

## **Self-Presentation Strategies in Negotiations and Business Meetings**

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### **Abstract**

*The paper aims to analyze the phenomenon of self-presentation in business surroundings - a behavioral mode by which it is strived under public business surroundings to achieve an agreement and to avoid repudiating orienting to universally adapted norms and other people expectations. In the article the main strategies of self-presentation are described, which are used in business meetings and negotiation situations. The motivation of self-presentation develops under public situations, because it is characteristic of a person to take interests in people how they consider and evaluate other people. Therefore, a person realizing himself as a social object, tries to perceive and see himself as such who can be seen by others, and, representing himself correspondingly in business meetings and negotiation, tries to show himself to be accepted and evaluated, and/or in such a way that when regulating other people impressions on himself, when getting particular results in business, he or she could confirm his (her) own identity. The paper enlarges the understanding of self-presentation, which influence both on person's identity and his state shaping in business interaction. Factors determining the choice of self-presentation strategies are divided into three basic groups: individual personal factors, inter-individual factors, situational (of social environment) factors, which may be conditionally attributed to the outside factors. All these factors are closely interconnected and interacting not only during the presentation, but also a decision about what forms of behavior are the most suitable for developing such an image, i.e. to select self-presentation strategies. It is also important to take into account some outside situational factors and the existing in the society social norms, which could influence the presentation planning and performance.*

**Keywords:** self-presentation, strategy of self-presentation, impression management, public self-awareness, self-monitoring.

### **1. Introduction**

#### **Relevance**

The accentuation of the public self-aspect (characteristic of our society) is determined by the fact that every man under socialization is urged to develop his own understanding as a social object. With this public self-aspect in mind is connected the self-presentation, i.e. such a behavior by which a person strives to achieve in a public surrounding to get people agreement and to avoid pushing away and be oriented to the acceptable norms of behavior and expectations of other people.

The motivation of self-presentation develops under public situations, because it is characteristic of a person to take interests in people how they consider and evaluate other people (Leary, Kowalski 1990; Leary, Tangney 2012). Therefore, a person realizing himself as a social object, tries to perceive and see himself as such who can be seen by others, and, representing himself correspondingly, tries to show himself to be accepted and evaluated, and/or in such a way that when regulating other people impressions on himself, when getting particular results in business, he or she could confirm his (her) own identity.

Especially in a formal context the need for a demonstrative behavior is expressed in a stronger form (Buss 1986). In order to analyze more accurately the phenomenon of self-presentation during the business meetings, in the article the main strategies of self-presentation are described, business situation peculiarities and personal factors of different strategies of self-presentation, enlarging the influence both on person's identity and his state shaping.

### **Main terms**

**Self-presentation** means a behavioral mode by which it is strived under public social surroundings to achieve an agreement and to avoid repudiating orienting to universally adapted behavioral norms and other people expectations. Based on the definitions of other authors, the self-presentation may be defined as the process during which: 1) a public information on himself/herself is presented (Baumeister *et al.* 1989); 2) an image for other people is developed (Baumeister *et al.* 1989; Buss 1986); 3) consolidating the person's identity (Leary, Kowalski 1990).

**Self-presentation strategy** – an active verbal and/or non-verbal means of behavior in public social surroundings which aim is to create a desirable image for surrounding people, to strengthen and sustain their own social status or other goals depending on self-presenting person's structures, on individual self-presentation skills and abilities as well as on other factors of the public situation.

**Public situation** means conditions when the human abilities and behavior increasing the presentation probabilities, when striving to impress positively the surrounding people (Leary, Kowalski 1990; Leary, Tangney 2012).

**The impression management** – a process, when a person organizes his/her behavior in order to make one or another impression for surrounding people (Buss 1986).

**The identity of a person** means an image of the man himself; it is relatively stable and indivisible, but always renewing in the course of time. Guided by this image, people perceive and appreciate themselves, select goals, life style and cooperate with other people.

**The public self-awareness** – attention concentration to open to other people observation his aspects and surrounding his Ego aspects and surrounding people reactions, concerning their reactions to the words about the self-presenting person.

**Self-monitoring** means his-own behavior monitoring and control when reacting to situation informative indications and evaluating his-own behavior suitability for existing social norms and the society expectations (Rosenfeld *et al.* 2002).

### **Presentation understanding**

Human behavior changes depending on social situation presented allusions about the behavior to be expected. Realizing his own existence as a social object develops in a public evaluating situation – under evaluating public conditions, when estimating personal properties and behavior (Baumeister *et al.* 1989). All daily business situations are related with self-presentation goals – from the meeting with a new boss during the selection interview, till the negotiation between competitors, presentation and selling of an idea, product, service, or during the meeting inside the company or in great conference, where we could be only a listener all three days, but we are making particular impressions anyway. Together with self-monitoring the public self-awareness takes place: the individual is seized by a diffusive feeling that he is in the centre of other people (Buss 1986). It is caused by two main indications of the social context: exclusiveness (i. e. when a person appears in a visible position, for instance, when speaks to the audience or to big group of business partners) and novelty (for instance, a person, when joining a new project group, is inclined to an intensive observation and investigation of the group members, when goes for negotiation with a new client, etc.).

When appears his own perception as a social object, the feelings of violation and non-safety increase, therefore the person during such moments is inclined to concentrate on his own appearance and to take care of it, looking for social hints of other people's impressions developed with his appearance (Leary, Kowalski 1990). In this way the social surroundings motivate the presented individual to control other individuals' perception and evaluation. The motive for an increase of his own power to other people just shows the presentations resulting in surrounding people attributions connected with the introducing person; behavior and directing them to an approval (Rosenfeld *et al.* 2002). During the self-presentation the personal conflicts are defined and the roles of taking part persons helping ruling human reactions to themselves as a social object (Buss 1986).

## **2. Presentation process during the negotiations and business meetings**

### **2. 1. Self-presentation goals**

Modern self-presentation investigations do not parcel the self-presentation into separate aspects – the motivation of image development and the structure of presentation itself. For instance, Schlenker (1980) does not separate the motive to create an impression from a specific image (citation according to Leary, Kowalski, 1990). In business situations the results are related with our image and impressions for other people.

Conditionally, it is possible to mark out self-presentation goals according to the fact that for achieving different goals the same self-presentation strategies may be applied. On the other hand, it is possible to achieve similar or the same goals by different strategies.

First, by a self-presentation it is possible to achieve some social and material results (Schlenker, 1980; citation according to Leary, Kowalski, 1990). The transfer of a desirable image when associating with other people, increases the probability to obtain a desirable payment and to avoid undesirable results. Some results are of personal character (for instance, social improvement, help, friendship), others are material ones (for instance, evaluation of competence of a concrete person may affect his increase of salary or possibilities to raise qualifications; or, if we know the “right people”, we can get the important information in time). Thus, to present oneself at a time may happen when striving to: a) professional success (career, higher positions); b) perception of a new role, when a person is not sure about the performance of this role; c) acquaintances with famous, competent people; d) a higher status, power for other people; e) to raise emotions for people around; f) social acknowledgment; g) to control personal relations (for example, get the sales contract more easy and with the best conditions); h) other goals.

