



ATHENS UNIVERSITY *of* ECONOMICS & BUSINESS  
mba**international**

## Managing Organisational Change for CSR

How CSR change agents can embed CSR  
in organisational behaviour



21<sup>st</sup> March 2011

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## Introduction

We are in times of great change. The impact of societal change means that increasingly organisations, internationally, are looking to integrate CSR into their core business operations. However, many companies struggle to embed their CSR initiatives in daily activities. This is often because elements of organisational culture or existing practices can be a barrier to the organisational change necessary to embed CSR.

This one day workshop is based on the successful 'Driving Change for CR' programme which has been developed in collaboration between Business in the Community (BITC) and The Doughty Centre for Corporate Responsibility, at Cranfield School of Management [http://www.bitc.org.uk/cr\\_academy/bitc\\_short\\_courses/change\\_management.html](http://www.bitc.org.uk/cr_academy/bitc_short_courses/change_management.html)

After delivering this workshop in London, recently, AUEB Visiting Research Fellow, Sharon Jackson, will travel to Athens to deliver this unique management learning and development 1 day course.

The workshop has been tailored for an international audience especially for AUEB. The objective of the workshop is to give participants the practical management tools and techniques required to **manage organisational change necessary to enable CSR practices in everyday business operations.**



## These learning outcomes will be delivered through

Case studies and examples

Demonstration of methods and processes used in some of the leading European businesses to integrate CSR.

An action plan to take back to your organisation

The learning from this workshop and the take-away tools will be applicable to any strategic CSR initiative, in any kind of business .

## Who should attend?

The course is designed for anyone with an interest, or responsibility for embedding CSR principles and aspirations into daily business operations.

You may be a CSR Manager or you may have responsibility for a specific aspect of CSR in your job.

Trainers and lecturers in CSR may also find this workshop of interest.

The course assumes a basic level of CSR knowledge.



## Your organisation will benefit from:

A bespoke Action Plan for initiating a change program for CSR in your organisation

Clearer understanding about identification, communication and delivery of financial, social and environmental goals

A more efficient and effective approach to embedding CSR as a contribution to successful business.

Insight from examples and case studies from international businesses

# Workshop agenda 21<sup>st</sup> March 2011

**13.00 Registration**

**13.30 Introduction, Objectives and Outcomes**

**13.45 Session 1**

**Setting the scene-identifying the conditions for Change for CSR**

Understanding your organisation's CSR maturity and values. Identifying the specific issues in your organisation. Being clear about your own skills and capabilities. This evaluation stage helps you to identify your change objectives and strategy.

**14.30 Session 2 Change Management Basics**

This session outlines how change happens and why change fails. Identifying the enablers, barriers and drivers for change to succeed. Understanding the role of stakeholders in change. We will discuss managing change for CSR from a position of limited authority in organisations.

**15.30 Break**

Over the break participants will be asked to apply the techniques and frameworks to their own workplace and change initiatives.

**16.00 Session 3 Tools & Techniques for Making Sense of Change for CSR**

This session explains different tactic and approaches to managing change for CSR. You will learn about different tools and techniques and how to select the appropriate methods for your change strategy to overcome barriers and to leverage enablers.

**17.00 Break**

**17.15 Guest Speaker Making change for CSR happen.**

Real life examples from an international business.

**18.30 Session 4 Managing Change**

Preparing to manage change through 'bite size chunks'. Putting in place effective communication, measurement and reporting of key performance indicators. How to manage conflict to help you drive the change for CSR that you set out to achieve.

**19.30 Questions and Answers**

**20.00 Closer**

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## Sharon Jackson

Managing Director - Carlton CSR Ltd, UK - since 2000.  
Founder and Co-Director - European Sustainability  
Academy, Crete - since 2010.

### **Current academic appointments include:**

Part-time Teaching Faculty - Cranfield School of Management, Centre for Customised Executive Development (CCED) - since 2004 and Doughty Centre for Corporate Responsibility - since 2007.

Visiting Lecturer - Cambridge University – since 2007.

Visiting Research Fellow - Athens University of Economics and Business - since 2008.

Sharon worked for 15 years in the global electronic components sector, holding several board and senior management appointments. She left that industry in 2000 to move into executive education in responsible business. Since then she has developed groundbreaking '**Corporate Responsibility (CR) Leadership**' programmes for directors and senior managers from diverse organisations in Europe, Australia and China.

**Past and present clients** include; Australian Broadcasting Corporation, BBC, BHP Billiton, Coca Cola, EDF Energy Group, Foresters Friendly Society, Hydro Tasmania, Lend Lease, London Luton Airport, L'Oreal, Mission Australia, Panasonic Corporation, Ricoh, Sony, Swiss Re, Swire Group (Hong Kong).

Since 2000 Sharon has taught business managers how to combine fundamental business good practice and business growth to contribute to ecological sustainability. Her programmes are designed to stimulate innovative and profitable business through aligning **values based leadership with organisational sensemaking**. She also undertakes long term consulting engagements to help businesses embed sustainability principles at the heart of their organisational development and strategy.

Sharon's current PhD research focus (2007- 2013, Cranfield University) is about how **managers' make sense of their organisation's sustainability aspirations**. Her research to date has revealed a unique contribution to theory and practice in terms of how individuals' sensemaking processes can impact on organisational sustainability intentions.

Currently Sharon is setting up the '**European Sustainability Academy**' (ESA) Crete, an international centre for sustainable business learning programmes and social science based management research. It will be a purpose built, fully sustainable building located in the beautiful Apokoronas region of Crete. Athens University of Economics and Business and WWF Greece are founding supporters of ESA.



## Managing Organisational Change for CSR

Prof. Sharon Jackson  
21<sup>st</sup> March 2011

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

### REGISTRATION FORM

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

Regular Fee	Second person from the same organization	Company / Organization member of the Global Compact Network Hellas.	Current AUEB post-graduate, PhD students	Alumni	Current non AUEB postgraduate or PhD students
120 Euros ____	100 Euros ____	80 Euros ____	Free ____	40 Euros ____	40 Euros ____

Company name			
Address			
Tel		Fax	
Contact person		e-mail	

Number of Participants

Name		Name	
Position		Position	
Name		Name	
Position		Position	

#### Students and Alumni

Name			
University			
Department			
Tel		Mobile	
e-mail			

AUEB Undergraduate, postgraduate, PhD.

AUEB Alumni

Non AUEB undergraduate, postgraduate, PhD.

Please send your Registration Form, no later than Thursday 17<sup>th</sup> March 2011, by fax or mail to:

Fax: 210 88.28.078 and/or e-mail: imba@aueb.gr

Information about payment will be provided to you upon registration.

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