

REGENERATIVE ENGAGED LEARNING MODEL

ABSTRACT

Commitment across industries to the development of corporate social responsibility is inconsistent though there is widespread agreement that society faces intractable problems. The involvement of the private sector is critical to improving lives and communities, protecting the sustainability of the environment, and building a more conscious form of capitalism that creates long-term viability for business and society. Critically, the private sector can contribute resources, capabilities, business acumen, project management, strategic planning, logistics coordination, research and development, and global footprint. Most businesses now have adopted some kind of corporate social responsibility activity. However, there is a great deal of confusion about the underlying concepts and there is escalating uncertainty among business leaders about their organizations' efficacy with society's challenges. Corporate social responsibility is at a significant crossroads. In order to do it the right way businesses need to proactively generate meaningful *triple bottom line* impact (equal contribution in and affect on people/communities, the planet/environment, and profitability/economic viability). Missing in the literature is a detailed examination of a continuous organizational learning orientation as essential in this kind of meaningful impact. Consequently, this foundational framework forms the basis of the Regenerative Engaged Learning Model proposed herein for corporate social responsibility development.

INTRODUCTION

Every few hundred years, society experiences a radical shift in its core values and its socio-political-economic composition in the areas of government, commerce, the arts, public institutions, and education (Drucker, 1993). Drucker, making this observation over a decade ago, went on to comment that after a few decades of this period of transformation, “there is a new world. And the people born then cannot even imagine the world in which their grandparents lived and into which their own parents were born” (1993: 1). It is no surprise that many scholars agree that we are in such a period of radical change. Propelled by globalization, technological advancement has altered the way we communicate from a global level, down to a personal and individual level. Technology has created an irreversible interdependence within society. Secondly, education models are being revitalized and re-tooled. Thirdly, the nature of commerce has shifted from an industrial focus to a conceptual frame of reference. Fundamentally, all of these changes have happened faster than any other shifts in the history of mankind (Pink, 2011; Senge, Smith, Kruschwitz, Laur, & Schley, 2008).

Corporate social responsibility, otherwise referred to as sustainability and/or corporate citizenship, has been cited as the next phase of globalization in this historical period of transformation, and it has become virtually undeniable that the world’s biggest corporations are in a unique position to be agents of positive social change. These organizations can contribute their cross-cultural resources, engineering skills, forward-thinking and project planning capabilities, logistics management, business strategy acumen, global footprint and clout, and financial savvy (Googins, Mirvis, & Rochlin, 2007; Haugh & Talwar, 2010; Howard, 2010; Jimena, 2008; Kourula & Halme, 2008; Senge et al., 2008; Visser, 2011; Werbach, 2009). Executive leaders of these global corporations have the ability to cross-partner with

governments, span cultural boundaries, join global associations, and bolster the bandwidth of non-governmental organizations (Bhattacharya, Sen, & Korschun, 2011; Coulter & Erikson, 2012; Grayson, Lemon, Slaughter, Rodriguez, Jin, & Tay, 2008; Howard, 2010; Kanter, 2009; Mainwaring, 2011; Prahalad, 2005). Active engagement of the private sector is now a *need-to-have* and no longer a *nice-to-have*, with consensus mounting that the public and / or civil sectors cannot solve the world's most enduring problems on their own.

However, recent analysis from this year's United Nations Global Compact Survey revealed a widening gap between the intentions of the private sector to cultivate a proactive role in society's wellbeing versus the progress that corporations have actually made in developing meaningful impact with their corporate social responsibility initiatives (Accenture, 2013). What is next for the state-of-affairs if corporate social responsibility efforts continue to slip? Global corporations employ approximately 100 million people and produce a substantial part of the world's gross product; global businesses are among the largest consumers of the Earth's resources, and the beneficiaries of many people's talents and output (Googins et al., 2007). Could a decline in corporate social responsibility momentum lead to a regulatory up-tick on a global scale? It is not inconceivable. Certainly, bad behavior – harmful, unethical, or otherwise – draws regulators' attention around the world and governments impose their own sanctions that affect global trade and development. No doubt, increasing regulatory activity in the corporate social responsibility context would come with a whole host of its own complexities, costs to society, and barriers to market entry, not to mention potentially creating tension among the players rather than the intended partnership and collaboration. Conclusively, it behooves the private sector to do corporate social responsibility *the right way*. This article provides a roadmap for the development of *doing corporate social responsibility the right way*, referred to as *itCSR*.

