

Social Change Model of Leadership – the 8 C’s

Adapted from Astin, 1996; Cilente, 2009; HERI, 1996; Wagner, 2007

Value	Definition	Level / Phase
Change	As the hub and ultimate goal of the Social Change Model, Change gives meaning purpose to the rest of the Cs. Change means improving the status quo, creating a better world, and demonstrating a comfort with transition and ambiguity in the process of change.	Leadership for Service
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.	Phase 1 – Personal Leadership
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.”	Phase 1 – Personal Leadership
Commitment	Commitment requires an intrinsic passion, energy, and purposeful investment towards action. Follow-through and willing involvement through commitment lead to social change.	Phase 1 – Personal Leadership
Common Purpose	Common purpose necessitates and contributes to a high level of group trust involving all participants in share responsibility towards collective aims, values, and vision.	Phase 2 – Group Leadership
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.	Phase 2 – Group Leadership
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 the group.	Phase 2- Group Leadership
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.	Phase 3 – Leadership for Society