Social Change Leadership Model:
## How to make your grassroots grow

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What Is Community Organizing?

Community organizing is the process of bringing people together to act in their common self-interest. It is a means of achieving social justice that uses collective action to change the balance of power. Community organizing brings out many voices to add strength and force to an issue.

Who Is A Community Organizer?

A community organizer is someone who identifies a problem in their community and brings together other concerned individuals in order to find a solution. Anyone can be a community organizer. No special education or training is required. Many people do not even realize the work they do is considered community organizing.
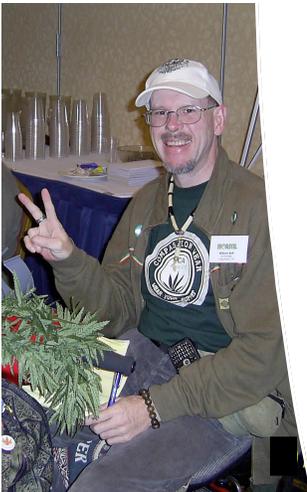
Community organizers tackle a wide range of social and political problems. From neighborhoods and schools to statewide and international issues, individuals can affect change on many levels. Some community organizers work with NGO's and nonprofit groups, others work with just a few neighbors or friends. Community organizers can be affective on any scale. In addition, community organizers may be volunteers, paid employees, students, politicians, or generally concerned citizens. There are no strict rules or templates for who can be a community organizer.

Community Organizing Requires Leadership

The study of leadership took a dramatic turn in the late part of the twentieth century. While early leadership theories focused on what qualities distinguished between leaders and followers, subsequent research looked at other variables such as skill level and situational factors.

Today, experts recognize that leadership is not a characteristic that comes at birth. Instead, leadership is a learned skill. Some people may have qualities that make it easier, but anyone can learn and develop the skills necessary to be a great leader.

Community Organizing Is Different

There is a heavy reliance on volunteers. It is not like leading a group of employees that you can hire, fire, and give raises. There is no such direct way to punish and reward participants. Without stock reports and profit margins, it is also difficult to measure goals and progress.

This difference led to the development of the Social Change Leadership Model.[1] This model is designed to address the specific needs of community organizing and grassroots activism. It is also known as Leadership for Social Change. The strategies and tactics described in this handbook are based on the author's experience implementing the principles of this model. It has proved a valuable tool and led to success in a variety of situations.

Social Change Leadership Model

The main goal of Social Change Leadership model is to develop leadership in others.

The model assumes that a social change group or organization has been formed and provides a framework for understanding the leadership role. It is designed to be inclusive and enhance the development of leadership skills in all participants. Social Change Leadership model promotes a process that is inclusive and actively engages all who wish to contribute. Success does not depend on one person's ability to lead, but the flexibility of all participants to step into the leadership role.

The end result of community organizing should be to empower the community to advocate for itself and effect change. Social Change Leadership model's emphasis on developing leadership in others makes it a perfect fit for community organizing.

"Success depends on the flexibility of all participants to step into the leadership role."

According To The Model:

Leadership is a role, not a position

The role of a social change leader is to help others achieve their goals for change.

A social change leader is a facilitator who is responsive to community concerns

They empower others through collective action and have a conscious focus to create change for the common good.

Leadership is a relationship that requires the ability to trust, serve, and listen to others

This is necessary in order to allow others to step in and develop their leadership skills.

Social change leaders must:

- ❱ Be facilitators, not directors

- ❱ Help participants achieve their goals while keeping the big picture in mind

- ❱ Be flexible & receptive to feedback

- ❱ Have passion, humility, & the ability to share the spotlight

Collective Vision & Action

Key to effective social change leadership

All participants must help shape the mission and goals of the organization. Hierarchy therefore hurts this because everyone should have an equal say.

All participants must also help develop the tactics and strategies of the group. If they are expected to help implement the strategies and tactics, they must be allowed to play an important role in shaping them.

The inability to reward and punish volunteers reveals an intrinsic motivation. They want to feel as though they are contributing to the group's mission. Members must therefore participate in the decision-making process. They must be the group, not just volunteers who participate sometimes.

