

## Prerequisites of Stakeholder Management in an Organization

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*The paper presents the organization as a collaboration of multiple and diverse constituencies and interests, referred to as stakeholders. Stakeholder approach in the organization integrates stakeholder relationships within a company's resource base, industry setting, and sociopolitical arena into a single analytical framework. The key relationships for a business go far beyond the relationships with its customers and include the relationships with its employees, as well as those with suppliers and partners, investors and market analysts, and even government regulators, trade associations and other entities that influence the general business climate in which a given business operates. In all cases stakeholders are inseparable part of management strategy. This concept helps people and organizations to agree upon joint goals, participation, boundaries and benefit, i.e. flexibly to plan the activity.*

*Organizations generate intellectual, environmental, and social capital in addition to financial capital. In successful organizations, the three core elements of strategy, structure, and culture are aligned and respond to external forces and changing expectations. The relationships among core elements are dynamic and adaptive, both in relation to each other and in relation to the overall fit between the organization and its environment. A comprehensive orientation toward stakeholder management penetrates the core of the organization; in the redefined organization, all the three elements and their alignment reflects the underlying humanistic commitment to the organization's stakeholders. A clear demonstration that management possesses and intends to implement a compelling vision of the enterprise – who we are, and what we stand for – provides the essential foundation for effective stakeholder management.*

*Organization-stakeholder relations lead to new ideas about the responsibilities of organizations, the role of managers, and the most appropriate management style. Seeing organizations and their relationship with stakeholders from a systems perspective helps us understand that organizations, as organic systems, undergo self-regulation and renewal through interactions with diverse parts of their environment. The more dynamic view of organization-stakeholder relations acknowledges the interdependence that exists between companies and their stakeholders and asserts that stakeholder relationships can be a source of opportunity and competitive advantage rather than simply threat or drain on organizational resources.*

*However, for most companies, the attention of management has been focused on one stakeholder group at a time. Collaborative approaches are often confined to specific parts of an organization. Rare is the company that*

*adopts a comprehensive and strategic approach to relationship building that is governed both by deep social values and by recognition of the bottom line.*

Keywords: *stakeholder relationships, organization competitiveness, organization's wealth, intangible assets, balanced scorecard.*

### Introduction

The competitive stakeholder analysis is a good method for identification of stakeholders, their prioritization and in that way influences the situation and gets the output that creates additional value (Bardach, 1998; Mills, 2002; Donaldson, Dunfee, 1999). It is not difficult to carry out stakeholder analysis; it does not take much time especially compared to the possible loss if not doing it (Lynn, 1996; Bardach, 1998). Stakeholder analysis is vital for bringing ideas that are worth implementing as well as for social policy development striving for organization's welfare. (Van Horn, Baumer, Gormley, 2001; Bryson, Cunningham, Lokkesmoe, 2002).

Stakeholder analysis can be executed by identification of them and defining them according to the attributes, interaction and interests in relationship with the dealt issue. Before carrying out the analysis the organization must set the goal for doing it. There can be found numerous reasons for performing stakeholder analysis in academic literature:

- empirically to detect existing relationships between stakeholders (Grimble, Wellard, 1996);
- analytically to improve intervention (Engel 1997);
- as a management tool for policy establishment (Rolling, Wagemakers, 1998);
- to understand the key stakeholders and assess their interests (Grimble et al., 1995, Dyer, Singh, 1999);
- to look for compatibility between the organization goals and interests of the stakeholders (Freeman, Gilbert, 1987; Jensen, 2000);
- as a tool for interests alignment and prevention of misunderstanding (Engel 1997).

Instead of stakeholder analysis Freeman and Gilbert (1987) use the concept of 'stakeholder management' emphasizing the importance of partnership relations, their management but not control. Stakeholder analysis/management is a tool for different world synthesis and assures that satisfaction of stakeholder interests and needs could be reconciled with business interest and consequently implemented (Boutelle, 2004; Foley, 2001; Susniene, Vanagas, 2007). Consistent exploration of various interests can reveal solutions for problem resolution and eliminate

majority of the objections arising due to different interest and requirements.

