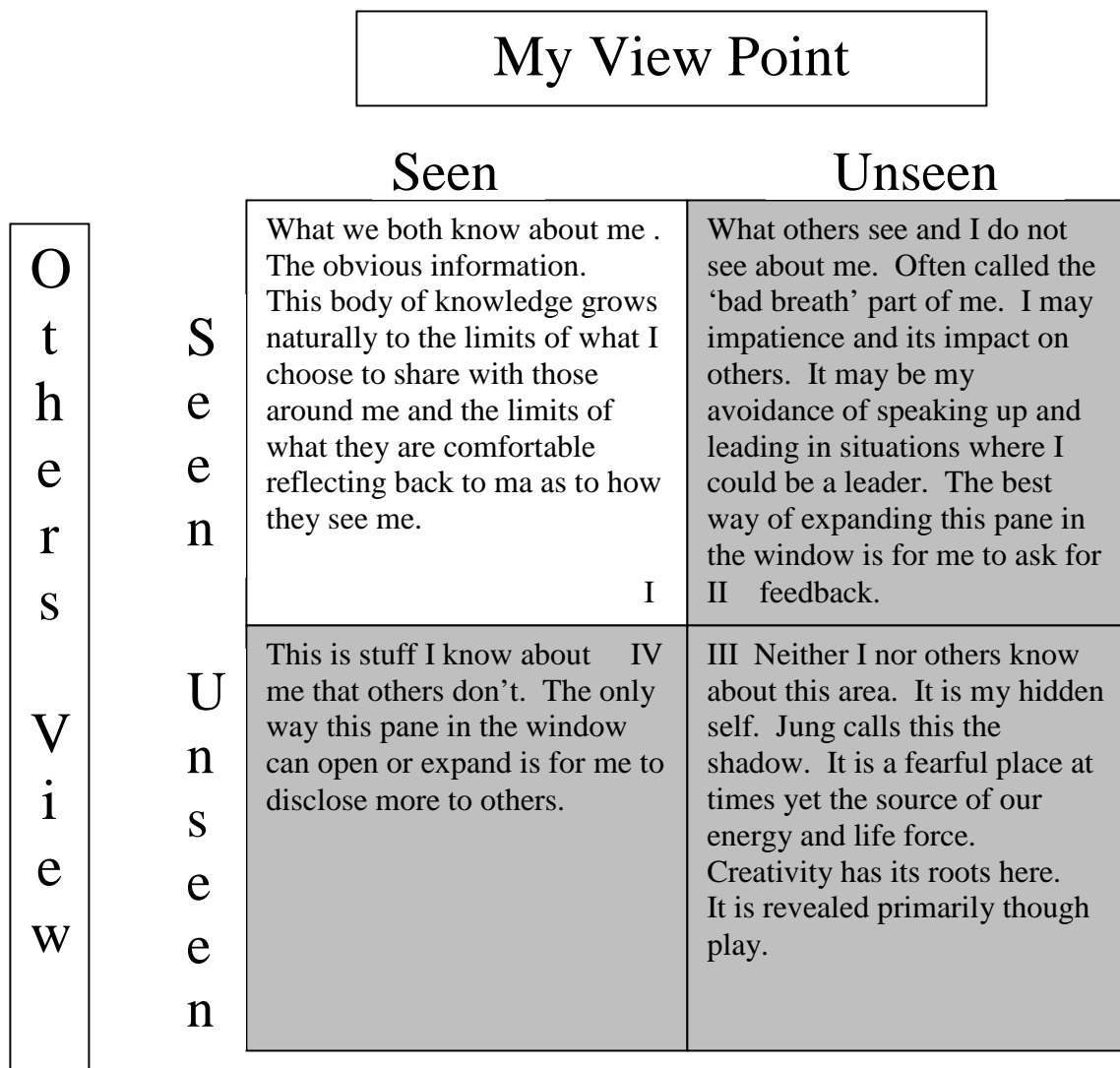


## The JoHari Window<sup>1</sup>

A model on how we see ourselves and how others see us. It consists of four distinct window panes. As individuals engage in disclosure, feedback and play the size of the panes expands. And we are able to more deeply understand and connect with one another.



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

<sup>1</sup> From the work of Joe Luft and Harry Ingham

In a new group, Quadrant I is very small; there is not much free and spontaneous interaction. As the group grows and matures, Quadrant I expands in size, 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 pane we experience one another through is 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 the things we feel or do.

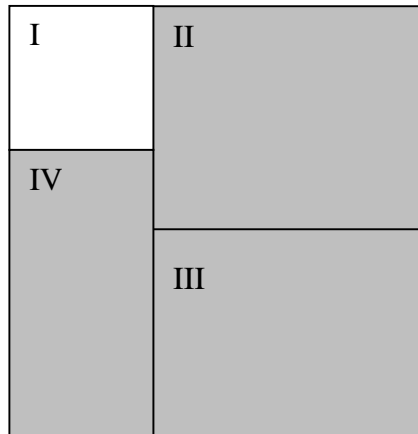
Quadrant IV changes somewhat during a learning laboratory, but we can assume that such changes occur even more slowly than shifts in Quadrant II. At any rate, Quadrant IV is undoubtedly far larger and more influential in an individual's relationships than the window illustrates.

### **ASSUMPTIONS About THE JOHARI WINDOW**

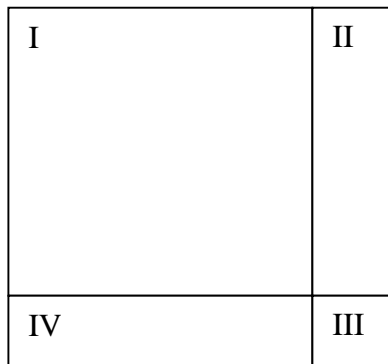
1. A change in any one quadrant will affect all other quadrants.
2. It takes energy to hide, deny, or to be blind to behavior which is involved in interaction.
3. Threat tends to decrease awareness; mutual respect and trust tends to increase awareness.
4. Forced awareness (I have some feedback for you...) 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 in the membership can be applied to the task at hand.
7. The smaller the first quadrant, the poorer the communication.
8. There is universal curiosity about the unknown area; 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, anxiety or threat is fairly large, that interchange 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.



If the climate is safe and trusting, individuals will share more of themselves and 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 indow between members increases.



When the visible windows exp[and between the members of a group, strong connections or ‘glue’ begins to form which might also be called caring. This is what happens when people fall in love. It is also what happens in organizatins that practice relational coordination like SouthWest Airlines. This enables high efficiency and coordination with little time spend in meetings or coordinating.