


LEARNERS NOTES | 2018-19

# TYPES AND TECHNIQUES

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# TYPES AND TECHNIQUES

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## INTRODUCTION

We all try to impress others – to put our best foot forward, to try to be a witty conversationalist, and to get people to like us. Impression management is very important in the development and maintenance of social relationships, and it is critically important to effectiveness as a leader. But success in social relationships and success as a leader requires a delicate balance of impression management. We need to monitor and control how we appear to

others, but we also want to be straightforward and “authentic.”

All that you need to acquire this skill is all here in this note. Let's impress!!

### IMPRESSION MANAGEMENT – WHAT IS IT?

Impression management is the effort made to control and influence other people's perceptions about a person, object, or event. This is usually done by controlling and regulating information.

Mohamed, Gardner, and Paolillo proposed a taxonomy of organizational impression management tactics to guide future IM studies on the macro-organizational level



## IMPORTANCE OF IMPRESSION MANAGEMENT

### ADVANTAGES OF IMPRESSION MANAGEMENT(IM)

Using impression management requires a high amount of self-monitoring. In some situations, the attention invested in self-monitoring can hamper your ability to perform the task at hand. For example, when you are at an interview, if you preoccupy yourself with impression management, you will not answer the questions that the interviewer fields. This preoccupation can cause the interviewer to reject you.



### Analysis of Success

The most likely reasons for this successful outcome were: 1) the author approached the situation with a smile (likable attitude) and helpful attitude. 2) The author instilled a sense of competence as seen by the sales manager. And later at the interview the

author demonstrated an equal belief in the corporate agenda

### COMPONENTS OF IMPRESSION MANAGEMENT

Impression Management has two components:

1. **Impression Motivation:** Before taking steps to model your behaviour to create an impression of yourself on others, you must recognize the need to create this impression. The reasons that urge you to change your behaviour to manage your impression are called impression motivation.
2. **Impression Construction:** Once motivated, you must take the necessary steps to model your behaviour to create the required impression. This is known as impression construction.

### STRATEGIES OF IMPRESSION MANAGEMENT

Demotion/preventive strategy: This strategy is related to correcting a negative image when something goes wrong. It is more like minimizing the responsibility for something which has gone wrong. The demotion-preventive strategy is characterized by the following:



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- **Accounts:** Employees attempt to excuse themselves. They try to give reasons for something going wrong; in other words, attributing the wrong to something which was deemed much important to be done, hence causing the wrong to occur
- **Apologies:** It may be considered as the last resort, i.e. when employees find no other way out, they may apologise to the boss creating an impression that they take

the blame and responsibility and ensure that it shall not happen again

- **Disassociation:** It occurs when employees tend to detach themselves from the wrong. They often tend to exonerate themselves on the account that they had warned about the possible mishap.
- **Promotion enhancement:** It is related to creating a positive or a good image which enhances them. Employees often tend to present themselves as better than what they are.
- **Entitlements:** Under this approach, employees who feel that due credit have not been given to them for their achievements tend to elude do the key officials about it
- **Enhancements:** This approach is to increase one's share of praise. As employees feel that the credit or praise they have received for something is not enough, they try to point out the fact to the concerned people
- **Obstacle Disclosure:** This strategy involves eliminating the barriers or obstacles that were faced in achieving the goals
- **Association:** This strategy involves, being seen with the right people at the right time. Therefore, a perception may be created that the employee relates to the successful projects.

## TYPES OF IMPRESSION MANAGEMENT(RESEARCH)

Three Types of Impression Management are as follows:



### Self-focused IM

Self-promotion is the packaging of one's strengths, especially useful where the individual is not well known to those who control resources such as promotion. However, self-promotion of successes is



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seen as risky because it can be interpreted as bragging, which may result in a negative reaction by the target. Self-promotion of ambition is essential for career management, so that managers are aware of this need - they may be too busy to read your mind.

### **Manager-Focused IM**

Networking upwards and outwards, and building a good relationship with your manager are assertive tactics to gain approval of senior managers controlling significant rewards. Early use of IM by subordinates in a supervisory relationship, especially where they are of the same gender as the supervisor is likely to result in enhanced performance ratings, which is of significance for females managed by males, putting them at a disadvantage.

