

Leadership Development & 7Cs



DSTO-SSA

Edited in Mar 2023

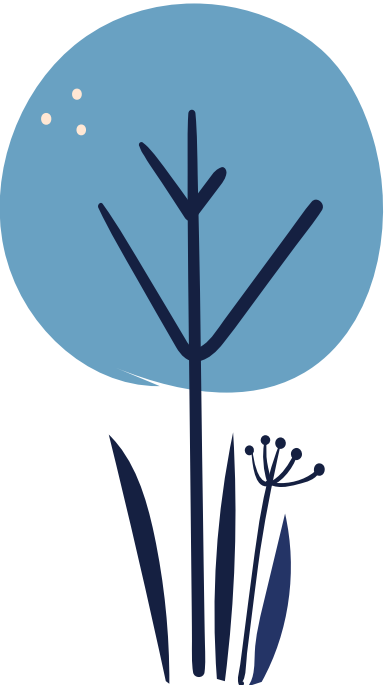


Social Change Model for Leadership Development

One of the leadership models developed in the higher education field and widely used in the USA.

It “describes leadership as a purposeful, collaborative, values-driven process, instead of a title or position. In this context, a ‘leader’ is *anyone* who wants to work with others to make a difference.”

—Higher Education Research Institute of UCLA, 1993





Knowing yourself



Non-hierarchical
approach



Emphasize mutually
defined purposes

Features of the leadership model

Leadership is

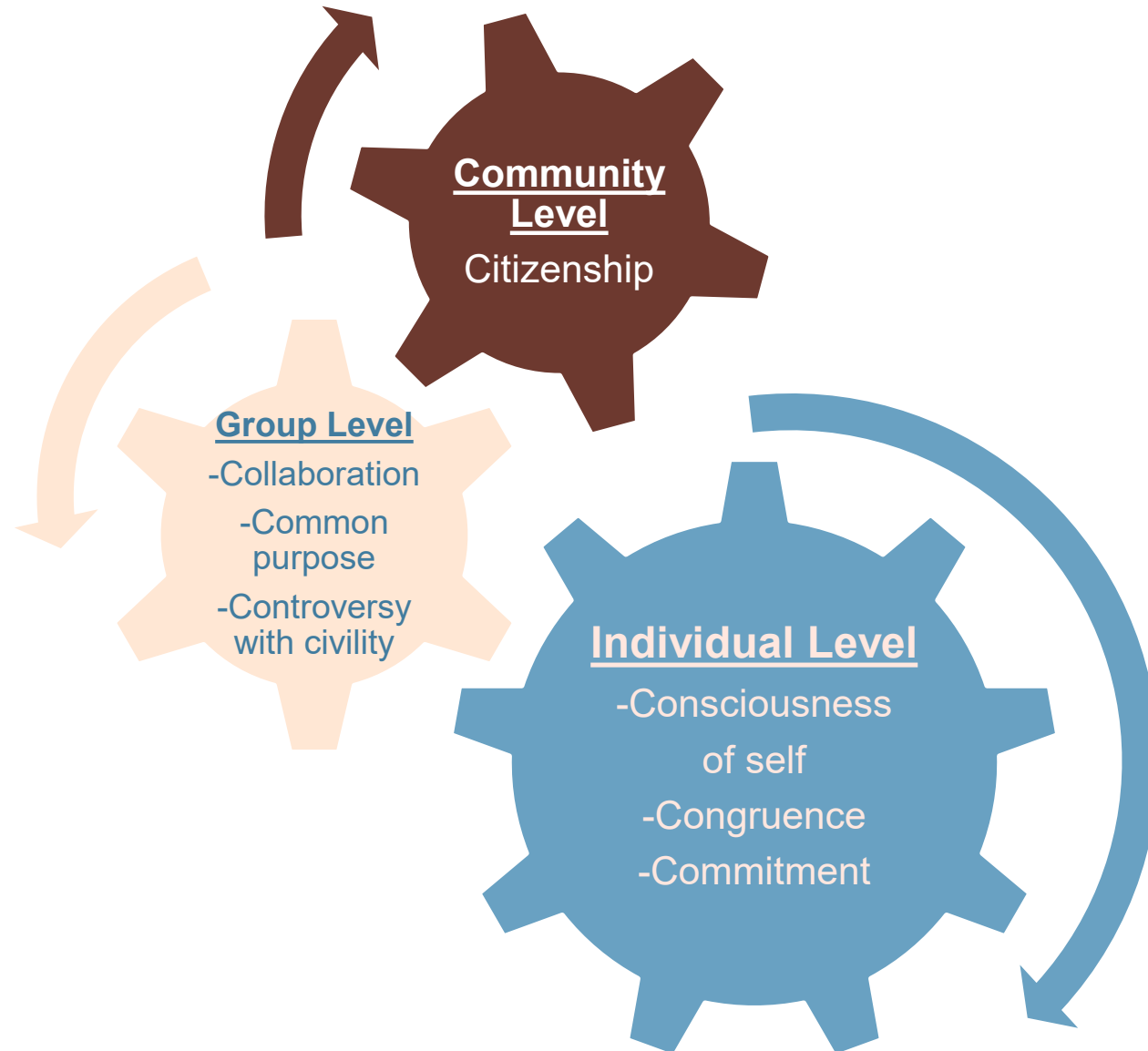
- based on values
- collaborative
- the process a group experience
- about change



