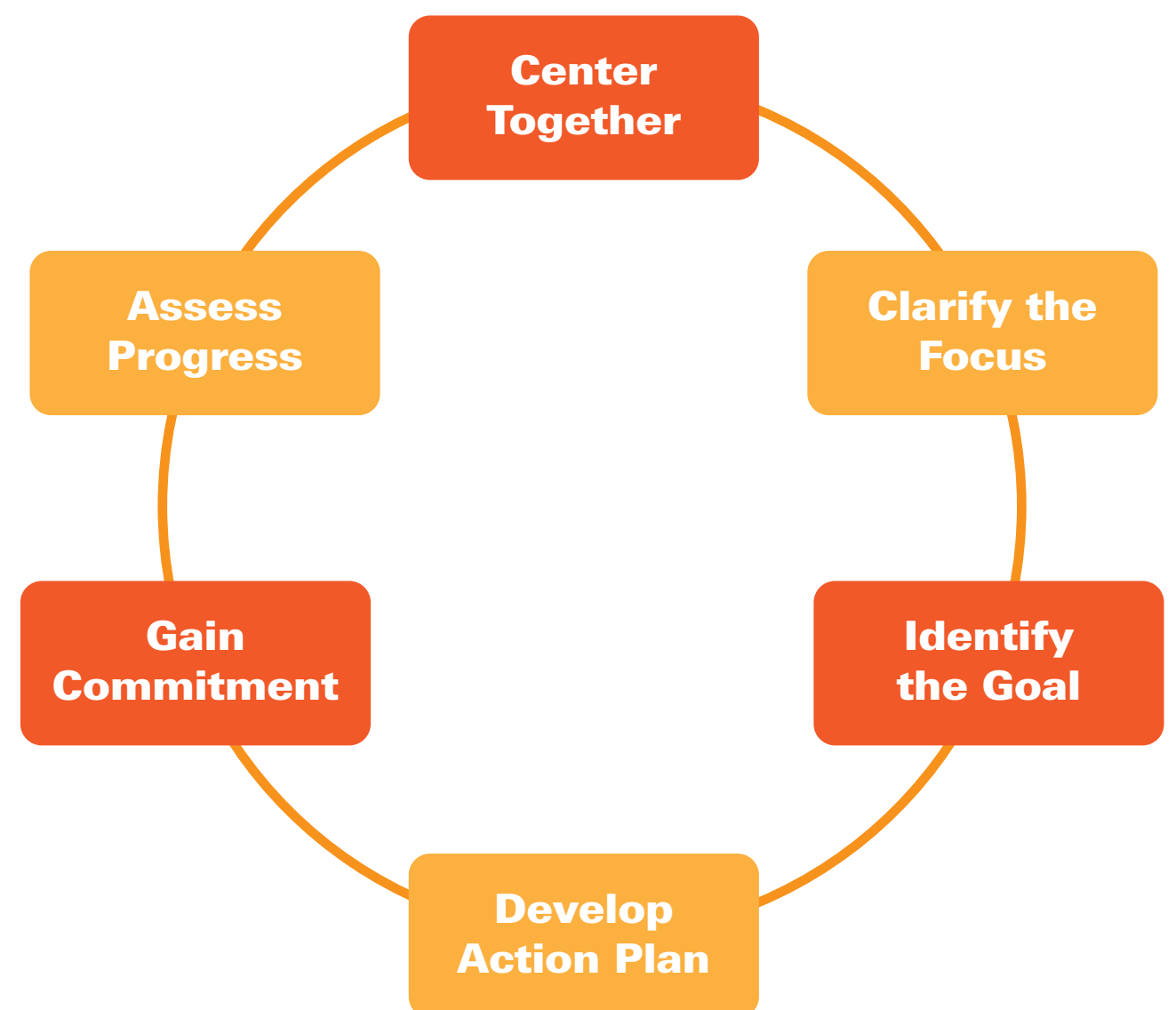
Coaching Mindset:

- The leader/coach is not the expert, or the judge, but creates a partnership for learning and change.
- We bring and model deep respect for each individual's own learning and development.
- Our intention is always to strengthen the team member and to support his/her success.
- We assume the person has good ideas and that when we ask powerful questions from curiosity those ideas can come out

Coaching Approach Skills



Coaching Model



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