Methodology of meeting stakeholder needs must be grounded on organizational management that should frame the premises for creating value to stakeholders and eventually meet their needs (Waddock, et.al., 2002, Harrison, Fiet, 1999). Satisfaction of stakeholder needs is a multidimensional process, therefore certain criteria must be identified and adapted to organization's processes to ensure efficient organizational management in the context of satisfaction of stakeholders needs. These criteria will allow to collect and analyze data on the quality of organizational processes pertinent to the capacity of stakeholder value creation and to identify the need and ways for process improvement. **Research problem:** there is a lack of criteria that could cover the most important stakeholder management aspects and allow developing this complicated, multidimensional relationship network effectively harmonizing and integrating stakeholder interests in unison with the implementation of organizational goals. **Research goal:** to create the tool that can frame the premises in organization management to perform stakeholders and their interests' analysis, to clear out the aspects of value creation for stakeholders. **Research objectives:** to identify and arrange the criteria that will generate the premises for stakeholder needs satisfaction and adapt them and their comprising indicators to organization's processes. **Research methods:** comparative analysis of academic literature, review of published researches, formulation of conclusions.

### **The identification of the criteria for meeting stakeholder satisfaction**

The overall aim of internal organizational assessment is to detect the processes that can be improved. Indicators are used for group or individual activity analysis as well as for management analysis and control. Generally these indicators are expressed in percentage or coefficients and they are the means for monitoring performance progress of goals, and objectives, for appraisal of organization management and processes. Whole process or only its part can be measured. At the top level it is necessary to concentrate on the key indicators and relate them with the requirements of the stakeholders. Especially important are those indicators that require considerable improvement. Usually there are not many of them but they can make great influence on the organization's position in the market and on the value created for stakeholders. Organization's goal can be economic (creating values for stockholders) or can involve more stakeholders. Value creation for stockholders concentrates on profitability ignoring responsibility for other stakeholders. In that case the organization is understood as instrument of owners. If the organization is interested not only in profit but in social responsibility, then the value is created for all stakeholders. Therefore we can say that an organization must take care of its all stakeholders and their groups (Leana, Rousseu, 1996; Scott, Vicki, 2000; Susniene, 2008).

At a lower process, level indicators can be used for monitoring separate processes, their management and improvement. Thus the organizations pursuing high results:

- know who are their stakeholders and what to do meeting stakeholder needs and what to improve in the organization;
- set strategies, goals and objectives that can assure the satisfaction of stakeholder needs;
- manage processes;
- assess and evaluates processes;
- improve processes according to stakeholder needs.

A lot of organizations are somewhere in the midst of transition from hierarchical structure to the "flatter", more egalitarian (based on equality principle), organization. Management theories were influenced a lot by total quality management which emphasized team work and processes that are based on cooperation. Employee cross-functional teams were established to motivate their creativity and incentive, join the efforts in pursue of better results when improving processes as well as department work, analyze and deal with objectives, gather information, find solutions. In that way team members learn to solve problems, offer ideas and gain group work skills. All that determines efficient appraisal of internal business processes and their improvement.

A lot of companies adopted at least several principles that were described in Peter Senge's book "The Fifth Discipline" (1994). The key elements of "learning organization" capacitates in nurturing collaboration. Systems thinking, personal mastery, mental models, building shared vision and team learning – the five disciplines advocated by the author – help to generate employee commitment, expand their chances of learning and be open in sharing the information but not criticize or judge.

Both total quality management and learning organization set the stage for collaboration beyond customers to external stakeholders. However, for many companies the internal realignment process is far from complete (Kumar, 1996; Benson et.al., 1998; Waddock, 2002). Some organizational structures and systems are in place to support collaboration, while others are missing. Similarly, while some individuals working within organizations have developed the skills and motivation to participate as productive members of teams, others haven't (Svendsen, 1998; Beccera, Gupta, 1999; Prusak, Cohen, 2001).

Whether organization is capable to create value for its stakeholder depends on its possibilities to learn and grow in the long-range perspective. Therefore there are three main groups of assessment criteria:

- Managers' and other employee's potential.
- Information Technologies.
- Motivation (Player, Keys, 1999; Pollard, Buckle, 2000; Tipping, 1999).

All the assessment criteria that involve financial and customer service indicators are directly linked to human capital of an organization - employees, i.e. their potential, competence, motivation and skills. Therefore concerning employee assessment, it is necessary to take into account the criteria as follows:

- employee qualification;
- employee acknowledgement, support;
- employee turnover;
- employee efficiency.

Assessment criteria of employee motivation are as follows:

- the number of offers received from employees and the number of implemented offers;
- differentiated pay/reward system;
- employee tangible motivation system and its compatibility with their work results.

