

Lesson 6- Public Relation effects:

1. Sustainability: The organization's sustainability depends on balancing today's demands with the ability to meet future needs, so the role for P.R. and communication managers is to involve and engage stakeholders in sustainability policies and programs, to interpret societal expectations for sound economic, social and environmental commitments that yield a return to the organization and society to ensure stakeholder participation to identify information that should be regularly, transparently and authentically reported; and to promote and support efforts to reach an ongoing integrated reporting of financial, social, economic and environmental information.

2. Governance: The stakeholder governance model empowers leaders' board members and elected officials—to be directly responsible for deciding and implementing stakeholder relationship policies, so the role of the P.R. and communication managers is to participate in defining organizational values, principles, strategies, policies and processes; to apply social networking, research skills and tools to interpret stakeholders' and society's expectations as a basis for decisions; and to deliver timely analysis and recommendations for an effective governance of stakeholder relationships by enhancing transparency, trustworthy behavior and authentic and verifiable representation, thus sustaining the organization's —license to operate.‖

3. Management: The quality and effectiveness of an organization's decisions are increasingly determined by their time of implementation. This requires a high priority for listening before strategic and operational decisions, so the role of the P.R. and communication managers is to inform and shape the organization's overall two-way

communication abilities; to communicate the value of the organization's products/ services and relationships with stakeholders thereby creating, consolidating and developing its financial, legal, relational and operational, capital; and to participate in the solution of organizational issues as well as lead those specifically focused on stakeholder relationships.

4. Internal Communication: Organizational internal communication enhances recruitment, retention, development of common interests and commitment to organizational goals by an increasingly diverse, extended and segmented set of —internal public relations that include everyone who works there at any time, retirees, consultants, suppliers, agents, distributors and volunteers. The role of the public relations and communication managers is to seek constant feedback for a mutual understanding of how frontline people comprehend, accept and achieve the organization's strategy; how and how well organizational leaders collaborate and communicate with stakeholders; how knowledge and policy are being shared; how processes and structures are identified, developed and enhanced; and, most importantly, how the organization's reputation depends largely on the actions taken by internal stakeholders.

5. External Communication: As the network society expands and accelerates, organizations must review and adjust their policies, actions and communications behavior to improve relationships with increasingly influential stakeholders as well as with society at large, so public relations and communication managers have to bring the organization's —voice and interests into stakeholder deliberations and decisions; to assist all organizational functions in crafting and delivering effective communication; and to contribute to the development and

promotion of products, services or processes that strengthen brand loyalty and equity.

6. Coordination of Internal and External Communications: Organizational communication is often a multifaceted, multi stakeholder, international enterprise, engaging several value networks at the same time and often involving diverse legal frameworks. That means public relations and

communication managers have to oversee the development and implementation of internal and external communications to assure consistency of content and accurate presentation of the organization's identity; to research, develop, monitor and adjust the organization's communicative behavior; to create and develop a knowledge base that includes social and behavioral sciences; and to manage and apply research to implement evaluation and measurement programs for continued improvement.