EMOTIONAL INTELLIGENCE VIEW 360

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Statement of Purpose

Emotional Intelligence View 360 was developed to facilitate increased understanding of social, interpersonal, and communication strengths and development areas as part of a multi-rater or 360 degree feedback process based in part on the emotional intelligence model posited by Daniel Goleman (1998). **Emotional Intelligence View 360** is ideal for use in executive coaching, management development, supervisory training, employee development programs, career development, and succession planning interventions. It can be used either alone, or in conjunction, with other assessment tools and methods as a measure of emotional and social competence.

Target Audience

EIV360 was specifically designed to assess social competence and, as such, is useful for employees at all levels from senior executives to those in professional and independent contributor roles.

Feedback Scales

Emotional Intelligence View 360 (EIV360) consists of:

- Three competency groups (Self-Management, Relationship Management, Communication)
- 17 competencies
- 74 items/questions in total

Emotional Intelligence View 360 scales and sample items include:

SELF MANAGEMENT

Self-Development

Ability to effectively manage one's own time, energy and abilities for continuous personal growth and maximum performance.

Sample Item: Manages time effectively and efficiently

Adaptability/Stress Tolerance

Ability to maintain balance and performance under pressure and stress. Ability to effectively cope with ambiguity and change in a constructive manner.

Sample Item: Handles pressure and stress well (e.g., maintains poise, stays calm under pressure, avoids losing control of his/her emotions or behavior)

Self-Control

Ability to manage and control emotions and behavior in the face of interpersonal conflict. Demonstrates patience, rarely overreacts or loses control.

Sample Item: Handles tense situations without overreacting, becoming overly emotional or defensive

Trustworthiness

Demonstrates and practices high standards of personal and professional integrity. Displays honesty and candor. Creates trusting relationshisp with others.

Sample Item: Maintains openness, honesty and candor in interpersonal relationships

Strategic Problem Solving

Ability to analyze a situation, identifies alternative solutions, and develops specific actions; Gathers and utilizes available information in order to understand and solve organizational issues and problems.

Sample Item: Makes decisions confidently and quickly when necessary

Achievement Orientation

Ability to accomplish tasks, projects and assignments on time and with quality

Sample Item: Demonstrates the ability to complete tasks, projects and assignments on time and with quality

RELATIONSHIP MANAGEMENT

Building Strategic Relationships

Ability to initiate and cultivate strategic internal and external networking relationships that foster both individual and organizational goals. Builds and maintains effective and collaborative relationships with diverse internal and external stakeholders.

Sample Item: Develops, cultivates and maintains a broad base of support among key internal and external stakeholders (e.g., managers, employees, customers)

Conflict Management

Ability to negotiate and effectively resolve interpersonal differences with others

Sample Item: Allows for disagreements to emerge and to be discussed openly

Leadership/Influence

Ability to utilize appropriate interpersonal styles and approaches in facilitating a group towards task achievement

Sample Item: Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge

Interpersonal Sensitivity/Empathy

Ability to take actions that demonstrate consideration for the feelings and needs of others

Sample Item: Shows an interest in and is considerate of the feelings and needs of others

Team/Interpersonal Support

Assists, motivates, encourages and supports others who depend on each other to accomplish tasks, projects and assignments

Sample Item: Acknowledges and recognizes the contributions and accomplishments of others

Collaboration

Establishes and develops cooperative, supportive and collaborative working relationships with others.

Sample Item: Works collaboratively and non-competitively with others

COMMUNICATION

Written Communication

Ability to express written thoughts and ideas in a clear and concise manner

Sample Item: Writes in a logical, organized, clear and persuasive manner

Two-Way Feedback

Ability to keep others informed in a timely manner
Sample Item: Communicates information needed by others in a prompt and timely manner

Oral Communication

Ability to convey oral thoughts & ideas in a clear and concise manner

Sample Item: Provides clear, succinct and logical answers to questions from others

Oral Presentation

Ability to present individual and organizational viewpoints to groups in a clear and persuasive manner

Sample Item: Restates and clarifies important points and questions from others during presentations

Listening

Ability to be attentive and understand the verbal communications of others

Sample Item: Waits out silences and listens patiently without interrupting others

Response Scale

Emotional Intelligence View 360 utilizes a 1 to 7 frequency rating scale of observed behaviors and a "Not Observable" if not applicable or possible to observe the behavior.

