

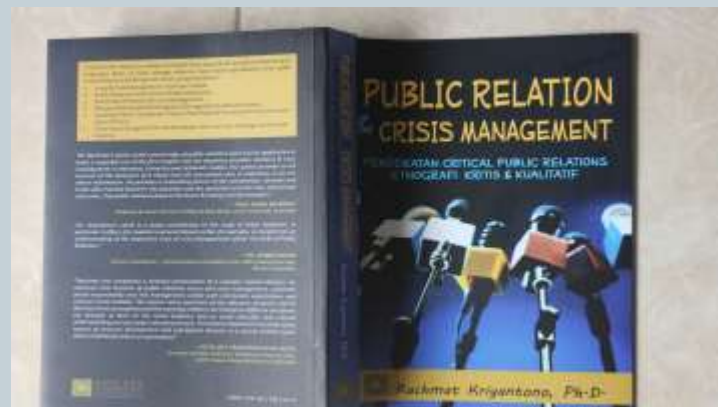
ISSUE

(Seri Management Krisis)



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(Materi ini telah saya tulis di buku PR & Crisis Management, 2012, Prenada Jakarta)



What is issue?

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- Issue = gossip?
- Issue = rumours?
- Issue = grapevine, selentingan, kabar burung?

THE ANSWER IS NO... !!

ISSUE IS.....

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- Harrison (2008, h.550): *“Any development, usually in the public arena, which, if it continue, could significantly affect the operations or failure interests of the organization.”*
- *The Issue Management Council: “If there is a gap or difference between the public’s expectation with the organization’s policy, operation, product or commitment, so issue appears”* (Galloway & Kwansah-Aidoo, 2005; Regester & Larkin, 2008).

ISSUE IS

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- Chase & Jones:

“an unsettled matter which is ready for decision”

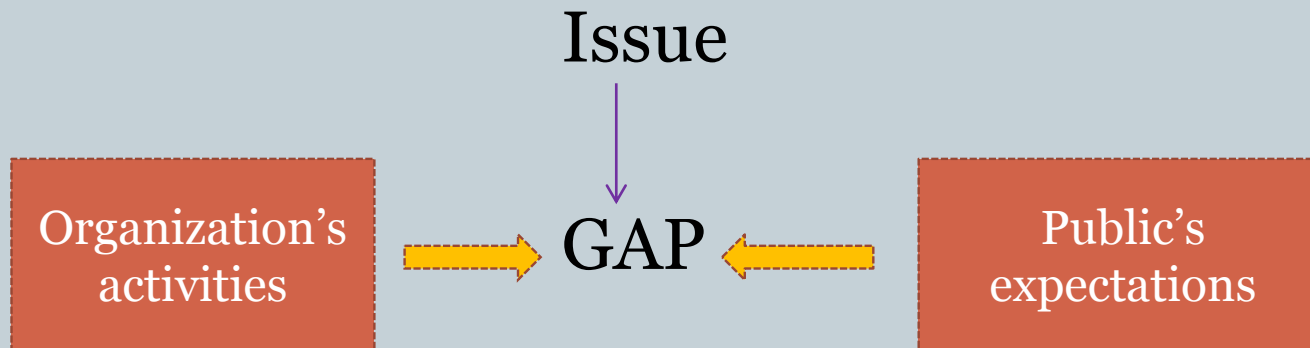
- Regester & Larkin:

“a point of conflict between an organization and one or more of its audiences”

“a condition or event, either internal or external to the organization, that if it continues will have significant effect on the functioning or performance of the organization or on its future interests”

