



Engaging Employees in Corporate Responsibility

A Doughty Centre How-to Guide (#6 in series)

In association with Futerra Sustainability Communications and Camelot



THE DOUGHTY CENTRE FOR CORPORATE RESPONSIBILITY

The Doughty Centre aims to combine rigorous research and leading-edge practice. The centre focuses on three things:

- ❖ knowledge creation: rigorous and relevant research into how companies can embed responsible business into the way they do business;
- ❖ knowledge dissemination: introducing Corporate Responsibility (CR) more systemically into existing graduate and executive education (both in relevant open programmes and customised, in-company programmes); and
- ❖ knowledge application: working with alumni, corporate partners and others to implement our knowledge and learning.

The Doughty Centre welcomes enquiries for collaborations, including around:

- ❖ speaking and/or chairing conferences and in-company events;
- ❖ facilitating organisations in the public, private or voluntary sectors who wish to produce their own think-pieces/'white papers' on CR, sustainability or public-private-community partnerships;
- ❖ practical projects to embed CR in an organisation;
- ❖ scenario-development and presentations to help organisations envision a more responsible and sustainable future;
- ❖ co-creation and joint publication of research, think-pieces and practical 'how-to' guides; and
- ❖ design and delivery of organisation-customised and open learning programmes around CR, sustainability or public-private-community partnerships.

About Camelot

As the licensed operator of the UK National Lottery, Camelot's prime business objective is to maximise returns to the Good Causes in the most efficient and socially responsible way.

While Camelot is committed to raising money for the Good Causes, as designated by Parliament through the sale of National Lottery games, it is not responsible for distributing or awarding these funds.

About Futerra

Futerra is the UK's leading agency working exclusively on communicating sustainability and corporate responsibility. Set up in 2001 to revolutionise sustainability communications, our mission is to make sustainable development so desirable it becomes normal. We find remarkable ways of promoting sustainable development through strategic PR and communications, branding and marketing, globally.

Foreword

Companies will make little progress towards embedding corporate sustainability without top management 'buy-in' and leadership 'tone from the top'. However, it is increasingly understood that, although committed corporate leadership for sustainability is a necessary condition for success, it is not in itself sufficient. The key to deep embedding is the enthusiastic engagement of employees at all levels of the company.

Engaging employees is one aspect of being a responsible business, since a company's impact in its workplace, i.e. that it is a good employer and a great place to work, is a core aspect of corporate responsibility. Simultaneously, engaged employees are critical for a company wanting to improve its overall performance as a responsible business. In turn, responsible business practice helps further motivate and engage employees. It is a virtuous circle: engaging employees is simultaneously an enabler of, a major component of and a key result from Corporate Responsibility.

For *Engaging Employees in Corporate Responsibility*, the Doughty Centre Manager Nadine Exter brings together the latest research and management thinking, together with the experience of a number of leading companies. We are particularly grateful to Solitaire Townend, Jeff Melnyk and Harriet Kingaby, who have collaborated with us on this project and who are producing an online version with examples from some of the successful companies they have advised on engaging employees. We are also grateful to Anne Pattberg, Sophie Eastman and colleagues at Camelot for sponsorship and support. At the outset of this project, some 18 months ago now, we also benefitted from the long experience and wise counsel of Catherine Carruthers from Business in the Community, Frank Nigriello at Unipart Group of Companies and Deb Connors from KPMG. At Cranfield, we have been fortunate to tap into the research of Dr Martin Clarke.

This how-to guide is the latest publication arising from our broader work programme in the Doughty Centre to better understand how organisations can fully utilise the insights, experience, passions and commitment of all their employees when it comes to being a more responsible business. Earlier work in this programme has covered how to establish and maintain champions' networks; the role of internal marketing; how to establish knowledge-management for corporate sustainability and responsibility; and the role of social intrapreneurs. We are now embarking on a second phase of our social intrapreneurs research, exploring the enabling environment inside companies. Common to all these strands is a belief in what Julia Cleverdon (Business in the Community) calls "the cafetiere and the percolator effects combined" – effective corporate responsibility works best where top-down leadership (cafetiere) is blended and combined with bottom-up employee engagement (percolator), in order to create a more sustainable (in every sense of the word) business.



Professor David Grayson
Director, The Doughty Centre for Corporate Responsibility



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Executive summary

Many organisations have told us that creating a workforce of employees that is continuously engaged in corporate responsibility (CR) would be the single biggest enabler for them successfully delivering their CR strategy.

What would this engaged employee typically look like?

1. **Understands:** The employee understands their role in their company's objective to be responsible and the organisation enables this in a way that builds and maintains their sense of inspiration and passion for being part of a responsible and sustainable organisation
2. **Dialogue:** A sustained two-way relationship and conversation between employee and employer so that there is a shared understanding of responsibility and commitment to sustainability
3. **Enablement:** The organisation enables employees to be actively committed to CR and sustainability with the business's objectives and success firmly in mind

Engagement is a two-way process, not just employee to employer; and creating and keeping engaged employees occurs when the engagement is 'sustained' and 'maintained'. This is key in engaging employees in CR, as successful engagement is not a temporary state that passes when initial efforts cease. *Instead, successful employee engagement is about creating a 'state of being' where this culture thrives in the longer term, feeding into individual satisfaction and overall business success.*

We have developed a four-step process as a loose framework for you to explore and answer why, what and how you engage your employees. The process we describe is an iterative one – you may not get things working really well first or even second time around, and there will typically be some trial and error. However, by better understanding your motivations and context, the tactics you choose will be more effective and realistic in success.

Step 1: Why?

Why do you want to engage employees, what do you want to achieve? For an individual, being responsible is about deciding what one believes is ethical and right and the individual's interpretation of their responsibilities – how does this interact with a defined set of corporate responsibilities developed by an organisation that is a collection of hundreds of individuals with their own understanding of what they are responsible for? An individual needs to connect in some way with a larger ethical approach defined and acted out by the organisation.

Do you need to engage employees on a personal level to motivate them regarding their role in the organisation's responsibilities, to create deep systemic change across the organisation within the restrictions of real-life limited resources and often working across very large employee bases spread across regions, offices, and often with very different objectives and targets? Or do you need to engage employees in CR en masse and accept what could be a high degree of stragglers (as long as there is general movement in the right direction)?

The question arises; *why do you want to engage employees?* Is it to engage en masse for target achievement, or do you have time to find the right levers to move all your employees from rhetoric to action? It is important to understand your motivation before attempting any engagement tactics.

In Step 1, we provide guidance on understanding what your motives for engaging employees should be.

Step 2: What?

What is your organisational context in relation to engaging employees in CR? i.e. what are the organisational characteristics you work within that are unique to your organisation?

There are two key times an organisation may read a guide on engaging employees in CR: at the start of the CR journey, or during/after efforts to engage employees that have not resulted in sustained engagement. For either time, the most successful approach is to develop a bespoke set of tactics that is relevant to your organisational context, rather than using a generic set of tactics with the hope that some should work. This means digging into your context, to understand what is relevant for your organisation and your employees – and therefore what will/won't work.

If an organisation does not have an existing culture of engagement, then why should employees become engaged in CR? Are you doomed to fail if the overriding cultural issue is not addressed, e.g. that a culture of engagement is not seen as necessary (which, realistically, it may not be)? Tactically, do you first need to build a culture of engagement so that efforts to engage employees in CR will 'fit' better in the organisational culture, do you use CR as a platform to develop an engaged culture, or do you push CR as an exception to the cultural norm?

Of course, on the other hand some organisations (or their leaders) may consider the organisation to already be an engaged group. They therefore see no need for the drivers for, and benefits from, engaging employees in CR. If top leaders are not engaged in CR and/or there is no clear CR strategy with a strong business case, should efforts to engage employees in CR be undertaken?

Do you know who your employees are? What drives them and what they think, feel and do around sustainability? You need to know their motives for involvement, to understand their influence on the context. Do you know who is engaged already?

What, then, is the right context for engaging employees in CR?

This is discussed in Step 2. We help you understand your context to understand first if engagement is actually needed and, second, how context influences the engagement tactics you then custom-develop for your organisation. This is so the tactics have a better chance of actually 'sticking' at an individual and organisational level. This will be for both deep systemic engagement, and engagement within a set of organisational limitations.

“The way employee engagement operates can take many forms – that is one of the most fascinating aspects of the topic – and the best models are those which have been custom-developed for the institution.”ⁱ

That is the purpose of this guide – to help you understand how to custom-develop engagement tactics for your organisation so that sustained engagement in CR occurs.

Step 3: How?

In Step 3, we provide the 'How' – what your enablers and barriers are for engaging employees, and then a set of engagement tactics that advise which contexts they are suitable for, with practical examples. We will indicate which tactics are suitable for what type of engagement and organisational contexts.

We urge you to read through Steps 1 and 2 and not skip straight to Step 3, so that you can identify what your context is, what you need to do, and what enablers and barriers you face. Even if it does not give you a set of tactics straight away, you will be able to correctly choose what tactics in Step 3 are relevant to your organisation and avoid spending valuable time on tactics that probably won't work in your context.

Step 4: Did it work?

In Step 4, we briefly discuss measuring your tactics and understanding what success is.

To test the process, a company undertook for us the four-step process to assess their existing tactical plan for engaging employees in CR, which they knew was not working as well as hoped but could not pinpoint why. We detail their journey in case-study boxes to help guide you through the process, as seeing what they learned from each step can illustrate how the steps have been used in practice. These boxes are titled 'Case-study Company'.

Futerra are developing an online module of this process, which will act as a workbook for the user to progress through and develop their tactical plan for engaging employees in CR. This will provide you with the choice to learn more about specific aspects of the theory and experience behind these steps, read more examples in practice, and document your individual learning in a workbook which, at the end, can be saved and used as an *aid memoire* and basis for your tactical plan. Please check Futerra and the Doughty Centre's website for updates on when this will be available.

Definitions

This guide is intended for those tasked with leading CR/sustainability in their organisation, for those in their team, and for senior directors with the responsibility for ensuring the culture of their organisation enables the achievement of business objectives. The complexity of these roles indicates that cultural, process, change management and CR-specific knowledge is needed.

An individual will engage in CR for personal reasons and influences (such as religion, cultural influences and even gender), as well as how they identify with the organisation and how the organisation encourages them to engage. However, we recognise that it is not feasible to identify the personal influences of every employee in the organisation, and therefore we have written this guide on the premise that your CR strategy has been developed to be relevant to your local culture and stakeholders' dominant cultural and religious beliefs.

