



Bertha Lucía Frías

My Assessment



Matrix 2: Framework for Developing the Attributes of the New Creative Responsible Leader

	DOMAINS OF REFLECTION				
	Space	Time	Ethics	Global Citizenship	Results
DOMAINS OF ACTION					
Defining the strategic direction					
Mobilizing commitment					
Developing capacities					
Modeling the responsible leader					
Results					

LEADERSHIP ATTRIBUTES
 To Be (Emotional)
 To Know (Functional)
 To Do (Volitional)





Developing My Self-Assessment¹

The goals are divided into two sets:

I. My Synthesis Product Shows That...

II. Developing as a Reflective Practitioner

Methodology: A table with two columns including the question and the goal. The goal numbers are shown in red color.

The second column develops my assessment using the following codes: (A) Achieved and (S) Struggled.

Goals	I have achieved (A) - I have struggled with (S)
<p>A. I can convey who I want to influence/affect concerning what (Subject, Audience, Purpose).</p>	<p>A:</p> <ul style="list-style-type: none"> ■ Title: The New Creative Responsible Leader. Developing Leadership Capabilities ■ Audience: The Leaders of the organizations (public, private, non-profits, community) are the ones that have to lead the changes in society, because they have: people that follow them, infrastructure, and power to make changes in the workplace. The leaders also are the ones that are (should be) thinking about major issues, like the environment, social capital, poverty, etc. ■ Why? Because the context is changing at accelerating speed. ■ The leaders, organizations and families must do the same: <ul style="list-style-type: none"> ○ Not due to philanthropic sentiments ○ Not due to ideological beliefs ○ Not due to religious faith ○ Not due to philosophical imperatives ○ But simply for logical and pragmatic reasons ■ Single-paragraph overview: to suggest a framework for designing, planning, and

¹ A CCT requirement to be included as part of the Synthesis



Synthesis Self Assessment

Goals	I have achieved (A) - I have struggled with (S)
	<p>assessing initiatives for enabling Globally Responsible Leadership.</p> <p>S:</p> <ul style="list-style-type: none">■ During my Synthesis process my purpose was twofold: researching for the Synthesis and for the VIAGlobus² Internet portal I co-founded and was working on. Both the Synthesis and the portal have a common objective: to enhance the awareness and enable the collaboration of leaders and stakeholders in general, for creating innovative and globally responsible leadership and organization. What makes them different is the scale and the tools each uses.■ As a management consultant (1990-2004), I have used processes and methodologies for integrating into the strategic direction of organizations the concept of values in action for global responsibility.■ The framework I discuss in my synthesis paper can be used by organizations as a compass to pointing the North of a transformation process involving different stakeholders to assume global responsible leadership.■ I struggled with what to include and what to exclude in my Synthesis.

² VIAGlobus is a business and social Internet networking service to enable stakeholder collaboration worldwide, for creating innovative value-driven leadership and organizations on massive scale, and which will soon go live.



Synthesis Self Assessment

Goals	I have achieved (A) - I have struggled with (S)
<p>B. I know what others have done before, either in the form of writing or action, that informs and connects with my project, and I know what others are doing now</p>	<p>A: I learned through my research that the available information is quite fragmented. Whereas the frameworks I suggest are contextualized, inclusive, and systemic. This is important because big problems and issues are inherently systemic, and cannot be comprehended with fragmented information nor solved with fragmented solutions.</p> <p>Following are three frameworks along these lines:</p> <p>1. Global responsibility is contextualized</p> <div style="text-align: center;"> <p><i>(Global = All inclusive)</i></p> </div>
	<p>2. Global Responsibility is inclusive. It integrates the prevailing leadership models/approaches</p> <div style="text-align: center;"> <p><i>GR integrates key elements of different Models</i></p> </div>
	<p>3. The framework includes the unique attributes of the new leader in four key domains of</p>



Synthesis Self Assessment

Goals	I have achieved (A) - I have struggled with (S)
	<p>reflection (thinking and acting in boundary-less space and time; thinking ethically and acting consistently; thinking and acting as a globally responsible citizen; and thinking and acting in extremely innovative and creative ways); and four key domains of action (setting direction, mobilizing individual commitment, building individual and organizational capacities, and modeling personal attributes qualities).</p> <div style="text-align: center;"> </div>
<p>C. I have teased out my vision, so as to expand my view of issues associated with the project, expose possible new directions, clarify direction/scope within the larger set of issues, and decide the most important direction.</p> <p>Directions shifted into the background</p>	<p>A:</p> <ul style="list-style-type: none"> ■ My overall vision for my project was: <ul style="list-style-type: none"> ○ To enable stakeholder collaboration for building innovative globally responsible leadership and organizations that are highly profitable, ethical, sustainable. and meaningful to them and the world ■ I specified the audience of the synthesis: Those who are convinced with the need for change but do not know how to begin this process nor which new core attributes that have to be developed. ■ The framework is designed for all types of organizations and stakeholders.
<p>D. I have identified the premises and propositions that my project depends on, and can state counter-propositions. I have taken stock of the thinking and research I need to do to counter those counter-propositions or to revise my own propositions.</p>	<p>A:</p> <ul style="list-style-type: none"> ■ I believe that both the business and organizational contexts have changed dramatically; therefore we need a new leadership capable of creating new organizations that produce unconventional results. ■ The leaders have to learn how to develop these capacities. Therefore they need methodologies, tools and processes that allow them to monitor the results and how do they accomplish it. ■ I have identified the following premises: <ul style="list-style-type: none"> ○ The new leadership must be capable of creating new organizations that produce new results <ul style="list-style-type: none"> • Enhance significantly opportunities for increased profitability, growth, reputation,



