# ⛰ TRAINING OUTPOST
## Impression Management

➢ Our focus should be on lowering the interviewee's defensiveness rather than trying to catch them in a lie. Our time is much better spent addressing their tendency to manage our impression of their actions.

➢ Ask yourself, "Why might they be reluctant to share accurate information with me?" Perhaps they worry they will get into trouble. Perhaps they are concerned we will jump to a conclusion and stop listening to them. Maybe the stakes in the interview are so high, they are trying to present themselves in a better light.

➢ Identify these concerns and help reduce their anxiety and worry about sharing information with us. While we can't go so far to guarantee they won't get into trouble, we can reassure they we are interested in obtaining a clear and factual account of what happened.

➢ Look for ways to reduce their defensiveness and impression management. We all present information about ourselves in a careful manner and seeing this tendency as lying or manipulation injects the process with a level of intent that is often missing from the interviewee.



**Watch For...**

➢ **Impression Management:** Impression management, which can be conscious or unconscious, is a process in which people try to control or influence how others perceive them.

➢ **Faking Good:** Faking good is when a subject attempts to distort their true motives by convincing the evaluator that they are better, or respond to questions in a more socially desirable manner.

➢ **Faking Bad:** Faking bad refers to when a subject attempts to make the evaluator think that the problems they are having are worse than they really are.

➢ **Halo Effect:** The halo effect is a bias in which our overall impression of a person (a figurative halo) colors our judgment of that person's character. The research into the halo effect shows that a person's positive qualities, physical appearance, and general attractiveness affects how we judge their character — the better they look and behave, the better a person we judge them to be.

**D·PREP**
SAFETY DIVISION

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