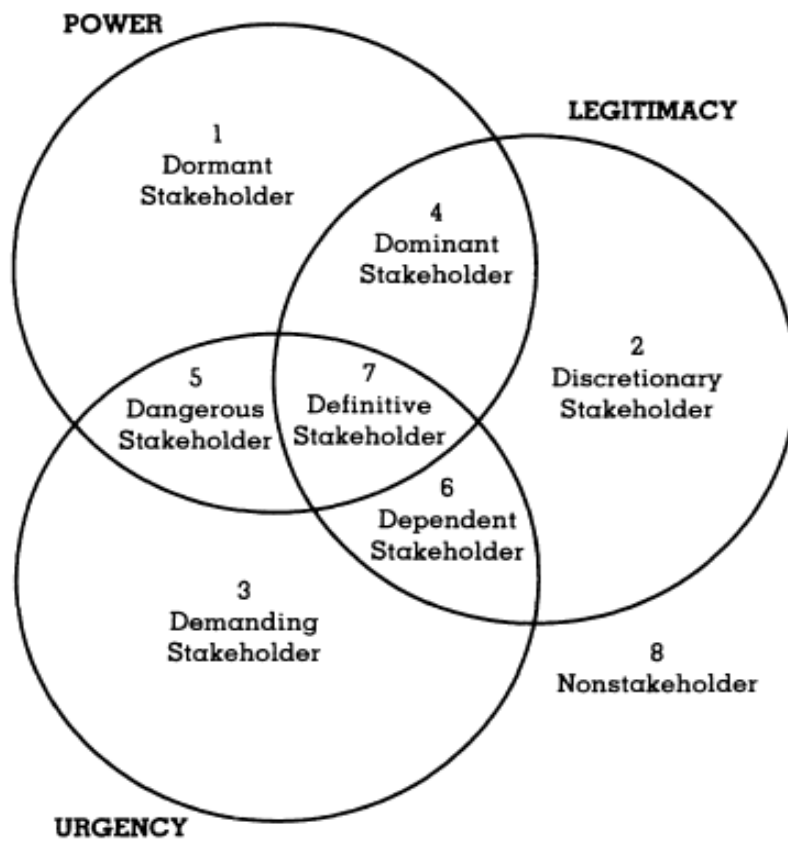


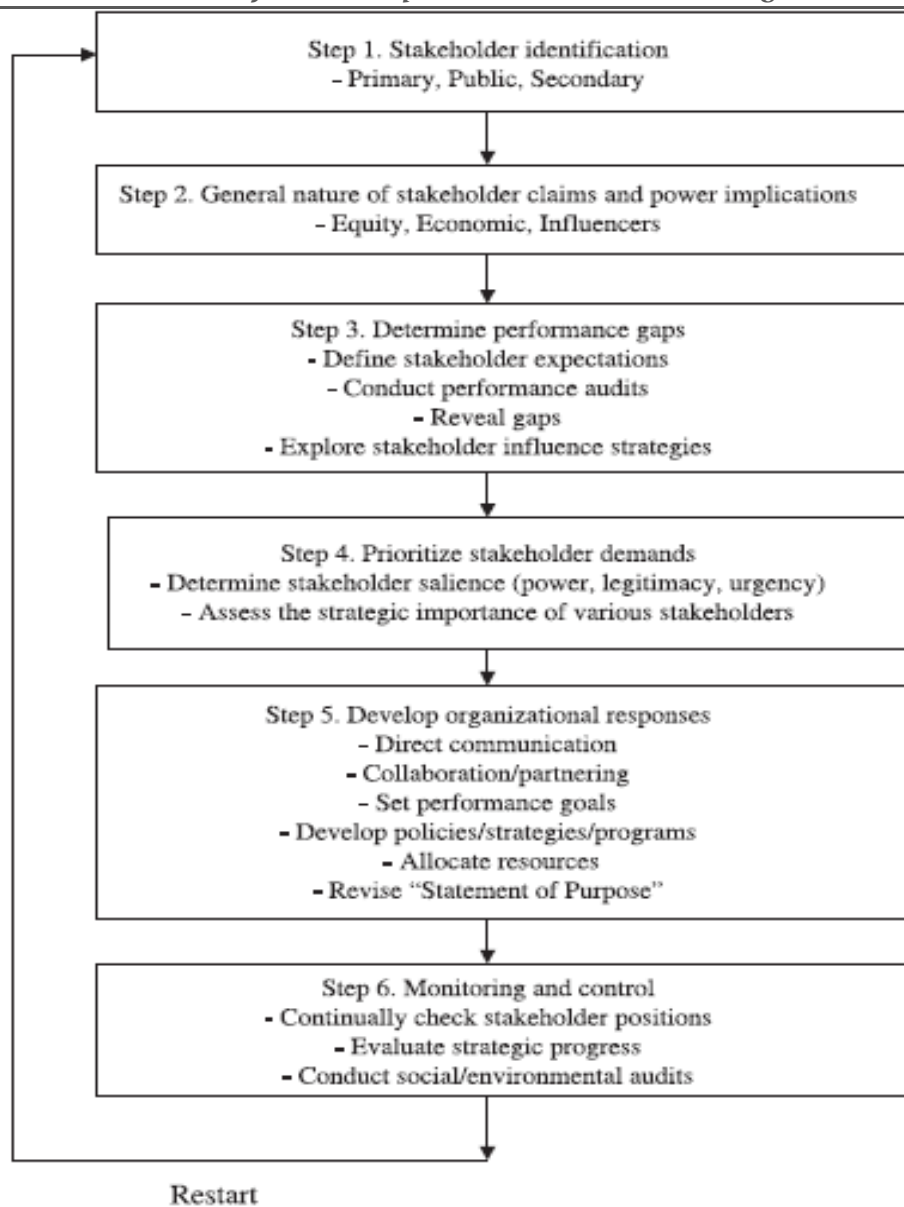
TABLE 3 Stakeholder Debate Versus Stakeholder Dialogue

