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Managing Impact of Perceptions

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Canada

Getting it right

- Ethics-based leadership is critical in today's public service
- Unethical and/or abusive workplaces are not tolerated
- Impact of media reports cannot be understated
- Action must be taken quickly and effectively



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Survey – impact of perceptions

- The Economist - white paper published based on global survey of 269 senior executives responsible for managing risks
- Priority # 1 identified: risk to reputation
- Concluded that “serious reputational damage can occur simply as a result of perceived failures, even if those perceptions are not grounded in fact”



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Reputation

- May be a difference between what an organization does, and how its actions are perceived – may be out of your control
- Public perceptions, and a damaged reputation of an organization have an impact at all levels
- Reputations are as vulnerable to perceptions of failed leadership, as failed leadership itself



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Impact in the public service

- Unlike private industry, a damaged reputation doesn't immediately lead to loss of profits
- Public organizations: Loss of key skills through loss of personnel
- Loss of productivity, low morale, absenteeism, and turnover

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Repairing reputational damage

- Good communication is vital to protecting against – and repairing – reputational damage

Companies that have a communications strategy that enables them to respond quickly and effectively to 'bad news', and which manage issues promptly and openly, often emerge with their reputations enhanced. Those that don't often suffer heavy and, in some case, irreparable damage. *Economist Intelligence Unit white paper*



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