(Berger, 2013a, 2013b), and consequently proposes a fresh model for corporate social responsibility organizational development that hinges on a continuous learning orientation.

CORPORATE SOCIAL RESPONSIBILITY THE RIGHT WAY

The early concept of corporate social responsibility grew from the seminal Brundtland Report, commissioned by the United Nations. This report was the first to describe sustainability in environmental terms as “meeting the needs of the present without compromising the ability of future generations to meet their own needs” (United Nations, 1987: 15). This came on the heels of Freeman’s stakeholder theory, which outlined a relationship between a company and different groups in society (Freeman, 1984). The theory supported the belief that a corporation has a bigger responsibility to all who might be harmed by or benefit from the company than just the responsibility to be profitable alone (Matten, Crane, & Chapple, 2003).

Soon after, Carroll developed the seminal definition of corporate social responsibility: “The total corporate social responsibility of business entails the simultaneous fulfillment of the firm’s economic, legal, ethical, and philanthropic responsibilities” (1991: 43). Therefore, while the conceptualization of corporate social responsibility as a social obligation actually began in the 1950s, it was not until the 1990s that corporate social responsibility and stakeholder theory were honed (Maignan & Ferrell, 2004) and grew deeper roots in academic studies. Carroll’s work in the 1990s to define a framework for corporate social responsibility was progressive at the time, particularly the pyramid of corporate social responsibility that served as a corporate version of Maslow’s hierarchy of needs.

Shortly thereafter, Elkington coined the seminal classification of businesses’ stakeholder obligation around triple bottom line thinking – equal attention to people, planet, and profits (Elkington, 1998). Werbach (2009) developed additional context for the triple bottom line. The

people component connects with protecting and valuing society, culture, and the conditions that affect all members, e.g., human rights. *Planet* equates to environmental sustainability, preserving and growing the ecosystem. *Profits* include economic viability of people and businesses, e.g., securing basic needs and comforts to survive as well as creating financial stability to continue to thrive. This is otherwise known in literature as *profits with purpose* or *doing well by doing good*.

In 2008, Bill Gates described corporate social responsibility's potential impact as akin to developing *creative capitalism*, a new form of capitalism wherein "governments, nonprofits, and businesses work together to stretch the reach of market forces so that more people can make a profit, or gain recognition, doing work that eases the world's inequities" (McElhaney, 2008). This kind of new *conscious capitalism* or *capitalism with a conscience* thinking imagines a corporate world in which experience, education, self-regulation, and a different mix of motivations and incentives drive results, and thus Porter & Kramer's (2011) *creating shared value* between business and its stakeholders was adopted as a leading concept for business' incentive in generating measurable benefits throughout the entire ecosystem.

The viability of business and society are inherently intertwined in an increasingly tighter weave of dynamic parts as the world's challenges grow. The World Business Council for Sustainable Development notes that if society does not thrive, then business will have no place to prosper (Mainwaring, 2011; Senge et al., 2008), and by the same token, if business does not thrive, society will fail (Bhattacharya et al., 2011, McElhaney, 2008; Porter & Kramer, 2006). Traditional forms of capitalism are unsustainable left unchecked (Thurow, as cited in Birch, 2003) as the world has been witness to the compounding effects of ongoing corporate greed and fiduciary irresponsibility on the economy and people's lives. This thinking moves conversations

away from an exclusive focus on *stock market capitalism* toward business strategies that are based on the development of a conscious organization, co-creative partnerships in society, and the notion of possibility instead of inevitability (Handy, 2002; Renesch, 2005).

