

Leadership & CSR

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Introductions

- Your name
- Where are you from?
- What are you studying?



Classes

- Lesson 1
 - Ethical Leadership
- Lesson 2
 - Responsible Leadership
- Lesson 3
 - Impact of Leadership & CSR and Linkages to International Contexts.
- Lesson 4
 - Sensemaking & Change Management (integration between the two lecturers)



Learning Objectives

1. To understand the principles of ethical and responsible leadership
2. To connect leadership with the development of positive employee attitudes and behaviour
3. To examine the impact of CSR.
4. To appreciate the role that leadership makes in CSR and sustainability activities
5. To understand the role that leadership plays in the responsible management of data (via the change management process).
6. To apply these concepts to the Finnish Red Cross case study.



Ethical Leadership

Lesson 1



Lesson 1: Ethical Leadership

- This lecture will focus on values-based ethical leadership (Brown & Trevino, 2006), its relation to other forms of leadership (e.g., authentic and transformational leadership), and its potential impact on decision-making, and micro-level attitudes and behaviour in the workplace.



Leadership

- First, we need to ensure we have a consistent understanding about leadership . . . So let's discuss:
- What is leadership?
- What is good leadership?
- How would you describe the best leaders you have ever experienced?



Leadership Defined



Leadership is the ability to influence, motivate, and enable others to contribute toward the effectiveness of the organizations of which they are members.



Ethical Leadership Definition

- Ethical leadership is defined as “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making”

(Brown & Trevino, 2006, pp. 595-596)



Characteristics of an Ethical Leader

- Integrity
- Cognitive trust
- Honest
- Trustworthy
- Principled decision makers

"... In order to be perceived as an ethical leader, a leader must be seen as both moral person and moral manager" (Brown & Trevino, 2013, p. 587)

What does that mean?



Principles of Ethical Leadership

- Ethical Leaders Respect Others
 - They treat people with dignity
 - Ethical Leaders Serve Others
 - They are altruistic
 - Ethical Leaders are Just
 - They are concerned with principles of justice
 - Ethical Leaders Are Honest
 - They are truthful
 - Ethical Leaders Build Community
 - They are concerned with achieving a common goal with civic virtue
- (Von Bergen, 2012)



Measuring Ethical Leadership

Different scales exist, from simple scales (e.g., Brown, Trevino & Harrison, 2005)

1. Conducts his or her personal life in an ethical manner
2. Defines success not just by results but also the way that they are obtained
3. Listens to what employees have to say
4. Disciplines employees who violate ethical standards
5. Makes fair and balanced decisions
6. Can be trusted
7. Discusses business ethics or values with employees
8. Sets an example of how to do things the right way in terms of ethics
9. Has the best interests of employees in mind
10. When making decisions, asks "what is the right thing to do?"



Measuring Ethical Leadership

- To more complicated scales (e.g., Kalshoven et al., 2011)
- 39 items, 7 factors
 - People orientation (e.g., cares about his/her followers)
 - Fairness (e.g., manipulates subordinates ®)
 - Power sharing (e.g., allows subordinates to influence critical decisions)
 - Concern for sustainability (e.g., shows concern for sustainability issues)
 - Ethical guidance (e.g., clearly explains integrity related codes of conduct)
 - Role clarification (e.g., clarifies priorities)
 - Integrity (e.g., keeps his/her promises)



How does Ethical Leadership Compare to other Leadership Styles?

- What is Transformational Leadership?
- What is Authentic Leadership?



Transformational Leadership

Transform the follower to go beyond what they thought they could accomplish

- Develop & communicate a strategic vision (inspirational motivation)
- Model exemplary behaviour that reinforces the vision (idealized influence)
- Encourage experimentation (intellectual stimulation)
- Build commitment to the vision by demonstrating commitment to followers (individualized consideration)

(Bass & Steidlmeier, 1999; McShane, Steen, & Tasa, 2015)



Authentic Leadership

*"To thine own self
be true"*

- Effective leaders are aware of, feel comfortable with, and act consistently with their values, personality, and self-concept
 - Know yourself & be yourself
 - Based on principles of positive organizational behaviour
 - Authentic leaders are aware of their own and others' values and morals, knowledge, and strengths
 - Possess optimism, resilience and high moral character. (p. 321)
- (Avolio & Gardner, 2005)



How Does Ethical Leadership Compare to other Leadership Styles?

