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Managing impression through social media: Understanding how leaders do it

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Managing impression through social media: Understanding how leaders do it

Abstract : *Leaders are public figures. Their actions are closely scrutinized by their followers and stakeholders. Fundamentally, their success is highly dependent on others' perception about their competency. This creates a need for leaders to impression manage to develop perceptions of leadership effectiveness. While the partnership between leadership and impression management is not something new, it is important for us to understand how leaders use SM to manage follower impressions about them. As the change in impression-management strategies employed via SM remains unclear, this study sets out to understand how traditional IM tactics are adapted to fit the new platform of connectivity. A distinction of impression management strategies employed by political leaders and business leaders are also made.*

LEADERSHIP, IMPRESSION MANAGEMENT, AND SOCIAL MEDIA

Impression management (IM) refers to the process by which an individual tries to manage perceptions formed about him or her (Jones & Pittman, 1982; Leary & Kowalski 1990). While people may not consciously try to manage other people's impression about them, there may be cases in which individuals become driven to influence how others see them (Leary & Kowalski 1990) with the intention to obtain the approval or counter disapproval from their audience (Palmer et al., 2001).

This is especially evident in the case of leader. Leaders are public figures; hence, they cannot run away from public scrutiny. Their deeds are carefully monitored and scrutinized by their supporters, opponents, and other stakeholders. This increases the need for leaders to impression-manage. Whether or not a leader is perceived to be capable depends partly on others' perception about the leader's proficiency (DuBrin, 2011; Yukl 2013). While we acknowledge the fact that IM remains important for leaders, we feel there is a need to revisit how leaders impression-manage. The advent of social media (SM) has paved the path for establishing digital identities (Ranzini, 2015) and we believe that leaders have also joined the bandwagon.

SM has taken the world by storm. It has facilitated the inclusive interaction with others and is also used as marketing and public relations tools by businesses (Aula, 2010; Balas et al., 2011). It triggered extensive sharing of information that has sparked increased political engagement (Holt, Shehata, Stromback, & Ljungberg, 2013) and created reputation risk for businesses (Aula, 2010). Political campaigns are engaging SM to mobilize support from stakeholders (Balas, et al, 2011). For instance,

politicians such as Barack Obama used SM to reach out to their voters, supporters, volunteers, and even donors (Balas et al., 2011). The then Gujarat's chief minister, Narendra Modi (now prime minister of India), was reaching 2 million followers on Twitter and was competing head-on for the prime ministerial post against Rahul Gandhi on Facebook (Rai, 2013). Social networking sites such as Facebook and Twitter were also mobilized to bring about political revolutions in countries around the world (Safranek, 2012). One prominent incident is the Arab Springs where SM was used to unite and mobilize protestors in a manner never imagined (Curtis, 2015; Safranek, 2012).

The SM revolution appears to be here to stay and its implication on leadership is evident (Tredgold, 2014). One such area of influence is its implication on how leaders manage impression through SM. With the advent of SM, leaders are expected to participate actively in SM conversations to manage reputation risk (Aula, 2010) and sustain a corporate image (Schniederjans, Cao, & Schniederjans, 2013). Therefore, present day leaders are expected to embrace SM as a personal toolbox to enhance their practice of leadership (Samuel 2012). It is believed that leaders can use SM to refine their leadership ability by embracing connectivity (Balas, et al. 2011; Samuel, 2012; Tredgold, 2104) and establishing authenticity (Tredgold, 2104) through SM. Fundamentally, SM facilitates a social presence that aids the forming of impressions of other people about the user (Kaplan & Haenlein 2010). The representative significance of SM has raised the need to investigate its implications on self-communication of professionals, particularly for individuals who operate in contexts that demands online presence (Ranzini, 2015).

Bearing this in mind, leaders have begun using SM to manage follower impressions about them. While we are aware of the increasing use of SM platforms by leaders to impression-manage, how these tactics were employed via SM remains unclear. Some studies have stressed a change in IM tactics used through SM. For instance, Chen (2009) asserts that the traditional IM tactics delineated by Jones and Pittman (1982) may no longer be apt for use through social-media sites such as YouTube. On the contrary, emerging tactics such as mystery (preserving an enigmatic identity to accentuate their ability and not attract attention to their physical appearance) are being employed to manage impressions through YouTube. There are not many studies such as Chen's that render tactics identified by Jones

and Pittman (1982) as no longer suitable in the context of SM platforms. However, this does not mean these tactics have not endured some form of transformation. Hence, the scope of this article is to explore how leaders impression-manage through SM.

This study is part of a larger study that investigates the implication of these tactics on leadership effectiveness. However, this paper will only present the findings of Phase 1 of the study which attempts to only identify the manner in which these IM tactics were employed through SM platforms by individuals elected or appointed to be leaders. At no point are we making any attribution of leadership effectiveness from a follower's perspective. Publishing results related to the in-depth analysis of the effectiveness of these leaders could be sensitive in nature and may require explicit consent from the leader. Therefore, attribution about leader effectiveness will be addressed in Phase 2 of this study which would employ an experimental design to analyze the implication of various IM tactics on follower's perception about leader effectiveness.

METHOD

Research design

In order to comprehend how leaders use SM to manage followers' impression about them, we followed a series of steps in conducting our qualitative review. First, we reviewed the literature to identify various types of SM sites. Based on our review, we narrowed our list to include seven most common SM sites--Facebook, Twitter, LinkedIn, YouTube, MySpace, Instagram, and Blogs.

Next, we identified several corporate leaders and political leaders who used some form of SM to reach out to their followers. The leader selection was made based on two important criteria. First, the leader needs to be someone well-known within their respective industry/country. We are aware of the fact that it may be challenging to identify individuals who were widely accepted as leaders. In most cases, there will be people who support the leader and people who do not. In view of this, we selected those leaders who were elected political leaders; the assumption being that they would have received the majority vote to helm the nation's administration. Similarly, business leaders were selected with the assumption that they were recognized as business leaders through the appointment by the board of

directors. At this stage, no judgment of their effectiveness was made. However, we did make an assumption that if they were trusted by the majority to lead a state or organization, they are perceived to be capable leaders at that point of time. Second, we only selected leaders who used English language for at least parts of their postings (if not all) in their respective SM sites. This criterion was necessary to help us analyze their postings to understand the IM tactics employed.

