



TONI MUZI FALCONI
Governing relationships in diversity to share economic, social and cultural developments

Three conceptual frameworks

Generic Principles and Specific Applications

- to imprint an organization's practice anywhere it happens to operate.....

but **only if and when**

- that same organization has carefully analysed and studied the public relationship infrastructure of that specific territory
- based on a careful analysis of its:
 - ✓ institutional/legal/juridical system,
 - ✓ political system,
 - ✓ economic system,
 - ✓ socio-cultural system,
 - ✓ active citizenship system,
 - ✓ media system.

Global Stakeholder Relationship Governance

Gorel (governance of relationships) based on a situational sequence:

- defining organizational aims;
- identifying active stakeholders,
- Listening to and understanding their expectancies related to those aims;
- identifying specific operational objectives and subsequently each objective's potential stakeholders;
- applying boundary spanning and issues management processes;
- defining relationship and communication contents, tools and channels;
- pretesting them while deciding performance indicators;
- engaging stakeholders in active dialogue;
- post testing the achievements

The Communicative Organization

- value of the organization is found within, and amongst, the generated value networks, not the value chain,
- these networks are neither linear nor material, but fuzzy and immaterial,
- they are themselves based on the quality of relationships

The full integration of these three concepts allow an organization to effectively achieve its objectives by listening to and understanding the expectations of its stakeholders and, where necessary and useful, adapting to them its decision making processes or, in any case, by preparing for the no longer unknown or unexpected consequences of presumable stakeholder reactions