The 7 C's
The seven critical values of Social Change Leadership

Consciousness of self

Know the values, beliefs, attitudes, and emotions that motivate you to take action

Congruence

Thinking, feeling, and behaving with consistency, genuineness, authenticity, and honesty towards others

Commitment

The passion and intensity that motivate you to serve and drives the collective effort

Collaboration

Work with others in a common effort

Common Purpose

Work with shared aims and values

Controversy with Civility

Have respect for others and a willingness to hear their views

Citizenship

Both the leader and the group become responsibly connected to the community

What Do Volunteers Expect From Their Leaders[2]

- ◆ Action
- ◆ Passion
- ◆ Commitment
- ◆ Competence
- ◆ D.W.Y.S.Y.W.D.
  (Doing What You Say You Will Do)

Five Practices Of Exemplary Leaders[3]

- ◆ Model the way
- ◆ Inspire a shared vision
- ◆ Challenge the process
- ◆ Enable others to act
- ◆ Encourage the heart

Developing Leadership For The Long Term

No One Leads Forever...

Every leader eventually moves on. This is why it is critical to develop leadership in others. A strong and healthy group not only survives without you as its leader, it thrives. The key is to develop a strong volunteer base, encourage their ideas, and help them cultivate their skills.

Letting Go...

According to Social Change Leadership model, community organization leaders must give up control long before officially stepping down from their post. They must trust volunteers and allow them to step in and take responsibility. This is how future leaders emerge.

The Model In Action

Implementing Social Change Leadership

Social Change Leadership model is a framework that provides principles and values to guide those who have the opportunity to organize their community. Putting the model to work is easier said than done though. The remainder of this handbook provides a step-by-step guide to implementing the model. The key is to strive for leadership by all, rather than a few. Depending on your circumstances, you may find yourself somewhere in the middle of the process. This guide starts at the beginning, but you can jump in wherever needed.

Getting Started

Below are the steps to starting and successfully leading a community organization

1) Find your community
2) Bring the community together
3) Determine the group's goals
4) Develop a strategy for achieving the goals
5) Implement the strategy
6) Continue to review and revise

Note: It may be necessary to incorporate as a nonprofit in order to form your community organization. If it is possible, try to connect with a nonprofit already in existence. For example, you can start a chapter of a national organization that works on your issue. If you decide it is necessary to formally organize as a nonprofit corporation, there are many resources available on the market to guide you.

Find Your Community

Identify Your Constituents

Depending on the circumstances, it may be easy to identify the community you wish to organize. For example, tenants faced with the same housing issues are easy to locate by going door-to-door.

In the case of a sudden crisis, members of the affected community often make their voices heard and are easy to identify. When the problem is chronic or the source is less obvious, individuals are less vocal and harder to locate.

Take the time to consider who may be affected by the problem you are working to solve. Look for unique ways of reaching the members of your target community. Also remember to contact allies and other organizations who may also have an interest in your issue.

Examples:
Disabled Students, Single Parents, Environmentalists

Develop A Contact List

◆ Gather names, phone numbers, mailing and email addresses
    Strive to maintain privacy and assure participants that their
    contact information will be kept confidential & secure
    Some people may not want to give up much info, but try to
    get what you can

◆ Try to take advantage of existing contact lists

◆ Utilize the unique outlets available to reach your community

◆ Reach out to the larger community
    Network with other leaders
    Invite members of other groups with similar goals and concerns
    Create an online social networking page

◆ Make your group visible
    Table at local events, colleges, and other gathering places
    Post flyers at local businesses, bulletin boards, libraries
    Start a web site
    Use media advertising & announcements

Bring The Community Together

Host A Welcome Meeting

◆ Start with introductions and an ice breaker

◆ Provide background on the issue that brought the group together

◆ Explain the history of the organization and how it came to be

◆ Have participants help shape the group's mission, goals, and strategies

◆ Offer immediate volunteer opportunities and remember to delegate
Tip: Ask someone to take notes at the meeting for the group

Get People Involved

◆ Establish roles, not hierarchy
Use Chair and other role oriented positions instead
of President and similar titles that imply authority
Examples: Director, Meeting Chair, Minute Taker

◆ Rotate Roles & Duties
Have members take turns in different roles
Hold elections for official leaders at least once a year

◆ Facilitate, don't direct
Help participants do what they want to do instead of
telling them what to do

◆ Continue ongoing outreach to the community and
allies

◆ Delegate! Delegate! Delegate!

