

GOING UPSTREAM NEWSLETTER — AUGUST 2026

Your Regulatory Problems Are Alive

Regulatory problems aren't going to solve themselves—and not every problem requires the same response.

This Month's Focus: Regulatory Problem-Solving

Every regulatory organization solves problems. The more difficult question is whether it is solving the right problem. Some challenges are relatively contained and can be addressed through focused consulting, facilitation, implementation support, or independent review. Others continue to recur despite repeated efforts. Still others evolve over time, revealing broader organizational influences that were not apparent at the outset. Before deciding how to respond, it is worth asking a different question: How is this problem behaving? That question sits at the heart of this month's featured Regulatory Capacity Insight™.

This Month's Upstream Question

Is your organization solving the problem—or responding to its symptoms?

Four Signs Your Problem May Be More Than It Appears

1. *The issue keeps coming back.*

Previous efforts helped—but the problem continues to reappear.

2. *The scope keeps expanding.*

What began as one issue now involves several organizational functions.

3. *Different people describe different problems.*

Everyone agrees something isn't working—but not everyone agrees why.

4. *Every solution creates another issue.*

Individual improvements help, but the broader challenge remains.

Why This Matters

Regulatory problems rarely exist in isolation. They often emerge through interactions between multiple organizational influences rather (such as governance, policy, people, processes, technology, information, leadership, and organizational culture) than from a single cause. Understanding how a problem is behaving is often the first step toward identifying the most appropriate response.

 **This month's Regulatory Capacity Insight™** [Read the full article](#)

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This Month's Executive Regulatory Insight Briefing

From Symptoms to Solutions: Choosing the Right Response to Regulatory Problems

This month's complimentary webinar explores:

- why regulatory problems behave differently;
- recognizing contained, emerging, recurring, and evolving issues;
- why organizational problems rarely exist in isolation;
- moving beyond the "silver bullet";

- designing portfolios of complementary responses; and
- introducing the Regulatory Solutions Framework (RSF).

 Wednesday, August 19, 2026 1-2pm EDT  [Register here](#)

July's Regulatory Signals: From New Initiatives to Organizational Implementation

July's newsletters suggest that many regulators are now shifting from policy development to implementation. Across the sector, organizations are introducing revised practice standards, governance improvements, quality assurance enhancements, ethics resources, AI guidance, public engagement initiatives, and implementation supports to help registrants adapt to evolving expectations. Colleges are also placing increased emphasis on professional competence, evidence-informed practice, and strengthening governance effectiveness while continuing to modernize how they communicate with registrants and the public.

The signal isn't simply that regulators have many priorities. It is that successful implementation increasingly depends on how those priorities interact across the organization. New standards influence quality assurance. Governance changes affect strategic execution. AI guidance intersects with professional practice and public trust. Addressing any one issue in isolation risks overlooking the broader system in which it operates.

Putting It Into Practice

The Regulatory Solutions Framework (RSF) was developed around a simple principle: The same response won't solve every regulatory problem.

- Some issues are best addressed through focused consulting or implementation support.
- Others benefit from a structured systems review to understand why they continue to recur or evolve.
- Still others reveal opportunities to strengthen broader organizational capacity.

The goal is not simply to solve today's problem, but to respond in ways that strengthen the organization's long-term effectiveness and resilience.

 Learn more about the [Regulatory Solutions Framework™](#) and our new Regulatory Problem Systems Review (RPSR), a structured, facilitated workshop series to address recurring or evolving problems.

New Resources

New Strategic Planning Resources

This month we're also pleased to introduce several new resources for organizations developing, refreshing, or implementing strategic plans:

 [2026 ESAF Strategic Planning Benchmark Report](#)

Evidence-based insights from 50 Ontario public-interest regulatory strategic plans.

 [Keeping Your Strategic Plan Alive](#) (short article)

Why Board Approval Is Only the Beginning.

 [Strategic Planning & Implementation \(SPI\) Practice Area](#) (brochure)

Helping organizations build strategic plans that support governance, organizational continuity, and successful implementation.



**UPSTREAM
MANAGEMENT
SOLUTIONS**

Reflection Question

Think about one significant challenge currently facing your organization. Is it:

- Contained — requiring a focused response?
- Emerging — still taking shape?
- Recurring — despite previous efforts?
- Evolving — revealing broader organizational influences?

Or has it taken on a life of its own?

Helping regulatory organizations choose the right response to the right problem.

We Speak Regulator™