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Center for Corporate Citizenship

Leadership Competencies for Corporate Community Involvement

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www.BCCorporateCitizenship.org

The Center for Corporate Citizenship



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VISION

Business will leverage its social, economic and human assets to ensure both its own success and a more just and sustainable world.

MISSION

The Center engages with companies to redefine business success as creating measurable gains for both business and society.

A research and education center at the Carroll School of Management at Boston College

Offers the only certified executive education training in CSR management in North America

International corporate membership: 350 companies, 50% of Fortune 100

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Competency Study

Objectives:

- To understand and define the roles and responsibilities of community involvement (CI) leaders
- To define the competencies needed to succeed in leading community involvement in today's business and society environment
- To provide guidance for practitioners on how to enhance performance and move the needle on community involvement

Research sponsors:



Complex environment



2t. I am going to read a list of things some people say should be part of the responsibilities of large companies. For each one, please tell me to what extent you think companies should be held responsible (scale of 1 to 5, where 1 is "Not held responsible," 3 is "Held partially responsible" and 5 is "Held completely responsible").

Operational responsibilities
Citizenship responsibilities

Companies "Held Completely Responsible for,"
Average of 32 Countries

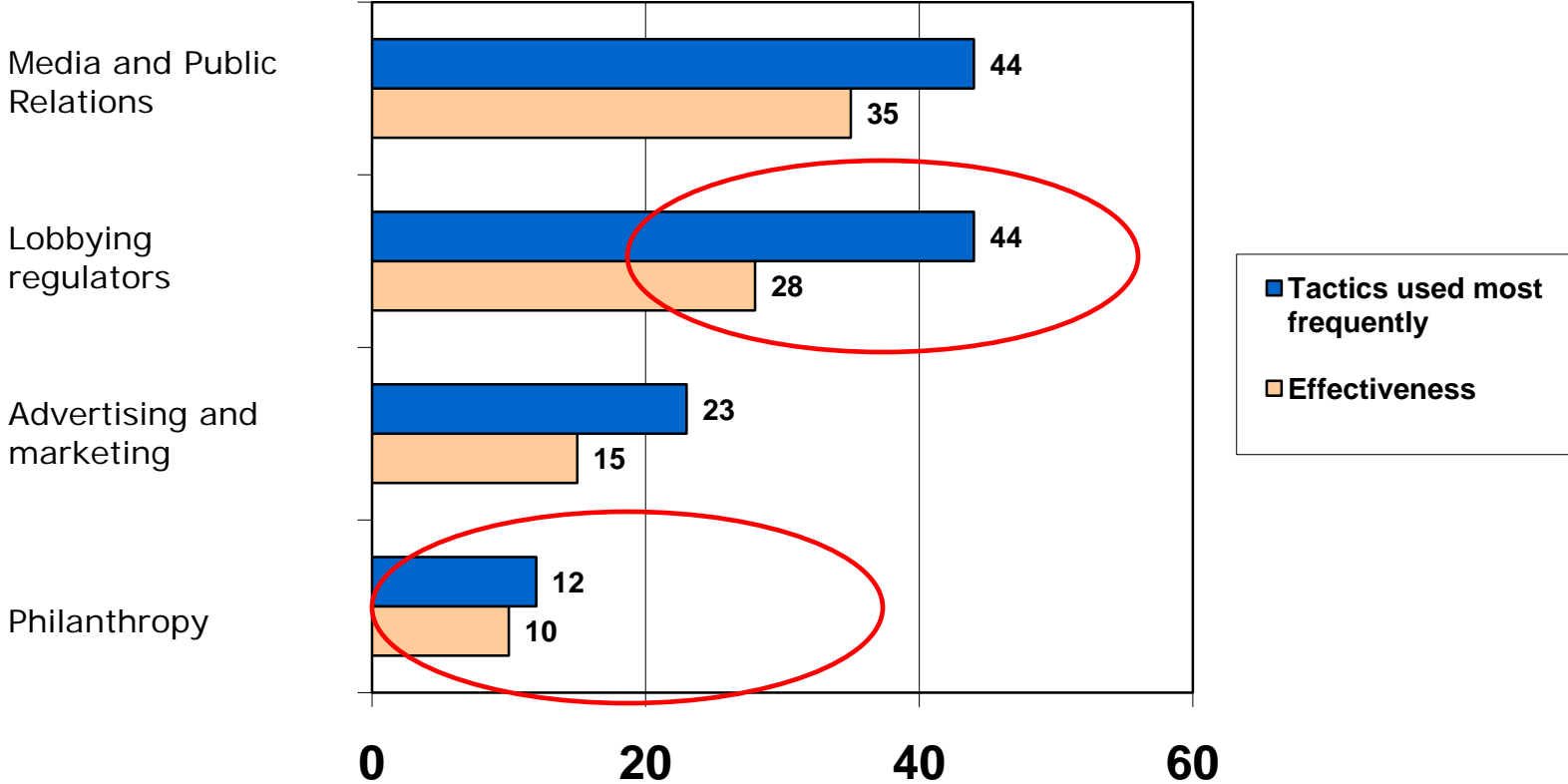


2009

CEO's perception Effectiveness of Current Tactics



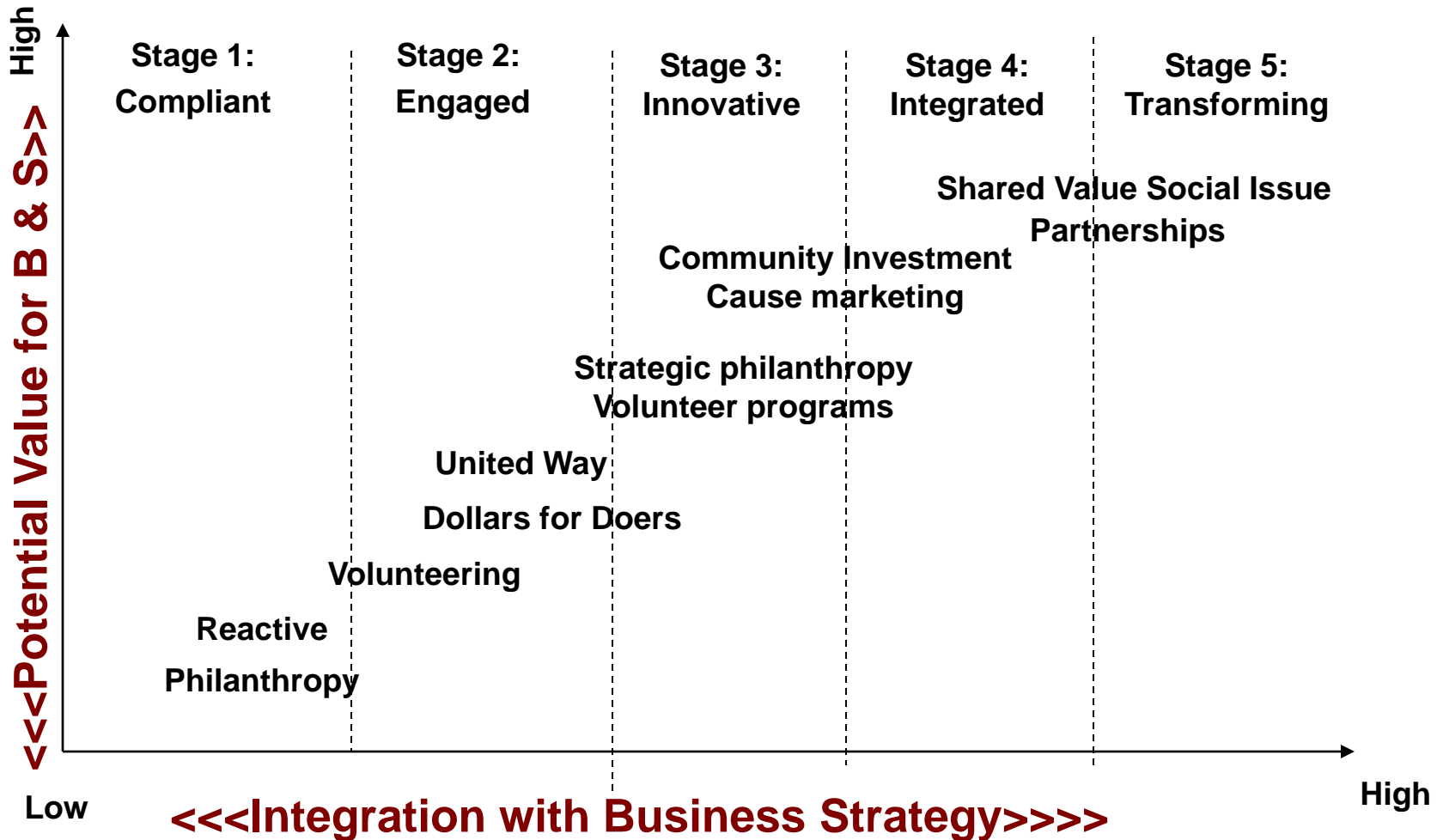
When large companies in your industry try to manage sociopolitical issues which 3 tactics do they rely on most frequently and which 3 do you believe are most effective



