RESEARCH NETWORK *for* BUSINESS SUSTAINABILITY

KNOWLEDGE FORUM SERIES

Knowledge Forum on Engaging the Community

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RESEARCH NETWORK *for*
BUSINESS SUSTAINABILITY

Knowledge Forum on Engaging the Community

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Executive Summary

On February 29, 2008, the Research Network for Business Sustainability held a *Knowledge Forum on Engaging the Community* at the Ivey ING Leadership Centre in Toronto, Canada. The event was well-attended and the audience represented a diversity of interests: 50% of participants were managers and consultants from various industries; 50% came from academia, government, and non-governmental organizations.

Dr. Tima Bansal, Director of the Centre for Building Sustainable Value at the Richard Ivey School of Business, launched the Forum. She pointed out that the presentations and discussions were purposefully ordered so that the day would flow sequentially from identifying causes of conflict, through implementing communication conflict management and resolution strategies, to developing long-term community–corporate partnerships and collaborations.

Professor Sandra Waddock set the scene for the day's dialogue. She argued that although globalization is tilting the balance of power in favour of corporations, business leaders are under increasing pressure to improve their corporate social performance. This pressure emanates from the market, from the civil sector, and from all layers of government. Corporations face increasingly serious consequences if they fail to integrate corporate social responsibility principles into their strategies.

Dr. Charlene Zietsma and Ms. Denise Carpenter led a panel discussion on *Conflicts and Crises*. Dr. Zietsma described some of the strategies available to firms as they move through different stages of a crisis. These were: raising and suppressing an issue when it emerges, building support, sanctioning, cutting ties as conflicts intensify, and seeking solutions as the conflict resolves. Ms. Carpenter urged participants to engage stakeholders in project design early and often, and to use stakeholder input to anticipate and avoid impacts. She spoke convincingly about how this approach creates sustainable outcomes, including cost savings and improved company–community relations. Three points emerged from the ensuing dialogue between the panel and the audience. First, community consultations must precede formal regulatory processes. Second, the key question is not about how to avoid conflict, but how to manage it when it occurs. Finally, there was heated debate over whether certain industries needed a conflict to arise in order to stimulate community engagement; no conclusions were reached on that question.

On the second panel, Mr. David Meads and Mr. Pierre Gratton presented on *Consultation and Communication*. Mr. Meads described how community engagement had played a crucial role in the success of the Mackenzie Gas Project. He suggested that the real test of community engagement is whether it improves the project, for all parties. Mr. Gratton offered lessons from his experiences with the Government of Canada's National Round Tables on Corporate Social Responsibility and from his work with Canadian mining firms in developing countries. His advice to participants: don't cherry pick with whom you engage, don't change the rules mid-stream, respond in a timely manner, get buy-in from senior management, engage only if you are prepared to listen, and be transparent. The panel and audience discussed the importance of learning from past mistakes. The group agreed that industries with longer histories of community engagement were more oriented to consultation, communication, and partnership and less oriented to managing stakeholders and avoiding conflict.

The final panel of the day focused on the topic of *Collaboration*. Ms. Jocelyne Daw took the audience on a tour of corporate–community collaboration, concluding that: (i) contributions from business help build strong and healthy communities, (ii) businesses that stand for something that their employees and customers care about find that the community stands with them, and (iii) firms are shifting from supporting a non-profit organization to supporting a cause. Dr. Oana Branzei shared the compelling stories of several organizations she had worked with on initiatives such as designing sustainable business models, building capacity in community entrepreneurs, and leading by example to acquire sustainable competitive advantage.

The day ended with an overall discussion of community engagement practices and strategies. The following key points emerged.

- Industries learn from past mistakes in community engagement; as a result, mature industries appear to have an advantage over younger industries.

- Dialogue can dissolve assumptions and build understanding about the different positions that stakeholders hold on an issue. Communication often breaks down when firms or their stakeholders think they know what's best for others.

- Stakeholders and firms build shared understanding when they are respectful and transparent in their dealings.

- Effective community engagement results in measurable benefits, including cost savings, enhanced reputation, and innovation.

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Overview of the Forum

This report summarizes the proceedings of the *Knowledge Forum on Engaging the Community*, held on February 29, 2008. The event was hosted by the Ivey Business School and the Research Network for Business Sustainability at the Ivey ING Leadership Centre in Toronto, Canada. The day-long session was attended by 65 leaders from business, government, and academia. They heard seven presentations from respected academic and non-academic authorities (see biographies in Appendix A) on the topic of community engagement. The presentations and discussions were purposefully ordered so that the day would flow sequentially from identifying causes of conflict, to implementing communication strategies, to developing long-term community–corporate partnerships and collaborations.

This report highlights the main ideas, provoking questions, and key take-aways of each Forum presentation. We also summarize the insights and experiences that Forum participants generously shared during dialogue sessions. The report concludes with a summary of key learnings and a discussion of the future of community engagement.

The purpose of this event was to bring together experts from academia, industry, government, and non-governmental organizations (NGOs) to discuss an important issue in business sustainability. Community engagement has rarely been examined through such a diversity of lenses, at a single event. The Forum filled a gap in the business sustainability community by encouraging traditionally isolated groups to share knowledge.

The Forum fits into a larger initiative underway at the Research Network for Business Sustainability. Every year, the Network's Leadership Council (see list of members in Appendix B) identifies the greatest challenges facing sustainability practitioners. It then funds two projects to systematically review all published knowledge on each of its top two priorities. The February 29 Forum was an interim step in a funded project on best practices in community engagement. The project's final report will be completed in the summer of 2008.

The Stakeholder Landscape: Context, Trends, and Pressure Points

Dr. Sandra Waddock, Professor, Boston College

KEY TAKE-AWAYS

- *Globalization is tipping the balance of power in favour of corporations. But this power is accompanied by increasing pressure on corporations to improve their social performance.*
- *Corporations face increasingly serious consequences if they fail to integrate corporate social responsibility (CSR) principles into their strategies.*
- *Firms are responding in a variety of ways, from adopting internal performance measurement systems and voluntary CSR assurance, to engaging external institutions and the community in the firm's activities.*

Dr. Waddock's discussion of stakeholder engagement was set in the context of globalization. She discussed the pressure–response relationship of businesses and their stakeholders and presented a framework for 'total responsibility management' (see Figure 1). She showed how different institutional pressures have systematically pushed corporations towards a more responsible and sustainable way of doing business. Dr. Waddock argued that globalization has caused many problems, such as destroying local industries and natural resources, increasing the gap between rich and poor, and eroding democracy. It has made corporations increasingly dominant and powerful, but left governments hamstrung when it comes to dealing with the local, national, and supranational implications of a global economy. As a result, individuals and non-government organizations (NGOs) of all kinds are pushing business to assume more responsibility for social outcomes.

Many corporations are responding to this pressure. We see more voluntary CSR assurance systems and more internal management systems which measure social as well as financial performance. These counter-balance the expanded power of corporations in the globalizing economy—with more power has come more responsibility.

