

HOW TO MOTIVATE MANAGERS FOR CSR?
COMMITMENT TO CSR BY
TRANSFORMATIONAL LEADERSHIP IN
MEETINGS.

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Abstract

Purpose: The aim of this research is to examine how it is possible to continuously motivate managers from different departments for Corporate Social Responsibility (CSR). The goal is to investigate if and how CSR leaders can realize commitment to CSR by conducting meetings in transformational leadership style.

Methodology: The study uses a combination of theoretical and empirical research. Theoretical research contracts and contrasts knowledge of the areas CSR, transformational leadership and meetings in new ways. By empirical research qualitative and quantitative data is attained by 12 interviews with CSR leaders and managers of 6 Australian organizations.

Findings: Transformational leadership clearly motivates managers for CSR in meetings, because it enhances trust, understanding and commitment to CSR. All of the transformational leadership components are relevant and leaders can enhance them by specific behaviors. The motivational effects of various transformational leadership elements depend on characteristics of the audience such as position, gender, personality and experience.

Practical Implications: Leaders already apply the concepts of transformational leadership, but it is recommended to increase its appliance for achieving optimal motivation. For realizing commitment leaders need to be aware of different impacts of transformational leadership elements and emphasize transformational leadership behavior in CSR meetings adjusted to the audience.

Limitations: Despite the sample size corresponds to academic standards of qualitative research, there are limitations regarding the investigation of the effects of transformational leadership on different age groups, various industries, organization types or countries.

Key words: Corporate Social Responsibility, Transformational leadership, Meetings, Motivation.

JEL Justification System: M10 – General; M14 – Corporate Culture; Social Responsibility.

Abstracto

Objectivo: O intuito de este trabalho de pesquisa é o de aferir a possibilidade de motivar continuamente administradores de vários departamentos, para factores de “Corporate Social Responsibility” (CSR). O propósito é então, investigar se e como vários líderes conseguem implementar CSR através de reuniões em estilo de liderança transformacional.

Metodologia: O corrente estudo usa uma combinação de investigação empírica e teórica. Em termos teóricos, é procurado comparar e contrastar conhecimento nas áreas de CSR, liderança transformacional e novas formas de reuniões. A pesquisa empírica foca-se em 12 entrevistas com líderes em CSR e administradores de 6 organizações Australianas com o fim de recolher informação quantitativa e qualitativa.

Resultados: Liderança transformacional motiva claramente administradores para aplicar CRS em reuniões, pois potencia sentimentos de confiança, compreensão e compromisso. Todos os componentes presentes na liderança transformacional são relevantes. Os efeitos de tais elementos contudo dependem das características da audiência: posição, gênero, personalidade e experiência.

Implicações Práticas: Correntemente líderes já aplicam em algum grau estes conceitos. Contudo, para atingir um ponto de motivação óptima, é necessário reforçar a aplicação de tais métodos e conceitos. Para conseguir reforçar o compromisso, líderes e administradores necessitam de ter em atenção os vários elementos da liderança transformacional e ajustar os seus comportamentos á audiência presente.

Limitações: Apesar do tamanho da amostra respeitar as normas académicas de estudos quantitativos, esse mesmo tamanho representa uma limitação, pois não é capaz de determinar os efeitos da liderança transformacional entre faixas etárias diferentes, indústrias, tipos de organizações ou Países.

Palavras chave: Corporate Social Responsibility, Transformational leadership, Meetings, Motivation.

JEL Justification System: M14 – Corporate culture; Social Responsibility, M10 – General.

*To the beauty of this world that inspired me to write this dissertation
and to all the wonderful people that supported and accompanied me
on my fabulous master journey.*

THANK YOU!

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List of abbreviations

CSR	–	Corporate Social Responsibility
II	–	Idealized Influence
IM	–	Inspirational Motivation
IS	–	Intellectual Stimulation
IC	–	Individual Consideration

Executive Summary

The world is facing major challenges right now. This reflects not only in increasing societal problems and environmental disasters but also in the state of economy and business. The business environment is becoming more and more competitive and organizations are confronted with a change in consumer demands, increasing prices of resources and an unstable economy. Firms that want to be successful now and in future have to integrate Corporate Social Responsibility (CSR) and pay balanced attention to economic, social and environmental factors in driving business. For achieving a positive impact on the organizations' outcomes as well as on economy, society and environment, CSR has to be fully embedded in organizations. Everybody has to be involved and committed to the process, because of the following reason: *"If everyone is moving forward together, then success takes care of itself."* (Henry Ford). However, this process is hindered by the lack of understanding and motivation of managers and associates with other main responsibilities than CSR. The main challenge for CSR leaders is to bring everyone on board.

This study addresses the topic how it is possible to motivate managers from different departments (associates with other main responsibilities than CSR) for CSR in meetings. Meetings are a common internal communication tool with the disadvantage of being unpopular and boring. Therefore, this research deals with the issue how a leader should lead CSR meetings in order to realize commitment to CSR. Newest findings indicate that CSR is enhanced by transformational leadership - a leadership style in which leaders creates a vision, guides the change through inspiration and executes the change with the commitment of followers. Thus, the assumption of this study is that transformational leadership is a very good way to conduct CSR meetings and achieve motivation for CSR amongst managers. The aim of this research is to examine if CSR leaders can motivate followers by leading CSR meetings in the transformational leadership style and how they can achieve the highest motivation amongst followers for CSR.

Due to the fact that 'transformational leadership in CSR meetings' is a completely new research area this study looks into theory and practice. Theoretical research comprises investigation of the state of art of 'transformational leadership and CSR', as well as do the first steps into research areas 'CSR meetings', 'Transformational

leadership in meetings' to find out if managers can be motivated by transformational leadership in CSR meetings. Empirical research retests if commitment to CSR can be realized by transformational leadership in CSR meetings. 12 interviews (comprising questionnaires and qualitative talks) were conducted with CSR leaders and managers of 6 Australian organizations. Qualitative and quantitative data demonstrates which elements of transformational leadership are essential for motivating managers for CSR and the best way to emphasize them.

Both results of theoretical and empirical research show that transformational leadership clearly motivates managers for CSR. Theoretical findings show that meetings are a common and good internal communication tool to communicate a CSR strategy and transformational leadership is associated with CSR. Also, it proves that transformational leadership is a good way to conduct motivating meetings, because all the transformational leadership components Idealized Influence (II), Inspirational Motivation (IM), Intellectual Stimulation (IS) and Individual Consideration (IC) are part of guidelines of good meetings. Therefore, transformational leadership is a very good method to motivate managers for CSR in meetings.

Empirical research verifies that managers get motivated by transformational leadership in CSR meetings and further investigates its appliance in practice, the importance of transformational leadership elements and the behavior that is associated with transformational leadership. First, it is found that embedding CSR in firm structures and bringing people from different departments on one line are issues for all the organizations and CSR meetings are a common tool for communicating CSR. Results show that all the transformational leadership components are applied in practice by leaders already, but to a lower degree than they should be. Therefore, leaders should enforce them to reach optimal motivation. Second, results indicate that transformational leadership is central in motivating managers for CSR, because it enhances trust, commitment and understanding for CSR. All the transformational leadership components are important for motivating managers for CSR. The most important component is Idealized Influence, followed by Inspirational Motivation and Intellectual Stimulation. The least but still important one is Individual Consideration. Furthermore, it is found that the transformational leadership components IM, IS and IC are aligned and complement each other. Also, it is found which specific elements

of transformational leadership motivate followers depend on factors such as position, gender, personality and experience. Hence, CSR leaders should emphasize all of the transformational leadership elements and adjust it to the audience in order to achieve the highest possible motivation. Third, it is found that transformational leadership can be enforced by specific behavior and actions of leaders. In order to realize Idealized Influence a CSR leader has to show determination to goals and go beyond self-interest in order to realize faith and respect of the audience. For inspiring followers (Inspirational Motivation) it is recommended to communicate goals and vision in a simple and clear way. Intellectual Stimulation can be achieved by enabling participation and stimulate rethinking and problem solving. And, followers feel personally considered (Individual Consideration) by involving them and giving individual feedback. By adopting these behaviors CSR leaders can enforce transformational leadership in CSR meetings.

All in all, this research demonstrates the relevance of continuously motivating managers due to increasing importance of CSR for organizations and the lack of understanding for CSR amongst managers. Transformational leadership in CSR meetings is proved to be already part of daily business and highly important to realize commitment amongst managers for CSR in meetings and leaders can adopt it by specific behaviors in practice. By emphasizing transformational leadership elements in CSR meetings, leaders turn today's challenge into the opportunity of creating an organization of highly motivated managers, who outstandingly drive a CSR strategy together and realize business success jointly. Simultaneously, they contribute to the well-being of society and environment and make the world a better place.

Executive Summary (Portuguese)

O mundo em que vivemos depara-se com um grande conjunto de desafios. Isto é reflectido não apenas pelos problemas sociais e desastres ambientais, como também com o estado da Economia. O ambiente empresarial está a ficar cada vez mais competitivo, e as organizações veem-se confrontadas com mudanças nas preferências dos consumidores, aumento dos preços de matérias primas e uma economia mundial instável. Para que as empresas sejam bem sucedidas em tal ambiente, é necessário que elas consigam integrar Responsabilidade Social Corporativa (CSR na sigla em inglês) e prestar atenção a factores económicos, sociais e ambientais. Com a finalidade de obter um impacto positivo nos resultados das organizações, como também na economia, sociedade e ambiente, CSR tem de ser completamente incorporado nas empresas. Todas as pessoas devem envolver-se e comprometer-se a tal processo. *“If everyone is moving forward together, then success takes care of itself.”* (Henry Ford). Contudo, este processo, na sua realização, é impedido ou prejudicado pela falta de compreensão e motivação de administradores e associados. O maior desafio dos defensores da sua implementação, é o de fazer com que todos, dentro da organização, estejam a bordo.

Este estudo aborda o tema de como é que possível motivar os gestores de diferentes departamentos (associados que tem outras responsabilidades que não as de CSR) para CSR em reuniões. As reuniões são uma ferramenta de comunicação interna comum, mas com a desvantagem de serem impopulares ou aborrecidas. Portanto, este estudo aborda a questão de como um líder deve conduzir tais reuniões, com o fim de inspirar um compromisso pelos outros agentes. Estudos recentes indicam que CSR é reforçada pela liderança transformacional - um estilo de liderança em que um líder cria uma visão, inspira há mudança e executa-a com o compromisso dos seus seguidores. Assim, a hipótese deste estudo é que a liderança transformacional é uma boa forma de realizar reuniões de CSR e implementar motivação entre os gestores. O objectivo é então examinar se é possível motivar os responsáveis de outros departamentos através da liderança transformacional, e de que forma é que se pode atingir uma performance óptima.

Devido ao facto de que a liderança transformacional em reuniões de CSR ser uma área de desenvolvimento recente, este estudo inclui uma parte teórica e prática. A

parte teórica compreende a investigação do estado da "liderança transformacional e CSR", bem como dar os primeiros passos em áreas de investigação sobre "reuniões CSR" e "Liderança Transformacional em reuniões" com o intuito de descobrir se os gestores podem ser motivados por uma liderança transformacional em reuniões CSR. É testado ainda empiricamente se o compromisso com a CSR pode ser obtido pela liderança transformacional em reuniões. Para tal, 12 entrevistas (incluindo questionários e conversas qualitativas) foram realizados com líderes e gestores de seis organizações Australianas. Dados qualitativos e quantitativos demonstram quais elementos integrantes da liderança transformacional são essenciais para motivar gestores para CSR e qual é a melhor maneira de enfatizar-los.

Tanto a componente teórica como a empírica, parecem indicar uma relação positiva entre liderança transformacional e motivação dos gestores para abraçar as ideias propostas por CSR. Resultados teóricos demonstram que as reuniões são uma ferramenta de comunicação interna comum e boa para comunicar uma estratégia de CSR e liderança transformacional é geralmente associada a tal ideia. Além disso, é provado que a liderança transformacional é uma boa maneira de conduzir reuniões de motivação, pois todos os componentes de liderança transformacional; Influência Idealizada (II), Motivação Inspiradora (IM na sigla inglesa "*Inspirational Motivation*"), Estimulação Intelectual (IS na sigla inglesa "*Intellectual Stimulation*") e Consideração Individual (IC na sigla inglesa "*Individual Consideration*") fazem parte das diretrizes de como alcançar boas reuniões. Portanto, a liderança transformacional é um bom método para motivar gestores para essas reuniões. Estudos empíricos identificam que os administradores e outros responsáveis de departamentos, ficam motivados pela liderança transformacional em reuniões de CSR e ficam encorajados a aprofundar os seus conhecimentos sobre o tema. Em primeiro lugar, verifica-se que a incorporação da CSR em estruturas firmes e juntando pessoas de diferentes departamentos são questões para todas as organizações, e reuniões de CSR são uma ferramenta importante para o fazer. Resultados demonstram que todos os componentes de liderança transformacional já são aplicadas na prática pelos líderes organizacionais, mas em menor grau do que deveriam e como tal, deve ser promovido um maior esforço. Em segundo lugar, os resultados indicam que a liderança transformacional é fundamental para motivar os gestores para a CSR, uma vez que aumenta a confiança, comprometimento e entendimento para esse fim. Todos

os componentes de liderança transformacional são importantes para motivar os gestores, contudo, o componente mais importante é a Influência Idealizada, seguido pela Motivação Inspiradora, a Estimulação Intelectual e por ultimo Consideração individual. Além disso, é de notar que estes componentes de liderança, IM, IS e IC, estão alinhados e se complementam. Líderes que promovem CSR devem enfatizar todos esses elementos e ajustá-los para o público alvo, a fim de alcançar a maior motivação possível. Em terceiro lugar, verifica-se que a liderança transformacional pode ser posta em prática por comportamentos e ações específicos dos líderes. Para conseguir influenciar de uma forma ideal (II) o líder tem de mostrar determinação e orientação para objetivos e ir além do seu auto-interesse, a fim de conseguir o respeito do seu público. Para inspirar seguidores (IM) é recomendado que seja feita uma comunicação objetiva e de uma forma simples e clara. A IS pode ser atingida ao possibilitar a participação durante as reuniões e incentivar soluções alternativas para os problemas. Desta forma, todos os intervenientes se sentem importantes e que as suas considerações realmente importam, atingindo assim o elemento IC. Ao adoptar estes comportamentos líderes de CRS podem reforçar liderança transformacional nas reuniões.

Em suma, este estudo demonstra a importância de motivar continuamente os gestores, devido à crescente importância de CSR para as organizações e da falta de entendimento desses mesmos gestores para tal tópico. Liderança transformacional em reuniões CSR já faz parte do dia a dia de várias organizações e portanto, é fundamental perceber os seus elementos específicos e aplicá-los correctamente. Ao enfatizar elementos de liderança transformacional em reuniões CSR, os líderes conseguem transformar o desafio e potenciais problemas numa oportunidade de criar uma organização de gestores altamente motivados, que conseguem conduzir uma estratégia CSR, e ao mesmo tempo, perceber como obter sucesso trabalhando em conjunto. Desta forma, ao mesmo tempo, eles contribuem para o bem-estar da sociedade e do meio ambiente, tornando o mundo num lugar melhor.

1 Introduction

When the wind blows, there are those that build walls and then there are those that build windmills. (Anonym)

The world is getting windy. The planet's resources are on its limits and societal problems are increasing. Regarding today's competitive business environment, changing societal values and consumer demands, business is facing change. Those organizations that want to be successful now and in future have to integrate Corporate Social Responsibility (CSR) and to consider economic, social and environmental factors equally. Structures are getting changed and new nature of business evolves. Managers throughout the organization are involved in this process, but currently they lack of understanding. A common tool for implementing CSR strategies are meetings that are perceived widely as boring. These windy developments demonstrate challenges for leaders. They can either do business in the old ways and build a wall or take up the opportunity and build windmills.

The objective of this dissertation is to contribute in building a windmill and find out how a CSR leader can motivate managers from different departments for CSR. More precisely, the topic of this study is how CSR leaders should conduct CSR meetings in order to achieve the most motivation amongst managers (associates with other main responsibilities than CSR). The assumption of this study is a leader can realize the highest commitment to CSR by transformational leadership. In order to find out if and how motivation amongst managers can be realized by transformational leadership in meetings the topic will be investigated thoroughly. In the beginning, the problem, research objective and research questions and hypothesis will be defined. Then, the topics CSR and leadership will be deeply examined in theory. This includes not only defining CSR and leadership, but also exploring the state of art of 'Transformational leadership and CSR' and doing the first steps into the research areas 'Transformational leadership and meetings' and 'Transformational leadership in CSR meetings'. Afterwards, it will be investigated by empirical research if and how it is possible to realize commitment amongst managers to CSR by transformational leadership in meetings. This new knowledge should help to build a windmill of outstanding leadership in order to motivate people for CSR in meetings, to become a leading business and at the same time to have a positive impact on society and environment.

2 Definition of the problem

Although sustainable practices are increasingly implemented for moral as well as for business reasons in the last years, the majority of managers (persons who are responsible for other tasks and issues than CSR in a firm) still see CSR and business as two separate issues. The common mindset is that responsible business cost money instead of bringing profits. That's why there is lack of motivation amongst managers to conduct a CSR strategy and in economical hard times the first action is budget cut of the CSR department (Gray, 2009). Since CSR is more and more embedded in the business strategy, CSR becomes relevant to all the people of a company throughout all departments (Makower, 2013). There is no clear definition of corporate social sustainability in general. The wrong understanding of CSR leads to lack of commitment and motivation to conduct a CSR strategy amongst the managers. The lack of understanding and motivation amongst managers for CSR is impeding the implementation of a CSR strategy (Vox Global, 2012). This demonstrates a problem for the CSR leader, the whole business and the society at large.

Strong leadership is essential to implement sustainable practices (Hohnen, 2007). Although there is a lot of research about CSR and leadership they are rarely talked about in one sentence. There is very little theoretical and sound empirical research on the leadership aspect of CSR (Velsor, 2009). So far it is found that transformational leadership enhances CSR practices in general (Du, Swaen, Lindgreen, & Sen, 2012; Strand, 2011), but there is no common knowledge about how to enforce strong leadership or transformational leadership of CSR in theory and practice. It is known that good communication is one of the most important aspects for successful leadership of CSR (Vox Global, 2012). A very good and common way to communicate a CSR strategy continuously is by meetings. Meetings provide a good tool to interact, communicate doubts and misunderstandings can be clarified. Furthermore, meetings are a good opportunity to bring all departments on one line. However, it is a fact that the majority of the managers find meetings boring (Lencioni, 2004). The negative attitude of managers towards the tool meetings makes motivating managers for CSR even more problematic. However, so far there is little research in the area leadership and meetings and no research about leadership and CSR meetings (Ravn, 2013). All in all, the

research problem is lack of motivation of managers for implementing CSR that is based on lack of leadership and communication.

3 Research Objective

The aim of this study is to find a solution of the problem how a CSR leader can motivate managers for implementing a CSR strategy continuously. The goal is to find a way to lead CSR that increases understanding and commitment to CSR and leads to long-term motivation for implementing sustainable practices. An important step of implementing a CSR strategy is its internal communication to all people throughout a firm that are involved. Meetings are a common and often used communication tool for implementing sustainable practices. They are good tools for enhancing commitment to CSR due to its interactive and participative elements. Due to their unpopularity amongst attendees, the intention of this research is to find a way to lead them in a motivational way in general and especially regarding CSR. It should be analysed how a leader can arise motivation for CSR through the interaction between leader and follower in a meeting. It is proven by various studies that a successful way of leading CSR is transformational leadership (Du et al., 2012; Strand, 2011). Since transformational leadership is known for its motivational effect (Bass, 1985) and enhances CSR implementation, it could be the solution for leading motivational CSR meetings. The goal is to find out if transformational leadership is also a successful way to lead CSR meetings and enhance commitment for CSR. This will show a new way to motivate managers for CSR in meetings. Doing this, the concepts CSR, transformational leadership and meetings need to be related in new ways. It will be contributing not only to the research area of 'transformational leadership in CSR meetings' but also to the fields 'CSR and transformational leadership', 'transformational leadership and meetings' and 'CSR and meetings'. In addition to contribute to CSR and leadership on an academic level, the aim of this research is to enhance the CSR practice. The purpose of this research is to provide knowledge that can be directly used in practice by CSR leaders in order to facilitate implementation of CSR practices. It should be examined how a leader should behave and act in a CSR meeting in order to motivate associates for CSR. To sum it up, the objective of the study is to find out how a CSR leader is able to motivate managers for CSR in meetings by applying transformational leadership. By

achieving this it will be contributing to successful implementation of CSR practices in a short-term perspective and it will be improving the state of business, society and environment in the long run.

4 Research Questions and Hypotheses

In order to find a solution to be able to motivate managers of different areas for implementing CSR practices the first question of research that comes up is:

RQ1: How is it possible to motivate managers of different departments for CSR on an ongoing basis?

For motivation understanding, trust and commitment are essential and communication is elementary for realizing understanding, trust and commitment. The internal communication tool meetings is a very important instrument in the continuous implementation of CSR (Hohnen, 2007). Also, it provides a platform of interaction and participation between a leader and a follower that is especially important for realizing commitment for CSR (Crane, Matten, & Spence, 2009). Regarding the negative attitude against meetings amongst attendees the question comes up is: How is it possible to lead motivating CSR meetings? Transformational leadership is famous for its motivational effect on followers (Bass, 1985). Additionally, various studies about CSR and leadership transformational leadership prove that transformational leadership is associated with CSR and enhances the implementation of CSR (Du et al., 2012; Groves & LaRocca, 2011a; Shahin & Zairi, 2010). Therefore, it can be assumed that transformational leadership is a solution for leading motivational meetings, which is the first hypothesis:

H1: A CSR leader can motivate managers for CSR by using transformational leadership in meetings.

If the three elements CSR, transformational leadership and meetings are interrelated with each other and enable commitment of managers for CSR the question of interest is: How can a leader motivate managers of different departments for CSR by using transformational leadership in meetings? In other words, the question of research is:

RQ2: How should a transformational leader behave and act in a CSR meeting in order to motivate managers for CSR?

Transformational leadership behavior comprises four components – the four I’s of transformational leadership: Idealized influence, inspirational motivation, intellectual stimulation and individual consideration (Bass, 1985). Scholars assume a link between the components of transformational leadership and CSR (Waldman & Siegel, 2008). Based on these assumptions the hypotheses are:

H2: Leaders motivate followers for CSR by behaving as a role model in a CSR meeting.

H3: Leaders motivate managers by demonstrating vision, goals and values for conducting a CSR strategy in a CSR meeting.

H4: Leaders motivate followers for CSR by stimulating them intellectually in a CSR meeting.

H5: Leaders motivate managers for CSR by paying special attention to every person in a CSR meeting.

In this research the validity of these hypotheses will be tested and further explored. If there is a correlation between the components of transformational leadership and motivation for CSR the following questions arise: What is the most important component of transformational leadership to motivate managers for CSR? How should a leader behave and act to fulfil the particular components of transformational leadership in CSR meetings? By answering all these questions the main question of research will be resolved: How to motivate managers for CSR?

5 Methodology

The best way to examine the topic ‘How to motivate managers for CSR in meetings by transformational leadership’ is to look into both theory and practice. Since it is a new field of research, it is necessary to analyse on a theoretical level if it is possible to motivate managers for CSR by transformational leadership in meetings at first. This will be done by analysing, correlating and connecting the elements CSR, transformational leadership and meetings. In fact, there is no research about the correlation CSR and meetings, and transformational leadership and meetings. Therefore, a profound examination about the interconnection of these elements is elementary. Through sound theoretical research, the link between those elements should

be proved and the theory should be explained how this leads to motivation amongst managers for CSR. In particular hypothesis 1 '*A CSR leader can motivate managers for CSR by using transformational leadership in meetings.*' should be tested in the theoretical research.

Furthermore, empirical research is essential in this new and unexplored field of transformational leadership in CSR meetings. Qualitative semi-structured guided interviews will be held with CSR leaders and managers of sustainable organisations. Since the interaction between a leader and follower is explored, the point of view of both of them is crucial. The interview comprises two parts: A self administered questionnaire that is filled out in advance, and a talk of about 25-30 minutes that is relating to the topics of the questionnaire. This study utilizes a mixture between quantitative and qualitative methodology, because both have important elements that are contributing to the research. The advantage of quantitative methodology is to (1) get a lot of information, (2) capture clear answers and (3) get true responses for personal questions. Benefit of the qualitative method is (1) the possibility cope with the complexity of the topic and its elements CSR, motivation through transformational leadership and interaction in meetings; (2) getting new information that was unconsidered before, and (3) receiving detailed information. Due to these reasons, the mixture between quantitative and qualitative methodology is the best. However, regarding the complexity of the topics CSR, transformational leadership and interaction in meetings and the interconnections between topics the focus of the research lies on the qualitative analysis. By the qualitative and quantitative data, the theory about hypothesis 1 retrieved by the theoretical research should be tested again. Additionally, all other hypotheses will be examined by empirical research and further explored.

6 Theoretical research

6.1 Corporate Social Responsibility

6.1.1 History of CSR – Yesterday and today

In 1909, Lord Cadbury had to appear before court because his company had been buying slave-farmed cocoa bean in Africa.¹ In 2000, British confectionary company Cadbury was again accused of the same offence – because of buying cocoa produced by slaves in West Africa. Both times the world's second largest confectionary company lost in the court of public opinion. On one side, these events show that there are issues of ethical production that do disappear. On the other side, they prove that society has judged business from a moral perspective throughout the history. (Blowfield & Murray, 2008)

Hence, Corporate Social Responsibility is a new buzzword, but not a new concept. As long as business existed society had expectations about the responsibility of business (Haugland Smith & Oystein, 2006). Already ancient Chinese, Egyptian, and Sumerian cultures defined rules for commerce to ensure the wider public interests were considered. Since that time, public concern about the negative influence of business on society and social activism has grown in proportion of the corporate activity (Werther & Chandler, 2006). The idea of CSR as we understand it today began to evolve in the 1920s. Business executives began to ask for the need for corporate directors to act in a way to build up trust for shareholders. After several ups and downs during the Depression Decade and World War II, the idea of businesses' responsibility towards the public flourished again and importance of the issue kept growing uninterruptedly until today (Frederick, 1994).

During the Industrial Revolution the necessity of social responsibility toward labor force was arising. Issues such as fair treating of employees and adequate wages fell under the understanding of CSR. From early 1900s until the middle of the twentieth century the company's responsibility included society, stockholder and following governments regulations (Carroll, 2008; Evans, Haden, Clayton, & Novicevic, 2013).

¹ Du Cann, R., 1993, 'The Art of Advocate' Harmondsworth: Penguin Books In: Blowfield M./ Murray A., 2008, 'Corporate Responsibility. A critical introduction.', Oxford University Press, Oxford/New York.

Around the 1960s CSR started to include women's rights, consumer rights and environmental concerns. It started in the 1970s, that CSR was formed by academic debates when the theories about CSR were emerging. Academics and practitioners are debating until today about the essence of CSR. The understanding of the area and important issues are constantly changing (Carroll, 2008). Nowadays, CSR is more important than ever. It is not enough for companies to just earn profit anymore, they are also judged by their contributions to the world around them (Rowe, 2009). Furthermore, CSR is not only about business and charity activities anymore. There is a trend that CSR is embedded in a company's culture and organizational profile to such an extent that it is not noticed, explicitly as CSR anymore (Hopkins, 2007). As sustainability is increasingly seen as business success, it has become a job for everyone. In a lot of large companies the head of the sustainability activity is not the sustainability manager anymore, but it can be located in departments such as purchasing, operations, facilities, fleets, energy, real estate or human resources (Makower, 2013). Furthermore, CSR is extending to small and medium-sized enterprises (Hopkins, 2007). Reasons for these trends are increasing demand, globalization and ecological sustainability (Werther & Chandler, 2006). On top of that, companies start thinking about global concerns as business risks. These concerns comprise availability of energy, water and raw materials and toxic products or manufacturing processes that can present perils all the way up the supply chains (Makower, 2013). Because CSR faces problems of the 21st century it achieves dominance as a global issue together with movements such as shared governance and regulatory challenges such as climate change, sustainable development, human rights, poverty eradication and socio-economic prosperity (Horrihan, 2010). Therefore, CSR has become one of the most important issues of the 21st century.

6.1.2 What is CSR?

Corporate Social responsibility is known under a number of names such as corporate responsibility, corporate accountability, corporate ethics, corporate citizenship or stewardship to just name a few of them (Hohnen, 2007). It is a broad field, that is multi- and interdisciplinary and contains multiple perspectives (Carroll, 1994). There are numerous of different definitions of various institutions. Three of them are shown in Figure 1.

1.

(CSR is) a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis (European Commission, 2001).

Corporate Social Responsibility (CSR) is the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve quality of life, in ways that are both good for business and good for development (World Bank, 2003).

Corporate Social Responsibility is the continuing commitment by business to contribute to economic development while improving the quality of life of the workforce and their families as well as of the community and society at large (WBCSD, 2003).

Figure 1 CSR Definitions

However, despite the large amount of different definitions of CSR using different terminologies, the essence of the definitions of CSR are largely congruent. They share the common belief that businesses are more than just profit-seeking entities and, therefore, also have a responsibility to benefit society. In order to bring more clarity into the subject Dahlsrud (2006) analysed 37 existing CSR definitions. He defined CSR as a social construction specific to context and distinguished five emerging categories of CSR: the dimensions stakeholder, social, economic, voluntariness and environmental. The definition of the European Commission touches all five dimensions, whereas the definitions of WBCSD and World Bank both do not address the environmental dimension. For this reason, this definition is used for this research study.

The whole issue of CSR can be determined by the three words of that phrase: corporate, social, and responsibility. CSR is about the relationship and between *corporations* and *societies* and the *responsibilities* these relationships inherent (Werther & Chandler, 2006). The first question is: How can corporations be *social*? CSR defines society in a wide sense, in order to include all stakeholders and groups that have an ongoing interest in the organization's operations. Werther and Chandler (2006) divided the firm's stakeholders in three groups: organizational stakeholders (internal to the firm) and economic and societal stakeholders (external to the firm). The firm's organizational stakeholders are employees, managers, stockholders and unions. The external stakeholders are economic stakeholders that comprise customers, creditors, distributors and suppliers and the societal stakeholders such as communities, government and regulators, NGOs and environment. Every company has to identify stakeholders in its operating environments and then set priorities and strategic importance to them. Increasingly, enterprises incorporate concerns of important stakeholders within the

organization's strategic outlook. CSR helps firms in internal strategic planning to maximize the long-term viability of the organization (Carroll, 1991; Werther & Chandler, 2006). By considering the interests of all stakeholders and an organization acts socially.

The second question is: For what are corporations *responsible*? In order that a conscientious businessperson can accept and work with the term CSR it is necessary to frame the responsibilities of business towards society. Archie Carroll (1991) was one of the first academics that made a distinction between the different kinds of organizational responsibilities and introduced the concept as a firm's 'pyramid of corporate social responsibility' (See Figure 2). He distinguishes four kinds of responsibilities of companies: economic, legal, ethical, and philanthropic that are based on each other.



Figure 2 The pyramid of Corporate Social Responsibility (Own creation).

Economic responsibilities are the base of the pyramid. Historically, the essence of business is to produce products and services that society wants at a profit. The profit motive is the primary incentive of entrepreneurship. Economic components include maximizing profits, commitment to being profitable, maintaining a strong competitive position and a high level of operating efficiency. Legal responsibilities as the second stage of the pyramid comprise obligations to fulfil economic mission within laws and regulations declared by federal, state or government. The third level includes ethical responsibilities that represent the standards, norms or expectations that consumers, employees, shareholders and community regard as being fair, just and moral. Corporate integrity goes beyond the legal stage and includes moral and ethical standards.

Philanthropic responsibilities are on the top of the pyramid. Philanthropy encompasses being a good corporate citizen and engaging in activities for human welfare and goodwill such as charity, arts, education that enhance the community's 'quality of life' (Carroll, 1991).

There are numerous theories and concepts from different disciplines that are trying to explain CSR, but no unifying corporate social responsibility theory. In order to bring structure into the subject, Garriga and Melé (2004) introduced (Garriga & Melé, 2004) a framework of classifying the main CSR theories and related approaches. They found that those theories are related to four aspects of social reality: economics, politics, social integration and ethics and introduced four groups. Group one relates to the *economic* aspect and could be also called instrumental theories, because they understand CSR as a means to the end of profits. It is assumed that the aim of a corporation is wealth creation and this is its social responsibility. The second group emphasize on the *political* dimension. This group of CSR theories focuses on interactions between business and society and corporations accept social duties and rights. The third group comprises the *social aspect* and include integrative theories. Organisations have to integrate social demands, because business and society are interdependent. Business relies on the community for its growth and existence and vice versa. The fourth group considers the *ethical* dimension of the relationship between business and society. The vision of CSR is determined by ethical values and companies have to accept social responsibilities as an ethical obligation. (Garriga & Melé, 2004).

Garriga and Melé's classification of CSR theories goes along with Carroll's concept of the 'pyramid of corporate social responsibility'. Both concepts classify corporations responsibilities in four stages economic, political/legal, ethical and social/philanthropic. Based on this approach, Carroll created a four-part definition of CSR:

'The social responsibility of business encompasses the economic, legal, ethical, and discretionary [later referred to as philanthropic] expectations that society has of organizations at a given point in time' (Carroll, 1979).

Since this definition is academically widely accepted and used for research purposes for over 25 years, it is also a positive and appropriate perspective for this research. This definition is very useful since it includes the firm's economic responsibility as an essential factor of CSR. Business people, in particular, usually think of their

economic/financial/profitability performance as something they are not only doing for themselves, but also for society in order to fulfil the mission of providing goods and services for society. Hence, including the economic responsibility into the definition is important in looking at how to motivate managers of different departments for CSR as a part of implementation of a CSR strategy (Carroll & Shabana, 2010).

6.1.3 Business and CSR

6.1.3.1 Arguments for and against CSR

Since the debate around CSR has started arguments for and against CSR have been exchanged. There are numerous reasons from the business point of view both for and against engaging in corporate social responsibility. The main argument against CSR is the classical economic argument of profit maximization articulated by Friedmann (1962). He argues that a management has only one responsibility and that is to maximize the profits of the company for owners and shareholders. He holds that social issues are not concern of managers and these problems should be solved by the workings of a free market system. In case the free market cannot solve a problem, it is governments' and legislation's responsibility to find a solution. The second argument against CSR is the lack of social skills of many businessmen. Business is not equipped to do social activities, because managers are oriented towards finance and operations and do not have the skills to make socially oriented decisions. A third objection to CSR is that social actions dilute business's primary purpose. By emphasizing social goals reduces the emphasis on economic productivity, and divides the interests of its leaders that leads to a weakened position in the marketplace. The fourth argument is that business holds enough social power and it should not receive more power. Business influence is felt through society in education, government, home and marketplace. Hence, it should not become a giant social institution that dominates society (Davis, 1973).

However, there are numerous arguments for CSR. One of the most prevalent arguments for CSR is the long-run self-interest of business. It holds that it is in the interest of business to maintain a healthy climate for long-term profit maximization. Furthermore, by enhanced operational efficiency saves costs. For example, assessing environmental and energy aspects of operations are an opportunity to reduce energy use and costs and lead to revenue streams. The next argument is that responsible behavior of organizations

avoid government regulation that is costly and restricts business' flexibility in decision-making. Another argument is that CSR helps to better anticipate and manage risk. By effectively managing governance, legal, social, environmental, economic and other risks, market security and stability can be enhanced. Moreover, social responsibility is in stockholder interest. Nowadays, shareholders increasingly look out for responsible organizations that are viable in the long-run. Furthermore supporters of CSR hold that business has the resources such as management talent, functional expertise, innovative ability and capital resources. CSR can favourably impact customer and employee relationship improving recruitment, retention, and workplace morale. Also, companies that are engaging in CSR attract and build effective and efficient supply chain relationships. Like-minded companies form together profitable long-term business relationships by improving standards and reducing risks. Additionally, innovative companies can uptake social concerns and create business opportunities. That way, social problems can become profit (Davis, 1973; Hohnen, 2007; USMotivation, 2008). Also, a justification for CSR is that it is that pro-acting is more practical and less costly than reacting. Another argument pro CSR is that public strongly supports it. Especially in the last decade with the up-coming climate change and other social concerns social norms changed. Today, public believes that business should be profitable, and in addition care for their workers, communities and other stakeholders. Engaging in CSR improves reputation and increases the public image that causes gain of customers, better employees and other benefits (Carroll & Shabana, 2010).