However, there is confusion about what corporate social responsibility actually means, what it is supposed to look like and represent, how to be effective, and just how extensive are the expectations of business (Elkington, 2011; McElhaney, 2008; Werbach, 2009; Zadek, 2007). Many companies have been checking the proverbial box on issues to make them look *less bad* rather than better corporate citizens (Visser, 2011). Senge et al. (2008) note that others have attempted to build collaborative initiatives that have been known to produce a lot of talk with very little follow-through and action. Furthermore, it has become quite commonplace for people across all the sectors to confuse corporate social responsibility simply as charity or to think of it as an avenue for good public relations or marketing, driven by peer pressure and/or motives of tax-deductibility and image enhancement (Carroll & Buchholtz, 2012; Mainwaring, 2011). Many leaders remain heavily investment driven and focused on impulsive quarterly results (Mainwaring, 2011; Polman & Ignatius, 2012). As a result, there have been many false starts and superficial outcomes, a lot of talk with little follow-through and action, and corporate social responsibility has been ridiculed as the latest business fad that will eventually lose its momentum as businesses struggle with resource allocation - time and money - for projects that often have indirect benefits to the business (Birch, 2003; Googins et al., 2008; Senge et al., 2008; Visser, 2011).

Certainly, it is not an easy undertaking to develop a culture of *doing it the right way*. Doing corporate social responsibility the right way inherently represents a complicated, multi-faceted, continuum of ongoing change (Googins et al., 2007; Zadek, 2004), punctuated by

moments of abrupt disruption and radical change (Berger, 2013a). Ultimately, it is an organizational undertaking that it is about the development of corporate character and the ethos of individuals coming together in groups, associations, and in organizations. Doing corporate social responsibility the right way represents a journey in organizational change management that requires time, effort, ingenuity, commitment, and a continuous learning platform (Berger, 2013a).

Indeed, social entrepreneurs and small to medium-sized companies are independently taking a proactive part in creating a collective moral consciousness throughout society's sectors and in building a sustainable future by designing innovative solutions, products, and services that counteract the bleak future predicted by scholars, scientists, and activists (Senge et al., 2008). There are a few executive leaders in large corporations who are making genuine strides to do corporate social responsibility the right way (Berger, 2013a), but by and large, we see that it has not yet taken root in the collective consciousness of big business (Mullerat, as cited in Shestack, 2011), even though there is evidence of progress, albeit at a slow pace (Martin, 2011). Nevertheless, Berger (2013a) cross-referenced five indices that measure for sustainability/corporate social responsibility/corporate citizenship and conducted a one, three, and five year financial analysis of total trailing returns to yield ten American Fortune 500 global corporations that met the criteria representative of doing corporate social responsibility the right way, and research was drawn from interviews of a senior executive from eight of those corporations.

Doing corporate social responsibility the right way is distinguished by a progression of organizational variables that are anchored along four focal points outlined in Googins et al.'s (2007) Global Leadership Network Framework: business strategy, leadership, operational

excellence, and engaged learning. This progression is, in fact, a maturity continuum wherein Googins et al. (2007) state that measurement is marked by the definition prescribed by the organization for its activities, the purpose, leadership support, business structure and operations, issues management, stakeholder relationships and transparency, credibility, capacity for the causes, coherence, consistency and clarity of commitment, and the degree to which corporate social responsibility is embedded throughout the various aspects of the corporate culture. Additionally, Senge et al. (2008) see this journey in developing corporate social responsibility the right way as progression from compliance-focus to a deep commitment to multi-faceted innovation that is upheld by the board of directors and throughout the organization's leadership and its employees alike, and practiced and promoted externally throughout the supply chain and industry, with customers, and in government interaction and multi-stakeholder collaboration. Werther and Chandler describe the purpose of developing the construct as building a lasting "holistic perspective within a firm's strategic planning and core operations, whereby the interests of a broad set of stakeholders are considered in order to achieve maximum economic and social value" (2011: xiii).