Important institutional infrastructure has helped to guide actions and create consensus in this shift to corporate responsibility. These structures fall into three overlapping categories: market–business based, civil society inspired, and government initiated.

Market-based pressures on corporations include those that arise from media coverage, peer groups, investor expectations, NGOs, and customers. These pressures have stimulated the growth of CSR infrastructure such as codes of conduct, and standards and certification systems at the company level (e.g., the Global Reporting Initiative) and

Figure 1

FRAMEWORK FOR TOTAL RESPONSIBILITY MANAGEMENT
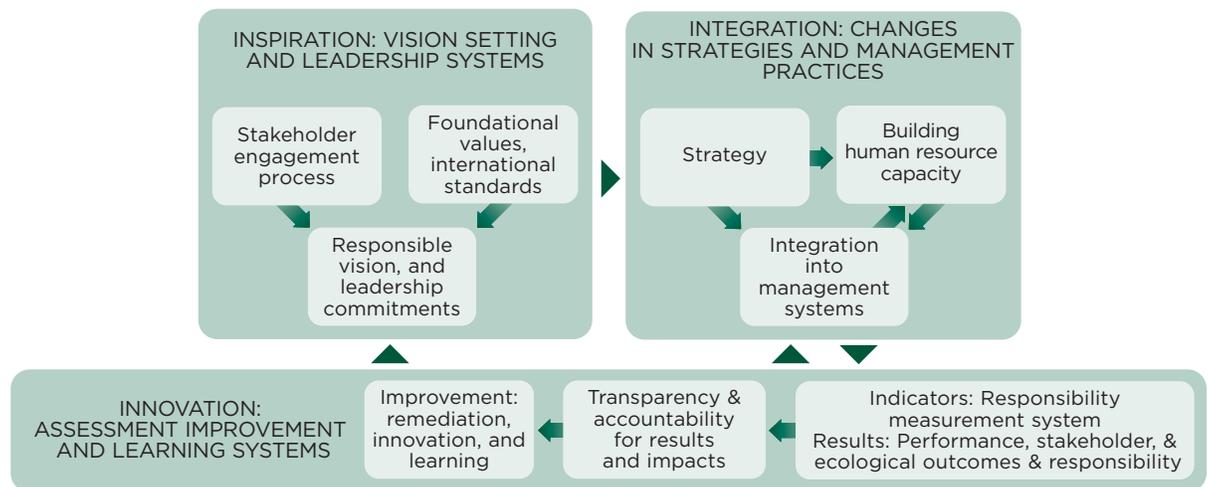
at the industry level (e.g., fair trade organizations). Next-generation CSR initiatives include social entrepreneurship, micro-lending, and social enterprises in which the key goal is corporate social performance, rather than financial performance. These firms reverse the traditional relationship between financial and social performance so that financial success becomes the constraining factor, rather than the *raison d'être*.

"Many, many more events and developments could illustrate a growing call for new thinking about the role of corporations/businesses in society."

Dr. Sandra Waddock

Corporations are also under pressure from civil society actors, such as NGOs, environmental groups, and community movements. These groups place considerable pressure on business and government, often by raising public awareness of social issues. Organizations and activists that monitor and measure corporations' social and environmental

practices drive the sustainability agenda by reacting publicly to perceived misbehaviour. Academic and research institutions also address sustainability issues in their research activities and management education programs.

Government initiatives usually take the traditional form of legislating and regulating for disclosure, so that business practices will be more transparent and consistent. Globalization has encouraged governments to coordinate their efforts at the transnational level, through institutions such as the World Bank, the General Agreement on Tariffs and Trade, and various United Nations initiatives.

Dr. Waddock concluded by pointing out that stakeholders have become more sophisticated in their tactics and approaches in the ten years since CSR entered the general lexicon. Modern firms face a social movement that demands corporate responsibility; they ignore it at their peril.

SECTION: CONFLICTS AND CRISES
Business Responses to Stakeholder Conflicts
Dr. Charlene Zietsma, Assistant Professor, Ivey Business School

KEY TAKE-AWAYS

- *'Little c' conflicts are usually about the impact of business operations on a limited group of stakeholders. They are local and focused on a single firm which has the power to make changes regarding the issue in dispute.*
- *'Big C' conflicts may start local, but become global. They focus on large, influential, and reputable firms which have only a loose connection to the issue and lack the power to make changes.*
- *Big C' conflicts emerge, intensify, and resolve and there are tactics associated with each stage.*
- *Firms can collectively manage their industry's reputation, as they jointly seek conflict resolution.*

Dr. Zietsma's research explores the tactics that businesses use to resolve conflicts with stakeholders. Her presentation discussed collective reputation management and competitive advantage at both the industry and firm levels.

Dr. Zietsma distinguished between small and large conflicts ('little c' versus 'big C'). 'Little c' conflicts usually arise over the impact of business operations on a limited group of stakeholders, typically grassroots community groups. These conflicts are local and focused on a single firm which has the power to make the changes the stakeholders desire. 'Big C' conflicts may start local, but eventually become global. The targets are large, influential, and reputable firms which have only a loose

connection to the issue and cannot control desired changes. Thus, their responses have to involve public relations.

Every corporation has many stakeholders, including their neighbours, employees, and customers. Effective stakeholder management involves identifying the important stakeholders: those who are powerful, urgent, and legitimate. But chains and flows of influence often make it difficult to pinpoint stakeholders. Overlapping relationships and stakeholder vulnerability further complicate the stakeholder management process (e.g., the complex and emerging threat of consumer action).

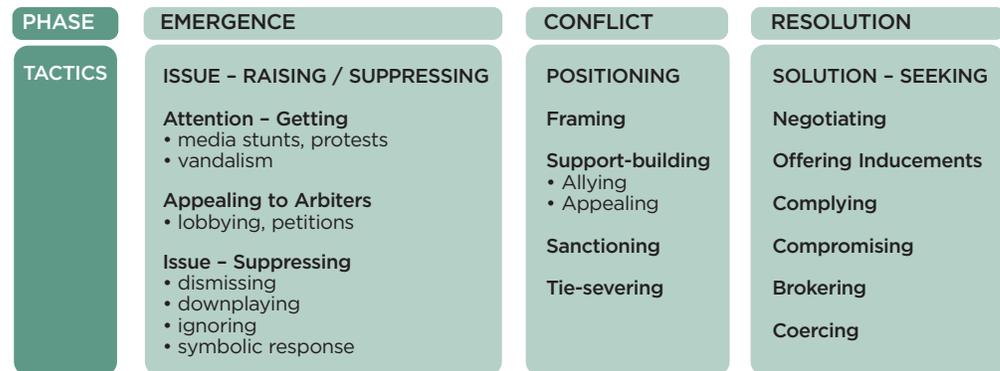*"There are a variety of tactics that you can use to resolve conflicts with stakeholders."*