Tip: Use a sign up sheet for volunteer opportunities. Participants are sometimes hesitant to commit or are unsure of what is expected. Ask them to sign up so you can contact them with more information and answer any questions they may have. A sign up sheet also helps you keep track of the volunteers.

Bring The Community Together

Keep People Involved

◆ Get input from participants
Always ask for suggestions and ideas
Tip: First offer an idea then ask for more suggestions.
People are often hesitant to present the first idea to a group

◆ Always involve participants in the decision-making process
It's easy to take a vote by a show of hands

◆ Remember to delegate
Start small and then go big
Trust participants to follow through and do a good job
Have a back-up plan in case they don't

◆ Lead by example
You cannot expect participants to work hard if you don't

◆ Build the leadership relationship
Take the time to get to know group members

◆ Check Your Ego
Be open to feedback
Be critical of yourself before divisions arise

Make Members Part Of The Group

◆ Host regular meeting

◆ Fund raisers

◆ Community service

◆ Rallies

◆ Social events

Determine The Group's Goals

Do It As A Group

◆ A social change leader cannot decide the group's mission and goals alone

◆ The decision must be made as a group

◆ The process should begin at the welcome meeting but will probably require at least two group meetings

Mission

◆ What is the purpose of the group

◆ The mission will be the group's guiding principle

◆ K.I.S.S.
Keep It Simple Stupid!
The more complicated the mission, the harder it is to stay on track

Group Goals

◆ Goals must help define the mission

◆ Set short term and long term goals

◆ Make sure the goals are realistic

◆ Determine how to measure your goals

Leadership Goals

◆ Ensure survival of the group

◆ Facilitate the group in fulfilling its mission

◆ Provide oversight of volunteers

◆ Develop leadership to ensure continued success of the organization

◆ Continue to strategize for the short and long term

◆ Establish personal goals for yourself as a leader

Develop A Strategy

Common Tactics

◆ Education

◆ Advocacy

◆ Direct Action

◆ Support Services

◆ Litigation

Brainstorm

◆ Brainstorm ideas with the group

◆ Strategies must help achieve the group's goals

◆ Come up with a few suitable ideas and present them to the group

◆ Then ask for more suggestions and ideas

◆ You should get some input, but if not, at least there are some ideas on the table

Make A Decision

◆ Try to come to a consensus before using majority rule

◆ Have members vote on tactics and the ideas for implementing them

◆ If a participant's idea is not selected, but others are interested, ask them if it is something they would be willing to start and work on as a side project
If they are successful, the group will benefit
If they are unsuccessful, there is no harm to the group's goals or mission

Implement The Strategy

Education

◆ Presentations
◆ Events
◆ Tabling
◆ Media Outreach
◆ Research

Advocacy

◆ Petitions & letter writing campaigns
◆ Support and/or sponsor legislation
◆ Respond to actions affecting members
◆ Build coalitions
◆ Lobby representatives

Direct Action

◆ Protests
◆ Boycotts
◆ Sit-ins
◆ Strikes

Support Services

◆ Activist training
◆ Career support
◆ Peer counseling
◆ Health care
◆ Legal representation
◆ Scholarships
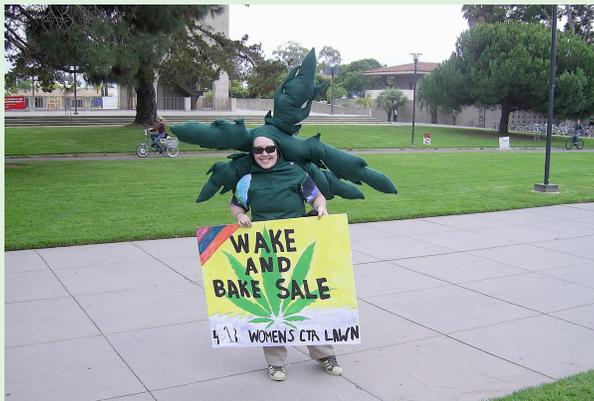
Review & Revise