Other important element of learning and development

analysis is assessment criteria of information technologies:

- information dispersion indicator;
- information accessibility.

This research systematizes opinions in academic literature concerning the satisfaction of stakeholder needs and groups them into following criteria and respectively these ones into indicators that correspond certain criterion.

Table 1

**Criteria of satisfaction of stakeholder needs according to attitudes in academic literature**

<b>1. Senior management belief that relationship building with stakeholders is important to bottom-line success</b>	
1.	organization's aspiration is to keep relationships with the stakeholders
2.	resources are allocated to stakeholder relationship-building activities
3.	the importance of stakeholder relationships and the need to meet their needs are well known in organization
4.	social concerns and responsibility are included in the organization mission
5.	top management take care of implementation of mission and goals
6.	progress of execution of cooperation with stakeholders goals is measured
7.	managers' pay depend on the success of the relationship with the stakeholders
8.	organization has clear social goals that are reported on publicly
9.	organization cares for its reputation in society
<b>2 Time spent by managers communicating about building relationships with stakeholders and shared information</b>	
10.	top management spend time in formal and informal conversations with staff emphasizing the importance of stakeholder relationships
11.	there are favorable conditions to share information in a company.
12.	easy access to information in a company about taken decisions and carried policies
13.	employees know how to share information with the stakeholders
<b>3. Employee readiness to keep relationship with key stakeholders and responsibility</b>	
14.	organization has priorities in stakeholder cooperation
15.	organization includes cooperation with the stakeholders into the functions regulations.
16.	organization gathers and analyses the information not only from customers but from other stakeholders too
17.	employees know the organization's mission and goals.
18.	employees are promoted to solve problems independently
<b>4. Organization's culture support for personal values and needs</b>	
19.	employees acknowledge and appreciate organization's policy towards them
20.	turnover of employees is low in the organization
21.	open, not discriminating system of employee promotion
22.	transparency of pay and reward system.
23.	organization settles accounts with the suppliers in time.
24.	ethics code is followed at organization
25.	organization takes care of employees and their training
26.	organization shows trust in employees.
<b>5. Organization's orientation to satisfaction of stakeholder needs</b>	
27.	not only financial results are import to organization
28.	organization's goal is to satisfy the needs of stakeholders.
29.	organization knows the needs of the stakeholders and takes into account in its activities
30.	organization aligns its interests with the stakeholder interest

<b>6. Organization's actions ensuring stakeholder satisfaction</b>	
31.	organization has the rules for dispute solving
32.	regular customers surveys are taken.
33.	regular analysis of the customers' complaints is carried out and accordingly corrections are made
34.	organization meets with its partners and suppliers shares the information with them
35.	organization holds the meetings with the employees, appreciates their opinion and promotes information sharing between them
36.	organization permanently updates its range of services.
37.	employees are motivated to keep relationships with the stakeholders.
<b>7. Organizational systems set up or redesigned to support the mission</b>	
38.	top management responsibility for stakeholder relationships is included into organization's/departmental goals
39.	employees' responsibility for stakeholder relationships is included into departmental goals
40.	employees are accountable for the action on social mission and cooperation with stakeholders through individual performance-appraisal processes
41.	organization rewards employees and promotes initiative
42.	reward and acknowledgement programs encourage the employees to pursue improvement in their work
<b>8. Organization's policies geared to long-term success</b>	
43.	organization's planning is flexible and corresponds stakeholder needs
44.	organization's policies are geared to long-term success
<b>9. Care for environmental issues</b>	
45.	organization abides environmental regulations

(source: D. Susniene, 2007)

The authors think that it would be meaningful to introduce additional criterion and its indicators that could help to identify general appraisal of organization's focus

on satisfaction of stakeholder needs from the point of view of employees and managers.

Table 2

<b>10. General appraisal of organization's focus on satisfaction of stakeholder needs</b>	
46.	How would you evaluate organization's readiness to ensure the understanding and meeting of stakeholder needs?
47.	How would you evaluate existing relationships with the stakeholders in the organization?
48.	How would you evaluate organization's attitude toward the employees as well as understanding and meeting their needs?