- What is common with transformational leadership? What is different?
- What is common with authentic leadership? What is different?



Differences and Similarities

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M.E. Brown, L.K. Treviño / *The Leadership Quarterly* 17 (2006) 595–616

Table 1
Similarities with and differences between ethical, spiritual, authentic and transformational theories of leadership

	Similarities with ethical leadership	Differences from ethical leadership
Authentic leadership	Key similarities: – Concern for others (Altruism) – Ethical decision-making – Integrity – Role modeling	Key differences: – Ethical leaders emphasize moral management (more transactional) and "other" awareness – Authentic leaders emphasize authenticity and self-awareness
Transformational leadership	Key similarities: – Concern for others (Altruism) – Ethical decision-making – Integrity – Role modeling	Key differences: – Ethical leaders emphasize ethical standards, and moral management (more transactional) – Transformational leaders emphasize vision, values, and intellectual stimulation



Debate

If ethical leadership is such a large component of other theories, do we need a separate theory?

- Work in pairs
 - One person argue for (we need a distinct theory)
 - One person argue against (we don't need a distinct theory)



Implications?

How might this lesson be relevant for the Finnish Red Cross – Kontti?



Responsible Leadership

Lesson 2



Lesson 2: Responsible Leadership

- This lecture will continue the exploration of leadership and focus on the concept of responsible leadership (Waldman & Balven, 2014; Jones-Cristensen, Mackey, & Whetten, 2014), including an overview of process issues and the impact of responsible leadership at a macro level. The lecture will integrate theory (e.g., stakeholder, institutional) and practice.



Responsible Leadership

- **Definition of responsible leadership**
- Responsible leadership is about making business decisions that, next to the interests of the shareholders, also takes into account all the other stakeholders, such as workers, clients, suppliers, the environment, the community and future generations.

<http://lexicon.ft.com/Term?term=responsible-leadership>



Relevant Theories

- Stakeholder Theory
 - Purpose of the business is to create as much value as possible for stakeholders
- Agency Theory
 - Concerned with resolving problems between principals and agents
- Institutional Theory
 - Institutional environment influences the formal structure (even more than market pressures)

(Waldman & Balven, 2014)



Stakeholders that concern Responsible Leaders

- Employees
- Clients and Customers
- Business Partners
- Social and Natural Environment
- Shareholders

(Maak & Pless, 2006)



Ethical vs. Responsible Leadership

- Voegtlin (2016) suggests that a limitation of ethical leadership is that it does not include a responsibility orientation.
- Responsible leadership includes individual (micro) and organizational (macro) levels
- Ethical leadership is seen as focusing on internal ethical considerations (within leader-follower dyad).
- Responsible leadership focuses on ethical implications of leadership for society.



Considerations

When it comes to responsible leadership:

- Are your business activities sustainable and are not polluting the surrounding environment?
- Do you identify systemic risks that your activities might contribute to, or do you take short term risks for quick profits that could endanger the reputation of your company?
- Do you care about the welfare of your workforce?
- Have you checked that your subcontractors do not use child labour?

<http://lexicon.ft.com/Term?term=responsible-leadership>



Theoretical Considerations

- What is the purpose of leadership in a stakeholder society?
- Who are the actors in the leader-follower relationship?
- What is the function of the leader in the leader-follower relationship?
- What makes a responsible leader?
- What qualities do responsible leaders need?

Stakeholders hold the position of follower, typically held by employees.

(Maak & Pless, 2006)



Relevance of Responsible Leadership

An application of contemporary stakeholder theory applied to leadership (Bass & Steidelmeier, 1999; Maak & Pless, 2015)

Interconnected and multicultural global environment

Multiple stakeholders

How do we respect cultural differences while ensuring that we maintain moral principles?