Second, self-presentation may be used for strengthening personal self-esteem. Self-esteem is characteristic of people (Adler, 1930; Allport, 1955; Rogers, 1959; Rosenberg, 1979, citation according to Baumeister *et al.*, 1989). The surrounding people reactions (compliments, praising or critics, repulsion) may strengthen or weaken self-esteem, therefore by a presentation most often is tried to create such an image, which could strengthen the self-esteem of human reactions (Schneider, 1969, citation according to Leary, Kowalski, 1990).

Depending on the presentation goals, the following main *presentation functions* can be mentioned:

#### **2.1.1. Development of impression for surrounding people**

Presentation, during which the person creates an impression about himself for other people, performs an important role in personal relations. Because these developed impressions are important for estimating and perceiving people, an inclination exists to behave in a manner for developing a desired image in the eyes of other people. Therefore Jones (1964), when describing the presentation, uses expressions “to worm himself into smb's favor” and “to wish creating benevolence”: the presentation means a behavior, when a person tries to influence the impression about himself by favoring another person – business partner (Buss, 1986).

By different data (Buss, Briggs, 1984; Tedeschi, Norman, 1985), people when creating their own vision in business situations, are inclined to invent it or first of all to stress main seven aspects of Ego (Buss, 1986):

- 1) social features (kind, warm, sincere, hearty);
- 2) social abilities (intelligent, polite);
- 3) mind and creativity (intellect and different abilities to art, research);
- 4) motivation (energetic, competent to perform tasks in time);
- 5) morality (honest, conscientious, altruistic, loyal);

- 6) status (achieved, wined rank, social position, e. g. member of particular company, business club, family member or representative of a profession);
- 7) such personal qualities as modesty and reserve, which could help convince listeners to believe in positive traits of the self-presenter.

Based on the accented higher traits of introduction, it is possible to mention another function of the introduction, i. e. it includes not only the person's effort to control his own image in the eyes of surrounding people (Arkin, Baumgardner, 1986; Baumeister, 1982; Goffman, 1950; Jones, Pittman, 1982, citation according to Baumeister et al. 1989), but also the behavior, assigned to pass the same information about himself or some image of his own to others especially during the business meeting. Stone (1962) indicates that the person introducing himself informs about his own identity and discloses values, emotional states, and theoretical propositions (citation according to Buss, 1986). It allows to speak about representation as the presentation of information about himself in the most business situations.

### **2.1.2. Presentation of information on himself**

Based on his own experience in public and in the business situations, a person tries to guess the expectations of other people, enlarging the social Ego mind. The presented Ego is what a man tries to show to others (Adler, Towne 1987; Adleret al.2011). Though it is strived by the presentation to show the best qualities, i. e. some aspects of Ego are consciously selected, the developed image reflects most often the representing Ego notion (Leary, Kowalski 1990; Leary, Tangney 2012).

Self-evaluation, regulations, values and other personal variables make the basis of motivation representation. On the other hand, the self-perception influences the choice of a strategy. Third, striving for and non-desirable aspects of Ego predetermine the variety of impressions to be conveyed (Leary, Kowalski, 1990). On the other hand, the representation itself may have some sequences for personal self-perception (Jones et al., 1981; citation according to Leary, Kowalski, 1990). It gives a possibility to speak about the third function of representation – of development of personal identity, as some identity of his own image.

### **2.1.3. Strengthening the personal identity**

Along with presentation functions described earlier, the information about himself presenting and his own image in the eyes of others developing, the presentation includes also a striving to develop an impression about himself for himself (Hogan, Jones, Cheek, 1985; Schlenker, 1985, citation according to Baumeister et al., 1989) and striving to retain some beliefs of my own person (Greenwald, Breckler, 1985, citation according to Buss, 1986). Baumeister (1981) states that people create and influence other people's impressions about themselves in order to certify their identity for themselves (citation according to Baumeister et al. 1989). It may be called the presentation devoted to "an inner observer", as if a means to compensate – on the level of identity – a failure. In the opinion of Greenwald and Breckler (1985), a benevolent Ego image may be formed because of inner reasons: persons, seeking to retain their identity, explain the reasons of failures by favorable (for themselves) conditions (citation according to Buss, 1986). When the presentation is devoted to "the inner observer", it is reflected by every thought benevolent for himself; for formation and control of neighboring opinions, a public presentation appears in the behavior and acquires a verbal expression. By Tedeschi (1986) data, an individual consolidation of his own identity is based actually by cognitive processes (citation according to Leary, Kowalski, 1990). Thus, the processes of personal Ego image and a public impression development processes are different in motivation and performance sense.

In this work only strategies of presentation to other people in the business interaction are discussed. It does not minimize the importance of individual persons' motives when shaping an impression for surrounding people and does not deny the fact that a person tries also to develop an image for himself, basing on hints during the presentation of his own understanding and evaluation.

## **2.2. Self-presentation strategies**

The strategy of self-presentation may be explained as an active behavior under public social environment. By such a behavior it is strived to create a desirable image for neighboring people, to strengthen and retain his own social status and other goals depending on the inner structure of the presenting personality, individual skills and capabilities, also on outside (public business situation) factors.

Many strategies of self-presentation are sub-conscious and stable (Leary, Kowalski 1990; Leary, Tangney 2012). It so happens because of the influence of the choice of the self-presentation strategies. The characteristic of self-presentation, as an “up-to-attention” process, presents a possibility to explain the disregard of some people to the impression of neighboring people, but remain capable to adapt in one way or another surrounding people expectations. Therefore, the development of image does not influence the whole behavior of a man, but it may be activated at a certain time, for instance, as a defensive mechanism to retain his social status (Muravenet *al.* 2006), as an important way to get the contract, to win in negotiation or to get better position in the market.

### 2.2.1. Classification of self-presentation strategies

Different authors in their compiled taxonomy of self-presentation characterize concrete strategies and personal motives as well as goals (Leary, Kowalski 1990). These authors underline the results of different self-presentation strategies and the risk in them to expect a negative evaluation of surrounding people. For instance, when by developed impression it is strived for sympathies, and affection, there is a risk to hear such unfavorable characteristics, as “conformist”, “toady”, “weak” etc; when it is strived for a high status, honor and reliance, there is a risk to be considered a twaddler, a conceited person and a liar (Rosenfeldet *al.*2002). Or, when striving to become an example for surrounding people, to be considered honest, devoted, suffering and selfless, it is possible to live to see contrary evaluations, i. e. other people may consider such a behavior as conformism and toadyism. On the other hand, the persons wishing to be considered unlucky, helpless, non-competent and give rise in this way to compassion and a wish to take care of them, risk to be considered to be lazy, capricious, insincere and stigmatized.

