

Interpreting the Self-Awareness (Johari Window) View

"Not everything that can be counted counts and not everything that counts can be counted." Albert Einstein

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.

The 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

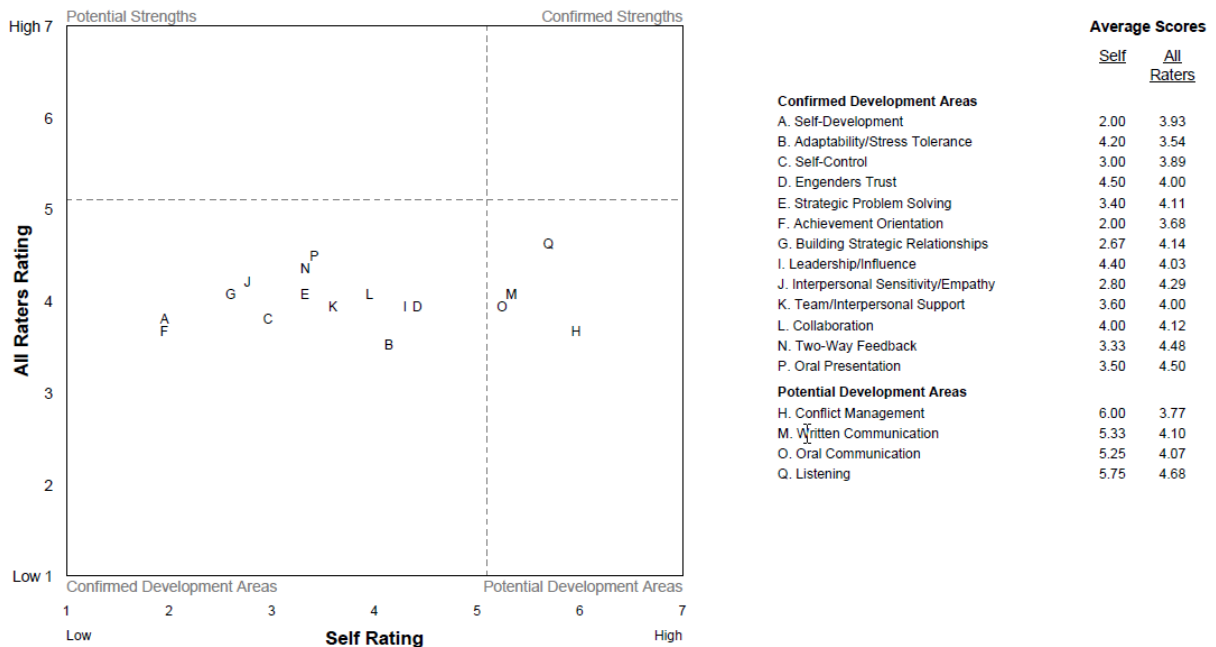
Q: *How does the Emotional Intelligence View 360 assessment attempt to measure self-awareness?*

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** - the competencies represented in this quadrant are those in which others rate you above average but you rate yourself below average relative to the norms. Others recognize these as potential strengths, but you do not
2. **Confirmed Strengths** - the competencies represented in this quadrant are those rated above average by both yourself and other rater groups relative to the norms. They represent confirmed strengths -- assets on which you can leverage and capitalize on
3. **Potential Development Areas** - the competencies represented in this quadrant are those that were rated below average by your rater groups but you rate yourself above average relative to the norms. You recognize these as potential strengths, but others do not
4. **Confirmed Development Areas** - the competencies represented in this quadrant are those rated below average by both yourself and other rater groups relative to the norms. They represent confirmed development areas -- opportunities to potentially focus on

Self-Awareness Index Self - All Raters (N = 7)



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 was 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-degree 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.

Focusing on Your Confirmed Strengths

Reflect and Manage

Understand and Deploy Your Strengths: Review the competencies that you and others rated high and make a commitment to utilize them on the job.

Combine to Overcome Weaknesses: Explore how combining your strengths can lead to enhanced performance and effectiveness on the job.

Explore Team Strengths for Balance: Assess the unique skills and abilities of your team and explore ways to utilize them strategically to accomplish tasks, projects and assignments.

Leverage to Avoid Overuse: Any strength, when overdone, can become a potential liability (e.g., if you are overly analytical you might be seen by others as lacking in decisiveness) to watch the tendency to over use your signature strengths.

Understand and Deploy
Strengths

Combine to Overcome
Weaknesses

Explore Team Strengths for
Balance

Leverage to Avoid Overuse

Focusing on Your Confirmed Development Areas

Evaluate Importance and Desire

High Importance/High Desire: In competencies and skills that you are motivated to work on and are important on the job you should explore ways to develop these further.

Low Importance/Low Desire: In competencies and skills that you are not very motivated to work on and are not very important on the job you should explore ways to avoid further development.

Low Importance/High Desire: In competencies and skills that you are motivated to work on and are not very important on the job you should explore ways to explore these further.

High Importance/Low Desire: In competencies and skills that you are not very motivated to work on but are important on the job you should consider refocusing your role or reorganizing your work to minimize using these competencies or find others who would be energized deploying these skills to work alongside you.

High Importance/High Desire: Develop

Low Importance/Low Desire: Avoid

Low Importance/High Desire: Explore

High Importance/Low Desire: 1) Reshape Role;
2) Find Complimentary Partners

Focusing on Your Potential Development Areas

Monitor and Refine

Understand How Others Perceive your Strengths: Review the competencies that you rated higher than others. Why might they have this impression of you? Remember, that even if they are wrong, it is their *impression* of you that you have to manage.

Refocus Your Branding: If you care, you should explore developing a new marketing and branding plan about *you*. How do you want others to perceive and experience you? What can you do to help convey a more accurate picture of your strengths and abilities?

Calibrate and Avoid Overusing your Strengths: It is possible that the overuse of your strengths is causing others to view these skills and abilities a bit more critically than you see yourself.

Seek Additional “Feedforward”: Honestly ask others for their thoughts and ideas about how you can continue to excel and improve on the job.

Understand How Others
Perceive Your Strengths

Refocus your Branding

Calibrate and Avoid Overusing
your Strengths

Seek Additional “Feedforward”

Focusing on Your Potential Strengths

Deploy and Evaluate

Identify Need/Opportunity to Deploy Strengths: Your “flaw” is underestimating what others value and perceive as your strengths so make sure to focus on these and deploy them when you can.

Combine with Other Strengths: Bundle your strengths to maximize the impact and have a multiplier effect.

Celebrate Success: You set ambitious goals and are likely to have perfectionistic tendencies so make sure to take time to acknowledge and celebrate your successes along the way.

Develop Complimentary Skills: For the areas where you might struggle with a weakness, what strengths do you have which can compensate and help you overcome that weakness?

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Combine with Other Strengths

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FOR ADDITIONAL INFORMATION:



Enlighten.
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Enable.

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