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Embedding Corporate Social Responsibility in Your Culture: Aligning Performance Using the Five Ps

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Corporate social responsibility (CSR) is a commitment to ethical behavior through corporate citizenship to honor three areas of responsibility: economic, social, and environment. Resulting in a triple bottom line, this effort must be an environmental and human focus that is profitable for the organization. Through corporate social responsibility, organizations create value and long-term stability while contributing to society at large.

Leading Change Toward Sustainability: What Is the Role of Human Performance Technology (HPT)?

The HPT professional has a unique business opportunity to help organizations close the gap between current practices and new CSR practices that support sustainable development. The process of aligning practices to CSR begins with embedding this value in the core of the organization's culture.

Identifying the Three Ps of Core Culture: Where Does CSR Fit in Your Core?

The culture of an organization has, at its core, a small set of guiding principles that serve as the basis for organizational life. These core culture principles collectively define the foundation for "why" the organization is in business and the framework for "how" employees distinctively and strategically do their work.

Core culture consists of the vital **P**urpose, the distinctive and enduring **P**hilosophy, and the strategic **P**riorities of the organization. Use these questions to decide if CSR is a part of your core culture:

- **Is CSR your organization's purpose?** Is CSR the foundation for "why" your business was established? If so, then CSR is your organization's purpose.
- **Is CSR your organization's philosophy?** Has CSR been the guide for "how" you do your work since your organization's founding? Is it a source of your distinction and your company's character? If so, then CSR is your organization's philosophy.
- **Is CSR one of your organization's priorities?** Perhaps CSR is a new direction for your organization. Is CSR a value needed to achieve your strategic goals? If so, then CSR is one of your organization's priorities.

Aligning the Five Ps: How Do You Incorporate CSR in Organizational Practices and Projections to Enhance Performance?

Your challenge is to integrate all core culture principles—the purpose, the philosophy, and the priorities—throughout your organization. Thus, if CSR is part of your core culture, then all organizational activities must be aligned with CSR. This is where the remaining Ps of "Aligning the Five Ps" fits in. You must align CSR with your "**P**ractices"—internal and external—as well as your "**P**rojections."

- **Align practices with CSR**
  - *Align Internal Practices with CSR.* Internal practices are the internal workings of the organization—often the domain of the HPT professional. Internal practices include organizational structure, work design, and systems for doing work. They encompass your practices in recruitment and selection, training and development, performance management, internal communications, and technology. Each of these internal practices must support and reflect CSR. Examples of aligning internal practices with CSR include creating a green team and an environmental policy, and conducting CSR employee training.
  - *Align External Practices with CSR.* External practices define how your organization interacts with others outside the organization. External practices include your customers; the products and services you offer; and your suppliers, vendors, and partners. Align external practices with CSR by working

with like-minded businesses and ensuring your supply chain is consistent with CSR.

- **Align projections with CSR.** Projections are the reflections of your organization to the public. They include things like your organization's name, logo, marketing, public relations and advertising, and community activities. Examples of aligning projections with CSR include CSR reporting and community philanthropy.

CSR is a mindset and a principle that must be embedded throughout your culture. To be it, you must live it in all that you do. Begin by defining your core culture to include CSR and then assess and close the gaps in living this valued principle.

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See CSR model at: http://www.performancexpress.org/Images/CSRmodel.pdf