



**Understanding Issues  
Management & Government Relations**

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# Public Affairs – Diverse, Simple, Complex

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## Traditional

### Traditional Roles

- Media Relations
- Event and Publicity
- Government Liaison
- Community relations

## Frontline

### Frontline Roles

- Stakeholder Management
- Issues Management
- Social Investment
- Championing Business Principles
- Crisis Management and Communication

## Strategic

### Strategic Roles

- Opportunity Creation
- Branding
- Policy and Government Relations
- Business Strategy
- Strategic Internal Communications

Public Affairs is one of the most front-ended roles in business; it is not management after thought

# What is Issues Management?

- Issues are caused by gaps between the expectations of corporations and those of their publics. (Heath, 1997; Wartick & Mahon, 1994)
- Same issue may concern organizations, stakeholders and other constituencies
- Issues management process defines and determines existence and likely impacts of contestable points of difference

Entails:

- Urgency
- Leadership
- Practice

# Where Do Issues Come From?

## ■ Performance

financial matters, schedule, governance

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## ■ Contemporary/Societal issues

the big issues of the day - from climate change to child labour

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## ■ Local issues

employment, contamination, safety, risk

# Crisis



# What is a Crisis?

- An incident that occurs suddenly and must be actively managed under intense external scrutiny to protect your company, your stakeholders and your reputation.
- A crisis could be:
  - **Event driven** (e.g. boycotts/protests/strikes/fire/bomb threats/acts of terrorism/hostage)
  - **Issue driven** (e.g. controversial marketing campaigns/corporate malpractice, ethics/allegations)
  - **Product driven** (e.g. product safety including product tampering, product recalls or withdrawals)

# Why Crisis Occur?

Crisis situations are often unpredictable

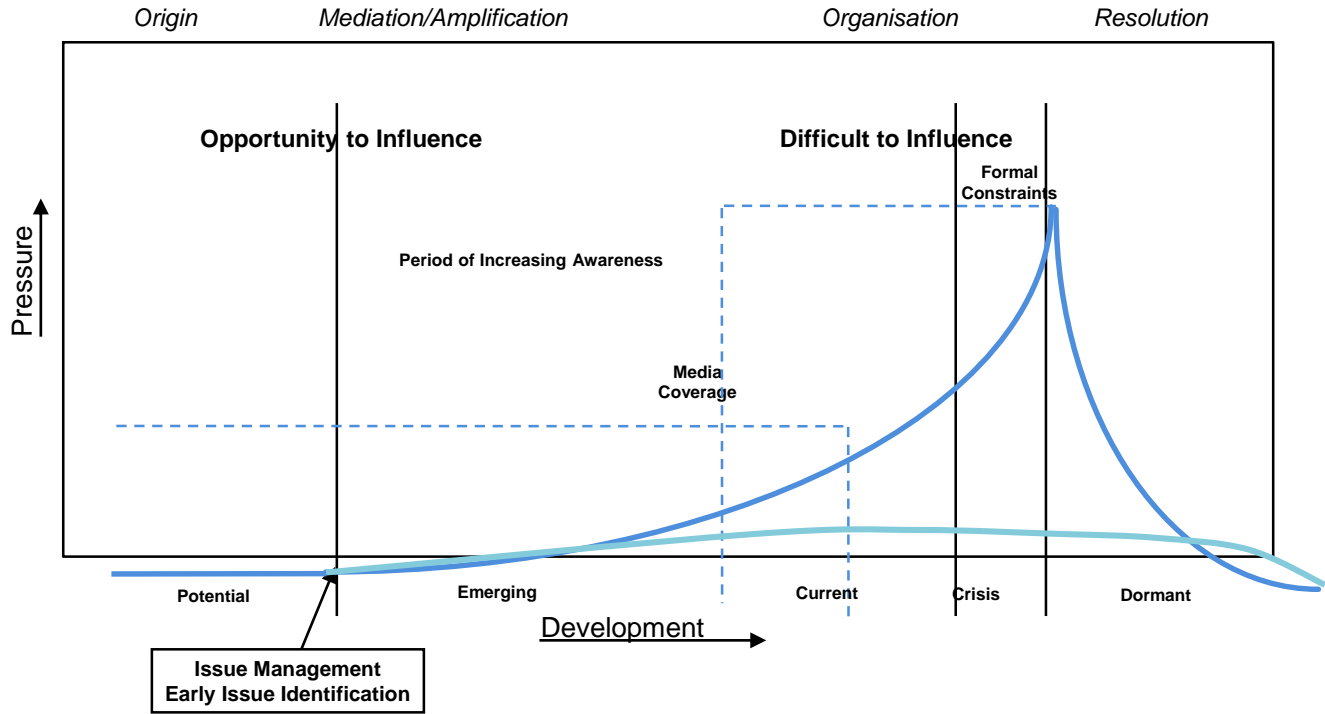
- Look at your history (do a situational analysis)
- Check your performance
- What is the nature of your business?



