

- 4. Think of success, not failures:** Most of the time you may be recalling your bad times and failures and keep sulking. Instead, you keep telling yourself that you are born to succeed. Think of the success stories and the good times you have had in the past with your near and dear ones.
- 5. Choose the righteous path:** Many people influence you by telling what you should do and what you should not, but nobody has a clear idea of ethics. It is your responsibility to keep your moral standards high and live up to them. Certainly you will be respected by all.



### **2.3 JOHARI'S WINDOW**

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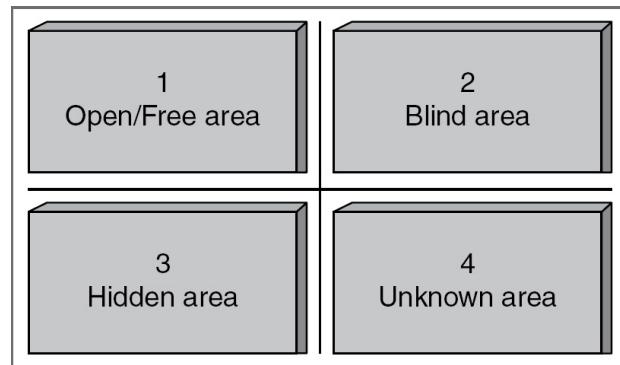
To have a positive outlook and good personality one has to assess oneself at every stage. For this assessment Johari's window model is a handy tool which is being used by a number of individuals for improving self-awareness and developing fruitful relationships with their colleagues. The name Johari's window has been coined from the names of American psychologists Joseph Luft and Harry Ingham who had developed this model. Today this model is very popular in the field of personality development as it emphasises and influences soft skills,

interpersonal relationships, empathy, cooperation and intergroup development.

Johari's window model is specifically helpful for understanding the employer-employee relationship, which is very important for the progress of an organisation. People across the world have adapted the four regions of this model described by psychologists Joseph Lift and Harry Ingham. It is indeed a very simple model.

Some people refer to Johari's window model as a disclosure/feedback model of self-awareness while others call it an information processing tool. Johari's window refers to oneself and others. Self indicates the subject and others are people of other groups. Actually, this model provides information about the experience, attitude, feelings, motivation and depression of a person or group in relation with other people in four main perspectives.

The four perspectives of Johari's window are called areas, regions or quadrants. Each perspective represents information, feelings, etc. related to a person. It also tells whether the information is known by the person and whether the information is known or not known by other members in the group.



Four quadrants of Johari's window for self-assessment.

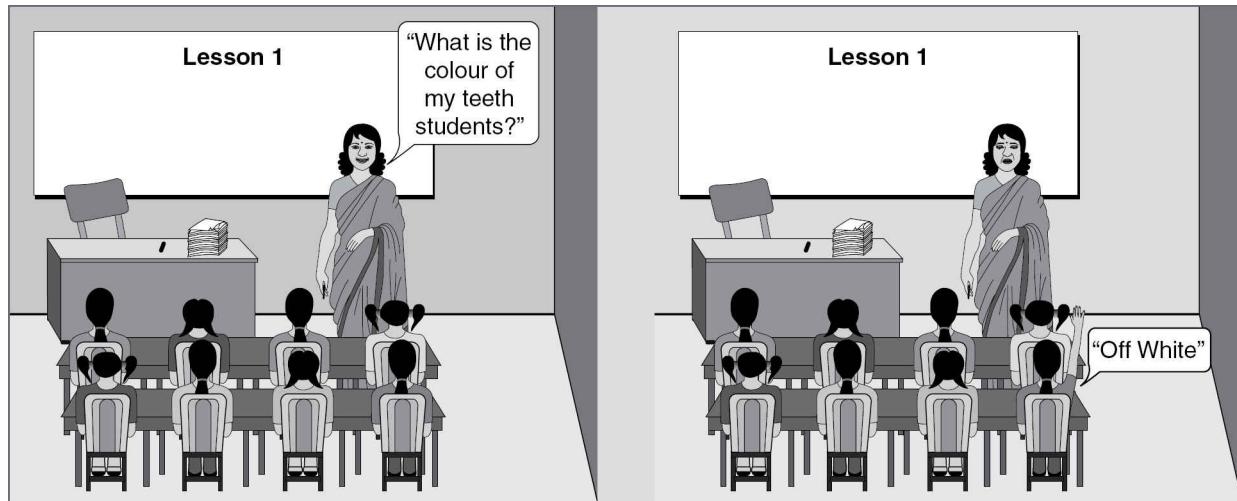
The first area of Johari's window is called open or free area which is also known as the area of free activity. This contains complete information about a person – his/her attitude, knowledge, skillset, views, opinions etc. – which is known by the self and others. The aim should be to develop the open area for every person in a group. When working in the

