Issues Management – the softer side of resilience

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Introduction

- Agenda
  - Reputation risk management
  - Wider and softer resilience
  - Managing issues, preventing crises
  - Conclusion

Reputation

Reputation

“a stakeholder's collective representation of past images of an organisation (induced through either communication or past experiences) established over time”

Cornelissen 2008

“a perceptual representation of a company’s past actions and future prospects that describe the firm’s overall appeal to all of its key constituents when compared to leading rivals”

Fombrun

Reputation factors

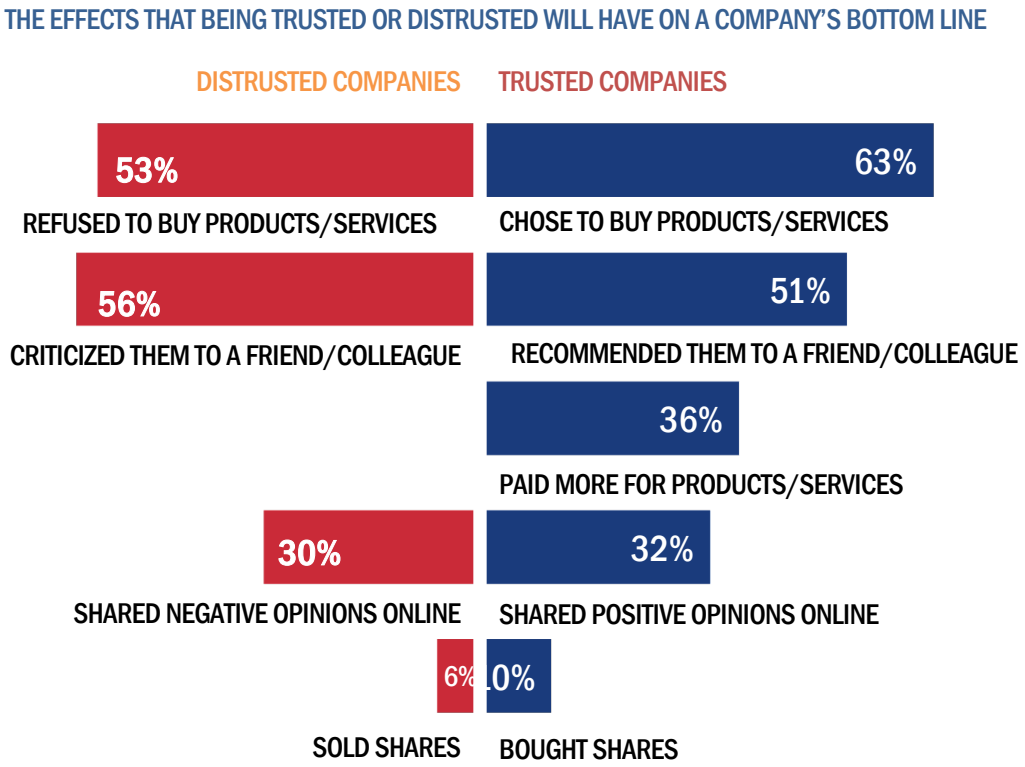
- What you say
- What you do
- How you do “it”
- Others experience of you
- Public perceptions of you
- Peer perceptions of you

