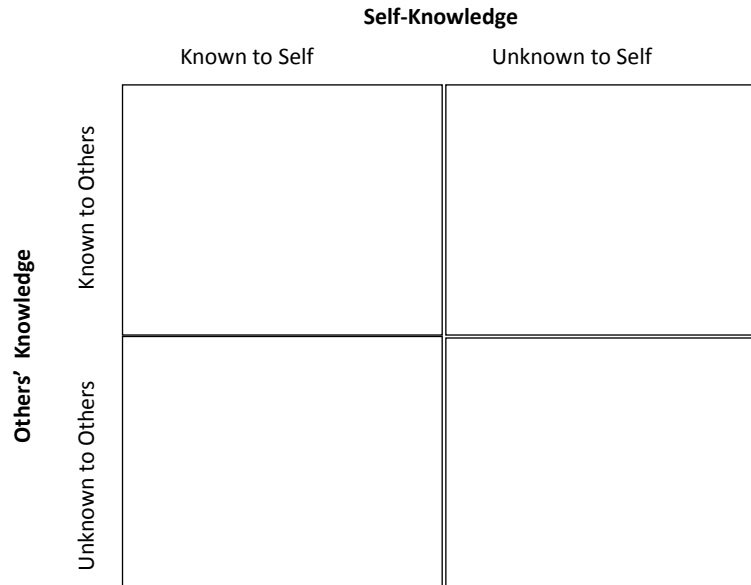


Note on Understanding and Populating Your Johari Window

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Known: The Known-to-Self/Known-to-Others Quadrant

This is the Quadrant where you know something about yourself and others know that about you too. You know you micromanage and they know you micromanage. You can talk about it, joke about it, and negotiate around it. It is out in the open.

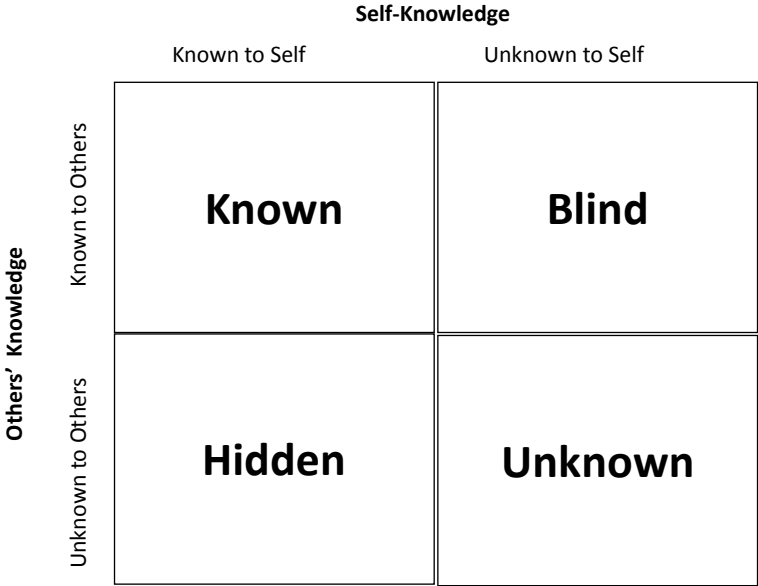
Do you see anything wrong with this? Is this a good thing or bad thing?

Some leaders may fear discovering what others know about them that the leader does not know. Sometimes this is shamed-based or guilt-based, sometimes more nefarious: fear about shady dealings, lies, incompetence, not being trust worthy or planning power plays that may cut others out.

What is the impact of having a highly populated Known area? Positives? Negatives?

Usually what others know about us is mostly positive or neutral, but even if it is negative, so what? Better to know that they know what we know, acknowledge it and deal with the issue than let it fester.

But for most of us the facts are always friendlier than an unknown or hidden truth. A truth that others know and we do not or one that we know and others do not can cause confusion or distrust. Secrets and lies damage any relationship, whether it is an intimate romantic relationship or a conflict-of-interest with a board. When a hidden truth, whether reality or perception moves from the blindspot into our known area, it is either new or confirmed data that will make you a better chooser, and that allows you to lead more effectively. This holds whether or are not you currently a leader.



Hidden or Masked: The Known-to-You/Unknown-to-Others Quadrant

This is the quadrant where you have information about who you are, what you think, what you are planning, your habits and characteristics that are known to you, but that you keep hidden from others. Some leaders are wary of being too transparent:

- They may fear the Known-to-Self and Known-to-Others Quadrant. They are most comfortable with what they know or suspect about themselves but remain unknown to others. They fear and avoid leaning what others know about them that they do not have access to. They like to keep clues to who they are hidden. Sometimes this is shame-based from a dysfunctional family, sometimes guilt-based, sometimes more nefarious. Fear of shady dealings, lies, incompetence,

not being trust worthy or planning power plays that may cut others out. Or even fear of being seen as an impostor.

