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IMPRESSION MANAGEMENT TACTICS USED BY WOMEN AND MEN IN THE WORKPLACE: ARE THEY REALLY DIFFERENT?

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Abstract

In business and popular culture in recent years there has been a focus on physical appearance, image development, personal branding, leadership and communication styles with an emphasis on people becoming brands in themselves. Since 2000, corporations including entertainment corporations, political parties and managers of celebrities and athletes have recognised the importance of image and monitor how their performance is perceived by the public. Leaders engage publicists, are coached by media and communication experts and are stage managed in media performance because impressions are formed in response to what people see and hear. Judgements made are dependent on verbal and non-verbal behaviours such as body language, vocal pitch and tone, physical presentation and capability.

The purpose of this paper is to investigate the differences in use of impression management tactics of men and women and whether this has an impact on a female's career advancement.

Previous studies have found that males and females use different tactics of impression management and communicate differently. Stereotypes have been built on this. Romantic-comedy films, situation-comedies and television advertisements are developed on archetypes and stereotypes of male and female differences. With stereotypes holding great influence in society at large it is not surprising these views are observed in the workplace. This may influence how females are portrayed in the workplace.

Keywords: gender, women, impression management, business leader

1. INTRODUCTION

Chiaburu, Stoverink, Li, and Zhang, (2013) suggest that gender inequality is a challenge for women throughout the world. Female career advancement is a topic given much attention in the media, published in academic journals and acknowledged by governments, corporations, and around board room tables. The challenge of female career advancement and the rise to senior levels of leadership in business and politics is also well recognised. Women have made considerable gains climbing the corporate ladder, though the gender disparity still exists. The low numbers of women in senior management and on boards has been identified in recent surveys conducted by the Centre of Economic Development (CEDA), (2013) in Australia and Catalyst (2010) in the UK as well as the literature.

This paper addresses the differences between men and women in use of impression management tactics to see if men and women really are different in this area. The underpinning theme of research is perceived barriers to gender equality at senior management levels in business and politics, and whether there is potential for these to be overcome by means of impression management and its associated attitudes and skills relating to communications, leadership, influence, and work life balance.

2. PHYSICAL APPEARANCE

A person's physical appearance and clothing communicates a rich ensemble of codes and signals, whether through fashion, dressing up or disguise (Barthes, 1980; Rideal, 2005). Dress has been considered a sign of social and professional status and wealth in both developing and developed countries (Campbell, 1990; Perani and Wolf, 1999; Rideal, 2005). Dress can situate a person culturally and is one of the first points a viewer instinctively recognises and interprets. Viewers of photographs receive messages of a leader's authority, approachability and business style (Kornberger et al, 2011). Research has shown that a political

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candidate's appearance, including dress, can be shaped in a way that will positively influence voters (Rosenberg, Kahn, & Tran, 1991) and that newspaper photographs and television images influence voters evaluations of political candidates (Barrett & Barrington, 2005; Noggle & Kaid, 2000). The same applies in business, and image consultants advise executives in developing their sartorial image (Gallo, 2005). Rafaeli and Pratt (1993) built a model of organisational dress expanding on prior research (Davis, 1992; de Marley, 1986; Forsythe, 1987; Joseph, 1986; Lurie, 1981; Molly, 1975; Solomon & Douglas, 1983, 1987) suggesting that in an organisational setting, style may elicit attributions, particularly of status and power. In a later study they found that formal and tailored attire generally indicates higher status than informal and casual clothes, suits are regarded as male, and may indicate power dressing when worn by a woman (Rosenberg et al., 1991).

3. IMAGE AND IMPRESSION MANAGEMENT

Impression management is often referred to in public relations and professional communications where the term is used to describe the process of image creation or personal branding. People have an ongoing interest in how others perceive and evaluate them. Each year, billions of dollars is spent on diets, cosmetics, and plastic surgery—all intended to make them more attractive to others and themselves. Political candidates are packaged for the public's consumption like automobiles or breakfast cereals. Parents stress to their children the importance of first impressions and, when trying to control public misbehaviours, may admonish them to consider "what the neighbours will think" (Leary & Kowalski, 1990).