Several prominent models, presented alphabetically, represent the maturity continuum for the development of corporate social responsibility the right way (Berger, 2013a). These include: Frederick's Three Stages for Corporate Social Responsibility Consciousness (as cited in Carroll & Buchholtz, 2012), Googins et al.'s (2007) Five Stages of Corporate Citizenship, Mainwaring's (2011) Seven Stages to Brand Consciousness, Porter and Kramer's (2006) Corporate Involvement in Society Framework, Senge et al.'s (2008) Five Stages and Emerging Drivers, Visser's (2011) Five Ages of Corporate Social Responsibility Development, and Zadek's (2004, 2007) Five Levels of Organizational Corporate Social Responsibility Learning. While each has

its nuances, all of the models have an eye on the triple bottom line (Berger, 2013a). Framed by Googins et al.'s (2007) four focal points of developing corporate social responsibility the right way, Berger (2013a) depicts the commonality across the various models' stages in Figure 1. Senge et al. (2008) believe that the most significant changes in organizational behavior are generated from stage three, and that the differences between stages four and five are subtle. In the two highest stages that are representative of doing it the right way, companies are influential in society's future, designing products and services that have meaningful triple bottom line impact (Berger, 2013a). There is adequate literature on, a) the requisites to align the business strategy around corporate social responsibility development, b) the processes to embed it throughout the corporate culture of an organization and *top-down / bottom-up* critical initiatives for operational excellence, and c) the leadership attributes that drive executive efficacy in producing optimal results and success.

See Figure 1 in Appendix

Berger (2013a) found that meaningful triple bottom line impact is pursued with a central, iterative, and continuous learning orientation that is built-in to every step of the organization's development, and the return on investment is clear:

- Organizational resilience – that breeds horsepower behind solving the world's most intractable problems and issues;
- Longevity of a brand's "halo" and its legacy;
- Stability of the corporate soul - shared core ideologies that drive consistent and logical decision-making and serve to strengthen the character of the organization;

- Admired and respected executive efficacy - leadership courage, vulnerability, consciousness and strength of purpose;
- Attraction and retention of top talent that is loyal, motivated, finds meaning at work, and promotes learning and innovation;
- Economic strength, fiduciary leadership, and regulatory citizenship that generate more opportunities (Berger, 2013a).

This is particularly relevant now as the value of a business moves away from the Industrial Age's definition of business that tied worth to physical assets, and toward a definition that ties business' worth to intellectual property created by the organization's members (Handy, 2002; Pink, 2011). Therefore, the authentic initiatives to build a sophisticated corporate social responsibility construct is about people and leaders reclaiming the corporate soul and getting rid of pre-conceived barriers that stop organizations from reaching their potential.

Furthermore, Berger's (2013a) research revealed fundamental characteristics evident in developing corporate social responsibility the right way. A sophisticated degree of virtuous responsibility is present and grounded in Aristotle's virtue ethics, otherwise known as *eudaemonia*. This feeds into a level of authenticity necessary to produce transparency and mutual trust. Consciousness and mindful intent creates critical shared, purposeful leadership. Organizational fluidity to adapt to the rapidly-changing landscape results from developing *agility, balance, and coordination*. Business approaches and strategies that are holistic and oriented around systems-thinking breed inventive ideas, solutions, and opportunities. The courage among leadership to *stay the course* on their commitments to circular wisdom breeds strength and viability. Choyt (2013) describes circular wisdom as being vital to connecting the company's survival and prosperity to the overall health of communities. The capability to

reveal vulnerability fosters an action-learning orientation that results in creative, innovative, and regenerative engaged learning and builds impactful collaborative solutions (Berger, 2013a).

