

LEADERSHIP MODEL FOR SOCIAL CHANGE

Astin, et al, 1996

Basic premises:

- Leadership is inclusive. This model is designed to foster leadership skills in those who hold formal positions of leadership and those who do not.
- The model promotes the values of equity, social justice, self-knowledge, personal empowerment, collaboration, citizenship and service.
- This is only one of many leadership models.

Goals:

- To help students understand and enhance their strengths in leadership
- To facilitate positive social change within the community

Critical values:

Individual values

- *Consciousness of self* – being aware of one’s own beliefs, values, attitudes and emotions. The leader needs to be able to answer, “What are my values”, “What kinds of social change do I really care about?”, “What are my skills, strengths and talents?”, “How can I contribute to the group’s common purpose?”
- *Congruence* – means one’s actions are consistent with one’s values. Powerful change can be set into motion when an individual acts congruently, such as when Rosa Parks decided to act congruently with her knowledge of herself as fully human in defiance of a custom that denied her humanity.
- *Commitment* – is the energy that motivates the individual to serve the group effort. It is not delegated; it comes from inside. It means taking action. For example if you believe people should treat others with respect and dignity, you will volunteer for an interfraternity taskforce to prevent hazing.

Group process values

- *Collaboration* – working with others in a common effort. The group is committed to building trusting relationships, having open communication & accountability.
- *Common purpose* – work with the group toward shared aims and values. Common purpose creates a bridge linking individual purpose to the group goals. It also links to community values because “common purpose” is usually a hoped for change to benefit the community.
- *Controversy with civility* – the recognition that any group effort will have differences in viewpoint and that such differences must be expressed openly and with civility. Members must be willing to discuss, not suppress differences.

Community/societal values

- *Citizenship* – recognizes that the common purpose of the group must consider the rights and welfare of all those affected by the groups efforts.

Outcome:

- *CHANGE*