JohariWindow

Welcome to Management Diagnostic's Johari Window

The Johari Window is a communication model that can be used to improve understanding between individuals within a team or in a group setting. Developed by Joseph Luft and Harry Ingham, the word "Johari" is a combination of the first names: Joseph and Harry.

The Johari Window can also be used to improve a group's relationship with other groups, through the use of disclosure, self-disclosure and feedback, There are two key ideas behind the tool:

- That individuals can build trust between themselves by disclosing information about themselves; and

- That individuals can learn about themselves and come to terms with personal issues with the help of feedback from others.

The Johari Window is used as a model for understanding and growing self-awareness, for personal development, and for improving communications, interpersonal relationships, group dynamics, team development and inter-group relationships.

What the Management Diagnostics Johari Window Kit contains?

The Management Diagnostics Johari Window Kit contains the following items:

- The standard format Johari Window template with equal size quadrants

- An explanation of the theory that underpins the window and the quadrants

- 56 adjectives on individual squares which are used to create interaction cards

- General instructions for use

- Interaction ideas

As part of The Management Diagnostic commitment to managerial development, you can save your Johari Window to your computer and print it over and over again. There is no limit, no licence fees. It is yours to own and use as often as you like.

General Instructions for Using the Management Diagnostics Johari Window

The kit contains 56 adjectives as originally determined by Luft and Ingham. Each adjective is followed by a brief explanation designed to assist in determining its relevancy.

A participant selects the adjectives (usually five or six) that best describe their personality or style. Peers also select adjectives which from the perceptive of a peer best describe participant.

These adjectives are then mapped onto the quadrant template as follows:

- Adjectives that are selected by both the participant and peers are placed into the Open quadrant.

- Adjectives selected only by the participant, but not by any of their peers, are placed into the Hidden quadrant.

- Adjectives that are not selected by the participant but are selected by their peers are placed into the Blind Spot quadrant.

- Adjectives which were not selected by either the participant or their peers remain in the Unknown quadrant.

Smart
Having or showing quick intelligence or ready mental capability

Happy
Characterized by or indicative of pleasure, contentment, or joy

Brave
Possessing or exhibiting courage or courageous endurance

Idealistic
Of or pertaining to idealism or idealists or their theories, pursuing perfection

Wise
Having the power of discerning and judging properly as to what is true or right

Explanation of the Quadrants

The Johari Window has four quadrants or panes.

Open

The Open quadrant is also known as the 'public self' 'arena' or 'area of free activity'. This is the information about the person – behaviour, attitude, feelings, emotion, knowledge, experience, skills, views, etc - known by the participant ('self') and known by the group ('others').

This quadrant contains the things that a person is happy to share and show to others. It provides a common view of the person and can be discussed openly.

Hidden

The Hidden area of the window or 'private self' refers to what is known to the individual but kept hidden from, and therefore unknown, to others.

The hidden area could also include sensitivities, fears, hidden agendas, manipulative intentions, and secrets - anything that a person knows but does not reveal, for whatever reason. It is natural for personal and private information and feelings to remain hidden. In fact, certain information, feelings and experiences have no bearing on work, and so can and should remain hidden.

Blind Spot

The Blind Spot quadrant captures what is known about a person by others in the group, but is unknown by the person themselves.

This blind area could also be referred to as ignorance about oneself, or issues about which one is deluded.

A blind area could also include issues that others are deliberately withholding from a person.

Unknown

The Unknown quadrant contains information that is unknown to anyone – self and other people. Often referred to as the 'undiscovered' quadrant, this is a potential source of personal creativity and other resources which may never have been investigated or suspected.

These unknown issues take a variety of forms: they can be feelings, behaviours, attitudes, capabilities, aptitudes, which can be quite close to the surface, and which can be positive and useful, or they can be deeper aspects of a person's personality, influencing his/her behaviour to various degrees.

Explanation for Use

The Johari Window quadrants can be changed in size to reflect the relevant proportions of each type of 'knowledge' about a particular person in a given group or team situation.

Individuals can increase the size of the open quadrant and thus decrease the size of the other quadrants through self-disclosure. This can be done two ways:

- Firstly, through sharing information about the "real you" with others. This action is designed to them to increase their knowledge about you

- Secondly, through obtaining feedback. This involves seeking open and honest information about yourself from those who witness you and your performance at work and elsewhere.