REGENERATIVE ENGAGED LEARNING MODEL

Thousands of years ago Ancient Greeks looked at the stars and saw gods and goddesses racing across the sky. They had little understanding of the sun, our galaxy, or the Earth's shape, and its size, orbit, and finite presence. Yet - with no electricity, no machinery, no electronics or televisions, no water purification, no automated systems for irrigation, and no instant messaging, emails, phones, facebook, twitter, or open-source software - Ancient Greek philosophers, scholars and professional craftsmen were wildly innovative in the areas of ethics, politics, architecture, the arts, and athletics, so much so that their methods and philosophies continue to be studied as foundational constructs to our global society. In the simplicity of their world, they channeled sophisticated circular wisdom: Aristotle, for example, advocated virtue ethics as a foundation for a high level of individual and collective consciousness that promotes a state of shared well-being and preserves the longevity of humankind and its spirit (Solomon, as cited in Bolman & Deal, 2003). This philosophy values personal pride in being truthful, courageous, loyal, dependable, and ethical, both in one's personal life and in matters concerning commerce, paying equal attention to values of the mind as well as those of the senses (Butler, 2007; Ilies, Morgeson, & Nahrgang, 2005), and the idea of *giving it forward* for the collective society to thrive (Berger, 2013a). Others, such as Heraclitus, spoke of *everything flowing and nothing staying the same*, otherwise known as *the only thing constant is change*, embracing the notion of continuous movement and morphing of civilization and nature (Harkins, 2011); and an anonymous Greek proverb that said *a society grows great when old people plant trees whose shade they know they shall never sit in* (Berger, 2013b).

The dialogue on the development of corporate social responsibility the right way is moved into a fresh perspective using this Ancient perspective. The *ItCSR Organizational Development: Regenerative Engaged Learning Model*® (Berger, 2013b) depicted in Figure 2 takes traditional organizational thinking - that comes across through static, vertically hierarchical, modular business practices, and moves thinking about organizational development to the context of an ongoing, holistic, dynamic, iterative journey. It represents organizational change that pulls from Marshak's (2004) concept of organizational morphing and Wheatley and Kellner-Rogers' (1998) work and DeGeus' (2002) work on organizations as living systems. Choyt (2013) aptly points out that things in nature do not *roll up* the way traditional business models are designed; instead, things in nature come back around and spiral forward, building on themselves and never staying the same. Examples of the continuous spiral motion are pervasive: as small as one found on the shell of a snail, to the larger one of the wave and its receding tide, to the macroscopic galaxies. Visser explains *virtuous responsibility* and *circularity*, by picturing Earth as a "spaceship" with finite resources and the necessity to function as its own "cyclical ecological system" (2011: 291).

Looking at an organization through the lenses of the living system, circular thinking, and the flow of the regenerative engaged learning model, is particularly relevant now as the value of a business moves away from the Industrial Age's definition of business that was tied to physical assets (Senge et al., 2008), and toward a definition that Handy (2002) indicates is tied to intellectual property created by the organization's members. This includes an acceptance of the behavioral/social sciences that made their way into the business world around the turn of this century: positive psychology, emotional intelligence, higher-purpose authenticity, adaptive leadership, and intrinsic motivation and drive are powerful criteria in this multi-dimensional,

circular view of corporate social responsibility organizational development. They all serve to reinforce Aristotle's *virtue ethics* and the sense of shared significance that, De Geus (2002) says, builds strength of the human spirit to be free, create, and develop organically.

Significantly, an organization that embraces engaged learning as a core ideology will be more adept at using a systems-thinking approach to improve performance and bringing about innovation. In developing the business strategies for doing corporate social responsibility the right way, systems-thinking (Senge & Sterman, 1992) is a foundational framework to look at how the different disciplines affect one another and the overall business. According to Senge, "It is a discipline for seeing wholes...It is a framework for seeing inter-relationships rather than things" (2006: 68). Furthermore, "single-solution approaches run the risk of failure of producing only superficial results; today's complexities require organizations to be mindful of their actions in addressing problems, and taking into consideration any psychological, philosophical and or physiological impact of strategic decisions" (Benn & Bolton, as cited in Berger, 2013a: 106).

