

# Getting Personal About Corporate Social Responsibility (CSR): Exploring the Values That Motivate Leaders to Be Responsible



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## 1 Introducción

Why are some companies socially responsible while others are not? Researchers have devoted considerable time to understanding this dilemma (Walls and Berrone 2015). Efforts, both academic and applied, have tended to focus on corporate governance to explain irresponsibility (Erakoviç and Overall 2010; Filatotchev and Nakajima 2014; Harjoto and Jo 2014; L’Huillier 2014; Merry et al. 2012; Ntim and Soobaroyen 2013; Scherer et al. 2013). Despite governments’ anti-corruption regulations, published codes of conduct, and the popularity of balanced scorecards (Armstrong et al. 2013; Ghobadian et al. 2015) socially irresponsible behaviour remains a persistent problem (Devinney et al. 2013; Global Reporting Initiative 2015; Lauesen 2013).

Corporate social responsibility (CSR) is manifested in the ways a firm expresses its organisational actions and policies to a wide range of stakeholders, not just shareholders. The topic began to appear in the literature in the 1950s (Carroll 1999; Ghobadian et al. 2015; Visser 2010). There are two broad and opposing viewpoints that both define and divide CSR: The stakeholder/normative view and the shareholder/instrumental view. A modern approach to CSR tends to reflect a combination of the two extremes, as leaders make many decisions—strategic, instrumental, or even altruistic at times—depending on the business–society relationship (Aguinis and Glavas 2012; Husted and de Jesus Salazar 2006; Lauesen

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2013). As a result, we see a great deal of inconsistency in how CSR is displayed in the marketplace, making it a subject of considerable debate (Acquier et al. 2011; Aguinis and Glavas 2012; Bowen 1953; Carroll 1999, 2015; Dahlsrud 2008; Devinney et al. 2013).

While the CSR literature has been relatively silent on the role of business leaders in corporate social responsibility outcomes, some scholars have begun to look at how these leaders make the decisions that shape policies and practices of firms (Witt and Redding 2012). For example, we understand that personal values influence the behaviour of senior leaders but are unsure of the effect values may have on actual decision-making (Adams et al. 2011; Chen et al. 2013; Godos-Diez et al. 2011; O’Riordan and Fairbrass 2014; Pless et al. 2012; Stahl and Sully de Luque 2014). Knowing more about the motivations of senior leaders can help to explain the varying expressions of social responsibility as well as inform ongoing questions about the irresponsible practices of organisations (Eccles et al. 2014; Greenwood and Van Buren III 2010; Ingenhoff and Sommer 2010; Mostovicz et al. 2011). Aguinis and Glavas (2012) put a label on this gap in the literature—a *black box*.

### ***1.1 CSR and the Role of Senior Corporate Leaders***

Consider the following paradox. The business world has made an increasing commitment to CSR, yet corporate leaders have not consistently displayed what many would consider socially responsible behaviour. The variability in interpretation and application of CSR is evident in the examples of irresponsible behaviour (Fleming et al. 2013; Lindgreen and Swaen 2010; Schneider 2014). For example, British Petroleum’s CEO was deeply insensitive to social impacts on local communities during the company’s massive oil spill in the Gulf of Mexico (Lange and Washburn 2012; Sherwell and Lawler 2015). In Canada, Bombardier’s corporate plan to pay out multimillion-dollar bonuses to executives while laying off thousands of employees drew the ire of many taxpayers (Financial Post 2017; Kiladze 2017). Yet both companies had touted their CSR credentials, and prepared annual sustainability reports using the respected Global Reporting Index framework (Global Reporting Initiative 2018). Of course, not all senior leaders demonstrate purely instrumental or unethical behaviour. The CEOs of Johnson and Johnson (the makers of Tylenol) and Maple Leaf Foods showed how senior leaders could put the public first and profit second, at least in the short-term (Crossan et al. 2013; Fletcher 2009; Knight 1982; Stevenson 2008).

Since the 2008 financial crisis, with its corporate scandals and unprincipled risk-taking, we have seen a renewed interest in CSR, particularly around notions of transparency and ethical decision-making (Ghobadian et al. 2015; Junaid 2013; Kemper and Martin 2010; Lauesen 2013). The attendant research switched to learning more about the personal characteristics of business leaders and how they make decisions that impact the firm’s performance and culture.

## 1.2 *Responsible Leadership*

Scholars have begun to employ new approaches to identify factors that explain responsibility (Pless et al. 2012). For example, research around responsible leadership is attempting to explain the characteristics and motivations of the individual leader (Doh and Quigley 2014; Maak et al. 2016; Pless et al. 2012; Pless and Maak 2011; Stahl and Sully de Luque 2014; Waldman et al. 2011; Voegtlin 2016).

Responsible leadership can be defined as a social-relational and ethical phenomenon that involves a broad-based, stakeholder approach to responsibility (Maak and Pless 2006). There are generally two basic types of responsible leaders in the business world: the integrative leader and the instrumental leader. The leader's personal perspective—integrative or instrumental—influences the choices and decisions he makes at the strategic level of the firm (Maak et al. 2016; Pless et al. 2012).

Integrative leaders demonstrate a balanced approach to business decisions that reflects moral reasoning, a commitment to engaging legitimate stakeholders to create shared value, and leadership that inspires employees (Doh and Quigley 2014; Hahn et al. 2014; Maak et al. 2016; Pless and Maak 2011; Sully de Luque et al. 2008; Voegtlin et al. 2012). In this context, responsibility is not interpreted as a legal liability, but as part of a social contract that addresses social, financial, and environmental concerns (Pless et al. 2012; Voegtlin 2016; Waldman and Siegel 2008; Waldman et al. 2011). In contrast, instrumental leaders take a narrower approach to responsibility, focusing primarily on the immediate shareholders/owners, or on a limited number of stakeholders. They tend to focus on core business activities to maximise profits and growth, have a transactional vision that includes setting high-performance goals for employees, and pursue CSR for competitive advantage (Pless et al. 2012; Waldman et al. 2011).

## 1.3 *A Leader's Mindset and the Influence of Personal Values*

Scholars are increasing their focus on leaders' mindsets, examining the characteristics and behaviours of individual leaders (Maak et al. 2016; Pless et al. 2012; Tideman et al. 2013; Voegtlin 2016). A leader's mindset drives choices that affect business strategy, which in turn influences whether the firm earns a social license to operate (Hockerts 2015; Tideman et al. 2013). Pless et al. (2012) describe a responsible leader in terms of social responsibility, a definition that is foundational for this study. They suggest that an Integrator demonstrates five characteristics: moral motivation, a commitment to shared value creation (i.e. for business and society), ability to balance rationality and emotion, transformational leadership, and meaningful stakeholder engagement (Pless et al. 2012; p. 58). However, missing from this definition is a set of personal values or principles that explain the integrative leader's motivations (Voegtlin 2016).

Personal values are the strongest predictor of any leader's behaviour. However, they have not formed part of the definition for the integrative mindset to date (Brandt 2016; Chin et al. 2013; Greenwood and Van Buren 2010; Hambrick 2007; Hambrick and Mason 1984; Voegtlin 2016). We know that senior leaders make values-based decisions that affect social and financial results, but we still need to understand how leaders are motivated to make these decisions (Brandt 2016; Pless et al. 2012; Tideman et al. 2013; Voegtlin 2016). A better understanding of how personal values affect leaders' behaviour can help to explain displays of responsibility and irresponsibility across organisations (Edelman 2017; Inghoff and Sommer 2010; Mostovitz et al. 2011).

### *1.4 Purpose of the Study*

The purpose of this study was to gain a better understanding of how social responsibility manifests in some senior leaders' decisions, and how values-based decisions can explain responsible and irresponsible CSR outcomes (Edelman 2017; Inghoff and Sommer 2010; Mostovitz et al. 2011). The literature discusses behavioural characteristics for the responsible leader, but it does not examine how values are involved in the socially responsible leader's decision-making. By exploring leaders' decisions through the lens of personal values, we proposed to demonstrate the motivations of responsible leaders, thereby adding a new element to the responsible leadership framework (Carter and Greer 2013; Voegtlin 2016; Waldman and Siegel 2008). We posed the following research questions to inform this area of the research and practice: (1) What are the personal values that motivate responsible leaders; and (2) How do values affect the decisions and actions around social responsibility?

This chapter presents a study that attempts to address a gap in the literature—the often-ignored role of senior leaders in defining the responsible or irresponsible actions of their firms (Aguinis and Glavas 2012; Eccles et al. 2014; Klenke 2011; O'Riordan and Fairbrass 2014; Pless et al. 2012). We begin with an overview of the subject area and a review of the literature around CSR, leadership and responsible leadership, and the role of personal values in defining a leader's behaviour. Next, we outline the theoretical framework, research design, analysis, and findings of the study. We then discuss the findings, including qualified implications for research and practice. We close with appendices that provide further information on the study sample and illustrative quotations from its participants.

