



PATHWAYS TO LEADERSHIP

Foundational Session II: Leadership Theories



Laspa Center for Leadership
at Scripps College

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FIELD HOUSE



WELCOME & INTRODUCTIONS



COMMUNITY AGREEMENTS

- Model generosity
 - Participate, engage, and be present as much as you can
 - Respect
 - Practice one mic
 - Own your story
 - intent /impact - calling out or in is a gift
 - Take responsibility for and repairing harm (restorative justice practice)
 - Trust is a gift, respect and honor it
 - What's shared stays behind, what's learned may go with you
 - Brave space approach
 - Controversy with civility
 - Judgement free listening
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- Model generosity
 - Participate, engage, and be present as much as you can
 - Misery is optional
- Respect
 - Practice one mic
 - Own your story
 - Using I statements
 - intent /impact - calling out or in is a gift
 - Calling out is a gift -- someone might be cut off from access to understanding something because I used ableist language.
 - Take responsibility for and repairing harm (restorative justice practice)
 - In order to stay engaged in community we must be willing to admit our mistakes or areas of learning, and demonstrate grace while showing respect.
- Trust is a gift, respect and honor it
 - What's shared stays behind, what's learned may go with you
- Brave space approach

- Controversy with civility
- Judgement free listening
- Assuming the best intent



AGENDA

- Understanding Laspa Center's approach to leadership development:
 - Values-Based Theory
 - Relational Leadership Model
 - Social Change Model
- Defining and exploring these theories (briefly)
- Understanding how this can inform your journey through Pathways to Leadership



- Values-Based Theory
 - Building Leadership from the community up. Everyone has value
- Relational Leadership Model
 - Aspirational model -- it is a relational and ethical process of people together attempting to accomplish positive change
- Social Change Model
 - Concept and practice of leadership as an inclusive process by which change is effect for the betterment of others

THINK -- PAIR -- SHARE

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THINK:

Think of a leader. What actions/behaviors have you observed from that person that supports why you believe they are a leader?



1. Think on this question:
 - a. Think of a leader. What actions/behaviors have you observed from that person that supports why you believe they are a leader?



PAIR & SHARE:

- Find a partner
- Introduce yourself (name, pronouns, favorite day of week)
- 1 min - each shares answer



1. Partner up
2. Introduce yourself (name, pronouns, favorite day of week)
3. Answer this question, 1 min each:
 - a. Think of a leader. What actions/behaviors have you observed from that person that supports why you believe they are a leader?


THINK:

Think of behaviors that lead to you wanting to work with someone...

Now think of someone or individuals who demonstrate these behaviors.



1. Think on this question:
 - a. Think of behaviors that lead to you wanting to work with someone. Now think of someone or individuals who demonstrate these behaviors.



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 - a. Think of behaviors that lead to you wanting to work with someone. Now think of someone or individuals who demonstrate these behaviors.

THEORIES

A VALUES -BASED THEORY

Everyone Leads (Paul Schmitz)-- The idea that the behaviors and skills of 'leadership' can be learned and practiced, and comes from the community.

COMMUNITY is the focus

- Collaboration
- Continuous learning
- Diversity & Inclusion
- Focus on Assets
- Integrity
- Innovation



This theory prioritizes:

- **Collaboration:** The ability to **facilitate**, negotiate, **build consensus**, build strong teams, and **empower others**.
- **Continuous Learning:** The ability to **question assumptions and beliefs**, understand strengths and shortcomings, and **commit to continued growth within a community context**.
- **Diversity & Inclusion:** The ability to **work effectively and inclusively with different people** and understand how to adapt to different cultures and environments.
- **Focus on Assets:** The ability to **catalyze the natural leadership of everyone**, be truly accountable to those served, and **approach opportunities for change with awareness of community assets**.
- **Integrity:** The ability to **meet commitments, act responsibly with public and personal trust**, and **be accountable** for words and actions.

- Innovation

RELATIONAL LEADERSHIP MODEL

A relational and ethical process of people together attempting to accomplish positive change.

