



Emerging World

Building Responsible Leaders with CISL
2017 CISL Impact Benchmark Study – 12th October 2017

Presenters



Matthew Farmer

Matthew is the Founder and Managing Director of Emerging World. He is focused on helping corporations tailor strategies and programmes to be as impactful as possible. Matthew holds an MBA from IESE Business School in Barcelona and a BSc. in Psychology from Cardiff University and is a certified Senior Action Learning Coach from the World Institute of Action Learning.



Lutz Ziob

Lutz Ziob is the Dean of the 4Afrika Academy, part of Microsoft's 4Afrika program through which the company actively engages in Africa's economic development to improve its global competitiveness. This initiative represents Microsoft's increased commitment to Africa, built on the dual beliefs that technology can accelerate growth for Africa, and Africa can also accelerate technology for the world. Lutz was a research fellow at the University of Bochum, Germany and the University of London, UK, where he specialized in comparative studies of European education.



Karen Blakeley

Karen joined Winchester Business School in 2009 having spent over 20 years in leadership development in the commercial sector. Since then she has conducted research and produced academic and practitioner publications in the area of responsible leadership, the role of the business schools in society and the contribution of spirituality to leadership development. She established the Centre for Responsible Management at Winchester Business School, one of the first business schools to sign up for the UN Principles for Responsible Management Education (PRME).

Agenda

- © Background to the study
- © CISL programs in Action (Microsoft)
- © CISL Areas of Impact
- © Responsible Leadership
- © CISL for Building Responsible Leaders
- © Q&A



About Emerging World

- *Helping Business Shape a Better Future*



Leadership
Development



Corporate
volunteering



Inclusive Business
Strategy



Impact Assessment



13 years of
experience



Global network of
100+ partners and
people



Trusted to work
with senior leaders



Flexible &
customized
approach



Business-minded
design

Corporate International Service Learning

Corporate International Service Learning* programs are defined by the fact that employees travel across international borders to apply their work-based skills to a project or other assignment that serves a third party constituency.

The CISL experience is different from traditional volunteering programs. However, most ICV (International Corporate Volunteering) programs can also be classified as CISL programs.

Companies run these programs for a variety of reasons, including leadership development, enhancing employee engagement and international market development, therefore programs might be developed as learning & development, corporate responsibly/citizenship or core business initiatives

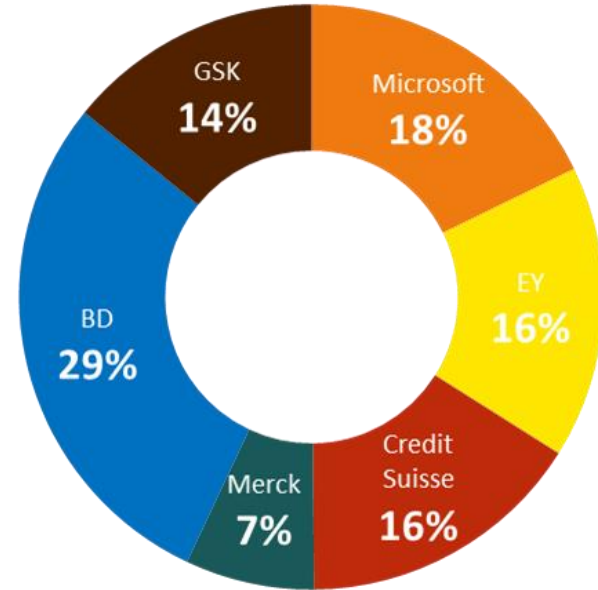


*Pless, Maak & Staal 2011

Building the CISL impact benchmark

6 corporations involved

688 participant responses





MySkills 4Afrika

Transfer relevant skills and experiences to enable African partners and customers to grow, innovate and compete globally

Promote global leadership and skills development amongst Microsoft employees around the world

Promote deeper understanding of African and emerging markets throughout the company

MySkills4Afrika To-Date

Launched
Dec 2013

400+
in-country
volunteers

200+
virtual
volunteers

600+
organizations
supported



Staff Development Impact



92%

Increased
motivation to do
their job

92%

Increased
alignment with
Microsoft's core
values

100
%

Feel differentiates
MS from its peers
and competitors

50%

Contributing
factor to moving
roles inside MS

“Since participating the MySkills4Afrika program, my team member has become more proactive in working across organizations, more confident in her feedback and great with collaborating effectively, listening and responding to feedback in a way that shows that she's grown.”