Source Dec 2007 McKinsey Quarterly survey of 4,238 global business executives

The Management Challenge

Philanthropy <=> Partnerships



Who are CI Leaders?



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Title: Director, Manager, Vice-President / Corporate Contributions, Community Relations, Community Investment, Community Affairs

Role: The architect and driver of a strategy to advance a company's commitment to community involvement through initiatives and programs including corporate foundations, strategic philanthropy, volunteerism, corporate contributions, signature programs, and social partnerships



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Requirements of the Job

- Monitor social and community trends and issues
- Set goals and strategy for that are aligned with business objectives and can create measurable impact for the community and business
- Inventory and analyze existing community relationships, volunteerism practices and other outreach partnerships to ensure alignment.
- Create and maintain strategic partnerships with key community groups and NGOs
- Represent the company with multilateral organizations, donors, and NGO's.
- Build and maintain a cooperative network of counterparts to gather information and share ideas and potentially collaborate on impactful community projects.
- Raise internal and external awareness about community involvement work
- Build internal partnerships and seek opportunities for meeting shared business goals
- Engage and motivate employees to participate in community involvement
- Track and measure inputs, outputs and impacts of programs



What are competencies?

- Any characteristic—mental, physical, or emotional—that leads to **outstanding performance**
- Competencies are attributes and motivators that set apart **the best from the rest** in a particular role
- People competent for a specific role **perform better**
- Leading community involvement requires a **unique set** of competencies
- Levels of progression can be **developed and learned**

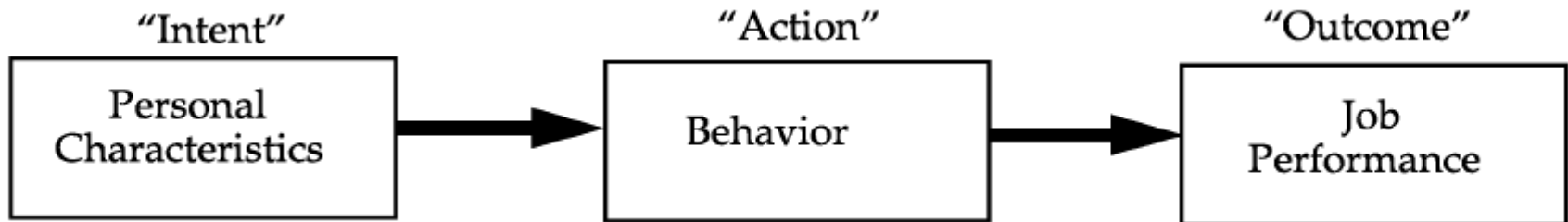
What are competencies?



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COMPETENCY CAUSAL FLOW MODEL



From: Spencer, Spencer and McClelland, "Competency Assessment Methods: History and State of the Art." Hay/McBer, 1990



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Uses and Applications



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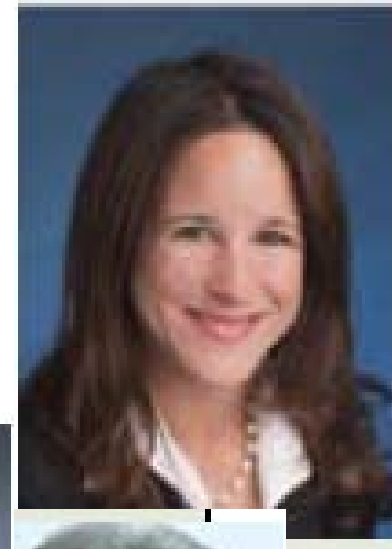
- Recruitment
- Reorganization
- Professional Development
- Personal reflection