Based on these criteria, we then selected 10 political leaders and 10 corporate leaders (see Table 1). Once the list was finalized, we searched for the social-media sites of these leaders and prepared a matrix to determine the commonly used sites by these leaders. The results of the investigation are also presented in Table 1. It was evident that leaders preferred to use Facebook, Twitter, Instagram, and blog sites for personal engagement with stakeholders and followers. In fact, the use of the above mentioned SM sites especially Twitter and Facebook were more conspicuous among political leaders.

Insert Table 1 about here

While we are aware of the fact that leaders today have embraced the use of SM especially Facebook and Twitter, it remains unclear as to which IM tactics are commonly used through these new channels. Therefore, in the next phase, we evaluated postings by leaders in the most commonly used SM sites (Facebook, Twitter, Blogs) to better understand how they managed followers' impression. A review of the various SM sites used by the leaders indicated that similar postings were made through these different sites. Hence, in our final step, we decided to concentrate our analysis on leaders' postings made through Facebook. However, in cases where the said leader did not have a Facebook account (e.g., Anand Mahindra) or was more active through their Twitter account (e.g. Tony Fernandes, Air Asia), we referred to their Twitter account instead.

Prior to analyzing the contents, we developed a list of IM tactics identified through the literature review. We found that the Jones and Pittman (1982) model of IM remains the most widely adopted model in numerous studies on IM. This taxonomy delineated five IM tactics: self-promotion, exemplification, ingratiation, intimidation and supplication. Hence, this model was employed as the

primary model of IM in our study. However, we did keep in mind other tactics that has been identified in past studies which included tactics such as *blaring, blurring, account*, *basking*, and so forth (e.g., see Chen, 2009).

A list of tactics and its definition was used as a reference point by each researcher. Since the postings on the selected SM sites were varied in nature (e.g., pictorial postings, hashtags, and a combination of text and picture based postings), we decided to conduct the content analysis manually. First, we gathered the postings or tweets made by ten political leaders and seven business leaders with Facebook or Twitter accounts (as identified in Table 1) over a period of two months. Then, we worked independently with each researcher categorizing each posting according to the specific IM tactics listed in the reference table. Categorization was done based on the underlying intention reflected in each posting. For instance, if a posting sets out to promote the effort of the leader, the posting was then placed under the self-promotion tactic.

As soon as individual categorization was completed, the team then sat down together and compared the results. Once we agreed on the categorization of postings, we then went on to identify patterns within each tactic. This was done over numerous discussions. We found that the selected leaders employed the five IM tactics delineated in the Jones and Pittman (1982) model. Hence, the results of this phase will be organized along these five tactics and discussed in detail in the subsequent section.

RESULTS AND DISCUSSION

Self-promotion

Self-promotion denotes efforts by individuals to seem more accomplished through the elevation of one's capability and achievement (Bolino & Turney, 2003; Lim, Chidambaram, & Carte, 2008). It "helps leader appear credible, innovative, esteemed, and powerful" (DuBrin, 2011, p.174). This tactic was found to be the most commonly employed tactic by both political and business leaders. One interesting point identified through our analysis was how leaders varied the use of this tactic by employing different levels of directness in promoting their accomplishment.

DuBrin (2011) suggested that charismatic leaders will often adopt a subtle approach to self-promotion. We noted a similar approach among leaders attempting to impression-manage through social media. They employed a more subtle approach to boost their reputation or the reputation of their business entity. In many instances, political leaders were found to attempt this form of IM by posting pictures of meetings or association with important others (for example see Figures 1(a) and 1(c)) or posting links to YouTube videos of their speeches or links to articles about them (e.g., see Figure (1(e)). At one point or another, most political leaders were found to have resorted to this form of self-promotion. Through such posting, the leaders attempt to portray themselves as busy and well connected individuals (e.g., by attending numerous meetings, and interacting with important others) and individuals with strong ideologies (e.g., through sharing of YouTube videos of their speech or articles about themselves).

Insert Figure 1 about here

On the other hand, business leaders posted pictures of their products or shared news about the company's product to promote their product. While the leaders made postings which appear to be a simple and direct process of sharing information, we felt there was more to what they have posted. For example, Mahindra shared a picture to show their product is available outside India to denote popularity (see Figure 1(f)). Similarly, Satya Nadela also promoted new channels to obtain products of Microsoft in India which indirectly implies that there is a demand for the products, hence the need to diversify their channel (see Figure 1(b). Min-Liang Tan shared the process that supported the development of the product indicating that the product was developed by avid users themselves (see Figure 1(f)). This approach seemed to promote an inherent idea the product will be better able to cater for users demand and expectation since it was developed by users themselves.

Besides such subtle approach, some leaders adopted a slightly more noticeable approach of self-promotion. Some of the Facebook or Twitter postings revealed how leaders highlighted the positive results of their effort without directly stating their role in it. In such cases, people were generally aware that the leader is the proponent of certain policies or initiatives. While the leader may not

directly claim credit for the positive outcomes of those policies or initiatives, highlighting those outcomes through their Facebook or Twitter posting helped promote their effort. For example, as shown in Figure 2(a), President Barack Obama has highlighted one of the outcome of Obama Care— the health care reform he championed without actually claiming credit for it. Similarly, Bill Gates promoted the effort of Bill and Melinda Gates Foundation by highlighting one of outcomes of their effort (see Figure 2(b)). As shown in Figure 2, a similar strategy was employed by several other leaders such as Bill Shorten, Najib Razak, Richard Branson, and Anand Mahindra.

