

Abstract

Prof. Dr. Wolfgang Stark

Organizational Development Laboratory (www.orglab.de)

Center for Societal Learning and Social Responsibility (www.uniaktiv.org)

University of Duisburg-Essen, Germany

CSR revisited: Corporate Social Innovation as balancing sustainable learning processes, innovation and responsibility management in organizations

Recent developments have boosted questions and debates on corporate social responsibility (CSR). Yet, practice and research have shown that CSR will remain a pure marketing and compliance tool as long as the idea is not integrated into organizational culture and management processes.

Organizational development theory has shown, that in order to develop a sustainable learning culture in organizations, change agents not only have to adopt a new idea of learning; they also have to balance different forces: individual and organizational future visions and innovative potentials, divergent stakeholder interests, and personal/social responsibility. Whenever change in organizations is planned as a sustainable process, individual and collective learning processes will have to contribute to community building, sense-making and mutual balanced growth inside and outside of organizations.

Based on a systemic view of organizational learning, the paper will debate the idea of corporate social innovation as the art of balancing learning processes inside organizations and between organizations and society.