

EMERGING WORLD

2021 Corporate International Service Learning (CISL) Resilience Study
Presentation of Findings

January 2022

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CISL Builds Resilience

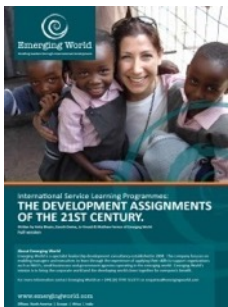
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What is Corporate International Service Learning (CISL)

Corporate International Service Learning* programmes enable employees to cross international borders, either in-person or virtually, to apply their work-based skills to a project or other assignment that serves a third party constituency. These programmes may also be referred to as International Corporate Volunteering (ICV) or Global Pro Bono.

History of CISL Impact Reporting

2014



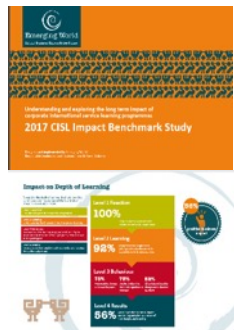
Making the business case



Empirical long-term impact data

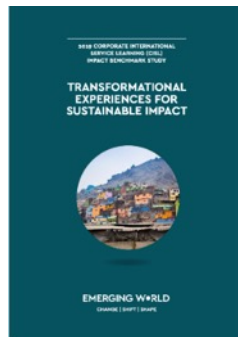


Establishing an industry Touchstone



Demonstrating enduring business impact

2019



Updating the Touchstone for deeper understanding

2022

Understanding the current context

Resilience noun

🔊 re·sil·ience | \ ri- 'zil-yən(t)s

1. the capacity to recover quickly from difficulties; toughness. "the often remarkable resilience of so many British institutions"

2. the ability of a substance or object to spring back into shape; elasticity. "nylon is excellent in wearability, abrasion resistance and resilience"



RESILIENCE

Click to add text



LEADERSHIP
BEHAVIOURS



EMPLOYEE
ENGAGEMENT



RESPONSIBLE
LEADERSHIP



CONNECTION
TO PURPOSE

Rapidly Evolving Programme Format



The Study Team



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Study Objectives

CISL programmes shift behaviour and help to build the resilience required to lead in times of global crisis. The purpose of this Study has been to:

1. To generate data that helps to show how these experiences are valuable in addressing times of challenge and uncertainty
2. To help practitioners like you to show the value of your ongoing work in this space
3. To gain insights on what elements of programme design have impact
4. To start gathering comparative data on the impact of virtual and hybrid programming

A group of people, including men and women, are walking along a paved street in an urban area. In the background, there are several buildings, including a prominent tall skyscraper. The scene is captured during the day with a warm, golden light. The text '2021 Emerging World CISL Resilience Study Overview' is overlaid in white on the image.

2021 Emerging World CISL Resilience Study Overview

About the Report

- The year within the report data refers to the year of participation in the Study (2021), not the year of the cohort
- Most questions in the study use a 5-point Likert scale for responding (i.e. Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree). Results are generally reported at two levels:
 - Overall positive (Agree + Strongly Agree responses) – give useful headline figures
 - Strongly Agree responses only – help to identify areas of improvement

Impact Levers (2019 Benchmark)

Programme design and Management Variables		Areas of Impact						Key
		Breadth of Learning	Depth of Learning	Engagement	Business Impact	Responsible Leadership	Purpose	
Assignment Architecture	Seniority							
	Type of host org				Small to medium			
	Location			Small to medium				
	Group/Ind							
	Duration							
Management Involvement	LM Engagement	Small to medium	Small to medium	Small to medium		Small to medium		
	Senior Leader Champion	Small to medium	Medium	Medium	Small to medium		Small to medium	
Before assignment	Felt Prepared	Small to medium	Small to medium	Small to medium		Small to medium		
	Set Learning Objectives	Small to medium	Medium	Small to medium	Small to medium	Medium to large	Medium	
During assignment	Appropriate Match	Small to medium	Small to medium	Small to medium	Small to medium	Small to medium	Medium	
	Comfort Zone	Small to medium				Small to medium		
	Partner need for skills	Medium	Medium	Medium	Medium	Medium	Medium to large	
After assignment	Support on return	Small to medium	Medium to large	Medium	Small to medium	Medium	Small to medium	
	Sufficient opportunity to share		Medium	Small to medium	Small to medium	Small to medium	Small to medium	
	Cont. engagement w partner	Medium	Medium	Small to medium	Small to medium	Medium	Small to medium	
	Active alumnus	Small to medium	Medium	Medium	Medium	Medium		

The 2021 Emerging World CISL Resilience Study – Participating Companies



A group of people, including men and women of various ages, are walking along a paved street in what appears to be an emerging market. In the background, there are several buildings, some with corrugated metal roofs, and a large, multi-sided signpost. The scene is captured during the day with a warm, golden light. The overall atmosphere is one of a busy, everyday life in a developing area.