       1 = To an Extremely Small Extent
       2 = To a Very Small Extent
       3 = To a Small Extent
       4 = To a Moderate Extent
       5 = To a Large Extent
       6 = To a Very Large Extent
       7 = To an Extremely Large Extent
       NA = Not Observable or Not Applicable

Type(s) of Raters

Emotional Intelligence View 360 can be completed by up to *10 separate rater groups* but typically include such categories as the following below. These rater categories can be labeled and customized for coaches to meet the unique needs of their 360-degree feedback intervention.

Example Rater Categories:
- *Self*
- *Manager*
- *Direct Report*
- *Peers*
- *Team Members*

INSTRUMENT DEVELOPMENT
Origins of Items: Research

Emotional Intelligence View 360 is conceptually based on the Daniel Goleman (1998) organizational model of EI and measures four basic concepts including *Self-Awareness, Self-Management, Social Awareness,* and *Relationship Management.* It is acknowledged that the **Emotional Intelligence View 360** model, based on self-report and other-perceptions of specific competencies, yields an estimate of an individual's social and emotional competence.

However, it does provide an important measure of the "self insight" component of emotional intelligence, a pre-requisite for understanding and managing one' emotions. The **Emotional Intelligence View 360** tool is intended for organizational coaching and developmental interventions focusing on the enhancement of critical behaviors and competencies associated with both social skills and effective relationship management. A set of critical interpersonal, social and communication competencies were derived in three specific areas: 1. Self-Management; 2. Relationship Management; and 3. Communication.

Development of Feedback Scales

Items were rationally constructed to measure the full range of emotional intelligence competencies based on the EI model posited by Goleman (1998). Seventeen scales were derived, each measured by 3 to 5 questions using a Likert 1 to 7 frequency scale. Where possible, items for **Emotional Intelligence View 360** were also drawn from three already validated multi-rater feedback tools (Nowack, 1997) previously published by Envisia Learning, Inc. including Executive View 360, Manager View 360 and Performance View 360.

The following steps were used to create scales for the EIV360: (1) A preliminary item pool from existing Envisia Learning Inc. assessments and new behaviorally based questions was created for each EI competency; (2) A pilot test was administered and statistical analyses including item-scale correlations, breakdowns by demographic variables and reliability were analyzed to ensure that all psychometric properties were adequate.

An initial version was piloted with a group of 165 executives, managers and professional employees within two organizations. Statistical analyses included item-scale correlations, breakdowns by relevant demographic variables (e.g., education, age, gender), internal consistency reliability, and descriptive (scale means, standard deviations, etc.) were run to investigate the psychometric properties of the instrument. Based upon the results of the pilot testing and statistical analysis, some revision in item content and wording was done resulting in the copyrighted 2003 74-item version.

Factor Analysis Results

Responses to the 74 questions composing the EIV360 were factor analyzed on a random sample of responses (N=734) using principal components factoring with iteration and varimax rotation. A total of 5 unique factors were extracted with Eigenvalues greater than 1.0 accounting for a total of 71% of the variance in this analysis. The first factor was the largest accounting for over 60% of the variance and included all 74 items suggesting this

mega-factor might be considered as a global index of self and relationship management (Global EIV factor).

The second factor accounted for 4.17% of the variance and included 10 items focused on self-development, self-control, achievement orientation, problem solving, completion of tasks and controlling emotions (Self-Management). The third factor accounted for 2.37% of the variance and included 13 items focusing on self-control, handling pressure, maintaining poise under stress, controlling emotions, adaptability, self-development, and cooperative team behavior (Stress Management/Adaptability).

The fourth factor accounted for 1.95% of the variance and included 5 items focusing on communicating in a manner that influences others, leading others, modifying interpersonal style to persuade others and trustworthiness (Leadership). The fifth factor accounted for 1.71% of the variance and included 7 items focusing on optimism, building strategic alliances, resisting a desire to speak when it will not be helpful and effective written communications (Relationship Management).

Gender Differences

An analysis was run to identify any significant self-reported gender differences across the 17 EIV360 scales from the perspective of the employees who completed the instrument and his/her raters.

Only two significant findings emerged from this gender analysis. Self-ratings of men were significantly lower than women on the Interpersonal Sensitivity/Empathy competency (N=127; F=5.82, p < .01). Analysis by all raters revealed that women were rated significantly higher than men in the communication competency of Listening (N=867; F=7.82, p < .01).

