

# The Evolution of Socially Responsible Behaviour in Managers

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# Agenda

- The “Big Picture” of CSR
- Socially Responsible Behaviour
- The RESPONSE Project

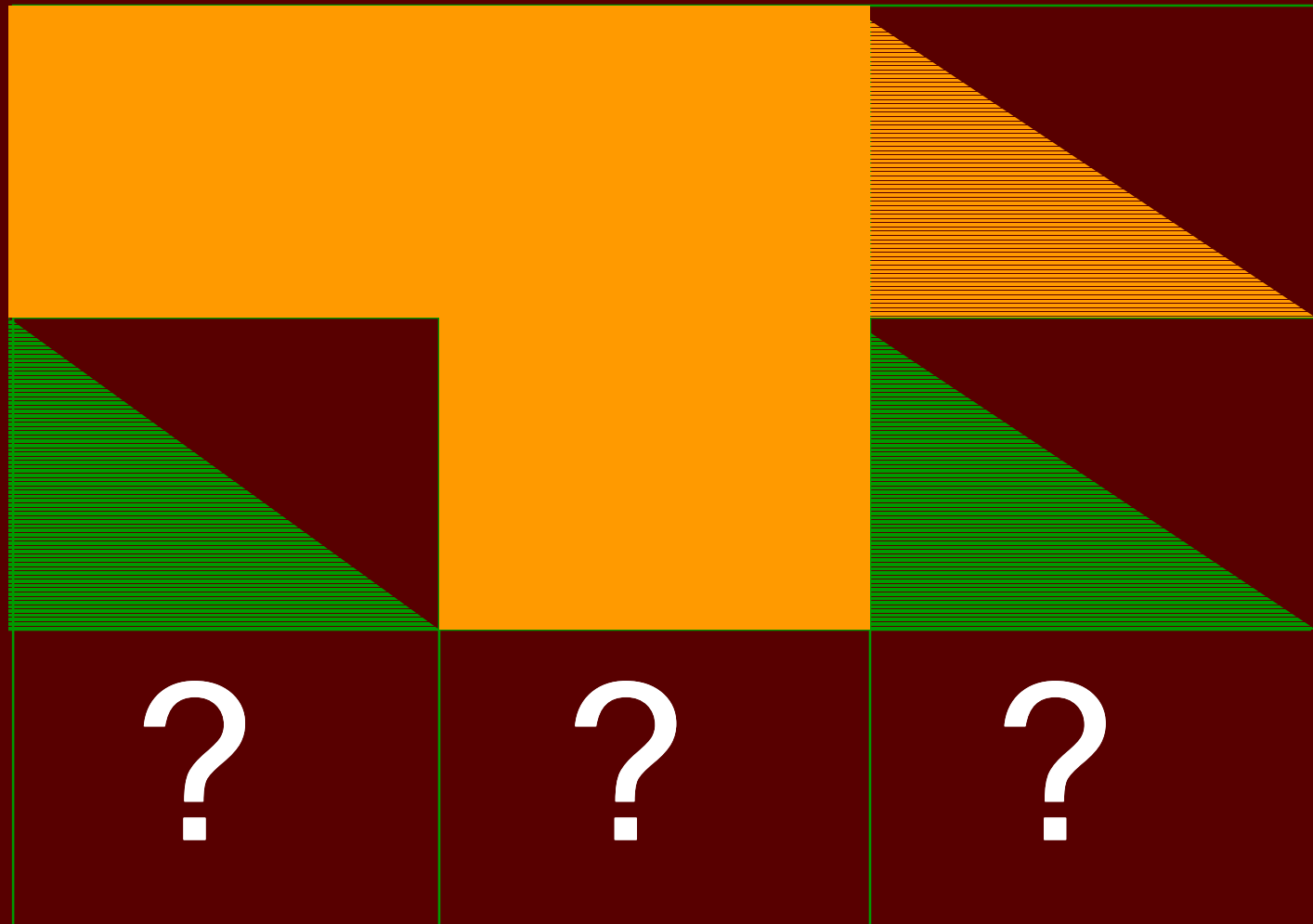
# CSR: What do we know today?

What is it?      Why bother?      How to enact it?

