JOHARI WINDOW: A USEFUL COMMUNICATION MODEL AND PSYCHOLOGICAL TOOL FOR IMPROVING UNDERSTANDING BETWEEN INDIVIDUALS

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ABSTRACT

Human resource is a complex resource of organization and it needed to handle effectively for getting maximum outcome from their performance. Johari window is one of the tools can be used for understanding this complex input of an organization. Johari window provides a facility for developing interaction among team members. The Johari window model is useful for developing perception of individual about himself and perception of team members about the individual. This model is characterized by some qualities like- individual can gain faith by providing information about himself to the team members and individual can understand others perception about himself from their feedbacks. Every participant can be represented by the Johari model through its four areas named open area, Blind area, Hidden area and unknown area. Every area or quadrant of Johari Window illustrates characteristics of the parson like his feelings, attitude, values, motivation etc. By following proper steps we can successfully complete Johari Window exercise which can be helpful for developing communication and improving understanding of team members. Exploratory research design was chosen for this research.

This research talks about various aspects of Johari window like, basic concept of Johari window, meaning of four regions of Johari window, transfer of information from one region to another region with the help of conducting proper exercise and process for implementation of Johari window. In this study positive as well as negative adjectives are also mentioned this can be used for understanding both negative and positive aspects of employees. With the help of various tables this study presents comprehensive information about Johari window.
KEY WORDS: Quadrants, motivation, perception.

INTRODUCTION

The Johari Window model was created by psychologists Joseph Luft (1916–2014) and Harrington Ingham (1916–1995) in the year 1955 during a summer laboratory session, and this model was published in the Proceedings of the Western Training Laboratory in Group Development by the UCLA (University of California Los Angeles) Extension Office. Johari Window model is helpful and useful to individual and groups also for developing better understanding of oneself and other group members. Johari window was first devised as a tool to promote communication and strong teamwork. This tool can be useed for exhibiting self awareness and improving understanding among group members. There are four perspectives in Johari Window called 'regions' or 'areas' or 'quadrants', these regions represents information about feelings, attitudes, views, intentions, motivations, etc about an individual. The horizontal axis of the window describes an individual's knowledge, while the vertical describes the group's knowledge. Johari Window can give information about a person in certain ways like, A. Understanding how you communicate with yourself and others. B. Understanding how you present yourself to yourself and others. C. Understanding how you perceive yourself and how others perceive you. D. Understanding actions vs. motivations.

LITERATURE REVIEW

Col. Nicu BEGANU,Maj. Marcel NIȚAN
"Feedback is one the important parts of training process. Researcher explained that Johari Window can demonstrate the process of giving and receiving feedback. According to researcher there can be four types of training participants like the ideal participants, the interrogator, the arrogant and the secretive. This study focused on positive adjectives as well as negative adjective for assessing individual"

John W. Newstrom, Stephen A. Rubenfeld
"This paper argues that Johari Window is a tool for explaining the interaction between what is known and unknown to oneself and team members. Feedback solicitation, self disclosure are the important aspects of this tool. Researcher has done experimentation with the help of Johari Window which gave result that students became more interested in the theoretical constructs when they could experientially relate them to themselves and others. "

Joseph Luft
"According to reseacher it is important to examine own behavior in relation to others for working effectively in a team. For such examination researcher and his friend/coworker introduced Johari Window. They introduced Johari Window with four quadrants. It was observed in the study that if one quadrant get changed

then other quadrants will also get affected, if first quadrand is smaller it means there is poorer communication among team members."

M. A. Akewukereke, Ibitoye Samuel Olukayode

"This paper explains that a weak self image can negatively effect on the performance and confidence of an individual. As a librarian a person should be aware about own responsibility because they actually help others for collecting information. Librarian should be like a doctor who is confident about own known knowledge and ability. Open arena of librarian has to be large because then only he can promote the image of himself, his institute and his profession."