Dr. Charlene Zietsma

Dr. Zietsma explored a range of tactics which can be used as conflicts emerge, intensify, and resolve (see Figure 2). The key tactics in the emergence stage are issue-raising (e.g., media stunts and protests), appealing to arbitrators (e.g., lobbying and petitions), and suppressing

Figure 2

TACTICS AND CONFLICTS

PHASE	EMERGENCE	CONFLICT	RESOLUTION
TACTICS	**ISSUE – RAISING / SUPPRESSING** **Attention – Getting** • media stunts, protests • vandalism **Appealing to Arbiters** • lobbying, petitions **Issue – Suppressing** • dismissing • downplaying • ignoring • symbolic response	**POSITIONING** **Framing** **Support-building** • Allying • Appealing **Sanctioning** **Tie-severing**	**SOLUTION – SEEKING** **Negotiating** **Offering Inducements** **Complying** **Compromising** **Brokering** **Coercing**

Charlene Zietsma, Ivey Business School

(e.g., dismissing, downplaying, ignoring, and offering symbolic responses). As conflicts intensify, positioning becomes critical. Tactics include framing the issue, building support (e.g., allying and appealing), sanctioning, and cutting ties. The resolution stage is about finding solutions (e.g., through negotiation, inducements, compliance, compromising, brokering, and coercing).

Dr. Zietsma then outlined the concept of organizational field. A field is a group of organizations that debates or reproduces a set of related institutional arrangements or practices. Conflicts disrupt the field structure by, for example, expanding as more players join the debate or contracting when a solution is reached. At the same time, the density of interaction among players increases and then decreases, as does its factionalism. Because of this, firms

must protect the boundaries, such as industry standards, that offer the most stability and preserve competitiveness.

Firms can collectively manage their industry's reputation, as they jointly seek conflict resolution. During this process, laggards are forced to follow leaders, and gradually the whole industry reaches a higher level of stakeholder engagement. This process allows individual firms to create competitive advantage for themselves by playing a leadership role. Dr. Zietsma concluded by posing several questions, including: Do first movers experience advantages or disadvantages? What about fast followers? And what are the implications for learning and relationship-building for those leading firms?

Engaging Stakeholders: The Causes of Conflict and Crisis

Ms. Denise Carpenter, Senior Vice President, Public and Government Affairs, EPCOR Utilities Inc.

KEY TAKE-AWAYS

- *Companies that do not engage with their stakeholders in an open, honest, transparent, and inclusive manner will often face opposition.*
- *Companies should engage stakeholders in project design early and often, and use their input to anticipate and avoid impacts.*
- *Doing the right thing can improve company relations with stakeholders and lead to cost savings.*

Ms. Carpenter began by recalling a time when EPCOR's stakeholder relations were not successful. One major project went astray when the community was not consulted about upgrading a local power generation station. "The engineers said: 'It's great, tell the community it's great,'" recalls Carpenter. But the residents were worried about community impacts, industrial activity, and preserving historical buildings, and they rejected the proposal outright. Even though the project was approved by the energy regulator, the local community blocked it by having a nearby building designated a provincial heritage site. EPCOR has since learned many important lessons.

Ms. Carpenter described EPCOR's original approach to the project as *Decide and Defend*. Poor communication and limited community engagement created social friction that stymied the project. EPCOR learned the hard way that companies that do not engage with their stakeholders in an open, honest, transparent, and inclusive manner meet opposition from regulators, community members, and other stakeholders.

An alternative approach is to *Avoid–Anticipate–Communicate* by engaging stakeholders in the project design early and often, and using their input to anticipate and avoid impacts. Ms. Carpenter described another EPCOR project on which the company successfully followed this approach. This time, EPCOR built shared understanding with many different types of stakeholders. The process led to multiple changes in the project, including investing in an expensive, more environmentally-efficient facility. Although there were heavy upfront costs in terms of new technology and community consultation, there were tremendous cost savings in avoided delays and a speedy regulatory approval process. This project was a test case for EPCOR because it profoundly changed the culture of the company.

"Never have a public meeting until you've had all your one-on-ones."

Denise Carpenter

EPCOR now trains its staff in the science and the art of dialogue and recognizes that each community is very different.

EPCOR develops a 'mental model' for each of their communities, by mapping the issues and values that are important to all potential stakeholders. The figure below shows a model developed for EPCOR by Decision Partners Inc. on the influences of stakeholder judgments (see Figure 3). This allows EPCOR to understand where the community is coming from before stakeholder negotiations get underway. Ms. Carpenter strongly advised her listeners to "never have a public meeting until you've had all your one-on-ones".

Denise Carpenter's key tips:

■ Talk to all stakeholders, be clear on what can and can't change, and incorporate stakeholder input where possible.

■ Dialogue brings understanding of the various positions, which builds trust and respect, facilitating further dialogue.

■ Consider different angles and options when consulting the community and incorporate their input into decisions.

Ms. Carpenter closed her presentation by recapping that EPCOR understands the value of engaging stakeholders. Not only has the company invested in building a community engagement process, it also measures its reputation to ensure the process is working. EPCOR believes that successfully engaging the community will allow it to meet its growth objectives.

Figure 3

A MODEL DEVELOPED BY DECISION PARTNERS INC. FOR EPCOR INC.

INFLUENCES ON INDIVIDUALS' JUDGEMENTS OF THE ACCEPTABILITY OF A PROPOSED ELECTRICITY SYSTEM PROJECT
Detailed Expert Model – Individuals' Model – Genesee Project
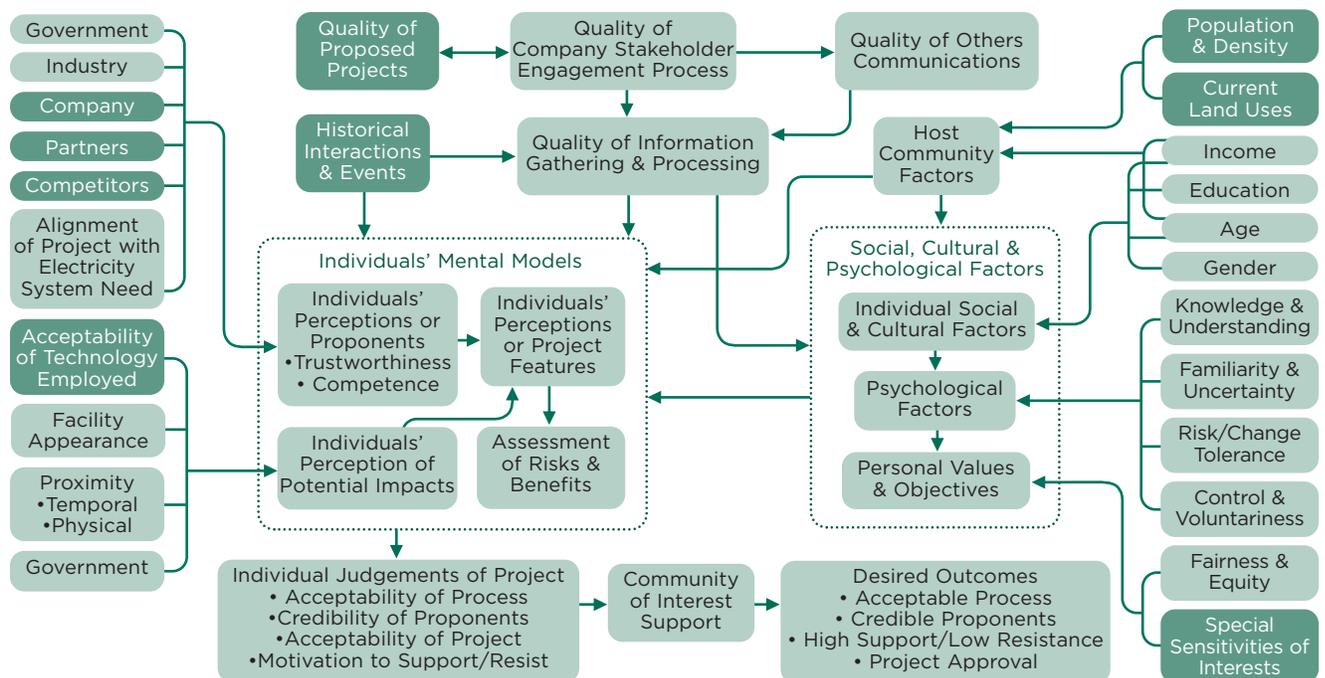
Conflicts and Crises: Dialogue

