

EXPERIENCE SUMMARIES TLG CONSULTING HISTORY

CHAPTER 22:

PUBLIC AFFAIRS & EXPOSURE MANAGEMENT FORECASTING

Increasingly, corporate management must pay attention to the softer issues, issues well beyond the metricizable, accountable, and measurable. In fact, business school education lags far behind in the nonscientific, often highly emotional areas of public affairs management and dealing with corporate exposures.

This has been an area of special knowledge for James E. Lukaszewski, *ABC, Fellow IABC, APR, Fellow PRSA, BEPS, Emeritus*, beginning during his days in Minnesota state government where he worked both for the governor and in a state department. Since 1987 Jim has served as a consultant to Headquarters U.S. Marine Corps for General Officer media relations training and as a civilian advisor. He lectures annually at the U.S. Marine Corps East Coast Commander's Media Training Symposium. He has served as a civilian advisor to the Office of Foreign Disaster Assistance of the Agency for International Development, various divisions of the U.S. Forest Service, and the U.S. Environmental Protection Agency.

Government-related issues, of course, overlap with business issues. Jim has developed a proprietary approach to dealing with the exposures organizations experience due to issues in the public domain. He calls it his, "Exposure Management and Surveillance Process." It consists of four phases:

- Phase I: Identify Corporate Exposure Sources/Issues/Threats
- Phase II: Establish Response Priorities Based on Impact, Likelihood of Occurrence, Possible Collateral Damage Generation, and Long Term/Short Term Effect
- Phase III: Develop Confidential Exposure Reports with Limited Distribution to Management
- Phase IV: Quarterly Exposure Review Meetings by the Exposure Management and Surveillance Process Team (EMSP)

This process ensures a continuing look at the most important, essential, and urgent exposures the organization can face. Lukaszewski teaches this process to corporate clients.

Here is a representative sampling of the kinds of issues and exposures Jim helps clients monitor, surveil, and prepare to detect, preempt, or accommodate:

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- Aboriginal treaty rights (Canada)
- Academic malfeasance
- Accidents including military training, state-owned vehicles, state-owned facilities, state-operated industries, commercial aircraft
- Anti-government activist action
- Chemical and substance abuse
 - State & federal/state investigations
 - Overt & covert anti-drug activities
- Civil disobedience & civil disorder
- Corporations vs. the EPA/OSHA
- Corrections issues including prison riots
- Criminal prosecution
- Election communication strategy
- Expropriation
- Federal investigations
- Forestry & public policy (U.S. & Canada)
- Governors conferences
 - Midwestern Governors Conference
 - National Governors Conference
- Grassroots corporate approaches to public policy issues
- Hazardous waste
- International commercial disputes (U.S., Canada, Japan)
- Labor issues
 - Strikes involving the government
- intervention
- Legislative investigations
- Legislation development
- Media investigations
- Media vs. politicians
 - Media vs. bureaucrats
 - Unhappy legislators (who go to the media)
 - Unhappy congressmen
- Medicare fraud
- National media interest in local problems
- Natural disasters
- Political disasters
 - Poor performance of department heads
 - Failed legislative programs
 - Public embarrassments
- Political investigations
- Public testimony
- Scandals
- Superfund