Some of these arguments – especially those against CSR - were introduced decades ago. In particular, the oppositions are applied to a CSR that was more narrowly defined. Ever since the field developed and the integration of CSR in business has changed. However, all the listed arguments are still prevalent and many people hold those or similar arguments in the discussion around CSR.

6.1.3.2 Why CSR?

Opponents and proponents are convinced by their point of view and there are studies that prove arguments of both sides. However, eighty-one per cent of executives from small, medium and large-sized enterprises said, in a 2005 survey, that CSR is essential to their business (Blowfield & Murray, 2008). Regarding this, the following questions

arise: Why do more and more organizations choose to engage in CSR? Why do they see CSR essential to business?

Nowadays, companies are more and more implementing CSR strategies not only because of moral, but also because of rational and economic reasons. The moral argument for CSR is that businesses realize that they are part of the society and success comes also from actions that are congruent with societal values. The rational argument for CSR is that involving social concerns leads to maximize performance and minimize restrictions on operations by government or social activists. And, the economic reason is that CSR adds value, because by reflecting the stakeholders' needs and concerns a company retains its societal legitimacy and maximizes its financial viability over the long term. This leads to short-term profits by fulfilling shareholder interests. Furthermore, it enhances long-term profits by achieving legitimations and collective identity and stewardship interests (Aguilera, Rupp, Williams, & Ganapathi, 2007).

CSR is essential since it influences all aspects of a company's operations. Increasingly, consumers want to purchase products from companies they trust, suppliers look for reliable business relationships; employees want to work for companies they respect, stockholders and large investment funds want to invest in firms that are socially responsible and NGOs want to work with companies together that seek practical solutions for common goals (Werther & Chandler, 2006). Companies engage in CSR because it enhances reputation management and the ability to recruit, develop and retain staff, it builds a robust 'social licence' to operate in the community, it improves relations with regulators and suppliers and is a catalyst for responsible consumption. Nowadays, the most successful enterprises are those that are best able to balance the often conflicting interests of their multiple stakeholders. Carly, former chair and chief executive officer of Hewlett-Packard, said at the CEO summit in Shanghai:

'I honestly believe that the winning companies of this century will be those who prove with their actions that they can be profitable and increase social value - companies that both do well and do good. (...) This is simply the new reality of business - one that we should and must embrace.' (Fiorina, 2001)

CSR is increasingly an important element of business strategy for shareholders, customers, partners and employees, because of the following trends (Werther & Chandler, 2006):

1. Increasing Affluence
2. Changing Social Expectations
3. Globalization and Free Flow of Information
4. Ecological Sustainability

First, regarding the increasing global affluence consumers are more able to afford products of trustworthy companies which leads to a higher demand for CSR in organizations. Second, today consumers in developed societies expect more from the companies as the increasing number of corporate scandals demonstrates. Third, globalization and free information provided by global media conglomerates and the Internet facilitate that CSR lapses are published worldwide within a very short time. Fourth, ecological sustainability and the world being on its ecological limits is a major topic. Companies that harm the environment are criticized and penalized by fines and negative publicity. They face these challenges of today's economy by engaging in CSR. The key potential benefits are better anticipation and management of an ever-expanding spectrum of risk, improved innovation, competitiveness and market positioning, enhanced operational efficiencies and cost savings, enhanced ability to address change and access to capital. All in all, in today's business world it has become crucial to engage in CSR to maintain a competitive position in the marketplace and a constantly growing number of companies realize that.

6.1.3.3 The Business Case of CSR

Since the rise of the debate around Corporate Social Responsibility the following question is predominant: *'Can a firm really do well by being good?'* (Carroll & Shabana, 2010). Is Corporate Social Performance (CSP) positively related to Corporate Financial Performance (CFP)? The Business Case for CSR – which refers to the correlation between business performance and CSR activities – also known as the concept of Shared Value (SV), is one of the most important topics in this area. According to the Business Case the role of business is to create private value for itself, which in turn creates public value for society, manifesting itself as a win-win proposition. It is proving that there are sound business reasons to engage in CSR which

is not only important to CEOs and CFOs, but also to shareholders, social activists and customers.

The rationale of the business case for CSR can be divided in four categories: (1) reducing cost and risk, (2) strengthening reputation and legitimacy, (3) building competitive advantage, and (4) creating a win-win situation through synergetic value creation (Kurucz, Colbert, & Wheeler, 2008). Through cost and risk reduction an organisation can realize tax benefits, avoid strict regulation and opposition its stakeholders. Strong legitimacy and reputation of an organisation demonstrates that a company is able to meet the needs of its stakeholders and at the same time operate profitably. Competitive advantage arguments hold that by engaging in CSR a firm may build strong stakeholder relationships, lower employee turnover, access a higher talent pool and customer loyalty. This leads to differentiation of a company from competitors. By synergetic value creation it is possible to meet at the same time stakeholder needs and profit goals (Carroll & Shabana, 2010).

Porter and Kramer (2011) introduced the same idea as the concept of ‘Shared Value’ (SV). SV is about operating practices that enhance the competitiveness of a company while improving the economic and social conditions in the communities in which it operates. SV can be created by reconceiving products and markets, redefining productivity in the value chain, and building supportive industry clusters at the company’s locations. It focuses on identifying and



Figure 3 Strongest connections between CSP and CFP (Porter, 2011)

expanding the connections between competitive advantage and social issues. There are various ways in which social progress improve economic performance. Figure 3 demonstrates the areas where the connections are the strongest. All in all, successful corporations need a healthy society that consists out of well-educated and healthy workforce, efficient utilization of natural resources, a good government, law and regulations and demand for business (Porter & Kramer, 2006).

In the last decades there have been several studies about the CSP-CFP relationship. Griffin and Mahon (1997) determined a positive relationship between CSP and CFP by reviewing empirical studies. This study was criticised by Roman, et al. (1999) that stated that the studies fall in three categories: One category shows a positive link, the second category shows a negative link and the third shows no link. However, Walsh & Margolis (2003) analysed 127 empirical studies in order to explore the CSP-CFP relationship. They came to the conclusion that there is a positive CSP-CFP correlation and very little evidence that there is a negative association. In 2001, the consultancy company SustainAbility reviewed multiple reports, case studies and academic analyses and published a report for evidence of a business case for CSR. The main areas in which CSR has a strong correlation with business performance are eco-efficiency, protecting corporate reputation and risk management. The strongest contribution to a business' financial performance is eco-efficiency (Blowfield & Murray, 2008). For example, Wal-Mart saved \$200 million in costs and lowered carbon emissions by reducing its packaging and cutting 100 million miles from the delivery routes of its trucks (Porter & Kramer, 2011). Furthermore, there is also strong evidence that dimensions of CSR such as human rights, high-quality working conditions, relationships with external stakeholders, transparency and accountability are linked to better business performance. A neutral or negative relationship has dimensions such as ethics and values, engaging business stakeholders and social development to financial performance measures. Critics question evidence of the business case due to insufficient quality of methodology, unidirectional causality and inability to consider the broader context within companies operate (Blowfield & Murray, 2008).

All in all, there seems to be a positive relationship between a company's social and financial performance. There is growing support for the business case amongst academic and practitioners. Mediating variables and situational contingencies influence the CSP-CFP relationship. For this reason, it is important that companies adjust their CSR strategy and activities with their business objectives. Only if organisation pursue CSR activities that are supported by their stakeholders, there will be a business case for CSR (Carroll & Shabana, 2010).

6.1.4 CSR and Strategy

The concept of CSR is still critiqued by some people and Friedman's argument of CSR being of no economic value, is still number one criticism. However, this is not a dismissal of CSR, but a call for more robust and strategically designed CSR. The fundamental problem of CSR practice is that companies often do not have a CSR strategy, but rather unlinked CSR programs and initiatives (Porter & Kramer, 2008; Rangan, Chase, & Karim, 2012). The solution is to link CSR and business to achieve economic value by social value. In fact, in the last years there is a trend visible towards embedding CSR into a company's culture and organizational profile. CSR gets increasingly linked with other business activities (Hopkins, 2007; Makower, 2013). As a part of this, businesses are recognizing that CSR influences Return on Investment positively by cost savings on energy and materials. Carbon Footprinting of the supply chains and sustainable development of communities and employees are on the agenda. Organisations are seeing new opportunities and innovation in environmental markets and are building strong stakeholder relationships through new Media (Asmus, 2008). These new trends show that CSR has become a key element of business strategy and strategy has become essential for CSR (Werther & Chandler, 2006).

The success of a firm's CSR strategy is determined by how well a firm is able to respond to stakeholder concerns while implementing its business model. In order to achieve sustainable competitive advantage, strategy has to be acceptable to the wider environment in which a company competes and adapted to its stakeholders' needs. Doing CSR incorrectly could threaten comparative advantage the firm holds within its industry (Carroll, 1991; Werther & Chandler, 2006). However, there is no 'one-size fits all' concept to successfully conduct a CSR approach. CSR has to be done in a systematic way – in harmony with the firm's mission, business culture, environment, risk profile, stakeholders and operating conditions. Each organisation has unique characteristics and circumstances that affect defining social responsibilities (Hohnen, 2007). In strategic CSR it is important to match internal competencies with external opportunities in such a way that the organisation achieves its mission as it strives towards its vision. Strategic initiatives based on strategic objectives on all levels of corporate operations lead to business success (Werther & Chandler, 2006). According to Porter and Kramer (2008) companies can improve their competitive context with engaging in CSR by doing CSR in a truly strategic way. In fact, in the long run, social

and economic goals are not conflicting but integrally connected. A company's competitive context consists of four interrelated elements of the local business environment that influence productivity: factor conditions, demand conditions, context for strategy and rivalry and related and supporting industries. By carefully analysing the elements of the competitive context, organizations can identify the points of intersection of social and economic value that will most increase its competitiveness. By considering each of the four elements of the context companies can improve long-term economic prospects (See Figure 4).

First, factor conditions such as trained workers, high quality scientific and technological institutions, infrastructure or natural resources are necessary for high levels of productivity. Philanthropic initiatives can improve each of those elements. For example, Cisco Systems has invested in an educational program, which is

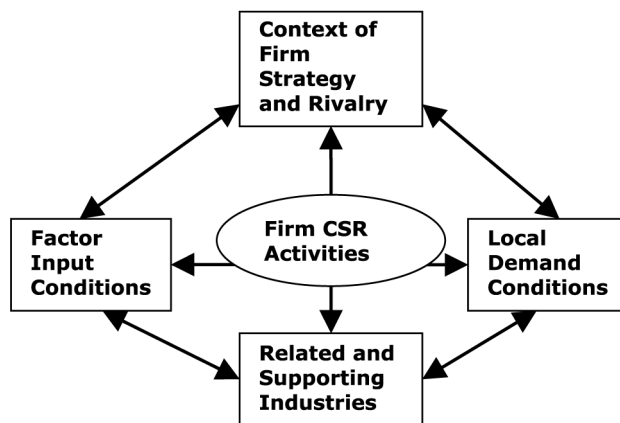


Figure 4 Porter's National Diamond applied to CSR (Porter & Kramer, 2008)

alleviating a potential constraint on its growth and providing attractive job opportunities. Second, demand conditions in a region include the size of a local market, the appropriateness of product standards and the sophistication and the need of local customers. The Cisco Systems for example, improved the demand conditions with philanthropy by introducing the Cisco Networking academy. Well-trained network administrators were helping customers and increasing the market size, the sophistication of the users and their interest in more advanced solutions. Third, the context for strategy and rivalry is determined by rules and norms. Philanthropy can have a strong influence on creating a more productive and transparent environment for competition. For example, 26 U.S. corporations and 38 international corporations have joined to support Transparency International to disclose corruption around the world. Fourth, high-quality supporting industries can enhance a company's productivity, because of outsourcing opportunities, exchange of information, innovation and lowered transportation costs. American Express, for example, has funded Travel and Tourism Academies to train more than 120,000 students for careers in the whole sector (Porter & Kramer, 2008).

It is proved by several studies that there is a positive relationship between firm competitiveness and a proactive environmental and sustainability strategy. Fowler & Hope (2007) confirmed in their case study that the outdoor clothing company Patagonia is sincerely integrating a sustainable mission and the competitive advantage. Patagonia made the supply chain from bottom-to-top completely socially and environmentally responsible and transparent. Over the last two years sales have grown 27% reaching \$575 million in fiscal 2013 (Voight, 2013). To sum it up, the essence of successful CSR is careful analysis each company's business environment and stakeholder needs and alignment of business strategy and CSR strategy. This way sustainable competitive advantage can be achieved.

6.1.5 Implementation of CSR

As mentioned in the last chapter, CSR implementation has to be systematic in harmony with firm's mission, business culture environment, risk profile and operating conditions. A well-designed CSR implementation framework should be an integral part of its core business objectives and strategy. It integrates economic, social and environmental decision making throughout the organization and involves the board of directors to front-line officials and supply chain partners (Hohnen, 2007). CSR is either lead by Corporate Responsibility Officer (CRO) also known under CSR manager or CSR coordinator, or it is part of another role within an organisation such as CEO, marketing manager or another leading manager (Rangan et al., 2012). Hohnen (2007) proposes an implementation framework comprising six key tasks that are part of four phases (See Figure 5).

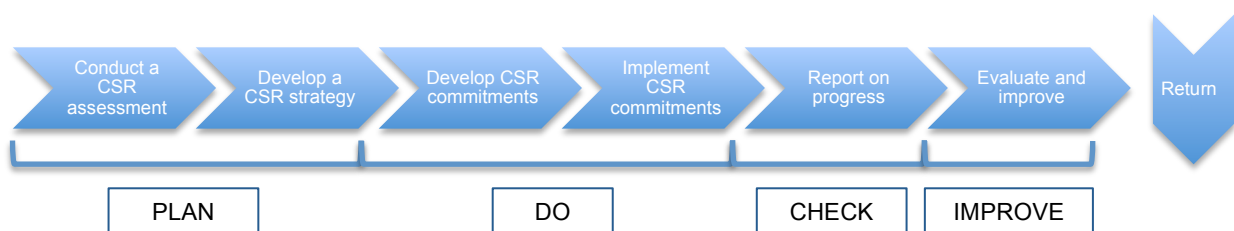


Figure 5 Implementation Framework (Own creation)

The first phase - the planning phase – includes the two key tasks ‘Conduct a CSR assessment’ and ‘develop a CSR strategy’. The first task ‘Conduct a CSR assessment’ comprises assembling a CSR leadership team, developing a working definition of CSR, identifying legal requirements, reviewing corporate documents, processes and internal

capacity and identifying and engaging key stakeholders. The second task 'Develop a CSR strategy' is about building support with CEO, senior management and employees, researching benchmark, preparing a matrix of proposed CSR actions, developing ideas for proceeding and the business case for them and decision-making about direction, approach, boundaries and focus areas. These tasks are followed up by the doing phase that includes 'Develop CSR commitments' and 'Implement CSR commitments'. CSR commitments are developed by doing a scan of CSR commitments, holding discussions with major stakeholders, creating a working group to develop the commitments, preparing a preliminary draft and consulting with affected stakeholders. The key task 'Implement CSR commitments' consists of developing an integrated CSR decision-making structure, preparing and implementing a CSR business plan, setting measurable targets and identifying performance measures. Furthermore, this task includes engaging employees and managers, designing and conducting CSR trainings, establishing mechanisms for addressing problematic behavior, creating internal and external communications plans and making commitments public. The third phase is the 'checking phase' in which the CSR progress is reported. Key task 'Report on progress' is about measuring and assuring performance, engaging stakeholders and reporting on performance. The fourth and last phase is the 'improving phase'. Key task in this state is 'Evaluate and Improve' that contains evaluating performance, identifying opportunities for improvement and engaging stakeholders. After passing through all these steps one cycle is completed by doing a 'Cross-check' and returning to plan and start the next cycle.

Throughout the whole CSR implementation process there are several promoting factors or driver and hindering factors or challenges that influence the CSR development. Determining factors can vary according to the size, age and activity of the company and its geographical, political and cultural context. One of the most essential drivers is commitment and motivation from key decision makers. The starting point is from key people such as directors, owners and senior managers that ensure that vision of the CSR approach are integrated into business and its culture. Communication is an important factor because approach, strategy, aims and activities have to be transparent in order to achieve innovation, build stakeholder relationships, trust and credibility. Additional crucial success factors are availability of specific advice, appropriate and credible tools. According to the European Survey on CSR the most dominant driver is

ethical/moral/environmental commitments. The second highest driver is 'requirements from top management' that is related to CSR as a priority of the top management. This is followed by 'risk management' as an important driver (Stentoft Arlbjorn, Warming-Rasmussen, Liemp van, & Stegmann Mikkelsen, 2008). Other drivers are related to the business case and are about minimizing risk, maximizing opportunity such as innovation, reputation and supply chain management, attracting customers or stakeholder relationships (EuropeanMultistakeholderForumonCSR, 2004; Vilke, 2011). The challenges of CSR implementation are continuous effort and adaptation, lack of skills, development of tools or practices, fulfilment of gaps in awareness and understanding, time spent to align activities or adaptation of particular language of CSR (Vilke, 2011). Santos (2011) found that the major hindering factors for CSR implementation are lack of time (56 percent), lack of information (54 percent), inexistence of any relationship with company activities (51 percent), insufficient financial resources (42 percent) and lack of public support (41 percent). These could be the reasons for Blowfield & Murray (2008) findings that managers themselves are a challenge and present an obstacle to pushing ahead with corporate responsibility.

This study's effort is to face those challenges. For this reason, the emphasis of this study is on task four 'Implement CSR commitments'. Implementation of CSR commitments refers to the processes, practices and activities that ensure that the firm meets the spirit of CSR and thereby carries out its CSR strategy. Sharp & Zaidman (2009) found that organizations that moved forward with their CSR programs run significant communication efforts such as training sessions, meetings, discussion panels, newsletters and educational sessions. These communication programs involved employees in a dialog, encouraged participation, mentioning doubts and exchanging new ideas. These tools fall into the category 'Create internal and external communication plans' of Hohnen's Implementation Framework. In this study, the internal communication tool 'meeting' is analysed, because it is a tool that can be used for continuously communicating a CSR strategy and it provides opportunity for dialog, participation, clarifying doubts and presenting new ideas. This is a way to meet the challenges continuous effort, lack of time, lack of information, lack of understanding and awareness and insufficient financial support. The assumption of this approach is by the right handling of the internal communication tool 'meeting' managers will no longer be an obstacle of implementing a CSR strategy, but a driver.

6.1.6 Managers' attitudes and commitment towards CSR

In order to implement a CSR strategy successfully, it is necessary to achieve commitment of management. Failing achieving CSR commitments can lead to problems such as unsatisfied employees, shareholders, business partners, customers, communities and in the end to lowered economic value (Hohnen, 2007). 'Management' is formed by real people that are responsible for decisions and formulation and implementation of policies. Their beliefs and personal values play an important role in their decisions, successfully conducting a CSR strategy and finally the maintenance of 'CSR cultures' in their organizations. The attitude of every single manager is important since managerial discretion is a driver for positive social and economic change (Duarte, 2010; Hemingway & Maclagan, 2004). Therefore, it is paramount that at least C-level executive within a company are dedicated to CSR efforts (Rangan et al., 2012). Management awareness and commitment is in achieving social, economic and environmental improvements and it does not matter the commitment is towards codes of conduct, environmental management, ethics programs or stakeholder dialogue. Attitudes of managers towards CSR are widely spread and depend on personal values, functional background or demographics, but there are some tendencies in terms of doubts and motives of managers for CSR (Pedersen, 2009).

One of the managers' main doubts is to define the CSR concept. Problems are CSR definition, awareness and understanding of the concept. The following statement demonstrate a typical question of managers: *'It's a new career path isn't it?'* (FS middle manager, 36) (Hine & Preuss, 2008). As a part of this lack of understanding managers do not seem to understand that economic and social value are united. According to Shahin (2007) this is the basic cause of continuing conflict between responsibility and profitability.

The managers' motives for CSR can be divided in extrinsic and intrinsic motives. Extrinsic motives are aligned to business strategy and external pressures and are financially motivated. Intrinsic motives are morally, ethically and philanthropically driven (Graafland & Ven van de, 2006; Graafland & Mazereeuw-Van der Duijn Schouten, 2012). One important part of extrinsic motives are financial objectives. These include shareholder interests, short-term returns, promising significant and new business and market opportunities, supply chain and manufacturing efficiency, long-

term gains by changing its business environment and flexible labour markets. According to Rangan et al. (2012) the managers' main motivation for a CSR strategy are long-term gains by significantly changing its business environment followed by creating an important solution for a social or environmental problem. Extrinsic motives also include external pressures from stakeholders such as government, customers, suppliers, employees or shareholders. Hine and Preuss (2008) found that all the managers' perception of conducting CSR policies is for reputation and brand management. Furthermore, government was a motivational factor for them as well. It was found that managers perceive CSR being rather beneficial for external reasons such as reputation and recruiting than for internal good. This is verified by Rangan's study that found that main motives for conducting CSR activities are improving a company's social standing and reputation. Additionally, Pedersen (2009) found that managers have a relatively narrow perception of the social responsibilities of a company: providing environment-friendly products and services and employee well-being. They do not believe that their responsibility towards society is social exclusion, Third World development and poverty reduction. Hence, managers are driven by external pressures.

Furthermore, managers are significantly motivated by intrinsic motives. According to Rangan et al. (2012) ethical and moral motivation are the second important ones for conducting a CSR strategy and CSR activities. The managers' philanthropic motives are creation of an important solution to a social or environmental problem, improving the environmental impact and supporting philanthropy of a company in general. Aguilera (2007) holds that stewardship interests toward a better society motivate managers. Furthermore, it has been found that managers and executives are significantly more driven to conduct CSR by intrinsic motives than by extrinsic motives. However, this does not mean to not emphasize on extrinsic motives, because stressing financial returns from CSR may drive out intrinsic moral motivations (Graafland & Ven van de, 2006; Graafland & Mazereeuw-Van der Duijn Schouten, 2012). These different results of various studies demonstrate on one side that CSR can mean different things to different persons and it is highly depended on personal values and circumstances. On the other side, it is shown that motivation of managers to conduct CSR is a complex construct and always involves extrinsic and intrinsic motives.

In order to achieve commitment of managers for CSR strong leadership and support for CSR initiatives is critical. Leaders need to be aware of the different understanding and motivations of managers of CSR and find the right combination of addressing extrinsic and intrinsic motives.

6.2 Leadership

6.2.1 What is leadership?

Leadership is a topic that excited people since ancient times. Usually people connote powerful, dynamic individuals that direct corporate empires, command victorious armies or shape the course of nations. The fascination with leadership may be due to its mysterious process and the matter of fact that it touches everyone's life from childhood in families, through friendships, social and sport activities, school, up to politics and government and work (Gill, 2006; Yukl, 2006). In business leadership is often regarded as the most critical factor of success or failure (Bass, 2008). Nowadays, the importance of leadership has even increased with due to the continuously increasing competitive business environment and the increasing complexity of firms. This has been increasing the requirement for leadership in more jobs and it has been making the leadership more challenging (Kotter, 1988). But, what is leadership exactly?

Since leadership impacts many different aspects of life the subject is multi- and interdisciplinary and there are numerous different definitions and approaches for leadership. In this study, we look at leadership from a perspective that takes into account several things that determine the success of a collective effort by members of a group or organization to accomplish meaningful tasks. Appropriate definitions for the context of the research are demonstrated in Figure 6 (next page). For all these definitions the following components are central: (a) Leadership is a process, (b) leadership involves influence, (c) leadership occurs in groups, and (d) leadership involves common goals. Defining leadership as a process mean that leadership is a transactional and interactive eventual that occurs between a leader and a follower. Leadership includes influence and is about how the leader affects followers. It is about influencing a group of individuals. These groups have common purposes and leaders direct their energies toward common goals (Northouse, 2010). In defining leadership it

is important to distinguish it from management. Although they are similar processes and both comprise influence, working with people and goal attainment, they are very different in other ways (Northouse, 2010): *“Managers are people who do things right; leaders are people who do the right things.”* (Bennis & Nanus, 1985, p. 45). According to Kotter (1990) management is about producing order and consistency, whereas the primary function of leadership is to produce change and movement. Typical management tasks are planning and budgeting, organizing and staffing and controlling and problem solving. In contrary to that, responsibilities of leadership are establishing direction, aligning people, motivating and inspiring. Throughout this study, the people that engage in leadership will be called leaders, and those toward whom leadership is directed will be called followers.

“Leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives.” (Yukl, 2006, p.8)

“Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.” (Northouse, 2010, p.3)

Leadership is *“the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organization...”* (House, Wright, & Aditya, 1988, p. 548)

Figure 6 Definitions for Leadership

6.2.2 Theories and Concepts of Leadership

In addition to the high number of definitions of leadership there are many different theories and concepts of leadership as well as plenty of frameworks to bring order into these concepts. Leadership theories fit into five categorizations: trait theories, behavioral theories, situational theories, skill-based theories and visionary theories. These theories developed in literature from the idea of the ‘great man’, to a leadership personality/behavior type or a combination of it, up to the theories about what is required to transform or mobilize groups. According to trait theories leadership depends on characteristics of a person such as intelligence, honesty and integrity, self confidence, ambition, task-relevant knowledge, the desire to lead, self-monitoring and charisma. However, this does not determine a leader’s success, since it depends a lot how followers see a leader (Metcalf & Benn, 2012; Yukl, 2006). A developed approach is the behavioral theories that describe the actual behaviors leaders use in the interaction

with others. Although this is a better concept to predict leadership success, it does not consider the different environments leaders must lead within. Situational theories, such as contingency theory or leader-member relations, try to determine the critical situational factors that influence leadership success (Metcalf & Benn, 2012). Other theories are transformational and transactional leadership which were strongly influenced by Burns (1978). Transactional leadership are exchange relationships between leader and followers with the aim to satisfy their own self-interests. In contrary to that, a transformational leader is someone who raises the followers' level of consciousness about the importance of outcomes, motivates the followers to mobilize their energy to the sake of the team or organization and inspires them to satisfy their needs of self-actualization. This approach is visionary and often used in a process of change (Morley & Demand, 2014). Transformational leadership comprises 4 components (see chapter 6.2.1.2) that refer to a leader's personality and characteristics, a leader's behavior, the followers' perspectives and the situational context. Due to the motivational and visionary aspect of it, transformational leadership is the focus of this study and very likely to lead to leadership effectiveness in implementing CSR practices. The most common method to measure leadership effectiveness is the extent to which the leader's organizational unit performs its tasks successfully and achieves goals such as profit, profit margin, sales increase, market share, return on investment, unit productivity and cost per item produced. Another indicator is the attitude of followers consisting of satisfaction, respect, admiration and commitment toward the leader (Bass, 2008; Yukl, 2006).

Leadership can occur on different levels that can be viewed as a hierarchy (See Figure 7). It can be conceptualized as (1) an intra-individual process, (2) a dyadic process, (3) a group process, or (4) an organizational process. Examples for intra-individual leadership theories are self-management or self-leadership. Those theories are rare, because mostly leadership definitions involve influence processes between individuals. The dyadic approach focuses on the relationship and the reciprocal influence between a leader and a follower. Key issues are how to develop trust, cooperation, motivation and commitment. Another perspective on leadership is from the view as a group process. Part of this is the leader role in a task group and the contribution of a leader to group effectiveness. Lastly, leadership on the organizational level describes a process that occurs in a larger open system in which groups are subsystems. This takes into account

that the survival of an organization depends on adaptation to environment such as market, resource availability or government regulation (Yukl, 2006). In this study the focus lies on leadership on the dyadic and group level, because it is going to be examined how a leader can develop commitment for CSR in an individual in the context of group meetings. For achieving motivation for CSR in a meeting the dyadic, which involves the interpersonal interaction between CSR leader and follower, and the group level, which is about the way a CSR leader is leading the team meeting, are important. The organizational level is involved as well, but only as far as a leader may refer to the organizational level in order to excite followers for CSR.

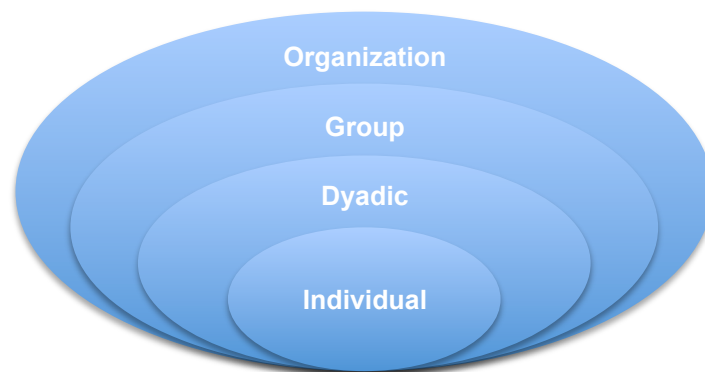


Figure 7 Levels of Conceptualization for Leadership Process (Yukl, 2006)

6.2.3 Leadership and CSR

Corporate Social Responsibility is more than just a new buzz-word. It is changing the nature of business (Crews, 2010). Many organizations find it to be a key challenge in terms of developing working CSR strategies, redesigning organizational systems and processes, and leading cultural change. Although there is a lot of literature about leadership and Corporate Social Responsibility, there is little research about the intersection of the both (Velsor, 2009). Especially studies of CSR in organizations have largely ignored the issue of leadership in implementing CSR initiatives (Waldman & Siegel, 2008).

A leader implementing CSR in an organization faces five main challenges: (1) stakeholder engagement, (2) creating a culture, (3) holistic thinking, (4) measurement and reporting, and (5) organizational learning. (Crews, 2010). In order to face those challenges of implementing CSR, it is necessary to integrate sustainability principles with a solution that addresses both economic and social values of the organization. Continuous dialogue and organizational learning are essential (Crews, 2010; Quinn &

Dalton, 2009). The question is: How can leaders manage juggle between economy, society and environment? There are specific skills and capabilities as well as leadership styles associated with successful leadership of implementation of CSR strategies.

First, certain skills and capabilities are crucial for effective leadership of CSR strategies. Kakabadse, Kakabadse and Lee-Davies (2009) identified ten leadership skills and capabilities classified in three stages of CSR implementation. In the beginning during the 'CSR decision process' CSR awareness and knowledge, reflexivity and discerning CSR goals are basic skills of CSR implementation. Throughout 'CSR adoption' the six skills using business case language, persuasion, handle paradoxes and conflicting priorities, consistency of application, CSR measurement and follow through are crucial. Lastly to achieve 'CSR commitment' skills such as staying power and sense of purpose are essential to make CSR vision work. Wilson, Lenssen and Hind (2006) classified the competencies for CSR leaders in three categories knowledge, skills and attitudes. A CSR leader needs certain knowledge and expertise such as understanding of competing demand of different stakeholder groups, understanding how the core business activities create opportunities for other actors in society, awareness of social and environmental risks and opportunities of the company and its industry and understanding the institutional debate on the role of the firm. Amongst skills of sustainability leaders are critical, innovative and creative thinking, team player and communication and listening skills. The essential attitudes for implementing CSR are honesty and integrity, long-term perspective, open mindedness, appreciating and embracing diversity, conviction and courage. The recent study of VOX and WeinrebGroup (2012) found that the potential drivers of sustainability leaders' success are interpersonal skills, ability to quantify the value of an initiative and subject expertise. Interpersonal skills – rather than subject expertise – are the most important capability of successful sustainability leaders. Part of interpersonal skills is communication skills, ability to speak the language of business in order to build up strong networks.

The skills found by these studies demonstrate the main skills that are important for leading sustainability practices. A few of them are not very different to effective leadership behaviors in any change effort. The capability that CSR leaders let clearly stand out of other leaders is the different mindset. Metcalf and Benn (2012) found that sustainability requires leaders with extraordinary capabilities to deal with complexity.

They have to be able to deal with multiple layers of complexity such as complexity of sustainability, the complexity of complex problem solving and the complexity of leadership itself. Successful CSR leaders can read and predict through complexity, think through complex problems, engage groups in dynamic adaptive organizational change and have emotional intelligence. Furthermore, Quinn and Dalton (2009) hold that what makes sustainability leaders stand out is that they have a profound difference in their views of how business should operate. Each of these leaders recognizes the interconnections between their business operations, the natural environment and society and actively pursues strategies considering these connections.

Second, there are leadership styles that have linkages to successful leadership of sustainable practices. Also in terms leadership styles for CSR there is strikingly little research so far (Strand, 2011). Broadly spoken, there are two opposite views on leadership style: value-driven and strategic driven CSR. Value-driven CSR is about leader integrity and personal morality that drives positive outcomes for businesses and CSR strategies in organizations. Leadership styles such as ethical leadership, authentic leadership or moral leadership are associated with values-driven CSR. Strategic-driven CSR is adapted to business and corporate strategies of the firm without integrating personal values. Leadership styles such as transactional and transformational leadership are linked to strategic-driven CSR (Waldman & Siegel, 2008). Several studies have found that transformational leaders are more effective in socially responsible organizations than transactional leaders (Du et al., 2012; Groves & LaRocca, 2011a; Shahin & Zairi, 2010). In addition, Maak and Pless's (2006) 'roles model' of responsible leadership identified the key components such as steward, visionary and change agent roles that are core dimensions of transformational leadership. For this reason this study further investigates the field of transformational leadership in the implementation of CSR practices.

6.2.1 Transformational leadership

6.2.1.1 What is transformational leadership?

Transformational leadership is one of the current and most popular approaches to leadership. It is the focus of research since the early 1980s and it is part of the 'New Leadership' paradigm that gives more attention to charismatic and affective elements of leadership (Northouse, 2010). The reason for its popularity is due to its effect on

intrinsic motivation of followers and their development (Bass & Riggio, 2006). Northouse (2010) describes the concept the following way:

“As its name implies, transformational leadership is a process that changes and transforms people. It is concerned with emotions, values, ethics, standards, and long-term goal. It includes assessing followers’ motives, satisfying their needs, and treating them as full human beings. Transformational leadership involves an exceptional form of influences that moves followers to accomplish more than what is usually expected of them.” (Northouse, 2010, p. 171)

Transformational leadership emerged with the classic work of James MacGregor Burns (1978) that distinguished between two types of leadership: transactional and transformational. Transactional leadership emphasizes the exchange that occurs between a leader and follower. A transactional leader exchanges rewards and promises of reward for followers’ effort. For example, managers who offer promotions to employees who surpass their goals are exhibiting transactional leadership. In contrast to transactional leadership, transformational leadership is the process whereby a leader engages with others and creates a connection, which leads to increase the level of motivation and morality in both the leader and the follower (Northouse, 2010). According to Burns (1978) a transforming leader is one who: (1) raises the followers’ level of awareness about the importance and value of outcomes and ways of achieving them; (2) gets followers to transcend their own self-interests for the team or organization; (3) raises the followers’ level of need on Maslow’s hierarchy from lower-level concerns for safety and security to higher-level needs for achievement and self-actualization. Transformational leadership is viewed as both a micro-level influence process between individuals and as a macro-level process of affecting change of social systems and organizations. Bass (1985) expanded and refined Burn’s concept of transformational leadership. His approach built on Burn’s definition and he extended it by giving more attention to followers’ needs and describing transformational and transactional leadership as a continuum. He introduces the Full-range model of leadership, in which transactional leadership contributes to clarifying what performance is required and how needs would be satisfied as a result. On top of that, a transformational leader builds confidence of followers and elevates the followers’ subjective probabilities of outcomes. This is done by expanding the followers’ needs,

transcending their self-interests and elevating the followers' needs to a higher level of the Maslow pyramid. As a result of this, followers feel trust and respect toward the leader, and they are motivated to do more than they are expected to do. Transformational and transactional leadership differ, but they are not mutually exclusive processes and effective leaders use both types of leadership. A transactional leader works within the organizational culture as it exists, whereas the transformational leader changes the organizational culture. Transformational leadership increases follower motivation and performance more than transactional leadership (Bass, 1985).

