TWEETING IN THE C-SUITE: AN EXAMINATION OF THE HABITS AND STRATEGIES OF CEOS ON TWITTER

by

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A Thesis
Submitted to the
Graduate Faculty
of
George Mason University
in Partial Fulfillment of
The Requirements for the Degree
of
Master of Arts
Communication

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Date: April 28, 2014

Summer Semester 2014
George Mason University
Fairfax, VA
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DEDICATION

For my sister. From the moment I was born you have been the single most influential person in my life. When I was young you were my second mother. As I grew you became my role model. I wanted to be everything you were: brilliant, hilarious, compassionate, and loving. Now, as I enter adulthood you have become my best friend and constant mentor. I would not be here without your love, guidance, and friendship. Thank you for all that you have done and will do for me. I love you more than I can ever say.
ACKNOWLEDGEMENTS

Dr. Kathy Rowan, thank you so much for your guidance, brilliance, and enthusiasm this year. You have been an incredible advisor and I will be forever grateful for all that you have taught me, both inside and outside the classroom. It has been a true joy working on this thesis with an ‘older sibling.’

Dr. Carl Botan and Dr. Kevin Wright, thank you so much for being committee members for my thesis. I have learned so much from both of you over the course of my graduate career. You have both greatly shaped the way I view communication.

Dr. Peter Pober and Jeremy Hogdson, I would not be in graduate school without the two of you. Peter, thank you so very much for taking a chance on me five years ago and thank you for taking another chance on me two years ago. The opportunities you both have placed in front of me over the past five years have completely changed who I am. Thank you.

Amelia Martin and Andrew Eilola, thank you for your friendship and guidance. Amelia, I wouldn’t have made it through undergrad without you. Andrew, I wouldn’t have made it through grad school if you weren’t here. You have both provided me an incredible sounding board for any problem I may have, personal or academic. I stand in awe of your brilliance.

Stan Polit, a few trite words on this page cannot express the depth of my love for you. You push me to never settle. You make me dream of things I never thought possible. Thank you for showing me what I am capable of and pushing me to achieve it. I love you.

Joey, you have shown me the true meaning of perseverance and strength. I love you.

Dad, thank you for giving me my argumentative nature. I’m not sure if it was a gift or a curse, but it seems to have served me well in graduate school and this thesis.

Mom and Dad, thank you for everything. You gave me this education, I can only hope I make you proud with what I do next. I love you both dearly. Thank you.
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This study seeks to understand how CEOs are utilizing Twitter and whether their utilization is effective. Under the lens of Grunig and Hunt’s four models of public relations, I examined nineteen Fortune 500 CEOs who are active on Twitter. Twitter feeds from a four-week time period were coded for model of public relations used, quality of leadership displayed, as well as tweet content. While a relationship between models of public relations used and quality of charismatic leadership displayed was not found, the importance of a CEO’s intended audience was clear. At a basic level, a deeper understanding of how CEOs are actually utilizing Twitter has been gained. Moreover though, this study has potentially discovered an emerging taxonomy for the reasons why CEOs use Twitter. As well, there are now greater insights into how the CEOs intended audience impacts how CEOs tweet. This study found that CEOs who are intending to communicate with their employees will utilize two-way symmetrical communication;
whereas, CEOs seeking to communicate with journalists or customers will utilize the other models of public relations more frequently. From this study best practices can begin to be developed for more effective use of Twitter by CEOs.
INTRODUCTION

Fortune 500 CEO Jeffery Immelt’s first tweet in September 2012 was rather simple, “Hello Twitter.” However, the response was less than polite, “@JefferyImmelt how come my grandfather got on Twitter before you?” read one reply (Kwoh & Korn, 2012). Not exactly a warm welcome. When Twitter was launched in 2005, it was called merely a passing fad (Bulearca & Bulearca, 2010). However, it is now increasingly being used not only as a way for individuals to share their innermost thoughts and beliefs but also as a business to gather data about customers and build relationships with stakeholders (Burton & Sobolvea, 2011). Given that public relations is an instance of “social influence by which entities vie to co-create shared social meaning, negotiate relationships, influence, and yield to influence, create and resolve conflict” (Heath, 2010, p. 98) it makes sense that CEOs are being encouraged to join Twitter as a sort of company spokesperson given the influence an individual can have on their Twitter followers (Bashky, Hofman, Mason, & Watts, 2011).

In an era of ever expanding social media, chief executive officers have been facing an increasing push to join Twitter as a strategic public relations move to provide a human face for the company (Adams, 2013; Kwoh & Korn, 2012; Reiss, 2013; Worcester, 2013). While some CEOs have made the jump to being social CEOs, others remain concerned since a personal social media account would place the CEO in direct
communication with their followers potentially leading to public relations crises (Adams, 2013; Huy & Shiplov, 2012; Kwoh & Korn, 2012; Worcester, 2013; Reiss, 2013). CEOs such as Richard Branson, Donald Trump, Bill Gates, and Steve Jobs have received increased popularity from joining Twitter (Deane, 2011; Kwoh, 2012). However, many other, lesser-known CEOs, have been faced with backlash (Fung, 2013; Nisen, 2012; Stilwell, 2012). Mark Bertolini, CEO of Aetna Health Insurance, was bombarded with negative tweets after a Twitter campaign was started by a customer suffering from colon cancer who was denied coverage by Aetna (Alltucker, 2012). However, what determines whether a CEO experiences success or failure remains unknown.

A characteristic that could impact how CEOs fair on Twitter is charisma. Charismatic leaders are ones who are “exceptionally expressive persons, who employ rhetoric to persuade, influence, and mobilize others (Avolio & Bass, 1995, p. 199). Charismatic leaders are known to display personality traits that enable them to connect with their followers, build meaningful relationships, and persuade their followers (Choi, 2006; Gardner & Avolio, 1998; Klein & House, 1995). Given that Twitter is about communication and building a connection with followers, charismatic leaders may have the qualities necessary to experience success on Twitter, both personally and professionally.

Additionally, CEOs’ reasons for joining Twitter may impact their success with the medium. While Twitter is a two-way medium, CEOs can choose to ignore incoming communications and use it as a one-way form of communication (Smith, 2010). Further, Twitter can allow CEOs to engage with journalists, employees, their customer base, or
colleagues (Brooks, 2014; Perry, 2013). Whether they seek to engage in a one-way dialogue with journalists or a two-way dialogue with their employees may impact their success and influence on this social media platform. However, given the design of the following study, an understanding of success will be limited to the extent to which tweets sent by CEOs match behavior known to be effective in public relations.

While theories regarding the impact of charismatic leaders on followers have existed for decades, Twitter provides a new medium for understanding how charisma works, due to how messages are shared and spread throughout the site. Twitter is a microblogging service that allows users to communicate messages in real time using 140 characters or less (Witkemper, Lim, & Waldburger, 2012). Through following other users’ Twitter accounts, a Twitter stream is generated. This stream is where a user can see the tweets of those that they are following (Hoffman & Fodor, 2010). Twitter also allows users to reply to other users’ tweets and engage in conversations by using hashtags (#) and mentions (@), clicking on hashtags generates a new Twitter stream that shows all tweets that have used the same hashtag (Lovejoy, Waters, & Saxton, 2012). Due to how Twitter functions, it creates a distinctive way for CEOs to impact and influence followers (See Figure 1).
With an understanding of both the potential positives and negatives surrounding CEOs embracing Twitter, it becomes essential to examine the existing literature on both a theoretical and practical nature. Thus, the following literature review will cover the qualities of a charismatic leader, the functions of public relations, the role of the CEO as spokesperson, the CEO on Twitter, and the use of Twitter as a marketing tool. Following the examination of both academic and popular literature on these issues, research questions and hypotheses will be proposed.
The following study seeks to understand how CEOs are communicating on Twitter with their audiences. First, this study will examine existing academic and popular literature on the models of public relations, CEOs as spokespersons, and the use of Twitter as a public relations and marketing tool. Understanding existing research is essentially to laying the foundations of this study. Next, the methodology used to examine the communication happening on Twitter will be discussed including participants and research tools used. Third, the results and discussion section will analyze and contextualize the data found through the study. Limitations and potential future research will also be examined. Finally, conclusions will be drawn for this communication study so as to better understand what an understanding of how CEOs are using Twitter contributes to communication scholarship in general and public relations scholarship in specific.
This literature review will examine how Twitter can be used by CEOs to influence followers. Additionally, an important goal is to identify qualities a leader may wish to display to influence followers. Relevant topics include functions of public relations, the ways CEOs use Twitter, how Twitter can function as a marketing tool, and the impact of Twitter on a CEO’s role as corporate spokesperson. From this literature a deeper understanding of all three concepts can be gained. While there is in-depth research regarding the qualities of charismatic leaders as well as numerous studies on Twitter as a marketing tool, there is little academic research surrounding how CEOs behave on Twitter and how CEOs can function as a spokesperson outside of company advertisements. Thus, more popular coverage, rather than exclusively academic studies will be utilized in these sections.

In order to better understand how Twitter can be a public relations tool it is necessary to understand the primary functions of public relations. This study will utilize the work 1984 work of Grunig and Hunt in order to understand the primary functions of public relations.

**Functions of Public Relations**

The work of Grunig and Hunt (1984) lays out the functions public relations plays within an organization. The four approaches to public relations are: press agentry, public
information, two-way asymmetrical, two-way symmetrical (Grunig & Hunt, 1984). The four functions can be understood as follows. Press agentry is public relations activity where “publicity is an end in and of itself” (Guiniven, 2002); that is, when the practitioner is focusing on gaining media attention. Public information practitioners function as almost in-house journalists by spreading accurate, but typically favorable, information. The two-way asymmetrical approach uses persuasion to convince an audience to adopt the practitioner’s point of view, and, the two-way symmetrical creates an open dialogue to resolve conflicts and build relationships (Guiniven, 2002; Grunig & Hunt, 1984).