People, changing their behavior and trying to base themselves in business interaction, not always reach their goals and risk to await a negative reaction of surrounding people, a totally contrary to that they believed to achieve (Vonk 1999, 2011).

In other investigations of such a kind, different strategies of presentation are mentioned: “self-enhancing”, “success provision”, “failure avoiding”, “self-humiliating”, “suffering”, “perfectionistic”, “idealizing”, “intimidation”, “good graces” strategies (Leary, Kowalski 1990; Fukushima 1994; Smith 1987). Besides, there is mentioned the strategic group of “image preservation” (Baumeisteret *al.* 1989). Sometimes the names are given to the presentation strategy conventionally, stressing their motives and goals.

Tedeschi and Norman (1985), describing two basic and essentially different presentation motives – self-defense and strengthening himself – correspondingly single-out two different presentation strategies: “defensive” and “consolidating” (citation according to Buss 1986). These two strategies as well as the tactics of ingratiation and self-humiliation by many investigations (Baumeisteret *al.* 1989; Adler, Towne 1987; Adleret *al.*2011) are recognized as most spread in negotiation and other business meetings, therefore they are discussed more widely.

### 2.2.2. Defensive self-presentation strategy

This strategy may be used for reaching different goals: a) to maintain the stability of self-esteem; b) to develop and justify the positive impression about himself; c) to get a social approval and acknowledgment; d) to control personal relations and dominate in them; e) to arise in the surroundings some emotions (fear, pity, sympathy); f) to deny their previous image, i.e. to avoid or change negative other people attributions, which may be real or purposely perceived as negative ones (Buss 1986). It can be achieved by denying some facts, events, because of which can suffer the image, by interpreting them in such a way that they do not make harm, without taking a responsibility for negative results; justifying their own behavior by “honest goals” (Vonk 1999, 2011).

Hence, the main goal of defensive presentation is to avoid failure, to minimize risk to be unfavorably treated under indefinite situations and to avoid an obligation to retain positive Ego image, which, in case of a failure, i.e. when it is impossible to create the desired image or to get promised results from the business interaction, may determine a public repulsion and humiliation of the self-presentation. Therefore, the defensive representative strategy is characterized also by avoiding taking responsibility for its earlier actions and for persons striving to remain unnoticed, especially under indefinite and risky situations. In some cases the defensive presentation includes the self-handicapping and even pro-social behavior tendencies (Leary, Kowalski 1990; Leary, Tangney 2012). An individual, having doubts as to his own capabilities and stressing his initial failures, is inclined not only to show the properties causing failures, but also to make obstacles trying to avoid failures, though namely it increases the probability of failures (Baumeisteret *al.* 1989).

For developing a defensive image there are characteristic short-term goals, arising most often under unbelievable and new business situations, in a limited time for considering own actions; but “the consolidating” strategy is to develop a steady identity of a person and to increase in the surrounding people long-term attributions (Vonk 1999, 2011).

### **2.2.3. Assertive (Consolidating) self-presentation strategy**

This strategy may be characterized as a resolute and risky tactics of behavior in business and other public situations by stressing strong, desirable features accentuation or hyperboles and a strong belief in a success of creating a desired impression (Buss 1986).

The persons applying the consolidating self-presentation are inclined: a) to direct attention to themselves by distinguishing from other people; b) to affirm the desirable information about their strong features, ambitiously, even aggressively, idealizing themselves, praising their own abilities, competence and power, demonstrating honesty, compassion, sincerity and other desirable properties helping to develop a maximal favorable impression about themselves (Vonk 1999, 2011); c) to base himself by an initial success and to explain the earlier events causes in a favorable manner, in case of a failure to ascribe it to outside factors and to explain the success as their own merit, i.e. to ascribe its causes to inner factors (Fukushima 1994); d) to strengthen his social status and power by recalling professional achievements and earlier achieved results as well as merits; e) to strive for an esteem and reliance of neighboring people demonstrating similarities with listeners, the understanding of their problems and interests; f) to be frank, not to hide their emotions and to acknowledge mistakes, because it stimulates the reliance of people (Buss 1986); f) to stress his/her own value orientations and positions, which undoubtedly correspond to prevailing in the society values; g) to risk to be exposed (Baumeister *et al.* 1989).

Approving positive information about her/himself is a risky start of a presentation in a new business relationship. Because the goal of a self-strengthening presentation is to force the audience to evaluate the representative by information about the presented person, his talents and achievements, the success is gained only when the audience believes in these statements (Buss 1986). On the other hand, when hoping to achieve a stronger effect, it is risky to stress his own difference or an advantage, because it may result in listeners – potential business partners - the sense of inferiority and to behave defensively (Suslavičius 1995). Thus, this tactics is risky, because self-characterization by positive and distinct epithets does not guarantee a benevolent evaluation of surrounding people and a conclusion of the “good deal”. First, the person takes the risk to appear proud, conceited. There exist norms of culture, which do not tolerate high evaluations of himself announcement (Baumeister *et al.* 1989); they will be discussed further. Another risky moment is that the events after a consolidating self-representation may disclose the erroneousness of exaggerated evaluations of himself (Vonk 1999, 2011). Thus, the consolidating self-presentation strategy is risky in the sense of potential humiliation and social status losing. However, in case of a success, namely this tactics of behavior in public life gives the possibility for the most effective consolidating under social conditions.

### **2.2.4. Worming oneself into good graces strategy**

It is a behavior when it is attempted to arise positive reactions and benevolent estimation of people when seeking personal profit (Buss 1986). If this strategy is applied successfully, other people appreciate such a man not only because of his specific peculiarities, but also of his behavior towards the appraiser. Such a “worming himself with the appraiser” is expressed by an attention to other people, taking into account their opinion and interests, making compliments to them and agreements with the collocutor or auditorium opinion. An individual who uses the worming himself into somebody’s favor, should be cautious because the estimator may see in his behavior a manipulation (Buss 1986). For reaching his goals such a person uses a usual social pay – it may be attention, esteem, praising, sympathy, or sensitiveness to other person.

### **2.2.5. Self-humiliating self-presentation strategy**

It is a kind of behavior, when seeking to create a benevolent Ego image for the surrounding people or maintain in the view of society the image of a sufferer by depreciating his own values, in general, by presenting negative information about himself (Leary, Kowalski 1990; Leary, Tangney 2012). Consequently, it is strived by a self-humiliating self-presentation to develop his own image as an unattractive, non-able to perform anything of an unreliable person, by arising other persons’ fear, sympathy and pity. This strategy may appear totally irrational and useless.