MySkills4Afrika Volunteer Line Manager

Microsoft Culture



Growth Mindset



100% increased adaptability
100% Increased self-awareness

Diverse & Inclusive



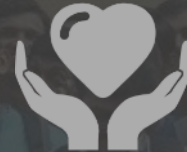
100% improved ability to see things from different perspectives

One Microsoft



100% increased pride in Microsoft
100% improved collaboration skills

Customer Obsessed



93% increased understanding of customer needs in Africa

Making a Difference



91% of assignments impacted host organizations objectives

About the Study

Study first undertaken in 2015 with 300 respondents - it was the first cross company study to look at long-term impact of these programs on participants

The 2017 study re-establishes a benchmark incorporating data from 2015, 2016 and 2017 – 688 respondents in total

Additional data points enables a deeper exploration of Impact levers (variables associated with driving deeper impact)

2017 study also includes a new section on Responsible Leadership

Research Methodology

- © The Study was conducted using an online survey.
- © Quantitative questions employed a 5 point Likert rating scale (strongly disagree to strongly agree).
- © Qualitative questions sought to explore in more detail key aspects of the Likert ratings.
- © All participants had returned from their experiences a minimum of 12 months prior to completing the survey

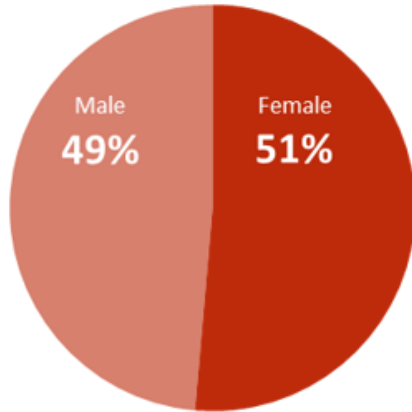
Creating the 2017 Benchmark

The 2017 CISL Benchmark is created from a total sample size of 688 from seven different CISL programs. Data has been collected since 2015.

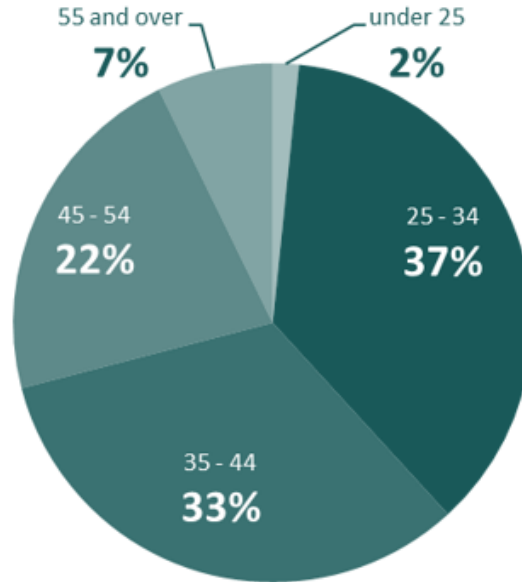
The CISL Study has progressed since the 2015 inception. For components that have changed, the Benchmark has been created from the smaller sample size of participants asked only those specific questions.

Participant demographics

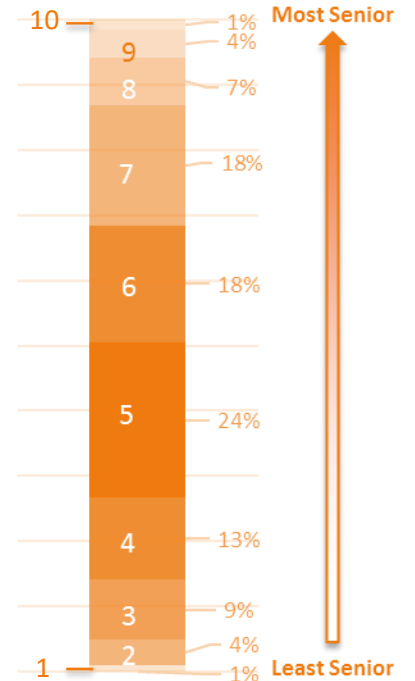
Gender



Age

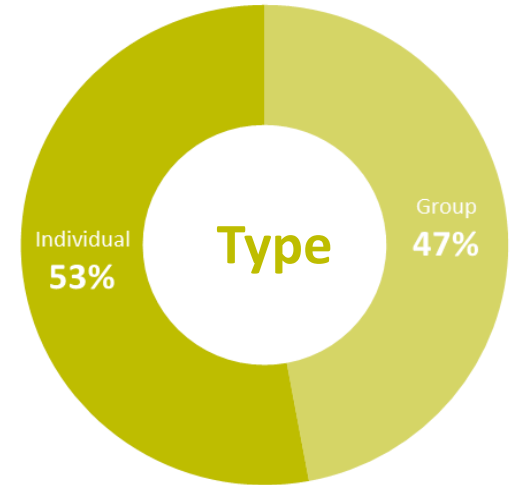
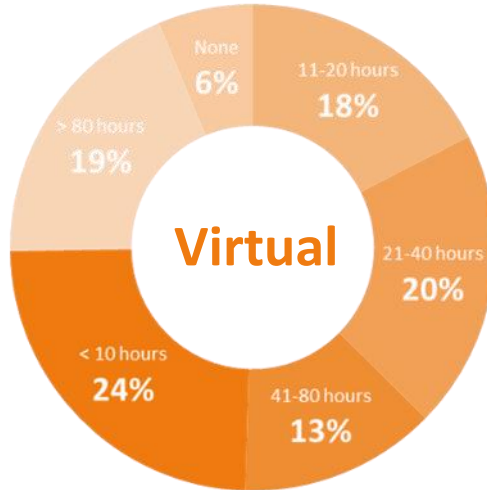


