

**DEVELOPING A PSYCHOLOGICAL  
ASSESSMENT TOOL USING LINKEDIN  
PROFILE PICTURES FOR IT LEADERSHIP  
RECRUITMENT**

**ANSAB KHALID**

**ASIA e UNIVERSITY  
2024**

DEVELOPING A PSYCHOLOGICAL ASSESSMENT TOOL USING  
LINKEDIN PROFILE PICTURES FOR IT LEADERSHIP RECRUITMENT

ANSAB KHALID

A Thesis Submitted to Asia e University in  
Fulfilment of the Requirements for the  
Degree of Doctor of Philosophy

December 2024

## ABSTRACT

This study explores the use of LinkedIn profile pictures as a tool to assess leadership potential in the IT industry. The novel leadership assessment was developed through phenomenological interviews with experienced and senior IT executives. The interviews aimed to identify visual cues associated with leadership qualities. These qualitative insights were analysed through thematic analysis, leading to the generation of assessment items. The scale was administered on IT professionals (N=400). Exploratory Factor Analysis revealed the factor structure and three distinct factors: Professional Composition and Context (PCC), High Quality and Presentation (HQP), and Professional Intent and Neutrality (PIN). These factors demonstrated significant moderate correlations ( $p < .01$ ) and moderate to good internal consistency (PCC:  $\alpha = .72$ , HQP:  $\alpha = .70$ , PIN:  $\alpha = .63$ ). Further validation through case studies demonstrated the scale's effectiveness in real-world scenarios, confirming its practical utility. The findings suggest that this leadership assessment scale provides a robust tool for assessing leadership potential via LinkedIn profile pictures. This scale can be utilised in recruitment, leadership development, and training within the IT industry. On the contrary, the limitation of the scale restricts its generalisability and standardised interpretation. The study recruited a demographically homogenous sample from Business Process Outsourcing sector within the IT industry which limits the generalisability to other sectors or industries. Moreover, absence of a structured interpretation manual and established cut-off scores restricts standardised interpretation of the leadership potential among the raters. To address these limitations, future studies can increase the sample size and diversity, develop a structured interpretation manual, establish cut-off scores, and explore other methods, such as Confirmatory Factor Analysis, to further validate the scale and improve its applicability across different sectors and industries. In accordance with ethical considerations, the research adhered to the guidelines outlined by the American Psychological Association, ensuring the well-being and rights of the participants, including informed consent, confidentiality, and privacy. By upholding these ethical standards, the study offers a new approach to integrating visual analysis into Industrial/Organisational psychology. By leveraging LinkedIn profile pictures as a tool for assessing leadership potential, this research paves the way for utilizing visual cues in psychological assessments. This approach aligns with the demands of the tech-driven era, offering a modern solution that bridges psychological assessment with technology, meeting the evolving needs of contemporary organizations.

**Keywords:** Leadership assessment, visual cues, profile pictures, psychological assessment

## **APPROVAL**

This is to certify that this thesis conforms to acceptable standards of scholarly presentation and is fully adequate, in quality and scope, for the fulfilment of the requirements for the Degree of Doctor of Philosophy.

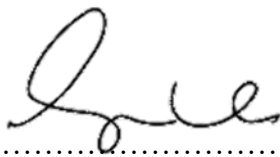
The student has been supervised by: **Professor Dato' Paduka Haji Dr Mohamed Anwar bin Omar Din & Dr Rafiq Dar**

The thesis has been examined and endorsed by:

**Dr Nurul Salikin,**  
**Asia e University**  
Examiner 1

**Professor Dr Muhammad Jahanzeb Khan,**  
**University of Peshawar**  
Examiner 2

This thesis was submitted to Asia e University and is accepted as fulfilment of the requirements for the Degree of Doctor of Philosophy.