Grunig and Hunt’s (1984) approach to public relations has proved to be a classic. Their research and arguments have stood the test of time. As an expansion on Grunig and Hunt’s work, Hutton (1999) offers six functions of public relations: persuasion, advocacy, public information, cause-related, image/reputation management, and relationship management. However, Hutton’s functions of public relations fit within Grunig and Hunt’s approach. Image/reputation management is an expansion on press agentry. Hutton uses the label, public information to refer to the same approach that Grunig and Hunt label as public information. The persuasion, advocacy, and cause-related functions fit within the two-way asymmetrical model. Thus, while Grunig and Hunt’s work has been expanded upon, their four approaches will be the basis for this study because these four approaches to public relations still characterize ways public relations professionals build relationships with their publics. The four models described by Grunig and Hunt (1984) help to describe public relations practitioners’ intended
interactions with their audience. Thus, because this study seeks to understand how and why CEOs are utilizing Twitter as a public relations tool, these four models are useful for analysis.

In order to return to the issue of success of Twitter it is important to understand which of the functions is most suited for use on this specific medium. Thus, it is important to have a deeper understand of two-way symmetrical communication.

**Importance of Two-way Symmetrical Communication**

When it comes to practicing public relations on a web-based medium, such as Twitter, two-way symmetrical communication is considered the “most optimal” due to the equalized power relationship among all users (Woo, An, & Cho, 2008, 170). A primary goal of public relations is building beneficial relationships with stakeholders and targeted audiences (Hon & Grunig, 1999). With the goal of relationship building in mind, it is clear the two-way symmetrical communication is the best model of public relations to grow relationships. Two-way symmetrical communication strives to minimize power imbalances and fosters conversation rather than just having the public relations practitioners push information out and not listen to audience’s concerns (Guiniven, 2002; Smith, 2010; Woo, et al., 2008).

While an understanding of the functions of public relations is necessary, this study is also explores how CEOs in specific are using Twitter. Considering that Twitter is a tool for communication and influence, a charismatic leader may experience greater success on Twitter than a leader who is uncharismatic. So, understanding what makes a leader charismatic is essential.
Qualities of a Charismatic Leader

Charisma can be understood to mean “the actual behavior and personal example of the leader or the attributions of behavior made to the leader by subordinates” (House, Spangler, Woycke, 1991, p. 366) A real-world example of a charismatic leader is Walt Disney, co-founder of the eponymously named Walt Disney Productions. Disney built his company from the ground-up, shaped the entire landscape of the movie and entertainment industry, displayed humility while constantly praising his works, developed significant innovations in his field, and believed he was capable of changing society at-large (Greelish, 2013; Waldman & Yammarino, 1999). Charismatic leaders are those who “by the force of their personal abilities are capable of having profound and extraordinary effects on followers (House & Baetz, 1979, p. 399). However, for the purpose of this analysis, subordinates will equate to followers on Twitter. To provide additional clarity, some well recognized examples of charismatic leaders are Gandhi, John F. Kennedy Jr., Hitler, and Mary Kay Ash of Mary Kay Cosmetics (Shamir, House & Arthur, 1993; Waldman & Yammarino, 1999). Qualities of a charismatic leader are well suited for this analysis because charismatic leadership “entails a unique connection between a leader and her or his followers that can account for extraordinary performance and accomplishments of individuals, work groups, units, and organizations (Yammarino, Dubinsky, Comer, & Jolson, 1997).

The primary qualities that charismatic leaders need to display, according to various scholars, are vision, empathy, self-confidence, and innovativeness (Awamleh & Gardner, 1999; Choi, 2006; Ehrhart & Klein, 2001; Gardner & Avolio, 1998; Klein & House, 1995; Waldman, Ramirez, House, Puranam, 2001).
**Vision**  
Vision refers to leaders’ ability to communicate their long-term vision for their company, life, or specific projects to their followers (Conger & Kanungo, 1987; Ehrhart & Klein, 2001). The visions communicated by leaders are “typically ambitious, defy conventional wisdom, challenge existing norms and policies, convey expectations of high performance” (Awamleh & Gardner, 1999, p. 348). Additionally, charismatic leaders develop their vision so that it includes values that are attractive to their followers (Conger & Kanungo, 1998). While a leader’s vision tends to be more long-term in nature than those visions of individuals who are subordinates, it is important that a charismatic leader be able to infuse that long-term vision into their day-to-day communications and actions so as to give followers a sense of greater purpose (Choi, 2006; Gardner & Avolio, 1998). The demonstration of vision is important because it “makes the charismatic leader more admirable … in the eyes of the followers” (Choi, 2006, p. 27). In terms of communicating their vision, a charismatic leader will use various rhetorical techniques including metaphors, analogies, and narratives to transmit their vision to their followers (Conger, 1989).

**Empathy**  
Leaders who are empathetic are ones who have the ability to understand another person’s ambitions, priorities, and feelings (Salovey & Mayer, 1990). Empathy is necessary for a charismatic leader because it demonstrates that the leader is in tune with their followers’ needs and desires (Choi, 2006; Pillai, Williams, Lowe, & Jung, 2003). By demonstrating an understanding of their followers’ needs and desires, the leader builds a strong bond with their followers (Salovey & Mayer, 1990). Empathy can be demonstrated
by individual attention as well as by showing support for accomplishments of followers (Avolio & Bass, 1995; Choi, 2006).

**Self-Confidence**
Charismatic leaders believe that they are capable of achieving the goals that they have laid out to their followers (Awamleh & Gardner, 1999; Klein & House, 1995). The demonstration of self-confidence is important for multiple reasons. First, it increases the trust followers will place in the not only the leader but also their goals (Ehrhart & Klein, 2001). If leaders believe that they are capable of achieving their goals, followers will view the leader as not only someone who follows through with his or her goals but also as more likely to achieve these goals (Awamleh & Gardner, 1999). Additionally, by placing confidence in themselves, leaders empower their followers to believe they are capable of reaching their own goals (Ehrhart & Klein, 2001; Klein & House, 1995; Shamir, 1991; Shamir, House, & Arthur, 1993). Leaders can demonstrate self-confidence by continuing to support their goals even in the face of adversity or crisis (Gardner & Avolio, 1998; Klein & House, 1995; Waldman, et al., 2001). Additionally, leaders also promote their personal or professional achievements and demonstrate that they are proud of what they have achieved.

**Innovativeness**
For charismatic leaders being seen as innovative is essential because being seen as willing to take risks increases the likelihood that followers believe the leader will achieve their goals (Conger & Kanungo, 1987, 1988; Ehrhart & Klein, 2001). This means that the leader needs to be willing to take both personal and professional risks (Gardner &
Avolio, 1998). Moreover, being innovative further contributes to the leader’s appeal because it shows originality in the leader’s way of thinking (Conger & Kanungo, 1987). This quality can be demonstrated by having the leader discuss the risks, both personal and professional, that they have taken in pursuit of their long-term goals (Klein & House, 1995).

With an understanding of the theoretical underpinnings of this study, it is important to address its practical aspects. CEOs functioning as spokespersons for their company is by no means a new concept; however, CEOs functioning as spokespersons on social media is incredibly new. But, before CEOs on Twitter can be explored, it is first important to understand the benefits and problems associated with CEOs being spokespersons.

**CEOs as Spokespersons**

Using CEOs as spokespersons is a controversial idea. Some research contends that using CEOs as spokespersons may have negative consequences; however, other research argues that so long as CEOs are perceived to be credible and trustworthy using them as spokespersons can be beneficial to companies (Reidenbach & Pitts, 1986). Successful CEO spokespersons include Apple’s Steve Jobs and Microsoft’s Bill Gates because they “make their name synonymous with their corporations” (Lyons, 2011, p. 101). Linking their names to their corporations led to success because their human faces countered perceptions of corporations as impersonal and inhumane entities (Lyons, 2011, p. 100). Effective CEO spokespersons need to possess three main qualities that are also related to the qualities of a charismatic leader: trustworthiness, expertise, and likeability.
(Kelman & Weiss, 1951). These qualities are consistent with many analyses of credibility, going back as far as Aristotle’s *Rhetoric* and to studies of credibility in the latter half of the twentieth century (Ofori, 2009; O’Keefe, 2002).

In terms of crisis, CEOs as spokespersons prove useful because they can speak “as an individual (one who is personally remorseful but not personally responsible) and a corporate head (one who both can and cannot speak for the company)” (Lyons, 2011, p. 103). However, firms utilizing CEOs as a spokespersons need to continuously monitor perceptions of the CEOs and the firms at large to ensure that continued use of the spokespersons is a wise decision (Reidenbach & Pitts, 1986).

CEO utilization of Twitter is a new concept; thus, there is not a large body of academic research to draw upon. However, there is a significant body of popular research that can be discussed to see what is currently known about CEOs using Twitter and where research gaps may be.

**CEOs use of Twitter**

While some CEOs have readily embraced Twitter, many remain afraid of this communication tool (Kwoh & Korn, 2012; Reiss, 2013; Worcester, 2013). Some feel as though they don’t have a message the public would be interested in or that 140 characters isn’t enough space to share a worthwhile message (Kwoh & Korn, 2012; Worcester, 2013). Additionally, some feel as though Twitter will require too much of a time investment while they are trying to run a company (Worcester, 2013). Further, due to the public nature of Twitter, some CEOs refrain for fear of legal and public relations troubles (Kwoh & Korn, 2012; Worcester, 2013). In addition, due to the new nature of social
media, some CEOs have encountered legal troubles because of concerns over fair
disclosure. Currently, the U. S. Security and Exchange Commission mandates that a
public corporation and its officers “may not disclose material nonpublic information to
certain groups, either intentionally or unintentionally, without disclosing the same
information to the entire marketplace” (Garcia & Conroy, 2013, p. 17). However, there
has been controversy over whether or not posting on public social media platforms
fulfills marketplace disclosure (Garcia & Conroy, 2013; Kaupins & Park, 2011). Due to
this confusion, Netflix’s CEO Reed Hastings has been investigated by the SEC for a
Facebook post and CFO Gene Morphis of Francesca’s Holding Corporation was fired
after an internal investigation regarding a Tweet (Garcia & Conroy, 2013; Ising &
Heilenday, 2013).

