

VIDEOMETRICS

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WE USE VIDEOMETRICS TO CODE AND
INTERPRET A DIFFERENT TYPE OF TEXT

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MOTIVATION

- ❏ Need to measure characteristics and perceptual effects of the decision-maker (e.g. upper-echelons)
- ❏ Classic issues
 - Reluctance to participate in research (Chatterjee & Hambrick, 2007)
 - Low response rates (Cycyota & Harrison, 2006)
 - Social desirability bias
- ❏ Classic solution: Use of proxies

UPPER ECHELONS IN STRATEGY

- ❏ Quest to look at the mind of the decision-maker
- ❏ However measurement issues due to
 - Reluctance to participate in research (Chatterjee & Hambrick, 2007)
 - Low response rates (Cycyota & Harrison, 2006)
 - Social desirability bias
- ❏ Use of proxies

THE BASIC LOGIC FOR VIDEOMETRICS

- Are CEOs public figures?
- If they are public figures, then why not use public information about them?
- We are used to coding public information (text)
 - Analysis of speeches (Winter, 1987)
 - Letters to shareholders (Chatterjee & Hambrick, 2007; 2011; McClelland et al, 2010; Short & Palmer, 2008)

BENEFITS

- ❧ Valid approach as shown by observations (third party ratings) studies in psychology:
 - “Clearer lenses” (Connelly & Hulsheger, 2010) Third party ratings have been shown in psychology to have higher validity than self-reports (Oh, Wang, Mount, 2011) and do not suffer from inflation of self-reports (Iddekinge and Roth, 2005)
 - TPR have been used in management (Zimmerman, et al., 2010; Benjamin & Shapiro, 2009; Judge et al., 2002)
- ❧ Video recordings of top executives are widely available
- ❧ Allows the use validated psychometric instruments (e.g., NPI)
- ❧ Unobtrusive, yet direct

AVAILABILITY OF CEO VIDEOS
ONLINE IS VAST AND GROWING

(I DOWNLOADED A COUPLE LAST NIGHT IN LESS THAN FIVE MINUTES)

VIDEOS ARE AN INTERESTING TYPE OF TEXT TO CODE

Eric Schmidt – Alphabet

Michael Dell – Dell

Patricia Woetz – Archer Daniels Midland

Klaus Kleinfeld – Alcoa

FIRST PUBLISHED STUDY USING VIDEOMETRICS

- 👤 Petrenko, Aime, Ridge, & Hill (2015) – *SMJ*
(*CEO Narcissism – CSR – Performance*)
- 👤 Random sample of Fortune 500 firms
- 👤 CEOs held position during 2007
- 👤 Videos were selected from publically available sources
- 👤 Videos were selected or edited to avoid including references to persons' names and/or positions held

VIDEOMETRICS: METHOD

- Undergrad coders (a lot of them because)
- Measured and validated scales of 13 measures
 - Appeal: Callison et al., 2002
 - Social Influence : Ames & Flynn, 2007
 - Core Self-Evaluations: Judge, Erez, Bono,& Thoresen (2003)
 - Charisma: Agle et al., 2006
 - Materialism: Richins & Dawson 1992; Richins, 1994
 - Machiavellianism: Dahling, Whitaker & Levy (2009)
 - Positive and Negative Affect : Watson, Clark, & Tellegen (1988)
 - Individualism-Collectivism: Wagner (1995)
 - Political Skill: Frink et al., 2005
 - Proactive Personality: Seibert, Kraimer, & Crant (2001)
 - Big 5: Gosling, Rentfrow, and Swann (2003).
 - Narcissism: Kansi (2003)
 - Assertiveness: Ames & Flynn, 2007
 - Voice attractiveness: Measured in voice frequency lab with audio of videos

VIDEOMETRICS: METHOD

- 👤 Undergrad coders (a lot of them because...)
- 👤 Measured and validated scales of 13 measures
- 👤 Random assignment of raters to measures
- 👤 Raters' training to ensure understanding
- 👤 Each rater watched a total of 9 videos
- 👤 Each video was rated by three individuals

VIDEOMETRICS: FIRST GLANCE

- 👤 In the first study we collected 183 videos of CEOs
- 👤 All measures have shown high reliability (.87+)
- 👤 ICC (3) are significant ($p < 0.001$) and high except for one measure:
 - Conscientiousness
- 👤 Three more papers going under review next month