## **2 Theoretical Framework and Research Design**

We used a multi-theoretical approach to facilitate a comprehensive response to the organisational and individual complexities within contemporary business environments (Aguinis and Glavas 2012; Doh and Quigley 2014; Freeman et al. 2010;

Morgeson et al. 2013; Stahl and Sully de Luque 2014). We integrated work from two domains: stakeholder theory and responsible leadership theory. Stakeholder theory puts the focus on the macro environment, i.e., management's capacity to address multiple and diverse groups of stakeholders (Kemper and Martin 2010). Responsible leadership theory addresses the micro-level factors, i.e., the individual leaders and the personal values that motivate them (Doh and Quigley 2014; Pless et al. 2012; Stahl and Sully de Luque 2014).

Until recently, CSR research has focused primarily on the macro environment—the organisation, sector, or governance structures—and quantitative methodologies (Aguinis and Glavas 2012). We heeded the demand for more qualitative methodologies and more emphasis on the micro-foundations of CSR—the individual actions and interactions within organisations (Aguinis and Glavas 2012; Barney and Felin 2013; Bridoux and Stoelhorst 2014; Jones Christensen et al. 2014).

In keeping with this direction, we employed a qualitative multiple-case study research design with an emphasis on individual leaders. Findings from multiple cases are often regarded as being more robust than those from single case studies (Creswell 2014; Yin 2014). Indeed, the case study design provided flexibility and the necessary level of data to develop a thorough understanding of the real-life values and behaviours of the senior leaders in the sample.

**Population** The primary population was the index of Top 100 Employers in Canada in 2016; the Regional Top Employer lists were included as a secondary source to ensure a large enough sample. A senior leader was defined as a CEO or a member of the senior leadership team reporting to the CEO; for example, a vice-president (VP). We obtained representation from a variety of sectors and business areas across Canada that would sufficiently reflect the global market environment (Bondy and Starkey 2014; Knudsen and Moon 2013).

The leaders were good candidates for the study because the Top 100 selection criteria included a demonstrated commitment to engagement and community involvement. Our assumption was that these leaders would thus reflect the characteristics and behaviours of Pless et al.'s (2012) Integrator. As previously described, the integrative responsible leader is characterised by high moral standards, stakeholder orientation, and the capacity to build value for the business and the community through collaborative, transformative efforts (Pless et al. 2012).

**Sampling** To be eligible for our study, an employer had to represent a large firm (500 or more employees), have national or international scope, and publicly espouse a CSR strategy. After these criteria were applied, the number of eligible participants dropped from 100 candidates to 59.

The revised list of 59 top employers represented a range of sectors, from pharmaceuticals to oil and gas, and thus reflected a diverse group of senior leaders. We confirmed that a population of senior leaders in Canada would sufficiently reflect the global market environment, since an organisation's location does not appear to be a factor in defining a global company (Bondy and Starkey 2014; Knudsen and Moon 2013). Using a purposive sampling procedure, we secured interviews with

12 senior leaders from across Canada. We interviewed over a five-month period, March to July 2016.

**Interview Protocol** The primary researcher identified the CEO for each organisation through the company's website and contacted the firms via email. Negative responses from more than half of the sample arrived within 3 weeks; many of the remaining candidates had responded positively (i.e., they expressed interest in the study but requested further information). We pursued these employers and all of those who had not yet responded. We exchanged several emails with numerous employers and followed up with telephone calls when appropriate. Within 2 months we had received positive responses from eight Top 100 employers. Frequently, but not always, the leader's personal assistant was the main contact, setting the date and time for the interview with the primary researcher. The period for interviews was extended from 3 to 5 months to accommodate the busy schedules of the senior leaders who agreed to be interviewed.

**Sample Size** There is no absolute standard for sample size in qualitative research; the key is to achieve saturation (Davis 2013; Fusch and Ness 2015; Guest et al. 2006). For example, Guest et al. (2006) determined that data saturation (i.e., evidence of repeating themes) can occur within the first six interviews of a study. For case study research, however, Rowley (2012) specified a sample size between one and ten participants. Fusch and Ness (2015) recommended considering data from both a quality and quantity perspective, and not just the sample size. Based on this advice, we aimed for a sample of 10–12 leaders.

The data were showing some repetition by the eighth interview. Five months into the interview process we were seeing repetitive themes in each of the final four interviews. We chose to close the interview process at 12 interviews because the data demonstrated sufficient quality and quantity to begin the analysis process in earnest (Fusch and Ness 2015). (Table 2, Appendix 1 provides an overview of the 12 leaders in the sample.)

**Interviews and Questions** The primary researcher performed all the interviews using the more flexible semi-structured interview process to enable the participants to elaborate on their opinions and experience (Boudville et al. 2013; Gubrium et al. 2012). The questions were open-ended to enable the interviewer to delve deep into the various components under study, leading ultimately to more informed responses (Cooper and Schindler 2014; Eriksson and Kovalainen 2008; Gubrium et al. 2012; Whittemore 2014).

The questions were informed by the literature review, particularly the definition of responsible leadership developed by Maak and Pless (2006), and the characteristics of responsible leaders further explicated by Pless et al. (2012). (A list of key questions and prompts is included as Appendix 2) To avoid bias, the lead investigator submitted the queries and prompts for peer review to ensure they were not leading questions.

The 12 leaders in the sample opted for telephone interviews. This method proved to be satisfactory with participants providing detailed responses, often extending the

30-minute time limit to 45 or more minutes (Rowley 2012). The interviews were recorded, transcribed, and returned to each participant to confirm accuracy. All responded with (a) some revisions, or (b) full agreement with the transcription.

## 2.1 Analysis Framework

We used QSR International's NVivo (v11) to organise, store, code and manipulate the text data, and display the results of queries in a more manageable way (Bergin 2011; Bridgstock et al. 2010; Petty et al. 2012; Rowley 2012). We also incorporated other qualitative research techniques to ensure a sound research method. For example, methodological triangulation—multiple sources of data—helped to expand on data collected from the interviews. This involved collecting secondary data in the form of company documents from the firms' websites (e.g., strategies and plans, news releases, and reports), and further documentation voluntarily provided by the individual leaders. As noted previously, member checking verified the researcher's interpretation of the data, enhancing accuracy and decreasing interview bias (Harper and Cole 2012; Hudson et al. 2014; Lincoln and Guba 1985; Rowley 2012; Stake 1995).

**Identifying Integrative Leaders** As a first step in the analysis, we used Pless et al.'s (2012) Integrator characteristics as the gold standard to identify the leadership orientation of participants. Each leader in the study was assessed using the five Integrator characteristics to determine if she were an integrative leader or not. Once the leader type was determined, we analysed the entire data base. Braun and Clarke's (2006) six-step thematic analysis process was used to extract a series of themes. This broad assessment informed the second major step in the analysis, identifying and exploring the values.

**Identifying Value Dimensions** To determine the values, we used two benchmarks: Rokeach's (1973) Value Survey (RVS) and a contemporary value set for business leaders developed by Brummette and Zoch (2015). The RVS is cited widely and has relevance for contemporary research; in fact, Brummette and Zoch (2015) used the RVS to develop their scale which was based on what stakeholders believed to be the most socially desirable values for business leaders.

Since value systems have not been empirically identified for any type of responsible leader, we had to design a process for this step in the analysis (Voegtlin 2016). The process was an iterative one that involved working back and forth between the benchmarks, literature, and study findings. This exercise helped to ensure we did not miss any highly relevant values that would be characteristic of an integrative leader. Eventually, we developed a master list of 36 potential values from the various sources, having eliminated duplicate and irrelevant items.

Next, we selected values from the master list that were clearly aligned with each of the characteristics of Pless et al.'s (2012) Integrator. Given the range of values that were available, the multiple terms that could describe one value, and a desire to be

efficient, we chose to use *value dimensions*. By defining a value dimension as a range or degree, we could demonstrate a more objective, measurable interpretation of each one. This approach enabled us to organise the many potential values around a reasonable number of dimensions.

### 3 Findings

When we applied Pless et al.'s five Integrator characteristics to the Canadian leaders, 11 of the 12 were aligned, albeit to varying degrees, with an integrative mindset. This finding confirmed our choice of top employers for the study. Since the criteria for becoming a top employer in Canada included a capacity for stakeholder engagement and community engagement, the leaders already had demonstrated key characteristics of the Integrator (Jermyn 2014; MediaCorp Canada, Inc. 2016; Pless et al. 2012). However, while we chose this list deliberately, we acknowledge that the 12 leaders who opted into the study may be a self-selected subgroup of top employers. Still, as accredited top employers, they should be similar to the others on the Top 100 list.

