



Community and Corporate Citizenship

Linking Organisational and Community Learning

Wolfgang Stark

Organisational and Community
Development Laboratory

University of Essen
Germany



Key concept
„Social responsibility“

„If there is a concept today which is embracing many of our current and future challenges - a concept we should all reflect upon - it should be the concept of **social responsibility**. Social and environmental responsibility is one of the key-concepts for the future of our world“

Kofi Annan, Johannesburg 2002



Community and Organisational Learning for a Civil Society

„A healthy society is based upon three interdependent sectors: the public sector of effective governance, the private sector of successful companies and economics, and the social sector of a caring community and of social organisations. All three sectors are responsible for a civil society – they have to be managed effectively, and they need to learn from each other.

Peter F. Drucker (The Drucker Foundation)



Community Psychology and values...

„...the real key to social change is in the attitudes, values, goals and political-economic ideology and social policy of which institutions themselves are composed and on which organisations are based.“

(Rappaport 1977, p.180)



Traditional and Future Values for a Civil society

Equality

is to distribute the resources for growth and development

„Are people enabled to participate in a living community?“

Social Bonds

enhance effectively social networks and community development

„Will the development of an active community be improved?“

Freedom

increases opportunity for individual development

„Are opportunities increased to reach individual goals?“

(Newbrough 1990)



Globalisation means „Glocalisation“

**Empowering local communities
plays a crucial role in surviving
globalisation**



Be experimental!

**A future civil society needs
active citizens, learning
communities and community
corporate citizenship**

**We need to form local networks of
volunteers and professionals, of
communities and companies.**



Corporate Citizenship

- ◆ Companies see themselves as „corporate citizens“- as part of a Civil Society
- ◆ Companies are not only responsible for economic success (shareholder value), but also for a healthy society (stakeholder value)
- ◆ **Corporate Citizenship means**
Social responsibility together with community stakeholders



Why link Community and Corporate Citizenship?

- ◆ Impact of Corporate Values on Community Life
- ◆ New Work-Life-Balance
- ◆ Shift of Individual Values towards Quest for Meaning and Empowerment
- ◆ Growing need for Social Skills both in Business and Communities



Examples of Corporate Citizenship

Beyond Corporate Giving and Sponsoring

- ◆ Campaigning and supporting social activists
(„The Body Shop“)
- ◆ Mutual learning
(„Switch“, „Mutual Coaching“)
- ◆ Corporate Volunteering
(„Day of Caring“)
- ◆ Development Assignments
(„Community Projects“)
- ◆ Development Secondment
(„Loaned Executive“, „Secondment for Transition“)



Social Responsibility and Management



Strategic Management

**Quality Management and
Environmental Management**

**Value-based Management
and Corporate Citizenship**

Community and Corporate Citizenship Competencies



Consult stakeholders about performance, Values and improvement targets

Company Commitment Vision, Strategy and Values

Identify key stakeholders, critical success factors and values

Prepare, verify and publish report

The Stakeholder Dialogue Process

Dialogue with stakeholders

Objectives, Budget and action plan for improvement

Monitor performance and satisfaction with the company's values

Determine key performance indicators

Standards of Excellence in Corporate Citizenship and Community Involvement



Corporate Social Responsibility

◆ Wins for the Companies

Inside:

- **Attractive Workplace**
- **Improving employee motivation and productivity**
- **Social Skills Development**

Outside:

- **Improving customer relationship**
- **Improving investor's relationship**
- **social responsible branding**
- **sustainable shareholder value**



Social Responsibility and Human Resources Management

- Organisational culture based on „shared values“
- Lifelong informal learning
- Empowerment
- bessere interne Informationspolitik
- Work-life-balance (compatibility of work, family and biographical values)
- Supporting employee community action



Corporate Social Responsibility

Wins for Communities and Services

- ◆ New partners
- ◆ Management support
- ◆ Discourse on societal values beyond shareholder value
- ◆ Image improvement of community services



Enhancing Community and Corporate Citizenship

Models of good practice and networking

- ◆ Corporate Citizenship is part of company performance (Accountability)
- ◆ Educating and coaching companies and employees in corporate social responsibility
- ◆ Educating and coaching community services
- ◆ Integration into schools and university programs
- ◆ Networking by (local) government



Community and Corporate Citizenship – Challenges for a Future Civil Society

- ◆ Establish a New Partnership between public sector, companies, unions and NGOs
- ◆ Create and develop links between companies and NGOs
- ◆ Community Psychology should establish its role as a mediator/facilitator between community and corporate cultures



Toward a New Sense of Community

Organisational and Community Empowerment needs

- ◆ shared values in companies and community
- ◆ Dialogue between the stakeholders in a community
- ◆ Mutual learning processes in the community



Questions for Future Research and Action

- ◆ What is the role of values in communities, public organisations and companies and the effect on community building?
- ◆ How are learning processes in the workplace affecting the sense of community and the opportunity for empowerment in personal and community life?
- ◆ How can we institutionalise links and networks between community life, public institutions and companies?