

MODULE

4

Leadership in Social Movements

"It may well be that we will have to repent in this generation. Not merely for the vitriolic words and the violent actions of the bad people, but for the appalling silence and indifference of the good people who sit around and say, 'Wait on time.'"

- MLK

Introduction

This module serves to teach students to think critically and objectively about Social Movements. Social movements have been a prominent piece of history in the United States and several other countries. They are media of expression for people to create change, resist policy, or revolutionize a society. Social movements have been and will continue to be an ongoing activity in human life, making them relevant to students' lives.

Student Objectives:

1. Students will be able to think about social movements objectively, not falling in with group think or the "hive mind."
2. Students will be able to differentiate between various types of social movements.
3. Students will understand and be able to identify the four stages of social movements, including how they begin and end.
4. Students will be able to distinguish between centralized and decentralized leadership in Social Movements
 - a. Students will understand how media and the digital age have changed/influenced social movements.
5. Students will be able to understand intersectionality and look at things objectively
6. Students will develop public speaking skills; they will become more proficient in addressing and motivating groups

Agenda

1. Stages of a Social Movement
2. What is a Social Movement?
3. Public Speaking

4. Intersectionality

Leadership Connections

1. Group Dynamics → Social movements are impacted
 2. Transformational Leadership connections → in centralized leadership
 3. Servant Leadership connections → in decentralized leadership
 4. Anti-Leadership → decentralized leadership
 5. Team Leadership → decentralized leadership
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Skills

Public Speaking

Resources:

1. Public Speaking: Resources about Public Speaking. (n.d.). Retrieved from <http://libguides.butler.edu/publicspeaking>.
 - a. Has links to several videos and scholarly articles about public speaking skills.
2. Robert, F. (2004). The Rhetoric of Social Movements:: Differential Images of the Recruitment in Students for a Democratic Society (SDS), 1960-1965.. *Revue française d'études américaines*, n°99,(1), 85-102. doi:10.3917/rfea.099.0085. <https://www.cairn.info/revue-francaise-d-etudes-americaines-2004-1-page-85.htm>
 - a. Explains how public speaking is used in Social Movements as well as other strategies of speaking and communication.
3. Genard, G. (n.d.). Leadership Skills: The 5 Essential Speaking Techniques. Retrieved from <https://www.genardmethod.com/blog/leadership-skills-the-5-essential-speaking-techniques>
 - a. Explains the use of public speaking in leadership and methods of making it as effective as possible.

CORE Crash Course (CCC):

Public speaking is an important leadership skill in general, and important for social movements specifically. Speakers must consider several aspects including topic, setting, and their audience. In order to have a successful speech, both the audience and speaker have to feel invested in the speech. The audience must feel as though the speech is relatable and unique, and the speaker must be completely emotionally invested in their words. The two interacting together during the speech will yield better results.

Famous leaders were able to get people to join their movements by speaking even while others were initially against their cause. Their speaking had to be persuasive and well done in order to convince followers to join them. Although social movements have changed over time, leaders at the forefront continue to speak to followers.

Topics

4 Stages of a Social Movement

Resources:

1. Christiansen, J. (n.d.). Four Stages of Social Movements. Retrieved July 27, 2017, from <https://www.ebscohost.com/uploads/imported/thisTopic-dbTopic-1248.pdf>

CORE Crash Course (CCC):

There are four stages of a social movement, emergence, coalescence, bureaucratization, and decline.

- 1.) **Emergence**, not much organization; characterized as widespread discontent. Many people are dissatisfied with the condition of an aspect of society.
- 2.) **Coalescence**. “popular stage”, clearly defined sense of discontent. This feeling has become localized and collective, therefore now there is more organization and a strategic outlook.
- 3.) **Bureaucratization** (organization of the social movement); mass rallies and inspirational leaders are not enough for this stage, there must be trained staff to carry out the functions of the organization
- 4.) **Decline**. Repression (government intervention, regulation), success, or failure. Failure → **factionalism and encapsulation**, when a group becomes so dedicated to the movement; extreme bias to believing their movement is 100% right.