We define CR as a business that is committed to:

“Minimising negative environmental and social impacts and maximising positive environmental and social impacts; open and transparent business practices that are based on ethical values and respect for employees, communities, and the environment; and designed to deliver sustainable value to society at large, as well as to shareholders. It is not a bolt-on to business operations – it has to be built-in to business purpose and strategy.”

We define employees as those under contract with an organisation (informal or formal) and therefore part of the organisation's resources, assets and a part of the organisation's success or failure. This applies whether they are full or part time, office/home/distance based, and whether based in HQ, abroad, or in satellite offices.



Step 1: Why do you want to engage your employees in CR?

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This step will provide a definition and understanding of what an engaged employee is, outline the behavioural traits of an engaged employee and help you establish your objectives.

“Employee engagement enables an adult, two-way relationship between leaders and managers and employees, where challenges can be met, and goals achieved...”ⁱ

There are many good definitions of ‘engaged employees’ⁱⁱ, and all stress three key factors:

1. When the employee understands their role in the company objectives, in a way that builds and maintains their sense of inspiration and passion for their work and the wider organisation.ⁱⁱⁱ
2. Whereby a sustained two-way relationship exists between employee and employer. This provides the setting to motivate employees to be involved in a way that also enhances their own sense of well-being.^{iv}
3. An organisational culture, with supporting processes and leaders that walk the talk, which enables an employee to be actively committed to an issue with the wider business objectives firmly in mind.^v

Research shows us that, although we need specific processes and procedures to deliver on CR targets^{vi}, it is behaviour change that holds the key to success.^{vii} Therefore, to deliver CR outcomes, work must take place on two levels:

- ❖ The ‘emotional level’ (i.e. changing behaviour by creating satisfaction, commitment, passion, inspiration and motivation); and
- ❖ The ‘infrastructure level’ (i.e. supporting processes that enable clear understanding of the relationship between employer and organisation, as well as clear understanding of the employee and organisation’s objectives).

1.1 Engaging employees in CR

This guide focuses specifically on engaging employees in CR/sustainability^{viii}. How employees engage in the business applies directly to what it means to have employees engaged specifically in CR:

1. **Understand:** The employee understands their role in their company’s objective to be responsible and the organisation enables this in a way that builds and maintains their sense of inspiration and passion for being part of a responsible and sustainable organisation

2. **Dialogue:** A sustained two-way relationship and conversation between employee and employer so that there is shared understanding of responsibility and commitment to sustainability
3. **Enablement:** The organisation enables employees to be actively committed to CR and sustainability with the business’s objectives and success firmly in mind (a joining of personal and organisational CR objectives)

There are four behavioural traits that engaged employees have. They must:

1. Be **motivated** to be involved;
2. Be **committed** to CR behaviours and actions;
3. **Trust** the company and what they are saying and doing; and, therefore,
4. Be willing to **cooperate** with the CR team or leaders in CR actions in instances when they may not be personally motivated.



Successful engagement is not a temporary state that passes when initial efforts cease. Instead, successful employee engagement is about creating a ‘state of being’ where this culture thrives in the longer term, feeding into individual satisfaction and overall business success = sustained engagement.

1.1.1 Targets or education alone do not equal engagement

A common misconception is that a set of clearly written values and/or CR commitments that key people have agreed to means employees are committed and engaged. Likewise, educating employees on CR shows them what their tasks can be and what choices they have. However, education alone will not:

- ❖ Build a sense of inspiration and passion for CR;
- ❖ Motivate employees to make the right choices;
- ❖ Help leaders set the right 'tone' for the organisation;
- ❖ Provide an infrastructure that enables employees to talk to stakeholders, share knowledge, access the right people and set up new initiatives cross-function or region;
- ❖ Build a sustained two-way relationship between employee and employer for a shared understanding and commitment to CR; and
- ❖ Enable employees to be actively committed to an issue with the business objectives firmly in mind.

1.2 The benefits of engaging employees in CR

"...at its core is a blindingly obvious but nevertheless often overlooked truth. If it is how the workforce performs that determines to a large extent whether companies or organisations succeed, then whether or not the workforce is positively encouraged to perform at its best should be a prime consideration for every leader and manager, and be placed at the heart of business strategy."^x

Let's be clear – for both building an organisation with engaged employees and for engaging employees specifically in CR, the driving factor is to benefit the business and your efforts to embed CR and achieve your goals. However, this is realised by benefiting the employee, who in turn benefits the organisation, which in turn benefits society and the environment.

The benefits of employee engagement can be measured, specifically where improving engagement is correlated with improving financial performance. There are now extensive examples of why having engaged employees is good for business. A 2006 Gallup Organisation publication noted that:

"Earnings per share growth of organisations with high employee engagement scores was 2.6 times that of organisations with low engagement scores."^x

The 2009 UK report to government 'Engaging for success' found countless examples of how having engaged employees:^{xi}

- ❖ Unlocked productivity;

- ❖ Transformed working lives by improving the feelings of happiness in the workplace;
- ❖ Generated new ideas and innovation; and
- ❖ Improved customer satisfaction (especially in retail, where customer-employee contact is closer) and therefore sales.

Employees are your most important CR stakeholders and have increasingly become one of our key, and scarce, assets. They are advocates for your business if they connect with the organisation at an ethical level:

"Three in four British employees (75%) would recommend their company if they feel it is environmentally responsible, compared to fewer than half (43%) if they feel it is not."^{xii}

As each new generation enters the workforce, they bring with them different expectations of their relationship with the organisation, the role of the organisation in society, and their motivation for being loyal to the organisation:

"A new breed of job seeker is placing ethical issues above financial incentives when considering a job offer. Future job packages need to reflect this new-found ethical consciousness among job seekers if companies are to maintain their appeal"^{xiii}

Academic research shows a direct positive correlation between those employees who believe their employer has a responsibility to society and the environment and the corresponding levels of commitment they then give to that employer – in other words, the more they appreciate the positive role the employer takes in society, the more committed to that employer they become.^{xiv}

A Business in the Community report noted that when employees are engaged in CR specifically:^{xv}

- ❖ Recruitment and retention costs go down;
- ❖ Employees develop useful skills; and
- ❖ Reputation is enhanced.

Clearly then, employees can make a difference. Significant improvements have been seen in environmental practices, for example, when the human resources of an organisation are combined.^{xvi} There are many published examples of a positive effect on achieving CR targets through engaging employees in CR. Alcoa found when engaging employees the organisation realised:^{xvii}

1. Cost savings in reducing emissions and energy-efficiency innovation;
2. Better decision-making in new product development and innovation addressing the organisation's CR challenges; and
3. Better community trust and relationships, with engaged employees then engaging stakeholders proactively and more positively.

1.3 Understanding your employees - segmentation

It is essential to have in-depth knowledge and understanding of who your employees are. One way to identify this is through segmentation. Segmentation is a method of simplifying your audiences into groups, which makes it easy to identify what messages might work.

Futerra have developed a process for segmentation, whereby employees can be categorised into three main groups:

1. **Settlers:** Those who adopt a 'small world' meaning, whereby their concerns are local and community based. They don't feel that they can have much impact on the wider world. Settlers are often suspicious of change and think that things were better in the past.
2. **Prospectors:** They are outer-directed people, meaning they get their sense of self worth from others around them and care greatly about how they are perceived. This group will only undertake things if they are fashionable or if they perceive that others are doing them.
3. **Pioneers:** They are inner-directed, often have strong morals and opinions and do things because they consider them the right thing to do. In addition, they like to be one step ahead of the crowd, meaning that, by the time a behaviour has become mainstream, they will be on to the next thing.

The most important thing here is that different messages work for the different groups because they have different motivations and interests. Also, the different groups find it hard to talk to each other for the same reasons. In addition, each group will undertake behaviours for different reasons; therefore, avoid campaigns attempting to get people to act 'for the right reasons', as these will differ.

Task

Take some time to think about the different values and attitudes in your workforce, understand who your audiences are, and where they are coming from. It is important to understand these things before you design any messaging. Aim for the group that you need to change and tailor messaging to resonate with them.

1.4 Should you engage employees in CR?

This is actually a valid question to ask – albeit a painful one for the campaigning, passionate CR specialist! Having clarified what engaging is and why it can benefit the business, *do you need to engage employees?*

Our advice here is to focus directly on your original intent and ask yourself the following:

1. Why did you decide to engage employees in CR? Was your objective ever to change the organisation's culture or, if this is needed, has this become a distraction because the culture seems to have insurmountable obstacles to engaging employees in CR?
2. Have you clearly defined from the start what your objective is, before you understand what your context is?

Task

Define your core objectives, which can be used later as a sense-check for if you should or should not be distracted by barriers or opportunities not related to your intent. This original objective will also help you decide if you do undertake engagement, or focus instead on what you can do given some difficult barriers, or if your employees are already engaged and the work needed is much simpler than you think.

The forthcoming online module will provide a workbook for you to document these objectives, which can be verified in Step 3 once you have a clearer understanding of your enablers and barriers.

Questions to consider for the Task

1. Is your organisation such that engagement is not needed?
2. Is your organisational context such that creating true engagement cannot yet occur because of some very significant organisational or process barriers?
3. Are employees already engaged, just not specifically in CR?
4. Is it more important to work within your organisation's dominant context and focus on your CR objectives or build a culture of engagement within your organisation no matter what, which could mean changing the organisational culture for the better or worse but could be a task that goes beyond your responsibility, power and influence?

See the case-study box as an example of the test company's original objectives.

Case-study company: Their original objectives

1. Align CR objectives with corporate objectives so they enable each other
2. Get support from internal decision-makers
3. Enable employees to understand CR, integrate it into their everyday roles, and be ambassadors for CR

Step 2: What is your context and criteria for bespoke engagement?

This step will help you understand the organisational context you are working within, and therefore be able to identify (in Step 3) what enablers and barriers you face.

The organisational **context** you work within significantly affects your tactics for engaging employees in CR. Therefore, it is critical to first identify your organisational context, its related enablers and barriers, and how it will have an impact on the variety of tactics available to you for engaging employees. Once done, you should find the tactics you choose will be enacted more swiftly and more successfully.

Defining what your organisational context is can be a daunting task, but really it is simply about understanding what you are

observing. It can help to separate the artefacts and espoused values of the organisation (which can present an idea of the desired culture) from the bedrock culture (basic underlying assumptions).