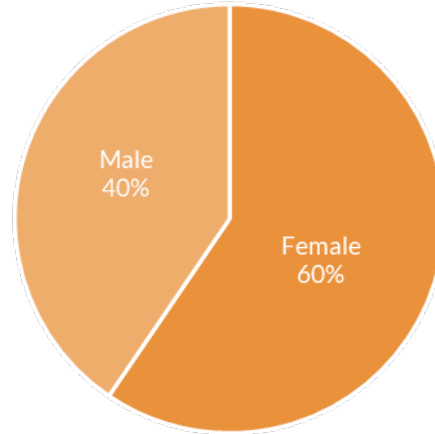
Demographics & Architecture

2021 Respondents - Demographics

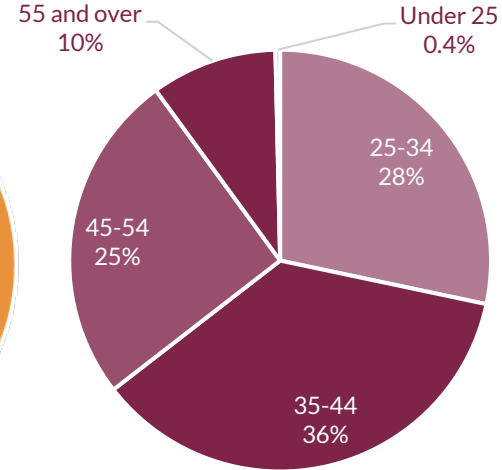
of responses



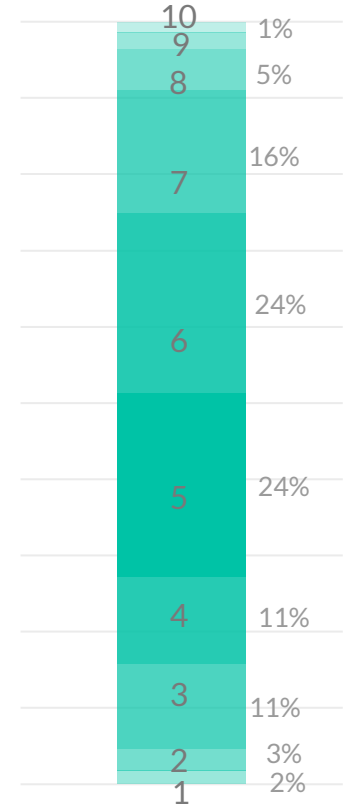
Gender



Age

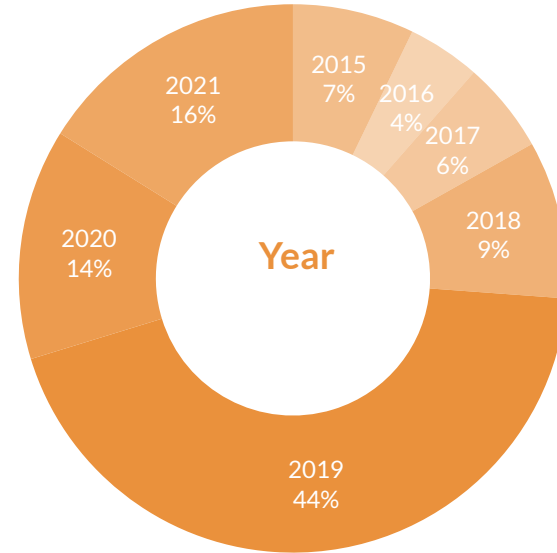
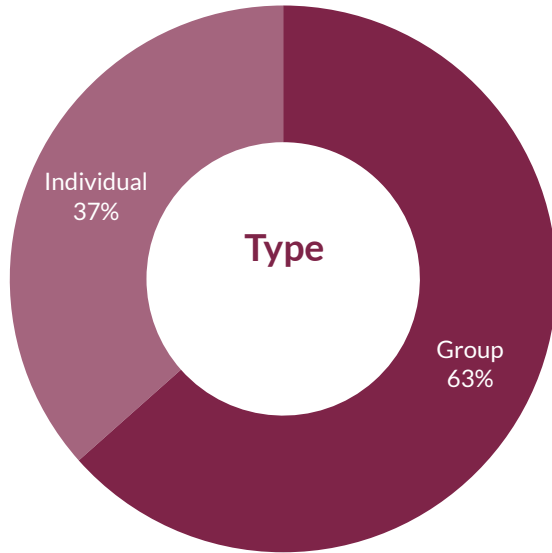


Seniority

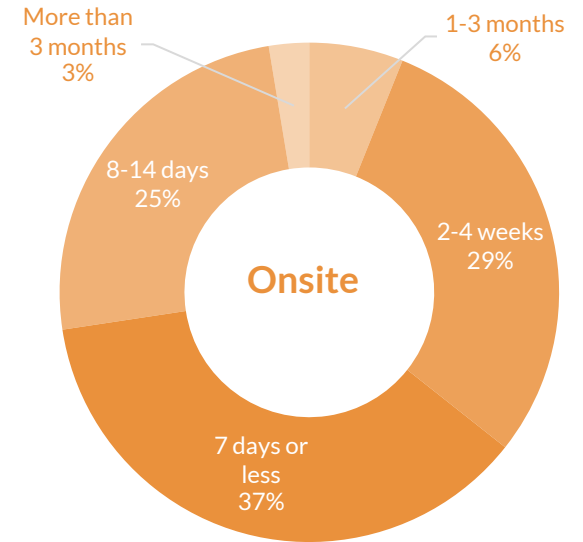
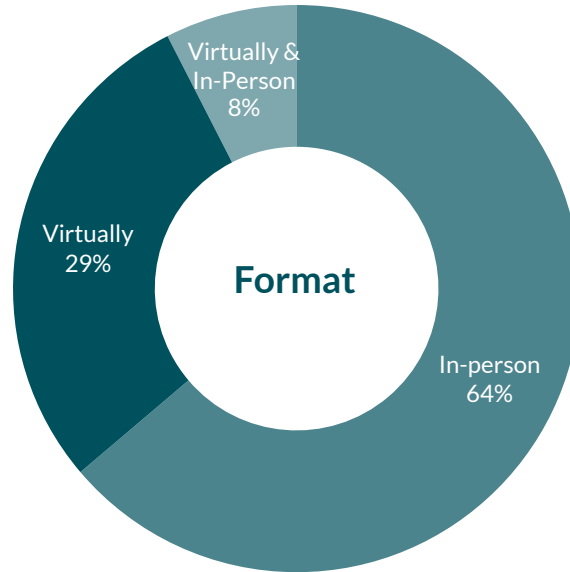
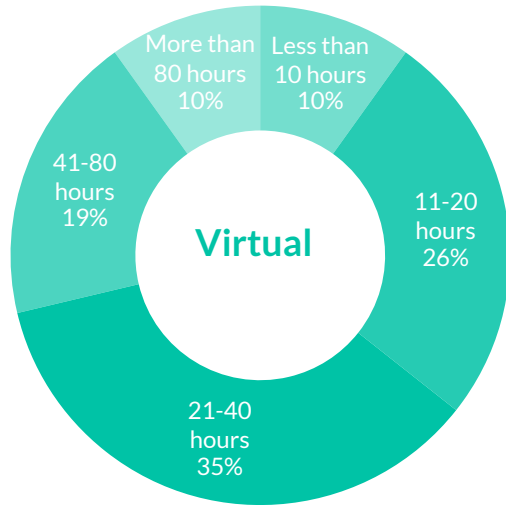


