





## OUR SEXIEST POLITICIANS

SUNDAY STAR TIMES, 2 NOV 2008, Edition B, Page 3.



“10/10 he’s the handsome boyfriend who cheats on you all the time and you keep taking him back.”



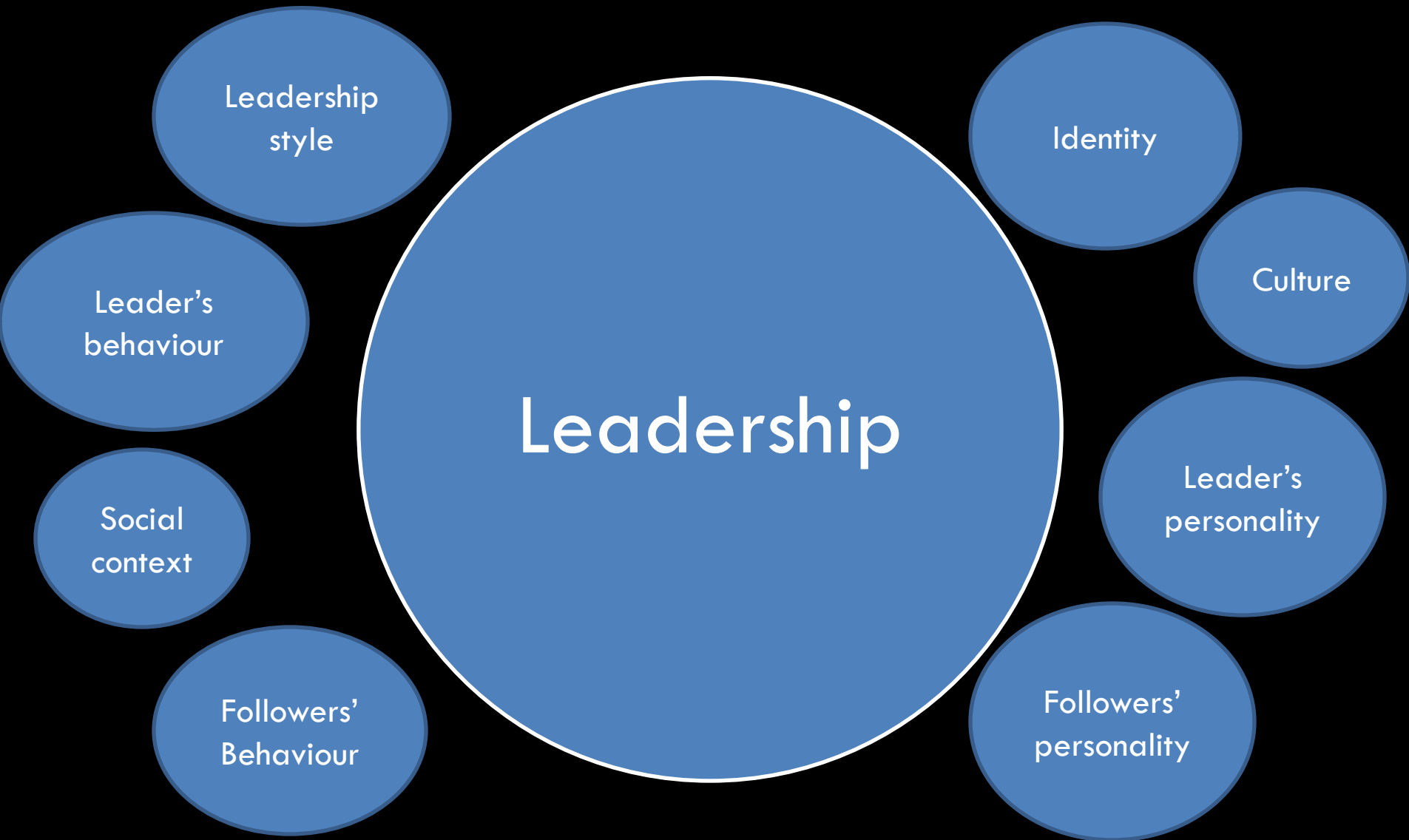
“Jeanette Fitzsimons 7/10 she’s wholesome, she’s natural, she’s very beautiful.”

