

Spokesperson Body Language in Communications:

How Stakeholders Perceive Organizations Through Spokesperson Body Language

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Abstract

This study examines the research question: "How does an organization's spokesperson's body language during public speeches or announcements influence how the organization's stakeholders view the organization as a whole?" Both qualitative and quantitative methodologies were used, in the form of a focus group and a survey, respectively. The findings indicate that focus group and survey participants connect spokespersons' body language to their respective organizations. Through analyzing a spokesperson's head movements, facial expressions, eye contact, hand gestures and voice pitch, stakeholders form opinions on spokespersons and their organizations.

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The reason for this research stems from a lack of published studies regarding how stakeholders connect a spokesperson's body language cues during public statements into the stakeholders' overall view of the spokesperson's organization. Nonverbal body language cues include, but are not limited to, a spokesperson's head movements, facial expressions, eye contact, hand gestures and voice pitch. A second set of personal characteristics, including ethnicity, gender and facial appearance, also impact how stakeholders form opinions on spokespersons and their organizations. While the first set of factors can be controlled, the second set of nonverbal visual factors is unchangeable due to a spokesperson's ethnicity, gender and facial appearance being inherent in nature.

Existing studies regarding body language in public relations and related communications fields primarily focus on how crisis communicators use or misuse nonverbal cues to deliver messages to audiences. This is a reactive form of body language; it is not proactive. It is possible that organizations would benefit from training their spokespersons to be aware of key body language signals that might affect how its stakeholders view the organization entirely. This question is explored through the use of quantitative and qualitative research methods in the forms of a focus group and a survey, using convenience sampling techniques.

Literature Review

Today's communication model is two-way symmetrical, meaning that communicators connect with audiences and serve as liaisons between their organizations

and key stakeholders. With the communication feedback cycle essentially accelerated due to growing numbers of social media users, a spokesperson's public speeches, video statements, press conferences and videos are immediately subject to scrutiny. The ways in which spokespersons present themselves can contribute to the success of these messages.

Studies on the effects of communicators' nonverbal cues on stakeholders are limited and focus primarily on body language in crisis communication. According to De Waele and Claeys (2017), "Many [nonverbal] cues can, for instance, affect the degree to which a communicator appears deceptive. ... Despite the relevance of such effects in the context of crisis communication, nonverbal cues are relatively unexplored in this domain" (p. 680).

Through a content analysis of 160 crisis communication videos broadcast between 1977 and 2015, De Waele and Claeys examine how nonverbal cues conveying deception "are communicated by organizations and individuals in crisis and how situational factors ... affect the occurrence of these nonverbal cues" (p. 680). They found a "considerable number of speakers performed relatively well regarding nonverbal cues of deception" (De Waele & Claeys, 2017, p. 688). De Waele and Claeys' (2017) findings illustrate that nonverbal cues of deception are primarily impacted by three elements: the crisis type, the format of crisis communication and the source. They found that "cues of deception mainly occur in the case of a preventable crisis, which is the type of crisis ... with the highest risk of reputation damage" (De Waele & Claeys, 2017, p. 688).

The format of crisis communication plays a considerable role in audience perception. There are the traditional formats, such as press conferences, interviews and

live public speeches, but more recently, corporate videos are gaining popularity. De Waele and Claeys wrote, “Interviews and press conferences can always lead to unexpected, difficult questions, while corporate videos can be completely prepared and can be re-recorded if necessary” (2017, p. 682). Their study showed that “corporate videos seem to be the best option in terms of avoiding nonverbal cues of deception” in order to minimize nonverbal deceptive cues (De Waele & Claeys, 2017, p. 688). The advantages that come with corporate videos, such as rehearsal time and the ability to rerecord content, make this format a desirable choice for organizations dealing with sensitive themes.

The corporate video format is also a preferable choice due to the possibility of a speaker’s nerves interfering with message delivery. Nerves often cause speakers to produce body language that does not match spoken words, and this can be an issue for organizations in crisis that are trying to re-establish trust, credibility and authenticity with stakeholders. Many times, “nonverbal indicators of nervousness are also the cues people rely on to assess deception” (De Waele & Claeys, 2017, p. 682). Because public speaking is commonly feared, spokespersons might take advantage of situations when they are speaking publicly, either in person or by video broadcast, by learning which nonverbal cues communicate deception.

While a speaker’s body language can radiate deception or honesty, a speaker’s nonverbal cues can also convey power or powerlessness. Given that crises are unanticipated, recognizing particular nonverbal expressions of power is a critical awareness that can be used as a tool to calm stakeholders, disseminate messages effectively and manage an organization’s reputation. In their 2014 study on the

importance of spokespersons' nonverbal expressions of power during crises, researchers Claeys and Cauberghe conducted two studies. The first examined the impact of vocal cues of power, and the second examined the impact of visual cues of power.

People do not communicate through message content alone, and Claeys and Cauberghe (2014) stressed, "People consistently link vocal cues to certain personality traits ... [and] with personal characteristics of leadership and control" (p. 1161). Regarding vocal cues, a meta-analysis determined that liars have higher-pitched voices than truth tellers: "Higher-pitched voice is ... a cue for deception. ... Lower-pitched voice is typically associated with "leadership, honesty, intelligence, and expertise" (Claeys & Cauberghe, 2014, p. 1162). By simply controlling voice tone, spokespersons can get one step closer to restoring calm within stakeholders during crises. Furthermore, "The positive impact of a lower-pitched voice can be explained by an intermediate effect of perceived powerlessness" (Claeys & Cauberghe, 2014, p. 1162).

Claeys and Cauberghe's study confirmed that voice pitch is a critical element that stakeholders consider when perceiving a speaker's powerlessness, but the study also considered visual cues. Findings from Claeys and Cauberghe's second study revealed: "Visual cues (i.e., eye contact while speaking, expressive body movements, and relaxed facial expression) can also increase the public's perception that an organizational spokesperson is more competent" (p. 1171-1172).

Depending on the severity of the crisis, a spokesperson conveying either competence or inadequacy to the public can sometimes mean the rise or the fall of an organization defending its reputation. Reputation management is a complex objective, and a comprehensive approach might include training the organization's spokesperson to

practice powerful, positive body language in all public speeches. Claeys and Cauberghe found, “During a crisis, powerful nonverbal behaviors minimize the reputational damage through an increase in perceived competence of the spokesperson” (Claeys & Cauberghe, 2014, p. 1160).

Nonverbal cues are not important in an exclusively audiovisual format. Radio messages, which are purely audio in their format, can also influence stakeholders’ perceptions of organizations. In their study, De Waele, Claeys and Cauberghe (2017) explored the impact of voice pitch and speech rate – two vocal cues detectable through audio media – during crisis communication. They wrote, “People’s opinion about another person is not only based on what a person says (verbal cues) but also to a large extent on visual and vocal cues” (De Waele et al., 2017, p. 4). Crisis communication is a quickly growing field within public relations, and research in this field typically focuses on verbal elements of message dissemination. However, De Waele et al. (2017) found: “Research in aligned fields, such as political communication and marketing communication, shows that such nonverbal cues can influence an audience’s perception of a communicator to a large extent” (p. 2).