.....  
**Professor Dr Siow Heng Loke**  
Asia e University  
Chairman, Examination Committee  
(17 December 2024)

## **DECLARATION**

I hereby declare that the thesis submitted in fulfilment of the requirements for the Degree of Doctor of Philosophy is my own work and that all contributions from any other persons or sources are properly and duly cited. I further declare that the material has not been submitted either in whole or in part, for a degree at this or any other university. In making this declaration, I understand and acknowledge any breaches in this declaration constitute academic misconduct, which may result in my expulsion from the programme and/or exclusion from the award of the degree.

**Name: Ansab Khalid**

*Ansab Khalid*

**Signature of Student:**

**Date:** 17 December 2024



## **ACKNOWLEDGEMENTS**

First and foremost, I would like to express my deepest gratitude to Almighty Allah for granting me the strength, patience, and courage to pursue the doctoral stream. Without His guidance, none of this would have been possible.

I would like to extend my heartfelt thanks to my parents, siblings and all family members for their unwavering support, love, and encouragement throughout this journey. Your belief in me has been a constant source of motivation. To my beloved wife, your patience, understanding, and sacrifices have been a cornerstone of this achievement. Thank you for standing by my side every step of the way.

I am immensely grateful to my supervisors, whose invaluable guidance, insightful feedback, and continuous support have been instrumental in shaping this research. Your expertise and encouragement have inspired me to strive for excellence, and I am deeply appreciative of the time and effort you have invested in my academic development.

Lastly, this thesis is dedicated to my son. I hope that one day you will see this work as a source of inspiration, a testament to the power of perseverance and hard work. May it remind you to always pursue your dreams with passion and determination.

## **TABLE OF CONTENTS**

<b>ABSTRACT</b>	<b>ii</b>
<b>APPROVAL</b>	<b>iii</b>
<b>DECLARATION</b>	<b>iv</b>
<b>ACKNOWLEDGEMENTS</b>	<b>vi</b>
<b>TABLE OF CONTENTS</b>	<b>vii</b>
<b>LIST OF TABLES</b>	<b>x</b>
<b>LIST OF FIGURES</b>	<b>xi</b>
<b>LIST OF ABBREVIATION</b>	<b>xii</b>
 <b>CHAPTER 1 INTRODUCTION</b>	 <b>1</b>
1.0 Introduction	1
1.1 Background	7
1.2 Problem Statement	10
1.3 Purpose/Aim	11
1.4 Objectives	11
1.5 Conceptual Framework	11
1.6 Rationale	12
1.7 Hypothetical Explanation	13
1.8 Implications	15
1.9 Definitions	17
1.10 Scope and Delineation of the Research	27
1.11 Outline	28
 <b>CHAPTER 2 LITERATURE REVIEW</b>	 <b>31</b>
2.0 Introduction	31
2.1 Evolution of Leadership	32
2.2 Leadership Theories, Models and Frameworks	34
2.2.1 Great Man and Trait Theories	35
2.2.2 Behavioral Theories	36
2.2.3 Contingency Theories	41
2.2.4 Process Leadership Theories	44
2.2.5 Leadership Models	48
2.2.6 Leadership Maturity Framework	51
2.2.7 Entrepreneurial Leadership Framework	64
2.3 Leadership Characteristics	72
2.3.1 Function of a High-Performing Leader	73
2.3.2 Sex Differences in Leadership	74
2.3.3 Culture and Leadership	78
2.3.4 Ethics in Leadership	81
2.3.5 Personality Traits in Effective Leaders	83
2.4 Social Media, Visual Perception and Personality	84
2.5 Recruitment Processes and their Limitations	89
 <b>CHAPTER 3 METHODOLOGY</b>	 <b>94</b>
3.0 Introduction	94
3.1 Phase 1: Development of the Scale	95