The Forum shifted to an open discussion with attendees and presenters sharing candid comments, thoughtful questions, and lively debate. Many participants were concerned about the role of regulators in stakeholder engagement—does regulation impede or enable the consultation process? One attendee explained that the 'community engagement' required for certain regulatory approvals is not a consultation process at all, doing more harm than good by encouraging competition between companies and the community. Participants advocated for improved regulatory policy on community engagement.

The discussion then shifted to NGOs as stakeholders, and the circumstances under which they could create social friction. One participant described her experience with an NGO that was so belligerent and aggressive that the community barred it from negotiations, rather than risk losing the economic development opportunity on offer. This was a human failure, rather than a process failure. The NGO had a 'holier than thou, we know what's best for you' attitude which undermined open and constructive dialogue. In stark contrast, several participants described how good dialogue can dispel preconceived assumptions and build understanding about different positions on an issue. One

consultant recalled watching this process in action during several days of productive dialogue between an NGO and a company. Open dialogue helped shift their relationship from conflicted to constructive.

Discussion then turned to how to evaluate the impact of successful community engagement. One company measured the savings they made by avoiding legal costs, missed deadlines, and delays. Others put a financial number on their reputation using metrics such as those available from organizations like The Reputation Institute[1].

What about stakeholders who won't engage, who aren't ready for a partnership? One participant described a firm in the pharmaceutical industry which had been trying to engage with its stakeholders, but with no success. Historically, the firm's relationships had been limited to financial transactions and this made it difficult to shift to a mindset of openness and collaboration. One attendee suggested that the pharmaceutical industry was a laggard in stakeholder engagement because their operations did not rely on community support, unlike industries such as mining.

The open dialogue session ended with a debate over whether conflict triggers community engagement or whether solutions emerge from shared understanding. One participant argued that the issue is *how* the conflict is handled, rather than whether conflict should be avoided altogether. It is unrealistic to expect there to be no conflict when stakeholders come to the table with different values and priorities. But there are productive ways to handle disagreements.

[1] www.reputationinstitute.com

SECTION: CONSULTATION AND COMMUNICATION
Consultation and Communication

Mr. David Meads, Consultation and Community Affairs Manager,
Mackenzie Gas Project[2]

KEY TAKE-AWAYS

- *Community engagement has had a crucial role in the success of the Mackenzie Gas Project (MGP), helping to build relationships and business arrangements between communities and the company.*
- *The real test is how the interaction between communities and the company improves the project design for all parties.*
- *MGP best practices: use various communication methods and materials; be predictable, frank, reliable, available, responsive, and friendly; ensure benefits are understood; have a community focal point.*

Mr. Meads believes that community engagement has had a crucial role in the success of Imperial Oil's Mackenzie Gas Project (MGP). Approximately 23 local and traditional communities are engaged in the project and their 'two-way learning process' contributed significantly toward improvements made to project plans. The process has built trust between communities and the company: "Trust and credibility are prerequisites to accomplishing objectives," says Mr. Meads.

"Engage early and do it often."

David Meads

Finding common ground also requires mutual understanding. Some communities were apprehensive of development plans because of perceived environmental and social impacts. The MGP worked with community members to improve understanding about exactly what development activities were proposed in their regions and how these activities might affect them. This helped overcome fears and correct misinformation.

For Mr. Meads, community engagement is more than just sharing information, it is collaboration. And collaboration requires that a community be able to express its concerns. At the MGP, communication has involved engaging community members and organizations as field consultants to assist with:

- Providing communities and individuals with timely information.
- Helping identify key concerns early and facilitate dialogue about, and resolution of, issues.
- Improving project design and plans.
- Strengthening relationships by building mutual understanding, respect, and trust.

Frequent and respectful engagement has allowed communities to express their concerns to the company. This has influenced development plans at the MGP; for example, eliminating and relocating

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[2] Mr. Meads was accompanied by Ms. Grace Blake, Regional Liaison and Mr. Randy Ottenbreit, Development Executive, Mackenzie Gas Project, Imperial Oil.

construction sites and identifying alternate gravel and water sources. MGP believes that successful collaboration not only benefits the community, but also the firm. "We think that the real test is how the interaction improves the project design," said Mr. Meads. The figure below shows other activities that MGP has used to consult and engage communities (see Figure 4).

Community engagement should be a top priority for the organization that wants to optimize benefits and avoid potential problems. Mr. Meads believes that "at the end of the day, you have to have strong relations with the community."

Mackenzie Gas Project's keys to successful community engagement have been:

- Engage early and often.

- Develop relationships; have a presence.

- Use various communication methods and materials.

- Be respectful, patient, consistent, and transparent.

- Be predictable, frank, reliable, available, responsive, and friendly.

- Ensure benefits are understood.

- Have a community focal point.

- Look for ways to involve communities in providing preliminary services.

Figure 4

CONSULTATION AND COMMUNICATION ACTIVITIES AT MGP

- Over 1500 meetings, including workshops to identify impacts and mitigation plans
- Tours of proposed sites and of other pipeline construction underway
- Funded traditional knowledge studies in each region
- Participated in, and donated to, community events
- Employed local residents as field workers and community monitors
- Carried out business development workshops and established Joint Advisory Committees
- Unprecedented regulatory review process

CSR Round Tables: A Pyrrhic Victory

Mr. Pierre Gratton, Vice President, Sustainable Development,
Mining Association of Canada

KEY TAKE-AWAYS
- *The CSR Round Tables were a valuable demonstration of civil society and industry engaging to build common ground.*
- *Best practices include: Don't cherry-pick with whom you engage; don't change the rules mid-stream; respond in a timely manner; make sure you have the buy-in of senior management; engage only if you are prepared to listen; and be transparent.*

Mr. Gratton described the unprecedented consensus between industry and civil society that emerged from the *National Round Tables on CSR and the Canadian Extractive Sector in Developing Countries*. At the same time, he voiced his frustration with the government's inability to formulate effective policy and regulatory responses to realize the potential of this consensus.

