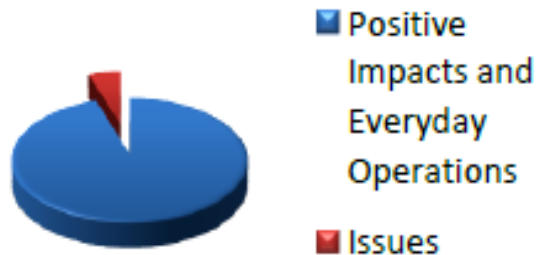




Public Perception

These issues can form a gap between your organization's operations and the public's perception.

**How you view
your organization:**



**Public Perception of
your organization:**



Issues management is a method for increasing positive perception and minimizing risk.



WHAT is ISSUES MANAGEMENT?

Issues are the **ideas, proposals and societal discussions** with the potential to affect your organization's license to operate.

You can also think of these as conversations that can evolve to eventually **undermine your organization's objectives.....**

Why Create a System?

**To avoid
allowing
issues to turn
into crises**

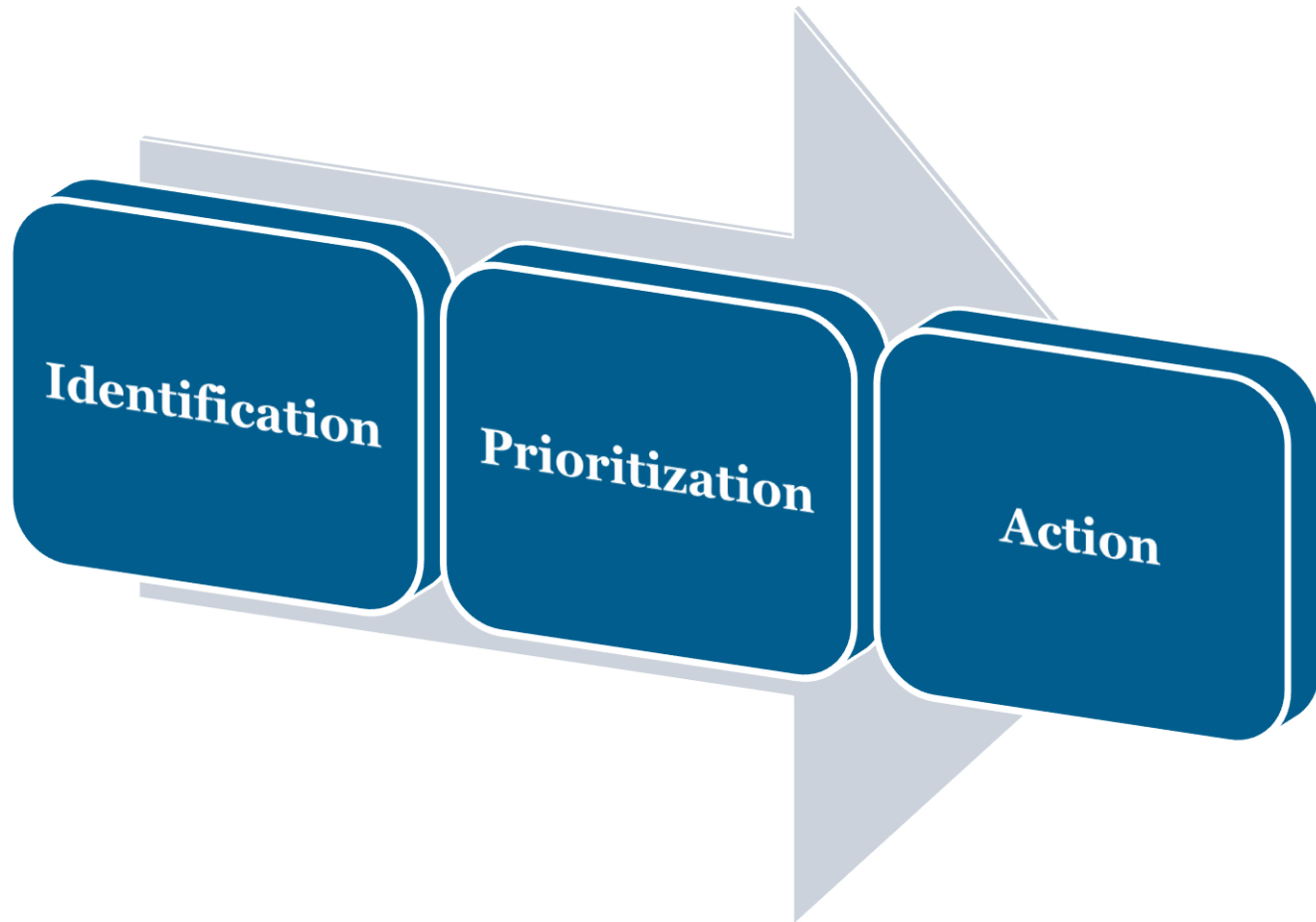
**To enhance
public
perception and
engagement**

**To create an
opportunity for
cross-functional
collaboration and
increased
organizational
consistency**

**To demonstrate
value of public
affairs to the
business by using
your issue's impact
to calculate ROI**

**To allocate
resources
more
strategically**

What Does the IM Process Look Like?