The main of his own humiliating motive is not retaining his own esteem, but seeking esteem, help and consolation (Leary, Kowalski 1990). Paradoxical is a peculiarity of this strategy that a public negative information is apprehended clearer than the positive one (Vonk 1999, 2011), therefore self-humiliating people disclose themselves more than those who heighten themselves (Baumeister *et al.* 1989). Data of different investigations (Leary, Kowalski 1990) show, that by this self-presentation strategy the public Ego is not humiliated. Applying this strategy is as if to refuse to disclose some information about himself in order to avoid responsibility for his own actions, selecting non-obligating and reliable, non-risky behavior kinds, for instance, evasion. When avoiding expressing positive assertiveness about himself, at the same time it is avoided the risk connected with the described strengthening strategy risk, the attention of surrounding people is not directed to himself and expectations of other people in later stages of interaction are not stimulated (Vonk 1999, 2011). Therefore it is possible to assert that the strategy of self-criticism can even arouse a favorable reaction of people without obligating both sides (Baumeister *et al.* 1989).

### **3. Change of self-presentation strategies**

By a self-presentation people seek definite goals, therefore after the self-presentation a change of strategies may follow, when the efficiency of earlier strategies connected with achieving these goals (Leary, Kowalski 1990). This subjective evaluation has some influence not only on the later behavior of self-presenting person (for instance, for selecting another strategy for next negotiation), but also affects by the return principle the image development and the contents factors.

When a person believes to have achieved his desirable goals, he retains most often further active efforts to impress the surrounding persons, but he tries to support the developed image by avoiding in compatible ways of behavior. If a person does not consider to have produced a desirable impression, he may select three directions of further business interaction activities (Leary, Kowalski 1990; Leary, Tangney 2012).

First, if after an unsuccessful presentation the person believes to be able to produce a desirable impression by the same strategy of behavior, he will be inclined to continue earlier efforts (Vonk 1999, 2011).

Second, when the self-presenting person believes that he will fail, he may direct his efforts to a contrary direction. For instance, if a person wants to impress people by his intellect and wit, he can do it by a rationalization or cordiality and spontaneity. Or, for instance, he failed to appear as a competent man, therefore by a repeated visit he can seek to show his friendliness or client-orientation attitude (Leary, Kowalski 1990).

Third, when it seems to the self-presented person that he will fail, when trying to create a benevolent image, he may apply a defensive strategy of presentation; it is directed to the image reservation by refusing further attempts to actively develop the desirable image (Baumeister *et al.* 1989). In this case it is possible to mention "the image preservation" strategies, seeking to rebuild the earlier positive image. It may appear as apology, as justification and explanations, as ascription of benevolent attributions, as services and graces, as accusation and slander (Vonk 1999), dissociation from his own social or professional role and development of compensating impression (Leary, Kowalski 1990). In this case the self-presentation is inclined to have doubts in his success, to experience a social anxiety and to behave indecisively (Baumeister *et al.* 1989). Such a reserve reflects the strategy of defense, diminishing the possibilities to await later unfavorable appreciations (Leary, Kowalski 1990).

After a review of self-presentation strategies variety, a question arises: what factors predetermine the choice of strategy during the business meetings and the realization of goals by the help of this strategy. The presentation strategy is the result of some factors interaction – of inner psychic structures, individual presentation skills and the whole of capabilities and factors of outside social and economical environment (Baumeister *et al.* 1989). Under some social situations may develop difficulties connected with performing the selected or attributed role, when keeping to the selected presentation strategy. There exist clear differences of self-presentation, when adapting to situation requirements.

### **4. The factors determining the choice of self-presentation strategies**

Under some social situations may develop difficulties connected with performing the selected or attributed role, when keeping to the selected presentation strategy. There exist clear differences of self-presentation, when adapting to situation requirements (Snyder, 1974, citation according to Baumeister *et al.* 1989).

After a generalization of different self-presentation investigation data (Baumeister et al., 1989; Leary, Kowalski, 1990), the factors determining the choice of self-presentation strategies are broken up into three basic groups: individual personal factors, inter-individual factors, situational (of social environments) factors, which may be conditionally attributed to the outside factors. All these factors are closely interconnected and interacting not only during the presentation, but also selecting goals and ways to achieve them. Thus, first of all it should be necessary to define stimuli affecting the person's motivation for creating his own image in publicity and including not only the choice of a desirable image, but also a decision, what forms of a behavior are the most suitable for developing such an image, i.e. to select self-presentation strategies. It is also important to take into account some outside situational factors and the existing in the society social norms, which could influence the presentation planning and performance.

#### **4.1. Personal factors determining the choice of self-presentation**

The persons motivated once to create their own image may change their behavior trying to influence other people's opinion about themselves (Leary, Kowalski, 1990). The research discloses that some people are more motivated to manage the impressions developed for outsiders than others. For instance, the Machiavelli-type individuals are inclined to influence others by a strategic presentation (Christie, Geis, 1970; Fontana, 1971; Jones et al. 1962, citation according to Leary, Kowalski, 1990). Personal, individual factors are one of basic sources of presentations dynamics (Smith, 1987).

We will review the basic characteristics of the presenting individuals for developing image.

1. **Self-confidence.** By Baumeister (1989), a self-confident person should be not inclined to apply defensive strategies of presentation. On the contrary, a non-self confident person may use the successfully disturbing public circumstances in order to avoid responsibilities for possible failures. Such a person observes always other people and is directed by their actions as social allusions, changing correspondingly his behavior (Buss, 1986). Buss (1986) also approves that often the presentation goal is not a manipulation wish with other people, when seeking economic or social profit, but forming about himself an impression, when the person does not sufficiently rely on his own spontaneous behavior or social skills. Also, the presentation quality depends on the reliance on himself: lack of confidence in his own strength is reflected in a non-verbal behavior (restriction of movements, irresolution, the tension of the whole body etc.), also in the information presented for the surrounding people in a verbal form (self-criticism, reserve, self-humiliation; Baumeister et al., 1989).
2. **Self-consciousness.** A high self-consciousness is tightly connected with the human inclination to concentrate himself in his own publicly observed peculiarities (Feningstein, 1975, citation according to Baumeister et al. 1989). To know to be an object of other people's object of attention, enforces refusal and vulnerability possibility fear and personalism tendencies, i.e. the inclination to react personally to signals of social environment or to understand events as purposely directed to a definite man. Thus, taking into account how he is seen by the surrounding people (i.e. with a high self-consciousness) the person is to apply the self-presentation strategies. A high self-consciousness enforces the sense that you are observed. On the other hand, the observation itself of surrounding people enforces the presenting himself consciousness and motivation to create a certain image.  
Also, it is necessary to mention the other persons' reaction realization connected with the public self-consciousness degree. According to the investigations data the persons whose realization on themselves as a social object is not strongly expressed, and rarely take interest in the impressions by the surrounding people. To their inner disposition corresponding behavior is characteristic of spontaneity, frankness, cordiality and stability, i.e. these persons are less inclined to change their behavior because of social context, otherwise than the people with a strong realization of reactions (Leary, Kowalski 1990; Leary, Tangney 2012).
3. **Extraversion, other-directness** is closely connected with the above-mentioned factors; it predetermines adapting themselves to circumstances, the conformism, social wishes, desires, and reflects the behavior directed to social hints searching, when observing the reactions of surrounding people, when people in a public situation are not certain of their role performance and understanding (Buss, 1986). This personal factor presents a possibility for an introducing person to choose a more suitable introduction strategy oriented to people expectations and social norms.
4. **Self-esteem.** It is found by different investigations the influence of self-esteem level and self-esteem stability on the introduction process.