However, while some of the concerns held by CEOs seem justified, there is a
great push from journalists and business consultants for CEOs to join Twitter (Kwoh &
Korn, 2012; Reiss, 2013; Worcester, 2013). Having a CEO have a personal Twitter
account quite literally puts a human face on what could appear to be a large impersonal
company (Huy & Shiplov, 2012). Additionally, research has found that information
coming from the CEO personally is more trusted than information coming from a
company’s social media accounts (Worcester, 2013). Furthermore, experts contend that
the CEO being active on Twitter should increase brand loyalty due to the human-to-
human relationship likely to develop between CEO and followers (Kwoh & Korn, 2012;
While having a CEO active on Twitter offers many benefits, the benefits are only accessible if the CEO has a sense for how best to use social media. A CEO who seems cold or standoffish is not well suited for social media (Amar, 2013; Worcester, 2013). Rather, the CEO needs to seem approachable, charismatic, and open (Amar, 2013; Huy & Shiplov, 2012; Worcester, 2013). Furthermore, the CEO needs to be capable of handling the “off-the-cuff” nature of Twitter, or having employees who can handle it for him/her (Huy & Shiplov, 2012; Kwoh & Korn, 2012; Reiss, 2013; Worcester, 2013). However, research cautions that having employees write tweets for a CEO can cause public backlash if this information becomes public (Huy & Shiplov, 2012).

In order for CEOs to engage in relationships and influence their followers, CEOs must know how to use Twitter. Additionally, it is important that CEOs understand the social norms that are specific to Twitter. So, it is important to analyze the social norms on Twitter.

**Understanding the Norms**

An essential aspect to being successful on Twitter is understanding the social norms that exist on the site. While this does mean vernacular such as Twitter, tweet, retweet, and hashtag need to become integrated into a CEO’s vocabulary, more importantly a CEO needs to understand how to act and react on Twitter. Common actions on Twitter include, @replies, using hashtags, using shortened hyperlinks, and retweeting (Bakshy, et al., 2011; Burton & Soboleva, 2011; Hoffman & Fodor, 2010; Lovejoy, et al., 2012; Pavitt, 2012).
Twitter offers two primary ways of communicating. First, there are direct messages, which are private and public messages, which can be seen by everyone. The literature suggests that replying publicly by using an @reply which consists of the @symbol followed by the message receiver’s Twitter handle is beneficial method for one main reason: it demonstrates responsiveness and engagement (Burton & Soboleva, 2011; Hoffman & Fodor, 2010; Lovejoy, et al., 2012). By replying in a public manner, it shows that CEOs are not only checking their Twitter account regularly but, that they’re also responsive to the needs of their followers (Lovejoy, et al., 2012). More importantly, Lovejoy, et al. (2012) explains that not responding publicly to a tweet is the equivalent of not responding to an email. Essentially, it demonstrates to a CEO’s followers that he/she is not truly engaged in Twitter.

Hashtags are one of the ways Twitter enables a conversation to occur. Essentially how they function is that using the hashtag symbol (#) creates a link to a Twitter stream showing all other tweets that have used the same hashtag. By using hashtags, CEOs not only demonstrate that they understand how Twitter works, but they are also able to engage their followers in a conversation (Lovejoy, et al., 2012). For example, if a CEO’s company is releasing a new product, the CEO may use a hashtag to discuss the new release and encourage followers to do the same.

Due to the 140-character limit on Twitter, it is essential to communicate messages in a concise manner. However, for messages that require more information or require a photo or video, there is a second way to communicate on Twitter: shortened URLs (Bakshy, et al., 2011; Lovejoy et al., 2012). Shortened URL services enable tweeters to
extend their message by linking to an article, webpage, or even YouTube video. This step is important because it allows individuals to bypass the 140-character limit and share a more significant amount of information (Lovejoy et al., 2012). Additionally, it allows CEOs to share accomplishments, either their own personal or professional achievements, by linking to articles or their corporate website.

While consistent tweeting is important, re-tweeting is also necessary for success on Twitter (Geho, Smith, & Lewis, 2010). Re-tweeting consists of sharing a tweet from someone who the re-tweeter follows. This step can be taken positively or negatively, either to promote the tweet further or ridicule the message (Lovejoy, et al., 2012). In the instance of the CEO, it is more likely to be done in a positive manner either because the tweet is about the CEO’s company or because the CEO agrees with the original tweeted message (Kowh & Korn, 2012). This action is a strong way to show outside endorsement of a company’s beliefs or actions.

Through understanding the social norms of Twitter not only will a CEO know how to act and react on Twitter he/she will also appear to “fit in” on Twitter. This understanding of how the Twitter community functions with help CEOs build credibility with their followers as well as foster relationships. Stronger relationships will in turn lead to CEOs holding greater influence over their followers.

As has previously been discussed, Twitter was initially used by individuals to share their inner thoughts. Later businesses realized the marketing opportunities available through Twitter. In order to understand the benefits CEOs seek on Twitter it becomes important to analyze how Twitter can function as a marketing tool.
**Twitter as a Marketing Tool**

While Twitter initially began as a way for individuals to communicate with their friends, companies quickly saw the opportunity for marketing, brand development, and customer relations. The use of Twitter as a marketing tool has since exploded in popularity (Bularca & Bularca, 2010; Jansen, Zhang, Sobel, & Chowdury, 2009). Twitter is well suited for marketing for four main purposes: “(a) marketing research and feedback generation, (b) publicity, branding and reputation management, (c) business networking, and (d) customer service and customer relationship management” (Thoring, 2011, p. 143). Typically, the use of Twitter as a marketing tool requires that an individual or individuals monitor the Twitter stream to address any issues that arise from Twitter marketing campaigns, such as negative feedback or follower questions (Hoffman & Fodor, 2010). With a basic understanding of how Twitter functions as a marketing tool it is important to examine the four main marketing purposes of Twitter; marketing research and feedback generation, publicity, branding and reputation management, business networking, and customer service and customer relationship management.

**Market Research and Feedback Generation**

Due to the interactivity of Twitter and the ability to track messages, it is a potential goldmine for business in terms of market research and feedback generation. When it comes to market research, through hashtags, a Twitter user can determine what is popular on Twitter (Lovejoy, et al., 2012). Additionally, if an organization has a target audience, they can look at what their target audience is talking about, who they are following, and what they are sharing on Twitter (Berkman, 2012; Hoffman & Fodor, 2010). In terms of feedback generation, Twitter users can ask questions of their followers.
and receive and track the responses (Hoffman & Fodor, 2010). If a company were looking for how to improve an existing product, they could question their followers as to what they would like to see in the future from the company and then track responses; essentially it can function as an online, free focus group.

**Publicity, Branding, and Reputation Management**

Companies can utilize Twitter to generate publicity, manage their brand identity, and promote a strong reputation in a variety of ways. Tweeting about accomplishments, new products or partnerships, as well as good works generates good publicity that can be seen not only by their followers but also by journalists who might cover the tweeted news (Kwoh & Korn, 2012; Witkemper, et al., 2012). Additionally, in terms of branding, the content shared by an organization can reaffirm the brand identity that the organization is trying to create (Kiron, Palmer, Philips, & Berkman, 2013. For example, a children’s company might share articles talking about new information on child rearing or how to help a child learn to read to further a brand identity of caring about children.

Additionally, being active on Twitter means that a company is more able to respond to anything being said about it on Twitter (Jansen, et al., 2009). A company can watch for hashtags or even search to see if its name has been mentioned on Twitter and then reply (Lovejoy, et al., 2012). This heightened awareness increases the chances that a company can squelch public relations problems before they get large.

**Business Networking**

Rather simply, Twitter can be used by individuals to connect with other individuals with similar beliefs, goals, and interests (Lovejoy, et al., 2012; Thoring,
Companies can do the same. For example, a company or CEO can follow a charity that the company donates to or re-tweet a partner organization’s tweet that mentions the company or CEO.

**Customer Service and Customer Relationship Management**

Most common forms of marketing are one-way communication channels, direct mailings, advertisements in newspapers, magazine, or on TV; however, marketing through Twitter allows for interactivity in a way that was previously unattainable (Burton & Soboleva, 2011; Witkemper, et al., 2012). Because of the interactivity and the ability to personalize messages, strong, long-term relationships with customers are more attainable (Burton & Soboleva, 2011). Additionally, Twitter can be used to provide quick customer service and resolve disputes (Kiron, et al., 2013). That is, if customers notice problems with bills, they can tweet at the company in question and get a response quickly. Companies who are able to take this step will demonstrate to the public at large how seriously they take customer service (Kiron, et al., 2013).

After examining the existing body of research surrounding CEOs utilizing Twitter as a public relations tool, it is clear that while some research exists, there are gaps that need to be filled. This study seeks to understand how CEOs are currently using personal Twitter accounts and what roles the four models of public relations and qualities of charismatic leadership play in the CEOs Twitter use. In order to examine these issues research questions have been proposed.


**Research Questions**

As apparent through the literature review, there is a large gap in knowledge when it comes to how CEOs use or should utilize Twitter. Additionally, while there is a strong push from popular media for CEOs to join Twitter, there is little understanding as to whether Twitter is beneficial for all CEOs. Given the previous research and the gap in the literature, the following research questions were developed to guide the study:

- **RQ1:** What functions of public relations are CEOs fulfilling in their use of Twitter?
- **RQ2:** Are CEOs who display qualities of a charismatic leader more successful on Twitter than those who do not?
- **RQ3:** Will CEOs who display qualities of a charismatic leader also utilize the relationship building function of public relations in their Twitter use?
METHOD

This study seeks to conduct a content analysis on the Twitter accounts of Fortune 500 CEOs who were active on Twitter from December 1, 2013 to December 31, 2013. To examine their twitter usage, a research instrument was developed to examine the content and style of their tweets as well as the extent to which they evince the four models of public relations and qualities of charismatic leader. Due to the lack of existing research on CEOs using of Twitter this study will employ both qualitative and quantitative research methods. Both methods are needed in order to gain an understanding of how CEOs are utilizing Twitter on a very basic level and to be able to understand the strategies and objectives CEOs have while using Twitter. The participants, materials, and procedure will be discussed below.

Participants
Initially, data were gathered on which Fortune 500 CEOs are active on Twitter. This list is published by Forbes and was confirmed by searching for all Fortune 500 CEOs on Twitter. Fortune 500 CEOs were selected for study because they are leading the largest companies in the U.S. and are typically at the forefront of business innovation (Barnes & Mattson, 2009).

With an understanding of who was studied, it is necessary to examine the coding schema used to evaluate the tweets. Because of the lack of existing research on CEOs on
Twitter there were no codebooks already being used a new codebook was developed for this study.

**Materials and Procedures**

A codebook was developed (see Table 6). The codebook was designed to capture all needed information from the CEOs’ Twitter accounts. Within the codebook basic information such a Twitter handle, number of followers, and number of tweets was recorded. Then, on an individual tweet level, the codebook included information such as what each coded tweet addressed, i.e., was it a tweet about the CEO’s corporate life, personal life, a world event, or a re-tweet? Once the subject matter of the tweet was determined, it was then coded again based on content, i.e. was the tweet about a new business venture, family event, award, or a re-tweet from a well-known individual?