“John Key 4/10 Amiable rather than sexy. He’s rich, self made and well groomed; those could be sexy. But he’s too nice.”

To what extent do we judge people by their appearance?



**Do people use  
a leader's face  
to make  
attributions  
about them?**



Leadership is a relationship between a leader and his or her followers which, is embedded in a social context and inseminated with meaning and contextual variables.

(Chen and Meindl, 1991)



Extraversion (.31)

Helps a leader  
communicate their  
vision

Openness (.24)

Helps a leader  
cope with and  
create change

Conscientiousness (.28)

Helps a leader be  
persistent in  
pursuing their  
goals

Neuroticism (-.24)

Neurotic people  
are unlikely to  
motivate people



(Judge, Bono, Illies, and Gerdhart, 2002)

Followers attribute organisational performance to leadership, even if no link exists

(Chen and Meindl, 1991)


People can link the financial performance of an organisation to a facial photograph

(2008)

But  
Why?

People can attribute leadership emergence from a photograph

(Cherulnik, Turns, and Wilderland, 1990)



# Facial Psychology

Which might affect the way people perceive a leader???

The face sends a wealth of information. It is the most distinctive and widely used key to a person's identity (Bruce and Young, 1986)



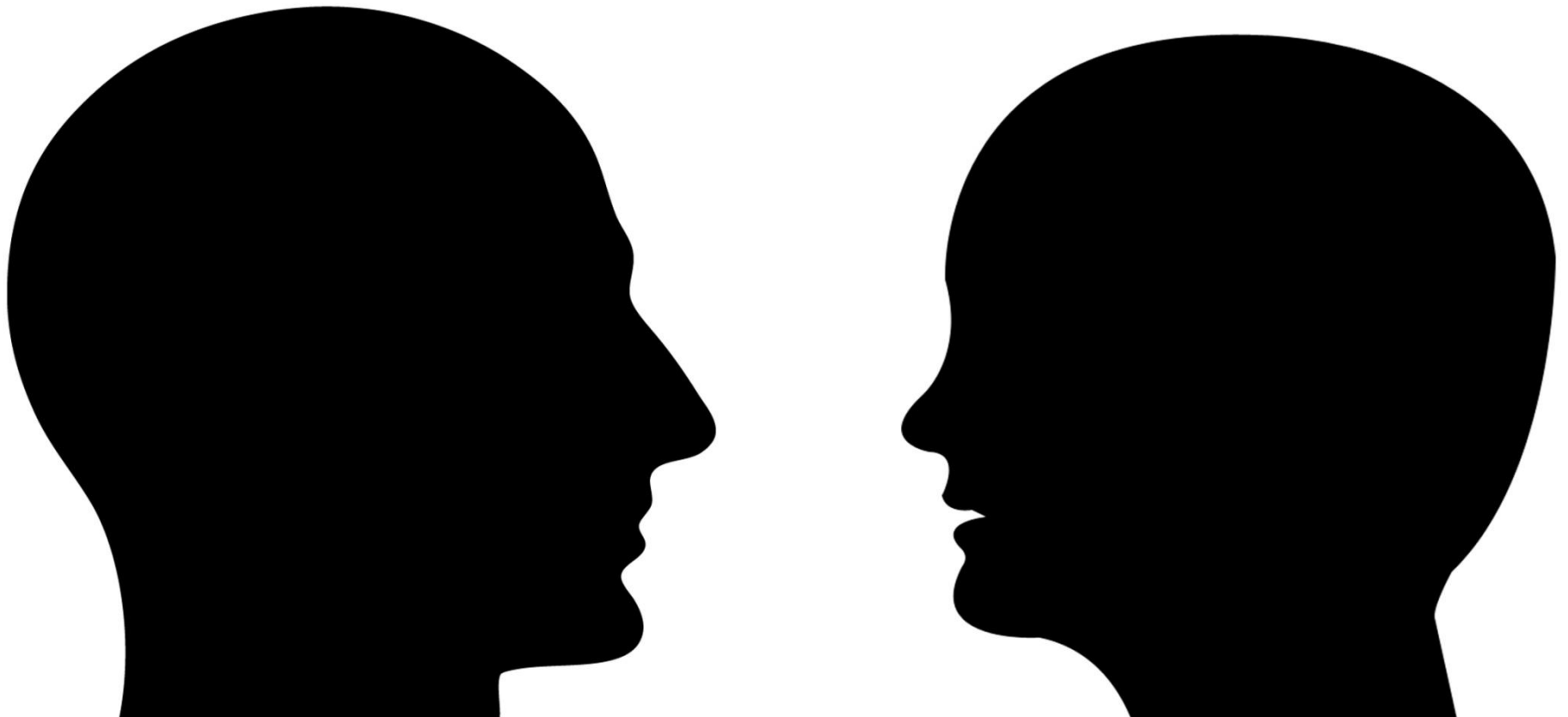
Emotion

Gender

Age

Attractiveness

Personality



Personality

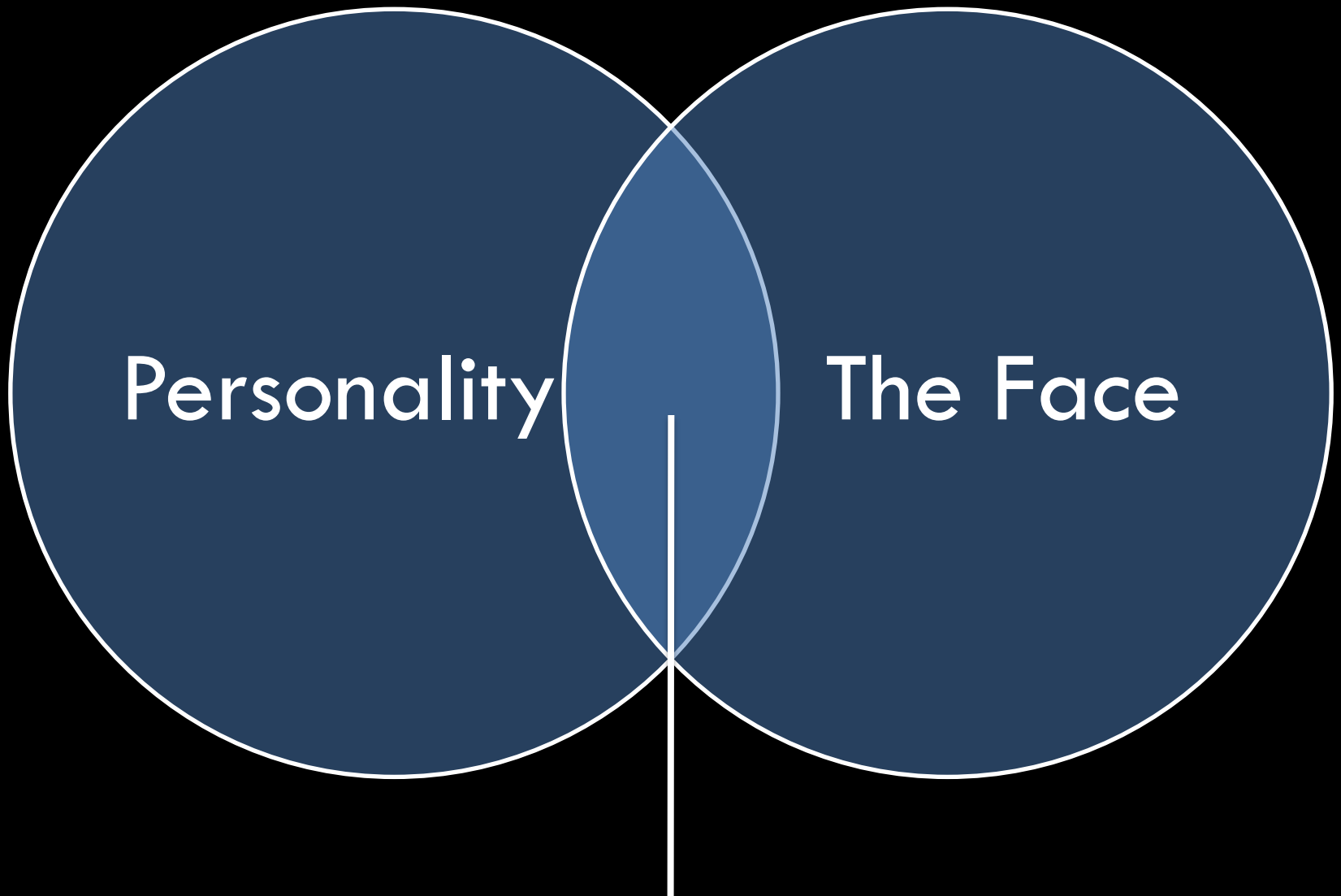
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graph TD; A[Personality] --> B[Job Performance]; A --> C[Citizenship Behaviour]; A --> D[Deviant Behaviour]; A --> E[Leadership Behaviour];
```

Job  
Performance

Citizenship  
Behaviour

Deviant  
Behaviour

Leadership  
Behaviour



What is the link?

A group of people are able to accurately agree  