3.1 Defining impression management

Impression management, often called self-presentation refers to the process where individuals attempt to control the impressions others form of them (Leary & Kowlaski, 1990). DuBrin, (2011) believes to control in this sense means to manage, shape or adjust. For example, a certified financial planner wants to ensure that clients and potential clients perceive her to be a trustworthy and knowledgeable person. She may refer to the large portfolios she has managed, and that she is in an association of certified financial planners. Impression management refers to actions that make a person look good on the surface such as dressing well, looking physically fit and smiling frequently. These are all part of impression management, even if they focus on superficial characteristics, rather than personality and cognitive characteristics. Surface-level self-presentation tactics are those aspects of impression management that focus on readily observable behaviours rather than underlying characteristics. Because a change is on the surface, it does not mean it is not important. For example, changing the manner of dress or non-verbal language can have an enormous impact on how well a person is received (DuBrin, 2011).

Schlenker (1980) defined impression management as the attempt to control images that are projected in real or imagined social interactions and states that impression management is a broader term than self-presentation. Performance and management of one's self is an important consideration in the modern day workplace. "It is not the play but the performance that is the real purpose of all one's efforts" (Schlenker, 1980 p. 39). Leary and Kowalski (1990) suggest most scholars in the field use the terms impression management and self-presentation interchangeably, yet some have distinguished between these terms.

Impression management behaviours include self-promotion, self-presentation, visible work assignments, ingratiation, networking, and political skills, (Caproni, 2005). Karsten & Jonsen, 1994, p. 138 goes further to say "powerful people are visible, that is they make themselves and their competence known by developing networks inside and outside the organisation". Perceptions of abilities are strongly influenced by impression management (Singh and Vinnicombe, 2001).

3.2 Motives for impression management

There is a consensus across the current literature of the importance of impression management in gaining power or success in an organisation, with constituents in politics and in one's personal life. Hegarty believes impressing important people is the objective of all company politics (Hegarty, 1976), while DuBrin (2010) says creating a good impression is basic human nature in both work and personal life. The way one is perceived is an important factor in leading to better interpersonal relationships, feeling better about one's self or receiving a salary increase. Finding a way into an organisation requires impression management and performance. There has been research over the past two decades on impression management and job applicant's attempts to create a positive image in job interviews (Stevens 1995); (Ellis 2002); (Kristof-Brown 2002); (Barrick 2009) (Kacmar 1992). According to (Ellis 2002); (Turnley 2001); (Levashina 2007) nearly all applicants engage in impression management at interview. Upon successful interview and the subsequent job offer, use of impression management tactics and performance may be less of a focus, although for many

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ambitious employees impression management tactics are often used.

People are more likely to use impression management when they are motivated by a goal such as securing a particular role and when they perceive managing their impression will help them attain that goal. Types of impression management may include self-promotion, opinion conformity, or defensive behaviours used to repair or protect one's image (Van Iddekinge et al, 2007). Impression motivation represents the degree to which individuals are motivated to control how others see them (Leary and Kowalski, 1990).

DuBrin, 2010 when examining motives for impression management came up with several motives such as gaining power over others, creating a public self in accord with the ideal self, self-esteem maintenance, and creating an identity. He further stated the more the managed impression is relative to the individual's goals the more motivated the person may be to manage their impression (DuBrin, 2010). Most individuals within an organisation will be trying to impress those in power just as politicians are likely to attempt to impress the constituents and the media who in turn have the power to determine the image of the politician or those in the public arena.

Goffman views people as actors engaging in performances in various settings before audiences. The impression a person creates is a major part of his or her identity and controlling one's identity can influence how situations are defined, and thereby establish expected norms, roles and behaviour in order to achieve a goal. Impression management, therefore, is goal directed behaviour (Goffman, 1959). An individual will be attempting to control the opinion of others with the goal of a positive impression being formed. Alternatively, creating a negative impression can occur with what DuBrin calls strategic incompetence where an individual projects the impression of not being able to complete a task e.g. in a meeting may declare, "I am terrible at note taking," in order to avoid the responsibility (DuBrin, 2010). Goffman's work which is influential in this research is still relevant today in organisations where people are becoming brands.