RELATIONSHIPS are the focus

- Purposeful
- Inclusive
- Empowering
- Ethical
- Processed -Oriented



Knowing	→	<i>Knowledge</i>
↓		
Being	→	<i>Attitude/Awareness</i>
↓		
Doing	→	<i>Action</i>



This theory is from

This theory is practiced through the *Knowing*

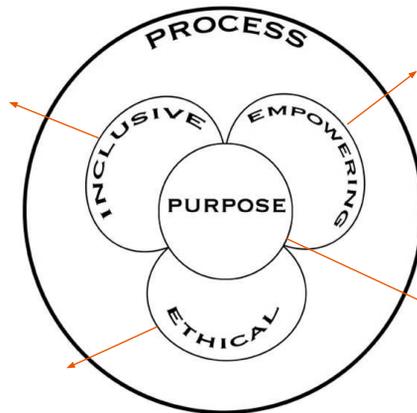
(*knowledge*)-*Being*(*attitude*)-*Doing*(*action*) model in which individuals:

- Have **knowledge** of processes
- **Awareness** of how these processes affect themselves and others (**self awareness**)
- **Act** on this awareness and knowledge

RELATIONAL LEADERSHIP MODEL

Inclusive: Understanding, valuing and actively engaging diversity in groups

Ethical: leadership is driven by values



Empowering: Creating environments that promote participation and a feeling of being involved in the process

Purpose: commitment to a goal, it's about the vision

Image Credit: Komives, S. R., Lucas, N., & McMahon, T. R. (2013). *Exploring leadership for college students who want to make a difference*. Jossey-Bass.

- **Purpose** (at the core of leadership, commitment to a goal, it's about vision).
 - Example: **Knowing** is having insight into own purpose, actions, and values; being is having an attitude of hope, ability to commit; doing is setting goals to achieve the vision essentially.
- **Empowering** (environment that promotes participation, and sense of self claiming ownership and expecting to be involved in the process; not delegation).
 - Example: Knowing is understanding power and influence of self-knowledge and self-esteem; **Being committed to others**; doing is sharing proper information bring people in
- **Ethical** (leadership driven by values, agreed upon group standards that govern behavior rather than right versus wrong (morality), leading by example (congruency between values and actions)).
 - Example: Knowing is beliefs, values, principles; being is aspiring towards trust; **Doing is confronting unethical practices**
- **Inclusive** (understanding, valuing and actively engaging diversity in groups).
 - Example: Knowing is understanding people, getting to know

- individual members authentically; **Being is valuing involvement, equity; Doing is listening equitably**
- **Process** (how the group goes about being a group, meets, sustains itself; processes must be intentionally designed for groups to function effectively ; collaborative).
 - Example: Knowing is understanding the systems perspectives; being is valuing the process; **Doing is group reflection**

RELATIONAL LEADERSHIP MODEL

Process: How the group becomes a group, meets, sustains itself; collaborative

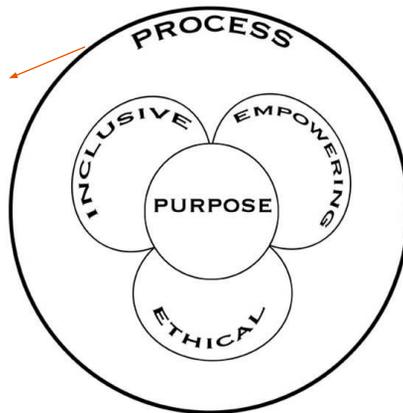


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SOCIAL CHANGE MODEL

Concepts and practice of leadership as an inclusive process by which change is effected for the betterment of others...leadership is understood as a **purposeful, collaborative, values-based process** that results in positive social change.

THE PROCESS is the focus

- Values equity, collective action, shared power, self-knowledge, collaboration, and having a commitment to social justice and civic engagement.
- Less about leaders and more about leadership community.



- Comes from Higher Education Research Institute (UCLA)
- Social Change Model -- concept and practice of leadership as an **inclusive process** by which change is effected for the betterment of others.
 - It is a values-based model that revolves around a core of service as a vehicle for social change
 - values **equity**, collective action, **shared power**, **self-knowledge**, personal empowerment, **collaboration**, and having a passionate **commitment to social justice and civic engagement**.
 - less about leaders and more about leadership community
 - It's about the **process rather than the position**

SOCIAL CHANGE MODEL

Three perspective:

1. **Individual**
 - a. Personal qualities, self awareness, personal values
2. **Group**
 - a. Emphases on collaboration, and integration between the group and individual
3. **Community**
 - a. Change for the collective good

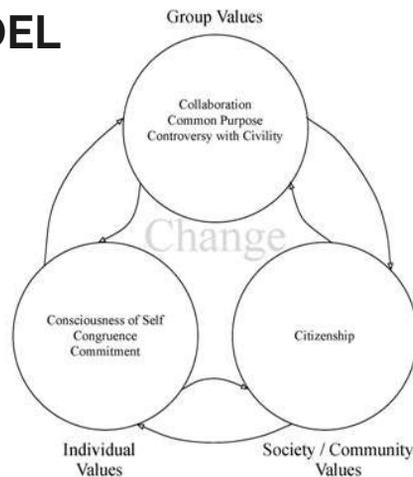


Image Credit: <http://www.socialchangemodel.org>.