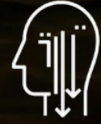
- The Study had a response rate of 52% totalling 279 survey responses
- More female participants responded to the survey
- The largest age range is from 35-44 which is also in line with the 2019 Benchmark

Assignment Architecture



Assignment Architecture





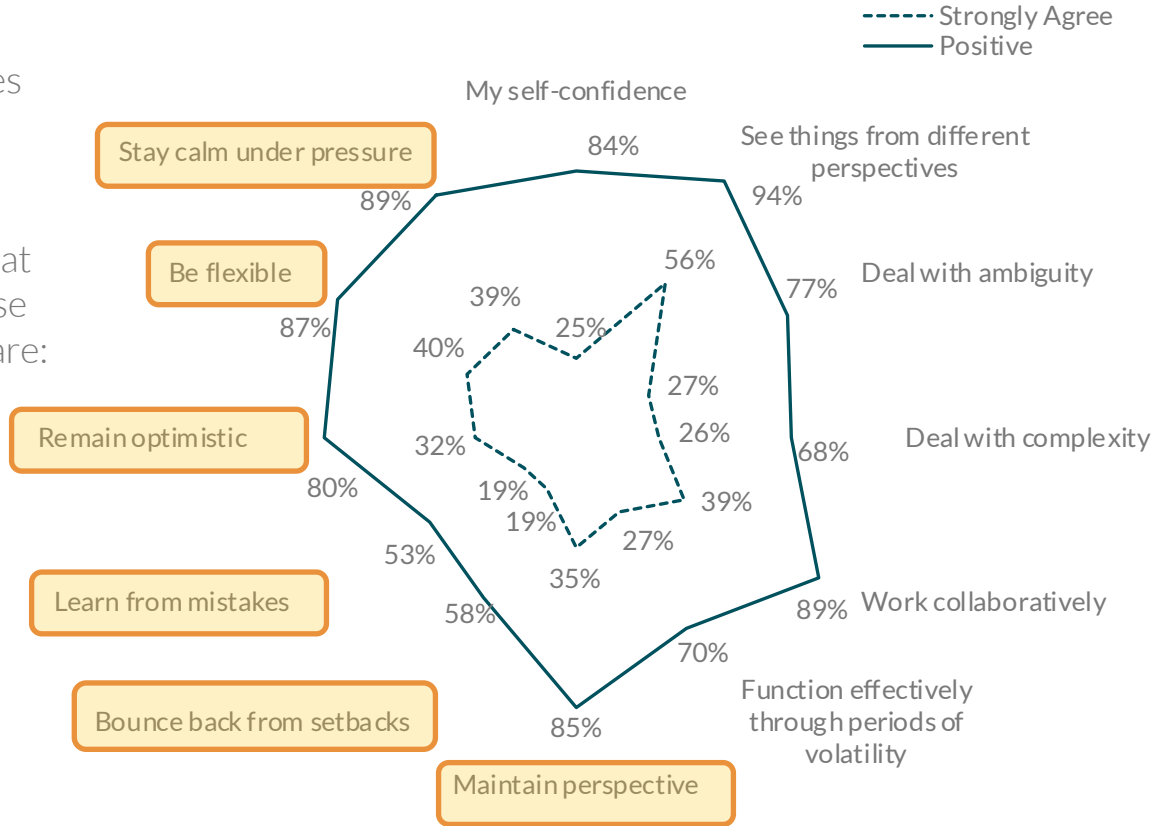
LEADERSHIP
BEHAVIOURS

Impact on Resilience Behaviours (Breadth and depth of learning)

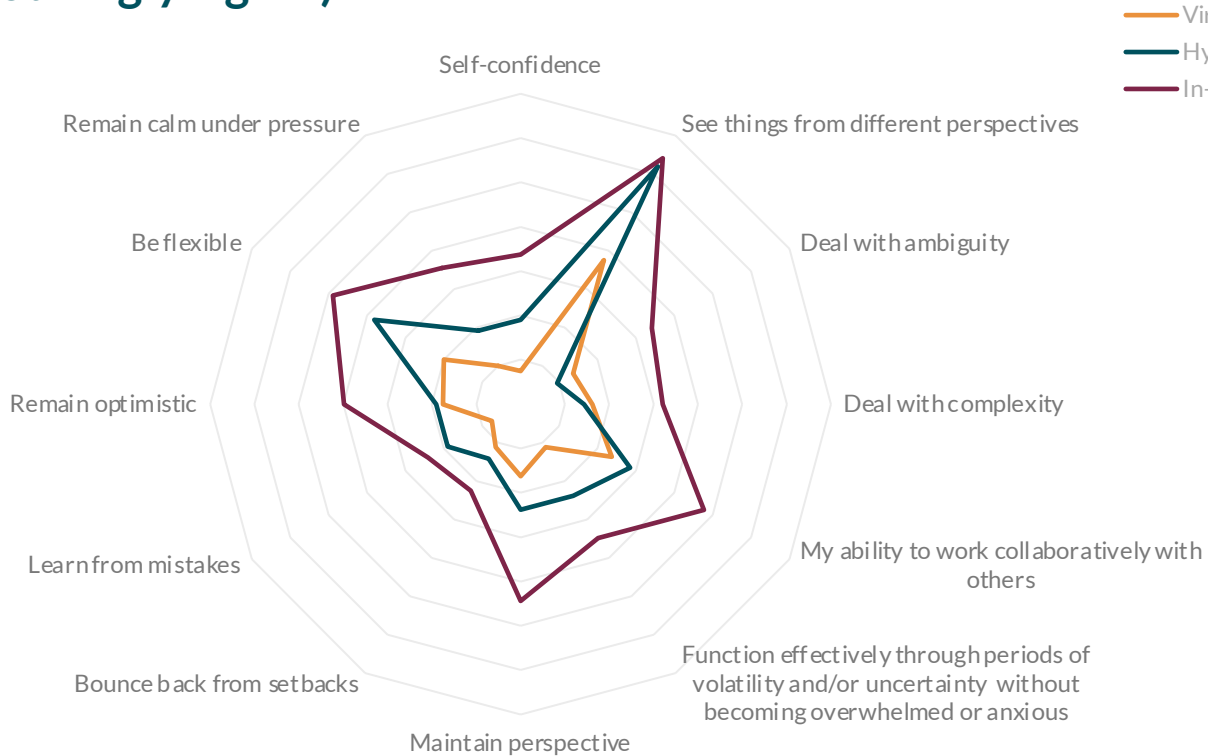
Developing Resilience Behaviours

To help understand how CISL programmes are developing resilience behaviours in participants, we updated the 12 global leadership competencies and behaviours used in earlier Studies to include those that focused in on resilience in particular. These resilience competencies and behaviours are:

- Maintain perspective
- Bounce back from setbacks
- Learn from mistakes
- Remain optimistic
- Be flexible
- Stay calm under pressure



Programme format impacts Breadth of Learning and Resilience Behaviours (Strongly Agree)



At the Strongly Agree level, the format of a programme impacts all breadth of learning and resilience behaviours.