3.3 Gender differences in impression management

It has been found that men and women engage in different impression management tactics. According to Dubrin (1994) men engage in self-promotion or self-enhancement which is the practice of boasting or emphasising one's best characteristics, more than do women (DuBrin, 1994; Lee, Quigley, Nesler, Corbett, & Tedeschi, 1999; Strutton, Pelton, & Lumpkin, 1995; Tannen, 1994). Men also report doing more favors for others (DuBrin, 1994; Higgins & Snyder, 1989; Strutton et al., 1995), and they engage in more acclaiming or entitlement (taking responsibility for positive occurrences) than do women (Lee et al., 1999). Guadagno & Cialdini, 2007 found men generally report using the following impression management tactics self promotion, favor-rendering, acclaiming, basking in reflected glory, sandbagging, self handicapping, blasting, and intimidation. Women generally report using modesty, opinion conformity, hedges, apologies, excuses, and supplication more than do men. It therefore appears that men and women do differ in terms of the way they self present in the organisational context. Men report using tactics that are more consistent with the masculine gender role, and women report using of tactics that are more consistent with the feminine gender role.

4. PEOPLE BECOMING BRANDS

Since the advent of social media around the year 2006, corporations, political parties, celebrities and athletes have recognised that their image is now in the public domain and therefore need to monitor how their performance is perceived. Business leaders also are engaging publicists, undertaking makeovers, are coached by communications experts and are stage managed (Sinclair 2008). There is pressure on leaders to manage their persona (Collinson 2003) and leaders are under constant pressure to impress and perform. The corporate sector, small and medium enterprises and society at large have realised the importance of physical appearance, image development, personal branding, leadership and communications styles and are under pressure to produce appropriate leadership identities (Alvesson and Willmott 2002).

Organisations are often defined publicly by a leader at the very top level (Waldman 1999). Leaders are now becoming brands in themselves, communications and public relations departments are becoming increasingly popular in organisations and many executives have communications experts available to media train and advise them on a daily basis. According to Grunig, learning how to institutionalise public relations is one of the greatest challenges for scholars today (Grunig 2006) . This was the theme of the Euprera conference in 2008 in Milano, which cited the rapidly evolving and expanding influence of public relations and corporate communications as initiating the institutionalisation of professional practice (Bronn 2014). In 2009 the International Journal of Strategic Communication dedicated a special edition to strategic communication and institutional theory. The editor stated the objective was to provide a means to uncover

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how rooted strategic communications is at the heart of organisations (Zerfass 2009). Many public relations firms are now offering consulting in personal branding to leaders of organisations and increasingly to those in middle management.

5. PERSONAL BRANDING

Personal brand development, although not a discipline in itself has come out of the disciplines of management and marketing. Personal branding is a term coined by Tom Peters in the 1980's. Peters (1997) is credited with the creation of the personal brand movement which began with an essay in Fast Company in 1997 titled "The Brand Called You". Peters stated "Regardless of age, regardless of position, regardless of the business we happen to be in, all of us need to understand the importance of branding. We are CEOs of our own companies: Me Inc. To be in business today, our most important job is to be head marketer for the brand called You" (Peters, 1997). Since Peters, there have been many books and articles under headings such as personal public relations (Motion, 1999) and personal communication management (Nessmann, 2008). There are growing number of studies that have focussed on how staff and the firm are presented in glossy brochures and annual reports (Davison 2010). Personal branding is a term used more widely in recent times in business and politics. Professional services and accounting firms place particular emphasise on both image and capability for those aspiring to partnership (Kornberger et al., 2011).

