

**The Lecture Contains:**

- ☰ Impression management
- ☰ Self-enhancement technique
- ☰ Some harmful impact of self-enhancement technique
- ☰ Kelley's theory of causal attribution
- ☰ The process of impression management

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### Impression management

- Many a time, we may find ourselves engaging in activities to create and maintain a kind of impression that we take as desirable. Following are the ways in which it is done :
- Self-enhancement technique
- Other-enhancement technique

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### Self-enhancement technique

- Social psychologists have observed various kinds of techniques related to modifying or maintaining one's self-image in the eyes of others. These techniques have been successful in impression management :
  - Alteration in dressing : For example, women getting dressed in business suit and subdued jewelry rather than in traditional feminine way have been evaluated more favourably.
  - Personal grooming : Use of glasses help generate impression of intelligence but long hair of women and beard of men do not encourage such impression.
  - Use of non-verbal cues : Smiling and eye-contact have proved to be effective ways of increasing being liked by the target person.

### Some harmful impact of self-enhancement technique

- Developing a suntan (because it is believed that it enhances personal appearance) despite being aware of its risks of causing skin cancer (Leary & Jones, 1993) is once potential harmful impact of self-enhancement techniques in the Western countries.
- Similarly, in order to look good in the eyes of others, Sharp and Getz (1996), observed that people consume alcohol. The participants' motivation to engage in harmful drinking was to look good in the eyes of others.

### **Kelley's theory of causal attribution**

- Other-enhancement technique target influencing the other person by working on him/her. These techniques include (Wayne & Bies, 1991; Wayne & Ferris) :
  - Praising others even if they do not deserve it
  - Agreeing with others' views or showing interest in what they say
  - Seeking their advice or feedback
  - Showing favour
  - Conveying verbally or non-verbally that one likes the target persons
- These techniques work to a reasonable degree as these evoke a positive reactions which are reciprocated.

### The process of impression management

- In a study to understand the process of success of impression management, Wayne and Liden (1995) surveyed newly recruited staff at two universities and their supervisors after six weeks and six months and reported the following findings :
  - Self-enhancement -> increased liking by supervisors -> higher performance rating
  - Other-enhancement technique -> increased perception of similarity by supervisors -> higher performance rating
- This study provides some insight into the processes underlying the effectiveness of the impression management techniques.