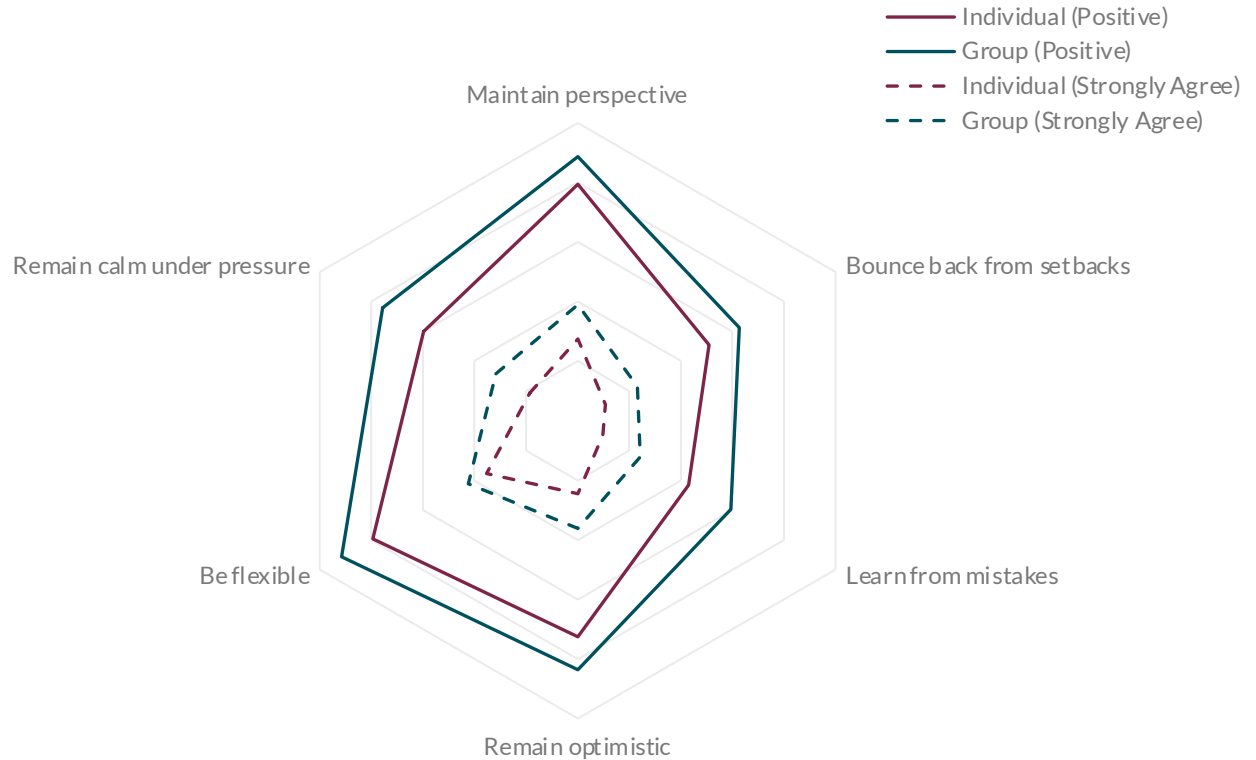
The data shows that in-person experiences are more likely to have a greater impact across all measures.

Virtual programmes show the lowest levels of those who Strongly Agree to the learning measures with the exception of dealing with complexity.

The type of assignment impacts resilience behaviours

How assignments are completed impacts outcomes of the resilience measures.

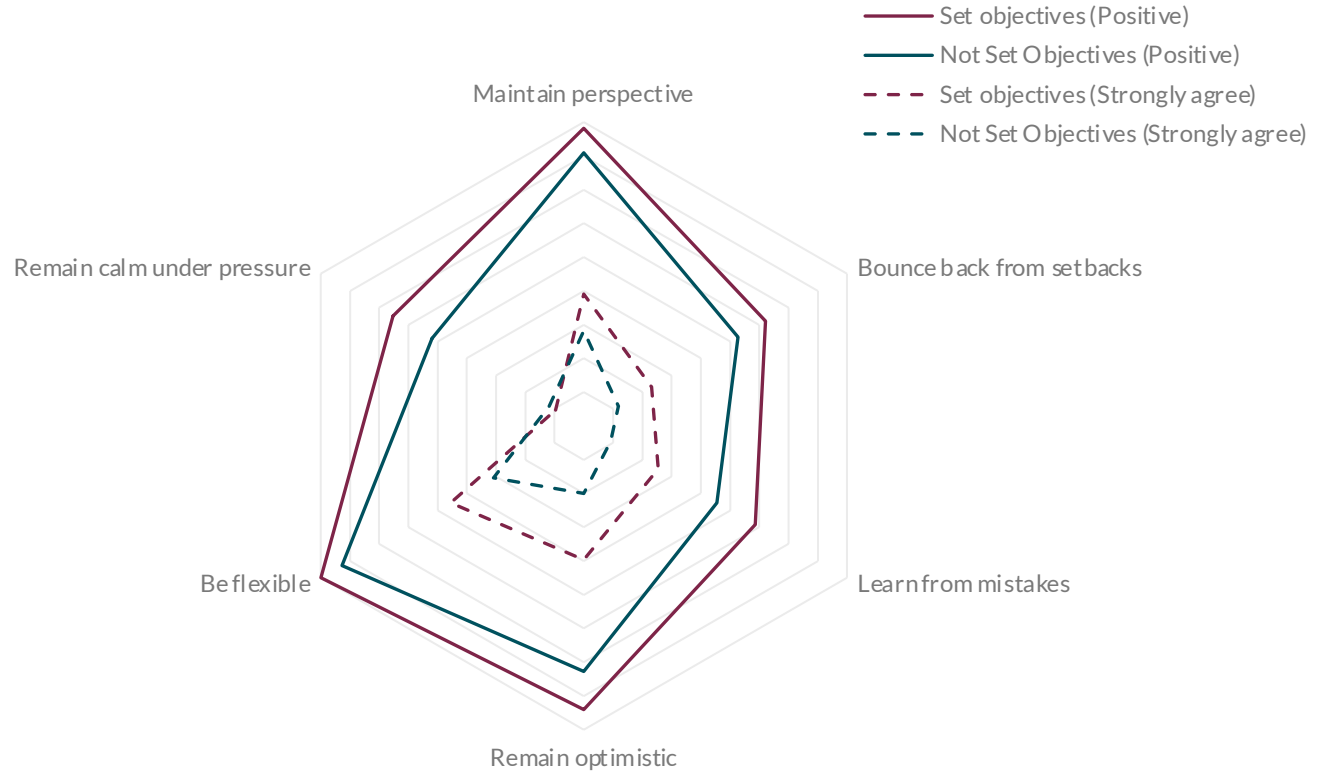
Participants who took part in group assignments are more likely to report development across all resilience measures.