Second, coders considered the qualities of a charismatic leader, as described earlier in the literature review, if any, did the leader display in the tweet? Fourth, the tweet was coded based on the model of public relations it displayed. In order to understand how the qualities of a charismatic leader and four models of public relations used in this study were coded for operationalized definitions are needed

**Qualities of a Charismatic Leader**

The qualities of leadership utilized in this study were gathered from existing research on qualities of a charismatic leader. Example tweets are also provided to further explain how coding took place First, as discussed in the literature review, leaders who possess empathy are ones who have the ability to understand another person’s ambitions, priorities, and feelings (Salovey & Mayer, 1990). For a tweet to be coded as having
displayed empathy the tweet had to be a strong display of empathy. For example, extending concern over a tragedy or a crisis could be coded as empathy. Additionally, offering congratulations or good wishes over a positive life event such as a graduation or birth would also warrant a coding of empathy. An example of a tweet coded as conveying empathy is Ralph Lauren’s: “May Nelson Mandela rest in peace, but may the example of his life and his ideals live on and inspire us daily. –RL pic.twitter.com/SMOqMCoprqD” Second, in order for a tweet to be coded as displaying vision, the tweet had to be future focused. In addition, the CEOs’ tweet either had to discuss their long-term plans or goals for their company, their projections for the company or society as it related to their industry of expertise. A good example is Michael Dell’s tweet: “Enjoyed speaking with @CharlieRose about Dell’s bold plans for the future. Airing tonight on PBS & tomorrow on Bloomberg TV.” Next, a coding of self-confidence necessitated the leader displaying pride in accomplishments. This was different from a leader displaying pride in the accomplishments of their employees. For example, tweets sharing positive news coverage of the CEOs were coded as displaying self-confidence. An example is Rupert Murdoch’s tweet: “Much Excitement about @Storyful. Wonder company doing big things in digital content and video, will be a great asset to @newscorp.” Finally, a code of innovativeness was given when a tweet concerned the product or services the CEO’s company provided. In addition, the tweet needed to highlight how advanced their product or service was or how much they have developed over their company’s history. As such,
a tweet where a CEO discussed how one of their products broke a world record would be coded as innovativeness since it highlighted a company’s innovation.

**Four Models of Public Relations**

The models of public relations used were based on the models discussed by Grunig and Hunt (1992) but, were modified for the new communication medium they were being applied to. Examples of each type of tweet will be provided in the results section. Press agentry is called reputation building in this study’s coding system. Press agentry tweeting focuses on gaining publicity, but incorporates the fact that Twitter is largely used as a reputation management tool. Public information became in-house journalism. In-house journalism focuses on the CEOs sharing positive stories, articles, and media coverage of either themselves or their companies. Two-way asymmetrical public relations is identified as opinion sharing in this study’s coding system. The term “opinion sharing” focuses on when practitioners attempt to convince their audience to adopt their point of view. However, opinion sharing expands this category to incorporate the fact that Twitter, as discussed in the literature, is used as a platform to share beliefs and opinions. And two-way symmetrical was reclassified as relationship building. While Grunig and Hunt focused on using two-way symmetrical communication, the terminology change to relationship building in this study’s coding system to describes tweets designed to make others feel valued. As discussed in the literature review, Twitter is used to foster relationships, so while two-way symmetrical communication may have initially been conceptualized as a way to handle conflict management, the relationship building that CEOs can engage in on Twitter may reduce the need for conflict
management by developing stronger, deeper relationships in the first place. The shift in
terminology helps to better capture the medium being studied.

**Procedure**

Coding began by gathering background data for each CEO, including what
company they worked for, their handle, and when they joined Twitter. Next, tweets were
individually coded for four categories: what the tweet was about, content of tweet,
quality of a charismatic leader displayed, and model of public relations used.

After coding was completed, analysis was conducted to understand trends and
habits used by the CEOs. First, CEOs were sorted based on which function of public
relations the CEO utilized primarily. Next, whether or not the CEO displayed at least one
of the qualities of a charismatic leader was examined. Then analysis was done to
determine whether there was a relationship between functions of public relations the CEO
seemed to enact through Twitter and the degree to which the CEO evinced qualities of a
charismatic leader. Additionally, usage data, such as how many hashtags, mentions, or
shortened links were used, were also recorded for each CEO. This step was taken to see
whether CEOs demonstrated an understanding of the social norms of Twitter.

The principal investigator coded all tweets for their principal function. To assess
the reliability of this coding, a second coder was trained on the coding system. Once
trained, this individual re-coded 18 percent of the tweets. Exact agreement on the
function of each tweet was achieved 84.5 percent of the time.
RESULTS AND DISCUSSION

This research highlights a number of important issues concerning CEOs’ personal use of Twitter. This results and discussion section will first address the results related to the research questions, before moving on to more general results and discussion, and the section will conclude by addressing additional issues discovered during research as well as areas of future research.

Functions of Public Relations Being Utilized by CEOs

In returning to RQ1: What functions of public relations are CEOs fulfilling in their use of Twitter?, it is apparent that while all functions of public relations are being utilized by CEOs, reputation building, in-house journalism and relationship building are more popular than opinion sharing (see Table 1). To describe the ways CEOs are enacting the four models of public relations through Twitter, this section will discuss the four models being studies individually before analyzing the goals the CEOs had while using Twitter.

<table>
<thead>
<tr>
<th>CEO</th>
<th>Reputation Building</th>
<th>In-house Journalism</th>
<th>Opinion Sharing</th>
<th>Relationship Building</th>
<th>Total Tweets</th>
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</table>

**Models of Public Relations**

In the coding for models of public relations, there was not a “no quality displayed” option as there was with qualities of a charismatic leader; so, as is shown in Table 4, every tweet from a CEO was coded according to the model of public relations it most closely resembled.

Coding indicated that relationship building was used most frequently used approach to public relations on Twitter, though this is result occurred because of the activities of one CEO, American Family’s Jack Salzwedel. Salzwedel was a maverick: he had the most tweets in the sample and almost exclusively pursues relationship building when he tweets. While 11 of the CEOs studied primarily enacted one model of public
relations, 8 CEOs used two or more on an equal basis, and only 3 used a single model of public relations. In order to understand how CEOs displayed the four models of public relations an examination of each model with example tweets is needed. The next sections illustrate the ways CEOs enacted relationship building, opinion sharing, reputation building, and in-house journalism through tweeting.

**Relationship Building**

Relationship building was used in multiple ways by the CEOs. Some CEOs were focused on building relationships with their customers, while others, most notably Salzwedel of American Family Mutual Insurance Group, were focused on building relationships with employees. In other instances the intended audience was not immediately apparent; rather, the CEOs just seemed to be trying to build a relationship with the public at-large.

The desire to build relationships with customers seems a rather obvious one for CEOs; it could help strengthen brand loyalty and potential increase sales. Twitter is useful medium for building a relationship because it allows CEOs more direct contact with customers than they would otherwise be able to have, especially in large Fortune 500 companies.

Relationship building with customers can be seen in these tweets; context is provided where needed:

Bruce Broussard: Healthcare is changing. If you have questions, we can help. We’ve launched http://HumanaHelps.com and 24-hr hotline: http://bit.ly/JLE9c6.
Broussard is telling his followers that his company, Humana Health, has launched a website and hotline to answer questions regarding the implementation of the Affordable Care Act.

Michael Dell: Great to see so many customers and partners in our hometown. Welcome to Austin #DellWorld2013

Michael Rapino re-tweeted: @LiveNation is the best! Thank you @rapino99 for helping out when I had an issue. You ROCK! #CEOsthatrock

Michael Rapino, whose twitter handle is @rapino99 is re-tweeting a tweet sent by a customer complimenting Live Nation and Rapino for positive customer service. In each of these instances, the tweet is either making an emotionally supportive statement (“Great to see so many customers and partners in our hometown”) or providing information to customers.

CEOs also used relationship building to develop relationships with employees. This activity was most notably done by Jack Salzwedel, who uses Twitter to foster corporate culture and increase ‘buy-in’ from his employees. Since Salzwedel helms a company that due to the nature of insurance sales has employees scattered across the company and multiple subsidiary companies, he uses Twitter to connect with employees that he would otherwise have a difficult time connecting with. Moreover, outside of Salzwedel specifically, Twitter offers CEOs the chance to talk to employees in real time as well as being able to communicate one-on-one and communicate to multiple employees concurrently.

Relationship building with employees can be found in these tweets:
Jack Salzwedel: What a doll. @RonKingAgency: My daughter, soninlaw (sic), & granddaughter spent the week w/us. Jasmine is rockin’ my hat pic.twitter.com/0psYZ4X8PB

Salzwedel is engaging in a conversation with his employee (@RonKingAgency) who shared a photo of his young granddaughter.

Dave Barger: Thank you @JetBlue Crewmembers for making 2013 another milestone year! http://bit.ly/19x17BQ

Mike Jackson: Celebrating with the team at the @AutoNation #Holiday Party! Thanks to the whole team for their hard work! pic.twitter.com/L3oaHWQfb

Finally, there were numerous relationship building tweets that did not seem to be focused to a specific audience but were directed to a more generalized audience. CEOs may be engaging in this behavior to grow a positive image in general. Rather than focusing on gaining brand loyalty or employee buy-in, this targeting of a general audience may be an attempt to gain new customers or to simply be in good standing with the public. Examples of tweets directed to the public at-large are provided below. Again, context is provided when necessary.

Rupert Murdoch: NYTimes says I’m most eligible bachelor. Wish I was forty years younger.

Mike Jackson: Happy Holidays. Merry Christmas to all. Be Safe. #MerryXmas

Mary Barra: Thanks to everyone for your well wishes.

Barra sent this tweet shortly after she was named CEO of General Motors.
Opinion Sharing

CEOs used opinion sharing to share their political opinions with their audience in an attempt at persuasion. Opinion sharing was not used frequently by most CEOs with the exception being Rupert Murdoch. CEOs may be using opinion sharing because the CEOs know that they hold influence over their followers and wish to use that influence to effect political change.

Examples of tweets utilizing opinion sharing are provided below. Context is given when necessary.