7 Critical Values of Change

Level of Interaction	The 7 C's	Descriptions
Individual	Consciousness of self	Know yourself: values, emotions, and attitudes
	Congruence	Actions are consistent with beliefs and convictions
	Commitment	Dedication and willingness to follow the path of change
	Collaboration	Work with others in a common effort. It empowers self and others through trust
Group	Common purpose	Working with shared aims and values
	Controversy with civility	Different opinions <i>must</i> be aired openly but with civility
Community	Citizenship	Individual and group actions purposefully serve the community

The Seven C's





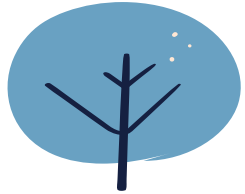
1. Consciousness of Self

Awareness of the beliefs, values,
attitudes, and emotions that
motivate one to take action





Why Consciousness of Self for Leadership?



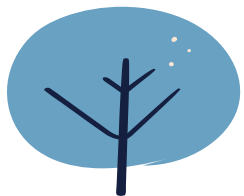
Build Self-confidence

It is important for leaders to understand their own inner sense of identity. This understanding will help build self-confidence while recognizing limitations.



Aware of Motivation

Individuals become aware of their motivation and consider new ways to contribute to groups and teams.



Johari Window Model

Known to others

Not known to others

Known to self

Not known to self

1 OPEN AREA



Known by you,
seen and
acknowledged by
others around you

2 BLIND AREA

Unknown by you,
but seen and
acknowledged by
others around you



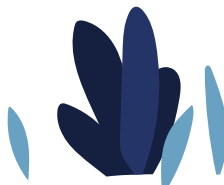
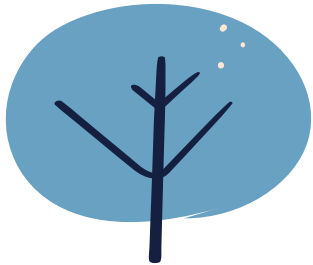
3 HIDDEN AREA



Known by you but
unknown to others
around you

4 UNKNOWN AREA

Unknown by you,
and unknown to
others around you

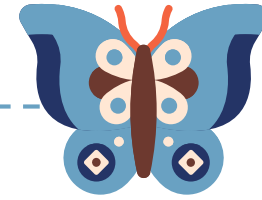


How to become Consious of Self?



Practice of Reflection

E.g. How would I
describe myself?
What values am I
living by? Why am
I here?