Synthesis Self Assessment

Goals	I have achieved (A) - I have struggled with (S)
	<p>endurance, and</p> <ul style="list-style-type: none"> • Improve the quality of life and wellbeing of everybody, and • A stronger economy, and • A better conserved ecosystem, and • The removal of major barriers for improving global justice, security, peace, and prosperity <p>○ The new leadership needs new attributes for creating these new types of organizations that produce these unconventional results.</p> <p>These are related to a new way of thinking, in regard to</p> <ul style="list-style-type: none"> • Ethics • Space • Time • Global Citizenship
<p>H. My writing and other products Grab the attention of the readers/audience, Orient them, move them along in Steps, so they appreciate the Position I've led them to.</p>	<p>A:</p> <p>I have had the opportunity to present the concept of the New Creative Leader to different audiences.</p> <p>The first one was in ANDI (National Association of Businesses. Colombia) on 11/06/07. This was a seminar about Corporate Social Responsibility (CSR). The participants gave good feedback and got very interested in the notion of unique attributes of the new leader and how to develop them.</p>
<p>I. I have facilitated new avenues of classroom, workplace, and public participation.</p> <p>Last update:</p>	<p>A: See Question # 6</p>
<p>E. I have clear objectives with respect to product, both written and practice, and process, including personal development as a reflective practitioner.</p>	<p>A:</p> <ul style="list-style-type: none"> ■ I am clear and happy with my product, because I expect it to become a relevant and effective instrument for planning, implementing, and assessing changes in organizations. Additionally I expect it be become useful to all stakeholders along the supply chain.



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Goals	I have achieved (A) - I have struggled with (S)
<p>I have arranged my work in a sequence (with realistic deadlines) to realize these objectives.</p>	<ul style="list-style-type: none"> ■ I conducted a workshop on Global Responsibility applying methodologies previously used in my consulting and training work and the audience got engaged with this topic which for most was new. ■ I feel that I have a good basis now to continue my process. Combining my practical experience with the present academic experience was very interesting and challenging.
<p>F. I have gained direct information, models, and experience not readily available from other sources.</p>	<p>A:</p> <ul style="list-style-type: none"> ■ My web research allowed me to confirm that organizations are beginning to change — some modestly, others more aggressively. Some management mentality is changing in response to different motives and pressures (internal and external). For example, the statements CEOs make in their annual company social or sustainability reports convey that some fresh thinking is beginning to happen. In about a decade ago there were less than a dozen reports and now there are more than 14000 and all accessible by the public (see the www.VIAGlobus.com portal which will launch April, 2008). ■ The concept of the synthesis is very new; there is not sufficient bibliography. I had the opportunity to go during one year to weekly seminars at the CSR Initiative of the JFK Government School of Harvard (see appendix)
<p>G. I have clarified the overall progression or argument underlying my research and the written reports.</p>	<p>A:</p> <ul style="list-style-type: none"> ■ The process of progress and improvement I have experienced has been important. When I took my sabbatical my idea was to review and reflect upon my consulting work, the methodologies, and the process used during the past 17 years at CEC. <p>S:</p> <ul style="list-style-type: none"> ■ I accomplished my goal, wandering through many difficulties during the past three years (see question # 5) and creating two final products: my synthesis work and an Internet portal. Much more than what I had expected. ■ I acknowledge the support received from my academic and international advisor as well as the people that believed in me and offered me work at UMass, and from my son and close family members who suffered but understood and accepted that I was living far away from them.
<p>J. To feed into my future learning and other work, I have taken stock of what</p>	<p>A:</p> <ul style="list-style-type: none"> ■ It's so important to constantly evaluate both the positive things and those things with great



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Goals	I have achieved (A) - I have struggled with (S)
has been working well and what needs changing.	potential for improvement. ■ My process of progress and improvement has been important and dear to me. During my sabbatical I had the time to review my work as Organizational Developer, thinking what process, methodologies work in which type of organizations, reviewing the leaders profiles, the core competencies of the organizations, what doesn't work and what where the variables that had to be taken under control for better results.