Building the model



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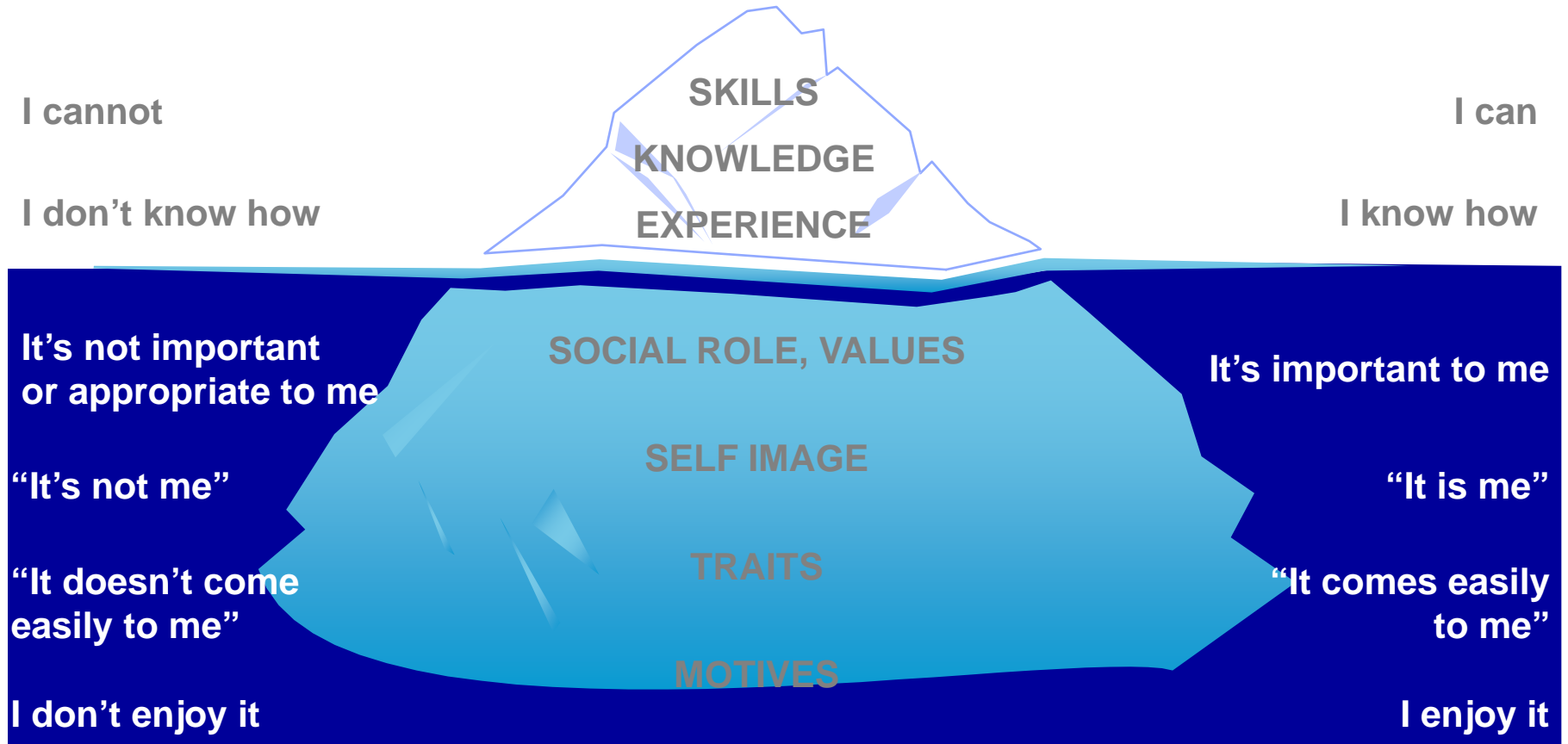
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The Hay Competency Model

Knowledge and Skills alone do not determine behavior



CI Leadership Competency model



Competencies can be developed



Collaborative Networker

Foundation	Intermediate	Advanced
<ul style="list-style-type: none">- Builds rapport with a wide variety of external stakeholders.- Listens to and understands others' perspectives and struggles.- Adapts communications to diverse audiences	<ul style="list-style-type: none">- Builds trust by identifying common ground.- Identifies and selects effective partners for CI initiatives.- Brings together groups with common interests.- Seeks input from others and offers them opportunities to 'poke holes' and offer ideas.	<ul style="list-style-type: none">- Becomes a trusted partner, demonstrates an intimate understanding of the partner's needs, interests and potential.- Collaborates inside the business to make best use of the company's resources and talents.- Engages a broad range of partners and organizations, including competitors, to address important social issues on a larger scale.