Openness to feedback

Be humble to
listen to others'
feedback and
then reflect



Learning through assessment

E.g. DISC test,
Lumina Spark



2. Congruence

acting in ways that are
consistent with one's
values and beliefs



From Consciousness of Self to Congruence

Deep understanding
of values and beliefs

Built the compass
to actions

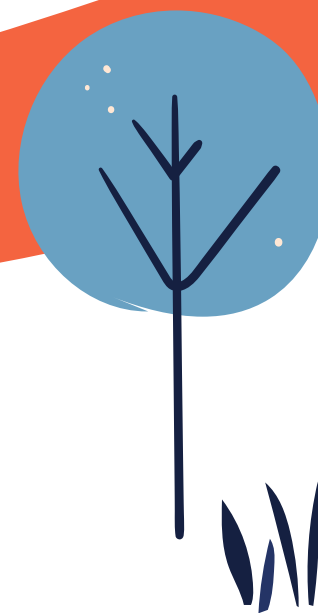
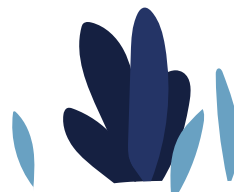
- Congruent in a group is harder to achieve than in a room by yourself
- May often encounters: conflict with values





3. Commitment

Motivational energy to serve and that drives the collective effort. Commitment implies passion, intensity, and duration



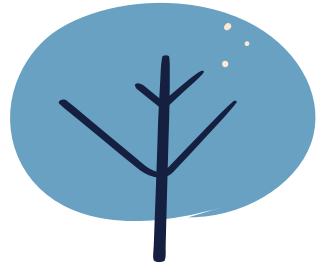
Connection to Other C's



4. Common Purpose

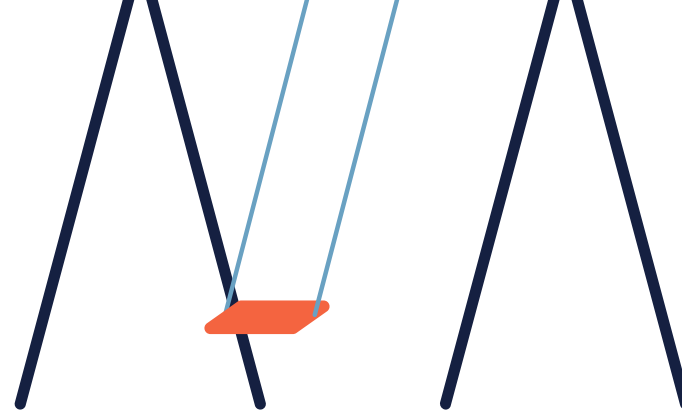
Working with shared aims and values





What is Common Purpose

- A steadying force within a group that maintains motivation and focus during rough times
- Working together is easy and effective when everyone shares the same aims and values
- Not only embraced by its leaders but by all members of a group