Schneider and Turkat (1975) note that defensive, high-esteem possessing persons more appreciate their capabilities and strive for recognition of surrounding people, whereas the self-estimation of persons with a firm self-esteem is high, but the need for acknowledge is expressed weaker (citation according to Baumeister et al., 1989). A low self-esteem conditions the self-presentation strategy, based on striving to avoid failure. A high self-esteem level stimulates to apply a tactics, connected with striving to a higher status, prestige and competence (Baumeister et al., 1989). People with a high self-esteem strive to create and enforce a positive Ego image, but people with a low esteem, though striving to a desirable image, are inclined to act indirectly and cautiously. When the return connection is negative, the defensive persons with an unstable self-esteem try to represent themselves more positively than those of a stable self-esteem people.

5. **Perceived self-efficiency.** Such an efficiency stimulates a more active work; the accepted solutions to present themselves in a definite manner are of a higher risk (Bandura, 1989, citation according to Hybels, Weaver, 1989). When analyzing the social conditions, the situations advantages are more pronounced, stressed and benevolent for the presented persons, but not for their threats and shortages which most of the attention is paid by a low perceived Ego efficiency degree (Krueger, Dickson, 1994, citation according to Fukushima, 1994). The perceived Ego efficiency influences the choice of people to behave officially in a manner and his capabilities and efforts to reach a goal.
6. **The style of reasons explanation.** It also may be an important inner factor based on which the causes of success and failure is ascribed to inner or outer factors (Kelley, 1955, 1973; Seligman, 1986, citation according to Smith, 1987). As a constant construct of the personality, the style of reasons explanation has a direct connection with the person's self-esteem and evolution of himself. By Seligman's words, for persons with the characteristic style of pessimism when explaining reasons, the failure may strongly affect their self-esteem level (Smith, 1987). Thus, the style of reasons explanation may be an important variable influencing the choice of presentation strategy and objective results.
7. **Social anxiety.** This sense appears when the assimilation of people reaction is so strong that it arises the insecurity sense among surrounding people and unnatural social behavior conditioned by a psychological discomfort and resulting in restraint, suppression and avoiding cooperation (Buss, 1986). According to the investigation data, socially worried people are inclined to treat the social situation as a threat for them; therefore during a self-presentation they experience a strong physiological and psychological stress.

On the other hand, the social anxiety develops when persons wish to impress the surrounding people, but they do not hope to be successful (Schlenker, Leary, 1985, citation according to Leary, Kowalski, 1990). Anxious people apply cautious, reliable strategies, of interpersonal behavior strategies, which could present a possibility to associate avoiding failure (pushing away, confusion, humiliation). In this case it is more desirable to avoid failure than to be successful. The concept of social anxiety connects closely the defensive presentation strategy and a low level of self-esteem.

Another group of personal factors is connected with individual capabilities and skills of a self-presenting persons; by applying them the person may create many images (Hogan, 1983, (citation according to Baumeister et al., 1989). Snyder (1974) indicates, that individuals differ by their abilities to represent themselves by the public requirements (citation according to Hybels, Weaver, 1989). When representing themselves, the basic capabilities and skills of the person are included:

- 1) **presentation performing capabilities**, i.e. capabilities to play and improvise, when creating required images for surrounding people (Briggs, Cheek, Buss, 1980) as well as abilities to rule his own body: gestures, expression of the face, pose and other non-verbal expressions as well as his own voice (citation according to Buss, 1986);
- 2) **self-regulation skills**; they give a possibility for the self-representative to direct his activities towards a minimisation of the disagreement between the real and the desirable. When this disagreement is minimised up to a certain level, the self-regulation ends. In self-presentation situations this characteristic is important for overcoming the social anxiety, for minimizing the fear of failure and to react constructively to criticism, rejection and humiliation (Adler, Towne, 1987). Self-regulation is closely relative to the self-control. When the latter appears, the self-presentation starts with the suppression of a spontaneous, natural behavior.

During a self-presentation the self-control suppresses a spontaneous behavior and presents a possibility for a self-representative to concentrate the attention only to those aspects of behavior in public life which are compatible with his image (Buss, 1986);

- 3) **abilities of social perception;** the flexibility of public behavior of the ability to change the self-presentation strategy is connected with the person's sensitivity to other people behavior, i.e. to an ability to perceive and understand their emotions, needs and motives based on verbal and non-verbal expressions (Briggs, Cheek, 1980; Lennox, Wolfe, 1984, citation according to Buss, 1986). Abilities of social perception present a possibility for a self-representative to adapt his behavior to the requirements of a social situation, different needs and expectations of people, when developing a desirable image or changing it by a better one.

The third group of factors, reflecting the inner and outer interaction and influencing the self-presentation process, is connected with the individual socialization of a person and (because of earlier experience and expectations) based on personal behavior as well as on information signals from the evaluating environment.

#### 4.2. The role of personal experience in choice of self-presentation

The persons, who get more often into situations requiring the self-presentation, have more often better abilities and skills and can select more adequate strategies for these situations by experiencing less social trouble. They are able to manipulate with their behavior and reactions of other people (Leary, Kowalski, 1990). Therefore it is possible to state that one of the factors, conditioning the self-presentation quality and its course, is a history of socialization of an individual, embracing adequate and non-adequate supports (when incentives are presented without regarding the quality of performed actions), punishment and evaluation, successes and failures (Baumeister et al., 1989).

Jones and Berglass (1978) explains that, when experiencing a success independently of performance quality, it is developing a positive, but unstable comprehension of person's possibilities, and the person by the later behavior seeks to defend this positive apprehension (citation according to Leary, Kowalski, 1990). The history of feedback – the positive and negative evaluations of public activities in the past, - are shaping his own Ego efficiency (Bandura, 1989; citation according to Hybels, Weaver, 1989, 2007). Therefore the latter self-presentation tactics may depend on the feedbacks adequacy, their risk and apprehension of public situation – stressing its shortages and merits.

