

# Changing the organization from within: *tempered radicals as agents of corporate social responsibility and sustainable development initiatives*

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## ABSTRACT

Even among individuals who are tough enough to cope with a major conflict in values with their organizations surrounding issues of corporate social responsibility (CSR) and sustainable development (SD), their drive to change their organization so that the relationship is rebalanced varies a great deal. Tempered radicals are different. Most of the research on *tempered radicals* has focused on their coping strategies, not the prerequisites or the enduring quality of the organizational change itself. This conceptual model identifies the conditions under which tempered radicals can successfully create enduring change in dominant organizational values related to the issues of CSR and SD. In unifying theories from several domains to clarify the antecedents and outcomes of tempered radicalism, contributions are made to the organizational change, person-organization fit, tempered radicalism, corporate social responsibility and sustainable development literatures.

## What is a Tempered Radical?

- People who want to succeed in their organizations yet want to live by their values and identities, even if they are somehow at odds with the dominant culture of their organizations.
- They want to fit in and they want to retain what makes them different.
- Defined broadly to include "a wide middle ground [that] stretches between the extremes of conformity and pure radicals."

## Contact Information

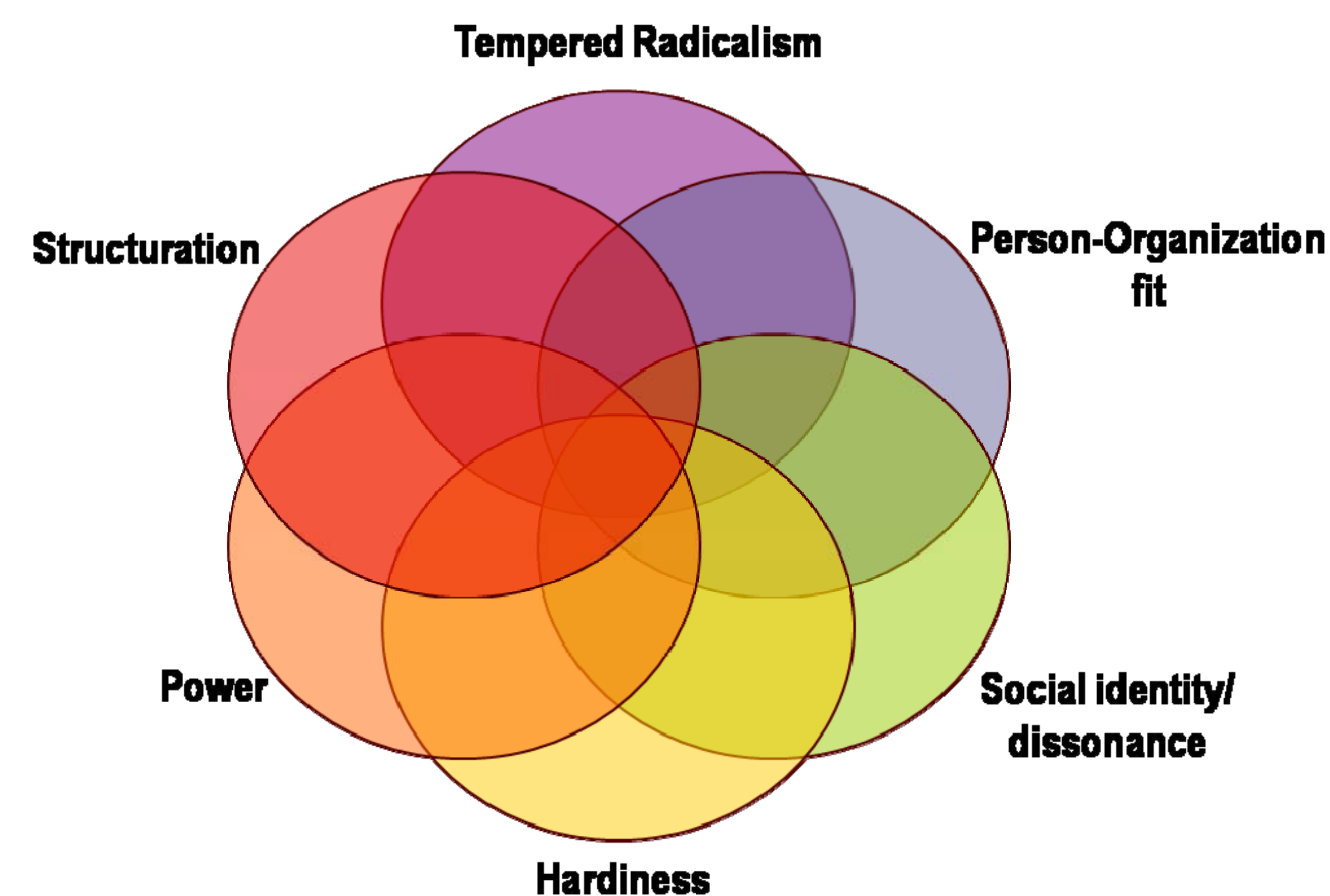
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## The Research Question

- ◆ Under which conditions can tempered radicals successfully create enduring organizational change (values/structure)?

## Intersection of Literatures



## Contributions

Practical for the company and the employee

- Reducing turnover rates; harnessing misfit
- Remaining socially and environmentally relevant
- Levers to remove dissonance/inconsistency

Scholarly additions:

- Unifies theories in several domains to clarify the antecedents and outcomes of incremental behaviour of mid-level managers with respect to CSR and SD changes

## The Proposed Conceptual Model