See Figure 2 in Appendix

When comparing this model to the *it*CSR: Assimilation of Frameworks model, the first spiral represents Carroll's corporate social responsibility pyramid, and the elementary and engaged foundational constructs needed to launch any corporate social responsibility platform. The second spiral represents the building blocks in business strategy, operations and leadership necessary to institutionalize corporate social responsibility principles throughout the culture of an organization. The larger the organization, the more complex is the coordination work across all business units, and we find that a re-trenching of vision, mission, and values is at the core of instilling the corporate social responsibility best practices. This can only be successful with a

leadership team that sets a consistent tempo to consistently execute the organizational development plans (Berger, 2013a). Furthermore, to emerge as an organization with sophisticated and meaningful corporate social responsibility values that physiologically make up the essence of the corporate culture, means that the organization's people have experienced vulnerability and courage, simultaneously. Vulnerability is present in being able to recognize the imperfection of people and companies, and owning mistakes along the way. Courage is evident in developing corporate social responsibility the right way, particularly in the face of difficult circumstances and making tough decisions that challenge business' norms and may prioritize long-term benefits versus short-term financial gains. Developing corporate social responsibility is a continuous journey (Grayson et al., 2008; Lake & Calandro, 2012) or expedition – an undertaking by a group of people with a specific purpose (“Expedition,” n.d., para. 1). Additionally, much like other endeavors to explore new territory, each organization's expedition is unique to itself.

The third spiral represents an organization moving into the more sophisticated upper stages of corporate social responsibility progression where meaningful triple bottom line impact is happening among multiple stakeholders and the organization is having a transformative, game-changing effect on itself, the community at large, and the environment. It is a movement towards a collective moral consciousness that drives the essence of the organization, also known as the corporate soul. It is most likely the pinnacle of corporate social responsibility development, unless a company moves into the state of *pure* corporate social responsibility and makes a disproportionate and ongoing larger sacrifice to the profits component in the triple bottom line. As with any of the spirals, they are ongoing and can be simultaneously regenerating. In other words, a company that is moving into spiral three and developing

collaborative learning loops (Berger, 2013a) has not finished work in the first two spirals of operations, strategy and leadership. Furthermore, an organization will employ different elements from all three spirals based on the goals of various projects and activities. For example, a company might be at the game-changing stage with most of its stakeholder partners, but still is active with charitable giving with a few others. All three spirals are dynamically working together and creating an ongoing iterative process of organizational change, progress, and development. The first spiral feeds the second one, which then informs the work for the third spiral's success factors. At the same time, the work in the first and second spirals continues.

This model puts regenerative engaged learning at the epicenter of our collective viability and is a bridge to organizational self-regulation, higher standards of operating, and collective sustainability. It can be used to chart status and progress of organizations – individually and as a collection – along an ongoing continuum. Furthermore, establishing a culture of learning allows for the emergence of new competencies and companies are set up to be adaptable and resilient to the flow of society's dynamics to successfully navigate the hyper-changing opportunities and challenges. It also represents a shift in mindset away from managing change through start-stop, time-based initiatives to preparing an organization to manage continuous change. A company that is set up to be nimble is paradoxically simultaneously breeding stability (Marshak, 2004) because the stakeholders have learned how to grow, and how to accept change instead of resist it.

Haugh and Talwar (2010) make four recommendations about the learning aspect of developing corporate social responsibility the right way. First, learning should be companywide, and not limited to the executives and senior leaders. Second, learning must focus on cross-functional collaboration. Third, learning needs to be technical and action-oriented. Thus,

employees gain practical experience of initiatives and increase their knowledge, as well as grow their interest and commitment to the principles that make up doing corporate social responsibility the right way. Fourth, corporate social responsibility must be integrated into the long-term learning strategy of the organization such that renewal of knowledge and growth are built-in.

Zadek (2007) suggests that doing corporate social responsibility the right way develops by creating a new learning process, not just learning the same way about new things, and it shifts mental models in American business that knowledge is a commodity to be acquired, possessed, and hoarded (Senge, 1998). Rather, information is something that can be acquired, whereas knowledge is defined as “the capacity to effect action” (Senge, 1998), and successful knowledge building happens as a result of patience, practice, relationships based on mutual trust (Senge, 1998), intrinsic motivation to contribute, and a strong sense of common purpose. Finally, the regenerative engaged learning model actively moves the dial toward a higher form of capitalism and a more conscious capitalism that reaps benefits for all businesses and society.

