Activity: What have you learned about yourself? Based on what you know about yourself and how you have handled similar situations in the past, how do you think you would handle the following scenario: (apply Johari Window)

You have been asked to supervise a project. The success of the project is also dependent upon the contributions and feedback of other department groups. The deadline is approaching. The other managers/department groups have largely ignored requests for information, but complained in group meetings that the project is in danger of non-completion. During manager meetings, this non-response has been raised as an issue, but your manager has not addressed it, stating that all of the managers are busy and that they will respond as soon as they can. However when the documentation is not provided to you, it is identified as your deficiency and has been designated as a risk to project completion. The end result is that you (your project) has been identified by senior management as being at risk for completion and as your deficiency. At one meeting, a manager who had ignored requests for information for several weeks, complained that you were harassing him. You felt frustrated and close to tears.

Helping Answer:

The ability to effectively communicate with others is one of the most

 powerful tools for personal and/or professional success. Most people are challenged by the many day-to-day interactions with co-workers, family, and friends.

Johari Window model diagram is an example of increasing the open area, by reduction of the blind area, which would normally be achieved through the process of asking for and then receiving feedback.

Feedback develops the open area by reducing the blind area. The open area can also be developed through the process of disclosure, which reduces the hidden area.

The unknown area can be reduced in different ways: by others' observation (which increases the blind area); by self-discovery (which increases the hidden area), or by mutual enlightenment - typically via group experiences and discussion - which increases the open area as the unknown area reduces.

A team which understands itself - that is, each person having a strong mutual understanding with the team - is far more effective than a team which does not understand each other- that is, whose members have large hidden, blind, and/or unknown areas.

Team members - and leaders - should always be striving to increase their open free areas, and to reduce their blind, hidden and unknown areas.

A person represented by the Johari Window example will not perform to their best potential, and the team will fail to make full use of the team's potential and the person's potential too. Effort should generally be made by the person to increase his/her open free area, by disclosing information about his/her feelings, experience,

views, motivation, etc, which will reduce the size of the hidden area, and increase the open free area.

Seeking feedback about the blind area will reduce the blind area, and will increase the open free area. Discovery through sensitive communications, active listening and experience, will reduce the unknown area, transferring in part to the blind, hidden areas, depending on who knows what, or better still if known by the person and others, to the open free area.

1 open/free area	**2** blind area
3 hidden area	**4** unknown area