For the  
System

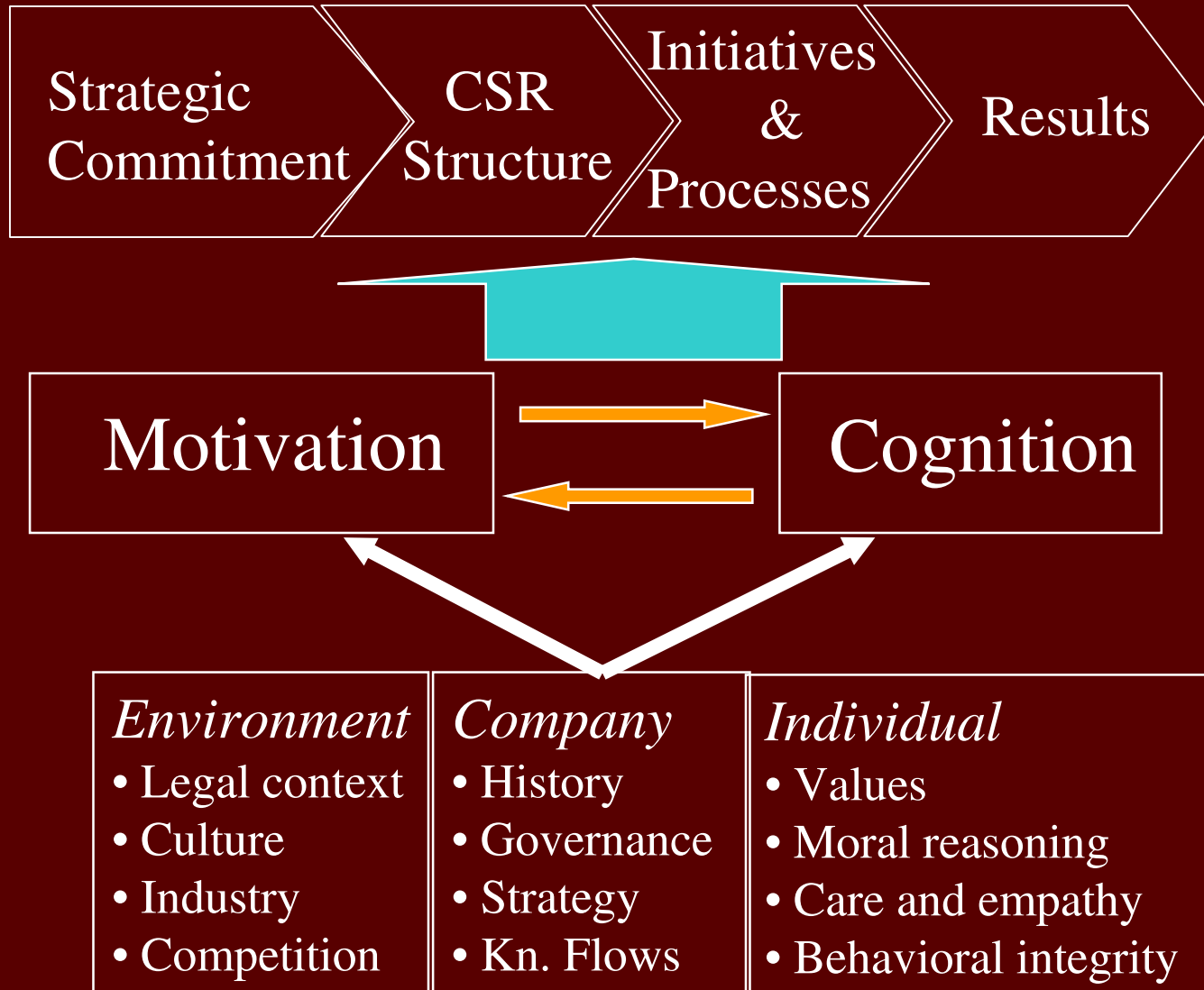
For the  
Company

For the  
Individual



# The “Big Picture” Model

## *CSR PROCESS*



# Why a cognitive, evolutionary, perspective?

1. CSR is, by definition, *socially constructed*: it's in people's minds, rather than in a set of universal rules to uncover
2. Multiple stakeholders with interests and expectations that are:
  - Highly *heterogeneous* and not always *transparent*
  - Often *contrasting* among each other
  - In constant and rapid *evolution*
3. Adapting the firm to rapidly evolving societal expectation is about *both* motivation and cognition

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# What is Socially Responsible Behavior?