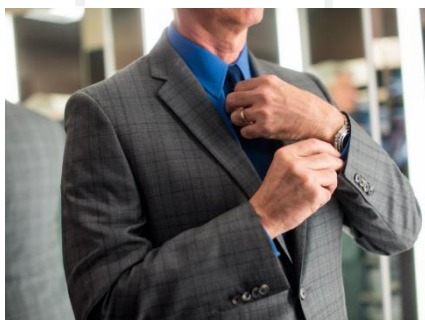
### **Job-Focused IM**

Many choose to impress through delivery of extra high performance and high commitment, but these must be visible to achieve the rewards. Impression management signals ambition and drive which when coupled with professionalism and commitment could be a key organisational resource. It is a tool which can benefit the individual, their team, their manager and the organisation, through highly professional and committed performance, good organisational citizenship and goal delivery, relationship-building and political/cultural awareness

These types of impression management are found by research but the actual types of impression management is given below:

## **TYPES OF IMPRESSION MANAGEMENT**

### **TYPES OF IMPRESSION MANAGEMENT**



Impression management is an active self-presentation of a person aiming to enhance his image in the eyes of others. According to Newman (2009), impression management is an “act presenting a favorable public image of oneself so that others will form positive judgments” (p.184). Impression management is a fundamental and universal process that involves a few influential factors. There are four different types of impression management such as:

- Positive IM
- Negative IM
- Direct IM
- Indirect IM

Let's see each type of impression management one by one

### POSITIVE IMPRESSION MANAGEMENT

In positive impression management, only information that shows a person, group, or organization in good light is shared with the world. Typically, when people meet someone for the first time, they knowingly or unknowingly use positive impression management



The modern workplace is competitive. Therefore, everyone must make the best use of every opportunity they get to showcase his or her best side. Positive impression management tactics help in:

1. Drawing favourable attention to your work and yourself
2. Advancing rapidly up the social ladder
3. Increasing the chances of promotion
4. Getting “secret” opportunities through people in your network
5. Building resistance against negative impression management tactics

**There are 22 number of emotions present in the Emotional Guidance scale.** To create a positive impression in every situation, one must be mindful of three aspects:

**Physical State:** This includes managing how one looks. For example, grooming, dressing, and body language.

**Emotional State:** This includes managing how one feels. One should always strive to move from negative emotions to positive ones. Refer the link for more on emotional states.

**Mental State:** This includes managing one's thought process. One should adopt a systematic way of thinking about problems and its solutions

### NEGATIVE IMPRESSION MANAGEMENT

In negative impression management, only information that shows a person, group, or organization in bad light is shared with the world. Typically, political rivals use negative impression management tactics to raise their own likability by making their opponents less likeable



The main importance of learning negative impression management is to protect yourself from it. In case you become a victim of negative impression management, you must be able to defend your reputation. To do this, there are three types of negative impression management tactics that you must be aware of. They are:

1. Sycophancy: In this strategy, the sycophant says one thing while in your presence and another in your absence.
2. Manipulation: In this strategy, the





manipulator systematically misuses people, things, and situations to paint another in bad light

3. **Lies and propaganda:** In this strategy, people fabricate lies to defame another.

### DIRECT IMPRESSION MANAGEMENT

Indirect impression management tactics enhance or protect an organization's image by presenting information about other entities with which the organization is associated.



1. **Ingratiation:** Behaviors that are used by organizational actors to make the organization appear more attractive to others.
2. **Intimidation:** Behaviors that present the organization as a powerful and dangerous entity which is able and willing to inflict harm on those that frustrate its efforts and objectives.
3. **Organizational Promotion:** Behaviors that present the organization as being highly competent, effective, and successful.
4. **Exemplification:** Behaviors that are used by the organization to project images of integrity, social responsibility, and moral worthiness; this tactic may also have a goal of seeking imitation by other entities.
5. **Supplication:** Behaviors by the organization that portray an image of dependency and vulnerability for soliciting assistance from others



### INDIRECT IMPRESSION MANAGEMENT

Indirect impression management tactics enhance or protect an organization's image by presenting information about other entities with which the organization is associated.



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1. **Boasting:** Proclaiming a positive link to a favorable other.
2. **Blaring:** Proclaiming a negative link to an unfavorable other.
3. **Burnishing:** Enhancing the favorable features of a positively linked other
4. **Blasting:** Exaggerating the unfavorable features of a negatively liked other

Other than IM types, we also have something called techniques of IM. Techniques are combined with types and it is defined below:

## TECHNIQUES AND CASE STUDIES

### ASSERTIVE AND DEFENSIVE – WHAT IS IT?

Tactics used to improve the image of an organization.

Tactics used to minimize damage to the image of an organization

### COMBINATION OF TACTICS

- **Assertive-Direct:** Advertise positive attributes of the company to enhance its image.
- **Assertive-Indirect:** Form alliance with a reputed company to boost one's image.
- **Defensive-Direct:** Advertise the positive attributes of the company to reduce damage from bad publicity.
- **Defensive-Indirect:** Advertise association with another entity to reduce damage from bad publicity.



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### BENEFIT OF ASSERTIVENESS OVER DEFENSIVENESS

Reasons why you should choose to be assertive:



There are many reasons why you should choose to be assertive. Most of these reasons can be placed into one of the following 4 groups:

- Improved self-image
- Improved understanding of others
- Improved self-awareness and self-confidence
- More time and more energy

Without using any assertive impression management tactics, an organization's or individual's best characteristics go unnoticed. On the other hand, right application of assertive impression management tactics can help an organization or individual make its best characteristics well known.