Insert Figure 2 about here

While in most cases, leaders adopted a more subtle and indirect approach of self-promotion as mentioned above, there were self-promotion Facebook postings that were more direct. News about awards received (see Figure 3(a) and 3(b)) or their effort (Figure 3(c), 3(d), 3(e), and 3(f)) were directly promoted. The focus was on "I/We did this or received this".

Insert Figure 3 about here

We found two interesting findings here. First, the directness of the postings was contingent on the message the leader planned to convey. If leaders wanted to generally remind people of their goals, ideologies, future plans and accomplishments, they used a more subtle approach that reduces the chances of appearing to be boastful. On the contrary, if the aim was to highlight the benefits of their initiatives and prove their opponent or competitors wrong, without appearing defensive, leaders employed a more noticeable yet indirect approach through which the outcomes of their effort is highlighted. The use of direct self-promotional approach was evident when leaders shared news about recognition of their effort (e.g., granted prestigious awards, product innovation, etc.) or when leaders intend to clearly show they are not lackadaisical about pertinent issues.

Second, a clear distinction between the approach used by political and business leaders was noted here. Political leaders have a greater tendency to promote their personal effort or ideologies or that of the political party they are associated with. On the other hand, business leaders tend to focus on

promoting their company's products or the collective effort of the company itself instead of their own efforts as an individual.

Exemplification

Exemplification refers to the depiction of exemplary effort that extends beyond the call of duty (Bolino & Turney, 2003; Jones & Pittman, 1982). "As exemplifiers, charismatic leaders engage in self-sacrificing and high-risk behaviours that dramatically illustrate their commitment to the cause they espouse" (DuBrin, 2011, p.173). We found this to be the second most commonly used IM tactics by leaders via SM. In some cases, leaders just posted photographs depicting them engaging in activities beyond the boundaries of their formal duties. For example, as shown in Figure 4 (a), Prime Minister Lee Hsien Loong indirectly presented himself engaging in what appears to be a story telling session with young children--which clearly is beyond the formal requirements of his duty. Similar strategy can be observed in the example provided in Figure 4(b). Even though there were no accompanying written postings to explain their effort, the photographs were able to paint a thousand words.

In other cases, it was just postings explaining their effort without accompanying photographs (see Figure 4(c) and 4(d)). The written postings clearly explained the exemplary effort of the government or business entity the leader represents. Finally, there were instances in which both written posting and photographs were presented together to present their exemplary effort as shown in Figure 4(e) and 4(f). The decision to use just photographs or written postings or a combination of both appears to be a personal choice of the leader. We were unable to identify an underlying pattern to explain their choice. Fundamentally, we believe this strategy was employed to reflect their exemplary role and the ideologies they or their organization represent. This strategy has been associated with leader effectiveness such as networking capability (Ranzini, 2015). However, the study by Schniederjans et al (2013) point out that while the use exemplification through SM platforms should not be stopped, the use of it does not necessarily bring about improvements (in their case, financial performance).

Ingratiation

Ingratiation encompasses efforts to compliment others or extending favours for others with the anticipation of being perceived as likeable (Bolino &Turney 2003). In most cases, leaders used a direct approach of complimenting or appreciating the help or support extended to them by others, may it be their counterparts, support staff, or followers (as seen in Figure 5). In some instances, leaders used ingratiation as an initial IM strategy. This strategy is then followed by the use of other strategies such as self-promotion (see Figure 5(a)) or exemplification (see Figure 5(d)). On the whole, we found this strategy was used aptly to create a feel-good sentiment among followers.

Intimidation

Unlike ingratiation, *intimidation* reflects an individual's effort to seem intimidating by representing themselves in a daunting manner (Bolino & Turney, 2003). Identifying the use of this strategy by leaders through SM was a challenging task as it was not clearly palpable. While the use of intimidation as an IM strategy through SM was rather uncommon, we observed that political leaders rather than business leaders were more inclined to use this strategy.

Fundamentally, the strategy was not used directly in a manner in which leaders attempt to appear intimidating or unapproachable. Instead, we found that the leaders attempted to show that they were keeping a close watch of their adversaries and are willing to highlight and fight any deviation from their personal beliefs or their political party's belief. For example, Bill Shorten and Anurag Thakur showed displeasure with the policies or initiatives of the opposition party (Figure 6(a) and 6b)). Similarly, Donald Trump shows his dislike for the Obama administration by vocalizing his aversion through his famous phrase from the series The Apprentice and making a call to make the nation great again (see Figure 6(c)). Basically, we observed that leaders are portraying themselves as individuals

with a strong stance against certain policies and are willing to voice out or put up a fight against those opposing their standpoint. As aptly pointed out in the study by Schnederjans et al (2013), this tactic helps firms achieve a sense of perception of power over another. A similar assumption can be made here with reference to individual leaders who employ this strategy through SM.

Insert Figure 6 about here

Supplication

Finally, *supplication* involves propagating one's weakness in an attempt to be appearing needy (Bolino & Turney, 2003; Jones & Pittman, 1982). The underlying motivation of this IM tactic remains ambiguous. "This strategy can increase the creditworthiness in the event of success (an acquisitive motive) or diminish culpability in the event of failure (a protective motive)" (Palmer, et al., 2001, p. 38). It has also been used as a defence mechanism to reduce blame associated with negative events (Crant & Bateman, 1993).

This was an IM tactic that was not clearly evident in the SM sites used by leaders. The use of this tactic by leaders through SM was minimal. It is possible that since the efficacy of this strategy reduces over time (Bolino, Klotz, & Daniels, 2014), the use of it over SM was minimized as well. In fact, the portrayal of weakness was not done in such a way to appear needy. Instead, leaders adopted a slightly different approach to supplication. Some leaders highlighted weaknesses in past systems to create an appreciation of the present system. For example, Singapore Prime Minister highlighted the challenges of freeing Singapore from the clutches of communism and keeping Singapore a free and democratic nation. This was then followed by a plea to people to appreciate the peace and harmony they have at present (see Figure 7(a)). The underlying motive here was noted to be acquisitive in nature.