Do It As A Group

- ◆ Do it with the entire group
- ◆ Set aside a meeting just for this
- ◆ Needs to be done at least once a year

S.W.O.T. Analysis

- ◆ Strengths
- ◆ Weaknesses
- ◆ Opportunities
- ◆ Threats

Mission

- ◆ Make sure goals, strategies, and implementation all help further the group's mission

Goals

- ◆ What goals were achieved
- ◆ Which goals need to be revised
- ◆ Review how goals are to be measured

Strategies

- ◆ What strategies worked
- ◆ What strategies didn't work
- ◆ Can implementation be improved

Leadership

- ◆ Have roles been rotated
- ◆ Have new leaders emerged
- ◆ Beware of Founder's Syndrome

Conclusion

Moving On

No one leads forever and sooner or later you will have to move on. However, this does not mean the end of the group. If you implemented the principles of Social Change Leadership model, the group should continue to thrive without you. The goal is not to gain a position of power for yourself, but rather to empower a community. Under your leadership, participants should have gained the skills, knowledge, and experience necessary to advocate for themselves. Even when the group has reached its goals and achieved the change it initially sought, the community remains prepared to face any new issues and problems that confront it. Being able to leave and move on while watching the group succeed without you is the greatest reward!

Mission Accomplished

By following the steps and guidelines laid out in this handbook, anyone can effectively implement the principals and values of Social Change Leadership Model. Effective use of the model should lead to the development of a strong and successful community organizing effort. Activists now have one more strategy in the fight for social justice.

Appendix

A.   References

B.   Leadership Resources
            Board Duties
            Welcome Meeting Agenda
            Review & Revise Guide

C.   Founder's Syndrome Resources

D.   Sample Forms
            Meeting Sign-In Sheet
            Volunteer Sign-Ups

References

[1]Astin, H.S. (1996). Leadership for social change, *About Campus*, 1(3) 4-10.

Higher Education Research Institute. (1996). *A social change model of leadership development: Guidebook version III*. Los Angeles: The Regents of the University of California.

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[2]Posner, B. (2008, September 17). Presentation to Santa Clara University Law Students, Santa Clara, California.

[3]Kouzes, J.M., & Posner, B.Z. (2008). *The leadership challenge* (4th ed.) San Francisco: Jossey-Bass.

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Co-Chairs

Purpose:

       To facilitate the group in achieving its goals
       Make sure volunteers and board members follow through

A. Goal setting
    1. Establish individual goals for yourself as co-chairs for the year
    2. Establish goals as a board, for the year and the long term
    3. Facilitate the group by helping members do what they want to do, while at the same time striving to reach the goals of the year
    4. Continue to strategize on goals for short and long term
B. Communicate & work with National Board of Directors
    1. What are National's priorities
    2. What resources can they provide us
    3. Keep them updated on our chapter
C. Oversee other chairs
    1. Know their responsibilities and help them delegate and get things done
D. Chapter Meetings
    1. To communicate with members, get organized on events and activities, and build fellowship
    2. Keep all members involved in running the org
    3. Should have at least 1 meeting per month
    4. Prepare agenda
    5. Make sure publicity gets done
    6. Bring pens, sign-in sheet, and volunteer sign-up forms
    7. Help set-up food and clean-up
    8. Follow-up with any necessary emails to volunteers or members
E. Monitor supplies
    1. Tabling supplies- tape, stickers, flyers, buttons etc.
    2. Food supplies- plates, cups, napkins, utensils, serving spoons & forks
F. Prepare for Events
    1. Club Day
    2. Benefit for Justice
    3. Thurgood Marshall Fundraiser
    4. Donate-A-Day
    5. Election
G. Keep track of current events, legislation, local activities, other groups' events, etc
    1. Pass on to secretary so they can include them in the chapter newsletter
    2. Tell them about our events and campaigns
    3. Co-sponsor events with other groups
    4. Invite them to our meetings, have them regularly send a rep

<u>Publicity</u>

Purpose:

        To advertise our meetings, activities, and events
        Maintain visibility in the community
        Attract new members

1. Update regular publicity items
   a. Website
   b. Community Calendar
   c. Facebook group
2. Tabling
   a. See tabling guide
3. Meeting & Event Publicity
   a. Design flyers
   b. Post flyers
   c. Create a Facebook event
   d. Website
   e. Emails
      i. One week before event/meeting
      ii. Send reminder one day before event/meeting
      iii. Ask other orgs to send the announcement to their members
   f. Radio announcements
   g. Consider buying ad in the newspaper
4. Media relations
   a. Contact newspapers and local news to cover our events
   b. Send out press releases for our events
   c. Send in letters to the editor and opinion articles to local newspapers
   d. Create PSA's for radio station

Secretary

Purpose:

       Help board keep track of what is going on
       Take care of Administrative stuff
       Help publicity

A. For Events & Chapter Meetings
    1. Schedule location
    2. Put event on Community Calendar
    3. Put event on website
    4. Order food & arrange for pick up or delivery
    5. Help with food set-up and clean-up
B. Take minutes at chapter meetings
C. Email bimonthly chapter newsletter
D. Maintain member email list, update it from tabling and meeting sign-up sheets
E. Update Websites
F. Take pictures of events, clip press coverage, save event flyers for scrapbook

Treasurer

Purpose:

       Keep track of our financial situation
       Help people get their money

A.   Develop and Submit budget at the beginning of the fiscal year
B.   Process Reimbursement forms
D.   Deposit funds and keep track of expenses
E.   Fundraising
F.   Collect dues and provide new member gear including member cards

Tabling Guide

Purpose:
> Attract new members
> Be visible in the community
> Advertise events and activities
> Fundraising

1. Regularly table at local events
2. It is also a good idea to table a few days before a big event and pass out flyers
3. Make sure to have ¼ page flyers and a sign-up sheet
   a. The secretary will add the emails from the sign-up sheet to the email list
   b. Put them in the secretary's inbox when done tabling
4. Can also include fun stuff to sell or give away such as buttons & stickers
5. Maintain the tabling supplies by keeping them neat and restocking items on a regular basis
   a. Banner, Table cloth, email sign up, pens, pamphlets
   b. Supplies: Tape and clips to hold up the banner, scissors and a sharpie just in case, sun-block, Paperweights for the wind
   c. Informative flyers, colorful books, petitions, fun items to sell, free samples
   d. Meeting flyers for tabling
6. Have people sign up to table at the meetings, on Facebook, and by email

Welcome Meeting

I. Open

A. *Welcome*

1. Please include your email and phone # on the sign-up sheet
2. Member Intros: Name, Favorite place to travel

B. *Org Intro*

1. Mission

   a) Community for Change is a nonprofit that works to improve communities.

   b) CFC focuses on homelessness, domestic violence, and youth issues.

   c) CFC provides a voice for members of these communities.

2. History

   a) Founded in 2008
   b) Implemented after-school program, homeless dinner program, safe haven program

3. Board Intros: Lauren, Mike, Omar, Michelle, Brad

C. *Membership*

1. Members and volunteers help CFC to implement its programs
2. Membership dues help fund activities
3. Members get discounts on events and activities
4. $20/year

II. Business

A. *Basics*

1. We have a Facebook group, please join
2. Youth Mentor-Mentee Program- fill out forms
3. Monthly member potluck
4. New publicity committee

B. *Planning Ahead*

1. Year's goal: Member participation, leadership development, build a coalition

   a) Feedback from last year's members/leaders
   b) What do we want to accomplish in the next year

2. Event Planning
    a) Inn Vision Benefit- What's up Brad???
        Help with silent auction prep, decorations, help at the benefit, table and sell tickets
3. Member's priorities- What do members want to do, special interests, special skills?
4. Upcoming Events
    a) City Council Mtg re funding homeless shelters
    b) Community Service
    c) Inn Vision Annual Benefit
    d) High School Career Days

