

EMOTIONAL INTELLIGENCEview360[⊕]

INTERPRETING THE SELF-AWARENESS (JOHARI WINDOW) VIEW

Q: *What is “self-awareness” and why is it important?*

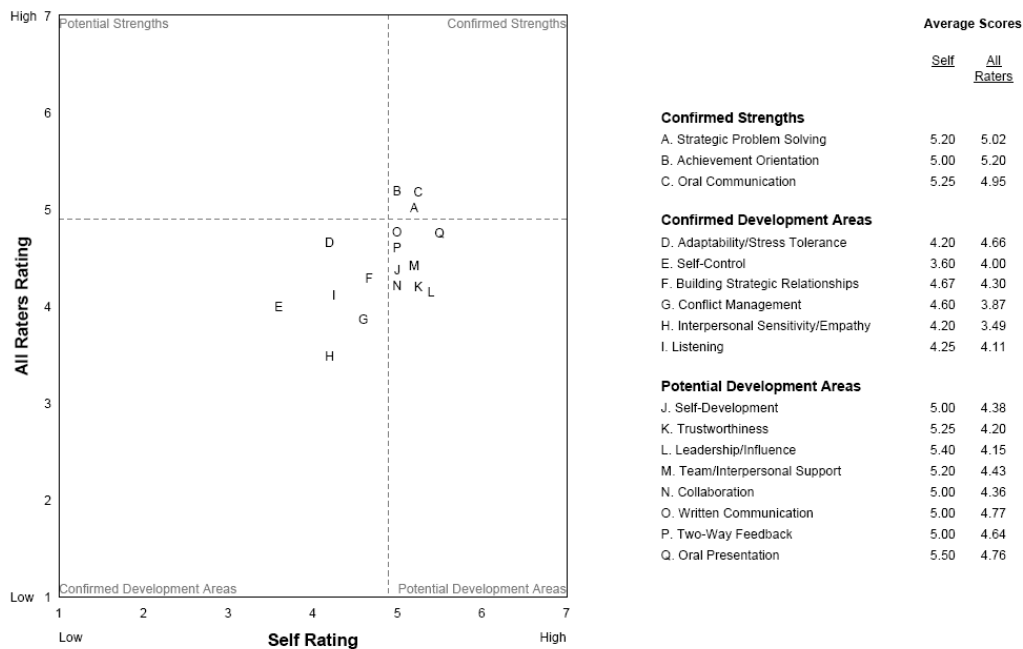
A: Self-awareness or self-insight is an important aspect of any definition of emotional intelligence. It describes a type of intrapersonal “intelligence” often described as the ability to understand oneself and use that information to regulate one’s own life (Sternberg, 1999). Research suggests that individuals who lack self-awareness might not accurately see the impact of their behavior on others, misjudge how others experience their behavior and lack the capacity to capitalize on feedback from others.

Envisia’s Emotional Intelligence View 360 (EIV360) is based on the Daniel Goleman concept of EI measuring 22 competencies in four key areas including: 1) Self-Awareness; 2) Social Awareness; 3) Self-Management; and 4) Relationship Management.

	Perception	Behavior
Self	Self Awareness	Self Management
Others	Social Awareness	Relationship Management

Q: *How does the Emotional Intelligence View 360 assessment attempt to measure self-awareness?*

A: The alignment between self and other perceptions on a 360 feedback instrument serves as a “proxy” for insight and self-awareness. Most current definitions of emotional intelligence recognize the importance of accurate insight and awareness for work and life success (Goleman, 1995; Salovey & Mayer, 1990). The perceptual “gap” between self and other perceptions might be one metric to determine the extent to which an individual has a high or low level of insight or self-awareness.