II. DEVELOPING AS A REFLECTIVE PRACTITIONER, INCLUDING TAKING INITIATIVE IN AND THROUGH RELATIONSHIPS

1. I have integrated knowledge and perspectives from CCT and other courses into my own inquiry and engagement in social and/or educational change.

- The Cog lab and the learning in psychology (Spring 2005) were very useful to understand how the memory works, what distracts us from our focus, and the adult learning process.
- This course gave me elements to construct the dramatization I presented in an appendix of the synthesis, and to include pictures, colors symbols, like the red, yellow, and green traffic lights. (The experience that I had with the experiment Attention - Stroop Effect³, makes me think how we automatize behaviors using colors). The visual way we storage images creates the highlight traffic as a symbol that is well known, easy to remember (I create this for Creative Thinking course as a drawing –see the cover for the Practicum Final Paper) and as a graphic.
- It was also very important for me to learn about the Short Term Memory (STM⁴) and the Long Term Memory (LTM), and to stress the importance to “repeat and repeat and repeat” several times a concept using different tools, methodologies

³ CogLab 2 Attention Stroop. March 13, 2005

or process to improve the STM.⁴ The memory has a limited capacity to store sounds for a short period of time. The brand NCL is going to be easy

- In all CCT courses I introduced the notion of the New Creative Leader, to test and improve my ideas. This was very useful because the more that I explained the idea using different examples, the more I learned about the perceptions that people had about this leader, what people understood about attributes, competencies, values, and other concepts I continuously brought up in my courses and classes.
- In Foundations of Philosophy I was concentrated on the ethical dimension of the New Created Leader, the importance to develop trust and how to be consistent. A good example was the Katrina disaster and how the different leaders acted.
- Practicum was the course that pushed and stretched myself to organize the puzzle, the different ideas that I had developed until that moment in other courses, and I began to integrate them as a whole.
- Peter Taylor, professor of the course Evaluation of Educational Change, brought us a topic to be developed by the CCT students in an "Action Research" spiral. One of my commitments was to benchmark successful Supportive

⁴ CogLab 5. Metamemory. April 2005



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Communities (SCs), identifying for their purpose, vision, mission, values, and competencies.

- I learned about how the SCs rebuilt communities through cooperation and living up to unifying values. This helped me reconfirm that using a framework collectively in a reflective environment is essential to starting up a change process.
- It was my thinking to use the Action Research methodology involving the TAG community in the analysis of the TAG Summer Survey Final Report and in designing the next survey. This idea moved me to think the importance to have a framework to develop the core capabilities of the NCL.
- The Cycles and Epicycles of Action Research made me feel being a Practical Action Researcher, reflecting, inquiring and improving my quality of thinking.
- Action Research Basics Understanding explains how those who work together affect one another, and the importance of continuous improvement.
- Fostering development and self-renewal of their own group and being concerned with participatory planned change
- Collecting data on multiple perspectives of significant others
- Obtaining trustworthy information from the right people Building tentative theories to guide future steps in the change and improvement process
- The independent courses gave me the opportunity to manage my own time and speed to continue my research and learning.

2. I have also integrated into my own inquiry and engagement the processes, experiences, and struggles of previous courses.

See question # 1

3. I have developed efficient ways to organize my time, research materials, computer access, and bibliographies

- I felt that the research materials, bibliographies were developed efficiently.
- No controllable situations affected my schedule. (See question # 5) My experience as a project manager is that in all projects you have to calculate some extra time for the unexpected.

4. I have experimented with new tools and experiences, even if not every one became part of my toolkit as a learner, teacher/facilitator of others, and reflective practitioner.

- For the Creative Thinking course I dramatized the new leader vs. the old leader in the four ways of thinking, using the traffic lights as the symbols that the leader has to watch and be aware of.
- I designed a very creative workshop for the NCL. I included the dramatization.
- The feedback from the people and my own process of learning improved my learning and creativity.
- For the Philosophy class I created a Framework that simulated the NCL in the Katrina's situation. (Different roles' where assumed during my presentation, including: President Bush, Exxon' CEO, the President of the University, Community leaders, Mom's, etc.) Through this experience we



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practiced direct democracy and how to lead authoritatively when necessary, as well as the role of the different stakeholders, their interest and how to find a common ground and purpose though shared values.

- I continually practiced my learning at the Institute for Learning and Teaching - ILT UMass program

5. I have paid attention to the emotional dimensions of undertaking my own project but have found ways to clear away distractions from other sources (present & past) and not get blocked, turning apparent obstacles into opportunities to move into unfamiliar or uncomfortable territory.