C. *Volunteer Opportunities*
1. We will email out random requests for volunteers
2. Publicity Help- See Michelle
3. Be a mentor- See Omar
4. City Council Mtg- See Lauren
5. Inn Vision Benefit- See Brad
6. Community Service- See Mike

Review & Revise Agenda

A. Welcome
1. First, will someone volunteer to be secretary and take notes...
2. Input is always welcome, but remember we have a limited amount of time
3. Ground Rules for discussion
4. Icebreaker:
    Tell us your name & position and/or committees
    If you could ask Obama to change one thing immediately, what would that be?
5. Meeting Purpose
    Bring new board members up to speed
    Get all members on the same page with the same info
    Figure out chapter's role within larger organization's structure
    Establish short-term and long-term chapter goals
    Annual review and revise

B. About the Organization
1. Review History Handout
    Mike and Lauren are our field reps to the National board
2. Western Region-
    What will the Western Region focus on during 2009?
3. Our Chapter-Who we are and what we do
    Chapter Mission- See handout
    Brief Chapter History- Omar & Michael
    Previous goals accomplished- Michelle
    Where do we fit in at the larger organization- Discuss
4. Team Building Exercise
    Commonalities and Uniquities

C. Leadership
1. Social Change leadership presentation
2. The role of the board of directors
    To facilitate the chapter in fulfilling its mission and achieving its goals
    Make sure volunteers, board members, and committees follow through on tasks
    Continue to strategize on goals for short and long term
    Develop leadership to ensure continued success of organization
    Discuss
3. Goal setting
    Establish individual goals for yourself as a board member
    Establish goals as a board for the year and the long-term

D. Lunch (1:00-1:30)

E. Our Chapter-Where are we going?
1. Chapter Mission Review
2. Review New Board Structure
3. Where do our members fit in to the group
4. Community
    a. Who do we serve?
        What needs do they have?
        What are the demographics of our members?
        What are their issue priorities?

        b. Member/community survey

5. SWOT Analysis- Strengths, Weaknesses, Opportunities, & Threats
6. Chapter goals- what do we want to accomplish as a board and as an organization
   a. This year

       Board goals:
           Improved interaction with the National office
           Membership recruitment and retention (both board and general)
           Increased collaboration with organizations with common goals

       Group goals:
           Raise $1000
           Host regular meetings
           Have more social events

   b. 3 years
       Have 500 dues paying members
       Have 100 active members
       Pass local legislation

F. Strategies

1. What strategies are we using
3. Which ones are working
3. Which ones need to be reconsidered
4. Can implementation be improved

G. Strategic Breakout Session

1. Communications Committee- Mike
2. Outreach Committee- Omar
3. Education Committee- Michelle
4. Member Recruitment Committee- Lauren
   a. Clarify purpose of the committee
   b. Determine short term and long-term goals for each committee (time periods will vary by committee)
   c. Establish roles for each committee member
   d. List current projects & develop a timeline for each
   e. Chose one person to report to group

Proposed Chapter Projects for committee consideration during breakout session:
    Bylaws revisions - our bylaws are no longer in sync with what the affiliate would like
    Community survey - to determine what the community needs us to do
    Communications - website, e-mail, telephone, literature - providing a consistent way to get information to and from our chapter; Regular chapter newsletter
    Education: provide resources needed to strengthen civil liberties knowledge in local schools; working with campus chapters
    An all chapter retreat

H. Reports from Breakout Session

1. Discuss reports and determine where committees overlap and need to work together

I. Wrap-Up

1. Chapter Mission
2. Chapter goals: short term and long term
3. Report your individual goal at next board meeting
4. Upcoming projects and events- know your tasks

Founder's Syndrome Resources

Founder's Syndrome: How Corporations Suffer -- and Can Recover
Carter McNamara, MBA, PhD.
http://www.managementhelp.org/misc/founders.htm

Founder's Syndrome? Who Me?
Hildy Gottlieb
http://www.help4nonprofits.com/NP_Bd_FoundersSyndrome_Art.htm

Transition Guides
http://www.transitionguides.com/

Surviving Founder's Syndrome
http://www.ccfbest.org/management/survivingfounder.htm

Sign-In

Name	Phone	Email	Address

Volunteer Sign-Ups

Name							