The alignment between the characteristics typical of the Integrator and those of the 11 leaders was not perfect, however. While our leaders did indeed demonstrate integrative characteristics, they also displayed a tendency to be competitive, a quality more often associated with the instrumental leader (Maak et al. 2016; Pless et al. 2012; Waldman et al. 2011). That being said, competition to some extent is likely to be a motivating factor in any senior leader's corporate decisions (Christ et al. 2017; Frynas and Yamahaki 2016; Porter and Kramer 2011; Wang et al. 2016). Indeed, we suggest that not being competitive in a modern business environment will most assuredly limit a leader's effectiveness and reduce options for promotion.

After again reviewing the literature, we concluded that our view of competition as dichotomous might not be appropriate. As Doerfel and Taylor (2004) suggest, one's level of competitiveness can be viewed along a spectrum anchored by co-operation at one end and competition at the other, with the concept of "co-opetition" near the middle. Co-opetition occurs when two competing organisations work together for mutual benefits (Emec et al. 2015). They typically co-operate in such areas as efficiency (e.g., sharing trucks to ship goods to market, or streamlining the supply chain), but compete around brand and market share (Christ et al. 2017; Limoubpratum et al. 2015). If we look at competition through this lens, then leaders demonstrating competitive characteristics need not be excluded from the Integrator category.

Since the 11 Canadian leaders were similar but not identical to Pless et al.'s (2012) Integrator, we labelled them *pragmatic integrative leaders*. We use this term when we discuss the 11 participants in the study; otherwise we use the two terms, Integrator or integrative leader. (Appendix 1 includes illustrative quotations from the Canadian leaders that demonstrate this pragmatic integrative mindset.) The 12th leader was clearly different from the 11 and more appropriately characterised as an



instrumental leader, as described by Maak et al. (2016). The instrumental leader was analysed to confirm the characteristic mindset but excluded from the remainder of the analysis.

### 3.1 *Defining the Final Value Dimensions*

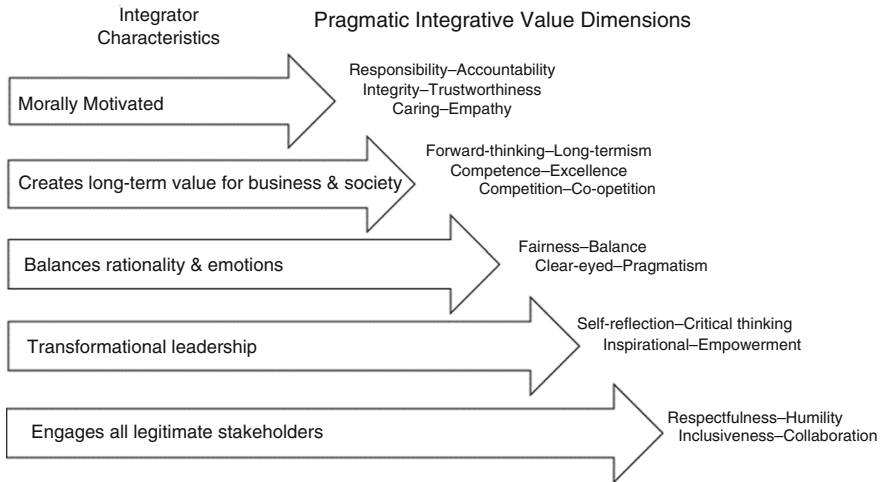
The 12 value dimensions that distinguish the pragmatic integrative leader as a unique leadership style are presented in Fig. 1 (O'Toole 2012; Voegtlin 2016). Through the iterative analysis process, we identified seven intrinsic value dimensions and five extrinsic value dimensions (Table 1).

The one value dimension that separates our leaders from the Integrator is competition–co-opetition. Figure 1 includes this value dimension as one of the integrative characteristics that involves creating value for business and society. Following are the definitions for each value dimension along with illustrative quotations from the leaders in the private, public, and not-for-profit sectors.

**Intrinsic Value Dimensions** The following value dimensions help to define the intrinsic motivation of the pragmatic integrative leader. Notably, while the competition–co-opetition dimension distinguishes the pragmatic integrative leader from the Integrator, the two are very similar on other dimensions. This suggests that competitiveness is merely an extension of Pless et al.'s Integrator mindset.

**Responsibility–Accountability** Responsibility does not appear in the value sets of any other relevant leadership style, yet almost by definition, it is the essence of an integrative leader (Owen 2012; Voegtlin 2016). For such leaders, responsibility is broader, proactive, and not simply one person's liability, as in the legal sense of the word (Pless et al. 2012; Voegtlin 2016; Waldman and Siegel 2008; Waldman et al. 2011). Rather than focusing only on financial outcomes, he works with stakeholders to balance social, economic, and environmental interests. Being accountable facilitates openness and transparency, public proof of responsible activity. The accountable leader proactively communicates his actions and decisions to stakeholders and the public, not waiting for questions or accusations (Voegtlin 2016).

The CEO of a recreational retail co-operative (co-op) in the not-for-profit sector revealed the responsibility–accountability value dimension when he described how sustainability was implemented within his organisation, “This approach [to sustainability/social responsibility] is deeply embedded in the operational functions of the organisation and into the day-to-day roles of the organisation” (NFP-Co-op-Rtl). The senior leader within the public sector who was responsible for CSR showed responsibility–accountability with the following comment, “[Social responsibility] is our obligation to society to do that job in a way that builds public trust” (PS-Fin-CSR). In the private sector, the VP representing transportation showed responsibility–accountability when she said, “I don't think you can be a successful company today... and ignore your responsibility towards sustainability” (Pri-Tran-1).



**Fig. 1** Integrative Characteristics and Proposed Value Dimensions Note. Integrator characteristics used with permission and adapted from “Different Approaches Toward Doing the Right Thing: Mapping the Responsibility Orientations of Leaders,” by N.M. Pless, T. Maak, & D.A. Waldman (2012), *Academy of Management Perspectives*, 26, p. 58. Copyright 2012 by the Academy of Management

**Table 1** Twelve proposed value dimensions

Intrinsic value dimensions	Extrinsic value dimensions
Responsibility–accountability	Caring–empathy
Integrity–trustworthiness	Fairness–balance
Forward-thinking–long-termism	Inspirational–empowerment
Competition–co-opetition	Respectful–humility
Clear-eyed–pragmatism	Inclusiveness–collaboration
Self-reflective–critical thinking	
Competence–excellence	

**Forward-Thinking–Long-termism** Scholars have criticised business for not being forward-thinking, and for causing social, environmental, and economic problems for society while prospering at the expense of communities (Pearce et al. 2014; Porter and Kramer 2011; Voegtlin 2016). The forward-looking perspective is a strategic departure from the short-termism that has led to a singular focus on financial gains on a quarterly basis, or not thinking ahead to consider the impacts of certain decisions on society or the environment (Maak et al. 2016; Sethi et al. 2015; Voegtlin 2016). The leader takes a longer-term perspective to enable the development of stakeholder relationships, trust, and the achievement of outcomes (Doh and Quigley 2014; Lin-Hi and Blumberg 2011; Maak and Pless 2006; Maak et al. 2016; O’Riordan and Fairbrass 2014; Tien et al. 2013).

The natural resources CEO showed private sector forward-thinking when he spoke about how the company was growing and how he wanted to ensure the values of the original owners were maintained, “The challenge for us as the company has grown is to make a big company still feel small” (Pri-NR). His long-term approach was demonstrated when he talked about the changes happening in the industry and how the company needed to adapt, “We’re in a digital world and we have to change; we have to adapt. Employees want different things today. . . . The skillsets we need in our mills are completely different” (Pri-NR).

A senior partner within the consulting industry demonstrated forward-thinking when he questioned whether or not the organisation was incenting the right behaviours in employees to create a better, more sustainable workplace, “Are we incenting the right behaviours? Are we leading organisations in a way that truly drives us to a better place?” (Pri-CS-1). His belief in a long-term approach to management was articulated in his criticism of the financial crisis, “The financial crisis of 2007–2008 is an example of short-term thinking, self-interest, ego, leading to the ultimate demise of many organisations or a massive impact on the personal wealth of many of our citizens” (Pri-CS-1).

In the public sector, the VP of Human Resources described the organisation’s long-term approach to employee engagement, “We can see this very strong correlation between engagement, high client satisfaction, and results/organisational success. . . Turnover goes down, so your retention levels go up, and being able to attract quality talent improves over time” (PS-Fin-HR).

***Integrity–Trustworthiness*** The integrative leader demonstrates consistent words and actions, honours commitments, and strives to be honest, ethical, and moral (Maak et al. 2016). In return, the leader garners trust from stakeholders and builds sustainable relationships (Mostovicz et al. 2011; Veríssimo and Lacerda 2015). Other leaders, especially ethical leaders, share this value, yet it is particularly necessary for the integrative leader who must be able to garner the trust of so many and varied stakeholders (Yasir and Mohamad 2016).