Furthermore, transformational leadership is a widely accepted and applied concept of leadership in practice. It is a model that fits to the needs of today's workgroups, who wants to be empowered and inspired to succeed in times of uncertainty (Northouse, 2010). Also, transformational leadership can be exhibited by anyone in an organization in any type of position and it influences peers, superiors and subordinates (Burns, 1978). According to Bass (2008) especially the part charismatic leadership is a way to successfully meet the challenges of a rapidly changing workforce, markets, and technologies. Hence, transformational leadership is a good concept to stay competitive in today's rapidly changing business environment. In addition, it is a concept that can be found in all parts of the globe and in all forms of organizations in various industries. Researchers from the Global Leadership and Organizational Behavior Effectiveness (GLOBE) research program found that elements of transformational leadership are valued leader qualities in all countries and cultures (Bass, 1997; Dorfman, Javidan, Hanges, Dastmalchian, & House, 2012). It is a concept that can be learned and trained to people and managers from all levels of the organization (Bass, 1990). Finally, the transformational leadership approach is integrating various leadership approaches and aspects such as traits, behavior, followers and environment. Due to the fact that this concept is not only based on traits, the components of transformational leadership can be learned and trained to people and managers from all levels of the organization (Bass, 1990).

6.2.1.2 Transformational leadership components

In order to raise colleagues', subordinates', followers' or clients' awareness and motivation about certain issues, a transformational leader has to have a vision, self-confidence, and inner strength to argue successfully for what he sees is right or good.

Those leaders behave and act in a transformational way. Transformational leadership behavior include four components: (1) Idealized influence; (2) Inspirational motivation; (3) Intellectual stimulation; and (4) Individualized consideration. Idealized influence and inspirational motivation are emotional components and individualized consideration and intellectual stimulation are part of individualizing and intellectualizing components. All of these components are called the 4 I's of transformational leadership and are described in the following sections (Bass & Riggio, 2006; Bass, 1985; Yukl, 2006).

Idealized Influence (II) (or Charisma (CH)). Transformational leaders behave in ways that allow them to be role models for their followers. Idealized influence or charisma arouses strong follower emotions and identification with the leader. Followers admire, respect and trust the leaders and want to emulate them. Leaders are perceived of having extraordinary capabilities, persistence and determination. They are likely to have traits such as expressive behavior, self-confidence, self-determination, insight, freedom from internal conflict, eloquence, activity and energy levels. Furthermore, these leaders are willing to take risk, are self-sacrificial and doing the right thing demonstrating high standards of ethical and moral conduct. Leaders that are having a great deal of idealized influence behave in a charismatic way. They are special and people want to follow them. There are two aspects of idealized influence: the leader's behavior and the elements that are attributed to the leader by followers. Therefore, idealized influence or charisma depends on followers as well as leaders. Also, the endurance of the charisma effect varies – some have a lasting impact, others have not (Bass, 1985, 2008; Bass & Riggio, 2006).

Inspirational Motivation (IM). Transformational leaders behave in ways that motivate and inspire followers by challenging them and providing meaning to their work. They are enthusiastic, optimistic and involve followers in envisioning attractive future states. Inspirational motivation behavior is to clear communication of expectations that followers want to meet, demonstration of commitment to goals and shared vision. Inspirational leadership behavior is similar to behaviors described in charismatic leadership behavior (Bass & Riggio, 2006). In practice, leaders use symbols and images, persuasive words and emotional appeals to competitiveness, power, affiliation or altruism. This enhances confidence, team spirit and focus group members' effort to achieve more.

Intellectual Stimulation (IS): Transformational leaders stimulate followers to be creative and innovative by questioning assumptions and approaching old situations in new ways. The leader presents his view of problems, diagnosis and generation of solutions by vivid imagery, simplified language for easier understanding and heightened attention. This way, followers are encouraged to think about things on their own and engage in problem solving. In the process of creativity there is no public criticism of the participants ideas. Followers and leaders find together new ideas and creative problem solutions. Followers are encouraged to articulate and try new approaches without being criticized if their ideas differ from the leaders' ideas. These kind of leaders usually comprise intellectual competence such as general intelligence, cognitive creativity and experience and a certain orientation that influences the success in problem-solving with and for followers. (Bass, 1985, 2008; Bass & Riggio, 2006; Northouse, 2010).

Individualized consideration (IC): A transformational leader pays special attention to each individual follower's needs for achievement and development by acting as a coach or mentor. Leaders that emphasize individual consideration provide a supportive climate and they listen carefully to the individual needs of followers. Leaders act as coaches and advisers in order to assist followers in their growth. Typical behavior of such leaders comprises delegation to help followers grow through personal challenges and acceptance and consider of individual differences. Furthermore they fulfil the individual subordinates desire for information. They are practicing one-to-one contact and two-way exchange in communication in which followers have the opportunity to ask questions and clarify understanding. The interactions between leader and follower are personalized taking the whole person rather than just an employee into account and leaders are careful listeners. Such contact enhances the followers' self-image, desire for information and the followers' sense of some 'ownership' of decisions of consequence to him (Bass, 1985; Bass & Riggio, 2006; Northouse, 2010).

The concept of transformational leadership has various strengths and weaknesses. Critics hold that the concept lacks clarity due to the wide range of activities and characteristics. Furthermore, it is critiqued that these factors correlate highly with each other and are not distinct factors. A final weakness is that it has the potential to be abused by using its potential to influence people in a negative way. Amongst the strengths of transformational leadership is that the concept is widely researched and the

approach provides a broader view of leadership. Furthermore, transformational leadership has a strong emphasis on followers' needs, values, and morals and there is substantial evidence that transformational leadership is an effective form of leadership. An advantage is that authentic transformational leaders with noble and altruistic intentions have the possibility to have a positive impact and motivate people to perform outstandingly (Bass & Steidlmeier, 1999; Northouse, 2010; Yukl, 1999).

6.2.1.1 Transformational leadership and motivation

The typical association with leadership is influencing, inspiring and above all motivating people. In order to understand how transformational leadership leads to motivation of followers it is essential to understand what motivation is. According to Mitchell (1982) motivation is *'those psychological processes that cause the arousal, direction and persistence of voluntary actions that are goal-directed'* (Mitchel, 1982, p. 81). Motivation is a condition that energizes behavior and gives it direction. Without motivation, people do nothing. Motivation is about needs and wants and can be raised by extrinsic and intrinsic drivers (Atkinson, Atkinson, Smith, Bem, & Nolen-Hoeksema, 2000). Extrinsic motivation sources such as actions of managers drives the performance of an activity to a required outcome. Intrinsic motivation sources such are for example the need for meaningful, interesting, or challenging work, a desire to belong to a group or making a difference. People are motivated from the inherent activity itself and fulfil it also in absence of the leader (Gill, 2006).

What is the best way to engage people, arouse commitment and motivation to achieve objectives? The capability to influence, motivate and inspire followers is one of the biggest challenges of today's leaders (Gill, 2006). In particular, transformational leadership is a form of leadership associated with motivating people. Effective transformational leaders influence, motivate and inspire people to want to do what needs to be done, to perform beyond what is normal and contributing to the common good of their group, organization and nation (Gill, 2006). Followers of those leaders are motivated to achieve the highest possible level of need satisfaction – self-actualization on an intrinsic level (Bass & Riggio, 2006; Burns, 1978). Research proves the motivational effect of transformational leadership. Masi and Cooke (2000) found a relationship between transformational leadership and motivation towards commitment to quality, organizational productivity and the strength of empowering norms. In

contrary, transactional leadership showed a negative relationship to motivation for quality and organizational productivity.

According to Groves and Larocca (2011b) transformational leaders motivate followers by raising their level of awareness about the importance of outcomes and by transforming followers personal values to support the collective vision for the organization. They align followers' personal interests with the collective interests of an organization. Transformational leaders influence their followers by developing and communicating a vision, inspiring them to look beyond self-interests, individually paying attention to individual needs and stimulate them intellectually for innovative and creative problem solving. For each of these aspects of transformational leadership and motivation, communication skills are crucial. Important of the communication of a transformational leader is inspirational language and speech. These include simple language, imagery and plays on words in a colourful way. Inspirational communication is sincere and passionate, and is delivered with confidence and often with expansive body language such as facial expressions, gestures of the hand, head movements and eye contact. Especially eye contact gives followers the feeling of spontaneity and being addressed directly (Atkinson, 1984). Outstanding leaders influence and persuade people through inspirational language. Inspiring leaders frame their language and speech considering points like timing, catching attention, appealing to common interests, authenticity and inclusivity. Also, they pay attention to their use of vocabulary, avoiding statistics, showing feelings and presenting a challenge and a solution. Rhetorical tools are storytelling, use of rhythm, metaphor and symbols, expression of hope and repetition (Gill, 2006).

Furthermore, various studies demonstrate the effect of transformational leadership on team effectiveness, trust and commitment. Polychroniou (2009) holds that transformational leadership increases team effectiveness. Especially the emotional intelligence components such as social skills, motivation, and empathy of transformational leadership influence followers. Beliefs, values and interpersonal competences are also crucial for having a positive impact on subordinates' willingness to integrate goals with their supervisors and follow a creative problem solving process. Also Özaralli (2003) found that transformational leadership increases team effectiveness. Transformational leadership leads to a high level of innovativeness,

efficient in-group communication and empowerment. Furthermore he found that through empowerment and the increased ‘meaningfulness’ of work goals get internalized that causes achievement of goals. Also, it is proved that on top of increasing team efficacy transformational leadership increases trust and commitment of followers (Arnold, Barling, & Kelloway, 2001). This is confirmed by Gillespie and Mann (2004) who found that a transformational way of leading teams are significantly associated with trust. In particular, the components idealized influence and intellectual stimulation enhance trust amongst the followers and teams. Charisma is not enough to motivate managers. It is necessary that they identify themselves with the goals and the values are congruent with the followers’ self-interest. This can be achieved by the other three components of transformational leadership (Yukl, 2006). Because of the motivational aspect of transformational leadership, this way to lead is ideal in order to realize commitment of managers to CSR.

6.2.1.2 Transformational leadership and CSR

Transformational leadership is found to be amongst the best leadership styles for implementing CSR practices. Shahin and Zairi (2010) found in their study that the leadership style plays an important role in socially responsible organizations. In this respect, transformational leaders are more effective than transactional leaders. Also, a large-scale field survey of managers by Du et al. (2012) confirms that firms with greater transformational leadership are more likely to engage in institutional CSR practices than firms with transactional leadership. Additionally, Groves and LaRocca (2011b) demonstrate in their study a strong relationship between transformational leadership and follower beliefs about CSR. Followers are more likely to believe that socially responsible actions and the engagement of multiple stakeholder groups are essential for the success of an organization. Transformational leadership is associated with deontological ethics such as altruism and universal rights, whereas transactional leadership is linked to teleological ethics such as utilitarianism.

However, there is lack of research about how transformational leadership is linked to CSR and which components are effective. So far, there is only one study that describes the link between transformational leadership responsible outcomes. It demonstrates that there is a link between intellectual stimulation and implementation of a CSR strategy (Waldman, Siegel, & Javidan, 2006). About the link of CSR with the other three

components of transformational leadership there is no empirical studies to this point. However, scholars assume that transformational leadership is directly or indirectly linked to corporate social responsibility. Idealized behaviors such as prioritizing followers' and others' needs above their own and decision-making driven by salient and ethical values are enhancing the visionary roles. Thus, idealized behavior is increasing inspirational motivation. A transformational leader influences followers through the development of a collective vision that clearly inspires all stakeholders to look beyond self-interests for the betterment of the organization and community (Groves & LaRocca, 2011b). Hence, idealized visions, personal values and ethics are drivers for CSR implementation (Waldman & Siegel, 2008). Idealized behavior, inspirational motivation and intellectual stimulation are linked. Idealized behavior is the key for realizing motivational and inspirational behaviors in followers that drive impressive leadership outcomes (Du et al., 2012). In the collective visioning process and stimulating multiple stakeholders' needs, leaders need to be able to be capable of inspirational motivation and intellectual stimulation (Waldman & Galvin, 2008). Intellectual stimulation behavior inspires followers to question old assumptions. That way they approach problems in new ways and come up with new, innovative and creative solutions (Groves & LaRocca, 2011b).

In addition, Maak and Pless (2006) developed a 'roles model' of responsible leadership that comprises steward, visionary and change agent roles of transformational leader. These are similar to the core dimensions of transformational leadership. The 'leader as a steward' role emphasizes on the importance of leaders encouraging social, moral and environmental values, which is consistent with transformational leadership's idealized attributes and behaviors. The 'leader as a visionary' role of responsible leadership emphasizes on developing a responsible vision based on the values of diverse stakeholders that enhances economic success and societal well being. That dimension is similar to the dimension inspirational motivation of transformational leadership. A leader that is acting as a change agent and facilitates responsible changes that advance stakeholder values and sustainable business outcomes is increasing motivation and commitment that are conceptually comparable to inspirational motivation and intellectual stimulation dimensions (Groves & Larocca, 2011b; Maak & Pless, 2006).

There are several reasons for choosing transformational leadership as a type of leadership to implement CSR continuously in meetings. Transformational leaders are especially effective in driving change by being strong role models for their followers (Du et al., 2012; Northouse, 2010). A key element of CSR is also driving change. Hence, it can be assumed that this type of leadership is applicable for implementing CSR. Additionally, they involve themselves in shaping the culture of the organization (Northouse, 2010). Since recent development of CSR embedding in the business structure and culture of organizations, it is of advantage if CSR leaders apply transformational leadership. Also, transformational leaders are effective at working with people. They build trust and foster collaboration (ebd.). This is essential in implementing CSR practices in meetings. In this study it is a particularly suitable type of leadership for CSR leaders because of its universality. It is a concept that can be applied in various types of organizations in different industries that are engaging in sustainable practices. Since transformational leadership can be successfully applied by any type of position it is suitable for everyone in the organization that is responsible for an organizations CSR. Another advantage is, that it has an impact on various types of people throughout the organization and a leader of sustainability has the opportunity to lead a team of different kind of positions. Finally, it is applicable internationally and it is a way to stay competitive. This is a benefit regarding the increasing number of global organizations and international competitiveness and the cross-cultural transfer of the results of the study.

6.2.2 Leadership of CSR Meetings

6.2.2.1 Meetings and CSR

Holding meetings is a common communication tool for implementing a CSR strategy internally (Hohnen, 2007). Meetings are understood as “*an assembly of people for a particular purpose, especially for formal discussion*” and “*a situation when two or more people meet, by chance or arrangement*” (OxfordDictionary, 2014). In organizations today, meetings occur everywhere and are used as a key communication tool and it is an important part of doing business (Allen et al., 2012; Fine Lee, 2008). Meetings are a communicative practice that provide the opportunity to come together, exchange ideas, accomplish goals and are the least expensive way to motivate associates on a weekly basis (Allen et al., 2012; Ehow, 2013). For implementing CSR practices

meetings are a way to communicate visibly and frequently to employees from various departments in order to regularly update them throughout all levels of the organization (Hohnen, 2007). Despite their importance, there is very little academic research about meetings (Ravn, 2013) and CSR meetings receive no attention at all up to now.

Although, there is no research about CSR and meetings so far, in practice CSR is more and more integrated in meetings. It is used in order to motivate employees, managers, volunteers and other associates throughout the organization. It is incorporated in big annual meetings as well as small day-to-day meetings of organizations of various sizes and industries such as AirPlus International or LexisNexis. It gives attendees the feeling of warmth and joy for doing something good and enhances team building (Rowe, 2009). Meetings provide a good tool for implementing and communicating a CSR strategy due to its interactive and participative aspects. Due to Crane, Matten, and Spence (2009) CSR is a process that is involving people. In this process employee participation is crucial for motivating people and ensure their commitment to CSR. Associates have the opportunity to express their views, recognising organisational values and being part of the organisational process relating to CSR. It is essential to show respect for persons, recognise and attend to employee's concerns. Especially, if demands or moral claims between leader and associate are in conflict, dialogue and communication are mandatory. Hence, for successful CSR implementation a leader must be capable of communicating the business case of CSR in a language the company understands, internal networking and interpersonal skills (VOX & WeinrebGroup, 2012). The involvement of associates in decision, consideration of each individual doubts and adapted communication stimulates commitment to the decision that is made and the organisation (Crane et al., 2009). Hence, interpersonal interaction is crucial to ensure commitment to CSR. Due to these reasons, meetings demonstrate a very good instrument to implement CSR practices.

However, there is a major problem with meetings: They are widely hated. A lot of managers state: *"If I didn't have to go to meetings, I'd like my job a lot more."* (Lencioni, 2004, p.vii) Another common saying about meetings is: *"To kill a project, hold a meeting."* (Myrsiades, 2000, p.870) The reason for this attitude of managers is the ineffective and boring meetings. According to Elsayed-Elkhouly, Lazarus and Forsythe (1997) approximately 35 percent of time spent in meetings is unproductive.

Discussion drift often completely of the subject and meetings take longer than scheduled. Reason for this is most leaders do not have a formal training in planning, running and communication in meetings. Leaders have learned to run meetings by attending ineffective meetings (Spinks & Wells, 1995). The paradox with meetings is that on one hand they are critical and the activity at the centre of every organization. On the other hand, they are painful and pointless. The question that is arising is: Is it possible to make good decisions and have successful outcome with such a negative attitude to meetings? The truth is bad meetings lead to bad decisions and unsuccessful outcomes (Lencioni, 2004). Hence, meeting at a standard of today do not lead to motivation for CSR. The positive aspect about meetings is that there is nothing inherent about meeting that makes them bad, but it is possible to transform them into compelling, productive and fun activities (ebd.). The question that comes up: How is it possible to conduct a CSR meeting that motivates attendees for implementing sustainable practices?

6.2.2.2 Transformational leadership and Meetings

The leadership is elementary in conducting a meeting. It is important that the used leadership in a meeting matches the group and people that are to be led (Myrsiades, 2000). It is proven by various research studies that transformational leadership is associated with CSR and enhances the implementation of CSR practices (Du et al., 2012; Groves & LaRocca, 2011b; Shahin & Zairi, 2010). Transformational leadership is well-known for motivating people to perform more than expected and is linked to CSR. Therefore, one way to lead motivating CSR meetings is by the transformational leadership style.

In terms of leadership in meetings the quality of leadership is one of the most important determinants of effective group processes (Basadur, 2004). The challenging part of leadership in meetings is to find the right balance between ensuring that a group uses systematic decision process (process control), whilst not domineering the meeting (content control) (Yukl, 2006). The leadership style depends on task and context. The leader needs to be flexible and adjusted to situation and context, while still keeping the overall focus on task. Additionally, the meeting leader has to create a positive meeting climate, based on free debate (Rollof, 2009). There are several different recommendations how to lead a good meeting and all of them integrate the following

steps in some ways: Planning of the meeting, creating an agenda, communicating it to everyone that everybody can prepare for the meeting, choosing the right location, tools and equipment and summarizing, recording and communicating the meeting outcomes and assigning tasks (Dearing, 2014; Fine Lee, 2008; Henkel, 2007). A combination of those elements leads to successful and effective meetings. In the preparation of meetings it is elementary to have always keep the purpose in mind. It is proven that employees enjoy meetings when they have a clear objective and when important relevant information is shared. Employees are unhappy with meetings when they are senseless, unstructured and unproductive and simply reducing their work-related resources (Allen et al., 2012). The most important ingredient of successful and motivational meetings is having a purpose to achieve the desired outcomes. Furthermore, good leadership of a meeting is no one-shot process, but has to be continuously adapted to group, topic and purpose (Myrsiades, 2000).

The best leadership style for achievement and outcome-orientation is transformational leadership. It is found that the transformational leadership role is associated with content and task facilitation. It involves goal and target setting, inspiring the group to reach for excellence and assisting in the interpretation of ambiguous information (Miranda & Bostrom, 1997). Transformational leaders create an atmosphere of change, motivate team members in order to do more than expected and to work together to attain goals (Polychroniou, 2009). Therefore, transformational leadership is a very good instrument for leading meetings. Until now, there is no academic research about the link between good meetings and transformational leadership. So, this study is doing the first essential steps into that area of transformational leadership in meetings. By looking at the important aspects of good meetings and of transformational leadership there is an overlap between the both of them visible (See table 1). In both, transformational leadership as well as good meetings clear and good *communication* is elementary. A transformational leader has to communicate a vision through charismatic and inspirational communication in order to intellectually stimulate and to show individual consideration to everybody. Through effective communication leaders are able to lead successfully. Good communication skills lead to understanding and trust amongst the followers. Without effective communication a leader is not able to effectively lead (Barrett, 2006). The same is valid for good meetings: Without effective communication before, during and after the meeting, meetings are meaningless and unsuccessful.

Furthermore, they are important internal communication tools of organizations. One-to-one communication and addressing the whole group are common interaction methods between leaders and followers in meetings. In order to effectively communicate, ensure everyone's participation and understanding, groups should be kept as small as possible with a number of ideally five and maximum of 15 people. The way of communication can be formal as well as informal. It involves communication before the meeting such as spreading the agenda, and communication during the meeting such as holding speeches and guiding the meeting. (Spinks & Wells, 1995). Also, it is important that a leader says what he thinks and feels to followers about the meeting process or the topic for enhancing clarity and open communication (Leader, 2011).

	Aspects of Transformational Leadership	Aspects of Successful Meetings
Communication	Charismatic and inspirational communication of a vision. Outcome: Trust and understanding.	Clear one-to-one and group communication Outcome: Trust and understanding.
Idealized Influence	Charismatic behavior to create respect, faith and trust. Feeling good factor.	Agenda establishes trust and motivation. Feeling good factor.
Inspirational Motivation	Clear communication of goals and vision.	Clear communication of objectives. Motivation through evaluation.
Intellectual Stimulation	Creative and innovative thinking and problem-solving. Participation and asking questions.	Open forum for exchange of innovative and creative ideas. Participation and asking questions.
Individual Consideration	Differentiation between people. Involvement of everybody. Considering personal feelings.	Adjustment of leadership style according to meeting purpose, group. Involvement of everybody. No coercion to speak.

Table 1 Overlap: Transformational Leadership and 'meetings guidelines'. (Own creation)

Furthermore, the components of transformational leadership (See Chapter 6.2.1.2) can be found in guidelines of good meetings. First, various aspects of the component of transformational leadership *idealized influence* are seen as crucial elements for successful meetings. Transformational leaders that are behaving according to the component idealized influence are role models for their followers. People admire, respect and trust them. It is important that followers have faith in the leader, respect the

leader and feel good around a leader. The leader shows determination to accomplishing goals and goes beyond self-interest (Avolio, Bass, & Jung, 1999; Waldman et al., 2006). Good meetings also rely on trust, respect and the leader's determination to goals. In order to hold effective and successful meetings leaders have to write an agenda, distribute it, assign a clear starting and closing time and determine the topics and the time spends on each (Elsayed-Elkhouly et al., 1997). It is essential that agendas are created realistically in order that people do not leave frustrated (Leader, 2011). Furthermore, meetings should only be held if they are necessary (Spinks & Wells, 1995). By clear agendas, intentions and objectives in a meeting a leader establishes trust amongst the followers (Rollof, 2009). Additionally, it is also important that the followers feel good around a leader. The meeting should take place in an adequate environment for the meetings' purposes, away from distractions such as telephone calls and people traffic. Comfortable chairs, table space, good lighting and acoustics and support tools and snacks should be available. This physical environment should people put in a reflective and change oriented mood away from distractions of corporate life (Spinks & Wells, 1995).

Second, elements of the transformational leadership component *inspirational motivation* are relevant in effective meetings. Transformational leaders that practice inspirational motivation inspire and motivate followers by clear communication of attractive future goals, optimism, envisioning and providing meaning to the followers' work. The leader explains with few simple words and appealing images what followers could and should do. Also, (s)he formulates attractive and reachable goals and emphasizes a collective vision (Avolio et al., 1999; Waldman et al., 2006). Also for holding good and motivational meetings clear and simple communication of goals are elementary. Every guide about meetings mentions that a crucial part of proper planning of productive meetings is to have purpose (Spinks & Wells, 1995). Those expected outcomes and objectives have to be communicated clearly in order that everyone knows before, during and after the meeting about the objectives. During the meeting, the leader has to keep the discussion on track around these objectives. It is motivating to include extraordinary elements to explain common goals. Common goals always need to be the centre of attention. Successful meetings end with a definite conclusion and it has to be agreed on follow-up action. People need to be reminded by the purpose of the project and to have the feeling of completion. After a meeting evaluation of performance is

essential for further motivation. (Ehow, 2013; Elsayed-Elkhouly et al., 1997; Henkel, 2007).

Third, the transformational leadership component *intellectual stimulation* is also important for productive meetings. A transformational leader stimulates followers to be creative, innovative and to question assumptions and old situations by clear and simplified language to enhance understanding and attention. (S)He enables others to think about old problems in new ways, provides others with new ways of looking at puzzling things and gets others to rethink ideas that they had never questioned before. The transformational leader encourages asking questions and active participation in a meeting (Avolio et al., 1999; Waldman et al., 2006). These aspects are also relevant in good meetings. Effective meetings are like an open forum. All meeting attendees have the possibility to voice their concerns about work or project. It is necessary that everybody is encouraged to participate actively, but should not be forced to do so. A way to actively involve everybody in meetings are games. This enhances interaction, connection and enthusiasm between people (Ehow, 2013; Spinks & Wells, 1995). In order that everybody feels comfortable to participate in meetings it is important that all ideas and alternative views are respected. Active interest, involvement, genuine curiosity and positive attitude should be shown. It is also important to encourage people to ask questions (Rollof, 2009). For bringing a new viewpoint to an old situation and encouraging people to question old assumptions, a leader could invite guest speakers. Guest speakers motivate followers by touching stories that directly affect the project or the organization. This way, followers are more stimulated to look at old problems in new ways more than by theoretical knowledge. (Ehow, 2013).

Last, *individual consideration* is also central in meetings. A leader that is behaving according to the transformational leadership component individual consideration pays attention to each follower's needs for achievement and development and provides a supportive climate and one-to-one communication in order to clarify understanding. The leader considers personal feelings before acting, differentiates between people, involves everybody in a meeting and lets people know how he thinks followers are doing (Avolio et al., 1999; Waldman et al., 2006). Considering every participant of the meeting is also key to success in meetings. The leader should invite only necessary participants in order to keep the group small and motivated. People rather participate actively if the meeting

that has a meaning to them. This enhances the whole meeting atmosphere. If attendees are bored and uninterested it can destroy the environment and influence other participants negatively (Elsayed-Elkhouly et al., 1997). Also, a leader has to keep the discussion on track, and balance speaking time between dominant attendees and passive ones. He should give everyone the possibility to express their views whilst not forcing them to speak (Spinks & Wells, 1995). Therefore, leadership of good meetings is not a one-shot process. It needs continuous adjustment depending on purpose of the meeting, group and team members (Myrsiades, 2000). All in all, most of the guidelines of good meetings are similar to aspects of transformational leadership. Indeed, there can be seen a mutual connection between transformational leadership and meetings. According to Duggan (2014) transformational leadership can be enhanced by conducting more meetings. The aim of this study is to look how transformational leadership can improve meetings, more specifically CSR meetings.

6.2.2.3 Transformational Leadership in CSR Meetings

As shown in the two previous chapters, there is a link between CSR, transformational leadership and meetings (See Figure 8). All these three elements are interrelated and

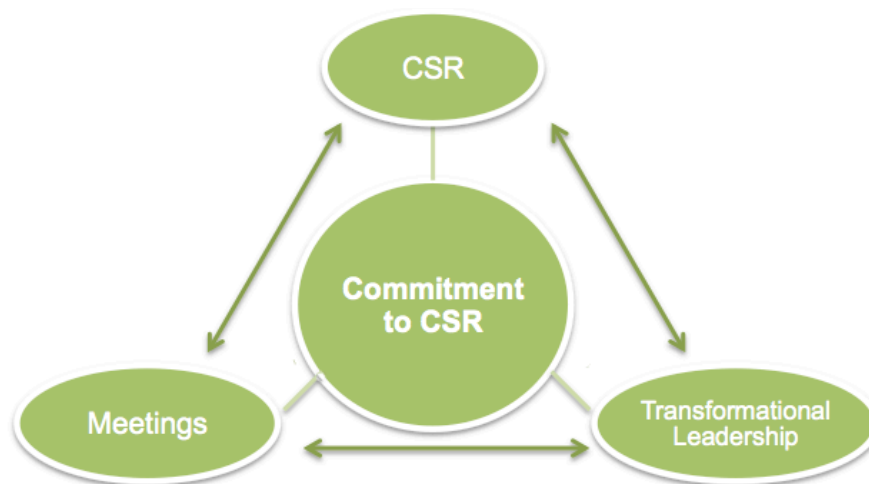


Figure 8 The link between CSR, Transformational Leadership and Meetings

enhance commitment for CSR amongst the managers. First, for communicating CSR practices in an organization, *meetings* provide a common internal communication tool that is widely used (Allen et al., 2012; Crane et al., 2009; Hohnen, 2007; VOX & WeinrebGroup, 2012). For implementing CSR, participation and interaction is crucial (Crane et al., 2009). Furthermore, commitment and trust is established on a dyadic level of leader and follower (Yukl, 2006). Hence, meetings are a very suitable tool to

continuously communicate a CSR vision. The challenge with meetings is that they are not wanted amongst attendees, because they are boring and unproductive (Elsayed-Elkhouly et al., 1997; P. M. Lencioni, 2004; Myrsiades, 2000). Here, *transformational leadership* comes into play and leads to the second point: Transformational leadership is associated and enhances CSR practices in an organization. It facilitates commitment and trust to CSR (Du et al., 2012; Groves & LaRocca, 2011a; Groves & LaRocca, 2011b; Shahin & Zairi, 2010). In general, this type of leadership increases motivation amongst followers (Bass, 1985). For these reasons it is very suitable for implementing CSR practices. Third, as demonstrated in the theoretical analysis in the previous chapter transformational leadership is also correlated with meetings. There is definitely a significant overlap between transformational leadership components and guidelines for conducting successful meetings. Thus, there is a connection between the three elements CSR, transformational leadership and meetings. It can be concluded that meetings that are conducted in a transformational way lead to realization of commitment and motivation for CSR amongst managers. This verifies hypothesis 1 '*A CSR leader can motivate managers for CSR by using transformational leadership in meetings.*'. The aim of the empirical research is to test the findings of the theoretical research and further examine this topic.

7 Empirical research

7.1 Data and Methods

After having shown that a CSR leader can motivate managers for CSR by using transformational leadership in meetings it is time to examine this theory in practice. As mentioned in Chapter 5, the methodology used in the empirical research is semi-structured guided interviews with sustainable organisations that include a self-administered questionnaire followed by an interview of 30 minutes. The mixture of quantitative and qualitative methods is the best way to capture the most data in an accurate way for the topic transformational leadership in CSR meetings as well as gaining deep insights into that topic. In order to capture the complexity of the topic and answer the research questions most accurately as possible the emphasis lies on the qualitative data.

7.1.1 Sample

Purposive sampling was used to select the sample for this study. This type of nonprobability sampling procedure is the best to examine a specific instance, in this case leadership for sustainability. The researcher chooses the selecting elements depending on the purpose of the study. The advantage of this sampling is that it does not carry the burden of being representative; rather it should demonstrate a claim so strikingly that it will have implications for other cases (Quinn & Dalton, 2009; Stier Adler & Clark, 2008). Participants had to fulfil the criteria location in Australia and engagement in CSR practices in order to be chosen for the study. A CSR leader (a person that is responsible for implementing CSR practices) and a manager or follower (a person with another main responsibility than CSR) of each organization were interviewed to include the two perspectives of the leader-follower interaction in a CSR meeting. Obtaining this sample was difficult, because of a general survey fatigue amongst Australians and it included the agreement and availability of two people of an organization. The participating organizations were found by promoting the project in sustainability networks, by calling organizations and announcing them online on relevant platforms. A total of 12 interviews from 6 Australia-based organizations agreed to participate in the study. While there is no rule for sample size, this study follows Quinn Patton's (2002) argument that qualitative research often relies on smaller sample sizes with the aim of studying the topic in depth and detail. The validity, meaningfulness, and insights are generated from information richness of the cases selected and the analysis and connection with the theoretical research. The sample of 12 fits Baum's (2008) suggested criteria of 12-20 respondents to achieve maximum variation and understanding. The respondents were from various levels in an organization, were from both genders (42% - male, 58% - female, See Table 9 in Appendix), from various age groups between 18 and 60+. The majority (60%) from the age group 36-49 years, 25% were 26-35 years and the minority (each one person) were 18-25 or 60+ (See Table 2 in Appendix). Half of the interviews were conducted with CSR leaders half of them with managers all from 3 small and 2 medium sized enterprises or 1 large organisation. Participants belonged to various industries such as environment (33%), building (17 %), accounting (17 %) and hospitality (33%) (See Table 3 and 4 in Appendix). All of the respondents hold significant leadership roles in the organization.

7.1.2 Data Collection

The data was collected by conducting interviews that included a self-administered questionnaire and a semi-structured guided talk of 30 minutes (See Questionnaires Appendix 13.1). At first participants were asked to fill the self-administered questionnaire that comprised closed-ended questions using a Likert-type scale and multiple-choice format about background and demographics, behavior and opinion (King & Horrocks, 2012). The questionnaires were divided in four sections representing the 4 I's of transformational leadership. The Multifactor Leadership Questionnaire (MLQ) (Avolio et al., 1999; Waldman et al., 2006) was used to measure the

Section 1 - Idealized Influence	Section 2 – Inspirational Motivation
Followers have faith in the leader and respect him/her. People feel good around the leader. The leader shows determination when accomplishing goals. The leader goes beyond self-interest. The leader is an ethical person.	Expressing with a few simple words what followers could and should do. Providing appealing images about what followers can do. Formulating attractive and reachable goals. Emphasizing a collective vision. Talking about values.
Section 3 – Intellectual Stimulation	Section 4 – Individual Consideration
Enabling other to think about old problems in new ways. Providing other with new ways of looking at puzzling things. Getting others to rethink ideas that they had never questioned before. Encouraging participation in a meeting. Encouraging asking questions in a meeting.	Helping others to develop themselves. Letting people know how I think they are doing. Considering personal feelings before acting. Differentiating between people. Involving everybody in a meeting.

Table 2 Examined aspects of transformational leadership

transformational leadership style. Each of the 4 sections of the questionnaire tested 5 transformational leadership aspects of each transformational leadership component that are associated with behaviors related to that component (See Table 2).

The questions of the questionnaire were about three issues: How CSR leaders and followers consider the importance of transformational leadership aspects to motivate people for CSR, if they currently behaving according to them and what they think the

most important aspect in a CSR meeting is to motivate people for CSR. These questionnaires were followed by a semi-structured guided talk containing open-ended questions that were related to the questionnaire. The aim was to get more in-depth information and capture ambiguous issues and the complexity of the topic CSR and leadership by discussing why they chose these answers, their experiences, and opinions how a CSR leader should ideally behave and act in order to fulfil those aspects. Two different types of questionnaires were used - one for CSR leaders and one for managers with slightly different and personalized formulations. The questionnaires were structured in the same way in order to being able to directly compare it and analyse the result together. The interviews were conducted face-to-face using printed questionnaires or via Skype using electronic questionnaires. All of the interviews were fully recorded and transcribed for analysis reasons.