Personal Maturity



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Uses patience and pragmatism to maintain confidence in the face of change and adversity, knowing the organization or cause will benefit from her/his efforts.

“I didn’t have an ego. ... I wanted [my boss] to be a wonderful hero. And I understood my role was to be an innovative implementer, not just an innovator.”

Draws on when:

- Implementing complex programs
- Generating leadership support and employee engagement
- Building relationships with stakeholders



Personal Maturity

Development Tips:

- ✓ Put yourselves in others' shoes, take time to understand the perspectives of those you interact with.
- ✓ Seek out opportunities to work with different groups and/or organizations.
- ✓ Seek out feedback from the people you regularly interact with and create development plans to address what you are hearing.
- ✓ Publicly credit people who have done something well or contributed to your programs.
- ✓ Solicit other team members' views and input when making decisions.

Optimistic Passion



Draws on optimism and conviction to build and support community involvement programs that are designed to make a difference and inspire and engage others.

“I love this company. We keep trying to be in the right place at the right time, and smarter, and better. We can bring who we are as a company to make communities better.”

Draws on when:

- Engaging stakeholders
- Selling their vision
- Generating leadership support and employee engagement



Optimistic Passion

Development Tips:

- ✓ Prepare a postmortem on a less successful project. Identify the risks and costs involved and possible ways to improve the next similar project.
- ✓ Develop and communicate a sense of purpose and a standard of excellence within your team.
- ✓ Look for ways to encourage others to stay positive and see the upsides of situations and challenges.
- ✓ Continually look for ways to change and improve processes to create sustained system improvements.

Balanced Perspective



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A sense of fairness and balance allows them to look at issues from multiple perspectives, seeing both business and social realities.

“The discovery section was really trying to just learn as much as possible about what was out there and what would be our fit...we talked to so many people and realized that there are, as with anything, many choices that can be made.”

Draws on when:

- Designing strategy
- Engaging stakeholders
- Advising business leaders on social impacts



Balanced Perspective

Development Tips:

- ✓ Develop your understanding of your business and industry by keeping up with internal documents and business press.
- ✓ Prepare a monthly report summarizing trends in community involvement.
- ✓ Conduct a review of the external factors that will impact your organization over the next several years (i.e. aging workforce, rising obesity rates, climate change, etc.).
- ✓ Convene an interdisciplinary team from both inside and outside the organization to advise your group on community involvement initiatives.

Strategic Thinker



Thinks strategically and creatively, connecting the dots to find the ideal intersection between community needs and business resources.

“I went to my boss and said, “Instead of having this person leave the company, what if we took her into the community and made the community a better place, shared what we had known in terms of process improvement with the non-profit community.”

Draws on when:

- Designing strategy
- Implementing complex programs
- Supporting business unit and brand needs



Strategic Thinking

Development Tips:

- ✓ Meet with business leaders in your company to share your ideas for how community involvement is linked to their business area.
- ✓ Be in touch with your local community happenings by reading local newspapers and participating in online forums; look for areas of intersection.
- ✓ Hold a brainstorming session with internal stakeholders in which thinking outside of the box is encouraged.
- ✓ Network with other community involvement leaders and consider whether their approaches would work in your own company.

Value Oriented



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Commitment and persistence to making a difference and continually improving the value and impact of community involvement programs.

“We’re doing this to help the students and the work force. We measure our success to see how many students get hired and/or internships, or not even just that but get opportunities to do networking or to do projects with our customers and suppliers.”

Draws on when:

- Demonstrating value to key business stakeholders
- Designing programs that create shared value



Value Oriented

Development Tips:

- ✓ Attend a research methodology class
- ✓ When beginning a new project, clearly lay out (in writing) the goals and metrics associated with the initiative and track the results throughout the project.
- ✓ Regularly meet with leaders of the organizations (non-profits, etc.) with whom you partner to understand the impact your work with them had on the organization.
- ✓ Brainstorm with your team and others ways to increase the impact your current programs.