Stakeholder Debate		Stakeholder Dialogue
1. Competition with a single winner or only losers (either-or thinking)	→ → →	Cooperation where everyone is a winner (and-and thinking)
2. Egocentric where the other party is a threat or a means to personal profit	→ → →	Empathetic where the other party is an opportunity and represents an intrinsic interest
3. Putting yourself in a better light	→ → →	Being yourself
4. Speaking, to which others have to listen	→ → →	Listening to others before speaking yourself
5. Influencing	→ → →	Convincing
6. Confronting, combative and destructive, whereby the weaknesses and wrongs of the other party are sought out and the similarities are negated	→ → →	Constructive and, from a point of mutual understanding and respect, looking for similarities from which to consider the differences
7. A closed and defensive attitude because you personally know the truth	→ → →	A vulnerable attitude because there are many truths and where parties are open to criticism about their own performance and they can use this to learn from each other
8. Taking and keeping	→ → →	Giving and receiving
9. Divide and rule	→ → →	Share and serve
10. Separate/isolated responsibilities	→ → →	Shared responsibilities

B- Annex: Mitchell's model Prioritization of stakeholder by attribute



C- Annex: Preble cycle description: Stakeholder Dialogue Process Model



D- Annex: Ricardo Baptista leite Interview (Excerpt)

- How did you identify the different stakeholder groups?Consegue dividi-los em subgrupos? (ex. primary, secondary, Public);

R: We divided the stakeholders into three levels: 1. superior decision makers (eg ACSS, SPMS, Ministry of Health); 2. Those who have to implement decisions (eg ARS, health managers, doctors, nurses, pharmacists); 3. Those who suffer the consequences of decisions (eg patients and their families)

- Within the stakeholder group, how did you decide which stakeholders should be the main stakeholders, with whom should you create dialogue?
 - ✓ Main criterion of choice

R: The steering committee sought to be as comprehensive as possible in order to ensure the highest possible representation of all elements in the decision chain. For each group of stakeholders, we sought to choose the elements that were most directly related to the reality of the prevention, diagnosis and / or treatment of hepatitis c virus

Power, urgency and legitimacy do you think these characteristics apply to the chosen stakeholders? Do you think it could be a way of prioritizing?

R: I agree with power at each of its levels. Legitimacy is the consequence of this power. I do not agree with the criterion of urgency but rather with the need to add. What was important was to ensure that consensus would be supported by all relevant stakeholders after finalization.

- Brief description of the process to find / discuss a solution.
 - ✓ Execution mode:

R: the steering committee (composed of individuals of recognized competence in the field under study and / or methodological) begins by reviewing the literature. This information is translated into a document that is then distributed by all think tank participants in a language that everyone can understand. The think tank meets in three moments with different objectives. At the first meeting, a consensus was reached on the current situation. In a second meeting, the challenge of imagining a society without restrictions of any kind is launched, so that the consensus of the ideal model can be drawn. Finally, the third meeting develops a consensus on how to make the real solution possible in the real world, with the respective financial constraints, human resources, etc. All sessions are moderated by an independent moderator who preferably is not from the sector In a study so as not to bias the discussion.