Kornberger et. al, (2011) studied the professional identities of accountants on the rise to partnership in a Big 4 accounting firm and suggested that new managers had to perform, play games and engage in politicking. Previous studies have shown that managers experience a fundamental transition where they are socialised and disciplined into becoming professional accountants (e.g. Anderson-Gough, Grey and Robson, 2001; Coffey, 1994; Grey, 1998). They refer to as a rite of passage (Bordieu, 1991; Turner, 1967; van Gennep, 1960). Grey, (1994) describes how trainee managers are expected to be visibly enthusiastic at work and that there is a notion of being a professional accountant that is linked to and made equivalent to specific ways of talking, dressing, behaving and even feeling at the office (Coffey, 1994; Grey, 1994; 1998). Literature on the sociology of accounting emphasises the presentation of professional values as being a crucial skill (Abbott, 1998; Coffey, 1994). Kornberger et al., (2011) link this to Goffman's presentation of self and impression management which are central to becoming a professional (Goffman, 1959; Pentland, 1993). Goffman's work essentially underpins what is known as personal branding today.

With the rise of social media and reality television, and the public scrutiny of executives post global financial crisis leaders are often required to be more public (Sinclair,2008). Personal branding and impression management has become more prominent for executives, senior managers and middle managers. Social media and the ease of website creation have enabled ordinary people to establish an online profile to increase their personal brand and to market themselves easily (McKenna, 2012).

6. LEADERSHIP

Research in impression management and leadership has identified charismatic leadership as being linked to impression management. Leadership scholars have often discussed the importance of impression management and it has been suggested that charismatic leaders engage in impression management techniques in order to boost their image of competence (Takala 2005). Leaders seek acceptance, approval, and recognition, and for these reasons, they engage in certain behaviours during social interactions. As a result, leaders can determine how various audiences respond to particular impression management strategies and tactics (Gardner 1998). According to Burke, humans create and adapt their self-images or self-presentations to obtain desired responses (Burke 1950). Charismatic leaders can be distinguished from other leaders by their use of articulation and impression management practices to inspire followers in pursuit of a vision. The effects of charismatic leadership on followers may be heightened by skilled self-presentation and impression management capacities of the leader (Gardner 1998).

The literature on charismatic leadership identifies self-image and self-presentation as two key dispositional elements considered important for charismatic image building (Conger 1998) and (Gardner 1998). Self-image is one's perception and description of oneself in terms of relevant features, characteristics and identities (Schlenker 1980). Leaders may vary in terms of self-image and some leaders view themselves as being able to inspire others, while others do not view this as part of their self-identity (de Vries 1988). Impression management is not unique to charismatic leaders, but it is associated with leaders who are emotionally intelligent (Goleman 1995) and perform best in dynamic environments that help shape charismatic leadership (Shamir 1999).

Men and women have different leadership styles according to Ely (1995) who suggests male-type attributes

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such as competitiveness, and aggressiveness may be perceived as important for success while female typed characteristics such as emotional intelligence are not (Ely, 1995). Communal attributes such as supportive, empathic, and gentle are more strongly ascribed to women. Agentic attributes, such as assertive, competitive, controlling, and dominant are more strongly associated with the male gender role.

7. COMMUNICATION

Males and females communicate differently and stereotypes have been built on this. Both academic research in linguistics (Brenner et al., 1989, Eagly et al., 1992; Mulac & Bradac, 1995; Tannen, 1994, Thimm et al, 2004) and popular management sources (Bolinger, 1980; Harragon, 1976; Hennig and Jardim, 1977; O'Brien, 1993; Rosener, 1990; Tannen, 1994) have addressed women and men's communication styles in the workplace. Women's communication is more indirect, quieter, more narratively focussed and towards the private sphere, not the public. (Cameron, 2005). There is nothing subordinate about women's typical communication styles, rather women's styles are constructed as subordinate in women's interactions with men, the dominant group in most societies (Tannen, 1994; Cameron, 1995).

According to DuBrin (2010) there are several communication style differences in women. For many women conversation is used to build rapport and connect with others, while listening intently. Being supportive is intended to connect with the other. However men use talk as a means to preserve independence and build status. Another view held is it may be that women find it easier in organisations which are more in tune with a feminised style which is more nurturing and relational (Maxwell and Ogden, 2006). (Frankel 2004), agrees with both (Ely 1994) and (Powell 1993) that although women may naturally communicate successfully in such an environment women can do equally well in a male dominated environment when communicating like a male. A study conducted by Barrett in 2004 investigated the communication styles of senior female managers in Australia and questioned whether they valued masculine, feminine or mixed 'adaptive' communication strategies for a set of specific workplace dilemmas. The study found that senior female managers valued masculine approaches (Barrett 2009).