Rater Differences

Each of the 17 EIV360 competencies was analyzed by rater groups to determine whether differences existed between managers, direct reports, peers/team members (N=1,135). Results from this analysis are summarized below with significant differences observed for the competencies of Trustworthiness, Achievement, Building Strategic Relationships, Interpersonal Sensitivity/Empathy, Written Communication and Oral Presentation (all p's < .01). Manager ratings are slightly more critical than those of direct reports or peers except for the competencies of Trustworthiness and Achievement.

Reliability

Test-retest

Test-retest reliabilities of the scales were calculated for self-ratings and ratings from others. The average test retest reliability over a 3-month period across all 17 EIV360 scales for a sample of 65 managers (self-ratings) is .70.

Internal consistency

Alphas for the scales ranged from .81 (Self Development) to .93 (Collaboration/Agreeableness).

Validity

Emotional Intelligence View 360 was designed to have face validity with existing models of emotional and social competence popularized by Goleman (1998). Current research provides support for validity of the EIV360 with diverse performance outcomes as well as demonstrating independence from the most validated ability-based EI measure called the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT). The correlations between MSCEIT Overall, Emotional Experiencing and Emotional Reasoning subscores with global EIV360 scores were .12, .07, .12, respectively, all p's > .05) for 110 graduate school students.

Criterion related validity of the **Emotional Intelligence View 360** as been shown in a number of studies with student retention (Buvoltz, Powell & Sloan, 2007), organizational commitment, academic and job performance outcomes (Yusof, 2006; Augustin et al., 2006). Discriminant validity (Alzina, et al., 2010) with one of the most popular ability based EI measures has been established (MSCEIT; Mayer, Caruso, & Salovey, 2000) as well as convergent validity with traditional measures of transformational leadership such as the MLQ or Transformational Leadership scale (Pedro, 2006; Flores, 2007; Rocha, 2007). The EIV360 has also shown significant associations with work/life stress (Lukaj, 2010; McGourty, 2010) and job burnout (Elisha Proctor, 2011) in other studies.

For example, Rocha (2007) explored the relationship between EIV360 and a measure of transformational leadership (Podsakoff et al., 1990) in 120 managers and 299 of their direct reports working with a financial institution. Global EI was also significantly associated with both transformational leadership ($r = .74$) and transactional leadership ($r = .59$), all p's < .01). Each of the three EI scales (Self-Management, Relationship Management and Communications) was also significantly associated separately with transformational and transactional leadership measured by the Transformational Leadership Scale. In a similar study with 57 managers in a multi-national company, EIV360 scores were compared to the Multi-factor leadership questionnaire (Pedro, 2006). Transformational leadership scales of the MLQ-36 were significantly associated with Self-Management ($r = .93$, $p < .01$), Relationship Management ($r = .70$, $p < .01$) but not Communication competencies ($r = .52$, $p = .16$).

In a study of 109 executive MBA students, regression analyses demonstrated that the stress/adaptability and self-control scales of the EIV360 were significantly predictors of overall work and life stress, cognitive hardiness and psychological well-being (all p's < .05). Elisha Proctor (2011) also showed with a small sample of 23 women employed in a technical field that EIV360 scales were significantly associated with the most widely used measure of job burnout (Maslach, 1996).

Significant correlations were observed with the Maslach Burnout Inventory emotional exhaustion scale and overall EI, and each of the three main EIV360 competency groups (r's = -.476, -.407, -.482 and -.461, all p's < .05). Significant associations were also found with specific competencies (Stress/Adaptability r = -.53, building strategic relationships, sensitivity/empathy, collaboration and listening. Significant associations were also observed between the MBI scale of Professional Efficiency and both overall EI and six competency scores. No significant relationship was found between the MBI cynicism scale and any EI competencies.

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A Caution Statement on Misinterpretations

Emotional Intelligence View 360 was designed to provide targeted feedback to respondents across 17 EI competencies and most appropriately used for the leadership, professional and independent contributor job families. It is recommended that EIV360 be used for developmental purposes such as supervisory training, management development, career management and executive coaching. Practitioners using EIV360 are cautioned that 360-degree feedback processes can elicit strong emotional reactions and behavioral consequences in those receiving feedback. Caution should be used in the possible misinterpretation of the feedback results and potential adverse emotional reactions of some individuals to feedback that does not match their self-perceptions.

