# THE JOHARI WINDOW - EXERCISE

### Personal Reflection

Take some time to write in your personal journal about whether you tend to be more private or public with others, under which conditions, and why?
What are the implications of your boundary management for your relationships at work and with others? Share your insights in small groups or with a colleague.

### Reading the Input

Take some time to familiarize yourself with Johari Window as summarized in the Input document.

If you had to roughly imagine your own Johari Window, what percentage of each quadrant do you currently embody?

| | |
|---|---|
| Quadrant 1: ___% | Quadrant 2: ___% |
| Quadrant 3: ___% | Quadrant 4: ___% |

Do you see yourself more like an open book with limited hidden or unknown areas, or more private and closed-off?

### Filling out the Johari Window

**Part 1:** Fill out the Johari Window for yourself while focusing mainly on your interpersonal relationships. (A template is provided in the Handout)

- **What goes in the Arena?** (*the area known to yourself and others*).
    - What do you personally know to be true about yourself and that others acknowledge as well?
    - Why are you comfortable sharing these specific aspects and not others?
- **What goes in the Facade?** (the area known to yourself and not known to others)
    - How has this quadrant served you? Why was it important to keep those aspects of yourself hidden from others? How might a big Facade hold back your leadership practice? How might it impact your interpersonal relationships?
    - From the list of characteristics and attributes that you have written in this quadrant, what is one "hidden" information about yourself that you could be willing to share with others? What do you need to achieve this?

## ADDITIONAL EXERCISES

There are no additional exercises for this section

- **What things were previously in your Blind area?**
  These could be both positive or negative blind spots: think of situations when someone shared that you were amazing at such and such", and you were surprised.
  Try to come up with strengths and potential areas of growth that you tend to overlook and that others see clearly in you.
- **What could potential go in the Unknown area?**
    - What could a journey of self-discovery or an exploration of some of your repetitive behaviors and recurrent patterns reveal about you?


**Part 2:** Ask other members of your team to fill out a Johari Window for you in relation to your interpersonal relationships.

**Part 3:** Compare the windows in your working group and discuss by sharing questions and explanations.

- Which characteristics which you thought were private, were actually known to your group?
- What blind spots related to your interpersonal world are now revealed? How might this new information affect your leadership practice? Who will you become as you integrate the fruits of this reflection into your life?
- What practices and behaviors help you maximize your Arena? Reflect with your working group on how to minimize your Blind Area and Facade.
- How can this tool be helpful for the work of teams?

### Reflecting on disclosure and boundaries management

Bring to mind **a new** personal or professional relationship:
- How do you see the proportion of the open quadrant of Johari Window to the hidden quadrant in this case?
- What can you do to expand your open area and develop your shared awareness with the other person? Why is this important for new relationships?
- What is the risk in overdoing this disclosure? What helps you regulate what to share and what to keep private?

Bring to mind **an established** personal or professional relationship:
- What about the proportions of both quadrants (open versus hidden quadrant) in this case?
- How would a relatively big blind area impact your interactions with others?
- What are the interpersonal implications of interacting and communicating with others while we are quite ignorant about ourselves, or having others deliberately withholding information from us?
- How can you agree on the type and depth of information that are needed for effective interactions, in a way that respects personal boundaries and promote trust?
- How can you promote a climate of non-judgmental feedback and honest disclosure in your relationships?

# THE JOHARI WINDOW - HANDOUT

|  | **Known to yourself** | **Not known to yourself** |
|---|---|---|
| **Known to others** | *Open area* | *Blind area* |
| **Not known to others** | *Hidden area* | *Unknown area* |

# THE JOHARI WINDOW - INPUT

## INTRODUCTION

Johari Window is a simple graphic tool developed by Joseph Luft and Harry Ingham (1950) for understanding and developing awareness in interpersonal relationships. The more we grow our ability to share ourselves with others (through disclosure and sensitive feedback) the deeper we can be truly known and the more effective our relationships and communication will get.