8. JUDGEMENTS MADE THROUGH NON VERBAL COMMUNICATION

Communication skills and the various styles have been addressed as important in impression management which as a discipline has its roots in non-verbal communication (NVC). The development of the study of impression management began with the study of NVC of which body language is a major component. Charles Darwin published The Expressions in Man and Animals (Darwin 1872) which launched the modern study of non-verbal communication. Albert Mehreabian, a pioneer of body language in the 1950's found that the total impact of a message is about 7 per cent verbal, 38 per cent vocal and 55 per cent non-verbal (Mehrabrian, 1971). Anthropologist Ray Birdwhistell coined the term kinesics and estimated that the average person speaks for a total of ten to eleven minutes a day and that humans recognise around 250,000 facial expressions. He found that the verbal component of a face to face conversation is less than 35 per cent and that over 65 per cent of communication is non-verbal (Birdwhistell, 1952). Erving Goffman, (1959) is one of the most important sociologists in the field. His seminal work, The Presentation of Self (1959) is influential in this research.

Research by Alex Todorov and colleagues from Harvard University indicates that we make our initial judgements within 100 milliseconds of meeting someone. Judgements are made on a person's attractiveness, likeability, trustworthiness, competence and aggressiveness. Once these impressions are formed they are likely to become ingrained (Todorov 2011). Much of non-verbal communication (NVC) works across international and linguistic boundaries with some areas being culture specific. However, those that develop good NVC skills are more likely to be more effective communicators even without a word being said. NVC covers all the senses including appearance (occulesics), movement (kinesics), touch (haptics), and time (chronemics) which is mostly processed by the limbic system, the emotional part of the brain and beyond conscious control. NVC conveys feelings, emotions and readiness to engage to fight, withdraw or make love or war (Thorne 2006). One of the founding scholars on communication, Edward T Hall, author of The Silent Language estimated that 60 per cent of communication is non-verbal (Hall, 1959). Daniel Goleman, who coined the term "emotional intelligence", suggests 90 per cent of communication is non-verbal (Goleman, 1995).

9. STEREOTYPES AND HOW WOMEN ARE PORTRAYED IN THE WORKPLACE

Stereotypes can be thought of as over-generalisations, sometimes with negative connotations such as thinking ill of others without warrant (Allport, 1954). There are stereotypes in popular culture that impact the attitudes in workplaces. Prior research and theory suggests that women in male-dominated organizations

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suffer in terms of interpersonal treatment, performance, and advancement opportunities (Ely, 1995; Petersik and Schneir, 1980). These negative outcomes for women have been attributed to systematic stereotyping and devaluing of women's characteristics and skills in male-dominated workplaces (Konrad and Gutek, 1987). Emerging managers still perceive they need to act in line with masculine stereotypes which are associated with being a good manager (Powell & Butterfield, 2002). In popular culture romantic-comedy films, situation-comedies and even television advertisements are developed on archetypes and stereotypes of male and female differences. Allan and Barbara Pease wrote the bestsellers 'Why Men Don't Listen & Women Can't Read Maps' (2001), and 'Why Men Don't Have a Clue & Women Always Need More Shoes'. John Gray's 'Men are from Mars Women are from Venus', (Gray, 2004) also fit into these stereotypes. With the stereotypes holding influence in society at large it is not surprising these views are observed in the workplace.

Cultural stereotypes imply that women do not have what it takes to occupy important leadership roles (Koenig 2011) and there is a societal view that dictates that men hold greater status than do women (Sidanius and Pratto, 1993). There are familiar stereotypical gender roles, which position men at a higher status relative to women and prescribe that men hold powerful leadership roles while women hold less powerful care giving roles (Eagly and Karau, 2002; Heilman, 1983).