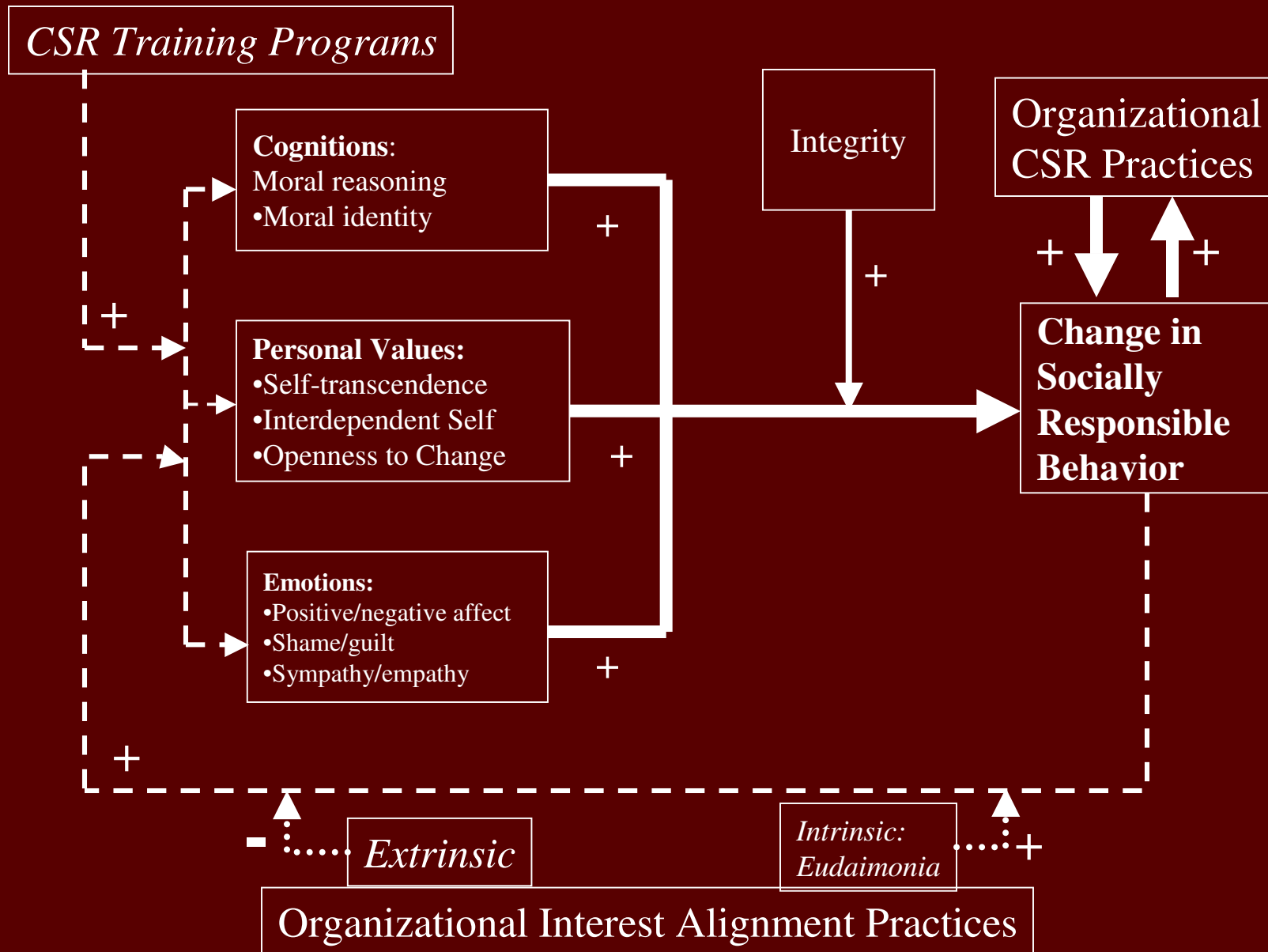
## Definition:

*Decisions and actions by individuals/groups aimed at enhancing social well-being*

## Examples:

- stakeholder engagement in strategic decisions
- community involvement initiatives
- social impact evaluation in investment proposals
- change proposals to operating procedures to account for their social impact

# A Dynamic Model of Socially Responsible Behavior





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# What is RESPONSE ?

- ◆ The largest European project on CSR
  - ◆ 2M Euros (incl. 1.1Million EU funding) budget
  - ◆ 600 interviews in 40 multinational companies
  - ◆ 4,000 managers surveyed
  - ◆ 8-10 randomized controlled experiments
  - ◆ Involving 21 academics, 5 Ph.D. students and 5 RAs in 5 European and 4 US schools
  - ◆ Actively supported by the business founders of the European Academy of Business in Society (EABiS)

# RESPONSE Objectives

- Study two fundamental questions:
  - *What* do multinationals understand as their responsibilities towards society and how does that differ from what their stakeholders believe they *should* be?
  - *How* do multinationals respond to societal demands?
- Understand how the answers to these questions vary across cultural, legal, industry and organizational contexts
- Identify and quantify the factors that contribute to explain why certain companies understand their stakeholders' expectations better than others
- Test the effectiveness of different types of training approaches on the development of social consciousness in managers

# Conclusions

- CSR is NOT (only) Corporate Governance
- It is also NOT about “Strategic Philanthropy”
- It is about organizational evolution:
  - In decision-making processes
  - In operations
  - In individual cognition, attitudes and values
- The core problem is stimulating the evolution of social consciousness in managers