

Understanding the Gaps between Managers' and Stakeholders' Perceptions of Corporate Responsibility

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This intervention reports on the results of a major EU-funded study on CSR, code-named RESPONSE, that took a cognitive perspective to quantify and explain the perception gaps between managers and stakeholders on what constitutes corporate responsibility. Based on a dataset of 430 interviews and over 1,000 surveys of managers in 19 multinational corporations, the study offers evidence of deep cognitive gaps between the two type of respondents, and on a number of factors that could explain their magnitude. Implications are drawn on potential interventions from both corporate and stakeholders' perspectives to move beyond stakeholder engagement, enhance cognitive alignment and promote internal behavioral change.