It is important to note that voice pitch and speech rate are two vocal cues that are perpetually interconnected. Vocal cues like speech rate and voice pitch “interact with the content of [a] message” (De Waele et al., 2017, p. 2). A message can be perfectly crafted, but vocal cues still influence the way audiences analyze messages and form opinions about speakers. De Waele et al. (2017) provide implementable findings that spokespersons, voice coaches and media trainers can use as “instruments for effective public relations” (p. 3). Crisis communicators have an especially high responsibility to

make favorable impressions upon stakeholders, and stakeholders are keenly aware of visual and vocal cues.

Besides nonverbal cues, stakeholders rate spokespersons positively based on a number of personal factors, including a spokesperson's ethnicity and facial features. Studies found that stakeholders favor speakers who have an ethnic background similar to their own, as well as spokespersons who have baby faces. A spokesperson with a baby face has large eyes, a small nose, a high forehead and a small chin (De Waele et al., 2017, p. 4).

Along with ethnicity and facial appearance, stakeholders are sensitive to the gender of the spokesperson. In their study, Crijns, Claeys, Cauberghe and Hudders (2017) were the first to investigate the "interaction between verbal aspects (i.e., crisis response strategy) and visual aspects (i.e., gender similarity) in crisis communication" (p. 149). They found: "People form their opinions about others not only on the basis of what they say (i.e., verbal content, such as crisis response strategies); nonverbal visual aspects are also important" (Crijns et al., 2017, p. 143).

Gender is one of the main nonverbal visual aspects that stakeholders pay attention to in crisis responses. Crijns et al. (2017) employed a research method that involved sending press releases to 105 respondents, detailing two different scenarios of organization misconduct. The press releases included photos of male and female spokespersons, and the results showed that "gender similarity increased empathy among stakeholders and that this empathy, in turn, positively affected organizational reputation" (Crijns et al., 2017, p. 148). Findings from this study are imperative "not only in a crisis communication context but also in a broader organizational communication domain in

which a spokesperson has to deliver a persuasive message to an audience and in which the creation of empathy is important" (Crijns et al., 2017, p. 150). While other studies focus on the importance of a spokesperson's nonverbal aspects in crises, Crijns et al. bring light to the importance of nonverbal aspects beyond crisis communication. The findings of Crijns et al. illustrate that when stakeholders have more empathy for spokespersons of the same gender, this empathy did not benefit the spokesperson, exclusively; the overall company image improved.

Nonverbal communication plays an enormous role in times of crises. A speaker's body language can sometimes speak more than his or her words, yet little emphasis is placed on this significant element of message delivery. Favorable body language goes beyond spokesperson likability. Words alone do not account for message success. Organizations can substantially benefit from spokespersons who present themselves effectively through nonverbal cues.

Methodology

The two methodologies used in this research project are quantitative research in the form of a survey, and qualitative research in the form of a focus group study. The independent variable is how spokespersons portray messages through body language in public speeches and video statements. The dependent variable is how the public perceives a spokesperson's body language and relates it to the overall view of the spokesperson's organization. With time and limited resources being two challenges associated with this research project, convenience samples were gathered for both the survey and focus group.

Results

Focus Group Findings

The participants said they were narrowly familiar with deciphering body language cues, but all five participants said they pay close attention to body language in daily conversations and when watching public speeches or television news. For the purpose of the questions being explored in the focus group session, it is a desired quality for the participants not to know how to decipher body language. They did not come into the session with preconceived ideas of, for example, what high voice pitch relays (according to body language studies).

Taking into consideration each participant's background, six videos were shown over the course of one hour. Each video averaged around two minutes, and the group discussed their responses after the conclusion of each video. The content in each video exhibited spokespersons from four different United States based companies engaging in either crisis communication or responding to negative situations. Four of the five participants had purchased either products or services from all four companies (one being a soda company, one an ice cream company, one a clothing line and one an airline). One participant had purchased products from only two of the companies.

Participants were asked to focus on each spokesperson's head movements, facial expressions, eye contact, voice pitch and hand gestures. Discussions between each video focused primarily on head body language, which includes eye contact, facial expressions and head movements. Voice pitch was the second most discussed nonverbal cue. Hand movements were focused on the least out of all body language cues. However, one

participant mentioned how a spokesperson for a soda company seemed to hold a soda can as a “security blanket.”

As mentioned, participants focused on each spokesperson’s head/face the most. One participant said of a spokesperson’s head movements, “Even though he was trying to validate [X company], he was shaking his head ‘no.’” When asked what this conveyed to the participant, she said, “It’s as if he truly doesn’t believe what he’s saying, and it makes me not believe him.” Another participant added, “It’s as if he’s trying to convince himself that [X company] is a good company.”

When asked what lack of eye contact conveyed to participants, one participant said, “It’s like he’s … not confident in his statements.” Another added, “It makes me not trust him.” Participants also paid attention to where spokespersons looked (into the camera, up to the ceiling, down to the floor, reading a script to the side, etc.). Participants found obvious script reading to be distasteful. One participant said it made her feel like one spokesperson was “insincere.” Another said that the spokesperson who seemed to be reading a script came across as “emotionless.” In analyzing participant responses, direct eye contact is critical for conveying sincerity.

Regarding facial expressions, participants “bought” spokesperson apologies when spokespersons did not smile. Referring to the clothing line spokesperson video, one participant said, “He looks sad. … I would accept his apology if he was apologizing to me personally.” Another added, “His eyes look so sad. I think he feels really bad about it.” Sad facial expressions conveyed genuine upset and concern to participants. This concurred with De Waele and Claeys’ findings (2017): “Facial expressions of sadness during corporate apologies have a positive effect, while nonverbal expressions of

happiness (e.g., smiling) reduce the effectiveness of corporate apologies” (p. 2).

Concerning voice pitch, participants were asked to rank each spokesperson’s voice pitch on a scale of one to five, with one being low pitched and five being high pitched. Except for one participant, lower voice pitch conveyed stability.

After watching all videos and allowing participants to discuss their opinions, participants were asked to reflect on the body language of each of the spokespersons. Participants were asked one of the key questions: did spokesperson body language make an impact on how they viewed the individual companies? Three of the five participants said it did. Two did not strongly connect each spokesperson’s body language to their respective companies. One participant said of the ice cream company spokesperson, “His body language conveys deception, and I don’t trust him. It makes me not want to buy [X company’s] ice cream.” Another participant said of one spokesperson’s body language, “It gives a bad image to the whole company.”

Questions Asked in Focus Group Study

Introductory

- How familiar are you with deciphering body language?
- Is body language something you tend to pay attention to when you watch someone speak publicly?

Transition

- After watching this video, what did you notice about the spokesperson’s head movements, facial expressions, eye contact, hand gestures and voice pitch?

- Regarding the spokesperson's body language, which aspects do you think matched or mismatched spoken content?

