JOHARI Window Workbook

JOHARI Window

	Known to Self	Not Known to Self
Known to Others	*Open/Free Area*	*Blind Area*
Not Known to Others	*Hidden Area*	*Unknown Area*

The name, JOHARI Window, makes it sound like a complicated tool. In reality, Joseph Luft and Harrington Ingham created the memorable name for their model by combining their first names, Joe and Harry. It was first used in 1955 and since then has become a widely used model for understanding and training in a variety of self-awareness dependent activities such as: personal development, communications, interpersonal relationships, group dynamics, team development and inter-group relationships.

The JOHARI Window provides a useful format for representing personal and/or group information such as feelings, experiences, views, attitudes, skills, intentions, motivation, etc from four perspectives. The labels refer to 'self' and 'others': 'self' means oneself while 'others' means other people in the person's group or team. It is an excellent tool for comparing self-perception to public perception and becoming a guide map developmental improvements.

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The Four Quadrants

The **Open/Free Area** quadrant is also known as the 'area of free activity'. This is the behavioral and emotional information about the person is known by the person ('the self') and other people. Examples of such information may include trust levels, communication style, competence at work and leadership effectiveness.

In teams and working groups, a goal should be the development and expansion of the 'open area' for every person, because when this area is expanded, people are most effective and productive, and, consequently, so are teams and working groups. The Open/Free area, minimizes distortions and mistrust by providing opportunities for dialogue on topics that are openly acknowledged as important.

The size of the Open/Free area is a developmental outcome of working relationships. People with established working relationships will have the lager areas and those who are new will have the smaller areas. The Open/Free area is usually expanded by encroaching into the Blind and Hidden areas. That means that the enlargement of the Open/Free quadrant comes from telling what is hidden and asking about the blind spots. Often, this comes through the natural process of developing work experiences, but can also be accelerated by actively engaging in personal feedback processes.

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Not all personal information is grist for the mill in the Open/Free areas. Personal boundaries are to be respected and there needs to be heathy group norms describing the type and depth of information that best contributes to effective working relationships.

The **Blind Area** often holds the keys to personal and team progress. When strengths and areas for development are shared in this quadrant, the recipient is better able to make decisions on behavior changes and seeking support or resources for personal development. The blind spots identified in this area can range from technical competence to attitudinal issues. Regardless of the type of information shared here, it needs to be data that will help the recipient become a better person and a more effective employee. As discussed above, when information is shared from The Blind quadrant, it automatically expands the Open/Free area.

The **Hidden Area** is where we keep personal information that we do not want others to have access. The reasons for keeping information hidden can range from being personally sensitive, that one would not want to share openly, to information that an employee would like to share, but does not feel there is adequate trust or safety to do so. In either of these situations, exposing information in this quadrant can have negative repercussions. However, if the organizational climate is founded on trust and respect, then sharing relevant information helps both the individual and the team.

The **Unknown Area** is where our greatest potential resides. People are complex and there is much under the surface in the unconscious mind. In the course of living, events can occur where feelings, thoughts, or insights are realized that were never recognized before. These are instances where the Unknown Area reveals clues to an inner life that had previously gone unnoticed. When these clues emerge, enter them into your Window and explore their potential meanings.

Exercise: Print out the 3-5 copies of the following JOHARI Window Worksheet. Take it to 3-5 people you work with that you can trust to give honest yet supportive feedback. With each person, fill out one sheet. Make sure you both mutually agree on the the Open/Free Area items. Ask for their thoughts on your Blind Area. Then share, if you feel safe, items for the Hidden Area. For the Unknown Area, ask them to share some thoughts or insights on untapped potential you might have that have yet fully emerge. When all the sessions are complete, combine tall the finding one to one master form and then list 3 actions you can take that will address the significant issues raised during this excercise. Once you actions items are decided, loop back with the people who gave you the data and share with them you action plan. Make sure to make any necessary adjustments based on their comments. To insure that the feedback givers see the value of their participation in your feedback experience, ask them to let you know when they see you making progress on your plan.

JOHARI Window Worksheet

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