To do this, we look at both the cultural/emotional characteristics of the organisation and the infrastructure of an organisation, as a mirror of the true nature of an organisation.^{xviii}

Table 1: Identifying your organisational context and therefore ability to build engagement

<i>Four dimensions to identify context and build engagement</i>	Emotional/cultural context	Infrastructure context
Motivation <i>What initiates a person to action?</i>	Are employees allowed to ask questions and explore reasons for actions (both organisational and individually assigned) and desired achievements?	If an employee wants information on why something is being done (by them, their department or the business) and what the benefits are, where can they find this out? Do activities or projects clearly state what the anticipated achievement is?
Commitment <i>The reason employees stay with an organisation</i>	Are there emotional benefits to being an employee and engaging in CR, and is emotional connection encouraged?	Are employees encouraged to think beyond sales targets, working towards targets and Return on Investment (ROI) that take into account impact and contribution to the organisational purpose?
Trust <i>The reason employees will take a leap of faith and follow their leaders</i>	Are employees treated equally in terms of opportunity, being heard, resource allocation, discipline, and accessing information?	Do effective systems (such as whistleblowing hotline, confidential complaints, mentoring, etc.) exist and do processes exist that all employees can use to be heard, be fairly disciplined and access information? Are the processes for decision-making transparent to those who have a stake in the outcome?
Cooperation <i>Willingness of employees to take action to support CR even when they are not motivated personally or committed to the action</i>	What do employees understand as the criteria for acceptable investment (time or money) to explore problems and carry out activities?	Do investment- or spend-approval systems, and those who sign them off, give employees permission to tackle problems where a clear business case cannot be made?

The forthcoming online module will allow you to record your information and guide you through an optional exercise to identify your specific context. Here, you can follow the text to get an understanding of how to assess and identify your unique organisational context and how it can work for you.

2.1 Motivation

Motivation refers to what *initiates* a person to action; to be personally interested and get involved in something and how the organisation motivates employees to want to be part of and contribute to it. It is the “*energising force that induces action*”.^{xix}

- ❖ On the part of the *employee*, this motivation can be initiated by personal interest (stemming from religion, familial influence, desire to follow the tone a leader sets, etc.) or career prospects (such as promotion, a structured reward package, opportunity for development or recognition).
- ❖ On the part of the *organisation*, they should want employees to be motivated and therefore initiate this motivation by providing clear explanations, leaders that set the right tone, avenues for learning and building networks and answers to critical questions in order to encourage empowered autonomy.

Although you cannot expect to understand the personal motivations of every employee, you can look at your organisational culture and infrastructure to see if they initiate motivation on some level for all segments of your employees. How do you do this? By helping employees answer two critical questions:^{xx}

1. Why am I doing this?
2. What do I hope to achieve from this?

Generally, if your organisation does clearly demonstrate why and what an employee will achieve, then the context exists for motivation to be an enabler to engaging employees in CR. If it does not, then the lack of motivation is a barrier and the tactics you choose need to differ.

	Organisational culture	Infrastructure
Why am I doing this?	<i>Are employees allowed to ask questions and explore reasons for actions (both organisational and individually assigned) and desired achievements?</i>	<i>If an employee wants information or understanding on why they, a department or organisation are being asked to do something and what the benefit is, can they easily find this out?</i> <i>Do activities clearly state what the anticipated achievement is?</i>
What do I hope to achieve?	What proportion of employees asks you/your team why CR will benefit the business? Do they feel they have permission to ask? Are employees allowed to ask for clarification of reasons for new strategies/change/new systems or are they told to 'get on with it'? Do the employees have an expectation or interest in knowing the benefits that have been realised through past and future CR initiatives? When a (or any) new initiative is implemented, are employees told about the reasons behind it and/or given space to explore what the new initiative is for and ask how it is relevant to them?	Ask a few employees to find out why an initiative they were not involved with but affected them (ongoing or past) was initiated and what the purpose of it was. Do they know where to go for the information, who to ask, what sources exist? For CR specifically, does each department have a specific set of targets they are responsible for that is written down, shared and actions assigned to team members? When activities or spend is planned, are the intended outputs and achievement clear, and are they shared when achieved?
	If the answer to these questions is overwhelmingly NO , then the organisational culture does not enable the motivation of employees, and could be a barrier to engaging employees in CR. If the answer is YES or MOSTLY , then this can enable the development of motivation specifically for CR, and tactics for engaging employees in CR can focus on using existing motivation.	If the answer is overwhelmingly NO , then the infrastructure (such as knowledge sharing, identification of roles and responsibilities in department and personal targets) is not an enabler and could be a barrier. If the answer is YES or MOSTLY , then the infrastructure (such as knowledge capturing and sharing, department targets and ROI protocols) can be tactics you can piggyback on to engage employees in CR.



Advice: Barriers to motivation

If a majority of employees do not care if the business does well, this could be one of those problems that may be too big for you to tackle. For now, identify this as a barrier.

- ❖ Have the business objectives of being a responsible and sustainable business been clearly defined and articulated to employees?
- ❖ Has the CR strategy been clearly linked to the business strategy – and therefore do employees know what they or the business achieve if they take action?
- ❖ Does your organisation consider motivated employees as essential? Some companies may not recognise the usefulness of employees being motivated; typically, they could have high staff turnover and low staff satisfaction – correspondingly, in this stage their customers may also not be very satisfied.

If your organisation does not encourage or have motivated employees:

- ❖ Identify the most common cause by talking to employees, listening to the language used, and assess the information that staff and customer feedback forms and exit interviews have documented.
- ❖ Note as well if different areas of the business have different levels of motivated staff (as this could be a local issue rather than a system-wide barrier). This knowledge will shape what tactics are suitable for you to use, including whether targeted education and communication is needed or whether specific CR objectives need to be more obviously linked to specific business objectives (the business case).

Motivation and commitment are interlinked in engaging employees in CR. Motivation must exist first to 'capture' employees, and commitment then engages them to stay involved.^{xxi}

2.2 Commitment

Commitment is the reason employees stay with an organisation. It is:

“...a strong belief in and acceptance of the organisation’s goals and values, willingness to exert considerable effort on behalf of the organisation, and [therefore] a definitive desire to maintain organisational membership.”^{xxii}

Without commitment being present, at any level, engaging employees in CR can be difficult, as CR typically relies initially on employees exerting extra effort on behalf of the organisation, usually above and beyond their everyday job role, and on them staying long enough to get involved. As CR becomes built-in and seen as part of their ‘day job’, this is a signal that a healthy degree of commitment has been achieved.

There are three types of employee commitment: continuance (employee stays because cost of not staying is higher than the cost of staying), normative (employee feels obligated to stay), and

affective commitment. We refer to ‘affective’ commitment,^{xxiii} which means employees having an emotional attachment and identify with the organisation, which therefore drives them to get involved. It is what makes employees *want* to stay. It is important to note that commitment can be to an individual (a supervisor or leader), a group (department or team) or the organisation itself.

Affective commitment is influenced by an employees’ work experience and their personal characteristics and it relates to what an employee will do over and above their job role^{xxiv} in order to be more useful and improve their performance.^{xxv} Research shows affective motivation is notably encouraged by the organisation’s behaviours, specifically by the organisational *citizenship* behaviours (a good business argument for CR!).^{xxvi}



Advice: Barriers to affective commitment

If the organisation does not value affective commitment enough, this is a significant barrier. Employees generally are open to realising emotional benefits from any group they join, but only if they are allowed to.

- ❖ *If an organisation exclusively recognises sales/cost savings as benefits, it will be difficult initially to enable employees to engage emotionally and build affective commitment. It may be a case of building commitment specifically to your particular team and CR strategy, rather than to the organisation as a whole, or slowly introducing targets that rely on behaviours, such as team leading and leadership skills.*
- ❖ *Perceived fairness and related justice has an impact on affective commitment. Unfairness and injustice can block emotional benefits. This can be unintentional, such as when only the select ‘favoured’ few are rewarded or sent on activities where emotional benefits can be realised (e.g. award ceremonies, away days). This can be common, as CR activities are sometimes limited and it can be easier (or quicker) to get the proactive employees involved rather than chasing those employees harder to engage. This is easy to solve, however, by ensuring all employees can apply for activities or events through a rota system.*

To understand if affective employee commitment exists in your organisation, you need to understand if employees are allowed to connect at an emotional level (culturally) and if infrastructure clearly demonstrates what the emotional benefits of being in the organisation are.

	Organisational culture	Infrastructure
What are the emotional benefits of being an employee and engaging in CR?	Are there emotional benefits to being an employee and engaging in CR, and is emotional connection encouraged?	Are employees encouraged to think beyond sales targets, working towards targets and ROI that take into account personal impact and contribution to the organisational purpose?
Can I identify with these emotional benefits and therefore want to stay involved?	<p>Are good news and achievements celebrated – from impact of a CR activity to achievement of an industry award?</p> <p>Is personal achievement outside work encouraged and celebrated (such as further education, marathon running etc.)?</p> <p>Is best practice shared and rewarded, anywhere in the business?</p> <p>Are the espoused values of the organisation representative, at all levels and areas, of the reality of the organisation?</p> <p>Are values made tangible, showing the benefits and impact when enacting these values?</p> <p>If an employee exerts effort, what emotional benefit do they get, whether praise, recognition, or acknowledgement?</p> <p>Do the goals of the organisation and the CR strategy make sense in reality – are they both practical and aspirational enough?</p>	<p>Can employees find out what the organisational goals are, for general strategy and CR, with explanations of how they relate to them?</p> <p>Do KPI and reward and remuneration systems set targets other than cost saving and sales, such as personal development, team development and staff churn?</p> <p>Do reporting and measurements allow for non-financial returns and/or stakeholder benefits and give feedback on these non-financial benefits realised?</p> <p>Can employees physically see what the outcomes of CR activities are, e.g. via communications, photos, videos on intranet, open forums etc., and how they can share in creating these outcomes?</p>
	<p>If the answer to these questions is overwhelmingly NO, then the organisational culture does not enable employees to become committed, and could be a barrier to engaging employees in CR.</p> <p>If the answer is YES or MOSTLY, then this can enable the development of commitments specifically for CR, and tactics for engaging employees in CR can focus on using existing commitment tactics.</p>	<p>If the answer to these questions is overwhelmingly NO, then the organisational infrastructure does not enable employees to become committed, and could be a barrier to engaging employees in CR.</p> <p>If the answer is YES or MOSTLY, then this can enable the development of commitments specifically for CR, and tactics for engaging employees in CR can focus on using existing commitment tactics.</p>

2.3 Trust

What trust is, is self explanatory. Why it is critical for engaging employees in CR may not be. Trust is what motivates an employee to make 'leaps of faith' when they do not understand why (i.e. are not motivated) or are not committed to action/CR strategy or outcome.

