



ATHENS UNIVERSITY *of* ECONOMICS & BUSINESS
mbainternational

Making Sense of Embedding CSR

15 & 22 March 2010

 Accredited by
**Association
of MBAs**

www.imba.aueb.gr

Introduction

Many organisations are struggling to integrate, into daily business processes, their espoused CSR intentions which can conflict with traditionally understood business objectives of profit maximization. Both practitioner and academic literature have been critical of firms promoting themselves as responsible businesses where there is a perceived gap between rhetoric and action. Stakeholders, which means anyone who can affect or be affected by an organisation, are cynical of businesses which publicly state a commitment to society and the environment but their decision making and behaviours are not aligned with that expressed commitment.



More worrying is the suggestion of firms deliberately using CSR reporting to hide unchallenged and unchanged behaviours in daily operations, for example, Enron was a company which won many CSR awards yet it has been revealed as being corrupt in its business operations. Since the demise of Enron in 2001 a plethora of CSR frameworks, tools and training programmes have emerged to assist firms embed their CSR. However, many of the banks involved in the near collapse of the financial sector in the UK in 2008 boasted CSR awards and high profile CSR reports which espouse ethical values and transparency, but the managers engaged in dubious practices which were not congruent with the organisations' publicly espoused values. These two examples illustrate a lack of congruence between espoused intentions and actual day-to-day business behaviour and indicate that research is necessary to understand this business problem. AUEB is pleased to present a workshop on new research about how managers sense-making can impact on this contemporary, organisational challenge.

Learning objectives from the workshop

Participants will:

- Gain new understanding about the impact of sensemaking processes on managers' behaviour in the context of embedding CSR, and enhanced awareness of the importance of conscious sensemaking.
- Gain insight in to indicators of cultural incongruence with CSR intentions and subliminal barriers to embedding CSR.
- Gain understanding of what new management development and support frameworks are necessary to create a CSR learning organisation.
- Gain understanding of effective 'Making Sense of CSR' communication.

Overall, participants will experience a shift in their understanding of the vital importance of managers' sensemaking and interpretation in terms of engaging employees to embed CSR in to their day-to-day business activity.

Audience

- Senior and mid level managers
- CSR and environment managers
- HR , Corporate Affairs and Marketing professionals
- MBA students and alumni

The impact of managers sensemaking on embedding CSR

Because of her desire to understand why organisations are struggling to embed CSR, in 2007 Sharon Jackson , the seminar leader, started an empirical research project to explore how business managers make sense of their organisations' espoused CSR intentions and if their sensemaking process has an impact on how CSR is, or is not successfully embedded. The three research questions driving the study were:

1. How do managers make sense of CSR in their organisations?
2. What are the outcomes of managers' sensemaking about CSR?
3. To what extent are these outcomes congruent with the organisations' espoused CSR intentions?

After two years of research, the fascinating findings of this study start to answer some of the ongoing questions about barriers to employee engagement in embedding CSR.



The study suggests;

Managers' individual sensemaking processes can significantly impact on CSR outcomes, leading to '**no action**' in terms of embedding espoused CSR intentions.

Collective organisational culture **impacts significantly** on CSR activities.

Managers **do not read** their organisations' CSR communications.

This contemporary research address a fundamental problem of why CSR is so difficult to integrate in to organizations and provides **enlightening insight into the phenomenon of the interrelationship between organisational sensemaking and individual sensemaking.**

AUEB will host the **inaugural workshop** to launch this new, and enlightening research which provides groundbreaking insight into why 'no action', status quo is a possible outcome of managers' sensemaking, processes.

You are invited to be one of the first people to hear the details of this pioneering study and learn about the practical relevance for businesses which are trying to integrate responsible business principles across their organisation.

2010 is likely to be a critically important year for Greek business, at a time where issues of transparency, ethics and reputation are becoming increasingly high profile business issues.



Sharon Jackson

Director - Carlton Consultancy Ltd, Associate Faculty - Cranfield School of Management, Visiting Lecturer - Cambridge University, Visiting Research Fellow - Athens University of Economics and Business.

Before embarking on a career in management education, Sharon worked 15 years in **global commerce in senior roles in the electronic component sector.**

Over the past 20 years she has held several board appointments in both businesses and NGOs. During her business career she has owned and managed SMEs and worked for TNCs in global roles developing international business. In 2000, demoralised by the lack of ethical business conduct in the electronics sector at that time, she left the industry to develop customised executive learning programmes in the context of embedding responsible business principles at the core of organisational development.