Key

- Does this organization's spokesperson's body language during this video statement influence how you see the organization as a whole?"
- Does sincerity or insincerity relayed in the spokesperson's body language affect how you perceive the spokesperson's organization's trustworthiness/credibility?

Probe

- Please give a specific example of the speaker's body language that conveyed what you just mentioned.
- Why does that body language make you feel X way?

Note: Transition, key and probe questions were repeated after participants watched six different videos of spokespersons responding to crises or negative situations involving their respective organizations.

Focus Group Participant Demographics

The sample consisted of five women.

C.L.: Age 55, White

G.K.: Age 28, White

K.M.: Age 25, White

B.L.: Age 17, White

S.L: Age 16, White

Focus Group Data Analysis

Conclusion of focus group data was achieved through logical analyses of answers as well as manifest content analysis (counting number of times key words were mentioned, such as eyes, hands, face and tone), then ranking these key words, and concluding that eyes were mentioned most, then face, then tone, then hands.

Focus Group Conclusion

Four of the five participants said they linked sincerity of spokespersons, conveyed through body language, to overall company trustworthiness. Summarizing responses, all participants said steady, low voice pitch, eye contact and no smiling while issuing public apologies conveyed candor and sincerity. All participants perceived spokespersons to be deceiving and dishonest who looked up and to the side, looked not directly at the camera or used long pauses in their speeches. In conclusion, spokesperson body language directly affected how participants felt about not just the spokesperson, but also their respective companies.

Survey Findings

An analytical survey was conducted to explore the research question: “How does an organization’s spokesperson’s body language during public speeches or announcements influence how the organization’s stakeholders view the organization as a whole?”

The survey sample, conducted on Qualtrics, consisted of 22 people. A total of 26 people were contacted. The first question in the analytical survey explored whether

respondents pay attention to spokespersons' body language cues. The majority of the respondents answered "Always," which served to the advantage of the rest of the survey questions. Results for the key question ("Does the way a spokesperson presents himself/herself through body language during public speeches influence how you view his/her organization overall?") showed that more than half of the respondents are influenced by a spokesperson's body language during public speeches when it comes to judging the spokesperson's organization overall. However, 45 percent of the sample represented the majority answer ("Probably yes"). When combined with the second most popular answer ("Definitely yes"), the results show that respondents clearly link spokespersons' body language to their respective organizations.

When stating the key question in more explicit terms ("If a spokesperson for a clothing company, for example, delivered a corporate apology that you believed was sincere due to body language cues, would you have more confidence in that clothing company's trustworthiness and credibility?"), more than half of the respondents answered the majority question of "Probably yes," possibly signifying that explicit examples are necessary in order for respondents to envision the situation realistically. However, it is important to note that when asked the opposite ("If a spokesperson for a soda company, for example, delivered a corporate apology that you believed was insincere due to body language cues, would you question that soda company's trustworthiness and credibility?"), a mere 36 percent of the sample represented the majority answer, "Probably yes." In conclusion, the respondents communicate that body language does play a role in how they view spokespersons' organizations, but that evidence of the

spokesperson's sincerity displayed through body language affected their opinions of the organizations more strongly than insincerity.

The second section of the survey asked questions regarding the basics of body language. This entails how respondents view fundamental body language cues such as smiling, eye contact, low voice pitch and high voice pitch. Results concurred with previous findings on how people perceive body language cues. The majority of the respondents answered that direct eye contact conveys confidence, lack of eye contact conveys both insecurity and deception and no smiling during apologies conveys sincerity. Regarding voice pitch, results were mixed/inconclusive.

The final section of the Qualtrics survey covered sample demographics (gender and age). Females comprised 81.82 percent of the sample, and males comprised 18.18 percent. Regarding age, respondents aged 30 or under comprised 40.91 percent of the sample, 31 to 50 comprised 13.64 percent, and 51 or over comprised 45.45 percent.

Limitations and Suggestions for Future Survey

The main challenge with this survey regarded sample demographics. The sample included four males and 18 females, and a more equal distribution of males and females would have been preferred in order to eliminate the lack of balance. Another challenge concerned sample size; a larger sample would have been better.

In a future survey, providing more explicit examples would allow respondents to further visualize how a spokesperson's body language may or may not affect how respondents view the spokesperson's organization.

Data Analysis

Data collected for this project, which included qualitative and quantitative research methods, were analyzed using Qualtrics' online software (for data from the survey), and by conducting logical analyses of answers as well as conducting manifest content analysis (for the focus group study data).

Conclusion

The importance of body language in the way humans communicate has been well researched. However, little research exists concerning how a spokesperson's body language impacts how people perceive the spokesperson's organization. Literature reviewed from the small collection of existing studies shows body language experts and crisis communication specialists have found that there are considerable connections between spokespersons' body language and stakeholders' opinions. Few studies, if any, *deeply* explore the question: "How does an organization's spokesperson's body language during public speeches or announcements influence how the organization's stakeholders view the organization as a whole?" An audience's response to a spokesperson's body language travels beyond their opinion of the spokesperson himself or herself.

Nonverbal cues such as head movements, facial expressions, eye contact, hand gestures and voice pitch are all links in the delicate web of human connection, and they influence the communication cycle between an organization and its stakeholders. Ethnicity, gender and facial appearance are a second set of factors that influence how audiences perceive messages and form opinions. However, a spokesperson's gender, ethnicity and facial appearance are inherent characteristics that the spokesperson cannot

change. Organizations might choose different speakers for different communication objectives based on audience demographics (analyzing the situation and identifying the “type” of stakeholders who are most critical in a given crisis or predicament).

A common goal in crisis communication is for an organization to present a calm, strong and controlled front in the most genuine way possible, and studies show that spokesperson body language is one tool that can be used to achieve this. Considerable emphasis is consistently placed on the words within messages, but if crucial elements of the delivery are overlooked, such as the speaker’s nonverbal cues, a message’s effectiveness could be compromised.

Methodology: Strengths and Weaknesses

The methodologies used in this research project allow for the estimation of measurement error, and they allow for quick access to participants and respondents. However, the main weakness regarding the methodologies used for this project stems from the sample size: it is not possible to generalize outside the respondents due to the small sample size used in both the focus group study and the survey.

Further Research

This research project explored how audiences respond to a spokesperson’s body language based on messages delivered in crises. Further research might explore (1) how a spokesperson’s body language impacts stakeholders’ opinions of his or her organization based on *non-crisis* communication messages, and (2) the degree to which favorable body language cues in public speeches help proactively prevent organizational crises.