By the opinion of Baumeister *et al.* (1989), depending on the social conditions presented enforcements and punishments, defensive or reinforcing strategies may be perceived in the childhood. For instance, in some cultures, societies and families there exist social norms, suppressing or even prohibiting a boastful self-praising, but in other cultures these consolidating tactics are supported and stimulating. Goffmann (1959) in his self-presentation concept was inclined to reject the importance of inner, psychological factors in symbolic interactions and stressing the importance of outer factors (citation according to Buss, 1986). When analyzing the acting history of the person's socialization, it is necessary to pay attention to main outer factors.

#### 4.3. Outer factors determining the choice of self-presentation

There are some different outer factors determining the choice of self-presentation:

**1. Social and cultural norms.** Disclose of investigations on different cultures shows that there exist different social norms conditioning the limits of public behavior and its evaluation possibilities. By the data of Powers and Zuroff (1989), some cultural norms prohibit an open his own positive properties evaluation and their demonstration (citation according to Baumeister et al., 1989). For instance, the investigations in the Western society demonstrate enforcing or diffusion of defensive self-presentation strategies, and comparative investigations in Japan – the prevailing in this country the humiliating himself tactics (Fukushima, 1994). It is explained by Markus and Kitayama's (1990) theory of cultural aspect of Ego (citation according to Fukushima, 1994). In Japanese culture there is stimulated the dependency upon their culture and the point of view of himself as a member of the society; therefore it is avoided in any case to stress his own exclusiveness and preference to others. As in Western culture, the presence of other people stimulates their own benevolent being, in some manner in the Orient culture the public social environment stimulates to behave in a self-humiliating manner (Fukushima, 1994). Thus, because of the influence of cultural norms, the strategy of self-humiliating may be considered as the tactics of self-regulating inner standards.

To the outside factors conditionally may also be attributed the interpersonal factors, which influence the self-presentation motivation, the choice of strategies, the performance of self-presentation, depending on a definite public situation and its participants.

**2. The interaction of audience and the expectations of self-presenting people.** In the context of social norms, earlier experience and individual properties, individual expectations are formed – a cognitive prevision, how to reach a social approval and to become attractive for neighbours. The expectations of an individual in a self-presentation situation are connected with a success or failure probability and with his ability to correspond to his own requirements and with the presentation limits (Baumeister et al., 1989). The choice of self-presentation depends on the fact what evaluation of the surrounding people is expected and on presentiment what is expected by them. If a self-presenting individual knows that the observers believe in his success, it may cause a tension, and the tension, in its turn, may result in the choice of defense strategy. The expectations of the person and audience condition the probability how successfully this person will perform in the selected role.

It is possible to distinguish four moments of expectation influence on self-presentation:

- a) the contents of self-presentation are influenced by expectations of self-presenting individual, connected with the evaluation in future. They are expectations of results – discussions about events after the self-presentation and when people will have some information. For instance, the probability of future failure stimulates preliminary attempts to speak about a potential possibility of failure (Leary, Barnes, Grybel, 1986; Quattrone, Jones, 1978; citation according to Leary, Kowalski, 1990);
- b) for the self-presentation is important the prevision of public success, because of developing a pressing to behave in correspondence with expectations, also increases the probability that, in case of a failure, the audience hostility and disappointment will risk in the self-presenting person (Baumeister, Hamilton, Tice, 1985, citation according to Baumeister et al., 1989). Especially in case of failure, early boasting and official praising themselves increase the refusal and humiliation probability, because a failure increases the attention and unrealized awaitings of listeners increase a more intensive negative attributions process than the events approving the expectations (Pyszynski, Greenberg, 1981, citation according to Baumeister et al., 1989);
- c) that in the mentioned case, after a success forecast a failure follows, shows the overestimation of the self-presenting man and conditions some attributions development, for instance, that the man is egoistic, arrogant etc. A failure after praising himself becomes an argument that earlier statements about himself were mistakes, based on non-adequate Ego picture (Baumeister et al., 1989). Because of these reasons the preliminary forecast of the success is a risky self-presentation strategy;
- d) on the other hand, the expectations of the audience concerning the success or failure may disturb further development of creating impression development process and restrict the self-presentative (Cottrel, 1972, citation according to Hybels, Weaver, 1989, 2007). Other people are a potential source of positive or negative estimation, therefore they influence by their behavior the tactics of self-presentation when looking for social agreement and avoiding the disapproval of surrounding people.

The discussion of estimators in the self-representation situations allows speaking in general about the influence of other people on the self-presentation strategies selection and their performance. One of the means, by which the surrounding people influence the motivating person, his behavior, Weinstein and Tanur (1976) call altercasing, i.e. the behavior, by which the person changes according to wishes of other people by performing roles expected by them (citation according to Smith, 1987). This kind of impact may be described as a certain way of education, when other people present symbolic hints in order to arise a desired behavior of the self-presenting person. McCallas (1978) has noted that a desired change differs from a self-presentation. He also indicates that a self-presentation expresses something who we are, and the desired change shows, how we react when interpreting reactions of other people (citation according to Smith, 1987).

**3. The properties of estimators.** When a person depends on other people with whom he is connected by the results to be obtained, then he selects the ingratiating himself strategies, striving benevolence of other people (Pohra, Pandey, 1984; Hendricks, Brickman, 1974, citation according to Leary, Kowalski, 1990). Therefore, it is seen a stronger inclination of a self-presenting person to ingratiate himself to authoritative of a high status, attractive and competent persons, because they have more power when distributing valuable results (Stires, Jones, 1969, citation according to Leary, Kowalski, 1990).

First, the estimators of a high status and power most often occupy a position, which can present valuable results (Gergen, Taylor, 1969, citation according to Leary, Kowalski, 1990). Also, it is confirmed, that the persons of a higher rank are less motivated to develop impressions for person of a lower rank.

Second, the properties of other people may also effect the choice of self-presentation strategies and their change: a positive evaluation of more desirable, attractive and of a higher-force people the evaluation is more important but ignorance, repulsion, taking no interest in the self-presenting person, is more offensive than persons of a lower status (Schlenker, 1980, citation according to Baumeister et al., 1989).

Third, some properties of estimators (it may be personal properties and social positions, profession) are important for enforcing the identity of the self-presenting person. For instance, for a student of psychology may be more important to create a good impression on a psychologist than on his/her parents or other specialist, because creation of such an impression could influence the student, as a future psychologist, identity development (Baumeister et al., 1989).

**4. Other values of people.** By some data of investigations, public images are often developed and reformed according to perceived “the important other” values (Carnevale, Pruitt, Britton, 1979; Forsyth and others, 1977; Gaes, Tedeschi, 1978; Gergen, 1965, citation according to Leary, Kowalski, 1990). Therefore, when believing that the surrounding people value negative properties, may be assisted by accenting also his own negative features (Jellison, Gentry, 1978; citation according to Leary, Kowalski, 1990).