Jack Salzwedel: ‘Biggest prob w/gov is entropy. People can wait out change. And leadership turnover. And lack of private sector experience.’ US CIO…

Salzwedel is sharing a quotation from the U.S. Chief Information Officer that he agrees with.

Rupert Murdoch: 2013 ends with Paul Ryan the most respected and outstanding Republican. Principled and modest. Trusted by all sides.

Omar Ishrak: Medtech 2030… movement to more global harmonization of regulatory policies; transparency while ensuring patient safety is common principle.

Ishrak, CEO of Medtronic, is sharing his views on what the healthcare industry needs to prioritize in the future.

Reputation Building

Reputation building is utilized by CEOs to gain publicity or press coverage for either themselves or their companies. As such, the tweets are normally focused on company products, company activities, or the CEOs’ activities. While what the tweets are discussing is fairly similar, the style the CEOs use does differ. For instance, Dennis
Hatchell uses humor and outlandish claims about his products to garner attention. At one point he claims that to win the lottery, one has to be drinking coffee out of a mug his company sells. The use of humor; however, seems to be confined to just Hatchell. Some CEOs focus on how the company is improving itself. For example, tweets about an insurance company opening a new office and an airline acquiring a new style of plane were instances of reputation building by discussing new acquisitions through tweets. Finally, some CEOs use reputation building tweets to share new innovations or world record titles.

Examples of tweets demonstrating reputation building are listed here. Context accompanies the tweet when it is needed.

Dave Barger: Very cool @JetBlue’s SJU Team welcome N903JB, our first A321, “Bigger, Brighter, Bluer” to the airline! Pic.twitter.com/9Tk4J4EnId”

Barger is sharing a photograph of a new plane his company has acquired to generate press coverage of the upgrade his company has recently made.

Michael Dell: New Dell FluidCache for SAN clocked 5M+ IOPS in live demo at #DellWorld. World record!

Dennis Hatchell: You will be smarter than a lawyer if you drink using a 2.99 RooMug!

Hatchell is attempting to generate press/attention regarding the RooMug, a product his company sells, by using humor and outlandish claims. He frequently uses this style of tweet.
In-House Journalism

In-house journalism is used by CEOs to share media coverage about their company or themselves. This tactic is most frequently used to share positive media coverage. However, in some instances, most notably tweets by Marissa Mayer, CEO of Yahoo, it is used to share updates following a crisis. In-house journalism allows a CEO to multiply the power of the media coverage the CEO’s company received because the CEO can share it with their followers who may have not otherwise seen the media coverage.

Example tweets are provided below with context when needed.

Marissa Mayer: An Important Update for Our Users – yahoomail: We are very sorry for recent difficulties with Yaho Mail… http://tumblr.co/Z4v08s10x4n0h

Retweeted by Michael Dell: @Dell Unveils Its First Chromebook, An 11-Inch Portable Designed Specifically for Education
http://techcrunch.com/2013/12/11/?ncid=twittersocialshae … @JoanMoretti

Michael Rapino: OneRepublic Announce 2014 Native Summer Tour Featuring The Script http://goog.gl/rWUvIV via @LiveNation

One Republic, a popular band, has announced that they will be going on a tour sponsored by LiveNation. Michael Rapino, CEO of LiveNation, is promoting the news coverage the tour is getting.

With an understanding of how CEOs display the four models of public relations on Twitter it is important to understand how CEOs’ goals for using Twitter impact which model of public relations they enact.
CEOs’ Goals on Twitter

The fact that most CEOs use more than one model of public relations suggests that CEOs are pursing multiple goals in their Twitter use. At times they may use relationship building to initiate or strengthen relationships, while other times they will want to share recent media coverage their company received and use in-house journalism to achieve that goal. Given the variety of objectives CEOs may have concerning Twitter use, they are using multiple models of PR to achieve their goals. For the CEOs who are primarily utilizing a single model of PR, this pattern may indicate fewer objectives for Twitter usage than the CEOs who are utilizing multiple models of public relations. To use a previously discussed example, American Family’s Salzwedel primarily utilizes his Twitter account to write something emotionally supportive to his employees. Thus, it makes sense that he primarily utilizes relationship building to achieve that goal. However, a CEO such as Live Nation’s Michael Rapino who uses Twitter to not only promote new business ventures but also to generate a conversation with fans about the music industry will utilize multiple models of PR on a more equal basis. When sharing new business ventures Rapino either utilizes reputation building or in-house journalism to convey his message or earn media coverage; however, when connecting with fans over mutual interest musicians or awards shows, he will use relationship building to engage in conversation.

After examining how CEOs display the four models of public relations, it is important to turn to how CEOs are displaying the qualities of a charismatic leader. As discussed previously, CEOs who display qualities of a charismatic leader are able to have greater influence on their followers than CEOs who do not display qualities of a
charismatic leader. Given that Twitter is largely about influence, it is important to examine which CEOs are displaying qualities of a charismatic leader and how they are doing so.

**Use of Twitter by CEOs who Displayed Qualities of Charismatic Leadership**

To answer RQ2: Are CEOs who display qualities of a charismatic leader more successful on Twitter than those who do not, the following criteria will be examined: the extent to which the CEO conveys understanding of the norms of Twitter, uses two-way symmetrical communication, and employs frequent and consistent tweeting. As indicated in Table 2, Qualities of a Charismatic Leader Displayed by CEOs, all CEOs demonstrated at least one quality of a charismatic leader in at least one tweet. For this analysis, though, only CEOs who displayed a quality of a charismatic leader in at least 50% of their tweets will be examined. CEOs who displayed a quality of a charismatic leader in at least 50% of their tweets are: General Motor’s Mary Barra, Humana’s Bruce Broussard, Michael Dell, GE’s Jeff Immelt, Medtronic’s Omark Ishrak, Auto Nation’s Mike Jackson, and Yahoo’s Marissa Mayer. The remaining CEOs are considered CEOs who did not display qualities of a charismatic leader in their tweets. However, it should also be noted that some of the CEOs with the highest percentage of tweets with a charismatic leadership quality also have the lowest number of tweets in the sample.
<table>
<thead>
<tr>
<th>CEO</th>
<th>Empathy</th>
<th>Innovation</th>
<th>Self-Confidence</th>
<th>Vision</th>
<th>No Quality</th>
<th>Number of Tweets in Sample</th>
<th>Percentage of Tweets with a Leadership Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dave Barger</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>7</td>
<td>24</td>
<td>35</td>
<td>31.43%</td>
</tr>
<tr>
<td>Mary Barra</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>50.00%</td>
</tr>
<tr>
<td>Mark Bertolini</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>6</td>
<td>7</td>
<td>14.29%</td>
</tr>
<tr>
<td>Bruce Broussard</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>10</td>
<td>80.00%</td>
</tr>
<tr>
<td>Greg Brown</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>25.00%</td>
</tr>
<tr>
<td>Michael Dell</td>
<td>8</td>
<td>14</td>
<td>0</td>
<td>6</td>
<td>20</td>
<td>48</td>
<td>58.33%</td>
</tr>
<tr>
<td>John Donahoe</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>4</td>
<td>75.00%</td>
</tr>
<tr>
<td>Hikmet Ersek</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>33.33%</td>
</tr>
<tr>
<td>Dennis Hatchell</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>27</td>
<td>28</td>
<td>3.57%</td>
</tr>
<tr>
<td>Jeff Immelt</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>100.00%</td>
</tr>
<tr>
<td>Omar Ishrak</td>
<td>5</td>
<td>3</td>
<td>0</td>
<td>7</td>
<td>8</td>
<td>23</td>
<td>65.22%</td>
</tr>
<tr>
<td>Mike Jackson</td>
<td>2</td>
<td>1</td>
<td>5</td>
<td>2</td>
<td>7</td>
<td>17</td>
<td>58.82%</td>
</tr>
<tr>
<td>Jeff Joerres</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>10</td>
<td>51</td>
<td>62</td>
<td>17.74%</td>
</tr>
<tr>
<td>Ralph Lauren</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>33.33%</td>
</tr>
<tr>
<td>Name</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>6</td>
<td>Percentage</td>
</tr>
<tr>
<td>----------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>-------------</td>
</tr>
<tr>
<td>Marissa Mayer</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>6</td>
<td>66.67%</td>
</tr>
<tr>
<td>Rupert Murdoch</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>11</td>
<td>16</td>
<td>31.25%</td>
</tr>
<tr>
<td>Michael Rapino</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>19</td>
<td>30</td>
<td>36.67%</td>
</tr>
<tr>
<td>Jack Salzwedel</td>
<td>11</td>
<td>5</td>
<td>6</td>
<td>33</td>
<td>86</td>
<td>141</td>
<td>39.01%</td>
</tr>
<tr>
<td>Dean Scarbourough</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>33.33%</td>
</tr>
</tbody>
</table>
In order to answer the research question it is imperative to look closer at how the qualities were being used by CEOs. As such, the following sections will provide more in-depth analysis into each quality with sample tweets provided. After a deeper understanding of how CEOs used qualities of charismatic leadership on Twitter it is possible to analyze success. Thus, these next sections will examine empathy, innovation, self-confidence, vision, and the coding, no quality of leadership evident in the tweet, on an individual level.

**Empathy**

As was discussed in the methods section, tweets that were coded as displaying empathy had to have an overwhelmingly apparent display of empathy. With that understood, empathy was displayed by the CEOs in a variety of contexts both positive and negative. CEOs displayed empathy during crises, in conversations with employees and customers, and in response to major world events. Empathy was displayed when the CEOs were trying to highlight their connection with the event being discussed in the tweet as well as their relationship with their audience. Finally, CEOs frequently displayed empathy when they were trying to appease or gain favor from their audience. For a deeper understanding of how empathy was displayed, sample tweets are listed below.

Marissa Mayer: An Important Update for Our Users – yahoomail: We are very sorry for recent difficulties with Yahoo Mail … http://tmblr.co/Z4v08s10x4N0h

Mayer is responding to complaints following an interruption in Yahoo Mail service
Hikmet Ersek: Today the world mourns the loss of a global leader, Nelson Mandela. Our thoughts are with his family. #RIPMandela

**Innovation**

CEOs displayed innovation primarily when discussing company advancements. This occurred for a variety of reasons. Some reflected on their innovation as 2013 was ending, others mentioned innovation during conferences or major industry events, and some CEOs announced new innovations during the sample period. Examples of tweets that displayed innovation are provided below, as is context for the tweet when needed.