Seniority



- Seniority is self-assessed by respondent based on a score from 1-10. Largest group ranges between 5 and 7.
- Two thirds of participants are over 35 years old, the largest age range is from 25-34

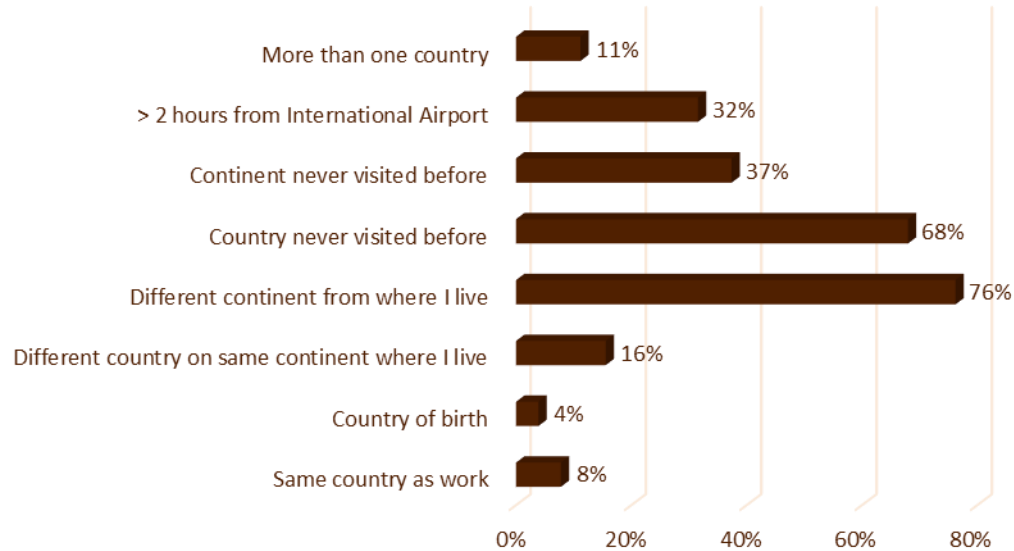
Assignment architecture (1)



- There is a reasonably even split in terms of duration of on site experience with 40% on longer assignments (more than one month) and 60% on shorter assignments (less than one month).
- Most on site experiences are complemented by virtual support. Only 6% of respondents provided no virtual support.
- There is a relatively equal split between group and individual assignments. Group assignments are defined as 'two or more people from the same company participating the same experience at the same time in the same location'

Assignment architecture (2)

Assignment Location



Host Organisation



- Both location and type of organisation were new questions in 2017. The sample size for creating the Benchmark was therefore smaller (206).
- Most participants' experiences are on a different continent from where they live and/or to places they have never visited previously
- 61% of experiences are with international or national NGOs and 26% with small businesses or start ups.

Overall Impact



The areas of impact

Depth of learning



Breadth of learning



Employee engagement



Career mobility



Employee retention



New in 2017:

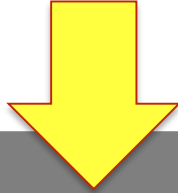
Business impact










Responsible leadership










Program design variables



		Areas of Impact						
		Breadth of Learning	Depth of Learning	Career Mobility	Engagement	Retention (self-report)	Business Impact	Responsible Leadership
Program design variables								
Management Involvement	Line Mgr. Engagement							
	Senior Leaders Champion							
Before Assignment	Felt prepared							
	Set Learning objectives							
During Assignment	Appropriate match							
	Comfort zone							
	Partner's need for skills							
After Assignment	Support upon return							
	Sufficient opportunity to share							
	Cont. engagement w. partner							
	Alumni activity							

Impact levers overview

		Areas of Impact						
		Breadth of Learning	Depth of Learning	Career Mobility	Engagement	Retention (self-report)	Business Impact	Responsible Leadership
Program design variables								
Management Involvement	Line Mgr Engagement	✓	✓✓		✓✓	✓	✓✓	
	Senior Leaders Champion	✓	✓✓		✓✓	✓✓	✓✓	✓✓
Before Assignment	Felt prepared	✓	✓✓		✓✓			✓
	Set Learning objectives	✓	✓✓		✓✓		✓✓	✓✓
During Assignment	Appropriate match	✓	✓✓		✓✓			
	Comfort zone	✓				✓✓		✓✓
	Partner's need for skills	✓✓	✓✓		✓✓	✓✓	✓✓	✓✓
After Assignment	Support upon return	✓✓	✓✓		✓✓	✓✓	✓✓	✓✓
	Sufficient opportunity to share	✓✓	✓✓		✓✓		✓	
	cont. engagement w. partner	✓✓	✓✓		✓✓			
	Alumni activity	✓✓	✓✓	X	✓✓	✓	✓	✓✓



Depth of learning

Kirkpatrick's Levels of Learning framework

Level 1 Reaction

Participants reaction to the experience

100% have recommended a CISL experience

Level 2 Learning

Improvements in knowledge, skills & abilities

92% identified their experience led to positive developments in leadership skills & competencies.