But disclosing other persons’ influence on self-presentation does not present a reason to state that the images created in this way are deceptive or erroneous. When representing himself, a person takes into account everything that is acceptable for surrounding people, but he out of potentially possible images variety selects those, which could be approved and evaluated favorably. The self-presentation in such cases is tactic, but not necessarily untruthful.

There are cases, when the developed image corresponding to the surrounding people values, is incompatible with the self-presenting persons’ values (Elliott, 1979, citation according to Leary, Kowalski, 1990). In such cases the “exclusion” strategies are applied, i.e. the information which does not correspond to other people’s information, is not included in the presentation, but directly it is not a lie (Leary, Lamphere, 1988, citation according to Hybels, Weavers, 1989). On the other hand, the person may consciously present himself by the way, which does not represent the person’s values and positions, evading this person or does not wish to repulse (Rosenfeld, 1966) or trying to develop the sense of independency (Gergen, Taylor, 1969, citation according to Leary, Kowalski, 1990).

**5. The behavior of other people.** Social norms require that the self-presentation must be coordinated with the behaviour of the surrounding persons, for instance, with disclosing other people (Cozby, 1973; Gergen, Wisnov, 1965; Schneider, Eustis, 1972, citation according to Leary, Kowalski, 1990). For instance, by a restraint behavior the person answers a restraint disclosure of another person. A person, who does not take into account other persons, may be considered as violating the public order of communication.

**6. Norms of estimators’ group.** In Hollander’s opinion (1958), when adapting himself to a social group norms, people accumulate some credits, which in future may give an opportunity to deviate from those norms (citation according to Smith, 1987).

**7. Information of estimators of self-representing.** For developing an influence on the image creation, an estimator considers to be appreciated during the people representation and how he believes to be considered by them in future. Sometimes the information concerning a self-representant may limit his later efforts to make an impression, conditioning the limits of definite strategies choice. It is the problem of the developed image. First of all people are not inclined to represent themselves as those who contradict the information because of its small probability (Schlenker, 1980, citation according to Leary, Kowalski, 1990).

The present image of a person may influence the choice of corresponding self-representation strategies. For instance, when the achievements and abilities of a person are known publicly, there arises a social pression to minimise their values by showing modesty and reserve (Ackerman, Schlenker, 1957, citation according to Buss, 1986). By the data of Schlenker and Leary (1982), people are estimated more favorably, when they devalue their achievement, abilities and talents or do not stress public conditions (citation according to Leary, Kowalski, 1990).

In different contexts of social presentation people are inclined to behave basing on constant, long-term personal dispositions or to act by momentary impulses, when expressing their emotional reactions to the social environment (Buss, 1986). Therefore it is necessary to identify the personal traits and other human peculiarities, influencing the self-presentation process, but also the conditions, under which the self-presentation can arise and develop. The importance of a situation sometimes is great, because the self-presentation, which does not correspond to the situation, diminish the role of a self-presenter (Suslavičius, 1995). We shall review basic factors, predetermining the choice of strategies.

#### **4.4. Situational factors determining the choice of self-presentation**

The main situational factors determining the choice of self-presentation can be represented by:

**1. Public conditions.** Publicity of personal behavior is a function of probabilities that the person's behavior will be observed by other people (Kolditz, Arkin, 1982): the more public is the person's behavior, the more probable is that he will take care of the impression on surrounding people and will be more motivated to produce an impression during a self-presentation (Arkin, Appelman, Berger, 1980; Baumgardner, Levi, 1987; House, 1980, citation according to Leary, Kowalski, 1990). The publicity of situation influences the self-presentation motivation, because for achieving some goals an open behavior is more important than a private one.

On the other hand, also a close behavior may be influenced by the motives of self-presentation. For instance, a person may individually prepare himself to a self-presentation to other people. In addition, a public behaviour, developing because of a social pressure, may become so usual that the man will a large part of its elements transfer to his own private environment (Leary, Kowalski, 1990).

Thus, public conditions are one of basic appreciating context factors, increasing the probability of the self-presentation when trying to retain a positive opinion concerning himself (Baumeister, 1982; Schlenker, 1980; Tedeschi, 1981, citation according to Baumeister et al., 1989). Because of publicity in an open social environment there develop the behavior differences, connected with different self-esteem levels. By Schrauger's (1972) opinion, the strategy of low self-esteem possessing individuals appears only in public self-presentation situations (citation according to Baumeister et al., 1989). According to data of Buss and Briggs (1984), also it is stimulating most often, when people are engaged in public activities (for instance, they become politicians, teachers, traders, confessors etc.; citation according to Leary, Kowalski, 1990).

**2. Limitations of a social role.** Social roles predetermine expectations, connected with the behaviour of performers of these roles (Sarbin, Allen, 1968, citation according to Leary, Kowalski, 1990). Many roles require special qualities for performing them, for instance, the efficiency of a high status person in his ability to openly create a competent leader's image (Calder, 1977, citation according to Leary, Kowalski, 1990). The failure of transferring the corresponding social role image not only diminishes the efficiency of effectiveness of self-representative's role efficiency, but may even predetermine the loss of the right to perform this role (Goffman, 1959, citation according to Buss, 1986). Because of these reasons people endeavor, that a public image corresponds to the requirements of the performed role under certain situations.

**3. The value of goals seeking by the presentation.** When preparing to the presentation and during it, more attention may be paid to the result, but not to the fact, by what ways this success should be reached. In many theories of motivation it is noted that the motivation increases with the goals value (Beck, 1989, citation according to Leary, Kowalski, 1990). Thus, the motivation of self-representation may cause the value of goals to be reached. For instance, the investigations by Pandey, Rastagio (1979) showed, that toadyism of the person, wishing to get a job, increases, if the competition for the duties increases (citation according to Leary, Kowalski, 1990). Therefore, Pandey (1981) states, that the development of impression by self-presentation should be natural and usual phenomenon in societies with characteristic limited economic and political possibilities (citation according to Leary, Kowalski, 1990).

Along with the goals to be achieved, it should be mentioned also the subjective value of the activities performed (Sheppard, Arkin, 1989, citation according to Leary, Kowalski, 1990). It follows from the investigations conclusions that the motivation of a self-presentation rises when experiencing a failure in activities, personally important. Then it is strived to shape a benevolent impression about himself by underlying his own positive moments and stressing for him failure causes (Baumgardner, 1985) or by devaluating other people.

