

Relationships – Enduring Bonds: The Universal Process of Communication, Care, and Expansion in Collectives

Gustavo Paulino de Sa Pereira

Discoverer of the Black Belt OS™

Affiliated with the Black Belt Group

gustavogestorads@gmail.com | admin@blackbelttrafego.com.br

<https://orcid.org/0009-0004-1385-4627>

Working Paper – Preprint Version: Part 12 of the Black Belt OS™ Collectanea (14 articles)

September 2025

Copyright © 2025 Gustavo Paulino de Sa Pereira — Black Belt Group.

Licensed under Creative Commons Attribution (CC BY 4.0).

ABSTRACT

This article specifies Relationships as the ninth process of the Black Belt OS, a candidate universal structural law of human organization. While Attraction creates visibility, Conversion secures commitment, and People govern membership cycles, Relationships ensure the endurance of trust, legitimacy, and connection over time. Without sustained relationships, collectives fragment, lose legitimacy, and collapse.

Relationships consist of four steps and ten irreducible actions: continuous communication, monitoring perceptions, offering additional value, and consolidating or expanding bonds. These steps form the universal grammar of sustained connection. Relationships are distinct from

Attraction (visibility), from People (internal membership), and from Results (feedback). Stakeholder management, relationship marketing, diplomacy, or reciprocity rituals are contextual practices; Relationships are the structural law they express.

Three properties define Relationships. First, irreducibility: omission of any step produces dysfunction, from suspicion without communication to stagnation without consolidation. Second, sequenced necessity: communication precedes monitoring, monitoring precedes added value, and added value precedes consolidation or expansion. Third, fractal manifestation: Relationships recur across scales—from families nurturing ties, to firms sustaining customers, to states cultivating alliances, to digital organizations maintaining communities.

Theoretically, Relationships integrate literatures on stakeholders, legitimacy, diplomacy, and reciprocity into a structural ontology of enduring bonds. Practically, they provide a diagnostic tool: dysfunctions such as churn, reputational crises, or breakdowns trace to failures in specific steps. Relationships are the structural law of connection: the grammar by which collectives sustain trust and continuity.

Keywords: *Black Belt OS, relationships, communication, organizational care, collective bonds, sociology of organizations, universality.*

1. INTRODUCTION

No collective can endure without sustaining its bonds. Visibility may attract attention, commitments may be secured, and members may be admitted, but without **Relationships**, trust erodes, legitimacy fades, and continuity collapses. Families, firms, states, and digital autonomous organizations alike must nurture enduring connections with their members, partners,

and environments. Relationships are the **ninth process of the Black Belt OS**, the universal law of **connection and continuity**.

Articles 1–11 established the **macrostructure** (Paulino, 2025a), the **microstructure** (Paulino, 2025b), the **supracontextual grammar** (Paulino, 2025c), and the specifications of Implementation (Paulino, 2025d), People (Paulino, 2025e), Attraction (Paulino, 2025f), Conversion (Paulino, 2025g), Admission (Paulino, 2025h), Execution (Paulino, 2025i), Results (Paulino, 2025j), and Finance (Paulino, 2025k). This article focuses on **Process 9: Relationships**, specifying its four steps and ten irreducible actions.

Relationships ensure that collectives remain trusted, legitimate, and connected. Each step is indispensable: without communication, there is silence and suspicion; without monitoring, drift in perception; without additional value, erosion of trust; without consolidation and expansion, stagnation or decline.

Relationships are often conflated with **Attraction**, **People**, or **Results**. The boundaries are clear. **Attraction** creates initial visibility; **People** govern the life cycle of membership; **Results** measure outcomes. **Relationships**, by contrast, sustain bonds across time. Stakeholder management, relationship marketing, diplomacy, or cultural rituals are contextual practices; the underlying law is universal.