Michael D. Crino, Steven A. Rubenfeld

"Experimental exercise conducted by the researcher for measuring the impact of development in self awareness on the individual's behavior. In this experiment researcher gave information about the concept of Johari Window and asked them to write about their feelings about themselves. The result of the experiment was- subjects were really interested in increasing open area and reducing unknown area."
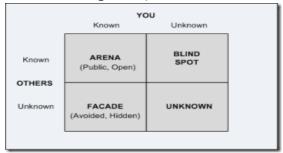
OBJECTIVES
1. To study all four regions of Johari Window.
2. To learn about transferring information from one region to another region of Johari Window.
3. To comprehend implementation steps of Johari Window.

RESEARCH METHODOLOGY
Exploratory research design was chosen for this research. This study is based on secondary data. Journals, magazines, books are used for collecting information.

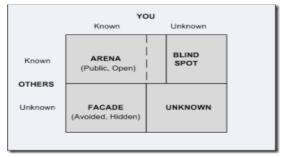Table No. 1
Four regions of Johari window

(Source- http://sourcesofinsight.com/know-and-share-yourself-enough/)

1. Open area, open self, free area, free self, or 'the arena' – this part exhibits behavioral pattern, attitude, motivation, feelings, emotion, knowledge, experience, skills, views etc known by person himself and also known by team members.

2. Blind area, blind self, or 'blind spot'- this area gives information about things unknown to the person about him/herself but known by others.
3. Hidden area, hidden self, avoided area, avoided self or 'facade'- this quadrant is about what the person knows about himself that others do not know.
4. Unknown area or unknown self- this final area informs us about feelings, latent abilities, aptitudes, experiences etc, that is not known by the person about himself and is also not known by others
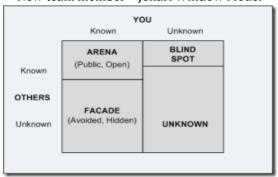
Table No. 2
Transferring information from one region to another region of Johari Window for developing understanding about individuals

(Source- http://sourcesofinsight.com/know-and-share-yourself-enough/)

Above Johari Window Model exhibits that the open area is increasing and blind area is decreasing. This can be happen with the help of feedback solicitation. Feedback is helpful for developing open area and reducing blind area. This process of transferring information from blind area to open area can be helpful for better understanding of oneself and group members. Ultimately the effect is individuals can have communication on the same wavelength.

Table No. 3
New team member – Johari Window Model

(Source- http://sourcesofinsight.com/know-and-share-yourself-enough/)

Above Johari Window model diagram demonstrates about member of a new team or a person who is new to existing team. Here open area and blind

area are small because team members know very less about new person whereas on other hand hidden area and unknown area are large because of little information posses by team members about new member.

Table No. 4
Existing team member – Johari Window Model

(Source- http://sourcesofinsight.com/know-and-share-yourself-enough/)

Above Johari Window model illustrates about existing team member. Here open area is large because others know about the person which is known to him also. With the help of feedback, process of disclosure, self discovery we can reduce blind spot, hidden area and unknown area. Teams can perform better with help of effective communication and by sharing information. When team members knows about each other regarding perspectives, abilities, skills, feelings, attitude then relationship of team members can become more productive and whole team can become dynamic. Teams can function more effectively when the information hold in open area is maximized. It can be possible in following ways:

A. Observation

Team members can have close observation of a person's behavior, personality characteristics. So the information collected through observation can get communicated with the individual. This exercise will be helpful for expansion of open area.

B. Self Disclosure

Individuals can share information about themselves with team members. This is like moving information from one area to another area of Johari Window. In short individuals need to disclose facts and team member will come to know more about that individual.

C. Self Discovery

By recognizing self strength, by deciding goal of life, by observing own values, by identifying inspiration around us, by journaling one can have self discovery. This discovered information can be shared by self disclosure and can be move in to open area.

D. Shared Discovery

By having combine efforts of individual and team members information can be move diagonally from unknown area to open area.