**4. Failure acceptance.** This event mostly impresses the change of self-presentation. The people having experienced the failure strive to reconstruct their lowered image by different means, for instance, accenting his/her positive traits (Baumeister, Jones, 1978; Schneider, 1969), expressing their benevolence and approving other people (Apsler, 1975), associating themselves with other persons, experiencing failure (Cialdini and Richardson, 1980) or making self-serving attributions and thus explaining their own failure by accusing outside factors (Baumgardner etc., 1985; Weary, Arkin, 1981, citation according to Baumeister et al., 1989). When failing, the person becomes motivated to present himself to express a resistance to a non-benevolent image. An understanding that by an image creation a desirable effect has not been achieved, stimulates different strategies of earlier image presentations. It is stated that when the failure is not apprehended, it does not influence the self-presentation behaviour (Apsler, 1975), i.e. only a subjectively apprehended public failure may determine the choice of new self-presenting strategies (Modigliani, 1971, citation according to Baumeister et al., 1989).

**5. The feedback.** In every situation of personal contacts the person is inclined to have a feedback from a partner to know what impression has been produced (Bandura, 1977, citation according to Adler, Towne, 1987). When a feedback or even hints about a positive social behavior the person does not obtain, the situation becomes indefinite; it results in a non-adequate attribution to the surrounding people, unsafe feelings and lack of confidence in his own abilities, to produce a favorable impressions to other people. Meanwhile, to know the estimation results and a potential estimating person gives the possibility to prepare himself appropriately and to control the situation of self-presentation.

However, when explaining the importance of a feedback, it is necessary to take into account, that different people react differently to the same stimuli of positive and negative feedback.

**6. The stage of personal relations.** Buss (1986) states that some strategies of self-presentation have characteristic short-term effects, because it is possible to suppress emotions and spontaneous behavior only for a limited time. Therefore it is possible to ascertain that such ways of behavior are characteristic as “holy” lying, worming himself in somebody’s favor are limited not only by time, but also by the development. According to investigations, the creation of impressions is used during the first meeting, when the relations are to be continued only superficially (Buss, 1986). In that case the image to be developed may not correspond to an actual Ego. In close relations, in a diad, when a social behavior develops in close surroundings (with no direct observers), the need for active controlling the mutual impressions weakens in time. The strategies of impressions development and worming himself in such relations are less connected with manipulations. Thus, in a formal context the need for a demonstrative behavior is expressed in a weaker form (Buss, 1986).

The results of self-presentation are perceived to be more important depending on the fact that the more the person expects to meet another man or a group of people. The investigations disclose, that the people who expect further communication with an other man, are inclined to further controlling the impression of this man’s created impression about himself (Gergen, Wishnov, 1965; Schneider, 1969, citation according to Leary, Kowalski, 1990). When developing internal relations and becoming more close, it becomes more difficult to cheat when developing his own adequate image.

The self-presentation motivation and behavior in public social surroundings is influenced by many connected and interdependent factors. Some of them are connected with individual properties of man’s behavior, predetermined by personal variables and specific abilities and skills (they were called conventionally by internal factors), others with such social situations characteristics as norms, existing in the society, regulations, expectations as well as interpersonal (outer) factors. Each of these factors predetermines, how intensively and by what ways the person seeks to control the surrounding people impressions, because every factor mentioned may take part in the development when striving for results, maintaining the self-esteem and developing the desirable identity.

## **5. Conclusions**

The public evaluation situation determines the concentration on its own publicly seen sides and concerns the impression produced on surrounding people. In this way the environment motivates an individual during a self-presentation to control apprehension and evaluation of people. During the self-presentation a public information about himself is presented, his own image for surrounding people created and the individual identity solidified. The start of developing a man’s image means a resolution what concrete image is to be produced.

Here it is important not only the fact, that a person is motivated to create an impression for other people, but also what impression he wishes to produce reaching his own goals. The second step is the choice of strategies, which could help reaching these goals. In this work the mentioned strategies are most often applied not separately, but combined into definite combinations. The third step is the performance of self-presentation and its evaluation, depending on many inner or outer factors, among them an important role performs not only the properties of self-presenting people, associating skills and style, but also the situation of self-presentation.

The strategies of self-presentation reflect a great variety of possible impressions in publicity by an active human behavior. Their goals depend on the structures of the self-presenting personal inner structures, individual skills and capabilities to present himself and on outer, situational factors. By a self-presentation it can be tried to achieve social and material results; a self-presentation also may be used for strengthening the person's self-esteem and his identity.

The main strategies of self-presentation are those of self-strengthening, defense, worming themselves into somebody's favor and humiliating themselves and are known by a potential profit and risk to await opposed evaluations of contrary expectations. The following after a self-presentation the public behavior evaluation influences the later behavior of self-presentation, the choice of a new self-presentation and by a feeding-back influences the impression creating motivation, the contents determining inner factors. Personal (individual, inner) factors, interpersonal and situational (outside) factors, determining the strategies selection, are closely interrelated not only during a self-presentation, but also when selecting goals and means to reach these goals.

In earlier self-presentation investigations an insufficient attention was paid to perceptual and cognitive processes, when the participants selected the self-presenting strategies. Many investigators present data about the attempts to create "the best" images and the following them a clear feedback from the auditorium going round these stages, when a person begins to take interest in his own public image and basing his own public image and on the basis of other persons to consider, how his behavior could correspond to the surrounding people. It remains a non-answered question, in what way these initial stages of development and management take place in planning the representation process itself during which the pre-conditions for creating a desirable image are researched for presenting himself and ensure a support and approval of its audience.

After a discussion of self-presentation motivation and strategies selection factors, also a question arises, which of these factors are more important for self-presentation person's behavior, when developing a favorable image and which of these factors help or disturb to represent himself successfully – the individual properties of the self-presenting person or public social environment with existing in it values and standards. In further investigations of self-presentation studies it would be interesting to analyze, how the behavior is changed in publicity, depending on hints, on a social situation, about what behavior is to be awaited, when it is stressed the outside factors influence and considering a precondition that these exist in great individual differences, when adapting to situational requirements. Based on the discussed inner and outer self-presentation conditioning interrelated factors, it can be stated that not so much the person himself with his own properties and values, than a social pressure under public situation conditions the orientation of the self-presentation to some accepted social norms; thus, public images (of political leaders, prominent artists etc.) are created in advance and later only "selected" personalities correspond to desirable images.

All the earlier discussed theoretical self-presentation models are based on investigations performed in Western countries. The investigations in Lithuania could present a possibility to analyze an additional aspect of self-presentation: how in the society living and experiencing a transitional period from one social, economic and political system to another one, with a characteristic tension between old and newly developing values, the discussed theories corroborate, i.e. which reactions and changes they can develop in this context.

Thus, when introducing himself, the person manipulates with his social environment or, on the contrary, this environment (cultural and social norms, other people's regulations, expectations etc.) present the direction of the efforts of the self-presenting person, when enforcing himself in the society. The question should be answered by further self-presentation investigations.

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