In 2003, Towers Perrin identified 75 potential drivers for engagement in the business, the most important of which was the need for employees to believe that their senior management have a sincere interest in their well-being.ⁱⁱⁱ Furthermore, research by Dr Clarke^{xxvii} distinguishes between trust based on motives and integrity, and trust based on a leader/manager's competence or ability. Whereas it is not feasible to build trust in every employee, if space and opportunity are given for employees to position ideas and bargain for resources and time, a middle-ground can then be achieved where trust in the leaders and the CR team can be built. Trust can also be used to generate cooperation in instances when motivation does not exist.

Trust and fairness are also closely related.

- ❖ As Dr Clarke shows, fairness of opportunity, access and being heard directly affect the level of trust employees have in the organisation and senior leaders. If they feel they are being treated fairly, they are more likely to trust, and this means they are more likely to stay engaged in CR even when they are not motivated or committed to a CR action or outcome.

- ❖ Likewise, if employees feel that the CR practices are justly implemented and operated (in terms of 'the fairness of how an allocation decision is made'^{xxviii} and whether there is consistent treatment for all, free from bias and with fair decision-making) and that the CR programme is as accountable and responsible as any other programme, then they are more likely to trust the CR efforts and the CR team and therefore engage in CR.^{xxix}

If employees' perception of organisational fairness is harmed, research shows that their perception of organisational values will be distorted, which will then affect their commitment and motivation of CR.^{xxx}

Research also shows how important the genuineness of CR activities and projects is for building trust. If employees feel the CR strategy and actions are not genuine, their engagement in CR is harmed, but if they feel it is genuine then their engagement is strengthened.^{xxxi}

To assess if trust and fairness exists in your organisation, ask – looking from the direction of employee to employer, and then from employer to employee – the following questions:

1. Is this a fair organisation?
2. Are the motives and abilities of leaders, and the CR team, just and transparent?



Advice: Barriers to trust and fairness

- ❖ Trust is a delicate thing – hard to win but easy to lose. If CR efforts have been made in the past and failed, publically, then trust in the purpose and relevance of CR will need to be rebuilt.
- ❖ The role of the CR team needs to be shown as critical to business, and successes shared. Many organisations have tried to engage employees in the past but failed and the image of the CR team could be tarnished. This failure needs to be recognised and tactics put in place to show the CR team's relevance, competence, and their genuine interest in employees and the business. The team must give their support to employees by following through on actions, and show competence by sharing the success of their delivery.
- ❖ Likewise, some organisational leaders can be out-of-touch, and trust in them is based on past successes that can be easily lost if a failure occurs. This is transactional trust. Sharing motivations, having a genuine interest in employee well-being, and showing the path the leader takes from intention to outcome can show employees that that senior person has good motives and can deliver on promises.
- ❖ Finally, some organisations are fundamentally unfair – for example, if they are only sales driven and therefore a few employees are rewarded with bonuses (as sometimes seen in banking) and praise and rewards not fairly distributed among 'back-room' employees. In these instances, fairness, and therefore trust, may not be seen as necessary for business success other than transactional trust (i.e. employees get the bonuses when they deliver their sales outputs). How can you build trust in the organisation's CR intentions in this context? By linking CR outputs to existing reward systems and using the existing expectations and culture – but will this trust 'stick'?

	Organisational culture	Infrastructure
Is this a fair organisation?	Are employees treated equally in terms of opportunities, being heard, resource allocation, discipline, and accessing information?	Do effective systems (such as whistleblowing hotline, confidential complaints, mentoring, etc.) exist and do processes exist that all employees can use to be heard, be disciplined and access information?
Are the motives and abilities of leaders, and the CR team, just and transparent?	<p>When a new initiative or change is being planned, are employees involved from the start (i.e. do they have a voice)?</p> <p>Does the hierarchy of the organisation favour a few, or are promotions and rewards fairly distributed?</p> <p>Can a new employee as easily access a senior member of staff as they can access the new staff member?</p> <p>Are all employees who make mistakes treated equally?</p> <p>Are the CR team seen as credible in the eyes of employees, especially in relation to senior support you may have?</p> <p>Is it recognised that you bring opportunities for the business and individuals?</p>	<p>If an employee has a concern and cannot take it to their line manager, is there a process in place so that they can raise the issue elsewhere?</p> <p>Are staff forums used for employees to voice opinions, or only to get information?</p> <p>Do internal communications provide platforms where employees can share ideas, suggestions and opinions, and is there a process in place to manage the comments – including updating the employee?</p> <p>If an employee is not happy with the outcome of a review meeting or disciplinary action, do they know where to go for advice?</p> <p>Is there a chain of comment up and across the business that provides visible support for CR and links CR activities to department activities?</p> <p>Does the CR team have a strong, senior, and credible 'owner' that is interested in employees and is competent?</p> <p>Do your actions, and those of senior management, produce the expected beneficial outcomes, which are then publically shared?</p>
	<p>If the answer to these questions is overwhelmingly NO, then the organisational culture does not enable employees to build trust in the organisation or the CR team, and could be a barrier to engaging employees in CR.</p> <p>If the answer is YES or MOSTLY, then this can enable the development of employee trust specifically for CR, and tactics for engaging employees in CR can focus on using existing trust levels.</p>	<p>If the answer to these questions is overwhelmingly NO, then the organisational infrastructure does not enable employees to trust the organisation and/or CR efforts, and could be a barrier to engaging employees in CR.</p> <p>If the answer is YES or MOSTLY, then this can enable the development of trust specifically for CR, and tactics for engaging employees in CR can focus on using the processes that support trust.</p>

2.4 Cooperation

Cooperation refers to the *willingness of employees to take action to support CR even when they are not motivated personally or committed to the action*. The employee cooperates with the action because they trust that what is being asked of them is for the good of the organisation and stakeholders. Trust is therefore the foundation of cooperation and showing employees that the CR team specifically can be trusted can enable cooperation.

Cooperation is especially relevant for CR because a lot of what is done can initially be intangible and difficult to measure, making it hard to prove beforehand what the ROI will be. This can lead to employees thinking it does not really matter^{xxxii} and transactional action may occur in the short term, with behaviour not 'sticking' in the longer term. Instances of this include legislative requirements that were implemented post-Sarbanes-Oxley, stemming from the desire to reduce risk-taking, but the 2008 financial crash shows us these efforts did not create a lasting effect in many financial institutions.

To assess if cooperation is present in your organisation, ask:

1. Do employees get involved in problems or activities where a clear ROI is not initially mapped out?
2. Do different areas of your organisation engage in cross-functional partnerships to achieve a common, reconciled agenda?



Advice: Barriers to cooperation

- ❖ Some organisations work in silos, whether because of geographical locations or because the business function of one branch is different to the function of another. This can make working across internal borders and building commitment difficult, as cooperation is not the expected norm. However, central services such as HR, IT and Legal tend to work across the business and have experience in building cross-department cooperation for their initiatives in ways that CR professionals can learn from.
- ❖ Cooperation cannot occur if trust does not exist – the CR department specifically needs to have a reputation built around delivering, understanding the business, and being integral to business success. You need access to the knowledge of, for example, HR and Internal Communications for presenting an integrated approach to employee engagement and communications. Often, the placement (if positioned on the periphery) or influence of the CR team itself can themselves be barriers to building cooperation for CR initiatives when motivation or commitment is not present. In these instances, work is needed to build the legitimacy of the CR team and strategy.

	Organisational culture	Infrastructure
Do employees get involved in problems or activities where a clear ROI is not initially mapped out?	<i>What do employees understand as the criteria for acceptable investment (time or money) to explore problems and carry out activities?</i>	<i>Do investment- or spend-approval systems, and those who sign them off, give employees permission to tackle problems where a direct financial business case cannot be made?</i>
Do different areas of your organisation engage in cross-functional partnerships to achieve a common, reconciled agenda?	<p>Do employees get involved in a project outside their department when they see synergies of interests?</p> <p>Are best practice examples of innovative activities celebrated and shared?</p> <p>How far can employees be experimental in suggesting actions or activities that have clear but hard-to-measure outcomes for the business?</p> <p>How often do managers and leaders take 'leaps of faith' – and then share this approach across the organisation?</p> <p>Are partnerships across the business functions commonplace, or rare?</p> <p>If you were to suggest an alliance with a department you have not worked closely with before, what would the response be?</p>	<p>In project-management forms, are there criteria for citing exact expected financial ROI, which won't be approved unless this entry is completed and evidence given?</p> <p>When non-direct financial return investments are made at a strategic level (i.e. joining an association, contributing to a charity, signing up to initiatives, a brand reputation campaign), do leaders share the rationale and anticipated benefits (such as via internal communications, open forums, staff meetings) – if so, what terms and criteria are used for benefits expected?</p> <p>Do different departments form partnerships to reconcile agendas?</p> <p>Do cross-functional teams exist and work well with each other?</p>
	<p>If the answer to these questions is overwhelmingly NO, then the organisational culture does not enable employees to cooperate with each other, and could be a barrier to engaging employees in CR.</p> <p>If the answer is YES or MOSTLY, then this can enable the development of employee cooperation specifically for CR, and tactics for engaging employees in CR can focus on using examples and expectations of cooperation as models for developing alliances that can then build relationships to motivate employees to CR and draw out commitment and trust in the longer term.</p>	<p>If the answer to these questions is overwhelmingly NO, then the organisational infrastructure does not enable employees to cooperate with each other, and could be a barrier to engaging employees in CR.</p> <p>If the answer is YES or MOSTLY, then this can enable the development of cooperation specifically for CR, and tactics for engaging employees in CR can focus on using the processes that support cooperative partnerships.</p>

Task

Using the analysis above for assessing the dynamics of your organisational context, you should identify your specific context in the four quadrants discussed and the plus (+) and negative (-) aspects you have uncovered. See the case-study company box as an example.

The forthcoming online module will help you record and collate your answers.