E. Feedback

Feedback can inform to individual about perception of team members about himself. Feedback is like a reply by team members telling about how the behavior of individual is effecting on others. In this way feedback is crucial for passing information in johari Window from one area to another.

Table No. 5
Steps for implementation of Johari Window

Steps	Particular	Description
Step1	Orientation	Introducing the concept of Johari Window to all team members
Step2	List	Providing "Johari window adjective list" to each participants
Step3	About self	After choosing one subject (one participant), that subject himself will write ten to twelve adjectives which he thinks can describe him exactly.
Step4	About subject (one participant)	At the same other participants will also write about eight adjectives regarding subject which can describe him accurately.
Step5	Relieving adjectives	Each participant will reveal one adjective written about subject
Step6	Checking list	Subject will check that whether that adjective is written in his own list or not. If yes then that adjective will get placed in open area if not then that adjective will get placed in Blind area.
Step7	Continue	Same process will be continued for all participants
Step 7	Relieving adjective	Now subject will reveal adjective from his own list which have not been identified by participants'. These adjectives will get placed in Hidden area.
Step 8	Fill all parts of Johari window	All areas of Johari window should be filled after comparing subject's list with participants list 1. If an adjective appears in both list it should place in open area 2. Where an adjective appears only in subject's list and not in participants' list it should place in Hidden area. 3. If an adjective appears in participants' list but not in subject's list it should place in blind area. 4. Adjectives not appeared in any list will place in unknown area.

Above exercise will be helpful for improving understanding of team members for each other by expanding scope of their communication. Activities like

feedback solicitation, observation, self discovery, self disclosure, shared discovery are helpful for understanding about oneself and it is also essential for increasing perception of self characteristics.

Table No. 6 List of positive adjectives for Johari Window exercise

able	accepting	adaptable	bold	Brave
calm	caring	cheerful	daring	Complex
confident	dependable	dignified	energetic	extroverted
friendly	giving	happy	helpful	idealistic
independent	ingenious	intelligent	introverted	kind
knowledgeable	logical	loving	mature	modest
nervous	observant	organized	patient	powerful
proud	quiet	reflective	relaxed	religious
responsive	searching	self assertive	self-conscious	sensible
sentimental	shy	silly	spontaneous	sympathetic
tense	trustworthy	warm	wise	witty

(Source- Col. Nicu BEGANU,Maj. Marcel NIȚAN , "The Johari Window: A Model of Feedback and Self disclosure in Training)

Using above positive adjectives is a good exercise at the beginning stage and we can expand the scope of this exercise by including negative adjectives. The only condition for adding negative adjectives is that all the participants should feel comfortable for the same.

Table No. 7 List of negative adjectives for Johari Window exercise

incompetent	intolerant	inflexible	timid	cowardly
violent	aloof	glum	stupid	simple
insecure	irresponsible	vulgar	lethargic	withdrawn
hostile	selfish	unhappy	unhelpful	cynical
needy	unimaginative	inane	brash	cruel
ignorant	irrational	distant	childish	boastful
blasé	imperceptive	chaotic	impatient	weak
embarrassed	loud	vacuous	panicky	unethical
insensitive	self-satisfied	passive	smug	rash
dispassionate	over-dramatic	dull	predictable	callous
inattentive	unloyal	cold	foolish	humorless

(Source- Col. Nicu BEGANU,Maj. Marcel NIȚAN , "The Johari Window: A Model of Feedback and Self disclosure in Training)

CONCLUSION

Johari window Model is proved to be one of the successful models of developing understanding about oneself and team members. Some important aspects of this model are its four quadrants, feedback, self disclosure and self discovery. By using this model both parties that is individual and team members can develop positive relationship and can also develop effective communication as this model provide good amount of information about person , perception of team members , hidden qualities and unknown qualities etc. Johari Window can be useful to discuss about the objectives, opinions, skills and awareness of individual and team members. The enhanced trust and improved communication can be developed in team by recurrently using this model.

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