This article develops five sets of propositions: universality, irreducibility, sequenced necessity, fractality, and falsifiability. It then discusses theoretical, practical, and interdisciplinary implications, positioning Relationships as the **structural law of enduring bonds**.

The article proceeds as follows. Section 2 reviews theoretical foundations, including stakeholder theory, relationship marketing, legitimacy and diplomacy studies, and anthropological accounts of reciprocity. Section 3 specifies the four steps and ten actions of Relationships. Section 4 develops testable propositions. Section 5 discusses implications for theory, practice, and research. Section 6 concludes by reaffirming Relationships as the process by which collectives **sustain connection, legitimacy, and continuity across time.**

2. THEORETICAL BACKGROUND

2.1 Stakeholder theory

Stakeholder theory emphasizes that organizations must balance the interests of multiple groups beyond shareholders (Freeman, 1984; Mitchell, Agle, & Wood, 1997). Legitimacy and survival depend on maintaining trust with stakeholders who hold power, legitimacy, or urgency. The OS reframes this as structural: sustaining relationships is not a managerial choice but a **law of persistence.**

2.2 Relationship marketing

Marketing scholarship highlights the importance of building long-term relationships with customers rather than focusing solely on transactions (Morgan & Hunt, 1994; Palmatier et al., 2006). Loyalty and retention flow from trust and commitment. The OS clarifies that relationship marketing is a contextual form of the structural process of Relationships: continuous communication, monitoring perceptions, providing value, and expanding bonds.

2.3 Legitimacy and diplomacy

Sociological and political research emphasizes legitimacy as the foundation of organizational survival (Suchman, 1995) and diplomacy as the art of sustaining alliances (Keohane, 1984). Both underscore that collectives must maintain bonds to endure in complex environments. The OS positions legitimacy and diplomacy as contextual manifestations of the universal law of Relationships.

2.4 Reciprocity and anthropology

Anthropological studies show that reciprocity underpins enduring bonds in societies (Mauss, 1925/1990; Sahlins, 1972). Gifts, rituals, and obligations create cycles of trust and mutual recognition. The OS situates reciprocity as the anthropological foundation of the structural law of Relationships.

2.5 The unresolved gap

Taken together, these literatures—stakeholder theory, relationship marketing, legitimacy/diplomacy, and reciprocity—describe fragments of enduring bonds. Yet none specifies the **closed, minimal, and testable grammar** of Relationships. The Black Belt OS closes this gap by identifying Relationships as the **ninth process of the law**: a universal cycle of communication, monitoring, enrichment, and consolidation/expansion, composed of ten irreducible actions that every durable collective must enact.

3. SPECIFICATION OF RELATIONSHIPS

Relationships are the **structural grammar of enduring bonds**, ensuring that collectives sustain trust, legitimacy, and continuity. They consist of **four steps and ten irreducible actions**. Each step is indispensable, sequenced, and fractal; omission or inversion produces dysfunction.

3.1 Step 1 – Continuous communication

Collectives must maintain ongoing exchanges with members and external actors.

- **Action 1.1:** Initiate contact and maintain dialogue.
- **Action 1.2:** Provide transparency about intentions and actions.
- **Action 1.3:** Respond consistently to inquiries and signals.

3.2 Step 2 – Monitoring perceptions

Collectives must track how they are perceived and whether bonds remain strong.

- **Action 2.1:** Gather feedback and signals from stakeholders.
- **Action 2.2:** Interpret perceptions of trust, legitimacy, and satisfaction.

3.3 Step 3 – Offering additional value

Relationships require reinforcement through care and reciprocity.

- **Action 3.1:** Provide support or benefits beyond the transactional.
- **Action 3.2:** Recognize contributions and demonstrate appreciation.

3.4 Step 4 – Consolidation and expansion

Bonds must be stabilized and extended to ensure continuity.

- **Action 4.1:** Reinforce existing relationships through rituals, agreements, or commitments.
- **Action 4.2:** Expand networks by connecting with new partners or members.