Level 3 Behaviours

Application new knowledge, skills & abilities

78% made positive changes to the way they work

75% applied the learning from their experience to their role

52% of participants positive changes were observed by others

Level 4 Results

Impact of the experience on business success

56% made a positive business impact on their organisation as a result of their insight and learning

- We identified survey questions to map against the four levels of Kirkpatrick's evaluation model:

Level 1 Reaction: how the delegates felt about the assignment

Level 2 Learning: Understanding the increase in knowledge and learning

Level 3 Behaviour: involves how the learning is applied and can only be assessed over time and often is judged by others as well as the participant

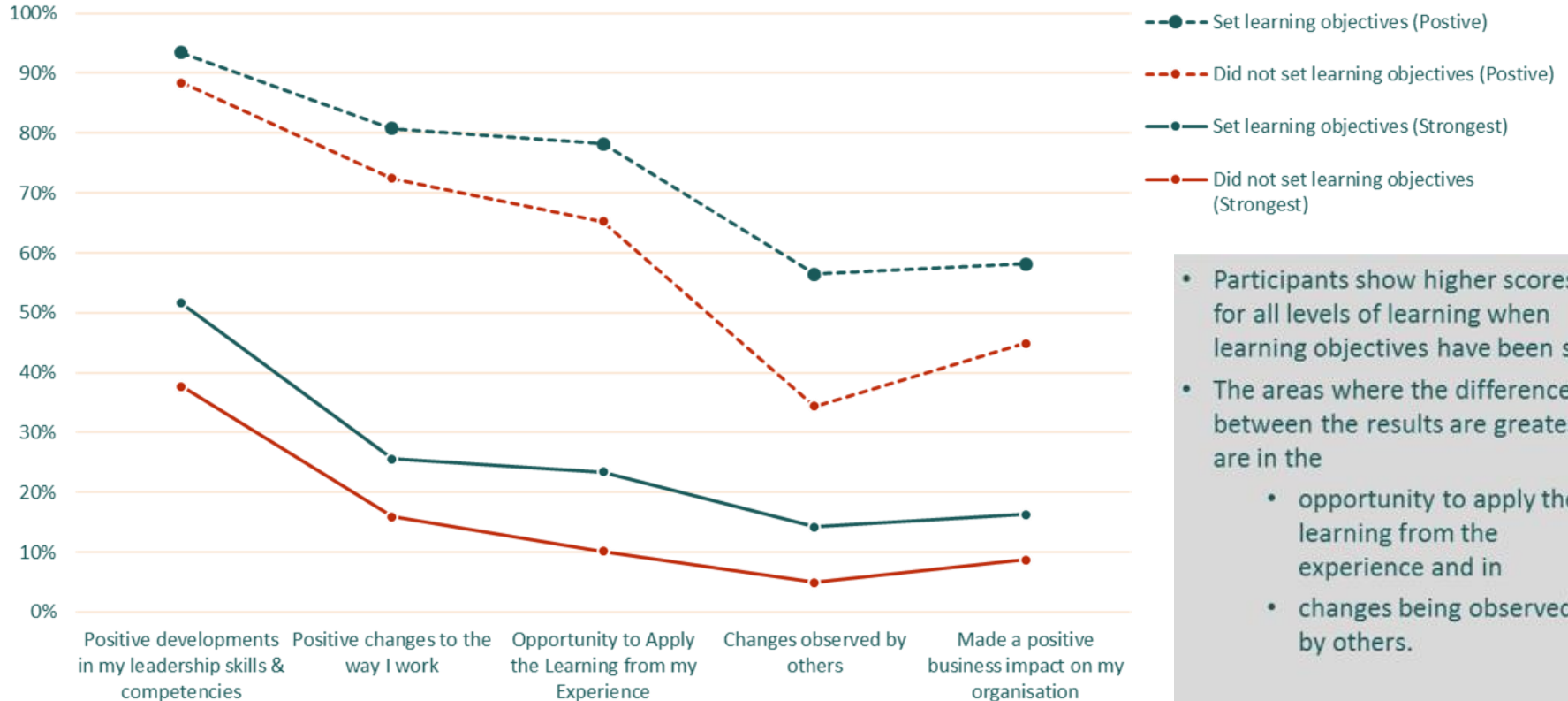
Level 4 Results: relates to positive tangible business results with a causal link to the assignment.

- Each level provides valuable evaluation data, although their application broadly increases in complexity, through the levels from level 1-4.



