



## REPUTATION MANAGEMENT

*the three critical factors of managing other people's confidence*

Reputation refers to the personal esteem in which an individual is held – the confidence level in which one believes that a person has the capacity to do a job well and live up to other people's expectations. Reputation comprises the three elements of personality, perception and value. 'Personality' refers to the characteristics and attitudes which are an integral part of who you are. 'Perception' relates to how your behaviours and attitudes are perceived by senior managers, colleagues and direct reports, and 'value' reflects how your worth is perceived, which is based on achieved results, beliefs about future ability and potential, and the emotional value based on the loyalty, commitment and personal relationship with the individual.

### **Different Reputation for Different Groups**

Different groups use different characteristics or criteria to evaluate someone's reputation. For example, senior managers may place more emphasis on financial results, tackling under-performance, and pace setting for the delivery of agreed plans. Peers on the other hand may place more emphasis on teamworking, relationship skills, open-mindedness and adaptability, co-operation and helpfulness, while direct reports may place more emphasis on supportiveness and mentoring skills, communication, tolerance, encouragement, recognition and a caring attitude.

There are 8 key drivers of individual reputation which are based on how we are perceived and you might want to review how you score on the following 8 confidence-generating factors:

- **Achieved Results** – financial and business performance
- **Professional Expertise** – technical and professional knowledge and competence
- **Ideas** – idea leadership, agenda setting, strategic thinking
- **Values** – integrity, standards, positive attitude
- **Judgement** – balanced judgement, analytical thinking, broad perspective
- **Influence** – impact and presence, relationship management, influence
- **Team Leadership** – direction-setting, coaching, fast-tracking performance
- **Delivery** – driving, follow through, monitoring, consistency