Setting learning objectives impacts resilience behaviours

At the Positive level, the data shows the when learning objectives there is a greater impact across all resilience measures.

The same can be said for the Strongly Agree level, with the exception of Remain calm under pressure.

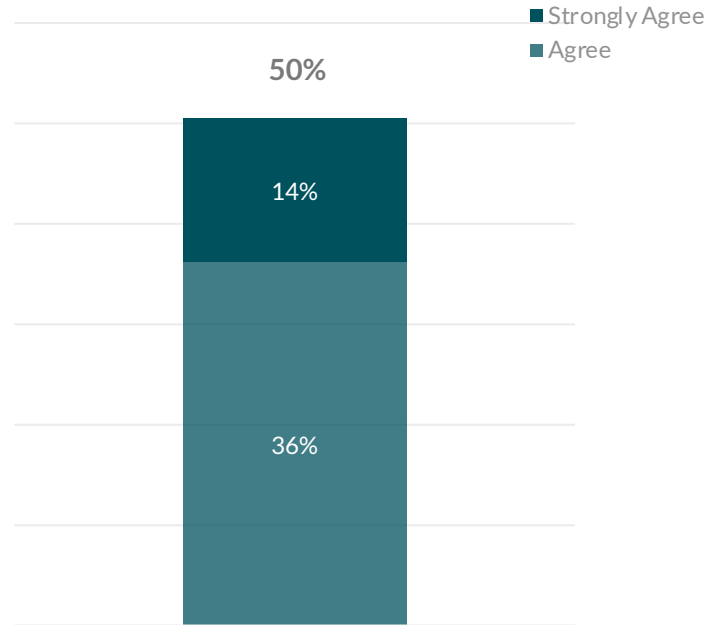


Navigating complexity in times of crisis

From our earlier Studies, we already know that CISL programmes shift behaviour. But as part of the Resilience

Study, we wanted to further understand how these programmes help to build the resilience required to lead in times of global crisis.

The data has not only enabled us to look at how much impact these types of programmes have, but also explore which aspects of programme design can make a difference.

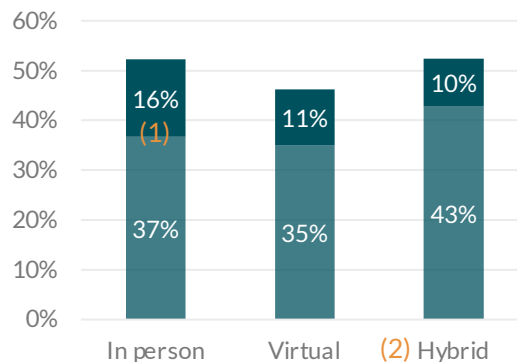


My experience has helped me navigate complexities that surfaced as a result of the pandemic

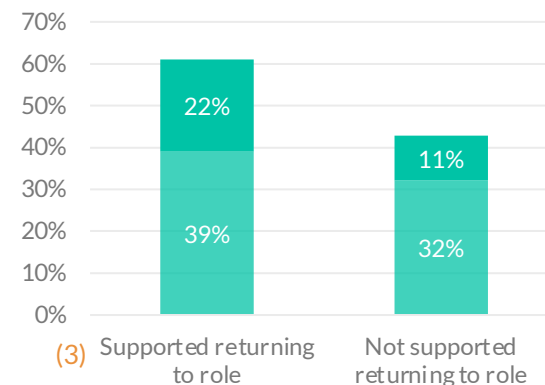
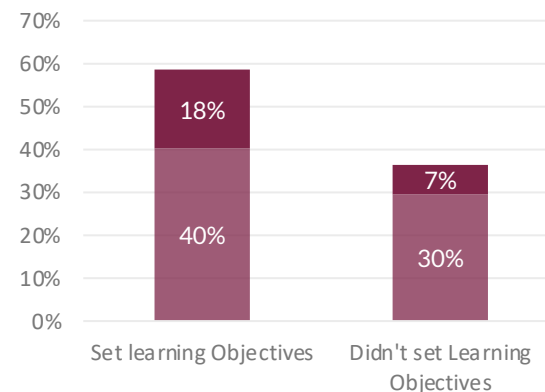
Navigating the complexities of the Pandemic

This data shows how changes to design can help programme participants navigate complexities that surfaced as a result of the pandemic.

When learning objectives are set, programme participants are almost twice as likely to have agreed and Strongly agreed that their programme helped them navigate the complexities of the pandemic. Significant impact is also seen when participants are supported in returning to their role.