References

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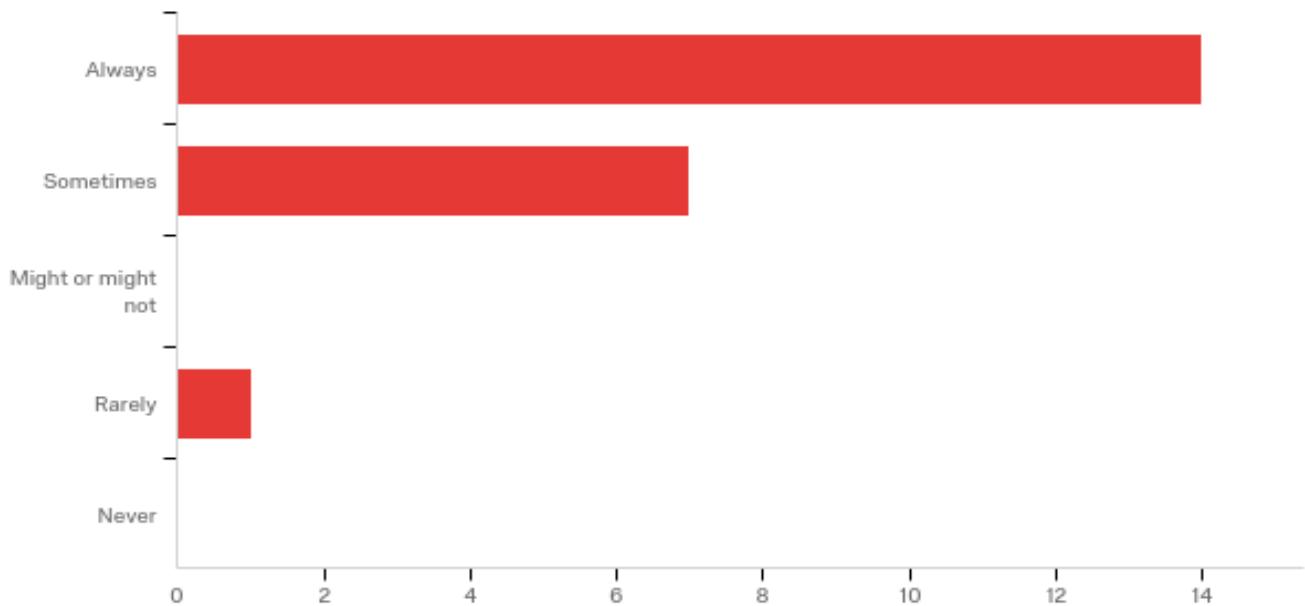
De Waele, A., Claeys, A., & Cauberghe, V. (2017). The Organizational Voice: The Importance of Voice Pitch and Speech Rate in Organizational Crisis Communication. *Communication Research*, 1-24.

Appendix

Copy of Survey Instrument: Qualtrics Survey Report

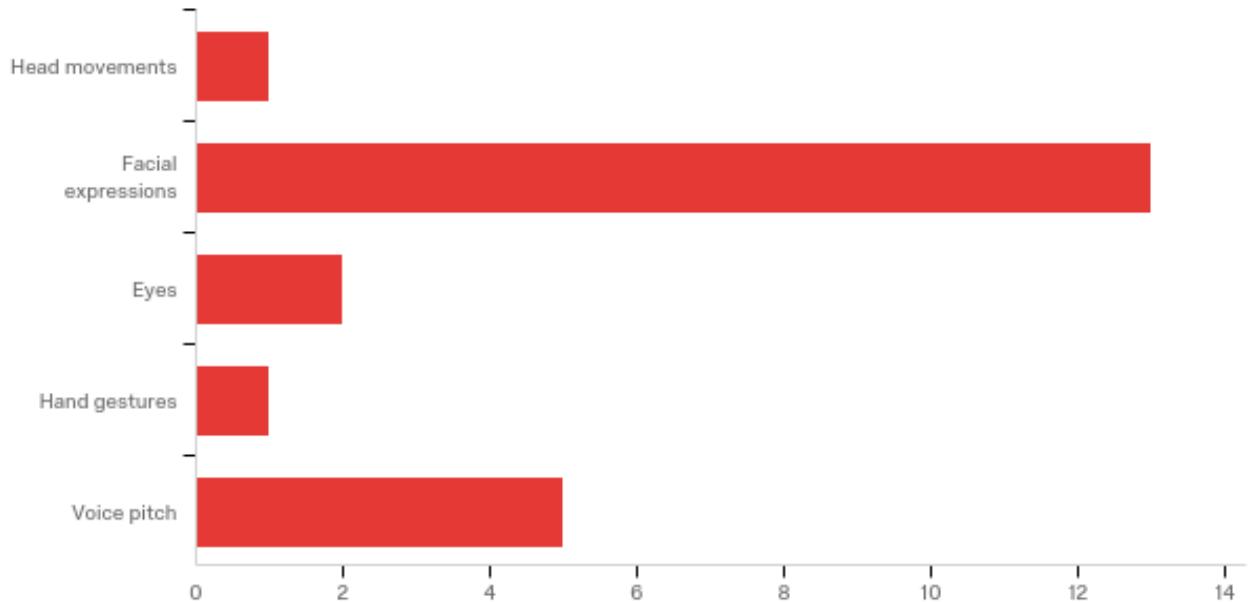
Section 1: Body Language Awareness

Q1 - Do you pay attention to a spokesperson's body language (head movements, facial expressions, eye contact, hand gestures and voice pitch) when he/she issues a public statement?



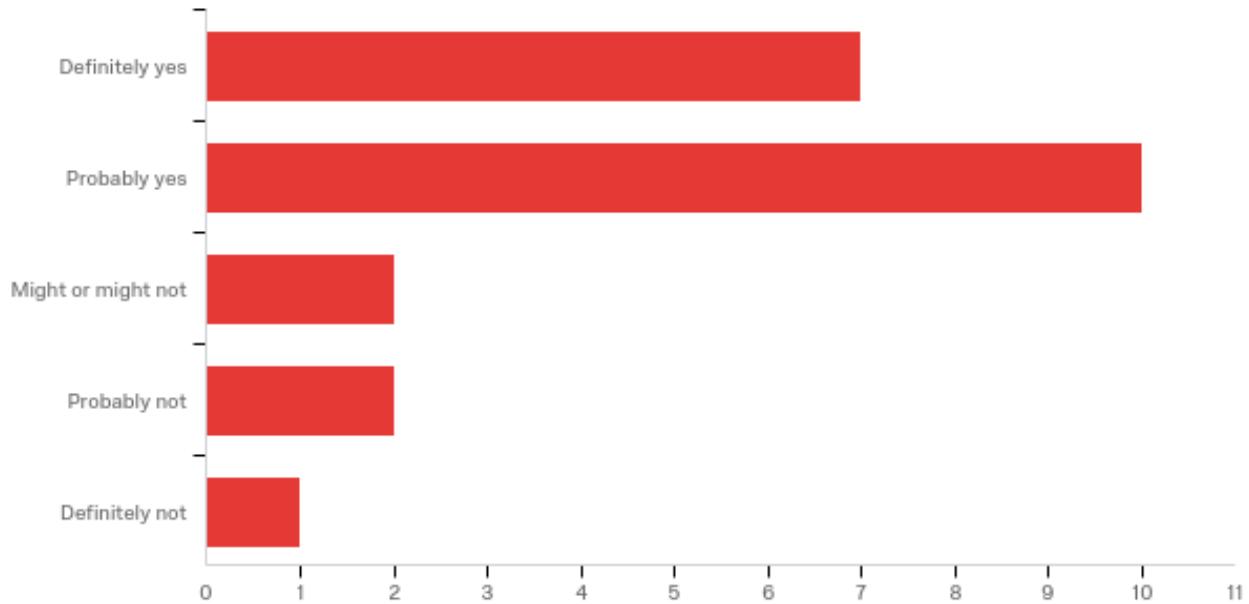
#	Answer	%	Count
1	Always	63.64%	14
2	Sometimes	31.82%	7
3	Might or might not	0.00%	0
4	Rarely	4.55%	1
5	Never	0.00%	0
	Total	100%	22

