

VERSION
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PERSONAL EFFECTIVENESS SCALE

SAMPLE REPORT

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The Effective Personality (Johari Window Concept)

An effective person is one who has a high degree of self-awareness. Such awareness is characterized by good insight into one's strengths and weaknesses. One simple model for self-awareness, which is used widely, is the Johari Window (Luft and Ingham, 1973). In this model, there are 2 main dimensions for understanding how personally effective a person is:

1. Those aspects of a person's behavior and style that are known to him (self)
2. Those aspects of his behavior that are known to those with whom he interacts (others).

Keeping the above two dimensions in mind, every individual's personality can be divided into four sections in terms of her/his self-awareness and the awareness of others, as given below:

		Johari Window	
		Known to self	Not known to self
Known to others	Known to self	Arena	Blind Spot Receptivity to
	Not known to Others	Self-Disclosure Façade	Exploratory Orientation Unknown

- The first section deals with aspects about ourselves known to us and known to others e.g. name, age, physical appearance, familial affiliations. This would also include what others see in you and even you know about it: your manner of speaking, the way you generally behave in public, etc. This section is called the **Open self** or the **Arena**.

- The second section deals with aspects about us, known to others, but not to us. A good example would be: A man was surprised to hear that his method of asking questions annoyed others. Others interpreted it as a cross-examination rather than an honest request for information. This section is called the **Blind Self**. This section/area can be reduced by becoming more conscious about the way we behave with others.
- The third section deals with aspects about us, known to us, but not to others. This section includes our secrets, our feelings of annoyance against others that we don't express, talents that we don't want to showcase/share. Sometimes, this area is very large if the person is very shy about expressing himself/herself, and many of the things that others are supposed to know to remain undisclosed. This section is called the **Façade or Hidden self**. The size of this section can be reduced by expressing ourselves in the right manner to the right people.
- The fourth section deals with aspects about ourselves that are neither known to us nor others. It is referred to as the **Unknown or the undiscovered self**. Some psychologists believe that this is a very large section indeed and that certain circumstances (e.g. an accident); a particular stage of one's life may suddenly reveal to a person some of the hidden aspects of the self.

Highly personally effective individuals have a huge ‘Open Self’ and minimum ‘Hidden’, ‘Undiscovered’, and ‘Blind’ self. Such individuals are more aware of their inner resources, strengths, and areas for improvement. They are willing to share their feelings, talents and they continuously try to find out more about themselves by actively seeking feedback and being receptive to feedback received. Hence, the challenge that we face is “How can we be more personally effective and how can we maximize our open self?” The PE scale gives us an indication of how personally effective we are and gives us hints on how we can be enhancing this.

Four-Dimensional Concept of Personal Effectiveness

Exploratory Orientation: A person who takes initiative, keeps experimenting in different situations, is action-oriented, is not afraid to make mistakes, is willing to take risks, is restless in his work, has high activity levels, likes variety and change; is likely to discover more and more of her/his potential. (S)he is constantly applying herself/himself to a variety of areas and is continuously doing things. Such a person may be called an action-oriented explorer. Such explorers discover their talents and benefit themselves and their organizations.

Self-Disclosure: People who communicate with others about themselves rather freely, who are frank and open, who express their views, opinions, knowledge, and feelings freely, can be considered as self-disclosing type. These individuals constantly communicate with others and make an impact. Such communication or self-disclosure helps in generating data and such an individual has more of an open and public self than a private self. Without an optimal amount of self-disclosure, we deny an opportunity for others to know us and to give us appropriate feedback. Low scorers may indicate private individuals, who may often be misunderstood and may make a limited impact on others.

Receptivity to Feedback: Individuals who seek feedback constantly or periodically and try to find out about the impact they and their behavior have on others, those who take criticism sportily, examine themselves and their behavior and try to learn from such feedback, and those who value what others say about them, their actions, behavior, etc. are good learners from feedback. They are likely to develop themselves and become more effective in the process. Those who are not willing to listen to the views, opinions, and feedback from others and those who become defensive and are closed to feedback, are likely to develop less. Receptivity to feedback is, therefore, an essential element of managerial effectiveness and growth.

Sensitivity: This deals with an understanding of one’s feelings & being sensitive to the feelings of others. It is the binding glue and is essential for exploratory orientation, self-disclosure, and receptivity to feedback

Thus, to be effective, we must consciously work towards enhancing each of the 4 dimensions mentioned above.

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YOUR SCORES

EXPLORATORY ORIENTATION	SELF DISCLOSURE	RECEPTIVITY TO FEEDBACK	SENSITIVITY
33	20	35	32

**A score in the range of 26-30 on each of the 4 dimensions is considered effective.
The maximum score for each of the 4 dimensions is 40**

INTERPRETATION AND INFERENCES FROM THE PE SCALE

- ▶ The participant's psychometric scores show that she is very high on d discovering more about herself by getting involved in different areas and enhancing her experiences.
- ▶ She is likely to be continuously busy with things and might feel restless until she completes the tasks taken up. She is likely to be change-oriented with very little thought given to failures.
- ▶ Her score on Self Disclosure indicates scope to further enhance this dimension. She is invited to further reflect and work on disclosing more about herself (her intentions and talents) by being open and frank. This would further help in better understanding and ensuring stronger connections with others. It will also prevent misunderstandings in the workplace.
- ▶ As she is receptive to feedback, she is likely to have clarity on her strengths and weakness and this may help her in working on her areas of improvement.
- ▶ As she has fairly high sensitivity, she is likely to understand people's feelings and wait for the right time to communicate things.
- ▶ While the scores on exploratory orientation, receptivity to feedback, and sensitivity are in the desired direction, the scope is seen to further explore strategies to enhance her self- disclosure.

YOU MAY LIKE TO WATCH OUT FOR:

- ▶ Having low scores for Self Disclosure might lead to impediments to the growth of the participant, especially in a corporate context. Hence it would be prudent to take steps to ensure that others know about your qualities by sharing possible opportunities. To begin with, you may want to take small steps like speaking to small groups or to people with whom you are comfortable

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