



## 2015-16 ASI LEADERSHIP PARADIGM

Marcus Rodriguez, Director of Programs & Leadership, ASI

# **THE SOCIAL CHANGE MODEL OF LEADERSHIP DEVELOPMENT**

## **About the Model**

- Integrates already established leadership development concepts—initially introduced in 1994 in UCLA
- Core concept of the model is that leadership is a process
- Provides a framework for leaders who may or may not hold traditional roles of leadership, but rather want to make positive change
- “Leadership” is concerned with effecting change on behalf of others and society
- **Promotes values** of equality, social justice, self knowledge, personal empowerment, collaboration, citizenship and service.

## **Basic Premises of Social Change Model**

- Model is inclusive
- Leadership is **collaborative**.
- **All students** are potential leaders.
- Leadership= individual’s behavior + collaborative relationships => collective action grounded in shared values
- Leader= change agent
- Leadership= collective action
- Leadership should be value based
- Service is a powerful vehicle for developing leadership skills

## **Making it Happen**

- Learning happens by “making meaning” of experiences.
- Levels of the Leadership Development Model
  - The individual– begins with self-awareness and self-understanding (your values, motivations, strengths)
  - The group—change cannot be done alone
  - The community/society/campus—what social change is desired?
- Change is the ultimate goal of the creative leadership process
- Within the three components there are 7 values of leadership

## **THE 7 C'S OF LEADERSHIP**

### **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, 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

### **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 amongst the group members
- Conflicts need to be resolved but also integrated into the common purpose

### **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

**The Social Change Model Challenge:**

- “The model encourages highly participatory, non-hierarchical leadership, yet you...will be perceived by most students as being in a position of power and status.”
- Therefore, we must:
- Model the model
- Remember that we are the catalysts from which this work will start
- Continue to work on the model