Q2 - When you watch a spokesperson speak, either on television, in a video or in person, you pay most attention to the speaker's:



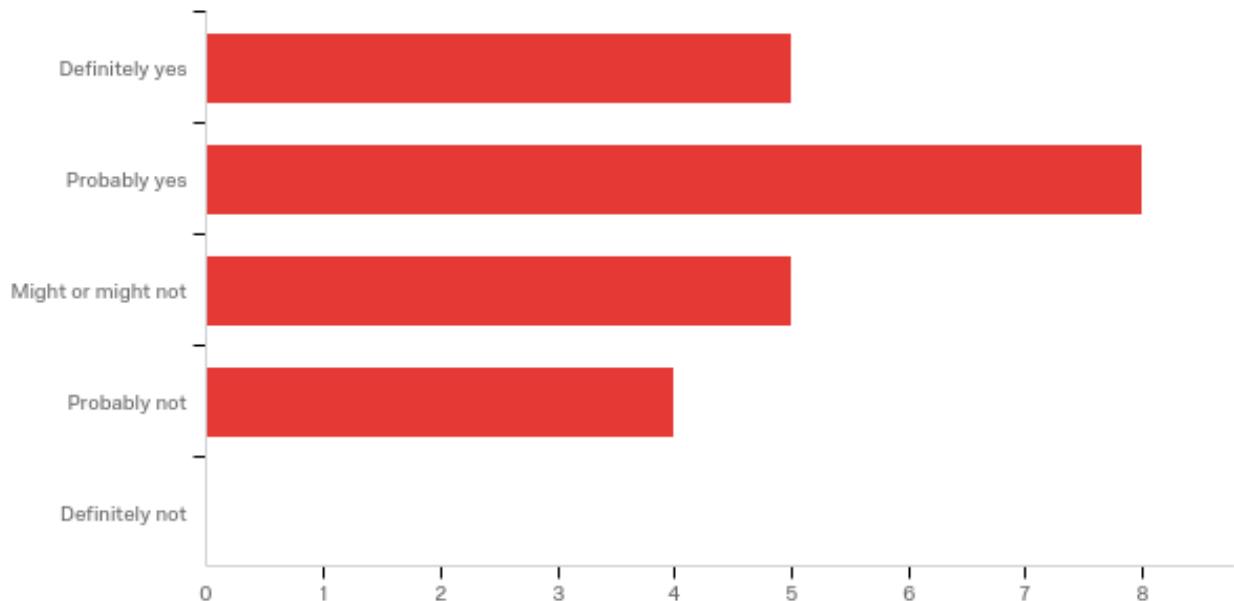
#	Answer	%	Count
1	Head movements	4.55%	1
2	Facial expressions	59.09%	13
3	Eyes	9.09%	2
4	Hand gestures	4.55%	1
5	Voice pitch	22.73%	5
	Total	100%	22

Q3 - Does the way a spokesperson presents himself/herself through body language during public speeches influence how you view his/her organization overall?



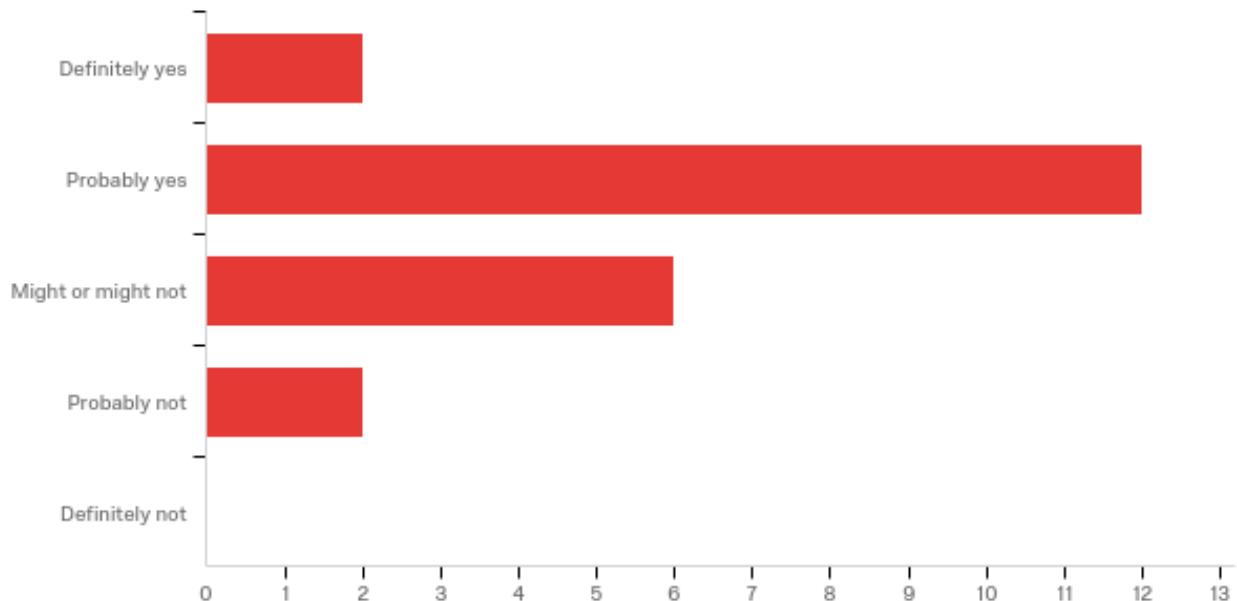
#	Answer	%	Count
1	Definitely yes	31.82%	7
2	Probably yes	45.45%	10
3	Might or might not	9.09%	2
4	Probably not	9.09%	2
5	Definitely not	4.55%	1
	Total	100%	22

Q4 - If a spokesperson for a soda company, for example, delivered a corporate apology that you believed was insincere due to body language cues, would you question that soda company's trustworthiness and credibility?