3.1.1	Sample	97
3.1.2	Procedure	98
3.1.3	Data Analysis	105
3.2	Phase 2: Scale Validation	107
3.2.1	Sample	109
3.2.2	Procedure	110
3.2.3	Data Analysis	113
3.3	Ethical Considerations	115
3.4	Implications and Limitations	118
3.5	Summary	119
<b>CHAPTER 4</b>	<b>RESULTS</b>	<b>121</b>
4.0	Introduction	121
4.1	Scale Development	122
4.1.1	Thematic Analysis	122
4.1.2	Items Generation	129
4.1.3	Expert Review	131
4.1.4	Pilot Study	133
4.2	Descriptive Statistics	136
4.3	Inferential Statistics	140
4.3.1	Factor Analysis	141
4.3.2	Cronbach Alpha	145
4.3.3	Inter-factor Correlation	146
<b>CHAPTER 5</b>	<b>CASE STUDIES</b>	<b>148</b>
5.0	Introduction	148
5.1	Case Study 1	150
5.2	Case Study 2	154
5.3	Case Study 3	159
5.4	Case Study 4	164
5.5	Case Study 5	170
5.6	Case Study 6	174
5.7	Case Study 7	179
<b>CHAPTER 6</b>	<b>DISCUSSION AND CONCLUSION</b>	<b>183</b>
6.0	Introduction	183
6.1	Phenomenological Interviews	185
6.2	Thematic Analysis	186
6.2.1	Appearance	188
6.2.2	Quality of the Picture	191
6.2.3	Filters	196
6.2.4	Composition	200
6.2.5	Background	203
6.3	Factor Analysis	206
6.4	Cronbach's Alpha	208
6.5	Inter-Factor Correlation	211
6.6	Case Studies	213
6.7	Limitations	215
6.8	Future Direction	216

6.9	Conclusion	218
	<b>REFERENCES</b>	<b>221</b>
	<b>APPENDICES</b>	<b>246</b>
	Appendix A	246
	Appendix B	247
	Appendix C	248

## LIST OF TABLES

Table		Page
Table 4.1	Participants Demographics	123
Table 4.2	Item Generation of the Scale	129
Table 4.3	LinkedIn Leadership Scan Items	134
Table 4.4	Frequency Table of the Participants (N=311)	136
Table 4.5	Frequency of Total Work Experience of the Participants (N=50)	137
Table 4.6	Frequency of Participants by Profession (N=50)	138
Table 4.7	Frequency of Participants by Company (N=50)	139
Table 4.8	Response Inclusion and Exclusion Frequency (N=400)	139
Table 4.9	Factor Structure and Rotated Component Matrix (N=311)	141
Table 4.10	Factor Labels and Rotated Component Matrix (N=311)	145
Table 4.11	Psychometric Properties of LinkedIn Leadership Scan (N=311)	146
Table 4.12	Intercorrelations between PCC, HQP and PIN (N=311)	147
Table 5.1	Scores of Participant 1 on LinkedIn Leadership Scan	153
Table 5.2	Scores of Participant 2 on LinkedIn Leadership Scan	158
Table 5.3	Scores of Participant 3 on LinkedIn Leadership Scan	163
Table 5.4	Scores of Participant 4 on LinkedIn Leadership Scan	169
Table 5.5	Scores of Participant 5 on LinkedIn Leadership Scan	173
Table 5.6	Scores of Participant 6 on LinkedIn Leadership Scan	177
Table 5.7	Scores of Participant 7 on LinkedIn Leadership Scan	181

## LIST OF FIGURES

<b>Figure</b>		<b>Page</b>
Figure 1.1	Conceptual Framework	11
Figure 1.2	Hypothetical Explanation Framework	15
Figure 2.1	Leadership Maturity Framework	52
Figure 2.2	Maturity Level 1 Outcomes	55
Figure 2.3	Maturity Level 2 Outcomes	59
Figure 2.4	Maturity Level 3 Outcomes	63
Figure 2.5	Entrepreneurial Leadership Framework	65
Figure 3.1	Summary of Methodology	120
Figure 5.1	Profile Picture of Participant 1	150
Figure 5.2	Profile Picture of Participant 2	154
Figure 5.3	Profile Picture of Participant 3	159
Figure 5.4	Profile Picture of Participant 4	164
Figure 5.5	Profile Picture of Participant 5	170
Figure 5.6	Profile Picture of Participant 6	174
Figure 5.7	Profile Picture of Participant 7	179

