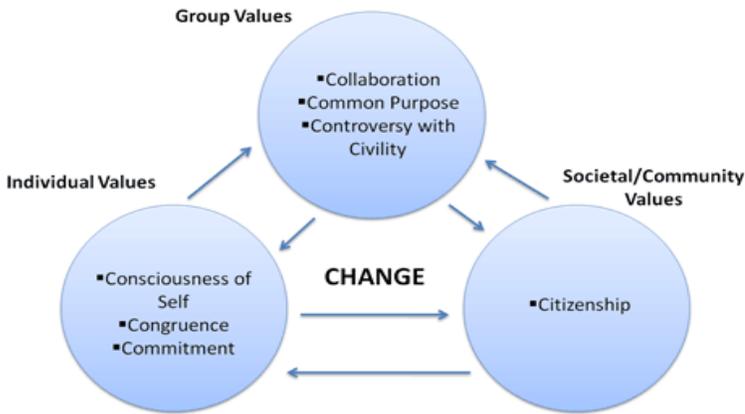


## The Social Change Model

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.



### Individual Values

#### Consciousness of Self

Consciousness of self means awareness of the values, emotions, attitudes, and beliefs that motivate one to take action.

#### Congruence

Congruence is thinking, feeling, and behaving with consistency, genuineness, authenticity and honesty toward others. Congruent persons are those whose actions are consistent with their most deeply held beliefs and convictions. Being clear about one's values, beliefs, strengths, and limitations, who one is as an individual, is essential.

#### Commitment

Commitment implies intensity and duration in relation to a person, idea, or activity. It requires a significant investment of self in the object of commitment and in the intended outcomes. It is the energy that drives the collective effort. Commitment is essential to accomplishing change. It is the heart, the profound passion that drives one to action. No one can force a person to commit to something, but organizations and colleagues can create and support an environment that resonates with each individual's heart and passions.

S.R. Komives & W. Wagner (Eds.), *Leadership for a better world: Understanding the social change model of leadership development, An Instructor's Guide* (p. 48). San Francisco, CA: Jossey-Bass

### Group Values

#### Collaboration

Collaboration is a central value in the model that views leadership as a group process. It increases group effectiveness because it capitalizes on the multiple talents and perspectives of each group member, using the power of that diversity to generate creative solutions and actions. Collaboration is about human relationships, about achieving common goals by sharing responsibility, authority, and accountability.

#### Common Purpose

A common purpose develops when people work with others within a shared set of aims and values. Common purpose is best achieved when all members of the group build and share in the vision and participate actively in articulating the purpose and goals of the group work.

#### Controversy with Civility

Controversy with civility recognizes two fundamental realities of any group effort: first, that differences in viewpoint are inevitable and valuable, and, second, that such differences must be aired openly and with respect and courtesy. Disagreements are inherent in almost any social interaction or group process. They bring valuable perspectives and information to the collaborative group, but eventually, they must be resolved. Such resolution is accomplished through open and honest dialogue backed by the group's commitment to understand the sources of the disagreement and to work cooperatively toward common solutions.

### Societal/Community Values

#### Citizenship

Citizenship names the process whereby the self is responsibly connected to the environment and the community. It acknowledges the interdependence of all involved in the leadership effort. Citizenship thus recognizes that effective democracy requires individual responsibility as well as individual rights. Citizenship, in the context of the Social Change Model, means more than membership; it implies active engagement of the individual and the leadership group in an effort to serve the community.