"Responsible leadership in business needs leadership ethics" (Maak, 2007, p. 330)



Qualities of a Responsible Leader

- Authenticity and trust – beyond employees in the organization
- Relational Intelligence (RI)
 - Emotional intelligence
 - Cultural intelligence
 - Ethical intelligence (moral awareness, ethical sensitivity)
- Role modelling

(Maak & Pless, 2006, pp. 105-107)



Measuring Responsible Leadership

My direct supervisor...

1. Demonstrates awareness of the relevant stakeholder claims
2. Considers the consequences of decisions for the affected stakeholders
3. Involves the affected stakeholders in the decision-making process
4. Weighs different stakeholder claims before making a decision
5. Tries to achieve a consensus among the affected stakeholders



Discussion

Is the distinction between ethical and responsible leadership merely academic or are there practical differences?

Should there be a distinction?

- Discuss in small groups (3 or 4 students)



Leadership, CSR & Employee Attitudes & Behaviour and Linkages with Cross-Cultural Contexts

Lesson 3



Implications?

How might this lesson be relevant for the Finnish Red Cross – Kontti?



Lesson 3: The Impact of Leadership on Employee Attitudes and Behaviour & Implications for Cross-cultural Contexts.

- This lecture will integrate principles from ethical and responsible leadership theories and corporate social responsibility to its impact (Aguilera et al., 2007; Filatotchev & Nakajima, 2014; Tu & Lu, 2016; Windsor, 2006) and make linkages to a cross-cultural context (Collier & Esteban, 2007; Matten & Moon, 2009).



Ethical Leadership Impact

- EL is negatively related to unethical behaviour and relationship conflict (Mayer, Aquino, Greenbaum, & Kuenzi, 2012)
- EL is positively related to trust in leader, leader effectiveness, employee effectiveness, and OCB (Kalshoven, Hartog, & De Hoogh, 2011)
- EL is related to job satisfaction and commitment (Kim & Brymer, 2011) through the development of ethical climates (Neubert et al., 2009)



Ethical Leaders Impact

- Ethical leaderships motivate followers to contribute to the organization.
 - Organizational Citizenship Behaviour (OCB)
 - Voice
 - Helping
 - Courtesy
 - Initiative
- Affected by intrinsic motivation (moderation) and general self-efficacy (mediation) (Tu & Lu, 2016)



Responsible Leader Impact

"Responsible leadership can be defined as the art and ability involved in building, cultivating and sustaining trustful relationships to different stakeholders, both inside and outside the organization, and in co-ordinating responsible action to achieve a meaningful, commonly shared business vision" (Maak, 2007, p. 334)

- Leads to sustainable businesses and the common good.
- Good stakeholder relationships are key to viability and success.
- Social capital built through the energy of different constituencies.



CSR & Outcomes

- Corporate social responsibility is related to responsible leadership, but the specific focus of CSR depends on the corporate governance approach
- CSR lends legitimacy to the organization. (Filatotchev, & Nakajima, 2014)



What is Corporate Social Responsibility?



Corporate Social Responsibility (CSR)

- Corporate social responsibility (CSR) is a business approach that contributes to sustainable development by delivering economic, social and environmental benefits for all stakeholders. (Financial Times) [http://lexicon.ft.com/Term?term=corporate-social-responsibility--\(CSR\)](http://lexicon.ft.com/Term?term=corporate-social-responsibility--(CSR))
- Challenges with deriving a consistent definition.
 - Doing well by behaving well.
 - Doing well by exploiting being good
 - Mixed results on the effects on firm performance

(Devinney, 2007).



Responsibilities of the Firm

- Financial
- Legal
- Ethical
- Philanthropic

What does this mean?

What does it look like in "real life" ?