In other instances, leaders acknowledged and apologized for the present weaknesses and assured followers these moments of weakness will be addressed. For example, Satya Nadella apologized for wrongly answering a question on women and pay raises. He then accentuated his support for the advice given by the interviewer and Microsoft's programs aimed at narrowing the pay gap (see Figure

7(b)). Tony Fernandes adopted a slightly different approach which was more apt for the situation facing AirAsia after the crash of flight QZ8501. He justified why AirAsia is keeping mum at the moment despite negative headlines about the airline company (see Figure 7(d)). It was an attempt to inform others to not take silence as a sign of weakness and need for others to understand the underlying reasons for the present moment of weakness. We felt this represented the use of apologies as damage control after a negative event to minimize identity damage (Schwartz et al., 1978).

Finally, some leaders highlighted potential weaknesses of their initiative show that they are human after all and follower should have a more realistic expectation. For instance, as shown in Figure 7(c), Prime Minister Shinzo Abe explained the nuclear disaster management drill and highlighted the chance of the system not being perfect. He mentioned that they are trying hard to address any possible weaknesses. While such postings do not actually portray a leader to be needy, it does make a proclamation that the leader acknowledges possible weaknesses in his or her initiative and he or she seeks the understanding and patience of followers, while they work on improving the initiative. It appears to represent a protective motive.

Insert Figure 7 about here

Basically, the findings of this study have shed some light on how present-day leaders use various IM strategies through SM. While this study does not address the effectiveness of these strategies, it does provide some insights on the different forms of IM strategies, the common strategies and how these strategies are used through SM. Leader contemplating the use of SM to impression-manage, are better able to do so when they understand the norms of managing impression through SM.

Limitations and suggestion for future research

This study is part of a larger study that attempts to look at IM via SM and its implication to leadership effectiveness. Hence, the findings presented here are not without limitation. First, while it is important to understand how leaders impression-manage via SM platforms, it is equally important to understand

the implications of these tactics. However, we were unable to draw conclusions and make attributions about this from our content analysis of the postings and tweets of the leader. This will be empirically analysed in Phase 2 of our study. Second, the review of the sites was limited to the postings and tweets of the leaders. We did not consider the feedback posted by followers in response to the postings and tweets made by the leader. Future studies could address this gap. Finally, we did not make a conscious distinction among leaders from different cultural context and conduct our analysis based on the specific identities of leaders. Future studies should attempt to explore this gap by conducting in depth analysis of cross sections of the data and construct identities by focusing on specific type of leaders or one country.

CONCLUSION

Leaders today are indeed leaning towards the use of SM to engage their followers. Consciously or unconsciously, the way information is presented through their respective SM sites does reflect attempts to impression-manage. When using SM to reach out to their followers, leaders tend to have a greater inclination to use self-promotion and exemplification. This was followed by the use of ingratiation—where in most cases it was used as an initial strategy prior to the use of self-promotion and exemplification. Intimidation and supplication were rarely used. Even when used, the form in which the strategies were presented deviated somewhat from the norm. Fundamentally, the use of SM to manage followers' impression about the leader is trend that appears to be here to stay. Therefore, it is essential for leaders to embrace this trend and understand the nuances of IM through SM.

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Table 1: Social Media Used by Selected Various Business and Political Leaders

No.	Name	Position	SM sites commonly used by leaders						
			Facebook	Twitter	LinkedIn	YouTube	MySpace	Instagram	Blog
1	Datuk Seri Najib Tun Razak	Prime Minister of Malaysia	√	√	√	√	X	√	√
2	Lee Hsien Loong	Prime Minister of Singapore	√	√	√	√	X	√	X
3	Shinzo Abe	Prime Minister of Japan	√	√	X	X	X	X	X

4	Anurag Thakur	Member of Parliament(India)President of BJP's Youth Wing	√	√	X	X	X	X	X
5	Barack Obama	President of the United States	√	√	√	√	√	√	X
6	Sheikh Mohammed Bin Rashid Al Maktoum	Prime Minister of the UAE and Ruler of Dubai	√	√	X	√	X	√	X
7	Narendra Modi	Prime Minister of India	√	√	X	X	√	√	X
8	Bill Shorten	Opposition Leader, Australia	√	√	X	X	X	√	√
9	Benigno Aquino III	President of the Philippines	√	√	X	X	X	X	X
10	David Cameron	Prime Minister of UK	√	√	√	X	X	X	X
11	Bill Gates	Founder, Technology Advisor and Board member of Microsoft Corporation Co-chair, Bill & Melinda Gates Foundation	√	√	√	X	X	X	√

12	Jeffrey Cheah Fook Ling	Chairman of the Sunway Group, Malaysia	X	X	X	X	X	X	X
13	Tony Fernandes	Group CEO at AirAsia	√	√	√	X	X	X	X
14	Satya Nadella	Chief Executive Officer of Microsoft	√	√	√	X	X	X	X
15	Anil Ambani	Chairman of Reliance Group, India	X	X	X	X	X	X	X
16	Sir Richard Charles Nicholas Branson	Founder of Virgin Group	√	√	√	√	X	√	√
17	Dato' Sri Jamaludin Ibrahim	Managing Director/President & Group Chief Executive Officer of Axiata Group Berhad	X	X	X	X	X	X	X
18	Donald John Trump, Sr.	Chairman and President of The Trump Organization	√	√	X	X	X	√	X
19	Min-Liang Tan	Co-founder, CEO and Creative Director of Razer USA	√	√	√	√	X	X	X

| 20 | Anand Mahindra | Chairman and Managing Director of Mahindra Group | X | √ | X | X | X | X | X |

Note: The information presented in this table was based on a qualitative review of sites used by the leaders until December 2014. Leaders No. 1 to 10 represent political leaders, whereas leaders No.11 to 20 represent business leaders.

| (a) | (b) |

(c)

(d)

1(e)

1(f)