## MAIN IDEAS

Johari Window is a four-pane model that represents information (feelings, attitudes, skills, intentions,...) within or about a person (the self) in relation to others (an individual or a group/team) from four different perspectives or areas/quadrants. Each quadrant represents the information in terms of whether it is known or unknown by the individual himself, and whether it is known or unknown by others:
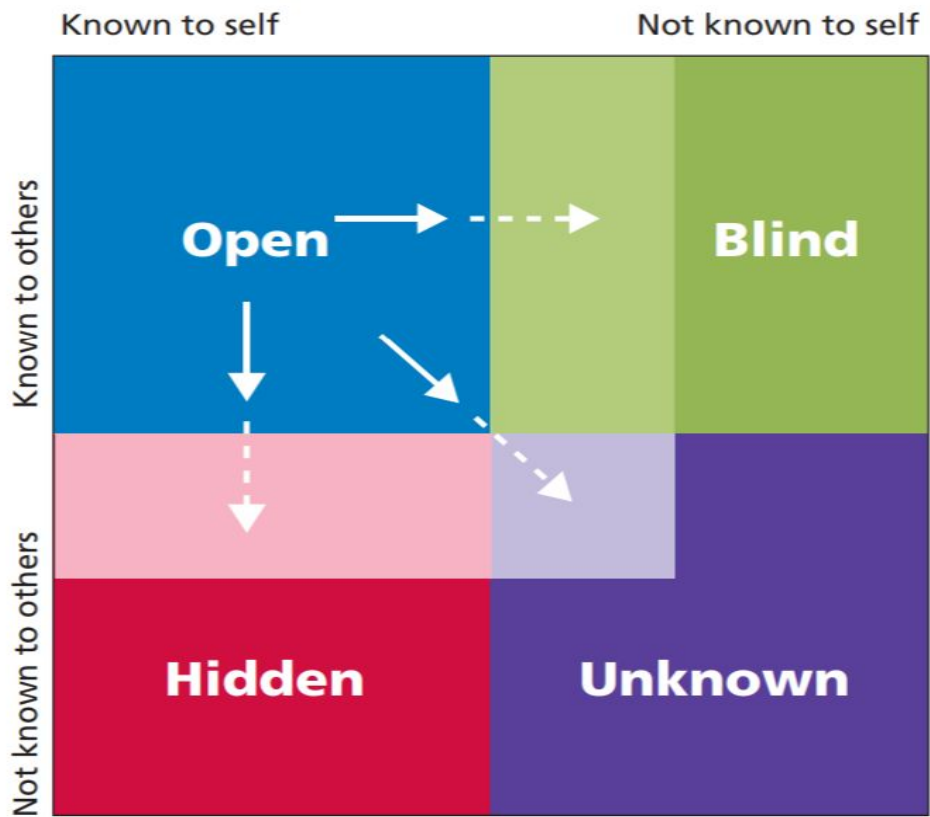
1. **Open area** (also referred to as open/public self, free area, or the arena): collects what is known by the person about him/herself and is also known by others.
2. **Blind area** (blind self, blindspot): collects what is unknown by the person about him/herself but which others know (issues we are ignorant or deluded about but that others know and deliberately withhold from us)
3. **Hidden area** (private/hidden self, avoided self, façade): collects what the person knows about him/herself that others do not know;
4. **Unknown area** (unknown/undiscovered self): this is what is unknown by the person about him/herself and by others.

Each of these windows will shift in size depending on the relationships involved and can also be consciously resized (through feedback, disclosure, self-discovery or developmental relationships such as coaching or mentoring among others...)

The size of each quadrant in Johari Window can be adapted to reflect the relevant proportions of what is known and what is not in a given situation; the ultimate purpose being to expand the open area and increase shared awareness as we give and receive information about ourselves to others. The more we work in the open area with others, the more we are at our most effective and productive levels. This is the space where resonant communications and trusting cooperation occur, away from confusion and misunderstanding.

## EXPECTED LEARNINGS AND OUTCOMES

1. Introducing Johari Window as a practice for self-awareness and emotionally intelligent communication

2. Understanding the boundary that distinguishes what a person knows about his/herself and what he or she shares with others

3. Understanding the implications of discretion and boundary management for building rapport with others

*"It takes courage...to endure the sharp pains of self discovery rather than choose to take the dull pain of unconsciousness that would last the rest of our lives."*

*Marianne Williamson*

# THE JOHARI WINDOW - RESOURCES

## GENERAL LEADERSHIP RESOURCES

| Title | Author | Publisher | Year | Link |
| --- | --- | --- | --- | --- |
| The Johari Window Workbook | U.S. Geographical Survey | Website | | Link |
| The Johari Window A New Vision for Self and Team Development | Drew Carey | Solution-Focused Coaching Services | 2016 | Link |
| What Self-Awareness Really Is (and How to Cultivate It) | Tasha Eurich | Harvard Business Review | 2018 | Link |
| Working with People Who Aren't Self-Aware | Tasha Eurich | Harvard Business Review | 2018 | Link |