The CSR Round Tables were a valuable demonstration of civil society and industry engaging to build common ground. They reached consensus in several areas, including determining common standards, consequences for non-compliance, reporting standards, and NGO accountability. Initially, mistrust among some participants impeded the consensus-building process. But with time, Round Table members realized that all problems needed solving, regardless of how big or small. This approach was important in creating a "shared desire to find common ground." The Round Tables focused on arriving at achievable outcomes that government could support and industry could realistically achieve.

Mr. Gratton offered lessons in community engagement based on what the Round Tables did well, and did poorly. On the upside, the federal government facilitated the consensus outcome by bringing disparate groups together, helping to create goodwill, providing resources for research and expert input, and facilitating compromise. However, the Round Tables' achievements have been put at risk by the government's subsequent inaction. Key obstacles have been a lack of consensus within different governmental agencies, lack of high-level support, and politicization of the agenda. Mr. Gratton identified the dos and don'ts of similar engagement initiatives:

- Don't cherry-pick with whom you engage.
- Don't change the rules mid-stream.
- Respond in a timely manner.
- Make sure you have the buy-in of senior management.
- Engage only if you are prepared to listen.
- Be transparent.

In addition to his discussion on the CSR Round Tables, Gratton described how the Mining Association of Canada (MAC) is engaging its member companies to improve their sustainability. He described how a Community of Interest (COI) Advisory Panel was established to identify the criteria for five levels of performance on a series of performance indicators. The figure below shows the requirements for Level 3 of the community engagement indicator (see Figure 5). MAC encourages its members to move up the Levels over time and assists them in doing so.

Figure 5

REQUIREMENTS FOR LEVEL 3 OF THE COMMUNITY ENGAGEMENT INDICATOR

- Formal and documented
- COI engagement and dialogue systems are in place
- The facility provides assistance to ensure COI are able to participate in engagement and dialogue processes
- Communications are written in the local language for COI (as required) and are written in language that is clear and understandable to COI
- Clear accountability has been established for COI engagement and dialogue
- Time is built into processes to allow for meaningful review of proposals by COI
- Relevant materials are provided to COI for review in a timely manner

For all performance indicators see
www.mining.ca/www/Towards_Sustaining_Mining

Consultation and Communication: Dialogue

Mr. Meads' presentation on the MGP provoked a great deal of group discussion. First, participants wondered about the role of government in social issues. The group agreed that although the federal government provides some funding and training opportunities, this does not abrogate company responsibility.

Second, participants discussed stakeholder memory. Communities remember negative experiences and often firms have to address the mistakes of the past in order to move forward. In the case of the MGP, there existed ill feelings over a failed 1970s pipeline development project. As a result, indigenous elders who had been around in the 70s kept a very close eye on the current project. Also, community expectations had grown over time and so the MGP was expected to deliver more benefits to the community than previous projects. Community leaders now wanted a stake in the project and were looking for a business partnership.

Mr. Gratton was asked why the Mining Association of Canada was being proactive, rather than engaging in collective reputation management like some other industry associations. He described how the mining industry knew it had to change because the alternative was more regulation, higher costs, and fewer project approvals. As industries mature, they appear to be more proactive in their stakeholder relationships.

SECTION: COLLABORATION
The New Model: Corporate–Cause Collaborations
Ms. Jocelyne Daw, Vice-President, Marketing & Social Engagement,
Imagine Canada

KEY TAKE-AWAYS
- *Business contributions help build strong and healthy communities, which is good for business.*
- *Businesses that stand for something that their employees and customers care about, find that the community stands with them.*
- *Businesses are moving from supporting an organization, to supporting a cause, to supporting outcomes.*

Ms. Daw speaks with the authority of someone with over 20 years in the non-profit sector, as a practitioner, researcher, and writer. Her extensive knowledge of the sector became clear as she took the audience on a tour of the world of corporate–cause collaborations.

Ms. Daw began with the changing landscape of philanthropy. Canada's charity and non-profit sector is second largest in the world. It embraces about 11.5 million volunteers, 870,000 citizen groups, and 161,000 charities and non-profit organizations. But just 7% of charities and non-profit organizations receive 84% of all revenues; a statistic not dissimilar to business demographics. The largest organizations have annual revenues of over $10 million and, surprisingly, 43% of these revenues is earned income. The rapid growth in this sector is a result of changes in government services, the increasing wealth of individuals, early retirements, and longer life spans. Ordinary people are increasingly stepping in to solve the problems that they feel government does not or cannot address.

Ms. Daw highlighted the findings of a national survey of business contributions to Canadian communities to underscore why collaboration is inevitable. Imagine Canada interviewed over 22,000 managers about their views on charities and non-profit organizations. 94% of all businesses surveyed agreed that "private sector businesses and non-profit organizations can mutually benefit from a collaborative relationship" and 93% agreed that charities and non-profit organizations generally improve the quality of life in Canada."

With this very positive view, it is not surprising that businesses support the non-profit sector in a big way. Although there is a benchmark gold standard of business giving in Canada (monetary donation of 1% of pre-tax profits), there are many different ways in which businesses contribute. In addition to donating money, businesses support employee volunteering; donate goods and services; help raise money through customers, suppliers, and employees; purchase goods and services; provide sponsorship; make matching grants; provide payroll deduction; and engage in cause marketing.

The top seven reasons for business philanthropy are (in order of importance):

- It helps build a strong and healthy community, which is good for business.

- It fits company traditions and values.

- It is good for the company's relationship with the community.

- It is a good thing to do, irrespective of financial returns.

- It is good for the company's reputation.

- It is good for relationships with clients or customers.

- It helps recruit and retain employees.

"Great businesses create great economies. Great non-profits create great communities. When business and non-profits work collaboratively on solutions to social issues they create great societies."

Jim Collins, author of Good to Great and the Social Sectors, 2005

There are internal and external drivers for business–non-profit collaborations, according to Ms. Daw. These include meeting public expectations and community needs, enhancing corporate reputations, and recruiting and retaining top talent. These drivers move relationships from the purely transactional (donating money) to transitional collaborations that link employees, customers, marketing, and business objectives. Over time, an integrated, transformational collaboration can be developed that engages all assets and is embedded in the culture of the business. Daw presented the 7C's framework below for successful collaborations (see Figure 6).

Ms. Daw concluded her presentation with some examples of best practice from North American case studies:

- Associate your public face with your corporate citizenship (e.g., Starbucks' Lattes *for* Literacy program).