The process of enlarging the open quadrant vertically is called self-disclosure, a give and take process between the person and the people he/she interacts with.

As information is shared, the boundary with the hidden quadrant moves downwards. And as other people reciprocate, trust tends to build between them.

The process of enlarging the open quadrant horizontally is one of feedback. Here the individual learns things about him or herself that others can see, but he or she can't.

As levels of confidence and self-esteem rise, it is easier to invite others to comment on blind spots.

Bold
Beyond the usual limits of conventional thought or action

Clever
Showing inventiveness or originality; ingenious; mentally bright

Knowledgeable
Possessing or exhibiting knowledge, insight, or understanding; perceptive

Understanding the Results

Some common formats of the Johari Window are provided and explained in this kit. These are just a few of the possible combinations and provide a guide for interpreting the results.

It is important to note that between the open and hidden self, there are partly private, partly public dimensions that individuals are usually only prepared to share with trusted others.

Increasing the Open Area
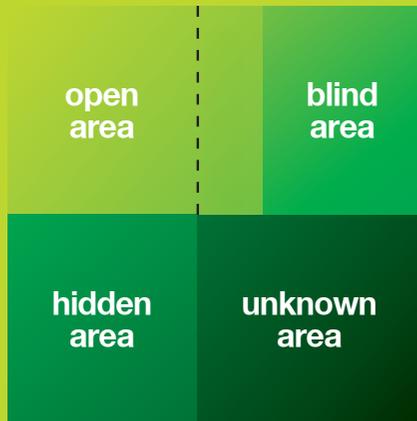
The Johari Window model diagram above is an example of increasing the open area, by reducing the blind area. This would normally be achieved through the process of asking for and then receiving feedback.

Feedback develops the open area by reducing the blind area. The open area can also be developed through the process of disclosure, which reduces the hidden area.

The unknown area can be reduced in different ways. These are:

- by observation from others which increases the blind area

- by self-discovery which increases the hidden area

- by mutual enlightenment - typically through group experiences and discussion. This increases the open area as the unknown area reduces.

Small Open Area

This Johari Window model diagram is an example of a member of a new team or a person who is new to an existing team.

The open region is small because others know little about the new person. Similarly the blind area is small because others know little about the new person. The hidden or avoided issues and feelings are a relatively large area.

A person represented by this example may not perform to their best potential, and the team will fail to make full use of the team's potential and the person's potential too. Effort should be made by the person to increase his/her open free area, by disclosing information about his/her feelings, experience, views and motivation, which will reduce the size of the hidden area, and increase the open free area.

Seeking feedback about the blind area will reduce the blind area, and will increase the open free area.

Large Open Area

Sometimes referred to as the Open Persona, someone with this type of Johari Window pattern is both self-aware (with a small blind self) and is quite happy to expose their self to others (a small private self).

The Open person is usually the most 'together' and relaxed of the personas. They are so comfortable with themselves they are not ashamed or troubled with the notion of other people seeing themselves are they really are.

With a small Blind Self, they make less social errors and cause less embarrassment. They are also in a more powerful position in negotiations, where they have fewer weaknesses to be exploited.

Becoming an Open Persona usually takes much time and effort. Unless a person grew up in an environment that permitted them to be well –adjusted, they will have to act courageously to accept the honest views of others. They will also have to share a deeper self and plumb the depths of the undiscovered self.

The weaker side of the Open Persona is that they understand and share themselves, but do not understand others. They may "dump" information from their Hidden quadrant onto others who are not ready to accept it or may be embarrassed by it.

This Johari Window model can also represent of an established member of a team. The open free region is large because others know a lot about the person that the person also knows.

Through the processes of disclosure and receiving feedback the open area has expanded and at the same time reduced the sizes of the hidden, blind and unknown areas.

The Naive Persona

The above Johari Window is often called the Naive persona and is identified by the large Blind area - what others can see that they can't. A person with a naïve persona may make significant social gaffes and may not even realize what they have done or how others see them. They hide little about themselves and are typically considered as harmless by others, who either treat them in kind and perhaps patronizing ways (that go unnoticed) or take unkind advantage of their naivety.

The Naive Persona may also be something of a "bull in a china shop". They may use aggression without realizing the damage that it does, and can thus be disliked or feared. They may also wear their heart on their sleeve and lack the emotional intelligence to see how others see them.