Perception and engagement

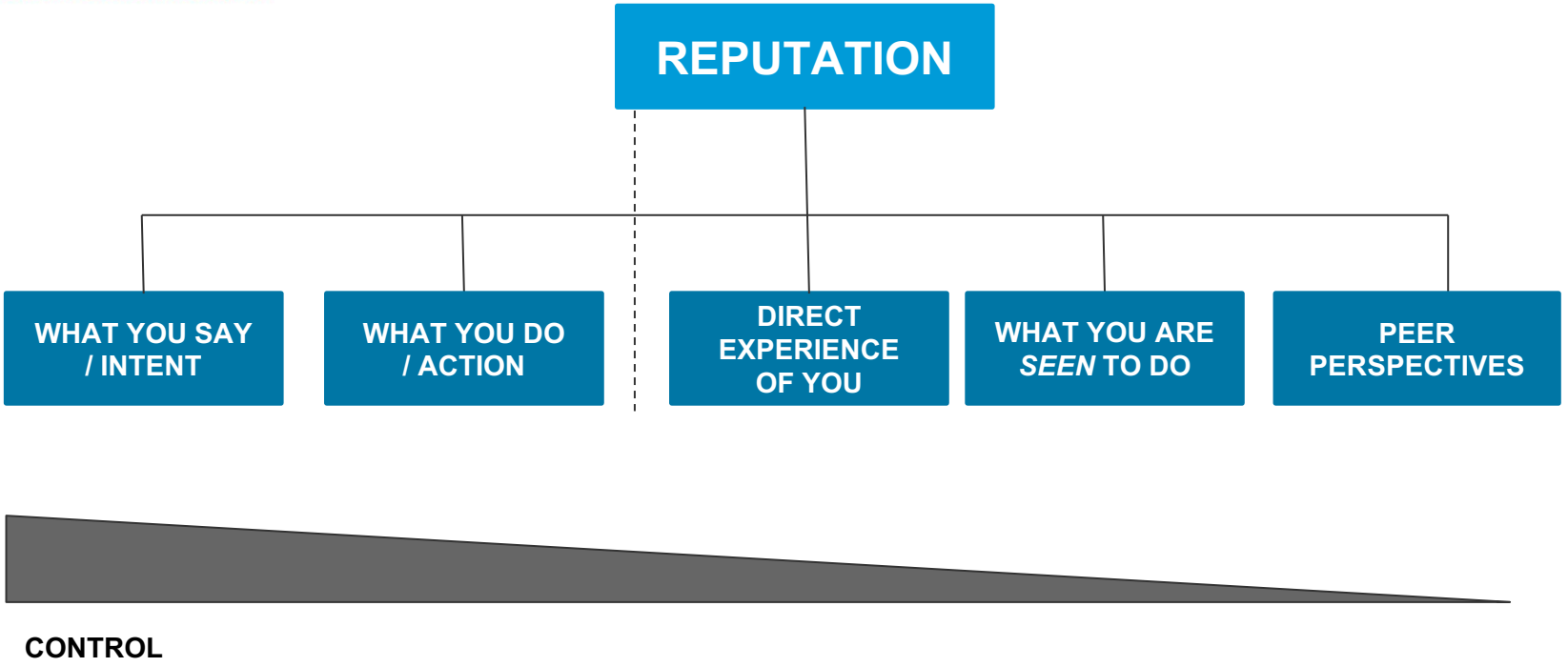
"Peoples willingness to buy, recommend, work for and invest in a company is driven 60% by their perceptions of the company and only 40% by their perceptions of their products."

Reputation Institute report

Why does trust matter?



Reputation Framework



What is a reputation strategy?

A reputation strategy looks at four pillars:

MAINTAIN	ENHANCE	PROTECT	UTILISE
Being good at the day job and delivering on your brand promise	Excellence in delivery, plus specific initiatives, decisions, changes and announcements	Making sure your organisation is as resilient as possible	A good reputation should be utilised for the achievement of strategic goals.

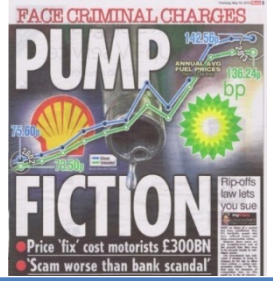
Resilience and reputation

Resilience

Ability of an organisation to anticipate, prepare for, and respond and adapt to incremental change and sudden disruptions in order to survive and prosper.

BS 65000:2014

WORLD
Conference and Exhibition



	INCIDENT	ISSUE
INTERNAL	• Executive dismissal • Employee injuries/death • Industrial dispute • IT system failure • Product recall	• Strategic failure • Corporate governance • Fraud/malpractice • Employee behaviour
EXTERNAL	• Cyber attack • Health risk • Natural disaster • Political unrest • Sabotage & extortion • Terrorism	• Political pressure • Regulatory change • Religious/cultural controversy • Societal anger • Hostile takeover