- The emotions affect situations. Sometimes we cannot hide from the difficulties that appear during the process. I think that I have been able to transformed certain problem into opportunities. This allowed me to explore new things.
 - I was emotionally distracted with family situations. I had to make very difficult decisions and had to struggle with my emotions; the death of a brother after fighting five years against Leukemia; then my parents weakness, my son living back home (first time separated from his direct family) living with my parents “breathing the grief and depressing environment”. One year after my brother past away, my second brother had a surgery to remove a cancer tumor. Then my father’s accident four months ago, followed by the death of my grandfather. All these situations required me to travel several times back and forth to my country, to assume
- the dual role of family member and leader, having to make very difficult and sensitive decisions.
- I had to practice in real time what a leader has to take into account to make decisions. I had to reflect and assume a stance “whether my brother should be connected to a machine for the rest of his life as the only way to continue living without any acceptable quality of life. This was a difficult debate with some family members. But my values honoring the will of my brother and thinking about the dimensions of time and ethics guided my position and decision.
 - Having time to re-think my project made me more creative and steadfast in simplifying
- When I look back to my life as a consultant, having constantly a stage to talk and to be listened to, without the limitations of money as I have had during the past three years, living in my culture, with my son, family and friends, I realized how easy it is to live in a comfort zone.
 - I have learned during my student process the importance to be alone, without people that constantly congratulate what you do, having the possibility to rethink life, relations, love, and what you have been doing for a living. I felt like the phoenix bird, reviving from the ashes, living in a new environment, creating new friends, without my beloved son, learning a new language, a new culture, studying, researching and trying to create two new products: a concept of the new leader for this time and a portal for the stakeholders, leaders of the time, utilizing the technology to create the conditions for the NCL on mass scale.



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- 6. I have developed peers and other horizontal relationships. I have sought support and advice from peers, and have given support and advice to them when asked for.

- The Practicum course is a good lab to open our hearts to others and to work as a support team. I think that in this space we learned about our fears and secrets, and we created intimate situations with others being in the same boat; this is a unique experience.

- Additionally, during my process I presented my synthesis concept in few organizational scenarios.

- I have received the feedback from my advisor, CEC consultants, top managers, professionals, employees, and friends.

7. I have taken the lead, not dragged my feet, in dialogue with my instructor and other readers. I didn't wait for them to tell me how to solve an expository problem, what must be read and covered in the literature, or what was meant by some comment I didn't understand. I didn't put off giving my writing to my instructor and other readers or avoid talking to them because I thought that they didn't see things the same way as I do.

- At first I felt that I was talking with people unrelated to the process of change within organizations. My classmates are more acquainted with issues related to education. In some moments I thought that my discourse would be understood better by people with similar experiences as mine (OD

consultants, or people applying different leadership approaches (BSR, CSR, Sustainability, etc.)).

- Later I perceived that my classmates were interested in understanding my ideas and to helping me with their feedback.

- At some point I struggled with my advisor about the importance or not to include the section on context, and also the idea that the framework that I developed for the synthesis was basically for those organizations already convinced with the importance to become socially responsible.

- My family situation led me to work in isolation but persisting in accomplishing my goal.

- I have talked with people who are familiar with the topic of my synthesis—different consultants, CEOs, business people—sharing the NCL concept and I felt that I was on a right track.

- My synthesis slide presentation 5/10/07 at the end looked for feedback in writing from participants about their feelings, thinking and motivations for action, and their responses moved me to a new level.

8. I have revised seriously, which involved responding to the comments of others. I came to see this not as bowing down to the views of others, but taking them in and working them into my own reflective inquiry until I could convey more powerfully to others what I'm about (which may have changed as a result of the reflective inquiry).

- See question # 7



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9. I have inquired and negotiated about formal standards, but gone on to develop and internalize my own criteria for doing work—criteria other than jumping through hoops set by the instructor so I get a good grade.

- I set my own standard for the style and quality of my presentation. The synthesis presentations I think do not invite readers to read them, so I talked about this with Peter and he gave me the freedom to make my own design.
- I used different software programs (Inspiration, Word, PowerPoint, InDesign, Acrobat, EndNote, Pages) during the synthesis process, as well as for the synthesis presentations. I know that this meant additional time investment, but I was trying to take into account the different learning styles of adults, given that my project is aimed at adults.
- I self-imposed some standards. I could have made less effort, but I am interested in learning and creating new ideas. So I forced myself to make best possible presentations and as a byproduct receive good grades.
- I must work always with aesthetic designs. Peter was not asking for this, but this is my style of doing things. I believe that the packaging of a product is as important as the product itself.
- Another principle that I follow is that we need to achieve quality at all levels: a solid concept and an excellent presentation (efficient, effective and aesthetic).

10. I have approached this course as a work-in-progress. Instead of harboring criticisms to submit after the fact, I have

found opportunities to affirm what is working well and suggest directions for further development.