Figure 1: Examples of a subtle approach to self-promotion

(a)
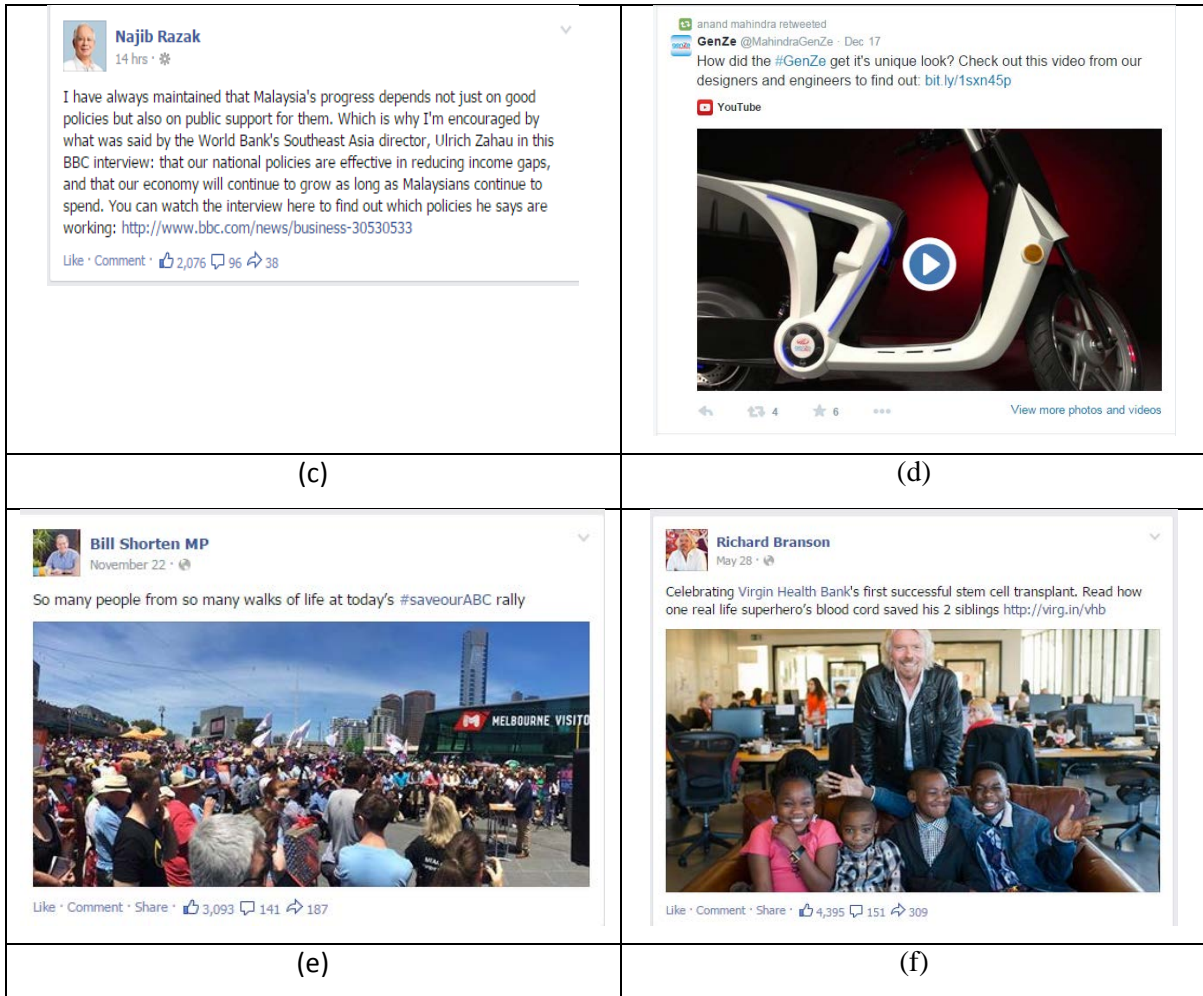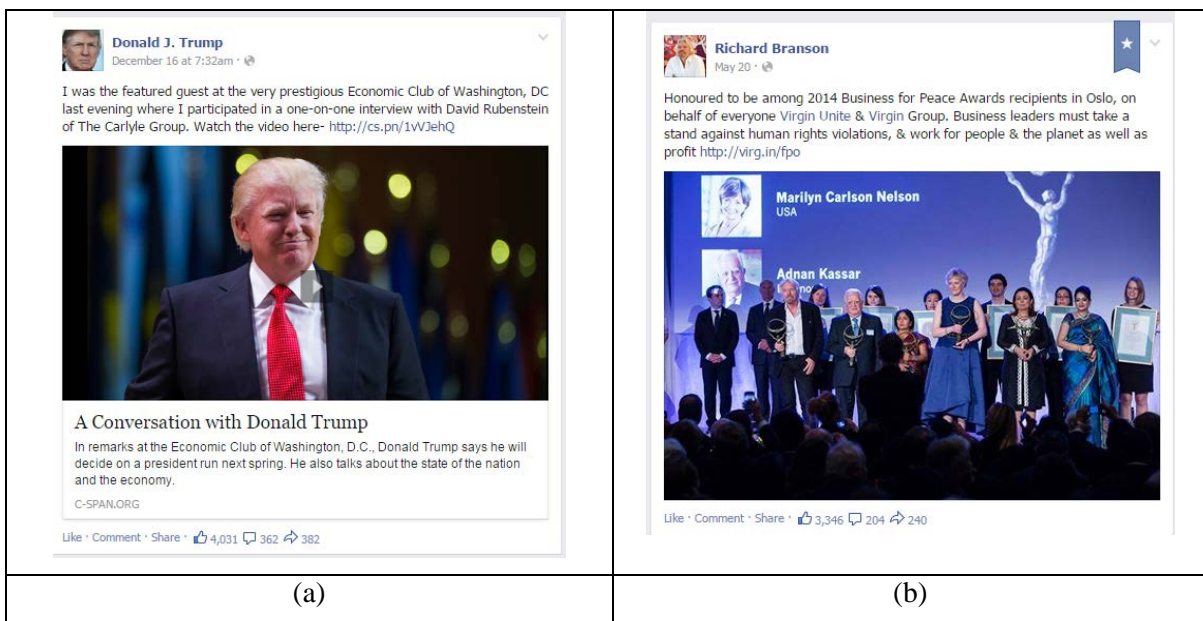
(b)