The above mentioned forty five indicators were chosen according to existing attitudes in academic literature and accordingly these attitudes/indicators were grouped into ten criteria that were identified by the authors. These criteria and indicators can be adapted and applied to test organizations management and performance (Fig. 1). The monitoring of adapted criteria and indicators allows diagnosing and undertaking corrective actions in organizational operations and constitutes prerequisites for value creation to stakeholders in organization's management.

### **Integration of the criteria and indicators in organization's management system**

Organization's management in the context of meeting stakeholder needs can be analyzed twofold, i.e. according to the criteria and corresponding indicators (Table 1 and 2) and according to the phase in organization and corresponding indicators (Figure 1).

In Figure 1 we see the adaptation of the criteria and their indicators (that can assure the satisfaction of stakeholder needs) into organization's management and its processes. The first number near the indicator corresponds to the number of the criterion in Table 1 and 2 and the second number near the indicator corresponds to the number of the indicator in Table 1 and 2 where they are arranged according to the identified criteria whereas here in Fig. 1 they are arranged according to the phase.

Such conceptual organization and its process in management is orientated towards stakeholder satisfaction and adapted to reveal practical aspects of stakeholder management and priorities in choosing organizational management structure that capacitates decision making, motivation of employees and use of their competence. After having used the criteria and their indicators in the survey of organization's performance from the stakeholder management approach, it would be possible to judge about the existing situation and give suggestions for the improvement of organization's performance.