- For me is equally important the quality of the process itself as well as the quality of the final product generated by this process.
- A participant in one of my workshops in Latin America once said: “Why don’t we avoid the first day of the workshop if during second day we achieved the results?” This question is often in people’s minds who only want results and do not realize that a result is always the outcome of a process.

ⁱ Short-term memory. (The memory receives the information and in 2 seconds or less it is easily forgotten).



Appendix



Developing Self-Assessment *Appendix*

In the following table I list the seminars offered by the Corporate Social Responsibility¹ Initiative², JFK School of Government, Harvard University, which I attended, synthesized and briefly commented on.

Seminar	Concept
<p>February 6, 2006</p> <p><u>Visiting Practitioners Program</u></p> <p><i>Dialogue with Mandy Cormack</i></p> <p>Former Head, Corporate Responsibility, Unilever</p>	<ul style="list-style-type: none"> ■ Main topic: Impacting the business and the operation through the value (supply) chain. ■ Who creates positive impact in the society will impact and influence the business, employment, direct suppliers, and the distribution chain. ■ The bigger the organization is, the bigger is the impact. ■ The importance of creating a “social brand”, for example, Toothpaste, Shampoo, and Food aimed at the poor people carrying the Unilever brand. ■ Unilever’s Indonesian strategy: selling their products the poor, reformulating the marketing, packaging and pricing, having in mind high quality products that improve the health and wellbeing of consumers. (For example, the importance to use soap to prevent disease or promote health). <p>My conclusion: Unilever is a good example of how to affect the business bottom line trough the promotion of social brands.</p>
<p>November 30, 2006</p> <p><i>Building the Institutional Infrastructure for Corporate Responsibility.</i></p> <p>Sandra Waddock PhD, Visiting Scholar, M-RCBG at the Kennedy School</p>	<ul style="list-style-type: none"> ■ Corporations are the most dominant and powerful institutions on earth. ■ Governmental powers are warning and in any case nation/states’ reach is insufficient to handle global scope of responsibility or problem. ■ No global governmental infrastructure exists. ■ Globalization stands accused of:



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Seminar	Concept
	<ul style="list-style-type: none"> ○ Erosion of democracy. ○ Destruction of native industries and natural sources. ○ Fostering national consumer debt). ○ Emphasizing materialism over other debt (and values. ■ A time for change: <ul style="list-style-type: none"> ○ Explosion of voluntary initiatives. ○ Reputation is a driving force. ○ The emerging infrastructure focuses on corporate responsibility. ○ There is an effort to change practices to better serve society's interests. <p>My conclusion: I felt that Waddock's diagnosis of the context is similar to mine. I included in my synthesis presentation (Practicum October 2005).</p>
<p>December 14, 2006</p> <p><i>Corporate Responsibility and the Seven Deadly Sins.</i></p> <p>Herman "Dutch" Leonard, George F. Baker Jr.</p> <p>Professor of Public Management at the Kennedy School and Professor of Business Administration at Harvard Business School</p>	<ul style="list-style-type: none"> ■ Relation between the 7 capital sins to Capitalism and to Corporate Social Responsibility. <ul style="list-style-type: none"> ○ Envy, Pride/Vanity, Greed, Avarice: Basis of most advertising; gambling. ○ Lust: basis of the rest of advertising. ○ Gluttony: Food production, design, manufacturing, packaging, distribution, and advertising. ○ Sloth: product design; entertainment design and advertising. ■ How organizations promote the sins and how the behaviors are manipulated. ■ Some sins proofs: <ul style="list-style-type: none"> ○ Overweighting ○ Health problems (nicotine inhalation) ○ Using sex as the "best way" to sell all types of products (example of the law firm).



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Seminar	Concept
	<ul style="list-style-type: none"> ■ Who are responsible: <ul style="list-style-type: none"> ○ Organizations. ○ Consumers. ○ Government. ○ Technology/Learning/ Education. <p>My conclusion: The solution is in the hands of all the responsible actors: organizations, consumers, governments, and education. In my synthesis I state that change is beginning to be led by stakeholders rather than by management.</p>
<p>February 6, 2007</p> <p><u>Business & Government Seminar Series</u></p> <p><i>Corporate Agitator or Collaborator, The Oxfam approach to Corporate Engagement</i></p> <p>Chris Jochnick. Director of Private Sector Engagement, Oxfam America.</p>	<ul style="list-style-type: none"> ■ Approach: to enable poor people to exercise their rights to manage their own lives. ■ Work on the ground in more than 30 countries. But being part of the global Oxfam International family—a confederation of 13 Oxfams—expands our reach to more than 120 countries. ■ Oxfam collaborates with local organizations to help people identify and address the root causes of poverty. ■ Case: Oxfam America works with small coffee farmers and workers to ensure their economic security, regardless of the booms and busts in the international marketplace. ■ Their experience shows the importance of civil society in promoting changes. They have been organizing rallies against Starbucks and other large coffee businesses that are not paying the “real” value” of the coffee bought from small producers. <p>My conclusion: Starbucks’ reputation was negatively affected by the rallies Oxfam promoted against them with civil society groups to protest against the company dealings with coffee farmers and workers. Reputation is an asset at least as critical as the money and physical assets, which companies must nurture and protect.</p>