- 1) Darker shading in the graphs represents Strongly Agree responses
- 2) Hybrid includes those who completed their assignment both virtually and in-person.
- 3) Supported on return data does not include virtual programmes



Kirkpatrick's Levels of Learning



We identified survey questions to map against the four levels of Kirkpatrick's evaluation model:

Level 1 Reaction: how the delegates felt about the assignment

Level 2 Learning: understanding the increase in knowledge and learning

Level 3 Behaviour: understanding how the learning is applied. This can only be assessed over time and often is judged by others as well as the participant

Level 4 Results: relates to Positive tangible business results with a causal link to the assignment.

Each level provides valuable evaluation data, although their application broadly increases in complexity, through the levels.

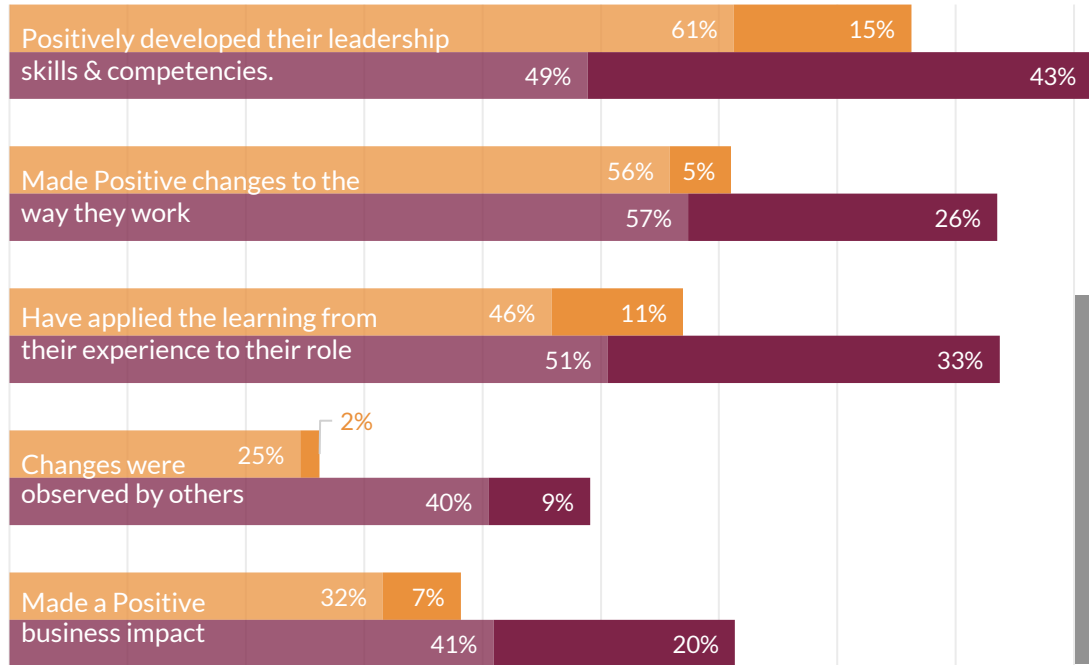
Programme format impacts Depth of Learning



Level 2 Learning
Improvements in knowledge, skills & abilities

Level 3 Behaviours
Application new knowledge, skills & abilities

Level 4 Results
Impact of the experience on business success



- Virtual (Agree)
- Virtual (Strongly agree)
- In-Person (Agree)
- In-Person (Strongly agree)

Programme format has an impact on the depth of learning measures.

At both the Agree and Strongly Agree levels in-person experiences see significantly stronger results.