The Secret Persona

When a person has a large hidden area, they may appear distant and secretive to others. They talk little about themselves and may spend a significant amount of time in their own private world. In conversations they say little and, as a result, may not pay a great deal of attention to others.

The Secret Persona has a smaller blind area because they often give little away. They may well be aware of their introverted tendencies, but are seldom troubled about it. Where they are troubled, their introversion is often as a result of personal traumas that have led them to retreat from the world.

When a person has a large hidden area, they may appear distant and secretive to others. They talk little about themselves and may spend a significant amount of time ensconced in their own private world. In conversations they say little and, as a result, may not pay a great deal of attention to others.

Having a smaller blind area (often because they give little away), the Secret Persona as it is often called, may well be aware of their introverted tendencies, but are seldom troubled about this. Where they are troubled, their introversion is often as a result of personal traumas that have led them to retreat from the world.

Important Tips

Tip 1: Don't be rash in your self-disclosure. Disclosing harmless items builds trust. However, disclosing information which could damage people's respect for you can put you in a position of weakness.

Tip 2: Be careful in the way you give feedback. Some cultures have a very open and accepting approach to feedback. Others don't. You can cause incredible offence if you offer personal feedback to someone who's not used to it. Be sensitive, and start gradually.

Adjective Cards

Please cut these adjectives out to use with the Johari Window.

We recommended laminating them for longer lasting protection.

Able
Having necessary power, skill, resources, or qualifications

Accepting
Amenable; open; fit in; go along with; recognize; respect

Adaptable
Able to adjust oneself readily to different conditions

Bold
Beyond the usual limits of conventional thought or action

Brave
Possessing or exhibiting courage or courageous endurance

Calm
Free from excitement or passion; tranquil: undisturbed

Caring
To be concerned or solicitous; have thought or regard for

Cheerful
Characterized by or expressive of good spirits or cheerfulness

Clever
Showing inventiveness or originality; ingenious; mentally bright

Complex
Characterised by a very complicated or involved arrangement of thoughts and actions

Confident
Sure of oneself; having no uncertainty about one's own abilities

Dependable
Capable of being depended on; worthy of trust; reliable

Dignified
Characterized or marked by dignity of aspect or manner; stately; decorous

Energetic
Possessing or exhibiting energy in abundance; vigorous

Extroverted
An outgoing, gregarious person

Friendly
Favourably disposed; inclined to approve, help, or support

Giving
To present voluntarily and without expecting compensation

Happy
Characterized by or indicative of pleasure, contentment, or joy

Helpful
Giving or rendering aid or assistance; being of service

Idealistic
Of or pertaining to idealism or idealists or their theories, pursuing perfection

Independent
Not influenced or controlled by others; thinking or acting for oneself

Ingenious

Characterized by cleverness or originality of invention or construction

Intelligent

Having good understanding or a high mental capacity; quick to comprehend

Introverted

A person who primarily processes his or her own thoughts and feelings inwardly

Kind

Of a good or benevolent nature or disposition

Knowledgeable

Possessing or exhibiting knowledge, insight, or understanding; perceptive

Logical

Uses reason or predictable steps to work through challenges; to be expected

Loving

A feeling of warm personal attachment or deep affection

Mature

Highly developed outlook

Modest

Having or showing a moderate or humble estimate of one's merits or importance

Nervous

Highly excitable; acutely uneasy or apprehensive

Observant

Quick to notice or perceive; alert

Organized
Having a formal structure to coordinate or carry out for widespread activities

Patient
Quietly and steadily persevering or diligent

Powerful
Having great power, authority, or influence

Proud
Feeling pleasure or satisfaction over something regarded as highly honourable or creditable to oneself

Quiet
Restrained in speech, manner, not showy or obtrusive

Reflective
Given to, marked by, or concerned with reflection, meditation or deliberation

Relaxed
Being relatively free of or relieved from tension or anxiety; not strict; easy; informal

Religious
Imbued with or exhibiting religion; pious; devout

Responsive
Responding readily and sympathetically to appeals, efforts, influences

Searching
Examining carefully or thoroughly; acutely observant or penetrating

Self-assertive
Readily expresses one's own view, wishes or needs.