on a set of personality traits for a stranger  
based on

Facial photographs

(Berry, 1991)

Brief interaction

(Kenny et al, 1992)

Silent video tapes

(Levesque and Kenny, 1993)

Expectations, about personality, are created by facial appearance.

These expectations can, in turn, change our behaviour.

Babyfaced boys became more assertive in adolescence

Facially attractive children are  
reported to be more intelligent by

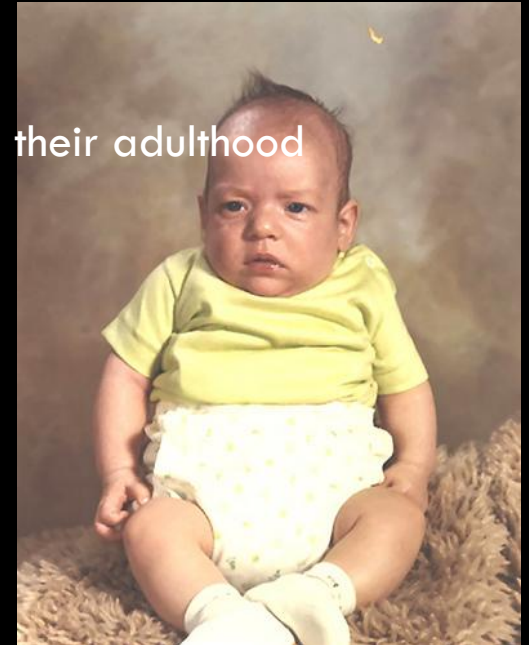
Unattractive adolescent males became less social as adults  
teachers  
(Stephan and Langlois, 1984)



Facially attractive children get more  
Attractive adolescent females tended to have a higher IQ in their adulthood  
loving and caring attention from their  
parents  
(Zebrowitz et al, 1998; Collins and Zebrowtiz, 1986)

Langlois, Ritter, Casey, and Swain, 1995)

Facially attractive children are more  