#	Answer	%	Count
1	Definitely yes	22.73%	5
2	Probably yes	36.36%	8
3	Might or might not	22.73%	5
4	Probably not	18.18%	4
5	Definitely not	0.00%	0
	Total	100%	22

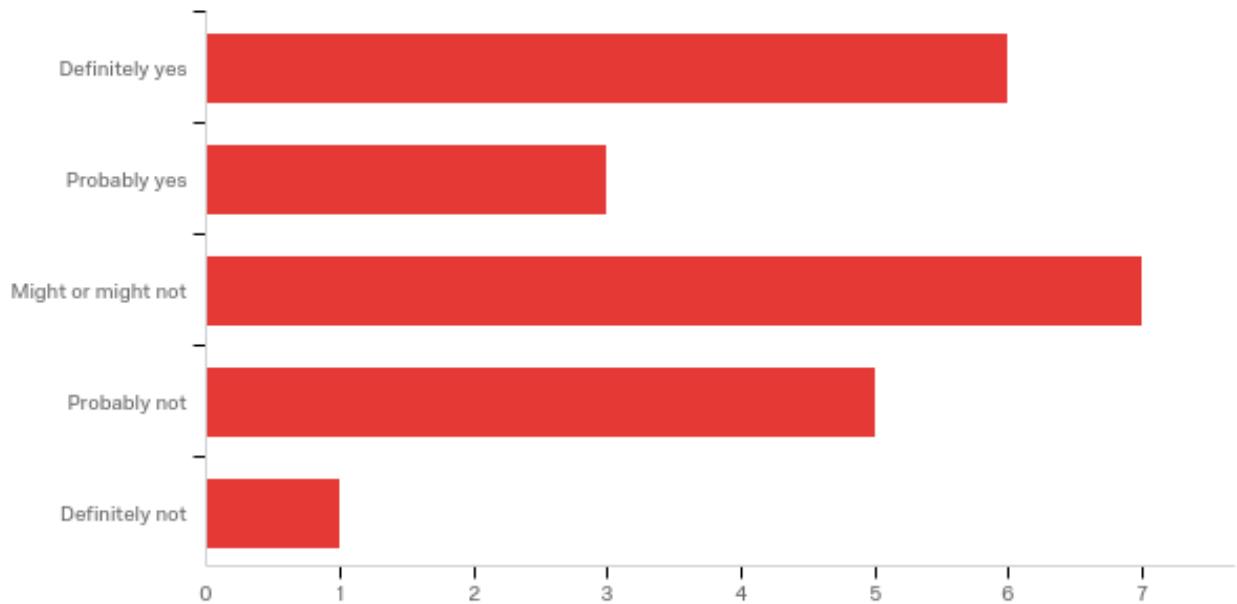
Q5 - If a spokesperson for a clothing company, for example, delivered a corporate apology that you believed was sincere due to body language cues, would you have more confidence in that clothing company's trustworthiness and credibility?



#	Answer	%	Count
1	Definitely yes	9.09%	2
2	Probably yes	54.55%	12
3	Might or might not	27.27%	6
4	Probably not	9.09%	2
5	Definitely not	0.00%	0
	Total	100%	22

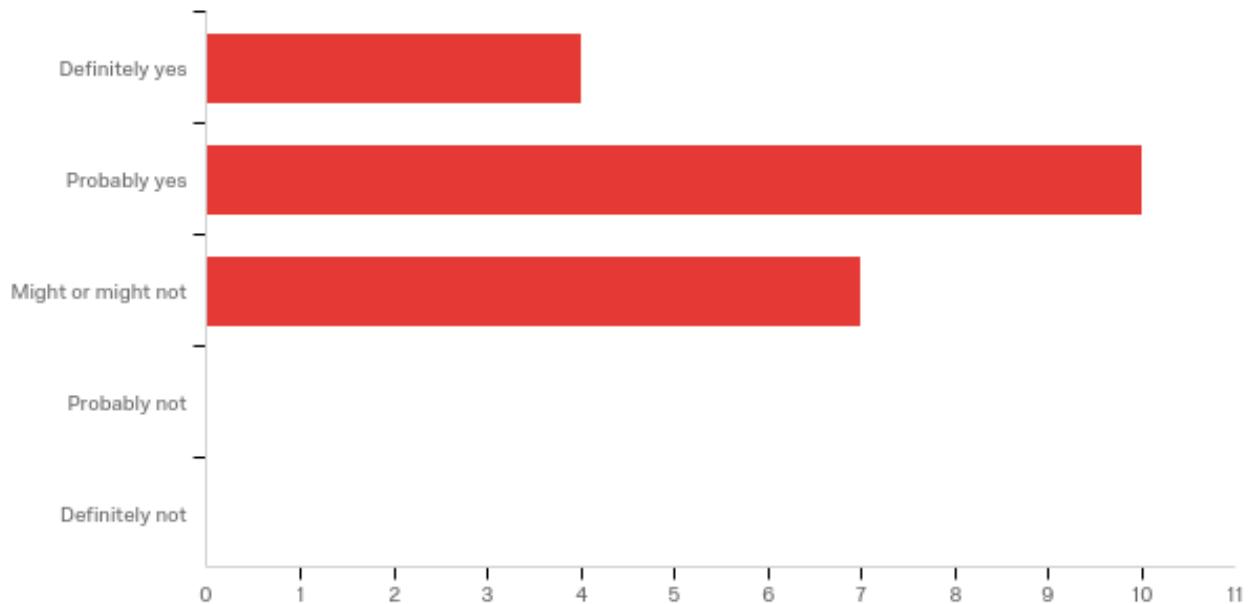
Section 2: Body Language Fundamentals

Q6 - Does a spokesperson who smiles while delivering a corporate apology convey insincerity?



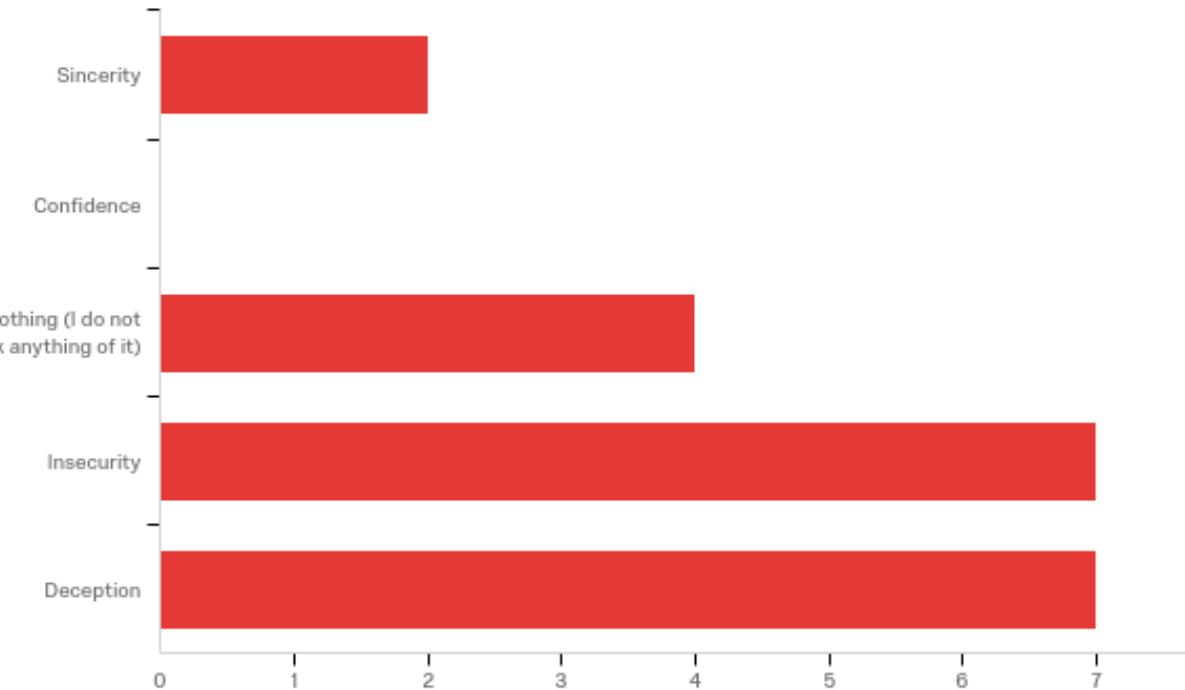
#	Answer	%	Count
1	Definitely yes	27.27%	6
2	Probably yes	13.64%	3
3	Might or might not	31.82%	7
4	Probably not	22.73%	5
5	Definitely not	4.55%	1
	Total	100%	22