Implementation of doing corporate social responsibility the right way - through an engaged learning orientation - represents what Zadek believes is “a transition from a buffered dependence on stakeholders towards a bridging dynamic interdependence between a firm and its surroundings as well as with its influential stakeholders” (2001: 221), and movement from reactive compliance to proactive engagement between business and society (Zadek, 2001). It relies on Knowles, Holton, and Swanson’s (2005) elements of andragogical learning - that adults are self-directed learners, and for adults, learning takes place from the inside out, and it depends on creating intrinsic motivation that arouses interest, creates relevance, develops an expectancy of success, and produces satisfaction through direct and indirect rewards. In this model, the previously established prerequisite stepping stones on the path of developing corporate social

responsibility are still ever-present. In addition, new ideas are proposed. An organizational consciousness is foundational and serves to frame the moral compass for legal, ethical, and philanthropic standards. A corporate consciousness is necessary to develop the values of the organization, which serve as its platform for economic long-term viability. Therefore, all strategic goals are consistent with a strong, clear, central vision, mission, and values, and inform the organizational culture. Operational excellence is authentically delivered through the tempo set by the *leadership metronome* (consistency among all business leaders) and the degree of *executive efficacy* within the firm (Berger, 2013a). Regenerative engaged learning perpetuates the kind of systems-learning (systems-thinking and organizational learning) to design game-changing, meaningful and collective impact. Finally, ancient Greek wisdom provides the concrete foundation for virtue ethics, continuous change, and the back-bone necessary to bridge for a sustainable future (Berger, 2013b).

IMPLICATIONS AND CONCLUSIONS

Drucker (as cited in Senge et al., 2008) said that “profit for a company is like oxygen for a person. If you don't have enough of it, you're out of the game...But if you think your life is about breathing you're really missing something'...Unfortunately, most businesses operate as if their purpose is breathing”. Says Johnson, “there is no inherent conflict between making the world a better place and achieving economic prosperity for all. Maintaining a principled commitment to global sustainability is not a soft approach to business— it is, in fact, the only pragmatic approach for long-term growth” (Hart, 2005: xxix-xxx). Developing corporate social responsibility the right way is a complex, systems-thinking practice in organizational development, change and behavior. Therefore, it requires all the tools that we can equip

contemporary global corporations to be successful and resilient in today's hyper-changing conditions.

The journey is never perfect, but like any undertaking, it starts with a single step and a leap of faith, and continues from a platform of exploration, discovery, and advancement. It does not mean sacrificing quality, safety, integrity, and precision. Leaders still hold their people accountable to high standards, and they still answer to the fiduciary responsibilities of the firm as a publicly-traded entity. However, starting with the Chief Executive Officer and extending throughout the organization, members need to explore stronger ethical constructs, values, cultures, sociology, positive psychology, and the tools to build a more conscious organization. Renesch believes that “the conscious organization is one that continually examines itself, committed to becoming as conscious as it can...It possesses the collective will to be vigilant, the collective commitment to continuous evolution, and the collective courage to act” (2005: 71). Accordingly, developing corporate social responsibility the right way is not a current business fad or trend. Rather, it is the logical by-product of a globalized economy (Gjolberg, 2009; Hoebink, 2008; Strugatch, 2011) wherein accountability and impact is collective.