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Seminar	Concept
<p>February 27, 2007 <u>CSRI Visiting Practitioners Series</u> <i>Investing in CSR: From Wall Street to Main Street</i> Graham Sinclair. Former product manager, KLD Research & Analytics³</p>	<ul style="list-style-type: none"> ■ Real money is being invested in mandates covering CSR, ethical investing, clean tech and sustainability, with an estimated \$2.3 trillion in assets under management in the USA ■ There is a new niche for investment, the CSR market. ■ The market map identifies best practices in investment across asset classes, ranging from SRI niche players like the Domini 400 to mainstream investment houses like Goldman Sachs, integrating environmental, social and corporate governance (ESG) factors into investment analysis. ■ Investors seeking better CSR in companies face a complex dynamic of NGO's, investment professionals, and specialist research vendors, all seeking to identify CSR. Institutional investor initiatives like the Investor Network on Climate Risk and the UN's Principles for Responsible Investment have employed shareholder advocacy to good effect. ■ The seminar concludes with a review of SRI in the USA since 2001 and explores the opportunity for leverage of retail investor power as positive driver to improved CSR performance by listed companies. <p>My conclusion: The investors are looking for new alternatives to invest, thinking as global citizens. They want to earn attractive revenues and at the same time feel they are investing their money in a meaningful cause.</p>
<p>March 4, 2007 <u>JFK Public Forum</u> <i>"From Fear to Hope"</i> Sergio Fajardo. Mayor, City of Medellín, Colombia</p>	<ul style="list-style-type: none"> ■ Principle: Refuse Violent Social Intervention. Focus on: ■ Changing the culture of a city through public education, e-culture (of entrepreneurial culture), supported with micro-credit and urban transformation. ■ Sending the message all over the city: "We care about you, in an inclusive culture." ■ Involving the private sector, NGOs and the community in the change process, making it their (our) process.



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Seminar	Concept
	<p>My conclusion: During his 4 years of administration, mayor Fajardo involved different stakeholders to discover creative ideas, processes and initiate solutions. Being myself Colombian, I know that this city had lived extreme violence caused by the Drug Cartel (Pablo Escobar's headquarter was in Medellin, and the "Killing Business" began in Medellin). I wish that this process initiates by Fajardo will continue with the new elected Mayor.</p>
<p>March 8, 2007</p> <p><i>Coming Clean...and Cleaning Up? Examining the Effects of Self-Policing.</i></p> <p>Michael Toffel, Assistant Professor, Harvard Business School⁴</p>	<ul style="list-style-type: none"> ■ As regulators increasingly embrace cooperative approaches to governance, voluntary public-private partnerships and self-regulation programs have proliferated. However, because few have been subjected to robust evaluation, little is known about whether these innovative approaches are achieving their objectives. ■ The seminar explored recent experiences with self-policing in the context of a nationwide government program that encourages companies to voluntarily self-disclose violations of environmental regulations. <p>My conclusion: The importance to create regulations along with processes that really help to improve. I don't agree with the idea that the companies that self-disclose as a way to avoid inspections in relation to polluting the environment. The inspections should be managed as a constructive learning consulting process rather than solely ensuring that official regulations are obeyed.</p>
<p>March 15, 2007</p> <p><i>Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value, and Build Competitive Advantage</i></p> <p>Daniel C. Esty, Hillhouse Professor of Environmental Law and Policy, Yale</p>	<ul style="list-style-type: none"> ■ Innovation: If we care about the environment, then we (<i>all of us</i>) must create solutions. ■ The information age produces great opportunities for this. ■ Recognition that there is a climate change. ■ There is a revolution in corporations (their reputation is a real value, therefore there are new regulations, compliance, looking for investors, looking for costumers) ■ The stakeholders are bringing solutions (communities, stock market, costumers, capital