Questions to consider for the Task

1. How well do you know your organisation?
2. Have you clearly defined the context of your organisation, including both the cultural/emotional characteristics and infrastructure elements?
3. Can your organisational context help facilitate an engaged employee?
4. Are the dimensions of motivation, commitment, trust and cooperation already present in your employees?
5. Is there potential to enhance these dimensions?

Case-study company's identification of their specific context

MOTIVATION

- (+) Good internal communications to explain rationale behind CR
- (+) Culture of public service sets expectation that being a member of the company is an emotional benefit
- (-) Silo mentality makes it hard to show people what has been achieved already
- (-) Senior leaders do not encourage exploration of why CR is relevant to the business (as many do not see it as relevant)

TRUST

- (+) A whistleblowing policy is in place
- (-) Bit of a 'boys club' culture can make the company feel unfair at times
- (-) The HR team is distrusted, being seen as supporting leaders and not employees

COMMITMENT

- (+) Organisational values are clearly communicated to help people identify with them
- (+) Microsite good for showing the benefits of values for employees and how to stay involved
- (+) CR activities are well communicated and can be used to showcase best practice and how the company contributes to society
- (-) Only hear when things go wrong, so emotional benefits can be quite negative
- (-) Lack of senior leadership support sends a negative emotional message regarding employees being involved

COOPERATION

- (+) New Senior Director recruited who is supportive of CR and wants to engage across departments and revisit ROI measurements
- (-) Departments work in silos and do not get involved with each other, with leaders/managers not seeing this as a problem
- (-) ROI is based on profit/sales targets and is the ultimate driver



Step 3: How: choosing tactics for engagement

This step will help you to match your specific enablers and barriers with a bespoke set of tactics for engaging employees in CR.

3.1 What are your enablers and barriers?

Now you have defined your organisational context, you need to identify what can enable or block you from engaging employees. Knowing this will help you choose a bespoke set of tactics for engaging employees in CR (in Step 3.2). Bespoke tactics will work with the enablers, plug the gaps and mitigate the barriers.

The forthcoming online module will allow you to record these and use them in your journey to record how things progress and what (-) become (+).

Task

Using the (+) and (-) you identified from Step 2, translate these into enablers and barriers. Table 1 overleaf gives examples of some typical enablers and barriers you should consider. Doing this will explain why some efforts have failed, and will show you ways you can 'get your foot in the door' by utilising what exists in your organisational context. (Add in as many or few as you identify.)

After you have considered what enablers and barriers you specifically face, you need to consider your original objectives in light of your context and the inherent enablers and barriers. Do they need to change? The case-study company found they needed to tweak their objectives slightly, to be more achievable in their current context.

Questions to consider for the Task

1. Are any of the - (barriers) or combination of barriers insurmountable or damaging to achieving your objective?
2. Are any of the + (enablers) powerful enough to be used to help you achieve your objective?
3. If yes, you need to revisit your objective to decide if you want to change underlying cultures, address some very specific barriers, or bypass those barriers you recognise will limit your actions. (See Section 1.4: 'Should you engage employees in CR?').

Case-study company: Their original objectives

They identified the barriers they had and recognised that they needed to scale down their original objectives:

1. Align CR objectives with corporate objectives so they enable each other
2. Get support from a couple of senior leaders initially, to then later build this into developing further allies at the top
3. Enable employees to understand CR and work towards a slow step-change of then integrating it into everyday roles, and then later to develop a pool of ambassadors

They also recognised some powerful enablers and that their original objectives were possible, but on a different timescale. Some groundwork needs to be done first, including some step-change in the culture, but also some fundamental work in explaining CR in a way to motivate senior management and show employees they have permission and opportunity to get enthused about CR.

Table 2: Examples of difficult barriers to overcome and powerful enablers to capitalise on

Barrier	Why insurmountable
Employees are uninterested in CR	Preparatory work needs to be done that may relate to the culture of the organisation and something you are not able to change (due to power, resources, or authority)
Employees work in a 'heads down' culture, protecting their own area (whether own job or silos of departments)	A culture of protection implies barriers to entry to certain areas of the business, which may be critical in delivering CR targets and solutions
Projects and spend driven only by short/mid-term financial returns	Some CR spend is based on 'leaps of faith' or longer-term returns, which are hard to accept as essential to undertake
Significant command and control system in place	Lack of empowerment means it will be hard for individuals to feel they are allowed to take on additional roles, and rewarding them will be difficult as it could be seen as 'depowering' those with existing authority
CR team has no authority or is positionally irrelevant	It will be hard to build trust in their competence and persuade people to get involved in projects, and could be hard to have successful communication with employees
No clear values or ethics of the organisation, as understood by employees	This makes it hard to rationalise efforts with the values of the organisation, and you will need to focus on individual motivation for activities, and mainly on the business case for CR
No clear, or a weak, CR strategy	Without strong direction and communication, the goal and therefore the reason for a project, activity, mindset or spend is not clear
Lack of leadership skills for CR	The skills for leading CR (whether leaders or CR team) include relationship building, cross-function perspective, having an external perspective, and a strong sense of purpose. Lack of these skills will make it hard to 'get it right' and deliver results
Leaders do not support CR efforts	If leaders are not supportive, why should employees be?
Enabler	Why powerful
Employees are engaged in the business	The culture empowers you to introduce CR to the workforce, focusing on why, benefits and how it supports the business – not on deep cultural change
Employees are already interested in specific elements of CR	A way into their sense-making on CR, and a way to build champions from a defined CR area
Leaders want to drive the organisation to be more responsible and sustainable	Leadership support and tone from the top are critical as they signal permission for employees to get involved, signal expectation that CR is relevant to business success, and hint at 'power' or reputational gains for individuals who get involved
CR team has good existing relationships with key leaders and managers	A way in, allies to work with, sense-check and initiate a cascade effect throughout the organisation
Other initiatives (not CR-related) that were cross-organisation have been successful	Existing routes across the business to use, employees understand the need and practicality of working with other departments, and employees understand the business is one linked organisation
A strong and relevant CR strategy (even if not communicated yet)	A good platform relevant to the business will resonate well with employees and provide opportunities for collaboration and synergies with business drivers
Clear, relevant organisational values	A good platform to start from, which if relevant to the business, will resonate well with employees and provide opportunities for collaboration and synergies with business drivers
Related systems in place already (e.g. knowledge capturing, personal appraisals)	Existing expectations of how the business works will not block other CR-related measures being integrated. Existing routes into the business for you to utilise

Once you have identified the enablers and blockers, it is now useful to assign actions to your plan using the Stop, Pause and Go signals below:



Barriers need to be seriously considered, as my original objective may now not work. Instead, I need to acknowledge this, address this with my managers (and the implications) and focus on revisiting the objectives and creating a step-change plan over a period of time. For this, I can use communicating and educating employees (see Step 4 for these tactics).

Some barriers will get in the way of achieving my objective, and I need to recognise that there are some tactics that I therefore should not use. I also need to be very clever with my enablers to see how they can help me overcome or bypass the barriers. I now need to create a bespoke set of tactics with this in mind.

A few barriers to achieving my objective exist, but the enablers are strong and can overcome these barriers. In fact, I am in a good place. I can proceed to the next step to choose from a variety of tactics for engaging the employees in CR in a way that suits my time-line, budget and resources.

3.2 Choosing tactics for bespoke engagement

The purpose of this section is for you develop a bespoke list of tactics to create sustained engagement in CR. A long list of tactics is provided, but critically each tactic briefly explains why they can be of use to you.

The forthcoming online module will also provide details for each tactic in terms of what situations they are good for; what enablers they need/can enhance, what barriers will stop them being used or how they can be used to bypass the barrier:

We do not provide a project-management template for carrying out these tactics, as feedback from practitioners tells us this is an expertise existing within most organisations. However, we advise you to approach the implementation of your programme (i.e. set of tactics) as you would any other programme, with time-line, owners, risk factors etc.

Remember: implementation of the suite of tactics you choose needs to create a platform for engagement and give employees 'permission' to get involved. Top-down needs to meet bottom-up. In other words, implementation 'tone' also needs to fit your organisational situation.

Task

Having identified where your 'gaps', enablers and barriers are in the previous chapter, choose a menu of tactics from the list below that are balanced across, and fill your gaps in, the four dimensions (Motivation, Commitment, Trust and Cooperation).

Questions to consider for the Task

1. What tactics have failed in the past and what barrier caused this?
2. Which of the four dimensions of an engaged employee (Motivation, Commitment, Trust and Cooperation) do your tactics address?
3. Have you selected 'Motivation' tactics that can be especially useful for initiating a culture of engagement?
4. Have you identified what tactics can be used to lay groundwork, and which tactics are useful for faster progress?

3.2.1 List of tactics

From the table below, choose the tactics that are suitable for you based on what enablers and barriers you face AND what specifically you need to build to engage employees. We stress again that this is an iterative process, where you may need to experiment and change mid-tactic to suit your context – however, each insight you gain will help you better structure your next set of tactics and be more successful in your endeavours.

Note: numbers in brackets after each tactic refers to the number of the related tactic box, listed over the next few pages.

<p>MOTIVATION</p> <ul style="list-style-type: none"> Utilising current activities to advantage (1) Demonstration/symbolic projects (2) Cross-functional working groups (3) Opportunistic projects (4) Tailoring the business case (6) Education (8) Bringing the outside in (10) Piggybacking (11) Individual opportunism and alignment (12) Sense-making and communication (13) Goal-setting (14) Assigned roles and responsibilities (16) Reward and recognition (21) Champions (23) Positive reinforcement (24) 	<p>COMMITMENT</p> <ul style="list-style-type: none"> Cross-functional working groups (3) Open forums and workshops (5) The values case for CR (7) Education (8) Leadership role (9) Bringing the outside in (10) Sense-making and communication (13) Goal-setting (14) CR governance structure (15) Buddy system (17) Mobilising middle managers (18) CR team performance (20) Reward and recognition (21) Positive reinforcement (24)
<p>TRUST</p> <ul style="list-style-type: none"> Open fora series (5) The values case for CR (7) Leadership role (9) Individual opportunism and alignment (12) CR governance structure (15) Buddy system (17) Utilising allies (19) CR team performance (20) Fun and pleasure (22) Champions (23) 	<p>COOPERATION</p> <ul style="list-style-type: none"> Opportunistic projects (4) Tailoring the business case (6) Education (8) Leadership role (9) Individual opportunism and alignment (12) Goal-setting (14) CR governance structure (15) Assigned roles and responsibilities (16) Mobilising middle managers (18) Utilising allies (19) Fun and pleasure to obtain permission to engage (22) Champions (23)

Case-study company: choice of tactics

After completing the previous sections, our test company found choosing a complementary suite of tactics quite easy. Some tactics were new, others were ways they could adapt existing programmes for the better. They also realised why some of the tactics they had used in the past had failed and how these could be saved for later use or adapted to fit their organisational context. Some tactics (such as 'Buddying') were very appealing to them as a way to engage specific individuals, but they recognised that their first step was to use the 'Utilising allies' tactic, and only later could they build from that tactic to implement a buddy system.