7.1.3 Analysis

Due to the different types of data – quantitative and qualitative data – different types of analysis methodologies were used. The attained quantitative data was mainly analysed in SPSS software due to its benefits of effective data management, a wide range of methods and graphs and a good output organization. Frequency analysis, descriptive analysis, cross tabulation and graphs tests were mainly used in the analysis. Other tests such as independent t-test could not be used due to inappropriateness of the sample. The Kolmogorov Smirnov- tests show that normality is not given for majority of the variables, because $\text{sig} < 0,05$ (See Appendix Table 12). The aim of quantitative analysis is to describe, contrast various variables and analyse the big amount of data retrieved from the questionnaire. In order to realize the research aim, deep and structured qualitative data analysis is highly important. The acquired qualitative data was analysed by King & Horrocks' (2012) method 'Thematic analysis' using the software TAMS analyser. This CAQDAS (Computer-assisted qualitative data analysis) program was used due to the benefits of coding data, overlapping coding, cross-relating data by variables and running and refining searches. Thematic analysis was used due to its theoretically flexible approach to analysing qualitative data. It comprises three steps: (1) Descriptive coding; (2) Interpretive coding; and (3) overarching themes. By this process six themes were found that are summarizing codes: 'State of CSR', 'Idealized Influence', 'Inspirational Motivation', 'Intellectual Stimulation', 'Individual

Consideration’ and ‘Interconnection between Transformational leadership components’ (See Appendix 13.2). Quantitative and qualitative data are interrelated and complement each other. Thus, variables of the questionnaire were used in coding to some extent. Also, in the discussion in the research findings results from qualitative and quantitative data are aligned and interfere with each other. With this holistic approach the hypothesis are tested.

7.2 Research findings

7.2.1 The state of CSR today

In all of the companies under examination CSR is fully embedded in the business. According to all participating CSR leaders, “*CSR is becoming engrained in all the companies*” (CSR leader, global luxury hotel). For leading successful CSR, the CSR concept and the values have to be embedded in core business. It has to be a “*core element of that business plan and not only in the wider strategy...*” (CSR leader, water management organisation). Then, a CSR strategy that is enwoven in the whole business can be created. Such a CSR strategy can be for example a 5 years road map of CSR that includes all parts of business. Goal is that it is integral in every business operation. According to the respondents, only if CSR is fully embedded into business it is possible to have the highest impact. It is essential that the CSR strategy is connected to the organization. In order to successfully implement CSR in an organisation, business has to follow the idea ‘Think global. Act local.’. For example, in the global luxury hotel they choose to work with a local charity instead of investing somewhere far away from their business. Due to the fact that CSR has to be connected to the business, CSR values, a CSR strategy and CSR practices are different in every organization. It depends for example on the type of organization, on industry or on organization size.

The differences of CSR strategies of businesses are especially visible in the CSR activities an organization undertakes. The examined organizations are engaging in completely different CSR practices from energy efficiency up to bee hives. All of the organisations focus on environmental issues within an organisation according to the principle ‘reduce, reuse, recycle’. Practices such as using keep cups and reuse coffee cups, bringing their own lunch, using public transport to get to work, recycling with a own composting machine or using innovative water-saving printers are common in

organisations. All of the organisations focus on energy efficiency such as energy-efficient buildings, energy-efficient lightning or carbon-offsetting. The medium-sized and large-sized companies of the sample are also engaging in social issues for the employees or the community. CSR that focuses on HR includes for example health welfare stress management or dental hygiene. Sustainable practices for the community include corporations with charity organisations, blood donation or bee hives.

Also the roles and responsibilities vary from organisation to organisation. Leader of sustainability can be either incorporated into another position such as CEO, marketing coordinator or it can be a sustainability manager - a person that is only responsible for CSR. Out of the respondents, three of the CSR leaders are CEOs (one from a large company, two from small enterprises), one CSR leader is a marketing coordinator (medium-sized organisation) and two are sustainability managers (medium-sized organisations). In all the organisations the responsibilities for CSR issues are spread out throughout the organisation. In all of them, managers choose according to their personal desires and interests what they are taking care of. Often CSR followers come up with own ideas and either realize them by themselves or transfer it to the right department. It is important, that people stand behind their responsibilities and are passionate for it because in all of the examined organisations the CSR responsibilities of followers are an add-on to their normal job-tasks. Some of the work for sustainability is done in work-hours, but a lot of it is realized in extra hours off work.

In order to get a lot of input and realize the CSR activities high motivation amongst CSR leaders as well as followers is crucial:

“It really is all about passionate people... Once you get passionate people on it just naturally flows. The ideas just come and you tend to have more ideas than you can actually work on.” (CSR leader, global luxury hotel).

For generating ideas and actually implementing CSR leaders and followers need to be committed to CSR. Then it is possible to realize amazing projects such as converting the whole energy consumption to wind-power of an entire hotel. The motivation of CSR followers is at least as important as the leaders' motivation for CSR for driving a sustainable business. Only one person can destroy the whole project:

“If you have got one person who is saying ‘That’s a stupid project.’ If they go around and talk to the stakeholders about that, then you have just undone your whole project.” (CSR leader, water management organisation)

Therefore, individual motivation of each participant of a meeting and throughout the whole organisation is necessary.

CSR leaders as well as managers confirm that a clear understanding of CSR enforces individual motivation. Understanding is important in order that people come along on the journey. If there is no understanding, they start questioning the whole project. Showing the business case contribute in enhancing the understanding of the rational of CSR. If it is seen as an add-on and not core to business, business people are questioning CSR and it cannot be implemented successfully.

“Just for the sake of saying: ‘Oh we are being good.’ That is not gonna bring people- certainly not everyone gonna bring with you – you need to actually have the actual business case.” (CSR leader, accounting company)

According to the majority of the respondents the business case of CSR is crucial to every sustainable practice. In terms of future budgets it is essential to prove a business case and the profitability. In terms of proving the rational of CSR, regular evaluation and measurement are essential. This can be challenging due to the fact that some variables of CSR cannot put directly into accounting. However, currently methods such as ROI, scientific studies and case studies are used to present the rational of CSR to everybody. There is a natural spike that people are motivated straight after the meeting, but afterwards the motivation decreases due to other responsibilities and distractions. Thus, CSR leaders have to be behind it and continuously encourage people in engaging in CSR. *“Definitely the more motivation and the more time spent into it the more importance on it.”* (CSR leader, carbon offset company). In order to continuously motivate people, regular CSR meetings are necessary. CSR leaders have to put CSR meetings as priority and encourage people throughout an organisation to participate. CSR meetings are held once a month or once every two months in the participating organisations. Generally the size of meetings is smaller from 3-7 people in small organisations, 5-10 people in medium-sized organisations and 10+ in the large organisation. Smaller meetings and a workshop atmosphere are better for CSR in order that everybody can participate and put ideas in.

The respondents mentioned the relation between the studied CSR leadership issues and general leadership. A CSR leader pointed out that some methods to measure general leadership are also relevant and applicable to measure CSR leadership such as transformational leadership programs. Respondents agree that certainly CSR is the field under examination and confirm the necessity to look at the CSR perspective of leadership.

7.2.2 Transformational leadership in CSR meetings

7.2.2.1 Transformational leadership in CSR meetings in practice

CSR meetings are commonly used tools to communicate CSR in all kind of organisations. In the theoretical research it was found that transformational leadership is a good way to lead this kind of meetings. The question that comes up

Transformational Leadership Component	Mean
Idealized Influence	4,28
Inspirational Motivation	4,05
Intellectual Stimulation	4,1
Individual Consideration	3,8
Mean	4,06

is: Is transformational leadership used in practice to lead CSR meetings? In fact, there is

Table 3 Means Transformational leadership in practice

transformational leadership in the participating organisations present. The results of the retrieved quantitative data clearly indicates this. Each section referring to the transformational leadership components included questions about transformational leadership aspects in practice. Leaders and managers had to rate to what extend the CSR leader is currently applying the aspects of transformational leadership on a scale from 1 'Definitely not true' to 5 'Definitely true'. The respondents chose mainly answers between 3 and 5 with the exception of one time when a manager chose 1 and 2. The means of the transformational leadership aspects lie between 3,25 for IM aspect Images and 4,58 II aspect ethical person (See Appendix Table 14). The calculations of the means in table 3 show that the transformational leadership component Idealized Influence is used the most (4,28), followed by Intellectual Stimulation (4,1) and Inspirational Motivation (4,05). Individual Consideration is the least applied component (3,8), but present in practice. These differences in the means of transformational leadership components indicate that there are more and less important aspects of transformational leadership in CSR meetings. (More details in Chapter 7.2.3). The overall mean of the transformational leadership components of 4,06 indicates that transformational leadership is used in in practice to lead CSR meetings.

Another matter of interest is, if the CSR leaders and managers have the same opinion about if the aspects are applied or not. The best way to test this is to compare the answers of CSR leader and follower of each organisation. This way it is possible analyse the interrelationship between the two, compare each case and look at general tendencies about CSR leader-follower relationships. It is found that in all 6 organisations there is a general congruence of leader and manager ratings if aspects are applied or not. Out of 5 aspects, in all of the cases there were always 2-3 totally congruent answers in each section. If the answers were not congruent, there were only small variations of a range of 1. These slight variations are of little significance because they were mostly related to if a respondent picked 3 'neither true nor false', 4 'true' or 5 'definitely true'. In the majority of the cases managers tended to rate leaders better than the leaders rated themselves. CSR leaders picked more often 3 'Neither true nor false' whereas managers picked more often 4 'true' and 5 'definitely true'. This is proven by the statistical mean of the aspects depending on the variable position calculated in SPSS software. The mean of transformational leadership in practice is generally higher from the managers' point of view than from the CSR leaders' point of view (See Appendix table 15). Exceptions are IM-aspects 'images' and 'vision', IS-aspects 'participation' and 'questions' and IC-aspects 'developing' and 'involving'. A closer look at cross tabulation helps to understand these differences in answers (See Appendix tables 16-21). Except for the IS-aspects the reason for higher leaders' mean than the managers' mean is the outlier that a manager rated his leader very low in these questions. It is unclear why the manager rated it like that. However, generally there is no significant clash between the perceptions of the 2 positions. Managers rate the appliance even better than leaders. The reason for might be more critical thinking of the leaders about their own behavior than the managers about their leaders' behavior. This fact confirms the truth of the answers that transformational leadership is applied in practice.

Furthermore, it is interesting to investigate if the CSR leaders apply the things they find important. The best way of examination is to analyse it in a qualitative way and directly compare the answers of what the CSR leaders apply and what they think is important. Congruence exists if 3 or more aspects of are the same, partly congruence exists when 2 aspects are the same and no congruence exists when 1 or less aspect is the same. It is found that it depends on the personality and characteristics of a CSR leader. Two leaders' answers were congruent, two leaders' answers' were partly congruent and two

leaders answers’ were not congruent. In the interview after filling out the questionnaire a few respondents of both mainly congruent or mainly incongruent answers mentioned the fact that the incongruence of their answers about the appliance and the importance and stated that the answer about the appliance is due to their personality, characteristics, abilities and behavior and the rating about the importance is what they ideally think is important. This indicates self-reflectiveness, self-awareness, sincerity and willingness to develop - all positive characteristics and very important in terms of leadership. Thus, congruent answers as well as incongruent answers can indicate good leadership, self-reflectiveness and discipline. All in all, it is found in the quantitative and qualitative analysis that transformational leadership is applied in practice verified by leaders and managers and CSR leaders tend to be self-reflective in their way to lead.

7.2.2.2 *Importance of transformational leadership in CSR meetings*

As concluded in the theoretical research, transformational leadership is a very good way to lead motivational CSR meetings. The question that comes up is: Is this really true in practice? Can a CSR leader motivate followers by transformational leadership in CSR

Transformational Leadership Component	Mean
Idealized Influence	4,38
Inspirational Motivation	4,32
Intellectual Stimulation	4,33
Individual Consideration	3,95
Mean Transformational Leadership	4,25

Table 4 Mean: Importance of Transformational Leadership

meetings? In order to find the answer a look into quantitative data helps. As seen in the tests of

validity 100% of the retrieved data is valid (See Appendix Table 7). As stated before, each of the 4 sections of the questionnaire tested the importance of 5 transformational leadership aspects of each transformational leadership component. Each leader and manager were asked to rate the transformational leadership aspect on a scale from 1 ‘Definitely not important’ to 5 ‘Definitely important’. As it is visible in the descriptives tests the mean of the importance of transformational leadership aspects is between 3,58 and 4,67 (See Appendix table 22). The means of each transformational leadership component and the mean of transformational leadership components as a whole were calculated (See table 4).

According to the data the mean of transformational leadership is 4,25 that indicates that it is generally between important and definitely important. The most important component is Idealized Influence with 4,4, followed by Intellectual Stimulation and Inspirational Motivation with 4,3. The least important component, but still important component is Individual Consideration with 4,0. In the line chart (Figure 9) it is visible that the importance of the aspects varies. Counted up the transformational leadership components Idealized Influence, Inspirational Motivation and Intellectual Stimulation are more or less equally important, whereas Individual Consideration is rated as a little less important. Thus, all of the transformational leadership components are important to motivate followers for CSR in meetings. Therefore, hypothesis 1 ‘A CSR leader can motivate managers for CSR by using transformational leadership in meetings.’ is clearly verified. Also, all the other hypotheses about the contribution of each transformational leadership component to CSR are verified (more details in Chapter 7.2.3).

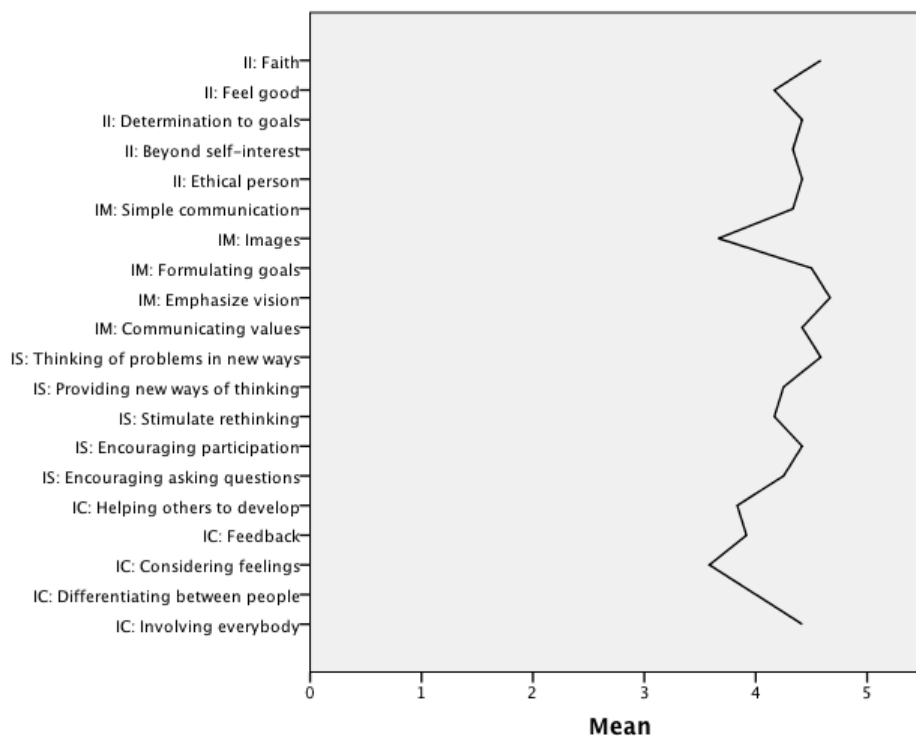


Figure 9 Importance of Transformational leadership aspects

It was found that CSR leaders and managers have slightly different perceptions of the importance of transformational leadership although both of them consider transformational leadership components as important. As it is visible in Table 5 managers perceive aspects of Idealized Influence, Inspirational Motivation and

Individual Consideration as slightly more important than CSR leaders. Additionally, they have different views on what aspects of each component are important.

Transformational Leadership Component	Leaders	Managers
Idealized Influence	4,16	4,5
Inspirational Motivation	4,17	4,47
Intellectual Stimulation	4,33	4,37
Individual Consideration	3,902	4
Mean Transformational Leadership	4,14	4,34

Transformational Leadership Component	Male	Female
Idealized Influence	4,08	4,6
Inspirational Motivation	4,2	4,4
Intellectual Stimulation	4,28	4,31
Individual Consideration	3,8	4,09
Mean Transformational Leadership	4,09	4,35

Table 5 Transformational leadership: CSR leaders/managers

Table 6 Mean: Transformational leadership: CSR Males/females

Also, calculations of the means of transformational leadership components show that managers (4,34) consider transformational leadership as more important than leaders (4,14). In particular, manager ascribe Idealized Influence and Inspirational Motivation components significantly more importance than leaders. Intellectual Stimulation and Individual Consideration are more or less the same.

Additionally, there are different perceptions of transformational leadership amongst male and female respondents. The results listed in table 6 show that female participants rated transformational leadership more important with a mean of 4,35 than men with a mean of 4,09. They perceive all of the components as more important. The highest difference in view is in Idealized Influence. Men rate this component as with 4,08 as the second last important component whereas women consider it as the most important component with 4,6. Women rate Inspirational Motivation and Individual Consideration as more important as well. Intellectual Stimulation is perceived the same. Further testings were made with the variables age and industry, but it was found that these variables are too dispersed to make statements about significant tendencies. To conclude, transformational leadership and its components is seen as important and as an appropriate way amongst all practioners to motivate followers for CSR in meetings. All the components are seen as crucial to motivate attendees in a meeting for CSR, but there are slight variations between leaders and followers and males and females.

7.2.3 Components of transformational leadership in CSR meetings

7.2.3.1 Idealized Influence

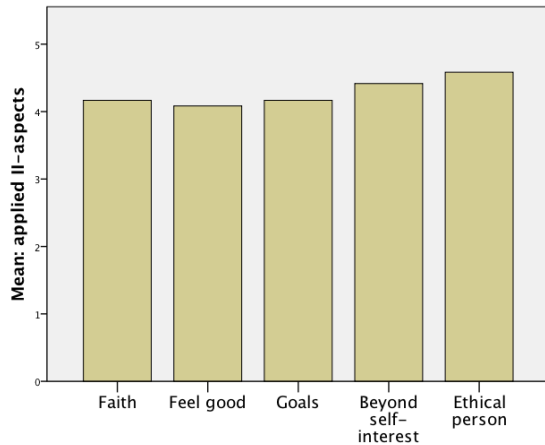


Figure 10 Means: Applied II - aspects

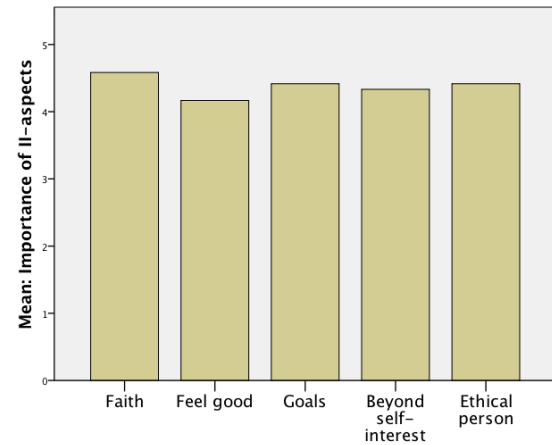


Figure 11 Means: Importance of II - aspects

As described before, each transformational leadership component comprises specific behaviors of leaders that are referred to as the aspects of the component. The results of the descriptive analysis show that all of the Idealized Influence (II) aspects are applied by the leaders of the participating organisations (Appendix Table 14). As it is visible in Figure 10 all of the means gather around 4 'true'. The most applied II-aspect is 'the leader is an ethical person' with a mean of 4,58, followed by 'the leader goes beyond self-interest' with a mean of 4,42. The least applied aspect is 'People feel good around a leader' with a mean of 4,08, followed by 'followers have faith and respect of the leader' and 'the leaders shows determination when accomplishing goals' with a mean of 4,17 (See Figure 10). Also, all of the II-aspects are seen as important for motivating managers for CSR in meetings, since their means gather around 4 as well (See Figure 11). In contrary to the appliance, respondents rate 'faith' as the most important II-aspect with a mean of 4,58, followed by 'goals' and 'ethical person' with a mean of 4,42. The least important II-aspects are 'feel good' (4,17) and 'beyond self-interest' (4,33).

On the scale the II-aspects lie very close together and all of them are rated as important. In order to determine what is especially important to excite people for CSR, respondents were asked to choose the most important aspect of each category. It is found in frequency analysis that respondents chose the most often (33,3% or 4 times) the II-aspect 'faith' as the most important aspect. This is followed by 'goals' and 'beyond self-interest' - each chosen by 25% (3 times) of the participants. The least important

aspects are ‘feeling good around a leader’ and ‘ethical person’ – each chosen 8,3 % (1 time) (See Figure 12; Appendix table 28).

Due to the fact that CSR leaders and managers and men and women rate the importance of transformational leadership aspects slightly differently it is interesting to examine the different views. In general, managers rate all the II-aspects slightly more important than CSR-leaders do as it is evident in Figure 13.

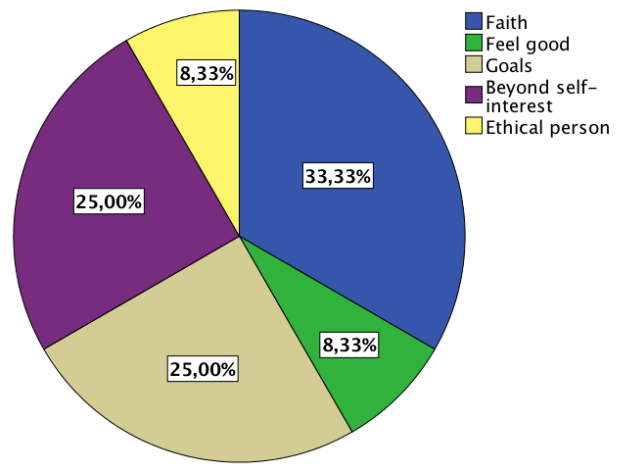


Figure 10 Most important Idealized Influence-aspect

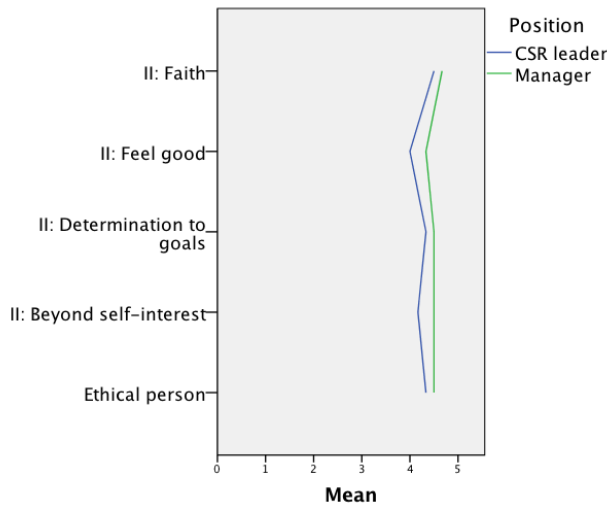


Figure 13 Importance of II-aspects: Leader/manager

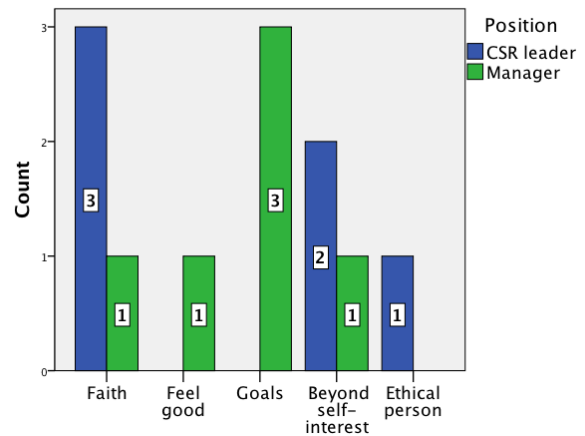


Figure 14 Most important II-aspect: Leader/manager

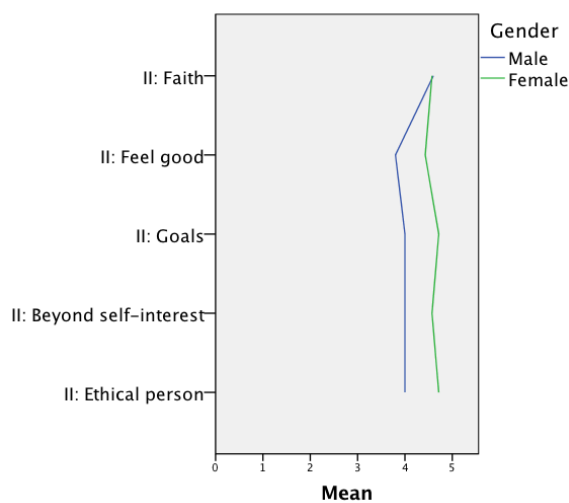


Figure 15 Importance of II-aspects: Male/female

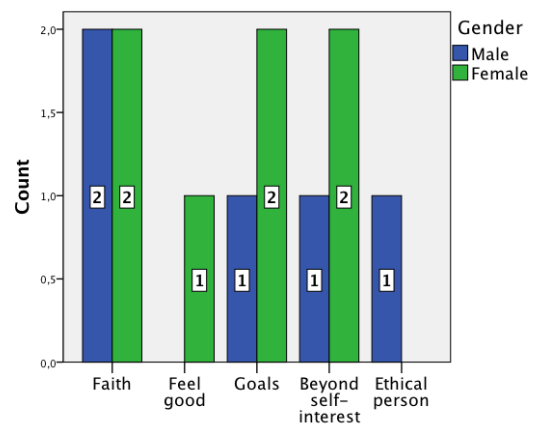


Figure 16 Most important II-aspect: Male/female

The lines of the means of CSR leaders and managers tend to be parallel. This shows that leaders and managers rate the same aspects as more or less important. All the aspects lie very close together. But what is the most important II-aspect to motivate followers for CSR in the view of CSR leaders and followers? The results of the cross-tabulation analysis show that 50% or 3 CSR leaders think 'faith' as the most important aspect, 33,3,% or 2 leaders chose 'beyond self-interest' and 16,7% or 1 leader chose 'ethical person' as the most important aspect for motivate people for CSR. In contrary to that 50% or 3 managers get motivated for CSR in a meeting mostly by 'goals' and each 16,7% or 1 manager by 'faith', 'feel good' or 'beyond self-interest' (See Figure 14; Appendix table 29). These results indicate that there is a clearly different perception between CSR leaders and managers of motivating aspects for CSR which might influence meetings and their outcomes. The analysis of the different view of men and women about the importance of transformational leadership aspects showed that women ascribe to the majority of II-aspects a higher importance than men (See Figure 15). Except for 'Faith' which is rated equally by both genders. Furthermore, it is found that 40% or 2 male and 28,6% or 2 female participants chose 'faith', no male and 14,3% or 1 female participant chose 'feel good', each 20% or 1 male and 28,6% or 2 female participants chose 'goals' and 'beyond self-interest' and 20% or 1 male and no female participant chose 'ethical person' as the most important aspect to motivate for CSR (See Appendix table 30). As it is visible in Figure 16, there are no significant tendencies. The choices are more or less equally dispersed. Hence, which aspect is regarded to be the most important one does not depend on gender. Opinions about which issues are especially motivating for CSR rather depend on on role, experiences and personality.

There are several reasons why these II-aspects are crucial for motivating followers for CSR. For CSR leaders the most important II-aspect is 'faith'. They think this aspect is the most important one for motivating people for CSR, especially because it is a fairly new area. Furthermore,

"...if you want people to come with you then they have got to believe in the leader and they have got to understand your vision, see where you are going know that he will take you to the right place..." (CSR leader, accounting)

Leaders are convinced that if followers do not have faith and respect in the leader of the process, then nobody will follow them there will not be outcomes. Part of having faith

in the leader is believing and trusting what the leader says and does. This is very important, because followers have different responsibilities and are usually not experts in CSR by themselves. They need to have faith and trust in what the CSR leader is doing. Additionally, if followers have faith and respect it increases their understanding and believe in the processes. If they do not have the understanding then they are questioning CSR. That hinders implementing CSR practices. For managers the most important feature is that a leader ‘goals’: *“I think if the leader really shows that no matter what he will achieve the common goal I think that’s the most inspiring thing for the team.”* (Manager, global luxury hotel). In order to motivate followers for CSR a leader has to be goals focused and action oriented. *“Getting the results – making it happen.”* (Manager, carbon offset company) This is activating people. If a leader is behind the goals (s)he set, it shows consistency and it also establishes trust. Furthermore, it enhances the understanding for CSR, because it keeps people something clear in their mind and create visuals and stories and helps to remember what CSR really is. Another important II-aspect chosen by both leaders and managers is ‘beyond self-interest’. Reason for that is that a CSR leader has to think on the wider context. (S)he should not only be focused on short-term goals or think about own personal goals. It is necessary that a CSR leader thinks in a way to improve the organisation and improves society and environment. It is crucial that CSR practices go along with the company’s vision and enhances sustainability in the long run of economy, society and environment.

The II-aspect ‘ethical person’ is only chosen one time, but still an important aspect for CSR. Also it was mentioned that ‘beyond self-interest’ and ‘ethical person’ are aligned: *“If you are ethical you have to go beyond self-interest.”* (CSR leader, water management organisation). ‘Beyond self-interest’ is essential for driving a CSR strategy, because it enhances trust and faith amongst the followers. If a leader is unethical followers do not want to be associated with the project, which is discouraging followers and clearly a hindering the implementation of CSR. Also an important factor is ‘feeling good’. This II-aspect is important to enhance trust and faith. This feature is related to the II-aspects ‘faith’.

These aspects of Idealized Influence can be realized by specific behaviors and actions of a leader. In order that managers ‘have faith and respect in the leader’ a leader has to act

according to what (s)he is saying. A leader has to show skills in his/her area, has to stand behind it and believes what (s)he is doing. Honesty and sincerity lead to trust, faith and respect. In order to gain respect it is important to make sure that everybody feels comfortable, everyone knows the agenda, have the possibility to participate and give input and receive feedback. It is essential that followers feel equal. Additionally, it is crucial that there is an action to every idea and that responsibilities are shared equally. A way to gain faith of followers in a meeting is to make everyone feel comfortable and everyone knows the agenda and specific goals of the meeting. Hence, the II-aspects 'faith', 'goals' and 'feel good' are aligned and interconnected. A way to making people 'feel good' in a meeting it is necessary listen to people, taking different opinions in account and showing professionalism by being able to lead people through tricky situations. For 'goals' leaders have to set clear guidelines and communicate how goals can be achieved. According to managers a good structure and agenda of a the meeting elementary to lead a motivating meeting, because it clearly and efficiently communicates goals of the meeting and it enhances the understanding. In the end of a meeting it is necessary to summarize the key action points and the goals set in the meeting. Also, it is crucial to share accomplishments in meetings. The usual way is to talk about them and underpin it with facts and pictures - *"people love the pictures."* (Manager, gobal luxury hotel). An example of 'showing determination to goals' in an inspiring way for followers is the global luxury hotels' CSR activity to raise money for its charity organisation by running a marathon. The CSR leader set clear goals in meetings and also sent out updates every week with training schedules and about how to reach the goal. After the goals were reached, he congratulated the team and raised the goal for the upcoming year. For the managers this was very motivating. In order to demonstrate 'going beyond self-interest' in meetings, CSR leaders have to reason their actions and communicate the benefits of CSR for the organisation and it's context by undermining it with facts. For fulfilling the II-aspect 'ethical person' it is important that leaders are acting as they say they are going to act and show that outside of a meeting in working practices as well as personal life. (S)he can do this in several ways: One is to champion practices, policies and procedures which show that the organisation cares about these issues. The other one is to reward people that are making the right steps for the right reasons. This can be done by recognizing innovations in meetings or also financial rewards. In order to show that one is an ethical person in personal life, leaders

should also act ethical in their daily life for example by getting to work by public transfor bicycle or walks. According to the respondents all of the II-aspects are important and necessary to emphasize on in a meeting in order to motivate followers for CSR.

These findings about the transformational leadership component Idealized Influence prove that II-aspects are currently applied in practice and leaders find all of them important to motivate followers for CSR. What people find especially motivating depends on position, personality and experiences. According to respondents Idealized Influence aspects enhance trust and understanding of followers and this way their motivation for CSR. They described several ways how CSR leaders can and should act according to their experiences in order to motivate managers for CSR by transformational leadership component Idealized Influence. Thus, hypothesis 2 is verified.

H2: Leaders motivate followers for CSR by behaving as a role model in a CSR meeting.

7.2.3.2 *Inspirational motivation*

In contrary to II-aspects not all of the Inspirational Motivation (IM) – aspects are applied by the leaders of the participating organizations in practice. The findings of the descriptive analysis demonstrate that 4 out of 5 IM-aspects are definitely applied by the participants (See Appendix table 31). It is clearly visible in figure 17 that all of the IM-

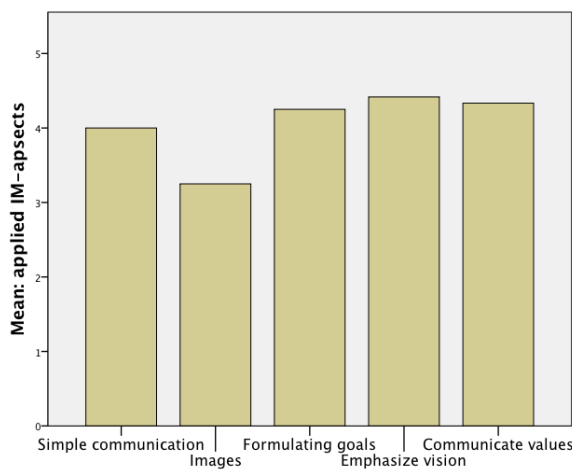


Figure 11 Means: Applied Inspirational Motivation aspects

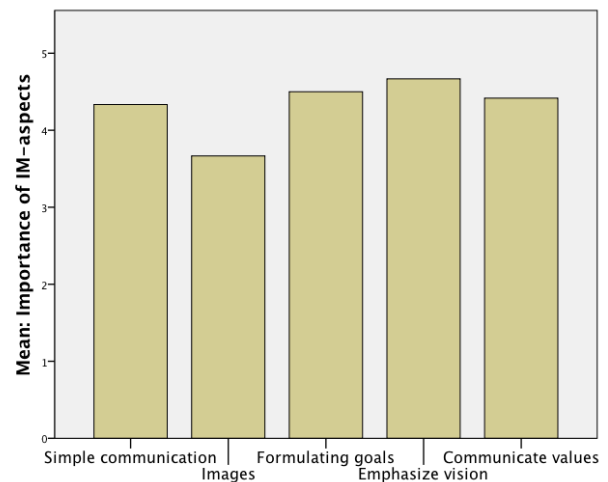


Figure 12 Means: Importance of Inspirational Motivation aspects

aspects gather around 4 – except for IM-aspect ‘Providing appealing images about what followers can do’. This aspect has the value 3,25 which is very close to 3 and falls into the category ‘Neither true nor false’. The most adopted IM-aspect is ‘Emphasizing a collective vision’ with a mean of 4,42, followed by ‘Talking about values’ with a mean of 4,33, ‘Formulating attractive and reachable goals’ with a mean of 4,25 and ‘Expressing with a few simple words what followers could and should do’ with a mean of 4. There are similar tendencies about how participants think about the importance of IM-aspects. According to the respondents, the most important IM-aspect is ‘Emphasize a vision’ with a mean of 4,67, followed by ‘Communicating values’ with a mean of 4,42, ‘Formulating goals’ with a mean of 4,5 and ‘Simple communication’ with a mean of 4,33. The least important IM-aspect is ‘Images’ with a mean of 3,67. If the value is rounded it fall into the category 4 ‘Important’. However, it is on the edge to 3 ‘Neither important nor unimportant’ (See Figure 18; Appendix table 22).