## **LIST OF ABBREVIATION**

AI	Artificial Intelligence
BPO	Business Process Outsourcing
CEO	Chief Executive Officer
CFA	Confirmatory Factor Analysis
CV	Curriculum Vitae
EFA	Exploratory Factor Analysis
GRE	Gratitude Record Examination
HQP	High-Quality Picture and Presentation
HR	Human Resource
HRM	Human Resource Management
I.T	Information Technology
I/O	Industrial/Organizational
KPIs	Key Performance Indicators
MMPI	Multiple Minnesota Personality Inventory
PCC	Professional Composition and Content
PIN	Professional Intent and Neutral
SAT	Scholastic Assessment Test
SII	Strong Interest Inventory
TAT	Thematic Appreciation Test
WAIS	Weschler Adult Intelligence Scale

## **CHAPTER 1**

### **INTRODUCTION**

#### **1.0 Introduction**

LinkedIn profile pictures are an essential component in shaping one's professional image, influencing how others perceive an individual in the business world. Displaying an appropriate profile picture can significantly impact how potential employers, recruiters, and professional contacts engage with a person's profile. Research indicates that a candidate's profile is 14 times more likely to be visited if they include a profile picture (Abbot, 2022). This increased visibility enhances opportunities for networking, recruitment, personal branding, and sales, all critical aspects of a successful career. A profile picture is not just an element of visual appeal; it serves as a reflection of one's personality traits. For instance, studies have found a strong correlation between certain personality characteristics and specific profile picture attributes, such as facial expressions or posture (Philip & Zakkariya, 2016). By integrating these observations into recruitment and training strategies, companies can enhance their selection processes and better nurture leadership potential among employees. These insights are particularly useful in corporate sectors like the IT industry.

The IT industry is experiencing unprecedented growth, with global revenue in the IT services sector projected to reach \$1,420 billion in 2024 (Statista, 2024a). This rapid expansion generates substantial employment opportunities and has helped many developing economies avoid financial crises by boosting economic growth. However, the pace of innovation and the continuous need for technological advancement pose significant challenges for organizations in the tech sector. Companies must remain agile and adaptive to stay competitive. To successfully navigate this complex

landscape, they rely on leaders who can align their organizations with emerging technologies, inspire their teams, and drive sustainable growth. Effective leaders play a crucial role in steering companies toward achieving their goals efficiently, building organizational resilience, and fostering innovation. Leaders must be forward-thinking, strategic, and adaptable to the dynamic nature of the industry, which makes identifying the right individuals for leadership roles essential to the long-term success of IT companies.

Modern leadership in the IT industry requires continuously staying updated on industry policies, trends, and technological advancements to maintain a competitive edge. Leaders are tasked with setting the strategic direction of their organizations while ensuring their companies remain at the forefront of innovation (Bozdağ, 2024). Beyond strategy, leaders must also align their company's culture, mission, and values with broader business objectives to enhance both the organization's reputation and employee well-being. Understanding leadership behavior and the psychological attributes that contribute to effective leadership is a central focus in the field of Industrial/Organizational (I/O) Psychology.

I/O Psychology is a specialized field that focuses on the behavior of individuals and groups in work environments (Truxillo et al., 2021). It applies psychological principles to improve workplace functioning, addressing areas such as employee motivation, performance, well-being, and organizational culture. The application of I/O psychology is broad, involving collaboration between psychologists, HR professionals, and business managers to develop strategies that promote productivity and employee wellbeing. By studying workplace behavior, I/O psychologists provide solutions to organizational challenges, ensuring that both individual and organizational

needs are met. Their work extends beyond problem-solving to designing proactive strategies that enhance overall performance, retention, and employee engagement.