Business Case for CSR

- Financial performance (qualitative and quantitative - mixed)
- Positive effect on image & reputation
- Investment
- Employee motivation, retention, and recruitment
- Cost savings
- Market growth
- CSR-related risk reduction or management (Weber, 2008)



Leadership, CSR, & Outcomes

- Supervisory support (and policy) linked to innovative problem solving of environmental issues.
- Managerial commitment to CSR affects structures that firms use to analyze the social and political environment.
- Transformational leaders "raise followers' aspirations and activates higher order values" improves follower perceptions of their work and engage in extra effort. (Avolio et al., 2009, p. 428, cited in Jones-Cristensen et al., 2014, p. 169)

(Jones-Cristensen, Mackey, & Whetten, 2014)



Employee's Perceptions

- CSR is reinforced at multiple levels within the organization.
- Employees may perceive an organization that is socially-engaged as one that is concerned about all people, including employees.
- Logic = If the organization is generally concerned about fairness, then they are more concerned about fair conditions for the employee.
- Motivates employee engagement with CSR because it is in their interests. (Aguilera, Rupp, Williams, & Ganapathi, 2007).



CSR - Impact on Employees

- Collier & Estaban (2007) argue that personal needs and values along with goal choice influence employee motivation and commitment
- Employees use their identify as a member of the organization (identify shapes behaviour and perceptions shape identity (virtuous circle)).
- In other words – employees identify more with organizations that they view positively, and in term are motivated to behave in a way that reinforces that perception.
- The employee image of the firm through understanding of external perspectives and their perception of the firms reputation
- Together these build commitment.



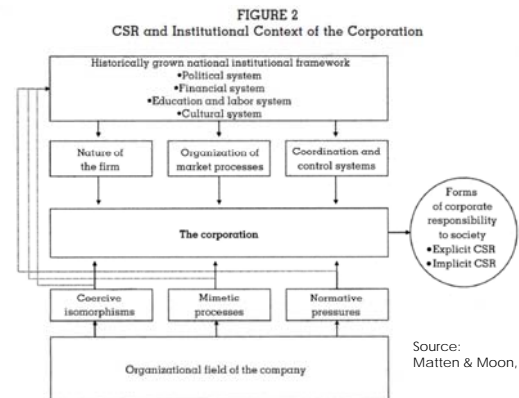
Debate

- Marcus & Fremeth (2009) argued that firms should engage in environmental CSR, whether it is profitable or not. Siegel (2009) argued that they should only do it if it makes good business sense.
- Does it matter the reasons why companies engage in CSR?
- Work in pairs – one person argue that it does matter, the other side argues that it doesn't.



CSR Differences Across Countries

- Language used to describe involvement in society differs.
 - Actual level of reported CSR also differs.
 - Business systems are influenced by the national context.
 - political, cultural, financial, and education and labour factors
 - Nature of the firm, coordination and control systems,
 - Organizational field of the company
 - Coercive isomorphisms, mimetic processes, normative pressures
- (Matten & Moon, 2008)



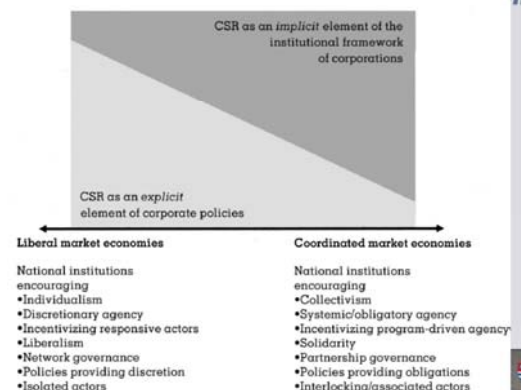
Implicit vs. Explicit CSR

- Some firms (particularly those in the US), make CSR an explicit activity – it is done with intentionality and they describe it.
- Others (particularly those in Europe), engage in CSR on an implicit level – it is just part of the way they do business.

(Matten & Moon, 2008)



FIGURE 1
Implicit and Explicit CSR



Leadership & CSR in a global context

- Global business environment has challenges that some argue have contributed to unethical practices in organizations.
- Economic and moral implications of globalization.
- More and more companies are engaging in self-regulation and the production of public goods.