# Issues vs Crisis?

	<b>crisis/incident</b>	<b>issue</b>
<b>Speed</b>	Fast-moving	Space and time
<b>Surfacing</b>	Suddenly	Gradually
<b>Scrutiny</b>	Immediate / intense	Sporadic
<b>Structure</b>	Rigid / formulaic	Fluid
<b>Stance</b>	Reactive	Proactive

# Issues – Crisis Trajectory



# Government Relations?

“a systematic effort to influence the actions and policies of government to help achieve particular objectives or protect particular interests in public and in a way that reflects well on you and the decision-makers involved.”

An educational process; involves educating officials about the issues important to their business.

# Why Government Relations?

## Managing Government Relations for the Future

“Customers are the **only group** that trumps governments and regulators in their ability to affect companies’ economic value. While frequently overlooked, the world of government relations has a higher impact on companies than meets the eye”.

McKinsey Global Survey, 2011

# Mckinsey survey confirmed



- Stakeholders such as workers, investors, & laborers are not **as relevant** to a company's economic value as governments and regulators
- Ultimately, success in government relations comes from **integrity, relationships,** and informed **strategic engagement**
- In the fast-paced environment of the **nation's capital,** it's wise to have “eyes and ears” representing your views and interests

# Key Pillars of Government Relations

**Intelligence  
Gathering**

**Strategy  
Development**

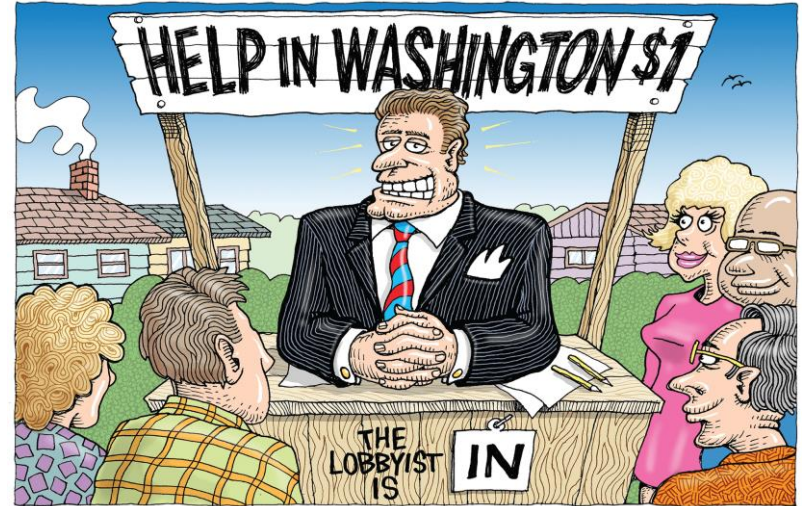
**Lobbying**

**Issues  
Management**

# Lobbying – The myths & the facts...1/3

## Who hires a lobbyist?

- Everyone
- Not only for 'big money' corporations



# Lobbying – The myths & the facts...2/3

**Principal elements include** ↔

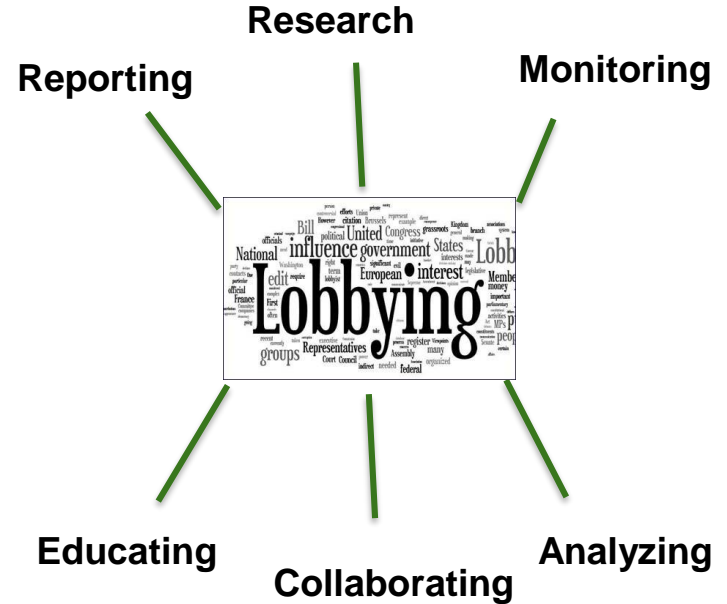
- Researching and analyzing legislation or regulatory proposals
- Monitoring and reporting on developments
- Attending congressional or regulatory hearings
- Working with coalitions interested in the same issues
- Educating government officials but also employees and corporate officers as to the implications of various changes



# Lobbying – The myths & the facts...3/3

“Lobbying is also NOT about fancy lunches, expensive suits, or days out on the golf course. Lobbying involves much more than persuading legislators.”