Issue Identification

Issues can surface in the form of:

- Legislative proposals at any level of government
- State or Federal-level regulatory initiatives
- Public rhetoric - visible on social media
- Media and news trends
- Competitors' messaging
- Activists' priorities and communications

Issue Monitoring

You can monitor these areas by:

- Tracking legislative and regulatory proposals
- Monitoring traditional and social media messages
- Working with consultancies capable of assessing industry issues
- Communicating with associations and coalitions that can provide issue information
- Creating a feedback loop with (association) members or (corporate) business units to gauge what's happening on the ground

Collaborate to Establish Priorities

Bring together different parts of the organization to determine **who** cares about **what**.

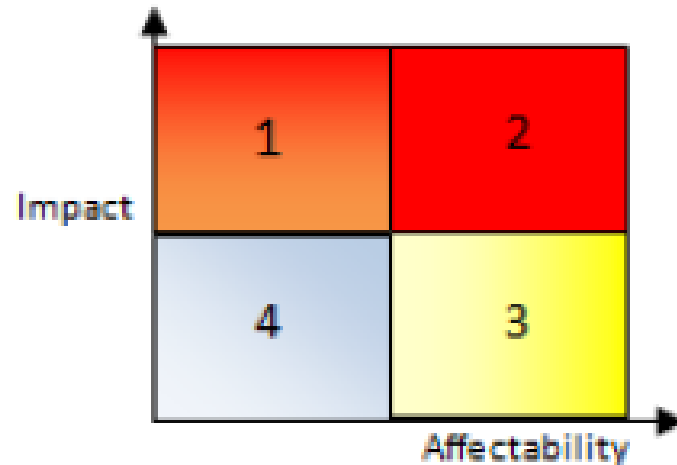
It will be easier to calculate ROI later on if you work with the business units or membership now to determine what will have the greatest impact on your organization.



Mapping Issue Priority

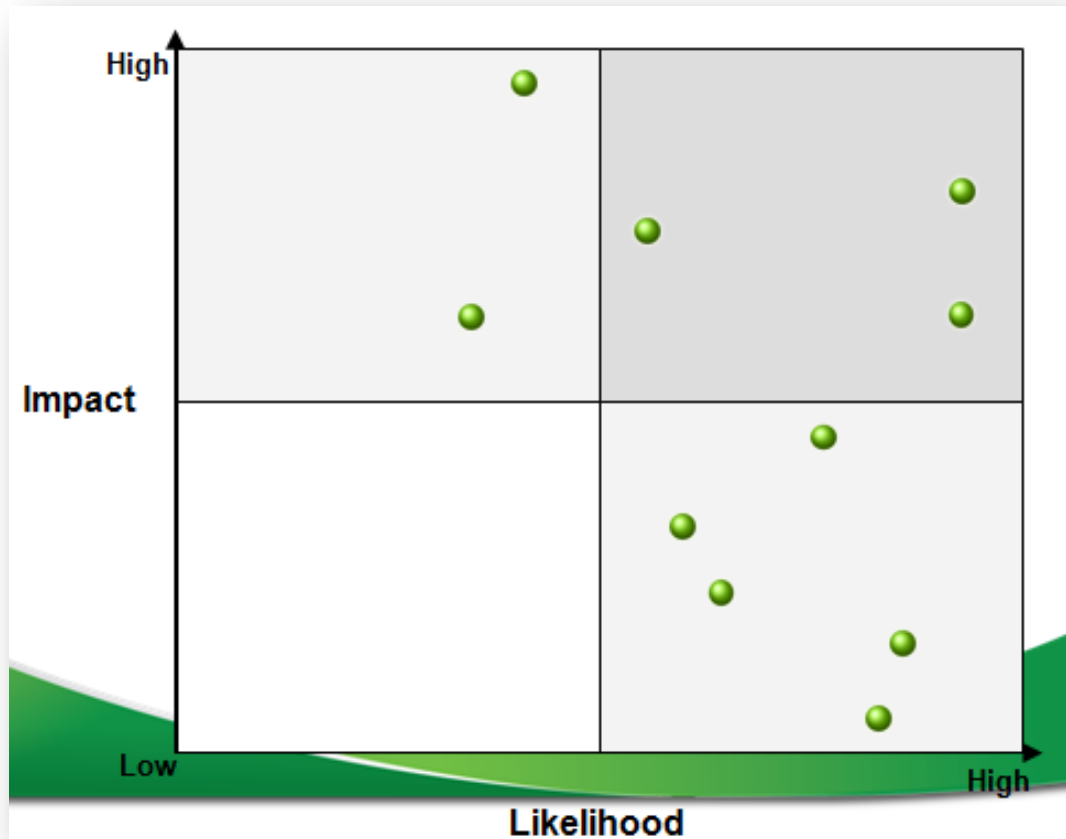
The two simplest questions are:

1. Will this issue have an impact?
2. Can it be affected or altered?



Mapping Issue Priority

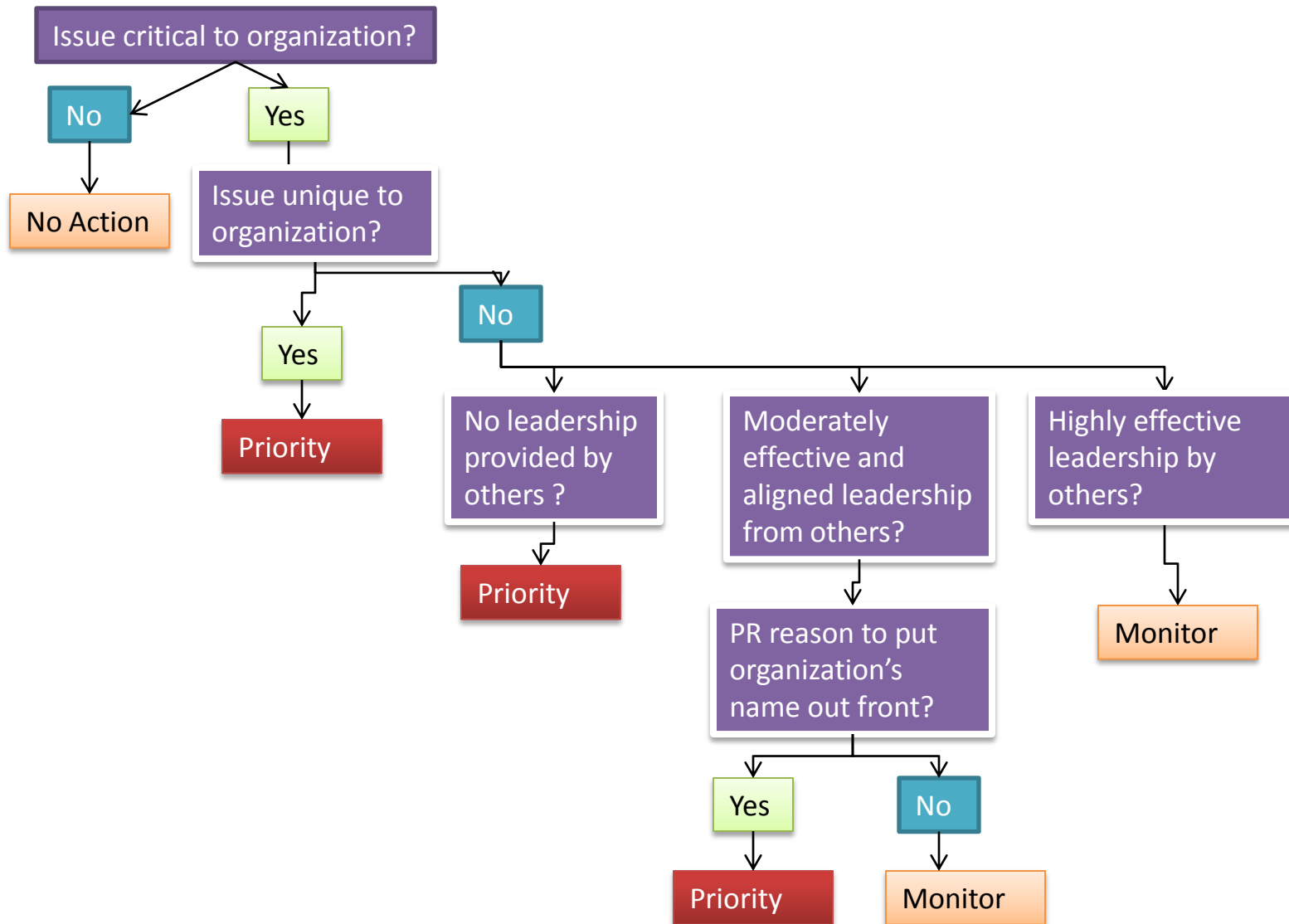
You can also assess the timeline of the issue's progression or the likelihood of its passage.....



Other questions to ask internally include:

1. Can we honestly affect the outcome on our own?
2. Can we affect the outcome with the help of others?
3. Is it primarily a political issue or reputational issue – or both?
4. How imminent is the danger posed by the issue? Do we need to act quickly? Will we need to redeploy resources?
5. If we take on this issue, what could go right and what could go wrong?
6. Is it important that we show leadership on this issue or is there equal value in being one of many voices on our side of the issue?

Issues Management Flow Chart



Building Issue Advocacy Teams

What is the first step in issue advocacy?

Once you have established systems for monitoring, tracking and prioritizing your issues, you'll find a shortened list of topics – each of which has the potential to impact and influence your organization.

Issue teams, which vary in size and structure, should be constructed for each of these high-priority items. They provide the benefit of cross-functional communications and a holistic approach to advocacy.