Envisia Learning, Inc. endeavors to conform to the professional test development standards, which recommend that all assessments be sold only to individuals who can demonstrate that they can demonstrate that they have adequate knowledge, training, experience and skills for their effective use and interpretation. EIV360 can be adequately administered, scored and interpreted with the aid of the user's manual and interpretation guides available from Envisia Learning, Inc.

Emotional Intelligence View 360 cautions against probable misuses, misinterpretations, and adverse, unintended consequences of using the assessment on both the report cover that is provided to the participant as well as in our training and interpretation manuals:

"*The Emotional Intelligence View360 Feedback report is an instrument designed to provide a focus about specific supervisory and management competency strengths and development needs. It should not be used as the sole source of information concerning personnel actions including promotion, salary review, or termination.*"

International Use

Translations
The EIV360 online questionnaire and feedback report is available in a number of languages including: English, English (UK), Turkish, Swedish, Spanish, Polish, Norwegian, Lithuanian, Italian, Hungarian, Greek, German, French, French Canadian, Danish, and Chinese

International norms
Europe, Denmark and United Kingdom

CHARACTERISTICS OF FEEDBACK

Feedback Delivery Strategies

Comparison to norms

Throughout the feedback, standardized scores (t-scores or z-scores) and percentiles are used to compare scores to the EIV360 norm groups. The EIV360 normative sample is based on over 2,023 professional employees from diverse industries (profit, non-profit and government). The sample was slightly male (51.6%), highly educated (73.6% had college or advanced degrees) and split between those under 40 (48%) and older (52%). The majority of the normative sample was Caucasian (69.1%) but included 13% Asian, 8.9% Hispanic, and 4.1% African American (others did not identify ethnicity).

Most/Least Frequent Behaviors

This section provides a summary of the most and least frequent EIV360 items by each rater group to facilitate development planning.

Item-level Feedback

Feedback on all items is provided.

Inter-Rater Agreement

Each feedback report provides three methods to measure rater agreement including a range of scores line graph, distributions of ratings by most/least frequent behaviors and a statistical measure of rater agreement for each EIV360 competency.

SUPPORT AND DEVELOPMENTAL MATERIALS

Support for Participant

Talent Accelerator *Goal Setting and Reminder System*
Talent Accelerator/Coach Accelerator is a web based goal setting and evaluation system that allows employees to create and monitor his/her development plan online as well as hosting a comprehensive EI competency based resource center (leadership readings, books, developmental suggestions, websites, and resources) to support **Emotional Intelligence View 360**. **Coach Accelerator** allows the participant's manager, coach or mentors to track and monitor progress on the development plan as well create an evaluation report to summarize progress for an entire group or department.

ProgressPulse *Goal Setting Evaluation Survey*
Integrated with **Talent Accelerator** is our mini-goal evaluation called **ProgressPulse**. It is a mini-goal evaluation designed to follow up on coaching and developmental plans by having participants seek a quick "pulse" or feedback from raters on their development plan progress (not just a new 360 assessment). This helps to demonstrate accountability and provides a way for participants to see if their attempts at behavior change have been perceived by others to be successful.

Understanding and Interpreting Your 360 Feedback Report Guide
A 46-page participant guide accompanies the **Emotional Intelligence View 360** report. It contains: (1) Reading and interpreting your report; (2) Reacting to the feedback results,; (3) Turning feedback into action; and (4) Developmental planning.

Workshop
Envisia Learning Inc. offers a course, "Interpreting and Using Emotional Intelligence View 360 for Professional Development" which allows participants to examine further their strengths and potential development areas using **Talent Accelerator**.

Support for Trainer

Facilitator's Guide/Interpretation PowerPoint Deck
An EIV360 Facilitation manual and interpretation slides are made available to trainers to support their coaching and training efforts in interpreting and using the EIV360.

Momentor Developmental Planning Guide
A facilitation guide is available to support the use of our online goal setting and reminder system (**Momentro**) and use of our mini-goal evaluation tool.

Workshop
Envisia Learning Inc. offers a course, "Interpreting and Using Emotional Intelligence View 360 for Professional Development" which helps managers to assist participants to examine further their strengths and potential development areas using **Talent Accelerator**.