Findings from the frequency analysis show that ‘formulating goals’ is chosen by 50% (6 times) of the participants and therefore clearly the most often chosen most important IM-aspect. 33,3 % (4 participants) chose ‘simple communication’ as the most important aspect and 16,67% (2 participants) chose ‘emphasize vision’ as the most

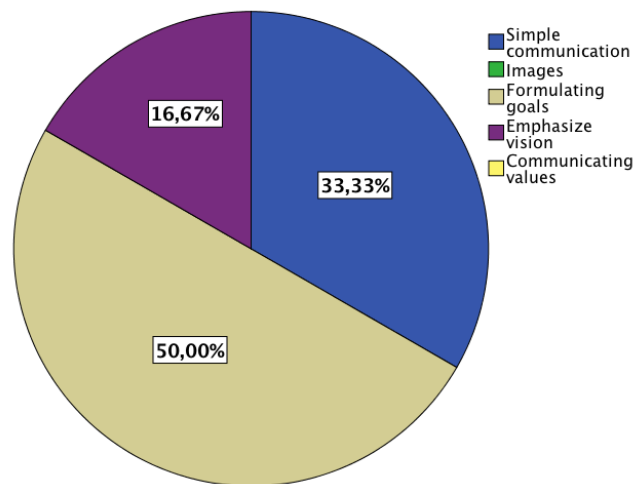


Figure 13 Most important Inspirational Motivation-aspect

important IM-aspect. The IM-aspects ‘images’ and ‘communicating values’

are seen as definitely important, but they are not seen as an outstandingly important aspect to motivate followers for CSR. However, respondents mentioned their linkage to the other IM-aspects ‘simple communication’ and ‘emphasizing a vision’. (See Figure 19, See Appendix table 31).

Due to the findings represented in Chapter 7.2.2.2 that several transformational leadership aspects are rated slightly different by leaders and managers or men and women, it is interesting to examine to what extent this is true for IM-aspects. As shown in Figure 20 managers rate all IM-aspects slightly more important than CSR leaders do.

The lines of the mean of CSR leaders and managers are parallel. This indicates that leaders and followers have the same perception on the relative weight of each IM-aspect. Since all of the IM-aspects fall into the same category 4 ‘Important’, it is interesting to investigate which IM-aspect respondent find especially important to motivate manager for CSR. Participants were asked to choose one IM-aspect that is the most important one to inspire followers for CSR in meetings. The findings of the crosstabulation analysis demonstrate that leaders and managers equally chose either ‘formulating goals’ each 3 times (50%), ‘simple communication’ each 2 times (33,3%) or ‘emphasize vision’ each one time (16,7%) (See Figure 21, Appendix table 32). Thus, which IM-aspect is found to be the most important does not depend on the

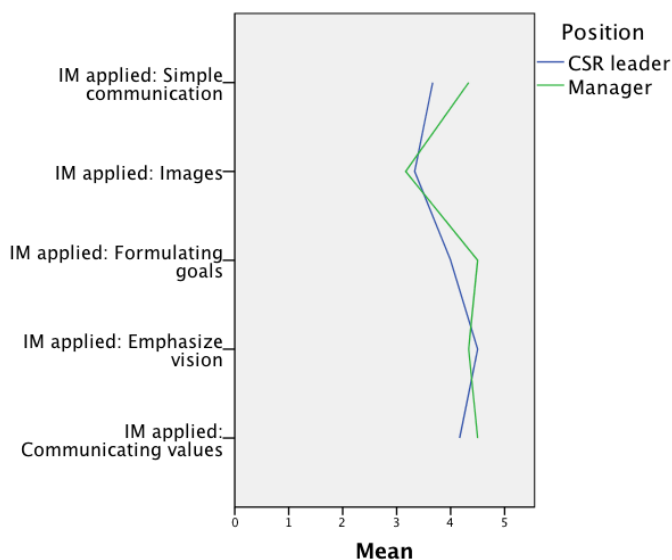


Figure 14 Importance of IM-aspects: Leader/manager

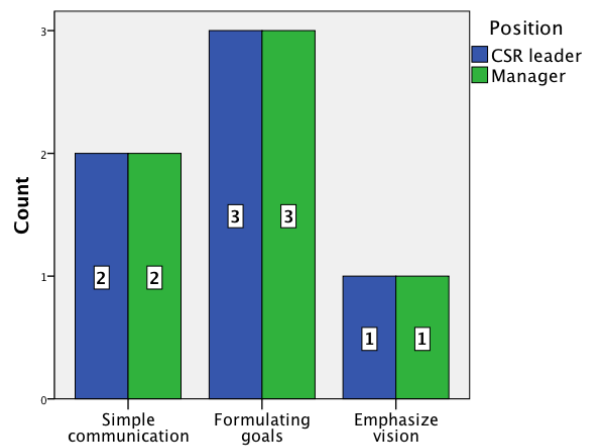


Figure 21 Most important IM-aspect: Leader/manager

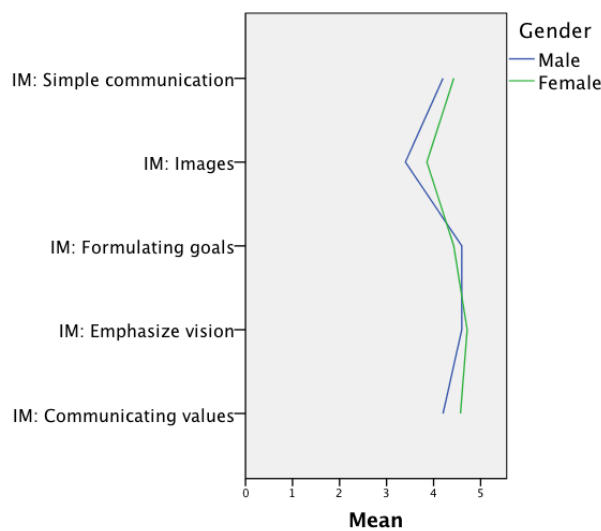


Figure 22 Importance of IM-aspect: Male/female

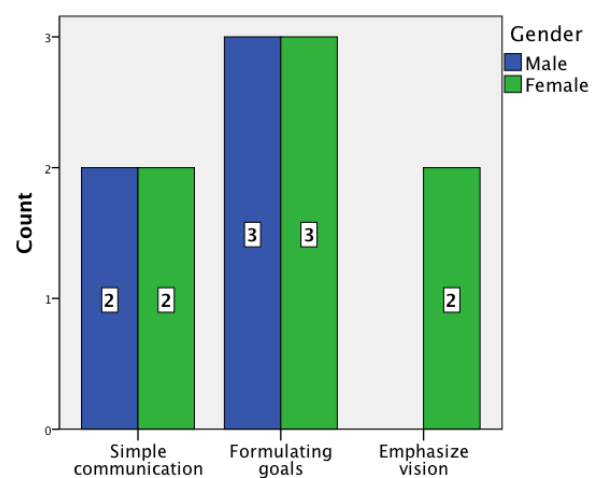


Figure 23 Most important IM-aspect: Male/female

position of a person. In terms of perception of IM-aspects of men and women, women see communication elements ('Simple communication', 'Images', 'Communicating values') slightly more important than men, whereas 'Goals' and 'Vision' are perceived the same. The results for crosstabulation of the variables most important IM-aspect and gender. 'Formulating goals' was chosen equally by 3 times (female: 42,9%; male: 60%) and 'simple communication' was chosen 2 times by both genders (female: 28,6%; male: 40%). 'Emphasize vision' was chosen by 2 women (28,6%) (See Figure 23, Appendix table 33). Due to the fact that there are more female than male participants in the study, there is some disequilibrium in percentage, but no outstanding difference in perception of the most important aspect depending on gender. Therefore, it can be concluded that which IM-aspect are especially motivating for CSR clearly do not depend on role and gender. From the finding of the qualitative interviews it is found that it depends on personal opinion, personality and experiences.

Respondents stated several reasons why these IM-aspects are crucial for motivating managers for CSR. CSR leaders that chose 'formulating goals' as the most important IM-aspect to motivate followers for CSR, because with goals it is possible to achieve results and getting it done. People and corporations are very busy and goal centric. Everybody wants to know where to go and how to get there. It is better to rather choose 5 goals and you realize all of them than 15 and you only achieve 3. It is important to give people a point to head to. This way, leaders keep people of the team focused: *"...people love to celebrate success and people love to see something that they can measure. And they can really say wow – we did this."* (CSR leader, global luxury hotel). Goals are especially important for projects that are not as attractive as other projects such as recycling. Goals and measurement makes sure to celebrate success and picture impressive outcomes. Furthermore, it is important that everybody understands what the goal and the vision is in order to activate followers for CSR, because some of the responsibilities are very small. But all together they have a big impact. People are motivated if they understand the big impact they are having by doing their tasks. This understanding of goals and their impact on the big outcome increases the understanding for CSR. Managers chose 'formulating goals' as the most important IM-aspect to get motivated for CSR, because goals give them ownership. It is a motivation factor to get engaged, feel an accomplishment, achieve results and feel like to add value doing something tangible.

“(...) when I saw the environmental management plan for the first time and the goals related to that. That made me think that is very cool, (...) this is a real thing where change happens. And there is a reason in this team.” (Manager, carbon offset company)

According to managers they get passionate about CSR, when they see results and progress as a business. This is especially important, because CSR for managers is something they do above their normal job. It is also crucial to take manager's ideas on board and integrate them into goals, make them feel represented, being heard and make them feel part of something. This way, managers really feel making a difference, understand CSR and get motivated for the topic.

CSR leader and manager find ‘simple communication’ very important, because people in organisations are very busy and have a lot responsibilities. They do not have time to study CSR deeply. Therefore, it is elementary to simply express the issues in order to make it easy to implement them. To keep it simple is elementary in order to keep followers and listeners staying with you. This is particularly important because CSR is a fairly complex topic. Simple and visual communication enhances the managers' understanding and motivation for CSR. Furthermore, respondents mentioned the special importance of ‘emphasizing a vision’, because its importance to get everyone on board. If only one person is not onboard and (s)he talks to stakeholders it can ruin the whole project. Everybody has to understand the vision and the big picture. For motivating managers it is essential that they understand how it contributes to the organization. This goes along with the business case of CSR. Managers get only convinced by CSR if it is aligned to the business model and the collective vision. By ‘emphasizing a vision’ it is possible to communicate the rational and how everything is linked. This is essential in order that CSR is part of business and not just initiatives on the side. Therefore, ‘emphasizing a vision’ enhance the understanding and passion for CSR definitely. It makes managers *“feel like they are part of something. – like the team the community, a family that's important, because you spend so much time with everyone at work.”* (Manager, global luxury hotel).

Leaders can fulfill IM-aspects of transformational leadership by specific behaviors and actions in a CSR meeting. The best way to ‘formulate goals’ is to define the tasks and strategies that are necessary to achieve the goals and present measurable steps. The

goals need to be adjusted to the audience. If a CSR leader is talking to manager of departments such as finance or operations, the goals needs to be presented in 'business-language'. Methods such as Return on Investment or Pay back period are essential to show how CSR is connected to generating revenue. If the attendees in a CSR meeting are from various levels of an organisation it is elementary that to explain it in a way to get the understanding and buy-in from everyone. Generally, it is important to involve everyone's ideas in goal setting. A lot of participants were also talking about the vision when talking about goals and vice versa. For example, it helps to talk about values and goals when 'emphasizing a vision' in a meeting in order to get the buy-in of everybody. In order to successfully 'emphasize a vision' a CSR leader has to explain the business case of CSR and concepts such as shared value. Furthermore, it is of advantage to embed the values of CSR and the vision in the business plan. This way, values are integrated in business plan strategies and people are able to buy into those values right from the start. Additionally, it is important to measure and report achieved goals, values and how it contributes to the vision. This supports clear and simple communication and facilitates the understanding of everyone. For simply communicate CSR it is crucial to clearly and easy explain the issues of CSR and how it impacts daily work of everyone using facts or images. Although respondents rated the importance of 'images' around 3 'Neither important nor unimportant', several participants mentioned that it is necessary to clearly communicate CSR and get the passion of people, because images and pictures are easy to understand for everybody. Furthermore, it is necessary to use simple terms everybody is familiar with. Generally it is important to explain the issues personally if it is necessary and keep followers attention. A no-go are presenting thousands of fully-packed slides nobody can read anymore. In the course of the analysis of the qualitative data it is found that all distinct IM-aspects are interrelated in practice. To 'formulate reachable goals', 'emphasize a vision' or 'talk about values' 'simple communication' and 'images' are necessary. Also, a lot of respondents said that goals go along with the values of an organisation and emphasizing a vision. Hence, all of the aspects of Inspirational Motivation are interconnected, complement each other and are important to motivate followers for CSR. A leader needs to emphasize all of them for successful outcomes.

The results of the transformational leadership component Inspirational Motivation show that the majority of the IM-aspects are currently applied except for the aspect 'images'.

Practitioners are convinced that all of the aspects are important in meetings to inspire managers for CSR. The findings indicate that ‘formulating goals’ is the most important factor to motivate people for CSR, followed by ‘emphasizing a vision’ and ‘simple communication’. The analysis of the descriptions of the experiences and opinions of CSR leaders and managers describe which behaviors and actions leaders should focus on in order to inspire and motivate managers for CSR by the transformational leadership component Inspirational motivation. Due to these findings hypothesis 3 can be verified.

H3: Leaders motivate managers by demonstrating vision, goals and values for conducting a CSR strategy in a CSR meeting.

7.2.3.3 Intellectual Stimulation

All of the aspects of the transformational leadership component Intellectual Stimulation are applied by the CSR leaders of the participating organisations. The findings of the descriptive analysis show that all of the aspects gather around 4 (See Appendix table 14). Although not all of them have a mean of 4 or above, all of them are very close to 4 and rounded up fall into the category 4 ‘Important’. As visible in figure 24

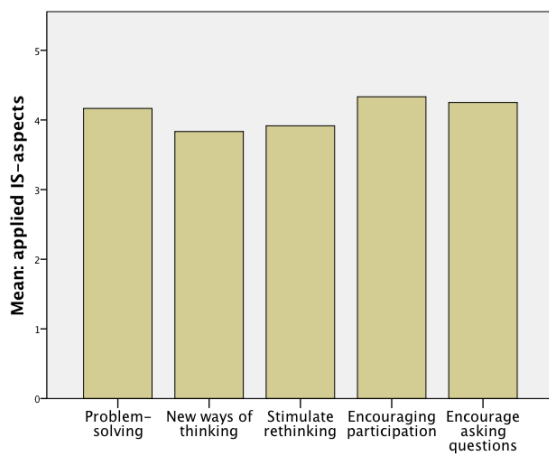


Figure 16 Means: Applied Intellectual Stimulation aspects

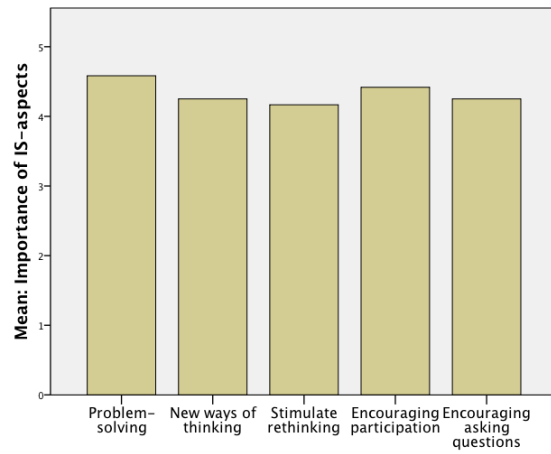


Figure 15 Means: Importance of Intellectual Stimulation aspects

‘Encouraging participation in a meeting’ is the most adopted IS-Aspect with a mean of 4,33, closely followed by ‘Encouraging questions in a meeting’ with a mean of 4,25 and ‘Enabling other to think about old problems in new ways’ (referred to as ‘Problem-solving’) with a mean of 4,17. The least applied IS-aspects are ‘Providing other with new ways of looking at puzzling things’ (referred to as ‘New ways of thinking’) with a mean of 3,83 and ‘Getting other to rethink ideas that they had never questioned before

(referred to as ‘Stimulating rethinking’) with a mean of 3,92. The respondents rate the importance of IS-aspects higher than the appliance of IS-aspects, but similar tendencies are found. The mean of the importance of all of the IS-aspects is 4 or above. Thus, all of them are clearly important for motivating managers for CSR. ‘Problem-solving’ is seen as the most important IS-aspect with a mean of 4,58, followed by ‘Encouraging participation’ with a mean of 4,42 and ‘New ways of thinking’ and ‘Encouraging asking questions’ with a mean of 4,25. The lowest mean of importance show the IS-aspect ‘Stimulate rethinking’ with 4,17 (See Appendix table 22; figure 25).

The results of the frequency analysis show that ‘Problem-solving’ and ‘Encouraging participation’ are chosen 33,3% (4 times) as the most important aspect to motivate people for CSR. 25% (3 times) of the participants chose ‘Stimulate rethinking’ and 8,33% (1 time) selected ‘New ways of thinking’ as the most important IS-aspect. ‘Encouraging asking questions’ was not chosen by any respondent to be the most important

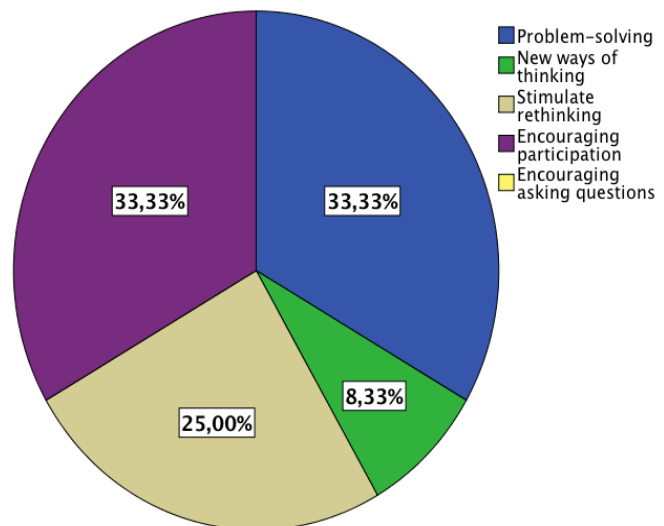


Figure 17 Most important Intellectual Stimulation aspect

IS-aspect (See Figure 26; Appendix table 34).

Partly there are different views of CSR depending on position and gender on transformational leadership aspects it is interesting to examine to what extent this is true for IS-aspects. As it is visible in Figure 27 managers find IS-aspects ‘Problem solving’, ‘New ways of thinking’ and ‘Stimulate rethinking’ as the more important aspects to get motivated for CSR in a meeting in contrary to CSR leaders. Especially the views about ‘Stimulate rethinking’ are different – leaders rate it as the least important aspect whereas managers rate it as one of the most important aspects for motivating followers for CSR in a meeting.

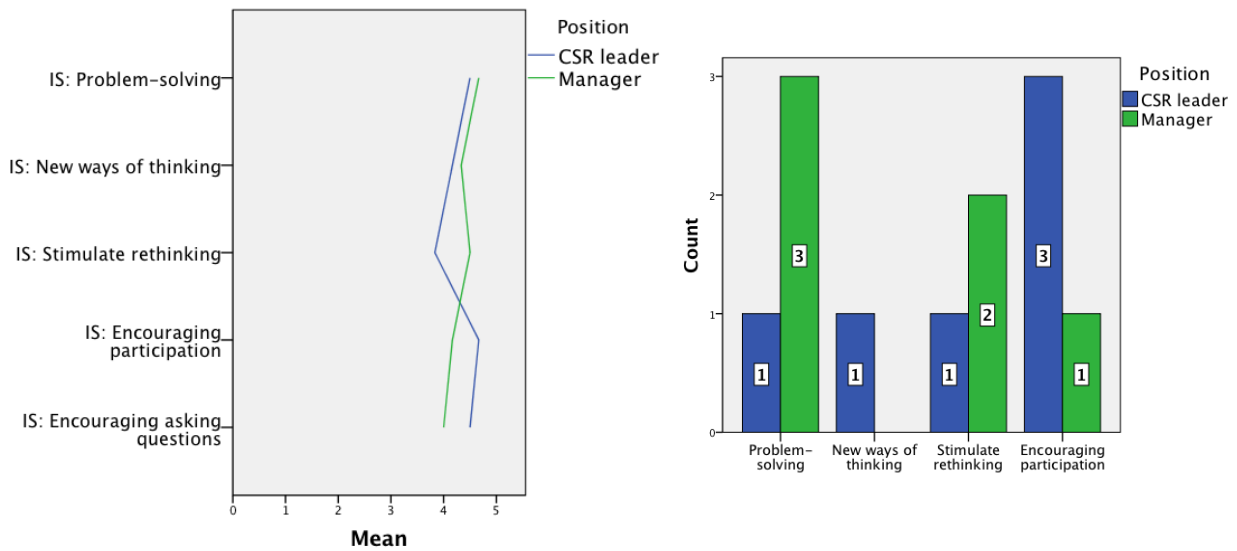


Figure 27 Importance of IS-aspects: Leader/manager **Figure 18 Most important IS-aspect: Leader/manager**

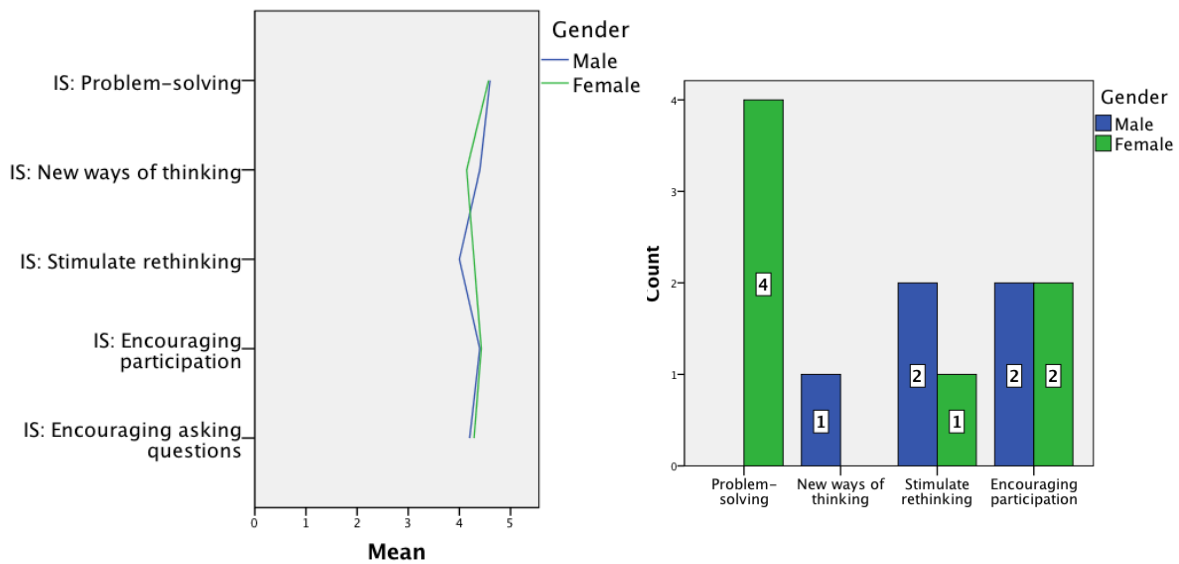


Figure 29 Importance IS-aspects: Male/female **Figure 30 Most important IS-aspect: Male/female**

CSR leaders find ‘Encouraging participation’ and ‘Encouraging asking questions’ as the most important IS-aspects, whereas managers rate them to be the least important to get motivated for CSR. The results of the crosstabulation analysis show that 3 managers (50%) think that ‘Problem solving’ and only 1 manager (16,7%) thinks ‘Encouraging participation’ is the most important IS-aspect. In contrast to that, 3 CSR leaders (50%) chose ‘Encouraging participation’ and 1 (16,7%) chose ‘Problem-solving’ as the most important IS-aspect. Opinions about the other aspects are spread: Of each ‘New ways of thinking’ and ‘Stimulate rethinking’, 1 CSR leader (16,7%) thinks it is the most important aspects and 2 managers (33,3%) think that ‘Stimulate rethinking’ is the most important IS-aspect (See Figure 28, Appendix table 35). Hence, it depends on the position which IS-aspect is found to be the most important one. Figure 29 shows no

significant difference in the opinion of men and women about IS-aspects. The results of the crosstabulation analysis of the most important IS-aspect and gender show that the majority of women (57,1%, 4 times) prefer the IS-aspect ‘Problem-solving’, whereas no man chose that aspect. 2 men (40%) and 2 women (28,6%) chose ‘Encouraging participation’, 2 men (40%) and 1 woman (14,3%) selected ‘Stimulate rethinking’ and 1 man (20%) chose ‘New ways of thinking’ to be the most important IS-aspect to motivate people for CSR (See Figure 30; Appendix table 36). Thus, it can be concluded that which IS-aspect is found to be the most important one depend on position and gender. Found by the qualitative analysis, which IS-aspect is important and which elements should be focused on to realize that aspect depends on experience, personality, character and age.

Participants mentioned several reasons why these aspects of Intellectual Stimulation are important for motivation managers for CSR. CSR leaders chose ‘Encouraging participation’ as the most important IS-aspect, because it enhances the buy-in of attendees of a meeting according to their experience. If everyone is fully encouraged to participate in a meeting, state their opinions and ideas and find solutions together. By the engagement of all attendees of CSR meetings a lot of ideas and solutions come up. This leads to commitment of managers due to the reason: “...*full participation means they also have responsibility.*” (CSR leader, water management organisation). By full positive participation, people take ownership of the results of the meeting. In that process consensus building is very important. Everybody has to have the possibility to speak, every single voice has to be heard and all opinions have to be integrated. This is proved to be the key strength of every process in an organisation according to experiences of CSR leaders. For full participation and coming up with ideas understanding of the processes and CSR issues is necessary. Inversely, all participants agree that full participation increases the understanding for CSR. The more people understand the importance of CSR, the more motivated are managers to implement CSR. This is confirmed by the manager that chose ‘Encouraging participation’ as the most important aspect:

“...if you are encouraged to participate in a meeting you are way more motivated than just listening and being on the side bench – not being into the whole discussion. As soon as you are motivated to take part of it and put your

opinion in there you have got another relationship to the whole meeting.”

(Manager, building company)

Active participation in a meeting motivates managers for CSR, because they have the feeling that they have an impact in contrary to just participating passively in a meeting. The participant stated that ‘Encouraging participation’ and ‘Encouraging asking questions’ are very close to each other and connected. The majority chose ‘Encouraging participation’, because it is the umbrella term for both of them. A CSR leader stated that ‘Encouraging asking questions’ is crucial in a meeting, because feedback of attendees is necessary in order to check if everyone understands everything and to integrate everyone in the process. Thus, ‘Encouraging asking questions’ is important to enhance the followers’ understanding for CSR. Managers selected ‘Problem-solving’ as the most important aspect for getting motivated for CSR, because it is an element of achievement. This is fascinating and motivating managers especially.

“I think that’s the most impressive, when people say ... ’for 2 years we have only been able to recycle this much and now we just figured out how we can double that amount.” (Manager, global luxury hotel)

In addition to achievement, ‘Problem-solving’ is an element of innovation. In order to change something and being able to do things differently in the future than they have been done in the past, it is necessary to look at problems in different and new ways. It is common that processes are being done in a certain way for a long time and stuck in their way. Therefore, it is necessary to enable followers to think and review old problems in the light of CSR. This also increases the managers’ understanding for all concepts of CSR. Another important IS-aspect for managers is ‘Stimulate rethinking’, because *“rethinking something that you always taken for granted and being inspired to do that can be a very good and important motivator.”* (Manager, water management organisation). Rethinking ideas includes looking at thing of everyday life such as lightning or paper and think how to use it less, reuse it or avoid usage. That involves innovative and creative thinking. Thinking and creating new knowledge on CSR leads to increased understanding of the topic. Additionally, the more time spent into the theme, the more importance people ascribe to it. Managers see ‘New ways of thinking’ also as an important IS-aspect. A new way of thinking is important for getting out of old patterns, finding new solutions and changing a business. This includes thinking in a

holistic way, realizing new connections and thinking about ideas that have never been questioned before. New way of looking at puzzling things also increases the understanding for CSR. Several respondents stated that it was very difficult to choose one of 'Problem-solving', 'New ways of thinking' and 'Stimulate rethinking', because they are slightly different variations of the same statement. Thus, those IS-aspect are aligned.

There are specific ways CSR leaders can act in order to motivate attendees of a meeting for CSR by intellectually stimulating them. 'Problem-solving' and looking at problems in new ways can be achieved by brainstorming and the contribution of ideas of everybody. Brainstorming can be facilitated in a workshop environment in that everybody has the opportunity to put normal work aside, think about things and put all ideas together. It is important that everybody feels comfortable and save suggesting ideas and solutions, no boundaries and acceptance of all ideas. A way leaders can provide this environment is by suggesting ideas – good and bad ones – in order that a team feels like they can do the same. Leaders should give feedback, but in a careful way. If one idea is shut down, everybody shuts down. On top of that it is crucial that the meeting is fun and people are enjoying the meeting, because it is about doing good things. Such an environment is also elementary in order to 'encourage participation' in a meeting. People are more likely to participate in smaller groups from 5 to maximum 20 people. It is helpful, if people are well-informed about the meeting in advance. Often managers come up with more ideas before the meeting than during the meeting. Participation can be stimulated by games or other unconventional elements and an informal atmosphere. Leaders should make sure that everybody is included in a meeting instead of letting 2 to 3 people dominate the meeting. Sometimes it is necessary to prompt people and ask them about their opinion or follow up with them separately after the meeting. However, this should be done in a careful way and attendees should not feel forced to participate. In order to 'Stimulate rethinking' leaders have to be experts of CSR and have to have a very good understanding of how people currently think. It is the leaders task to introduce new ideas and adjust it to the audience. For example, adapt it to the age of the group. A younger team can be activated by proactive approaches whereas older people are rather inspired by scientific evidence or case studies that prove the business case. It is necessary to introduce topic slowly, simple, use picture and encourage participation. In that process a leader should focus on goals, incorporate

design thinking, facilitate open discussions in that everyone can contribute and put ideas forward. In order to provide 'New ways of thinking' leaders can bring examples and lead the group through an exercise. It is also demonstrated in the comments of the respondents that the IS-aspects are aligned. 'Encouraging participation' in a meeting is necessary to enable 'Problem-solving', 'Stimulate rethinking' and 'New ways of thinking'. Also getting and allowing ideas of everybody play a role in all the IS-aspects. Hence, all of the aspect of Intellectual Stimulation are aligned, complement each other and are important to motivate managers for CSR. A leader needs to emphasize on all of them for successful outcomes.

The results of the transformational leadership component Intellectual Stimulation indicate that all of the IS-aspects are currently applied in practice to different extend. Due to the experience of professionals all of the IS-aspects are essential and important to motivate followers for CSR. They mention specific behavior and actions that excite followers for CSR in a meeting. Because all of the IS-aspects are full-filled and significant, it can be concluded that the transformational leadership component Intellectual Stimulation is important to motivate managers for CSR in a meeting. Hence, hypothesis 4 is verified.

H4: Leaders motivate followers for CSR by stimulating them intellectually in a CSR meeting.

7.2.3.4 Individual Consideration

Out of all transformational leadership components Individual Consideration is the least applied one. Results of the descriptive analysis show that the means of 4 out of 5 IC-aspects are below 4. However, rounded up all of the means fall into the category 4 'applied'. Figure 31 clearly demonstrates that 'Involving everybody in a meeting' is the most applied IC-aspect with a mean of 4,25. The least applied IC-aspect is 'Considering personal feelings before acting' with a mean of 3,5, followed by 'Helping other to develop themselves' with a mean of 3,67, 'Letting people know how I think they are doing' with a mean of 3,75 and 'Differentiating between people' with a mean of 3,83. The factors 'Feelings' and 'Differentiating' are especially close to the break-even point. The analysis of the qualitative data later in that chapter will help to investigate if they are important for motivating people for CSR or not. (See Appendix table 14). Respondents rated the importance of IC-aspects higher than the appliance. However,

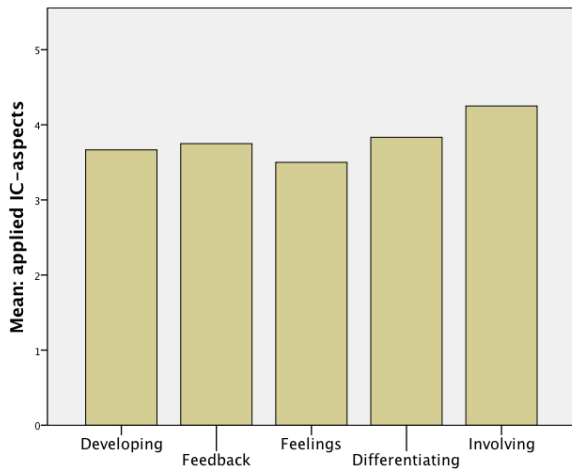


Figure 20 Means: Applied IC-aspects

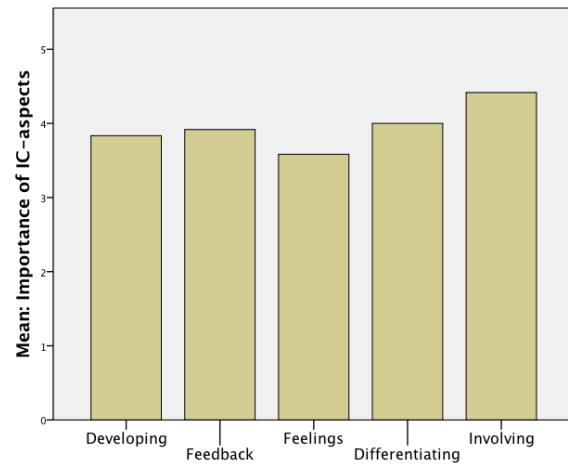


Figure 19 Means: Importance of IC-aspects

there are similar tendencies about how participants rate the importance of the IC-aspects. Definitely the most important IC-aspect is ‘Involving’ with a mean of 4,42.

Other IC-aspects gather around 4 such as ‘Differentiating’ with a mean of 4,00, ‘Feedback’ with a mean of 3,92 or ‘Developing’ with a mean of 3,83. Respondents scale ‘Feelings’ as the least important aspect to motivate managers for CSR (See Figure 32, Appendix table 22).

As it is illustrated in Figure 33 the results from the frequency analysis about what respondents chose to be the most important IC-aspect confirm that ‘Involving’ is the most important IC-aspect. It was chosen by 50% (6 times) of the participants. Another 33,33% (4 people) selected ‘Feedback’ to be the most important IC-aspect and 16,67% (2 participants) chose ‘Developing’ as the most important factor to motivate managers for CSR. Although the

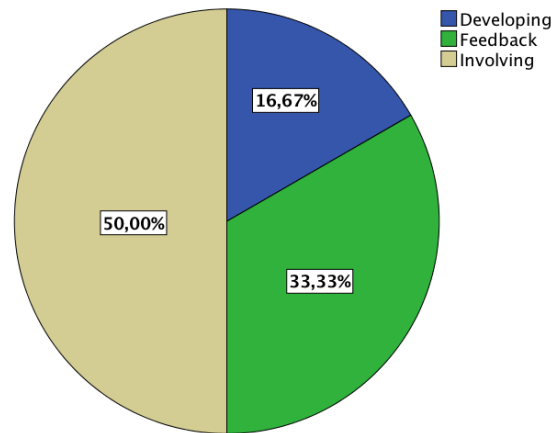


Figure 21 Most important IC-aspect

feature ‘Differentiating’ is ranked to be definitely important in the analysis before, no respondent find it to be the most important aspect to motivate followers for CSR. The factor ‘Feelings’ – which is ranked with the lowest importance - was also not chosen by anyone to be outstandingly important to motivate people for CSR (See Appendix table 37).

