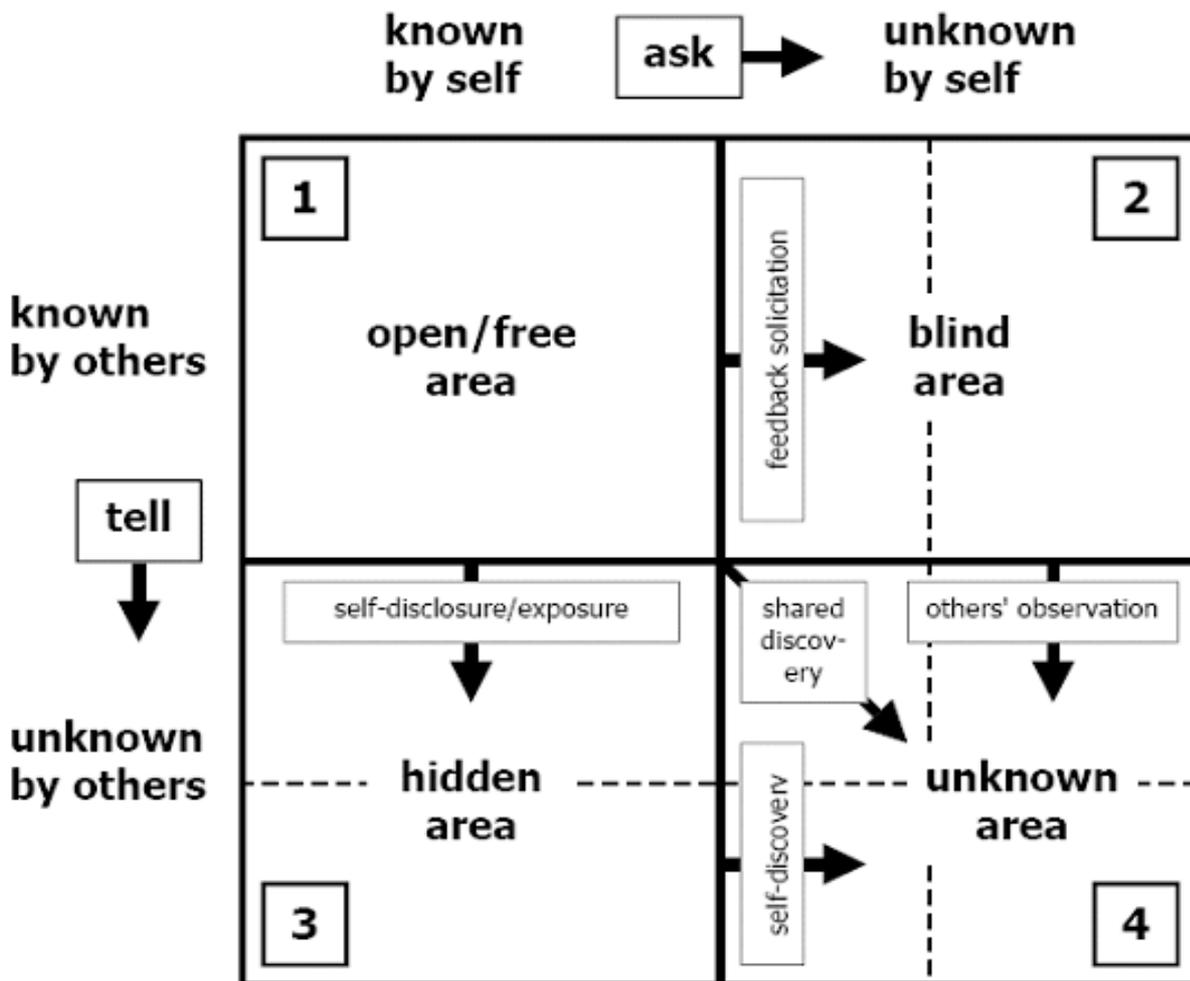


The Johari Window and its relevance for ZEGG-Forum work.

