



## Johari Window

Scan the QR above for a video presentation on the Johari Window by Willing Phillips

My first exposure to this model was in my first T Groups I participated in. T stands for Training. It was a weekend workshop at Social Dynamics on Newberry St. in Boston. The second, was my second exposure to the Johari Window at a National Training Laboratory week-long workshop titled The Basic Human Interaction Laboratory.

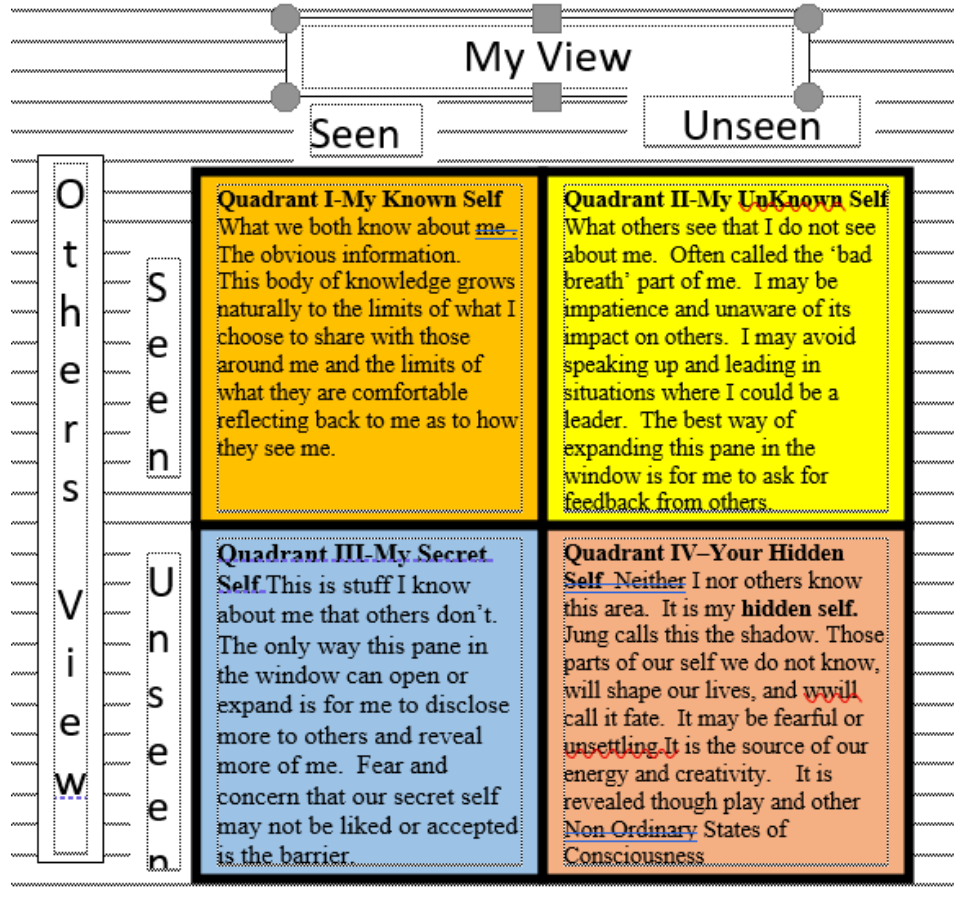
The model describes the window through which we see ourselves, and others see us. It looks at how much we can share our skills and experiences with another person or with the team. It consists of four distinct window panes. As individuals disclose more of their inner thoughts and feelings, the more others know about you. While the more you seek and accept feedback from others, the more you know about yourself. The larger size of the mutually known area, the more we are able to fully see ourselves and one another and more deeply understand and connect with one another, and the more all of our skills and experiences can be brought to bear. Here are the four panes of the Johari Window.

### History and Attribution

Joseph Luft and Harry Ingham, two psychologists, worked together to create this model in 1955. Since then it has gained great popularity and is used in Management training and leadership programs. I was first exposed to it in the 1960s, and have used it regularly with my CEO clients. This briefing is an e-mail of the original authors' Oracle in my experience.



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Clearing or expanding any of the window panes requires that you become vulnerable. You let others see through the window pane inside you as opposed to being closed and tight so others can not see you.

In a new relationship or team, Quadrant I is very small; there is not much free and spontaneous interaction. As the group grows and matures. In a safe and trusting environment Q2 and Q3 are shared, and this usually means we are freer to be more like ourselves and to perceive others as they really are. The core tools for expanding the window panes are by 'telling' and 'asking'.

Quadrant III shrinks in area as Quadrant I grows larger. We find it less necessary to hide or deny things we know or feel. In an atmosphere of growing mutual trust, there is less need for hiding pertinent thoughts or feelings.