(c)

(d)

(e)

(f)

Figure 2: Examples of Self-promotion strategy by highlighting results of policies or initiatives

(a)

(b)
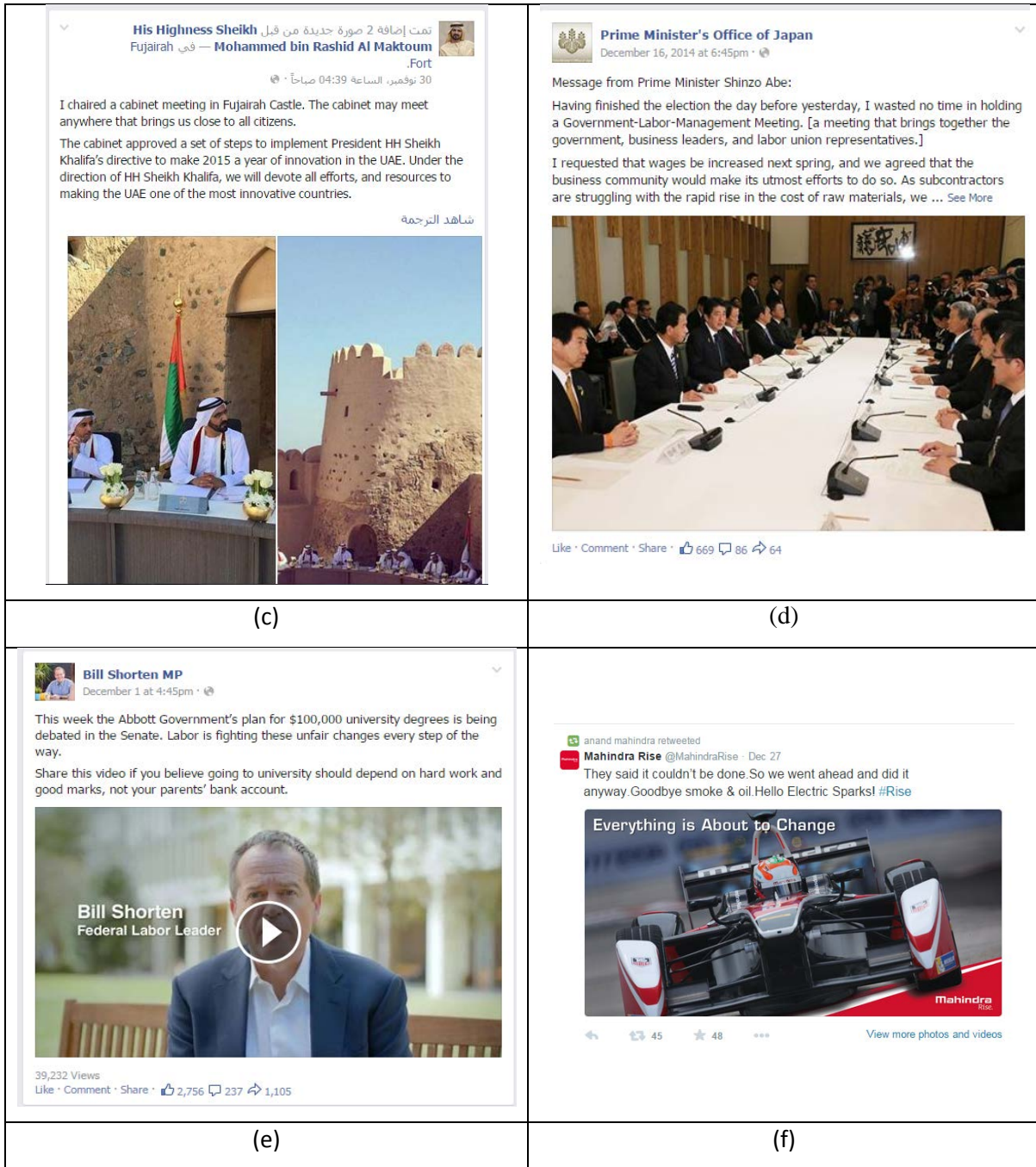
Figure 3: Examples of Self-promotion strategy by directly publicizing effort or accomplishment

Lee Hsien Loong changed his profile picture.
November 5 · Edited · 🌐

Like · Comment · Share · 👍 14,115 💬 193 ➦ 244

(a)

Noynoy Aquino (P-Noy) added 10 new photos to the album Pasko ng Batang Pinoy 2014.
December 19 at 7:57am · 🌐

Like · Comment · Share · 👍 16,294 💬 447 ➦ 279

(b)

تمت إضافة منشور من قبل **His Highness Sheikh Mohammed bin Rashid Al Maktoum** من 11 أكتوبر إلى يومياته.
11 أكتوبر · 🌐 · ⏱

Today we launched "Happiness Meter" making Dubai the 1st city in the world to measure its visitors' & residents' happiness interactively. Happiness Meter delivers an instant measure of people's satisfaction with Dubai's services & facilities through a smart network & system. Our target is to get people's opinion on services on a daily basis, which will have a real impact on people's happiness & comfort levels.

شاهد الترجمة

أعجبني · تعليق · 👍 976 💬 101 ➦ 74

(c)

Tony Fernandes @tonyfernandes · Dec 26
Airasia launches East Coast Flood Relief.

AirAsia will kick-off an **East Coast Flood Relief Campaign** in aid of relief and rehabilitation efforts in affected states in Malaysia. The campaign will comprise free transportation of relief goods and aid workers to Kota Bharu and Terengganu as well as a fund-raising drive to collect donations for post-flood rehabilitation.

