



# The Next Threat: Identifying and Strategically Managing Issues

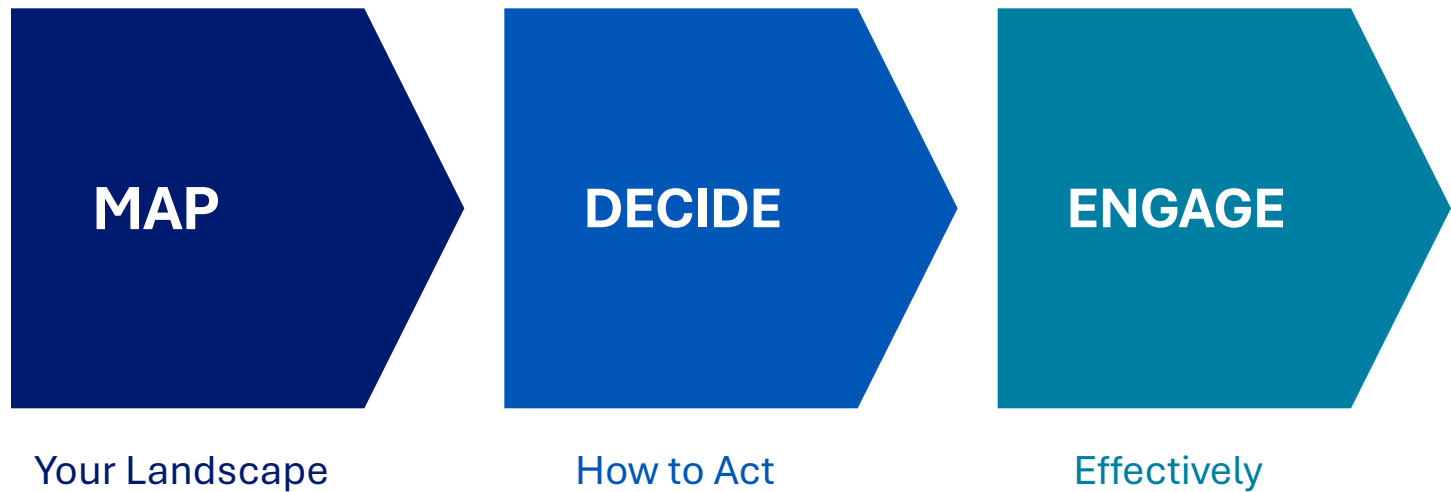
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# The Challenge: Bringing Order to Issues

- Global issues don't wait for your planning cycle
- Regulatory, reputational, and political risks are interconnected
- What happens in one market cascades across others
- Structure and discipline manage that complexity
- Goal today: a framework you can adapt



# Three-Part Framework



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Map your landscape | Decide how to act | Engage effectively

SECTION 1

# Issue Mapping

# Map Your Issues



Identify and prioritize your top 5–10 issues — not everything can be a priority



For each: what's the equity? Revenue, operations, market access, reputation, workforce



Where are these issues on the move? What can you expect?



Revisit regularly; the list isn't static

# Build Your Intelligence Streams

- The challenge is managing noise, complexity, and ambiguity – rarely access to information
  - Curate for the right information, not all information
- Global lens: one jurisdiction's action is another's early warning
- Old school: Policy/regulatory tracking, media monitoring, stakeholder signals, on-the-ground teams
- New school: AI-enabled tools can help build your own search function
- Having discipline around intelligence streams makes them actionable

