

Social Change and Nonhierarchical Leadership Models

Purposeful. Change-oriented. Bottom Up. Transformational. Relational. These are common phrases often associated with some definitions of leadership today. If you want to create change and work collaboratively, here are just two models of leadership that you might want to explore further.

The Social Change Model (SCM) of Leadership Development

Author: Higher Educational Research Institute – HERI, 1996

This model of leadership was created with you in mind—college students who want to make a difference. The SCM places social responsibility and change for the common good as the highest priority. If you are attempting to change a campus policy, address a social issue, create awareness, and more you may want to explore this model further.

The 7 Cs

The SCM is comprised of seven core principles that, when achieved, assist students in working together to create positive change for the common good.

- **Consciousness of Self**—being self-aware of values, attitudes, and beliefs that motivate you and your peers to take action.
- **Congruence**—talking the talk and walking the walk. Behaving in a consistent, genuine, and honest manner towards others.
- **Commitment**—being fully engaged and contributing personal energy and resources to an agreed upon, collective effort through completion.
- **Collaboration**—working with others toward common goals by sharing responsibility, authority, and accountability for achievement of the goals.
- **Common Purpose**—sharing in the development of the mutually agreed upon vision, purpose, and goals.
- **Controversy with Civility**—listening. Agreeing to disagree. Approaching differences fairly and civilly. Being respectful.
- **Citizenship**—understanding how democracy works and your responsibility within that democracy. Ultimately, student leaders understand and embrace their role as an active participant in the greater good.



Take some time
to keep in Mind ...

...collaboration and participatory leadership are not always necessary or appropriate means of achieving your goals.

Traditional vs. Participatory Leadership

Want to get more people involved? Want to encourage more ownership and buy-in? Want to empower those participants you know are just itching to contribute? You may want to move from a more traditional leadership model to a participatory process by simply turning the organizational triangle upside down!

- A traditional model of leadership assumes the positional leader (Director/President) facilitates all team meetings.
- Turn the triangle upside down by rotating responsibility among members for the development of agendas and facilitation of regular meetings.
- A traditional model of leadership assumes that every individual is accountable to their direct supervisor.
- Turn the triangle upside down and live a model that asks everyone to hold each other and themselves accountable to the team. This can be done through the development of shared expectations, ongoing feedback, and viewing the supervisor/supervisee relationship as a partnership.
- A traditional model of leadership assumes that every individual has a role within the organizational chart and their job responsibilities leave little room for flexibility.
- Turn the triangle upside down and consider individual gifts, talents, and interests when assigning tasks.