Setting learning objectives

Impact on Depth of Learning

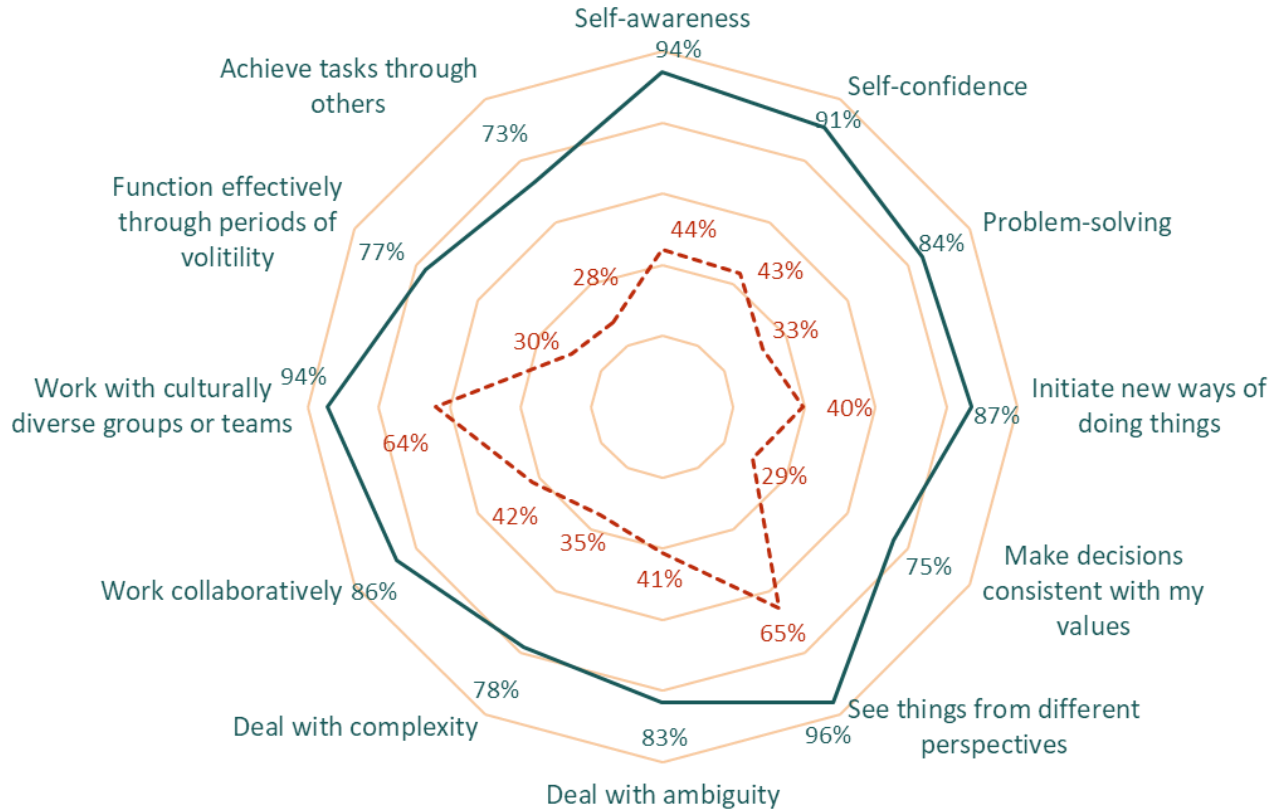


- Participants show higher scores for all levels of learning when learning objectives have been set.
- The areas where the difference between the results are greatest are in the
 - opportunity to apply the learning from the experience and in
 - changes being observed by others.



Breadth of learning

Global leadership competencies and behaviours

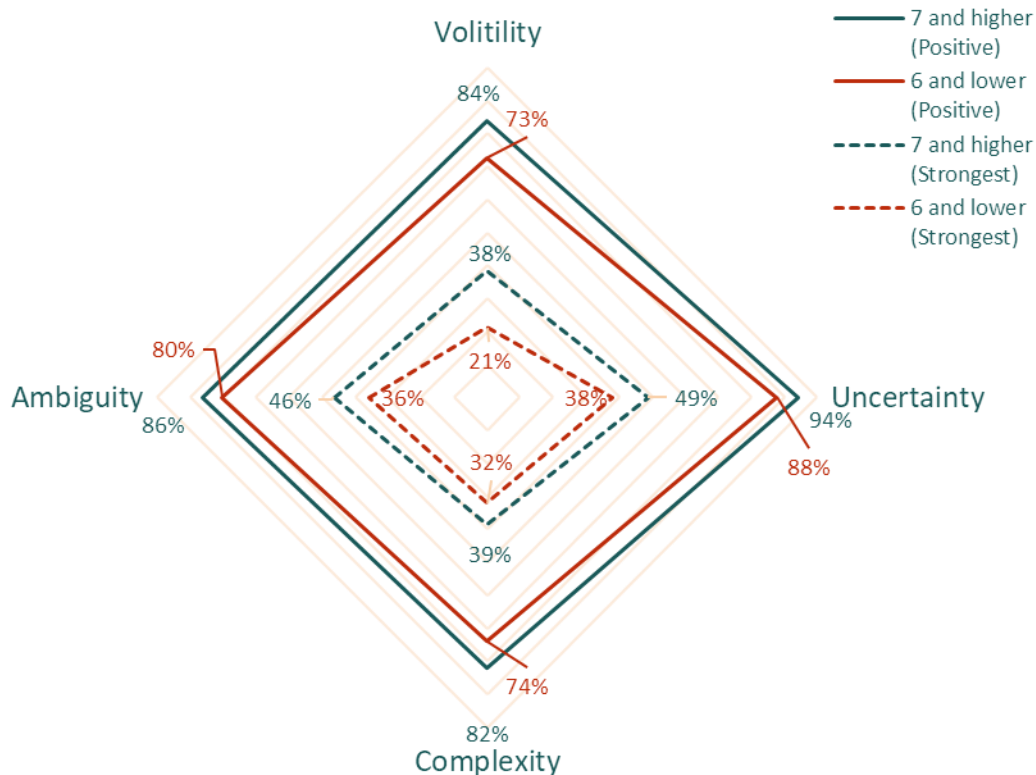


- Positive Responses
- - - Strongly Agree Responses

- Positive responses represent both Agree and Strongly Agree responses.
- Respondents were asked to answer questions on leadership development using a five point scale from Strongly Disagree to Strongly Agree.
- There is high development across all competencies but differences emerge when looking at Strongly Agree which was strongest on:
 - See things from different perspectives
 - Work with culturally diverse groups or teams