The natural, unconscious standardization, commonality of the lifecycle of a social movement is interesting to talk about.

Definition of A Social Movement

Resources:

1. Killian, L. M. (n.d.). Social movement. Retrieved July 27, 2017, from <https://www.britannica.com/topic/social-movement>
 - a. Provides a direct definition of social movement.
2. Little, W. (n.d.). *Introduction to Sociology*. Retrieved July 27, 2017, from Killian, L. M. (n.d.). Social movement. Retrieved July 27, 2017, from <https://www.britannica.com/topic/social-movement>
 - a. Discusses the definition, characteristics of social movements, social movements and social change, and the membership.

CORE Crash Course:

Social movements are a collective behavior of a group of people that have a need or desire that is not satisfied, causing them to work towards a common social goal, and that goal either implements or prevents a change in society and also provides a political voice to marginalized groups. Social movements are also loosely organized and it could be centralized or decentralized. However, in order to become a social movement, it has to attract many followers and create some sort of a viable organization.

Aside from a marginalized group of people that strive to make a change/resist a change in society to meet their interest and needs, there is a new social movement theory that focuses on the struggles that certain groups face that do not necessarily indicate systematic inequality but quality-of-life issues such as autonomy and identity. For example, groups advocating for the environment is a social movement that coincides with the new social movement theory.

Intersectionality and Identity Politics

Resources:

1. Crenshaw, K. (n.d.). The Urgency of Intersectionality. Retrieved July 26, 2017, from https://www.ted.com/talks/kimberle_crenshaw_the_urgency_of_intersectionality
 - a. This TedTalk will explain what exactly Intersectionality is and it will provide several examples to support the necessity of intersectionality.
2. McCall, L. (2005). The Complexity of Intersectionality. Retrieved from http://www.jstor.org/stable/10.1086/426800?seq=1#page_scan_tab_contents
 - a. This article explains Intersectionality in a deeper way for the facilitator's understanding. Clearly details the creation and use of intersectionality.
3. Bernstein, M. (2005). Identity Politics. *Annual Review of Sociology*, 31(1), 47-74. doi:10.1146/annurev.soc.29.010202.100054
 - a. This article explains the confusing topic of identity politics and it justifies its relevance because it affects the way people consider politics and takes away their objectivity.

CORE Crash Course (CCC):

Intersectionality is the interaction of multiple social issues rather than focusing on one social issue. The necessity for this concept was identified by the women's studies field in order to connect gender studies with race and class because the experiences of people in one social movements differ. Take for example the Black Lives Matter movement; the representation of women involved in the movement is far less than men, connecting it to the feminist movement. Therefore, social issues need to be looked at from the view of both the single social movement being studied and other social movements which people are dually involved in.

Identity politics explain people's subjectivity when discussing politics and joining political parties or social movements. The main idea behind identity politics is that people with certain identities choose to support things that benefit themselves and resist things that they fear or will disadvantage them. In order to remain objective when discussing things such as politics or social movements, one must see the topic

from several points of view rather than just one's own.

Supplemental Content

Centralized vs. Decentralized Leadership In Social Movements

Resources:

1. Willey, J. S. (2011). *THE DECENTRALIZED SOCIAL MOVEMENT: HOW THE TEA PARTY GAINED RELEVANCY IN THE NEW MEDIA ERA*. Washington, DC: Graduate School of Arts and Sciences of Georgetown University. [LINK](#)
 - a. Discusses how decentralization led contributed to the republican tea party movement.
2. Sueur C, Deneubourg J-L, Petit O. From Social Network (Centralized vs. Decentralized) to Collective Decision-Making (Unshared vs. Shared Consensus). Ravasi T, ed. *PLoS ONE*. 2012;7(2):e32566. doi:10.1371/journal.pone.0032566. [LINK](#)
 - a. Gives powerful insight into how consensus (shared or unshared) are formed in social groups
2. Tsukayama, H. (2017, January 31). It takes more than social media to make a social movement. Retrieved July 27, 2017, from <https://www.washingtonpost.com/news/the-switch/wp/2017/01/31/it-takes-more-than-social-media-to-make-a-social-movement/>
 - a. Discovers and examines the effects social media has had on social movements