Connection to Other C's

**Consciousness
of Self**

Clarity in their own
values

Truly be invested in the
group's

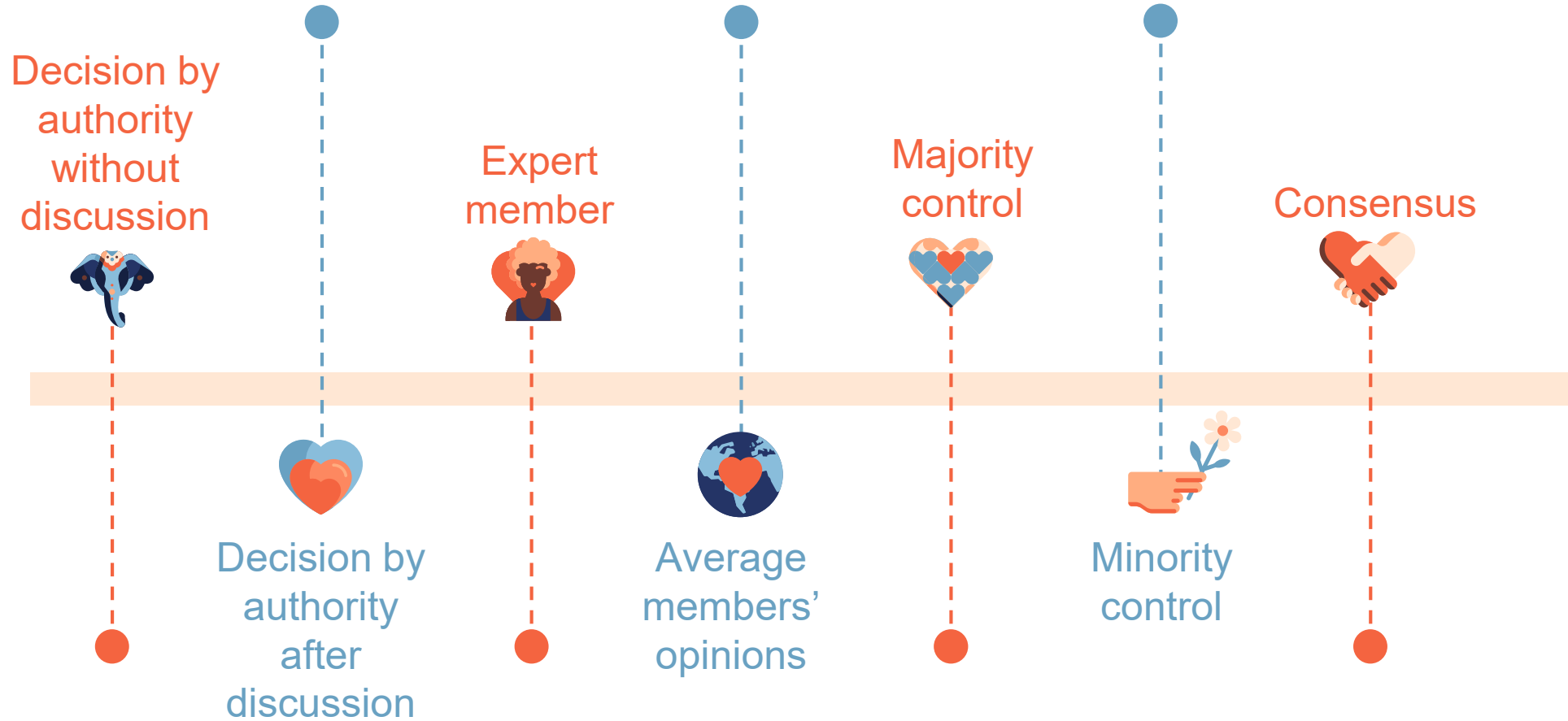
**Common
Purpose**

Results in

**Collaboration &
Controversy
with civility**



What if people have disagreement?



