

Relational Leadership Model

Relational Leadership: a relational process of people together attempting to accomplish change or make a difference to benefit the common good.

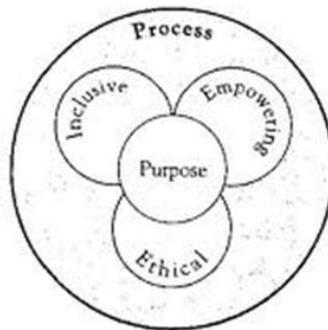
This philosophy values being ethical and inclusive.

It acknowledges the diverse talents of group members and trust the process to bring good thinking to the socially responsible changes group members agree they want to work toward.

Relationships are the key to leadership effectiveness.

Relational leadership involves a focus on five primary components:

- Ethics: Upholds values and standards of morality
- Purpose: Having a common set of values and vision to move an initiative forward
- Empowerment: Sharing power with others to embrace what they have to offer
- Inclusivity: Welcoming and open to diverse points of view and diverse identities
- Process-Oriented: The focus is on the group and how the group works together



Knowing - The skills needed to perform and knowing process of how to manage yourself and others to achieve goals.

Being - Self awareness of personal beliefs, values, and goals while understanding that your actions can have significant effect on others.

Doing - Using the knowledge and self awareness to lead a group to achieving previously stated goals. Knowing the skills needed is not enough to be a leader, one must be aware of the influence he can potentially have on others. Similarly, being aware that you have the potential to lead is not enough if you don't possess the knowledge of skills. The combination of skills accompanied with the process of doing completes the framework of an exemplary leadership.

Leadership Component	Knowing	Being	Doing
Inclusive: Of people and diverse points of view	<ul style="list-style-type: none"> ·Self and others ·Citizenship ·Frames and multiple realities ·Organizational cultures 	<ul style="list-style-type: none"> ·Differences in people are valuable ·Fairness and equality are important in the treatment of all people ·Everyone can make a difference ·Need to conceptualize groups and organizations as a web-like structure 	<ul style="list-style-type: none"> ·Developing talent ·Listening ·Building cohabitations ·Framing/reframing ·Engaging in civil discourse
Empowering: Of others who are involved	<ul style="list-style-type: none"> ·Power ·Empowerment ·Impact of power on policies and procedures ·Self-esteem 	<ul style="list-style-type: none"> ·Everyone has something to offer ·Concern for growth and development of others ·Contributions of others are valued ·Power, information, and decision making are shared 	<ul style="list-style-type: none"> ·Gate-Keeping ·Sharing information ·Learning at individual and team levels ·Encouraging/affirming others ·Building capacity ·Promoting self-leadership
Purposeful: individual commitment to a goal or activity; ability to collaborate to find common ground, common purpose, or work toward the public good	<ul style="list-style-type: none"> ·Change process and models ·Role of mission/vision 	<ul style="list-style-type: none"> ·An attitude that is hopeful, positive, optimistic ·Individuals, groups and organizations can make a difference 	<ul style="list-style-type: none"> ·Identifying goals ·Envisioning ·Making meaning ·Thinking creatively ·Involving others in the vision-building process
Ethical: Driven by values and standards of leadership which is “good” or moral in nature	<ul style="list-style-type: none"> ·Development of values ·Influence of systems on justice ·Models of valuing self and others ·Ethical decision making 	<ul style="list-style-type: none"> ·Socially responsible behavior ·Character development ·High standards of behavior ·Actions which benefit others 	<ul style="list-style-type: none"> ·Behaving congruently ·Trusting others ·Being reliable and responsible ·Acting courageously ·Identifying issues ·Confronting inappropriate behavior in others
Process-oriented: How the group goes about being a group, remaining a group, and accomplishing the group’s purpose	<ul style="list-style-type: none"> ·Community ·Group process ·Relational aspect of leadership ·Systems perspective 	<ul style="list-style-type: none"> ·Process is as important as the outcome ·Effort of high quality ·Good things happen when people trust the process 	<ul style="list-style-type: none"> ·Collaboration ·Reflection ·Making meaning ·Challenging ·Civil discourse ·Giving and receiving feedback

Komives, S. R., Lucas, N., & McMahon, T. R. (1998). *Exploring leadership: For college students who want to make a difference*. San Francisco: Jossey-Bass Publishers.