

Queen Hedwig Academy
Warsaw, February 13, 2026

REPUTATION & GOVERNANCE





REPUTATION MANAGEMENT

REPUTATION

WHAT IS REPUTATION?

reputation

“ Set of intangible values that public opinion attributes to an organization, as a result of the favourable perceptions of stakeholders, based on information and experience, and that is concretized in a recommendation decision. ”

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REPUTATION MANAGEMENT

REPUTATION

WHAT IS REPUTATION?

In two words...



**PERCEIVED
QUALITY**



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REPUTATION

WHAT IS REPUTATION?



PERSONAL
EXPERIENCE



APPRECIATION



PREDICTION OF
THE FUTURE



RECOMMENDATION

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YES OF CONTENT
IMAGES
VIDEOS
FORUMS
PRESS
NEWS
EDITORIALS
BLOGS
REVIEWS
HIGH
MODERATE
LOW
VERY LOW



REPUTATION MANAGEMENT

REPUTATION

PARADOX

“ We get REPUTATION when we don't look for it; we lose reputation when we act to protect our image. ”



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REPUTATION MANAGEMENT BEST PRACTICES



QUALITY RELATIONSHIPS



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REPUTATION MANAGEMENT BEST PRACTICES

IMPROVE THE QUALITY OF YOUR RELATIONSHIPS



- The **REPUTATION** of your organization **depends on the strength and solidity of the relationships you maintain** with your stakeholders.
- **I have to know those audiences well:** know what they think of my organization, what their expectations are, etc.

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IMPROVE THE QUALITY OF YOUR RELATIONSHIPS



Ask yourself:

- How and to what extent is my organization a good thing for my neighbours, for the authorities, for non-customers, etc.?

Suggestion:

Make a map of those audiences, segmenting as much as possible, and without forgetting any, and set a goal with each one, for the next quarter.

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**LISTEN MORE
THAN TALK**



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LISTEN MORE THAN TALK



- It's natural to put more emphasis on conveying messages than listening. But **it communicates better who listens better.**
- **Only the listener understands his audience** and can adapt the message to the concrete situation.
- Look at the institution with the eyes of others: the **other's gaze says something important about me.**

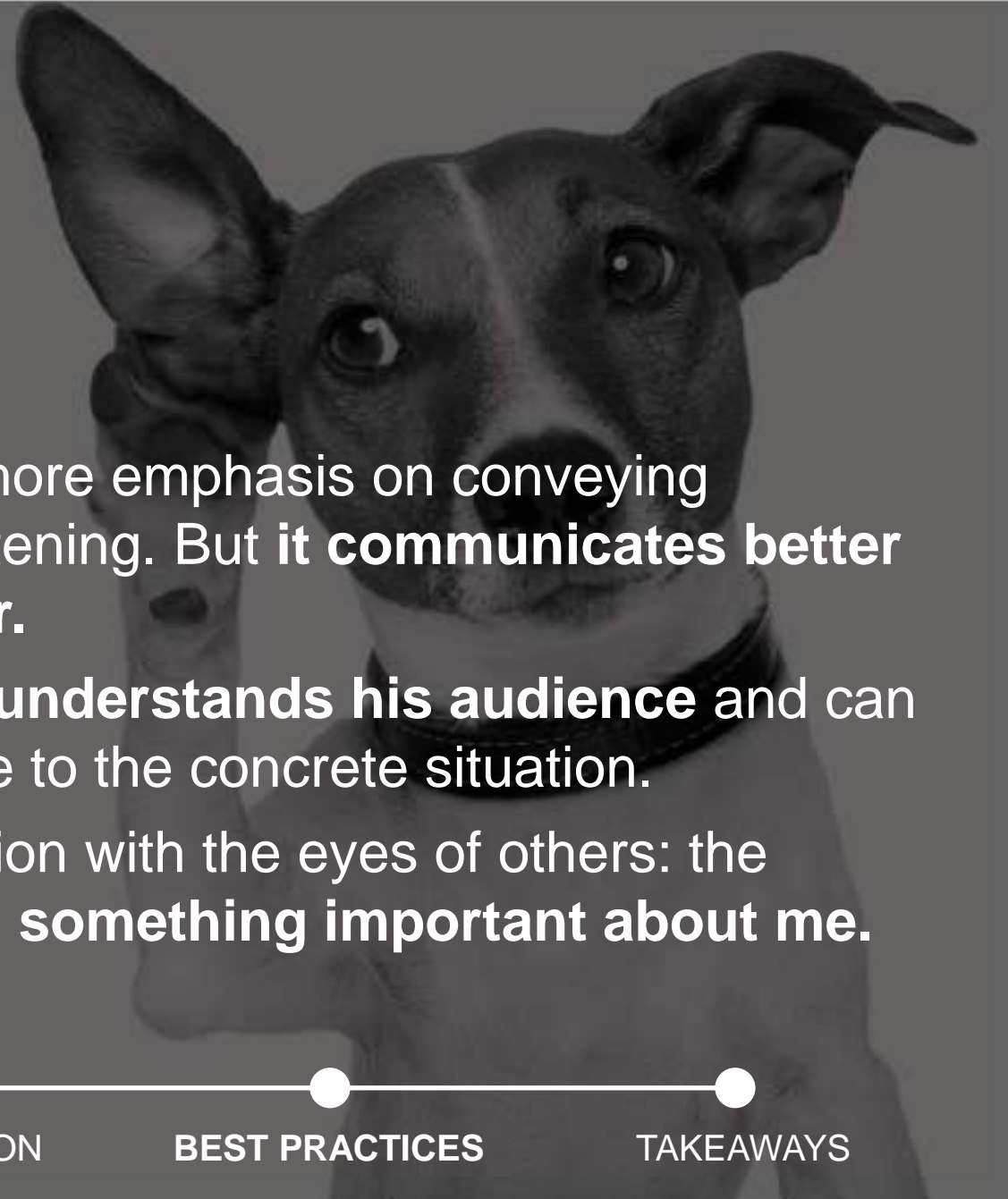
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LISTEN MORE THAN TALK