Without using any defensive impression management tactics, an organization's or individual's reputation becomes vulnerable. With the right kind of defensive impression management, organizations and individuals can recover from bad publicity.

Now that you have learned about the types and techniques, it is also important to learn how to actually create an impression. Read the following information.

### MAKING A GOOD FIRST IMPRESSION IN AN INTERVIEW (TEDOS TECHNIQUE)

## WAYS TO CREATE BEST IMPRESSION AT AN INTERVIEW

The most important part of a job interview is the beginning. That's when you have an opportunity to make a great impression—or a not so good one—on your interviewer.

Here are some quick and easy tips for how to impress all the people you meet when you're interviewing for a new job.

- **Practice.** Practice might not make perfect, but it does help you make a good impression. Review the interview questions that employers most frequently ask and think about how you'll answer them.



- **Wear appropriate interview attire.** It can be awkward if you show up at a job interview overdressed—or underdressed. If you're not sure what to wear, check out these tips for how to dress for an interview so you make the best first impression.



- **Don't go into the interview knowing nothing.** Take the time to research the organization, so you know as much as possible about it. That way you'll be prepared to answer questions about what you know about the company



- **Get the inside scoop.** Besides researching the organization, see if you can get some inside information on the company and its employees. Check LinkedIn, Facebook, and your college alumni network to see if you know anyone who can share insider information with you.



- **Review the job posting.** Know as much as you can about the job: Review the job posting and know what the employer is looking for in the person they hire. Also look at your cover letter and resume, so you are clear about what you can offer the employer.



- **Check out the interviewer on LinkedIn.** Take a minute or two and check out the interviewer on LinkedIn if you can find them. That will give you a sense of the person you'll be meeting with, as well as their career path and tenure with the company.





- **Avoid sweaty palms.** Nobody wants to touch a slimy wet hand. If you can, visit the restroom on the way to the interview, wash and thoroughly dry your hands. When that's not possible, use a tissue to make sure your hands are dry.



- **Take a deep breath.** Then another one. Interviews can be stressful. While you're in the restroom, take a few deep breaths and remember that you're here because you were chosen to interview. Check out these tips for handling interview stress to avoid interview anxiety.



If when creating a good impression, you fail need not worry there are ways to recover from those bad experiences below:

## HOW TO RECOVER FROM A BAD IMPRESSION

### WAYS TO OVERCOME A BAD IMPRESSION



### **Surprise them**

The reason people don't often change their initial impressions is that our brain is optimized to conserve energy; if there's not a compelling reason to re-evaluate something, then we won't. So you need to manufacture a reason by surprising them. Your colleagues may have built up a certain, inaccurate impression of you — that you're not leadership material because you're too mousy and quiet, for instance.

### **You can't expect to overturn that thinking with subtle gestures**

You need a bolder strategy to force them to re-evaluate what they thought they knew about you. If you've developed a reputation for being quiet and never speaking up, it won't suffice to talk once in a meeting. Instead, make a point of being the first person to speak, and making multiple comments. If your colleagues must ask themselves, "What got into him?" then you're on the right track in beginning to change their views.

### **Overcompensate over time**

A forceful change in behavior may get your colleagues to take notice. But if you only do it once, they can write it off as an aberration: He must have had too much coffee that morning. Instead, keep up your new behavior over time, and recognize that in order to change perceptions, you'll need to do it far longer than the original behavior for which you were pigeonholed.

### **Get closer to them**

If you've started out on the wrong foot with a colleague, it can be tempting to avoid the problem by staying away from them. But keeping a distance is likely to exacerbate the

problem, because — since they're not receiving any new inputs about who you are — it will only reinforce their existing perceptions. Instead, force yourself out of your comfort zone and find ways to get to know them better. Ben Michaelis, a psychologist and the author of *Your Next Big Thing*, says that when it comes to changing perceptions, "Don't use words; use actions. Once people have a point of view, the best way to shift it is through mounting behavioral evidence rather than just half-hearted niceties."

## MAKING A GOOD FIRST IMPRESSION ONLINE

### WAYS TO MAKE A GOOD IMPRESSION ONLINE



- Use proper spelling and grammar
- Be unique but genuine
- Post a variety of pictures
- Keep it positive
- Don't just list your interests – describe them
- Use specific examples in your messages
- Be interested, not just interesting
- End with a call to action

## MAKE SURE YOU REVISE

- ✓ STRATEGIES OF IM
- ✓ THREE TYPES OF IM
- ✓ IMPORTANCE OF NEGATIVE IM
- ✓ COMBINATION OF TACTICS
- ✓ EXAMPLES OF DIRECT IM
- ✓ EXAMPLES OF INDIRECT IM