

Objective

Give students some understanding of how the Social Change Model of Leadership Development factors within their lives and how it can be used to better their sense of self

Risk Level: Intermediate

Cautions: None

Description: The importance of the Social Change Model of Leadership Development will be explained to students so they are aware of certain values that leaders might possess.

SCM: Change, Citizenship, Common Purpose, Collaboration, Controversy with Civility, Consciousness of Self, Congruence, Commitment

Time: 30-60 Minutes

Materials: Social Change Model Overview Activity Sheet, Print-Out of Sheet for students engaging in activity

Preparation: Review of the activity, an Understanding of the Social Change Model, an explanation for why it is important

Follow Up: Facilitate the following questions:

- Why is this Model important for individuals to understand?
- Do you already possess some of these values? If so, which ones?
- Do you think these values are important in creating better leaders both on and off campus?

Instructions

1. Utilize the Social Change Model attachment below to explain the Social Change Model, Print out the second page of the handout (7 C's and explanations) for each student and pass it out.
2. After the handout has been read and explained then proceed to step two (also don't feel afraid to tell the students they can field questions at any point during the explanation because it is a good chunk of information and they might need some of the gaps of information filled in)
3. After the facilitator has explained the Social Change Model with the attachment and answered questions, he or she should utilize the questions included within this activity to proceed with the debrief.

Notes:

The Social Change Model of Leadership

This model was developed at the Higher Education Research Institute at the University of California, Los Angeles by Hellen S. Astin and Alexander W. Astin.

The Social Change Model is an approach to leadership development focused on the process of enacting social change from multiple perspectives. The Social Change Model outlines “Seven C’s” of leadership. Each “C” recognizes an important component of what every leader should encompass.



This model of leadership development recognizes that a “leader is not necessarily a person who holds some formal position of leadership or who is perceived as a leader by others. Rather, we regard a leader as one who is able to effect positive change for the betterment of others, the community and society. All people, in other words, are potential leaders. Moreover, the process of leadership cannot be described simply in terms of the behavior of an individual; rather, leadership involves collaborative relationships that lead to collective action grounded in shared values of people who work together to effect positive change” (Astin, 1996, p. 16).

The Goals of the Social Change Model are to:

- Enhance student learning and development, more specifically to develop each student’s self knowledge and leadership competence
- Facilitating positive, social change is the ultimate goal of the process of leadership – to create a better world, a better campus, a better community, and a better self.

Components of the Social Change Model:

The Social Change Model’s approach to leadership development is embedded in fostering positive social change from three different perspectives: **The Individual, The Group, and The Community/Society.**

The Social Change Model of Leadership Development has seven critical values:

- **Individual Values:**
 - Consciousness of Self
 - Congruence
 - Commitment
- **Group Values:**
 - Collaboration
 - Common Purpose
 - Commitment
- **Community/Society Values:**
 - Citizenship

When you are able to utilize these seven values to guide your leadership practice, you are able to make positive social change on varying levels.

The Social Change Model Assumptions:

- Leadership is socially responsible – it impacts change on behalf of others
- Leadership is collaborative
- Leadership is a process – NOT a position
- Leadership is inclusive and accessible - leadership can be developed in anyone
- Leadership is values-based
- Leadership is done for the purpose of creating positive, social change
- Community involvement and service is a powerful vehicle for change

Why use the Social Change Model:

The Social Change Model is an inclusive model that views leadership as a process and not as a position, which is a philosophy that is shared within the University of Dayton.

The University of Dayton wants to develop all students into responsible citizens and leaders, which is why we have chosen a leadership philosophy that focuses on leaders as creators of positive, social change. Additionally, the University of Dayton wants students to discover their personal callings. Knowing yourself, your values, and your commitments are an essential element to discovering your calling. Finally, we have chosen this model because it values the role of learning and views learning and leadership as an active and on-going process.

The Seven C's of the Social Change Model of Leadership

Value	Definition
Change	As the hub and ultimate goal of the Social Change Model, Change gives meaning and purpose to the other Cs. Change means improving the status quo, creating a better world, and demonstrating a comfort with transition and ambiguity in the process of change.
Citizenship	Citizenship occurs when one becomes responsibly connected to the community/society in which one resides by actively working towards change to benefit others through care, service, social responsibility, and community involvement.
Common Purpose	Common purpose necessitates and contributes to a high level of group trust involving all participants in shared responsibility towards collective aims, values, and vision.
Collaboration	Collaboration multiplies a group's effort through collective contributions, capitalizing on the diversity and strengths of the relationships and interconnections of individuals involved in the change process. Collaboration assumes that a group is working towards a Common Purpose, with mutually beneficial goals and serves to generate creative solutions as a result of group diversity, requiring participants to engage across difference and share authority, responsibility, and accountability for its success.
Controversy with Civility	Within a diverse group, it is inevitable that differing viewpoints will exist. In order for a group to work towards positive social change, open, critical, and civil discourse can lead to new, creative solutions and is an integral component of the leadership process. Multiple perspectives need to be understood, integrated, and bring value to a group.
Consciousness of Self	Consciousness of self requires an awareness of personal beliefs, values, attitudes, and emotions. Self-awareness, conscious mindfulness, introspection, and continual personal reflection are foundational elements of the leadership process.
Congruence	Congruence requires that one has identified personal values, beliefs, attitudes, and emotions and acts consistently with those values, beliefs, attitudes, and emotions. A congruent individual is genuine and honest and "walks the talk."
Commitment	Commitment requires an intrinsic passion, energy, and purposeful investment towards action. Follow-through and willing involvement through commitment lead to positive social change.