Each of the 22 EIV360 competencies is shown in four quadrants by each rater category indicating the extent to which self-ratings are aligned with other ratings. Self-awareness and Social-awareness can be categorized in four distinct ways:

1. Potential Strengths (Low Self-ratings and High Other ratings)
2. Confirmed Strengths (High Self-ratings and High Other ratings)
3. Potential Development Areas (High Self-ratings and Low Other ratings)
4. Confirmed Development Areas (Low Self-Ratings and Low Other ratings)

Q: *Why is this section of the Emotional Intelligence View 360 often referred to as the “Johari Window” view?*

A: The Johari Window, named after the first names of its inventors, psychologists Joseph Luft and Harry Ingham, is one of the most useful models describing the process of human interaction. A four paned "window," divides personal awareness into four quadrants: open, hidden, blind, and unknown. The lines dividing the four panes are like window shades, which can move as an interaction progresses (Luft, 1984). The four self-awareness quadrants of the EIV360 are conceptually based on this Johari Window providing a way to conceptualize self-insight based on the comparison of self and other ratings.

Q: *How were the horizontal and vertical grid lines in this section of the Emotional Intelligence View 360 report derived?*

A: The horizontal and vertical lines shown in the Self-Awareness section of the EIV360 report were derived from statistical analysis based on the large international norms that exist for this assessment. The mean self, manager, direct report, and peer ratings across all 22 EIV360 competencies were calculated and analyzed to direct the placement of these grid lines to facilitate interpretation of this report section. In most 360 feedback research using any type of rating scale, the distribution of scores tends to be negatively skewed with most respondents less frequently endorsing the lower ends of the scale.

Q: *How big of a “gap” between self and other ratings is meaningful?*

A: The research with the Emotional Intelligence View 360 assessment suggests that a self-other score difference of at least .75 is likely to be statistically meaningful. This difference, or more, suggests that the perceptual differences between self and other raters are important to note and consider in the interpretation of the feedback report.

Q: *How do I interpret a large number of EIV360 competencies in the “Confirmed Strengths” and “Confirmed Development areas” quadrants?*

A: According to emotional intelligence theory, individuals who possess self-insight and self-awareness are likely to be more successful at work and life because they have a more accurate sense of themselves and how others perceive their behavior and impact. Both of these quadrants reflect an alignment between self and other ratings and serve as a “proxy” for self-awareness (i.e., both self and other perceptions of the frequency of behavior expressed are moderately to very high or moderately to very low). When the majority of the 22 EIV360 competencies fall within either of these quadrants it might be interpreted as someone who has insight and awareness about his/her behavior. It is theoretically possible that both the individual and others are both inaccurate and equally share a distorted perception of how the person is really behaving.

Q: *How do I interpret a large number of EIV360 competencies in the “Potential Strengths” quadrant?*

A: This quadrant represents competencies in which the individual’s self-ratings are lower than the ratings from other rater groups. Some personality research suggests that these “under estimators” can often be described as highly self-critical, perfectionist, highly achievement oriented, have very high standards for self and others, and possibly

lacking in confidence. There is also limited cross-cultural research in 360 feedback to suggest that self-ratings might be influenced by nationality, culture and gender.

One implication of having the majority of EI competencies in the “potential strengths” quadrant is that the individual receiving feedback will often focus his/her attention to those sections of the reports that appear to be more “critical” or judgmental (e.g., open-ended comments or the Least Frequent behaviors section). As a result, these individuals are often less inclined to “leverage their strengths” and seem to be focused more on their weaknesses or developmental opportunities. Coaches and others providing feedback should take note of this pattern in preparing for feedback meetings with these individuals. Consistent with EI theory, these “under estimators” lack an accurate calibration and view of how others actually experience their effectiveness on the job.

Q: *How do I interpret a large number of EIV360 competencies in the “Potential Development Areas” quadrant?*

A: Individuals who have an inflated view of his/her behaviors on the majority of EI competencies measured by the EIV360 are associated with higher risk for potential derailment based on recent research. These “over estimators” tend to have higher self-ratings compared to other rater groups and are likely to display more critical and defensive reactions to their summary feedback report. Coaches and facilitators can help respondents with this profile to identify strategies for helping others better appreciate their skills, efforts and accomplishments and constructively challenge them about the meaning of these rating differences.

EMOTIONAL INTELLIGENCE VIEW 360

Emotional Intelligence, the ability to recognize, understand and manage emotions and behavior effectively, may play a far more important role in career success and job performance than “general intelligence”. The validated Emotional IntelligenceView360 measures 17 critical competencies helping individuals to recognize, understand and manage their behavior and emotions effectively.

FOR ADDITIONAL INFORMATION:

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