

NEW STRATEGIES FOR REPUTATION MANAGEMENT

**Gaining Control of Issues,
Crises & Corporate Social
Responsibility**

ANDREW GRIFFIN

CHARTERED INSTITUTE OF PUBLIC RELATIONS

HOCHSCHULE
LECH



London and Philadelphia

Contents

<i>Acknowledgements</i>	<i>vii</i>
Introduction	1
1. Reputation management today	9
Reputation terminology	11
Reputation evaluation	12
Joined-up thinking?	16
Aspects of managing reputation risk	18
Reputation management: some company caricatures	25
Summary	28
2. The corporation under fire	31
The world is freer and smaller	34
It is a world of fear	36
It is a world of information	39
Individuals are empowered	48
NGOs are empowered	50
Governments remain powerful, whilst corporate power is waning	53
Tomorrow's world	56
Summary	58
3. Regaining the reputation initiative	61
Changing the corporate mindset	64

Putting reputation at the heart of the business	72
Redrawing the corporate stakeholder map and engagement plan	75
Summary	77
4. Crisis management - leadership in a tried and tested system	79
Crisis management - easy in theory	80
Crisis management is about substance, not spin	83
You're not alone	89
Prepare your people as well as your process	92
Practice makes perfect	94
Leadership is the key differentiator	96
Crisis management - an action plan for change	106
5. Issues management - shaping the agenda	111
Issues management- difficult in theory	113
Categorizing and prioritizing issues	114
Issues management is as important as crisis management, but requires different skills and tools	117
Local issues can now have global consequences	120
Issues management is about agenda control	121
Global issues need (uncharacteristic) long-term thinking	127
6. Social responsibility - your initiatives on your initiative	137
What is CSR?	139
CSR is about business, but not controlled by business	140
CSR does not shield companies from reputation risk	144
CSR reports are a waste of time and trees	152
The concept of corporate citizenship is more helpful than that of CSR	154
Performance matters more	155
7. Turning the corner - the corporation on the couch	161
Notes from the psychologist's couch	161
Follow change or make change?	162
Leading change in reputation management	163
<i>Further reading and information</i>	165
<i>Index</i>	169