VUCA

Impact of Comfort Zone



To understand how participants changed behaviours in a VUCA context, they were asked rate how their experience positively impacted the following:

Volatility: Ability to function effectively through periods of volatility without becoming overwhelmed or anxious

Uncertainty: Self-confidence

Complexity: Ability to deal with complexity

Ambiguity: Ability to deal with ambiguity

Comfort zone impacts VUCA

Participants who felt more out of their comfort zone were more likely to score higher, at both the positive and strongly agree levels across all VUCA measures.

Responsible Leadership

Dr. Karen Blakeley

University of Winchester



UNIVERSITY OF WINCHESTER

Context



The challenges we face and
the collaboration of

Business

UN SDGs

the UN Global Compact

9670 companies

63 countries

The power of companies
(Scherer & Palazzo, 2011)

Top 100 economic entities:

69% corporations

31% countries

*Walmart, Apple, Shell richer
than Russia, Belgium, Sweden*

The call for responsible leaders

– World Economic Forum in
Davos

*“It is incumbent on all of us –
working together – to improve
the state of the world.”*

Klaus Schwab, Founder and
Executive Chairman, World
Economic Forum

Responsible leadership theory

- Stakeholder theory (Freeman, 1994)
- Ethics and leadership character (Trevino & Nelson, 2011; Crossan et al., 2016)
- Agents of world benefit (Maak & Pless, 2009) / Corporate responsibility (Carroll, 1999)

“Milton Friedman: “Few trends could so thoroughly undermine the very foundations of our free society as the acceptance by corporate officials of a social responsibility other than to make as much money for their stockholders as possible” (Friedman, 2002 cited in Ghoshal, 2005: 79).

Influencing all stakeholders to commit to building long term viable organisations that actively contribute towards a more equitable, just and sustainable world.

Responsible leadership development (RLD) challenges

It is not easy being a responsible leader:

- © The context – indifference, performativity, careerism, survival?
- © Responsible Leadership often involves challenging the status quo
- © Leader(ship) Development often focuses on developing the individual but they must operate within a system that is not always supportive
 - © Experiences must be powerful and enduring
 - © Isolated experiences may lack sufficient power
 - © Senior management and community support is important

The power of CISL

Character development

Character building
courage,
compassion,
humility, wisdom,
gratitude,
acceptance of
difference

**Outside the
comfort zone**
-
Open to
learning

**Powerful -
Shifts mindsets**

**Develops
the whole
person -**
Emotions
Behaviours
Spirit
Cognition

Ambiguity
cognitive
dissonance –
what works
around here?

