



## The Relational Model

- Relational Leadership is defined as a relational process of people together attempting to accomplish change or make a difference to benefit the common good.
- This philosophy would value being ethical and inclusive. It would acknowledge 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:

Leadership Component	Knowing (knowledge/ understanding of...)	Being (Belief that...)	Doing (skills in....)
<b>Inclusive:</b> Of people and diverse points of view	<ul style="list-style-type: none"> <li>• Self and others</li> <li>• Citizenship</li> <li>• Frames and multiple realities</li> <li>• Organizational cultures</li> </ul>	<ul style="list-style-type: none"> <li>• Differences in people are valuable</li> <li>• Fairness and equality are important in the treatment of all people</li> <li>• Everyone can make a difference</li> <li>• Need to conceptualize groups and organizations as web-like in structure</li> </ul>	<ul style="list-style-type: none"> <li>• Developing talent</li> <li>• Listening</li> <li>• Building cohabitations</li> <li>• Framing/ re-framing</li> <li>• Engaging in civil discourse</li> </ul>
<b>Empowering:</b> Of others who are involved	<ul style="list-style-type: none"> <li>• Power</li> <li>• Empowerment</li> <li>• Impact of power and on policies and procedures</li> <li>• Self-esteem</li> </ul>	<ul style="list-style-type: none"> <li>• Everyone has something to offer</li> <li>• Concern for the growth and development of others is necessary and important</li> <li>• Contributions of others are to be solicited and valued</li> <li>• Power, information, and decision making are to be shared willingly</li> </ul>	<ul style="list-style-type: none"> <li>• Gate-keeping</li> <li>• Sharing information</li> <li>• Learning at individual and team levels</li> <li>• Encouraging or affirming others</li> <li>• Building capacity of others</li> <li>• Promoting self-leadership</li> <li>• Practicing renewal</li> </ul>

<p><b>Purposeful:</b> Means having an individual commitment to a goal or activity. It is also the individual ability to collaborate and find common ground with others to establish a common purpose, vision for a group, or work toward the public.</p>	<ul style="list-style-type: none"> <li>• Change process and models</li> <li>• Role of mission/ vision</li> </ul>	<ul style="list-style-type: none"> <li>• An attitude that is hopeful, positive and optimistic and helps everyone</li> <li>• Individuals, groups, and organizations can make a difference</li> </ul>	<ul style="list-style-type: none"> <li>• Identifying goals</li> <li>• Envisioning</li> <li>• Making meaning</li> <li>• Thinking creatively</li> <li>• Involving others in vision-building process</li> </ul>
<p><b>Ethical:</b> Driven by values and standards of leadership which is “good” or moral in nature.</p>	<ul style="list-style-type: none"> <li>• Development of values</li> <li>• Influence of systems on justice and care</li> <li>• Models of valuing of self and others</li> <li>• Ethical decision making</li> </ul>	<ul style="list-style-type: none"> <li>• Socially responsible behavior is to be encouraged in all people</li> <li>• Character development happens through participation in groups and organizations</li> <li>• High standards of behavior for each person helps everyone</li> <li>• Actions which benefit others are preferred over actions which are pursued for self gain</li> </ul>	<ul style="list-style-type: none"> <li>• Behaving congruently</li> <li>• Trusting others and being trustworthy</li> <li>• Being reliable and responsible</li> <li>• Acting courageously</li> <li>• Identifying issues as needing an ethical decision</li> <li>• Confronting inappropriate behavior in others</li> </ul>
<p><b>Process-oriented:</b> How the group goes about being a group, remaining a group, and accomplishing the group’s purpose</p>	<ul style="list-style-type: none"> <li>• Community</li> <li>• Group process</li> <li>• Relational aspect of leadership</li> <li>• Systems perspective</li> </ul>	<ul style="list-style-type: none"> <li>• Process is as important as outcome</li> <li>• Effort of high quality is to be encouraged</li> <li>• Good things happen when people trust the process</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration</li> <li>• Reflecting</li> <li>• Making meaning</li> <li>• Challenging</li> <li>• Engaging in civil confrontation</li> <li>• Learning giving and receiving feedback</li> </ul>

Komives, S, Lucas, N., & McMahon, T. (1998). Exploring Leadership for College Students What Want to Make A Difference. San Francisco: Jossey-Bass. (68-72).