Ask yourself:

- With employees, do we ask more than we talk?
- Do I listen to those who bring negative messages?
- Does the steering committee think it "knows better than anyone" what's going on in the organization?

Suggestion:

- internal training for managers in active listening

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BE KNOWN AND LOVED

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BE KNOWN AND LOVED



- To last in the long term and survive crises, **it is necessary to rely on the social consensus that organization is a positive factor in the environment.**
- Benevolence is achieved only as a gift from outsiders, before our attitude towards them.
- **Maintain those good relationships over time.**

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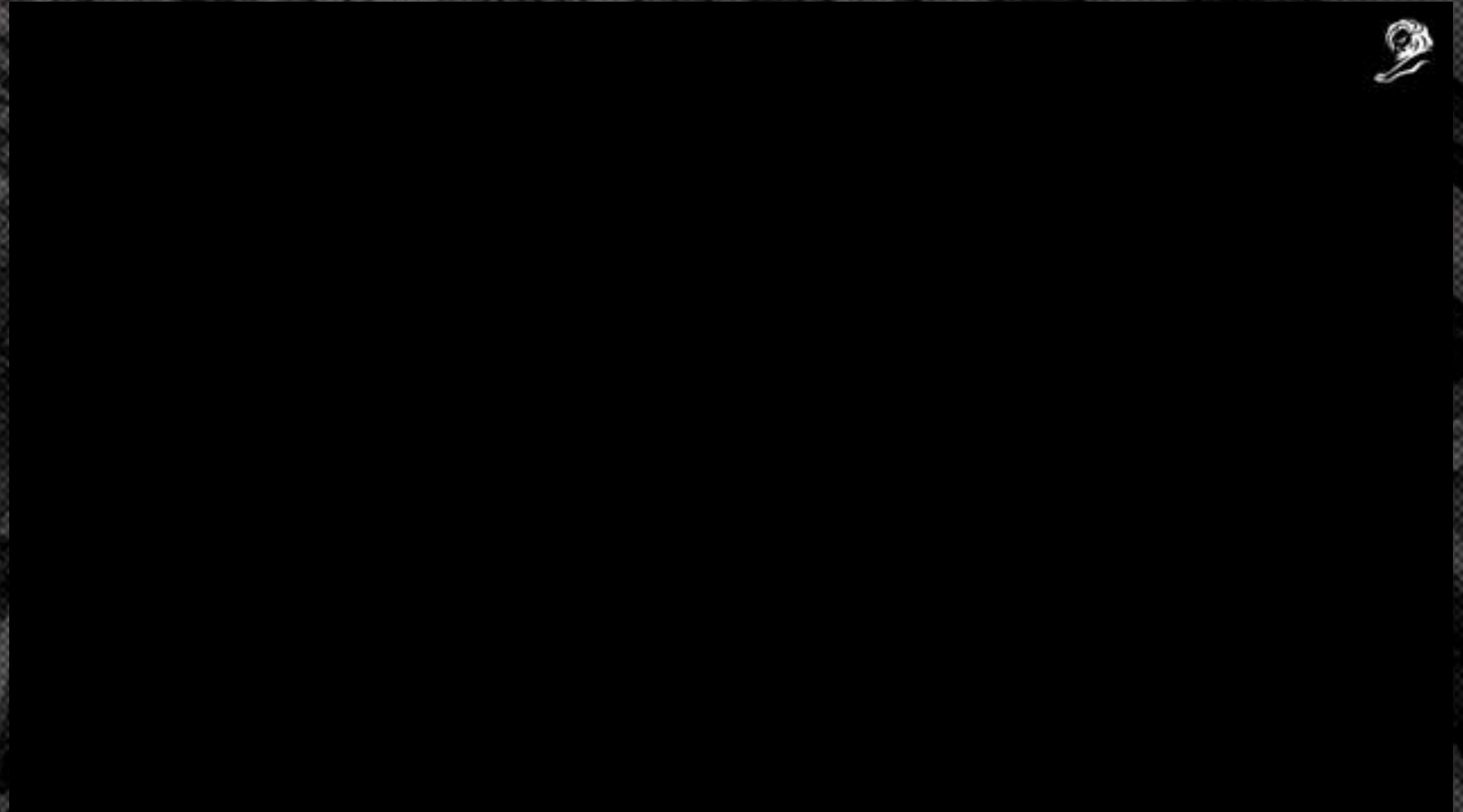
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BE KNOWN AND LOVED



Ask yourself:

- What does my organization do for others? Is he a good neighbor, does he comply with the laws, do he support social causes, do he collaborate with the competition?
- Do they see me as a selfish or generous institution, interested or open, self-sufficient or collaborative with others?

Suggestion:

- Organize activities that benefit the community

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QUANTIFY



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QUANTIFY



- **Quantify how much they love you**
- Well-run organizations **have formal listening architecture**: internal and external surveys, evaluations, and measurable goals.
- Communication cannot be amateur or spontaneous: **it requires an accurate diagnosis, to promote actions** with measurable objectives.
- **External experts can help.**

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QUANTIFY



Ask yourself:

- Am I able to quantify the quality of relationships with each stakeholder?
