The Social Change Model

Goals of the Model:

- To enhance student learning and development; more specifically, to develop in each student participant greater:
  - Self-knowledge
  - Leadership Competence
- To facilitate positive social change at the institution or in the community. That is, to undertake actions which will help the institution/community to function more effectively and humanely

Components of the Leadership Development Model:
The approach to leadership development for the social change model is embedded in collaboration and concerned with fostering positive social change; the model examines leadership development from three different perspectives:

- **The Individual**: what personal qualities are we attempting to foster and develop in those who participate in a leadership development program? What qualities are most supportive of group functioning and positive social change?
- **The Group**: How can the collaborative leadership development process be designed not only to facilitate the development of the desired individual qualities (above) but also to effect positive social change?
- **The Community/Society**: Toward what social ends is the leadership development activity directed? What kinds of service activities are most effective in energizing the group and in developing personal qualities in the individual?

<table>
<thead>
<tr>
<th>Individual</th>
<th>Consciousness of self</th>
<th>Awareness of the beliefs, values, attitudes, and emotions that motivate one to take action.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Congruence</td>
<td>Thinking, feeling, and behaving with consistency, genuineness, authenticity, and honesty.</td>
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<tr>
<td></td>
<td>Commitment</td>
<td>Motivational energy to serve and that drives the collective effort. Commitment implies passion, intensity, and duration.</td>
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<tr>
<td>Group</td>
<td>Collaboration</td>
<td>Working with others in a common effort. It constitutes the cornerstone value of the group leadership effort because it empowers self and other through trust.</td>
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<td></td>
<td>Common Purpose</td>
<td>Working with shared aims and values. It facilitates the group’s ability to engage in collective analysis of the issues at hand and the task to be undertaken.</td>
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<td>Controversy with Civility</td>
<td>Recognized two fundamental realities of any creative group effort; that differences in viewpoint are inevitable, and that such difference must be aired openly but with civility.</td>
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<tr>
<td>Community</td>
<td>Citizenship</td>
<td>Process whereby the individual and the collaborative group become responsibly connected to the community and the society through the leadership development activity.</td>
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Change, of course is the value “hub” which gives meaning and purpose to the 7 C’s. Change, in other words, is the
The ultimate goal of the creative process of leadership—to make a better world and a better society for self and others.

The 7 C's of Social Change Driven Leadership

Individual Level Values

Consciousness of self:

- Being aware of the beliefs, values, attitudes and emotions that motivate one to take action
- Key to being able to develop consciousness of others

Congruence:

- Understanding and being consistent with one's own values, beliefs, and strengths and limitations
- Interdependent with Consciousness of Self
  - Congruency tests:
    - Personal
    - Collective congruency

Commitment:

- The psychic energy that motivates the individual to serve and that drives the collective effort
- Implies passion, intensity, and duration, directed both towards group activity and intended outcomes
- Requires knowledge of self

Group Level Values

Collaboration:

- Leadership as a group process; relational
- Encourages group to transcend individual goals, interests and behaviors
- Vital that group members explore differences in individual values, ideas, affiliations, visions and identities

Common Purpose:

- To work with shared aims and values
- Enables the group to engage in collective analysis of the issues at hand and the task to be undertaken
- Best achieved when all members of the group share in the vision and participate actively in articulating the purpose and goals of the activity.

Controversy with Civility:

- Difference will exist in the group; the differences can be accepted and resolved through open and honest dialogue
- Requires trust among the group members
• Conflicts need to be resolved but also integrated into the common purpose

Community-Society Level Values

Citizenship

• Not simply membership, but active engagement in community
• Civic responsibility which works towards social change
• The practice of good citizenship should and needs to happen at every level of the model.