3.2.2 Tactics in detail

The information below provides a summary of the different tactics and indicates why they are useful to adopt.

1. Utilising current activities to your advantage

- What** Audit existing activities across the business and highlight those that support the CR business case.
- Why useful** These live projects make CR 'real' and 'touchable' for employees. Also shows how CR is relevant to, and supports, the operational business strategy as they are existing investment/spend already approved.
- Answers:** 'Why am I doing this' (Motivation).

2. Use demonstration/symbolic projects (seeing is believing)

- What** Uncover specific CR-related past activities that have been successful, easy wins that motivate employees into action. Highlight how they supported the business case, the employees involved, the CR case, and their successful outcomes. Communicate internally widely.
- Why useful** Highlights good actions, employees (as a personal reward factor) and success. This recognises the work done, and encourages other employees to see CR successes as an opportunity for recognition and reward.
- Publicising these demonstration projects with an invite for others to join gives other employees an idea and opportunity of what CR results they can create.
- Answers:** 'What do I hope to achieve' (Motivation).

3. The use of cross-functional working groups

- What** Teams from across the organisation who have come together with a shared purpose or problem to resolve. They can be small or large in size and consist of same or different discipline employees of same or different seniority, depending on the nature of the problem.
- Why useful** These teams allow the organisation, and individuals, to identify and publically address a specific issue, giving prominence to issue and employees. A mix of employees from across the business bring different viewpoints to a task, a benefit to CR which is cross-discipline and often complex.
- Moves away from the 'silo' mentality in the organisation and these groups provide a platform for employees to get involved and mix with other employees they may not usually have access to, working on a common problem with the same objective of resolution.
- These groups also become a platform for sharing objectives, opinions, and finding other employees who share their interest in CR issues.
- Answers:** 'What do I hope to achieve' (Motivation) and gives employees a platform to connect to organisational issues and achieve emotional connection by building their personal network (Commitment).

4. Opportunistic projects

- What** Projects that you or your champions initiate as a response to identifying a current issue or task where CR can provide a resolution. These may not be planned but by undertaking them you win an important ally or grasp an opportunity to show how CR benefits the business.
- Why useful** Useful for engaging specific employees, tailoring efforts to show a specific benefit/business case for CR, and also useful as quick wins. A useful approach for taking baby steps if you are on 'Pause' (reference to Step 3).
- Answers:** 'What do I hope to achieve' (Motivation) and demonstrates acceptable levels of investment (time) in CR by showing how CR solves a specific business need (Cooperation).

5. Open forums and workshops

- What** Run a series/periodical set of open forums where employees can discuss recent initiatives, concerns, ideas and discuss relevant issues.
- These should be available to middle to lower ranking employees, and ensure that no consequences of discussions can backlash on employees, e.g. from line managers (so no line managers present, no notes taken etc).
- Workshops are useful if run with a specific audience in mind.
- These workshops can also allow the managers to connect with other managers in the business, share different perspectives, and explore ideas for how their area of the business can engage.
- Why useful** Open forums/workshops give a safe place for enquiry and debate. They also give the cynics a place to query and not feel victimised, to help them explore their uncertainties.
- Forums/workshops give employees permission to test their understanding, and explore the commonalities of CR with their own beliefs. They encourage discussion, questions and feedback to change of existing programmes, proposals for new ideas.
- This works well for CR specifically as values-based actions need discussion to understand impact, and uncertainty of the relevance of CR can be aired and discussed (hopefully to show how CR is relevant to business success).
- Answers:** Allows employees to explore the emotional benefits of the organisation (Commitment) and allows inquiry into motives of leaders and the organisation and gives permission for safe exploration (Trust).

6. Tailoring the business case

- What** Create a bespoke business case for CR that is specific to your organisation's business plan (same objectives, same long term targets).
- Find places to insert your CR objectives into the business plan, with supporting section for each department and how this fits into the whole picture.
- Why useful** The CR strategy should have been structured to enable the business, but this often is not described in detail. Pulling out specific items of how a tactic or approach is designed to support a specific department or business objective shows specific pockets of employees how CR is relevant to their business objectives/part of the business and what benefits it can bring.
- If related systems are in place that can be used to show the link between CR and the business, this information will be captured and easily accessible.
- Answers:** 'What do I hope to achieve from this' (Motivation) and demonstrates the result of investment for an identified activity when a specific link between CR strategy and the person's role is unclear (Cooperation).

7. The values case

- What** Create a bespoke values case, based on the espoused values of your organisation, and show how the CR strategy and outcomes supports or enables these values to be lived.
- Why useful** The values case for CR is more instinctive and more supportive of leaps of faith when measureable outcomes are not available.
- This approach usually will endure as people's values do not often drastically change but a specific business case (that CR supports) tends to be time bound and can change as the working environment changes.
- If your organisation expresses how values are enacted, find places to insert your CR tactics into this, with supporting stories and examples.
- Clear relevant values will make it easy to link positive CR outcomes with the values of the organisation, and even choose success stories to share based on those that support the espoused organisational values.
- Answers:** How the employee and organisation are similar and what emotional benefits they can get from this association (Commitment), and clarifies what the organisation stands for and how this impacts on how the individual is treated (e.g. fairly, equally) (Trust).

8. Education and skills development

- What** Educational and skills development packages on CR and bespoke aspects for specific employee groups (e.g. legislative for Legal, GRI for communications and business ethics/codes for new starters).
- Training manuals for new starters or promotions, intranet-based communications on latest initiatives, competitions testing employees' knowledge on CR (where pre-reading is needed), away day training sessions on specific aspects of CR, conference attendance for champions or Directors to be educated by peers in the industry.
- Why useful** Education is about providing the information to create knowledge and understanding.
- Education can reinforce messaging around values and business culture and can expand awareness and understanding^{xooiii} and for critical mass change employees need to understand why change is needed, the intended results, actions needed, what's in it for me, why different to previous/other attempts.
- Educating employees on what/why/how of CR can do this. Best used before an education programme commences, to generate interest among employees in the subject and be more receptive to education. Works well with 'Seeing is believing' tactics.
- Answers:** Why an employee is involved with the organisation (e.g. what the organisation believes in) and why the employee is getting involved with the organisation (Motivation); also reinforces what the values and approach of the organisation is, the emotional benefits (Commitment); disseminates what opportunities are available for employees to get involved in with or without clear proven results, shares past successes and benefits that employees can enjoy (Cooperation).

9. Leadership role

- What** Leaders of the organisation (at all levels) setting the tone through specific words and actions, through planned associations with stakeholders, indices and groups, and through the stories they tell. This is critical.
- Provide specific platforms for the leaders to talk about what actions are going on and why, and how CR is integral to the business. Help them articulate the description of what and why is being done.
- Why useful** Leaders support is critical and sets the tone for others to follow. Leaders can allow/encourage a degree of risk-taking/innovation, and failure, when it happens, won't be punished but instead learned from. Influencing what tone the leaders set about CR is important in reinforcing support, telling the 'story' and in demonstrating that CR is important to the organisation (because the leaders get involved) and giving permission for others to also get involved.
- Answers:** Demonstrates what the values and goals of the organisation are, which can be based on emotion and ethics (Commitment), sends the message that it is safe (supported by leaders) to get involved in CR (Trust), and sends the message that there are political benefits of engaging, with or without measurable outcomes (Cooperation).

10. Bringing the outside in

What Research and understand what your employees' external perceptions of CR and the organisation are. Use this information to test the relevance of the CR strategy in your context. Understand what issues engage employees outside, and link them to specific issues inside the organisation.

Drive home a point or aspect of the CR strategy that is not easily demonstrable inside the organisation by using an external event that has captured your employees attention, such as a supply chain issues (e.g. strikes in China) or human rights issue (e.g. child labour).

Why useful Outside perceptions do influence your employees' perception of the organisation and of CR/sustainability, and helps them to cluster/link issues together to understand them better.

If employees are engaged in the business and/or the CR strategy they may be more willing to give you access to these outside stakeholders who can show employees what is occurring elsewhere.

Answers: What to say for why something is being done (Motivation), connects their values and beliefs with the organisation, even when immeasurable (Commitment).

11. Piggyback

What Utilise existing processes, expectations and even projects/activities to carry your tactics or CR activities.

Having related systems in place is a clear enabler; as you can identify what systems are relevant and which you can access to piggyback on.

Why useful Subtle and efficient as you are not developing new approaches to get employees to think about CR in their day-to-day work, rather using existing accepted systems that employees are used to. Integrating CR tasks into existing systems makes CR part of business as usual, and not as a special case or exception.

Answers: Connects their values and beliefs with the organisation's day-to-day habits and provides emotion of familiarity and safety, even when immeasurable (Commitment).

12. Individual opportunism and alignment (seeing is believing)

What Bring people close to the action, to see for themselves (internally or externally) what CR is about through away days, running specific activities or campaigns, internal talks, talks from external people, opportunities to volunteer; champions network etc.

Allow different employees to choose a bespoke set of voluntary actions to explore what CR is about, as this will make it easier when introducing compulsory actions across the entire organisation.

Why useful A fair process of opportunity shows fairness in matching task/opportunities and people, and shows that CR activities are not just for the favoured (or unlucky) few. Explain what the reasons and benefits are of getting involved (see education and employment), of values, emotional benefits, etc, because the employees can then understand, or interpret correctly, the organisation's approach to CR and their individual contribution to that.

Having employees interested in CR already is also a great enabler as it becomes a matter of then identifying what opportunities best deliver on targets and fit organisational values and aspirations, from a selection of interested employees.

Answers: Provides examples to use for why a CR tactic can work (Motivation, what do I hope to achieve), a level of trust if past activities are successful to take leaps of faith for new activities (Trust), and allows 'bargaining', whereby employees accept some actions they don't want to undertake in return for being able to do the tactics they do enjoy (Cooperation).