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Seminar	Concept
University	<p>market, government)</p> <ul style="list-style-type: none"> ■ The costumers are asking questions related to the behavior of the organizations. ■ The commitment to go green is not only a corporation commitment. <p>My conclusion: This seminar addresses one of the approaches that I present in my Synthesis (Sustainability) and takes into account all types of organizations and stakeholder.</p> <p>It reassured me that our VIAGlobus portal is on the right track. It is an innovative virtual social networking technology, dedicated to Global Responsibility where stakeholders collaborate across the values chain to create relevant leadership and organizational solutions.</p>
<p>April 4, 2007</p> <p><i>The Rise of Global Reporting Initiative (GRI): Institutional Entrepreneurship in the Age of Shared Governance.</i></p> <p>Halina Szejnwald Brown, Professor of International Development, Community, and Environment, Clark University.</p>	<ul style="list-style-type: none"> ■ Key innovations: <ul style="list-style-type: none"> ○ Guidelines developed through collaboration of very wide coalitions (multistakeholder process). ○ Institutionalized process for future evolution and guidelines. ○ GRI Organization: steward of evolution process. ■ Premise: Information is a fundamental good. Standardized, commodified, accessible information empowers societal actors. Public has the right to know.⁵ ■ Today: 900+ officially registered reporters from 60+ countries. ■ Indicators of institutionalization: <ul style="list-style-type: none"> ○ Shared beliefs ○ Sanctions ○ Common language ○ Increased interactions among participant ○ Uptake of GRI by companies



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Seminar	Concept
	<ul style="list-style-type: none"> ○ New practices in existing organizations. ○ New firms & organizations emerged. ○ New professions emerged. ○ New competitive pressures around participation and performance. ■ Initial belief: <ul style="list-style-type: none"> ○ Societal actors want standardized commodified information about company performance. ○ They will use it to pursue their agenda. <p>My conclusion: The GRI is an important tool to enable CSR benchmarking, using the same variables consistently to compare the improvement of organizations. I would like to see many people worldwide commenting on them and creating ways to further develop them.</p>
<p>April 5, 2007</p> <p><i>Creating Accountability: What do Business, Government, and Nonprofits have in Common?</i></p> <p>Alnoor Ebrahim⁶, Visiting Associate Professor of Public Policy, Harvard Kennedy School</p>	<ul style="list-style-type: none"> ■ He began the lecture quoting Miguel de Cervantes, <i>The Quixote</i>. “See that you do as you have sworn, if not by the same oath. I swear to come back and hunt you down and punish you.” ■ The idea behind the quote is while the Quixote’s imaginary are the mills, the different sectors (public, private, NGOs, community) are thinking like silos, without caring about social problems. So the silos are the imaginary of the sectors. ■ Accountability is seen as an essential feature of governments, businesses, and NGOs. What they have in common are: the multiple claims, looking for finance and performance, and responding when there is a lost of trust. ■ It is a socially constructed means of control that can be used by the weak as well as the powerful. ■ Explore accountability in modern organizations —its nature, forms and impacts in civil



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Seminar	Concept
	<p>society organizations, public and inter-governmental agencies, and private corporations.</p> <ul style="list-style-type: none"> ■ Demonstrate the inadequacy of modern rationalist prescriptions for establishing and monitoring accountability standards, arguing that accountability frameworks attached to principal-agent logics and applied universally across cultures typically fail to achieve their objectives. ■ By examining a diverse range of empirical examples and case studies, the lecturer underscores the importance of grounding accountability procedures and standards in the divergent cultural, social and political settings in which they operate. <p>My conclusion: Accountability is an imaginary like Quixote's mills. According to the lecture it can be manipulated depending on the interests of the organizations and people. I think that declared values associated with specific behaviors could be an effective tool to establish, monitor, and assess accountabilities.</p>
<p>May 4. 2007 <i>Advancing Public Governance through Mutual Accountability Compacts</i> Simon Zadek,⁷ Senior Fellow, M-RCBG at the Kennedy School of Government, and Founder and Director, AccountAbility</p>	<ul style="list-style-type: none"> ■ Focus: Promoting sustainable development through collaborative change, responsible competitiveness, and stakeholder engagement. ■ Presentation of an Index of CSR's national state developed in 2005 ■ Examples of corporate socially responsible standing (ranking) of selected countries: <ul style="list-style-type: none"> ○ 01. Sweden ○ 10. Estonia ○ 11. USA ○ 37. Brazil ○ 66. China ○ 83. Pakistan ■ Obstacles:



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Seminar	Concept
	<ul style="list-style-type: none"> ○ Lack of transparency and accountability to beneficiaries in communications to the wide public. ○ Lack of effective accountability is the single cause of worldwide performance failure in health, education, public service, and infrastructure. ○ Failure due to a lack of proper accountability, despite involvement of the UN, World Bank and other institutions. ■ The challenge is not whether, but how best to codify an appropriate approach to partnership governance and accountability. ■ Accountability is the DNA of civilized societies. <p>My conclusion: Values can integrate people in spite their differences. Therefore we have to develop common definitions of the values we share, declare them, and live up them coherently.</p>
<p>April 10, 2007</p> <p><i>Capitalism at the Crossroads</i></p> <p>Stuart Hart,⁸ S.C. Johnson Chair of Sustainable Global Enterprise and Professor of Management, Johnson Graduate School of Management, Cornell University</p>	<ul style="list-style-type: none"> ■ Key problems capitalism faces: international terrorism, black lash against globalization, global-scale environmental change. ■ How can we ensure that capitalism will continue to thrive in the coming century? ■ Three situations (The long and winding road): <ul style="list-style-type: none"> ○ Obligation ○ Opportunities ○ Reorientations ■ New buzzwords created in the field, for example: <ul style="list-style-type: none"> ○ CSR ○ Greening ○ ISO 14001 ○ B24B



