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Context to the nugget

Tasha speaks about the limited correlation between internal and external self-awareness and speaks about the criticality of us seeing ourselves through a prism (with the entire colour) than through a mirror (which often can be limited in granularity). She also speaks about the need for people to be comfortable with varying views and urges us to embrace the diversity of views and grow through it.

Transcription

Deepak Jayaraman (DJ): And shifting the attention to external self-awareness right while gathering external feedback you refer to the metaphor of a prison verses a mirror to describe the richness of feedback that one can often get what's the key insight here and given that for example 360 is a phrase that gets thrown around and in corporate circles right what are the common pit falls you see in the way people gather external feedback?

Dr. Tasha Eurich (TE): I would even say talking about external feedback it's important to paint the context of where external feedbacks fits in what are self-perception because this is something I have noticed you know when I am speaking and I see this all over the world whenever I ask a group of leaders for example who's opinion of you matter more your or your employees and they all smile proudly and shout out my employees because they have read all those articles about 360s but what the research on this right... and it's sort of easy to over simplify that but what the research on this has shown really conclusively my opinion is that both types of data are hugely important and what even more critical is they represent different types of information about ourselves so for example even if they conflict they are both valid and that's part of what we saw what our unicorns is there is a quote by... that something like the definition of true intelligence is to be able to hold two opposing viewpoints in our mind and still retain the ability to function . Our unicorns were able to get feedback and say this is really different then the way I see myself and that's ok that doesn't mean I am wrong and they are right and vice versa it just means that there are different ways of seeing and those different ways are valid and that's what it comes to the prism metaphor so most people thing about self-awareness is something you know the simple would be I look in the mirror I see my reflection and that is who I am but it's a lot more complicated and everyone probably remembers from science class when they were young that when you shine a white light through the prison on one end on the other end it comes out as a beautiful rainbow and the way I like to think about self-awareness is you know it's every single reflection or every single light that goes through you get a richer, fuller picture of who you are so every day to point that you get whether it's your own whether it's your spouse, whether it's your co-worker, your employees, your boss each of those are valid and helpful it doesn't mean that we have to listen to every single piece of feedback we get we can go into that in a sec or two but what it does mean is that I think is just that open curiosity that is

so hugely important so I think that's probably the biggest pit fall to go back to your question is over simplifying the different roles that feedback plays relative to our own self-perception.

Reflections from Deepak Jayaraman

DJ: When I am gathering feedback on the leaders that I work with, one of the questions I invariably ask is “what do you see in the leader that he or she doesn't see or acknowledge” or to frame it differently “what do you think might be in the blind spot of the leader”. And that often opens the door to a very interesting conversation that can be revealing to the leader I work with.

The other piece I realize is that while leaders are able to get to the level 1 of insight around themselves (strengths and development areas and competencies etc), they struggle with the next level. Some themes such as when is the leader at his or her best? What is the why behind some of her actions? What is the canvas where some-one like him or her would flourish?

Back to Tasha's point, rather than treating it as either or, when you combine the internal and the external self-awareness, there is often this rich tapestry of data to reflect on, which provides fertile ground for a rich discussion and for reflecting on the way forward.

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And to know more about the Leadership and Transition Advisory work I do, please visit the about section at playtopotential.com.

End of nugget transcription

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Dr. Tasha Eurich - Nuggets

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About Deepak Jayaraman

Deepak seeks to unlock human potential of senior executive's / leadership teams by working with them as an Executive Coach / Sounding Board / Transition Advisor. You can know more about his work [here](#).

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