Medtronic’s Omark Ishrak: Reflecting on 2013; after 60+ years innovating & pioneering therapies, proud to see we continue to bring products to those who need them. Ishrak tweeted this on New Years Eve 2013.

John Donahoe: In today’s @NYTmag paper: #eBayInc’s Strategy for Taking on Amazon http://nyti.ms/J7KopA

Donahoe is commenting on a *New York Times* article that examined eBay’s innovative strategy for competing with Amazon.

Michael Dell: New Dell FluidCache for SAN clocked 5M+ IOPS in live demo at #DellWorld. World record!

Dell is reporting a recent breakthrough in technology. DellWorld is a conference held by Dell yearly to promote new innovations and products.
**Self-Confidence**

CEOs displayed self-confidence in a variety of ways. Frequently, CEOs displayed self-confidence when they tweeted about either their own or their companies’ accomplishments. Other times the CEOs displayed self-confidence by expressing pride in a project or action. CEOs could also display self-confidence by re-tweeting a tweet that praised or complimented the CEO or their company. Here are several examples:

Jack Salzwedel: My vote? AmFam @DangeRussWilson ‘Dreams’ Ad!
@waunaruss: @AmFamJack Agreed. My vote for best ad of the year.

Salzwedel is engaging in a conversation with two employees of American Family Mutual Insurance Group over which ad from 2013 should be considered the best ad for the year. Salzwedel is advocating for one of American Family Mutual Insurance Group’s ads.

Retweeted by Mike Jackson: AutoNation: #AutoNation has biggest #BlackFriday since 2007 – sales up 44% total compared to same day last year.

Jackson is reporting on a positive business accomplishment by his company AutoNation.

**Vision**

CEOs display vision when speaking about their companies’ future, the future of their industries’, or the future of society in relation to their industry. Tweets displaying vision are always future focused. However, it can be short-term future, the next year, or very long-term focused. Tweets displaying vision also tended to be positive in nature. Vision tweets were also frequently inspirational in nature; CEOs were sharing an
uplifting message. However, while inspiration was common it was not in every tweet. Some tweets coded as evincing were more neutral and more matter-of-fact in nature.

GE’s Jeff Immelt: #natgas is positioned to complete in the global energy market. Dawn of the ages of gas, 2014 will be a defining year: http://invent.ge/1dy0ceH

Immelt is commenting on a growing trend within his industry that he believes will become more essential to the energy industry.

Retweeted by Bruce Broussard: Gary Player: Beginning the countdown to the @HumanaChallenge with one month to go! Looking forward to how @Humana with #inspirehealth for the 2014 event.

Broussard is re-tweeting a tweet that believes his company will lead the health industry in 2014.

**No Quality**

A tweet was coded as reflecting “no quality” when none of the qualities of leadership previously discussed were present. A variety of tweets were coded as no quality. A recurrent theme among the no quality tweets was sports. CEOs frequently discussed their favorite sports and in these tweets did not display one of the leadership qualities discussed in this study. Additionally, CEOs also tweeted about non-work related events they attended such as theater productions or restaurants; these tweets frequently did not display a leadership quality. However, no quality tweets could also be work-oriented, but this was more rare than no quality tweets being about the CEO’s personal life. Examples of no quality tweets are provided below.
Dennis Hatchell: A RooMug a day at .50 keeps the cold weather way! (sic) Sell some for 2.99 and I bet it is nice tomorrow!

Hatchell is tweeting an ad promoting one of the products his company sells.

Mark Bertolini: Eugenie Onegin was incredible at the MET tonight. A great new production. Bravo!

Bertolini is tweeting about an artistic performance he saw at the MET.

Michael Rapino: Yes Chargers…

Rapino is expressing his happiness at a San Diego Chargers football game. He frequently tweets about sports.

With a deeper understanding as to how qualities of a charismatic leader were displaying on Twitter it is important to return to the research question concerning success.

**Qualities of a Charismatic Leader and Success on Twitter**

As discussed previously the measures of success on Twitter that will be utilized by this study are: understanding of the norms of Twitter, utilization of two-way symmetrical communication, and frequent and consistent tweeting. Harkening back to the literature review, a CEO is able to demonstrate an understanding of the norms of Twitter by using items such as hashtags, shortened URLs, uploaded pictures, and the @ symbol to mention other users. For full results as to how CEOs displayed an understanding of social norms on Twitter see Table 3. In terms of displaying an understanding of the social norms of Twitter, CEOs who displayed qualities of leadership used one of these items in 69% of their tweets. However, CEOs who did not display qualities of charismatic
leadership used one of the items in 134% of their tweets. This statistic means that CEOs who were not using qualities of a charismatic leader used the items far more frequently than CEOs who were using qualities of a charismatic leader.

Table 3 Composition of CEOs Tweets

<table>
<thead>
<tr>
<th></th>
<th>Total number of Tweets</th>
<th>Number of Hashtags</th>
<th>Number of Shortened URLs</th>
<th>Number of Pictures</th>
<th>Number of Mentions</th>
<th>Number of Full URLs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dave Barger</td>
<td>35</td>
<td>11</td>
<td>1</td>
<td>12</td>
<td>27</td>
<td>0</td>
</tr>
<tr>
<td>Mary Barra</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Mark Bertolini</td>
<td>7</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Bruce Broussard</td>
<td>10</td>
<td>3</td>
<td>5</td>
<td>0</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Greg Brown</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Michael Dell</td>
<td>48</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>9</td>
<td>6</td>
</tr>
<tr>
<td>John Donahoe</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Hikmet Ersek</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Dennis Hatchell</td>
<td>28</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Jeff Immelt</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Omar Ishrak</td>
<td>23</td>
<td>4</td>
<td>3</td>
<td>5</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>Mike Jackson</td>
<td>17</td>
<td>13</td>
<td>0</td>
<td>5</td>
<td>16</td>
<td>0</td>
</tr>
<tr>
<td>Jeff Joerres</td>
<td>62</td>
<td>89</td>
<td>21</td>
<td>7</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Ralph Lauren</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Marissa Mayer</td>
<td>6</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Rupert Murdoch</td>
<td>16</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Michael Rapino</td>
<td>30</td>
<td>6</td>
<td>9</td>
<td>8</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Jack Salzwedel</td>
<td>141</td>
<td>38</td>
<td>16</td>
<td>31</td>
<td>130</td>
<td>5</td>
</tr>
</tbody>
</table>
Referring back to Table 1, CEOs who displayed qualities of a charismatic leader used two-way symmetrical communication 30% of the time, in contrast, CEOs who did not display qualities of a charismatic leader used two-way symmetrical communication 51% of the time. CEOs who did not display qualities of a charismatic leader but utilized two-way symmetrical communication may indicated that those CEOs were using Twitter to create a conversation versus engaging in a hierarchal leadership model. Considering that American Family’s Jack Salzwedel frequently uses two-way symmetrical communication to communicate with employees and placed himself on their level. His tweets were frequently coded as not displaying a leadership quality. So, rather than displaying a quality of charismatic leadership through his tweets, Salzwedel developed conversations by attempting to place himself on the same power level as his employees.

In terms of who tweeted consistently and frequently, referring to Table 6 provides a clear answer. Each CEO who displayed qualities of a charismatic leader tweeted on average 0.45 times a day during the sample period. Additionally, each CEO who did not display qualities of a charismatic leader tweeted on average .97 times per day during the same time period. As the literature review indicated, tweeting frequently and consistently is an important part of using Twitter to maintain the audience’s attention as well to build relationships. Given that CEOs who did not display qualities of a charismatic leader
tweeted over two times as frequently as CEOs who did display qualities of a charismatic leader it is clear that the CEOs who did not display qualities of a charismatic leader did a far better job tweeting frequently and consistently.

CEOs who did not display qualities of a charismatic leader were more successful at demonstrating an understanding of the social norms of Twitter, utilizing the most appropriate model of PR for the online forum, and tweeting consistently and frequently. As previously mention this perhaps indicates a difference in motivation behind social CEOs who displayed qualities of a charismatic leader and those who did not. Perhaps for those that did not display qualities of a charismatic leader, the priority was more on relationship building and connection versus establishing their identity as a leader. Or, it may be that the types of tweets that allow for norms to be demonstrated and two-way symmetrical communication to take place do not easily allow for the demonstration of a quality of a charismatic leader.

After examining both the four models of public relations and qualities of a charismatic leader this study will next examine the relationship between the two concepts.

**Relationship Between Qualities of a Charismatic Leader and Two-Way Symmetrical Communication**

In returning to RQ3: Will CEOs who display qualities of a charismatic leader also utilize the relationship building function of public relations in their Twitter use? While some CEOs who displayed qualities of a charismatic leader utilized relationship building, there was not a trend among the majority of CEOs who utilized qualities of a charismatic leader. As previously discussed in the literature, this lack of relationship may be
explained by motivations and goals for being on Twitter. While relationship building is helpful for initiating or strengthen relationships, CEOs who are using Twitter to promote research findings, influence journalists, or establish a less relationship-oriented leadership style may display more qualities of a charismatic leader while not engaging in relationship building communication.

As has been clear through the data presented in this study, CEO Jack Salzwedel tweeted most frequently and had results that were vastly different than the rest of the CEOs. Given that he appears to be an anomaly it is important to discuss his results individually as well as how his tweeting patterns affect the findings of this study.

**Jack Salzwedel**

As is apparent from the results in Table 1, Table 2, Table 6, and Appendix B, Salzwedel’s tweeting varies greatly from the rest of the CEOs. The variance occurs not only in the frequency of Salzwedel’s tweeting compared to the other CEOs, but also in the style of his tweets. Salzwedel tweeted most frequently with 141 in the sample period; whereas, Jeff Joerres had the 2nd most tweets with 64 times during the sample period. Additionally, as is seen in Table 1 and Appendix B, Salzwedel’s style of tweeting, such as predominately use of relationship building, make him an anomaly within this study. However, his results do provide an interesting insight into the motivations behind using relationship building. As discussed previously, Salzwedel seems to be utilizing relationship building because he is attempting to use Twitter to build ‘buy-in’ with his employees and cultivate stronger corporate culture. This behavior was only apparent due to the sheer number of tweets Salzwedel sent during the sample period. It is also
important to remember when looking at the various tables and figures within this study that Salzwedel’s results need to be contextualized as an anomaly and the results of the other CEOs should not be overlooked in favor of Salzwedel’s behavior. While Salzwedel’s results are interesting, they should not overshadow the insight gained examining the tweeting patterns of the remaining 18 CEOs.