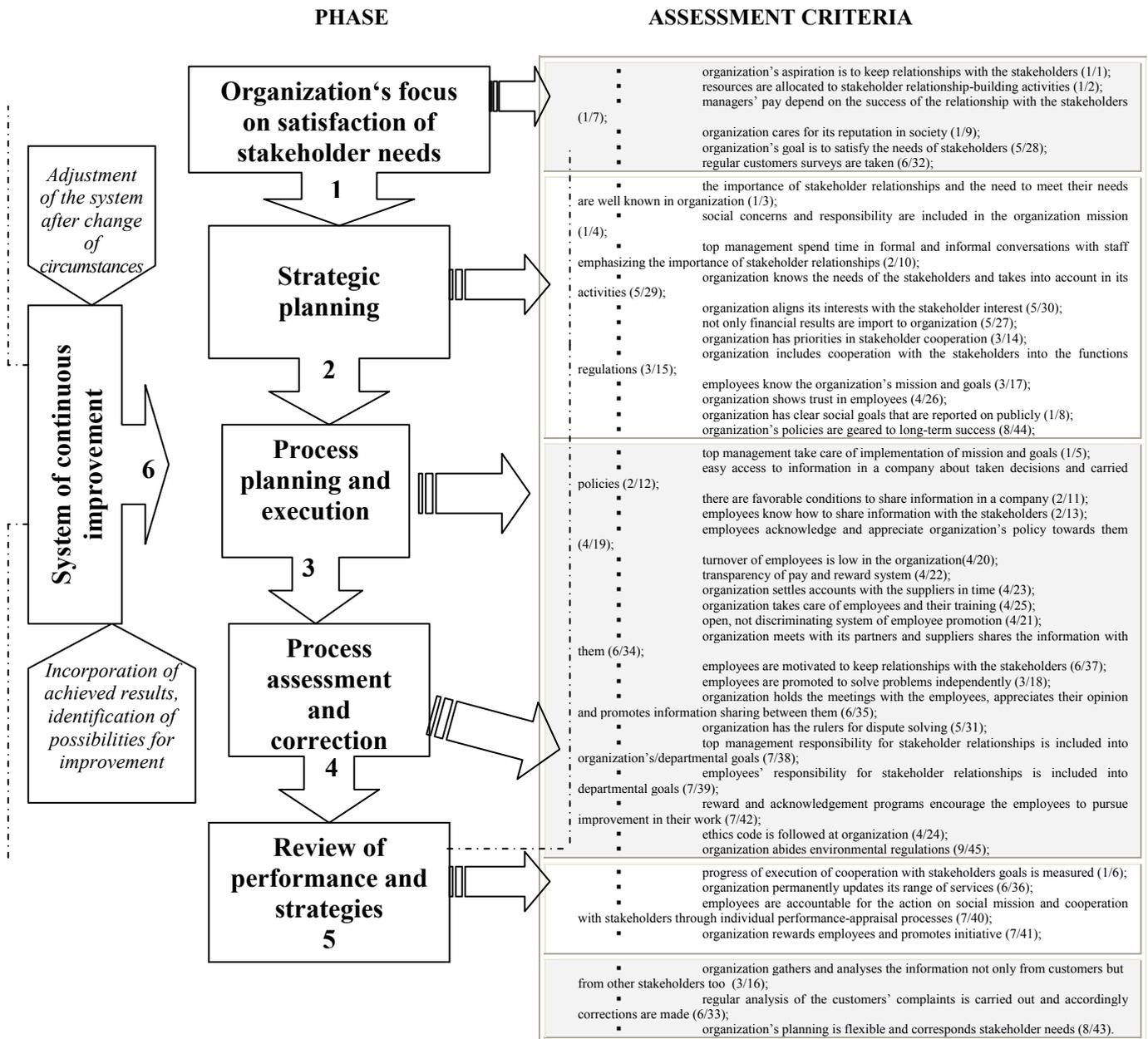


Figure 1. Arrangement of the criteria according to the phases in organization (worked out by the authors)

## Conclusions

It can be noted that in order to moderate premises for stakeholder satisfaction in organizational management, it is necessary to identify criteria and their indicators that can assure effective organization's management and reveal practical aspects of organization's operations. Therefore it is purposeful for organizations in the context of satisfaction of stakeholder needs to follow ten identified criteria and their indicators in the performance of their activity analysis:

1. Senior management belief that relationship building with stakeholders is important to bottom-line success (9 indicators).
2. Time spent by managers communicating about building relationships with stakeholders and shared information (4 indicators).
3. Employee readiness to keep relationship with key stakeholders and their responsibility (5 indicators).

4. Organization's culture support for personal values and needs (8 indicators).
5. Organization's orientation to satisfaction of stakeholder needs (4 indicators).
6. Organization's actions ensuring stakeholder satisfaction (7 indicators).
7. Organizational systems set up or redesigned to support the mission (5 indicators).
8. Organization's policies geared to long-term success (2 indicators).
9. Care for environmental issues (1 indicator).

Aggregate appraisal of organization's performance concerning its capacity to satisfy stakeholders' needs (3 indicators).

The identified criteria and their indicators are an effective tool for the appraisal of organization's performance and management in its relationship with the stakeholders and they can assure validity and reliability of the results. It also allows

to detect strengths and weaknesses of organization's management when striving to satisfy stakeholders' needs as well as the viewpoint and readiness of employees and senior management to satisfy stakeholders' needs.

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## Suinteresuotųjų šalių vadybos prielaidos organizacijoje

### Santrauka

Kompetentinga suinteresuotųjų šalių analizė yra geras metodas jas identifikuoti, suteikti prioritetus ir taip daryti poveikį situacijai bei gauti rezultata, suteikiantį galimybę sukurti papildomą vertę (Bardach, 1998). Suinteresuotųjų šalių analizė nėra sunku atlikti, neužima ji labai daug laiko, ypač jei lyginsime su galimais nuostoliais to nepadarius (Lynn, 1996; Bardach, 1998). Suinteresuotųjų šalių analizė yra gyvybiškai būtina tiek dėl vertų įgyvendinti idėjų iškelimo, tiek dėl viešosios politikos plėtojimo siekiant bendros gerovės (Van Horn, Baumer ir Gormley, 2001; Bryson, Cunningham ir Lokkesmoe, 2002).

Suinteresuotųjų šalių analizė apima daugelį metodų jas identifikuoti ir apibūdinti pagal jų požymius, sąveiką ir interesus, siejant su svarstoma problema. Prieš pradėdant analizę, organizacija turi nusistatyti jos tikslą. Mokslinėje literatūroje minimos įvairios galimos priežastys suinteresuotųjų šalių analizei atlikti:

- empiriškai nustatyti egzistuojančius suinteresuotųjų šalių tarpusavio ryšius (Grimble ir Wellard, 1996);
- analitiškai patobulinti intervenciją (Engel 1997);
- kaip vadybos priemonė politikai kurti (Rolling ir Wagemakers, 1998);
- suprasti pagrindines suinteresuotąsias šalis ir įvertinti jų interesą (Grimble ir kt., 1995);
- ieškoti suderinamumo tarp organizacijos tikslų ir suinteresuotųjų šalių interesų (Freeman ir Gilbert, 1987);
- kaip interesų derinimo ir nesutarimų prevencijos priemonė (Engel 1997).