Excerpt from “Lobbying: A Misunderstood Profession,” Paul Miller, 2005



# Lobbying – Dos

- Do your research
- Know when and where to contact a legislator
- Establish and maintain credibility - Never lie to a lawmaker or misrepresent the facts
- Know your opponent's position as well as you know your own?
- Be helpful to legislators whenever you can. If you can help with a constituent problem or provide information, do it
- Keep position papers short and concise
- Close the deal



# Lobbying – Don't



burn your bridges or take defeat personally

complicate issues or confuse legislators

try to bribe legislators

let your ego show



# Ethical Considerations

## **I – Honesty & Integrity**

- *A lobbyist should conduct lobbying activities with honesty and integrity*
- 

## **II – Compliance with Applicable Laws, Regulations & Rules**

- *A lobbyist should comply fully with all laws, regulations and rules applicable*
- 

## **III – Professionalism**

- *A lobbyist should conduct lobbying activities in a fair and professional manner*
- 

## **IV – Conflicts of Interest**

- *A lobbyist should not continue or undertake representations that may create conflicts of interest without the informed consent of the client or potential client involved*

# Ethical Considerations

## V – Due Diligence & Best Efforts

- *A lobbyist should vigorously and diligently advance and advocate the client's or employer's interests*
- 

## VI – Compensation and Engagement Terms

- *The fees charged by a lobbyist should be reasonable, taking into account the facts and circumstances of the engagement*
- 

## VII – Confidentiality

- *A lobbyist should maintain appropriate confidentiality of client or employer information*
- 

## VIII – Public Education

## IX – Duty to Governmental Institutions

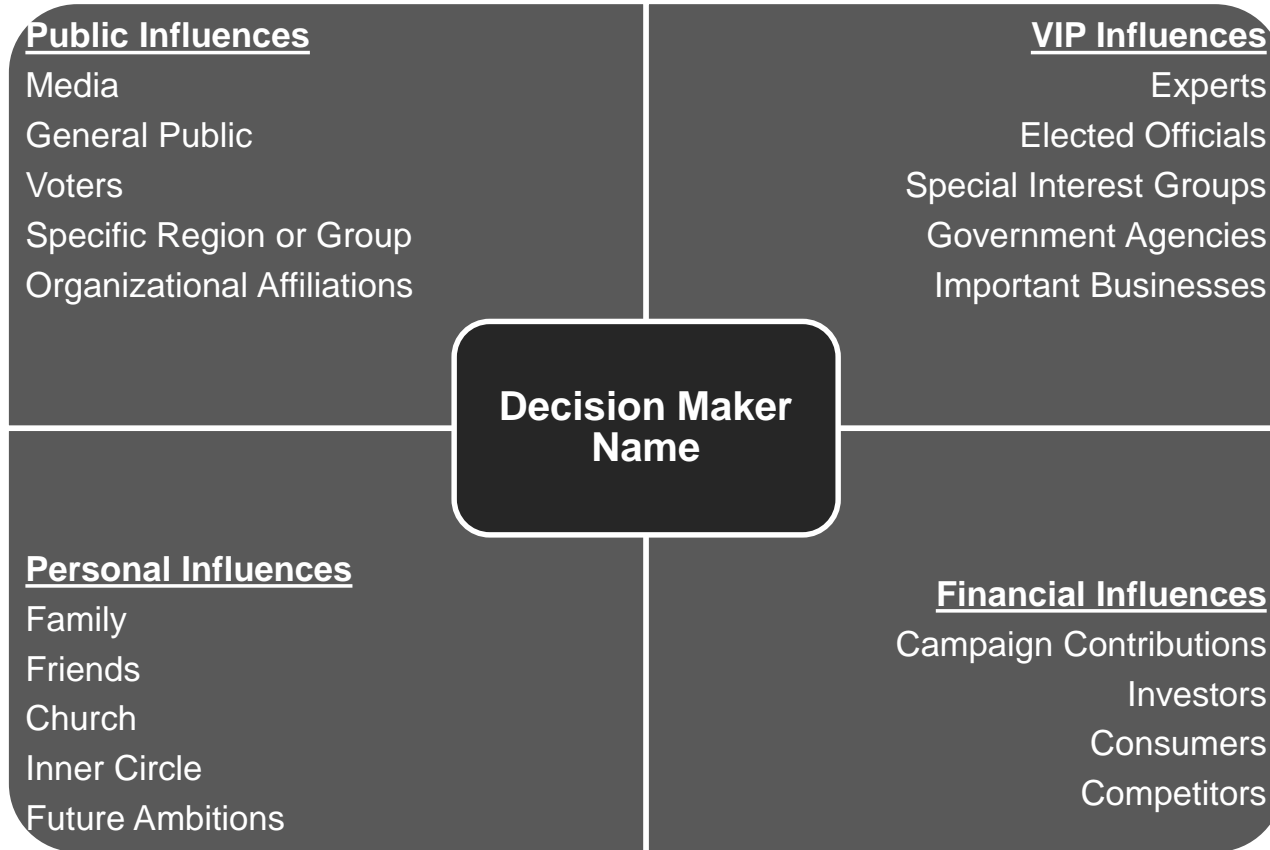
*A lobbyist should exhibit proper respect for the governmental institutions before which the lobbyist represents and advocates clients' interests.*