- **Action 4.3:** Institutionalize trust mechanisms for long-term endurance.

3.5 Properties of Relationships

1. **Irreducibility** – All ten actions are indispensable; omission produces dysfunction (e.g., without communication → silence; without monitoring → drift; without enrichment → erosion; without consolidation → decline).
2. **Sequenced necessity** – Communication precedes monitoring; monitoring precedes enrichment; enrichment precedes consolidation/expansion. The sequence cannot be inverted without collapse.
3. **Fractality** – Relationships recur across scales: families nurturing bonds, firms sustaining customers, states managing alliances, DAOs cultivating community.

4. PROPOSITIONS

The specification of Relationships as the ninth process of the Black Belt OS generates **testable propositions** that distinguish it from contextual practices (stakeholder management, relationship marketing, diplomacy, reciprocity) by embedding **criteria of universality, irreducibility, sequenced necessity, fractality, and falsifiability**.

4.1 Universality

Relationships are enacted in every durable collective.

- **Proposition 1a:** All durable collectives will exhibit evidence of continuous communication, monitoring perceptions, offering additional value, and consolidating/expanding bonds.

- **Proposition 1b:** Collectives that omit Relationships will fragment, lose legitimacy, or collapse over time.

4.2 Irreducibility

The four steps and ten actions cannot be removed without dysfunction.

- **Proposition 2a:** Failure to communicate leads to silence and suspicion; failure to monitor leads to drift; failure to enrich leads to erosion of trust; failure to consolidate/expand leads to stagnation.
- **Proposition 2b:** Redundancy tests (removing an action without dysfunction) will fail, confirming minimal sufficiency.

4.3 Sequenced necessity

Relationships follow inevitable order: communication → monitoring → enrichment → consolidation/expansion.

- **Proposition 3a:** Inversions of steps (e.g., enriching without communication) will generate predictable dysfunctions.
- **Proposition 3b:** While some actions may overlap in practice, the structural sequence cannot be inverted without collapse.

4.4 Fractality

Relationships recur across scales and contexts.

- **Proposition 4a:** The four steps of Relationships will be observable in families, firms, states, religions, and digital autonomous organizations.
- **Proposition 4b:** Absence or inversion at any scale will generate dysfunction at that level, regardless of culture or technology.

4.5 Falsifiability

The OS specifies criteria by which Relationships could be refuted.

- **Proposition 5a:** If a durable collective is shown to persist without one of the ten actions, the law would be disproven.
- **Proposition 5b:** If independent coders applying the catalogue fail to achieve $\kappa \geq 0.80$ in identifying Relationships, the claim would be invalid.

5. DISCUSSION

5.1 Theoretical implications

The specification of Relationships reframes how organization theory understands bonds. Literatures on stakeholder theory (Freeman, 1984; Mitchell et al., 1997), relationship marketing (Morgan & Hunt, 1994; Palmatier et al., 2006), legitimacy (Suchman, 1995), diplomacy (Keohane, 1984), and reciprocity (Mauss, 1925/1990; Sahlins, 1972) each illuminate fragments of the process. Yet they treat enduring ties as contingent or cultural. The OS integrates them into a **structural ontology of connection**: every durable collective must communicate, monitor, enrich, and consolidate/expand.

This reframing clarifies boundaries: **Attraction generates visibility; People govern membership; Results measure outcomes; Relationships sustain continuity.** Bonds are not optional strategies but **structural inevitabilities**.

5.2 Practical implications

For practitioners, Relationships provide a **diagnostic tool**.

- Dysfunction in **communication** produces silence and mistrust.
- Dysfunction in **monitoring** produces drift in legitimacy.
- Dysfunction in **enrichment** produces erosion of trust.
- Dysfunction in **consolidation/expansion** produces stagnation or decay.

Leaders can diagnose relational breakdowns by asking: *Which step failed?* Repairing at the structural root restores continuity rather than addressing symptoms.