- Stand for something that employees and customers care about. The community will stand with you if they understand how your contribution makes a difference (e.g., CIBC's Run for the Cure).

- Use the power of the internet for two-way interactive dialogue and engagement with a cause. Both virtual and viral means are effective fundraisers.

- Move from supporting an organization, to supporting a cause, to supporting outcomes.

Figure 6: 7C's Framework

7 C'S GETTING IT RIGHT FRAMEWORK – CHECKLIST

- CAUSE – Define cause to align with core capabilities and company and citizenship goals, focus and prepare internally
- COLLABORATION – Find the right partner(s)
- COMBINE ASSETS – Synergize and synchronize time, talent, treasure
- CREATE VALUE – Determine joint outcomes and impact 'What does success look like?'
- exeCute – Work together to implement program and delivery
- COMMUNICATE – Communicate at every turn internally and externally
- CELEBRATE OUTCOMES – Evaluate, celebrate

Dynamic Collaboration Models: Value Creation in "Disruptive Partnerships"

Dr. Oana Branzei, Assistant Professor, Ivey Business School

KEY TAKE-AWAYS
- *Disruptive partnerships are the engines of the collective creativity, emotional change, and relationships that complete our organizations.*
- *Engaging fringe stakeholders leads to competitive imagination and innovation.*
- *Giving voice to all stakeholders leads to self-sufficiency.*
- *Leading by example gives business a lasting competitive edge.*

"We can live our lives and manage our enterprises obsessed with getting ever more, with keeping score, with constantly calculating and scheming."

"Or we can open ourselves to another way, by engaging ourselves to engage others so as to restore our sense of balance."

Mintzberg, Simons, & Basu, 2002, p. 91

What happens when we combine the concepts of the economic man, single-minded pursuit of shareholder value, heroic leadership, lean mean organizations, and the rising tide of prosperity? We create wedges of distrust, disengagement, disconnection, discontinuity, and disparity that fracture our organizations and societies. We undermine integrity, self-respect, holistic value creation, collective energy, loyalty, real prosperity, and generosity.[3]

Dr. Branzei proposed that 'disruptive partnerships' are the engines of the collective creativity, emotional change, and relationships that complete our organizations (see Figure 7). She shared the compelling stories of six organizations with which she had worked.

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[3] Henry Mintzberg, Robert Simons, Kunal Basu. Fall 2002. "Beyond Selfishness". MIT Sloan Management Review, Vol. 44, No. 1, pp 67-74.

Figure 7

RELATIONSHIPS AS LOCUS OF CAPABILITY EMERGENCE

"Competitive advantage is built on relationships"
(Rindova & Fombrun, 1999: 706)

PARTNERSHIPS ARE IMPORTANT SOURCES OF ADVANTAGE
- in new or dynamic markets (Zhao & Aram, 1995)
- during changes in technological regimes
  (Nagarajan & Mitchell, 1998)
- under resource constraints
  (Kodithuwakku & Rosa, 2002)

**ORGANIZATIONS THAT "MORPH" IN TUNE WITH SIGNALS
FROM THEIR PARTNERS ARE MORE LIKELY TO:**
- recognize and enact new capabilities
  (Shane & Cable, 2002)
- co-opt new resources
  (Human & Provan, 2000; Starr & MacMillan, 1990)
- enhance their competitive edge
  (Rindova & Kotha, 2001; Nahapiet & Ghoshal, 1998)

Jamie Kennedy Kitchens: Engaging fringe stakeholders for competitive imagination

Chef Jamie Kennedy's quest to make green delicious has led him to source food locally and in-season. Kennedy has eschewed the suppliers of exotic foods to upscale restaurants. Instead, he has sought out like-minded people who are willing to experiment and grow foods that take advantage of the local climate, soil type, and topography. His very successful business is modeled on his belief that local communities offer a sustainable food supply.

Honey Care Africa: Discovering new capabilities through micro-processes

Honey Care creates value by paying attention to micro-processes as it works with rural communities and development organizations. Honey Care's value proposition is that it can do what its partners can not. The partners have discovered new capabilities by jointly interpreting their respective roles.

E+Co: Building capacity through entrepreneurs

E+Co is a non-profit, public-purpose investment company that provides seed and growth capital as well as business development services, tools, and training. They address energy poverty and energy waste by building entrepreneurial capacity. Their $15 million investment has leveraged $150 million from social investors, donors, and charitable organizations.

Enterprise Creation in Zanzibar: Processes evolve and succeed when the timing is right

The Sustainability Livelihoods Model asks what types of assets does a business need to get off the ground. The greatest asset of entrepreneurs in Zanzibar is a beautiful natural park. Social agencies have been trying to convert this park into a resource for the local people since 1995; but it took until 2006 to realize any success. No single agency can take the credit. Rather their cumulative efforts required time to evolve and eventually succeed.

Stakeholder Engagement Forum: Giving voice to all stakeholders on the road to self-sufficiency

Gathering all stakeholders, not just the usual crowd of NGOs, has stimulated enterprise development in Sudan. For the first time, local business school professors were invited to engage with the community and NGOs. New forms of communication and collaboration emerged from helping displaced communities directly communicate their needs to government and NGOs.

TATA's Leadership Protocol and Leadership Profile: Leading by example gives business a lasting and competitive edge

At Tata, the corporate sustainability leadership profile goes hand-in-hand with the organization's corporate sustainability protocol. All company heads are required to make a written personal commitment to lead by example. The commitment boils down to "what comes from the people goes back to the people many times over." The purpose of the business is to serve the community.

These six studies present different models used in developed, emerging, and transitional economies. But, as Dr. Branzei concluded, they share a common theme— they all represent partnerships that have successfully shifted attention from profits in isolation, to the community.

"Intelligence and capability are not enough. There must be joy of doing something beautiful."
Dr. G. Venkataswamy, Aravind Eye Care System

Consultation and Communication: Dialogue

The conversation in this session revolved around partnering with NGOs to create social value. Two important questions emerged: How do you build resiliency in the relationship between NGOs and firms? And how do you make sure NGOs don't become overly dependent on the partnership?

The group came to several conclusions. First, NGOs can protect themselves from dependency by establishing multiple partnerships. Second, employees are key to the success of these partnerships because they are ambassadors for the firm and for a particular cause. There are two aspects to employee involvement: (i) engaging the community directly through employees, and (ii) engaging employees by communicating with them. To realize the potential of their ambassadors, firms need to actively educate employees about the causes, partnerships, and campaigns they support.

The event on which Dr. Branzei's Sudan case study was based had been coordinated by Mr. Samer Abdelnour, a PhD student at Ivey. Mr. Abdelnour was at the Forum and he responded to questions about the ability of communities in turmoil to engage with local, regional, and international partners to address critical societal concerns in post-war areas.

The Future of Community Engagement: Summary, Learnings, and Next Steps

Forum participants were asked to consider two questions during our afternoon break-out sessions: How do you acquire the benefits of social trust and innovation? How do you measure the benefits?