The CEO of the not-for-profit co-op showed integrity with his comments about his role in the organisation, “I really believe that the organisation takes on a tone from the top. I believe you have to mirror or model the behaviour you want to see from your organisation” (NFP-Co-op-Rtl). In the private sector, the VP representing the transportation area showed integrity when she stated, “We carry the flag and the country’s name as part of our name. . . . Sustainability for us means being mindful of all these expectations and governing ourselves accordingly” (Pri-Tran-1).

***Competition–Co-opetition*** The original designers of the Integrator persona (Pless et al. 2012) saw competitiveness as belonging more appropriately to the instrumental leader. However, we find this value dimension in nearly every instance of the leaders we interviewed. Creating value for business and society requires a leader who can do double time in achieving financial and social outcomes that satisfy a diverse set of stakeholders, including the shareholders to whom she is directly accountable. The notion of co-opetition adds nuance to the competitive value dimension and

demonstrates the pragmatic integrative leader's capacity to work with others—including the competition—to achieve organisational goals.

As noted earlier, co-opetition is the process of two competing organisations working together for mutual benefits (Emec et al. 2015). There are four main strategies for adopting co-opetition: risk reduction, greater efficiencies, social branding, and the creation of new markets (Christ et al. 2017). In practice, companies tend to see more potential in process-oriented opportunities, like risk management and efficiency, while brand and market share tend to remain in the competitive arena. For example, the transportation leader described how the company worked with industry competitors and government to improve national standards, "We can't do it on our own. We work very actively with [international associations] and... [industry] committees... We share the goals of where we want to be on carbon emissions" (Pri-Tran-1).

Yet, there was a strong element of competitiveness, particularly in the private sector. The natural resources CEO cared about employees, valued employee engagement, and was prepared to spend considerable time ensuring employees had the best experience possible, "I spend a lot of time worrying about our employees... Until everybody in this company is fully engaged, I don't think we're doing our jobs" (Pri-NR). At the same time, he believed that engagement should lead to better performance and higher profits, "If we do [engagement] well, our employees will be engaged and... we could operate 2–3% better than our competitors" (Pri-NR). His comments may suggest instrumentalism, but the compassion he showed for employees reaffirmed the employee engagement literature which states that a caring leader goes beyond a classic means-to-an-end approach (Houghton et al. 2015; Mirvis 2012).

While competition was not the same or as intense in the not-for-profit or public sectors, the leaders still encountered some form of it. In the not-for-profit sector, the CEO of the retail co-op talked about staying competitive with other companies involved in the same retail field, leading in specific areas of strength, and continuing to grow the business for the benefit of the owners, "If you want to improve the efficiency and impact of everything you do it has to be at the coal face. We're very proud of what we do on this front... We're definitely a leader in many of these things" (NFP-Coop-Rtl). Noteworthy was how this organisation co-operated with others to achieve certain goals, like reducing environmental impacts, "We also collaborate very, very actively behind the scenes... A lot of what we get done is through collaborations... The more people, organisations, and money chasing a solution, the more likely it is to affect change" (NFP-Coop-Rtl).

The leadership literature provides some support for including the competition–co-opetition dimension within an integrative leader's value set. Scholars have noted that all leaders encounter competition and there is no exception for those who practice CSR (Christ et al. 2017; Frynas and Yamahaki 2016; Porter and Kramer 2011; Wang et al. 2016). In fact, leaders working in global contexts are subject to even higher levels of competition (Caligiuri and Tarique 2009; Javidan et al. 2016; Porter and Kramer 2011).

***Clear-Eyed–Pragmatism*** Balancing rationality with emotions requires a leader who is comfortable and adept at complexity, ambiguity, and paradoxes. The leader must see through stakeholders' interests and demands and determine the best solution. Being clear-eyed reduces bias and introduces a critical thinking approach to complex problems. Responding to a question about his organisation's stakeholder engagement process, the CEO of the retail co-op responded, "As long as you are pragmatic about it and you understand exactly how stakeholders drive your business, it is not unwieldy. But you have to be clear-eyed about which stakeholders have the veto" (NFP-Co-op-Rtl).

Balancing stakeholder and shareholder interests requires a deep intellectual base and sound reasoning that makes sense of paradox while being pragmatic and efficient (Baker and Schaltegger 2015; de Colle et al. 2014; Mazutis and Slawinski 2015). Pragmatism enables the leader to implement a sensible and reasonable decision or policy based on a sound understanding of the practical needs of each group. The same CEO demonstrated pragmatism in a comment about the ambiguity involved in doing business today, "For leaders today you have to be able to live in a state of ambiguity" (NFP-Coop-Rtl).

One of two senior partners in the consulting industry was clear-eyed and pragmatic when he discussed social responsibility in the private sector, "You can't just talk about [social responsibility] and hope. . . If it's important you have to have some discipline. . . Ideally, you make it part of the culture of the organisation" (Pri-CS-2).

***Self-reflective–Critical Thinking*** The integrative leader knows her strengths and weaknesses, and constantly evaluates her behaviour and impact on others. The leader understands her assumptions, what she believes in, and why (Eriksson and Kovalainen 2008). Being self-reflective prepares the leader for the times when her values and beliefs are challenged (e.g., the discovery of corruption or human rights violations within the company). Taking a critical approach is essential for the leader who works with many competing stakeholder interests, evaluates complex problems, or oversees major change.

The transportation VP was self-reflective and showed her capacity as a critical thinker when she summed up her thoughts at the end of the interview:

I think this company has the right values. . . . Our platform of engaging employees is in the right direction. There is room for progress, for sure. Our employees are starting to trust us, but we are still very much under probation. . . . It makes us work harder. (Pri-Tran-1).

The health services VP (public sector) embodied this dimension when she spoke about how her senior team was working to understand trust:

If we say an organisation has a particular value, we have to examine every decision we make, every action we take, every behaviour we exemplify, and make sure that it is actually consistent with that value. That's how people trust you. (PS-HltSvs).

***Competence–Excellence*** This value dimension supports the leader's desire to create long-term value for business and society. The competent leader strives for excellence in decision-making and ensures that costs are aligned with value.

Stakeholders must have confidence in the leader's capacity to represent the organisation and move it forward in the best possible way. The leader demonstrates an appropriate level of knowledge with the operations of the firm, the sector, and other relevant areas (Kouzes and Posner 2017). All good leaders require a level of competence that enables success and there is no exception for the socially responsible leader (Yasir and Mohamad 2016).

The natural resources CEO demonstrated competence–excellence when he described the company's success in hard economic times, “We went through a major economic and housing crisis in our industry and our company emerged financially stronger than we went into it” (Pri-NR).

Representing the public sector, the health services VP showed competence–excellence when she described how she needed to be creative within the constraints of government systems and regulations, “One of the things we're looking at here is how to change things within certain hard constraints. . . There are some hard and fast standards and guidelines. . . But within that structure, we need to know the extent of creativity and flexibility we can offer people” (PS-HltSvs).

**Extrinsic Value Dimensions** The next five value dimensions we describe reflect a pragmatic integrative leader's capacity to communicate and collaborate with stakeholders, setting the leader apart from the typically individualistic focus of other leaders (Maak 2007; Maak et al. 2016; Pless and Maak 2011; Pless et al. 2012; Voegtlin 2011).

**Caring–Empathy** The leader demonstrates caring through actions, including compassion, kindness, and empathy. For example, employee engagement processes, when done well, demonstrate that the leader cares about employees, as opposed to seeing them as a means-to-an-end (Houghton et al. 2015; Mirvis 2012). Voegtlin (2016) and Pless and Maak (2011) emphasised the importance of caring in their responsible leader archetype.

One of the best examples of caring–empathy in the private sector was when the transportation VP spoke of her work with the company's foundation, “The work that we do in the community. . . is so important. We don't look at putting our energies where we will get the greatest visibility; we look at putting our energies and resources where they will make the most difference” (Pri-Tran-1).

Caring and empathy were evident in the health services VP with her account of a new program model, “We were asked to develop and establish a new comprehensive model of care for transgender individuals. . . Our steering committee. . . had over 50 percent transgender individuals. . . to make sure their lived experience drove the creation of the model” (PS-HltSvs).

The VP representing applied research in the not-for-profit sector defined a good leader as empathetic, “Really good leaders are able to understand others, empathise, and keep an energy about their own direction that doesn't mean they abandon themselves” (NFP-ApRes).

**Fairness–Balance** The business–society dichotomy is central to the integrative leader, requiring him to be fair, and apply both rational and emotional sensibilities

in the right balance (Maak et al. 2016; Pless et al. 2012). The leader weighs all sides and reaches the optimum solution for a given problem, integrating requisite amounts of his Intelligence Quotient (IQ) and Emotional Quotient (EQ). Given a broader sense of accountability, the leader works to balance multiple interests (Pless et al. 2012).

The VP representing a large financial services co-op spoke directly about the fairness and balancing required when a company internalises sustainable development, “When we talk about sustainable development... it’s not about treating the three values in a different way; we try to balance all three of them” (NFP-FinSvs). The former dean who also represented the not-for-profit sector, described a management approach that was fair and balanced, “If I’m asking people to be circumspect about managing the budget and I’m not circumspect about managing my own travel expenses, that breaks down trust... You don’t set one set of standards for yourself and another for your employees” (NFP-Acad).