 - ✓ During the planning of the dialogue followed the order described below? If not, what do you consider unnecessary or not applicable. If you consider another important step:

R: Methodology described in the previous question.

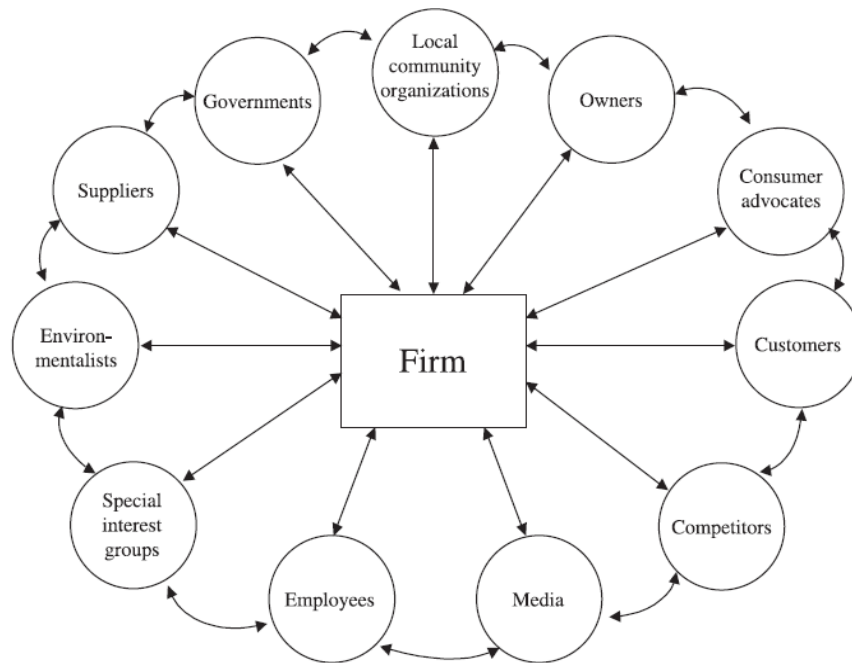
1st Stakeholder identification; 2nd general mature of stakeholders claims; 3rd Determine performance gaps; 4th Prioritize stakeholder's demands; 5th Develop organization responses; 6th Monitoring and control:

- For the use of a Multi-stakeholder dialogue as an efficient solution do you consider that there must be preconditions? If yes tell me which of the following list are applicable in the case of hepatitis, and add some that you also consider important.
 1. To know and be understood- yes
 2. Trust and reliability; - yes
 3. Clear rules for the dialogue; - yes
 4. A coherent vision on dialogue; - yes
 5. Dialogue skills; - yes
 6. Expertise in the subject matter; - NO
 7. Clear dialogue structure; - NO
 8. Valid information as basis; - yes
 9. Successive meetings; - yes
 10. The feedback of results; - yes