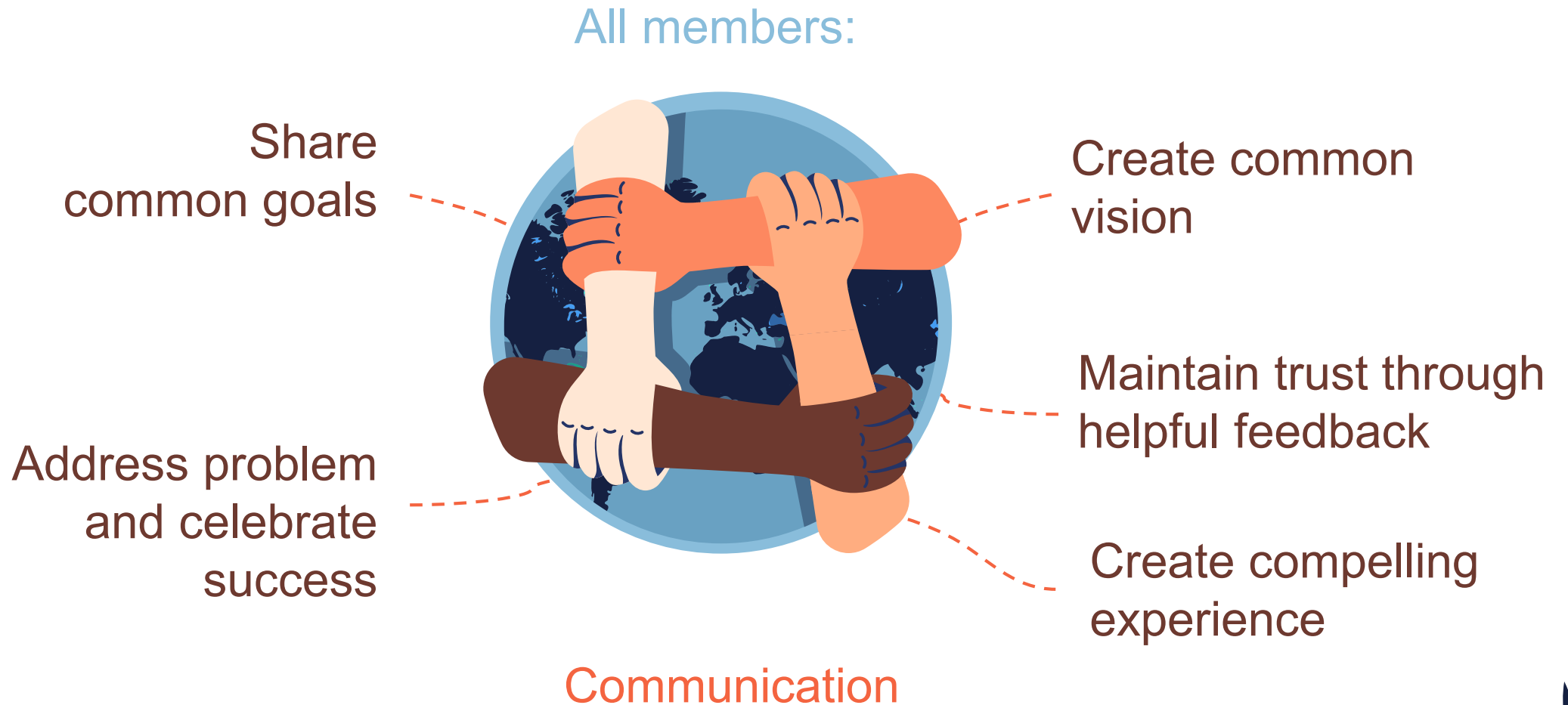
5. Collaboration



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.



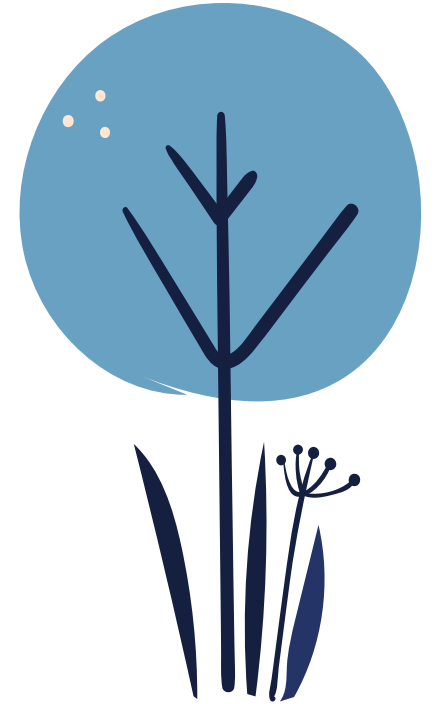
How does collaboration work?





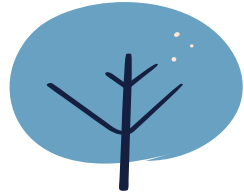
6. Controversy with Civility

differences in viewpoint are inevitable,
and that these differences must be
aired openly but with civility





Controversy



- a public debate about a matter that arouses strong opinions
- different standpoints of people and a public interest in the topic
- considering multiple points of view

VS



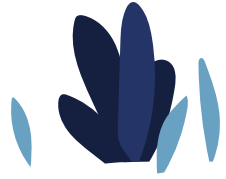
Conflict

- a serious disagreement or a struggle between two or more parties
- a clear difference in interests between two parties
- a scarcity of resources
- seek to convert members to one side



Civility calls for voicing one's opinion and responding to disagreement in a way that respects other's points of view