accepted by their peers  
(Langlois and Styczenski, 1979)



What is the link?







Age

Gender

Personality



Emotion

Attractiveness



A perception or  
expectation is  
made

**How do people process leaders' facial information to make attributions about their leadership effectiveness?**

Is there a relationship between personality traits seen in the face and perceived leadership effectiveness?

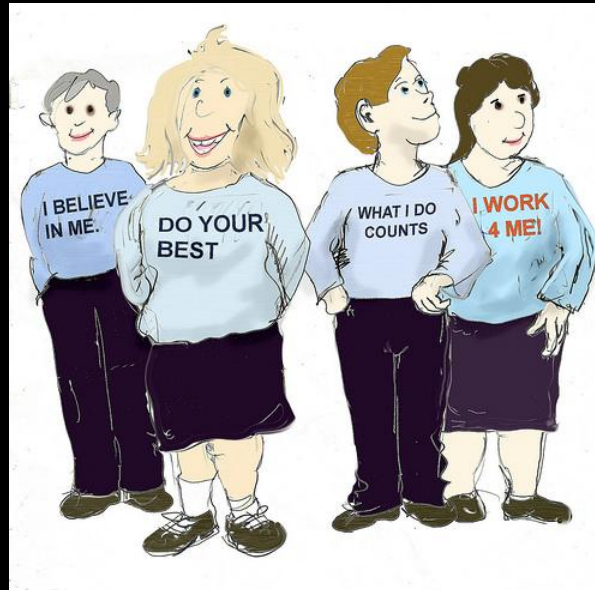
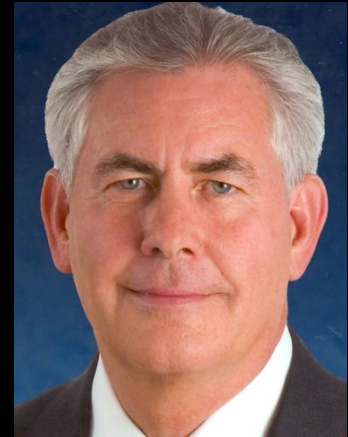


116 MBA Students

5 Classes

Survey

Focus Group



Extraversion

.20

.31

Openness

.29

.24

Conscientiousness

.60

.28

Narcissism

.51

Not tested

Agreeableness

.38

Not significant

Neuroticism

Not significant

-.24

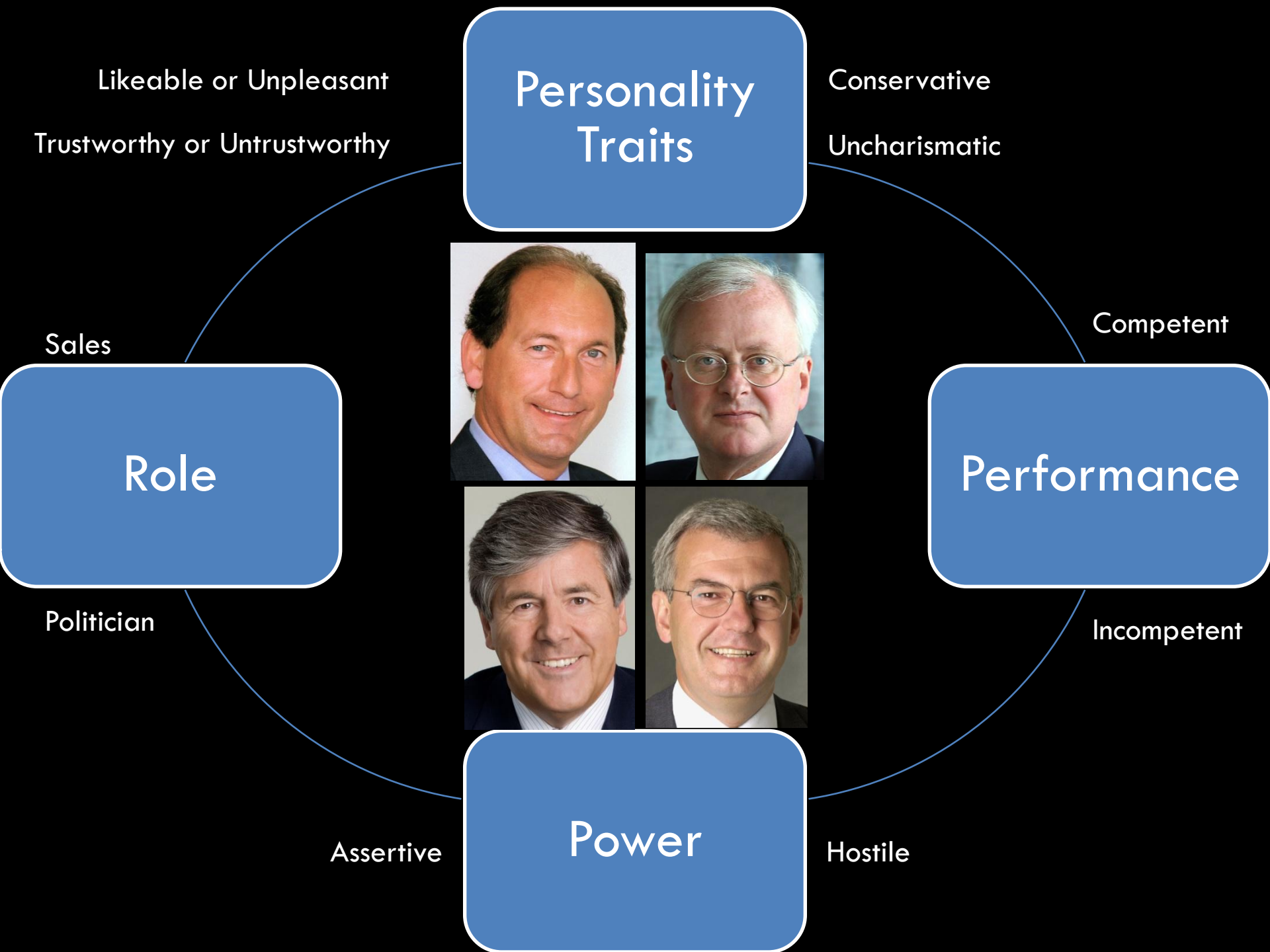


Emotion

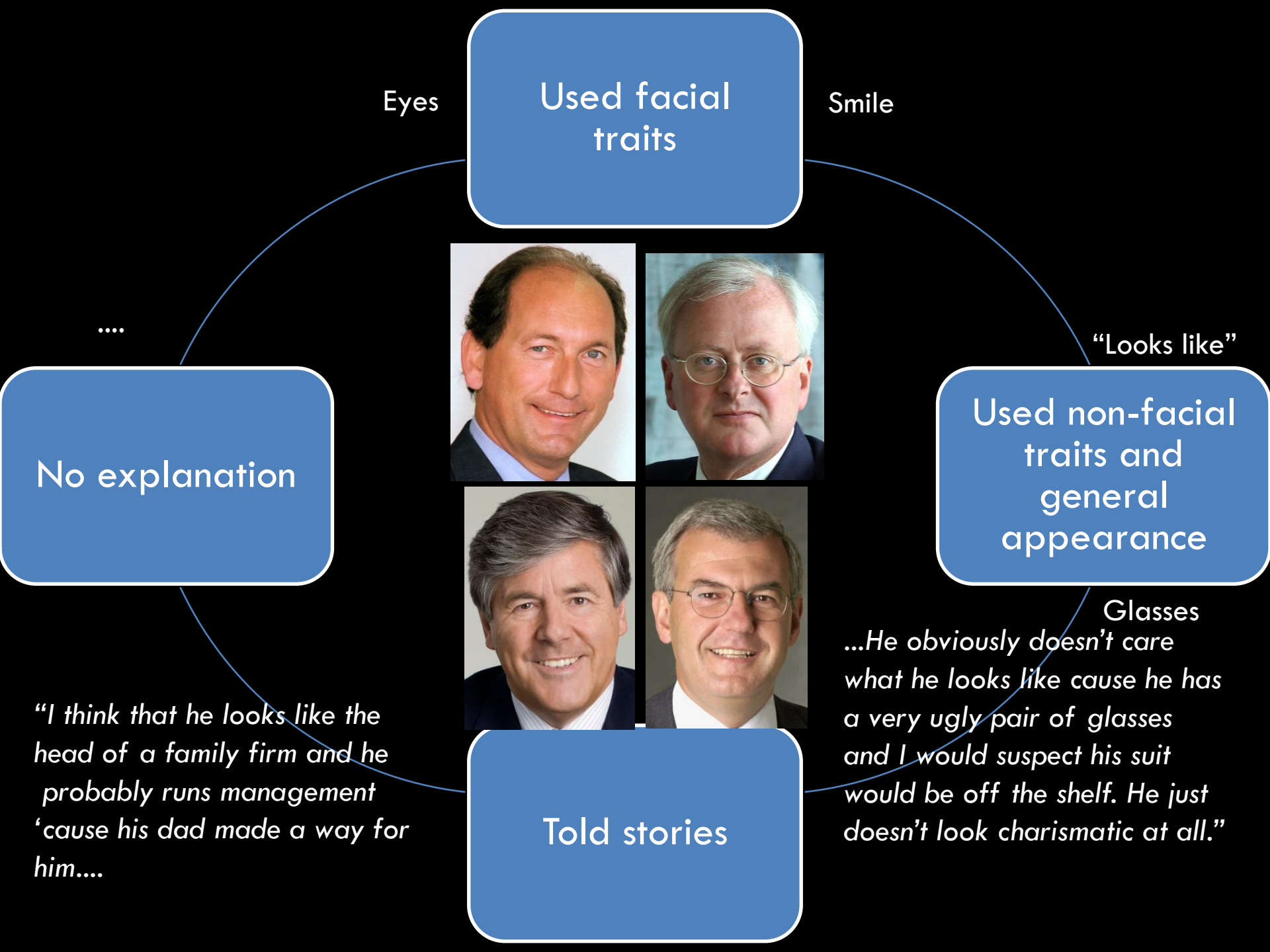
Gender

Age

Attractiveness







Eyes

Used facial  
traits

Smile

"Looks like"