This model examines leadership from three different perspectives or levels:

Individual - What **personal qualities** can we attempt to foster and develop within our group and relationships? What qualities are most supportive to the group functioning and for positive social change?

Group - How can the **collaborative process** be designed to not only facilitate the development of the desired individual qualities, but also to effect positive personal change?

Community - Toward what social ends is the process directed? What common goal that is resulting in change that benefits the collective?

SOCIAL CHANGE MODEL

The Seven C's:

1. Individual Values
 - a. Conscious or Self
 - b. Congruence
 - c. Commitment
2. Group Values
 - a. Collaboration
 - b. Common Purpose
 - c. Controversy with Civility
3. Community Values
 - a. Citizenship

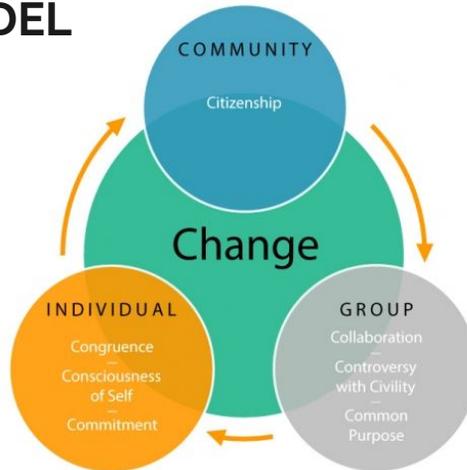


Image Credit: <http://www.socialchangemodel.org>.

- Consciousness of Self:
 - **knowing your own values and identity** in relation to the world around you; **awareness** for your beliefs, attitude and emotions that motivate action. This is important to learn and recognize in oneself in order to develop a consciousness for others.
- Congruence:
 - **Understanding and being consistent with one's own values, beliefs, strengths and limitations.** Being **conscious of oneself**.
- Commitment:
 - Passion, intensity, and duration, directed both towards group activity and intended outcomes.
- Collaboration:
 - **Leadership as a group process; relational.** Requires that the groups go beyond individual interest, goals, and behaviors. Groups will undergo exploration of differences in their beliefs, values, affirmations, visions, and identities
- Common Purpose:
 - The **work with shared aims and values.** Enables the group to

- actively engage in the collective analysis of the issue(s) at hand.
- Controversy with Civility:
 - Difference will exist in groups; **open honest dialogue** is key to accepting and resolving conflicts. **Requires** that **trust** and **respect be built** in the group.
- Citizenship:
 - Not simply a participant but **active engagement in community**. Having a sense of responsibility to the community and the creation of culture. This practice needs to be at every level of the model.

LEADERSHIP TOWARDS WHAT END?

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Short clip linked here!



RE-CAP

- Values-Based Theory
 - Building Leadership from the community up. Everyone has value
 - Relational Leadership Model
 - Relationships are key to the leadership effectiveness
 - Values an inclusive and ethical process
 - Social Change Model
 - leadership as an inclusive process by which change is accomplished for the collective good
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- Leadership as **purposeful, collaborative, values based** that **results in positive change**
- Leadership as a **process that includes all people**
 - Everyone having an opportunity to be involved in creating positive change
- Not just a position
- **Positive change as the end goal** for positive well-being (of individual lives, business, organizations, etc.)
- Leadership **skills** and **qualities can be learned**, practiced, and developed over time



Moving Forward

How can this inform your journey through Pathways to Leadership?

- **Community Engagement:** actively participating with and alongside others, participating in the **process**, being in conversation with community members, and making connections.
 - **Health & Wellness:** Striving towards **personal** and **community well-being**; **valuing** the creation of healthy physical, emotional, and social environments for self and communities.
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- These programs to follow this semester will be opportunities to build these skills as they relate to community engagement and health and wellness
 - What do we mean by community engagement?
 - Engaging in community is the act of staying in conversation, connection, in participation alongside others, actively participating in the process
 - What do we mean by health and wellness?
 - Individual motivation and personal changes have a huge impact in how we show up as leaders.
 - The health and wellbeing of our communities is tied to how we enact and model the values of being whole.
 - Creating healthier physical and social environments is an important and relatively underdeveloped wellness strategy of leadership.

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- What motivates me to be interested in leadership?
 - What actions do I notice in my relationships with others and/or in my group experiences?
 - I am guided by my core values of...

QUESTIONS?

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