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Seminar	Concept
	<ul style="list-style-type: none"> ○ Transparency ■ A new map or territory: today – tomorrow, internal – external ■ The new sustainable value portfolio. <p>My conclusion: The world has changed and will continue changing at dramatic pace, in spite of the eclectics sticking to their old practices. Proof of this is the explosive new Global Responsible⁹ industry born in the last decade (see my Synthesis and the Portal ViaGlobus)</p>
<p>April 30, 2007</p> <p><i>Mobilizing Responsible Business: Lessons from Europe</i></p> <p>David Grayson, Senior Fellow, M-RCBG at the Kennedy School of Government, and Chair and Founding Director, Doughty Centre for Corporate Responsibility at the Cranfield School of Management, UK</p>	<ul style="list-style-type: none"> ■ How can social impact be achieved? Creating business coalitions. For example: <ul style="list-style-type: none"> ○ Africa (millennium goals) ○ Multinational companies during Allende's presidency in Chile. ○ Angola ■ How use private equity to support CSR initiatives? ■ How can board members get involved? ■ How can the pension funds be used? <p>My conclusion: Business coalitions have worked very well to protect themselves and the status quo. How open their eyes to create coalitions for reducing poverty and global warming around the world? These are the major problems humanity faces, and should not only be the concern of activist groups. It's a problem that all organizations and stakeholders must confront and solve for all people's sake, not only their own.</p>



Endnotes

¹ http://www.ksg.harvard.edu/m-rcbg/CSRI/init_define.html

"We define corporate social responsibility strategically. Corporate social responsibility encompasses not only what companies do with their profits, but also how they make them. It goes beyond philanthropy and compliance and addresses how companies manage their economic, social, and environmental impacts, as well as their relationships in all key spheres of influence: the workplace, the marketplace, the supply chain, the community, and the public policy realm".

The term "corporate social responsibility" is often used interchangeably with corporate responsibility, corporate citizenship, social enterprise, sustainability, sustainable development, triple-bottom line, corporate ethics, and in some cases corporate governance. Though these terms are different, they all point in the same direction: throughout the industrialized world and in many developing countries there has been a sharp escalation in the social roles corporations are expected to play. Companies are facing new demands to engage in public-private partnerships and are under growing pressure to be accountable not only to shareholders, but also to stakeholders such as employees, consumers, suppliers, local communities, policymakers, and society-at-large.

Laggard firms and governments can sometimes use the existence of corporate social responsibility programs to shirk their roles. Government ultimately bears the responsibility for leveling the playing field and ensuring public welfare. In order for corporate social responsibility programs to work, government and the private sector must construct a new understanding of the balance of public and private responsibility and develop new governance and business models for creating social value.

² http://www.ksg.harvard.edu/m-rcbg/CSRI/init_people.html

The CSR Initiative is a collaboration between The Mossavar-Rahmani Center for Business and Government (M-RCBG), The Joan Shorenstein Center on the Press, Politics and Public Policy, The Center for Public Leadership, and The Hauser Center for Nonprofit Organizations. It also engages with and draws upon the expertise of other parts of Harvard University, in particular the Business School, Law School and School of Public Health. The Initiative also works with other leading CSR organizations, government bodies, non-governmental organizations and companies to leverage innovative policy research and examples of good practice in this field.

³ <http://ksgnotes1.harvard.edu/ksginfo/enews.nsf/KSGToday?Openform&Date=02/23/2007>

⁴ Mossavar-Rahmani Center for Business & Government. Business & Government Seminar Series.
<http://ksgnotes1.harvard.edu/ksginfo/enews.nsf/KSGToday?Openform&Date=03/02/2007>



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⁵ http://www.ksg.harvard.edu/m-rcbg/CSRI/events/2007.4.4_Brown_Presentation.pdf

⁶ <http://www.cambridge.org/us/catalogue/catalogue.asp?isbn=0521700116>

⁷ http://www.ksg.harvard.edu/m-rcbg/CSRI/events/2007.4.10_Zadek%20Presentation.pdf

⁸ http://www.ksg.harvard.edu/m-rcbg/CSRI/events/2007.4.10_Hart%20Presentation.pdf

⁹ VIAGlobus™: I am a Cofunder. The Emergence and Growth of Global Responsibility /www.viaglobus.com/index2.php?action=dspconcepts™