The term "Industrial/Organizational Psychology" reflects two key approaches. The industrial approach emphasizes job analysis, recruitment, training, and performance evaluation to ensure employees meet organizational competencies. In contrast, the organizational approach focuses on organizational culture, leadership, motivation, and creating a positive work environment (Aamodt, 2015). These two approaches complement each other, ensuring that both individual talent and the broader organizational structure contribute to achieving business goals. The Society for Industrial and Organizational Psychology (SIOP) underscores the importance of using scientific methodologies to inform workplace practices. Their model, known as the scientific-practitioner framework, emphasizes evidence-based practices that blend theoretical knowledge with practical application (Society for Industrial and Organizational Psychology, 2016). In the context of recruitment, I/O psychologists collaborate with HR professionals to develop more effective selection methods, ensuring that candidates with the right skills, mindset, and leadership potential are identified.

Organizations place significant importance on recruitment and selection to identify potential leaders who can guide the company toward long-term success. Traditional hiring methods, which often include resumes, cover letters, and interviews, remain prevalent. However, these methods lack the ability to comprehensively assess psychological characteristics, leaving room for error in hiring decisions. Poor hiring practices can lead to decreased productivity, client loss, higher recruitment costs, and employee turnover (Newell, 2005). To address these challenges, I/O psychologists recommend integrating psychometric testing into recruitment processes. Psychometric



tests provide more reliable insights into a candidate's abilities and personality traits, helping organizations make more informed hiring decisions.

Several leadership assessment tools, such as the Implementation Leadership Scale, Leader Vitality Scale, and Authentic Leadership Scale, are commonly used to measure leadership qualities. However, these scales rely heavily on self-report questionnaires, which are susceptible to social desirability bias and demand characteristics. Participants may consciously or unconsciously manipulate their responses to appear more favorable, leading to inaccurate assessments. This limitation underscores the need for more objective evaluation methods that reduce the influence of such biases. A potential solution lies in integrating psychological assessments with professional networking platforms, where behavioral data can be analyzed unobtrusively.

LinkedIn has emerged as the leading platform for professional networking, with 770.97 million users reported in 2024, marking a 19% increase since 2019 (Statista, 2024b). Many organizations now use LinkedIn not only to post job openings but also to search for and evaluate potential candidates. The platform provides an opportunity for recruiters to assess candidates based on publicly available data, such as their professional experience, recommendations, and profile pictures. Integrating psychological assessments into the LinkedIn recruitment process could provide deeper insights into candidates' leadership potential. By analyzing subtle cues in profile data, organizations can access more authentic information about candidates, reducing the likelihood of manipulation.

Among the various elements of a LinkedIn profile, the profile picture is often the first thing viewers notice. It serves as an initial point of contact, creating a lasting first impression. Research suggests that a profile picture conveys meaningful

information about an individual's personality traits and behavioral tendencies (Mazza et al., 2015). Characteristics such as facial expression, body posture, attire, and background can all provide valuable insights into leadership potential. For example, individuals who present themselves with a confident posture or maintain direct eye contact in their profile photos are often perceived as more assertive and capable leaders. This perception aligns with psychological frameworks of non-verbal communication and impression formation.

Impression formation theory posits that people make subconscious inferences about others based on environmental and social cues (Hamilton et al., 2014). According to this framework, individuals assess others through non-verbal communication. Non-verbal communication includes cues such as facial expressions, posture, gestures, and eye contact, all of which play a significant role in forming perceptions (Hall et al., 2019). These non-verbal cues can be conveyed in visual formats like photographs. Non-verbal cues can be effectively conveyed through visual formats such as photographs. Profile pictures offer enriched data by capturing non-verbal signals that provide valuable insights into an individual's characteristics. By adopting a structured approach, a psychological assessment can be developed to systematically analyze these visual cues.

