

## CHANGE AS A CATALYST LEADING TO THE ERA OF CORPORATE SOCIAL INNOVATION: REFLECTIONS ON THE CANADIAN SOCIETY'S EFFORTS TO PROMOTE CSI

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### ABSTRACT

*The only constant fact of life is change; whether leaders accept it or not, organizations practice it or not it is there. It will be always a transition that any institution passes through during its process of development. The paradigm shift of management and the rise of new concepts and directions in its processes and practices acted as a catalyst of change during our century. This transition from one state to the other or what we call "Change" due to internal as well as external factors and complexities of our Management environment acted by its turn as a catalyst boosting new concepts in our life as managers; entrepreneurs; and administrators. Value is created along with introducing new inventions and developing the old ones to help society, what we call "Corporate Social Innovation". Change happens here to innovate in the product delivered to promote social value and to shift the mindset of corporation itself creating a balance between its interests and the society. Therefore, the essence of change in this sense is "doing Good by doing well" as most literature agreed. The paper in hand will tackle change and leadership challenges to formulate a strategy for Corporate Social Innovation in the light of the new social contract between business practices and society, and it will also highlight patterns of innovation intelligence as related to change reflecting on both Canadian tire company and Proctor and Gamble in Toronto's tools in advocating CSI into their strategies.*

**Keywords:** Change, Corporate Social Innovation (CSI), Social Capital, Innovation Intelligence, Complexities, Risk management, Disruptive change.

### 1. INTRODUCTION

In a world where change is the only constant fact of life, success depends on the depth of our awareness of the risks and rewards on the horizon. So, the challenge becomes not just acting on what we know but what to do with what we know and this is the essence of the notion of Corporate Social Innovation (CSI) that the paper will display. The relationship between what's new in the market as innovative patterns and what companies need to do to challenge the complexity of change is an interconnection which implies a great risk. It implies not just looking in the rear view mirror, but taking a forward looking perspective of understanding change and complexities.

Therefore, the essence of change acting as a catalyst leading to the era of CSI is by using new directions & patterns away from the ones that created the problem in the first place. On the other hand, it creates a bond between the corporation and the society by embedding the essence of social responsibility in both solutions & strategies.

### 2. CHANGING THE MIND OF THE CORPORATION AS A LEADERSHIP CHALLENGE

In any organization, the first founders articulate their vision then the company develops steering mechanisms to bring the vision to a realistic ground. In this stage changes in the environment happen whether internally or externally leading to the development of strategic dialogues and new measures of progress. Change comes as a challenge and as a result of a complexity in such a phase and leadership prevails to model the way. It inspires a shared vision, challenges the process of executing the plans, reviews complexities, enables to act in an engaged environment, and gives voices for the values and finding the commitment. Moreover, leadership works on prospecting the future; seizes the initiative and generates the external and internal communication promoting the common ground between leaders and employees to execute the mission.