The private sector VP representing transportation also demonstrated fairness and balance when she described employee engagement, “You owe [employees] transparent communication, conversations, frank discussions when things are not going well, and you need to recognise when they do good work and reward them for that. You need to be fair” (Pri-Tran-1). A further demonstration of her ability to balance rationality and emotion came through with the following statement, “Engaged employees understand and buy into the company’s mission and objectives... [but]... there has to be something in it for the employee to be engaged” (Pri-Tran-1).

***Inspirational–Empowerment*** Pless et al. (2012) saw the integrative leader’s approach as going beyond social responsiveness and integrating social issues into the business operations. Integrative leaders are often viewed as visionary and inspire others with hope, a distinct difference from a more transactional leader (Sully de Luque et al. 2008). Empowerment is considered a key component of the leader’s mindset (Patzner et al. 2012; Pless and Maak 2011; Pless et al. 2012).

The health services VP demonstrated a leadership style that was inspirational and empowering when she spoke about the need to transform the current hierarchical structure of management today, “In a very networked, global economy and if you think about information flow, the whole old-fashioned notion of top-down hierarchy... is really dead” (PS-HltSvs). Another public sector VP in the financial area spoke as an inspirational leader who understood the nature of empowerment when she reminisced about her work in various global companies, “I’ve worked for large, global organisations with 35,000 employees and in many countries... At the end of the day, it’s the one-on-one connection [with employees] that really is the most impactful for our people” (PS-Fin-HR).

One of the senior partners in the consulting industry described a new inspirational approach to leading and empowering others to be better leaders, “When I launched our revitalised leadership development [program]... it was intended to start to change how we really think about leadership... We... make it about three big stages: leading self first, leading others second, and leading the business third. (Pri-CS-1).



**Respectful–Humility** The leader treats staff, external stakeholders, and others as important, ensures good benefit programs for employees, and is courteous (Brummette and Zoch 2015). Pless et al. (2012) described their Integrator as one who focuses on all legitimate stakeholders. A CEO’s humility is related to firm performance: Humble leaders build integrative senior management teams that are more likely to collaborate, share information, make joint decisions, and hold a shared vision (Ou et al. 2015).

The private sector natural resources CEO spoke to the importance of respect and showed a convincing humility in how he expected to be treated as the CEO, “I don’t want to be treated any differently today than when I was 20 years old. I don’t feel any different and I have a view that people want to be treated with respect and that their values are important” (Pri-NR).

The VP of the financial services co-op was respectful of stakeholders, “For me, engagement is a kind of promise that you give to someone—your people, your clients. . . . When you promise something, you put all your energy into keeping that promise” (NFP-Coop-FinSvs). She showed humility in her approach to setting priorities with stakeholders, “We asked our members and clients to help us to prioritise our CSR priorities. . . . We had 5,000 people answer the questionnaire and the results. . . indicated we were on the right path” (NFP-Coop-FinSvs).

**Inclusiveness–Collaboration** An important reality for the integrative leader is that he is under pressure to work with greater diversity, competing stakeholder interests, and more intense competition, uncertainty and ambiguity than ever before (Gregersen et al. 1998; Maak et al. 2016; PricewaterhouseCoopers 2016). The integrative leader works with groups to build consensus, and considers different ideas, cultures, and stakeholder groups. He collaborates with stakeholders to create shared value (Pless et al. 2012).

The health services VP was inclusive in her approach to engagement, “We’re trying to reach out in different ways. . . . Twice a year we bring 500 of our leaders to an all-day forum. We’re using a lot of online platforms. . . . Our CEO has started to do bi-monthly town halls” (PS-HltSvs). She also collaborated with regional authorities and partners, “We do a lot of external engagement with the regional authorities who we work in partnership with.” She also saw collaboration as a necessary value for success, “Partnership, collaboration, and cross-functional work is much more the type of values and characteristics that are required to be successful today” (Pub-HltSvs).

Inclusiveness was evident when one of the senior consultants in the private sector referred to his company’s senior leadership table, “Getting different people’s thoughts and ideas on the table is one way of getting much better diversity in our leadership ranks and is really critical. It is a strategic imperative” (Pri-CS-2). He valued collaboration at the senior table and in the company, “In a partnership I have many people around me I can rely on for input, but there are very few solutions that are all me. . . . It’s about including other people’s opinions and drawing on the spirit of partnership” (Pri-CS-2).



## 4 Discussion

The underlying assumption of this study was that while there is a tendency to ignore individual leaders in the CSR literature, they play a significant role in the social responsibility outcomes of their organisations. We sought to investigate this research gap by trying to understand a socially responsible leader's mindset and the motivations behind her decisions. The purpose of the study was to identify and explore the values that motivate a leader to be socially responsible.

By focusing on the practices and motivations of the integrative leader (a subset of the responsible leader genre), we gained a deeper understanding of what traits motivated these leaders to make socially responsible decisions in their organisations. We devised a list of value dimensions that align with integrative leader characteristics; these dimensions are informed both by multiple literatures and findings from the study. In doing so, we noted that our leaders demonstrated some anomalous characteristics that did not align with the current conceptualisation of the integrative leader.

The leaders in our study demonstrated integrative characteristics but were not true Integrators according to the current literature (Pless et al. 2012). The difference between the two groups is that those in our study were also committed to maintain the competitiveness of their organisations. While the instrumental leader develops a competitive advantage through his social responsibility strategy (the enlightened self-interest approach), our leaders embraced social responsibility as a personal commitment. Their more internalised understanding of social responsibility meant that any socially responsible initiatives they undertook were linked to personal values rather than a corporate program (Hemingway and Maclagan 2004). The competitiveness they demonstrated was simply part of their overall management approach. In essence, the pragmatic integrative leader managed to straddle two responsible leader mindsets, the integrative and instrumental, promoting social responsibility and competing successfully in the corporate world. We captured this quality through the competition–co-opetition value dimension.

## 5 Limitations, Potential Contributions, and Future Developments

**Limitations** The fact that small sample sizes may limit the potential to generalise does not negate the usefulness of qualitative studies (Ali and Yusof 2011; Yin 2014). Our sample of leaders reflects an elite group of senior leaders of large corporations, as well as public sector and not-for-profit organisations throughout Canada. Unlike studies that refer to published speeches, written content, and pre-recorded interviews, our data collection process was dynamic, personal, and unrehearsed. The interviewees were confident, self-aware, and articulate. They understood the confidentiality of the study and were comfortable in providing candid responses, with no

attempts to inflate positions or opinion. Because these leaders chose to be interviewed, there may be some self-selection bias. However, the sample is a subset of the top employers in Canada in 2016 so they should reflect many of the characteristics and qualities of the larger group.

**Potential Contributions to Research and Business Practice** By identifying an introductory framework of value dimensions for the leaders in the study, we suggest a component that has been missing within the responsible leadership literature (Voegtlin 2016; Witt and Stahl 2016). In doing so we have advanced research around the little-known interface of leaders' personal values and decisions on social responsibility policies and programs (Aguinis and Glavas 2012; Pearce et al. 2014). Opportunities for future research could include testing the dimensions for conceptual and statistical independence and validating them against other external measures (Hofstede 2011).

In terms of business practice, we have contributed to a deeper understanding of how leaders with integrative characteristics and values perform in a contemporary business environment (Jones Christensen et al. 2014; Mostovicz et al. 2011; Pless et al. 2012). There may be little evidence of leaders being hired for their values, but perhaps we should consider doing so. Corporate leaders who take many risks, have questionable integrity, and are generally less charitable reduce shareholder wealth in the longer term (Chin et al. 2013; Omar et al. 2017). Our findings suggest firms could benefit by incorporating values in their recruitment processes, especially when filling senior management posts. New research could focus on developing a values assessment scale for leaders and on improving measures to assess leadership performance.

**Potential Contributions to the Responsible Leadership Framework** A leader who espouses these value dimensions is socially responsible yet performs well in a competitive environment. The pragmatic integrative leader facilitates the connection between organisations and CSR because she is naturally committed to a broad form of responsibility that includes environmental, financial, and social concerns. The expression of social responsibility is personal, and she models behaviours that support a culture of social responsibility (MacNeil 2018).

At the same time, the leader employs competitive strategies to operate successfully in contemporary corporate environments. Indeed, this leader can straddle two mindsets, integrative and instrumental, within the responsible leadership framework described in the literature (Pless et al. 2012). Our research includes a value dimension that is specific to the pragmatic integrative leader, competition-co-opetition.

