

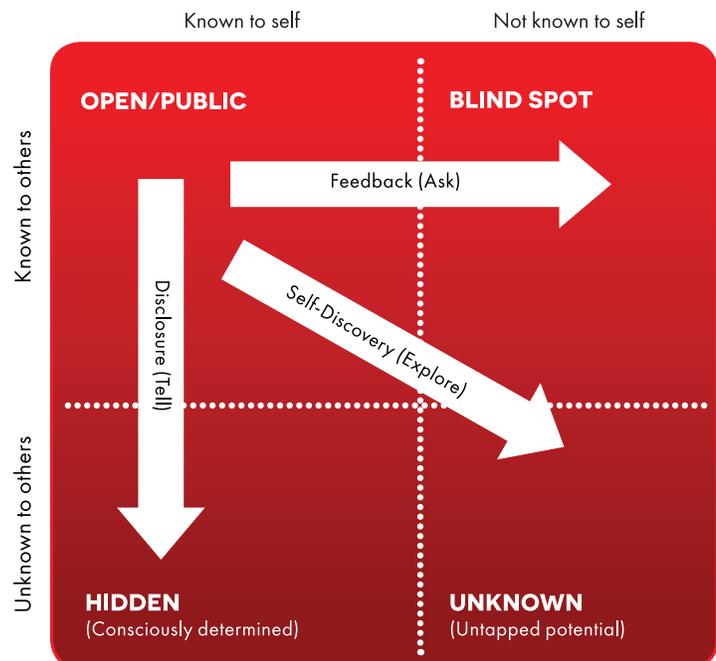


## IS THE JOHARI WINDOW TOOL APPLICABLE TO TRANSFORMATIONAL LEADERSHIP?

**JOHARI COMES FROM THE FIRST LETTERS OF THE CREATORS NAMES.** Joseph and Harrington. Joseph Luft and, Harrington Ingram were two cognitive psychologists that researched group dynamics for the University of California in Los Angeles, in the 1950's. They designed the window as a tool for groups to give feedback and increase self-awareness, following this line of thought if the leader is open to feedback from the team and takes action, his or her effectiveness will increase.

### THE TOOL CONSISTS OF 4 QUADRANTS:

1. OPEN/PUBLIC
2. HIDDEN
3. BLIND SPOT
4. UNKNOWN



“We are designed to have blind spots, which are the biggest opportunity to increase the level of conscience.” **JESÚS DE LA GARZA**



**OPEN:** Known to self and others. The content of this quadrant can be shared openly with anyone.

**HIDDEN:** Known to self, unknown to others. The content of this quadrant can be sensitive, the person is very selective with whom to share it with, and sometimes it is reserved solely for the person. It is important to make a distinction when considering the type of content included in this window, it can be related to facts or horror stories, which are kept secret, but it can also be related to thoughts or feelings, which are not shared with anyone. The challenge for the individual is to consciously chase them and keep track; this is very valuable information due to its nature.

The leader plays a critical role in this quadrant, if he or she shares private information, it sends a message to the group that sharing/disclosing is allowed, it sets the bar for the others to share and it is contagious. It is important to highlight the difference between reporting and sharing. Reporting is facts and figures, sharing is related to feelings, impact, and relevance.

**BLIND:** Known to others, unknown to self. This is very powerful quadrant because it is something others see in you that you are not aware of. The way feedback is given will influence the groups behavior. If it's given in gentle manner and, putting yourself in the other person shoes (Empathy), it will invite others to share in the same way. If it is given in a rough way it can discourage others to open up and it can be considered as collateral damage, because it affects others. Thought provoking questions may be an efficient way to give feedback. Ironically, we as human beings are designed to have blind spots, which is something that can be easily forgotten. The feedback from the leader is very powerful and sets the example for others. Content in this quadrant is a crucial element of transformation in one's life.

**UNKNOWN:** Unknown to others not known to self. This is considered the exploratory quadrant. How an individual acts with the blind information given has to do with the person's willingness to engage in new experiences outside of the known/comfort zone. This requires conviction in the process and due to its nature it can be uncomfortable. The role of the leader is to share the benefits of exploring the unknown and the impact that it has had in his or her life. Even though it is uncomfortable, is it worth trying? Depending on the answer from the leader, it will impact the group.

## CHECKLIST

- Call: 956.530.0907
- Email: [Jesus@monarchleaders.com](mailto:Jesus@monarchleaders.com)
- Visit: [monarchleaders.com](http://monarchleaders.com)
- Set up a Workshop

**WITH THE IMPLEMENTATION OF THIS TOOL AND VIEWING THE WINDOW IN FULL MOTION, ONE CAN TRULY HAVE A TRANSFORMATIONAL EXPERIENCE.** This can only occur across all quadrants. The person needs to be committed to share hidden information and willing to change behaviors. When others share blind spots, it leads the person to explore new perspectives. In order for an individual to truly grow, they need to consider feedback from multiple sources as part of the journey of self-discovery and increasing self-awareness.

An option for the leader or the company to uncover blind spots from the team, customers or suppliers is take the start, stop and continue assessment. This exercise can provide quality feedback so you can take action towards improvement.

**THE JOHARI WINDOW CAN BE A POWERFUL TOOL IN TRANSFORMATIONAL AS PART OF CONTINUOUS IMPROVEMENT AS LONG AS THE LEADER IS COMMITTED TO EMBARK IN THE PROCESS.**

To learn more visit [monarchleaders.com](http://monarchleaders.com) or email [Jesus@monarchleaders.com](mailto:Jesus@monarchleaders.com)