Freeman ir Gilbert (1987) vartoja ne sąvoką „suinteresuotųjų šalių analizė“, o sąvoką „suinteresuotųjų šalių vadyba“. Taip jie akcentuoja partnerystės ryšių svarbą, jų vadybą, o ne ryšių valdymą. Suinteresuotųjų šalių analizė (vadyba) yra įrankis skirtingų pasaulių sintezei. Ji užtikrina, kad jų interesai ir poreikiai tenkinimas būtų suderinti su verslo interesais ir įgyvendinti (Boutelle, 2004). Sistemingai tyrinėjant skirtingus interesus galima rasti problemų sprendimus ir pašalinti bent jau didžiąją dalį prieštaravimų, kylančių dėl skirtingų interesų ir reikalavimų.

Suinteresuotųjų šalių poreikių tenkinimo metodologija turėtų būti grindžiama organizacijų vadyba, kurioje būtina sudaryti prielaidas kurti vertę suinteresuotosioms šalims ir galiausiai patenkinti jų poreikius. Vertės kūrimas suinteresuotosioms šalims ir jų poreikių tenkinimas yra daugiamačias procesas. Todėl organizacijos procesams turi būti nustatyti ir pritaikyti kriterijai, užtikrinantys efektyvią organizacijos vadybą suinteresuotųjų šalių poreikių tenkinimo kontekste. Šie kriterijai leistų analizuoti informaciją apie organizacijoje vykstančių procesų, susijusių su vertės suinteresuotosioms šalims kūrimu, kokybę ir nustatyti procesų gerinimo poreikį ir būdus.

*Tyrimo problema:* pasigendama vieningų kriterijų, kurie apimtų svarbiausius suinteresuotųjų šalių vadybos aspektus ir leistų sėkmingai plėtoti šį sudėtingą, daugiamačių ryšių tinklą efektyviai derinant suinteresuotųjų šalių interesus ir pritaikant juos prie organizacijos veiklos tikslų, o perspektyvoje užtikrinant sėkmingą šių tikslų įgyvendinimą.

*Tyrimo tikslas:* sukurti įrankį, sudarantį prielaidas organizacijų vadyboje atlikti suinteresuotųjų šalių ir jų interesų analizę, išsiaiškinti vertės kūrimo suinteresuotosioms šalims aspektus.

*Tyrimo uždaviniai:* nustatyti ir struktūrizuoti suinteresuotųjų šalių poreikių tenkinimą užtikrinančius kriterijus ir pritaikyti juos organizacijos vadybos ir veiklos procesams.

Bendras organizacijos vidinių vertinimų tikslas – nustatyti, kokiems vidiniams procesams esant organizacija gali ir turi tobulinti savo veiklą. Rodikliai naudojami grupinės ar individualios veiklos, o taip pat ir vadybos analizei, kontrolei. Dažniausiai tie rodikliai reiškiami procentais ar koeficientais ir yra matavimo priemonė tikslų, uždavinių vykdymo progresui stebėti, organizacijos vadybai ir jos veiklos procesams vertinti. Matuoti galima visą procesą ar jo dalis. Aukščiausiu lygyje dažniausiai reikia susitelkti ties pagrindiniais rodikliais ir susieti juos su suinteresuotųjų šalių reikalavimais (pasitenkinimo požymiais). Ypač susitelkti reikėtų ties tais reikalavimais, kurių įvykdymas reikalauja išsamių patobulinimų. Paprastai jų nėra daug, tačiau dažniausiai jie daro didžiausią įtaką organizacijos pozicijai rinkoje ar kuriamai suinteresuotųjų šalių vertei. Organizacijos tikslas gali būti ekonominis (kurti vertę akcininkams) arba gali apimti ir kitas jos suinteresuotąsias šalis. Kuriant vertę akcininkams susitelkiama ties pelningumu, atsakomybė tenka kitoms suinteresuotosioms šalims ir ji nebe tokia svarbi. Tada organizacija pirmiausiai suprantama kaip savininkų instrumentas. Akcentuojant ne tik pelningumą, bet ir atsakomybę, atsižengiama į vertės

kūrimą suinteresuotosioms šalims. Čia išryškėja požiūris, kad organizaciją turi būti naudinga įvairioms suinteresuotosioms šalims ar jų grupėms.