Model of Issue

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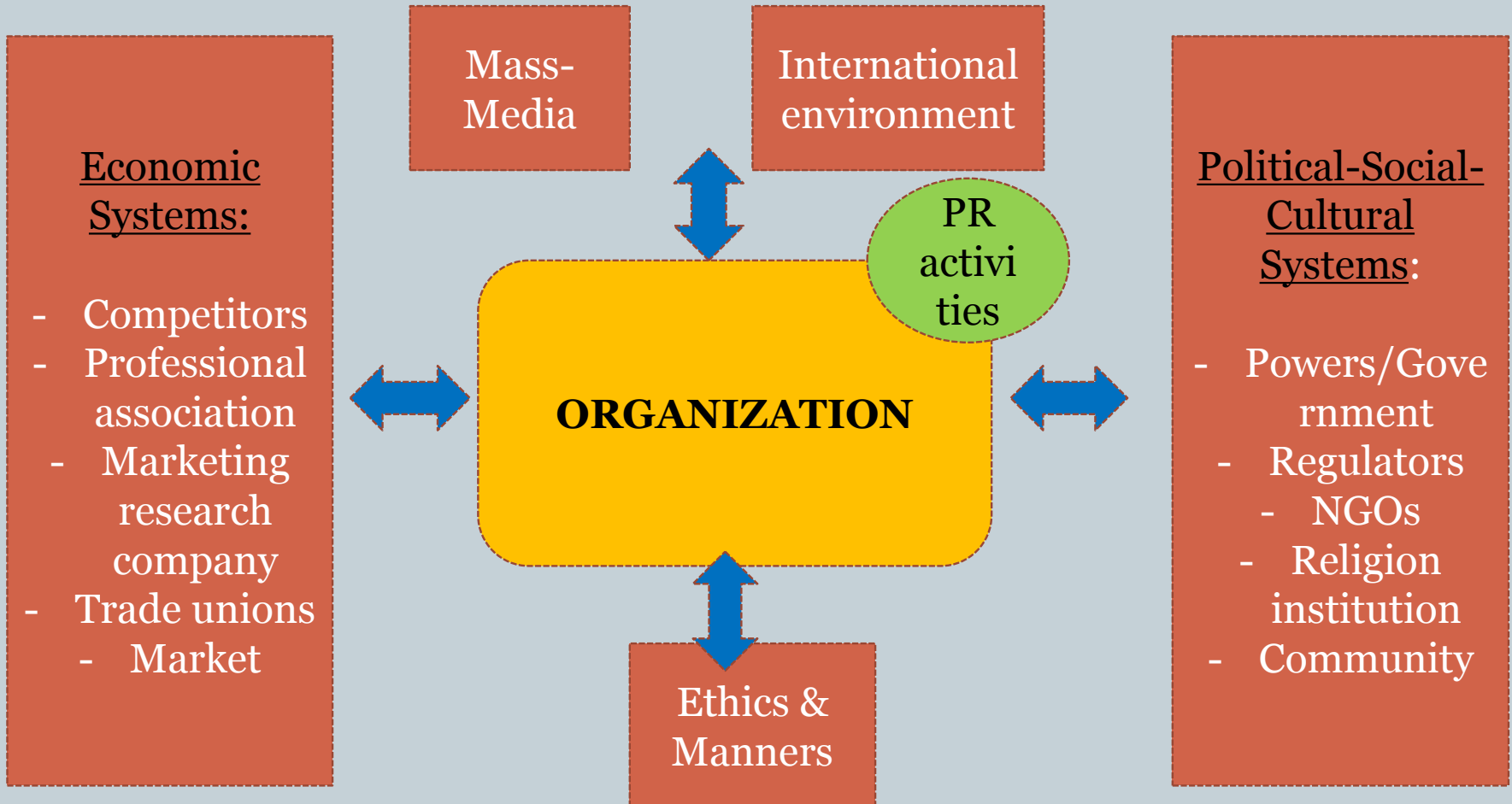


Source: Gaunt & Ollenburger, 1995; Register & Larkin, 2008).

HOW DOES THE ISSUE HAPPEN?

- As a result of social system interactions

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HOW DOES THE ISSUE HAPPEN?

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- Issue always take places in the organization activities as a result of interaction with its environment.
 - Struggle of power through symbolic struggling
 - Realities that PR meets are social construction from the individuals or groups, both internal and external of the organization.
- “... a process whereby meaning is created and agreed upon” (Hearit & Courtright, 2003, h.86)*
- Democratization & Technology development increase critical thinking of the public

ISSUE TYPES

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- Based on the sources:
 - *Internal issues*, come from inside organization.
 - *External issues*, come from outside organization (Gaunt & Ollenburger, 1995)
- Based on the implications:
 - *Defensive issues*, the issues tend to threaten the organization.
 - *Offensive issues*, the issues that are used to increase the reputation (Harrison, 2008).