**Systems
thinking**

**Awareness of
injustices and
the role of
business**

**Leading
change
in complex
systems**

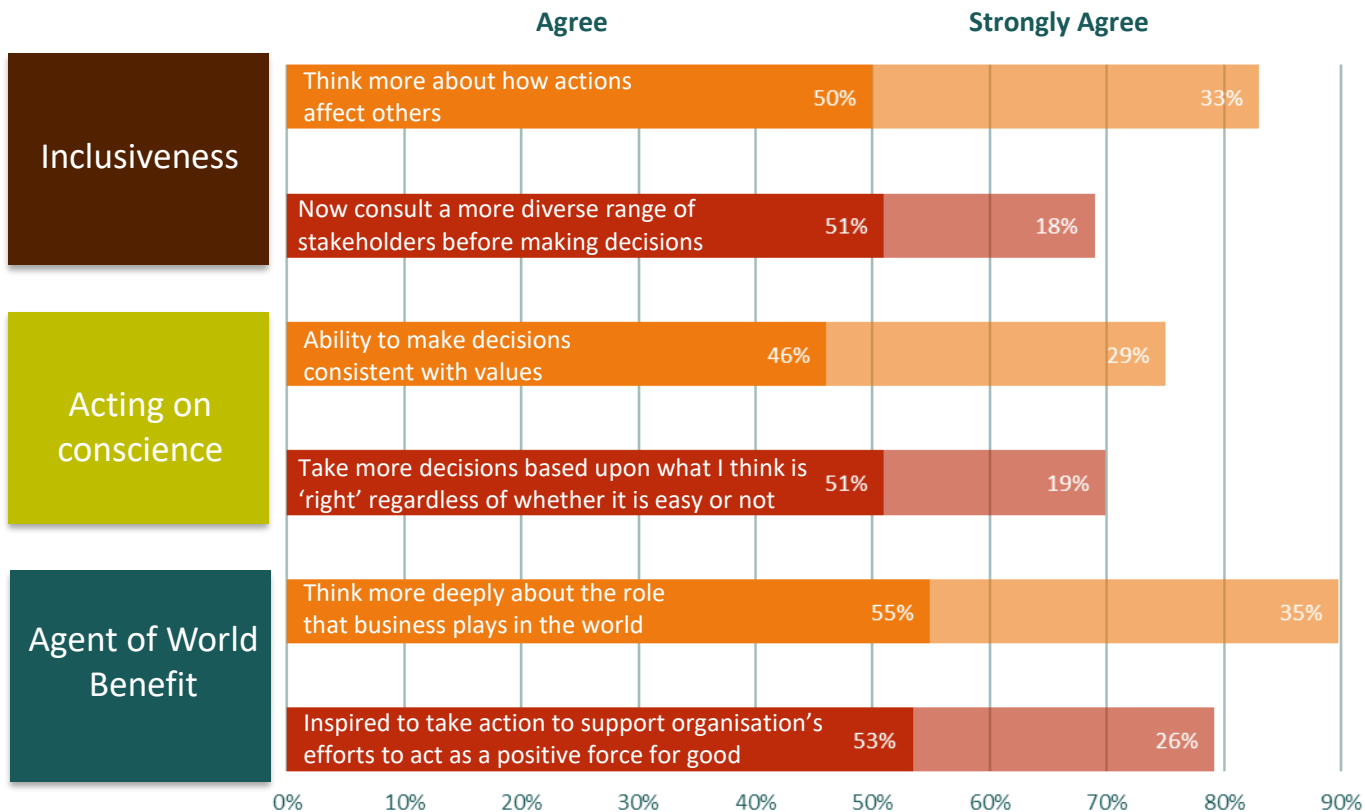
Responsible Leadership

CISL Impact Insights





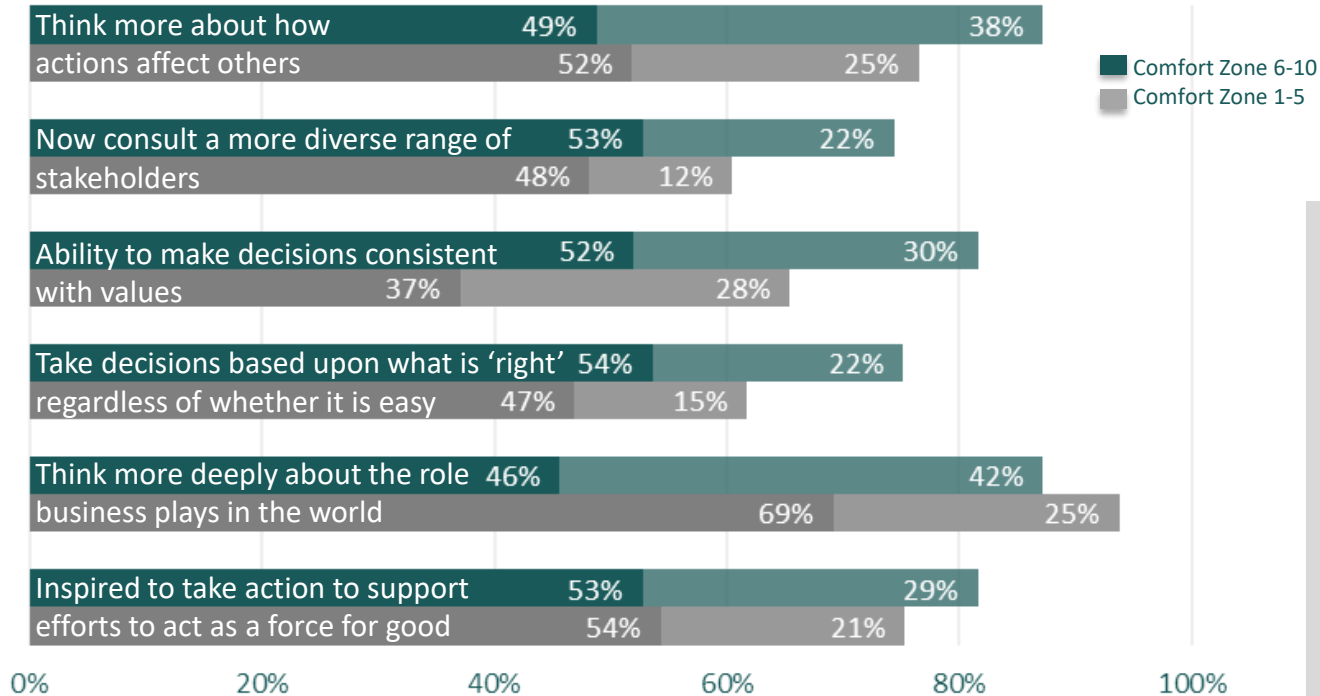
Responsible leadership



Thought
Action

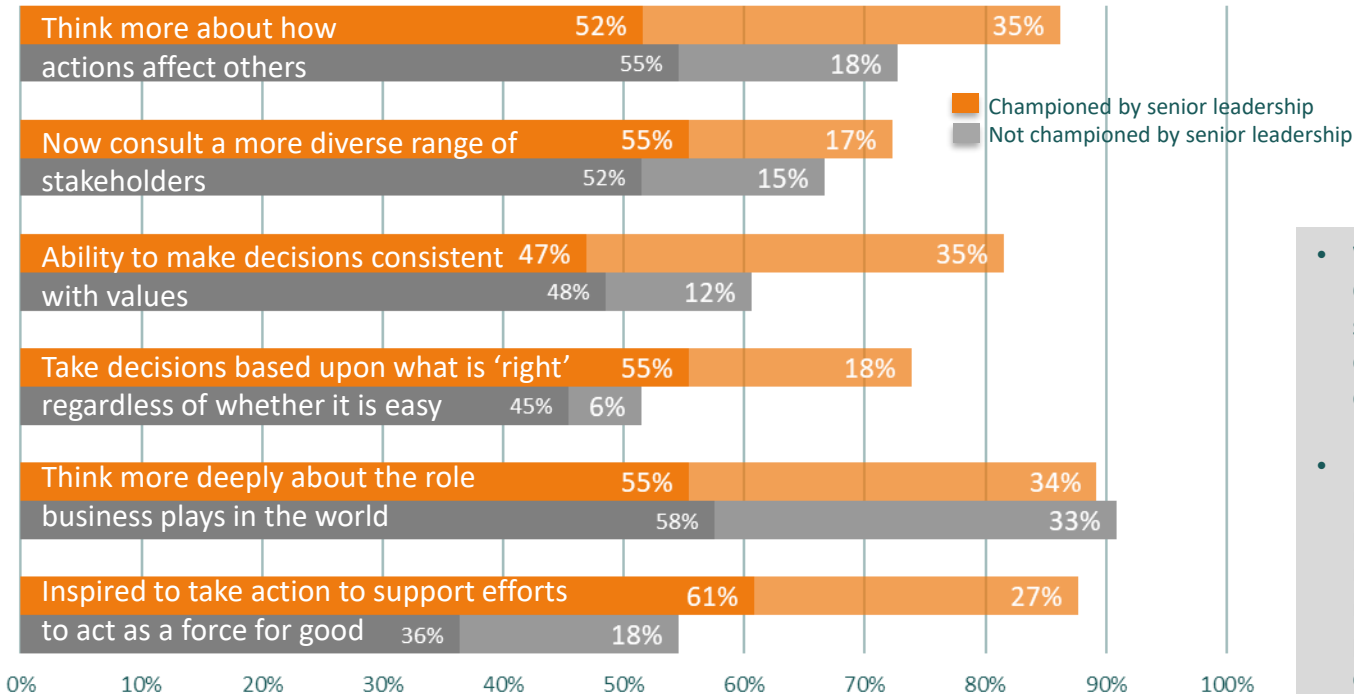
- This is new section for 2017
- It supports the idea that CISL programmes develop responsible leaders.
- Participants responded that they are able to both 'think' **and** 'act' in ways that demonstrate responsible leadership as a consequence of their experience

Comfort zone and responsible leaders



- Taking participants out of their comfort zone has a significant impact on enabling the development of responsible leadership behaviours
- Participants who stated that they felt more out of their comfort zone, are much more likely to strongly agree that they have changed their behaviours at both the thought and action levels of responsible leadership.

Senior leadership champions impact responsible leadership development



- When senior leadership champion CISL programmes it has a significant effect on participants developing responsible leadership qualities.
- Participants who felt that senior leadership championed their programmes were more likely to report development across all measures and at the overall positive level, with the exception of thinking more deeply about the role of business plays in the world.

Applications of CISL

- © Developing Leadership Purpose
- © Building Global Leadership Capability
- © Change Leadership Programs