Q7 - Does a spokesperson who has a sad facial expression (no smiling) while delivering a corporate apology convey sincerity?



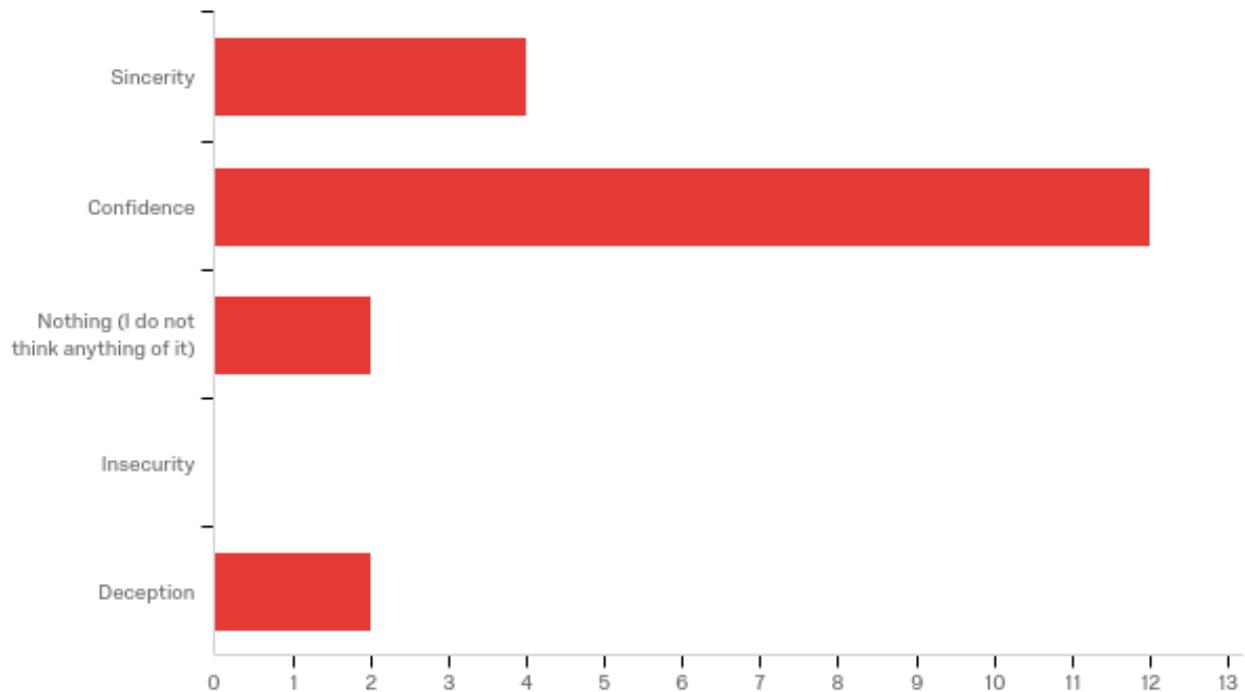
#	Answer	%	Count
1	Definitely yes	19.05%	4
2	Probably yes	47.62%	10
3	Might or might not	33.33%	7
4	Probably not	0.00%	0
5	Definitely not	0.00%	0
	Total	100%	21

Q8 - When a spokesperson does not make direct eye contact (does not look directly into the camera) during a public speech or statement, what does lack of eye contact convey to you?



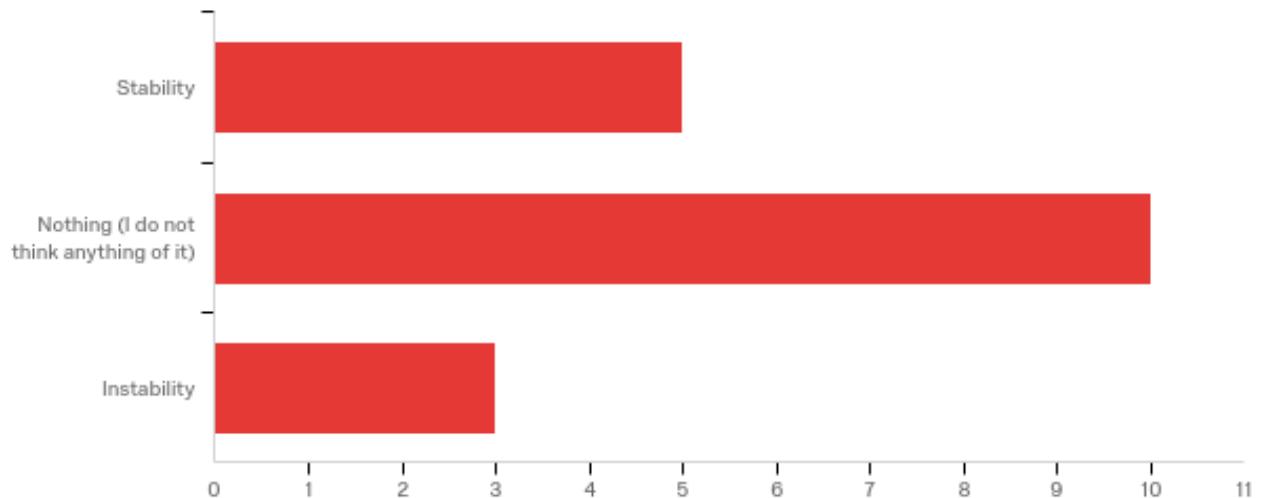
#	Answer	%	Count
1	Sincerity	10.00%	2
3	Nothing (I do not think anything of it)	20.00%	4
4	Insecurity	35.00%	7
5	Deception	35.00%	7
2	Confidence	0.00%	0
Total		100%	20

Q9 - When a spokesperson makes direct eye contact (looks directly into the camera) during a public speech or statement, what does direct eye contact convey to you?