Ar organizacija yra pajėgi kurti vertę savo suinteresuotosioms šalims, priklauso nuo jos galimybių mokytis ir augti ilgalaikės perspektyvos požiūriu. Todėl susiduriama su trimis pagrindinėmis vertinimo kriterijų grupėmis:

- vadovų ir kitų darbuotojų potencialo;
- informacinių technologijų;
- motyvacijos (Player ir Keys, 1999; Pollard ir Buckle, 2000; Tipping, 1999).

Visi vertinimo kriterijai, apimantys finansinius ar klientų aptarnavimo rodiklius, tiesiogiai siejasi su įmonės žmogiškuoju kapitalu – darbuotojais, t. y. su jų potencialu, kompetencija ir teisinga motyvacija, kuri leidžia visapusiškai skleisti jų sugebėjimus. Todėl kalbant apie darbuotojų potencialo vertinimą, būtina įvardyti šiuos kriterijus:

- darbuotojų kvalifikaciją;
- darbuotojų pripažinimą, rėmimą;
- darbuotojų kaitą;
- darbuotojų produktyvumą.

Darbuotojų motyvacijos vertinimo kriterijai yra šie:

- iš darbuotojų gaunamų pasiūlymų skaičius ir įgyvendintų pasiūlymų skaičius;
- diferencijuoto atlygio sistema;
- darbuotojų materialinės motyvacijos sistemos ir suderinamumas su jų darbo rezultatais.

Kitas svarbus mokymosi ir plėtros analizės elementas yra informacinių technologijų vertinimo kriterijai:

- informacinės sklaidos rodiklis;
- informacijos prieinamumas.

Bet kuriuo atveju suinteresuotosios šalys yra neatskiriama vadybos strategijos dalis. Ši koncepcija padeda žmonėms, organizacijoms susitarti dėl bendrų tikslų, dalyvavimo, ribų ir naudingumo, t. y. lanksčiai planuoti savo veiklą (Rolling ir Wagemaker, 1998; Jones, 1995).

Todėl, norint sukurti prielaidas suinteresuotųjų šalių poreikiams tenkinti organizacijų vadyboje, reikia nustatyti konkrečius kriterijus ir juos sudarančius indikatorius, kuriais organizacija galėtų vadovautis savo veikloje ir ją vertinti. Taigi organizacijos orientuojant savo vadybą į suinteresuotųjų šalių poreikių tenkinimą, tikslinga vadovautis išskirtais vertinimo kriterijais su jiems priklausančiais indikatoriais. Jie yra šie:

- aukščiausio lygio vadovų tikėjimas suinteresuotųjų šalių ryšių svarba organizacijos rezultatams (9 indikatoriai);
- informacijos sklaida esant organizacijos ryšiams su suinteresuotosiomis šalimis (4 indikatoriai);
- darbuotojų pa(si)rengimas bendradarbiauti su suinteresuotosiomis šalimis ir atsakomybės prisiėmimas (5 indikatoriai);
- organizacijos kultūros pagarba individo vertybėms ir poreikiams (8 indikatoriai);
- organizacijos orientacija į suinteresuotąsias šalis ir jų poreikių patenkinimą (4 indikatoriai);
- organizacijos veiksmai užtikrinant suinteresuotųjų šalių pasitenkinimą (7 indikatoriai);
- organizacijos vadybos orientacija į misijos įgyvendinimą (5 indikatoriai);
- organizacijos politikos orientacija į ilgalaikės perspektyvos sėkmę (2 indikatoriai);
- aplinkosauga (1 indikatorius);
- bendras organizacijos veiklos orientacijos į suinteresuotųjų šalių poreikių tenkinimą vertinimas (3 indikatoriai).

Tokia konceptuali organizacijos vadyba ir jos procesų valdymas yra orientuotas į suinteresuotųjų šalių pasitenkinimą ir pritaikytas parodyti praktinę organizacijos veiklą, atskleidžia jos prioritetus pasirenkant bei organizuojant valdymo struktūrą, sudarant sąlygas operatyviniams bei strateginiams sprendimams priimti, motyvuojant darbuotojus bei panaudojant jų kompetenciją. Analizuojant kriterijų ir juos sudarančių indikatorijų rezultatus, bus galima spręsti apie tuo metu egzistuojančią situaciją ir teikti pasiūlymus organizacijos veiklai tobulinti.

*Raktažodžiai:* ryšiai su suinteresuotosiomis šalimis, organizacijos konkurencingumas, organizacijos gerovė, nematerialusis turtas, galutinių rezultatų suvestinė.

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