

Success strategies for new leaders -

Tools to increase self-awareness

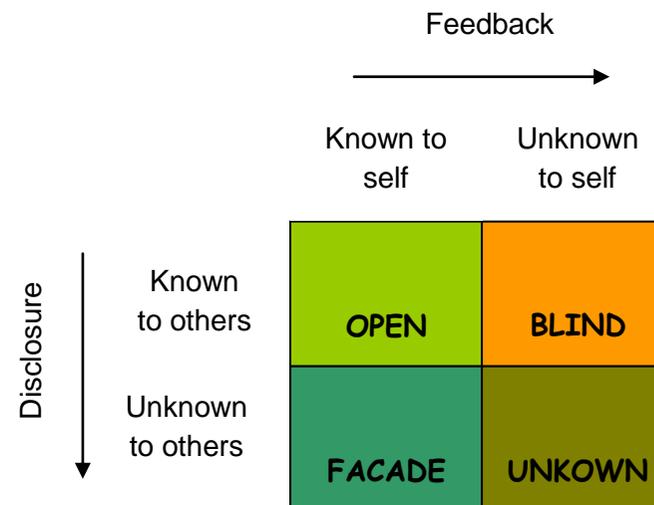
Johari's Window

Johari's Window is a useful model for illustrating and improving self-awareness. It was developed by American psychologists Joseph Luft and Harry Ingham in the 1950's whilst researching group dynamics. It can be used in a variety of developmental situations, including improving communications, interpersonal relationships and team development. It represents the feelings, experience, views, attitudes, skills, intentions, motivations etc, within a person in relation to others around them.

Explanation of the Johari Window Model

Those things which are both known to us and others are described as **open**. This is information about ourselves which is in the public domain and is non-contentious.

Where others know things about us of which we remain blissfully ignorant (e.g. the irritating habit we have of clicking our knuckles when concentrating or our over-bearing attitude to subordinates) is described as our **blind spot**. At an extreme, our behaviour might typify that of a 'bull in a china shop', as we blindly thrash around ignorant of the impact we make.





Things which we know about ourselves and which we keep hidden from others are categorised as our **façade** e.g. I may appear to others as a very confident professional but only I know that I have a terror of presenting to very large audiences, something I try to keep hidden for fear it will impede my career chances. Fearing the reactions of those colleagues or bosses that I perceive to be lacking in understanding or sympathy, I don't admit to it. My behaviour may be likened to that of a tortoise, keeping myself closed off from those around me.

The last area represents thoughts, feelings, and latent abilities etc that are simply **unknown** to both the individual and those around them. It could be an aversion or fear that the person doesn't yet know they have, or an ability that is un-tried through lack of opportunity.

We can increase the 'open' area, by reducing our blind spots and lowering our façade. We decrease the blind spots by accepting or encouraging feedback. Only we can choose to lower our façades, and share our true thoughts and feelings, doing so when we feel in an environment where it is safe to do so.

How open are you about yourself to those around you? How could you increase this area? What feedback have you had that indicates you have blind spots about your behaviour? What things do you not share about yourself that may give others a different impression to the person you know yourself to be? Are you open to new opportunities and experiences?



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