How do you acquire the benefits of social trust and innovation?

This discussion revealed several interesting observations. First, firms need to start early and give stakeholders ownership over the engagement process, because joint solutions create better outcomes.

Second, it is important to understand the communities with which you are engaging. For example, 'mental modelling' helps EPCOR understand the values of the communities in which they wish to do business.

Third, participants agreed that trust and respect are critical to successful community engagement. Without respect there is nothing, because dialogue cannot build trust without respect. Firms also need the support of senior managers who believe in the benefits of intangible assets such as trust. One group reframed their question as to: How do you *earn* social trust? Their answer: By providing consistent performance, outcomes, and

transparency. Employees need a clear visionary statement so that they can be involved in building trust.

Fourth, transparency, innovation, and active engagement are necessary elements for securing benefits. Innovation occurs when community engagement informs strategy, plans, and processes. But sometimes you have to train technical staff (e.g., engineers) in the softer, interpersonal skills so that productive dialogue can lead to innovative solutions.

How do you measure the benefits of social trust and innovation?

Several groups argued that the benefits of social trust and innovation can be measured in reputation and at the bottom line. Another measure of success is the productivity gains from good working relationships, such as timing and outcomes. Community engagement can also help recruit and retain talent because people want to work for an organization that shares their values.

There was a spirited debate about the financial measures of social value. Indeed, this has been the topic of a previous Knowledge Forum (see report at *http://www.sustainabilityresearch.org/ Docs/ValuingForumReport.pdf*). Some attendees argued that there are some real measures of social value, but they are difficult for firms to adopt. Others doubted the validity of such measurement tools. Social accounting helps us measure impacts on society (e.g., better education and health) but it's difficult to translate societal level impacts to the corporate level. For example, will accountants allow firms to claim avoided costs as a benefit? Other points raised were:

- 'labelling' is important because it legitimizes the firm's positive social initiatives.

- the rationale for community engagement must be presented in economic language.

- risk management analysis shows that it is costly not to engage with communities.

The two questions posed to the Forum break-out groups soon generated broader discussions on the themes of governance, conflict, and ownership. First, is it the government's responsibility to build social value? If so, how do we increase the capacity of the state to meet this challenge without relying on corporations to fill the gap? The group acknowledged that globalization has created a huge imbalance between the state and the corporation and considered the difficulties of steering good ideas through the policy process.

Second, who should take ultimate ownership of community engagement? Would an ombudsperson help resolve conflicts? Some did not think so. As one participant argued, "someone has to take ownership of the stakeholder engagement process. 'Us versus them' is old think. It shouldn't be about conflict." Society's expectations are changing. Communities now look to firms to contribute to long-term social well-being and value. Firms will absolutely need successful community engagement in order to deliver on these demands.

There are no easy answers to successful community engagement, but the Forum generated some signposts to guide the way:

- Dialogue often breaks down when firms or their stakeholders think they know what's best for others.

- Good dialogue can dispel assumptions and build understanding about diverse stakeholder concerns.

- Firms learn from past mistakes; so mature industries have an advantage over younger industries.

- Companies and NGOs sometimes have adversarial relations, but they can also collaborate on social causes to the benefit of both parties.

- Stakeholders and firms can build shared understanding if they are respectful and transparent in their dealings.

- Effective stakeholder engagement results in measurable benefits, including cost savings, enhanced reputation, and innovation.

This *Knowledge Forum on Engaging the Community* revealed that we are all at different stages of thinking about, and acting on, community engagement. In some sectors, individual corporations are leading; in others, firms look to their industry association for guidance. Government plays an important role, but political and bureaucratic processes are slow and industries are forced to develop their own processes and standards. Researchers are similarly challenged–do they lead or lag practice?

There are no easy answers. Community and stakeholder engagement is unique to each company, industry, community, and situation. Processes and best practices can be developed, but these must be flexible enough to deal with the nuances of each engagement process. But we learned today that the universal values of honesty, trust, respect, and transparency are critical for healthy engagement leading to positive collaboration and outcomes.

Acknowledgements

We would like to thank a number of people for their work on this summary report.

First, thanks to Dr. Tima Bansal, the Executive Director of the Research Network for Business Sustainability (RNBS) and Mr. Tom Ewart, the Managing Director, for the terrific job they did in organizing and conducting the Forum. More generally, we would like to thank them for the important contribution they are making to business sustainability by leading the RNBS, which facilitates business sustainability by bridging research and practice.

Second, the Research Network for Business Sustainability is grateful to Natural Resources Canada for financially supporting the Forum.

Third, we would like to thank Paul J. Hill and the Paul J. Hill School of Business of the University of Regina for funding the preparation and publication of this report.

Fourth, we applaud the Forum speakers who all presented insightful and useful information in an entertaining and interesting way.

Finally, and most importantly, we would like to express our gratitude to the Forum participants. Their willingness to share their experiences and to question and augment the material presented added immeasurably to the event.

Thanks again to all!

Sincerely,

Dr. Robert B. Anderson, *Paul J. Hill School of Business*
Samer Abdelnour, *Richard Ivey School of Business*
Jijun Gao, *Richard Ivey School of Business*
Marlene J. Le Ber, *Richard Ivey School of Business*
Pouya Seifzadeh, *Richard Ivey School of Business*
Natalie Slawinski, *Richard Ivey School of Business*

Appendix A: Speaker Biographies

TIMA BANSAL
Ivey Business School and Research Network for Business Sustainability

Dr. Bansal is an Associate Professor at the Richard Ivey School of Business. She is also the Director of the Cross-Enterprise Leadership Centre on Building Sustainable Value, and the Executive Director for the Research Network for Business Sustainability (*www.sustainabilityresearch.org*). These centres aim to strengthen the ties between research and practice.

Before joining Ivey in June 1999, Dr. Bansal taught at Georgia State University in Atlanta and received her doctorate from the University of Oxford. Her research interests are primarily in the areas of sustainable development and international business. Dr. Bansal's research has been published in many of the top academic and practitioner

journals in general management. She sits on the editorial board of the *Academy of Management Journal, Journal of International Business Studies, and Organizations and Environment*.

Dr. Bansal teaches at all levels of the business program, including undergraduate, MBA, PhD, executive development, and the High Potential Managers Program. She has taught courses in strategy, international business, and business sustainability. In 2002, Dr. Bansal received Ivey's prestigious teaching innovation fellowship. She has developed training programs for Eli Lilly and the City of London.

OANA BRANZEI
Ivey Business School

Dr. Branzei is Assistant Professor of Strategy at the Ivey School of Business. As an academic, teacher, and consultant, Dr. Branzei helps executives and students successfully transform local and global tensions among economic, social, and environmental sustainability into future sources of competitiveness. Her current research initiatives explore the origins and processes of sustainable advantage, the formation of path-breaking strategies and capabilities, and the creation and diffusion of pro-poor, for-profit business models.

Prior to joining Ivey, Dr. Branzei was on faculty at the Schulich School of Business.