This research aims to develop a psychological assessment tool that evaluates leadership potential through LinkedIn profile pictures. In the fast-paced and competitive IT industry, organizations invest substantial resources in identifying and nurturing leadership talent. However, existing recruitment methods may overlook key psychological traits that are essential for effective leadership. By analyzing profile pictures, this tool seeks to provide a more nuanced understanding of candidates' leadership potential, allowing companies to make more informed hiring decisions. The

tool could also support leadership development initiatives by identifying areas where individuals can improve to reach their full potential.

Integrating this tool into the recruitment processes of IT organizations can enhance efficiency and effectiveness. Organizations would be able to assess candidates more quickly by using automated systems that analyze profile pictures and generate psychological insights. This approach could reduce recruitment costs and streamline the selection process, ensuring that only the most suitable candidates are considered for leadership roles. Additionally, this method offers a more objective assessment, minimizing the influence of social desirability bias that often affects traditional recruitment practices.

The ability to evaluate leadership potential through LinkedIn profile pictures offers several advantages. First, it provides organizations with a deeper understanding of candidates' psychological attributes, which are often challenging to assess through conventional interviews. Second, it helps identify candidates who may not have extensive leadership experience but possess the traits necessary to grow into leadership roles. Finally, this approach aligns with modern recruitment trends, where digital platforms and data-driven insights play an increasingly important role.

In conclusion, LinkedIn profile pictures represent a valuable but underutilized resource in the recruitment and selection processes of IT organizations. They offer a unique opportunity to assess leadership potential by providing insights into personality traits and behavioral tendencies that are difficult to capture through traditional methods. By developing a psychological assessment tool that analyzes these images, organizations can enhance their recruitment efforts, identify emerging leaders, and make more informed hiring decisions. In the ever-evolving landscape of the IT

industry, where leadership plays a critical role in driving innovation and success, this approach offers a promising way to align talent acquisition with organizational goals.

## **1.1 Background**

Leadership measurement tools are extensively employed across organizations to monitor and assess employees' development. These tools are often used in the processes of recruitment and selection. Recruitment and selection are the grassroots level of developing proactive strategies to generate a team of competent human resources. Therefore, hiring competent leaders enables organizations to achieve their goals more efficiently, as these individuals require minimal additional training to refine their expertise. Specifically, minimized training would be required in psychological and social development areas, as these individuals often possess innate or developed competencies that align with organizational goals. However, the current literature lacks a time-efficient tool specifically designed to assess leadership relevant to recruitment and selection. Developing such a tool will not only streamline the hiring process but also ensure the selection of capable leaders who can drive organizational success.

A brief and time efficient leadership scale would mitigate the order and fatigue effects often experienced by markers when evaluating long assessments, thereby improving the validity of the tool. In designing a new scale, it is crucial to reflect on the psychometric properties of previously established tools. Current leadership assessments predominantly rely on self-report questionnaires, where employees are required to rate items on Likert-type scales. While self-report methods are widely used, they present significant challenges, such as the risk of demand characteristics and social desirability bias. These biases occur when respondents intentionally or

unintentionally provide responses that align with what they perceive to be desirable or expected. Consequently, the results may not accurately reflect the respondent's true leadership capabilities, leading to flawed assessments and unreliable hiring decisions.

To encounter these challenges, the proposed leadership scale will be designed for use exclusively by recruiters, rather than candidates. This shift eliminates the conflict of interest inherent in self-report methods, reducing the influence of personal bias on the results. Recruiters will assess leadership qualities by observing and evaluating candidates using a standardized Likert-type scale, ensuring greater objectivity. Additionally, this technique offers an advantage by eliminating language barriers, allowing leadership potential to be measured irrespective of the candidate's proficiency in English or other languages. This feature ensures that candidates are assessed based on observable behaviors rather than their language skills.