Similarly, at the organizational Previous research by Eagly (1994) found that women may be less motivated than men to meet the traditional requirement of a managerial role. When women emphasise feminine characteristics they fail to meet perceived requirements of a management role (Eagly 1994). There is a mismatch or role incongruity between the perceived demands of leadership that underlies biased evaluations of women as leaders (Eagly 2002). There is an inconsistency between the communal qualities such as nice and compassionate that people associate with women and the agentic qualities of being assertive and competitive that they believe are required for leadership success (Eagly 2007). In the accounting field, Morley et al. 2005 describe the presence of 'blokey culture' where men exclude women from social activities which may in turn have a negative impact on opportunities for promotion.

Stereotypes are often a potent barrier to women's career advancement to positions of leadership. Koenig et al state that this is the consensus view, not just that of social and organisational psychologists but of women that have had experience as leaders (Glick & Fiske, 2007; Heilman & Parks-Stamm, 2007; S. K. Johnson, Murphy, Zewdie, & Reichard, 2008). A survey of 705 women at vice president level and above in Fortune 1,000 corporations found that 72% agreed or strongly agreed that "stereotypes about women's roles and abilities" are a barrier to women's career advancement to the highest levels (Wellington, Kropf, & Gerkovich, 2003).

10. METHODOLOGY

Organizational storytelling is an emerging discipline in management, strategy and organizational studies with some academics finding it useful as a way of understanding and interpreting organizational life (Signorelli, 2011). Knowing how to deliver a story effectively combined with knowing the right story to tell may be useful for influencing and communicating ideas. For some it is an interpretativist methodology useful for gaining a deeper understanding of organizational life, where storied accounts represent insight into how individuals make sense of their world (Gargiulo, 2005). Qualitative research interviews seek to describe the meaning of central themes in the life world of the subjects (McNamara, 1999). The main task in these interviews is to record and then to understand the meaning of what the interviewees say (Kvale,1996). In the very recent interviews which follow, the interviewer pursued in-depth information around the topic of impression management and its impacts on a female business leader's career advancement. These four interviews are examples of contemporary views of women in senior management jobs and the current fashionable thinking. Many other interviews are yet to be undertaken but it is suggested that these four interviews are indicative of their usefulness in investigating female impression management research.

Interviewee 1

Interviewee 1 is a female entrepreneur, middle aged and married with four children. She grew up on a dairy farm with six siblings and parents who never encouraged any ambition. Her impression management views were expressed as follows:

Interviewee 1 has lived in the United States and says "here is a culture of ambition in the US, but the US is far more conservative than here in Melbourne". She would always wear tailored clothes and heels in the US. Never flats. "I always have my nails done. I had my nails done yesterday because I'm doing a keynote in a couple of days and I have to look professional in every way. That's what people expect from me. People are

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very casual here and wear loose fitting clothes. It's very unprofessional. You would never be able to do that in the US and have respect.

Diet and exercise is very important. If you are radiant from exercise it looks good but most importantly it gives you stamina. "I have never met over the course of my career, a person who is highly successful who is not disciplined about exercise. It doesn't matter what diet you follow, vegetarian, Mediterranean, paleo but the exercise relieves stress and makes you feel strong. It says you have the ability to manage yourself, your work and your organisation. There are three things that are important: mental state; physical state; and emotional state. All these things need to be optimal for success. Exercise helps with all of these.

Men and women communicate differently such as women talk about relationships and men are more black and white and get straight down to business. Men lack perceptiveness sometimes and are uncomfortable around certain emotions. Men are less emotional.

Personal branding as a term has a lot of airplay at the moment. It is essential. Everyone needs to be mindful of how they are perceived. It's vital. Impression management is so important and you must be logical and committed.

Sex appeal is something women must be careful about. Julia Bishop is a perfect example of being beautiful, attractive and professional without using sex appeal in any way. Same with Julia Gillard and Gail Kelly. Young women need to be careful if they are really beautiful that it doesn't become a distraction. There is also the assumption that beautiful and smart can not go together. You must play it down. If a man is handsome he is just a handsome man in a suit, whereas women are different.

Interviewee 2

Interviewee 2 is a Partner in a public relations and events firm. She is middle aged, married with children. Her impression management views were expressed as follows:

"Women have to play the game just like men to get ahead.