Issues management

Issues Management

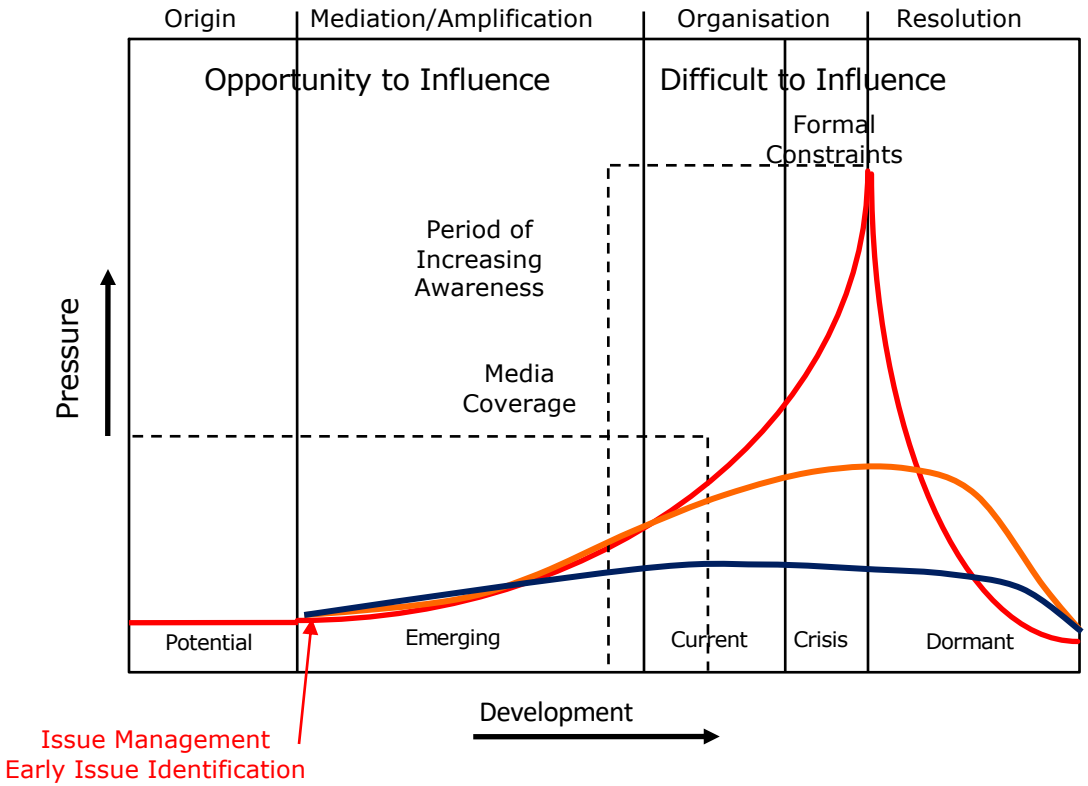
- Think crisis management in slow time
- Different range of outputs – opinion shifting etc
- IM versus CM?
- Ownership
- Issues management definition

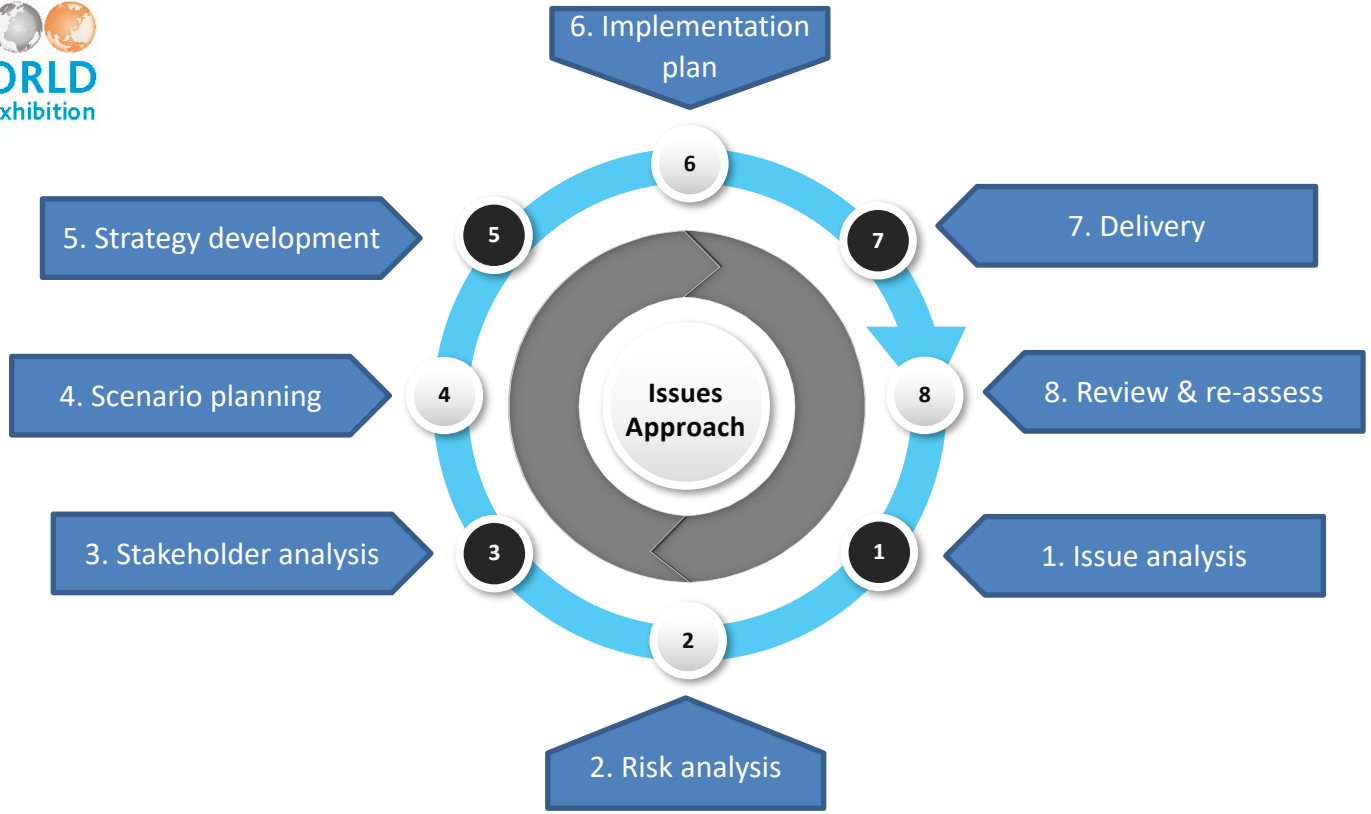
"Issues management is the management over time of non-acute risks to an organisation's strategic, commercial and reputational interests which, if left unresolved or if ignited by a 'trigger' event, could escalate into a crisis