free area, as you have no inhibitions you are more efficient and productive and the group is also very productive. It is in the open area that frank communication and cooperation occur that is free from mistrust, confusion, hindrances and misunderstandings. The existing members of a group have larger open areas than those of new entrants in the group. This is because the new members begin with relatively small areas due to the insufficient knowledge they have about the other members. Gradually, the size of this area of a new member is expanded horizontally into the blind space by his/her proper listening of the feedback of other group members. This is known as feedback solicitation. One can help other members expand their open area by listening to them and providing feedback sensitively.

Johari's window model emphasises and influences soft skills, interpersonal relationships, empathy, cooperation and intergroup development. It is, therefore, helpful in the field of personality development and is specifically helpful for understanding the employer-employee relationship.

When people start hiding their information and feelings, then the size of their open area is expanded vertically downwards into the hidden space. Good leaders play an important role by facilitating feedback among group members. The responsibility of the leaders is manifold. They have to promote the culture of open environment, positive thinking, helpful conduct, sensitive communication and knowledge dissemination throughout the organisation. Progressive organisations always have the culture of openness and healthy environment. Therefore, they encourage positive development of the open area of everyone.

Johari's second quadrant is called the blind area or blind spot. It represents what is known about the subject by others and the subject is oblivious about this information. By seeking feedback about oneself from others and responding positively to it, one reduces this area, thereby increasing one's open area. The blind area is not productive for individuals or groups. It represents the ignorance about individuals or issues in which one is involved. It also includes those issues that others are purposely withholding from a person.



People who are difficult to work with do have big blind areas. Managers should take responsibility to reduce this area of the people working under them and expand their open area by giving feedback and encouraging them to come out of their shells. Leaders can serve as conduits to promote non-judgmental feedbacks and group responses rather than individual disclosures. They can reduce fears breeding among people and encourage them to be less resilient.

Johari's third quadrant is called hidden self or hidden area or facade. This area represents feelings or information known to an individual, but is kept hidden and, therefore, not known to others. The hidden feelings or information can be about anything which an individual does not want to reveal to others. It may include one's fears, hidden agenda, secrets or anything that one does not want to reveal. Some information pertaining to the third quadrant may not have any repercussion on the work of a team or group and so can and should remain hidden. However, a lot of hidden information may have a bearing on one's work performance or the work of the entire team, so it is better to place that information in the open area. The aim should be to share information with others as far as possible. Sharing information in the terminology of Johari's window is called as self-disclosure or exposure process, which helps in increasing the open area. We must share information about ourselves with others. By doing this we can reduce our hidden area and increase our open area which will bring better trust, understanding, cooperation

and productivity in our team or group. This will remove confusion, misunderstanding and mistrust which are instrumental in undermining teamwork.

Johari's fourth quadrant is called unknown self or area of unknown activity. It represents information about an individual's latent abilities, aptitude and feelings, which is unknown to the individual as well as people around him/her. This information could be about one's behaviour, attitude, capabilities which can be positive and good, but it is hidden deep in an individual and impact one's personality in different ways. Bigger unknown areas are more prevalent in the younger people who have less work experience.

The fourth quadrant can be reduced by self-discovery or by learning from keen observation of oneself by others in different kinds of situations. Counselling can also unravel many unknown issues which could either be done by one person or by a group.

*The 'self-image' is the key to human personality and human behaviour.  
Change the selfimage and you change the personality and the behaviour.*