Figure 2: Growth Path Model of CEO Characteristics to Market Performance through Charisma and Assertiveness

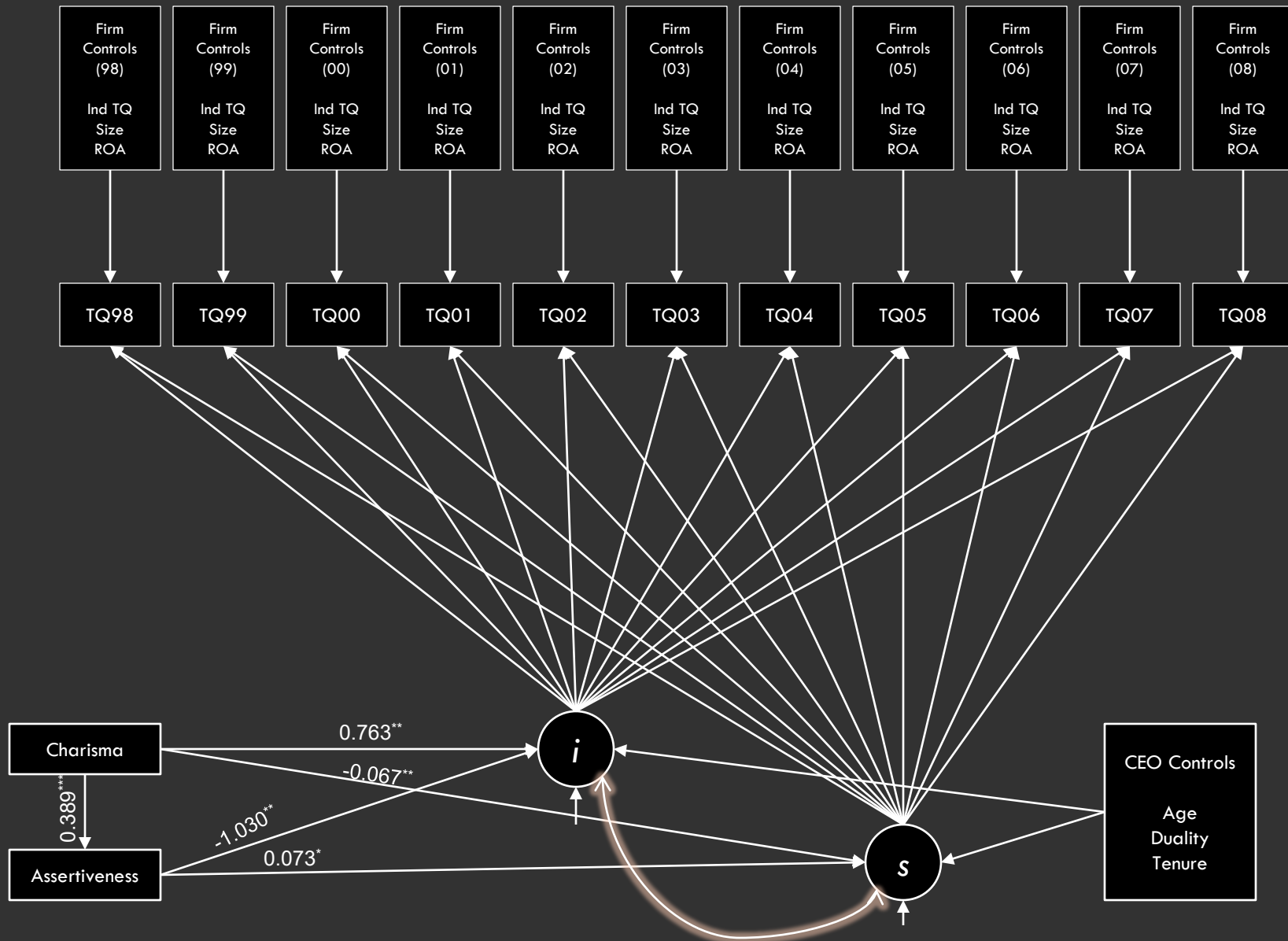
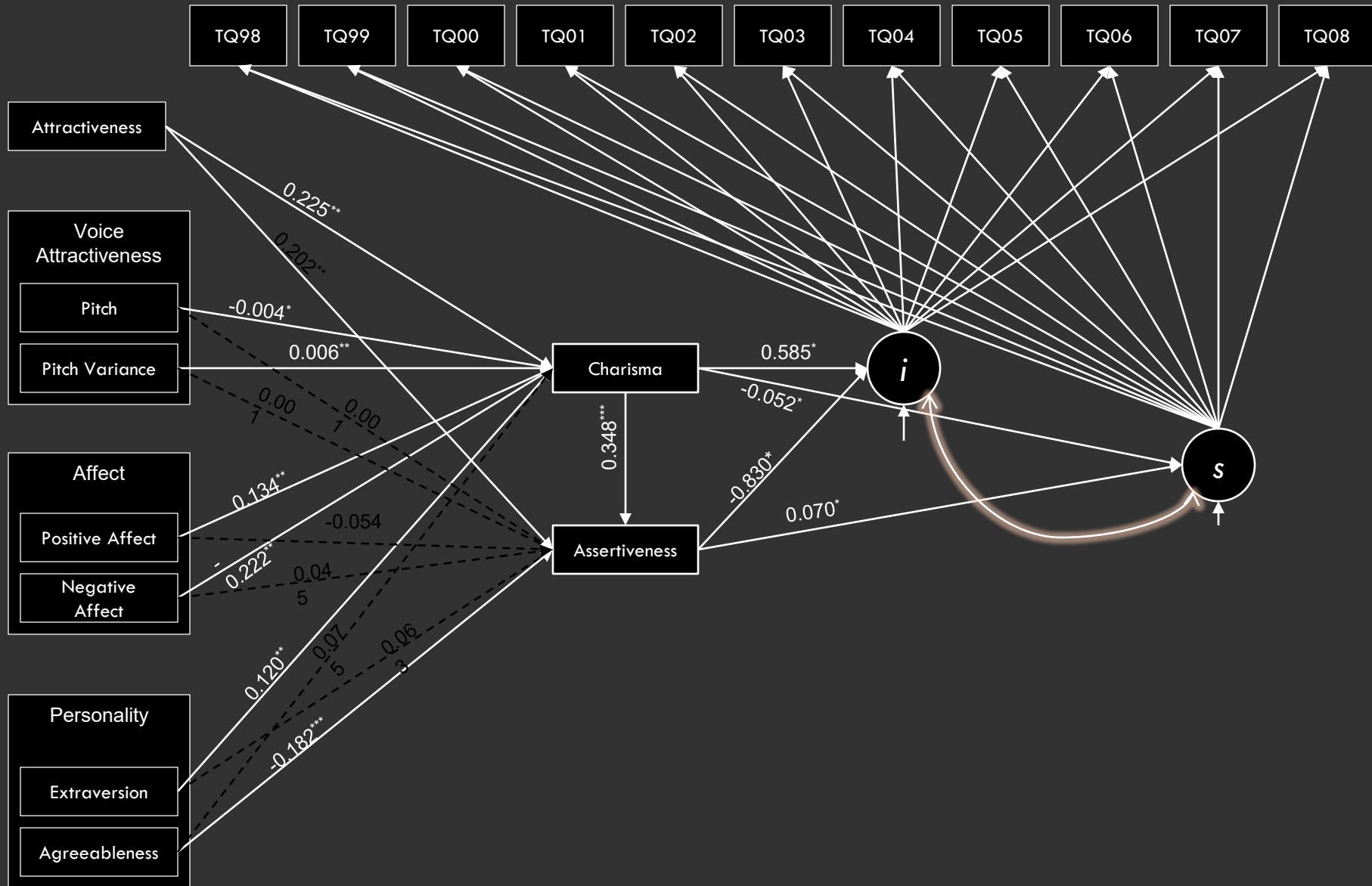