**Contributions to Organisational Change** The dominant leadership style of corporate leaders typically involves efficiency, calculability, and measurable results, but little regard for others or building lasting inter-personal relationships (Maak et al. 2016; Pless et al. 2012; Tolofari 2005; Waldman et al. 2011). Various leaders have disappointed the world with their displays of individualism, corruption, elitism, and hubris (Schwab and Larkin 2015; Owen 2012). A different type of leadership could restore trust in our institutions and leaders (Edelman 2017; Fifka and Berg 2014; Schwab and Larkin 2015; Patzer et al. 2018; Witt and Stahl 2016).

Our proposed value dimensions reflect a leader who can offer genuine change not only in the corporate world, but also in society. Scholars and thought leaders have warned that we are experiencing a leadership crisis. We need a different type of leadership based on personal values (Edelman 2017; Kouzes and Posner 2017; Owen 2012; PricewaterhouseCoopers 2016; Ree 2014; Waldman and Balven 2014; World Economic Forum 2014). For example, the World Economic Forum (2014) suggests that global leaders must exemplify morality, empathy, courage, long-term perspective, a pragmatic planning approach, strong communications skills, collaboration, and an emphasis on social justice over financial growth (Sarid 2016; Strand 2011; World Economic Forum 2014). These features bear a striking resemblance to the value dimensions proposed in our study.

## 6 Conclusion

We explored an area of the research less examined—the personal values that influence leaders' commitment to responsible management (Eccles et al. 2014; Greenwood and Van Buren III 2010). It adds to the body of leadership research, which generally highlights the social and environmental responsibility of organisations, as opposed to the individual leaders of those organisations (Aguinis and Glavas 2012; Crane et al. 2008; Jones Christensen et al. 2014; Scherer and Palazzo 2007; Waldman and Siegel 2008). Indeed, focusing on senior leaders is a way to gain insight into what some scholars have termed the black box of leadership and social responsibility (Aguinis and Glavas 2012; Gehman et al. 2013; Maak et al. 2016).

While researchers have studied leadership and CSR for decades, there is little known about how leaders' personal values motivate their organisations' social responsibility activities (Cots 2011; Pearce et al. 2014; Witt and Stahl 2016). We know that personal values affect the attitudes, behaviours, and decision-making of leaders, but we don't know how these values influence decisions (Burton and Goldsby 2009; Jones 2015). This study builds on extant research by describing some value dimensions that characterise pragmatic integrative leaders in Canadian organisations. These leaders demonstrated how a combination of integrative and instrumental characteristics and motivations can be an effective form of responsible leadership in a capitalist-centric marketplace.

Corporations have tremendous power to address social challenges and influence a more inclusive, sustainable, global society (Maak et al. 2016; Owen 2012; Stahl and Sully de Luque 2014; Terrell and Rosenbusch 2013; Williams 2014). The pragmatic integrative leader combines the qualities recommended for global leadership with a practical approach to competing effectively in the corporate world.

## Appendix 1: Secondary Tables

**Table 2** Canadian leader sample

Sector	Private (Pri)	Public (Pub)	Not-for-profit (NFP)
Business area	Transport-1 (Tran-1)	Health Services (HltSvs)	Retail Coop (Rtl-Coop)
	Transport-2 (Tran-2)	Finance-CSR (Fin-CSR)	Fin Services Coop (FinSvs-Coop)
	Natural Resources (NR)	Finance-HR (Fin-HR)	Academic (Acad)
	Consulting Services-1 (CS-1)		Applied Research (ApRes)
	Consulting Services-2 (CS-2)		

Note. The Tran-2 leader did not meet a sufficient number of Pless et al. (2012, p. 58) Integrator criteria and was excluded from the tabular analysis

**Table 3** Canadian private sector leaders—pragmatic integrative leaders

Integrative characteristic and descriptors	Business area	Leaders' illustrative quotations
1. Morally motivated		
Outlook is rooted in moral values and principles	Tran-1	We believe that everyone is worthy of personal respect and that you should treat employees with respect.
Shows strong, broadly conceived concerns for others		We chair a foundation. . . I am personally involved with that foundation and it provides a lot of rewards on a personal level.
Outlook is rooted in moral values and principles	NR	This company started 61 years ago with very simple values. The key for us is making sure our people in leadership roles have those values.
Outlook is rooted in moral values and principles		We think there's a downside to [celebrating leaders] in that people's egos get really big and they go from being great team players and leaders to letting it get into their heads.
Leader has a broad responsibility	CS-1	We're engaging in the pursuit of excellent service delivery that's tied to quality, integrity, ethics, and collaboration.
Outlook is rooted in moral values and principles		When our clients ask us to do something that's not in our capability, we need to tell them so, and recommend someone else.

(continued)

**Table 3** (continued)

Integrative characteristic and descriptors	Business area	Leaders' illustrative quotations
Leaders don't count on the market or govt to provide socially responsible outcomes	CS-2	It tends to start with doing the right thing. . . . We should, as an organisation and individual leaders, be demonstrating social responsibility and building environments. . . that promote sustainability, strength, and vibrancy.
Shows strong, broadly conceived concerns for others		You can ask any question, but there's only one of three answers: we will give you the answer; we don't know, but we'll try to find out; and we know but can't tell you. They deserve as my teams, colleagues, peers, whatever, to know.
2. Creates long-term value for business and society		
Creating value for business and society at large	Tran-1	In the [transportation] industry, environmental protection, as in reduction of carbon emissions, correlates directly with fuel efficiency, which correlates directly with the bottom line.
Considers profits to be an outcome that is likely to result from running a purposeful and responsible business		We are reducing our carbon footprint by purchasing newer airplanes. . . . You get a 30% efficiency out of a new airplane like the 787.
Considers profit to be an outcome that is likely to result from running a purposeful and responsible business	NR	If we do [engagement] well, our employees will be engaged, and the company will be better off. If we could operate 2–3% better than our competitors, that's over \$100 million dollars on \$4 billion dollars in sales.
Has a broader sense of accountability		We're competitive people. . . I want people to be individually humble, but collectively arrogant. . . . We need to do it in a humble way, and we need to be careful because I respect our competition and I like our competitors.
Has a broader sense of accountability		Government relations are super important to us. . . . And we want forestry policy to be important to our governments.
Driven by a desire to serve the needs of broadly defined constituent/stake-holder groups	CS-1	We've moved away from the large scale, firm-wide 9000 people engagement surveys. We are introducing a new performance management system which involves pulse surveys.
Considers profits to be an outcome that is likely to result from running a purposeful and responsible business		If you actually have well harnessed, engaged people who are diverse, you get better outcomes.

(continued)

**Table 3** (continued)

Integrative characteristic and descriptors	Business area	Leaders' illustrative quotations
Has a different understanding of the purpose of running a business and the extent of their accountability	CS-2	We think we've learned from the crisis of the financial system that short-termism isn't always in everybody's best interest.
		The financial crisis of 2007–2008 is an example of short-term thinking. . . . All that stuff causes people to pause and say, "Are we incenting the right behaviors? Are we leading organisations in a way that truly drives us to a better place?"
<b>3. Balances Rationality &amp; Emotions</b>		
More effective strategic decision making	Tran-1	Engaged employees understand and buy into the company's mission and objectives and wish to work co-operatively with management to achieve those objectives. There has to be something in it for the employee to be engaged, however.
Brings together rationality and analytic thinking with a concern for emotions		[Engagement] is needed because employees who only pay lip service to something that they don't believe in or agree with are not doing the best job they could.
Brings together rationality and analytic thinking	NR	You can have good values, but not be accountable, or you don't hold other people accountable. Some people have all the values, but they don't manage the values that are important.
More effective strategic decision making		Sustainability is a big thing right now. . . . We got beaten up for 25 years. . . Then we understood: First, we needed to get better at what we do, and then we needed to engage with the public.
Brings together rationality and analytic thinking with a concern for emotions	CS-1	We went to a homeless shelter for late teens/early 20-year-olds. . . . It was fascinating and horrifying all at once. . . . That's an example of how we gain insight—through the exposure of what others are going through and why.
Likely to understand and take into account the emotions of others		The only way leaders can lead from a place of engagement is understanding what their impact is around them.
More effective strategic decision making	CS-2	We've deliberately chosen to include personal as well as professional because you bring your whole self to work. . . . We'll create a different experience than someone who says to keep your

(continued)