13. Sense-making and communication

What Understand how employees make sense of CR (their understanding based on their perceptions and cues) and then interpret this into actions you need them to do for the organisation.

Show what role each individual should take through the use of case studies and Q&As. Do this via the communication routes that employees actually use, formal (internal newsletters, intranet) and informal (stories). Create stories to show how individual tasks do make a difference to CR and the business.

Why useful Many managers will deselect CR ideology (and therefore actions) from their working lives because they don't think they can make a difference, or don't see it as relevant to their organisation. Using their words/expressions, their forms of communication to show them real case studies where they can make a difference will make CR more 'real' and relevant to them.

All the enablers will assist you in helping employees understand what CR means to them individually, especially if employees are interested in CR in the first place! Your task will be to ensure the process gives employees time to explore but critically results in them taking ownership through their actions (and using related systems could be helpful here).

Answers: 'Why am I doing this' (Motivation), and answers what the organisational values actually mean to them in action (encouraging Commitment).

14. Goal-setting

What Your CR drivers/strategy and targets need to be realistic, relevant and targets in line with the approach the organisation takes to CR. Your goals need to be robust and make sense in the business context in order to be believed.

You need to ensure you show what goal achievement will look like, and ensure these targets are disseminated down with SMART¹ objectives that are reportable each year.

Why useful CR is integral to the business and its operations, and so to be familiar CR tactics should also be planned in a business-like manner; with clear rationale and purpose and if possible clear desired outcomes (measurable or not).

A clear CR strategy will enable you to set very clear goals and then create critical path analysis back to the starting point.

Setting goals also provides a target for achievement and sets an ambition to strive for, and then an opportunity for celebration or assessment of why not achieved – this can often get the attention of those with competitive natures (competing against other high-performing departments or external competitors) or leaders who have publically committed to certain actions.

Answers: 'What they hope to achieve' (Motivation), enables commitment indirectly as it clarifies what the organisational goals are and therefore if the employee wants to align with them (Commitment), likewise enables cooperation indirectly by clarifying specific goals that an employee may cooperate with to get done (Cooperation).

15. CR governance structure

What A formal, identified structure vertically and horizontally in the organisation for those who have an element of responsibility for the CR strategy and implementation.

Why useful A formal structure where employees are given responsibility ensures their cooperation when setting and achieving targets, as they are then responsible for delivery.

A formal structure also sends a strong message to employees that CR is taken seriously and as part of the business operations, rather than belonging to a small group of employees.

Answers: Gives those involved clear organisational membership and emotional benefits of belonging (Commitment), transparently discloses who/what leaders are responsible for what (Trust), and will indirectly encourage cooperation for those who want to align with powerful managers/leaders and can see CR structure as an opportunity to do so (Cooperation).

¹ S – specific, significant, stretching; M – measurable, meaningful, motivational; A – agreed upon, attainable, achievable, acceptable, action-oriented; R – realistic, relevant, reasonable, rewarding, results-oriented; T – time-based, timely, tangible, trackable

16. Assigned roles and responsibilities

What Similar to a formal CR governance structure, assigned roles and responsibilities clearly identifies those employees who have accepted responsibility to complete a part of the CR strategy – ideally outside the immediate CR team! (Champions², executive, and even a Board member). When setting, it should be a two-way conversation of what they want to take on, and where they need extra support or guidance. However, it should be clear that when targets are not achieved, there is some sort of penalty (whether reputational or otherwise).

Why useful Assigned R&R make it very clear for those taking part what their role is and what they are agreeing to do, this gives a sense of security and opens dialogue to the next step of how they achieve that role. Tie their role to how it will contribute to the direct success of the business and their role in the business.

Make it clear that help will be given and put in place a process to review their progress and need for help, but they are answerable to lack of achievement just as they would be for other aspects of their job. This actually gives them stability in what is expected of them, how it is relevant to the business, and how they carry the task out.

Answers: Directly sets what their R&R is (Motivation), will give those employees who want a challenge or a fresh approach to business issues an opportunity to get involved in this specific task when they have clearly defined objective, delivery and outcome (Cooperation).

17. Buddy system ('dynamic duos')

What For your network of champions or volunteers, assign a new starter with a more experienced member of staff, either more experienced in the business or in CR, to act as a mentor for their activities.

Why useful A buddy gives them support from an employee with experience and relevance, and gives them a sounding board. This alliance can also provide political benefits, such as access to a higher ranking employee or access to a different part of the business.

This is also a good way to engage senior members of staff to a specific CR issue that may benefit from a business solution not necessarily needing CR expertise, as it engages their thought and advice on how to apply business solutions in a CR context.

Answers: Can create an emotional benefit for employees (especially new employees or more experienced employees who may have been sidelined) (Commitment). Also sends a message that time is being invested in the individual employee with access to advice, building opportunity (Trust).

18. Mobilising middle managers

What Middle managers can be powerful allies or saboteurs as they can block access, take away permission for junior members of staff to get involved, or open doors for the CR team. It is critical to focus on all levels of employees when engaging them in CR.

Why useful Middle managers will be encouraged by leadership support, and by if the organisational values support the role they can take. If you have good relationships with middle managers this will help with access to getting them involved.

Engaging middle managers is something to be aware of when undertaking other activities such as the buddy system, utilising allies, opportunity projects, and cross-functional working teams. However, you can specifically identify those middle managers who are critical in giving permission for employees to get involved, and plan engagement tactics specifically for them, for example finding out what motivates them (values case/business case) and including a shortlist of middle managers specifically in your tactics such as the buddy system and opportunity projects. Buddies can be useful here, although be aware of saboteurs.

Answers: Can give middle managers an avenue to explore their role in the organisation and how they can do this better/get recognition (Commitment), and give them opportunities to share their knowledge (Cooperation).

² For a description and guide on developing a champions network, see the Doughty Centre's first How-to guide on CR Champions networks.

19. Utilising allies

What Allies from within and outside the business to speak to the CR 'cause' can be useful if respected by employees, but more often having allies who speak to the business success (e.g. a Board member with operational skill) brings instant credibility and if they become an ally they will open doors in areas not accessible under the CR 'brand'.

Why useful Allies, both those who can inspire and speak to CR need, objectives and outcomes and those who have operational credibility, are great enablers. Winning the allies requires identifying those who are essential and whether they are already engaged – and if not, why and what will engage them.

As with all other members of staff, you will need to find out what motivates them to begin with, and enable them to get involved with CR to then become committed.

Once you have committed allies, you can then work with them to access other parts of the business, and clearly demonstrate how this success is a result of this ally, to give them that emotional satisfaction.

Answers: Using allies leverages their relationships with employees and engages employees based on existing relationships of trust (Trust), and mobilises employees to cooperate because of personal relationships (Cooperation) which can hopefully be translated later into motivation for CR.

20. CR team performance

What The CR team (core team and directors with responsibilities) need to be visible in the business so that employees understand they are core to the business itself and also needs to build credibility that they deliver value to the business, consistently.

Why useful A credible and reliable CR team initiates trust in employees. Employees often want to get engaged because of the emotional benefits (see Commitment) that CR can express for them, but they need a safe and reliable team of people who they can engage with, explore options, express concerns and uncertainties safely in the knowledge of confidentiality, and be confident that this group will be there to back them up.

The only way to do this is to ensure that you have leadership support to carry out your tasks continuously, know the business, be true to your word, fair and transparent, and take time enabling others in their tasks. This takes time, but is more critical for the CR team to be aware of needing to build than any other department, because you do not operate in silo and can only achieve your tasks with the support of employees.

Answers: Can engage employees through personal relationships and connections with the CR team when employees see that the team can provide many of the answers/opportunities they may want (Commitment), and trust in the team and therefore feelings of security to get involved (Trust).

21. Reward and recognition (the total reward package)

What Reward those who get involved using where possible the 'total reward package' idea: reward not just on pay but recognition, skills development, identity enforcement, promotion etc.

Why useful Some employees will be motivated by personal reward (whether political or promotion criteria), for others it will be emotional reward (belonging, believes in the issues being addressed), and others business success (solving a business need, enabling a business target). For those who engage, whatever the reason, for exceptional performance or for those critical to CR success, their reward should be structured according to their motivation in order to encourage that motivation further. Consider a 'structured reward package' for allies, champions, and engaged employees.

Answers: 'Why am I doing this' (Motivation), and 'what are the emotional benefits I get' (Commitment).

22. Using fun and pleasure to obtain permission to engage

What We as human beings have long mental 'to do' lists, yet only a limited amount of time and attention that we can dedicate to actually crossing things off this list. In addition, you need to obtain 'permission' to communicate with your audience. Assuming that you have a 'right' to communicate with your audience is a classic mistake; you must earn that right in order to communicate successfully.

Why useful It is therefore important to make the behaviours seem desirable and pleasurable to undertake. Messaging and tactics should focus on the benefits of doing something using compelling descriptions and images. Think of interesting ways to get permission to engage with your audience, such as events and competitions. If you're thinking of changing the tea you buy, have a coffee morning with cake to talk to your employees about why you're doing it - reciprocity is a powerful tool; receive a piece of cake and your team are more likely to help you spread your message or accept your changes. Avoid 'boring' or 'guilt ridden'.

Answers: Using fun and pleasure can aid relationships with employees and engages employees based on relationships of trust (Trust), and helps mobilise employees to cooperate because of personal relationships (Cooperation).

23. Champions and champions network

What An informal network of employees across the business (top to bottom and across all departments) who are interested in CR and want to get involved. Ideally have a tiered approach of top (Board) through to all levels of employment. Start with those already engaged and help them network with other employees across the business to build the network – some companies allow senior managers/directors to nominate employees (usually middle managers) to get involved.

The network operates alongside your CR strategy, and splits into teams according to your strategy 'pillars', taking a level of responsibility to mobilise other employees but also to take on specific tasks and targets. For a full description please see Doughty Centre for Corporate Responsibility Guide Champions Network: A How-to Guide.

Why useful Starts with existing engaged employees and identifies (with them) how they can get involved, utilising their interest and providing a platform for their passion. They then use their networks to cascade across the company and engage more and more employees. Thus, CR becomes owned by the business, not left solely for the CR team to do, and thus becomes embedded.

Answers: 'Why am I doing this' (Motivation) with opportunities for networking and relationship building; (Cooperation) as alliances are built and loyalty developed; and (Trust), as a greater sense of security around getting involved when it is not a set of ideas run by department at HQ, rather ideas being suggested by their immediate co-workers.

