

Abstract for CRRC 2013 Corporate Responsible Research Conference / Graz

Title:

The Integrative Management Approach of CSR

Subtitle:

“How to reduce the relevant inconsistency between management and human behaviour”

Topic:

**Organizational change and sustainability or
Employee behaviour change towards sustainability**

Abstract:

Introduction:

The integrative management approach is a human management approach which combines systematic management with the non trivial behaviour of people. It is a holistic step-by-step concept, based on stakeholder dialogues, social engagements, agile methodologies and sustainable principles. The “double cross dialogic approach” and the “bridge process”, which is used for the continuous improvement process, the emotional and ethical reflections and to build a learning organization, are the heart of this concept. Human values combined with the meaningful dimension enable a “change of mind” of all relevant stakeholders and open new opportunities and innovations.¹

Research Question:

“Which tools, methodologies, interactions and process are more useful to reduce the relevant inconsistency between management (Holistic CSR Management) and human (employees) behaviour?”

Theoretical Framework:

This abstract is based on a theoretical framework and on a practical framework.

The practical framework:

During the development of the international program UNIDO reap26 (United Nations Industrial Development: Responsible Entrepreneurs Achievement Programme based on ISO 26000) the NLD (Non Linear Development Approach) was developed.

UNIDO reap26 is an outcome of the Project “Helping Vietnamese Small and Medium Enterprises (SMEs) to Adapt and Adopt Corporate Social Responsibility (CSR) for Improved Linkages in Global Supply Chains in Sustainable Production” using the short name of “Adapt – Adopt – Im-

¹ Encyclopedia of Corporate Social Responsibility; Springer-Verlag Berlin Heidelberg 2012; Article Walker: “The Integrative Management Approach of CSR”

prove CSR in Vietnamese SMEs” which was led by UNIDO (United Nations Industrial Development Organization).

The action was aimed at fostering the adaptation and adoption of Corporate Social Responsibility (CSR) in Vietnamese Small and Medium Enterprises (SMEs) in particular in the apparel (garment), footwear/leather and electronics sectors. The activities had been structured under three expected results, pertaining respectively to increased awareness and understanding of CSR, implementation of CSR for conformance with procurement standards, and policy advice.

To get able to fulfil the expectations the national Chief Technical Advisor of the UNIDO Project Florian Beranek and the international CSR Expert Thomas Walker developed a toolbox (real hardware toolbox) and an education program to setup a national cadre of internal and external CSR Experts. This, by examination, certified CSR Experts are now able to implement CSR in Enterprises.

The experiences of this “pilot project” in Vietnam are the base for the research!

The theoretical background:

The Integrative Management Approach of CSR (published in Springer 2012: Encyclopedia of Corporate Social Responsibility) with – in this case –especially focused on the NLD (the Non Linear Development Approach – “double cross dialogic approach”).

The key message of the NLD is:

“Every CSR Project / Program is unique. Implementing a holistic CSR Management (system) means to connect to the actual CSR maturity level of an organization, on the culture, values and existing processes. The key to enable a change of mind the subconscious wisdom of the organization is leading the integration process”

This key message creates a high level of complexity. To make sure, that the organization and the advisor didn’t get lost by the dynamics of the integration process, it is useful to follow patterns. Patterns in the sense of “Christopher Alexander’s – A Pattern Language”²: *“The elements of this language are entities called patterns. Each pattern describes a problem that occurs over and over again in our environment, and then describes the core of the solution to that problem, in such a way that you can use this solution a million times over, without ever doing it the same way twice.”*

The research focus is on the identified reap26 patterns in connection with the research question. (What is more useful to reduce the relevant inconsistency between management and human behaviour...)

Methodology of the research:

The methodologies of the research are on the one hand learning circles with the cadre of the national CSR Experts of Vietnam and / or structured interviews with their customers.

² Alexander; Oxford University Press (1977); „ A Pattern Language: Towns, Buildings, Construction”

Main outcomes and findings:

The main outcome should be:

- Identification of Patterns which had been more useful to reduce the relevant inconsistency between management and human behaviour
- Identification of "Missing Patterns"; tools, methodologies
- The design of a "rollout protocol for UNIDO reap26" for other countries

Person Thomas Walker

Born 1967; Founder of the Institute for sustainable solutions in Ellmau / Austria. He is certified CSR Expert (Chamber of Commerce Austria), certified Coach, Team- and Organizational Developer (Milton Erickson Institute Heidelberg), member in the Austrian Standardization Committee, member in the board of the "Center for humane market economy" / Stiftung Urstein Salzburg, member of the developing team for UNIDO reap26

He is working for more than 12 years national and international in the area of Sustainability, Corporate Social Responsibility, Social Innovations, Ethics and Human Interventions. He is lecturing on several universities; researching and publishing; consulting and coaching in the area of SME's, Cooperatives and family driven Enterprises; developing CSR Programs for the Public Sector, UNIDO and Business Associations.