To date, AirAsia has transported food supplies to Kota Bharu by Biro Penerangan Pemuda Umno and the airline has pledged to transport relief items from Mercy Malaysia.

Relief aid agencies requiring air transport support are invited to send in their request to **foundation@airasia.com**, where instructions on delivery and cargo requirements will be provided after evaluation.

Datuk Kamarudin Meranun, Executive Chairman of AirAsia Berhad said, "Our hearts go out to everyone affected by the flood. Our own AirAsia Allstars and their families in the East Coast are also currently struggling with the calamity, with many houses damaged and livelihoods greatly affected by the flood. We pledge to do what we can to help alleviate grief and distress experienced by the victims, and pray for their safety and well-being. We thank everyone for their concern and contributions."

Concurrent to this, AirAsia will be launching a group wide donation drive to enable members of the public to contribute to rehabilitation activities. The AirAsia East Coast Flood Relief Fund campaign, in

🔄 177   ⭐ 76   •••   View more photos and videos

(d)

(e)   (f)

Figure 4: Examples of Exemplification strategy employed by leaders
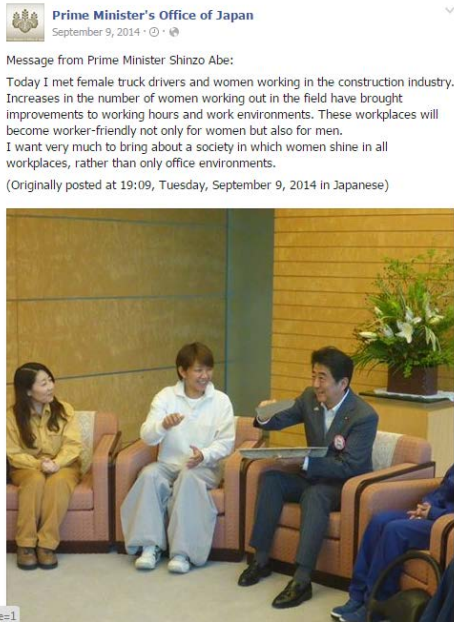

(a)   (b)

Lee Hsien Loong
December 17 at 6:19pm ·

Congratulations to all those collecting their 'N' Level results today! You have worked hard to get here. I hope that you will continue to do your best - not just in your studies, but in life, too. 🙂

To parents, do be supportive of your children. There are many paths to success, and each child is different. Encourage them to do their best, but guide and support them to find their own ways, and develop their own interests and talents. – LHL

(MOE photo)

Like · Comment · Share   👍 4,142 💬 120 ↪ 189

(c)

Prime Minister's Office of Japan
September 9, 2014 · ·

Message from Prime Minister Shinzo Abe:
Today I met female truck drivers and women working in the construction industry. Increases in the number of women working out in the field have brought improvements to working hours and work environments. These workplaces will become worker-friendly not only for women but also for men.
I want very much to bring about a society in which women shine in all workplaces, rather than only office environments.

(Originally posted at 19:09, Tuesday, September 9, 2014 in Japanese)

pe=1

(d)

Min-Liang Tan
December 27, 2014 at 9:07pm ·

Sometimes I wake up and I realize I have the best job in the world to be working with the community I love. Thanks guys!

Like · Comment ·   👍 2,906 💬 140 ↪ 1

(e)

Najib Razak
January 2 at 6:40pm · ⚙

Met Thai PM Gen Prayuth Chan-ocha in Bangkok yesterday. Thanked him for flood contribution, discussed restoration and Thai flood experience.

Like · Comment ·   👍 5,290 💬 188 ↪ 43

(f)

Figure 5: Examples of Ingratiation strategy employed by leaders

Bill Shorten MP
December 27 at 5:14pm ·

Tony Abbott promised to make child care more affordable.
But now his own Budget papers show that parents could soon be paying $30 more every week.
This is yet another broken promise from the Abbott Government.

ONE YEAR OF ABBOTT'S LIES
—25 AUGUST—

ABBOTT'S LIE: REALITY:

"CHILD CARE WILL BE   CUTS $1 BILLION
MORE AFFORDABLE AND   FROM CHILD CARE
MORE AVAILABLE
TO FAMILIES."   CUTS TO THE
                            CHILD CARE BENEFIT
—2013—   —2014—

SHARE IF ABBOTT'S LIES HURT YOU

Like · Comment · Share   👍 2,299 💬 348 ↪ 1,299

Anurag Thakur with Neil Somaiya and 49 others
4 hrs ·

BJYM : Dear Friends,
Join BJYM's Protest March and Dharna from BJP Central Office to Jantar Mantar against
"Anti-national stand of Congress Party to ptotect Terrorists and politicization of national Security Issues"
Date: 6th Jan, 2015
Time: 2.00 pm
Venue: BJP Central Office

Join BJYM's Protest March and Dharna
from BJP Central Office to Jantar Mantar against
"Anti-National stand of Congress Party to protect terrorists &
politicize national security issues"
Date: 6th Jan 2015
Time: 2:00 pm
Venue: BJP Central Office

