

SAFEKEEPING
COMPANY
REPUTATION
99 TIPS

WEBER SHANDWICK

Advocacy starts here.



1 Great reputations are not accidental

2 Good corporate reputation pays, bad reputation costs

5 CEOs must be the first line of defense

6 Communicate in heavy doses — people are hungriest for information when times are tough

8 CEO apologies or regrets are expected

10 A cover up is worse than the crime

3 Reputation royalty are no longer invincible

4 Stop the bleeding quickly

7 Instill a sense of urgency

9 Banish two words — “no comment”

11 Monitor employees’ vital signs

15 Do not always turn the other cheek

16 Enlist your board’s experience

11 Monitor employees’ vital signs

12 Think of stakeholders as your electorate

13 Don’t underestimate your competitors or critics

14 Abandon any bunker mentality — make leadership accessible

15 Do not always turn the other cheek

16 Enlist your board’s experience

17 “Sunlight is the best disinfectant” — U.S. Supreme Court Justice Louis Brandeis (aka: Transparency is the best cure)

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18 Shift focus from what has happened to what should happen next

19 To stabilize reputation, massive intervention is required

20 Show concern for those affected

21 Don’t believe your own propaganda

22 Reduce internal expectations and deadlines temporarily

23 Keep an eye out for crisis fatigue from your team

24 Break recovery into easy to manage pieces

25 Reputation is easiest to quantify when it is eroding or lost

26 Ask for Lessons Learned from those who have stumbled

27 Start up the research engine — measure consistently

28 Be prepared for the worst-case scenario

29 Reputation halos blind companies to their inner demons

34 Learn from failure. Don’t waste a crisis

28 Be prepared for the worst-case scenario

29 Be there or be talked about

30 Buy unflattering domain names ASAP

31 Think of employees as embedded journalists

32 Nearly all reputation loss is self-inflicted

33 Reputation halos blind companies to their inner demons

35 The public is much less forgiving today

36 Find the Upside

37 Reputation damage does not discriminate

38 Expect coverage on raw news, rumors and innuendo

39 Hire right

40 Don’t wait for a crisis to learn humility

41 Every crisis has its own rhythm

48 Safeguarding reputation is inexhaustible

42 Sometimes it’s not the crisis but how leadership responds to crisis that harms reputation

43 Declare amnesty for those who tell you what went wrong

44 Spend more time listening than talking

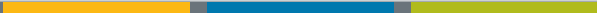
45 Make your recovery values-based

46 No reputation is bulletproof

47 The right culture is the best protection

49 The CEO is the company’s reputation guardian

<p>Enhance reputation by the company you keep</p> <p>50</p>	<p>51 Don't let the Internet's allure blind you</p>	<p>Google is a reputation management system, not a search engine</p> <p>– Clive Thompson</p>	<p>53 There is no magic digital eraser</p>	<p>54 Don't shut out the blogosphere</p>	<p>Take the high ground when managing reputation online</p> <p>55</p>	<p>56 Guard against complacency</p>
<p>57 Corporate web sites are digital ground zero for reputation-building</p>	<p>58 Reputation recovery comes with no completion date</p>	<p>59 "Hope is not a plan."</p> <p>– CEO Dave Barger, JetBlue</p>	<p>60 Scarlet letters do not fade on the Internet</p>	<p>61 Pursue a course of purposeful reputation management</p>	<p>62 Risk-free communications are hard to come by</p>	<p>63 Break the rules when you have to</p>
<p>65 Be careful of early success – it can be your friend or foe</p>	<p>66 Hire a battle-tested communications officer if you have to</p>		<p>67 "If you lose dollars for the firm by bad decisions, I will be understanding. If you lose reputation for the firm, I will be ruthless."</p> <p>– Warren Buffett</p>	<p>68 A half truth is a whole lie</p> <p>– Proverb</p>	<p>69 Make signs of progress visible</p>	
<p>70 Be alert. Look out for blind spots</p>	<p>71 Reaffirm people's belief in themselves</p>	<p>72 Recovery is the strategy of small steps</p>	<p>Inoculate your reputation by building a reservoir of goodwill</p>		<p>74 Review "near misses"</p>	<p>75 Credentialize yourself with the right scorecards</p>
<p>76 Change in perception takes time to catch up to reality</p>	<p>77 Restoring reputation is an epic voyage full of courageous daily actions, small victories and incremental deeds</p>	<p>78 Embrace your luck</p>		<p>79 You can't go from zero to hero in 12 months</p>	<p>80 Prepare for the "gotcha" media moment</p>	
<p>81 Use all inline media assets — online + offline</p>	<p>82 Multiply all your bad news by 10 or even 100</p>	<p>83 Don't forget that we all live in glass houses — there are no secrets</p>	<p>84 Embrace your fans or Advocates. Engage your Badvocates</p>	<p>85</p>	<p>86 Good corporate citizens recover faster</p>	<p>87 Use social media to identify emerging distress signals</p>
<p>88 Instill and inspire a common purpose</p>	<p>89 Every person and company is indexed somewhere</p>	<p>90 Recognize the permanency of the campaign — crusade daily</p>	<p>91 Reputation recovery takes at least four years</p>	<p>92 Corporate responsibility is more than a bandage to be applied when injury occurs</p>	<p>93 Use the "R" word (recovery) judiciously</p>	<p>99 Expect surprises around every corner</p>
<p>94 Second chances are rarely a matter of luck</p>		<p>95 Your digital fingerprint is eternal</p>	<p>96 Reputation restoration is a marathon, not a sprint</p>	<p>97 Spin gold from clay – turn crisis into opportunity</p>	<p>98 Don't leave your reputation up to the roll of the dice</p>	



For more information on *Safekeeping Company Reputation: 99 Tips*, or any of Weber Shandwick's Corporate and Reputation services, please contact: reputationRx@webershandwick.com

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