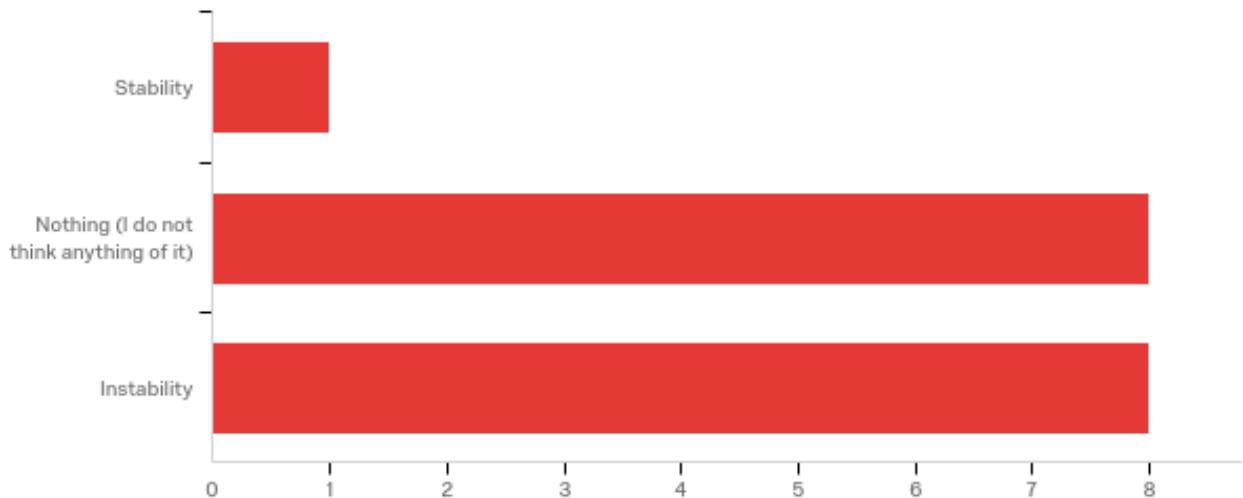
#	Answer	%	Count
1	Sincerity	20.00%	4
2	Confidence	60.00%	12
3	Nothing (I do not think anything of it)	10.00%	2
4	Insecurity	0.00%	0
5	Deception	10.00%	2
	Total	100%	20

Q10 - What do you think low voice pitch in a spokesperson conveys?



#	Answer	%	Count
1	Stability	27.78%	5
2	Nothing (I do not think anything of it)	55.56%	10
3	Instability	16.67%	3
	Total	100%	18

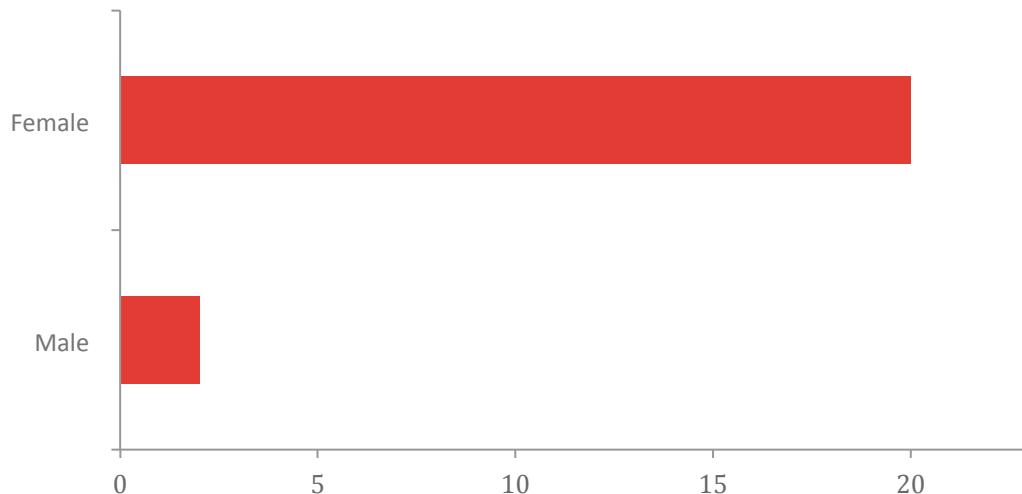
Q11 - What do you think high voice pitch in a spokesperson conveys?



#	Answer	%	Count
1	Stability	5.88%	1
2	Nothing (I do not think anything of it)	47.06%	8
3	Instability	47.06%	8
	Total	100%	17

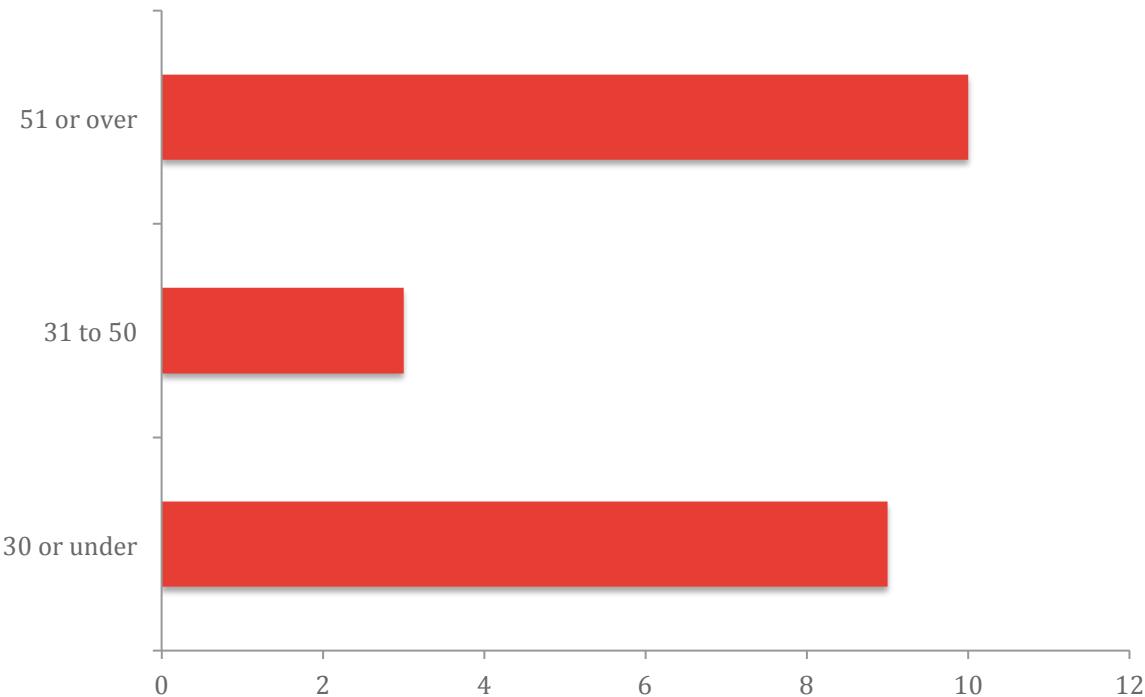
Section 3: Demographics

Q12 - What is your gender?



#	Answer	%	Count
1	Female	81.82%	18
2	Male	18.18%	4
	Total	100%	22

Q13 - What is your age?



#	Answer	%	Count
1	30 or under	40.91%	9
2	31 to 50	13.64%	3
3	51 or over	45.45%	10
	Total	100%	22