Since 2001 she has developed ground-breaking **'Corporate Responsibility Leadership' programmes** for directors and senior managers which are delivered in Europe, Australia and China. Sharon is currently setting up the **'European Sustainability Academy' in Crete**, as an international centre for sustainable business learning programmes. It will be a purpose built, sustainable building using Greek expertise.

Sharon teaches business managers how to combine fundamental business good practice and wealth creation with corporate responsibility as a core facet of global sustainability. Her programmes are designed to stimulate innovative and profitable business through aligning values based leadership with organisational sensemaking.

Her academic work includes the recent completion of a 2 year research study to explore the reasons for disconnect between organisational intentions to embed CSR and actual CSR outcomes. The research focus was the relationship between managers' sensemaking and espoused CSR. Her research revealed a unique contribution to theory and practice in terms of how individuals' sensemaking processes can be incongruent with organisationally espoused CSR intentions and a barrier to enactment.

Sharon's other academic experience includes teaching CSR and Business Ethics elements of MSc postgraduate degrees at Cranfield School of Management, UK, where she has been Associate Faculty with 'Cranfield Centre for Customised Executive Development' (CCED) since 2004 and an Associate of the 'Doughty Centre for Corporate Responsibility', set up in 2007, where her special interest is CSR and SMEs. At Murray Edwards College, Cambridge University, she teaches a pioneering, personal-congruence programme' to prepare undergraduates for their first careers.

Sharon has been invited to lecture at many Higher Education institutions around the world, she has advised the UK and Australian Government on Corporate Responsibility as a contributor to regional regeneration. She consults to businesses in Europe, Australia and China and teaches "Global Awareness" programmes at the China European International Business School (CEIBS) Shanghai. Her articles on CSR have been published in journals in the UK and Australia and she has regularly been invited to comment on CSR and sustainability issues in live interviews by the BBC and ABC.

An active volunteer for human, environmental and animal welfare charities over a period of 30 years. As Chair of Yarlswood Befrienders a UK charity which provides volunteer visitors to immigration detainees, she collected the 'Queens Award for Voluntary Services' in 2005.

Sharon has a home in UK and in Crete which she shares with her husband and business partner Alan.

Day 1: 15th March 2010

Sensemaking and CSR theory

18:00 – 18:30	Introduction to the programme
18:30 - 19:30	Presentation of sensemaking theory and making sense of CSR research outcomes
Break	
19:45 – 20:40	Organisational CSR culture and personality
20:40 – 21:00	Conscious sensemaking, practical tool

Day 2 : 22nd March 2010

Sensemaking and CSR theory in to action

18:00 – 18:30	Recap and learning reflection from day 1.
18:30 - 19:30	Conscious CSR sensemaking – interactive group intervention
Break	
19:45 – 20:30	CSR communication – making sense of words and 'labels'
20:30 – 21:00	Learning in to action





Making Sense of Embedding CSR

Prof. Sharon Jackson

Monday 15 & Monday 22 March 2010 , 18.00 – 21.00

At AUEB Evelpidon Building, Evelpidon 47A & Lefkados 33 Room 802

REGISTRATION FORM

Please fill in the number of participants after the cost corresponding to your case:

Regular Fee	Second person from the same organization	Company / Organization member of the Global Compact Network Hellas.	Current AUEB postgraduate, PhD students	Alumni	Current non AUEB postgraduate or PhD students
150 Euros ____	120 Euros ____	100 Euros ____	Free ____	50 Euros ____	50 Euros ____

Company name			
Address			
Tel		Fax	
Contact person		e-mail	

Number of Participants

Name		Name	
Position		Position	
Name		Name	
Position		Position	

Students and Alumni

Name			
University			
Department			
Tel		Mobile	
e-mail			

AUEB Undergraduate, postgraduate, PhD.

AUEB Alumni

Non AUEB undergraduate, postgraduate, PhD.

Payment: Bank Transfer to National Bank of Greece, Account No: 110/4800 9580, Account Holder: RC, AUEB.

Please reference "Executive Seminar: CSR2010" when payment is made.

Cancellations: Enrolments cancelled before the registration deadline, 5th March 2010 are charged with a 30% fee.

Cancellations received after the 10th March 2010 are charged with the full fee.

Please send your Registration Form, no later than Friday 5th March 2010, by fax or mail along with payment information to:

MBA International, Athens University of Economics & Business

Evelpidon 47A & Lefkados 33, (8th floor, Room 805), GR 113 62 Athens, Greece

Tel: 210 82.03.661 Fax: 210 88.28.078, E-mail: imba@aueb.gr