(Voegtlin, Patzer, & Scherer, 2012)



Challenges in a global context

- Business leaders are confronted with differing cultural contexts and do not necessarily have a shared ethical or legal framework.
- Ethical scandals have challenged corporate legitimacy and eroded trust.

(Voegtlin, Patzer, & Scherer, 2012)



Discussion

- **How can leadership respond to these challenges?**
- What do leaders have to do in order to restore legitimacy and make a positive contribution?
(consider yesterday's discussion)
- Work in groups of 3 or 4 and report back your most brilliant ideas.



Suggestions

- Balance stakeholder interests
 - Think of consequences for all those affected by decisions & conduct
 - Engage in a dialogue with stakeholders
 - Including stakeholders increases legitimacy & increases justice perceptions
- Proactively resolve conflicts
 - Leaders recognize moral problems in decision making
 - Use influence to resolve conflict
 - Invite those affected to participate

(Voegtlin, Patzer, & Scherer, 2012)



Implications?

How might this lesson be relevant for the Finnish Red Cross – Kontti?



Integration: Change Management

Lesson 4



Lesson 4: Linking Content Through Change Management

- This lesson will integrate the principles of leadership and CSR with the other lectures on managing data risks in the digital age through sensemaking (Maitlis, 2005; Maitlis & Christianson, 2014) and change management (Armenakis & Bedeian, 1999; Beer, 2009; Whelan-Berry et al., 2003)



Sensemaking

- Sensemaking refers to the process involved in creating order and making retrospective sense of what occurs. (Maitlis, 2005)
- Sensemaking involves social construction where “individuals attempt to interpret and explain sets of cues from their environments.” (Maitlis, 2005, p. 57)



Sensemaking

- Prosocial sensemaking “process in which employees interpret personal and company actions and identities as caring.” (Grant et al., 2008, p. 898)
- Prospective sensemaking “the conscious and intentional consideration of the probable future impact of certain actions, and especially nonactions, on the meaning construction processes of themselves and others.” (Gioia, et al., 1994, p. 378)

[cited in Maitlis & Christianson, 2014 p. 68]



Sensemaking Process

- *Cues trigger sensemaking (e.g., something that is novel, unusual or challenges expectations).*
- *In a social process, people use information to make sense of what is happening and develop a collective understanding.*
- *Organizations can encourage sensemaking through action (e.g., communication, reinforcement, consistency) – particularly relevant in times of strategic change.*



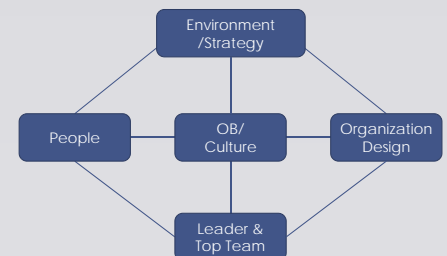
Discussion

- What sensemaking do you think employees engage in when they see the company that they work for engage in CSR?
- When would there be less need for sensemaking?



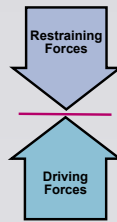
Organizational Behaviour and Change

- Organizations are complex open systems
- Contingent on environment/situation

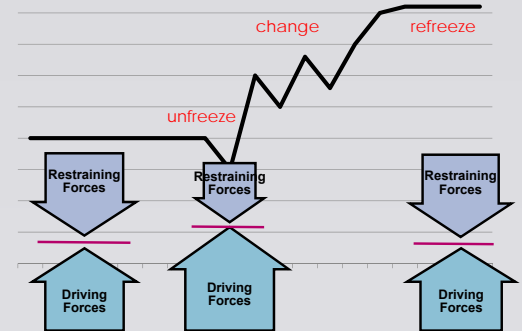


Lewin's Force Field Analysis Model

- Driving forces
 - Push organizations toward change
 - Internal or external forces
- Restraining forces
 - Resistance to change – maintains the status quo
- Considers creating readiness for change so that resistance is minimized (Armenakis & Bedeian, 1999)