Figure 1: Growth Path Model of CEO Characteristics to Market Performance through Charisma and Assertiveness



VIDEOMETRICS: ROBUSTNESS CHECKS

Length of the Video

- 45 seconds, 1m 20 secs, 2m 30secs, 5m, and 10mins
- Estimated consistency and mean scores
 - ICCs rose from 45s to 1m 20s and to 2m 30s, but did not change after that
 - Means significantly different for 45s and 2m 30s, but not different between 2m 30s, 5m, and 10m
 - Established sample at 2m 30s

VIDEOMETRICS: ROBUSTNESS CHECKS

Multiple videos of same CEO

- Random subsample (n=32)
- No significant differences between different videos

Videos of individuals

- Comparison of self-report with two 3rd party observations (a friend and a stranger)
 - All three – no significant differences

VIDEOMETRICS: SECOND DATA COLLECTION TO CREATE LONGITUDINAL SAMPLE

- 👤 250 CEOs from Fortune 500
- 👤 Variety of psychometric characteristics
- 👤 More videos were available
 - Better quality
 - More variety of sources
 - Longer durations

TREND

- 👤 We know of other teams of researchers currently implementing videometrics
- 👤 More videos are becoming available of executives
- 👤 Some availability in smaller firms (not just Fortune 500)
- 👤 Not just CEOs, but other members of TMT
- 👤 We have toyed with samples of events with videometrics (small samples and difficult to access but getting better quickly)

QUESTIONS?

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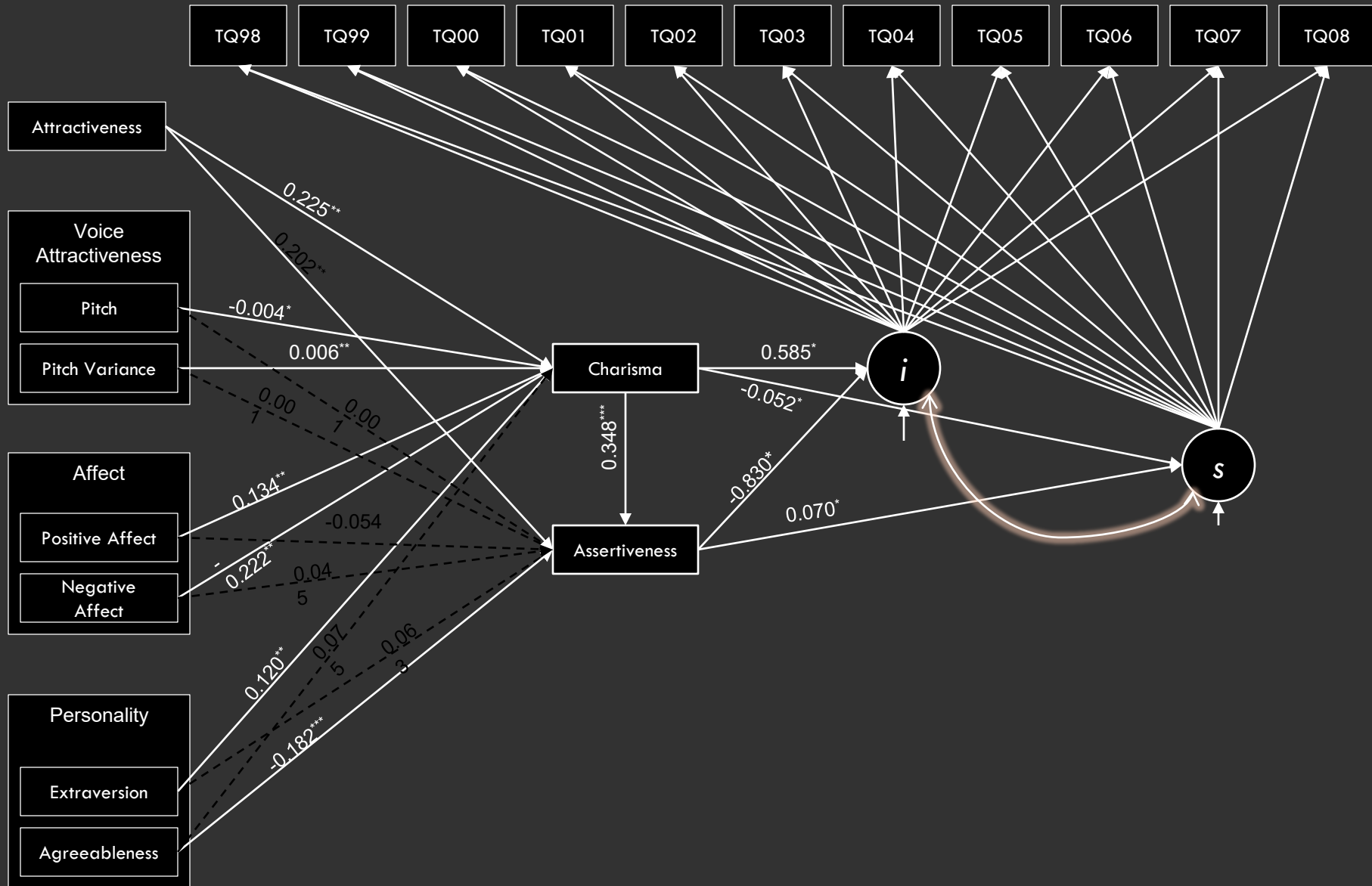