As it is mentioned before several transformational leadership aspects are rated slightly different depending on position and gender. It is interesting to further investigate that and explore if this is also true for choosing the most important IC-aspect. As it is demonstrated in Figure 34 CSR leaders and managers evaluate the importance of the IC-aspects partly the same and partly slightly different. CSR leaders and managers rate 'Feelings' and 'Involving' (the most and least important aspects) the same. Managers rate the aspects 'Feedback' and 'Differentiating' higher than CSR leaders, whereas leaders evaluate 'Developing' higher. Findings from the crosstabulation analysis show that two third of the CSR-leaders (4 participants) chose 'Involving' as the most important IC-aspect to motivate followers for CSR. In contrary to that only one third of the managers (2 respondents) chose this aspect to be the most important one. Half of the managers (3 participants) get motivated by receiving 'Feedback' and only 1 CSR leader (16,67%) thinks this feature is the most important one. The IC-aspect 'Developing' was chosen equally by each 1 (16,67%) leader and manager (See Figure 35, Appendix table 38).

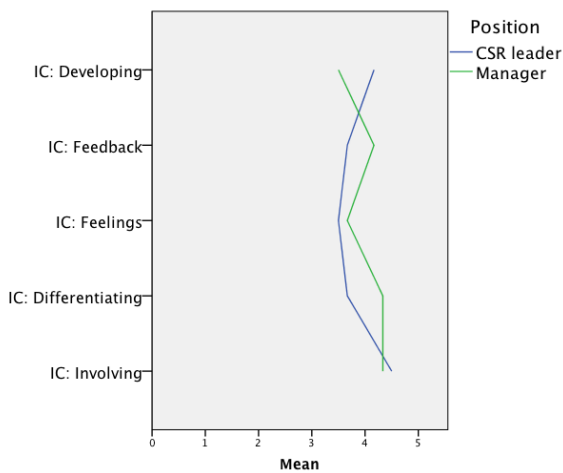


Figure 34 Importance of IC-aspects: Leader/manager

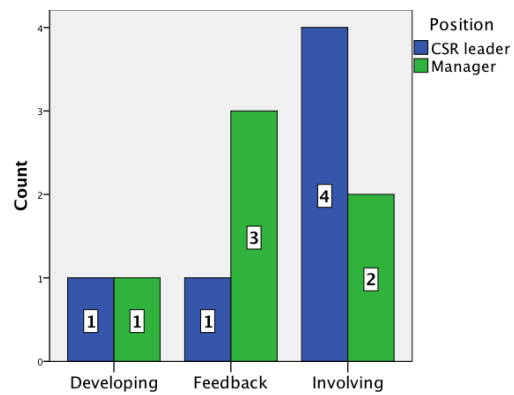


Figure 35 Most important IC-aspect: Leader/manager

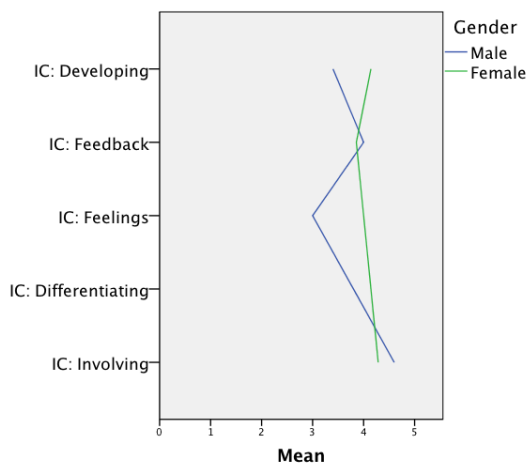


Figure 36 Importance of IC-aspects: Male/female

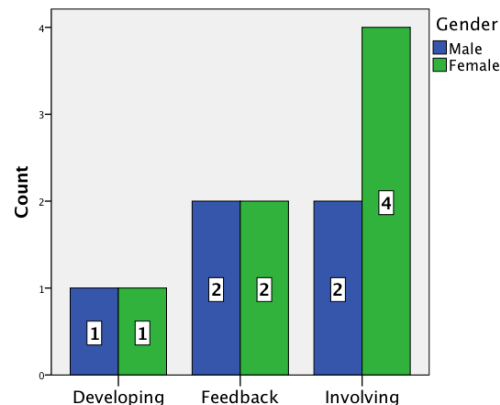


Figure 37 Most important IC-aspect: Male/female

In terms of gender, in Figure 36 it is visible that women rate the importance of 'Feelings', 'Feedback' and 'Differentiating' higher than men. 'Involving' is rated the same. Interestingly, the results from the crosstabulation analysis (Figure 37) shows that 'Involving' was chosen by the majority of women (57,1%, 4 times), and by 40% of the men (2 times). 'Feedback' was chosen equally by 2 times which is 28,6% of females and 40% of males. Also the factor 'Developing' has been chosen equally 1 time by each gender (female: 14,3; male: 20%). Hence both men and women prefer the IC-aspects 'Feedback' and 'Involving', whereas more women than men prefer the aspect 'Involving'. Due to the fact of the disequilibrium of participating women and men, there is a disequilibrium in percentage. However, the results indicate a tendency that women prefer especially 'Involving' and men prefer 'Involving' and 'Feedback' in a meeting in order to get motivated for CSR. There are slight differences, but they are very small and not significant. It can be concluded that it definitely depends on the position, but not on gender which IC-aspect is preferred. In the qualitative data it is found that it also depends on experiences and personality.

Respondents stated several reasons why these IC-aspects are elementary for motivating managers for CSR in meetings. The majority of the CSR leaders think 'Involving' to be the most important factor to motivate managers for CSR, because *"if you want people to be excited about it - they have got to feel like being involved."* (CSR leader, accounting company). Involvement is especially important for implementing change thus CSR. In order to change perspectives of managers and make change happen in an organisation all the important people has to be drawn into the decisions and processes. It is necessary that everybody's ideas are heard and that people are engaged. It excites people to have the feeling to have an impact on the outcome. Furthermore, 'Involving' means that everybody takes part of the discussion. The leader has to make sure that all of the attendees- 'louder' ads well as more 'quiet' people – can raise their voice. One advantage of this is to get a lot of ideas and different solutions. The more contribution and getting everyone's perspectives in a CSR meeting, the more is on the CSR meeting outcomes and the richer CSR gets in a business. Another benefit is that being involved leads to ownership of decisions and higher ability to implement it in practice. Furthermore, all respondents agree that 'Involving' is the best way to enhance the understanding of managers, because everybody goes through a whole module of CSR and how it is related to the organisation. According to a lot of managers' opinions

‘Feedback’ is the most important aspect to get motivated for CSR. *“I think if you get feedback from a leader that is exciting and inspirational.”* (Manager, global luxury hotel). Managers stated that ‘Feedback’ makes them feel valued as a person, gives them the feeling of contribution and achievement and lead to excitement about the topic. Both positive and negative feedback is essential for the motivation and growth of managers. CSR leaders should give feedback individually and to a team as a whole about what value they are adding. This increases engagement and builds a vision. Managers also hold that ‘feedback’ is important to them, because due to the fact that they do CSR additionally to their job as an extra they forget about the tasks often. Feedback of a leader reminds followers, clarifies issues and reinforces them to implement CSR. Also it helps to see where one is travelling and feedback is what sticks to the mind of managers and inspires them to continue work. This kind of two-way communication recognizes followers’ hard work and reassures them to have done the right thing. This way they stay enthusiastic and are motivated to continue their job. The majority of respondents confirm that ‘Feedback’ increases the understanding for CSR, because it helps to recognize the impact of the implemented CSR activities. In terms of feedback, evaluation and measurement are important. By this strong feedback it becomes visible which kind of risks have been avoided and the reasons and benefits of CSR get clear to managers. Furthermore, it can be seen as a social responsibility of a leader to interact with the staff. One manager mentions that ‘Feedback’ increases only the understanding of how a job is done and therefore enhances the understanding of a specific issue in CSR, but not overall CSR. For some respondents ‘Developing’ is the most important IC-aspect to motivate people for CSR. On one hand development is in the individual interest of managers. Managers like to have the feeling that they are making a difference – not only for other lives but also for their own life. A leader should inspire the followers to engage in CSR. For example, in the CSR activity of the global luxury hotel ‘blood donation’ instead of saying ‘You should donate blood for saving peoples’ lives’, it is more motivating to say ‘You should donate blood, because YOU could save three lives in 10 minutes.’. This makes people proud of themselves. Personal motivation is crucial for inspiring people to participate in a task like CSR that is extra to their other responsibilities. Furthermore, ‘Developing’ is elementary for long-term motivation for CSR. This can be realized by helping people to being able to solve problems by their own for example tell them who they can ask for help. This is elementary in terms of

ownership and knowledge management. This also contributes in increasing the understanding for CSR. According to participants the IC-aspect 'Differentiating' is aligned to 'Developing'. Because by differentiating between people and respond to their differences in language, strengths and weaknesses it is possible to help them to develop themselves. This is very important to consider as a leader. Talking to different people in different languages according to their background also helps in increasing the understanding of people for CSR. No respondent mentioned the importance of the aspect 'Feelings'. Due to the fact that the aspect 'Feelings' is neither chosen by any respondent as the most important aspect nor related in the answers in any form to it is not important to motivate people for CSR. According to the descriptive analysis of the means of its importance it is on the break-even point. Respondents mentioned that they regard this aspect personally as important, but not in particular for CSR. Also it is regarded as a normal requirement of personal interaction. Because of the qualitative data it can be concluded that it is neither important nor unimportant for motivating followers for CSR.

Leaders can fulfil the IC-aspects of transformational leadership by behaving in a specific way in a CSR meeting. Ways to 'Involve' everybody in a meeting is first of all to provide a save environment, where everybody feels comfortable, valued and heard to contribute. A leader has to lead people through an agenda, ask questions about the current issues, provide an open forum and make sure that everybody has the possibility to equally contribute without anybody dominating the meeting. A way to give everybody the possibility to speak is to go through a round in the end of the meeting where everybody can make a statement or if people are too shy to say something by following up separately afterwards. Suggested forms to give feedback in CSR meetings is revising the goals and decisions of the last meeting and making comments about their progress. Team accomplishments should be acknowledged in CSR meetings. Individual achievements can be praised in a meeting or on an individual basis. Leaders can help followers in their development by distributing responsibilities, identifying champions for particular projects, showing examples and stories and by a positive attitude. In case of problems leaders can find a solution with the follower together or help them in finding a solution. This way a follower gets ownership of the task. In order to differentiate between people CSR leaders need to make sure that they know their followers and their differences in strengths and weaknesses very well. Some people

might need a lot of detailed informational, other attendees need it presented simple and short in order to understand CSR. Also there are differences in languages, backgrounds or memories. This way they can share out responsibilities in a way that best fits the personalities, with highest understanding and the best outcomes.

The findings about the transformational leadership component Individual consideration prove that IC-aspects are applied and the majority of the IC-aspects are important to motivate managers for CSR. How people rate the importance of those factors depends on position, gender and personality. It is found that all the important IC-aspects increase the understanding and motivation for CSR. According to the respondents there are various ways to realize this transformational leadership component and motivate followers for CSR in a meeting. Because of these reasons hypothesis 5 can be verified.

H5: Leaders motivate managers for CSR by paying special attention to every person in a CSR meeting.

7.2.3.5 Interconnection between the components

Findings about the transformational leadership components applied in CSR meetings show that there are interlinkages amongst the aspects within every transformational leadership component. On top of that, there are also interconnection of the transformational leadership aspects of the distinct components. Qualitative data shows that there are interlinkages between the components Inspirational Motivation, Intellectual Stimulation and Individual Consideration. IM-aspects are aligned to IS-aspects and IC-aspects. For example, in the process of ‘Stimulate rethinking’ (IS-aspect), creative design thinking and open discussions, it is necessary to include the IM-aspect ‘Formulating goals’ for successful outcomes. In order to intellectually stimulate the audience, aspects of Inspirational Motivation such as ‘Providing images’, ‘Formulating goals’ and ‘Emphasizing a vision’ are important. People get motivated to participate, ask questions and rethink ideas by getting introduced to the topic slowly with images, scientific evidence or the business case. Also for motivating the individual by Individual Consideration it is elementary to provide a wider picture and ‘Emphasize a vision’ and ‘Goals’ (IM-aspects). Individuals are motivated by seeing how their actions have an impact on the outcome. For example, a good way to give ‘Feedback’ (IC-aspect) is showing achieved results and the impact on the vision (IM-aspects). Very strong aligned are also Intellectual Stimulation and Individual Consideration. Most of

the respondents mentioned the interconnection between ‘Encourage participation’ and ‘Encourage asking questions’ (IS-aspect) and ‘Involving’ (IC-aspect). In order to make managers feel involved they have to participate in the process, contribute and be engaged. Additionally, the IC-aspect ‘Feedback’ stimulates ‘Participation’ (IS-aspect) in a meeting. If feedback is given in a good way, it encourages managers to participate. These findings indicate that all transformational leadership components and aspects are essential to motivate followers for CSR. They complement each other and optimally CSR leaders integrate all of them leading CSR meetings.

8 Discussion of results

In this study theoretical and empirical research and results are strongly interconnected and complement each other regarding all examined issues around the topic ‘How to motivate managers for CSR’. Theoretical as well as empirical research proved the importance of motivation of managers throughout an organization. Organizations of every size increasingly integrate CSR in their way of doing business. Nowadays, there is no longer just one department or one person in an organization that deals with implementation of CSR. There is a trend of embedding CSR in the business structures. It has to be core of a business plan and enwoven in business structures in order to have a positive impact on economical as well as social and environmental outcomes. Therefore, people from various departments are involved in the implementation of a CSR strategy. Their main responsibilities and expertise is in other fields than CSR. CSR is an add-on to their work and often they are doing it in extra-hours. For successful implementation of a project everybody needs to be committed to it. Thus, continuous motivation is essential.

The major finding of the theoretical and empirical research is that transformational leadership in CSR meetings clearly motivates managers for CSR. The findings of the theoretical research confirm that the elements meeting, CSR and transformational leadership are interconnected (See Chapter 6.2.2.3). In fact, meetings provide a good internal communication tool to continuously communicate a CSR strategy due to interaction and participation elements. Furthermore, it is proven by previous studies that transformational leadership enhances CSR. This study is the first that demonstrates that transformational leadership is a good method to conduct meetings, because guidelines

of good meetings overlap with transformational leadership principles. By contrasting features of good meetings and transformational leadership it is found that the transformational leadership elements communication, idealized influence, inspirational motivation, intellectual stimulation and individual consideration are important for leading motivating meetings. Clear inspirational communication, trustful and charismatic behavior and a comfortable environment (II) develop trust, faith and understanding in meetings. Also simple communication of goals (IM), creation of an open forum (IS-aspect) and adjustment of leadership style to group (IC) improves commitment and understanding in meetings (See Chapter 6.2.2.2). Trust for the leader, understanding and commitment to the topic leads to overall motivation amongst managers for CSR. Therefore, the results of the theoretical research clearly prove that transformational leadership in meetings realizes motivation amongst managers of different departments for CSR and hypothesis one is verified.

Also, the empirical research clearly indicates that conducting CSR meetings in transformational leadership style is definitely a good way to motivate managers for CSR. This is proved by the following results. First, it is found that CSR meetings are a common and regularly used tool to enforce CSR. Transformational leadership is already applied in meetings and successfully motivates people for CSR. Second, it is found that CSR meetings are definitely enhancing the understanding why and how CSR has to be done. The understanding is proofed to be elementary for realizing commitment and motivation for CSR. Third, statistical and qualitative data demonstrates that transformational leadership definitely motivates managers in CSR meetings. Both, leaders and followers regard transformational leadership as a very good way to get motivation for CSR. It is found that all the transformational leadership components are important to achieve motivation amongst managers for CSR. Additionally, it is found that IM, IS and IC are aligned and complement each other. This underpins the fact that all of the transformational leadership components are important for realizing commitment for CSR. However, they contribute to motivation of managers to a different degree. In general, the most important component is found to be Idealized Influence, closely followed by Inspirational Motivation and Intellectual Stimulation. The least important, but still important, component is Individual Consideration (See Chapter 7.2.2.2). Findings about the various transformational leadership components show in what way each component contributes to stimulating associates for CSR. Each

component comprises transformational leadership aspects that refer to the behavior of leaders. The results of the appliance, importance and different perceptions of the transformational leadership aspects are gathered in the following paragraphs.

Transformational leadership component *Idealized Influence* is fully applied in practice, but to less extend than they are perceived to be important. 'Faith', 'Goals', and 'Beyond self-interest' are seen as the most important II-aspects to motivate followers for CSR. 'Faith' motivates by establishing trust, respect and understanding, which is important for the new area CSR. 'Goals' and achievement inspires and motivates followers, because it is activating and enhancing trust and understanding for CSR. 'Beyond self-interest' motivates by demonstrating the wider context. Also the less important aspects 'Feel good' and 'Ethical person' are important for trust, understanding and motivation in CSR. There are alignments between all the II-aspects. The results indicate that people perceive the motivational effect of II-aspects differently. Managers and females find II-aspects to be more important for motivation for CSR than leaders and males do. Thus, it is found that what people perceive as motivating depend on position, gender and also personality and experiences.

In contrary to Idealized Influence the transformational leadership component *Inspirational Motivation* is not fully applied in practice. All the IM-aspects are applied except for 'Images'. 'Goals' are found to be the most important aspect, followed by 'Simple communication' and 'Emphasize vision'. 'Goals' are motivating, because managers feel making a difference by seeing achievement and results. 'Images' are seen as important, but only as part of 'Simple communication'. These aspects also increase the understanding and vision for CSR. 'Emphasize vision' enhances motivation because they make people feel part of something. It is found that what people find motivating clearly do not depend on role and gender, but on personality and experiences.

In terms of *Intellectual Stimulation*, it is found that all of its features are applied in practice. The most important factors are 'Participation' and 'Problem-solving', followed by 'Stimulate rethinking' and 'New ways of thinking'. 'Participation' realizes motivation for CSR by enhancing the understanding, ownership, buy-in and commitment of attendees. 'Encourage asking questions' is connected to that. 'Problem-solving' is crucial for CSR, because it contains elements of innovation that is important for driving change. 'Problem-solving' is strongly interconnected with 'Stimulate

rethinking' and 'New ways of thinking' and can be summarized as 'thinking aspects'. All of them are enhancing understanding. It is found that managers and female find the IS-aspect 'Problem-solving' especially motivating, whereas leaders and males observe motivation rather through 'Participation' or other elements. Hence, how to intellectually stimulate followers depends on position, gender and also personality and experiences.

Individual Consideration is the least applied and important transformational leadership component, but it is still fully applied and important in practice. The clearly most important IC-aspect is 'Involving', followed by 'Feedback' and 'Developing'. 'Involving' motivates people by including them into processes of change. This enhances ownership and understanding of CSR. IS-aspect 'Feedback' is motivating because it increases engagement, builds a vision and makes people feel valued. Measurement and evaluation are elementary for all those aspects. Also essential for inspiring for CSR is 'Developing' due to the factor of personal motivation. 'Developing' is found to be interlinked with the IC-aspect 'Differentiating', because by differentiation it is possible to help people developing themselves. 'Feelings' are not found to be of outstanding importance to motivate followers for CSR, because it is self-evident that they are part of every social interaction. Furthermore, it is found that managers find 'Feedback' especially motivating, whereas leaders regard 'Involving' as the most important aspect for motivation. Thus, what people find motivating depends on position, personality and experience, but not on gender.

All in all, due to the increasing importance of CSR throughout the whole business it is elementary to enhance motivation of managers for CSR. Transformational leadership in CSR meetings is proved to be a very good way to continuously enforce understanding, commitment and excitement for CSR amongst the managers. All of the transformational leadership components are important in the process of motivating managers for CSR. Therefore, all the five hypothesis are verified and the question of research can be confidently answered: Managers are motivated for CSR by conducting CSR meetings in transformational leadership style. This is an essential subject of academic investigation and should be integrated into daily practice.

9 Implications for Research and Practice

Findings of this study contribute to theory and practice of CSR and leadership. In terms of *theoretical implications*, this study contributes to the subject ‘CSR and leadership’ by providing sound theoretical and empirical research about how it is possible to motivate managers for CSR. As mentioned in the beginning, there is very little research on the leadership aspect of CSR (Velsor, 2009). The main findings of this study are that managers get continuously motivated for CSR by transformational leadership in CSR meetings, all the transformational leadership components are essential to motivate managers for CSR and leaders can motivate managers by emphasizing specific behaviors in a meeting. By this study the first step into the area ‘transformational leadership in CSR meetings’ has been made. This study touches three themes: CSR, transformational leadership and meetings. Therefore, it also contributes to the research area ‘CSR and transformational leadership’, ‘CSR and meetings’ and ‘Transformational leadership and meetings’.

First, the results add to the research area ‘CSR and transformational leadership’ and prove Shahin and Zairi’s (2010) finding that the transformational leadership style is important in sustainable organizations. This study confirms that in all the sustainable organizations transformational leadership is already adopted and leaders support that type of leadership. It further explores that position by investigating the different perspectives from people belonging to different gender or occupying various positions in a company. Also, it proves that transformational leadership can be applied throughout various positions in an organization and throughout various industries. Furthermore, it is the first study that investigates what specific behaviors and actions of transformational leadership enhance motivation for CSR. Results also prove the theory of Du et al. (2012) and Northouse (2010) that transformational leadership is a key element of driving change. The results of this study indicate why this leadership style is successful in introducing change. The transformational leadership component Idealized Influence enhances faith, trust and understanding, Inspirational Motivation fosters achievement, vision and understanding, Intellectual Stimulation enhances ownership, commitment and understanding and Individual Consideration realizes engagement, recognition and understanding. All of those are elementary to drive change. These results show that all of the transformational leadership components foster understanding

and commitment to CSR and therefore also demonstrate reasons for Groves and LaRocca's (2011a) theory for the strong relationship between transformational leadership and followers' beliefs about CSR. Additionally, deep analysis of the relationship of transformational leadership components and CSR made a significant step forward in research about 'CSR and leadership'. It is found how transformational leadership is linked to CSR and which components are effective. So far there were only assumptions about the interlinkage of transformational leadership and CSR except for one study that proved the interconnection between IS and CSR (Waldman, Siegel, & Javidan, 2006). This study provides empirical evidence that all transformational leadership components are enhancing CSR. Also, it demonstrates which aspects of the components enhance the most motivation amongst managers.

Second, the findings of this study demonstrate a first step into the research area 'CSR and meetings'. So far there has been no academic research done in this area. It has been found that the ideal size of CSR meetings is 3-20 people depending on the size of the organization and they should be hold regularly around once a month for continuous motivation. Third, it contributes to the unexplored area of 'transformational leadership and meetings'. This research proves that transformational leadership is a good way to conduct motivating meetings. II-aspects such as environment and structure, IM-aspects such as simple communication about goals adapted to the audience, IS-aspects such as participation, engagement and thinking-aspects and IC-aspects such as involving are essential for leading good and motivating CSR meetings. All in all, this study contributes to various areas of the overarching theme 'CSR and leadership' and attains new knowledge about realizing on-going motivation amongst managers for CSR in meetings by transformational leadership style.

The aim of this study was to not only contribute to theory but also provide knowledge that can be directly applied in practice. According to research findings the majority of transformational leadership principles are already applied. The current state of art is good, but it could be better, because the current appliance of transformational leadership is not as high as its importance is. The advantage of transformational leadership is that principles can be learned and CSR leaders are willing to develop. The following *practical implications* are guidelines for CSR leaders that help to motivate managers for CSR in meetings by transformational leadership and improve the implementation of

CSR practices. First, it is found that it is important to hold regular CSR meetings in order to enhance on-going motivation amongst managers. Ideally, they are of smaller size in order to enable the participation of everyone. Then, transformational leadership is a good way to conduct motivating meetings and therefore should be adopted in practice. In order to enhance motivation amongst followers it is important that CSR leaders are aware of the importance of transformational leadership elements, its effects on the audience and what kind of behaviors and actions are necessary to realize transformational leadership in meetings. It is recommended to pay special attention to the most important components Idealized Influence, Inspirational Motivation and Intellectual Stimulation, but not to forget Individual Consideration. However, leaders have to be aware that all of the components are aligned and complement each other. Therefore, all of them need to be considered in conducting CSR meetings. Additionally, various leadership aspects have different effects on people depending on factors such as position, gender, personality and experience. Hence, the highest motivation can be achieved by adjusting the leadership style to the audience.

In order to realize commitment amongst followers for CSR specific behaviors that are related to transformational leadership components can be emphasized. In terms of Idealized Influence, key aspects are 'Faith', 'Goals' and 'Beyond self-interest'. In order to demonstrate 'Faith' a leader has to be reliable, honest, sincere and has to show skills in the area. For showing determination to goals clear guidelines, good structure and an agenda are elementary in a meeting. A leader can show that (s)he goes beyond self-interest by clear communication and reasoned actions. Regarding Inspirational Motivation aspects 'Goals', 'Simple communication' and 'Vision' are central. Goals can be formulated by defining measurable steps, tasks and strategies. The goals as well as the presentation of them have to be adjusted to the audience. Leaders can emphasize 'Simple communication' by using facts and images to explain issues and impacts of CSR. A 'vision' can be demonstrated by explaining the concepts such as business case, shared values and successful case studies. Measurement and evaluation of CSR impacts is in all these steps elementary. As regards to Intellectual Stimulation, features such as 'Problem-solving', 'Participation' and 'Stimulate rethinking' are very important. The suggested way to look at old problems in new ways is brainstorming in workshop environments where everyone feels comfortable. Participation can be enforced by an informal atmosphere, games, directly asking people or follow-ups after the meeting. For

‘Stimulating rethinking’ a leader has to have a good understanding of the thinking of attendees and introduce topics adjusted to the audience using scientific evidence, case studies or the business case. Goals are elementary for all these aspects. In terms of Individual Consideration, the elements ‘Involving’, ‘Feedback’ and ‘Differentiating’ are important to emphasize for motivating managers for CSR. Particularly ‘Feedback’ is a key-aspect in the view of managers. Leaders can involve their audience by providing a safe environment, make everyone feel comfortable and give everybody the possibility to speak. Ways to provide feedback are presenting the results and acknowledge accomplishments. Differentiation can be realized by spreading tasks according to differences in strengths of followers and adjust to differences in languages of the audience. To sum it up, by enforcing all the transformational leadership components by specific behaviors and setting the right priorities according to the audience, optimal motivation of managers for CSR can be achieved in practice.

10 Limitations and Future Research

Despite the sound methodology that was used throughout the study, there are some limitations of the research. These are mainly linked to the sample of the study. The sample size is adequate for the purpose of the research and fulfils official standards of qualitative research. However, the small sample size limited the possibilities to explore the impact of variable industry, organization type or age groups. These factors possibly influenced answers. Furthermore, the size also inhibited to use complex statistical data analysis tests. Another limitation of the investigation and the implications of this research is that the study is bound to Australia. Although it can be assumed that data is internationally applicable due to the intercultural validity of transformational leadership, the results of this study are only 100 percent valid for Australia. However, for the objective of the study and the sample is satisfactory. Since this research did the first empirical steps into the area ‘Transformational leadership in CSR meetings’, the focus on various variables and the qualitative aspects within one country is elementary to offer a base for future research.

In future, research in this area is central, because CSR is of increasing importance in more and more organizations and transformational leadership clearly enhances motivation of managers. There is a necessity to examine a bigger sample to investigate

the impact of variables such as industry, organization size and age. Furthermore, it is essential to test if the concepts are relevant outside Australia, because of the international relevance of the topic. Also, it is found that evaluation is crucial for motivation. Therefore, research about measuring CSR outcomes is central. Since, the research about ‘CSR and leadership’ and specifically ‘Transformational leadership and CSR meetings’ is still in its infancy and because of the proved importance of the topic, there is a tremendous need for future research.

11 Conclusion

In the course of this dissertation, valuable insights about ‘CSR and leadership’ are gained that contribute to building a windmill for leading business and CSR through that windy time. Sound research proves that managers clearly get motivated for CSR by transformational leadership in meetings by enhancing trust, understanding and commitment to CSR. Leaders achieve optimal motivation amongst followers by emphasizing behaviors of all transformational leadership components in CSR meetings and adjust the leadership style to the audience. This provides opportunities to engage in outstanding leadership, use the communication tool meetings effectively and get all people on board in order to implement CSR together. It also facilitates embedding CSR, realizing business success now and in future and at the same time contributing to the well being of society and environment. The findings of the study provide new insights into the area ‘CSR and leadership’ and are the first steps into the field ‘Transformational leadership in CSR meetings’. This new knowledge contributes to theory and practice of Corporate Social Responsibility – one of the most important movements of the 21st century. And, hopefully these insights inspire research to further investigate this area and motivate organizations to take up the opportunity of the wind of change and incorporate CSR into business. Together it is possible to have a positive impact in the world.

12 Bibliography

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13 Appendix

13.1 Questionnaires

Figure 22 Questionnaire CSR leaders

INFORMANT CONSENT for Masters project 'How to motivate managers for CSR in meetings?'

Dear CSR leader,

Regarding the increasing importance of sustainability for business and business for sustainability, the question comes up: 'How to motivate managers for CSR?'. Being a Masters student of University of Sydney and ISCTE Business School, I am going to explore this issue in this research project.

You were chosen to being offered to participate in that study, because your company is conducting a CSR strategy or CSR or sustainability is embedded in the business strategy.

Furthermore, I would like to make a note about terms used throughout the questionnaire and the interview. People that are leading or initiating meeting that involves the topic CSR are regarded as CSR leaders and will be called 'leaders'. People that are attending the meeting are regarded as followers of a CSR strategy and therefore will be named 'followers'. This does not imply any judgements regarding the leading or following position regarding other issues.

If you agree to participate, this will involve filling out a questionnaire and being interviewed once. This is expected to last no longer than 30 minutes. I would want to record and transcribe the interview. All interview data will be treated anonymously, confidentially and stored securely. Participants will receive a factsheet based on sound research that summarizes the outcomes of the study holding guidelines about the 'How to motivate managers for CSR in meetings'.

I highly appreciate your giving time to this study and I am happy to answer any kind of questions you might have.

Thank you,

Vanessa V. Wabitsch

If you are willing to participate in the Masters project outlined above please sign below.

Print name: _____

Signature: _____

Date: _____

QUESTIONNAIRE

What gender are you? F M

What industry do you work in? _____

What is your position in the organisation? _____

How old are you? 18-25 26-35 36-49 50-59 60+

SECTION 1

a) To what extent the following statements are true when you are leading a CSR meeting? Please cross on the scale from 1 (definitely not true) to 5 (definitely true).

1 –	Definitely not true	2 –	Not true	3 –	Neither false nor true	4 –	True	5 –	Definitely true
1)	Followers have faith in me and respect me.					1	2	3	4 5
2)	People feel good around me.					1	2	3	4 5
3)	I show determination when accomplishing goals.					1	2	3	4 5
4)	I go beyond self-interest.					1	2	3	4 5
5)	I am an ethical person.					1	2	3	4 5

b) How important do you consider the same aspects in a meeting to convince followers of CSR? Please rank on a scale from 1 (not important) to 5 (very important).

1 –	Definitely not important	2 –	Not important	3 –	Neither nor	4 –	Important	5 –	Definitely important
1)	Followers have faith in me and respect me.					1	2	3	4 5
2)	People feel good around me.					1	2	3	4 5
3)	The leader shows determination when accomplishing goals.					1	2	3	4 5
4)	The leader goes beyond self-interest.					1	2	3	4 5
5)	The leader is an ethical person.					1	2	3	4 5

c) What do you think is the most important aspect in a meeting to convince followers of CSR?

- Followers have faith in me and respect me.
- People feel good around me.
- The leader shows determination when accomplishing goals.
- The leader goes beyond self-interest.
- The leader is an ethical person.

SECTION 2

a) To what extent the following statements are true when you are leading a CSR meeting? Please rank on the scale from 1 (definitely not true) to 5 (definitely true).

1 –	Definitely not true	2 –	Not true	3 –	Neither false nor true	4 –	True	5 –	Definitely true
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1) Expressing with a few simple words what followers could and should do.	1	2	3	4	5
2) Providing appealing images about what followers can do.	1	2	3	4	5
3) Formulating attractive and reachable goals.	1	2	3	4	5
4) Emphasizing a collective vision.	1	2	3	4	5
5) Talking about values.	1	2	3	4	5

b) How important do you consider the following aspects in a meeting to inspire followers for CSR? Please rank on a scale from 1 (not important) to 5 (very important).

1 – Definitely not important	2 – Not important	3 – Neither nor	4 – Important	5 – Definitely important	
1) Expressing with a few simple words what followers could and should do.	1	2	3	4	5
2) Providing appealing images about what followers can do.	1	2	3	4	5
3) Formulating attractive and reachable goals.	1	2	3	4	5
4) Emphasizing a collective vision.	1	2	3	4	5
5) Talking about values.	1	2	3	4	5

c) What do you think is the most important aspect in a meeting to inspire followers for CSR?

- Expressing with a few simple words what followers could and should do.
- Providing appealing images about what followers can do.
- Formulating attractive and reachable goals.
- Emphasizing a collective vision.
- Talking about values.

SECTION 3

a) To what extent the following statements are true when you are leading a CSR meeting? Please rank on the scale from 1 (definitely not true) to 5 (definitely true).

1 – Definitely not true	2 – Not true	3 – Neither false nor true	4 – True	5 – Definitely true	
1) Enabling others to think about old problems in new ways.	1	2	3	4	5
2) Providing others with new ways of looking at puzzling things.	1	2	3	4	5
3) Getting others to rethink ideas that they had never questioned before.	1	2	3	4	5
4) Encouraging participation in a meeting.	1	2	3	4	5
5) Encouraging asking questions in a meeting.	1	2	3	4	5

b) How important do you consider the following aspects in a meeting to motivate followers for CSR? Please rank on a scale from 1 (not important) to 5 (very important).

1 – Definitely not important	2 – Not important	3 – Neither nor	4 – Important	5 – Definitely important	
1) Enabling others to think about old problems in new ways.	1	2	3	4	5
2) Providing others with new ways of looking at puzzling things.	1	2	3	4	5
3) Getting others to rethink ideas that they had never questioned before.	1	2	3	4	5
4) Encouraging participation in a meeting.	1	2	3	4	5
5) Encouraging asking questions in a meeting.	1	2	3	4	5

- c) What do you think is the most important aspect in a meeting to motivate followers for CSR?
- Enabling others to think about old problems in new ways.
 - Providing others with new ways of looking at puzzling things.
 - Getting others to rethink ideas that they had never questioned before.
 - Encouraging participation in a meeting.
 - Encouraging asking questions in a meeting.

SECTION 4

- a) To what extent the following statements are true when you are leading a CSR meeting? Please rank on the scale from 1 (definitely not true) to 5 (definitely true).

1 –	Definitely not true	2 – Not true	3 – Neither false nor true	4 – True	5 –	Definitely true
1)	Helping others to develop themselves.					
2)	Letting people know how I think they are doing.					
3)	Considering personal feelings before acting.					
4)	Differentiating between people.					
5)	Involving everybody in a meeting.					

- b) How important do you consider the following aspects in a meeting to excite followers for CSR? Please rank on a scale from 1 (not important) to 5 (very important).

1 –	Definitely not important	2 – Not important	3 – Neither nor	4 – Important	5 –	Definitely important
1)	Helping others to develop themselves.					
2)	Letting people know how I think they are doing.					
3)	Considering personal feelings before acting.					
4)	Differentiating between people.					
5)	Involving everybody in a meeting.					

