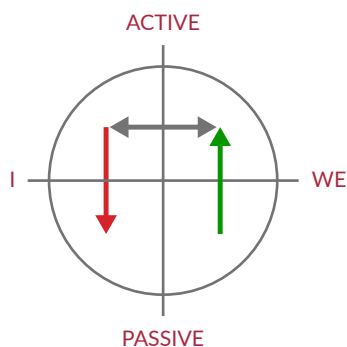


You give value to certain behaviour, positive or negative. By doing this you set a norm or value.



Examples

- Please be positive, this is the only way to get results.
- Not listening to each other is very unprofessional behaviour.
- It is really fantastic that you are so pro-active.
- It is really good that you are so critical.
- We need more enthusiasm and passion.

Pushing to the I-side when evaluation is negative

Pulling to the WE-side when evaluation is positive

Activating when evaluation is encouraging

Deactivating when evaluation is discouraging

Leary's Rose

Evaluating as a leader can be a very powerful technique in both a very positive and a very negative sense. In any case, mostly it is a very active/dominant intervention. If you use it to stimulate a constructive atmosphere of cooperation and respect, it will be perceived on the We-side. If you use it to put pressure on people and to get things done your own way, it will be perceived as very much on the I-side.

Respecting SCARF (status, certainty, autonomy, relatedness, fairness) leads to ownership, identification and recognition.

When used to sustain a culture of respect and fairness, it can be very good for building several of the SCARF principles: certainty, relatedness and fairness. If used on the I-side it can be very threatening to people and undermine all of these aspects. For example, if you use evaluations such as, 'This team has to be more pro-active', you are telling your team in a very general and non-specific way that they are no good. If you feel there is a lack of pro-activity and you want to discuss it, it is more effective to use the interventions: giving feedback and stating the facts.