Like · Comment · Share   👍 2,037 💬 32 ↪ 104

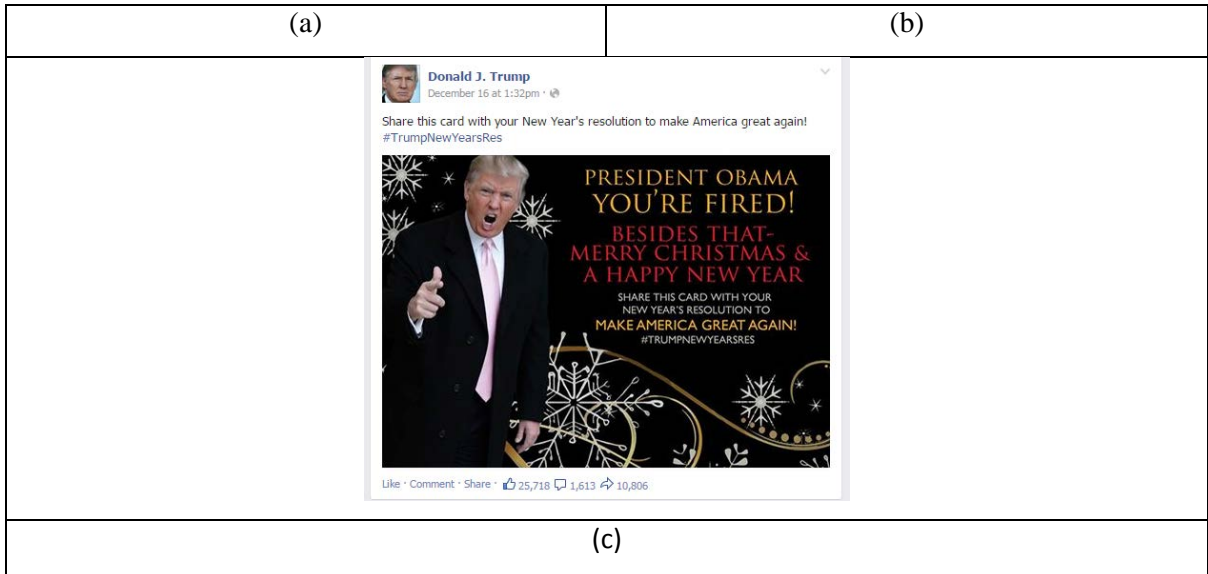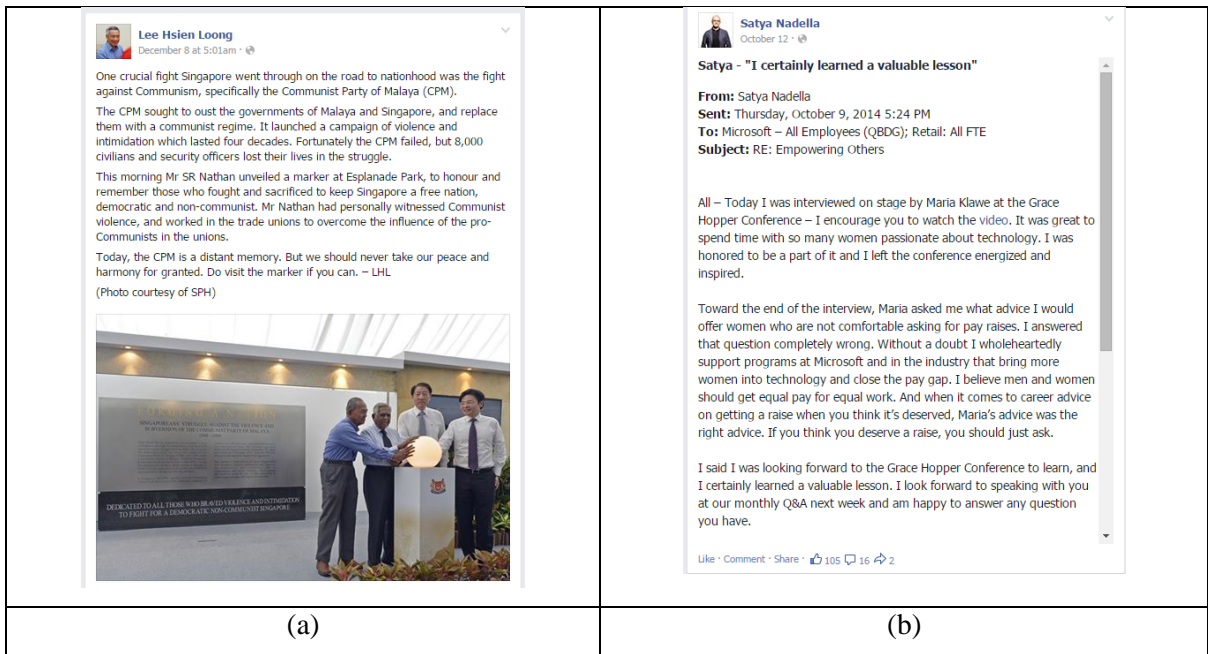| (a)	(b)
(c)	

Figure 6: Examples of Intimidation strategy employed by leaders

(a)	(b)

Prime Minister's Office of Japan
November 4, 2014 · 🌐

We are conducting the second nuclear power-related disaster management drill since the accident that occurred at the Fukushima Daiichi Nuclear Power Station of Tokyo Electric Power Company (TEPCO). In this drill, based thoroughly on the lessons learned from the Fukushima accident, we will promptly declare a state of emergency and confirm whether or not specific response measures can be undertaken in an orderly manner, such as evacuating within a 5 km radius all hospital inpatients and people receiving at-home nursing care, and the sheltering in place of everyone within a 30 km radius. In addition, we are mobilizing the Self-Defense Forces and other kinds of boots on the ground.
It is impossible to say that a disaster management system has ever been "perfected". We will verify with humility the issues that have become apparent through this drill and carry the points over into further improvements.

(Originally posted at 16:22, Sunday, November 2, 2014 in Japanese)

Like · Comment · Share · 👍 727 💬 78 ↪ 44

Tony Fernandes @tonyfernandes · Jan 4
Many sensational headlines on Airasia. We have kept quiet as our focus is on families. One by one facts will come out and clear us.
↩ ↻ 395   ★ 237   •••

Tony Fernandes @tonyfernandes · Jan 4
Human spirit is amazing. Stay strong Airasia all stars. Don't let newspaper headines deflect the amazing job you do. Airasia changed flying
↩ ↻ 386   ★ 356   •••

Tony Fernandes @tonyfernandes · Jan 4
We hope and pray for good weather tomorrow so that SAR team can focus on doing the great job that they are doing.
↩ ↻ 160   ★ 163   •••

(c)	(d)

Figure 7: Examples of Supplication strategy employed by leaders