5.3 Interdisciplinary implications

Relationships extend beyond firms.

- **Families:** communication sustains bonds, monitoring well-being, enriching with care, consolidating through rituals.
- **States:** communication with citizens, monitoring legitimacy, enriching with services, consolidating through institutions and diplomacy.
- **Religions:** communication through teachings, monitoring adherence, enriching with rituals, consolidating through shared practices.

- **DAOs**: communication in forums, monitoring participation, enriching with rewards, consolidating through governance protocols.

Thus, Relationships are **fractal**, manifesting wherever collectives endure.

5.4 Anticipated critiques and responses

Expected critiques include:

- **Tautology** → countered by explicit falsifiability tests (Section 4).
- **Redundancy with Attraction or People** → countered by boundaries: Attraction = visibility, People = membership, Relationships = bonds.
- **Cultural bias** → countered by functional equivalence: while forms differ (rituals, marketing, diplomacy, blockchain communities), the four-step grammar is invariant.
- **Over-simplification** → countered by analogy: just as DNA has four bases, Relationships have four steps—minimal, not simplistic.

5.5 Summary of contributions

Relationships contribute by:

1. Establishing a **structural ontology of enduring bonds**.
2. Providing a **diagnostic grammar** for locating dysfunction in continuity.
3. Integrating fragmented literatures into a unified framework.
4. Demonstrating **fractal manifestation** across contexts and scales.

6. CONCLUSION

This article specified **Relationships** as the ninth process of the Black Belt OS, the candidate **universal structural law of human organization**. Building on the macro (Article 1), micro (Article 2), grammar (Article 3), and the specifications of Implementation (Article 4), People (Article 5), Attraction (Article 6), Conversion (Article 7), Admission (Article 8), Execution (Article 9), Results (Article 10), and Finance (Article 11), we demonstrated that Relationships govern the **structural law of connection**.

Relationships consist of **four steps and ten irreducible actions**: continuous communication, monitoring perceptions, offering additional value, and consolidating/expanding bonds. These steps are **irreducible** (each indispensable), **sequenced** (ordered inevitably), and **fractal** (recurring across scales, from households to firms, states, religions, and DAOs).

The contributions are threefold. Theoretically, Relationships integrate fragmented literatures on stakeholders, marketing, legitimacy, diplomacy, and reciprocity into a **structural ontology of enduring bonds**. Practically, they provide a **diagnostic tool**: dysfunctions such as churn, reputational crises, or fragmentation can be traced to failures in specific steps. Interdisciplinarily, Relationships demonstrate **functional equivalence** across contexts, revealing how collectives sustain themselves universally through bonds of trust and legitimacy.

The OS remains **falseable**: it can be disproven by showing a durable collective that persists without one of the ten actions, by demonstrating functional inversion without collapse, or by coder convergence below $\kappa = 0.80$. Until such disproof, Relationships stand as the **structural law of continuity**.

Future research must empirically test Relationships across scales and contexts, from households to global diplomacy, from brand loyalty to blockchain communities. Practitioners must employ

Relationships diagnostically, distinguishing contextual practices (marketing campaigns, treaties, rituals) from the universal grammar of enduring bonds.

The unavoidable conclusion is that **every durable collective must communicate, monitor, enrich, and consolidate/expand**. Relationships are the **structural law of connection**: the grammar by which collectives sustain trust, legitimacy, and continuity across time.

Subsequent articles in the *Black Belt OS™ Collectanea* consolidate the catalogue into a complete synthesis, specifying the structural law of collective life as a closed grammar (Paulino, 2025m).

REFERENCES

Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Pitman.

Keohane, R. O. (1984). *After hegemony: Cooperation and discord in the world political economy*. Princeton University Press.