Collaborative Networker



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Uses empathy and interpersonal understanding to build mutually beneficial relationships and connect and engage diverse groups of people.

““For some reason they felt I was one of them [the University staff]... at one time I had taught at a University, so I understood the politics. I understood the nature. I had respect for the issues that bother University people and I would bring those up in the meetings.”

Draws on when:

- Engaging stakeholders in designing and Implementing programs
- Managing teams
- Scaling programs nationally or internationally



Collaborative Networker

Development Tips:

- ✓ Map your professional network and develop a plan and to build your network.
- ✓ Develop a task force to help determine which organizations make the most sense to partner with on initiatives.
- ✓ Join and engage on LinkedIn, Facebook, Twitter and/or other social networking sites such as the Center's Online Member Community and JustMeans
- ✓ Create a community partner satisfaction survey that enables you to better understand your partners' needs and expectations.
- ✓ Partner with CI leaders in other companies (even competitors) to engage in large-scale initiatives that can have a larger impact on the community.

Influential Communicator



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Leverages organizational awareness and interpersonal communication skills to influence others to engage with and offer support to community initiatives.

“I gathered the powers that be, and made sure that I had the buy-in from executives first. And I used that buy-in then to invite some of the senior officials in the company together, and then also some of the folks who were already doing grass roots-type efforts.”

Draws on when:

- Supporting business unit and brand needs
- Raising awareness and engaging employees
- Gaining credibility among senior management



Influential Communicator

Development Tips:

- ✓ Read company literature (e.g., newsletters, reports) and take advantage of informal opportunities to communicate with people throughout the organization.
- ✓ Identify the people whose support you need to implement a new project, find out what each of these people thinks about your proposal, and develop a plan to do what is necessary in each case to ensure their support.
- ✓ Discuss your influence skills, strengths and weaknesses, in detail with your manager. Ask for suggestions and periodic feedback.

Leadership Initiative



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Combines vision with the persistence and drive to mobilize people around a higher purpose.

“I went to him and the other members of my board and said, “I’m going to have a global project for us.” And there was nothing like that ever at [this company]. And I said, “Here’s how much money I need and here is what I’m going to deliver. I’m going to have thousands of our employees volunteer on the same day.”

Draws on when:

- Creating launching new initiatives
- Raising awareness and engaging employees
- Scaling programs nationally or internationally



Leadership Initiative

Development Tips:

- Once a month, identify improvements that could improve processes, systems, or results of your initiatives.
- Frequently talk about your new initiatives to others informally and formally (marketing material, e-mail announcements, etc.) to inspire others to contribute.
- Bring managers together from other functions and regions to generate ideas aimed at building alliances and synergies.
- Brainstorm large-scale projects that would impact multiple areas, geographies or businesses within the organization.

CI Leaders Knowledge domains



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Knowledge of the field of community involvement

- E.g. Knowledge of community issues and trends

Knowledge of the business

- E.g. Business strategy, products and/or services, customers, source of competitive advantage, brand image and marketing strategy

Knowledge of stakeholder groups and interests external and internal

- E.g. How non profit groups operate and function internally (i.e. finances, fund-raising, etc.), relevant local and national government bodies, latest trends among consumers' and employees' awareness and preferences relating to community involvement



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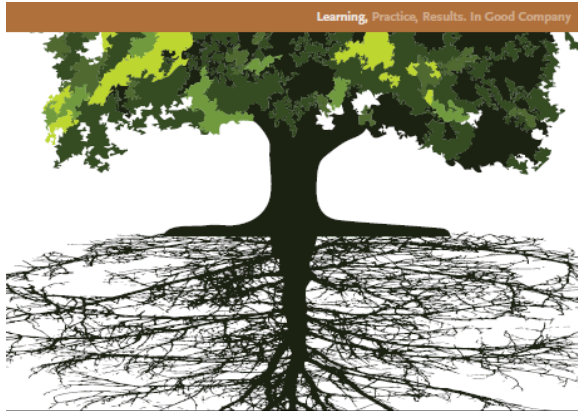
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For More Information



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Leadership Competencies for Community Involvement

Getting to the roots of success



www.bcccc.net



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