Self-conscious
Aware of being observed by others

Sensible
Having, using, or showing good sense or sound judgment; cognizant; keenly aware

Sentimental
Characterized by or showing sentiment or refined feeling

Shy
Bashful; retiring; easily frightened away; timid; suspicious; distrustful: reluctant; wary

Silly
Absurd; ridiculous; irrational; weak-minded or lacking good sense; stupid or foolish

Smart
Having or showing quick intelligence or ready mental capability

Spontaneous
Coming or resulting from a natural impulse or tendency; without effort or premeditation; natural and unconstrained; unplanned

Sympathetic
Looking upon with favour; acting or affected by, of the nature of, or pertaining to a special affinity or mutual relationship; congenial

Tense
In a state of mental or nervous strain; high-strung; taut

Trustworthy
Deserving of trust or confidence; dependable; reliable

Warm
Characterized by or showing lively feelings, passions, emotions, sympathies

Wise
Having the power of discerning and judging properly as to what is true or right

Witty
Possessing wit in speech or writing; amusingly clever in perception and expression

Johari Window Interactions

Interaction One – Johari Window in a Team Context

Ask the team to apply the Johari Window to how they function as a team. The adjectives can be used as a simple and effective way of running this interaction.

Creating a new set of unique descriptors suitable for the team / organisation involved is a suitable alternative.

Prompting questions for a discussion in a team context include:

- What are the strengths of the team?
- What are the missing skills of the team?
- What are the shared perceptions of the team and the organisation?
- What are items the organisation is aware of that the team is not?
- What are items that the team knows that the organisation does not?

Encourage the team to work through these prompting questions, again with the purpose of enlarging the area of the first quadrant and reducing the others.

Interaction Two – The Tree of Awareness

Each team member's task is to draw or paint a tree on a piece of paper.

The tree must include the root system, trunk, branches, leaves, buds, fruit, flowers and thorns. Then ask the team members to think about and notate their trees in terms of their:

- Roots = their life influences and beliefs
- Trunk = life structure and particularly aspects that are quite firm and fixed
- Branches = relationships and connections, directions, interests, how they spend time
- Leaves = information and knowledge - and sources thereof
- Buds = their ideas and hopes for the future, and their potential
- Fruit = their achievements
- Flowers = what makes them special, their strengths
- Thorns = challenges, threats and difficulties

Ask team members to share and discuss their trees within their team.

Use the Johari Window to identify common attributes for the Open window, attributes they had not realised for the Blind Spot, attributes they had not wished to share in the Hidden window and areas that no one had identified for the Unknown window.

Interaction Three – The Common Thread

Split the group into teams of three or four. Ask them to discover a common interest among the members of their team.

At the end of the discussion period of approximately 5 – 10 minutes, the facilitator has the option to extend the interaction by asking each team to nominate a spokesperson who must explain briefly the nature and benefit of their team's common interest.

Where group members know each other and the focus is on team building, emphasis should be placed on the requirement to present a common interest with an agreed common benefit.

Use the Johari Window to review what was previously unknown to the group about each person and place it into the Open window, Hidden window or Blind Spot.

Interaction Four – The Identifier

Divide the group into teams and give each person 4 sticky notes. Everyone should have the same colour sticky note.

Each person must write their name on one of their notes in handwriting if possible which cannot easily identify them.

Each person then writes clearly three words - one on each note - which strongly describe or represent themselves. This should be done so no one can see what others have written, again preferably in a style of handwriting which will not identify the writer.

All describer notes and name notes should be placed facedown to the centre of each team's table (or wall-space) and mixed up. Then ask each team to move to another other team's table/wall-space so that they are working with another team's descriptors.

The task for each team is to re-arrange the describers in sets of three beneath the name of the appropriate individual, thus allocating the descriptor to the correct 'owners'. The winning team is the one which achieves the most correctly allocated descriptors.

Use the Johari Window to review what was previously unknown to the group about each person and if that is to be placed into the Open window, Hidden window or Blind Spot.

Interaction Five – Uncovering the Truth

In a group, each person should introduce themselves by stating their name (and role if relevant) plus:

- one true statement about themselves, and
- one false statement about themselves

The false statement should be well thought out to make it difficult for the group to determine which the true fact is and which the lie is.

Participants have 30 seconds to think of their statements, after which (according to the order decided by the facilitator) each person makes their statements, pausing after each truth and lie for the group to decide which is which.