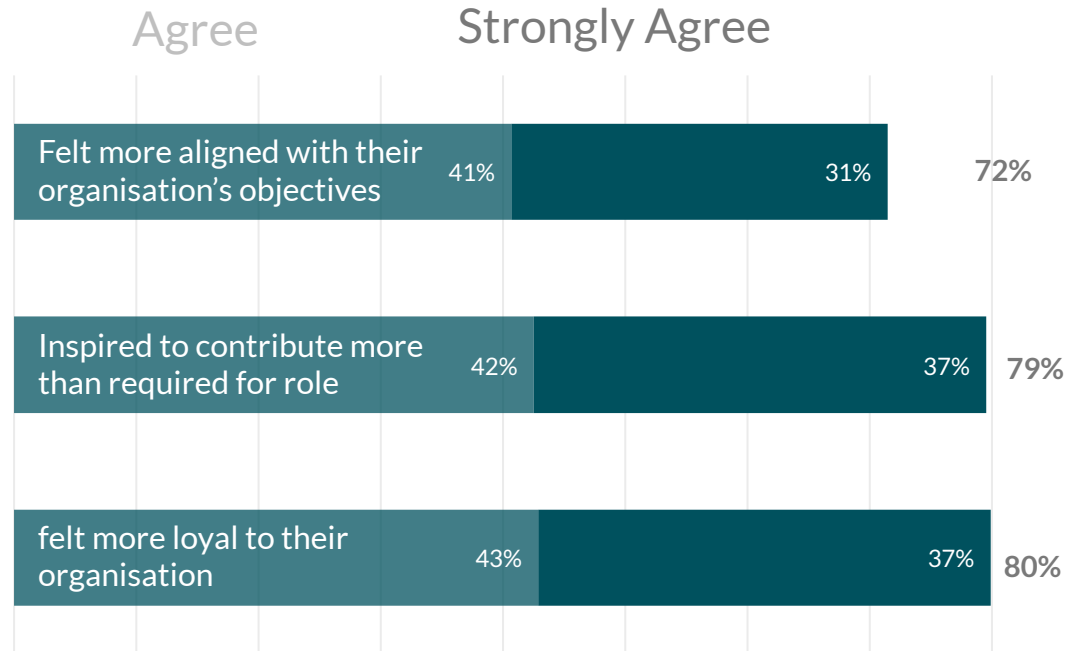
EMPLOYEE
ENGAGEMENT

Impact on Engagement

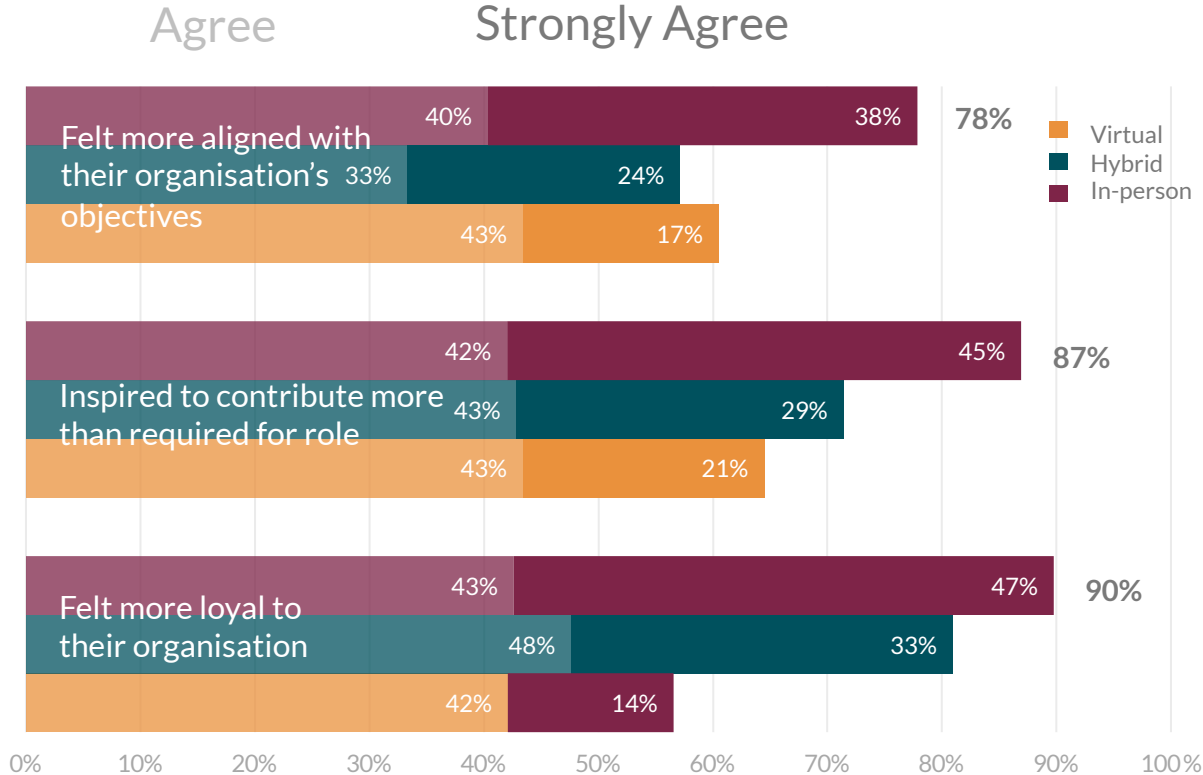
Employee Engagement

CISL programmes create a strong bond between employees and the company - and between participants of programmes. The quality of employees' work relationships are shown to be important to overall quality of life and builds employee engagement.

We know that when employees participate in a CISL experience, they feel connected with strong loyalty to the company, they build stronger relationships with colleagues, to better understand the corporate Purpose



Programme format impacts Engagement



In-person programmes are still reporting the greatest impact across all employee engagement measures .

Most significantly, those who completed in-person experiences are almost twice as likely to feel loyal to their organisation than participants who completed a virtual assignment.

This data suggests that in-person programmes have a greater impact, therefore, consideration should be given to changes in programme design to account for the virtual setting of a programme to ensure a strong impact on employee engagement.



RESPONSIBLE
LEADERSHIP

Impact on Responsible Leadership Behaviours

Responsible Leadership

Responsible leaders influence others to bring about a fairer, more inclusive and sustainable world. They build coalitions committed to the flourishing of all stakeholders in society by developing relationships of trust, empowering others to facilitate change, cultivating a shared sense of meaning and purpose and by exhibiting personal integrity and ongoing development of character.

Responsible Leadership – Theoretical Underpinnings

Leadership Theory: the ability to influence others to bring about change

Stakeholder Theory: taking account of the interests of all stakeholders

Business Ethics: the ability to identify the ‘right’ course of action and to act accordingly (conscience)

Corporate Responsibility: business as an agent of world benefit (e.g. promoting sustainability, social justice, governance, wellbeing)



Responsible Leadership

Agree

Strongly Agree

Inclusiveness

Now consult a more diverse range of stakeholders before making decisions

38%

8%

46%

Acting on conscience

Take more decisions based upon what I think is 'right' regardless of whether it is easy or not

47%

16%

63%

Agent of World Benefit

Inspired to take action to support organisation's efforts to act as a positive force for good

55%

28%

83%

The 'Agent of World Benefit' dimension is the most positively impacted by the GCP experience. This could be something to leverage further.

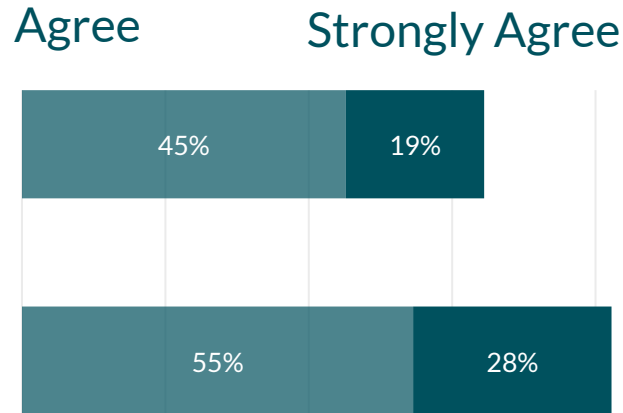
Becoming a More Responsible Leader



65%

Of participants felt that one of the learning objectives of the programme was to help them learn more about being a responsible leader

felt that one of the learning objectives of the programme was to help them learn more about being a responsible leader



Irrespective of whether the programme is intentionally designed to support Responsible Leadership, most participants agree that this is one of the learning objectives. A large number of participants agree that the programme has inspired them to make a positive social impact outside of their work environment – a ripple effect