- c) What do you think is the most important aspect in a meeting to excite followers for CSR?

- Helping others to develop themselves.
- Letting people know how I think they are doing.
- Considering personal feelings before acting.
- Differentiating between people.
- Involving everybody in a meeting

Questions: Interview

- Why do you think this aspect in Section 1 (2,3,4) is the most important one in a meeting to convince managers of CSR? Do you have experience? If yes, Can you tell about it? Is there a second-most important aspect?
- Does this aspect increase the your understanding of CSR? Why (not)?
- What can a leader do in order to fulfil the important aspect?

Figure 23 Questionnaire Managers

INFORMANT CONSENT for Masters project 'How to motivate managers for CSR meetings?'

Dear participant,

Regarding the increasing importance of sustainability for business and business for sustainability, the question comes up: 'How to motivate managers for CSR?'. Being a Masters student of University of Sydney and ISCTE Business School, I am going to explore in this research project.

You were chosen to being offered to participate in that study, because your company is conducting a CSR strategy or a CSR strategy is embedded in the business strategy.

Furthermore, I would like to make a note about terms used throughout the questionnaire and the interview. People that are leading or initiating meeting that involves the topic CSR are regarded as CSR leaders and will be called 'leaders'. People that are attending the meeting are regarded as followers of a CSR strategy and therefore will be named 'followers'. This does not imply any judgements regarding the leading or following position regarding other issues.

If you agree to participate, this will involve filling out a questionnaire and being interviewed once. This is expected to last no longer than 25-30 minutes. I would want to record and transcribe the interview. All interview data will be treated anonymously, confidentially and stored securely. I am happy to answer any kind of questions you might have. Participants will receive a factsheet based on sound research that summarizes the outcomes of the study holding guidelines about the 'How to motivate managers for CSR in meetings'.

I highly appreciate your giving time to this study!

Thank you,

Vanessa V. Wabitsch

If you are willing to participate in the Masters project outlined above please sign below.

Print name: _____

Signature: _____

Date: _____

QUESTIONNAIRE

What gender are you? F M

What industry do you work in? _____

What is your position in the organisation? _____

How old are you? 18-25 26-35 36-49 50-59 60+

SECTION 1

a) To what extent the following statements are true when you are attending a CSR meeting? Please cross on the scale from 1 (definitely not true) to 5 (definitely true).

1 –	Definitely not true	2 – Not true	3 – Neither false nor true	4 – True	5 –	Definitely true
1)	I respect and I have faith in the leader of sustainability.			1	2	3 4 5
2)	I feel good around the leader of sustainability.			1	2	3 4 5
3)	The leader of CSR shows determination when accomplishing goals.			1	2	3 4 5
4)	The leader of CSR goes beyond self-interest.			1	2	3 4 5
5)	The leader of CSR an ethical person.			1	2	3 4 5

b) How important do you consider those aspects to get convinced of CSR in a meeting? Please rank on a scale from 1 (not important) to 5 (very important).

1 –	Definitely not important	2 – Not important	3 – Neither nor	4 – Important	5 –	Definitely important
1)	I respect and I have faith in the leader of sustainability.			1	2	3 4 5
2)	I feel good around the leader of sustainability.			1	2	3 4 5
3)	The leader shows determination when accomplishing goals.			1	2	3 4 5
4)	The leader goes beyond self-interest.			1	2	3 4 5
5)	The leader is an ethical person.			1	2	3 4 5

c) What do you think is the most important aspect in a meeting to get convinced of CSR?

- I respect and I have faith in the leader of sustainability.
- I feel good around the leader of sustainability.
- The leader shows determination when accomplishing goals.
- The leader goes beyond self-interest.
- The leader is an ethical person.

SECTION 2

a) To what extent the following statements are true when you are attending a CSR meeting? Please cross on the scale from 1 (definitely not true) to 5 (definitely true).

1 –	Definitely not true	2 – Not true	3 – Neither false nor true	4 – True	5 –	Definitely true
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1) The leader of CSR expresses clearly what I could/should do.	1	2	3	4	5
2) The leader of CSR provides appealing images about what I can do.	1	2	3	4	5
3) The leader of CSR formulates attractive and reachable goals.	1	2	3	4	5
4) The leader of CSR emphasizes a collective vision.	1	2	3	4	5
5) The leader of CSR talks about values.	1	2	3	4	5

b) How important do you consider those aspects in a meeting to be inspired by CSR? Please rank on a scale from 1 (not important) to 5 (very important).

1 – Definitely not important	2 – Not important	3 – Neither nor	4 – Important	5 – Definitely important					
1) The leader of CSR expresses clearly what I could/should do.					1	2	3	4	5
2) The leader of CSR provides appealing images about what I can do.					1	2	3	4	5
3) The leader of CSR formulates attractive and reachable goals.					1	2	3	4	5
4) The leader of CSR emphasizes a collective vision.					1	2	3	4	5
5) The leader of CSR talks about values.					1	2	3	4	5

c) What do you think is the most important aspect in a meeting to be inspired by CSR?

- The leader of CSR expresses clearly what I could/should do.
- The leader of CSR provides appealing images about what I can do.
- The leader of CSR formulates attractive and reachable goals.
- The leader of CSR emphasizes a collective vision.
- The leader of CSR talks about values.

SECTION 3

a) To what extent the following statements are true when you are attending a CSR meeting? Please cross on the scale from 1 (definitely not true) to 5 (definitely true).

1 – Definitely not true	2 – Not true	3 – Neither false nor true	4 – True	5 – Definitely true					
1) To be enabled to think about old problems in new ways.					1	2	3	4	5
2) Hearing new ways of looking at puzzling things.					1	2	3	4	5
3) Being inspired to rethink ideas that they had never questioned before.					1	2	3	4	5
4) Being encouraged to participate in a meeting.					1	2	3	4	5
5) Being encouraged to ask questions in a meeting.					1	2	3	4	5

b) How important do you consider those aspects in a meeting to get motivated for CSR? Please rank on a scale from 1 (not important) to 5 (very important).

1 – Definitely not important	2 – Not important	3 – Neither nor	4 – Important	5 – Definitely important					
1) To be enabled to think about old problems in new ways.					1	2	3	4	5
2) Hearing new ways of looking at puzzling things.					1	2	3	4	5
3) Being inspired to rethink ideas that they had never questioned before.					1	2	3	4	5
4) Being encouraged to participate in a meeting.					1	2	3	4	5
5) Being encouraged to ask questions in a meeting.					1	2	3	4	5

c) What do you think is the most important aspect in a meeting to get motivated for CSR?

- To be enabled to think about old problems in new ways.
- Hearing new ways of looking at puzzling things.
- Being inspired to rethink ideas that they had never questioned before.
- Being encouraged to participate in a meeting.
- Being encouraged to ask questions in a meeting.

SECTION 4

a) To what extent the following statements are true when you are attending a CSR meeting? Please cross on the scale from 1 (definitely not true) to 5 (definitely true).

1 –	Definitely not true	2 – Not true	3 – Neither false nor true	4 – True	5 –	Definitely true		
1)	The leader of CSR helps you in developing yourself.			1	2	3	4	5
2)	The leader of CSR informs you how he thinks you are doing.			1	2	3	4	5
3)	The leader of CSR considers personal feelings before acting.			1	2	3	4	5
4)	The leader of CSR differentiates between people.			1	2	3	4	5
5)	The leader involves everybody in a meeting.			1	2	3	4	5

a) How important do you consider those aspects in a meeting to get excited for CSR? Please rank on a scale from 1 (not important) to 5 (very important).

1 –	Definitely not important	2 – Not important	3 – Neither nor	4 – Important	5 –	Definitely important		
1)	The leader of CSR helps you in developing yourself.			1	2	3	4	5
2)	The leader of CSR informs you how he thinks you are doing.			1	2	3	4	5
3)	The leader of CSR considers personal feelings before acting.			1	2	3	4	5
4)	The leader of CSR differentiates between people.			1	2	3	4	5
5)	The leader involves everybody in a meeting.			1	2	3	4	5

b) What do you think is the most important aspect in a meeting to get excited for CSR?

- The leader of CSR helps you in developing yourself.
- The leader of CSR informs you how he thinks you are doing.
- The leader of CSR considers personal feelings before acting.
- The leader of CSR differentiates between people.
- The leader involves everybody in a meeting.

Questions: Interview

- Why do you think this aspect in Section 1 (2,3,4) is the most important one in a meeting to get convinced of CSR? Do you have experience? If yes, Can you tell about it? Is there a second-most important aspect?
- Does this aspect increase the your understanding of CSR? Why (not)?
- What can a leader do in order to fulfil the important aspect?

13.2 Codes and Themes of Qualitative Data

Figure 24 Theme 1: State of CSR

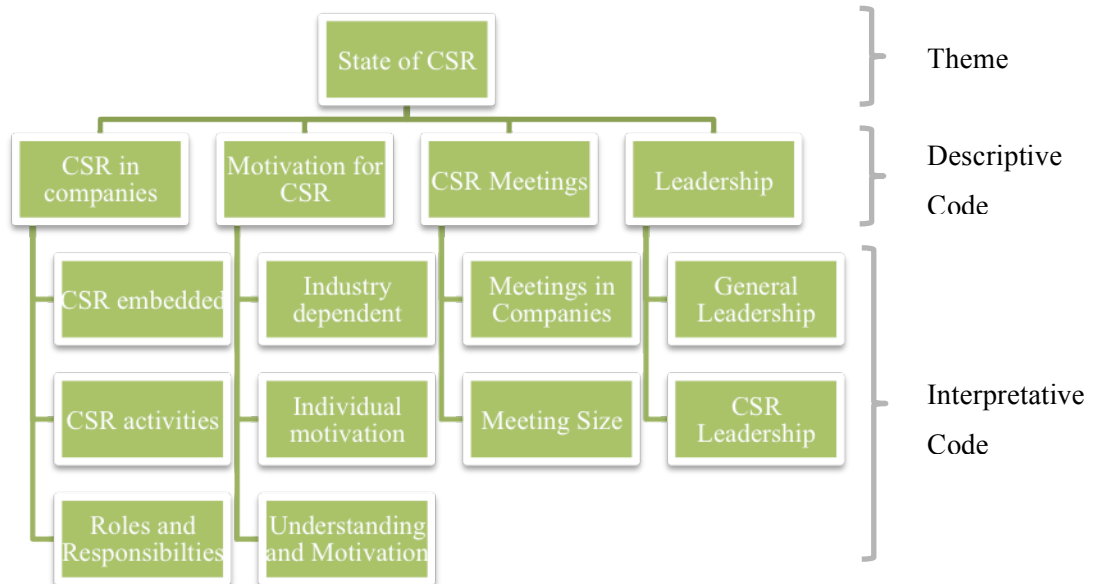


Figure 25 Theme 2: Idealized Influence

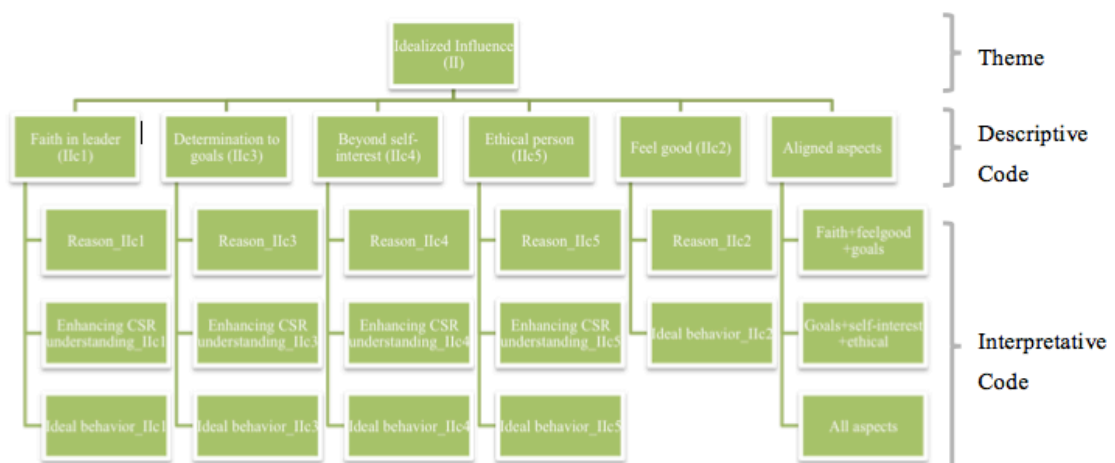


Figure 26 Theme 3 Inspirational Motivation

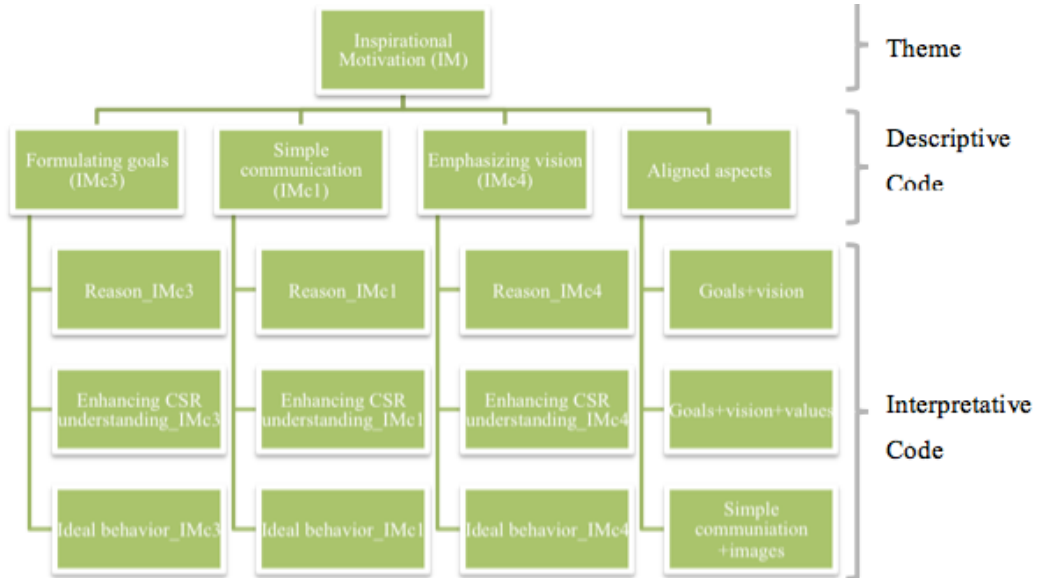


Figure 27 Theme 4: Intellectual Stimulation

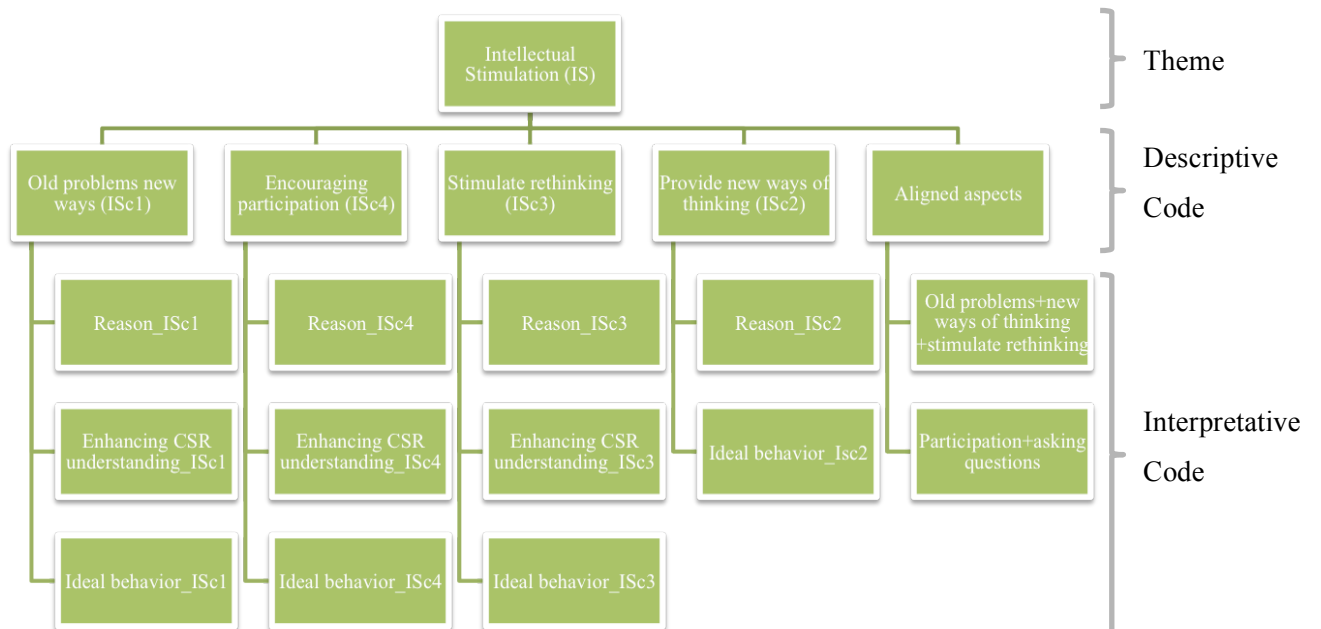


Figure 28 Theme 5: Individual Consideration

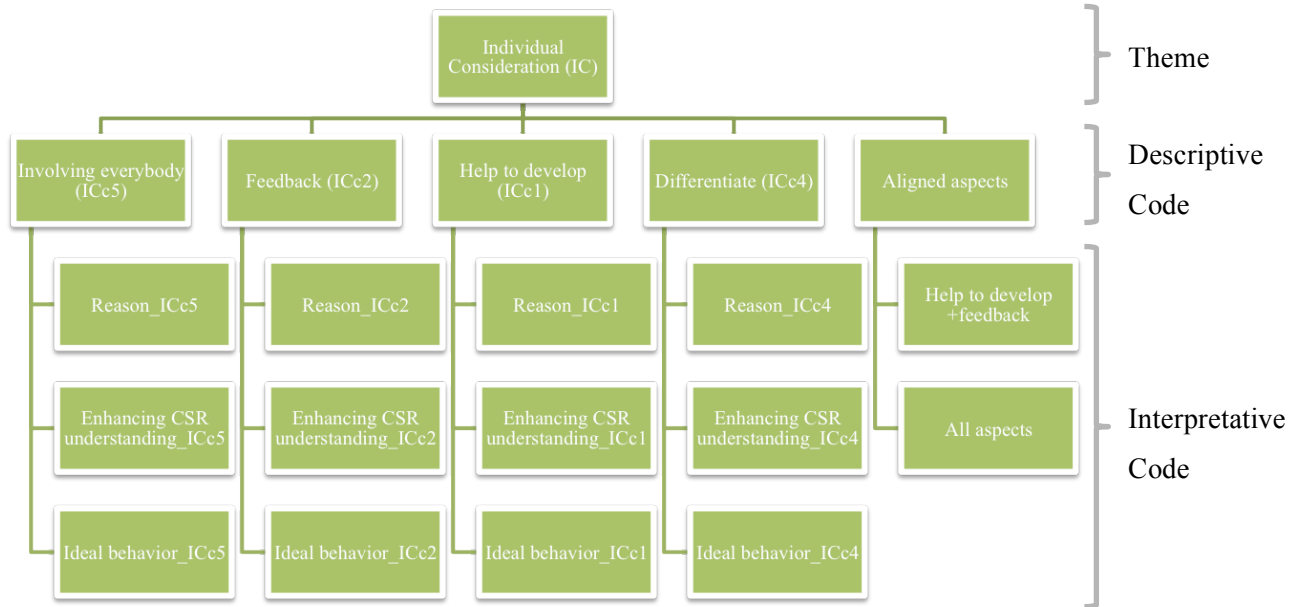
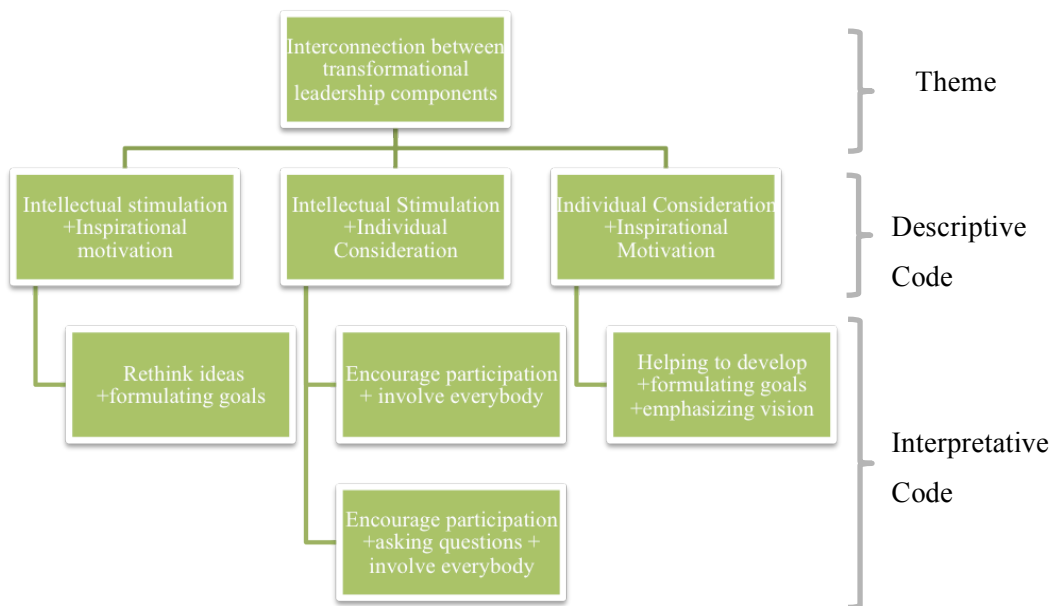


Figure 29 Theme 6: Interconnection between transformational leadership components



13.3 Statistical Output

Table 7 Validity of tests

		sex Gender	cou Country of Origin	ind Industry	pos Position	age Age	ia1 II applied: Faith	ia2 II applied: Feel good
N	Valid	12	12	12	12	12	12	12
	Missing	0	0	0	0	0	0	0
ia3 II applied: Determination to goals	ia4 II applied: Beyond self-interest	ia5 II applied: Ethical person	iib1 II: Faith	iib2 II: Feel good	iib3 II: Determination to goals	iib4 II: Beyond self-interest	iib5 II: Ethical person	
12 0	12 0	12 0	12 0	12 0	12 0	12 0	12 0	
iic II: Most important aspect	ima1 IM applied: Simple communication	ima2 IM applied: Images	ima3 IM applied: Formulating goals	ima4 IM applied: Emphasize vision	ima5 IM applied: Communicating values	imb1 IM: Simple communication	imb2 IM: Images	
12 0	12 0	12 0	12 0	12 0	12 0	12 0	12 0	
imb3 IM: Formulating goals	imb4 IM: Emphasize vision	imb5 IM: Communicating values	imc IM: Most important aspect	isa1 IS applied: Enabling new ways of thinking	isa2 IS applied: Providing new ways of thinking	isa3 IS applied: Stimulate rethinking	isa4 IS applied: Encouraging participation	
12 0	12 0	12 0	12 0	12 0	12 0	12 0	12 0	
isa5 IS applied: Encouraging asking questions	isb1 IS: Thinking of problems in new ways	isb2 IS: Providing new ways of thinking	isb3 IS: Stimulate rethinking	isb4 IS: Encouraging participation	isb5 IS: Encouraging asking questions	isc IS: Most important aspect	ica1 IC applied: Helping others to develop	
12 0	12 0	12 0	12 0	12 0	12 0	12 0	12 0	
ica2 IC applied: Feedback	ica3 IC applied: Considering feelings	ica4 IC applied: Differentiating between people	ica5 IC applied: Involving everybody	icb1 IC: Helping others to develop	icb2 IC: Feedback	icb3 IC: Considering feelings	icb4 IC: Differentiating between people	
12 0	12 0	12 0	12 0	12 0	12 0	12 0	12 0	
icb5 IC: Involving everybody	icc IC: Most important aspect							
12 0	12 0							

Table 8 Gender of Sample

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Male	5	41,7	41,7	41,7
	2 Female	7	58,3	58,3	100,0
	Total	12	100,0	100,0	

Table 9 Age of Sample

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 18-25	1	8,3	8,3	8,3
	2 26-35	3	25,0	25,0	33,3
	3 36-49	7	58,3	58,3	91,7
	5 60+	1	8,3	8,3	100,0
	Total	12	100,0	100,0	

Table 11 Positions of Sample

		Position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 CSR leader	6	50,0	50,0	50,0
	2 Manager	6	50,0	50,0	100,0
	Total	12	100,0	100,0	

Table 10 Industries of Sample

		Industry			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Building	2	16,7	16,7	16,7
	2 Accounting	2	16,7	16,7	33,3
	3 Environment	4	33,3	33,3	66,7
	4 Travel	4	33,3	33,3	100,0
	Total	12	100,0	100,0	

Table 12 Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
sex Gender	,374	12	,000	,640	12	,000
cou Country of Origin	,417	12	,000	,608	12	,000
ind Industry	,226	12	,091	,859	12	,048
pos Position	,331	12	,001	,650	12	,000
age Age	,314	12	,002	,829	12	,021
iaa1 II applied: Faith	,258	12	,026	,818	12	,015
iaa2 II applied: Feel good	,209	12	,153	,824	12	,018
iaa3 II applied: Determination to goals	,364	12	,000	,753	12	,003
iaa4 II applied: Beyond self-interest	,374	12	,000	,640	12	,000
iaa5 II applied: Ethical person	,374	12	,000	,640	12	,000
iib1 II: Faith	,374	12	,000	,640	12	,000
iib2 II: Feel good	,258	12	,027	,802	12	,010
iib3 II: Determination to goals	,309	12	,002	,768	12	,004
iib4 II: Beyond self-interest	,279	12	,011	,784	12	,006
iib5 II: Ethical person	,309	12	,002	,768	12	,004
iic II: Most important aspect	,211	12	,148	,878	12	,082
ima1 IM applied: Simple communication	,333	12	,001	,774	12	,005
ima2 IM applied: Images	,380	12	,000	,781	12	,006
ima3 IM applied: Formulating goals	,257	12	,028	,807	12	,011
ima4 IM applied: Emphasize vision	,325	12	,001	,679	12	,001
ima5 IM applied: Communicating values	,417	12	,000	,608	12	,000
imb1 IM: Simple communication	,279	12	,011	,784	12	,006
imb2 IM: Images	,304	12	,003	,777	12	,005
imb3 IM: Formulating goals	,354	12	,000	,732	12	,002
imb4 IM: Emphasize vision	,417	12	,000	,608	12	,000
imb5 IM: Communicating values	,374	12	,000	,640	12	,000
imc IM: Most important aspect	,332	12	,001	,783	12	,006
isa1 IS applied: Enabling new ways of thinking	,258	12	,026	,818	12	,015
isa2 IS applied: Providing new ways of thinking	,364	12	,000	,753	12	,003
isa3 IS applied: Stimulate rethinking	,300	12	,004	,809	12	,012

isa4 IS applied: Encouraging participation	,279	12	,011	,784	12	,006
isa5 IS applied: Encouraging asking questions	,323	12	,001	,780	12	,006
isb1 IS: Thinking of problems in new ways	,374	12	,000	,640	12	,000
isb2 IS: Providing new ways of thinking	,257	12	,028	,807	12	,011
isb3 IS: Stimulate rethinking	,313	12	,002	,737	12	,002
isb4 IS: Encouraging participation	,374	12	,000	,640	12	,000
isb5 IS: Encouraging asking questions	,460	12	,000	,552	12	,000
isc IS: Most important aspect	,220	12	,114	,809	12	,012
ica1 IC applied: Helping others to develop	,332	12	,001	,841	12	,029
ica2 IC applied: Feedback	,323	12	,001	,780	12	,006
ica3 IC applied: Considering feelings	,275	12	,013	,823	12	,017
ica4 IC applied: Differentiating between people	,258	12	,026	,818	12	,015
ica5 IC applied: Involving everybody	,323	12	,001	,780	12	,006
icb1 IC: Helping others to develop	,329	12	,001	,843	12	,030
icb2 IC: Feedback	,300	12	,004	,809	12	,012
icb3 IC: Considering feelings	,329	12	,001	,779	12	,005
icb3 IC: Considering feelings	,329	12	,001	,779	12	,005
icb4 IC: Differentiating between people	,250	12	,037	,828	12	,020
icb5 IC: Involving everybody	,374	12	,000	,640	12	,000
icc IC: Most important aspect	,326	12	,001	,741	12	,002

a. Lilliefors Significance Correction

Table 13 Transformational leadership in practice

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
iia1 II applied: Faith	12	3	5	4,17	,718
iia2 II applied: Feel good	12	3	5	4,08	,793
iia3 II applied: Determination to goals	12	3	5	4,17	,577
iia4 II applied: Beyond self-interest	12	4	5	4,42	,515
iia5 II applied: Ethical person	12	4	5	4,58	,515
ima1 IM applied: Simple communication	12	3	5	4,00	,603
ima2 IM applied: Images	12	2	5	3,25	,754
ima3 IM applied: Formulating goals	12	3	5	4,25	,754
ima4 IM applied: Emphasize vision	12	2	5	4,42	,900
ima5 IM applied: Communicating values	12	4	5	4,33	,492
isa1 IS applied: Enabling new ways of thinking	12	3	5	4,17	,718
isa2 IS applied: Providing new ways of thinking	12	3	5	3,83	,577
isa3 IS applied: Stimulate rethinking	12	3	5	3,92	,669
isa4 IS applied: Encouraging participation	12	3	5	4,33	,651
isa5 IS applied: Encouraging asking questions	12	3	5	4,25	,622
ica1 IC applied: Helping others to develop	12	2	5	3,67	,778
ica2 IC applied: Feedback	12	3	5	3,75	,622
ica3 IC applied: Considering feelings	12	1	5	3,50	1,000
ica4 IC applied: Differentiating between people	12	3	5	3,83	,718
ica5 IC applied: Involving everybody	12	3	5	4,25	,622
Valid N (listwise)	12				

Table 14 Means Transformational leadership in practice

Idealized Influence	Mean	Inspirational motivation	Mean
II: Faith	4,17	IM: Simple Communication	4
II: Feel Good	4,08	IM: Images	3,25
II: Determination to goals	4,17	IM: Formulating goals	4,25
II Beyond self-interest	4,42	IM: Emphasize vision	4,42
II: Ethical person	4,58	IM: Communicating values	4,33
Mean: II	4,28	Mean: IM	4,05

Intellectual Stimulation	Mean	Individual Consideration	Mean
IS: Problems in new ways	4,17	IC: Help developing	3,67
IS: New ways of thinking	3,83	IC: Feedback	3,75
IS: Stimulate rethinking	3,92	IC: Consider feelings	3,5
IS: Encouraging participation	4,33	IC: Differentiating	3,83
IS: Encourage questions	4,25	IC: Involving	4,25
Mean: IS	4,10	Mean: IC	3,8

Table 15 Transformational leadership in practice: Leaders/managers

Group Statistics

	pos Position	N	Mean	Std. Deviation	Std. Error Mean
iia1 II applied: Faith	1 CSR leader	6	3,83	,753	,307
	2 Manager	6	4,50	,548	,224
iia2 II applied: Feel good	1 CSR leader	6	3,67	,816	,333
	2 Manager	6	4,50	,548	,224
iia3 II applied: Determination to goals	1 CSR leader	6	4,00	,632	,258
	2 Manager	6	4,33	,516	,211
iia4 II applied: Beyond self-interest	1 CSR leader	6	4,17	,408	,167
	2 Manager	6	4,67	,516	,211
iia5 II applied: Ethical person	1 CSR leader	6	4,50	,548	,224
	2 Manager	6	4,67	,516	,211
ima1 IM applied: Simple communication	1 CSR leader	6	3,67	,516	,211
	2 Manager	6	4,33	,516	,211
ima2 IM applied: Images	1 CSR leader	6	3,33	,516	,211
	2 Manager	6	3,17	,983	,401
ima3 IM applied: Formulating goals	1 CSR leader	6	4,00	,632	,258
	2 Manager	6	4,50	,837	,342
ima4 IM applied: Emphasize vision	1 CSR leader	6	4,50	,548	,224
	2 Manager	6	4,33	1,211	,494
ima5 IM applied: Communicating values	1 CSR leader	6	4,17	,408	,167
	2 Manager	6	4,50	,548	,224
isa1 IS applied: Enabling new ways of thinking	1 CSR leader	6	4,00	,632	,258
	2 Manager	6	4,33	,816	,333
isa2 IS applied: Providing new ways of thinking	1 CSR leader	6	3,67	,516	,211
	2 Manager	6	4,00	,632	,258

isa3 IS applied: Stimulate rethinking	1 CSR leader	6	3,50	,548	,224
	2 Manager	6	4,33	,516	,211
isa4 IS applied: Encouraging participation	1 CSR leader	6	4,67	,516	,211
	2 Manager	6	4,00	,632	,258
isa5 IS applied: Encouraging asking questions	1 CSR leader	6	4,50	,548	,224
	2 Manager	6	4,00	,632	,258
ica1 IC applied: Helping others to develop	1 CSR leader	6	3,83	,753	,307
	2 Manager	6	3,50	,837	,342
ica2 IC applied: Feedback	1 CSR leader	6	3,50	,837	,342
	2 Manager	6	4,00	,000	,000
ica3 IC applied: Considering feelings	1 CSR leader	6	3,33	,516	,211
	2 Manager	6	3,67	1,366	,558
ica4 IC applied: Differentiating between people	1 CSR leader	6	3,50	,548	,224
	2 Manager	6	4,17	,753	,307
ica5 IC applied: Involving everybody	1 CSR leader	6	4,33	,516	,211
	2 Manager	6	4,17	,753	,307

Table 16 Crosstabulation Providing images*Position

IM applied: Images * Position Crosstabulation

Count

		pos Position		Total
		1 CSR leader	2 Manager	
ima2 IM applied: Images	2 not true	0	1	1
	3 neither true nor false	4	4	8
	4 true	2	0	2
	5 definitely true	0	1	1
Total		6	6	12

Table 17 Crosstabulation Emphasize vision * Position

IM applied: Emphasize vision * Position Crosstabulation

Count

		pos Position		Total
		1 CSR leader	2 Manager	
ima4 IM applied: Emphasize vision	2 not true	0	1	1
	4 true	3	1	4
	5 definitely true	3	4	7
Total		6	6	12

Table 18 Crosstabulation Encourage participation*position

IS applied: Encouraging participation * Position Crosstabulation

Count		pos Position		Total
		1 CSR leader	2 Manager	
isa4 IS applied:	3 neither true nor false	0	1	1
Encouraging participation	4 true	2	4	6
	5 definitely true	4	1	5
Total		6	6	12

Table 19 Crosstabulation Encourage asking questions * Position

IS applied: Encouraging asking questions * Position Crosstabulation

Count		pos Position		Total
		1 CSR leader	2 Manager	
isa5 IS applied:	3 neither true nor false	0	1	1
Encouraging asking questions	4 true	3	4	7
	5 definitely true	3	1	4
Total		6	6	12

Table 20 Crosstabulation Helping others to develop * Position

IC applied: Helping others to develop * Position Crosstabulation

Count		pos Position		Total
		1 CSR leader	2 Manager	
ica1 IC applied: Helping others to develop	2 not true	0	1	1
	3 neither true nor false	2	1	3
	4 true	3	4	7
	5 definitely true	1	0	1
Total		6	6	12

Table 21 Crosstabulation Involving*Position

IC applied: Involving everybody * Position Crosstabulation

Count		pos Position		Total
		1 CSR leader	2 Manager	
ica5 IC applied: Involving everybody	3 neither true nor false	0	1	1
	4 true	4	3	7
	5 definitely true	2	2	4
Total		6	6	12