**Table 3** (continued)

Integrative characteristic and descriptors	Business area	Leaders' illustrative quotations
		professional work and your personal life separate.
More effective strategic decision making		Diverse teams don't by definition give you better outcomes because they conflict, but if they're all engaged collectively around a common goal then we do definitely see better outcomes.
<b>4. Displays transformational leadership</b>		
Goes beyond social responsiveness or economic returns for doing good	Tran-1	We buy equipment for the pediatric hospital. . . . We look at what is really needed. . . and the special projects are what our employees want. We think that is real social responsibility.
Pursues a more proactive and even transforming approach		You need to listen to stakeholders. It's really important to do that because you don't always have the best perspective and you can't work in isolation.
Pursues a more proactive and even transforming approach	NR	Number one, it's the most important thing I do. Number two, it's what I enjoy the most. I don't tell people how to do things; they know what I want. There's a high degree of trust in this organisation.
May try to change the game of business	CS-1	[W]e take leadership development and make it about three big stages: leading self first, others second, and the business third. We had typically invested in almost the complete reverse direction.
Pursues a more proactive and even transforming approach	CS-2	We want to make sure we're incenting the right type of behavior that naturally lends itself to these kinds of natural CSR, not so it has to be mandated. On a personal basis, I think doing the right thing and suspending personal interest is key.
<b>5. Engages all legitimate stakeholders</b>		
Works well with all legitimate stakeholders	Tran-1	You need to listen to stakeholders. It's really important to do that because you don't always have the best perspective and you can't work in isolation.
Not likely to see conflicts in how the firm can meet the needs of various stakeholders		It makes a huge difference when you get [stakeholders] on board. When they understand what the issue is and how you can work together to make things better, it's huge.
Not likely to see conflicts in how the firm can meet the needs of various stakeholders	NR	We've worked hard on external communications, and we've worked hard on external stakeholder engagement. That's

(continued)

**Table 3** (continued)

Integrative characteristic and descriptors	Business area	Leaders' illustrative quotations
		a necessary thing to do, and in the long run, it's the right thing for us.
Likely to envision and attempt to realise positive employee relations		Until everybody in this company is fully engaged, I don't think we're doing our jobs. For example, I probably spend 40% of my time at the mills.
Likely to envision and attempt to realise positive employee relations	CS-1	When I launched our revitalised leadership development program... it was intended to start to change how we really think about leadership, with the result of getting to better engagement on all fronts.
Works well with all legitimate stakeholders		I don't believe I have all the answers... I have many people around I can rely on for input... It's about including other people's opinions and drawing on the spirit of partnership.
Likely to envision positive employee relations	CS-2	We had outside help, but we engaged many of our staff to establish how they want to work... This space was basically designed with a significant amount of influence by them.
Sees stakeholders in a broad perspective		[Our clients] are a primary stakeholder group. Academic organisations are very important to us... Regulators... Influencers... the people who have a significant voice in our external environment... Our alumni.

Note. Integrator characteristics used with permission and adapted from "Different Approaches Toward Doing the Right Thing: Mapping the Responsibility Orientations of Leaders," by N.M. Pless, T. Maak, & D.A. Waldman, 2012, *Academy of Management Perspectives*, 26, p. 58. Copyright 2012 by the Academy of Management



**Table 4** Canadian public-sector leaders—pragmatic integrative leaders

Integrative characteristic and descriptors	Business area	Leaders' illustrative quotations
<b>1. Morally motivated</b>		
Outlook is rooted in moral values and principles	HltSvs	You don't have to be perfect. I don't think patients expect us to be perfect. . . . But I do think they expect us to be honest.
Broad responsibility		With health care, and in the broadest context, we have an obligation to steward the system.
Has a broad responsibility	Fin-CSR	Our social responsibility is. . . our obligation to society to do that job in a way that builds public trust.
Considers the needs of various stakeholders to be legitimate		[Engagement] is a terrific source of validation. It's a terrific source of new ideas and. . . healthy scrutiny.
Outlook is rooted in moral values and principles	Fin-HR	It's one thing to measure, to listen, but if you're not prepared to act, you very quickly lose your credibility as senior management.
Show strong, broadly conceived concerns for others		The tone at the top is so important. Employees see right through what is going on in an organisation by just watching the leaders.
Outlook is rooted in moral values and principles		Be genuine. Don't do things just because you want to say you're doing an engagement survey. Do it because you really mean it.
<b>2. Creates long-term value for business and society</b>		
Leader considers the needs of various stakeholders to be legitimate	HltSvs	We develop criteria that are values-based and that helps us make decisions about program investment or disinvestment.
Shows strong, broadly conceived concerns for others		We're going to go through. . . a period where not only will the demand grow because of the aging population, but many of our people. . . will start to retire.
Has a stronger or broader sense of accountability		We have to find ways to keep the people we manage to hire truly interested and contributing to the work environment.
Leaders don't count on the market or government to provide socially responsible outcomes	Fin-CSR	We establish parameters to ensure we keep the trust we earn. Ethical business practices, very surgically precise things like an anti-money laundering directive to pay close, harsh attention to the sources of money or the relationships that we may be building.

(continued)

**Table 4** (continued)

Integrative characteristic and descriptors	Business area	Leaders' illustrative quotations
Considers profits to be an outcome that is likely to result from running a purposeful and responsible business	Fin-HR	Turnover goes down, so your retention levels go up, and being able to attract quality talent improves over time. . . . That's why the investment of time and effort that senior leaders need to take with engagement can be so powerful.
Has a stronger or broader sense of accountability		I think when we're hiring people, we have to ensure there is an alignment/link between personal values and the values of our organisation.
<b>3. Balances rationality and emotions</b>		
Brings together rationality and analytic thinking with a concern for emotions	HltSvs	In terms of decision making, we're increasingly using. . . Program Based Marginal Analysis. We develop criteria that are values-based, and that helps us make decisions about program investment or disinvestment.
More effective strategic decision making		We would invest in smaller scale, real engagement rather than larger scale, token engagement (surveys).
Likely to understand and take into account the emotions of others		One of the advantages we have is that we tend to attract people who are attracted to health care because the work involves helping others. . . . We haven't always leveraged that depth to the degree we could.
Better able to understand the emotional commitment and identity generated among employees in firms with stronger emphasis on CSR	Fin-CSR	[Employees] feel proud that even though they deal in money, people benefit from every dollar. So, they're in an organisation from which other people benefit.
More effective strategic decision making	Fin-HR	[Engagement] brings a lot to the organisation. It brings a lot to our image as a good employer. . . . Candidates today. . . specifically go looking for employers who have high engagement and who have a commitment to corporate social responsibility.
More effective strategic decision making		We can see this very strong correlation between engagement, high client satisfaction, and results/organisational success.
<b>4. Displays Transformational Leadership</b>		
Likely to pursue a more proactive and transforming approach	HltSvs	In a very networked, global economy and if you think about information flow, the whole old-fashioned notion of top-down hierarchy is really dead.

(continued)

**Table 4** (continued)

Integrative characteristic and descriptors	Business area	Leaders' illustrative quotations
May even try to change the game of business		Partnership, collaboration, and cross-functional work is much more the type of values and characteristics that are required to be successful today.
Likely to pursue a more proactive and even transforming approach	Fin-CSR	The larger an organisation gets, the more important it is for senior leaders to remain open and have a certain intellectual humility.
May even try to change the game of business		[Engagement] has given us the pulse of the organisation. . . . If you have latitude and. . . the ability to design things, you can use that pulse like a good barometer and guide to affect change.
Likely to pursue a more proactive and even transforming approach	Fin-HR	Trust is so important; if you don't have it, things break down. It is so fundamental to an organisation and to its employees to know that we have high standards when it comes to trust.
Likely to pursue a more proactive and even transforming approach		Keeping your feet on the ground is so important. . . . I've worked for large organisations: 35,000 employees, global, and in many countries. . . . It's the one-on-one connection that really is the most impactful for our people.
<b>5. Engages all legitimate stakeholders</b>		
Sees stakeholders in a broad perspective	HltSvs	We're trying to reach out in different ways. Twice a year we bring 500 of our leaders to an all-day forum. . . . We're using a lot of online platforms: blogs, and other kinds of feedback mechanisms.
In collaboration with stakeholders, sets innovative industry standards and develops business innovations that have a positive impact on society		We were asked to develop and establish a new comprehensive model of care for transgender individuals. . . . It ended up being a really successful process with heavy engagement across the province, including over 100 people from the transgender community.
Likely to envision and attempt to realise positive employee relations coupled with satisfied customers/clients	Fin-CSR	[I]t can be difficult to engage a large employee body. But when you have one clear, unifying purpose and an ensemble of sophisticated practices, you'll do fine.
Not likely to see conflicts in terms of how the firm can meet the needs of various stakeholders		We have the mother of all stakeholders in parliament. . . . Through parliament come the wishes and expectations of the entire population of Canada.

(continued)

**Table 4** (continued)

Integrative characteristic and descriptors	Business area	Leaders' illustrative quotations
Likely to envision and attempt to realise positive employee relations coupled with satisfied customers/clients	Fin-HR	The challenges don't get any easier but keeping your feet on the ground is so important because that's what connects us to our people and to our clients.
Not likely to see conflicts in terms of how the firm can meet the needs of various stakeholders		For us, [engagement] has been very important, not just internally, but with all the relationships that we have, externally with our shareholders, with our clients, all the stakeholders.