**According to the Association of Government Relations Professionals (AGRP)**

# Government Relations Tools



Power map  
template



Source: <https://organizingforpower.org/tools/>





Template

Issue Name	Issue Type	Raised by	Date Raised	Description/ Background	Priority (High/Medium/Low)	Assigned to	Target Resolution Date	Status/ Action Taken	Description of Final Solution

## Issue Management Template

• For information about Project Issue Management, visit [www.mindtools.com/rs/IssueManagement](http://www.mindtools.com/rs/IssueManagement).

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Contact list  
sample

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Mrs. Mesaraonye I.D.	"	Chief Confidential Secretary to Honourable Minister	"			08023232682
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# Government Relations: Skills Set

Intelligence  
gathering

Policy and  
government  
relations

Issues  
Management

Strategic thinking

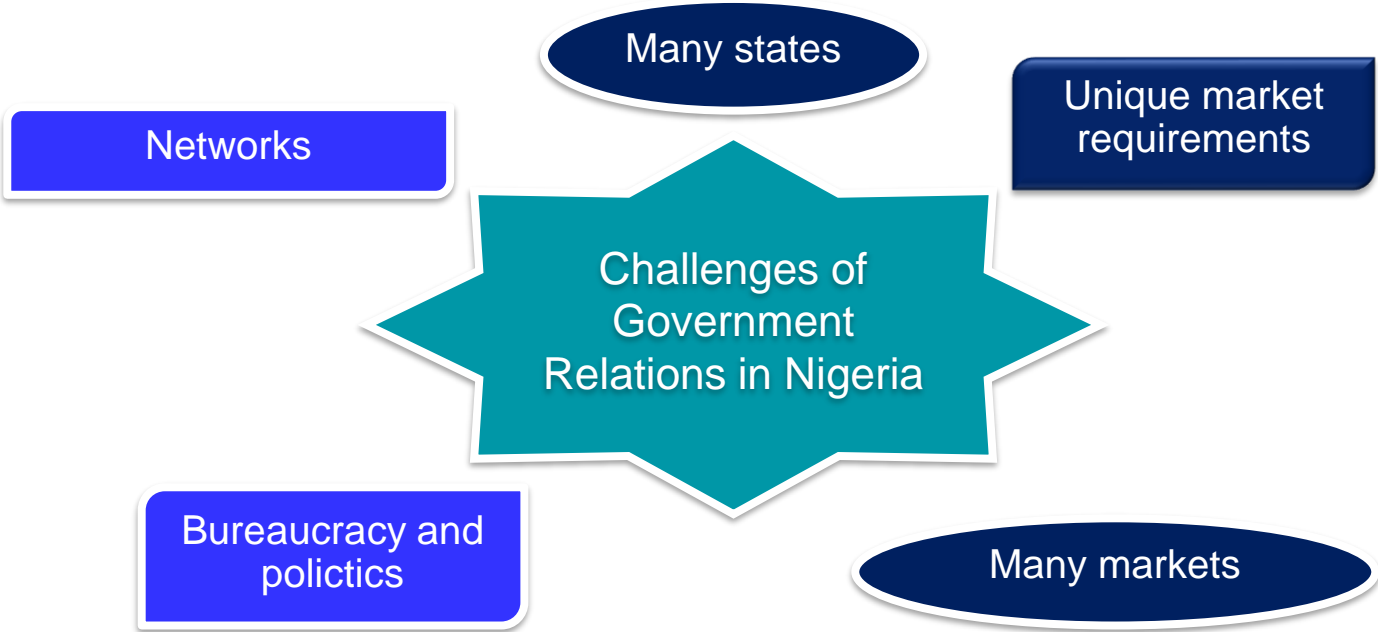
Lobbying/  
Advocacy

Good media  
relations

Ally development

Building of  
grassroot support

# Challenges of Government Relations in Nigeria





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**thank  
you!**