Luft and Ingham (1955) observed that there are aspects of our personality that we are open about and other elements we keep to ourselves. At the same time there are things that others see in us that we are not aware of. There is also an area that everyone is unaware of. Luft and Ingham came up with a model that highlights these four areas and this they called the Johari window.



Johari quadrant 1 - 'open self/area' or 'free area' or 'public area', or 'arena'

is also known as the 'area of free activity'. This is the information about the person - behavior, attitude, feelings, emotion, knowledge, experience, skills, views, etc - **known** by the person ('the self') and **known** by the group ('others').

The aim in any group should always be to expand the 'open area' for every person. The open free area, or 'the arena', can be seen as the space where good communications and cooperation occur, free from distractions, mistrust, confusion, conflict and misunderstanding.

The open area can be expanded horizontally into the blind space, by seeking and actively listening to feedback from other group members. In ZEGG-Forum, this is the role of the „mirrors“ from other participants in the group, who have the role as witnesses. Here it is called: 'feedback solicitation'. The size of the open area can also be expanded vertically downwards into the hidden or avoided space by the person's disclosure of information, feelings, etc about him/herself to the group

and group members. This is happening when the presenter in Forum enters the middle and shares. The facilitator can help a person expand their open area into the hidden area by asking the person about him/herself.

Johari quadrant 2 - 'blind self' or 'blind area' or 'blind spot'

Is what is **known** about a person by others in the group, but is **unknown** by the person him/herself. By seeking or soliciting feedback from others, the aim should be to reduce this area and thereby to increase the open area, to increase self-awareness. This blind area is not an effective or productive space for individuals or groups. This blind area could also be referred to as ignorance about oneself, or issues in which one is deluded. Offering „mirrors“ in the Forum space creates trust. A blind area could also include issues that others are deliberately withholding from a person. We all know how difficult it is to work well when kept in the dark. People who are 'thick-skinned' tend to have a large 'blind area'.

Group members can take some responsibility for helping an individual to reduce their blind area - in turn increasing the open area - by giving sensitive feedback and encouraging disclosure. Facilitators should promote a climate of non-judgmental feedback, and group response to individual disclosure, which reduces fear and therefore encourages both processes to happen.

Johari quadrant 3 - 'hidden self' or 'hidden area' or 'avoided self/area' or 'facade'

Is what is **known** to ourselves but kept hidden from, and therefore **unknown**, to others. This hidden or avoided self represents information, feelings, etc, anything that a person knows about him/self, but which is not revealed or is kept hidden from others. Before revealing any of that we often have to confront our fear and shame. The hidden area could also include sensitivities, fears, hidden agendas, manipulative intentions, and secrets - anything that a person knows but does not reveal, for whatever reason.

Relevant hidden information and feelings, etc, should be moved into the open area through the process of 'disclosure'. The aim should be to disclose and expose relevant information and feelings - hence the Johari Window terminology 'self-disclosure' and 'exposure process', thereby increasing the open area. By telling others how we feel and other information about ourselves we reduce the hidden area, and increase the open area, which enables better understanding, cooperation, trust, team-working effectiveness and productivity. Reducing hidden areas also reduces the potential for confusion, misunderstanding, poor communication, etc, which all distract from and undermine team effectiveness. In Forum, this self-disclosure makes the process worthwhile for others to witness.

Johari quadrant 4 - 'unknown self' or 'area of unknown activity' or 'unknown area'

Contains information, feelings, latent abilities, aptitudes, experiences etc that are **unknown** to the person him/herself and **unknown** to others in the group. These unknown issues take a variety of forms: they can be feelings, behaviors, attitudes, capabilities, aptitudes, which can be quite close to the surface, and which can be positive and useful, or they can be deeper aspects of a person's personality, influencing his/her behavior to various degrees. Large unknown areas would typically be expected in younger people, and people who lack experience or self-belief.

When we enter a ZEGG-Forum as the presenter, we also enter the unknown, or quadrant 4 and often find ourselves discovering something about ourselves that others and we did not see before. The same is true for the mirrors, which often touch the 4th quadrant, too. By venturing into the unknown we start reducing our shadow.