After examining Salzwedel’s results, it is important to turn to an overarching theme noticed within the research. The CEOs’ intended audience appears to have the greatest impact on how and what the CEOs tweet. Thus, it is important to engage in a discussion regarding internal and external audiences and how it relates to Twitter behavior.

**Internal versus External Audience**
In addition to utilizing different models of public relations and different qualities of a charismatic leader, the CEOs seemed to be addressing different audiences. Many CEOs were addressing their consumer or target consumer base. For example, Marissa Mayer tweeted updates directed at Yahoo Mail users during a service interruption in 2013. Dennis Hatchell and Jack Salzwedel seemed to be addressing their employees, albeit in very different ways. Dennis Hatchell tweeted employees with sales challenges and praise for when sales goals were met. Jack Salzwedel complimented a grandfather on how beautiful his granddaughter was and talked basketball with an employee who favored an opposing team. However, other CEOs seemed to be targeting a third audience, journalists. Omar Ishrak frequently tweeted messages highlighting positive product reviews, charitable involvement, or existing positive media coverage. Frequently though,
there was a blending of audiences being targeted with some tweets seemingly being targeted to multiple audiences.

The issue of intended audience may also play a role in what model of public relations was utilized as well as what qualities of a charismatic leader were displayed. Additionally, the intended audience would greatly change how CEOs behave on Twitter. For instance, if Twitter is the medium CEOs use to communicate with their customers during a crisis, they need to maintain a professional Twitter identity. However, if they are using to connect on a more personal level with their employees, their Twitter persona needs to be more relaxed and on level with the employees. Essentially, considering target audiences for CEOs’ tweets helps to understand their patterns of Twitter use. So, while none of the hypotheses for this study were confirmed, this study did potentially find an emerging taxonomy or account for how and why CEOs use Twitter. Essentially, the intended audience has an important impact on not only what model of public relations CEOs utilizes, but also what CEOs discusses on Twitter.

The choice of Twitter handle seems relatively benign; however, under closer examination the choice of Twitter handle has a great impact on the control over influence and followers should the CEOs ever leave their positions or change companies. Thus, a closer examination over Twitter handle choice is warranted.

**Implications of Twitter Handle Choice**

While there appears to be no research regarding what handle CEOs should choose or how handles impacts CEOs experiences on Twitter, it should be noted that CEOs seem to choose one of three categories of handle. Either, they choose their own names (Bruce
Broussard as @BruceDBroussard, David Barger as @DavidJBarger, or Marissa Mayer as @marissamayer), their own names plus either their titles or companies’ name (Jeff Jorres as @ManpowerGroupJJ, Jack Salzwedel as @AmFamJack, or), or the company’s name plus CEO (Omar Oshrak as @MedtronicCEO, Dennis Hatchell as @ChiefRoo, or Hikmet Ersek as @WesternUnionCEO).

While this in-and-of-itself may not be reason for pause, when combining the choice of Twitter handle with the simple fact that CEOs do not stay CEOs for forever some issues arise. Given that CEOs use Twitter build relationships and gain influence over their followers, who maintains control over the accounts when the CEOs leave is important. With this in mind, the issue over who maintains control over the accounts can be examined based on the three categories of Twitter handles discussed above. CEOs who have chosen Twitter handles that are their names maintain control over the relationships built and influence gained because the handle can follow them in the next phase of their career. However, if their handles only reflect the companies, the relationships and influence revert back to the companies and incoming CEOs can utilize the accounts. For the CEOs who have instead chosen handles that reflect both their name and the companies, the relationship and influence the CEOs have grown are seemingly lost to both the CEOs and the companies if the CEOs leave the companies. The CEOs cannot continue tweeting with a handle that reflects a previous employer and new CEOs cannot tweet with handles that reflect their predecessors.
A phenomenon noticed early on in data collection was unused Twitter accounts. Or Twitter accounts that were created and then never used or used rarely. The reasons behind this phenomenon are interesting and speak to public relations concerns.

Unused Twitter Accounts
Early on in data collection an interesting phenomenon was identified: un-used Twitter accounts. Many CEOs, such as Warren Buffet of Berkshire Hathaway and Meg Whitman of HP have Twitter handles that remained unused or have only been used for a single Tweet. This could be happening for multiple reasons. Perhaps at one time there existed a push within the company to make the CEO more social that has since fizzled out. Or, more likely, the account exists as a placeholder or even as a blocker. By claiming the CEO’s name on Twitter, a company prevents another individual from claiming that name and using it to impersonate or mock the CEO in question. Essentially, it establishes an online presence to prevent anyone else from using the CEO’s name nefariously.

While this study contributes to communication scholarship, it is important to discuss this study’s limitations.

Limitations
There are a number of limitations to this study. These concern data collection, lack of existing research, and the research instrument or coding procedure.

Data Collection
Due to the time consuming nature of coding tweets and collecting Twitter data, aspects of this study had to be scaled back for time concerns. For example, there is no way to know how frequently a Twitter user’s tweets have been re-tweeted without
counting each tweet separately. This is the same for knowing how many times a user’s
tweets have been favorite, which is Twitter’s version of ‘liking’ whereby the follower
shows their approval for the tweet. Since obtaining these data would have required
looking at upwards of 400 tweets, individually, on the Twitter platform these data were
not collected. While the study is strong without re-tweets or favorites, collecting these
tweets would have painted a more vivid picture of a CEOs’ engagement on Twitter

Lack of Existing Research
Due to the relatively young age of social media in general and Twitter
specifically, there is not a large body of academic research concerning public relations
and Twitter. Moreover, because CEOs being on Twitter is a new development, there are
few studies examining how CEOs should or do use social media. Much of the research
does exist is more legal in nature given the SEC U. S. Security and Exchange
Commission’s concerns discussed earlier as well as additionally liability concerns. While
this study drew on popular media to fill the research gap; additional academic studies
would have helped inform the research instrument used as well provide guidance on
research questions and hypotheses.

Research Instrument
As previously mentioned there is not extensive research studying CEOs on social
media and Twitter specifically. As such, a research instrument did not already exist to
code tweets by a CEO. Thus, the investigator had to develop a new research instrument to
conduct the study. While the research instrument functioned well for the study, having a
previously developed research instrument to learn from or borrow from would have helpful in the research process.

**Measuring Success**

While this study sought to understand whether CEOs were using Twitter successfully, it became clear that complete success could not be measured given the study’s design. While this study was able to measure success on the part of the message sender, the CEOs, it was not able to measure success on the part of the receiver. Essentially, this study was not able to determine how CEOs followers view the CEOs. Though this study was able to measure partial success, a complete determination of successful use of Twitter cannot be gained without being able to study how the CEOs are viewed by their followers.

With this study’s findings and limitations in mind it is important to look towards future research. As discussed in the literature review, scholarly research on CEOs using social media is limited; however, as more and more CEOs develop online personas the body of research needs to grow as well. Thus, it is important to examine potential avenues for future research.

**Future Research**

There is substantial need for future research into how Twitter should be used by CEOs. On multiple levels more data is needed. Primarily, there needs to be a greater understanding as to how CEOs are currently using Twitter. A potential avenue for study is examining behaviors within industries. Specifically, do CEOs in certain industries use Twitter differently than CEOs in other industries? Additionally, this study focused on the
Fortune 500 companies, which are typically older more established companies, but another study could focus on up-and-coming companies who are more likely to be younger and were perhaps created in the social media age. It would be interesting to see if the age or financial standing of a company impacts the way its CEO utilizes Twitter. Once there is a deeper understanding as to how CEOs use Twitter, best practices need to be identified to enable training and growth of Twitter-using CEOs. Since the study of CEOs using social media is so young, there are a multitude of future research opportunities.

With a clear understanding of this study’s findings, limitations, and future research recommendations it is clear that CEOs are going to continue to use social media as long as they can reap public relations benefits.
CONCLUSION

From style of communication, type of tweet, reason for use, and intended audience, CEOs are using Twitter in very different ways with very different goals. Some CEOs, like Yahoo’s Marissa Mayer, are using it to respond to crises as they happen. Others, like American Family Mutual Insurance’s Jack Salzwedel, have used it to connect with employees located all over the country on a personal level. This study provided an indication of how CEOs ought to be using Twitter as well as a practical understanding of how they are currently utilizing Twitter. This study suggests some of the best practices that can be developed for all CEOs using Twitter, those in Fortune 500 and those trying to break on to the list.
# APPENDIX A

## Twitter Codebook

Table 3 Twitter Codebook

<table>
<thead>
<tr>
<th>CEO:</th>
<th>Number of followers:</th>
<th>Number of tweets:</th>
<th>Number of retweets:</th>
<th>Number of favorites:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of tweet</td>
<td>Personal life</td>
<td>Company</td>
<td>World event</td>
<td>Retweet</td>
</tr>
<tr>
<td>Tweet about personal life</td>
<td>Personal venture</td>
<td>Health</td>
<td>Family event</td>
<td>Political beliefs</td>
</tr>
<tr>
<td>Tweet about personal life</td>
<td>Sports</td>
<td>Religious beliefs</td>
<td>Other</td>
<td></td>
</tr>
<tr>
<td>Tweet about company</td>
<td>Crisis</td>
<td>New business venture</td>
<td>Donation to charity</td>
<td>New research development</td>
</tr>
<tr>
<td>Tweet about company</td>
<td>Award</td>
<td>Responding to employee</td>
<td>Promoting a product</td>
<td>Other</td>
</tr>
<tr>
<td>Tweet about world event</td>
<td>Positive</td>
<td>Negative</td>
<td>Other:</td>
<td></td>
</tr>
<tr>
<td>Tweet is a retweet</td>
<td>Well known organization or individual</td>
<td>Own company</td>
<td>Partner organization</td>
<td>Follower</td>
</tr>
<tr>
<td>Tweet is a retweet</td>
<td>Employee</td>
<td>Other</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Qualities Displayed</td>
<td>Vision</td>
<td>Empathy</td>
<td>Self-confidence</td>
<td>Innovativeness</td>
</tr>
</tbody>
</table>
## Twitter Usage Data