Note. Integrator characteristics used with permission and adapted from "Different Approaches Toward Doing the Right Thing: Mapping the Responsibility Orientations of Leaders," by N.M. Pless, T. Maak, & D.A. Waldman, 2012, *Academy of Management Perspectives*, 26, p. 58. Copyright 2012 by the Academy of Management

**Table 5** Canadian not-for-profit sector leaders—pragmatic integrative leaders

Integrative characteristic and descriptors	Business area	Leaders' illustrative quotations
1. Morally motivated		
Outlook is rooted in moral values and principles	Rtl-Coop	I really believe that the organisation takes on a tone from the top. I believe you must mirror or model the behavior you want to see from your organisation.
Leaders don't count on the market or govt to provide socially responsible outcomes		We endeavor to ensure the dignity and fair treatment of the workers through our ethical sourcing programs.
Leaders don't count on the market or govt to provide socially responsible outcomes	FinSvs-Coop	Very early in my career, I decided to identify my life's mission. . . I decided to work to bring back the common good in corporations.
Outlook is rooted in moral values and principles.		It was very hard in the beginning. . . at that time I had no financial resources. I had to convince people because it was not a very popular topic.
Integrators show strong, broadly conceived concerns for others	Acad	If you're in the people service industry, as we are as educators, this kind of agenda—to be very people oriented and to treat others fairly—is really critical.
Leader has a broad responsibility		At a university, we're there to serve a numerous set of complex constituents, but we're there to serve.
Outlook is rooted in moral values and principles		If I'm asking people to be circumspect about managing the budget and I'm not circumspect about managing my own travel expenses, then that breaks down trust.

(continued)

**Table 5** (continued)

Integrative characteristic and descriptors	Business area	Leaders' illustrative quotations
Shows strong, broadly conceived concern for others	ApRes	I've made it clear that I respect them as professionals. . . . I treat them as I expect to be treated. And as I expected to be treated when I was in their roles.
Considers the needs of various stakeholders to be legitimate		To actually make CSR work outside the firm, one of the things that needs to happen is to actively engage the community or the special groups in the area most affected by your decisions.
<b>2. Creates long-term value for business and society</b>		
Holds a different understanding of the purpose of running a business and the extent of their accountability	Rtl-Coop	It's a big system. You need to know as much as possible about what is going on all the time. . . . [I]f you try to just push on one part of it there can be unintended consequences.
Creates value for business and society		We also collaborate very, very actively behind the scenes so a lot of what we get done is through collaborations.
Attempts to deliver on multiple bottom lines by reconciling, or actively integrating, goals across stakeholder groups	FinSvs-Coop	When we talk about sustainable development. . . it's not about treating the three values in a different way; we try to balance all three of them.
Does not run the business primarily to make profits		Today you have to make sure you really understand the needs of the individual and the community.
Does not disregard economic performance and value creation	Acad	You always want to have students with relevant education; you always have to do that test of the market place.
Does not run the business primarily to make profits		We're educators. We're setting people, hopefully, along a successful career path. If we're not doing our jobs, we can have a huge negative impact on people.
Creates value for business and society	ApRes	We're just in the process now of establishing a new institute. . . . There's a growing sense that corporations need to be engaged in the communities in which they operate.
<b>3. Balances Rationality and Emotion</b>		
Considers profits to be an outcome from running a purposeful and responsible business	Rtl-Coop	We endeavor to ensure the dignity and fair treatment of the workers through our ethical sourcing programs.
Likely to understand and take into account the emotions of others		We do. . . seek to understand our positive and negative impacts and. . . mitigate the negative to ensure our business can be healthy and vibrant over the long term.
Likely to understand and take into account the emotions of others	FinSvs-Coop	For me, trust is the first condition to achieve what you want to achieve. . . . As

(continued)

**Table 5** (continued)

Integrative characteristic and descriptors	Business area	Leaders' illustrative quotations
		a financial institution, we must have the trust of the people.
Brings together rationality and analytic thinking with a concern for emotions	Acad	You've got to walk the talk. It sounds really trite, but you have to do what you say you are going to do. You have to be consistent. . . . You've got to be transparent.
Brings together rationality and analytic thinking with a concern for emotions		People may not agree with the decision you make, but they should understand the process that you went through and the criteria that you used.
Likely to understand and take into account the emotions of others	ApRes	We believe that leadership is an interesting combination of strong personal will and drive and strong emotional intelligence (EQ). Really good leaders are able to understand others, empathise, and keep an energy about their own direction that doesn't mean they abandon themselves.
<b>4. Displays Transformational Leadership</b>		
Likely to pursue a more proactive and transforming approach	Rtl-Coop	Know yourself. It's very much like personal issues. If you're absolutely honest and self-aware, it is the best starting point.
Likely to understand and take into account the emotions of others		Not only do I believe people need to be learning and growing and having continuous experiences, they also need clarity of purpose, why we do what we do, and to be part of team.
Likely to pursue a more proactive and transforming approach	FinSvs-Coop	We asked our members and clients to help us to prioritise our CSR priorities.
May even try to "change the game of business"		You have to engage senior management first to make sure they understand. After that, the Board of Directors . . . partnerships with other organisations, like NGOs and the employees.
Translates social and environmental issues systematically into business operations	Acad	[CSR] is extremely important to me; that's why I came to [this university]. . . . [It] had a mission to be a values-led faculty but didn't have somebody with deep expertise.
Likely to pursue a more proactive and transforming approach		You have to be authentic when you're doing this. You have to believe that it's important and you have to be a strong communicator.
Likely to pursue a more proactive and transforming approach	ApRes	They set up as a group and created their own weekly online newsletter. . . . I had

(continued)

**Table 5** (continued)

Integrative characteristic and descriptors	Business area	Leaders' illustrative quotations
		said to them, "Communicate. Let's open channels and engage people by whatever means we have."
May even try to "change the game of business"		[Y]ou've got to motivate your people, but a lot of the time motivation in the past was a stirring speech that shared your thoughts but didn't get into theirs.
<b>5. Engages all legitimate stakeholders</b>		
Works well all legitimate stakeholders	Rtl-Coop	Like any organisation, we have a small, very vocal minority that has very strong opinions on things. We listen to them, and we engage with them. . . . We have to listen.
Sees stakeholders in a broad perspective		Our supply chain is a stakeholder. . . . The communities are stakeholders and. . . the ecology on which we depend is a stakeholder. So, we look at a very wide stakeholder group.
Likely to envision and attempt to realise positive employee relations and satisfied customers/clients	FinSvs-Coop	We asked our members and clients to help us to prioritise our CSR priorities.
Sees stakeholders in a broad perspective		You have to engage senior management first to make sure they understand. After that, the Board of Directors. . . . partnership organisations, like NGOs and universities. . . . the employees.
Works well all legitimate stakeholders	Acad	We have a standard set of stakeholders, and then there are others we consider because of their influence on our decisions or vice versa.
		The internal stakeholders, like faculty, have a huge impact on the decisions. . . and how you craft a strategy.
Sees stakeholders in a broad perspective	ApRes	We're going to be dealing with government, business, some communities, some of the larger public-sector institutions, and hospitals/health systems.
Likely to envision and attempt to realise positive employee relations and satisfied customers/clients		Whenever we are undertaking a corporate initiative, we always have groups of employees engaged in the process.

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## Appendix 2: Interview Questions

1. Engagement is taken seriously by (your organisation) based on the success you have had with the Top 100 Employer listing:
  - What is your understanding of engagement? [Define engagement, meanings, experience]
  - How important is engagement to you as a senior leader?
2. Employee engagement can be challenging, especially with a large company. How does (your organisation) engage employees? [Types of activities, policies, experience, etc.]
  - How involved are they in decisions? [Types of input, other experience]
  - What, if anything, does employee engagement achieve for the company? [Benefits-culture, performance, competitive advantage, etc.]
3. External stakeholders come in many forms and with diverse needs. How do you decide who your key stakeholders are?
  - What does external stakeholder engagement look like at (your organisation)? [Examples, experience]
  - How involved are stakeholders in the decisions of the organisation?
  - What, if anything, does external stakeholder engagement achieve for the organisation? [legitimacy, trust, reputation, competitiveness]
4. (Your organisation) contributes to the community (i.e., social responsibility) and produces regular sustainability reports. Why is social responsibility and sustainability important to [your organisation]?
  - How effective are your strategies? [Examples, experience, stories]
  - How involved are stakeholders in these strategies? [community input, committees]
5. What suggestions would you have for other business leaders who want to improve engagement and CSR/Sustainability strategies in their organisations? [leadership, policies, practices, programs, etc.]
6. Levels of public trust in business, government, and other institutions have been low for a number of years. How important is trust, to you? To (your organisation)? [meanings, experience, loss of trust]
  - Do you have any suggestions for others who want to increase trust in their organisations?
7. Senior leaders make the decisions that drive organisational processes and strategies. We know that personal values affect behaviour, but there is little information about the influence of personal values on leaders' decisions. How do you think personal values enter into your decisions? [Examples, experience, expectations]



- What values would you say are important for leaders to be successful in today's global marketplace? [Have they changed? Meaning of values, role of values]

8. Are there any other comments or suggestions that you would like to make?

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