Table 22 Means of Transformational leadership components

Idealized Influence	Mean	Inspirational motivation	Mean
II: Faith	4,58	IM: Simple Communication	4,33
II: Feel Good	4,17	IM: Images	3,67
II: Determination to goals	4,42	IM: Formulating goals	4,5
II Beyond self-interest	4,33	IM: Emphasize vision	4,67
II: Ethical person	4,42	IM: Communicating values	4,42
Mean: II	4,38	Mean: IM	4,32

Intellectual Stimulation	Mean	Individual Consideration	Mean
IS: Problems in new ways	4,58	IC: Help developing	3,83
IS: New ways of thinking	4,25	IC: Feedback	3,92
IS: Stimulate rethinking	4,17	IC: Feelings	3,58
IS: Participation	4,42	IC: Differentiating	4
IS: Encourage questions	4,25	IC: Involving	4,42
Mean: IS	4,33	Mean: IC	3,95

Table 23 Importance of Aspects of Transformational Leadership

Descriptive Statistics

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
iib1 II: Faith	12	4	5	55	4,58	,515
iib2 II: Feel good	12	3	5	50	4,17	,835
iib3 II: Determination to goals	12	3	5	53	4,42	,669
iib4 II: Beyond self-interest	12	3	5	52	4,33	,651
iib5 II: Ethical person	12	3	5	53	4,42	,669
imb1 IM: Simple communication	12	3	5	52	4,33	,651
imb2 IM: Images	12	3	5	44	3,67	,778
imb3 IM: Formulating goals	12	3	5	54	4,50	,674
imb4 IM: Emphasize vision	12	4	5	56	4,67	,492
imb5 IM: Communicating values	12	4	5	53	4,42	,515
isb1 IS: Thinking of problems in new ways	12	4	5	55	4,58	,515
isb2 IS: Providing new ways of thinking	12	3	5	51	4,25	,754
isb3 IS: Stimulate rethinking	12	3	5	50	4,17	,937
isb4 IS: Encouraging participation	12	4	5	53	4,42	,515
isb5 IS: Encouraging asking questions	12	4	5	51	4,25	,452
icb1 IC: Helping others to develop	12	2	5	46	3,83	,835
icb2 IC: Feedback	12	3	5	47	3,92	,669
icb3 IC: Considering feelings	12	1	5	43	3,58	,996
icb4 IC: Differentiating between people	12	3	5	48	4,00	,739
icb5 IC: Involving everybody	12	4	5	53	4,42	,515
Valid N (listwise)	12					

Table 24 Descriptives: Transformational leadership - CSR leaders vs. managers

Descriptives ^a				Statistic	Std. Error
	pos	Position			
iib1 II: Faith	1	CSR leader	Mean	4,50	,224
			95% Confidence Interval for Mean	Lower Bound	3,93
				Upper Bound	5,07
			Variance	,300	
			Std. Deviation	,548	
			Minimum	4	
			Maximum	5	
	2	Manager	Mean	4,67	,211
			95% Confidence Interval for Mean	Lower Bound	4,12
				Upper Bound	5,21
			Variance	,267	
			Std. Deviation	,516	
			Minimum	4	
			Maximum	5	
iib2 II: Feel good	1	CSR leader	Mean	4,00	,365
			95% Confidence Interval for Mean	Lower Bound	3,06
				Upper Bound	4,94
			Variance	,800	
			Std. Deviation	,894	
			Minimum	3	
			Maximum	5	
	2	Manager	Mean	4,33	,333
			95% Confidence Interval for Mean	Lower Bound	3,48
				Upper Bound	5,19
			Variance	,667	
			Std. Deviation	,816	
			Minimum	3	
			Maximum	5	
iib3 II: Determination to goals	1	CSR leader	Mean	4,33	,211
			95% Confidence Interval for Mean	Lower Bound	3,79
				Upper Bound	4,88
			Variance	,267	
			Std. Deviation	,516	
			Minimum	4	
			Maximum	5	
	2	Manager	Mean	4,50	,342
			95% Confidence Interval for Mean	Lower Bound	3,62
				Upper Bound	5,38
			Variance	,700	
			Std. Deviation	,837	
			Minimum	3	
			Maximum	5	
iib4 II: Beyond self-interest	1	CSR leader	Mean	4,17	,307
			95% Confidence Interval for Mean	Lower Bound	3,38
				Upper Bound	4,96
			Variance	,567	
			Std. Deviation	,753	
			Minimum	3	
			Maximum	5	
	2	Manager	Mean	4,50	,224
			95% Confidence Interval for Mean	Lower Bound	3,93
				Upper Bound	5,07
			Variance	,300	
			Std. Deviation	,548	
			Minimum	4	
			Maximum	5	

iib5 II: Ethical person	1 CSR leader	Mean		4,33	,211
		95% Confidence Interval for Mean	Lower Bound	3,79	
			Upper Bound	4,88	
		Variance		,267	
		Std. Deviation		,516	
		Minimum		4	
	Maximum		5		
	2 Manager	Mean		4,50	,342
		95% Confidence Interval for Mean	Lower Bound	3,62	
			Upper Bound	5,38	
		Variance		,700	
		Std. Deviation		,837	
Minimum			3		
Maximum		5			
imb1 IM: Simple communication	1 CSR leader	Mean		4,17	,307
		95% Confidence Interval for Mean	Lower Bound	3,38	
			Upper Bound	4,96	
		Variance		,567	
		Std. Deviation		,753	
		Minimum		3	
	Maximum		5		
	2 Manager	Mean		4,50	,224
		95% Confidence Interval for Mean	Lower Bound	3,93	
			Upper Bound	5,07	
		Variance		,300	
		Std. Deviation		,548	
Minimum			4		
Maximum		5			
imb2 IM: Images	1 CSR leader	Mean		3,50	,224
		95% Confidence Interval for Mean	Lower Bound	2,93	
			Upper Bound	4,07	
		Variance		,300	
		Std. Deviation		,548	
		Minimum		3	
	Maximum		4		
	2 Manager	Mean		3,83	,401
		95% Confidence Interval for Mean	Lower Bound	2,80	
			Upper Bound	4,87	
		Variance		,967	
		Std. Deviation		,983	
Minimum			3		
Maximum		5			
imb3 IM: Formulating goals	1 CSR leader	Mean		4,33	,333
		95% Confidence Interval for Mean	Lower Bound	3,48	
			Upper Bound	5,19	
		Variance		,667	
		Std. Deviation		,816	
		Minimum		3	
	Maximum		5		
	2 Manager	Mean		4,67	,211
		95% Confidence Interval for Mean	Lower Bound	4,12	
			Upper Bound	5,21	
		Variance		,267	
		Std. Deviation		,516	
Minimum			4		
Maximum		5			

imb4 IM: Emphasize vision	1 CSR leader	Mean		4,50	,224
		95% Confidence Interval for Mean	Lower Bound	3,93	
			Upper Bound	5,07	
		Variance		,300	
		Std. Deviation		,548	
		Minimum		4	
	Maximum		5		
	2 Manager	Mean		4,83	,167
		95% Confidence Interval for Mean	Lower Bound	4,40	
			Upper Bound	5,26	
		Variance		,167	
		Std. Deviation		,408	
Minimum			4		
Maximum		5			
imb5 IM: Communicating values	1 CSR leader	Mean		4,33	,211
		95% Confidence Interval for Mean	Lower Bound	3,79	
			Upper Bound	4,88	
		Variance		,267	
		Std. Deviation		,516	
		Minimum		4	
	Maximum		5		
	2 Manager	Mean		4,50	,224
		95% Confidence Interval for Mean	Lower Bound	3,93	
			Upper Bound	5,07	
		Variance		,300	
		Std. Deviation		,548	
Minimum			4		
Maximum		5			
isb1 IS: Thinking of problems in new ways	1 CSR leader	Mean		4,50	,224
		95% Confidence Interval for Mean	Lower Bound	3,93	
			Upper Bound	5,07	
		Variance		,300	
		Std. Deviation		,548	
		Minimum		4	
	Maximum		5		
	2 Manager	Mean		4,67	,211
		95% Confidence Interval for Mean	Lower Bound	4,12	
			Upper Bound	5,21	
		Variance		,267	
		Std. Deviation		,516	
Minimum			4		
Maximum		5			
isb2 IS: Providing new ways of thinking	1 CSR leader	Mean		4,17	,307
		95% Confidence Interval for Mean	Lower Bound	3,38	
			Upper Bound	4,96	
		Variance		,567	
		Std. Deviation		,753	
		Minimum		3	
	Maximum		5		
	2 Manager	Mean		4,33	,333
		95% Confidence Interval for Mean	Lower Bound	3,48	
			Upper Bound	5,19	
		Variance		,667	
		Std. Deviation		,816	
Minimum			3		
Maximum		5			

isb3 IS: Stimulate Double-click to activate	1 CSR leader	Mean		3,83	,401
		95% Confidence Interval for Mean	Lower Bound	2,80	
			Upper Bound	4,87	
		Variance		,967	
		Std. Deviation		,983	
		Minimum		3	
	Maximum		5		
	2 Manager	Mean		4,50	,342
		95% Confidence Interval for Mean	Lower Bound	3,62	
			Upper Bound	5,38	
		Variance		,700	
Std. Deviation			,837		
Minimum			3		
Maximum		5			
isb4 IS: Encouraging participation	1 CSR leader	Mean		4,67	,211
		95% Confidence Interval for Mean	Lower Bound	4,12	
			Upper Bound	5,21	
		Variance		,267	
		Std. Deviation		,516	
		Minimum		4	
	Maximum		5		
	2 Manager	Mean		4,17	,167
		95% Confidence Interval for Mean	Lower Bound	3,74	
			Upper Bound	4,60	
		Variance		,167	
Std. Deviation			,408		
Minimum			4		
Maximum		5			
isb5 IS: Encouraging asking questions	1 CSR leader	Mean		4,50	,224
		95% Confidence Interval for Mean	Lower Bound	3,93	
			Upper Bound	5,07	
		Variance		,300	
		Std. Deviation		,548	
		Minimum		4	
Maximum		5			
icb1 IC: Helping others to develop	1 CSR leader	Mean		4,17	,307
		95% Confidence Interval for Mean	Lower Bound	3,38	
			Upper Bound	4,96	
		Variance		,567	
		Std. Deviation		,753	
		Minimum		3	
	Maximum		5		
	2 Manager	Mean		3,50	,342
		95% Confidence Interval for Mean	Lower Bound	2,62	
			Upper Bound	4,38	
		Variance		,700	
Std. Deviation			,837		
Minimum			2		
Maximum		4			

icb2 IC: Feedback	1 CSR leader	Mean		3,67	,333
		95% Confidence Interval for Mean	Lower Bound	2,81	
			Upper Bound	4,52	
		Variance		,667	
		Std. Deviation		,816	
		Minimum		3	
	Maximum		5		
	2 Manager	Mean			,167
		95% Confidence Interval for Mean	Lower Bound	3,74	
			Upper Bound	4,60	
		Variance		,167	
		Std. Deviation		,408	
Minimum			4		
Maximum		5			
icb3 IC: Considering feelings	1 CSR leader	Mean		3,50	,224
		95% Confidence Interval for Mean	Lower Bound	2,93	
			Upper Bound	4,07	
		Variance		,300	
		Std. Deviation		,548	
		Minimum		3	
	Maximum		4		
	2 Manager	Mean		3,67	,558
		95% Confidence Interval for Mean	Lower Bound	2,23	
			Upper Bound	5,10	
		Variance		1,867	
		Std. Deviation		1,366	
Minimum			1		
Maximum		5			
icb4 IC: Differentiating Double-click to activate	1 CSR leader	Mean		3,67	,333
		95% Confidence Interval for Mean	Lower Bound	2,81	
			Upper Bound	4,52	
		Variance		,667	
		Std. Deviation		,816	
		Minimum		3	
	Maximum		5		
	2 Manager	Mean		4,33	,211
		95% Confidence Interval for Mean	Lower Bound	3,79	
			Upper Bound	4,88	
		Variance		,267	
		Std. Deviation		,516	
Minimum			4		
Maximum		5			
icb5 IC: Involving everybody	1 CSR leader	Mean		4,50	,224
		95% Confidence Interval for Mean	Lower Bound	3,93	
			Upper Bound	5,07	
		Variance		,300	
		Std. Deviation		,548	
		Minimum		4	
	Maximum		5		
	2 Manager	Mean		4,33	,211
		95% Confidence Interval for Mean	Lower Bound	3,79	
			Upper Bound	4,88	
		Variance		,267	
		Std. Deviation		,516	
Minimum			4		
Maximum		5			

Table 25 Means of Transformational Leadership Components: Leaders/managers

Idealized Influence	Mean leaders	Mean managers	Inspirational motivation	Mean leaders	Mean managers
II: Faith	4,50	4,67	IM: Simple Communication	4,17	4,5
II: Feel Good	4	4,33	IM: Images	3,5	3,83
II: Goals	3,79	4,5	IM: Goals	4,33	4,67
II Beyond self-interest	4,17	4,5	IM: Vision	4,5	4,83
II: Ethical person	4,33	4,5	IM: Values	4,33	4,5
Mean: II	4,16	4,50	Mean: IM	4,17	4,47
Intellectual Stimulation	Mean leaders	Mean managers	Individual Consideration	Mean leaders	Mean managers
IS: Problem-Solve	4,5	4,67	IC: Developing	4,17	3,5
IS: New ways of thinking	4,17	4,33	IC: Feedback	3,67	4,17
IS: Rethinking	3,83	4,5	IC: Feelings	3,5	3,67
IS: Encouraging participation	4,67	4,17	IC: Differentiating	3,67	4,33
IS: Encourage questions	4,5	4,17	IC: Involving	4,5	4,33
Mean: IS	4,33	4,37	Mean: IC	3,90	4

Table 26 Descriptives: Transformational leadership Male vs. Female Descriptives

	sex Gender		Statistic	Std. Error
iib1 II: Faith	1 Male	Mean	4,60	,245
		95% Confidence Interval for Mean	Lower Bound	3,92
			Upper Bound	5,28
		Variance	,300	
		Std. Deviation	,548	
		Minimum	4	
	2 Female	Mean	4,57	,202
		95% Confidence Interval for Mean	Lower Bound	4,08
			Upper Bound	5,07
		Variance	,286	
iib2 II: Feel good	1 Male	Mean	3,80	,490
		95% Confidence Interval for Mean	Lower Bound	2,44
			Upper Bound	5,16
		Variance	1,200	
		Std. Deviation	1,095	
		Minimum	3	
	2 Female	Mean	4,43	,202
		95% Confidence Interval for Mean	Lower Bound	3,93
			Upper Bound	4,92
		Variance	,286	
	Std. Deviation	,535		
	Minimum	4		
	Maximum	5		

iib3 II: Determination to goals	1 Male	Mean		4,00	,316
		95% Confidence Interval for Mean	Lower Bound	3,12	
			Upper Bound	4,88	
		Variance		,500	
		Std. Deviation		,707	
		Minimum		3	
	Maximum		5		
	2 Female	Mean		4,71	,184
		95% Confidence Interval for Mean	Lower Bound	4,26	
			Upper Bound	5,17	
		Variance		,238	
		Std. Deviation		,488	
Minimum			4		
Maximum		5			
iib4 II: Beyond self-interest	1 Male	Mean		4,00	,316
		95% Confidence Interval for Mean	Lower Bound	3,12	
			Upper Bound	4,88	
		Variance		,500	
		Std. Deviation		,707	
		Minimum		3	
	Maximum		5		
	2 Female	Mean		4,57	,202
		95% Confidence Interval for Mean	Lower Bound	4,08	
			Upper Bound	5,07	
		Variance		,286	
		Std. Deviation		,535	
Minimum			4		
Maximum		5			
iib5 II: Ethical person	1 Male	Mean		4,00	,316
		95% Confidence Interval for Mean	Lower Bound	3,12	
			Upper Bound	4,88	
		Variance		,500	
		Std. Deviation		,707	
		Minimum		3	
	Maximum		5		
	2 Female	Mean		4,71	,184
		95% Confidence Interval for Mean	Lower Bound	4,26	
			Upper Bound	5,17	
		Variance		,238	
		Std. Deviation		,488	
Minimum			4		
Maximum		5			
imb1 IM: Simple communication	1 Male	Mean		4,20	,374
		95% Confidence Interval for Mean	Lower Bound	3,16	
			Upper Bound	5,24	
		Variance		,700	
		Std. Deviation		,837	
		Minimum		3	
	Maximum		5		
	2 Female	Mean		4,43	,202
		95% Confidence Interval for Mean	Lower Bound	3,93	
			Upper Bound	4,92	
		Variance		,286	
		Std. Deviation		,535	
Minimum			4		
Maximum		5			

imb3 IM: Formulating Double-click to activate	1 Male	Mean		4,60	,245
		95% Confidence Interval for Mean	Lower Bound	3,92	
			Upper Bound	5,28	
		Variance		,300	
		Std. Deviation		,548	
		Minimum		4	
	Maximum		5		
	2 Female	Mean		4,43	,297
		95% Confidence Interval for Mean	Lower Bound	3,70	
			Upper Bound	5,16	
		Variance		,619	
Std. Deviation			,787		
Minimum			3		
Maximum		5			
imb4 IM: Emphasize vision	1 Male	Mean		4,60	,245
		95% Confidence Interval for Mean	Lower Bound	3,92	
			Upper Bound	5,28	
		Variance		,300	
		Std. Deviation		,548	
		Minimum		4	
	Maximum		5		
	2 Female	Mean		4,71	,184
		95% Confidence Interval for Mean	Lower Bound	4,26	
			Upper Bound	5,17	
		Variance		,238	
Std. Deviation			,488		
Minimum			4		
Maximum		5			
imb5 IM: Communicating values	1 Male	Mean		4,20	,200
		95% Confidence Interval for Mean	Lower Bound	3,64	
			Upper Bound	4,76	
		Variance		,200	
		Std. Deviation		,447	
		Minimum		4	
	Maximum		5		
	2 Female	Mean		4,57	,202
		95% Confidence Interval for Mean	Lower Bound	4,08	
			Upper Bound	5,07	
		Variance		,286	
Std. Deviation			,535		
Minimum			4		
Maximum		5			
isb1 IS: Thinking of problems in new ways	1 Male	Mean		4,60	,245
		95% Confidence Interval for Mean	Lower Bound	3,92	
			Upper Bound	5,28	
		Variance		,300	
		Std. Deviation		,548	
		Minimum		4	
	Maximum		5		
	2 Female	Mean		4,57	,202
		95% Confidence Interval for Mean	Lower Bound	4,08	
			Upper Bound	5,07	
		Variance		,286	
Std. Deviation			,535		
Minimum			4		
Maximum		5			

isb2 IS: Providing new ways of thinking	1 Male	Mean		4,40	,245
		95% Confidence Interval for Mean	Lower Bound	3,72	
			Upper Bound	5,08	
		Variance		,300	
		Std. Deviation		,548	
		Minimum		4	
	Maximum		5		
	2 Female	Mean		4,14	,340
		95% Confidence Interval for Mean	Lower Bound	3,31	
			Upper Bound	4,97	
Variance			,810		
Std. Deviation			,900		
Minimum			3		
Maximum		5			
isb3 IS: Stimulate rethinking	1 Male	Mean		4,00	,447
		95% Confidence Interval for Mean	Lower Bound	2,76	
			Upper Bound	5,24	
		Variance		1,000	
		Std. Deviation		1,000	
		Minimum		3	
	Maximum		5		
	2 Female	Mean		4,29	,360
		95% Confidence Interval for Mean	Lower Bound	3,41	
			Upper Bound	5,17	
Variance			,905		
Std. Deviation			,951		
Minimum			3		
Maximum		5			
isb4 IS: Encouraging participation	1 Male	Mean		4,40	,245
		95% Confidence Interval for Mean	Lower Bound	3,72	
			Upper Bound	5,08	
		Variance		,300	
		Std. Deviation		,548	
		Minimum		4	
	Maximum		5		
	2 Female	Mean		4,43	,202
		95% Confidence Interval for Mean	Lower Bound	3,93	
			Upper Bound	4,92	
Variance			,286		
Std. Deviation			,535		
Minimum			4		
Maximum		5			
isb5 IS: Encouraging asking questions	1 Male	Mean		4,20	,200
		95% Confidence Interval for Mean	Lower Bound	3,64	
			Upper Bound	4,76	
		Variance		,200	
		Std. Deviation		,447	
		Minimum		4	
	Maximum		5		
	2 Female	Mean		4,29	,184
		95% Confidence Interval for Mean	Lower Bound	3,83	
			Upper Bound	4,74	
Variance			,238		
Std. Deviation			,488		
Minimum			4		
Maximum		5			

icb1 IC: Helping others to develop	1 Male	Mean		3,40	,510
		95% Confidence Interval for Mean	Lower Bound	1,98	
			Upper Bound	4,82	
		Variance		1,300	
		Std. Deviation		1,140	
		Minimum		2	
	Maximum		5		
	2 Female	Mean		4,14	,143
		95% Confidence Interval for Mean	Lower Bound	3,79	
			Upper Bound	4,49	
		Variance		,143	
Std. Deviation			,378		
Minimum			4		
Maximum		5			
icb2 IC: Feedback	1 Male	Mean		4,00	,316
		95% Confidence Interval for Mean	Lower Bound	3,12	
			Upper Bound	4,88	
		Variance		,500	
		Std. Deviation		,707	
		Minimum		3	
	Maximum		5		
	2 Female	Mean		3,86	,261
		95% Confidence Interval for Mean	Lower Bound	3,22	
			Upper Bound	4,50	
		Variance		,476	
Std. Deviation			,690		
Minimum			3		
Maximum		5			
icb3 IC: Considering feelings	1 Male	Mean		3,00	,548
		95% Confidence Interval for Mean	Lower Bound	1,48	
			Upper Bound	4,52	
		Variance		1,500	
		Std. Deviation		1,225	
		Minimum		1	
	Maximum		4		
	2 Female	Mean		4,00	,218
		95% Confidence Interval for Mean	Lower Bound	3,47	
			Upper Bound	4,53	
		Variance		,333	
Std. Deviation			,577		
Minimum			3		
Maximum		5			
icb4 IC: Differentiating between people	1 Male	Mean		3,80	,374
		95% Confidence Interval for Mean	Lower Bound	2,76	
			Upper Bound	4,84	
		Variance		,700	
		Std. Deviation		,837	
		Minimum		3	
	Maximum		5		
	2 Female	Mean		4,14	,261
		95% Confidence Interval for Mean	Lower Bound	3,50	
			Upper Bound	4,78	
		Variance		,476	
Std. Deviation			,690		
Minimum			3		
Maximum		5			

icb5 IC: Involving Double-click to activate	1 Male	Mean		4,60	,245
		95% Confidence Interval for Mean	Lower Bound	3,92	
			Upper Bound	5,28	
		Variance		,300	
		Std. Deviation		,548	
		Minimum		4	
	Maximum		5		
	2 Female	Mean		4,29	,184
		95% Confidence Interval for Mean	Lower Bound	3,83	
			Upper Bound	4,74	
		Variance		,238	
		Std. Deviation		,488	
		Minimum		4	
	Maximum		5		

Table 27 Means Transformational Leadership Components: Males/Females

	Mean male	Mean female		Mean male	Mean female
Idealized Influence			Inspirational motivation		
II: Faith	4,60	4,57	IM: Simple Communication	4,2	4,43
II: Feel Good	3,8	4,43	IM: Images	3,4	3,86
II: Determination to goals	4	4,71	IM: Formulating goals	4,6	4,43
II Beyond self-interest	4	4,57	IM: Emphasize vision	4,6	4,71
II: Ethical person	4	4,71	IM: Communicating values	4,2	4,57
Mean: II	4,08	4,60	Mean: IM	4,20	4,40
Intellectual Stimulation			Individual Consideration		
IS: Problems in new ways	4,6	4,57	IC: Help developing	4,2	4,29
IS: New ways of thinking	4,4	4,14	IC: Feedback	3,4	4,14
IS: Stimulate rethinking	4	4,14	IC: Consider feelings	4	3,86
IS: Encouraging participation	4	4,29	IC: Differentiating	3	4
IS: Encourage questions	4,4	4,43	IC: Involving	3,8	4,14
Mean: IS	4,28	4,31	Mean: IC	3,68	4,09

Table 28 Frequencies: Most important aspect of Idealized Influence

Idealized Influence: Most important aspect

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 Followers have faith and respect of leader.	4	33,3	33,3	33,3
2 People feel good around the leader.	1	8,3	8,3	41,7
3 The leader shows determination to accomplishing goals.	3	25,0	25,0	66,7
4 The leader goes beyond self-interest.	3	25,0	25,0	91,7
5 The leader is an ethical person.	1	8,3	8,3	100,0
Total	12	100,0	100,0	

Table 29 Crosstabulation: Most important II-aspect*position

			pos Position		Total
			1 CSR leader	2 Manager	
iic Idealized Influence: Most important aspect	1 Followers have faith and respect of leader.	Count	3	1	4
		% within iic Idealized Influence: Most important aspect	75,0%	25,0%	100,0%
		% within pos Position	50,0%	16,7%	33,3%
		% of Total	25,0%	8,3%	33,3%
	2 People feel good around the leader.	Count	0	1	1
		% within iic Idealized Influence: Most important aspect	0,0%	100,0%	100,0%
		% within pos Position	0,0%	16,7%	8,3%
		% of Total	0,0%	8,3%	8,3%
	3 The leader shows determination to accomplishing goals.	Count	0	3	3
		% within iic Idealized Influence: Most important aspect	0,0%	100,0%	100,0%
		% within pos Position	0,0%	50,0%	25,0%
		% of Total	0,0%	25,0%	25,0%
4 The leader goes beyond self-interest.	Count	2	1	3	
	% within iic Idealized Influence: Most important aspect	66,7%	33,3%	100,0%	
	% within pos Position	33,3%	16,7%	25,0%	
	% of Total	16,7%	8,3%	25,0%	
5 The leader is an ethical person.	Count	1	0	1	
	% within iic Idealized Influence: Most important aspect	100,0%	0,0%	100,0%	
	% within pos Position	16,7%	0,0%	8,3%	
	% of Total	8,3%	0,0%	8,3%	
Total		Count	6	6	12
Double-click to activate		% within iic Idealized Influence: Most important aspect	50,0%	50,0%	100,0%
		% within pos Position	100,0%	100,0%	100,0%
		% of Total	50,0%	50,0%	100,0%

Table 30 Crosstabulation: Most important II-aspect*gender

Idealized Influence: Most important aspect * Gender Crosstabulation

			sex Gender		Total
			1 Male	2 Female	
iic Idealized Influence: Most important aspect	1 Followers have faith and respect of leader.	Count	2	2	4
		% within iic Idealized Influence: Most important aspect	50,0%	50,0%	100,0%
		% within sex Gender	40,0%	28,6%	33,3%
		% of Total	16,7%	16,7%	33,3%
	2 People feel good around the leader.	Count	0	1	1
		% within iic Idealized Influence: Most important aspect	0,0%	100,0%	100,0%
		% within sex Gender	0,0%	14,3%	8,3%
		% of Total	0,0%	8,3%	8,3%
	3 The leader shows determination to accomplishing goals.	Count	1	2	3
		% within iic Idealized Influence: Most important aspect	33,3%	66,7%	100,0%
		% within sex Gender	20,0%	28,6%	25,0%
		% of Total	8,3%	16,7%	25,0%
4 The leader goes beyond self-interest.	Count	1	2	3	
	% within iic Idealized Influence: Most important aspect	33,3%	66,7%	100,0%	
	% within sex Gender	20,0%	28,6%	25,0%	
	% of Total	8,3%	16,7%	25,0%	
5 The leader is an ethical person.	Count	1	0	1	
	% within iic Idealized Influence: Most important aspect	100,0%	0,0%	100,0%	
	% within sex Gender	20,0%	0,0%	8,3%	
	% of Total	8,3%	0,0%	8,3%	
Total		Count	5	7	12
		% within iic Idealized Influence: Most important aspect	41,7%	58,3%	100,0%
		% within sex Gender	100,0%	100,0%	100,0%
		% of Total	41,7%	58,3%	100,0%

Table 31 Frequencies: Most important aspect Inspirational Motivation

IM: Most important aspect

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 Simple communication	4	33,3	33,3	33,3
3 Formulating goals	6	50,0	50,0	83,3
4 Emphasize vision	2	16,7	16,7	100,0
Total	12	100,0	100,0	

Table 32 Crosstabulation: Most important IM-aspect*position

IM: Most important aspect * Position Crosstabulation

			pos Position		Total
			1 CSR leader	2 Manager	
imc IM: Most important aspect	1 Simple communication	Count	2	2	4
		% within imc IM: Most important aspect	50,0%	50,0%	100,0%
		% within pos Position	33,3%	33,3%	33,3%
		% of Total	16,7%	16,7%	33,3%
	3 Formulating goals	Count	3	3	6
		% within imc IM: Most important aspect	50,0%	50,0%	100,0%
		% within pos Position	50,0%	50,0%	50,0%
		% of Total	25,0%	25,0%	50,0%
	4 Emphasize vision	Count	1	1	2
		% within imc IM: Most important aspect	50,0%	50,0%	100,0%
		% within pos Position	16,7%	16,7%	16,7%
		% of Total	8,3%	8,3%	16,7%
Total	Count	6	6	12	
	% within imc IM: Most important aspect	50,0%	50,0%	100,0%	
	% within pos Position	100,0%	100,0%	100,0%	
	% of Total	50,0%	50,0%	100,0%	

Table 33 Crosstabulation: Most important IM-aspect*gender

IM: Most important aspect * Gender Crosstabulation

			sex Gender		Total
			1 Male	2 Female	
imc IM: Most important aspect	1 Simple communication	Count	2	2	4
		% within imc IM: Most important aspect	50,0%	50,0%	100,0%
		% within sex Gender	40,0%	28,6%	33,3%
		% of Total	16,7%	16,7%	33,3%
	3 Formulating goals	Count	3	3	6
		% within imc IM: Most important aspect	50,0%	50,0%	100,0%
		% within sex Gender	60,0%	42,9%	50,0%
		% of Total	25,0%	25,0%	50,0%
	4 Emphasize vision	Count	0	2	2
		% within imc IM: Most important aspect	0,0%	100,0%	100,0%
		% within sex Gender	0,0%	28,6%	16,7%
		% of Total	0,0%	16,7%	16,7%
Total	Count	5	7	12	
	% within imc IM: Most important aspect	41,7%	58,3%	100,0%	
	% within sex Gender	100,0%	100,0%	100,0%	
	% of Total	41,7%	58,3%	100,0%	

Table 34 Frequencies: Most important aspect Intellectual Stimulation

IS: Most important aspect

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Enabling new ways of thinking	4	33,3	33,3	33,3
	2 Providing new ways of thinking	1	8,3	8,3	41,7
	3 Stimulate rethinking	3	25,0	25,0	66,7
	4 Encouraging participation	4	33,3	33,3	100,0
	Total	12	100,0	100,0	

Table 35 Crosstabulation: Most important IS-aspect*position

IS: Most important aspect * Position Crosstabulation

			pos Position		Total
			1 CSR leader	2 Manager	
isc IS: Most important aspect	1 Enabling new ways of thinking	Count	1	3	4
		% within isc IS: Most important aspect	25,0%	75,0%	100,0%
		% within pos Position	16,7%	50,0%	33,3%
		% of Total	8,3%	25,0%	33,3%
	2 Providing new ways of thinking	Count	1	0	1
		% within isc IS: Most important aspect	100,0%	0,0%	100,0%
		% within pos Position	16,7%	0,0%	8,3%
		% of Total	8,3%	0,0%	8,3%
	3 Stimulate rethinking	Count	1	2	3
		% within isc IS: Most important aspect	33,3%	66,7%	100,0%
		% within pos Position	16,7%	33,3%	25,0%
		% of Total	8,3%	16,7%	25,0%
4 Encouraging participation	Count	3	1	4	
	% within isc IS: Most important aspect	75,0%	25,0%	100,0%	
	% within pos Position	50,0%	16,7%	33,3%	
	% of Total	25,0%	8,3%	33,3%	
Total	Count	6	6	12	
	% within isc IS: Most important aspect	50,0%	50,0%	100,0%	
	% within pos Position	100,0%	100,0%	100,0%	
	% of Total	50,0%	50,0%	100,0%	

Table 36 Crosstabulation: Most important IS-aspect*gender

IS: Most important aspect * Gender Crosstabulation

			sex Gender		Total
			1 Male	2 Female	
isc IS: Most important aspect	1 Enabling new ways of thinking	Count	0	4	4
		% within isc IS: Most important aspect	0,0%	100,0%	100,0%
		% within sex Gender	0,0%	57,1%	33,3%
		% of Total	0,0%	33,3%	33,3%
	2 Providing new ways of thinking	Count	1	0	1
		% within isc IS: Most important aspect	100,0%	0,0%	100,0%
		% within sex Gender	20,0%	0,0%	8,3%
		% of Total	8,3%	0,0%	8,3%
	3 Stimulate rethinking	Count	2	1	3
		% within isc IS: Most important aspect	66,7%	33,3%	100,0%
		% within sex Gender	40,0%	14,3%	25,0%
		% of Total	16,7%	8,3%	25,0%
4 Encouraging participation	Count	2	2	4	
	% within isc IS: Most important aspect	50,0%	50,0%	100,0%	
	% within sex Gender	40,0%	28,6%	33,3%	
	% of Total	16,7%	16,7%	33,3%	
Total	Count	5	7	12	
	% within isc IS: Most important aspect	41,7%	58,3%	100,0%	
	% within sex Gender	100,0%	100,0%	100,0%	
	% of Total	41,7%	58,3%	100,0%	

Table 37 Frequencies: Most important Individual Consideration aspect

IC: Most important aspect

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Helping others to develop	2	16,7	16,7	16,7
	2 Feedback	4	33,3	33,3	50,0
	5 Involving everybody	6	50,0	50,0	100,0
	Total	12	100,0	100,0	

Table 38 Crosstabulation: Most important IC-aspect*position

IC: Most important aspect * Position Crosstabulation

			pos Position		Total
			1 CSR leader	2 Manager	
icc IC: Most important aspect	1 Helping others to develop	Count	1	1	2
		% within icc IC: Most important aspect	50,0%	50,0%	100,0%
		% within pos Position of Total	16,7%	16,7%	16,7%
	2 Feedback	Count	1	3	4
		% within icc IC: Most important aspect	25,0%	75,0%	100,0%
		% within pos Position of Total	16,7%	50,0%	33,3%
	5 Involving everybody	Count	4	2	6
		% within icc IC: Most important aspect	66,7%	33,3%	100,0%
		% within pos Position of Total	66,7%	33,3%	50,0%
Total	Count	6	6	12	
	% within icc IC: Most important aspect	50,0%	50,0%	100,0%	
	% within pos Position	100,0%	100,0%	100,0%	
	% of Total	50,0%	50,0%	100,0%	

Table 39 Crosstabulation: Most important IC-aspect*gender

IC: Most important aspect * Gender Crosstabulation

			sex Gender		Total
			1 Male	2 Female	
icc IC: Most important aspect	1 Helping others to develop	Count	1	1	2
		% within icc IC: Most important aspect	50,0%	50,0%	100,0%
		% within sex Gender of Total	20,0%	14,3%	16,7%
	2 Feedback	Count	2	2	4
		% within icc IC: Most important aspect	50,0%	50,0%	100,0%
		% within sex Gender of Total	40,0%	28,6%	33,3%
	5 Involving everybody	Count	2	4	6
		% within icc IC: Most important aspect	33,3%	66,7%	100,0%
		% within sex Gender of Total	40,0%	57,1%	50,0%
Total	Count	5	7	12	
	% within icc IC: Most important aspect	41,7%	58,3%	100,0%	
	% within sex Gender	100,0%	100,0%	100,0%	
	% of Total	41,7%	58,3%	100,0%	