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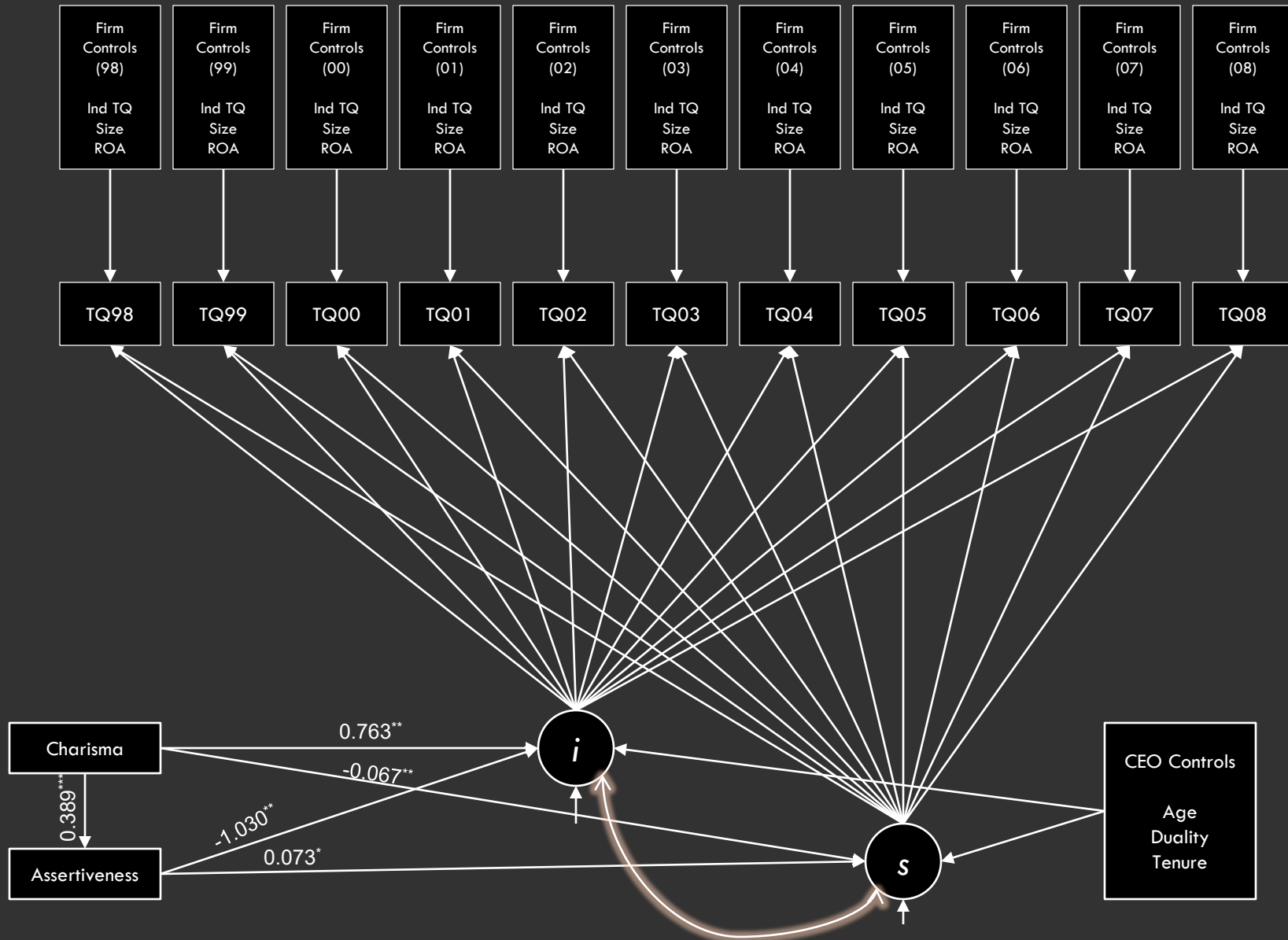


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