- They feel exposed in the Known-to-Self and Known-to-Others quadrant. They like to keep their cards close to their vest. There are things they do not feel comfortable telling others. Sometimes for important organizational reasons, sometimes for personal reasons, sometimes because they are planning something or know something that it would be good to discuss with their team, but they do not.

Why do you think they are wary of exposing what is hidden about themselves to others? Maybe they are suffering from: Impostor Syndrome, Dysfunction, Addiction, or have High Privacy Needs.

For example, consider a leader who is the first one in his or her family to get a college degree or start their own business or reach the upper level of a big company. Even though they are qualified they feel like imposters and that if people got to close to them and got to know them they would find out they do not belong and that they are impostors who would bleed phony. So they avoid exposing their fears, or doubts and work harder and harder. They fear being seen as an impostor but their direct reports do not know that. They simply feel their boss is inaccessible.

What is the impact of having a highly populated hidden area? What do you think?

Blind: Unknown-to-You/Known-to-Others Quadrant

We all have blind-spots. Unfortunately these tend to increase as leaders gain power, become less accessible and surround themselves with “yes” people. It is lonely at the top and if we want to unpack our blind-spots as leaders, we have to work at it. So right here in this class is a great place to start developing the habit of getting feedback on how others respond to us and see us in ways that we do not.

We have observed a tendency for leaders to believe they know far more about themselves and how they are viewed than the facts merit. They interpret a few complaints and little feedback as meaning all is well, rather than that the followership may fear dire consequences for speaking truth to those in power.

When leaders become defensive or vindictive to those who speak truth-to-power, fear of retribution shuts down remaining feedback channels and only the most courageous will risk telling a powerful leader how others perceive him or her.

Consider this famous quote: "I don't want any yes-men around me. I want everybody to tell me the truth even if it costs them their job." Samuel Goldwyn (Famed film industry founding entrepreneur)

Contributing to the dearth of upward communication is leader denial, defensiveness, extreme autonomy, low inclusiveness, retribution, or follower fear of retribution.

Leaders who avoid, reject, or make communicating the truth too risky may jeopardize their own survival or even that of their organization.

What is the impact on a leader of having a highly populated blind area? Pros and cons.

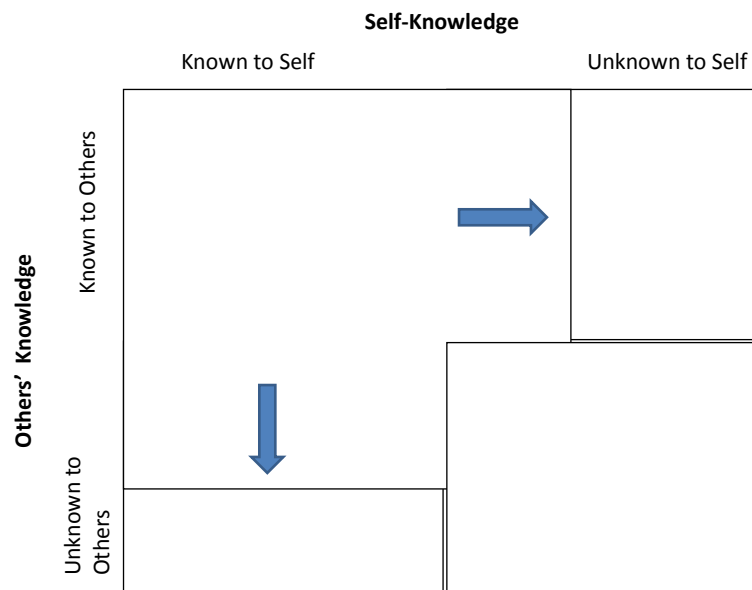
What lurks in the Blind area will only hurt you if it stays outside your awareness

Which is the most Dangerous Quadrant to you as a leader?

To summarize, the Johari window is a framework for describing who and how we are. It can be used to help account for things about ourselves that we are habituated to, that we learned in childhood, that reflect our family's way of thinking or acting, managing stress, conflict. So it seems totally normal to us, but not so to others.

ASSIGNMENT

1. Use a full page in your journal to draw a Johari Window. Fill-in the four quadrants over the eight weeks of this course as you discover new things about yourself. Push to move as much as possible from the Hidden and Blind quadrants into your Known quadrant. What we do not know about ourselves or hide from others is what makes us less agile and less effective as leaders and in our relationships.



2. Also, list some things about a person that define who they are; e.g.:

- Assumptions they make
- Appearance
- Hygiene
- Mannerisms and habits
- Email habits
- Response time
- Personality
- Decision Making Style
- Favoritism
- Lack of Preparation
- Habits if mind/action: consistent inconsistency, always having to be right, habitually blaming for subordinates
- Personal Characteristics (ingratiating, pushover, tyrant, cold, impatient, narcissistic, greedy, arrogant,)
- Gaps in competence
- Micromanagement
- Unwarranted Certainty
- Unwarranted blind faith in team and personal favorites who are unfair, vindictive unethical or incompetent
- Rigidity about maintaining status quo
- Interpersonal issues: no eye contact, puts off decisions that affect people's lives,