Leadership Competencies for Corporate Citizenship: Getting to the Roots of Success

Boston College Center for Corporate Citizenship with the Hay Group

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Objective:
The results of this study help to outline and develop a leadership competency model for corporate citizenship or corporate social responsibility (CSR) leaders. Because these roles have typically been filled by peripheral staff and not by senior level executives, a new leadership model will be helpful in combining the two skill sets of traditional senior level executives and CSR leadership.

Methods:
Focus groups and behavioral event interviews were conducted with more than 20 successful corporate citizenship leaders.

Key Findings:
There are eight competencies that this study identified for strong corporate citizenship leaders. They are as follows:

- Personal Maturity
- Optimistic Commitment
- Peripheral Vision
- Visionary Thinking
- Systems Perspective
- Collaborative Networker
- Change Driver
- Strategic Influence

Conclusion:
“Effective corporate citizenship management requires a high level of professionalism and competency similar to other senior management functions. While the role may be just as demanding as other strategic executive roles, it is also unique with respect to the wide array of knowledge and skills required to perform successfully. Leading corporate citizenship requires a very talented, multi-dimensional, and resilient individual.”

Full Report