# Johari Window

## Introduction

The Johari Window is a tool which was developed by psychologists Joseph Luft and Harry Ingham. It is an activity designed and used to help individuals get to know themselves better. This also considers the dynamics within a group which helps is getting to know a person. By using the Johari Window, a person will be able to get feedback from the people around him – learning the group's perspective about a person. This also gives a person an opportunity to describe how he perceives other within the group. Using this tool facilitates interaction and opens communication within the group.

## Definition

The Johari Window is a tool used to help members of the group become self-aware and be able to provide feedback to other members within the group.

## When to use it

It is usually used to open communication and help members of a group learn more about themselves. This is best use after a group had spent enough time together.

## Details

The Johari Window was developed by psychologists Joseph Luft and Harry Ingham hence, it is called the Johari Window. It was developed in 1955.

Let us deep dive into the Johari Window:
It has four "panes", areas or Quadrant. These areas constitute a person's characteristics and personality – how a person is described.
The four panes of the Johari Window are:

### Quadrant One - The Open Area

This quadrant focuses on what you know about yourself that is also known by others in your group or team. It's called the 'open area because, in a highly-functioning team, you should try to be open and to broaden and expand this area.
One way that we have used it in leadership training is to invite everyone in the group to stand up and share a strength they have or how they contribute to the team. Everyone has an opportunity to share, and throughout the course of the training, we invite everyone to stand up and repeat their strength or contribution. Interestingly, some people forget what strengths they see in themselves. When you are fully present, you will definitely be able to remember that because, as a team, you want to be able to leverage those strengths.
We then ask a few members of the team to share what strengths they see in a specific person, or how they see that person contribute their strengths to the team. We love that, because what you're doing is, 1) acknowledging the strength that you have, and 2) the other team members are validating that, which is wonderful. Which leads us onto the next quadrant...

### Quadrant Two - The Blind Spot

As the name suggests, this quadrant is what you don't know about yourself but perhaps others in your team know about you. Herein lies the beauty of being open to receiving feedback and giving permission for people to give you feedback.
We might focus on what strengths others see in you that you don't notice or acknowledge. This offers your team a real opportunity to trust each other and grow and develop together. Having said that, it does take a mature team that is open and willing to grow and learn, to be able to step into that developmental area.


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A good way to open up the discussion is to start by focusing on sharing the strengths each person notices in their fellow team members. This paves the way to feedback. For example, if a team member was to talk about an example of support that really impacted them that you had forgotten about, you share constructive and developmental feedback.
It's also a really great opportunity for managers to learn what others think of them. Do you really know the impact you're having on stakeholders and colleagues beyond this team?
The important thing to remember is that a 'blind spot' isn't necessarily a negative.

## Quadrant Three - The Hidden Area

This section refers to what others don't know about you. A great way to start is to ask the question: What am I working on at the moment? Or, what am I challenged by?
We saw a great example of how well this can work when we were working with a team where someone talked about their need for approval. They were always asking questions; despite being an expert in their field, they were always second guessing themselves. It gave them the opportunity to say, "This is what I think, what's your input? Is there a way we can develop that even further?" So, by opening up and telling others what they were challenged by, they were able to go from approval seeking to achievement seeking.
Other people might be challenged by being asked direct questions in a meeting without having the time to think about it. Either way, by knowing these things about your team, you are better able to set people up for success.

## Quadrant Four - The Unknown

This quadrant refers to what is unknown by the person about themselves and is also unknown by others. What we love about this area is it's all about potential that hasn't been tried or tested. It could be things that you have a talent for or innate ability that hasn't been given the opportunity to come to the fore. Or, maybe the team's resilience hasn't been tested yet, or their ability to take on different sorts of projects, for example.
So, start with yourself here. Ask, what did I learn about myself? Is there a common theme that keeps coming up that I wasn't aware of? Then ask, what did we learn about our team? What did we learn about either the makeup of the team or the dynamics of the team as a result of going through this process?
When we use the Johari Window, we often think, is there another way to make this area more practical? We think it's through scenario planning. By potentially planning for what's coming down the track, you could develop a plan - that's one way to test this 'unknown area'.

For example, you could look at team agreements and how you agree to behave with one another. So, say you agree to talk directly and to eliminate separate, side conversations. That's phase one. Phase two of your scenario planning would be to look at how you would enforce that. How will you bring people back on track? How will you hold each other to account? That's when you can bring those scenarios into play and 'test' the unknown.
The usual instruction when using the Johari Window is first, write down one can think of about him that others are also aware of about him in the Open Area. Next, write down the things one would like and comfortable writing in the Hidden Area. The third instruction is to tape or place the paper in the individual's back and roam around the room. Randomly, members of the group will write a word or a description of the individual. Finally, the individual reads and review the things that the members of the group wrote. The individual can compare the things written in the Blindspot and Hidden Area.


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## EXAMPLES:

Here is an example:

| | You Know About | You Don't Know About |
|---|---|---|
| People Know About | OPEN AREA<br>- Friendly<br>- Patient | BLINDSPOT AREA<br>- intelligent<br>- proud<br>- friendly<br>- empathetic |
| People Don't Know About | HIDDEN AREA<br>- introvert<br>- sentimental | UNKNOWN AREA |

The individual who owns the Johari Window above knows that he is friendly and patient; others in the group are also aware of this. The person may or is not aware that he is showing signs of being intelligent, proud, friendly and empathetic. The person has divulge that he is introvert and sentimental which other's may have not known or noticed.



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