

Individual Competencies for Corporate Social Responsibility: A Literature and Practice Perspective

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Received: 11 July 2014 / Accepted: 11 November 2014 / Published online: 26 November 2014
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Abstract Because corporate social responsibility (CSR) can be beneficial to both companies and its stakeholders, interest in factors that support CSR performance has grown in recent years. A thorough integration of CSR in core business processes is particularly important for achieving effective long-term CSR practices. Here, we explored the individual CSR-related competencies that support CSR implementation in a corporate context. First, a systematic literature review was performed in which relevant scientific articles were identified and analyzed. Next, 28 CSR directors and managers were interviewed. The literature review complemented with interview data resulted in the following eight distinct CSR-related competencies: (1) *Anticipating CSR challenges*; (2) *Understanding CSR-relevant systems and subsystems*; (3) *Understanding CSR-*

relevant standards; (4) *CSR management competencies, including (4a) Leading CSR programs, (4b) Managing CSR programs, and (4c) Identifying and realizing CSR-related business opportunities*; (5) *Realizing CSR-supportive interpersonal processes*; (6) *Employing CSR-supportive personal characteristics and attitudes*; (7) *Personal value-driven competencies, including (7a) Ethical normative competencies, (7b) Balancing personal ethical values and business objectives, and (7c) Realizing self-regulated CSR-related behaviors and active involvement*; and (8) *Reflecting on personal CSR views and experiences*. Based on these results, implications for further research on this topic, as well as implications for practitioners, are discussed.

Keywords Competencies · Corporate social responsibility · CSR manager · Interview · Sustainable development · Systematic literature review

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Abbreviations

Corporate Social Responsibility (CSR)

Education for Sustainable Development (ESD)

A business approach to sustainable development in which an organization voluntarily decides to achieve business success in a way that reflects the interest of all stakeholders (e.g., the investors, employees, environment, and community) A process of learning how to make decisions regarding the long-term future of the economy, ecology, and equity of all communities