Most people engage in some sort of impression management in situations which involve interaction with others. Impression management can be defined as the process by which individuals attempt to control the impressions others form of them. There have been multiple past attempts aimed at measuring impression management, most of which utilizing self-report instruments. The workplace is arguably one of the most prone settings to impression management, making it important to understand and measure the extent to which people are likely to engage in impression management.

**OUR GOAL**

The purpose of this study is to develop a measure of impression management which goes beyond the self-reported tendencies and taps the motives underlying the manifested choices. In order to achieve this goal, a conditional reasoning test (CRT) is developed which measures the extent to which people are likely to engage in impression management behaviors.

**IMPLICATIONS**

- Understanding which facets of impression management people engage in benefits employers in the hiring process.
- Our research will allow employers to look at what type of employees are being hired.
- This research will also show an applicants organizational fit and whether they are a right for the position.

**METHOD**

**Participants**
- The participants will include college students in the southeastern United States.

**Procedure**
- The study will use deception such that the participants will be told they are asked to complete a screening measure for a compensated follow-up study.
- After responding to the CRT questions, the participants will answer questions about why they should be paid for their time in a follow-up study. This will be accomplished by presenting them a list of randomized statements.
  - Each statement will pertain to one of the five impression management types or will be a non-impression management statement.
  - From the list they must select 10 statements to describe why they deserve to be selected for the actual study.

**SAMPLE CRT QUESTION**

One of Kevin’s coworkers slacks off and frequently blows deadlines, but this has not been a cause of concern for Kevin in the past. However, Kevin has recently taken to correcting his coworker’s behavior and trying to make sure the job gets done well. What is likely Kevin’s motivation?
- Kevin has decided the company should work more efficiently.
- Kevin is taking classes in his free time after work.
- Kevin is trying to show that he is worthy of a promotion.
- Kevin is trying to lose weight.

**IMPRESSION MANAGEMENT**

- **Exemplification**
  Exemplification is used to make oneself be seen as an exemplary individual based on their professional behavior. Examples might be staying late for work, taking on extra projects, or exceeding goals.

- **Supplication**
  Supplication is used to elicit a sympathy response or presenting oneself as incapable. Examples might be asking for help when it’s not needed or over embellishing a sob story.

- **Ingratiation**
  Ingratiation is used to make oneself appear to be an upstanding individual based on the quality of one’s character and personal behavior. Examples might be constantly bragging about volunteer work or appearing to be part of the in-crowd.

- **Intimidation**
  Intimidation is used to convince others that the intimidator is dangerous by advertising the ability to cause pain, discomfort, or other abuse. Examples might be mentioning a relationship with a more powerful individual or direct verbal threats.

- **Self-Promotion**
  Self-Promotion is used to make oneself appear as an accomplished, capable, smart, and skilled person. Examples might be over exaggerating levels of involvement or guiding conversation to focus on oneself.