



For:



## Reputation... A Risk Manager's Role

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Manage the **Unexpected**

## Protection of Crisis-Related Reputational Risks:

- Protecting **Company** Reputation as a Function of Risk Management
- Protecting your **Personal** Reputation During Crises
- **Take-and-Use** Components of Risk-Related Reputation Management

*“What if Your Plans Don’t Work as Expected?”*

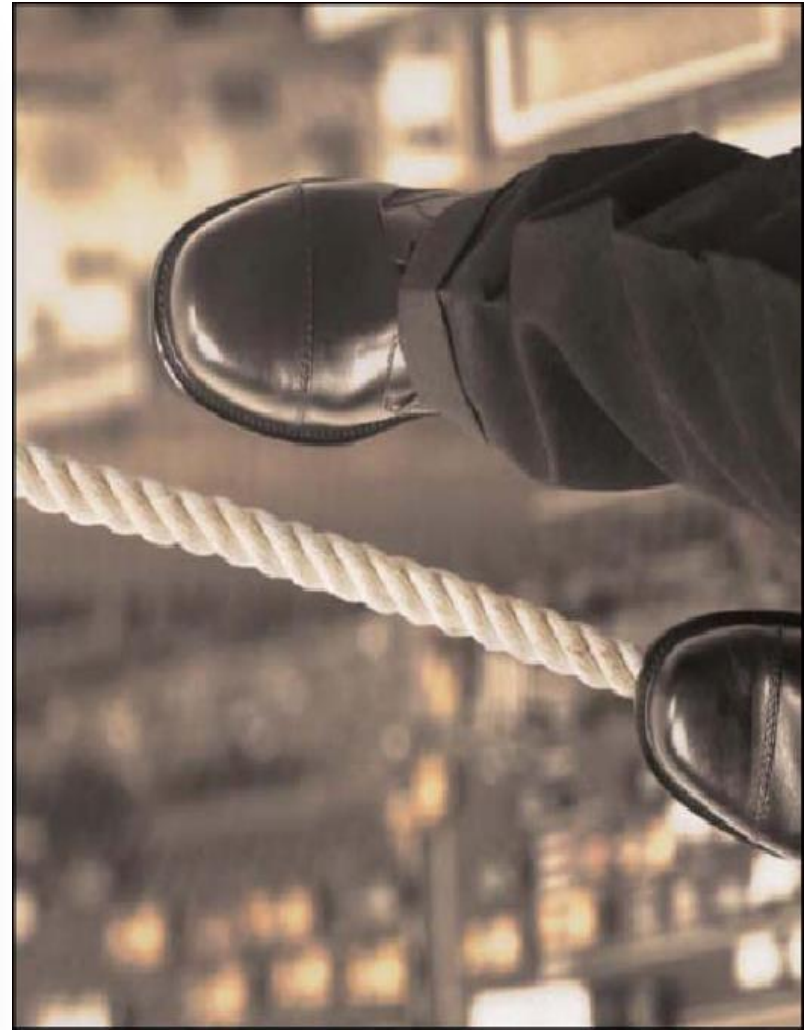
# Reputation

- The set of . . .
  - Perceptions,
  - Evaluations, and
  - Beliefs
- . . . a community forms about an organization or one of its members



# Senior Management Concerns

- People
- Reputation
- Finances



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## 2 Stakeholder Expectations

### Post-crisis Expectations

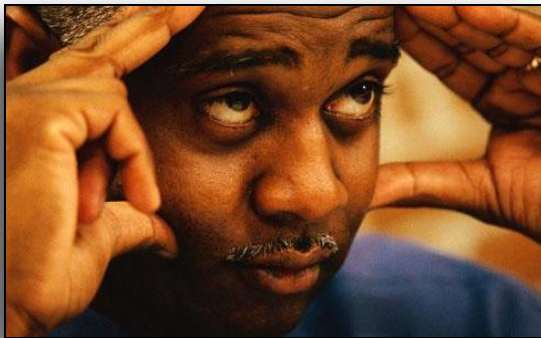
- Preventive Actions
  - Take adequate preventive measures?
- Prepared to Respond
  - Respond in timely, caring, effective manner?
- If “no” = **Outrage**





# “Reputation” Red Flags

- Outrage
- Fear
- Media Involvement
- Perceived to be at fault:



- Foreseeable
- Unprepared
- Unjust
- Intentional
- Negligent



# Potential Stakeholders



- Employees/ Families
- **Contractors/ Business Partners**
- Facility/ Site Managers
- **Staff Managers (HR, IT, etc.)**
- Senior Managers/Board of Directors
- **Institutional investors/ Shareholders**
- Insurance representatives
- **Suppliers/ Distributors**
- Customers
- **Government regulators/ politicians**
- Competitors
- **Media representatives**
- Union
- **Communities**
- Internet (users/ bloggers)
- **Industry activist groups**



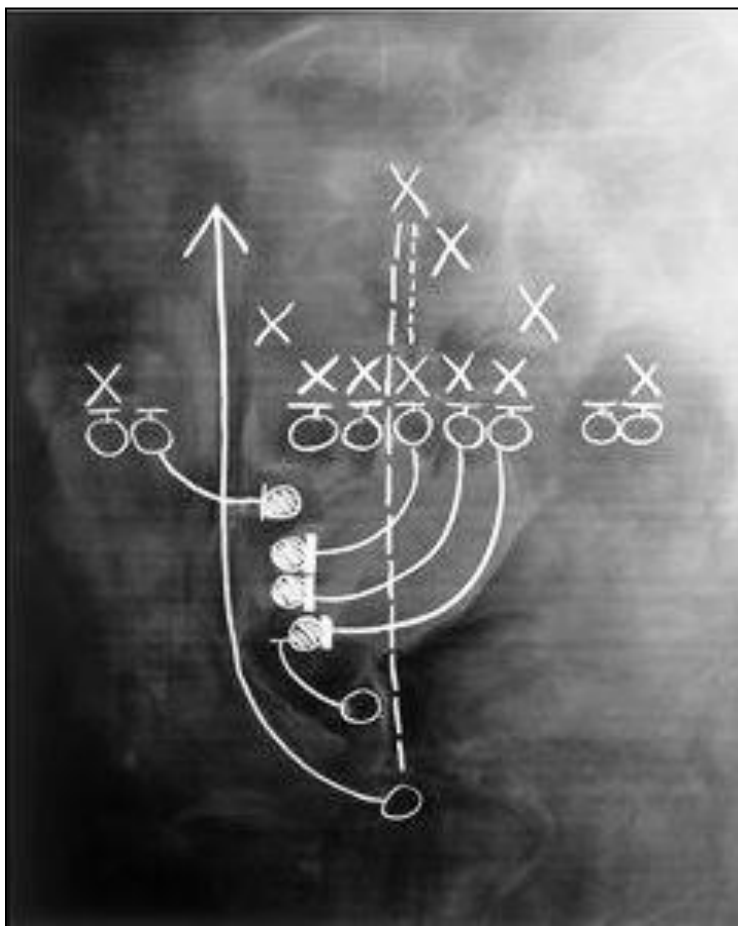
# Anticipate

- Identify Weaknesses in your preparedness
  - Company Response
  - Your Response
  - Other Stakeholders



# Reputation Response Mindset

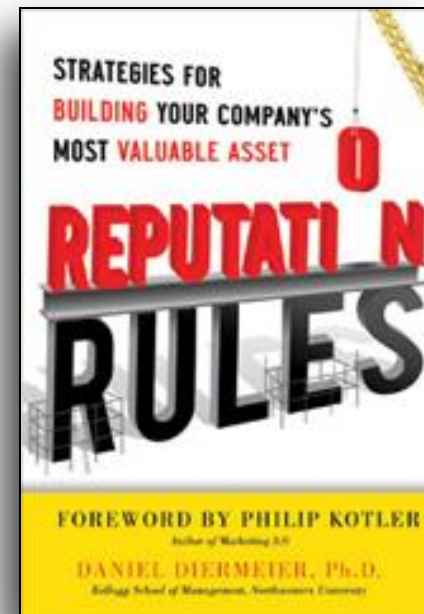
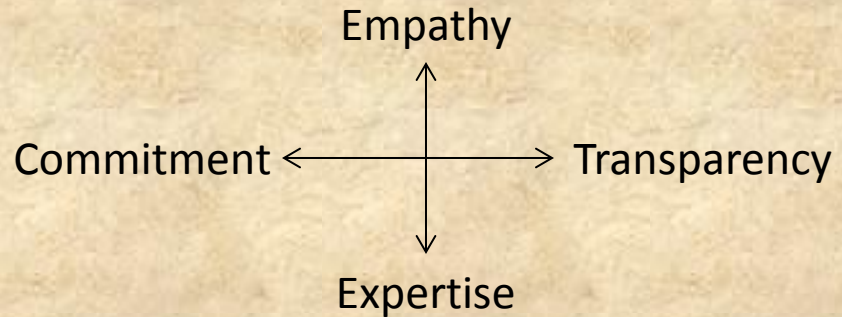
## Focus on “CIA”