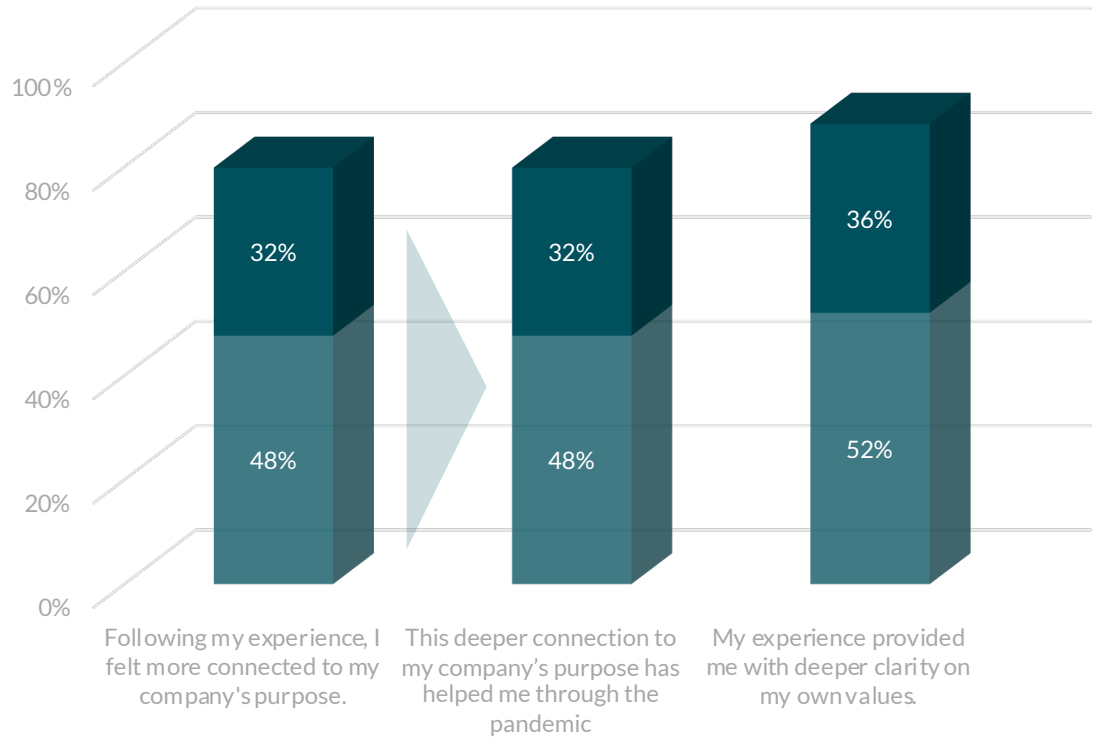


CONNECTION
TO PURPOSE

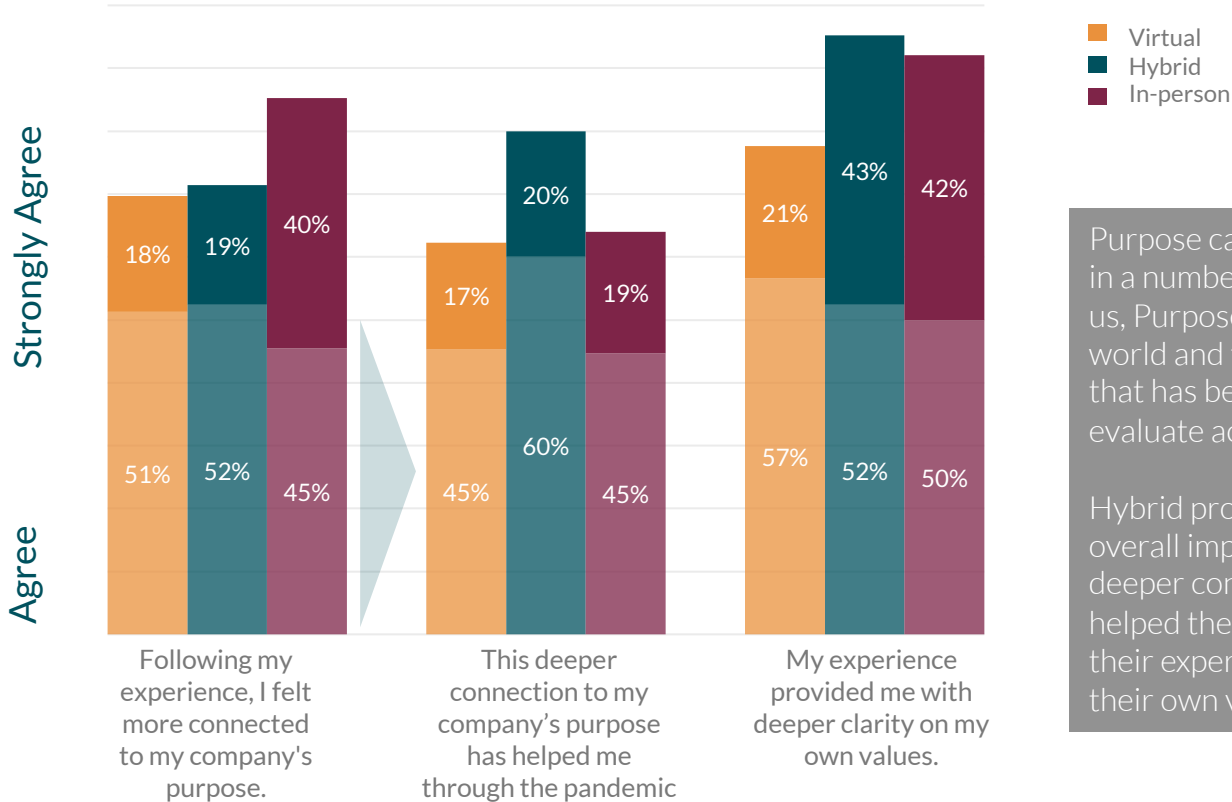
Impact on Purpose

Purpose

For Emerging World, Purpose is the guiding strategy and defined role that an organisation has in taking on the challenges we all face in the rapidly changing world. It enables an organisation not only to achieve individual success but to be connected to systemic issues that they positively impact through innovative activity.



Programme format impacts Purpose



Purpose can be an ambiguous word that is used in a number of ways inside organisations. For us, Purpose has to deliver real impact in the world and the only way to understand whether that has been achieved is to measure and evaluate activity to demonstrate results.

Hybrid programmes are reporting the highest overall impact for participants that feel a deeper connection to company's purpose has helped them through the pandemic and that their experience provided a deeper clarity on their own values.

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