An issue does not, however, have to escalate into a crisis for it to be reputationally damaging."

A Griffin, Regester Larkin
– Risk, Issues and Crisis Management (2014)

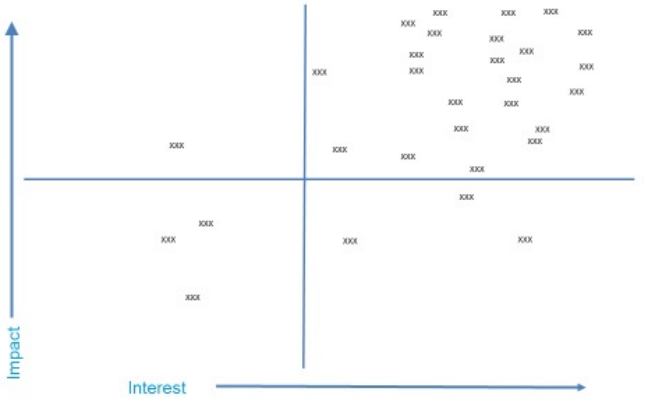
Issue life cycle



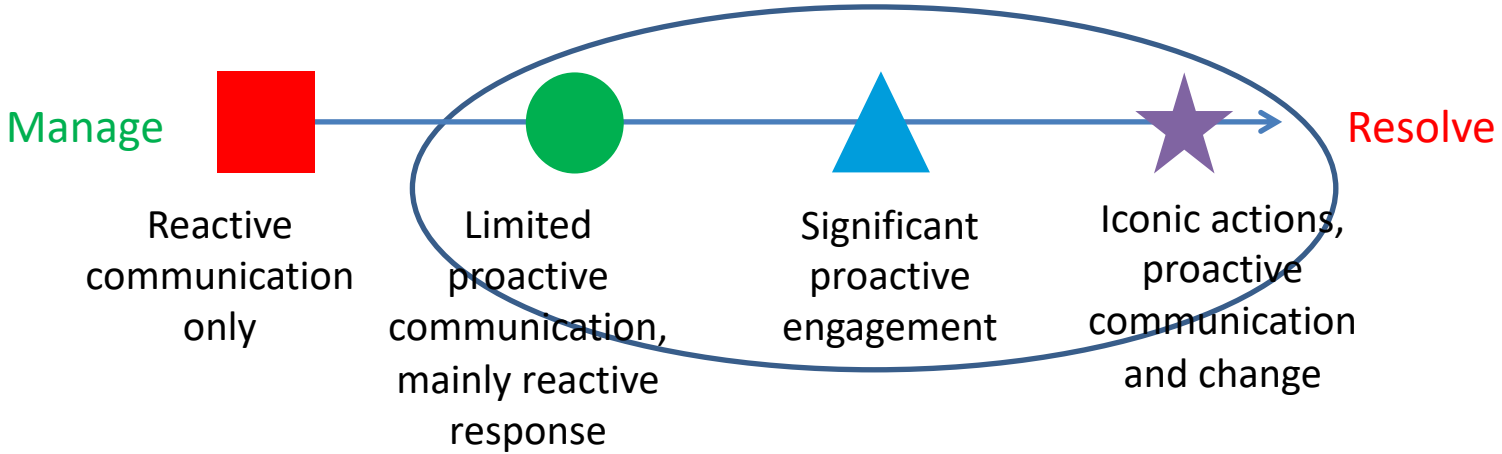

6. Implementation plan
5. Strategy development
7. Delivery
4. Scenario planning
8. Review & re-assess
3. Stakeholder analysis
1. Issue analysis
2. Risk analysis
Issues Approach
6
5
7
4
8
3
1
2

Stakeholder assessment

- Who are our key stakeholders?
- Who do we/should we most care about?
- Why are they important? (e.g. consider: level of interest in the issue v. impact on the organization/influence over licence to operate; Interest/Profile/Credibility/Influence; connectivity/who influences whom)?
- What do they currently think about the issue/organisation
- What they need/want from the organisation?



Strategic planning – options



Conclusion

Thank you

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