- What method do I use to have objective data?
- Do I compare the numbers from month to month, semester to semester, year to year, to know for sure if things get better or worse?

Suggestion:

- Make a scorecard on the quality of relationships with these audiences, write down variations, and study them periodically in the steering committee.

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FIRST THOSE INSIDE

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FIRST THOSE INSIDE



- **The most important communication is internal communication** (which no longer exists).
- **Internal audiences feel they have a right to know**, and I need you to think about it.
- The media reaches those who don't know me yet.
- With their own audiences, their own channels.

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FIRST THOSE INSIDE



Ask yourself:

- Can stakeholders trust that the organization will tell them everything important, especially the negative?
- Are there rumors in the organization?
- What do I bring to the media?

Suggestions:

- Know how to distinguish what you need to communicate in person, in a group, and in writing
- In media, more quality than quantity.

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REPUTATION MANAGEMENT TAKEAWAYS

INVEST IN COMMUNICATIONS

- Communication is led by those who governs the institution, with the help of professionals.
- The economic health of an organization is important, but its communicative health (the perceptions about it that the different stakeholders have) is more important.
- Intangibles are equivalent to 70% of a company's value.
- Delegate the technical, stay with the contents.
- If managers do not dedicate people and resources to something, they say with the facts that it is not important.





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Q&A

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