

THE 15-MINUTE SCARF AUDIT

A biological diagnostic tool to fix "quiet quitting" and restore execution speed.

Disengagement is not an attitude problem; it is a neurological threat response. Before your next 1-on-1 with a stalled high-performer, use this checklist to identify exactly which biological trigger you have accidentally tripped, and the operational fix required to turn their Prefrontal Cortex back on.

STATUS <i>Their relative importance</i>	The Symptom: <ul style="list-style-type: none">• Hoarding information.• Refusing to collaborate.• Overly defensive to minor feedback. The Audit Question: Did I publicly fix their problem, or give the "team" credit for their solo work?	<u>The Operational Fix:</u> <i>Assign them absolute, public ownership over one highly visible metric this quarter. Make them the undisputed authority on that number.</i>
CERTAINTY <i>Prediction the future</i>	The Symptom: <ul style="list-style-type: none">• Massive CC chains.• Asking for approval on minor decisions.• Freezing up on new projects. The Audit Question: Did I change KPIs without explaining the "Why," leaving success undefined?	<u>The Operational Fix:</u> <i>Define the exact "Done State." Tell them exactly what the final output must achieve, but leave the how completely up to them.</i>
AUTONOMY <i>A sense of control</i>	The Symptom: <ul style="list-style-type: none">• Stopped bringing you solutions.• They just wait for your instructions. The Audit Question: Am I micromanaging by "saving the day" instead of coaching them?	<u>The Operational Fix:</u> <i>Implement the "3 Before Me" rule. They cannot bring you a problem without bringing three potential solutions. Force their brain to do the heavy lifting.</i>
RELATEDNESS <i>Safe with the Tribe</i>	The Symptom: <ul style="list-style-type: none">• High friction with other departments.• Using "Us vs. Them" language The Audit Question: Have I pitted my team against others with competing metrics?	<u>The Operational Fix:</u> <i>Implement a shared KPI. Force cross-functional collaboration by tying their compensation to a peer's success.</i>
FAIRNESS <i>Just exchanges</i>	The Symptom: <ul style="list-style-type: none">• Newly obsessed with tracking exact hours.• Pointing out the flaws or "special treatment" of other team members. The Audit Question: Am I tolerating a "Brilliant Jerk" by letting the rules slide for them?	<u>The Operational Fix:</u> <i>Audit your own tolerance. You must publicly penalize toxic behaviour, even if it comes from your top revenue generator. If the system isn't fair, the brain will not engage.</i>

Stop guessing. Let's audit your team.

If you have a high-growth squad that is missing deadlines, you don't have a talent problem - you have a trust deficit. As a Human-Centric Leadership Coach, I help executives build the operational systems to scale performance and eliminate the "Low-Trust Tax."

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