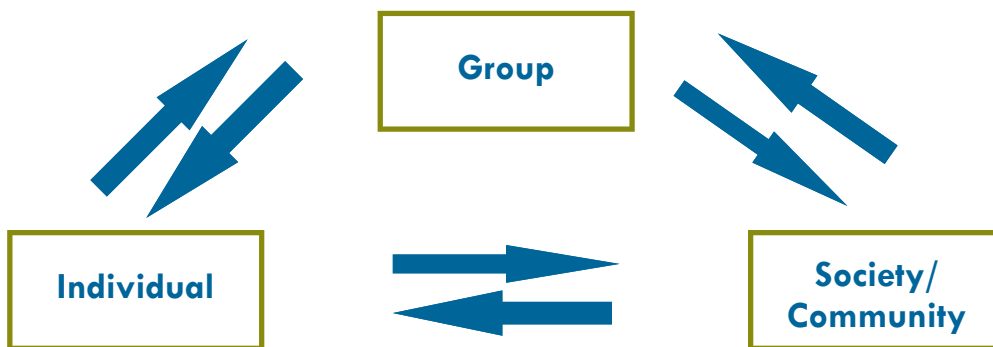




Canadian Alliance for Community Service-Learning
l'Alliance canadienne pour l'apprentissage par le service communautaire

Leadership for Social Change

The Social Change Model for Leadership Development



INDIVIDUAL VALUES

- Consciousness of self
- Congruence
- Commitment

GROUP VALUES

- Collaboration
- Common purpose
- Controversy with civility

SOCIETAL/COMMUNITY VALUES

- Citizenship

The Social Change Model for Leadership Development

This model was created by a group of leadership educators who wanted to support college and university students that were committed to working for positive change in the world around them.

On the following page, you will find definitions for each of the seven “C’s” that are listed on the left. The first three, consciousness of self, congruence and commitment, refer to the self evaluation and self development that is necessary to effectively move to working in groups. The second set of “C’s” stress collaboration, common purpose and controversy with civility as the critical elements of high functioning, visionary groups of people involved in leadership. And finally, the goal is to reach together a level of active citizenship that can truly make a positive difference in communities. Sometimes, it has been suggested by students that the eighth “C” should be courage, essential in taking the first step towards change.

Values Cluster	Core Values	Definition
INDIVIDUAL	Consciousness of Self	Being aware of the beliefs, values, attitudes, and emotions, that motivate one to take action
	Congruence	Thinking, feeling, and behaving with consistency, genuineness, authenticity, and honesty toward others
	Commitment	The psychic energy that motivates individuals to serve, and that drives the collective effort. Commitment implies passion, intensity and duration. Without adequate knowledge of self, commitment is easily misdirected.
GROUP	Collaboration	Working with others in a common effort. It constitutes the cornerstone value of the group leadership effort because it empowers self and others through trust.
	Common Purpose	Working with shared aims and values. Common purpose is best achieved when all members of the group share in the vision and participate actively in articulating the purpose and goals of the leadership development activity.
	Controversy with Civility	Recognizes two fundamental realities of any creative group effort: difference in viewpoint are inevitable, and such difference must be aired openly—but with civility. Civility implies respect for others, a willingness to hear each others' views., and the exercise of restraint in criticizing the views and actions of others.
COMMUNITY/ SOCIAL	Citizenship	The process whereby the individual and the collaborative group become responsibly connected to the community and the society through the leadership development activity. To be a food citizen is to work for positive change on behalf of others and the community. Citizenship acknowledges the interdependence of all who are involved in or affected by these efforts.

WORKS CITED

Higher Education Research Institute. 1996. A Social Change Model of Leadership Development: Guidebook, Version III. Los Angeles: University of California.

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