

Impression Management in Consultancy: behavior tendencies, processes and effectiveness

Citation for published version (APA):

Safay, S. (2010). *Impression Management in Consultancy: behavior tendencies, processes and effectiveness*. Océ Business Services.

Document status and date:

Published: 01/01/2010

Document Version:

Publisher's PDF, also known as Version of record

Please check the document version of this publication:

- A submitted manuscript is the version of the article upon submission and before peer-review. There can be important differences between the submitted version and the official published version of record. People interested in the research are advised to contact the author for the final version of the publication, or visit the DOI to the publisher's website.
- The final author version and the galley proof are versions of the publication after peer review.
- The final published version features the final layout of the paper including the volume, issue and page numbers.

[Link to publication](#)

General rights

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal.

If the publication is distributed under the terms of Article 25fa of the Dutch Copyright Act, indicated by the "Taverne" license above, please follow below link for the End User Agreement:

www.umlib.nl/taverne-license

Take down policy

If you believe that this document breaches copyright please contact us at:

repository@maastrichtuniversity.nl

providing details and we will investigate your claim.

Stellingen behorende bij het proefschrift:

IMPRESSION MANAGEMENT IN CONSULTANCY:

Behavior tendencies, processes, and effectiveness

van

SARA SAFAY

1. Virtually any observable behavior can serve impression management goals.
2. It is not easy to evaluate whether a consultant is actually knowledgeable or only knows how to manage impressions. (This dissertation, Chapter 2)
3. Employees are not passive elements in the performance evaluation process, but active agents who engage in efforts to influence the process and outcomes by managing the impressions they seek to communicate. (This dissertation, Chapter 5)
4. You have to present different facets to find common ground with different people. A requirement that many people find hard to equate with authenticity.
5. Since telling the whole truth and nothing but the truth is nearly impossible it is more a question of whether the editing crosses the line from the honest highlighting of certain aspects of oneself or the other to a delusive effort to mislead.
6. For IM to happen at least two parties are needed: the actor, the person presenting the information; and the target, the one receiving the information. (This dissertation, Chapter 7)
7. Quid agis prudenter agas et respice finem! (Whatever you do, do it with care and preconceive the outcome!)
8. People's behavior is affected by a plethora of factors, of which impression motivation is only one!