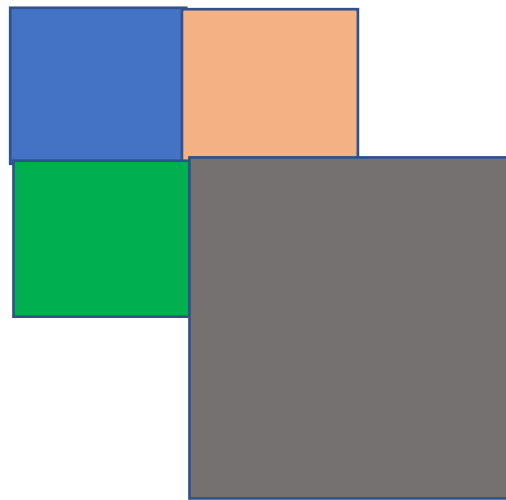
It takes longer for Quadrant II to reduce in size, because usually there are "good" reasons of a psychological nature to blind ourselves to some of the things we feel or do. Others hesitate to



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give us feedback on what they see and experience about us. They are unsure if you really want to know, and they are fearful their feedback may hurt or anger you. Sometimes when someone's UnKnown behavior becomes particularly aggravating to you, fear is overcome and you give them feedback on their aggravating behavior. The back log of restraint often delivers the feedback in a burst of anger.

Quadrant IV changes occur even more slowly than shifts in Quadrant II. At any rate, Quadrant IV is undoubtedly far larger and more influential in an individual's relationships than the window illustrates. In the book Group Process – An Introduction to Group Dynamics 1963, Joe Luft diagrams it as below. The size of Q IV indicates the power, richness and energy which resides there.



### Assumptions About The Johari Window

1. A change in any one quadrant will affect all other quadrants.
2. It takes energy to hide, deny, or to be blind ( Q II)to behavior which is involved in our interactions.
3. Threat tends to decrease awareness; mutual respect and trust tends to increase awareness.
4. Forced awareness (I have some feedback for you...) is usually ineffective.
5. Personal growth means a change has taken place so that Quadrant I is larger, and one or more of the other quadrants has grown smaller.
6. Working with others is facilitated as quadrant I expands. This means more of the resources and skills that each person has can be applied to the task at hand.
7. The smaller the first quadrant, the poorer the communication, and the weaker the team.

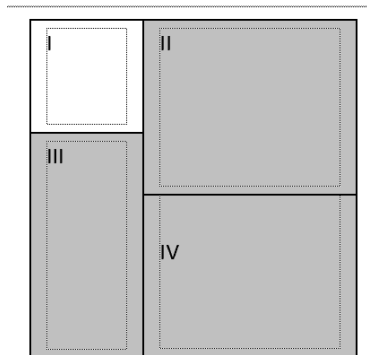


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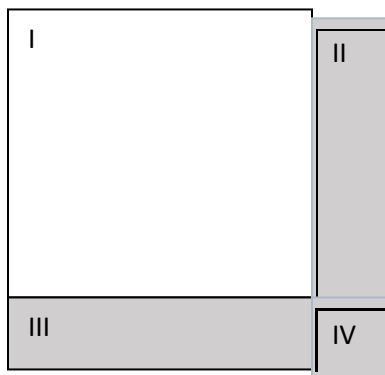
8. There is universal curiosity about the UnKnown Q IV; but this is held in check by custom, social training, and by diverse fears.
9. Respect means appreciating the covert aspects of behavior, in Quadrants II. III. IV and respecting the desire of others to keep them so.

### The Initial Phase of Group Interaction

In a typical first meeting of most groups, the interaction is relatively superficial, while anxiety or threat is fairly large, the interaction is silted and formal. Folks are often not relaxed enough to really listen to others. As a result ideas or suggestions are not followed through and are usually left undeveloped -- that individuals seem to hear and see relatively little of what is really going on. The JoHari Windows of the group members tend to look like this Q I.



If the climate is safe and respectful, safety and trust will grow, individuals will share more of themselves. This sets a new standard for all. Likewise in this climate of safety individuals will ask for input or feedback from others. In this way the visible window between members increases. This is a common dynamic of two people falling in love.





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When the visible window Q I expands between the members of a group, strong connections or 'glue' begins to form which might also be called caring and compassion. This is what happens when people fall in love. Coaches of superior sporting teams nurture this growth, and it is often what makes the difference between winners and losers in sports. It is also what happens in organizations that practice relational coordination like SouthWest Airlines. See Jody Gittells research on this in [The SouthWest Airlines Way](#). This enables high efficiency and coordination with little time spend in meetings or coordinating.

### Expanding the Window QI

**Quadrant I** This quadrant is expanded by expanding each of the other quadrants.

**Quadrant II** Soliciting feedback from those you work with, your family and loved ones, is at the core of shrinking this quadrant. The next step is accepting this feedback, and making it a part of your public self. This means moving it into Quadrant I where it is no longer unknown to you. It is more than just knowing the other's feedback intellectually, rather it is accepting the feedback on a deeply emotional level as a part of you, certainly a part of you as those around see you. This accepted and incorporated feedback can lead to changes in the way you behave, particularly with others.

This feedback helps you understand how others react to you. For instance you may think that you give very clear directions to others. Their feedback says you regularly give unclear and confused direction. This may not improve your direction giving ability, but it leads you to understand the shortfalls of your direction giving and the value of taking time to clarify with others your directions.

**Quadrant III** This is your secret self. You have a lot of information about yourself that others do not know. Others have no information here until you choose to reveal it. The cost impact of not revealing information here is the energy that is consumed keeping it locked away. Rarely is the individual aware of this energy expenditure. It is like having a hole in your gas tank you just run out of energy sooner and may not know why. Bernee Brown in her TED presentation on [The Power of Vulnerability](#) give sclear and powerful rationale for all of us having the courage to reveal more for the benefits are extraordinary both at home and at work.

**Quadrant IV** This quadrant is hidden unless you know how to look for the signs. Whenever you behave or think in a way that you wish was not a part of your repertoire, it is a clue to what lies in this quadrant. Any time an emotion surprises or overwhelms you, something is in Quadrant IV that is driving it. Strong fear, outbursts of anger and sustained grief all have their origination and



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energy derived from Quadrant IV. Understanding this aspect of Quadrant IV is the realm of psychoanalysis, holotropic breath work, journaling and deep personal introspection.

There is also an entirely different component Quadrant IV. The source of our creative energy, new ideas, and innovative thinking. This is most readily revealed when we are relaxed and at play. It is one of the reasons why sleeping on a problem or challenge overnight is apt to generate fresh material in the morning. It the rationale behind companies like Google and Amazon that re build on innovation to incorporate play rooms in their work areas. Ludwig Wittgenstein one of the 20th century's top five philosophers said, 'If people never did silly things, nothing intelligent would ever get done.'

Many scientists and inventors consciously enter the fourth quadrant with non-ordinary states of consciousness such as hypnagogic states. Thomas Edison practiced this by only sleeping for five hours a night, and then taking many naps during the day. When he lay down for a nap he would hold a wooden ball in his hand, then, and hold his forum vertically as a napped. The hypnagogic state shows up between wakefulness and sleeping. Is it time when many of our normal social and rational constraints evaporate; anything is possible. It is in this state that Edison claims conceived many of his new ideas and inventions. When the hypnagogic state of imagination abated, and he began to drift into sleep he relaxed and would drop the ball. making a sound and wake him up. He then wrote down what was going on in his mind during the hypnagogic state. Otherwise he would've fallen asleep and possibly forgotten. For a deeper look here see: the Roots of Adult Creativity and Children's Symbolic Products, chapter 3 in Fire Stages of Human Development by Alexander Langer.

### Non-Ordinary States Of Consciousness-NOSC

Many believe that rational thought is the highest form of human thinking. Yet there is ample evidence from the scientific world, Edison just pay one example, as well as the artistic, literary and musical worlds that some of the greatest human achievements that originate rationally. Great business achievements similarly often first appear in one form or another of NOSC. For example, Henry Ford's vision of "producing cars such quality and cost the average working person could afford one and use it to see this great country."

There are many forms of non-ordinary states of consciousness. Here are a few<sup>1</sup>:

Dreaming

Hypnagogic States

Hypnosis

Imagining

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<sup>1</sup> From Penelope Tarasuk Presented on NOSC at the Jung Association of Western Mass, Mar. 25, 2022



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Active Imagination	Dance Movement	Meditation	Dying\Near-Death Experiences
Active Listening	Flow States	Prayer	Feverish States Of Hallucination
Active Seeing	Yoga\Rolling	Mantras	Shock
Active Receiving	Sports	Singing	Dementias
Stories	Rock Climbing	Sounding	Dissociation
Literature\Poetry	Dance\Whirling\Rolling	Gentlemen	Unconsciousness
Art	Reverie	Breath Work	Anesthesia
Music	Reflection	Sex Orgasm	
Drumming\Rattling	Daydreaming	Birthing	
Shamanic Journeys	Fantasizing		

### Assessment

The Johari Window was invented to nurture peoples' awareness of themselves and others. You can search online and find a Johari's window assessment which asks you to select descriptive words about your personality, and asks those who are your friends or work with you.

**Johari Window Video** By Willing Phillips <https://vimeo.com/694114551> **20 minutes**