7. Citizenship



about social or civic responsibility, the value of caring about others, and the ultimate goal is to bring about social change for “the betterment of others and of the larger community/society”



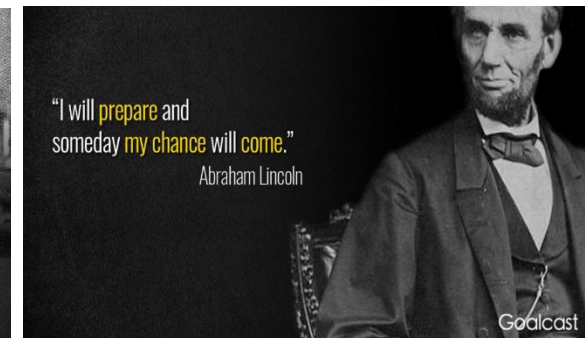
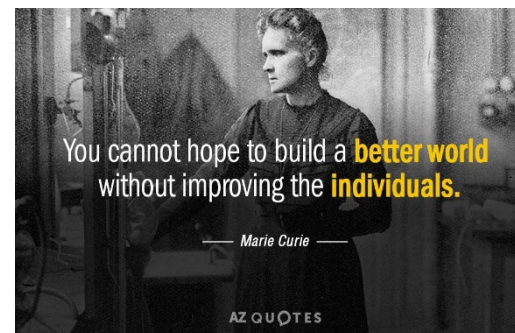
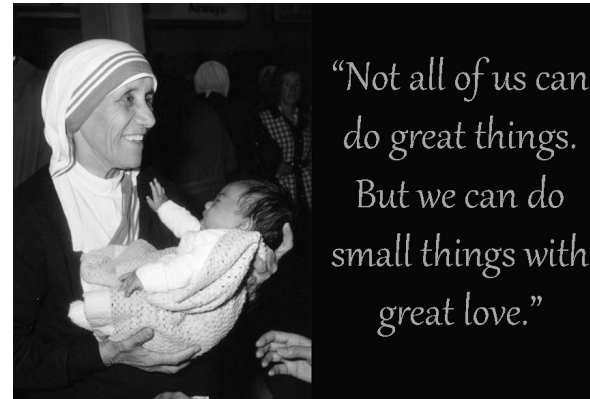
associated **ONLY** with government, political parties, voting, and political organizations

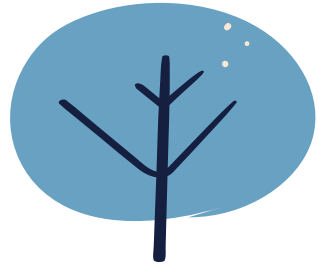
Different forms of Community Engagement



- Socially responsible personal and professional behavior
- Philanthropic giving
- Participation in associations
- Direct service
- Community research
- Advocacy and education
- Capacity building
- Political involvement

Leaders making Positive Social Change





“It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead.”

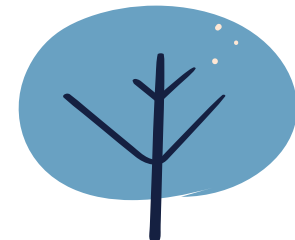
- Robert Greenleaf



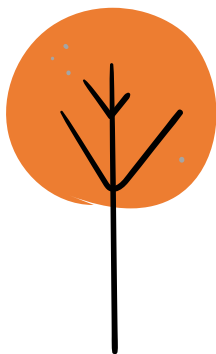
*“Everyone can lead because everyone can serve... **when service is the basis of leadership, everyone can be a leader.**”*

- James M Strock

“Serve to Lead: Your Transformational 21st Century Leadership System”



**Be the change you wish to
see in the world**



Reference

- Astin, H. S., & Astin, A. W. (1996). A social change model of leadership development: Guidebook. Version III. Los Angeles: UCLA Higher Education Research Institute.
- Luft, J., & Ingham, H. (1961). The johari window. *Human relations training news*, 5(1).
- Komives, S. R., & Wagner, W. (Eds.). (2016). Leadership for a better world: Understanding the social change model of leadership development. San Francisco CA: John Wiley & Sons.