E- Annex: who is a Stakeholder? A Chronology

Source	Stake
Stanford memo, 1963	"those groups without whose support the organization would cease to exist" (cited in Freeman & Reed, 1983, and Freeman, 1984)
Rhenman, 1964	"are depending on the firm in order to achieve their personal goals and on whom the firm is depending for its existence" (cited in Näsi, 1995)
Ahlstedt & Jahnukainen, 1971	"driven by their own interests and goals are participants in a firm, and thus depending on it and whom for its sake the firm is depending" (cited in Näsi, 1995)
Freeman & Reed, 1983: 91	Wide: "can affect the achievement of an organization's objectives or who is affected by the achievement of an organization's objectives" Narrow: "on which the organization is dependent for its continued survival"
Freeman, 1984: 46	"can affect or is affected by the achievement of the organization's objectives"
Freeman & Gilbert, 1987: 397	"can affect or is affected by a business"
Cornell & Shapiro, 1987: 5	"claimants" who have "contracts"
Evan & Freeman, 1988: 75-76	"have a stake in or claim on the firm"
Evan & Freeman, 1988: 79	"benefit from or are harmed by, and whose rights are violated or respected by, corporate actions"
Bowie, 1988: 112, n. 2	"without whose support the organization would cease to exist"
Alkhafaji, 1989: 36	"groups to whom the corporation is responsible"
Carroll, 1989: 57	"asserts to have one or more of these kinds of stakes"—"ranging from an interest to a right (legal or moral) to ownership or legal title to the company's assets or property"
Freeman & Evan, 1990	contract holders
Thompson et al., 1991: 209	in "relationship with an organization"
Savage et al., 1991: 61	"have an interest in the actions of an organization and . . . the ability to influence it"
Hill & Jones, 1992: 133	"constituents who have a legitimate claim on the firm . . . established through the existence of an exchange relationship" who supply "the firm with critical resources (contributions) and in exchange each expects its interests to be satisfied (by inducements)"
Brenner, 1993: 205	"having some legitimate, non-trivial relationship with an organization [such as] exchange transactions, action impacts, and moral responsibilities"
Carroll, 1993: 60	"asserts to have one or more of the kinds of stakes in business"—may be affected or affect . . .
Freeman, 1994: 415	participants in "the human process of joint value creation"
Wicks et al., 1994: 483	"interact with and give meaning and definition to the corporation"
Langtry, 1994: 433	the firm is significantly responsible for their well-being, or they hold a moral or legal claim on the firm
Starik, 1994: 90	"can and are making their actual stakes known"—"are or might be influenced by, or are or potentially are influencers of, some organization"
Clarkson, 1994: 5	"bear some form of risk as a result of having invested some form of capital, human or financial, something of value, in a firm" or "are placed at risk as a result of a firm's activities"
Clarkson, 1995: 106	"have, or claim, ownership, rights, or interests in a corporation and its activities"
Näsi, 1995: 19	"interact with the firm and thus make its operation possible"
Brenner, 1995: 76, n. 1	"are or which could impact or be impacted by the firm/organization"
Donaldson & Preston, 1995: 85	"persons or groups with legitimate interests in procedural and/or substantive aspects of corporate activity"

F- Annex: Freeman stakeholder map



G- Annex: stakeholder map in real cases

BMW's Stakeholder map:



Galp's Stakeholder map:



Com base nos grupos e subgrupos definidos, conduzimos o levantamento de informação (que envolveu toda a Organização) para caracterizarmos detalhadamente as nossas partes interessadas, no respeitante aos seguintes aspetos:

- Grupo e subgrupo de stakeholders
- Modelo de gestão Canais de comunicação
- Análise SWOT do relacionamento
- Aspetos relevantes de sustentabilidade
- Influência e dependência
- Estratégia de auscultação

Solvay's Stakeholder map:

SOLVAY way is based on a framework towards...

... SIX STAKEHOLDERS

... TO WHOM SOLVAY
HAS MADE 22 COMMITMENTS

... DECLINED IN 49 PRACTICES.

 CUSTOMERS	Integrating our CSR commitments into our customer relationships		- Developing a collaborative approach to CSR - Informing customers of product-related risks - Reacting to requests to inquiries and complaints
	Controlling product-related risks		- Deploying the Product Stewardship management system - Managing the risks from substances of very high concern (SVHCs)
	CSR-integrating innovation & investment	<i>Spm</i>	- Steering innovation projects while integrating CSR - Steering investment projects by new units or capacity expansions while integrating CSR
	Analyzing and developing our markets, while integrating CSR	<i>Spm</i>	- Detecting mega-trends, selecting target orientations - Orienting GBUs' action plans to integrate CSR
 EMPLOYEES	Ensuring employees' health and safety		- Controlling the risks associated with occupational exposures - Promoting health and wellbeing at work - Preventing occupational accidents
	Respecting employees' fundamental human rights and guaranteeing their social rights		- Deploying the global CSR agreement - Developing a culture diversity as a performance driver - Making diversity a local performance lever
	Ensuring quality social dialogue		Respecting employees' rights of representation
	Developing employability		- Developing employees' skills - Forward management of employees and skills needs
	Motivating employees		- Motivating employees to attain objectives - Promoting improvement projects and suggestion systems - Compensating employees fairly - Integrating CSR commitments in remuneration policy
 PLANET	Promoting environmental management		- Deploying an environmental management system - Informing and involving employees - Respecting and anticipating regulations - Listing and handling incidents
	Preserving natural resources		- Improving energy efficiency - Optimizing raw materials consumption and reducing waste - Reducing water consumption
	Limiting environmental impact, preserving biodiversity		- Reducing greenhouse gas emissions - Reducing the impact of processes on air, water and soil quality - Preserving biodiversity on and around sites
	Exercising responsible influence		Transparent dialogue and communication
 INVEST	Creating value responsibly	<i>Spm</i>	- Measuring responsible value creation - Integrating CSR into our acquisition decisions
	Ensuring risk management		Managing risk globally and risk management being part of decision taking
	Ensuring dissemination of and compliance with good management and governance practices		- Developing responsible practices and behavior - Promoting good governance at Solvay
 SUPPLIERS	Defining prerequisites and integrating them into the supplier selection process		Defining prerequisites, selecting suppliers accordingly
	Evaluating buyers' CSR performance		Training and assessing buyers
	Managing and assessing suppliers' CSR performance, optimizing relationships		- Managing and evaluating supplier performance - Developing partnerships for innovation - Ensuring balanced relationships with suppliers
 LOCAL COMMUNITIES	Ensuring the integration of entities within their territories		- Developing and steering relationships with local stakeholders - Contributing to local development
	Controlling industrial risks related to entities' presence in their territories		- Identifying hazards and assessing industrial risks - Managing industrial risks for the community - Preparing for emergency situations
	Controlling supply chain risks and preventing accidents		Preventing accidents