CORE Crash Course (CCC):

Centralized vs. Decentralized leadership in social movements explores two very different types of leadership in social movements. Centralized movements typically have an individual or small group that is popular and “in charge” of the movement and its progression. As a result of the rise of social media, decentralized social movements have become much more popular and relevant in modern society. The premise of decentralized social movements is that these movements have no defined leader, rather they organize based on ideas that arise in online environments such as 4chan or twitter. 4chan and Twitter are social media platforms utilized by the hacker collective “anonymous” and the Arab Spring revolution respectively.

Social movements which equip social media are not always decentralized. Specific leaders may use social media as a method of centralizing their leadership as well.

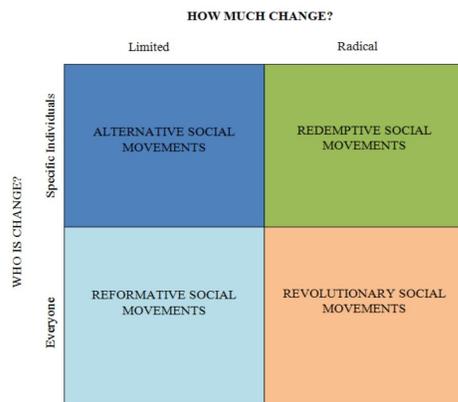
Types of Social Movements

Resources:

1. Vyain, S., Scaramuzzo, G., Cody-Rydzewski, S., Griffiths, H., Strayer, E., Keirns, N., . . . Little, W. (2014). *Introduction to Sociology - 1st Canadian Edition* (1st ed.). Retrieved July 27, 2017, from <https://opentextbc.ca/introductiontosociology/>
 - a. This source, a sociology textbook, contributes to the definition of a social

- movement, as well as the information on the types of social movements.
2. 21.3 Social Movements. (2016, April 8). Retrieved July 27, 2017, from <http://www.citationmachine.net/apa/cite-a-website/manual>
 - a. This source is a sociology textbook which has contributed the types, their definitions, and examples [author name removed by request of the origin publisher].
 3. Module 6 Social Protests and Social Movements. (n.d.). Retrieved July 27, 2017, from <http://nptel.ac.in/courses/109103023/download/Lecture%2030.pdf>
 - b. Has supplementary material for types of social movements– the graph/diagram is sourced from here.

CORE Crash Course (CCC):



(Aberle’s Four Types of Social Movements)

There are five main types of social movements: reform, revolutionary, redemptive, alternative and resistance. They can be split up by the scope of their target audience and how radical of a change they aim for. (The given graph shows four of them – resistance is not included)

Reform Movements: (Little, 21.2)

Reform movements aim to change a specific aspect in a nation’s social, political, or economic structure.

Examples:

- > Abolition Movement
- > Gay/LGBT+ Rights Movement

Revolutionary Movements: (Little, 21.2)

Revolutionary movements disagree with large portions of society, and aim for total overhaul of societal structure. They are often political in nature and want to overthrow the current government in favor of a new one.

Examples;

- > Russian Revolution
- > Chinese Communist Revolution
- > French Revolution

Redemptive Movements: (Little, 21.2)

They aim to provoke ambitious levels of inner change in certain individuals in society. Their target audience is limited.

Examples:

> Alcoholics Anonymous

Alternative Movements: (Little, 21.2)

They aim to change certain actions and beliefs in large portions of society. Their goals are limited in scope.

Examples:

> Planned Parenthood

Resistance/Reactionary Movements: (Little, 21.2)

They aim to resist or reverse a change in society.