- © Stretching talent to make transitions to new levels of leadership
- © Responsible Leadership Development



The Next Step: A Cross-company CISL Experience...



CISL Kenya Experience – May 2018

An intensive cross-company CISL experience designed for program managers and senior managers.

Test the CISL approach. A powerful immersive experience designed to optimise learning, business and social impact:

- Programme design informed by the 2017 CISL Impact Benchmark Study
- Harnessing methodology employed in successful Emerging World supported CISL programs (with EY, Microsoft and Salesforce).

#StartTheJourney



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to express interest or learn more

Questions?



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Upcoming Webinars

Building Stronger CISL Programs

2nd November 2017 at 1000 EST,
1500 GMT, 1600 CET

Register to join at:

www.emergingworld.com/2017-cisl-study

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Emerging World

Why work with Emerging World?

 <p>13 years of Experience</p>	 <p>Award winning leadership development</p>	 <p>Flexible & customized approach</p>	 <p>Innovative Impact Assessment</p>	 <p>Global network of 100+ partners and people</p>	 <p>Multiple sector expertise</p>
 <p>Established processes & systems</p>	 <p>Tried and tested tools & support materials</p>	 <p>Challenging and Stretching Corporate Volunteering</p>	 <p>Market insight and best practice</p>	 <p>Business-minded design</p>	 <p>Trusted to work with senior leaders</p>

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