Another limitation of existing leadership assessments is their focus on measuring behaviors through the conscious mind's point of view. Many questionnaires assess overt actions and intentions without considering the role of subconscious or unconscious processes in shaping behavior. Studies have shown that significant aspects of human behavior, preferences, and decision-making are rooted in the subconscious mind (Kamble, 2021; Nurilia & Affendy, 2017). Therefore, relying solely on conscious self-report measures may overlook these deeper psychological processes, resulting in a narrow understanding of leadership potential.

The new leadership scale aims to overcome this limitation by emphasize assessing leadership qualities from the subconscious or unconscious mind's perspective, providing deeper insights into candidates' true capabilities. A unique feature of this scale will involve evaluating leadership potential through LinkedIn profile pictures. The choice of a profile picture often involves subconscious decision-

making, as individuals are not always consciously aware of the psychological factors that influence their selection. The subconscious processes play a critical role in shaping preferences, choices, and decisions, including the selection of images that represent one's professional identity.

The proposed leadership scale will provide a more nuanced understanding of candidates' potential, making it a valuable tool for recruitment and selection processes. Organizations will benefit from a low-cost, high-efficiency framework that reduces the need for extensive screening procedures. The tool's brevity will also streamline the recruitment process, enabling faster decision-making and reducing the time to hire. Additionally, the use of profile pictures offers an innovative angle in the field of psychological testing, pushing the boundaries of conventional methods.

The findings from this research have the potential to revolutionize recruitment practices by integrating leadership assessment with recruiting software. Automating the evaluation process will not only make hiring faster but also ensure that leadership potential is identified more accurately and objectively. This approach provides a distinct advantage over traditional methods, which are often time consuming and susceptible to bias. By leveraging technology and psychological insights, organizations can make more informed hiring decisions, aligning talent acquisition with strategic business goals.

In conclusion, this research focuses on developing a leadership scale specifically designed for recruitment and selection by analyzing LinkedIn profile pictures. This innovative approach promises to improve the recruitment process by identifying leadership potential early, minimizing the need for extensive post-hiring training, and reducing recruitment costs. The integration of visual assessments into hiring frameworks represents a significant advancement in psychological testing,

offering a fresh perspective on leadership evaluation. As organizations continue to seek efficient and effective ways to select leaders, the use of profile pictures offers a unique opportunity to align recruitment practices with the subconscious drivers of behavior. By incorporating these insights into AI tools, companies can enhance the objectivity of their selection processes and improve overall hiring outcomes.

## **1.2 Problem Statement**

Measuring leadership through existing tools are often lengthy, laborious, and expensive, typically relying on objective testing methods. Traditional psychometric tests used to assess leadership can be hindered by language limitations and frequently overlook the influence of the unconscious mind in shaping behavior and decision-making. This oversight can introduce biases into the responses, potentially causing competent leaders to be overlooked during conventional recruitment efforts. Recognizing these challenges, the current study aims to develop a leadership scale that measures leadership through LinkedIn Profile Pictures. By leveraging visual data from profile images, this innovative approach seeks to provide a more nuanced understanding of leadership potential, minimizing biases and enhancing the overall effectiveness of the recruitment process.

- i. What challenges exist in recruiting leaders for phenomenological interviews?
- ii. How can a leadership assessment scale be developed using LinkedIn profile pictures?
- iii. What factors are critical in validating the leadership assessment scale?
- iv. How can case studies be used to validate the scale?

### 1.3 Purpose/Aim

The study aims to identify leadership through LinkedIn profile pictures in the corporate industry. The research will refine recruitment and selection strategies. These methods will improve the hiring of competent leaders in organizations.

### 1.4 Objectives

- i. Recruit leaders for phenomenological interviews by convenience sampling.
- ii. Developing a leadership assessment scale using thematic analysis.
- iii. To validate the leadership scale using inferential statistics such as Cronbach's alpha, inter-factor correlation and factor analysis
- iv. To employ qualitative analysis to confirm the scale's findings in conjunction with the candidate's employment history.

### 1.5 Conceptual Framework

**Figure 1.1: Conceptual Framework**