ISSUE TYPES

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- Based on the width of issues:
 - *Universal issues:*
 - a. the issues affect large numbers of people, general, whose exposure is directed and personal.
 - b. The issue topics is spontaneously in conversation and flow & ebb depend on circumstances.
 - *Advocacy issues:*
 - a. do not affect as many people as universal issues. The issues are usually raised & promoted by those claiming to represent the public's interest.
 - b. The issues relate to potential rather than actual problems.
 - c. Do not occur spontaneously in conversation, but one raised, people tends to react favourably to the need for action and solution (Harrison, 2008)

ISSUES TYPE

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- Selective issues:
 - a. issues are affecting particular groups of people. The public is generally interested, but special-interest groups are heavily involved.
 - b. The problems and solutions are unique to the situation and only affect certain identifiable groups.
 - c. The costs of dealing with the problem are usually passed on to society at large.
- Technical issues:
 - a. the public has no interest in this issue and is content to leave it in the hands of experts.
 - b. Do not raise in conversation and if raised, is discussed only by limited groups with strong expertise (Harrison, 2008).

ISSUE STAGES (LIFE CYCLE)

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The connection between issue & crisis

- Issue life-cycle determines crisis will occur or not.
“an issue ignored is a crisis ensured.” (Regester & Larkin, 2008, h.95)
- *To describe issue stages, I collaborates the ideas of issues stages from several literatures:*
 - Crable & Vibbert (Smudde, 2001); Gaunt & Ollenburger (1995): issue often changes to crisis through several stages, potential, imminent, current, critical, & dormant.
 - Hainsworsth (1990) & Meng (1992), cited in Regester & Larkin (2008) : origin, mediation & amplification, organization, & resolution.

ISSUE STAGEs

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- Origin (*potential stage*)
 - a. People expresses his/her attention to the issue & gives opinion.
 - b. People may do action relate to the issue that perceived to be important.
 - c. It is a crucial stage that determines whether the issue can be managed or not.
 - d. Public relations must actively monitor (*scanning*) the environment.
 - e. Regester & Larkin (2008, h.50): “Issues have not been captured by experts or not become public attention, although some specialists will begin to be aware of the issues.”

ISSUE STAGES

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- *Mediation & Amplification (imminent stage/emerging)*
 - a. Issues are growing because the issues have public supports.
 - b. Mediation means people has the same opinion exchange their minds so amplify the issue.
 - c. The organization begins to get pressure from pressure groups.
 - d. Regester & Larkin (2008): actually the organization is able to limit the issue. However, it is difficult because when the organization pays attention one issue, another issue emerges.
 - e. So, it is better that you must pay attention to several issues.
 - f. The organization must attempt to manage information flows by providing actual, truth & data-based information and open two way comm.
 - g. Media news is still sporadic & only several media disseminate the issues.

ISSUE STAGES

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- *Organization (current stage dan critical stage)*

Current:

- a. Public has already organized itself & formed networks.
- b. Issue grow more popular because frequently exposed by media & social media.
- c. As a result, the issue becomes public discussions & some opinion leaders raise by giving comments in media. There are struggling of public discourse from variety of interest groups.
- d. Conflict of interest take place that can influence public policy.

Critical Stage:

- a. The public is divided into two groups: agree & disagree. Hainsworth (1990): “This stage can be called Crisis.”
- b. The parties try to influence the policy maker to be involved in, as mediator/problem solver that favourably agree with particular groups.
- c. Media has important role due to its ability to disseminate messages and build public opinion.
- d. Public relations is expected to give clear, truth, honest & open information to the media & build a good media relations to get positive publicity.

ISSUE STAGES

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- Tahap Resolution (*dormant stage*)
 - a. Basically, the organization is able to manage the issue well (at least, public is satisfied because getting “answer for their questions” relate to the issue).
 - b. Media exposure decreases, public’s attention goes down.
 - c. Time goes by, solutions from the organization or government so the issue is assumed to end.
 - d. It may raise again when:
 - someone/a group triggers a new issue that connect to previous issue
 - Commemorate the issue every year (the date when the issue hapened first time).
 - The situation above is able to raise the same issue if the is unsatisfaction among the public.

The Model of Issue Life Cycle

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- Please read in my book:
PR & Crisis Management, 2012, Prenada Jakarta

Happy Studying



References:

- Kriyantono, R. (2012). PR & Crisis Management. Jakarta: Prenada
- Regester & Larkin (2008). Risk & Issue Management.

Baca yuuk...