Examples:

> Women's March

> March for Science

J-Curve

Resources:

1. Jakobsen, T. G. (2013, May 02). The J-curve – James C. Davies' Theory of Revolutions. Retrieved August 15, 2017, from <http://www.popularsocialscience.com/2013/04/17/james-c-davies-j-curve-theory-of-revolutions/>
2. Mentovich, A., & Jost, J. T. (2016, October 26). J-curve hypothesis. Retrieved August 15, 2017, from <https://www.britannica.com/topic/j-curve-hypothesis>

CORE Crash Course (CCC):

J-Curve → A trend on how Social Movements progress over time based on their need satisfaction. Originally used for revolutions, the J-Curve model plots the satisfaction of people with time, and shows how there tends to be a point where satisfaction reaches a low, which forces society to undergo change, after which satisfaction rises.

Transformational and Team Leadership

Resources:

1. Northouse, P. G. (2016). Leadership: Theory and practice (7th ed.). Thousand Oaks: SAGE.

CORE Crash Course:

Transformational Leadership:

The 4 I's:

Idealized Influence (leaders act as role models for followers, provide followers with a vision and sense of mission)

Inspirational Motivation (communicate high expectations to followers, inspire followers so they become committed to and a part of the shared vision in the

organization)

Intellectual Stimulation (leadership that stimulates followers to be creative and innovative and to challenge their own beliefs and values as well as those of the leader and the organization)

Individualized Consideration (leaders listen carefully to the individual needs of followers, this can vary from offering a high degree of structure or give strong affiliation)

Transformational leadership offers a result that goes far beyond expected outcomes. While transactional leadership only gives followers and leaders something they want, resulting in an expected outcome, transformational leadership goes beyond and develops followers further. In addition to this, transformational leaders inspire followers to transcend their own self-interests for the good of the group or organization.

Team Leadership:

Team members must work collectively to reach their goals. These teams can be face to face or virtual.