<table>
<thead>
<tr>
<th>Name</th>
<th>Company</th>
<th>Handle</th>
<th>Total Number of Tweets</th>
<th>Number of Tweets in Sample</th>
<th>First Tweet</th>
<th>Number of Followers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dave Barger</td>
<td>Jet Blue</td>
<td>DavidJBarger</td>
<td>2,131</td>
<td>35</td>
<td>January, 2011</td>
<td>6,413</td>
</tr>
<tr>
<td>Mary Barra</td>
<td>GM</td>
<td>mbarra</td>
<td>9</td>
<td>2</td>
<td>April, 2013</td>
<td>7,377</td>
</tr>
<tr>
<td>Mark Bertolini</td>
<td>Aetna</td>
<td>mtbert</td>
<td>1378</td>
<td>7</td>
<td>September, 2009</td>
<td>7189</td>
</tr>
<tr>
<td>Bruce Broussard</td>
<td>Humana</td>
<td>BruceDBroussard</td>
<td>113</td>
<td>10</td>
<td>January, 2013</td>
<td>1,290</td>
</tr>
<tr>
<td>Greg Brown</td>
<td>Motorola Solutions</td>
<td>gregbrownmoto</td>
<td>254</td>
<td>4</td>
<td>February, 2011</td>
<td>2,036</td>
</tr>
<tr>
<td>Michael Dell</td>
<td>Dell</td>
<td>MichaelDell</td>
<td>1,961</td>
<td>48</td>
<td>July, 2009</td>
<td>625,841</td>
</tr>
<tr>
<td>John Donahoe</td>
<td>eBay Inc.</td>
<td>Donahoe_John</td>
<td>76</td>
<td>4</td>
<td>February, 2010</td>
<td>11,082</td>
</tr>
<tr>
<td>Hikmet Ersek</td>
<td>Western Union</td>
<td>WesternUnionCEO</td>
<td>302</td>
<td>3</td>
<td>July, 2012</td>
<td>2,862</td>
</tr>
<tr>
<td>Dennis Hatchell</td>
<td>The Pantry</td>
<td>ChiefRoo</td>
<td>518</td>
<td>26</td>
<td>May, 2012</td>
<td>410</td>
</tr>
<tr>
<td>Jeff Immelt</td>
<td>General Electric</td>
<td>JeffImmelt</td>
<td>123</td>
<td>2</td>
<td>September, 2012</td>
<td>20,370</td>
</tr>
<tr>
<td>Omar Ishrak</td>
<td>Medtronic</td>
<td>MedtronicCEO</td>
<td>565</td>
<td>23</td>
<td>June, 2011</td>
<td>59,382</td>
</tr>
<tr>
<td>Mike Jackson</td>
<td>Auto Nation</td>
<td>CEOMikeJackson</td>
<td>1,826</td>
<td>17</td>
<td>August, 2010</td>
<td>11,624</td>
</tr>
<tr>
<td>Jeff Joerres</td>
<td>Manpower Group</td>
<td>ManpowerGroupJJ</td>
<td>1,956</td>
<td>62</td>
<td>May, 2009</td>
<td>7,295</td>
</tr>
<tr>
<td>Ralph Lauren</td>
<td>Ralph Lauren</td>
<td>RalphLauren</td>
<td>1967*</td>
<td>3</td>
<td>April, 2009</td>
<td>708,361*</td>
</tr>
<tr>
<td>Marissa Mayer</td>
<td>Yahoo</td>
<td>marissamayer</td>
<td>1,153</td>
<td></td>
<td>July, 2009</td>
<td>56,586</td>
</tr>
<tr>
<td>Rupert Murdoch</td>
<td>News Corp</td>
<td>rupertmurdoch</td>
<td>1,107</td>
<td>6</td>
<td>December, 2011</td>
<td>50,2240</td>
</tr>
<tr>
<td>Michael Rapino</td>
<td>Live Nation</td>
<td>rapino99</td>
<td>993</td>
<td>30</td>
<td>March, 2009</td>
<td>10,697</td>
</tr>
<tr>
<td>Name</td>
<td>Company</td>
<td>Username</td>
<td>Followers</td>
<td>Mentions</td>
<td>Date</td>
<td>Hashtags</td>
</tr>
<tr>
<td>--------------------</td>
<td>--------------------------</td>
<td>----------------</td>
<td>-----------</td>
<td>----------</td>
<td>---------------------</td>
<td>----------</td>
</tr>
<tr>
<td>Jack Salzwedel</td>
<td>American Family Mutual Insurance Group</td>
<td>AmFamJack</td>
<td>4,967</td>
<td>141</td>
<td>September, 2009</td>
<td></td>
</tr>
<tr>
<td>Dean Scarbourough</td>
<td>Avery Dennison</td>
<td>chester1955</td>
<td>230</td>
<td>3</td>
<td>February, 2009</td>
<td></td>
</tr>
</tbody>
</table>

*Ralph Lauren the CEO tweets from the corporate account by signing his personal tweets, the numbers above reflect the numbers from the corporate account and are not entirely attributable to Ralph Lauren the CEO.
APPENDIX C

Figures Depicting Functions of Public Relations and Qualities of a Charismatic Leader

![Press Agenetry & Empathy](chart.png)

Figure 2
Figure 5

Press Agentry & Vision

CEO

Frequency of Tweets

Dave Barger
Mary Barra
Mark Bertolini
Bruce Broussard
Greg Brown
Michael Dell
John Donahoe
Hikmet Ersek
Dennis Hatchell
Jeff Immelt
Omar Ishrak
Mike Jackson
Jeff Joerres
Ralph Lauren
Marissa Mayer
Rupert Murdoch
Michael Rapino
Jack Salzwedel
Dean Scarborough

Press Agentry
Vision

Figure 5
Figure 6

Press Agentry & No Quality

Frequency of Tweets

Dave Barger
Mary Barra
Mark Bertolini
Bruce Broussard
Greg Brown
Michael Dell
John Donahoe
Hikmet Ersek
Dennis Hatchell
Jeff Immelt
Omar Ishrak
Mike Jackson
Jeff Joerres
Ralph Lauren
Marissa Mayer
Rupert Murdoch
Michael Rapino
Jack Salzwedel
Dean Scarbourough

CEO

Press Agentry
No Quality
Figure 7
Figure 8

Figure 9
Two-way Asymmetrical & Empathy

Figure 12
Two-way Asymmetrical & Innovation

Figure 13
Two-way Asymmetrical & Self-Confidence

CEO

Figure 14
Figure 15

Two-way Asymmetrical & Vision

CEO

Frequency of Tweets

Dave Barger  Mary Barra  Mark Bertolini  Bruce Broussard  Greg Brown  Michael Dell  John Donahoe  Hikmet Ersek  Dennis Hatchell  Jeff Immelt  Omar Ishrak  Jeff Joerres  Ralph Lauren  Marissa Mayer  Rupert Murdoch  Michael Rapino  Jack Salzwedel  Dean Scarbourough

Two-way Asymmetrical
Vision
Two-way Asymmetrical & No Quality

Frequency of Tweets

Dave Barger  Mary Barra  Mark Bertolini  Bruce Broussard  Greg Brown  John Donahoe  Dennis Hatchell  Hikmet Ersek  Omar Ishrak  Mike Jackson  Jeff Joerres  Ralph Lauren  Marissa Mayer  Rupert Murdoch  Michael Rapino  Jack Salzwedel  Dean Scarbourough

CEO

Two-way Asymmetrical  No Quality

Figure 16
Figure 17

Two-way Symmetrical & Empathy

Frequency of Tweets

Dave Barger
Mary Barra
Mark Bertolini
Bruce Broussard
Greg Brown
Michael Dell
John Donahoe
Hikmet Ersek
Dennis Hatchell
Jeff Immelt
Omar Ishrak
Mike Jackson
Jeff Joerres
Ralph Lauren
Marissa Mayer
Rupert Murdoch
Michael Rapino
Jack Saltzburger
Dean Scarbourough

CEO

Two-way Symmetrical
Empathy
Figure 18

Two-way Symmetrical & Innovation

Frequency of Tweets

Dave Barger
Mary Barra
Mark Bertolini
Bruce Broussard
Greg Brown
John Donahoe
Hikmet Ersek
Dennis Hatchell
Jeff Immelt
Mike Jackson
Jeff Joerres
Ralph Lauren
Marissa Mayer
Michael Rapino
Jack Salzwedel
Dean Scarbourough

CEO

Two-way Symmetrical
Innovation

Figure 19

Two-way Symmetrical & Self-confidence

Frequency of Tweets

Dave Barger
Mary Barra
Mark Bertolini
Bruce Broussard
Greg Brown
John Donahoe
Hikmet Ersek
Dennis Hatchell
Jeff Immelt
Mike Jackson
Jeff Joerres
Ralph Lauren
Marissa Mayer
Michael Rapino
Jack Salzwedel
Dean Scarbourough

CEO

Two-way Symmetrical
Self-Confidence
Figure 20

Two-way Symmetrical & Vision

Frequency of Tweets

CEO

Dave Barger
Mary Barra
Bruce Broussard
Greg Brown
John Donahoe
Hilmet Erek
Dennis Hatchell
Omar Ishrak
Jeff Immelt
Mike Jackson
Jeff Joerres
Ralph Lauren
Rupert Murdoch
Michael Rapino
Jack Scarbrough

Two-way Symmetrical
Vision
Two-way Asymmetrical & Vision

Frequency of Tweets

Dave Barger
Mary Barra
Mark Bertolini
Bruce Broussard
Greg Brown
Michael Dell
John Donahoe
Hikmet Ersek
Dennis Hatchell
Jeff Immelt
Omar Ishrak
Jeff Joerres
Ralph Lauren
Marissa Mayer
Rupert Murdoch
Michael Rapino
Jack Salzwedel
Dean Scarbourough

CEO

Two-way Asymmetrical Vision

Figure 21
Figure 22

Two-way Symmetrical & No Quality

CEO

Frequency of Tweet

Two-way Symmetrical

No Quality

Dave Barger
Mark Bertolini
Greg Brown
John Donahoe
Dennis Hatchell
Omar Ishrak
Jeff Joerres
Marissa Mayer
Michael Rapino
Dean Scarborough
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BIOGRAPHY

Kathleen DeNardi received her Bachelor of Science in Public Administration from George Mason University in 2012. She will received her Master of Arts in Communication from George Mason University in 2014.