McDonald's stakeholder maps:



H- SEMEAR's Stakeholder identification

	Primary	Public	Secondary
ACTUAL	Família Soares do Santos Colaboradores Direção Clientes e Famílias Empresas que integram formandos em Formação on-job ou que incluem profissionalmente (Café 3 – Restauração, Pingo Doce, Frustock, 2BeFresh, Estevão Luís Salvador (ELS), Rainha do Caldo Verde, LET – Laboratório de Azeites, Banco Alimentar, Banco de Bens Doados) BPI Capacitar [antigo] EEA Grants (Fundação Gulbenkian) [antigo]	Instituto Superior de Agronomia (ISA) Comunidade Local (alunos e colaboradores do ISA e habitantes da Tapada da Ajuda - Alcântara) IEFP – Instituto do Emprego e da Formação Profissional	Social webs RedEmprega Lisboa Santa Casa da Misericórdia de Lisboa BUS – Bens de Utilidade Social
POTENCIAL	Santander Totta Deloitte Fundação Aga Khan Allianz Empresas de Recrutamento (Randstad, outras) Outras empresas setor agroalimentar da Região de Lisboa (Produção Agrícola N=300; Indústria Transformação N=100; Comércio N=300) OED – Operação de Emprego para Pessoas com Deficiência GIPI – Gabinetes de Inserção Profissional Inclusivos	Câmara Municipal de Lisboa FIPA - Federação de Indústrias Portuguesas Agroalimentares (FIPA) CAP - Confederação de Agricultores de Portugal (é parceiro de outro projeto da instituição, mas não deste projeto) AERLIS – Associação Empresarial da Região de Lisboa	RedEmprega Oeiras e Sintra Rede Europeia Anti-Pobreza (EAPN)

I- Annex: Collective Leadership institute precondition description

1. Leadership/ Sponsorship – In a MSD, does not exist a leader who has the final word or give final orders about developments. In this sense, all stakeholders and company's representative have to develop together an ability to promote a process with joint responsibility for achieving results.

2. Cohesion and relationship management – Cohesion is achieved with good relations and strong relations are created with a range of principles such as trust. So to achieve objectives and more impact on results, is crucial develop connection and identification between dialogue's participants.

3. Goal and process clarity - Solid process is essential for developing a common goal and driving the stakeholder dialogue forward to achieve concrete results.

4. Knowledge and competence – Link different interests leads to better solutions. All intervenient need to be prepare for expertise, experience and knowledge of the dialogue's content and have ability to work together in a constructively way.

5. Credibility- More credibility, more prepare and easier is to identify the goal and process. Credibility legitimizes their participation in the stakeholder dialogue vis-à-vis their own stakeholder groups, organization or superiors.