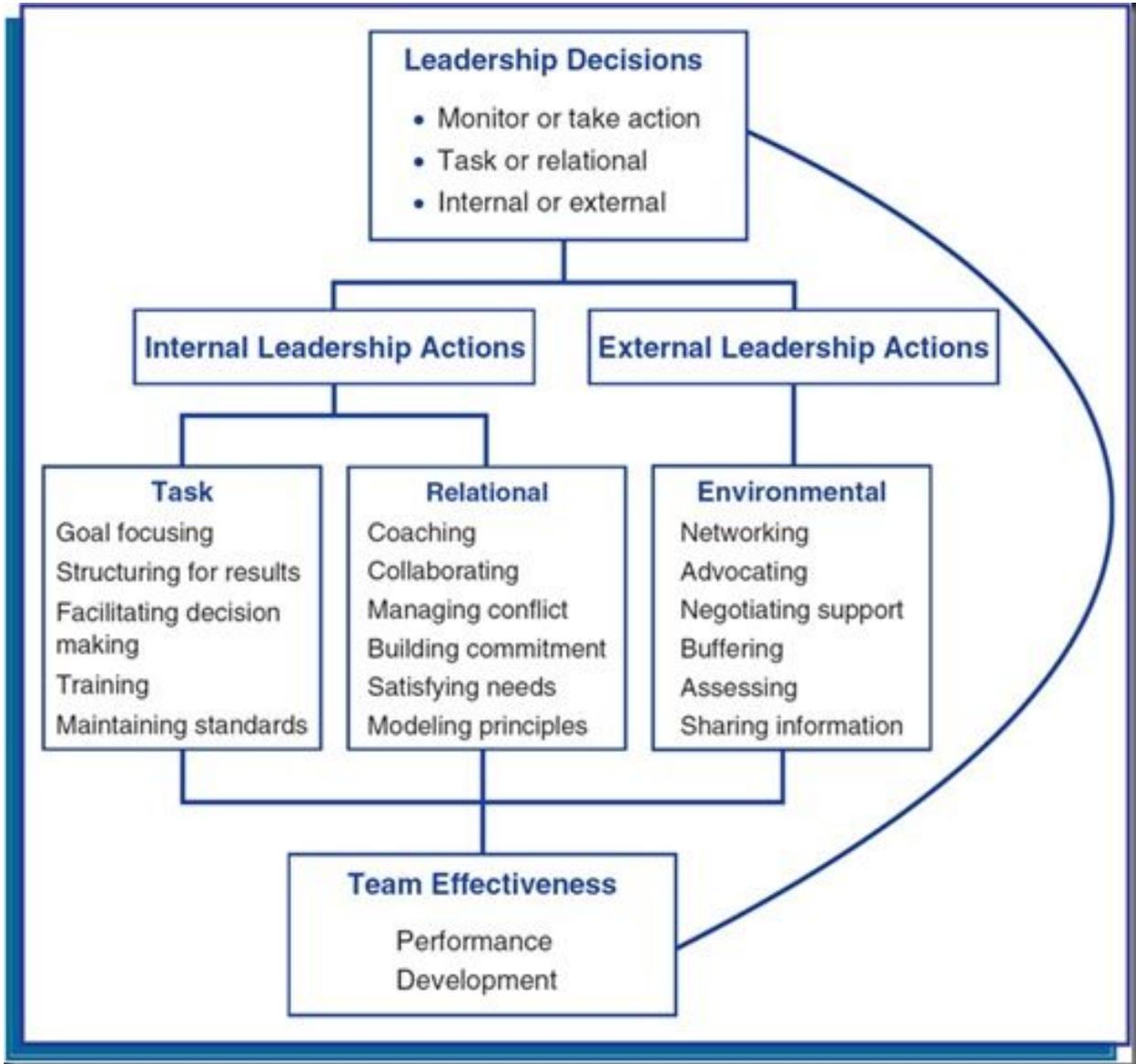


Figure 1: The Hill Model for Team Leadership

The Hill Model for Team Leadership is designed to simplify and clarify the complex nature of team leadership and to provide an easy tool to aid leadership decision making for team leaders and members alike. Leaders exist in this form of leadership to help the team achieve effectiveness. Leadership behavior is seen as team-based problem solving, where leaders only intervene in certain problems, which is up to leader’s discretion. Leadership can be shared throughout the team where many members are diagnosing problems and intervening with appropriate behaviors. This shared leadership can often lead to greater team effectiveness.