At Schulich, she taught in the MBA and the PhD programs, the Kellogg-Schulich Executive MBA, and the Sustainable Enterprise Academy.

Dr. Branzei is a multiple research and teaching award winner, whose work has appeared in several leading academic journals. Her research projects have been supported by grants from Canada's Social Sciences and Humanities Research Council, The International Development Research Centre (IDRC), and the Investment Climate and Business Environment Research Fund (ICBE RF).

DENISE CARPENTER,
EPCOR Utilities Inc.

One of Western Canada's leading public affairs professionals, Denise Carpenter directs an integrated department at EPCOR that aligns Corporate Relations, Government Relations and Community Relations.

Ms. Carpenter has developed strategic communications and brand management strategies that have paved the way for EPCOR'S transformation into a North American power and water company.

Under her direction, EPCOR launched industry-leading consultation and stakeholder engagement practices in new and existing power and water markets. She has been instrumental in guiding major sponsorships including the successful Alberta Scene arts festival in Ottawa and, most recently, EPCOR's role as an Official Supplier to the Vancouver 2010 Olympic and Paralympic Winter Games and the Canadian Team.

Before joining EPCOR in 2003, Ms. Carpenter was Executive Vice President and General Manager of Western Canada operations for Weber Shandwick Worldwide. She has made countless contributions to Canadian companies seeking to launch, grow, protect and re-position their brands over more than 20 years.

Ms. Carpenter has extensive experience in the governance of post-secondary institutions and community organizations. She is currently Vice Chair of the Alberta College of Art and Design's Board of Governors, serves on the Board of Directors of the Edmonton Oilers Community Foundation, and is a member of the Community Engagement Committee for the Edmonton Committee to End Homelessness. She has been past Board Chair of the Edmonton Space Sciences Foundation, President of the Edmonton Business Council for the Visual Arts, and Director for the Edmonton Downtown Business Association.

Ms. Carpenter has been honoured by Global TV as a Woman of Vision, the YWCA with a Woman of Distinction Award for her achievements in Public Affairs and Communications, and was named one of Alberta's 50 most influential people *Alberta Ventuture* magazine.

JOCELYNE DAW
Imagine Canada

Ms. Daw is the Vice President, Marketing and Social Engagement at Imagine Canada. She is author of *Cause Marketing for Nonprofits: Partner for Purpose, Passion, and Profits*, part of the AFP/John Wiley Series in Fund Development.

Ms. Daw is a recognized leader and pioneer in creating cause-marketing partnerships. For over 15 years, she has actively used cause-marketing as an important fundraising, marketing, and corporate citizenship tool to advance community and business needs. A sought-after presenter, mentor, and consultant, Ms. Daw has developed over 25 innovative, signature, cause-marketing programs in the areas of health care, social services, arts, environment, and heritage.

PIERRE GRATTON
Mining Association of Canada

Mr. Gratton is Vice President, Sustainable Development and Public Affairs for the Mining Association of Canada (MAC). At MAC, he plays a key role in developing and implementing *Towards Sustainable Mining (TSM)*, an initiative that won MAC the Globe Foundation Award for Environmental Performance.

Mr. Gratton's responsibilities at MAC cover corporate social responsibility, media relations, communications, sustainable development, Aboriginal affairs, social issues, and environmental issues related to land access. In 2005-06, Mr. Gratton was honoured as a Distinguished Lecturer for the Canadian Institute of Mining, Metallurgy and Petroleum (CIM).

Before joining MAC in May 1999, Mr. Gratton was Director of Communications to the Minister of Justice and Attorney General of Canada (1997-99) and Press Secretary Minister of Natural Resources Canada (1996-97). From 1992-96, he was a government relations and strategic communications consultant with GPC Government Policy Consultants in Edmonton and Quebec City where he worked closely with the mining and energy sectors.

Mr. Gratton holds an M.A. degree in political science and a B.A. from McGill University. He sits on the Board of the Ottawa South Community Association and is pursuing his black belt in karate.

DAVE MEADS
Mackenzie Gas Project, Imperial Oil

Mr. Meads is Consultation and Community Affairs Manager for the Mackenzie Gas Project. He has worked with Imperial Oil for almost 30 years in various assignments including gas plant and field operations, safety, training, and joint venture negotiations. Mr. Meads has been involved with the Mackenzie Gas Project for six years: communicating with northern communities, helping residents to understand project details, resolving community concerns, identifying measures to address project impacts, and helping communities prepare for project benefits. Mr. Meads leads a team of staff who have daily contact with northern community residents, including Aboriginal leaders and organizations.

SANDRA WADDOCK
Boston College

Dr. Waddock is Professor of Management at Boston College's Wallace E. Carroll School of Management and a Senior Research Fellow at the BC Center for Corporate Citizenship. She is a pioneer in the field of social investing and corporate citizenship and her work has had a lasting impact on management scholarship, practice, and education. Dr. Waddock has published path-breaking books on corporate citizenship and currently serves as the editor of the *Journal of Corporate Citizenship*. As a leader among peers, she has chaired the Social Issues division of the Academy of Management.

Dr. Waddock plays an important role in helping individuals and firms invest with social and environmental impacts in mind. She is a collaborator in publishing *100 Best Corporate Citizens*, which ranks firms on their corporate social responsibility record in areas such as the environment, diversity, and supply chain codes of conduct. And she contributes to the rigour of the social investment community by tracking and critiquing the actions of mutual funds and money managers involved in values-based investing.

With her deep understanding of corporate responsibility and business practice, Dr. Waddock is often called to serve on boards and advise businesses and NGOs such as the United Nations Global Compact Learning Forum.

Dr. Waddock understands what it takes for businesses to succeed financially and as globally responsible citizens and her leadership is helping firms live up to their potential.

CHARLENE ZIETSMA
Ivey Business School

Dr. Zietsma is an Assistant Professor of General Management (Strategy) at the Richard Ivey School of Business. She taught previously at Simon Fraser University, where she completed her MBA and at the University of British Columbia, where she completed her PhD. Prior to her graduate education, Professor Zietsma established a corporate relocation consulting firm, ran a multicultural centre, acted as a career advisor, and worked in sales for Procter & Gamble. She has served on a number of boards and committees for non-profit, professional, and government organizations.

Dr. Zietsma's research interests focus on process research in two domains: 1) multi-level institutional entrepreneurship and change, especially in the context of stakeholder conflicts, and 2) cognition in entrepreneurship. She has examined opportunity recognition and business start-up, organizational learning, institutional change, and inter-organizational collaboration. Dr. Zietsma has published research in *Organization Science, the Journal of Business Venturing, Business & Society, Corporate Reputation Review,* and the *British Journal of Management* and been awarded several best paper and symposium awards.

Appendix B: Research Network for Business Sustainability Leadership Council Members

The Network was created with generous funding from the Richard Ivey School of Business, the Leadership Council members, the Social Sciences and Humanities Research Council of Canada, and the University of Western Ontario.

RESEARCH NETWORK *for*
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