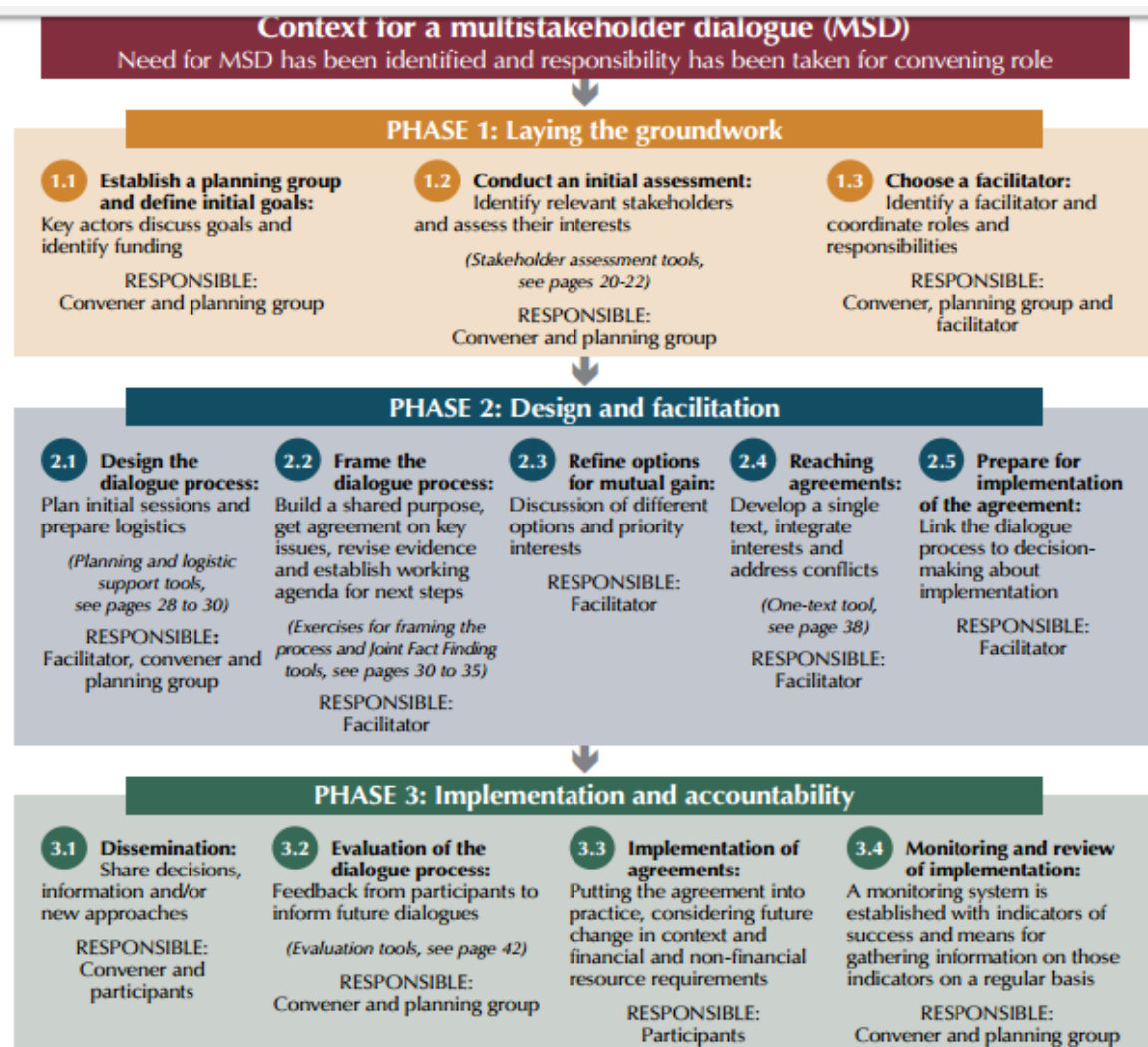
6. Inclusiveness - Stakeholder dialogues that exclude principal groups, lose their credibility and create mistrust among stakeholders. The impact is also lower if important actors for implementing or supporting the dialogue are not included in the process.

7. Ownership - People implement what they have helped to shape. Participants in a MSD process who have project some ideas and opinions that know whether and how their recommendations will be used, become more enthusiastic about committing themselves.

8. **Delivery and outcome orientation** – Stakeholders need to feel that all process can and will be implemented, their recommendations are not being used in a verifiable manner and results are being supervised, otherwise they show little commitment or will give up for process.

J- Annex: Dialogic change model

Diagrammatic overview of the MSD process:



K- Annex - Collective leadership institute 's Dialogic change model

The Dialogic Change Model introduced here allows for result-oriented, structured planning and implementation of a Stakeholder Dialogue. It is divided into **four phases**:

