

# CSR As My Career

## Competency Framework for CSR Leaders

November 19, 2009



---

### **Moderator:**

Oliver Yang, CSR & Government Relations Manager,  
AmCham Shanghai

### **Featured Speakers:**

Diana Tsui, CSR Director, KPMG  
C.Y. Yeung, Asia Pacific CSR Director, Intel

# Agenda

---



**Introduction:** Oliver Yang, AmCham

**Speeches:** Diana Tsui, CSR Director, KPMG  
C.Y. Yeung, Asia Pacific CSR Director, Intel

**Questions:** All

**Close:** Oliver Yang, AmCham

# Why this workshop?

---



## Objectives:

1. To help CSR practitioners better understand the key factors and competencies that need to be developed and necessary for their further success.
2. To help corporate HR person better understand and define the roles of responsibilities of CSR/CR leaders and managers during hiring processes.
3. To help senior executive better understand competencies that need to be developed at the managerial level across the organization and other enablers that are critical to successful corporate citizenship management.

# About Competency Study

---



This is a joint research project lead by Boston College Center for Corporate Citizenship and HayGroup. The project is sponsored by Dow, GE, EnCana and Sprint. For further details of this research project, please visit [www.bcccc.net](http://www.bcccc.net).



**BOSTON COLLEGE**  
CARROLL SCHOOL OF MANAGEMENT

**Center for Corporate Citizenship**

**HayGroup®**



imagination at work



# The CSR/CR Leader Competency Model



BOSTON COLLEGE  
CARROLL SCHOOL OF MANAGEMENT  
Center for Corporate Citizenship



# Level 1: Person Enablers

---



BOSTON COLLEGE  
CARROLL SCHOOL OF MANAGEMENT  
Center for Corporate Citizenship

## Optimistic Passion

**Faith in and commitment to the cause of a just and sustainable future.**

## Peripheral Vision

**Constant curiosity and eagerness to learn and be aware of many trends in the world**

## Ego Maturity

**The ability to achieve satisfaction by empowering others.**

# Level 2: Social Traits

---



BOSTON COLLEGE  
CARROLL SCHOOL OF MANAGEMENT  
Center for Corporate Citizenship

## Visionary Thinking

**The ability bring fresh, original and broad insight to CSR and business issues.**

## Empathic Connector

**Builds and maintains positive collaborative relationships with individuals and groups who help accomplish CSR goals.**

## Systems Perspective

**Ability to see CSR, business and society as an inter-related system and develop an integrated CSR strategy.**

# Level 3: Leadership Capabilities

---



## Strategic Influencer



BOSTON COLLEGE  
CARROLL SCHOOL OF MANAGEMENT  
Center for Corporate Citizenship

**The ability to find appropriate and effective ways to influence selected audiences.**

## Change Driver

**Energy, initiative and drive to make change happen.**

# Featured speaker

---



Diana Tsui

CSR Director, KPMG

- Worked in the area of advertising and brand management.
- Joined Nike in 1995 in an advertising and brand management capacity and became Nike's head of Asia-Pacific Community Affairs.
- Joined a leading international relief and development organization as its Managing Director for East Asia.
- Joined KPMG China as Director of Corporate Social Responsibility and CEO of the KPMG Foundation in 2007.

# Featured speaker

---



C.Y. Yeung

Asia Pacific CSR Director, Intel

- Has held numerous regional marketing, business and technical management positions in Asia Pacific.
- Positions that he has held include Regional Marketing Manager, Asia Pacific; Regional Manager of Communications Technology and Services Group, Asia Pacific; Regional Director of Wireless Marketing; Director of Intel Architecture Lab, China; and General Manager of Intel Shanghai for its non-factory operations.
- In 2007, he has taken on a newly created role, overseeing Intel's overall CSR strategy and its implementation in China.

# Proposed Questions

---



1. What are your key responsibilities in your role? ( won't ask, if you already covered that in your speech.)
2. What is it about you that enables you to lead Corporate Citizenship in an outstanding way?
3. What are the few required competencies that will make the most difference for mid-level CSR managers to fulfill their duty? (you can talk about skills & characteristics)
4. Your comments on three least discussed attributes in China. (Ego Maturity, System Perspective and Driver for Change.)

# Ego Maturity



The ability to achieve satisfaction by empowering others.



BOSTON COLLEGE  
CARROLL SCHOOL OF MANAGEMENT  
Center for Corporate Citizenship

<u>Basic Level</u>	<u>Intermediate level</u>	<u>Advanced Level</u>
<ul style="list-style-type: none"><li>•Appreciation of cultural and personal diversity</li><li>•Comfortable, not thrown off by ambiguous interpersonal situations</li><li>•Genuinely listens to criticism and find value in feedback</li></ul>	<ul style="list-style-type: none"><li>•Patient and understanding of others' perspectives</li><li>•Genuinely listens to and understands others; put yourself in their shoes</li><li>•Patience with an iterative or long and difficult development process</li></ul>	<ul style="list-style-type: none"><li>•Derives satisfaction from organizational accomplishments rather than individual recognition</li><li>•Comfortable with being a contrarian, and willing to be 'not part of the group' when necessary</li><li>•Extremely good social skills</li></ul>

# Systems Perspective



Ability to see CSR, business and society as an inter-related system ability to "connect the dots" in a comprehensive systems view.



BOSTON COLLEGE  
CARROLL SCHOOL OF MANAGEMENT  
Center for Corporate Citizenship

<u>Basic Level</u>	<u>Intermediate level</u>	<u>Advanced Level</u>
<ul style="list-style-type: none"> <li>• Ability to understand the total impact of the company on the society and key stakeholders.</li> <li>• Conducts impact analysis studies.</li> <li>• Focuses on understanding the current business impact.</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to understand the implications of the business's social impacts and identify both risks and opportunities to mitigate those.</li> <li>• Can explain to senior managers how to incorporate these into business strategy and helps them imagine how to adapt business models to include these issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Understands the dynamic of social development and how business actions might affect society in the longer-term.</li> <li>• Sees the potential for the organization to have a positive impact on society.</li> <li>• Can identify opportunities for the business to take leadership in addressing social issues</li> </ul>

# Driver for Change



Energy, initiative and drive to make change happen



BOSTON COLLEGE  
CARROLL SCHOOL OF MANAGEMENT  
Center for Corporate Citizenship

<u>Basic Level</u>	<u>Intermediate level</u>	<u>Advanced Level</u>
<ul style="list-style-type: none"><li>• Initiative to seize opportunities as they occur, even when there is no clear demand, whether or not they are one's official responsibility.</li><li>• Takes action because it's the right thing to do</li></ul>	<ul style="list-style-type: none"><li>• Initiative to increase effectiveness and scope of CSR by measuring impact and learnings</li><li>• Connects the accomplishments from different parts of the organization, begins to establish more consistent practices and philosophy across the organization</li></ul>	<ul style="list-style-type: none"><li>• Takes initiative to build a comprehensive, integrated CSR strategy for the company</li><li>• Takes action to ensure effective execution of the strategy</li><li>• Sets goals and tracks and measures impact</li></ul>



**For more information,  
please visit our website:**

**[www.amcham-shanghai.org/CSR](http://www.amcham-shanghai.org/CSR)**