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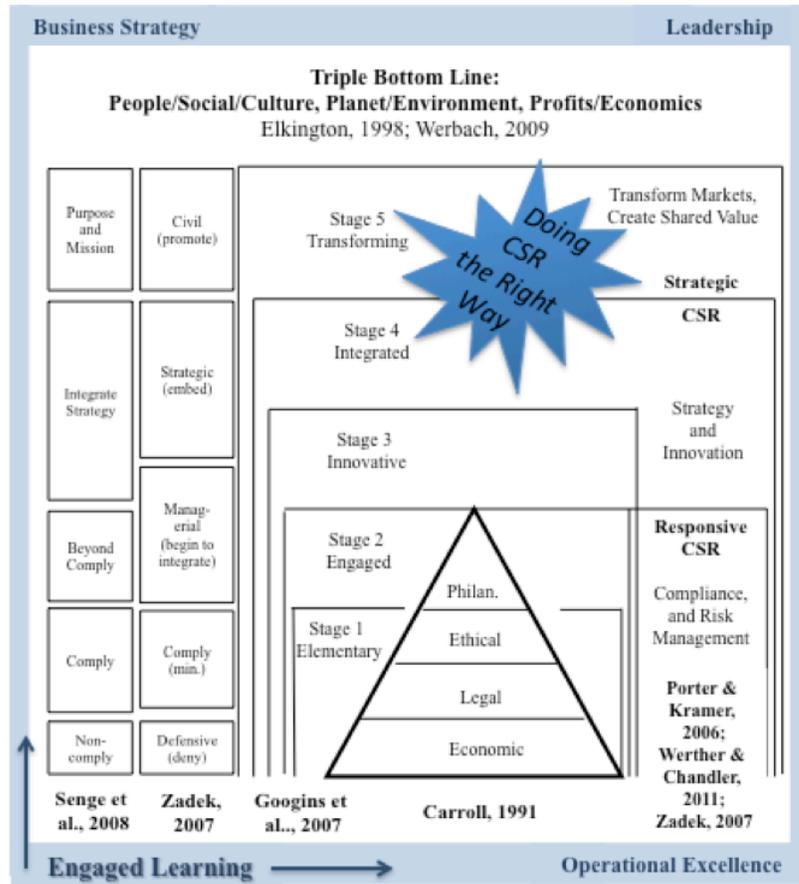


Figure 1. An assimilation of theoretical frameworks (Berger, 2013a).

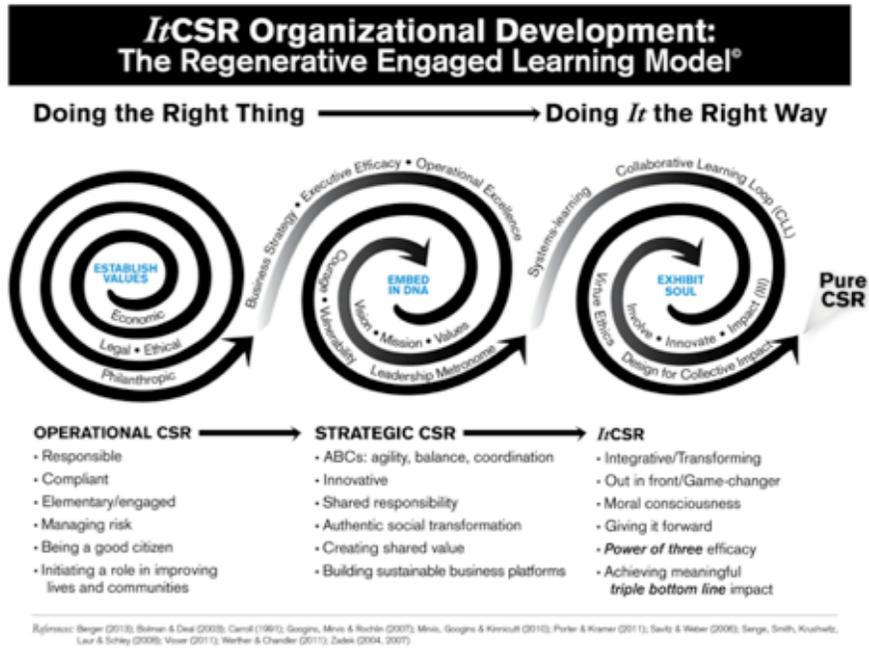


Figure 2. Regenerative Engaged Learning Model (Berger, 2013b).