24. Positive reinforcement

What People are influenced by the here-and-now. Reward those who get involved in CR with an immediate positive outcome.

Why useful Positive reinforcement is more affective than guilt. Guilt only encourages people to do the minimum needed to avoid those negative feelings. Using positive incentives is far more powerful to encourage people to become involved in CR as staff will be motivated to repeat the behaviour. Positive reinforcement can be from surprise rewards, praise in staff newsletter or simply personal thanks from someone from the senior management team.

Answers: 'Why am I doing this' (Motivation), and 'what are the benefits I get' (Commitment).



Step 4: Developing and measuring your objectives

This step will help you recognise if you have achieved sustained engagement – what to measure, how and when.

4.1 What you measure

In Step 3, you finalised your objectives in regard to why you want to engage employees in CR. This is the starting point for what you need to measure, as this is the 'operating condition' that you are trying to achieve through your efforts to engage.

Some examples you may have identified as your objective for engaging employees in CR include:

1. Ensuring that every employee takes some level of personal responsibility for their actions; or
2. Ensuring that a mass of employees take on a specific action/set of actions that drive the organisation to achieving the CR targets; or
3. Creating a culture where you can coordinate interested employees into direct, actionable activities and spend time motivating others to change their behaviours for the better; or
4. Engaging employees so that you can achieve your specified CR targets.

These objectives are very different and different things need to be measured to assess progress on achieving these objectives. However, it is critical that you measure what your objective dictates, not just what is easy.

It is also important to realise that you are measuring because you are assessing success, not because the measure in itself is the end. What you measure for engaging employees is not the success of initiatives, or if CR targets themselves are achieved (in example bullet 4 above), as that is measuring the CR strategy success. Succeeding in engaging employees in CR is about building awareness, interest, and action. Therefore, your measurements should measure those things. This means you need to exactly identify, from your stated objectives, what the change is (+/-) that you want to measure, in order to assess success in engaging employees in CR.

Your measurements should have a starting point of what the current state is, i.e. what your starting point to achieve your objective is. What you will then measure as success is the change from this starting Point A, to the next point, and so on. You then need to define what success will look like.

For example, if your objective was to get a percentage of employees engaged in CR:

- ❖ Point A: 10% of employees engaged in CR
- ❖ Point B: 20% engaged – so the increase is the success, not the achievement of 20%
- ❖ Point C: 50% engaged – so the increase is the success, not the achievement of 50%
- ❖ Success point: when engagement extension is occurring naturally from ongoing activities, without needing new or specifically targeted engagement activities

4.2 How and when you measure

What you choose to measure will depend on **your objective**. Assuming you have chosen what you want to measure by working through the previous section, it is critical to have the starting point (Point A) and then to define your next two points.

A typical approach to measuring success in engaging employees (in any change initiative, but in this instance tailored for engaging in CR) follows:

EXAMPLE

Point A: Starting point

❖ **Awareness measures:**

A baseline measurement through an online staff survey as a voluntary channel (intranet, internal newsletter) asking three key questions about CR. Both the response rate AND the accuracy of responses are to be measured. A baseline compulsory staff survey over a period of six months done during employee yearly appraisals where they are assessed on performance, with two questions on their awareness of the CR strategy and how it relates to their activities, and what they have done to help deliver the CR targets. Measure the awareness percentage of employees and how many can report on real action.

❖ **Activity take-up:**

Two specific activities used where an employee campaign is being run and used as a measure for employee interest. E.g. recycling activity: 60% of departments recycle; percentage of waste-to-landfill that should have been recycled (the waste contractors can tell you this) is 20%.

Point B: a set time in the future

❖ **Awareness measures improvement:**

Online staff survey through a voluntary channel (intranet, internal newsletter) asking three key questions about CR. This time, the percentage increase in response rate AND the accuracy of responses are to be measured. A compulsory staff survey done during employee yearly appraisals where they are assessed on performance, with two questions on their awareness of the CR strategy and how it relates to their activities, and what they have done to help deliver the CR targets. Improvement in measuring the awareness percentage of employees to the CR strategy and how many can report on real action.

❖ **Activity take-up improvement:**

Two specific activities used where an employee campaign is being run and used as a measure of any increase in employee interest. E.g. recycling activity: 80% of departments recycle; percentage of waste-to-landfill that should have been recycled (the waste contractors can tell you this) is 10%.

You will note that two types of measurements are used:

1. *Tangible*, such as: changes in percentage of waste-to-landfill that should have been recycled, changes in energy use, improvements in number of employees responding to community initiatives or volunteering schemes, increases in number of employees trained on risk-reduction register.
2. *Intangible*, such as: awareness measures through staff surveys, new starters given induction training including CR knowledge, increase in employees approaching you (directly or via feedback, staff forums, inquiries for information), increases in the number of stories and activities that are covered by internal communications not initiated by you.

If you can choose how to measure your objectives, using both forms enables you to have real measurements to show success as well as assessing success in areas more difficult to measure, such as awareness and interest.

Both forms are necessary for measuring changes in engaging employees in CR because change is about cultural as well as process and procedural change (Step 3). Some activities will be easier to measure over a longer period of time, and therefore when choosing how and when to measure your objectives, you need to take time periods into account.

- ❖ Change is typically an objective that takes longer than a one-off activity and, if your objective is about initiating deep change or working on mindset changes, then you should allow a measurement time-span of a year: measuring at Point A (day 1); Point B (4 months) when you can assess if any activities are not having any success and if others are progressing well, and adjust your tactics accordingly; Point C

(8 months) to decide what tactics to continue with; and Point D (month 12), to decide what has changed and if specific engagement activities are now needed.

- ❖ If your change is less fundamental, then a shorter time-span can be used.

Your final consideration over the time period you choose is other factors beyond your control that will interfere with your 'test' criteria (your measurements). The recent recession has had a significant impact on measurements, for example because many employees were losing their jobs or in fear of losing jobs and morale could have been low. This would have affected overall engagement in the business (although see the Doughty Centre occasional paper *CR in the Recession* to see how CR Directors mitigated and innovated to still achieve their targets). There will be other factors, such as change of leadership or reshuffle of the business and you need to be aware when assessing your measurements at points B, C, D etc. of this in your measurements.

Task and questions to consider

1. **Have you got a have a baseline starting point for measuring improvements or changes?**
2. **Are you able to show, via case studies, quotes, engagement/feedback scores or customer feedback, that engagement in CR is having a positive effect?**
3. **How will you publicise the positive effect CR has had in your organisation?**

Final remarks

You now have your chosen tactics, tailored to your organisation's specific context, with regard to how you are going to engage employees for success. These tactics need to be inserted into your department/CR strategy and yearly tactical plan, stating how you will measure the success of each initiative. They will need to be implemented just as you implement other tactics – with a project-management approach.

The process is an iterative one – you may not get things working really well first time around, and there will typically be some trial and error. However, by better understanding your motivations and context, the tactics you choose will be more effective and realistic in success.

The forthcoming online module can act as a reference for your desired approach that you can refer to for detail when you are implementing your tactical plan. You will also be able to refer back to it to both share progress and also get ideas for new tactics for your changing context.

At first things may progress slowly, but a point will be reached where tactics start to have an effect and then measurement scores will improve. Have patience! We wish you a progressive and satisfying journey!

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THE DOUGHTY CENTRE FOR CORPORATE RESPONSIBILITY



CENTRE PUBLICATIONS

OCCASIONAL PAPERS

Designed to stimulate debate on topical issues of Responsible Business and Sustainability:

Small is sustainable (and Beautiful!). Encouraging European Smaller Enterprises to be Sustainable. David Grayson CBE and Tom Dodd (2008)

The Business of Business is...? Unpicking the corporate responsibility debate. Chris Marsden OBE and David Grayson CBE (2008)

Embedding Corporate Responsibility in the MBA Curriculum. Chris Marsden OBE (2008)

Who should head up your sustainability function? Joint think-piece with David Grayson CBE and Stuart Morton of Odgers Berndtson (2009)

CR and the media. David Grayson (2009)

CR and the recession: learning from responsible business. Abiola Barnor and Nadine Exter (ed.) (2009)

Mind the Gap: Making Sense of Sustainability from a Business Manager's Perspective. Sharon Jackson (2010)

Social Intrapreneurs: An Extra Force for Sustainability. David Grayson, Melody McLaren, Heiko Spitzeck (2011)

Salvaging the Big Society: A ten-point plan. David Grayson, David Harrison (2011).

HOW TO GUIDES

Aim to provide busy managers with up-to-date and relevant advice to embed CR, based on the latest academic research and practitioner insights.

How to: CR Champions Networks. Nadine Exter (2009)

Stakeholder engagement: A road map towards meaningful engagement. Neil Jeffery (2009)

Guide to how-to guides. Nadine Exter (2009)

Governance of corporate responsibility. Heiko Spitzeck (2010)

Supporting corporate responsibility performance through effective knowledge management. Melody McLaren (2010/11)

WORKING PAPERS

Aim to provide a contemporary review of academic research and to identify opportunities for further research, informed by practitioner experience and needs.

Non-Financial Performance Metrics for Corporate Responsibility Reporting Revisited. Malcolm Arnold (2008)

Measuring Business Value and Sustainability Performance. David Ferguson. A joint research project with EABIS (2009)

Using internal marketing to engage employees in CR. David Grayson, M Isabel Sanchez-Hernandez (2010)

OTHER PUBLICATIONS

Sense and Sensibility – Professor David Grayson's Inaugural lecture (2007)

The Doughty Centre Year One Report to Stakeholders (2008)

Business-Led Corporate Responsibility Coalitions: Learning from the example of Business in the Community - David Grayson – jointly with CSR Initiative, Kennedy School of Government, Harvard (2008)

Engaging Business in the Community - not a quick fix by Geoffrey Bush, David Grayson and Amanda Jordan with Jane Nelson. With the Smith Institute (2008)

A new mindset for Corporate Sustainability - a white paper on sustainability as a driver of commercial innovation, produced in partnership with academics from MIT, Beijing, Singapore and IESE in association with BT and CISCO (2008)

The Doughty Centre Year Two Report to Stakeholders (2009)

Communicating CR. A joint publication with Ogilvy Worldwide (2010)

The business case for being a responsible business. A joint report to business with BITC (2011)

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