Men and women do communicate differently. Men are business only and women are emotional whingers and too sensitive.

Personal branding and they way one looks is very important. We are all in sales whether we like it or not. We all have to sell something to someone. I need to wear the right clothes when I'm around celebrities and stylist. I work a lot with designer X and I couldn't meet with him without looking stylish. I would lose respect.

People do judge those who are overweight as if they don't have discipline. Those who exercise look like they are on top of things. A ten tonne Tessie looks lazy!

Vocal pitch and tone is very important. I had to fire a young woman last week because she sounded ridiculous on the phone. She was too high pitched and it was embarrassing. It made her sound stupid which reflected on me because everyone knows I hired her. I had to let her go. I may get her back to do a few admin type duties.

If there are to be more women in business and politics they will have to have a husband who will stay at home and look after the children. Women need to act like a man and go get a wife. Men don't' have the problem of childcare. Women just need to get their act together".

Interviewee 3

Interviewee 3 is a male entrepreneur, middle aged and partnered with no children. He is Managing Director of a private company with business interests in Australia and India. He holds multiple directorships and is an author and keynote speaker.

Vocal pitch and tone is very important for women. One is more important for women because they usually sit around the board room table with men. The vocal pitch of women can generate an amygdala response. Men hear their mother's telling them off and react negatively.

House husbands can be better off and happier if they can park their egos. The OECD Wellbeing Index for Australia identified that there are less women in senior roles professionally but women overall are happier in Australia than in some other countries.

There is always an element of luck in career but you have to put yourself in a position so you know what to do when it come".

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Interviewee 4

Interviewee 4 is a Chief Financial Officer and a Chairman who holds multiple directorships.

Interviewee 4 thinks all facets of impression management are important to women but vocal pitch is very important. Having a balanced personality is very important and some women are erratic in the workplace and this is not seen as much as men who are more even tempered.

"Impression management is important to women and men but women have more of a breadth of image they can present at work for example sandals, boots and with men its suits. Hairstyles and make-up can create very different looks. Women can be critical of women more than men about this.

Women have more choices including make-up and on the physical side tone and pitch of voice is important. Grip of the handshake makes a difference for men.

"Baby Boomers and Gen Xers tend to think that people with tattoos are criminals, bikers or losers. It will be interesting in years to come with more Gen Y's having tattoos and piercings how that will be viewed when they get to senior management".

There is an association that well presented people are in control and they manage their life and their time. Corporate leaders should be well presented and trim and that also helps with well being.

People form impressions in seconds. You can get a sense of a person from an online profile. In the corporate and hiring space one needs to be well dressed and groomed and in good shape.

From a career progression point of view superiors are more important to impress, then colleagues. Career success is in the hands of those above. You need to ensure that your colleagues don't burn you on the way up. You have to manage the impressions of those you only see twice a month such as those in the Sydney office that have reported to me in the past.

People draw conclusions from people we hardly see and judge people on email construction, spreadsheet formatting, answering the phone and upon grammar. Kids these days don't' use caps. How will that impact on them in future when looking for a job?"

11. CONCLUSION

A strong theoretical link is required between the role of impression management and that of female success in higher levels of management. The interviews contribute to the contemporary identification and establishment of these links so as to target components of impression management to manage and improve the chance of female career success.

The research examined the gender differences in impression management and provided the results of four November 2014 interviews with female and male leaders in Australian businesses by addressing three main focus areas: how verbal and non-verbal impressions of female leaders are formed, and whether this has an impact upon a female business leader's career advancement. Gender inequality is deep seated and remains a challenge for women. In Australia women face inequality, lack of economic empowerment and less power, there are numerous barriers to success for female professionals in business, politics and media. Females take few positions on boards and after middle management the number of females in senior ranks decreases in the business arena.

The interviews conducted so far and suggest that impression management is important in the career of both males and females. Prior research has determined there are gender differences in use of impression management tactics. It is however, one of many areas that make up a long list of factors that need to be considered in the career advancement for females.

Whether or not use of impression management by females is linked to career advancement is the subject of future research.

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