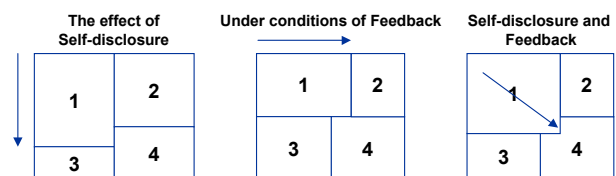


The Johari Window

	Known to Self	Unknown to Self
Known to Others	1. Open Area (Public Self)	2. Blind Area ("Bad-Breath")
Unknown to Others	3. Avoided or Hidden Area (Private Self)	4. Area of Unused Potential

What is it?

The Johari Window is a model to help people to improve their self-insight and their relationships with other team members through personal disclosure and constructive feedback. Named after Joe Luft and Harry Ingram, the model describes four types of information about people.



Open area

These are factors about a person where they and others have a mutually shared perception i.e. people see them the way they see themselves (e.g. *I feel assertive and people see me as assertive*).

Blind area

These are factors that other people perceive in a person but that they do not see in themselves – or will not admit to themselves! E.g. *others see my indecisiveness reducing my effectiveness but I do not see – or will not admit to myself – that I am indecisive. Even your best friends won't tell you.*

Hidden area

These are factors that a person sees in themselves but hides from others e.g. *I feel anxious but I strive to project the image of a very confident person. People see a 'false me' and I must always be on guard not to let the 'real me' show.*

Unused potential

These are factors that a person does not see in themselves nor do others see in that person.

Why is it used?

It can be used for two main purposes:

- to help people to learn by improving their self-insight
- to improve working relationships by building understanding between team members

In both cases this is achieved by heightening the quality of communication between people.

In terms of helping people to learn and improving working relationships, this model helps by:

- Creating a safe and supportive environment
- Building a climate of trust and sharing based on openness
- Encouraging interactions between all team members and not just from an 'expert' (or boss)

How to do it

Look for opportunities to increase peoples' 'open area' and tap into their area of unused potential by:

- Feeding back constructively (reducing the blind area)
- Encouraging disclosure (reducing the hidden area)

Tips and guidelines

The quality of disclosure and feedback is key for this approach to be of benefit. Constructive feedback takes practice.