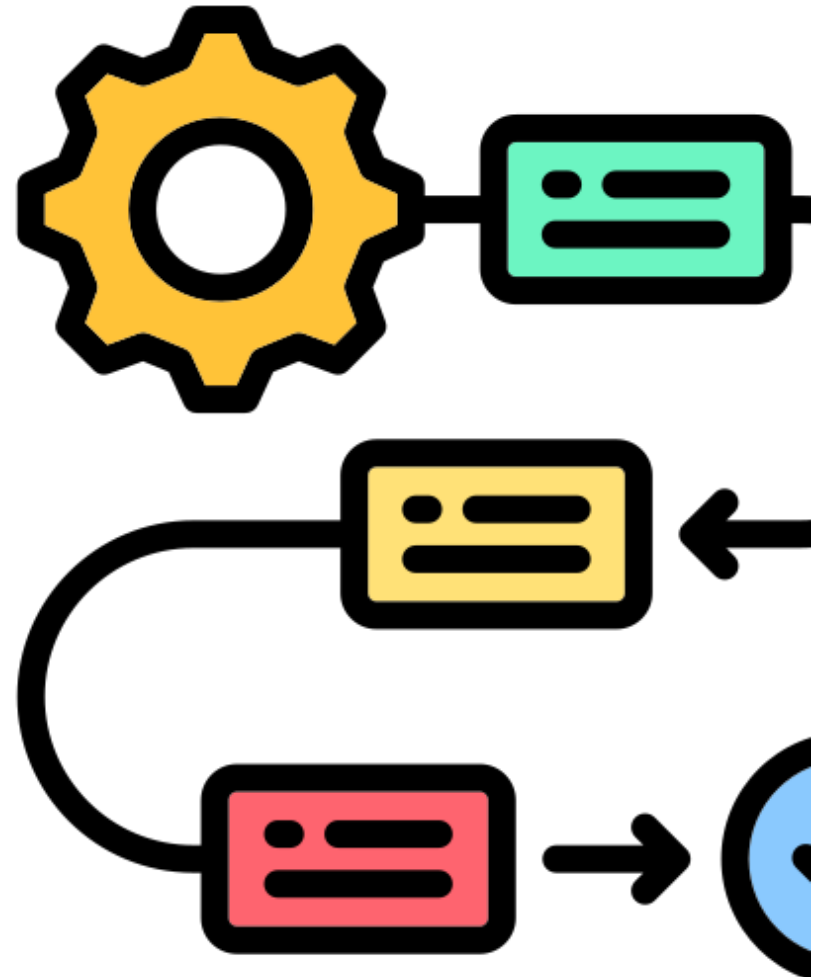


## SECTION 2

# Deciding When & How to Engage

# Build Your Process for Action

- How do teams receive, interpret, and act on incoming intelligence?
- Apply **Act / Prepare / Monitor** as a working process, not just a concept
- Move from analysis to tactical execution — who decides, how fast, with what authority?
- Process discipline separates reactive organizations from prepared ones



# Act / Prepare / Monitor

## ACT

### When:

Issue is clear, stakes are high, window is open

### Response:

Engage now — proactive or rapid response



## PREPARE

### When:

Outcome uncertain but trajectory visible

Windows of opportunity to shift narrative

### Response:

Shape the playing field in the interim



## MONITOR

### When:

Information insufficient, options unclear

### Response:

Watch closely but don't overcommit



*Categorization is dynamic — issues move between buckets. A structured framework cuts through ambiguity.*

# Don't Default to Caution

- Know what outcome you're solving for — and whether it truly matters to your stakeholders
- Understand the risk-free option (if one exists) and the risk-adjusted reward of acting
- “Risk management” ≠ passivity — defensive postures delay consequences, they don't address issues
- Inaction is itself a choice

SECTION 3

# Engage

# Engage Your Teams



## POLICY

Evaluate what's achievable — what can you support, what must you oppose, where's the negotiating room?



## COMMUNICATIONS

Reputation management and brand positioning — how do you want to be seen on this issue?



## ADVOCACY

Map your champions, adversaries, and moveable middle — what motivates each?

*Common fact base + shared framework = coordinated action. Structure across functions turns analysis into execution.*

# Come Back to Your Map



Your issue map is your decision-making lens when things move fast



Companies fumble when they haven't done the foundational work



The map gives you priorities, and focus — and sets up the frame for action

# Recap: The Framework

1

## MAP

Issue mapping gives you the foundation

Know your issues, understand your equities, build intelligence streams

2

## DECIDE

Act / Prepare / Monitor gives you the decision logic

Weigh risk deliberately — don't avoid it

3

## ENGAGE

Align your teams, build process discipline, execute with clarity

Structure across functions turns analysis into action

**Structure and discipline turn complexity into manageable decisions**



# Questions & Discussion

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