Mauss, M. (1990). *The gift: The form and reason for exchange in archaic societies* (W. D. Halls, Trans.). W. W. Norton. (Original work published 1925)

Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997). Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. *Academy of Management Review*, 22(4), 853–886. <https://doi.org/10.5465/amr.1997.9711022105>

Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing*, 58(3), 20–38. <https://doi.org/10.1177/002224299405800302>

- Paulino, G. (2025a). *The Black Belt OS: Toward a Universal Structural Law of Human Organization*. *Black Belt OSTTM Collectanea, Article 1*. Zenodo. <https://doi.org/10.5281/zenodo.17153458>
- Paulino, G. (2025b). *The Microstructure of Organizational Law: Irreducible Steps and Actions within the Nine Processes*. *Black Belt OSTTM Collectanea, Article 2*. Zenodo. <https://doi.org/10.5281/zenodo.17153590>
- Paulino, G. (2025c). *Mapping the Grammar of Organization: A Supracontextual Specification of the Nine Processes*. *Black Belt OSTTM Collectanea, Article 3*. Zenodo. <https://doi.org/10.5281/zenodo.17144438>
- Paulino, G. (2025d). *Implementation – Installing Order: The Supracontextual Logic of Implementation in Collective Life*. *Black Belt OSTTM Collectanea, Article 4*. Zenodo. <https://doi.org/10.5281/zenodo.17144479>
- Paulino, G. (2025e). *People – The Universal Cycle of People: Recruitment, Integration, Development, and Release Across Contexts*. *Black Belt OSTTM Collectanea, Article 5*. Zenodo. <https://doi.org/10.5281/zenodo.17153652>
- Paulino, G. (2025f). *Attraction – The Law of Attraction: How Collectives Define Identity, Build Networks, and Capture Attention*. *Black Belt OSTTM Collectanea, Article 6*. Zenodo. <https://doi.org/10.5281/zenodo.17153670>

- Paulino, G. (2025g). *Conversion – From Contact to Commitment: The Irreducible Sequence of Exchange in Human Organization*. *Black Belt OST™ Collectanea*, Article 7. Zenodo. <https://doi.org/10.5281/zenodo.17153739>
- Paulino, G. (2025h). *Structured Admission – The Irreducible Process of Entry, Selection, and Integration in Collective Life*. *Black Belt OST™ Collectanea*, Article 8. Zenodo. <https://doi.org/10.5281/zenodo.17153754>
- Paulino, G. (2025i). *Execution – Producing Value: The Irreducible Steps of Preparation, Delivery, and Replication*. *Black Belt OST™ Collectanea*, Article 9. Zenodo. <https://doi.org/10.5281/zenodo.17153777>
- Paulino, G. (2025j). *Results – Seeing the Invisible: The Universal Logic of Metrics, Monitoring, and Realignment*. *Black Belt OST™ Collectanea*, Article 10. Zenodo. <https://doi.org/10.5281/zenodo.17153802>
- Paulino, G. (2025k). *Finance – Resource Grammar: The Supracontextual Laws of Recording, Organizing, and Allocating Value*. *Black Belt OST™ Collectanea*, Article 11. Zenodo. <https://doi.org/10.5281/zenodo.17153825>
- Paulino, G. (2025m). *The Grammar of Collective Life: Toward a Structural Science of Organizing*. *Black Belt OST™ Collectanea*, Article 13. Zenodo. <https://doi.org/10.5281/zenodo.17153355>
- Palmatier, R. W., Dant, R. P., Grewal, D., & Evans, K. R. (2006). Factors influencing the effectiveness of relationship marketing: A meta-analysis. *Journal of Marketing*, 70(4), 136–153. <https://doi.org/10.1509/jmkg.70.4.136>

Sahlins, M. (1972). *Stone age economics*. Aldine-Atherton.

Suchman, M. C. (1995). Managing legitimacy: Strategic and institutional approaches. *Academy of Management Review*, 20(3), 571–610. <https://doi.org/10.5465/amr.1995.9508080331>