References

1. Introduction to Sociology – 1st Canadian Edition (Textbook)

- a. A textbook with a section on social movements. The Types of Social Movements section and the overall broad definition of social movements come from this source.
 - b. <https://opentextbc.ca/introductiontosociology/chapter/chapter21-social-movements-and-social-change/#section21.3>.
 - c. Citation format for this source: (Little, Chapter.Section)
 - i. Page numbers are not available
- 2. Sociology: Understanding and Changing the World (Textbook)**
- a. Another textbook with social movement sections, and has information regarding the stages and types of social movements. Used to crosscheck and supplement information from other sources.
 - b. <http://open.lib.umn.edu/sociology/chapter/21-3-social-movements/>
 - c. Citation format for this source: (Sociology, Chapter.Section)
 - i. Author and Page Numbers not available
- 3. Module 6 Social Protests and Social Movements**
- a. This module has supplementary material on social movements and is the source for the graph titled “Types of Social Movements”
 - b. <http://nptel.ac.in/courses/109103023/download/Lecture%2030.pdf>
 - c. Citation format: (Module 6, page #)
 - d. Killian, L. M. (n.d.). Social movement. Retrieved July 27, 2017, from
 - e. <https://www.britannica.com/topic/social-movement>
- 4. The Four Stages of Social Movements**
- a. A description on the four parts of a social movement, emergence, coalescence, bureaucratization, and decline.
 - b. Christiansen, J. (n.d.). Four Stages of Social Movements. Retrieved July 27, 2017, from <https://www.ebscohost.com/uploads/imported/thisTopic-dbTopic-1248.pdf>
 - c. Citation format: (Christiansen, page #)
- 5. THE DECENTRALIZED SOCIAL MOVEMENT: HOW THE TEA PARTY GAINED RELEVANCE IN THE NEW MEDIA ERA..**
- a. Discusses how decentralization led contributed to the republican tea party movement (this is a decent case study, although I think there are better ones. This is just a really good source)
 - b. Willey, J. S. (2011). Washington, DC: Graduate School of Arts and Sciences of Georgetown University
 - c. [LINK](#)
- 6. From Social Network (Centralized vs. Decentralized) to Collective Decision-Making (Unshared vs. Shared Consensus).**
- a. This source provides a powerful insight into how consensuses (shared or unshared) are formed in social groups
 - b. Sueur C, Deneubourg J-L, Petit O, Ravasi T, ed. *PLoS ONE*. 2012;7(2):e32566. doi:10.1371/journal.pone.0032566.
 - c. [LINK](#)
- 7. It takes more than social media to make a social movement**
- a. Discovers and examines the effects social media has had on social movements
 - b. <https://www.washingtonpost.com/news/the-switch/wp/2017/01/31/it-takes-more-than-social-media-to-make-a-social-movement/>
 - c. Tsukayama, H. (2017, January 31). Retrieved July 27, 2017.
- 8. Anderson, L. W., & Krathwohl, D. R. (2001). A taxonomy for learning, teaching, and**

assessing, Abridged Edition. Boston, MA: Allyn and Bacon.

(http://www.apu.edu/live_data/files/333/blooms_taxonomy_action_verbs.pdf)

- a. Provides a list of action verbs that can be used when writing objectives.
9. **The Urgency of Intersectionality**
 - a. This TedTalk will explain what exactly Intersectionality is and it will provide several examples to support the necessity of intersectionality.
 - b. https://www.ted.com/talks/kimberle_crenshaw_the_urgency_of_intersectionality
 - c. Citation format: (Crenshaw, Title, Date, Site)
 10. **The Complexity of Intersectionality**
 - a. This article explains Intersectionality in a deeper way for the facilitator's understanding. It probably isn't all necessary information, but it clearly details the creation and use of intersectionality.
 - b. http://www.jstor.org/stable/10.1086/426800?seq=1#page_scan_tab_contents
 - c. Citation format: (McCall, Date, Title, Site)
 11. **Identity Politics**
 - a. This article explains the confusing topic of identity politics for the facilitator and it justifies its relevance because it affects the way people consider politics and takes away their objectivity.
 - b. doi:10.1146/annurev.soc.29.010202.100054
 - c. Citation format: (Bernstein, Title, Journal, Volume, Page Numbers, doi)
 12. **Public Speaking: Resources about Public Speaking**
 - a. Has links to several videos and scholarly articles about public speaking skills.
 - b. <http://libguides.butler.edu/publicspeaking>.
 - c. Title, Journal, Volume, Page Numbers, Link
 13. **Robert, F. (2004). The Rhetoric of Social Movements:: Differential Images of the Recruitment in Students for a Democratic Society (SDS), 1960-1965.. *Revue française d'études américaines*, n°99,(1), 85-102.**
 - a. Explains how public speaking is used in Social Movements as well as other strategies of speaking and communication.
 - b. doi:10.3917/rfea.099.0085.
 - c. Author, Title, Year, Journal, Volume, Pages
 14. **Genard, G. (n.d.). Leadership Skills: The 5 Essential Speaking Techniques.**
 - a. Explains the use of public speaking in leadership and methods of making it as effective as possible.
 - b. <https://www.genardmethod.com/blog/leadership-skills-the-5-essential-speaking-techniques>
 - c. Author, Title, Link