Supplemental Norms/Group Report/Ranking Report
Norms for North America and International (UK, Europe, Asia and Scandinavian countries) available. A composite or group summary report for EIV360 is also available. A participant ranking report is also available to support talent management/succession projects by providing a ranking of participants based on any competency and/or rater group.

Certification Requirement

Envisia Learning Inc. does not require a certification process for purchase of EIV 360 but does offer advanced training on the use and interpretation of this assessment.

Scoring Process

Self-perceptions are compared to those of other rater groups for each of the 20 competencies and all scoring and reporting is automated online. EIV360 uses either

average/relative scoring or standardized scoring (t-scores or z-scores) based on North American, European or International norms. Normative scores can also be calculated based on the organization using EIV360 for selected participants (e.g., high performing and high potential leaders). All scoring and reporting process is automated using the Envisia Learning, Inc., 360-feedback administration and scoring system.

OTHER CONSIDERATIONS

Customization Options

Emotional Intelligence View 360 (EIV360) can be customized in three ways: 1) Questionnaire; 2) Languages; and 3) Report Options

QUESTIONNAIRE: Customers can choose to insert their own competencies, questions and response scale into Envisia's Custom View 360 administrative engine or select a subset of the existing EIV360 competencies to use. The administration system used to generate the feedback report can be completely customized to allow for any rater labels that are requested by consultants or his/her clients, co-branding of a client's logo and use of average, standardized norms or company specific norms.

LANGUAGES: The EIV360 online questionnaire and feedback report is available in a number of languages.

REPORT OPTIONS: EIV360 has flexibility to provide various report options including the following:

- Over/Under Estimation Report (Johari Window View)
- Self-Other Comparisons by Rater Categories (Competency Group, Competency and Question Level)
- Line, Bar or Spider Graphs
- Average or Normative Scores (t-scores or z-scores)

- Most/Least Frequent Behaviors
- Rater Agreement Index
- Open Ended Question Summary
- Time Series Report Summary (Compares Change in Scores over Time)
- Group/Team Composite Report (Summary of a project, group or team)
- Ranking Report (provides a ranking of participants based on rater group and/or competency scores)

MOMENTOR INTEGRATION

Momentor is a web based learning system that allows employees to create and monitor his/her executive development plan online as well as hosting a comprehensive competency based resource center (leadership readings, books, developmental suggestions, websites, and resources) to support *Emotional Intelligence View 360 (EIV360).* **Momentor** will allow all 360 participants to access a specific learning center with a password. The subscription to this learning center will be for 12 months.

- Development Resource Library: Momentor resource library provides a comprehensive source of readings, websites, media, and suggestions to facilitate your client's development.

- Development Suggestions: For each assessment tool, specific developmental suggestions or tips are provided for your client to try on the job to enhance their effectiveness.

- Development Planning "Wizard": Our development "wizard" will walk your client through their assessment report and provide a structured way to allowing them to focus on those behaviors that are most important.

- Automated Reminders: Momentor allows your client to select how often they want the system to send them reminders about due dates on their development

plan. As a coach, consultant or trainer you will also have the option of receiving daily emails summarizing development plan updates for your clients.

- Development Journal: Momentor provides an opportunity for participants to maintain a confidential journal to reflect on their reactions and feelings about their developmental journey.

- Coaching Feedback: You will have access to all of your clients' development plans as they are created and updated. You will be able to monitor their progress and add comments.

Momentor allows the participant's manager, coach or mentors to track and monitor progress on the development plan. All managers and coaches will also have access to the same competency based resource library as the participant using **Momentor**.

Cost

Emotional Intelligence View 360 is available for volume discount for purchases over 100 and can be bundled with our online goal setting/reminder system and mini-goal evaluation survey to measure behavior change (**Momentor**).

Cost includes online administration, scoring and reporting as well as the ability to customize rater categories, modification of text to send to participants and raters, co-branding of client logos on the online assessment and report cover, unlimited raters, automated email reminders and a project manager website to track and monitor 360 assessments.

Emotional Intelligence View 360
$195.00/participant

Emotional Intelligence View 360 + **Momentor** $350.00/participant

Length of Instrument

Emotional Intelligence View 360 consists of 74 questions and it takes approximately 15-20 minutes to complete the instrument.

Emotional Intelligence View 360 Bibliography

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