Used non-facial  
traits and  
general  
appearance

Glasses

*...He obviously doesn't care  
what he looks like cause he has  
a very ugly pair of glasses  
and I would suspect his suit  
would be off the shelf. He just  
doesn't look charismatic at all."*

Told stories

No explanation

....

*"I think that he looks like the  
head of a family firm and he  
probably runs management  
'cause his dad made a way for  
him...."*

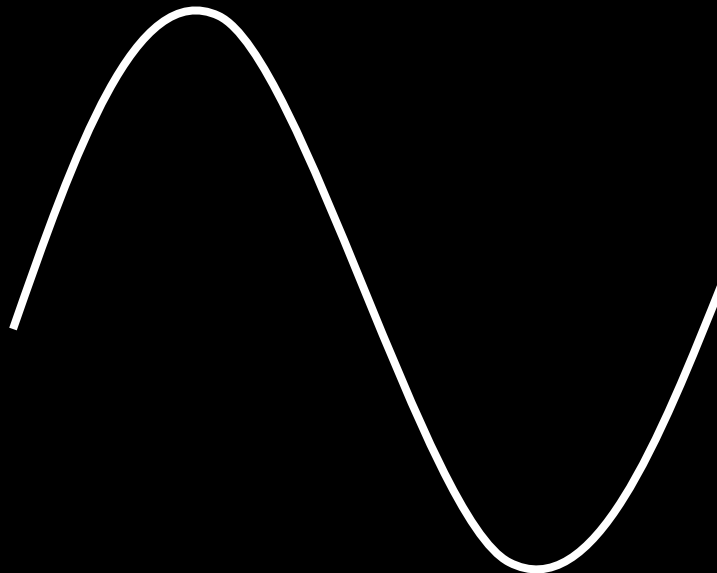


The CEOs' faces were extensively used to place attributions about their leadership effectiveness

The CEOs' faces were extensively used to place attributions about their personality

Only 1 or 2 people per class told us they could not use the face

A couple of people per class said they could not use the face but went on to do so



Understand the *process* and *extent* to which  
followers use a leader's face to make  
judgments about leadership effectiveness from  
leaders' face

Understand the extent to which followers use leaders'  
appearance in the workplace

Release of images to the media

Recruitment of people in visible positions

Entertainment  
building of

What about business Leaders?

in we use when

(Dahlgren and Sparks, 1991; Berkowitz, 1997)

*The Competent Leader*

- True smile
- Hair
- Strong stare

*The Incompetent Leader*

- Fake smile
- Tired
- Frowning

# Image and impression management

The types of behaviour people use to  
create and maintain a desired  
impression...  
(Tedeschi, 1981)

...because leaders are usually in highly  
visible positions, they need to manage  
their impression more carefully than  
others.

## *The Untrustworthy Leader*

Eyes  
Half smile  
Over groomed

## *The Unpleasant Leader*

Struggling to smile

## *The Likeable Leader*

Smile  
Smile  
Smile

Questions?