Lewin's Force Field Analysis Model



Social Learning Theory

- Bandura's theory of social learning is also relevant to the process.
- Enables the acceptance and institutionalization of the desired change.
- Theory posits that people learn from others through observation, imitation, and modeling (<https://www.learning-theories.com/social-learning-theory-bandura.html>)

(Armenakis & Bedeian, 1999)

Discussion

How are these two theories relevant to the examination of leadership in the change process?

Types of change

- Episodic
 - Intentional, planned & deliberate
 - follows the *unfreeze-change-refreeze* sequence
- Continuous
 - Unplanned and ongoing
 - Adaptation to an unexpected event
 - follows a *freeze-rebalance-unfreeze* sequence

(Weick & Quinn, 1999)

Leading Organizational Change

- Requires defining a new strategic direction
- Involves realigning structure, management processes, systems, human capital, and culture
- Requires flexibility to be adaptive throughout the process
- Involves learning from experience

(Beer, 2009)

Organizational Alignment & Culture

- Distinctive and persistent culture
- Organizational behaviour is resistant to change
- The stronger the culture in one state, the more challenging it is to adapt to a new culture.



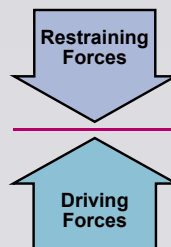
(Beer, 2009)

Why are organizations resistant to change?



Resistance to Change

- Fundamental change questions existing patterns within the organization
- Psychological and material losses
- Loss of power or status
- Cognitive and emotional defences
 - Lead to conflict between stated aspirations and their actions
- Change initiatives tend to work at a superficial level and don't change to culture (including underlying beliefs and values)



What are the Forces for Organizational Change?

Forces for Organizational Change

- Sense of urgency is required
- Requires dissatisfaction with the status quo
- Among other things, consistency between means and ends is critical

Steps for Successful Change Leadership

1. Mobilize energy for change
2. Develop a new compelling direction – strategy and values
3. Identify organizational barriers to implementing the new direction
4. Develop a vision of how the business will be organized for success
5. Communicate and involve people in implementation
6. Support behaviour change
7. Monitor progress and make further changes

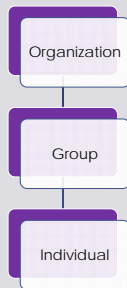
How universal are these guidelines?



Exceptions

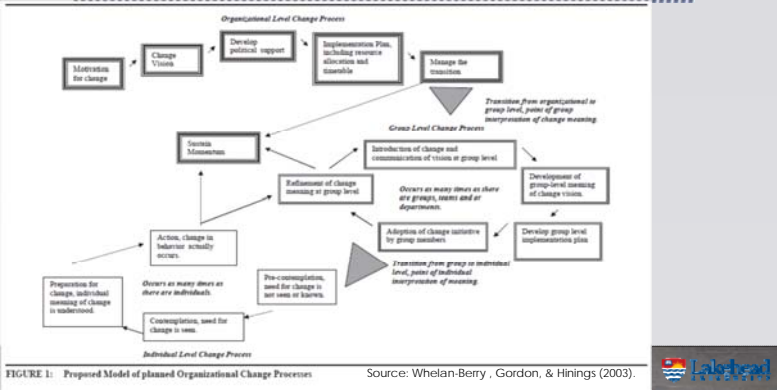
- If the intent is to enhance short-term shareholder value rather than longer-term competitive advantage, these recommendations won't work.
- Also requires that leaders value "excellence, people, involvement, teamwork, and learning, including learning about themselves" (Beer, 2008, p. 552)

At what level does change take place?



All of them


Multi-level organizational change



Now, we look at the issue from a more practical perspective . . .

Implications?

How might this lesson be relevant for the Finnish Red Cross – Kontti?



References

- See appended list

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