- Core Assets
  - Protection
- Impacted Stakeholders
  - Identify and address needs and concerns
- Anticipation
  - Likely progression

# Diermeier Trust Quadrant

- **Empathy**
  - Reaching out to victims with warmth and authenticity
- **Expertise**
  - We know what we're doing
  - Our experts will fix it
- **Commitment**
  - Senior management shows up and takes charge
- **Transparency**
  - What you know, don't know, when follow up



# Be, Know, Do Leadership

- **Be:** Caring
- **Know:** Prepared to prevent and respond
- **Do:** Timely and effective actions



- Emotional Appeal
- Financial Performance
- Products and Services
- Vision and Leadership
- Social Responsibility
- Workplace Environment



Best 9/11 response companies =  
highest reputation



# Protecting Reputation

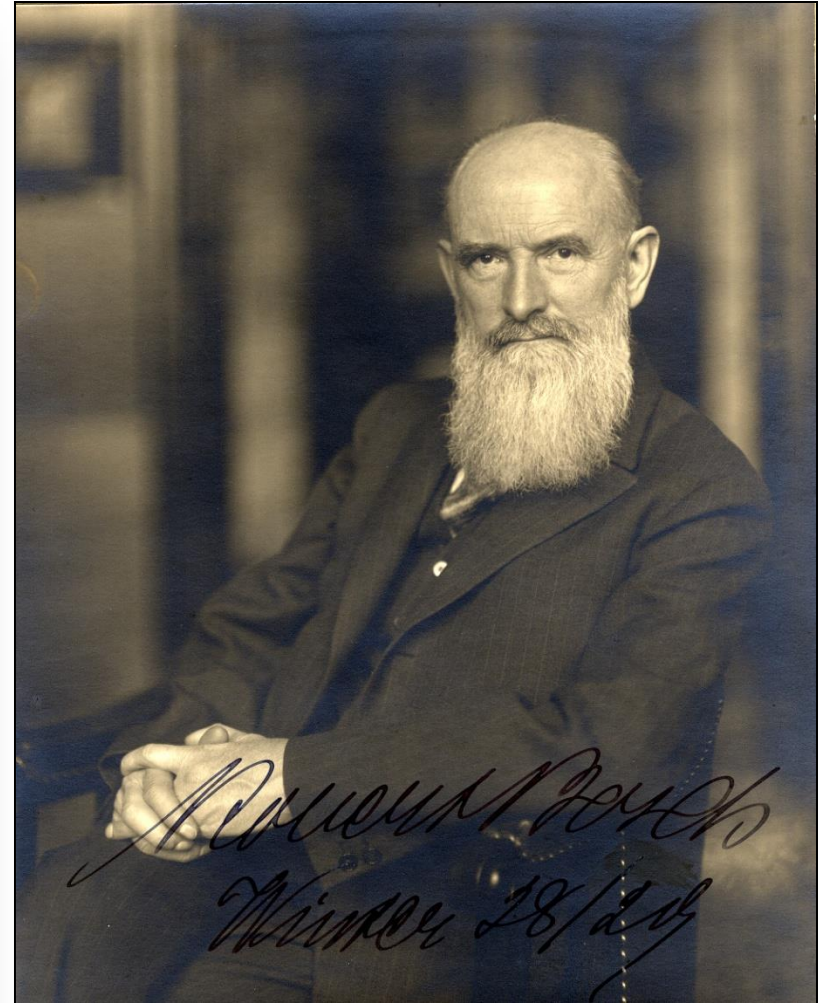
*"I would rather lose money than lose people's trust."*

*The promises I make and reliability of my products are always more important to me than the short-term gains."*

**Robert Bosch**

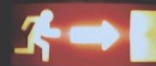
(23 September 1861 – 12 March 1942)

(Largest power tool manufacturer in the world)



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# ***Blindsided***

**A Manager's Guide to  
Catastrophic Incidents  
in the WORKPLACE**

**Includes a Preparedness Checklist  
and Crisis Response Manual ⚠**

**Bruce T. Blythe**

Founder and CEO of Crisis Management International CMi

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